



South African
NATIONAL PARKS



*A world-class system of sustainable
National Parks reconnecting and inspiring society.*

South African National Parks Annual Report 2019/20



SANParks is the biggest tourism product owner in the country with a total of 6 787 formal beds and 8 643 camping beds throughout the national parks.



SOUTH AFRICAN NATIONAL PARKS

As a leading conservation authority, SANParks is a public entity under the jurisdiction of the Department of Environmental Affairs, where inclusive conservation as opposed to previous policies of exclusion are central to advancing the policies in line with the National Development Framework for Sustainable Development and the National Development Plan. SANParks manages a system of 20 functional national parks in seven of the nine provinces of South Africa with a total area of just over 4 million hectares comprising 67% of the protected areas under state management.

The SANParks of today is recognised as a world leader in conservation and protected area management. In the last two

decades, seven new national parks have been established, totalling over 700,000 hectares, with much of this being in the under-conserved biomes such as the Succulent Karoo and Fynbos.

The National Environmental Management Protected Areas Act mandates SANParks to create destinations for nature-based tourism in a manner that is not harmful to the environment. SANParks generates 80% of its operating budget from its eco-tourism business, therefore fulfilment of its conservations mandate is heavily reliant on thriving and sustainable tourism operations.



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Legal and Constitutional Mandate

SANParks was initially established in terms of the now repealed National Parks Act, 57 of 1976 and continues to exist in terms of the National Environmental Management: Protected Areas Act, 57 of 2003, with the mandate to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 is listed as a Schedule 3 Part A: 25 public entity.



Mission

Develop, protect, expand, manage and promote a system of sustainable national parks that represents natural and cultural heritage assets, through innovation, excellence, responsible tourism and just socio-economic benefit for current and future generations



Vision

A world class system of sustainable national parks reconnecting and inspiring society



Mandate

Delivery of the conservation mandate by excelling in the management of a national park system

List of Abbreviations and Acronyms

APP	Annual Performance Plan	NDP	National Development Plan
AVE	Advertising value equivalent	NDT	National Department of Tourism
B-BBEE	Broad-based Black Economic Empowerment	NEHAWU	National Education, Health and Allied Workers' Union
BPM	Business process management	NEMBA	National Environmental Management: Biodiversity Act
bTB	Bovine tuberculosis	NEM: PAA	National Environmental Management: Protected Areas Act
CBD	Central business district	NGO	Non-governmental organisation
CBD	Convention on Biological Diversity	NHRA	National Heritage Resources Act
CCMA	Commission for Conciliation, Mediation and Arbitration	NP	National park
CE	Chief Executive	NRMP	Natural Resource Management Programme
CEO	Chief Executive Officer	NUPSAW	National Union of Public Service and Allied Workers
CFO	Chief Financial Officer	NYDA	National Youth Development Agency
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora	OHS	Occupational health and safety
CPA	Communal Property Association	PFMA	Public Finance Management Act
CSI	Customer Satisfaction Index	PPP	Public-private partnership
DALRRD	Department of Agriculture, Land Reform and Rural Development	PPFPA	Preferential Procurement Policy Framework Act
DEA	Department of Environmental Affairs	PSHB	Polyphagus Shot-hole borer beetle
DEFF	Department of Environment, Forestry and Fisheries	PWD	Person with disability
DENC	Department of Nature Conservation	Q	Quarter
DoBE	Department of Basic Education	QSE	Qualifying small enterprise
EE	Employment equity	RQO	Resource quality objective
EE	Environmental education	SA	South Africa
EEZ	Exclusive Economic Zone	SACCAWU	South African Commercial, Catering and Allied Workers Union
EFP	Eco-furniture Programme	SAHRA	South African Heritage Resources Agency
EIA	Environmental impact assessment	SANBI	South African National Biodiversity Institute
EM	Environmental Monitor	SANCCOB	Southern African Foundation for the Conservation of Coastal Birds
EME	Exempted micro enterprise	SANDF	South African National Defence Force
EPiP	Environmental Protection and Infrastructure Programme	SANParks	South African National Parks
EPWP	Expanded Public Works Programme	SCM	Supply Chain Management
EXCO	Executive Committee	SDG	Sustainable Development Goal
FAO	Food and Agriculture Organisation	SET	Socio-economic transformation
FNB	First National Bank	SHR	SANParks Honorary Ranger
FTE	Full-time equivalent	SKA	Square Kilometre Array
GEF	Global Environmental Facility	SMME	Small, medium or micro enterprise
GGHNP	Golden Gate Highlands National Park	SO	Strategic objective
GKSDP	Greater Kruger Strategic Development Programme	SoAIM	State of Area Integrity Management
GLTFCA	Great Limpopo Transfrontier Conservation Area	SPfC	Strategic Plan for Commercialisation
GRAP	Generally Recognised Accounting Practice	SSNM	Savanna Science Network Meeting
GRIN	Garden Route Interface and Networking	TB	Tuberculosis
ha	Hectare	TBCSA	Tourism Business Council of South Africa
HCM	Human capital management	TBI	Tourism Business Index
HOSPERSA	Health and Other Services Personnel Trade Union of South Africa	TKNP	Tankwa Karoo National Park
ICT	Information and communications technology	TMACC	Table Mountain Aerial Cableway Company
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	TMNP	Table Mountain National Park
IPZ	Integrated Protection Zone	ToPS	Threatened or protected species
IT	Information technology	ToR	Terms of Reference
IUCMA	Inkomati-Usuthu Catchment Management Agency	TUT	Tshwane University of Technology
IUCN	International Union for Conservation of Nature	TVET	Technical and Vocational Education and Training
K2C	Kruger to Canyons	UA	Universal access
KNP	Kruger National Park	UCT	University of Cape Town
KPA	Key performance indicator	UNESCO	United Nations Educational, Scientific and Cultural Organization
ME	Managing Executive	UP	University of Pretoria
METT	Management Effectiveness Tracking Tool	USC	University of the Sunshine Coast
MPA	Marine Protected Area	VWS	Veterinary Wildlife Services
MoU	Memorandum of Understanding	WALOW	Walk and Learn on the Wildside
MTEF	Medium Term Expenditure Framework	WASS	Wide Area Surveillance System
MTPA	Mpumalanga Tourism and Parks Agency	WftC	Working for the Coast
NARYSEC	National Rural Youth Service Corps	WoF	Working on Fire
NATJOINTS	National Joint Operational and Intelligence Structure	YoY	Year on year
NDM	Namaqua District Municipality		

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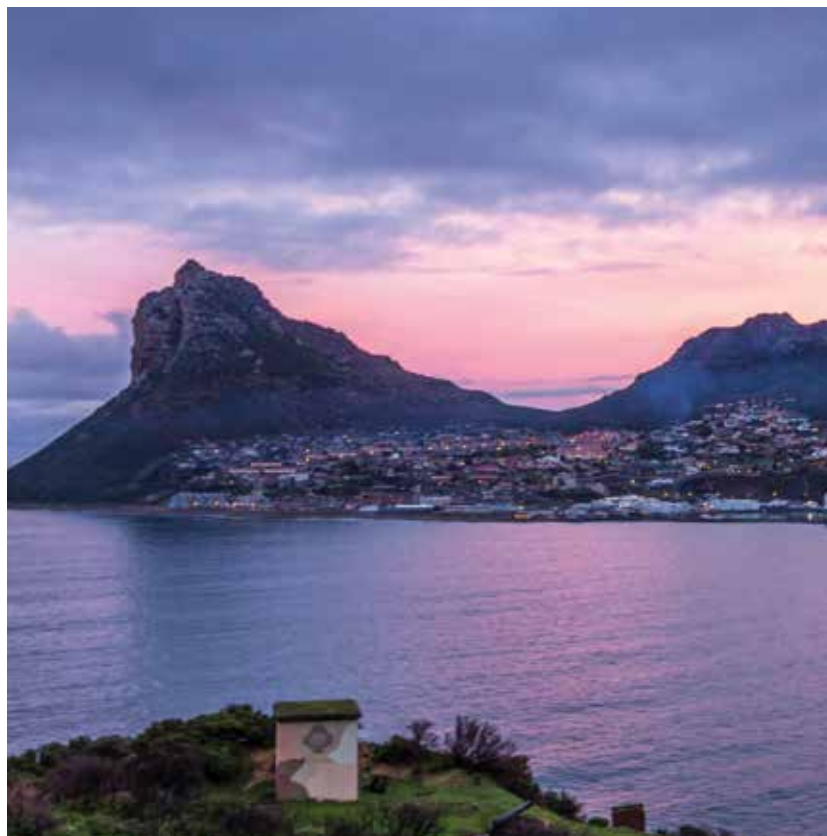
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PART A

GENERAL INFORMATION



About South African National Parks (SANParks)



View from Cape point

South African National Parks (SANParks) is the custodian of twenty national parks located in diverse vegetation types: Desert, Grassland, Forest, Succulent Karoo, Nama Karoo, Fynbos, Savanna, Albany Thicket, Indian Ocean Coastal belt and Azonal. Established in 1926, the park system spans 7 of South Africa's provinces, consists of over 4 million hectares (40,000 km²) and makes up approximately 67% of the land under formal conservation in the country.

The reasons for the existence of national parks have evolved from protecting wildlands and wildlife to protecting biological life forms and promoting socio economic transformation, eco-tourism and connecting citizens to nature. Achieving these objectives means an attempted to address a range of conservation management challenges; addressing complex and social, economic and political dynamics; and adapting policies and management styles. This requires the organisation to be innovative and to use our parks to influence and support sustainable development across society. Historically, the national parks excluded the majority of South Africa's people. To overcome this and to ensure an inclusive national parks system, SANParks formulated a comprehensive socio-economic transformation strategy to assist with the development of communities neighbouring the parks. Located in rural areas, the parks can and must be catalysts and drivers of local economic development.

SANParks' socio-economic transformation programme includes Biodiversity Economy; Social Legacy; Enterprise Development; Environmental Education; and an Awareness and Land Claims Beneficiation programme. During the reporting period, amongst others achievements, the social legacy programme provided ablution facilities at Makushu Primary School near the Mapungubwe National Park and repaired chairs at the Uitvlug Primary school near the Bontebok National Park.

During SANParks' Annual National Parks week celebrations held at Bontebok National Park, eight science laboratories provided by the organisation were officially handed over to schools in Limpopo, Mpumalanga and Western Cape Provinces. The impact of science labs donated in recent years has already been felt, with schools reporting an increase in the number of learners taking maths and science subjects. There has also been a significant increase in the percentage of passes in Physical Science and Life Sciences. Following the donation of a science lab, one of the schools - Mbuyane High School in Mpumalanga - has been converted into a science school and has been rated amongst the five best-performing schools in maths and science in the province.

// During the 2019/2020 financial year, SANParks added 138 344 ha to the system of national parks.

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Through the Biodiversity Economy programme, which assists historically disadvantaged communities and individuals to benefit from wildlife and plants found within and outside national parks, 204 animals were delivered to emerging game farmers and communities: 25 Red Hartebeest to Zvedza Investment Solutions; 55 Hartebeest to Motlhabatse Communal Property Association (CPA); 30 Red Hartebeest to Godimong Investment; and 50 Blue Wildebeest to Sepelong Game Farm. Northern Cape Province game farmers were hard hit by drought and lost a considerable number of their stock. In partnership with established game farmers, SANParks donated 30 tons of grass-feed to the three emerging game farms in the province: Sepelong, Kalema and Mpho Sebusi.

New applications for game loans and donations were received from emerging game farmers and communities. Site visits and assessments were conducted in North West, Limpopo, Mpumalanga, Eastern Cape, Northern Cape and Free State Provinces to 37 farms of applicants who met the minimum criteria. For the first time, five women emerging game farmers were recommended for game loans.

In partnership with DEFF, SANParks held training sessions with 200 community and emerging game farmers. The sessions dealt with sustainable game farming: acquisition, development and management; community based natural resource management; eco-tourism and hospitality; bio-prospecting; and business development and management. The participants received certificates of attendance.

By facilitating co-learning and unlocking wildlife and eco-tourism opportunities that will contribute to their socio-economic development, SANParks has prioritised young people already in business and those aspiring to establish businesses. The dedicated Youth Desk, launched during the inaugural national Youth Summit in Port Elizabeth on 15 March 2020 in conjunction with the National Youth Development Agency (NYDA), is the first of its kind in the conservation sector. Among the aims of the summit were to create awareness about economic opportunities within SANParks and its strategic partners; showcase successful youth-led initiatives that exist through SANParks support; and identify existing and potential value chains in conservation and tourism for possible youth participation and investment. Ten young people were invited to present catalytic ideas and concepts in conservation and tourism-related fields embracing the Fourth Industrial Revolution.

The land claims programme aims to facilitate settlement of land claims in national parks in collaboration with the Land Claims Commission. A number of land claims lodged within national parks are at different stages of settlement. The following claims were processed in 2019/20:

- Colchester Land Claim (Addo Elephant National Park)

In lieu of the two properties claimed inside Addo Elephant National Park (a portion of farm Vetmaak Vlaakte 312 of 58.7074 ha and a portion of the remainder of farm Oliphants Plaat 214 of 1129 ha), the draft land claims beneficiation package for the Colchester land claimants was drafted and approved by the Board for negotiation.

The draft package consists of revenue sharing at Mathyolweni camp from the existing 15 chalets, and from additional chalets that may be built in the future, on a scale of 8 per cent to 12 per cent; a percentage share of the gate fees at Mathyolweni gate based on the proportion of the land claimed; a 1 per cent share in the income from the sale of high value species at Addo Elephant National Park; the opportunity to operate game drives at Mathyolweni camp; and a percentage share in future developments at Mathyolweni camp. The negotiation process, which is being facilitated by the Land Claims Commission, is in progress and will be finalised in 2020.

- Qwaqwa Land Claim (Golden Gate Highlands National Park)

Due to challenges experienced with the initial proposal, SANParks reviewed its proposed settlement agreement with the Qwaqwa land claimants. The revised proposal involves signing a contractual agreement between Dihlabeng CPA and SANParks in lieu of the properties claimed, with SANParks to manage these properties with the CPA; continued location of the Ranger post at Eerstegeluk farm; and continued co-existence of livestock and game on the properties where they already exist, with proper management guidelines established. The beneficiation package will form an addendum to the settlement agreement. The claimants agreed in principle to the proposal but requested that the value of the beneficiation package be determined. A study of the package has been completed and will be presented for discussion and finalisation in 2020.

- Kruger National Park Land Claim

The Kruger National Park Land Claim beneficiation scheme was drafted and presented to the claimants for inputs which were then captured. Among the inputs was that the scheme should be valued before the claimants could accept it. A service provider was appointed to carry out the valuation; however, during the process, the claimants approached the office of the Minister for Environment, Forestry and Fisheries through their legal representatives Spoor & Fisher and lodged a dispute against the process that SANParks had followed to determine the value of the proposed beneficiation scheme. The Minister requested that an independent facilitator be appointed to review and facilitate negotiation and finalisation of the scheme. The facilitator will be appointed in 2020.

SANParks has set an objective to contribute to South Africa's target of conserving 13.2% of its land area and 5% of its Exclusive Economic Zone (EEZ). The organisation is therefore challenged to design and implement a land and marine inclusion programme that will ensure the conservation of representative ecosystems to protect critical biodiversity in the face of the ever-growing and competing demands for land and resources causing land prices to escalate. During the 2019/2020 financial year, SANParks added 138 344 ha to the system of national parks. This includes the establishment of the new 135 245 ha Meerkat National Park, in partnership with the National Research Foundation and the internationally acclaimed Square Kilometre Array Project declared on 27 March 2020 by the Minister of Forestry, Fisheries and the Environment (DFFE). Additional land expansion includes the purchase of two properties of 1 186 ha for inclusion in the Addo Elephant National Park and 233 ha for inclusion in the Table Mountain National Park with the Land Acquisition Grant as well as the purchase of 1680 ha for inclusion in the Tankwa Karoo National Park through the National Parks Trust of South Africa.

In May 2019, the Minister of Forestry, Fisheries and the Environment declared 20 new Phakisa Marine Protected Areas (MPAs) including three MPAs assigned to SANParks as the Management Authority: the Addo Elephant National Park, Namaqua National Park and Robben Island MPAs. These three new MPAs total 228 879 ha in extent, more than doubling the extent of MPAs for which SANParks is responsible from 147 540 ha to 369 397 ha. The declaration increased South Africa's marine protection levels from 0.4% to 5% of the EEZ, totalling 67 300 km² or 6 730 000 ha.

Management Effectiveness Tracking Tool (METT) assessments for all national parks (excluding Vaalbos and Groenkloof National Park) were completed on the new DFFE online system for the first time. Staff from all parks, with the exception of those in the Cape Region which were affected by the lockdown travel restrictions, attended a regional METT assessment workshop during February and March 2020 to verify the scores. The goal set was that 80% of the national parks should achieve a METT score of $\geq 67\%$. Eighteen of the 19 national parks (95%) achieved this score, with SANParks' average at 71 %. Namaqua National Park, the only national park to score slightly below the target, achieved a score of 66%. Corrective measures will be taken to improve the METT performance of this park which will be reassessed in the 2020/21 financial year.

Wildlife crime has decreased significantly in Kruger National Park (KNP) according to YoY incidents reported and poaching statistics. Rhino poaching has declined by 21.61% and elephant poaching by 43.75%. In the Parks Division, two rhinos were poached at Marakele National Park in January 2020. This is a concern since the target was zero rhino poaching in rhino parks outside KNP. The decrease in poaching in KNP can be attributed to:

- Integrated wildlife anti-crime strategies involving all law enforcement agencies in South Africa and the Greater Limpopo Transfrontier Conservation Areas.
- Significant arrests made at high levels of the poaching chain of command.
- The Covid-19 outbreak which restricted movement and strengthened security on the roads in late Quarter 4.
- Successes with WASS "Meerkat", a state-of-the-art surveillance technology deployed in the Integrated Protection Zone (IPZ).
- Cooperation between SANParks' Special Operations and SANDF Special Forces.

Wildlife crime has decreased significantly in Kruger National Park (KNP) according to YoY incidents reported and poaching statistics.

Rehabilitated land includes 31 875 ha of initial work, 197 655 ha follow-up and 6 850 m³ wetland rehabilitation. The initial absorption of the Working for the Coast teams into Working for Ecosystems, until the coastal programme became active, enabled more initial land rehabilitation. In the Garden Route National Park, Cape and Frontier Regions, planned work areas were affected by fire and unexpectedly high regrowth resulted in changes from initial to follow-up clearing to address the regrowth. To close-out landowner agreements, the focus in the Integrated Zones of SANParks moved to follow-up rehabilitation. Some alien invasive vegetation clearing and land rehabilitation was done at a lower cost by using the quotation system, allowing more hectares to be rehabilitated. The overall cubic meter target for wetland rehabilitation was exceeded, caused by changing from harder to softer engineering options, particularly in KNP.

Highlights



Rhino poaching has declined by **21.61%** and **elephant poaching** by **43.75%**.



Tourism revenue grew by **6.5 %** to **R1.885-billion** from **R1.769-billion** in the previous year.



A total of **69.4%** of **accommodation occupancy** was achieved.



Accommodation at Tshugulu Lodge, Mapungubwe

The Expanded Public Works Programme (EPWP) is one of SANParks' main contributions to socio-economic transformation. During the reporting year, implementation of the standing EPWP programmes continued with the start of new projects funded by the National Department of Tourism (NDT) to address infrastructure maintenance in the national parks. The 1.2 million person days worked by 13 722 people employed in the various projects equated to 5 406 full time equivalent (FTE) jobs. The programme supported 651 SMMEs and paid R209 million to these small contractors for the various services provided. Sixty-three per cent of those employed in the EPWP programme were young people aged 16 to 35; 53 per cent were women; and 2 per cent were people with disabilities.

Construction of the Skukuza Safari Lodge in Kruger National Park was completed and full opening of the facility is imminent. Construction of the Dinosaur Interpretive Centre in Golden Gate Highlands National Park is six months behind schedule, with practical completion now set for July 2020. The Big Tree development as well as the entrance gate and offices in Tsitsikamma National Park were completed by year-end. Seven new staff accommodation units were completed: four at Mapungubwe National Park and World Heritage Site and three at Mountain Zebra National Park. Due to additional funds, upgrading of roads in the Cape of Good Hope section of Table Mountain National Park was able to be expanded to include the secondary road to Olifantsbos and the Cape of Good Hope road. The sewer infrastructure and chalets at the Mountain Retreat Rest Camp in Golden Gate Highlands National Park were also upgraded during the reporting year. In Kruger National Park, maintenance of roads in the Marula Region formed the bulk of the expenditure. Approval to use the construction contractors from the Mpumalanga Province roster for renovations and maintenance assisted with committing funds, and by year-end fifteen contracts had been approved.

The additional R 91 million received in March 2020 was allocated for a variety of smaller maintenance projects and to procure materials and equipment in all the national parks. Upgrading water and sewer pumps, installation of water meters to measure consumption, yellow metal for road maintenance and green energy installations formed part of the projects.



Bontebok National Park

Tourism provides a recreational and educational outlet for the South African and international markets and, importantly, in doing so creates a revenue source that enables SANParks to meet its core mandate of conservation. Tourism revenue contributes 80 per cent of the organisation's annual budget and is therefore key to alleviating its reliance on state funding.

Tourism revenue has grown by 6% to R1, 955-billion, from R1.769-billion achieved in the previous year. This is 2% below the budgeted total of R1.990-billion. During the reporting year, total Guests to Parks decreased by 5.1 per cent year on year from 6 665 667 to 6 326 448 persons through SANParks' gates. A total of 69.4% of accommodation occupancy was achieved. The COVID-19 pandemic began to make its presence felt before the national lockdown, with cancellations from international markets starting as early as January 2020. The pandemic came on the back of subdued domestic economic and market conditions which were already affecting visiting patterns and stayovers in national parks.

The Business Development Unit implements and manages a range of private sector partnerships to maximise SANParks' financial independence from the state whilst enabling socio-economic development. During the reporting year, SANParks developed its Commercialisation Strategy which is carried out through public-private partnership (PPP) projects. The PPP projects for the year included the Letaba Concession, Phabeni Bush Braai, a food and beverage facility at Skukuza Safari Lodge in KNP, mobile Tented Safaris in Knysna, TMACC stalls in the Table Mountain National Park and the Geelbek restaurant in the West Coast National Park.

The organisation's achievements during the reporting period reflect the hard work, passion and effort of a dedicated and determined workforce. The year's results are a testament to the application of world class conservation methodologies that enable SANParks to contribute to the national agenda of job creation and poverty alleviation, transformation and uplifting of marginalised citizens. SANParks continues to harness responsible tourism principles that balance current visitor demand with the development of new markets.

Minister's Report



Minister Barbara Creecy, MP
Minister of Environment, Forestry and Fisheries

// It is with great pleasure that I present to you the South African National Parks (SANParks) Annual Report for the financial year 2019/20. **//**

It is with great pleasure that I present to you the South African National Parks (SANParks) Annual Report for the financial year 2019/20.

This report reflects on the performance of the organisation against its Annual Performance Plan (APP), which includes ensuring that environmental assets and natural resources are well-protected and enhanced and that returns from tourism are maximised. SANParks is also working to foster progressive, equitable and fair socio-economic transformation.

Because national parks are located in rural areas, they can, and must, be the catalyst for local economic development. Among the major achievements of the past year has been the increase of tourism revenue by 6.5% to R1.885 billion, and the achievement of a 69.4% accommodation occupancy rate, almost 4% below target as the domestic tourism market remained subdued.

More than 50 Public Private Partnerships are active. Through these SANParks now offers 508 five-star beds, increasing economic activity and foreign exchange generation. 2019 also saw the opening of the 128 room Skukuza Safari Lodge, and further work on new luxury accommodation in train carriages on the Sabie River bridge at Skukuza. The total revenue from commercialisation since inception to end March 2020 amounts to R1 344 billion, contributing to funding SANParks' operational mandate. It has also seen an increase in infrastructure to the value of R755 million, with 2 009 new direct jobs being created. The annual local community SMME spend for 2019/20 was R44 162 208.22, while R208 million was spent on 651 SMMEs through the Expanded Public Works Programme. Industry transformation through the BBBEE scorecard, to empower black people, especially women and local communities, have been met.

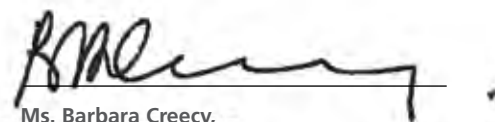
In the past year SANParks added 138 344 ha to the system of national parks. This included the new 135 245 ha Meerkat National Park developed in partnership with the National Research Foundation (NRF) and the internationally-acclaimed Square Kilometre Array (SKA) Project. SANParks was also assigned three new Marine Protection Areas (MPA's) – the Addo Elephant National Park, Namaqua National Park and Robben Island.

Through the Biodiversity Economy programme, 204 animals were delivered to emerging game farmers and communities, while assistance has been provided game farmers in the Northern Cape who lost most of their stock because of the prolonged drought. Thirty seven emerging game farmers, including five women, were recommended to game loans.

The settlement of land claims in national parks had mixed success. The Colchester land claim in the Addo Elephant National Park has been approved by the Board, while claims related to the Golden Gate Highland National Park and Kruger National Park are under negotiation.

Wildlife crime decreased significantly in the Kruger National Park in the 2019/20 financial year. Rhino poaching declined year-on-year by 21.61% and elephant poaching by 43.75%. Two rhino were, however, poached at Marakele National Park in January 2020, which is cause for concern. Collaboration between all government entities to reduce poaching will continue.

I am of the view that the SANParks 2019/20 Annual Report fairly reflects the annual performance and the financial affairs of the public entity.



Ms. Barbara Creecy,
Minister of Environment, Forestry and Fisheries

// This report reflects on the performance of the organisation against its Annual Performance Plan (APP), which includes ensuring that environmental assets and natural resources are well-protected and enhanced and that returns from tourism are maximised. SANParks is also working to foster progressive, equitable and fair socio-economic transformation. **//**

Chairperson's Report



Ms Joanne Yawitch
Chairperson of the Board

// SANParks exists in a broader macro-environment and we are conscious that some of our challenges, such as wildlife crime, are rooted in societal issues and particularly in rural poverty. **//**

Over the past twenty-five years, our country has seen sustained progress in developing an effective regulatory system for managing the environment. This has been an integral part of the democratisation process in South Africa and has progressively given effect to the environmental rights enshrined in our Constitution.

Towards the end of the financial year, the world was hit by the Covid-19 pandemic and its resultant economic destruction. For SANParks, the result was mass booking cancellations in the last quarter. This in turn ushered in an era that is impelling us to reassess our strategies, re-evaluate our priorities and establish new approaches to sustain the effective management of our national parks system.

This period has reframed how organisations such as ours will operate into the future. We look back at the reporting period and acknowledge and celebrate our accomplishments, more than ever aware that we need to be innovative, agile and flexible in determining what we must do to better prepare for a hitherto unimaginable future and a new resource-constrained normal.

Our mission as the Board, working with the Executive Management, has centred on providing the organisation with strategic direction, leadership and overall oversight to ensure that all the strategic objectives set out in the 2019/2020 Annual Performance Plan were successfully achieved. It is pleasing to see that SANParks continues to emphasise sound and good governance, with unqualified audits continuously achieved.

In terms of the organisation's performance against predetermined objectives, I am pleased to report that SANParks achieved an impressive 76% - against a set performance indicator of 72% - of total revenue self-generated. This was in spite of the impacts of the local economic down-turn and of the global COVID19 pandemic on tourism numbers and revenue in the last quarter.

The Board-approved Resource Mobilisation Strategy, on which fundraising efforts are based, also contributed significantly to 'own revenue'. Fundraising is critical to our sustainability and we continue to be deeply appreciative of the loyal donors to and sponsors of our various programmes, both locally and internationally. All donor funding received is managed in accordance with strict governance requirements and within all applicable legislative and policy frameworks and is used according to the grant agreements signed with the donors.

During the reporting period, R 113 035 724.77 was raised through fundraising initiatives against a target of R60.4 million. This amount includes cash, special grants and website donations totalling R102 701 308; in-kind donations of R 5 399 620.20; and donations from strategic partners amounting to R 4 934 796.92.

In this context, I want to pay a special tribute to SANParks Honorary Rangers, a unique organisation made up of almost 1 700 volunteers and which provides support and funds to SANParks. It is a privilege and an honour to receive support so important to our country's conservation estate. In the year under review, the Honorary Rangers contributed over R6 million and 324 000 duty hours and travelled 3.3 million kilometres. The total value of this great contribution to SANParks was R61 million.

// Tourism continues to be the major source of revenue supporting SANParks in carrying out its mandate. //

Tourism continues to be the major source of revenue supporting SANParks in carrying out its mandate. In this reporting period, our tourism revenue increased by 6% to R1.955-billion, from R1.769-billion achieved in the previous year. This is 2% below the budgeted total of R1.990-billion. Domestic economic and market conditions remained subdued, with declines in day visits and stay-overs in national parks compared to the third quarter. In the fourth quarter, visits by international guests were dramatically impacted by the global COVID-19 pandemic; by mid-March, as the pandemic reached our shores, and after the lockdown, we experienced mass cancellations by our domestic visitors.

We continue to be besieged by the scourge of wildlife crime, particularly in the area of rhino and elephant poaching. That said, we have managed to turn the corner and have had notable successes, with declining numbers of animals poached during this reporting period: a decrease of 21.61% in rhinos poached and 43.75% in elephants poached, compared with the previous financial year. SANParks' approach to wildlife crime is to use past trends as a basis for projecting loss of animals. It is with a considerable measure of relief that I report that, although we lost 303 rhinos, this was almost 200 fewer than the anticipated number.

This can be attributed to the commitment by our Ranger Corps and our Environmental Crime Investigators, whose resilience and courage enable them to overcome daunting odds. These tactics have borne fruit in increased identification and arrests of middlemen and kingpins of the poaching syndicates rather than simply foot-soldiers. These arrests are core to increased success in our anti-poaching initiatives as they target the syndicate masterminds.

SANParks exists in a broader macro-environment and we are conscious that some of our challenges, such as wildlife crime, are rooted in societal issues and particularly in rural poverty. Notwithstanding the proven link between wildlife crime and poverty, SANParks has the responsibility to engender an increased feeling of ownership and accountability amongst the communities that neighbour our parks. We already provide significant income generation opportunities for many in these communities. However, there is more to be done to ensure that our impact in these communities is increased and that it results in broad-based and sustainable socio-economic transformation.

I am therefore proud to report that our socio-economic transformation agenda has made great progress during this reporting period. The rand value spent on SMMEs amounted to R208 462 million; we created more than 5 400 full-time equivalent (FTE) jobs through the Expanded Public Works Programme (EPWP); and we implemented an EPWP skills training programme in support of community development programmes. The second round of our wildlife donation programme, through which we contribute to transformation in the multi-billion-rand game farming industry, has added a further 31 beneficiaries selected through a rigorous appraisal process.

Looking into the future, SANParks will steadily continue to unlock value and benefits for communities living adjacent to the National Parks, and those beyond, while remaining true to its core responsibility of conserving South Africa's natural and cultural heritage.

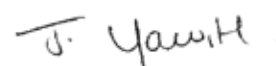
Our National Parks should inspire our faith that, through acts of conscious conservation stewardship and full public enjoyment, we can fulfil our profoundest duties to each other and the living world around us.

With regard to ensuring responsible and effective management of the cultural heritage under our care, SANParks finalised a cultural heritage management strategy which paves the way for involvement of the indigenous people of our country in ensuring an accurate narrative of our history as a diverse nation. During the reporting year, 100% of the planned activities emanating from the strategy were implemented. The strategy guides the way in which we manage the cultural heritage assets associated with the National Parks.

To increase the relevance of the National Parks particularly to young people and to communities living adjacent to the parks, SANParks continued to provide South Africans with free access by to its parks during National Parks Week. Hosted in September 2019, the week saw 120 000 South Africans - 47 000 more than in the previous year – visiting the parks and enjoying our natural heritage.

Despite the many challenges experienced during this reporting period, it is indeed heart-warming to note the progress that SANParks has made. I confirm that the 2019/2020 Annual Report complies with all statutory requirements as per the Public Finance Management Act (PFMA) as well as with National Treasury Regulations.

Lastly, I would like to thank the Minister of Environment, Forestry and Fisheries and my Board colleagues for their unfailing support, and the SANParks management and staff for their commitment and dedication to the preservation of the extraordinary resource that comprises our national parks system.



Ms Joanne Yawitch
Chairperson of the SANParks Board

Chief Executive Officer's Foreword



Mr Fundisile Mketeni
CEO SANParks

// I want to thank the members of SANParks Executive Committee (EXCO) and all our staff for their positive attitude, commitment and dedication to our organisation's important mandate. **//**

South African National Parks (SANParks) is pleased to present its Annual Report for the 2019/20 financial year. The report gives us the opportunity to describe our work throughout the year and to account to South Africans on how well we have implemented the mandate and responsibility bestowed on us.

SANParks' primary mandate is defined in the National Environmental Management: Protected Areas Act of 2003: to protect, conserve and control a system of National Parks and other protected areas including their biodiversity and cultural heritage. The Act also entrusts us with the responsibility for managing World Heritage Sites assigned to us by the Minister in accordance with the cultural heritage legislation. Our mandate is therefore wide and varied. Because of the constrained domestic and global economic environment, the 2019/20 financial year has been difficult for the organisation. We have, nevertheless, continued to operate despite these difficult circumstances.

The National Park system is made up of 19 functional National Parks which together add up to approximately 4 million hectares (ha) of land under our management. We also manage 370 000 ha of marine protected areas (MPAs). While this is by no means small, with the aim of ensuring diversity we continually look at opportunities to expand this conservation estate. In the 2019/20 financial year, a new National Park of approximately 138 340 hectares along the Square Kilometre Array (SKA) radio telescope project in the Northern Cape was added to our National Park system. This is a major development for the organisation as it provides the opportunity to manage areas we have not been previously accustomed to and will require a different skill set. We look forward to this challenge and to working in close collaboration with the National Research Foundation which manages the SKA. With the addition in 2019 of three new MPAs (Addo Elephant National Park MPA, Namaqua National Park MPA and Robben Island MPA), MPAs now total 229 519 hectares.

As a leading conservation entity within the African continent, SANParks manages its National Parks using internationally-recognised practices and benchmarks. We do this by periodically tracking our overall effectiveness in managing our parks. In the year under review, we conducted a management effectiveness assessment of all our National Parks using the Management Effectiveness Tracking Tool (METT), widely used internationally. We are happy to report that eighteen of our nineteen National Parks achieved a score of 71%. We are doing follow-ups and developing appropriate corrective measures for the one National Park that did not reach the 71% milestone.

While we celebrate our conservation successes, we are faced with the challenge of wildlife crime in our National Parks and other protected areas in South Africa and the rest of the world. The onslaught on our iconic species such as rhino, elephant and pangolin is of great concern to us. There are, however, signs that the organisation is beginning to make inroads in the fight against rhino poaching with, in 2019/20, a decrease of 22% in the number poached. We would have liked to see a bigger decline and remain aware of the magnitude of this challenge. We will work tirelessly with our security cluster partners and, particularly importantly, the communities adjacent to our National Parks to turn the situation around.

Responsible tourism is one of SANParks' key strategic priorities. Our parks provide opportunities for South Africans and the people of the world to experience the country's natural heritage through leisure-based tourism. During 2019/20, SANParks welcomed over 6.3 million visitors to our National Parks, somewhat below the target of 7 million that we had set for the financial year. The domestic economic environment, referred to above, and the global effects of the Covid-19 pandemic combined to affect visitor numbers, especially in the third and fourth quarters of the year. Despite these circumstances, our tourism revenue increased by 6% to R1.955-billion, from R1.769-billion achieved in the previous year. This is 2% below the budgeted total of R1.990-billion.

At SANParks, we recognise the developmental role that our National Parks play in their surrounding communities. Most of our parks are located in rural areas far from the economic opportunities presented by urban centres. The parks therefore become beacons of hope for socio-economic development within these areas and we have created programmes to respond to these expectations. Our strategic priorities in this area include job creation; expansion of economic opportunities through development of small businesses; ensuring inclusion of women, youth and black people in the wildlife economy; and helping to provide educational facilities in schools bordering our National Parks. In the year under review, through the Expanded Public Works Programme (EPWP), we created over 5 400 full-time equivalent (FTE) jobs and provided support to 651 small, medium and micro enterprises (SMMEs), with approximately R208 million spent on these enterprises during the financial year. As part of expanding access to National Parks to all South Africans, 113 032 people were granted free access to our parks.

SANParks also implements a beneficiation scheme for land claimant communities around our National Parks. The aim is to create economic opportunities for beneficiaries of land claims through revenue sharing, equity partnerships and preferential procurement in the parks. Our objective during the financial year was to complete the beneficiation scheme for the Colchester land claim at Addo Elephant National Park. Disappointingly and due to circumstances beyond our control, we could not finalise this. However, we will continue to work with the stakeholders involved to find common ground for the benefit of all parties involved.

In closing, I wish to thank the Minister of Forestry, Fisheries and Environment and the Board of SANParks for their guidance and strategic direction as we step up our efforts to contribute to the developmental priorities of the country. I also want to thank the members of SANParks Executive Committee (EXCO) and all our staff for their positive attitude, commitment and dedication to our organisation's important mandate. Your efforts are highly appreciated.



Mr Fundisile Mketeni

CEO SANParks

// The report gives us the opportunity to describe our work throughout the year and to account to South Africans on how well we have implemented the mandate and responsibility bestowed on us. **//**

- 1 Addo Elephant National Park
- 2 Agulhas National Park
- 3 |Ai-|Ais/Richtersveld Transfrontier Park
- 4 Augrabies Falls National Park
- 5 Bontebok National Park
- 6 Camdeboo National Park
- 7 Garden Route National Park
(Wilderness, Knysna, Tsitsikamma)
- 8 Golden Gate Highlands National Park
- 9 Karoo National Park
- 10 Kgalagadi Transfrontier Park
- 11 Kruger National Park
- 12 Mapungubwe National Park
and World Heritage Site
- 13 Marakele National Park
- 14 Mokala National Park
- 15 Mountain Zebra National Park
- 16 Namaqua National Park
- 17 Table Mountain National Park
- 18 Tankwa Karoo National Park
- 19 West Coast National Park
- 20 Meerkat National Park



**Experience the beauty
of South African
Travel and exploration**

the beauty and diversity
in National Parks.
Explore South Africa!



South African
NATIONAL PARKS

Board of South African National Parks



Mr Faizal Docrat



Adv Tshepiso Mphahlane



Ms Joanne Yawitch
Chairperson



Mr Fundisile Mketeni



Ms Bulelwa Koyana



Mr Jeffrey Mashele



Dr Urishanie Govender



Mr Zola Fihlani



Dr Tanya Abrahamse



Mr Tale Motsepe



Mr Shonisani Munzhedzi



Mr Lourence Mogakane



Ms Sophie Molokoane



Prof Elizabeth Mokotong





Organisational Structure



South African
National Parks
Board



CHIEF EXECUTIVE OFFICER
Mr Fundisile Mketeni



HEAD – CHIEF EXECUTIVE
OFFICER AND CHIEF
OPERATIONS OFFICER
Mr Lucas Zepe



BOARD SECRETARY
Ms Maximilian
Mathabathe



CHIEF OPERATIONS
OFFICER
Ms Lize McCourt



CHIEF FINANCIAL
OFFICER
Mr Dumisani
Dlamini



MANAGING
EXECUTIVE
PARKS
Mr Property
Mokoena



MANAGING
EXECUTIVE
KRUGER
NATIONAL PARK
Mr Glenn Phillips



MANAGING
EXECUTIVE
CONSERVATION
SERVICES
Dr Luthando Dziba



MANAGING
EXECUTIVE
TOURISM
DEVELOPMENT
AND MARKETING
Ms Hapiloe Sello



MANAGING
EXECUTIVE
CORPORATE
SERVICES
Vacant



MANAGING
EXECUTIVE
INFRASTRUCTURE
MANAGEMENT
Vacant

Organisational Environment

The mandate of the organisation is derived from its biodiversity conservation role. Thus the conservation pillar is regarded as the basis upon which the other two core pillars' programmes and activities are based. In addition to the core functions (Conservation, Tourism and Socio-Economic Transformation) which provide SANParks with a level of uniqueness, the organisation has generic support functions of the Chief Operating Officer (which includes Human Capital Management; Risk Management, Strategy and Performance Management) and the Chief Financial Officer (which includes Finance and Supply Chain Management) and Corporate Services (which includes Information Technology, Enterprise Applications, Corporate Communications and Legal Services).

SANParks' business operations are founded on three core pillars:



Conservation

Conservation – the primary mandate of the organisation is the conservation of South Africa's biodiversity, landscapes and associated heritage assets through a system of national parks. Conservation Services ensures that implementation of SANParks' conservation mandate goes beyond mere policy making. Important biodiversity and associated ecological processes (key socio-economic drivers within multi-sector landscapes that make a significant contribution to local and regional economies) are put in place. Faced with challenges including climate change, sustainable development and building responsible tourism, visionary leadership in biodiversity conservation will remain essential for guiding and driving these processes. This includes the expansion of land under conservation and the management of terrestrial and marine protected areas.



Responsible Tourism

Responsible Tourism – the organisation has a significant role in the promotion of South Africa's nature-based tourism or eco-tourism business targeted at both international and domestic tourism markets. The eco-tourism pillar of the business architecture provides for the organisation's self-generated revenues from commercial operations that are necessary to supplement government funding of conservation management. A significant element of the eco-tourism pillar is the Commercialisation Strategy, which (through the implementation of Public Private Partnerships) SANParks has adopted to expand tourism products and the generation of additional revenue for funding of conservation and socio-economic development.



Socio-Economic Transformation

Socio-Economic Transformation – SANParks has taken a strategic decision to expand its role in the developmental support provided to neighbouring communities as an entity of the developmental state. In addition, SANParks is required to build constituencies at international, national and local levels in support of conservation of the natural and cultural heritage of South Africa through its corporate social investment. It has to ensure that a broad base of South Africans participate and become involved in biodiversity initiatives and that all its operations have a synergistic existence with neighbouring or surrounding communities for their educational and socio-economic benefit, hence enabling the broader society to be connected to the national parks.

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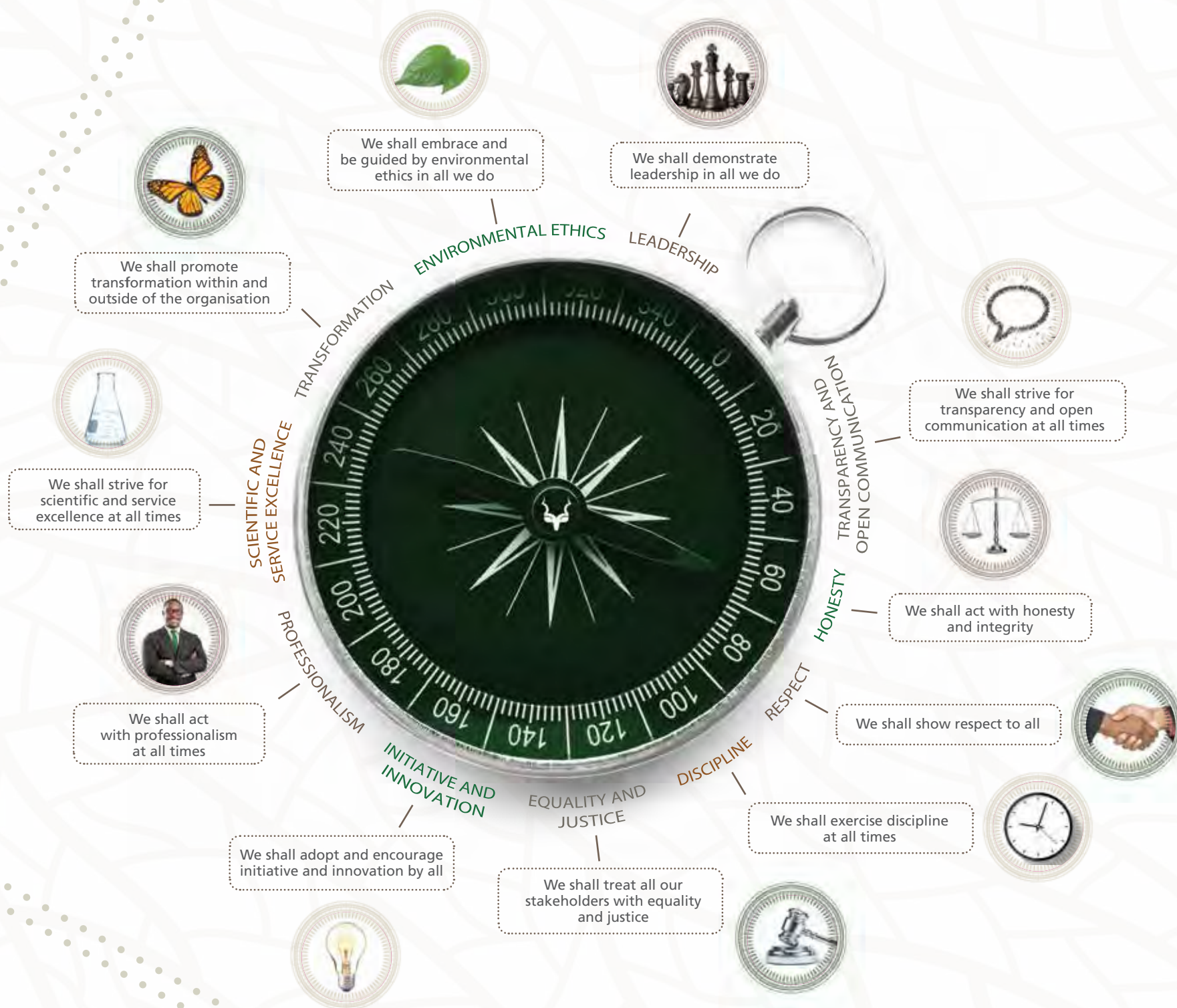
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PERFORMANCE INFORMATION



Corporate Values

SANParks has adopted eleven corporate values which serve as guiding principles around which all employee behaviour and actions are governed and shaped.



Strategic Outcome Oriented Goals

Goal 1



Sustainable Conservation Assets

To ensure that environmental assets and natural resources are well protected and continually enhanced through an adaptive and effective National Parks System.

Goal 2



Diverse and Responsible Tourism

To enhance the tourism plant in order to maximise economic returns, social and environmental benefits by creating diversified and better tourism products for people to enjoy, visit and appreciate.

Goal 3



Progressive, Equitable and Fair Socio-Economic Transformation

To foster an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship that will enable the creation of decent employment through inclusive economic growth and vibrant, equitable and sustainable rural communities.

Goal 4



Effective Resource Utilisation and Good Governance

To create and maintain a conducive workplace for a skilled and capable workforce that will form a responsive, accountable, effective and efficient National Parks System.

Table 1: Budget Alignment with Strategic Objectives

Strategic Objectives		2019/20 Budget	Percentage	2019/20 Actual	Percentage
SO 1	Improved contribution to a growing national and global conservation estate	224 671 443,29	7%	193 901 081,74	7%
SO 2	Effectively and sustainably managed ecosystems, species and cultural heritage resources across biomes	385 418 662,91	13%	361 024 631,30	14%
SO 3	Sustainably utilised resources for fair and equitable sharing of benefits	227 320 196,46	7%	198 177 724,17	8%
SO 4	Improved Tourism Performance	235 139 958,02	8%	208 018 402,26	8%
SO 5	Improved Responsible Tourism	55 073 812,42	2%	40 402 193,54	2%
SO 6	Improved contribution to societal transformation	203 995 411,55	7%	176 804 271,77	7%
SO 7	Improved community socio-economic development	330 247 407,63	11%	309 922 190,36	12%
SO 8	Grown and sustained diversified organisational revenue streams	220 961 739,82	7%	191 735 385,45	7%
SO 9	Effectively and efficiently management financial resources	213 069 118,49	7%	179 696 759,75	7%
SO 10	Adequate, appropriately skilled, transformed and diverse human capital	89 233 867,31	3%	71 842 004,77	3%
SO 11	Systems improved and enhanced business processes	170 673 388,87	6%	116 257 874,19	4%
SO 12	Accountable Corporate Governance	244 215 500,01	8%	214 934 353,92	8%
SO 13	Enhanced Infrastructure Maintenance and Recapitalisation	205 558 467,45	7%	176 365 823,93	7%
SO 14	Enhanced Stakeholder Engagement	227 781 442,87	8%	185 307 334,96	7%
		3 033 360 417,10		2 624 390 032,12	

Performance against the Annual Performance Plan



Ms Lize McCourt
Chief Operations Officer

STRATEGIC OBJECTIVE 1: IMPROVED CONTRIBUTION TO A GROWING NATIONAL AND GLOBAL CONSERVATION ESTATE			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Total area acquired for inclusion in the National Parks in accordance with the Land Inclusion plan in support of national and global expansion targets	≥ 136 300 ha	Achieved. 100% of the planned Q4 activities as listed in the Implementation Plan were achieved, with 138 344 ha included in national parks. 138 344ha of land included in national parks.	Achieved. 138 344ha of land included in national parks.
Performance Analysis	This target was slightly exceeded with the establishment of the new Meerkat National Park of 135 245 ha, in partnership with the National Research Foundation and the internationally acclaimed Square Kilometre Array Project. Additional land includes the purchase of two properties of 1 186 ha for inclusion in Addo Elephant National Park and 233 ha for inclusion in Table Mountain National Park with the Land Acquisition Grant, as well as the purchase of 1680 ha for inclusion in the Tankwa Karoo National Park through the National Parks Trust of SA.		
Reason for Variance	Slight variance recorded with the additional land purchased as per above		
Planned Improvement / Corrective Actions	None required		
% implementation of planned activities undertaken for the three new MPAs managed by SANParks	95% implementation of planned activities undertaken for the three new MPAs managed by SANParks.	Achieved. 100% of scheduled activities for Q4 were implemented.	Achieved. 95% implementation of planned activities undertaken for the three new MPAs managed by SANParks.
Performance Analysis	This target was achieved. 100% of scheduled activities for the year were implemented. Three new MPAs (Addo Elephant National Park MPA, Namaqua National Park MPA and Robben Island MPA) were declared during the financial year, adding 229 519 ha to the conservation estate managed by SANParks.		
Reason for Variance	No variances were recorded.		
Planned Improvement / Corrective Actions	No corrective actions are required.		

STRATEGIC OBJECTIVE 2: EFFECTIVELY AND SUSTAINABLY MANAGED ECOSYSTEMS, SPECIES AND CULTURAL HERITAGE RESOURCES ACROSS BIOMES			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
SANParks contribution to TFCAs assessed	Draft consolidated report on TFCA agreements reviewed. <u>Revised Target</u> Draft consolidated report on the assessment of SANParks' contribution to TFCA compiled.	Achieved. Draft consolidated report on reviewed TFCA agreements.	Achieved. Draft consolidated report on reviewed TFCA agreements completed.
Performance Analysis	This target was achieved.		
Reason for Variance	No variances were recorded.		
Planned Improvement / Corrective Actions	No corrective actions required.		
Tracking park management effectiveness through the number of national parks achieving a METT score of $\geq 67\%$ and progress against identified corrective actions	% of progress against identified corrective actions 80% of parks achieving a METT score of $\geq 67\%$	Achieved. Progress was reported against 100% of all the identified corrective actions by all 18 parks. The progress score achieved was 76.6 %. 19 parks completed an online METT assessment. 18 of the 19 parks achieved a score of 71%, i.e. 94.7% of parks scored $\geq 67\%$.	Achieved. Progress was reported against 100% of all the identified corrective actions by all 18 parks. The progress score achieved was 76.6 %. 19 parks completed an online METT assessment. 18 of the 19 parks achieved a score of 71%, i.e. 94.7% of parks scored $\geq 67\%$.
Performance Analysis	This target was exceeded. Progress was reported against 100% of the identified corrective actions by all 18 parks. The progress score achieved was 76.6 %. 19 parks completed an online METT assessment. 18 of the 19 parks achieved a score of 71%, i.e. 94.7% of parks scored $\geq 67\%$.		
Reason for Variance	Diligent follow up corrective actions implemented by the parks. Most parks are in the review of Park Management Plans which addresses the METT corrective actions.		
Planned Improvement / Corrective Actions	No corrective actions are required.		

STRATEGIC OBJECTIVE 2: EFFECTIVELY AND SUSTAINABLY MANAGED ECOSYSTEMS, SPECIES AND CULTURAL HERITAGE RESOURCES ACROSS BIOMES			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Percentage reduction of fossil fuel generated energy consumption in parks and KNP	Readiness audit for 4 identified parks.	Achieved. Readiness audit initiated in 4 parks: Namaqua, Table Mountain, Camdeboo and Knysna National Parks.	Achieved. Readiness audit initiated in 4 parks: Namaqua, Table Mountain, Camdeboo and Knysna National Parks.
	Prepare baseline determination for 4 parks.	Progress against baseline determination achieved for the following parks: Agulhas, Bontebok, West Coast and Karoo National Parks. Baseline consumption completed for the above parks.	Progress against baseline determination achieved for the following Parks: Agulhas, Bontebok, West Coast and Karoo National Parks. Baseline consumption completed for the above parks.
	2% reduction for 3 parks.	Parks identified for consumption. Measurements of consumption were taken for the Augrabies, Kgalagadi, Mokala, Addo Elephant, Mountain Zebra, Golden Gate, Mapungubwe and Marakele National Parks. Average usage recorded over a seven to eight month period shows a reduction of 10% (averaged across these eight parks).	Parks identified for consumption. Measurements for consumption were taken for the Augrabies, Kgalagadi, Mokala, Addo Elephant, Mountain Zebra, Golden Gate, Mapungubwe and Marakele National Parks. Average usage recorded over a seven to eight month period shows a reduction of 10% (averaged across these eight parks).
	2% reduction of fossil fuel consumption year on year for KNP.	Achieved. 2.14% reduction year on year.	Achieved. 2.14% reduction year on year.
Performance Analysis	This target was achieved through the following: <ul style="list-style-type: none">Readiness audit initiated in four parks: Namaqua, Table Mountain, Camdeboo and Knysna National Parks.Progress against baseline determination achieved for the following parks: Agulhas, Bontebok, West Coast and Karoo National Parks.Baseline consumption complete for the above parks.Parks identified for consumption: Measurements: Augrabies, Kgalagadi, Mokala NP, Addo Elephant, Mountain Zebra, Golden Gate, Mapungubwe and Marakele.Average usage recorded over a seven to eight month period shows a reduction of 10% from the baseline (averaged across these eight parks). This element was therefore over-achieved due to fossil fuel savings activities implemented.2.14% reduction year on year in KNP.		
Reason for Variance	The only variance recorded was the 10% (averaged out over eight parks) reduction in fossil fuel use/energy savings due to saving measures implemented: energy efficient lighting, awareness campaigns, proper measurement of points source distribution points instead of bulk readings. The target for KNP was slightly exceeded by 0.14%.		
Planned Improvement / Corrective Actions	No corrective actions required.		

STRATEGIC OBJECTIVE 2: EFFECTIVELY AND SUSTAINABLY MANAGED ECOSYSTEMS, SPECIES AND CULTURAL HERITAGE RESOURCES ACROSS BIOMES			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Percentage reduction of water consumption in Parks and KNP	Identify four parks for readiness audit.	Achieved. Readiness audit initiated for Tankwa Karoo, West Coast, Mokala and Knysna National Parks.	Achieved. Readiness audit initiated for Tankwa Karoo, West Coast, Mokala and Knysna National Parks.
	Progress against baseline determination for four parks.	Progress against baseline determination achieved for the following parks: Camdeboo: Borehole water supply & not measured; purchase order is complete. Karoo: Borehole water supply & not measured; purchase order is complete. Golden Gate Highlands: Water metres exist but not read. Electronic meters have been installed. Marakele: Borehole water supply & not measured; purchase order is complete.	Progress against baseline determination achieved for the following parks: Camdeboo: Borehole water supply & not measured; purchase order is complete. Karoo: Borehole water supply & not measured; purchase order is complete. Golden Gate Highlands: Water metres exist but not read. Electronic meters have been installed. Marakele: borehole water supply & not measured; purchase order is complete.
	2% reduction for three parks.	The average decrease recorded across the parks is: Agulhas -24%, Wilderness -7% and Bontebok -41%. This gives an average decrease in water consumption across the three parks -24%.	The average decrease recorded across the parks is as follows: Agulhas -24%, Wilderness -7% and Bontebok -41%. This provides an average decrease in water consumption across these three parks -24%.
	2 % reduction on baseline for KNP. <u>Revised target:</u> 2 % reduction year on year.	Not achieved. 0.1%. reduction on year on year for KNP. Old reticulation infrastructure in camps requires replacement.	Not achieved. 0.1%. reduction on year on year for KNP. Old reticulation infrastructure in camps requires replacement.
Performance Analysis	This overall target was not achieved (3/5 activities) = 60%		
Reason for Variance	Parks: Baseline determination was not concluded as the water meters were either not procured or not installed. KNP: A large number of pipe bursts on the main water supply line at Pretoriuskop and a lack in adequate awareness amongst guests and staff.		
Planned Improvement / Corrective Actions	<u>Parks:</u> MyCity electronic meter devices and water meters for Glen Reenen and Golden Gate Hotel were installed during April 2020. Procurement of other meter readings is under way. <u>KNP:</u> The water tariffs must be reviewed. Irrigation hours need to be reduced. Provision of raw water for irrigation purposes in camps and ranger posts must be implemented to phase out irrigating with fresh water. Old reticulation infrastructure in camps requires replacement.		

STRATEGIC OBJECTIVE 2: EFFECTIVELY AND SUSTAINABLY MANAGED ECOSYSTEMS, SPECIES AND CULTURAL HERITAGE RESOURCES ACROSS BIOMES			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Total hectares of land rehabilitated/ restored	26 424ha.	Achieved. 31,875 ha.	Achieved. 31,875 ha.
Performance Analysis	This target was achieved, with 31, 875 ha rehabilitated.		
Reason for Variance	Absorption of the Working for the Coast teams in Working for Ecosystems until the programme became active enabled more initial land rehabilitation. More initial clearing was done in KNP to address new populations of <i>Parthenium</i> after the high rainfall events towards the end of the year (11,000ha).		
Planned Improvement / Corrective Actions	No corrective actions required.		
Total hectares of land rehabilitated/ restored	Follow-up: 186 969 ha.	Achieved at 197,655 ha.	Achieved at 197,655 ha.
Performance Analysis	This target was exceeded at 197, 655 initial hectares rehabilitated.		
Reason for Variance	In the Cape, the Garden Route National Park and Frontier Regions planned work areas were affected by fire; and unexpectedly high regrowth resulted in changes made from initial to follow-up clearing linked to addressing the regrowth after the fire. To close out the landowner agreements, the focus in the Integrated Zones of SANParks moved to follow-up rehabilitation. Some alien invasive vegetation clearing and land rehabilitation was done at a lower cost, by using the quotation system, allowing more hectares to be worked.		
Planned Improvement / Corrective Actions	No corrective actions required.		
Total hectares of land rehabilitated/ restored	6,015m ³	Achieved = 6,850m ³ (114%)	Achieved = 6,850m ³ (114%)
Performance Analysis	This target was over-achieved at 6, 850 m ³ wetlands restored.		
Reason for Variance	The overall cubic meter target was exceeded, caused by changing from harder to softer engineering options particularly in Kruger National Park.		
Planned Improvement / Corrective Actions	No corrective actions required.		
Percentage implementation of the Annual Rhinoceros Plan	95% implementation of the Annual Rhinoceros Plan.	Partially achieved. 80% (8/10) of planned quarterly activities were implemented.	Not Achieved. For the whole year, 88% (22/25) of planned activities were completed.
Performance Analysis	Target partially achieved; 88 % (22/25) of the planned annual activities were successfully implemented.		
Reason for Variance	Travel restrictions due to the outbreak of Covid-19 resulted in the Rhino Communications Plan being postponed. A report on socio-ecological research was not completed due to non-availability of key staff members. KNP Rhino Strategy not completed: it is intended to pursue completion of the strategy as part of the 2020-21 SANParks Rhino Management Implementation Plan during the 2020-21 financial year.		
Planned Improvement / Corrective Actions	The Rhino Communications Plan will be developed when the necessary travelling restrictions of the lockdown are lifted. The socio-ecological research report will be concluded in Q2 of the new financial year. The KNP Rhino Strategy will be completed in Q2 of the new financial year.		

STRATEGIC OBJECTIVE 2: EFFECTIVELY AND SUSTAINABLY MANAGED ECOSYSTEMS, SPECIES AND CULTURAL HERITAGE RESOURCES ACROSS BIOMES			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Number of rhino fatalities due to poaching in KNP and 6 rhino parks	≤ 500	Achieved: 303 rhinos were poached. This is a significant reduction of 21.6% and 197 animals under the established target of 500 set for the fiscal year.	Achieved: 303 rhinos were poached. This is a significant reduction of 21.6% and 197 animals under the established target of 500 set for the fiscal year.
Performance Analysis	This target was achieved with 303 rhinos poached against a target of ≤ 500. This is a significant reduction of 21.6% year on year and 197 animals fewer than the target.		
Reason for Variance	The positive variance can be attributed to the following: <ul style="list-style-type: none"> Integrated wildlife crime management involving all law enforcement agencies in South Africa and the Greater Limpopo Transfrontier Conservation Areas. Significant arrests at high levels of the poaching chain of command. The Covid-19 outbreak which restricted movements and strengthened security on the roads. Successes with WASS “Meerkat” surveillance technology deployment in IPZ Relatively little known or understood forces at play which may be impacting the national/international syndicates in terms of supply and demand. 		
Planned Improvement / Corrective Actions	Continued implementation of the Rhino Management Plan.		
Percentage implementation of the Annual Elephant Plan	95% implementation of the Annual Elephant Plan.	Partially Achieved. 75.0% (6/8) of activities scheduled for Q4 in the Annual Elephant Plan were implemented.	Partially Achieved. Annual implementation had 80.7% (21/26) activities scheduled for the year implemented.
Performance Analysis	This target was partially achieved as 80.7% (21/26) activities scheduled for the year in the Annual Elephant Plan were implemented.		
Reason for Variance	Construction of the enclosures to protect sensitive riparian vegetation in Mapungubwe National Park could not be completed due to lack of funding. Although a proposal to define the social expectations of stakeholders concerning elephants in the Garden Route National Park was completed and registered, ethics requirements from Nelson Mandela University imposed constraints on completion of the activity.		
Planned Improvement / Corrective Actions	Mapungubwe National Park Management is applying for new funds from the EPWP programme. The Garden Route National Park work on evaluating societal expectations through a social survey will be completed as soon as research ethics approval is obtained.		
% implementation of Cultural Heritage Plan	Cultural Heritage Strategy developed. 95 % of activities implemented of the annual Cultural Heritage Plan.	Cultural Heritage Strategy developed . 100% (8/8) of planned quarter 4 activities implemented.	Achieved. Cultural Heritage Strategy developed. 100% (25/25) planned annual activities implemented.
Performance Analysis	This target was achieved at 96 % of activities implemented		
Reason for Variance	No variances recorded.		
Planned Improvement / Corrective Actions	No corrective measures required		

STRATEGIC OBJECTIVE 2: EFFECTIVELY AND SUSTAINABLY MANAGED ECOSYSTEMS, SPECIES AND CULTURAL HERITAGE RESOURCES ACROSS BIOMES			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
% implementation of the Airwing Strategy	90% implementation of the Airwing Strategy implemented.	Not achieved. 35 % (7/20) of the Airwing Strategy implemented.	Not achieved. 35 % (7/20) of the Airwing Strategy implemented.
Performance Analysis	This target was not achieved; only 35 % (7/20) activities implemented.		
Reason for Variance	HCM processes and delays compounded by housing and budgetary constraints. Procurement and supply chain actions.		
Planned Improvement / Corrective Actions	Appointment of replacement rotor-wing pilot to fill vacancy. Appoint suitable service providers on contract terms. Improved maintenance planning and forecasting. Liaison with National Treasury to align procurement with the realities of unscheduled aircraft maintenance and high value assets.		
Improved climate change preparedness	Draft Climate Change Preparedness Plan developed.	Achieved. Final Draft Climate Change Preparedness Plan developed.	Achieved. Final Draft Climate Change Preparedness Plan developed.
Performance Analysis	This target was achieved.		
Reason for Variance	No variances recorded.		
Planned Improvement / Corrective Actions	No corrective measures required.		
% implementation of activities in the Annual Research Plan informed by the Research Strategy	Research Strategy finalised and Research Plan developed.	Achieved. Research Strategy finalised and approved by EXCO and Research Plan developed in Q4.	Achieved. Research Strategy finalised and approved by EXCO and Research Plan developed.
Performance Analysis	This target was achieved		
Reason for Variance	No variances recorded		
Planned Improvement / Corrective Actions	No corrective measures required		

STRATEGIC OBJECTIVE 3: SUSTAINABLY UTILISED RESOURCES FOR FAIR AND EQUITABLE SHARING OF BENEFITS			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
% implementation of SANParks Wildlife Economy and Sustainable Use Programme	95 % implementation of the Wildlife Economy and Sustainable Use Programme.	Not achieved. Three out of the five identified activities for Q4 were implemented. All site visit inspections to emerging game farmer properties and community properties were completed in Q4.	Partially achieved. 89% (17/19) of activities were implemented.
Performance Analysis	This target was partially achieved, with 89% (17/19) activities implemented.		
Reason for Variance	Extensive consultation with the increased number of applications delayed the determination of capturing costs; and delivery of the animals delayed the submission to EXCO.		
Planned Improvement / Corrective Actions	The project will be completed in Q 1 of the next financial year.		

STRATEGIC OBJECTIVE 4: IMPROVED TOURISM PERFORMANCE			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Percentage growth in tourism revenue year on year	5.5%	Achieved. 6.5% increase.	Achieved. 6% increase.
Performance Analysis	This target was achieved with a 6% increase in tourism revenue for the year. For the period under review, total revenue from tourism increased by 6% to R1, 955-billion, from R1.769-billion achieved in the previous year. This is -2% below the budgeted total of R1.990-billion.		
Reason for Variance	Domestic economic and market conditions remained subdued with general declines evident in visiting and stayover in national parks. Because of the COVID-19 global pandemic, SA was placed in lockdown with effect on midnight of 26-27 March 2020. In preparation, national parks were vacated from 25 March 2020.		
Planned Improvement / Corrective Actions	Resumption of business as soon as possible and continued emphasis on marketing and promoting national parks to domestic and international markets through innovative initiatives such as stokvel marketing, social media drives targeting non-traditional markets etc.		
Total number of visitors to national parks	7 000 000	Partially Achieved. 6,326,448 visitors to national parks	Partially Achieved. 6,326,448 visitors to national parks .
Performance Analysis	This target was partially achieved at 6,326,448 total guests to parks. Total Guests to Parks decreased by 5.1% from 6,665,667 to 6,326,448 persons through SANParks gates. For KNP, the number was down 3.1% from 1,892,128 to 1,833,061 and for Parks by 5.9% from 4,773,539 to 4,493,387 persons.		
Reason for Variance	Domestic economic and market conditions remained subdued with general declines evident in visits and stayovers in national parks. Because of the COVID-19 global pandemic, SA was placed in lockdown with effect midnight on 26-27 March 2020. In preparation, national parks were vacated from 25 March 2020.		
Planned Improvement / Corrective Actions	Resumption of business as soon as possible and continued emphasis on marketing and promoting national parks to domestic and international markets through innovative initiatives such as stokvel marketing, social media drives targeting non-traditional markets etc.		
Accommodation occupancy	73%	Achieved. Unit occupancy 69.4% (3.6% points below target).	Achieved. Unit occupancy 69.4% (3.6% points below target).
Performance Analysis	This target was achieved at 69.4% (3.6% points below target) unit occupancy.		
Reason for Variance	Domestic economic and market conditions remained subdued with general declines evident in visits and stayover in national parks. Because of the COVID-19 global pandemic, SA was placed in lockdown with effect on midnight of 26-27 March 2020. In preparation, national parks were vacated from 25 March 2020.		
Planned Improvement / Corrective Actions	Resumption of business as soon as possible and continued emphasis on marketing and promoting national parks to domestic and international markets through innovative initiatives such as stokvel marketing, social media drives targeting non-traditional markets, etc.		
Number of new and diverse revenue generating products implemented	14	Partially Achieved. 13 new products were implemented.	Achieved. 14 new products were implemented.
Performance Analysis	This target was achieved at 14 products implemented.		
Reason for Variance	No variance recorded.		
Planned Improvement / Corrective Actions	There are no improvements or corrective actions required.		

STRATEGIC OBJECTIVE 4: IMPROVED TOURISM PERFORMANCE			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Develop and implement Hospitality Improvement Plan	Hospitality Improvement Plan: 2 interventions.	Achieved. Grading Plan for 2020 was completed Appointment of a service provider for Hospitality Training.	Achieved. Hospitality Improvement Plan developed: Two interventions implemented: <ul style="list-style-type: none"> Grading Plan for 2020 was completed. Appointment of a service provider for Hospitality Training.
Performance Analysis	This target was achieved with the Hospitality Improvement Plan developed and two interventions implemented.		
Reason for Variance	Grading assessments could not be conducted due to the TGCSA not being reregistered on the CSD.		
Planned Improvement / Corrective Actions	TGCSA is now registered on CDB and assessments can commence as soon as lockdown is lifted.		
Total number of Visitor Management and Interpretation Plans reviewed and submitted	3 Visitor Management Plans and 3 Interpretation Plans.	Achieved: Two Visitor Management Plans and two Interpretation Plans: Augrabies and Namaqualand National Parks.	Achieved: Three Visitor Management Plans and three Interpretation Plans developed.
Performance Analysis	This target was achieved with three visitor management plans and three interpretation plans developed.		
Reason for Variance	No variances recorded.		
Planned Improvement / Corrective Actions	No corrective actions required.		
Customer satisfaction index	82%	Achieved at 80.4%	Achieved at 80.4%
Performance Analysis	This target was achieved at 80.4 % customer satisfaction index.		
Reason for Variance	During quarter three, SANParks upgraded from Touchwork to the Kinetica customer feedback system. This has improved functionality, allowing for more branching of questions and the introduction of the Net Promoter Score (NPS) and is generally more user-friendly, allowing operational management to respond to guests directly. The questions have been reviewed and 2020/1 will be used to determine the baseline. After its first quarter in use (Q4), the scores for the following functional areas/touchpoints are as follows: Reservations 86.7%, Gate Access 86.4%, Overall Experience 84.3%, Activities 81.7%, Nature Experience 81.0%, Reception 80.5%, Dining 73.3%, Shopping 72.1% and Accommodation 71.8%.		
Planned Improvement / Corrective Actions	Resumption of business as soon as possible and continued Hospitality Improvement Initiative; this is a multi-pronged project to improve service delivery to the customer in process of being implemented. It includes Human Capital Development of staff. Infrastructure improvement is also included in the scope of the project as this is a significant influencer of customer experience and sentiment.		

STRATEGIC OBJECTIVE 5: IMPROVED RESPONSIBLE TOURISM			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Develop a Responsible Tourism Assessment Plan	Responsible Tourism Assessment Tool developed.	Achieved. Responsible Tourism Assessment Tool developed.	Achieved. Responsible Tourism Assessment Tool developed.
Performance Analysis	This target was achieved.		
Reason for Variance	There was no variance recorded.		
Planned Improvement / Corrective Actions	There are no corrective actions required.		

STRATEGIC OBJECTIVE 6: IMPROVED CONTRIBUTION TO SOCIETAL TRANSFORMATION			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Integrated Transformation Strategy developed and implemented	Draft Integrated Transformation Strategy developed.	Achieved. Draft Integrated Transformation Strategy developed and signed off by the COO.	Achieved. Draft Integrated Transformation Strategy developed.
Performance Analysis	This target was achieved with the Draft Integrated Transformation Strategy developed		
Reason for Variance	There was no variance recorded.		
Planned Improvement / Corrective Actions	There are no corrective actions required.		
% of a portfolio of opportunities for SMMEs developed and implemented	Portfolio of SMMEs developed and approved.	Not achieved.	Not achieved.
Performance Analysis	This target was not achieved.		
Reason for Variance	Portfolio of SMMEs opportunities was developed and submitted to EXCO at the November 2019 EXCO meeting. EXCO referred the document to the Product Prioritisation Committee. The committee requested further consultation with relevant stakeholders and proposed additional products to be considered.		
Planned Improvement / Corrective Actions	The portfolio will be developed in Q 2 of the new financial year.		
Number of Social Legacy projects implemented	Three Social Legacy projects implemented.	Not achieved. Only one of three (1/3) Social Legacy projects was completed; the two others are at different stages of completion.	Not achieved. Only one of three (1/3) Social Legacy projects was completed; the two others are at different stages of completion.
Performance Analysis	This target was not achieved, with only one out of three projects completed. The three Social Legacy projects have started but are at different stages of completion. 1) Provision of phase 2 of Makushu Primary School Ablution Facilities have been completed. 2) Contractors are on site for construction of two science laboratories: Jacob Mdluli and the Bunny Khosa Science Laboratories.		
Reason for Variance	The contracts were not awarded in time due to internal capacity constraints.		
Planned Improvement / Corrective Actions	These will be completed in Q 2 of the new financial year.		

STRATEGIC OBJECTIVE 6: IMPROVED CONTRIBUTION TO SOCIETAL TRANSFORMATION			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
% of land claimant beneficiation schemes developed and implemented as per land claims identified	Land claims beneficiation scheme/s developed: Colchester land claim, Addo NP. 80 % of activities implemented as per plan.	Partially Achieved. The land claims beneficiation package for the Colchester land claimants approved by EXCO and the Board for negotiation, facilitated by the Land Claims Commission in line with the prescripts of the Restitution of Land Rights Act of 1994.	Partially Achieved. The land claims beneficiation package for the Colchester land claimants approved by EXCO and the Board for negotiation, facilitated by the Land Claims Commission in line with the prescripts of the Restitution of Land Rights Act of 1994.
Performance Analysis	This target was partially achieved. The land claims beneficiation package for the Colchester land claimants approved by EXCO and the Board for negotiation, facilitated by the Land Claims Commission in line with the prescripts of the Restitution of Land Rights Act of 1994.		
Reason for Variance	Claimants' dispute over the equitable redress and rights provided in the settlement award. 79% (19/24) outputs in the KNP Implementation Plan were implemented. PMU activities were put on hold until an independent facilitator has been appointed to further develop the beneficiation scheme.		
Planned Improvement / Corrective Actions	Facilitate the appointment of the independent facilitator in Q1 of the 2020/21 financial year.		
Number of Environmental Education programmes developed and implemented	3 Environmental Education programmes developed and implemented.	Not Achieved. 3 EE programmes document were developed but not yet approved <ul style="list-style-type: none"> Climate Change Response Programme. Higher Education Conservation Awareness & Education Support Programme. 	Not Achieved. 3 EE Programmes document were developed but not yet approved <ul style="list-style-type: none"> Climate Change Response Programme. Higher Education Conservation Awareness & Education Support Programme.
Performance Analysis	This target was not achieved. 3 EE programme documents were developed but not approved as it is informed by the SET Strategy which is still in the development phase. <ul style="list-style-type: none"> Climate Change Response Programme. Higher Education Conservation Awareness & Education Support Programme. 		
Reason for Variance	3 EE programme documents were developed but not yet approved as it is informed by the SET Strategy which is still in the development phase.		
Planned Improvement / Corrective Actions	SET Strategy to be completed in Q2 of the new financial year.		

STRATEGIC OBJECTIVE 6: IMPROVED CONTRIBUTION TO SOCIETAL TRANSFORMATION			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Determination of baseline for Rand value of goods and services procured from local communities by SANParks	Baseline for % Rand value spent on local SMMEs determined.	Achieved. A baseline of the percentage spent on local EMEs and QSEs is determined. R44, 162,208.22 has been spent year to date.	Achieved. A baseline of the percentage spent on local EMEs and QSEs is determined. R44, 162,208.22 was spent on EMEs and QSEs during the financial year.
Performance Analysis	This target was achieved. A baseline of the percentage spent on local EMEs and QSEs has been determined for only two national parks due to the complexity of the activity as well as the lack of a proper system in place. R44, 162,208.22 was spent on EMEs and QSEs during the reporting year.		
Reason for Variance	A baseline of the percentage spent on local EMEs and QSEs has been determined for only two national parks due to the complexity of the activity as well as the lack of a proper system in place.		
Planned Improvement / Corrective Actions	Better coordination and getting the relevant stakeholders involved. System to be developed to track the Rand value spent on local SMMEs.		
Relevant skills training programme in support of community development programmes developed	Skills audit report approved.	Achieved. Skills audit report approved.	Achieved. Skills audit report approved.
Performance Analysis	This target was achieved. The skills audit was approved.		
Reason for Variance	There was no variance recorded.		
Planned Improvement / Corrective Actions	There are no corrective measures required.		
Total number of free access entrants (SANParks Week)	75 000	No target.	Achieved. 113 032 free access entrants during SANParks Week in Q 2.
Performance Analysis	The target was exceeded. 113 032 free access entrants during SANParks Week in Q 2.		
Reason for Variance	The target was exceeded as the SANParks Week free access entry was extended to the weekend; this was not the case in previous years.		
Planned Improvement / Corrective Actions	There are no corrective measures required.		
Total number of full-time equivalent (FTE) jobs created through the EPWP	5451	Achieved 5,406 FTEs	Achieved 5,406 FTEs

STRATEGIC OBJECTIVE 6: IMPROVED CONTRIBUTION TO SOCIETAL TRANSFORMATION			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Performance Analysis	This target was achieved with 5, 406 FTEs created through the EPWP.		
Reason for Variance	This slight variance can be ascribed to the late start of projects in the Working for the Coast programmes. EPWP participants started working in December 2019 as opposed to a revised start date of September 2019. The turnover in the Tourism Monitors programme and slow appointment of Environmental Monitors in the Inland Coordination programme also affected the person days and FTEs achieved.		
Planned Improvement / Corrective Actions	There are no corrective actions required		
Rand value spent on SMMEs through the EPWP	R208 462 million	Achieved R 208 840 million	Achieved R 208 840 million
Performance Analysis	This target was achieved at R 208 840 million spent on SMMEs.		
Reason for Variance	SANParks was requested to continue implementation of the Eco-Furniture Programme and new projects funded by the National Department of Tourism. Additional SMMEs were appointed in the new projects. The recording of long-term contracts in the WIMS database added to the figure while teams are still in field. WIMS database management cannot change this and in future an Excel spreadsheet record will be in place		
Planned Improvement / Corrective Actions	The recording of long-term contracts in the WIMS database adds to the figure while teams are still in field. WIMS database management cannot change this and in future an Excel spreadsheet record will be in place.		
Total number of SMMEs/enterprises supported through the EPWP	417	Achieved 651 SMMEs supported	Achieved 651 SMMEs supported
Performance Analysis	This target was exceeded with 615 SMMEs supported against a target of 417.		
Reason for Variance	This over achievement is due to: <ul style="list-style-type: none">• New approved projects from NDT: Addo National Park Main Rest Camp Extension and the Dinosaur Interpretive Centre project in Golden Gate National Park which added 10 SMMEs.• Continued implementation of the Eco-Furniture Programme with 83 SMMEs has not been included in the target• Employment of additional teams in NRMP and Wetlands as part of remedial action to make up for time lost due to late start and impacts of SMMEs not being compliant with health and safety requirements (letter of Good Standing from the Compensation Commissioner).		
Planned Improvement / Corrective Actions	No corrective actions are required.		

STRATEGIC OBJECTIVE 8: GROWN AND SUSTAINED DIVERSIFIED ORGANISATIONAL REVENUE STREAMS			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
% own revenue generated	72%	Achieved: 76 % More revenue generated from conservation fees and tourism income than expected.	Achieved: 76 % More revenue generated from conservation fees and tourism income than anticipated.
Performance Analysis	The target was exceeded: 76% against a target of 72%.		
Reason for Variance	More revenue was generated from conservation fees and tourism income than was anticipated.		
Planned Improvement / Corrective Actions	Continued management and monitoring of the budget.		
Fundraising revenue raised	R 60.4 million	Achieved R 113 052 952.56 was raised	Achieved R 113 052 952.56 was raised
Performance Analysis	This target was exceeded with a total of R 113 052 952.56 raised against a target of R 60,4 million which includes cash, grant and website donations and in-kind donations.		
Reason for Variance	This target was exceeded due to dedicated capacity for fundraising.		
Planned Improvement / Corrective Actions	There are no corrective measures required.		

STRATEGIC OBJECTIVE 9: EFFECTIVELY AND EFFICIENTLY MANAGED FINANCIAL RESOURCES			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
% Finance Strategy developed and implemented	Finance Strategy approved by the Board	Partially Achieved Finance Strategy presented to the Board, but referred back for further work	Partially Achieved Finance Strategy presented to the Board, but referred back for further work
Performance Analysis	This target was partially achieved as it was presented to the Board but referred back for further work.		
Reason for Variance	No variance was recorded.		
Planned Improvement / Corrective Actions	No corrective measures required.		
% expenditure budget variance	0%	Achieved - 7 %	Achieved - 7 %
Performance Analysis	This target was achieved at -7 % expenditure variance on budget.		
Reason for Variance	The R 256, 740 million favourable variance was due to the following: <ul style="list-style-type: none"> • Timing difference in maintenance expenditure, operating costs and special project expenses. • Maintenance costs were R53 188 million below budget. The underspending was due to the budget funded from the infrastructure grant being provided for but expenses not incurred. • Operating costs were below budget mainly as a result of savings in the costs of insurance, marketing and data communication. 		
Planned Improvement / Corrective Actions	Continued monitoring of expenditure against budget.		

STRATEGIC OBJECTIVE 9: EFFECTIVELY AND EFFICIENTLY MANAGED FINANCIAL RESOURCES

Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Cost to income ratio	01:01	Achieved 01.08:1	Achieved 01.08:1
Performance Analysis	This target was achieved with a cost to income ratio of 01.08:1.		
Reason for Variance	Income to cost was within the 01:01 threshold as operational revenue was 8% above operational expenditure. Total revenue amounted to R3, 1143, 404 and was R222, 936m more than total operating costs.		
Planned Improvement/ Corrective Actions	In addition to continuous budget variance monitoring, regular financial forecasts will be undertaken to mitigate any possible financial risks the organisation might be exposed to due to the current economic downturn. There will be a special focus on improving financial controls and management of assets.		

STRATEGIC OBJECTIVE 10: ADEQUATE, APPROPRIATELY SKILLED, TRANSFORMED AND DIVERSE HUMAN CAPITAL

Performance indicators	Annual Target	4 th quarter performance	Annual Performance
% of employees from designated EE groups (Black management) BM=total number of Black as % of management (Grade D and above)	62%	Achieved at 60.9%	Achieved at 60.9%
Performance Analysis	This target was achieved at 60.9 %.		
Reason for Variance	Slow turn-over of staff and moratorium on filling of vacancies.		
Planned Improvement/Corrective Actions	Improve efforts to retain staff and recruit in accordance with the target.		
% of employees from designated EE groups (Woman Management) WM =total number of woman as % of total management (Grade D and above)	43%	Partially Achieved 39.6%	Partially Achieved 39.6%
Performance Analysis	This target was partially achieved at 39.6 % against a target of 43 %.		
Reason for Variance	Slow turn-over of staff and moratorium on filling of vacancies.		
Planned Improvement/ Corrective Actions	HCM will continue to advise line managers to increase efforts on recruitment of black female managers in the new financial year. Maximise retention of female managers. Recruitment of female managers to be part of recruitment plan. Recommend that recruitment of females be part of line managers' KPAs.		
% of employees from designated EE groups (people living with disability) PwD = Total number of people living with disabilities as % of total staff complement.	2%	Partially achieved 1.7 %	Partially achieved 1.7 %
Performance Analysis	This target was partially achieved at 1.7% against a target of 2%.		
Reason for Variance	The target was not met due to the new requirement for submission of medical certificates confirming disability, which started in Q2.		
Planned Improvement / Corrective Actions	Roll out information sessions to obtain certification. Implementation of EE Plan.		

STRATEGIC OBJECTIVE 10: ADEQUATE, APPROPRIATELY SKILLED, TRANSFORMED AND DIVERSE HUMAN CAPITAL			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
% of employees from designated EE groups (male to female ratio) M:F=total male to female ratio	1:08	Achieved 1:0.7	Achieved 1:0.7
Performance Analysis	This target was achieved at 1:07.		
Reason for Variance	Slow turn-over of staff and moratorium on filling of vacancies.		
Planned Improvement/ Corrective Actions	Implementation of the EE and targeted recruitment plans with stronger focus on females. Recommend that recruitment of females be part of line managers' KPAs.		
% closing of critical competency skills gap	Skills gap report developed	Not achieved	Not achieved
Performance Analysis	This target was not achieved.		
Reason for Variance	Appointment of a service provider has not yet been finalised due to inconsistency of the pricing schedules submitted by bidders.		
Planned Improvement / Corrective Actions	The recruitment process will commence in the new financial year.		
% of payroll spent on the skills development programme	2% of the payroll spent on the skills development programme Revised Target 2% (R18,8m) of the baseline total payroll	Not achieved at 77% spent R 14,394,734.826 (77%) has been spent on skills development programme.	Not achieved at 1, 2% of payroll spent in skills programme. R 14,394,734.826 (77%) has been spent on skills development programme.
Performance Analysis	This target was not achieved at 1, 2% of payroll spent on the skills development programme. R 14,394,734.826 (77%) was spent on the skills development programme.		
Reason for Variance	Due to COVID-19, tertiary institutions are not taking payments although bursary allocations are approved. Purchase orders were also made to services providers.		
Planned Improvement / Corrective Actions	The payments will be completed in Q1 of 2020/2021 L&D to design generic TOR for training. Compliance training for to resume in Q1		
Number of initiatives for employee relations implemented (labour, cohesion, wellness)	40 management and labour engagements, 40 rights and responsibilities sessions and 20 wellness campaigns	Achieved	Achieved
Performance Analysis	This target was achieved with the following interventions: <ul style="list-style-type: none"> • 45 Management and shop steward meetings • 3 rights and responsibilities training sessions: 155 employees trained. • 3 Wellness campaigns/events • 3 information sessions Workshops: Personal insight: 20 supervisors and managers and 27 employees attended safety workshop.		
Reason for Variance	No variances were recorded		
Planned Improvement / Corrective Actions	Training, meetings and information sessions to be conducted in the new financial year. Continue to create awareness about Covid-19 among employees to minimise its impact on employees and on SANParks' business.		

STRATEGIC OBJECTIVE 11: SYSTEMS IMPROVED AND ENHANCED BUSINESS PROCESSES			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Number of projects implemented from the ICT strategy	4 ICT projects implemented form the ICT strategy	Achieved 4 ICT projects implemented from the ICT strategy	Achieved 4 ICT projects implemented from the ICT strategy
Performance Analysis	This target was achieved with 4 ICT projects implemented from the ICT strategy: <ul style="list-style-type: none">Implementation of new BPM system AppworksImplementation of redundant firewallImplementation of FortiWeb web application firewall (WAF) to TeracoMove tape backup to Azure cloud backupsSupply and implement IT infrastructure at Skukuza Safari Lodge and Nombolo Mdlhuli Conference Centre:<ul style="list-style-type: none">Network infrastructure from Skukuza Camp reception to Skukuza Safari Lodge and Nombolo Mdlhuli Conference Centre (fibre)Corporate and guest Wi-Fi for Skukuza Safari Lodge and Nombolo Mdlhuli Conference CentreIP telephony phones for Front Office, Management, Food and Beverage and 128 rooms at Skukuza Safari Lodge.		
Reason for Variance	No variances were recorded		
Planned Improvement / Corrective Actions	No corrective actions are required.		
Number of business processes mapped and automated	Mapped: 4 Automated: 4	Achieved 2 processes automated; 1 mapped	Achieved 4 processes mapped and automated
Performance Analysis	This target was achieved with 4 business processes mapped and 4 processes automated: <ul style="list-style-type: none">Facilities Helpdesk (mapped and automated)IT User Access (mapped and automated)HCM Query Management (mapped and automated)Capex mappedAPP automated		
Reason for Variance	No variances recorded.		
Planned Improvement/ Corrective Actions	No corrective actions required.		

STRATEGIC OBJECTIVE 12: ACCOUNTABLE CORPORATE GOVERNANCE			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
% compliance with governance requirements	100%	Achieved at 100% (3/3)	Achieved at 100% (3/3)
Performance Analysis	This target was achieved at 100% with the following reported and submitted: Q1,2 & 3 performance reports submitted. Q 1,2 & 3 ENE reports submitted. Final draft of APP and Strategic Plan submitted to DEFF.		
Reason for Variance	No variances recorded.		
Planned Improvement / Corrective Actions	No corrective measures required.		

STRATEGIC OBJECTIVE 12: ACCOUNTABLE CORPORATE GOVERNANCE			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Unqualified audit opinion	Unqualified audit report with no matters	Achieved Quarter 3 report verified by performance team and internal audit	Partially achieved Quarter 1,2& 3 reports verified by performance team and internal audit
Performance Analysis	2028/19 resulted in an unqualified audit report, with matters		
Reason for Variance	2028/19 resulted in an unqualified audit report, with matters.		
Planned Improvement / Corrective Actions	Implementation of the audit plan to address corrective actions.		
% implementation of Enterprise Risk Management Strategy	100%	Achieved at 100%	Achieved at 100% (16/16 activities)
Performance Analysis	This target was achieved at 100% implementation of the Enterprise Risk Management Strategy.		
Reason for Variance	No variances were recorded.		
Planned Improvement / Corrective Actions	No corrective actions required.		
Development and implementation of the Ethics Strategy	Ethics Strategy developed	Achieved The Ethics Strategy was developed.	Achieved The Ethics strategy was developed
Performance Analysis	This target was achieved.		
Reason for Variance	No variance recorded.		
Planned Improvement/ Corrective Actions	No corrective actions required.		

STRATEGIC OBJECTIVE 13: ENHANCED INFRASTRUTURE MAINTENANCE AND RECAPITALISATION			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Develop and implement national priority maintenance and recapitalisation management system	Infrastructure Maintenance and Capitalisation Management System Developed Revised Target Service provider for the development of an Infrastructure Maintenance and Capitalisation Management System appointed	Service provider for the development of an Infrastructure Maintenance and Capitalisation Management System appointed	Not achieved
Performance Analysis	This target was not achieved.		
Reason for Variance	The award of the tender could not be finalised by the end of March 2020 due to the unforeseen circumstances of the COVID-19 lockdown and the availability of Bid Adjudication Committee members during this time.		
Planned Improvement / Corrective Actions	The Bid Adjudication Committee will commence in the first quarter of the new financial year.		

STRATEGIC OBJECTIVE 14: ENHANCED STAKEHOLDER ENGAGEMENT			
Performance indicators	Annual Target	4 th quarter performance	Annual Performance
Media reputation rating	95%	Achieved at 97%	Achieved at 97%
Performance Analysis	This target was achieved at 95% media reputation rating.		
Reason for Variance	There were no variances recorded.		
Planned Improvement / Corrective Actions	There are no corrective measures required.		
Number of awareness campaigns conducted	12 awareness campaigns conducted	Achieved 3 awareness campaigns conducted.	Achieved 14 awareness campaigns conducted.
Performance Analysis	This target was exceeded, with 14 awareness campaigns conducted against a target of 12.		
Reason for Variance	Ad hoc campaigns required by emerging issues.		
Planned Improvement / Corrective Actions	No corrective actions required.		
% of stakeholder management plan developed and implemented	Stakeholder management plan approved by EXCO	Not achieved Stakeholder mapping document was done but is still awaiting EXCO approval	Not achieved Stakeholder mapping document was done but is still awaiting EXCO approval
Performance Analysis	This target was not achieved. The stakeholder mapping document was developed but due to Covid-19 restrictions EXCO has not approved it as yet.		
Reason for Variance	The stakeholder mapping document could not serve at EXCO as EXCO was delayed due to the closure of offices during the Level 5 Covid-19 lockdown.		
Planned Improvement / Corrective Actions	The stakeholder-mapping document will serve at EXCO during Q 1 of the new financial year.		



PERFORMANCE INFORMATION



Highlights



The six MPAs, totalling 369 397 ha, managed by SANParks play an important role in the country's marine conservation and contribute extensively to the protection of important marine ecosystems in South Africa.



In October 2019, Table Mountain National Park received a visit from an unusual visitor when a King Penguin from the South Atlantic was sighted at Buffels Bay.



In recognition of Rangers' work in protecting parks and conservation areas around the globe, World Ranger Day 2019 was celebrated in July in all of the country's national parks.



Operational Report



Mr Property Mokoena
Managing Executive Parks

National Parks and Regions

South Africa's national parks conserve the country's rich diversity of flora and fauna. Located largely in rural areas, they are catalysts for economic growth which can create employment and transformation in areas that generally lack such opportunities. They also contribute significantly to the preservation of water resources, protect the archaeological and historical record and safeguard endangered ways of life.

SANParks Operations is responsible for managing the organisation's twenty national parks. These are organised into two divisions: Kruger National Park (1 898 857 ha) and the Parks Division which is divided into the Arid, Cape, Frontier and Northern Regions. Clustering of national parks into these four regions is primarily based on their geographical and landscape distribution as well as on logistical considerations. Each park has its own unique significance. Together, the Parks Division administers a terrestrial and aquatic estate of over 2 507 065 ha. With the recent declaring of three new Marine Protected Areas (MPAs) as well as the Meerkat National Park, approximately 365 440 ha has been added to the national parks' conservation estate.

The Arid management region consists of six parks. Kalahari Gemsbok National Park, the largest, covers almost one-third of a sand-filled basin in the west of southern Africa and supports diverse fauna and flora. Because of its importance to the Khomani San, the park was proclaimed a UNESCO Cultural Heritage Landscape site in 2018. Three other parks - /Ai/Ais Richtersveld National Park, Augrabies Falls National Park and Namaqua National Park - lie within the Succulent Karoo Biome and are also areas of significant geological interest. The recently declared Namaqua Marine Protected Area of 54 940 ha extends from the Groen to the Spoeg River and provides for an important linkage to the terrestrial component of the park.

The Mokala National Park supports diverse ecosystems in the transition zone between the Karoo Biome and the Arid Savanna Bushveld. The Kalahari Gemsbok National Park and /Ai/Ais Richtersveld National Park are both part of Transfrontier

Conservation Areas which straddle South Africa, Botswana and Namibia. The declaration on 27 March 2020 of the Meerkat National Park around the development of the Square Kilometer Array (SKA) in the Northern Cape is a key milestone that expands the conservation asset base to include an international science hub.

Uniquely, following a land claim settlements process, contractual agreements are in place with local communities in three of the Arid region parks: with the Khomani San and Mier communities in Kgalagadi Transfrontier Park; the Riemvasmaak community in Augrabies Falls National Park; and the Richtersveld community in /Ai/Ais Richtersveld National Park. Joint Management Boards for each area enable engagement on matters of mutual interest including social and economic development projects.

There are five parks in the Cape management region. Three are situated along the coastline and include three MPAs. The latter include the newly declared Robben Island MPA which adjoins the existing Table Mountain MPA. Parts of the West Coast National Park and MPA are important non-breeding sites for hundreds of thousands of Palaearctic migrant waders during the austral summer and, with about 32 per cent of South Africa's saltmarshes, is recognised by the Ramsar Convention as a wetland of international importance.

Areas of Western Cape Province include spaces of outstanding and universal ecological value, representing the on-going ecological and biological evolution of the Cape Floral Region. Table Mountain National Park, Agulhas National Park and Bontebok National Park are within the Cape Floral Region Protected Areas World Heritage Site. The Tankwa Karoo National Park falls within the International Biodiversity Hotspot of the Succulent Karoo, recognised by Conservation International. In 2019, the National Parks Trust acquired the 1186 ha Meintjiesplaas property adjacent to the Tankwa Karoo National Park. This comprises Succulent Karoo and Renosterveld Fynbos vegetation types, both previously under-represented in the Cape parks.

Northern Cape San leader Petrus Vaalbooi





African Penguins at Addo Elephant National Park

The Frontier management region consists of five parks, representing different biomes, in the Western and Eastern Cape Provinces. The Garden Route National Park is a complex of protected areas managed as a single entity. It includes the previously proclaimed Tsitsikamma National Park and Wilderness National Park, forests and mountain catchment areas as well as the Knysna National Lake Area. The park incorporates approximately 45 000 ha of indigenous forest previously managed by the Department of Water Affairs and Forestry. The region, and therefore the park, is highly fragmented and has a diversity of natural habitats and social systems. Mountains, forests, lakes, rivers and beaches are interspersed with towns, farmlands and commercial timber plantations. Tourism is vital to the area and most of the natural attractions, which are largely unfenced and are accessible to local people and visitors alike, are managed within the park. In the recent review of park management plans, participants at public workshops expressed a desire for local residents to be more integrated in the park. The Garden Route National Park's comprehensive new park management plan was finalised following a thorough public participation and collaborative stakeholder consultation process. The plan – which will be in place from 2020 to 2029 – was approved by the Minister of Environment, Forestry and Fisheries in February 2020.

Addo Elephant National Park conserves examples of the Eastern Cape's unique biodiversity. It includes marine areas, examples of five terrestrial biomes (Thicket, Forest, Fynbos, Nama-Karoo and Grassland) and azonal wetlands in a landscape-diverse environment with offshore islands, coastal plains, dune fields, mountains and arid plains.

Camdeboo National Park and the Karoo National Park include steep topographical gradients which produce a structurally complex environment providing many niches for animal and plant species. Vegetation is closely linked to soil type and depth, rockiness, slope and aspect. Camdeboo National Park represents the Karoo Biome, recognised as a world conservation priority. Karoo National Park is in the semi-arid Nama-Karoo and falls within the Nama-Karoo and Grassland biomes. Mountain Zebra National Park is in a transitional area between the Grassland, Nama Karoo, Thicket and Savanna biomes, major vegetation types currently poorly conserved elsewhere in South Africa. Being a transition area between biomes allows for an interesting mix of flora and fauna as well as important ecological and landscape processes. The region includes two significant MPAs: Tsitsikamma MPA and the recently declared Addo Elephant National Park MPA. The MPA previously known as Bird Island MPA was repealed and is now included in the Addo Elephant National Park MPA.

The six MPAs, totalling 369 397 ha, managed by SANParks play an important role in the country's marine conservation and contribute extensively to the protection of important marine ecosystems in South Africa.

The Northern Management Region consists of three parks. Golden Gate Highlands National Park, in the north-eastern Free State, was proclaimed for its water production capacity, geological significance and aesthetic beauty. Its position also means that it is accessible to many of the country's major population centers. It affords protection to the threatened grassland biome and is the only grassland park in the SANParks estate. Eastern Free State grassland, Lesotho highlands basalt grassland and Lesotho montane shrubland, all represented in the park, are poorly protected and have a high conservation priority rating. The world's oldest dinosaur eggs, with embryos, were discovered in the park and a world-class interpretive centre that will tell the story of the African dinosaurs is presently nearing completion. The park also represents a rich and diverse cultural history spanning early Stone Age people, San, Basotho and early European settlers, and contains important rock-art paintings and Anglo-Boer war sites. In addition, the park forms the watershed between the Vaal and the Orange River systems, contributing to the provision of high-quality water, via the Lesotho-Highlands water project and the Tugela-Vaal transfer scheme, to the Gauteng region and into the Orange River system. The park is part of the Maloti Drakensberg catchment complex, the most important water catchment in Southern Africa.

The importance of Mapungubwe National Park and World Heritage Site lies in its more than 400 archaeological sites displaying a dynamic interaction between people, natural resources and landscape. This interaction laid the foundation for a new type of Iron Age social organisation in the region between AD 900 and 1300 by ancestors of the Venda, North Sotho and Shona cultures.

In addition, the park protects important biodiversity components of its semi-arid landscape and, as part of the Greater Mapungubwe Transfrontier Conservation Area, aims to support communities and ecosystems whilst unlocking sustainable socio-economic benefits. Managing biodiversity conservation within an open system spanning three countries (Zimbabwe, Botswana and South Africa) is challenging and the Mapungubwe Park Management Plan emphasises stakeholder engagement and recognition of culturally linked communities in pursuit of common objectives.

Marakele National Park is situated in the extreme south-western quadrant of the Waterberg massif and its adjoining lowlands to the west. The park hosts a wide diversity of vegetation in four major vegetation units: fine-leaved thornveld, broad-leaved woodland, forest and grassland. Floristically, Marakele is exceptionally rich, with representatives of fynbos and forest systems. Because the Waterberg is an important transitional zone in the distribution of mammals, it supports a large diversity of species.



Local learners visiting Mountain Zebra National Park

Managing Parks Effectively: State of Area Integrity Management Assessments

For the past decade, assessments of the State of Area Integrity Management (SoAIM) have been undertaken at park or section level. Their purpose is to evaluate management's operational interventions, establishing the ability of parks to function effectively and efficiently. There is a particular focus on ensuring that people, systems, processes and resources are in place and in use to achieve the desired ecological, safety and security status of a protected area.

All parks in the division were assessed in 2018. A newly-introduced system produced results reflecting the risk and the importance of the criterion assessed, with scores indicating current Area Integrity. After analysis, each park identified between five and fifteen corrective actions against which progress is monitored. Progress against the corrective actions is reported quarterly.

Rangers at our Service

Rangers' duties vary widely across the land- and sea-scapes of our national parks but have in common area integrity patrols and monitoring and observing fauna and flora. Particularly because of the rhino-poaching crisis of recent years, most of the Rangers are engaged in anti-poaching activities in parks that include the Big Five.

In other parks, Rangers are responsible for many tasks aside from area integrity and especially for law enforcement and compliance. The nature and extent of such work varies depending on whether a park is rural, peri-urban or even partly urban. Rangers' other daily tasks and emergency functions include monitoring and maintenance of fences, water supply and roads; management of alien invasive animals and plants; game capture; visitor safety; firefighting; and gate security.

Within the Ranger force, specialised staff are trained for specific tasks. These include specialist trackers, visitor safety rangers, pilots and dog handlers who boost security with their canine partners.

In recognition of Rangers' work in protecting parks and conservation areas around the globe, World Ranger Day 2019 was celebrated in July in all of the country's national parks. In celebration of the work done by these conservation guardians, most parks joined forces with important stakeholders including SANParks Honorary Rangers; the South African Police Service; the Department of Environment, Forestry and Fisheries; transfrontier partners; and various municipalities. The day also commemorates the many Rangers injured or killed in the line of duty while protecting the world's conservation estate, as well as giving Rangers the opportunity to demonstrate their skills on land and water including squad drilling, firearms competency, dog handling, patrolling, boat handling, firefighting, contact and arrest simulation and first aid.



World Rangers Day celebrations at Mapungubwe National Park



Powerade marathon at the Marakele national park

Parks as spaces for healing, reconciliation and learning

SANParks' role relates not only to our country's flora and fauna but also to human interaction with the natural world. The activities described below typify the purposes of such interactions, including citizens sharing and enjoying this great national resource; contributing to knowledge, healing and reconciliation; raising awareness about critical issues like rhino poaching; and launching new products that promote tourism in our parks.

The Marakele Marathon

In 2019, the Powerade Marakele Marathon, which has become a popular sporting and tourism event in the Thabazimbi area, celebrated its 11th year. Hosted by SANParks in partnership with the Honorary Rangers, the marathon attracted 1 200 runners of all ages and abilities who traversed spectacular Waterberg mountain scenery within a "Big Five" national park. To commemorate the marathon, each year's medal features one of the Big Five. As an official Comrades and Two Oceans marathon qualifying event, it is one of the province's key races and attracts runners from across the country as well as international competitors, some of whom return year after year.

The aims of the marathon are to support Thabazimbi social upliftment projects, promote Marakele National Park and raise funds for Honorary Ranger conservation projects in the park. The 2019 marathon raised over R332 000 in aid of these causes.

“ SANParks' role relates not only to our country's flora and fauna but also to human interaction with the natural world. ”

Riemvasmaak Primary School shaded playground: Augrabies Falls National Park

The Riemvasmaak community is situated approximately 90 kilometers from the Augrabies Falls National Park and owns the Melksbosrand contractual area. Through the support of the SANParks Social Legacy Project, the community now enjoys a shaded area for meetings and community events and a playground at the Riemvasmaak Roman Catholic Primary School. Until recently, the children played in an open area in the extreme Northern Cape heat. The hand-over of the facilities to the school in June 2019 was celebrated by the community at large.



Riemvasmaak learners in assembly area, Augrabies national park Social Legacy Project

SANParks facilitates the donation of 100 pairs of school shoes to children in the Free State

In support of a more natural learning experience for children, SANParks partnered with a Free State-based emerging wildlife game breeder, Aphane Boerdery, and the Bakoena Royal family at the handover ceremony of 100 pairs of school shoes at Sephokong Intermediate School in Qwa-Qwa. The school is located in one of the communities surrounding Golden Gate Highlands National Park. The keynote address was delivered by His Royal Highness King Moremoholo Mopeli.

This initiative has given rise to the Bakoena Royal Family and SANParks Greening Project, the aim of which is to promote sustainable practices as a way of taking care of the environment and to educate our youth as leaders of tomorrow.



School shoes are handed over to young children by the Socio-Economic Transformation team in Qwa-Qwa, a community close to the Golden Gate Highlands national park

Mapungubwe National Park hosts the descendants of Mapungubwe during Heritage Month

To promote cultural heritage and tourism, SANParks has rolled out a variety of annual events that celebrate the richness and diversity of South Africa's cultural and spiritual heritage. One of the highlights of Heritage Month 2019 was the hosting of a cultural event at the Mapungubwe National Park and World Heritage Site in Musina.

The aim of the event was to foster collaborative relationships with SANParks stakeholders and to form long term strategic partnerships in cultural heritage and tourism. The event was joined by descendants from the Vhagana, Tshivhula, Leshiba, Lemba and Machete communities whose lineage is directly linked to Mapungubwe.

The 3rd Annual Mapungubwe Lecture Series - a celebratory success!

From 25 to 27 October 2019, Mapungubwe National Park and World Heritage Site celebrated Africa's rich heritage with the Annual Mapungubwe Lecture Series, the third such weekend hosted by SANParks.

The event, whose purpose is to celebrate the richness and diversity of Southern Africa's cultural heritage, formed part of an activity-packed weekend that showcased the park's many attractions. Guests were transported back in time as they explored the proud history of Southern Africa's first kingdom through a guided heritage trail and museum visit as well as cultural performances. The park offers traditional tourism experiences and cultural experiences which give guests the opportunity to connect to their spirituality and heritage.

Special guest speakers included celebrated poet and writer Dr Mongane Wally Serote who, at the confluence of the Transfrontier Conservation Area where three countries meet, gave a talk on Sacredness and African Traditional Healing in the context of Mapungubwe. Dr Serote focused on the practice of traditional healing, God, ancestors and finding oneself as an African.

Third annual Golden Gate Classics held in the Maluti Mountains

The SANParks Golden Gate Classics Festival took place at the beginning of December 2019. In an intimate setting within the magnificent landscape, guests were taken on a musical journey by the legendary Sibongile Khumalo, accompanied by a 40-piece orchestra; soprano Zandile Mzazi; the Tshwane University of Technology Vocal Art Chorus conducted by Kutlwano Masote; the internationally acclaimed Bokani Dyer Trio; and award-winning singer Thandi Ntuli.

// To promote cultural heritage and tourism, SANParks has rolled out a variety of annual events that celebrate the richness and diversity of South Africa's cultural and spiritual heritage. //



Top 3 best-dressed female winners at the Groenkloof National Park 2019 Cultural Heritage Bring and Share

Memorial plaque unveiled in Tsitsikamma

On 18 January 2020, Tsitsikamma National Park unveiled a memorial plaque in honour of two Tsitsikamma anglers, Johnny William Pedro (1951-2009) and Christian Jacobus Langisa (1945-2018), who were instrumental in the community's struggle to gain fishing rights in the Tsitsikamma Marine Protected Area. Sadly, Mr Pedro did not live to see the momentous occasion when the three controlled access zones were opened in 2016.



Plaque unveiled in memory of anglers, Tsitsikamma

Madawas Reburial Ceremony at Tankwa Karoo National Park

In 2007, a Tankwa Karoo National Park (TKNP) Ranger discovered human remains near the Perdekloof campsite. The skeleton lay about 950 m above sea-level in steep and rocky terrain, in a site that was becoming eroded and with the potential for further damage. At the request of SANParks, Dr Ryan Gibbon, an independent archaeologist, and Dr Victoria Gibbon from the Department of Human Biology, University of Cape Town (UCT) were granted a permit by Heritage Western Cape to investigate, rescue and excavate the remains.

Following rescue and analysis, it was discovered that the remains represented a discrete burial of an individual lying in a tightly flexed position on her back with her knees to her chin. This flexed position is a burial practice known among Khoisan people. The burial site had several large rocks placed on top; these were included in the reburial.

Dr Gibbon completed the biological report and Professor Judith Sealy, Department of Archaeology at UCT, conducted a radiocarbon date and isotope analyses of a small portion of the humerus. This concluded that the person, a woman, lived around 1436-1622 AD, that she had been about 1.52 m tall, was aged between 35 and 55 at the time of her death and was of Khoisan ancestry. Her remains confirmed the long history of people living well and healthily in the Tankwa area where they were successfully adapted to their environment.

In October 2019, Tankwa Karoo National Park hosted a reburial ceremony for the Khoisan woman. The sombre event was witnessed by stakeholders who included representatives of the Northern Cape Department of Arts and Culture; UCT; Heritage Western Cape; SANParks Honorary Rangers; South African Police Services; cultural groups; SANParks employees; and members of the public. The traditional San ceremony was led by Northern Cape Khoisan leader Mr Petrus Vaalbooi. The woman was renamed Madawas, meaning "She was here".



Reburial site of an old Khoi woman, Madawas, at Perdekloof surrounded by Tankwa Karoo National Park staff and traditional leaders

An unusual visitor to our shores

In October 2019, Table Mountain National Park received a visit from an unusual visitor when a King Penguin from the South Atlantic was sighted at Buffels Bay. This followed twelve confirmed previous sightings of the species along the African coastline. The penguin attracted significant attention by birders and visitors from far and wide, all keen to capture the rare sighting on camera. In fact, interest in the penguin became a concern as people attempted to get too close and crowd control was necessary. Following a thorough medical assessment and micro-chipping by a veterinarian from the Southern African Foundation for the Conservation of Coastal Birds (SANCCOB), it was decided to move the bird to a more remote beach in the Cape of Good Hope Section of the park. After four days, the bird left the shores of South Africa.



A King Penguin from the South Atlantic visiting the Cape Point Section of Table Mountain National Park

SANParks Week 2019 and the Launch of Corporate Social Investment Projects

The official launch of the 2019 SANParks Week was hosted at Bontebok National Park in Swellendam, Western Cape over the weekend of 6 to 8 September. The opening was attended by SANParks sponsorship partners Total South Africa and First National Bank as well as representatives of the Department of Environment, Forestry and Fisheries and Swellendam Municipality. More than a thousand members of the Swellendam and surrounding communities attended the event.

The launch also marked the completion of the Swellendam Secondary School science laboratory refurbishment. The laboratory was officially opened and handed over by the SANParks CEO together with seven other science laboratories donated to schools across Mpumalanga, Limpopo and Western Cape provinces. These laboratories were made possible through a Social Legacy Programme that forms part of SANParks' initiatives to provide communities adjacent to the parks with infrastructure and related support.



SANParks CEO opening Swellendam Secondary School science laboratory with partners Total SA and FNB near the Bontebok National Park

New tourism products

- Three campsites were completed at the Craig Lockhart campsite in Kgalagadi Transfrontier Park.
- Construction of a bird hide at Twee Rivieren Rest Camp in Kgalagadi Transfrontier Park was completed and opened to guests. This project was made possible by a donation from the Estate of the late Dr Ron Meville, a keen birder who loved the Kalahari.
- In November 2019, the Raptor Interpretation Centre was officially opened at Mata Mata Rest Camp in Kgalagadi Transfrontier Park. This addition to the camp offers informative and well-researched information about the raptors found in the park. The project was undertaken in partnership with the University of the Sunshine Coast in Australia.
- In 2019, two tree top chalets were rebuilt and refurbished at Mokala National Park and opened to the public.

- The Addo Indluvo Spa, opened in October 2018 at Addo Elephant National Park, services Addo main camp as well as Nyathi and Matyholweni camps. This community based 'pop up' spa has continued to prove popular with the park's visitors.
- The Tsitsikamma Big Tree precinct development was completed in December 2019 and includes new walkways and a coffee and curio shop. Project funding was provided by the National Department of Tourism.

“ In 2019, two tree top chalets were rebuilt and refurbished at Mokala National Park and opened to the public. ”



Mokala National Park entrance



Motswedi tree top cottage Mokala National Park





Mr Glenn Phillips
Managing Executive
Kruger National Park

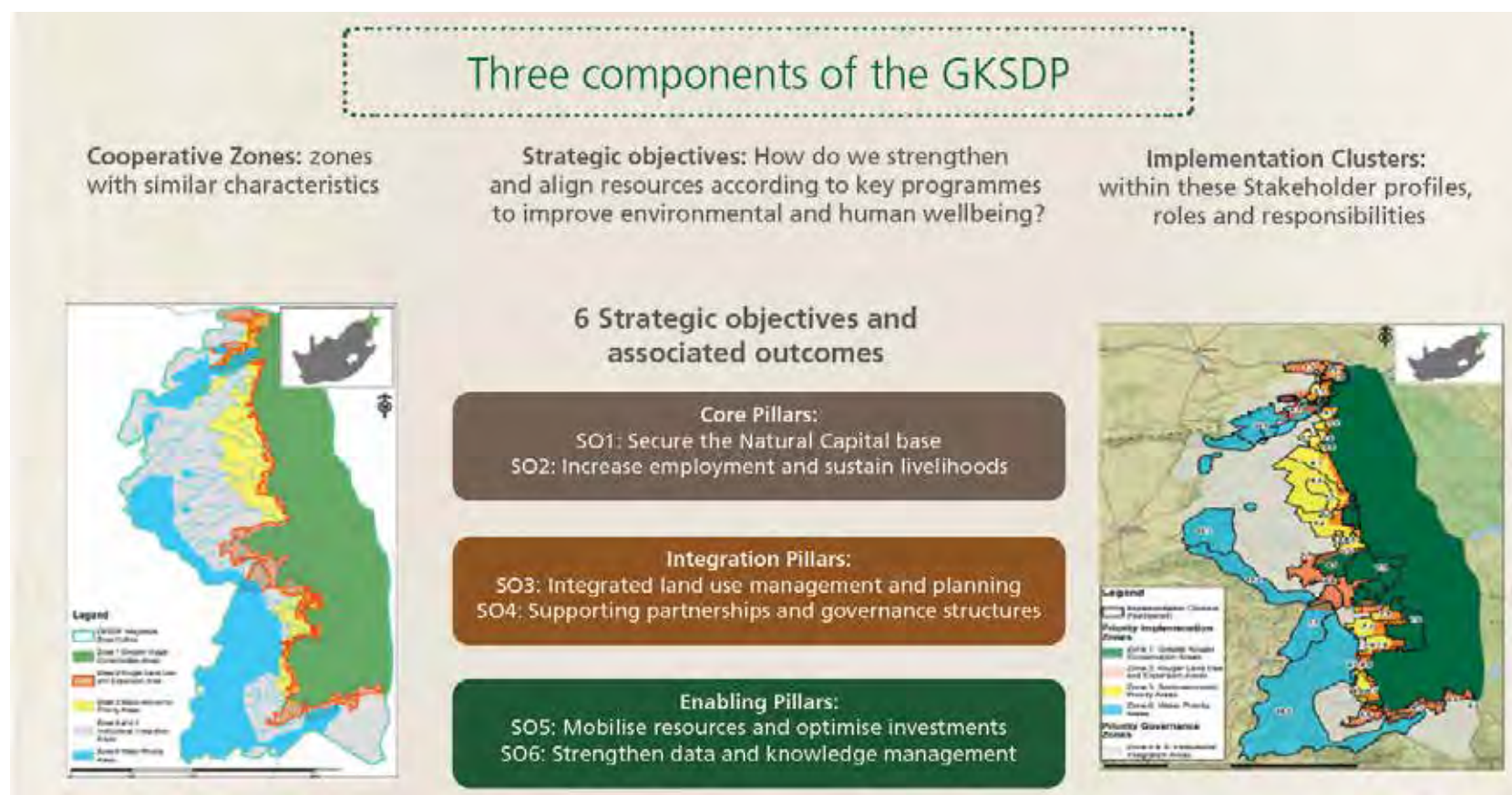
Kruger National Park

Conservation Management

Regional Integration Programme

The Greater Kruger Strategic Development Programme (GKSDP) is an integrated partnership programme developed in response to numerous issues raised during the consultation to develop the Kruger National Park Management Plan in 2017-2018 and the Great Limpopo Transfrontier Conservation Area Livelihood Strategy prior to that. It is a strategic partnership between government, communities, civil society and the private sector which seeks to improve the well-being of communities through inclusive conservation and compatible rural economic development whilst protecting our natural capital. By partnering with neighbouring communities, civil society and traditional leadership structures, district and local municipalities, national departments and international cooperating partners, Kruger National Park has made significant strides towards a multi-partner landscape-based conservation approach enabling previously disadvantaged individuals and small, medium and micro enterprises (SMMEs) to access opportunities in conservation and nature-based tourism.

The GKSDP builds on this foundation by proposing a trans-boundary ecosystem-based approach with a key focus on improving management effectiveness of the core Protected Area network and on an inclusive, transformative social compact with all stakeholders in the Greater Kruger landscape. Strengthened partnerships and governance structures will stimulate cooperation in managing landscape-level ecological issues such as securing strategic water source areas, addressing climate change vulnerability, unlocking sustainable benefits, responsible economic development and promoting land-use practices compatible with the Greater Kruger landscape. Within the framework of the new District Delivery Model Operation Khawuleza, the GKSDP will contribute significantly to the National Development Plan's goal of creating an environmentally sustainable, climate change-resilient, low-carbon economy and a just society by 2030.



Integrated water resource management

General

The aquatic freshwater ecosystems in the Lowveld region are highly biodiverse and are adapted to large infrequent disturbances such as droughts and floods. Human activities (mining, agriculture, impoundments, dysfunctional wastewater treatment works, overexploitation, flow alteration and degradation of riparian habitats) are the primary causes of the degradation of aquatic ecosystems leading to decline and shifting their ecological state downwards. This in turn reduces their resilience and benefits to society through ecosystem service provision of our river systems. Policy now in place to avert these declines includes classification of water resources in terms of management class and resource quality objectives (RQOs) including the environmental water requirements (ecological reserve flows) as stipulated in the National Water Act (32 of 1998). The RQOs of four of Kruger National Park's rivers - Crocodile (east) and Sabie-Sand systems (Inkomati Water Management Area), Olifants/Lepelle and Letaba (Olifants Water Management Area) - were gazetted by the Minister of Water and Sanitation in 2016. Critically the Luvuvhu, a highly bio-diverse and relatively pristine river system, remains without this protection.

Through multi-sectoral collaboration, during the reporting year the Kruger National Park team has actively worked to influence integrated catchment planning and river operations including sound hydrological gauging infrastructure. The clear successes of the Inkomati-Usuthu Catchment Management Agency (IUCMA), with a dedicated River Systems Planning and Operations unit, are an example that should be mirrored with immediate effect with the fast-tracked establishment of the Olifants Catchment Management Agency and the Limpopo North-West Catchment Management Agency.

Sabie River Water Stewardship

The programme focusses on improving catchment management, including the development of circular economies and market access for agricultural products produced according to environmentally friendly practices. The project is also conducting detailed stakeholder and physical mapping for the upper Sabie Catchment and the broader Mpumalanga Drakensberg Water Source Area.

// The aquatic freshwater ecosystems in the Lowveld region are highly biodiverse and are adapted to large infrequent disturbances such as droughts and floods. **//**

Greater Limpopo Transfrontier Conservation Area (GLTFCA) trans-boundary catchment management programme

Kruger National Park has been actively participating in the development of a Trans-boundary Freshwater Strategy which was officially endorsed by the Joint Management Board of the Great Limpopo Transfrontier Park. Current engagement with the GLTFCA member countries, Mozambique and Zimbabwe, is well underway.

Biodiversity Conservation Management

Herbivory programme – elephant management

Part of the Kruger National Park herbivory level plan relates to elephant management. It is aligned with the 2019 Elephant Annual Implementation Plan which aims to mimic zones of increased vigilance created by historic people and to develop best practice interventions to disturb elephants at a local scale. A range of complementary management and monitoring processes are followed at different scales: participation within the GLTFCA Strategic Elephant Management Framework, in pursuit of a landscape-based socio-ecological systems approach to elephant management; consultation processes within Kruger National Park to identify areas of local concern and a range of interventions as per National Environmental Management: Biodiversity Act (NEMBA) norms and standards; and vegetation monitoring to establish the impact of elephants in certain perennial systems.

In isolating potential areas of local concern, a participatory process within Kruger National Park was followed. Scientific Services facilitated interviews with 22 Kruger National Park section Rangers, two regional rangers, support staff and Conservation Management. Potential areas of concern (location and extent) were discussed as were the mechanisms that give rise to the concern; the Ranger/manager's opinion of the feasibility and potential of different elephant management interventions for damage causing animals; and vegetation-related concerns. After this process was concluded, maps of areas of potential concern were produced; a worksheet accompanying the maps documents mechanisms responsible for creating areas of concern and the potential interventions that can be used for each of these areas. This report will inform implementation options in 2020/21. Elephant-related vegetation monitoring was conducted; several transects on perennial rivers as well as terrestrial transects away from rivers have been monitored over the past ten years to inform mortality of large trees by elephant; mortality due to interactions between elephant and fire; and other sources of tree mortality including drought, floods and other herbivory. Elephant-related mortality of large trees varies between 4.25 and 4.8 per cent on perennial rivers in southern Kruger National Park. Flooding is a major source of mortality of trees growing in the flood line and species not usually targeted by elephants, such as *Spirostachys africana* (Tamboti), had relatively high mortality during the 2015/2016 drought.

Restoration Programme

Malahlanpanga Springs

Considerable efforts have been focused on the restoration of the Mahlangpanga Springs, and erosion assessments and orthomosaic photography were recently carried out to assess the effectiveness of the rehabilitation interventions. The pan is filling up with sediment as part of natural events and the monitoring reports will be vital in informing possible further management interventions for this area, for which Ramsar site status is being pursued.



An orthomosaic survey photo of the Malahlanpanga springs (Photo: Dr Wynand Uys)

Demolition of the Kanniedood dam

Demolition operations at Kanniedood dam were completed in December 2019 with the support of the South African National Defence Force (SANDF). The entire wall has been removed and the only remaining structures are the fallen blocks and fish ladders. The demolition forms part of the park's Water Policy strategy to improve ecosystem processes and the natural flow of its river systems. An active trans-boundary monitoring programme will monitor biodiversity health and the recovery of the ecosystem services.



The Kanniedood dam before final demolition



Demolition operation during December 2019 at Kanniedood dam



The Kanniedood dam after demolition

Invasive Alien Species management – Polyphagous Shot-hole borer beetle (PSHB) monitoring programme

The Kruger National Park team has been pro-active in monitoring the Shot-hole borer beetle and has also been participating in research and policy platforms. Staff from Kruger National Park, in partnership with Cropwatch-Biosecurity, presented training workshops to members of Ranger Services to ensure effective surveillance should invasive beetle species spread. Surveillance grids have been selected across ten camps and entrance points within the park and are being monitored monthly through Cropwatch-Biosecurity and through Hortec which is providing near real-time climatic data and maps for quick decision-making. As part of the pest forecasting models, weather data is being collected from the seven sponsored weather stations and is accessible through secure data platforms. Sessions conducted in and around the Kruger National Park have included identification, detection and damage systems of the PSHB. Development of a Greater Kruger Surveillance Grid throughout the broader landscape for areas adjacent to the park is in progress. As yet, no confirmed cases have been reported within Kruger National Park and the Greater Kruger footprint.

// The Kruger National Park team has been pro-active in monitoring the Shot-hole borer beetle and has also been participating in research and policy platforms. //



Monitoring traps for the Shot-hole borer beetle

Veterinary Wildlife Services

Rhino Management

SANParks has made it a priority to manage and stabilise the population of rhino in Kruger National Park. The park has been the epicentre of rhino poaching, with many animals lost from 2008, and thus needs special attention. The picture is changing slightly following interventions by Ranger Services and Scientific Services which have led to a decline in the number of poached animals year on year. Disease has also had a negative impact on both black and white rhino but Veterinary Wildlife Services (VWS) has embarked on an ambitious plan to monitor and clean some animals and move them to rhino strongholds managed by SANParks.

White Rhino Management

When it comes to white rhino management, this has been a very productive year for the Kruger National Park VWS team, with the TB rhino protocol approved by the Directorate on Animal Health. The initial plans were to upgrade the boma facilities so that sixteen animals could be put through quarantine at any one time, enabling the park to clean at least fifty rhino a year. Due to extensive costs, a decision was taken to run four animals through the facility as a trial batch and four white rhino (two bulls and two cows) were captured and placed in the bomas. An additional four staff were appointed to run the facilities. The two cows tested positive during the first testing phase and were released back into the wild. The bulls successfully completed the programme and have been cleared by the Department of Veterinary Services to be moved to a facility of SANParks' choice. Two more females were captured and have thus far tested negative for TB, with VWS awaiting final tests before moving them out of the park.

Black Rhino Management

Rhino poaching remains a major challenge and this year was no exception. On several occasions, the VWS team had to assist with the retrieval of injured rhino and sometimes of their calves. Young healthy calves were transported to the Care for Wild orphanage upon retrieval; the older ones are housed in VWS bomas until they are strong and old enough to be returned to the wild.

In 2019, a black rhino with a severe injury to the shoulder was retrieved and placed in the VWS bomas for treatment. The team worked tirelessly to nurse the injury; however, due to the extensive movements in the shoulder the treatment was not successful and a decision was made to euthanise the animal. The story of "Goose", an injured black rhino, is a positive one; after two years of extensive treatment, her leg injury has improved to an extent that the initial wound has shrunk significantly and she now moves without any wound dressing. Plans are being formulated about the future of this animal as she is at the prime of her reproductive life and can assist significantly to increase the number of future calves.



Clinical Responses

The veterinarians and the capture team are called upon to assist with animal injuries and other issues reported by tourists and guides. Animal snaring has increased very considerably in Kruger National Park, especially along the western boundary. The snares do not discriminate and cause horrific injuries to any animal that they entangle. During the reporting year, the VWS had to immobilise two lions, nine hyena, two wild dogs and five elephants to remove snares. The majority were successfully treated and released back into the wild.

Peace Parks Zinave Animal Donations and Translocation Project

In 2017, the SANParks Board and the Department of Environment, Forestry and Fisheries (DEFF) approved a request from the Mozambican government to supply up to 4000 animals to repopulate the Zinave National Park. Because of its proximity to Mozambique and because there are no disease related limitations, the majority were sourced from Kruger National Park. In 2019, 102 zebra were captured and translocated, bringing to 692 the number of animals moved to Zinave National Park.

SANParks has made it a priority to manage and stabilise the population of rhino in Kruger National Park.

Laboratories and Biological Bank (Biobank)

The Kruger National Park Biobank holds over 80 000 samples from free ranging game collected over many years and is a great asset for the organisation, with the samples used to support research projects by local and international researchers. SANParks is a participant in the National Biobank Network group which is examining ways of creating a national network of biobanks so that samples are more accessible to researchers and to avoid duplication of research work. A generous offer from the West Rand Honorary Rangers enabled Kruger National Park to upgrade the building and install an effective temperature control system. From the Medivet Project and from Stellenbosch University, VWS received generous donations of the following equipment to aid in the clinical treatment of injured animals as well as for conducting laboratory tests:

- Nikon SMZ-445 Microscope
- IMIUTP 350+ Digital Magnetic Stirrer
- Notion Pro Wireless Logging System
- Flameproof cabinet
- Garmin GPS Units (Foretrex 401).

Due to the selfless dedication and commitment of staff and support from donors and management, the year was highly productive.



Joint air and canine rapid reaction support, Kruger National Park



Ranger and canine support on tracking operations, Kruger National Park

Wildlife Crime

As has already been indicated, poaching remains an extreme threat to Kruger National Park's rhino population, with daily incursions by organised poaching groups. Despite this, there has been a significant reduction of approximately 22 per cent in the number of rhino reported poached year on year between 2018/19 and 2019/20.

Elephant poaching, predominantly in the northern regions of the park for a number of years, has also shown a marked decrease, of around 44 per cent year on year.

Currently, no single intervention contributes to this positive trend but rather the "sum of the whole" number of successful internal and external interventions. It is however important to highlight the persistent commitment of the Rangers and aviators; their successes and ever-evolving tactics and resilience in overcoming daunting odds; their commitment to arresting higher level syndicate criminals outside the park; implementation of hi-tech detection technology in the park's "hot spots"; and the effectiveness of rapid air and canine reaction support.



Ranger and canine support on anti-poaching operations, Kruger National Park



Ranger and canine along with air support: anti-poaching operations, Kruger National Park

Of particular concern is the increased number of poisoning related incidents in the northern regions of the park and in areas of the Limpopo National Park in Mozambique adjacent to the park. These incidents, although targeting specific animals such as lion, leopard, hyena and vultures for the illegal local and international muti and ornamental trade, are indiscriminate in nature and often kill non-targeted related species. This has had a serious impact on the park's vulture populations which range over large areas inside and outside the park.

// Of particular concern is the increased number of poisoning related incidents in the northern regions of the park and in areas of the Limpopo National Park in Mozambique adjacent to the park. //



Vulture poisoning incident: Pafuri Section, Kruger National Park



Lion poisoning incident: Pafuri Section, Kruger National Park



Honorary Rangers, Project Embrace: Mahlangeni Ranger Section, Kruger National Park

Especially along the south western and north western border areas of Kruger National Park, there has been a marked increase in snare poaching for illegal “bush meat”, and the COVID-19 “lockdown” regulations imposed in the country after 26 March, 2020 are likely to have further increased pressure on the park’s resources as poor neighbouring communities battle to provide food to their families.

Internal corruption and collusion relating to wildlife crime by SANParks personnel continues to pose a clear and present threat to the park, in particular to the rhino and elephant populations and to the increasing poisoning incidents in the park. This scourge severely impacts staff and anti-poaching operations, as well as SANParks’ reputation.

The SANParks Honorary Rangers (SHRs) continued with their “Project Embrace” programme in support of Ranger wellness in the park. The goal of the project is to provide pro-active, preventative trauma and stress management to Rangers and their families out on the sections.



Project Embrace: Stolsnek Ranger Section, Kruger National Park

Tourism

A 'soft launch' of the much-awaited opening of the new Skukuza Safari Lodge took place on 30 December 2019, with a limited number of standard rooms so far made available. These include two single beds, DSTV and free wi-fi for in-house guests. Along with the adjacent Nombolo Mdluli Conference Centre, the lodge, which has 128 rooms including eight luxury suites, standard rooms, family rooms and universal access rooms, is designed to operate as a single business entity.



Shalati

New luxurious accommodation in train carriages on the bridge over the Sabie River (Kruger National Park) is currently being completed, with the launch date to be communicated in the new financial year.



Conferencing

In July 2019, Nombolo Mdluli conference centre hosted a 240-person delegation from Monaco headed by His Serene Highness Prince Albert II.

In a first for Southern Africa, Travel with Flair, DEFF and the Food and Agriculture Organisation (FAO) hosted government ministers and over 300 delegates from a number of countries. This took place from 8 to 13 March 2020.



Women's Month celebration in Skukuza, Kruger National Park in August 2019

// In July 2019, Nombolo Mdluli conference centre hosted a 240-person delegation from Monaco headed by His Serene Highness Prince Albert II. //

Papenfus Clock in Kruger rings in 2020

On New Year's Eve, the restored Papenfus Clock Tower in Skukuza in Kruger National Park rang in 2020. Restoration of the clock mechanism in the tower was sponsored by the Magalies Region of SANParks Honorary Rangers. The tower, completed in 1940 and located approximately 100 m north of the reception complex in Skukuza Rest Camp, was erected in memory of Herbert Boshoff Papenfus (1865-1937) with funds donated by his widow. Papenfus, a Member of Parliament for 14 years, was instrumental in drafting the constitution of Kruger National Park in 1926.



Papenfus Clock in Skukuza, Kruger National Park

Disability Observation Month

Kruger National Park co-hosted the Department of Rural Development and Land Reform, Commission for Gender Equality, Department of Social Development and Deaf SA disability rights awareness gathering at the Skukuza Nombolo Mdhuli Conference Centre. Attended by 120 people, the aim of the event was to encourage and remind people with disabilities about their rights.



World Aids Day commemoration in Kruger National Park

SANParks Chief Executive's Imbizo, December 2019

Attended by staff from the Marula and Nxanatseni regions, the Marula region Chief Executive's (CE's) Imbizo was hosted by the Communications and Marketing Department on 3 and 4 December 2019. The purpose of the Imbizo was to enable the CE to update staff about the organisation's mandate and to give staff the opportunity for open questions.

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World Aids Day commemoration in Kruger National Park

Marketing initiatives and activities

“ Communications and Marketing entered into strategic partnerships with two radio stations in Mpumalanga: SABC’s LigwalagwalaFM and Rise FM, based in Mbombela and currently the only commercial radio station in the province. ”



Rise FM partnership

This was a partnership enabling listeners to participate in a competition to win a trip to the Kruger National Park for a Father’s Day celebration for ten fathers and their partners. The competition ran on Rise FM in May and June 2019, with the winners announced on the Friday before Father’s Day Sunday.

Because of high school holiday season occupancies in the park, the getaway was moved to September 2019, which is South Africa’s Tourism and Heritage month. Delegates arrived in the park on Saturday 31 August and departed on Monday 2 September. As a value add to the partnership, Rise FM hosted its breakfast show from Skukuza on Monday 2 September, giving the park a platform to address listeners on matters including anti-poaching and conservation, tourism and general communication.



Game Drive for Winners of Rise FM and Kruger National Park’s Father’s Day Competition in Skukuza



Rise FM Breakfast Show live from Skukuza (Kruger National Park)

Ligwalagwala FM

SABC invited Kruger National Park to sponsor an annual event called “Love Rocks” aimed at rekindling relationships between couples in Mpumalanga province. This offered SANParks airtime exposure during the build-up to, and through, the event on 21 February when the winners visited the park for the day. Because of her proficiency in siSwati, Ms Queeneth Mashego (Human Capital Manager) was interviewed. The guests arrived at Malelane Gate and were treated to a game drive from there to Skukuza.

Adventure Activities Promotions

During an outreach programme in Polokwane in November 2019, Kruger National Park Marketing worked with adventure activities guides and trail rangers to promote the park's activities to the people of Polokwane and Limpopo Province. During the event, the trail rangers from Nxanatseni Region of the park asked the Marketing Manager to arrange promotions at the gates to boost the sale of activities. The request did not fall on deaf ears and was implemented the following month from Punda Maria Gate through to Crocodile Bridge Gate.

The outcomes varied from gate to gate but were mostly positive, with some gates selling families and couples game drives on the spot. At busy times, this will be repeated to sell the park's activities to last-minute customers.

// Kruger National Park Marketing worked with adventure activities guides and trail rangers to promote the park's activities to the people of Polokwane and Limpopo Province. **//**



Tourism promotion at Punda Maria Gate



Tourism promotion at Orpen Gate



Tourism promotion at Phalaborwa Gate



Tourism promotion at Phabeni Gate



Crocodile Bridge Gate



Tourism promotion at Malelane Gate

Expanded Public Works Programme and Infrastructure Development Programme

The Expanded Public Works Programme (EPWP) is one of SANParks' main contributions to socio-economic transformation. During the reporting year, implementation of the standing EPWP programmes continued with the start of new projects funded by the National Department of Tourism (NDT) to address infrastructure maintenance in the national parks. The 1.2 million person days worked by 13 722 people employed in the various projects equated to 5 406 full time equivalent (FTE) jobs. The programme supported 651 SMMEs and paid R209 million to these small contractors for the various services provided.

The EPWP projects implemented in national parks, Integrated Zones and outside parks were funded by DEFF and NDT. The programmes and projects implemented contributed to biodiversity management, with initial rehabilitation of 31 875 ha and follow-up rehabilitation of 197 655 ha of land, including removal of alien invasive vegetation. As part of interventions to improve the functioning of the twenty-one wetlands, rehabilitation structures of 6 850 m³ were built. Through the Environmental Monitor Programme, Rangers in all national parks were provided with additional capacity.

Table 2: EPWP programmes implemented in 2019/20

EPWP programme	Description	Implementation status
Working for the Coast	Cleaning beaches, rehabilitating coastal systems and maintaining tourism infrastructure including Blue Flag beaches	A new cycle of this programme was to commence in April 2019. Because approval of the business plans was delayed, implementation began in December 2019. Work started in the eight coastal parks, with the main activity beach clean-up during the last quarter of the year.
Environmental Monitor Programme	Support to conservation functions in parks, integrated zones, provincial nature reserves and private nature reserves	Implementation of a new three-year cycle started during the reporting year and SANParks is implementing two projects: Environmental Monitor Programme: SANParks and Environmental Monitors: Inland Coordination. 1 241 EMs were employed: 452 within national parks, and 789 by 25 host institutions across the country.
People and Parks	Infrastructure development and improving integrity of protected areas	<p>The rehabilitation and maintenance done by SMMEs in the Mokala and Tsitsikamma projects came to an end during this reporting year when the planned person days were achieved. Tenders were issued for the final construction works: staff houses and entrance gate in Mokala National Park and the upgrade of the Oceanettes in Tsitsikamma National Park. The start of the project in Ais! Ais! Richtersveld Transfrontier Park was delayed by revision of the business plan.</p> <p>Because of vandalism and theft, implementation of the fence project in Mpumalanga Tourism and Parks Agency's (MTPA's) Bushbuckridge Nature Reserve has not been completed; several interventions took place to complete the bulk of the fence during the reporting year.</p>
Working for Water	Clearing invasive alien vegetation	Alien invasive vegetation clearing projects were implemented in most national parks as well as in Integrated Zones. More initial clearing was done in Kruger National Park to address new populations of Parthenium after high rainfall events towards the end of the year. Unexpected slow or high regrowth in areas affected by fire in the Cape Region, Garden Route National Park and the Frontier Regions parks resulted in changes from initial to follow-up clearing. In total, the projects achieved initial clearing of 28 159 ha and follow-up clearing of 190 344 ha of alien vegetation.
Working for Ecosystems	Land rehabilitation projects and bush encroachment control	<p>This programme was implemented in all national parks, nature reserves of the MTPA, the Kruger to Canyons Biosphere and the Integrated Zones next to Knysna, Wilderness and Kruger National Parks.</p> <p>Land rehabilitation of 2 801 ha and follow-up of 6 249 ha was achieved.</p>
Working for Wetlands	Rehabilitating wetland systems	Rehabilitation activities took place on 21 wetlands, with 6 850 m ³ of structures such as gabions, earth works, rock packs and geo-cells constructed.
Eco-Furniture Programme	Manufacturing school desks and furniture from alien vegetation	29 214 school desks were produced by the seven mills in the programme. An order was received from the Gauteng Department of Education.
Working on Fire and High-Altitude Teams	Fire prevention and control in national parks, and removal of alien vegetation from inaccessible mountain areas and cliffs	<p>Eight firefighting bases continued to operate in the participating parks but no information could be obtained from the implementer (Working on Fire) on what was achieved. This matter was raised with DEFF to facilitate submission of monthly reports to SANParks.</p> <p>High altitude teams clearing alien vegetation were deployed in the Table Mountain, Garden Route and Camdeboo National Parks.</p>
National Department of Tourism Social Responsibility Programme	Development and maintenance of tourism infrastructure	<p>Construction of the Dinosaur Interpretive Centre in Golden Gate Highlands National Park progressed to 62 per cent but the planned practical completion in November 2019 was not achieved.</p> <p>Planning was completed of the Agulhas Lighthouse Precinct and the tender to construct the planned facilities, to include reception, interpretive centre, restaurant and parking will be issued in the new year. The heritage impact assessment at the Mapungubwe Dormitories to accommodate school groups was finalised after the appointment of a new consultant, since the initial study was not completed. Planning for the extension of the Addo Rest Camp proceeded, with the appointment of the professionals: architect, civil engineer and quantity surveyor.</p> <p>Implementation on the NDT Infrastructure Maintenance Programme started in October 2019 and 22 SMMEs were recruited for the Parks Division. Kruger National Park finalised the selection of the 38 SMMEs to start working in 2020/21. Projects were also approved for Addo Extension of Rest Camp and Big Tree Tsitsikamma projects.</p>
Tourism Monitors	Employment, especially of young people, to support tourism functions in national parks	Implementation of this project started in April 2019 and was launched by the Minister of Tourism in Table Mountain National Park in August. By the end of the reporting year, 270 Tourism Monitors were employed; learnerships and accredited training will be implemented in 2020.



Working for Ecosystems team working in Skukuza Nursery, KNP

Social Deliverables

Sixty-three per cent of those employed in the EPWP programme were young people aged 16-35; 53 per cent were women and 2 per cent were people with disabilities. The social deliverables achieved by each programme are shown in the table on the right.

Table 3: Social deliverables of EPWP programmes, 2019/20

Programme	No of People	Person days	FTEs	Training Days	SMMEs	Amount paid to SMMEs ('000)	Actual expenditure (R'000)
Planned 2019/20	8,000	1,472,700	5,451	76,506	505	R 228.002	R 532.494
DEA EPIP							
Working for the Coast	724	31,216	136	1,613	48	R 4.849	R 5.525
Environmental Monitors: SANParks	452	100,377	436	1,100	-	-	R 29.961
Environmental Monitors: Inland	789	101,188	440	-	-	-	R 24.741
People and Parks	305	41,404	180	1,547	21	R 8.363	R 10.756
Total: DEA EPIP	2,270	274,185	1,192	4,260	69	R 13.212	R 70.983
DEA NRMP							
Working for Water	5,090	391,839	1,704	27,859	255	R 78.247	R 125.589
Working for Ecosystems	1,941	156,159	679	11,679	98	R 33.696	R 46.753
TMNP Tahr project	-	-	-	-	-	-	R 1.799
Sub-total SANParks	7,031	547,998	2,383	39,538	353	R 111.943	R 174.141
Integrated Zones (Buffers)	735	48,315	210	3,511	38	R 11.164	R 16.571
MTPA	353	37,215	162	2,680	14	R 8.109	R 10.543
K2C	517	48,444	211	3,272	29	R 8.997	R 11.367
Sub-total Service Provider	1,605	133,974	582	9,463	81	R 28.270	R 38.481
Working for Wetlands	556	31,407	137	4,486	35	R 10.607	R 12.748
Total: DEA NRMP	9,192	713,379	3,102	53,487	469	R 150.820	R 225.370
Eco-furniture programme	1,167	145,214	631	4,291	58	R 31.262	R 88.430
EFP: Alien clearing	409	29,335	128	792	25	R 8.094	R 13.164
Total: EFP	1,576	174,549	759	5,083	83	R 39.356	R 101.594
NDT SRP							
Tourism Monitors	292	39,662	172	-	-	-	R 14.539
GGHNP Dinosaur Centre	56	4,010	17	100	5	R 0.990	R 0.099
Addo Extension Rest Camp	64	5,333	23	190	5	R 1.109	R 1.356
SANParks Infrastructure Maintenance Project	200	13,916	61	307	20	R 3.353	R 3.565
Total	612	62,921	274	597	30	R 5.452	R 19.559
TOTAL	13,650	1,225,034	5,326	63,427	651	R 208.840	R 417.506
Working on Fire (host arrangement)							
WoF: High Altitude	72	18,352	80	-	-	-	-
Total	72	18,352	80	-	-	R 0.000	R 0.000
TOTALS	13,722	1,243,386	5,406	63,427	651	R 208.840	R 417.506
Percentages achieved	171.53%	84.43%	99.17%	82.90%	128.91%	91.60%	78.41%

Biodiversity and infrastructure deliverables

The main EPWP deliverables relate to biodiversity and infrastructure. They include the following:

- Alien invasive vegetation clearing
 - Land rehabilitation, including erosion and control of bush encroachment
 - Wetland rehabilitation
 - Cleaning beaches
- Conservation management support through the Environmental Monitor Programme
 - Tourism operations and activities support
 - Infrastructure maintenance
 - Manufacture of school desks and other furniture using alien invasive timber.

The table below shows performance against the planned biodiversity and infrastructure targets.

Table 4: Biodiversity deliverables of the EPWP programmes

Deliverables	Planned	Actual	%
Beach clean up			
WftC Beach clean-up (km)	15,166	4,037	27
Wetlands Rehabilitation			
Cubic metres (m³)	6,015	6,850	114
Number of wetlands rehabilitated	25	21	84
Environmental & Tourism Monitors			
EMs appointed: SANParks	450	452	100
EMs appointed: Inland	780	789	101
Tourism Monitors	302	292	97
Total	1,532	1,533	100
Land rehabilitated: initial			
Working for Water: Alien Invasive Vegetation	26,746	22,219	83
Working for Ecosystems: Land Rehabilitation	731	795	109
Working for Water: Eco-Furniture Programme	-	916	0
SANParks Integrated Zones	603	439	73
Mpumalanga Tourism and Parks Agency	433	315	73
Kruger to Canyons Project	4,222	5,375	127
Working on Fire High Altitude Teams	306	1,816	593
Total land rehabilitated: initial (ha)	33,041	31,875	96
Land rehabilitated: follow up			
Working for Water: Alien Invasive Vegetation	168,714	176,044	104
Working for Ecosystems: Land Rehabilitation	871	2,869	329
Working for Water: Eco-furniture Programme	1,430	1,062	74
SANParks Integrated Zones	1,390	2,217	159
Mpumalanga Tourism and Parks Agency	11,387	11,479	101
Kruger to Canyons Project	2,182	3,307	152
Working on Fire High Altitude Teams	1,880	677	36
Total Land Rehabilitated follow up (ha)	187,854	197,655	105
Eco-Furniture Programme			
School desk sets	36,225	29,214	81

Infrastructure Development Programme

The infrastructure investment allocation for 2019/20 was R 108.730 million with additional funding of R 91.997 million made available in the last quarter of the year. Expenditure of R 62 million was achieved, reflecting the start of a new phase of the programme focusing on planning as well as the lack of renovation contractors in Kruger National Park. Execution by contractors, procurement processes and project management capacity affected performance during the year.

Construction of the Skukuza Safari Lodge in Kruger National Park was completed and full opening of the facility is imminent. Construction of the Dinosaur Interpretive Center in Golden Gate Highlands National Park is six months behind schedule, with practical completion now set for July 2020. The Big Tree development as well as the entrance gate and offices in Tsitsikamma National Park were completed by year-end. Seven new staff accommodation units were completed: four at Mapungubwe National Park and World Heritage Site and three at Mountain Zebra National Park. Upgrade of the roads in the Cape of Good Hope section of Table Mountain National Park was able to be expanded, due to additional funds, to include the secondary road to Olifantsbos and the Cape of Good Hope road. The sewer infrastructure and chalets at the Mountain Retreat Rest Camp in Golden Gate Highlands National Park were also upgraded during the reporting year. In Kruger National Park, maintenance of roads in the Marula Region formed the bulk of the expenditure. Approval to use the construction contractors from the Mpumalanga Province roster for renovations and maintenance assisted with committing funds, and by year-end fifteen contracts had been approved.

The list of projects for Phase 5 of the Infrastructure Programme was approved and planning of the projects was able to proceed. Confirmation of the budgets for the Dawid Kruiper Rest Camp in Kgalagadi Transfrontier Park and the Stormsriver Restaurant Precinct enabled these projects to proceed to the tender stage. Selected projects in Kruger National Park, to upgrade and provide more staff accommodation units, renovate tourism accommodation and maintain roads, will continue.

The additional R 91 million received in March 2020 was allocated for a variety of smaller maintenance projects and to procure materials and equipment in all the national parks. Upgrading water and sewer pumps, installation of water meters to measure consumption, yellow metal for road maintenance and green energy installations formed part of the projects.



EPWP Work for Water





Conservation Services



Dr Luthando Dziba
Managing Executive
Conservation Services



Cheetah darted to be fitted with new collar as part of the Carnivore Monitoring Programme

The variety of species living in a range of ecosystems and environmental conditions within and beyond national parks create important ecological infrastructure on land, in freshwater, in estuaries and at sea. These interactions generate the ecosystem services and benefits that people use such as fuel, clean air and water, food, sources of medicines, construction material, cultural assets, recreation and spiritual well-being. This wide array of benefits to society and the quality of human life are central to South Africa's national objectives of increased economic growth and job creation and are key contributors to the global Sustainable Development Goals (SDGs).

Directly or indirectly people, however, impact ecological infrastructure and resilience through degradation, pollution and over-exploitation while climate change, emerging diseases and extinction threaten species and ecosystems. Similarly, social resilience is affected by factors such as urbanisation, population growth, inequality, distrust, economic turmoil, exploitation and crime. The interdependence of ecological and human well-being links directly to universal principles of humans' right to life, equality, dignity and determining one's own future as well as South Africa's enshrined rights to a safe and healthy environment, justifiable development and use of natural resources. As custodian of a sustainable national parks system connecting society, SANParks thus embraces inclusive conservation ideologies that value these rights by underpinning social-ecological resilience.

// The variety of species living in a range of ecosystems and environmental conditions within and beyond national parks create important ecological infrastructure on land, in freshwater, in estuaries and at sea. **//**



This report for the Conservation Services Division addresses three strategic organisational objectives:



- SO 1: improved contribution to a growing national and global conservation estate



- SO 2: effectively managed ecosystems, species and cultural heritage resources across biomes



- SO 3: sustainably utilised biological resources for fair and equitable sharing of benefits.

Improved contribution to a growing national and global conservation estate

SANParks contributes to implementation of the National Development Plan (NDP) and the Sustainable Development Goals (SDGs) through growing the national conservation estate representing the biodiversity, landscapes and associated cultural heritage assets of the country as well as by enhancing regional-related conservation linkages. South Africa has set a target of 13.2 per cent of the country's land area and 5 per cent of its ocean Economic Exclusive Zone for inclusion in the conservation estate.

Park expansion and consolidation

SANParks is responsible for improving the national and global conservation estate through effective and efficient land inclusion mechanisms that promote national ecological and climate change resilience. The design and implementation of integrated land-use strategies and conservation development frameworks contribute to the conservation of natural resources in the face of ever-growing and competing demands for land. Identification of land for inclusion in the national parks are guided by the National Protected Area Expansion Strategy (2016) as well as by site-level biodiversity, cultural heritage and social and economic criteria.

During the 2019-2020 financial year, SANParks added a record 138 344 ha to the system of national parks. This includes the establishment of the new Meerkat National Park (135 245 ha) as well as the acquisition of three additional properties for conservation.

The Meerkat National Park, the product of partnership between SANParks and the National Research Foundation, adds 3.4 per cent to the current national parks system, increases the protection of the poorly protected Nama Karoo biome from 1.5 per cent to 2 per cent and enhances protection of the area's unique cultural heritage. The new park is situated at the Square Kilometre Array Astronomy Research Facility close to Carnarvon in Northern Cape Province. It is a partnership between SANParks and the National Research Foundation and represents a globally unique multi-disciplinary research platform and collaboration that spans the diverse fields of Astronomy, Earth and Life Sciences.



The Meerkat National Park landscape showing the vulnerable quiver tree Aloidendron dichotomum (Credit: South African Radio Astronomy Observatory)



One of the radio telescopes in Meerkat National Park against the backdrop of the Milky Way (Credit: South African Radio Astronomy Observatory)

SANParks further added to the national parks system through the acquisition of three new properties, two of which were purchased through the Land Acquisition Grant. Request Farm (1186 ha) was acquired for inclusion into Addo Elephant National Park and Erf 61 Simonstown (233 ha) for inclusion into Table Mountain National Park. The farm Meintjiesplaas (1680 ha) was purchased through the National Parks Trust of South Africa for inclusion in Tankwa Karoo National Park.

During the year, the Minister of Environment, Forestry and Fisheries assigned SANParks as the management authority for a new, yet to be established, national park in the grasslands of north-eastern Eastern Cape Province. SANParks is collaborating closely with the Department, the Eastern Cape Department of Economic Development and Environmental Affairs, the Eastern Cape Parks and Tourism Agency and the World Wildlife Fund South Africa on planning and establishing this new park.

The overall objective of the park is to establish an ecologically, economically and socially sustainable protected area within the region through an innovative combination of landscape management, finance and protected area mechanisms and development options.

This will significantly improve protection of the Grassland biome in a national conservation priority area as identified in the National Biodiversity Assessment (2018) and the National Protected Area Expansion Strategy (2016). The area is of national importance for climate change adaptation and will also protect ecological infrastructure of national significance for water security in the Eastern Cape Drakensberg Strategic Water Source Area.

// The Meerkat National Park, the product of partnership between SANParks and the National Research Foundation, adds 3.4 per cent to the current national parks system. //



North-eastern Eastern Cape grasslands landscape – an important area for climate change adaptation and water security, and where SANParks has been assigned as management authority for establishment of a new national park (Credit: K Maze)



SANParks planners, scientists and Rangers celebrate the declaration of the Addo Elephant National Park Marine Protected Area on the beach a few days after declaration in May 2019 (Credit: S. Freitag-Ronaldson)

On 23 May 2019, the Minister declared twenty new MPAs in the South African Exclusive Economic Zone. This is a major achievement for marine conservation in South Africa and the world, expanding the protection footprint from 0.4 per cent to 5 per cent, or an area of approximately 67 300 km² (6.73 million ha). The Minister assigned three of these new MPAs, totalling 228 879 ha, to SANParks. This more than doubles the extent of MPAs under SANParks responsibility from 147 540 ha to 369 397 ha. The three new MPAs assigned to SANParks are Addo Elephant MPA with 112 709 ha (including the previous Bird Island MPA of 7 022 ha), Namaqua MPA at 54 940 ha and Robben Island MPA with its 61 230 ha. SANParks had been planning towards the establishment of the Addo Elephant National Park MPA for the past thirteen years and has played an active role in shaping the Operation Phakisa discussions around the designation of marine areas for protection. The three new MPAs protect important habitats and their associated species and, through multi-use zonation including no-take areas, aim to mitigate the detrimental impacts of various pressures whilst helping to rebuild fish and other marine biota populations and improve ocean resilience.

“ On 23 May 2019, the Minister declared twenty new MPAs and assigned three of those MPA’s to SANParks. ”

Bioregional integration

SANParks leads a five-year Global Environmental Facility (GEF 5) funded project to expand representation of globally important terrestrial habitats. It aims to do this by (i) establishing 197 000 ha of new protected areas in South Africa; (ii) improving management effectiveness on an additional 1 100 000 ha through integrated management planning, monitoring, evaluation and improved protected area buffer zone interventions; and (iii) ensuring financial sustainability of the protected area estate through reducing the costs of expansion and improving cost efficiencies within protected area management agencies. The project achieved 96.4 per cent of its annual workplan activities and was granted a one year no-cost extension to the end of June 2021.

Key achievements this year were contributions to the protection of critical vegetation types. In the grassland biome, the Mountain Zebra Camdeboo Protected Environment documents were submitted to the Minister of Environment, Forestry and Fisheries to support the Intention to Declare an additional 767 properties totaling 626 624 ha. In the fynbos biome, the CapeNature Dassenberg Coastal Catchment Partnership proposed the inclusion of two additional properties totaling 1 755.2 ha in the Yzerfontein Conservation Area Protected Environment declaration. In the case of the Eastern Cape grasslands, documentation in support of the Intention to Declare two properties totaling 16 567 ha was prepared by the Eastern Cape Parks and Tourism Agency and submitted to the Eastern Cape MEC: Finance, Economic Development, Environmental Affairs and Tourism.

In addition, the Greater Kruger Strategic Development Programme, funded in part by GEF 5, is an integrated partnership that seeks to unlock significant inclusive rural economic development in the landscape while securing ecological health and diversity of large, natural landscapes for sustainable use by all South Africans and future generations. The programme's landscape-based planning framework aims to secure ecosystem services delivery within the context of the opportunities and costs for people living adjacent to protected areas. This was supported by the Minister as a regional land-use integration prototype for national parks and protected areas.



Landscape in the Mountain Zebra Camdeboo Protected Environment area between Cradock and Graaff Reinet (Credit: B. Botha)

An online version of the Management Effectiveness Tracking Tool (METT) was developed through the GEF 5 project to standardise evaluation and to assist management authorities to monitor management effectiveness of the protected area estate. The project made significant progress in conjunction with the Eastern Cape Parks and Tourism Agency and CapeNature to develop sustainable financing and resource mobilisation strategies through collectively completing the GEF financial score card. In addition, the Mountain Zebra Camdeboo Protected Environment is developing a partnership with wool and mohair broker BKB Limited to allocate a percentage of wool sale profits to the protected environment to support sustainable responsible farming.

Protected Area evaluation

The METT-SA 3 assessment is a South African web-tool, based on a global standard, to measure the effectiveness of management to protect the values and achieve the goals and objectives of a protected area.

Since the previous assessment in 2017/2018, all parks have implemented specific actions to improve management effectiveness. Eighteen national parks achieved a score of >67% during the 2019/2020 assessment (Namaqua National Park scored fractionally below 67%). Notably, Tankwa Karoo National Park improved management effectiveness from 72% to 76%. The 2019/2020 average SANParks METT score is 71%, the same score that was achieved in 2017/2018. All parks will continue to implement corrective actions as identified to improve management effectiveness during 2020/2021.

In addition, the first ever METT assessments for the six SANParks MPAs were piloted, with an average score of 53%. This score is influenced by the three newly proclaimed MPAs, namely Addo Elephant, Robben Island and Namaqua, and provides a valuable baseline from which to work in the coming years. For 2020/2021, corrective actions will be identified and implemented to improve management effectiveness of the MPAs.



The Greater Kruger Strategic Development Programme

Effectively Managed Ecosystems, Species and Cultural Heritage

Park Planning and Management Plans

SANParks regularly updates and revises park management plans to ensure protection, conservation and management of terrestrial and marine protected areas. This is done in support of the purpose for which an area was declared, shaped by stakeholder inputs and in a manner consistent with the objectives of National Environmental Management: Protected Areas Act (NEM: PAA). During 2019/2020, management plans for Agulhas and Golden Gate Highlands National Parks were revised. At national and local levels, these parks contribute to natural and cultural heritage objectives. In the case of Golden Gate Highlands National Park, protection of grasslands and improved water production (quantity and quality) have been identified as key programmes. For Agulhas National Park, part of the Cape Floral Region Protected Areas World Heritage Site, protecting the lowland fynbos and cultural heritage assets are key programmes.

The stakeholder consultation process, an integral part of revision, has two important components: the preliminary visioning exercise during which a desired state for the park is jointly developed; and the review stage where the draft plan is discussed and revised. Desired state workshops for the two parks under review were attended by 248 stakeholders across four public meetings held in April-May 2019. A further four public meetings, attended by 217 participants, were held during February 2020 to discuss the draft park management plans. The main stakeholder groups consisted of local community members, representatives of various fora/government institutions, students and neighbours. Revised park management plans have been submitted to the Department of Environment, Forestry and Fisheries for technical review.



Agulhas National Park desired state workshop (Credit: A. Spies)



The Clarens public day where the draft Golden Gate Highlands National Park management plan was presented to stakeholders (Credit: A. Spies)

The revision of the Garden Route National Park management plan, initiated in 2018, was approved by the Minister in December 2019 after the October 2018 wildfires had resulted in a six-month extension. The successful revision included significant stakeholder involvement (7 desired state workshops attended by 270 people in April-May 2018; 14 focus group meetings to discuss important matters including natural resource use, recreational use and estuarine management; and 6 public feedback sessions with 146 interested and affected stakeholders in July 2019). This enabled the plan to be inclusive of and responsive to stakeholder needs.



The Garden Route National Park management plan, approved during 2019

Cultural heritage management

During the year, the Board approved the Cultural Heritage Strategy which was widely consulted across all divisions of SANParks. In addition, the Cultural Heritage Implementation Plan for 2019/2020 included 29 annual activities which were all successfully implemented. Highlights included:

- Signing of the tripartite Heritage Agreement, determining the future custodianship of Mapungubwe heritage objects, by the SANParks Chief Executive, the Chief Executive Officer of the South African Heritage Resources Agency and the Vice-Chancellor of the University of Pretoria. This followed extensive negotiations between the parties over a period of two years.



SAHRA Chief Executive Officer, University of Pretoria Vice Chancellor and SANParks CEO at the signing of the Mapungubwe tripartite heritage agreement

- Identification of new cultural heritage tourism products for Kruger National Park which will gradually be made available for appropriate visitor access.
- Documentation of museum collections carried out in a number of parks to bring the inventories up to the standards set by the South African Heritage Resources Agency (SAHRA) and the African Council of Museums. This will lead to an online information management system.
- Various site monitoring exercises carried out by SANParks in the Kruger and Table Mountain National Parks; a number of annual scheduled site inspections took place with SAHRA in Mapungubwe.
- SANParks' hosting, in collaboration with the United States Embassy South Africa, of the Chief Archaeologist from the US National Parks Service. Dr Stanley Bond's visits to Mapungubwe and Kruger National Parks included interactions with colleagues from the Universities of Venda and Pretoria and sessions with community representatives.



Dr Stanley Bond, Chief Archaeologist from the US National Parks Service, in discussion with Mr Leonard Lula and Dr Ndukuyakhe Ndlovu in Mapungubwe National Park

- SANParks' development and submission of UNESCO State of Conservation Reports for the Mapungubwe and Cape Floral Region World Heritage Sites.
- Hosting of a Heritage Day ceremony at the Thulamela heritage site in Kruger National Park in conjunction with the Makahane community who are the descendants of the Thulamela people. SANParks arranged for engraved grave markers to be installed on the King's and Queen's graves as part of the sacred ceremony.
- Initiation of surveys and assessments of cultural heritage in Kruger, Garden Route and Table Mountain National Parks. This exercise will be expanded to other parks as resources become available.
- In collaboration with the University of Cape Town, arrangement and carrying out of the reburial of the remains of a Tankwa Khoi San woman in Tankwa Karoo National Park.



Reburial of Khoi San human remains at Tankwa Karoo National Park (Credits: Ryan Gibbon)

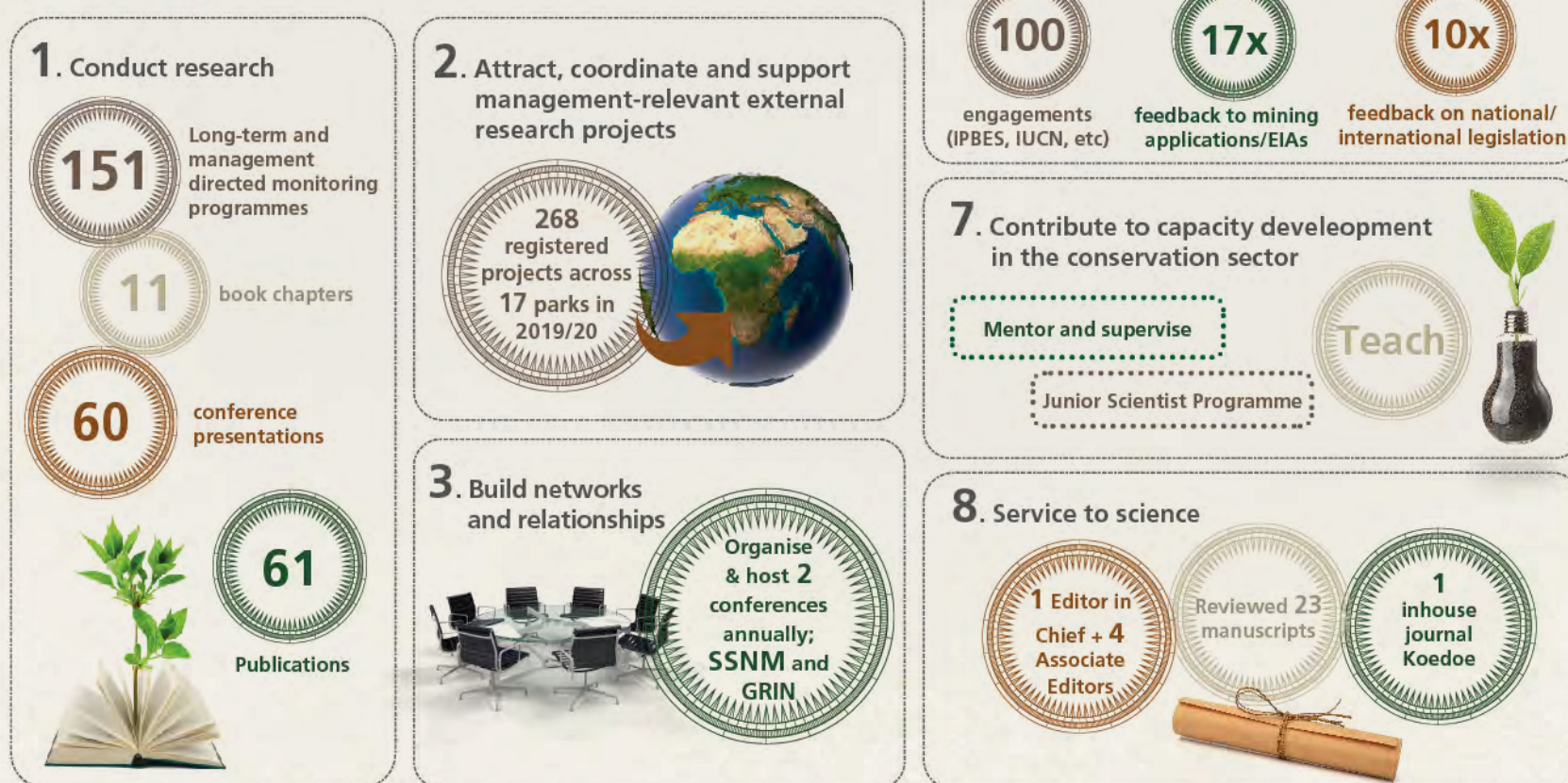
Knowledge for decision-making

Effective conservation relies on integrating sound management actions and rigorous scientific research with effective knowledge exchange between these functions. SANParks' embedded scientists facilitate this, acting as knowledge conduits between science and management. Simultaneous engagement with the scientific community and park-based conservation practice helps to address priority knowledge needs (including through external research networks), translation and communication of new findings to decision-makers and stakeholders. Timely and effective creation and two-way flow of knowledge requires scientific credibility and management pragmatism.

This was achieved through various functions and associated activities during the year. Formal research, including experiments, publications and successful achievement of PhD degrees, and more emergent and informal learning such as learning by doing and action research occurred. The group's diverse expertise and sizeable scope of functions enables SANParks to create and maintain vital bridges, including between the social and ecological; science and management; and SANParks and a wide range of external stakeholders.

Graph 1: The eight functions and associated 2019/20 activity highlights in the context of knowledge for decision-making in SANParks

Scientific Services functions and highlights of 2019/20



Research and monitoring

151 monitoring programmes were implemented across parks, including on alien invasive species, freshwater, estuarine and marine ecosystems, disease, species of special concern, climate, resource use, habitat degradation and restoration, habitat representation and persistence, and a range of socio-ecological variables. To enhance the reliability of research findings and share these findings widely, SANParks scientists led or co-authored 77 published works (61 articles in peer-reviewed scientific journals, 11 book chapters and 5 technical reports) and gave 60 presentations at national and international scientific conferences or symposia, in some cases as invited or keynote speakers.

Leveraging science by attracting, coordinating and supporting research

The 268 registered research projects across 17 national parks spanned various themes including cultural heritage, environmental change, protected area effectiveness, tourism, ecosystem services and sustainable use, adaptive management, and ecosystem function, structure and processes. Harvesting new understandings from these projects and translating them for management application grows tacit knowledge which further improves observation and interpretation of social-ecological outcomes. SANParks also grows its knowledge networks and relationships with external scientists through hosting two international conferences and a symposium series every year. The 18th Savanna Science Network Meeting was held in Skukuza in March 2020, with over 200 delegates from around the world. The meeting fosters exchange of research ideas and new collaborations, additionally facilitated by field visits, workshops and project-team meetings. The 3rd Garden Route Interface and Networking meeting was held in Sedgefield in September 2019 with around 70 delegates, including many conservation managers, and focused on interfaces between research and practice, people and nature. The Cape Symposium Series hosted regular talks by SANParks and external researchers which frequently resulted in lively discussions.

Ongoing learning, adaptation and knowledge sharing

To cope with the uncertainty and changing contexts inherent in many conservation challenges, 23 formal science-management forum meetings and ongoing tacit, context-specific co-learnings between science and management took place. In addition, the approximately 130 engagements with the media (interviews and popular articles), public seminars and invited talks (including with visiting delegations and school and university groups) aimed to embed the latest scientific understanding and principles into public dialogue on conservation. SANParks was also represented on various advisory and working groups through more than 100 engagements relevant to conservation issues nationally. These included specialist components of the National Biodiversity Assessment; Convention on Biological Diversity (CBD) Working Groups; the Cycad Task Team; the National Ramsar Committee; and the Natural Capital Accounting Forum. Internationally, SANParks researchers were involved with the International Union for Conservation of Nature (IUCN) Climate Change Task Force and Species Survival Commission; the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services; the Programme on Ecosystem Change and Society; and the Cambridge Conservation Initiative.

Capacity development

in the conservation sector is enabled through the SANParks Junior Scientist programme which combines academic advancement with a scientific career in conservation. SANParks scientists also supervise post-graduate students, present university course modules and present lecture series and guest lectures. In so doing, they showcase SANParks while contributing real-world conservation guidance and examples to academic curricula.

Contribution to the advancement of science

Since 1958, SANParks' scholarly journal *Koedoe* has featured management-relevant conservation science in Africa. During the year, it continued to attract much interest with more than 200 000 article downloads and over 50 new articles submitted and 18 papers published. SANParks scientists also served in editorial capacities for five scientific journals, reviewed 23 manuscripts for a range of journals, examined eight post-graduate theses and reviewed research proposals for external organisations. An increasing number of inhouse scientists successfully applied for rating with the National Research Foundation and/or hold honorary university positions.



Ms Zoliswa Nkleko working on a field-based research project on large mammals in Marakele National Park

Effective species and ecosystem conservation and management

SANParks focuses on addressing various risks that local and global impacts pose to key ecosystems, processes and species in the different parks and their surrounds, recognising parks' contributions to social-ecological sustainability and human well-being. Key ecological processes that can be directly influenced by management actions are predation and herbivory (key food-web interactions), connectivity (enabling land and sea-scape linkages that facilitate variability over space and time, also known as heterogeneity) and succession (allowing ecosystems to recover from perturbations). SANParks thus aims to maintain, restore or mimic ecological processes.

Herbivores and herbivory

Depending on its intensity, herbivory can have positive or negative effects, allowing different combinations of species to exist with some requiring high levels of herbivory and others not. Some herbivores have disproportionately high impacts on ecosystem function (for example: termites), serve as ecosystem engineers through structural changes that they induce (such as hippo, rhinos and elephants) or are drivers of visitor experiences.

Elephants

African elephants are iconic species that play key roles as ecosystem engineers with benefits and costs for people and biodiversity depending on where and how they use landscapes. SANParks' management of elephants is driven by (i) ensuring the ecological role of elephants by protection from illegal activities such as poaching and (ii) managing the social-economic-ecological impact of elephants. The latter focuses on restoring ecological processes such as re-naturalising water distribution, fire regimes and diverse spatial gradients in Kruger National Park. In smaller parks, SANParks mimics processes and outcomes by reducing birth rates through contraception while creating gradients of water, food, comfort and safety resources to induce variable intensities of landscape use.

SANParks contributes approximately two-thirds of the national elephant population in five national parks, ranging from one in the Garden Route to nearly 20 000 in Kruger. All populations are stable or increasing. Highlights of the annual Elephant Implementation Plan activities include:

- Significant reduction in the number of poached elephants, compared to the previous year, through anti-poaching efforts
- Development of experimental interventions at five sites in Kruger National Park to mimic historic disturbance by people as a key driver of landscape use to manage elephant impacts
- Exclusion of elephants from culturally sensitive places and riverine gallery forests through redesigned fencing specifications for Mapungubwe National Park once funds have been secured
- Protection of *Olea europaea africana* – *Calpurnia aurea* forest in Marakele National Park through exclusion of elephants from key areas, providing an example of creating permanent gradients of intensity of use in small parks

- Continued population control in Addo Elephant National Park through contraception while maintaining water gradients across the park and introducing adult bulls to mimic environmental and social effects on elephant reproduction and movement
- Stakeholder engagement to ascertain societal expectations about a way forward to enhancing the role of elephants and addressing welfare challenges for the single elephant remaining in Garden Route National Park.

SANParks also played a key role in the development of a National Elephant Management Strategy to define a vision and objective for elephants in South Africa. Aligned with this is SANParks' role in managing elephants across the Greater Limpopo Transfrontier Park and informing the review of policies, legislation and practices on matters relating to handling and management, breeding, hunting and trade of elephant.



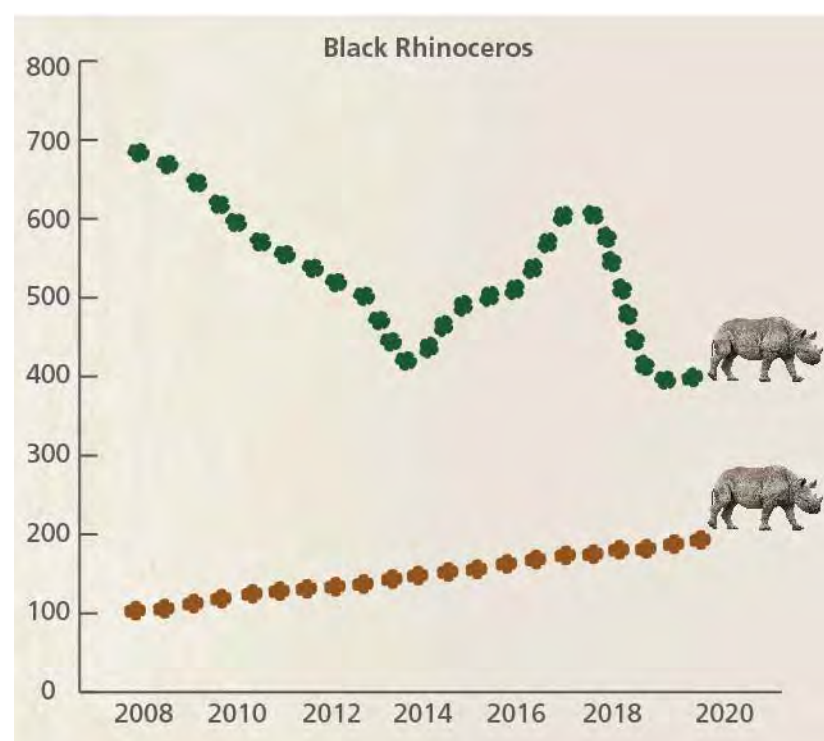
Ms Nelsiwe Mpapane conducting participative mapping interviews towards evaluating the cultural ecosystem services that flow from Mountain Zebra National Park and neighbouring Mountain Zebra-Camdeboo Protected Environment

Rhinos

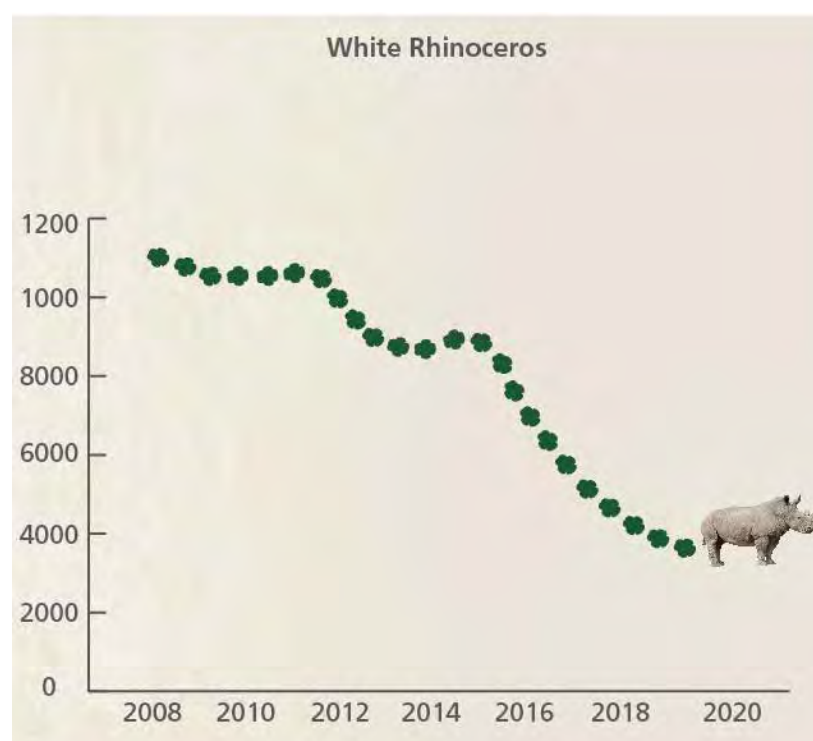
South Africa has adopted an integrated rhino management strategy. Within this context, SANParks has implemented anti-poaching and biological management operations in several national parks and has contributed to the South African Rhino Management Group and the African Rhino Specialist Group, and the review of policies, legislation and practices on matters relating to handling and management, breeding, hunting and trade of rhino.

During the year, rhino monitoring and surveys were completed and provided to the African Rhino Specialist Group for international reporting. SANParks contributes 34.4% and 34.9% respectively of South Africa's black and white rhino populations. Primarily due to poaching in Kruger National Park, one black rhino sub-species, and white rhinos, have declined over the past decade. The 2019 rhino estimates for Kruger National Park stand at 268 black (95% CI: 191-342) and 3,549 white (95% CI: 3 152-3 949) rhinos, with births equalling combined natural and poaching deaths for the first time in five years. This bodes well for future population growth.

Graph 2: Trends in average numbers of south western (brown) and south central (green) black rhinos as well as southern white rhinos since 2009



The establishment of rhino strongholds outside Kruger National Park continued (but is currently limited due to disease quarantine) while anti-poaching initiatives have reduced poaching rates to 7.5% of the rhino population per annum, a constant rate since 2016. As part of SANParks' focus on individual welfare and ensuring population persistence, within Kruger National Park veterinarians recovered orphans of black and white rhino as well as treating an injured black rhino cow. Key biological management initiatives in small national parks included capture and translocation of 10 black rhinos as part of range expansion initiatives and translocation of 10 white rhinos to complete game sales transactions.



Declining rhino numbers prompted SANParks to revise its rhino strategy one year earlier than planned. The strategy aims at establishing robust rhino populations while meeting stakeholder expectations. A key component of rhino management is to use the best available information and understanding to inform decisions. Several research projects on rhino dynamics, spatial use, veterinary procedures and disease risks were the focus during the reporting year and provided new insights. These include protection of rhino cows to maintain the breeding population; diverting poachers away from breeding hotspots by translocating young males; and dehorning in some breeding hotspots.

Large herbivores

There is significant vertebrate herbivore diversity across the national parks, which contribute to biodiversity and visitor experience objectives. Of the 268 distinct populations, 33% are stable or increasing, 9% are declining and trends for 58% of smaller herbivore populations are uncertain because they are difficult to survey robustly with existing techniques. Habitat isolation and fragmentation are key features of smaller national parks, many of which also have robust fencing and artificial provision of water. Dams, exploited by some species and disadvantaging others, and the absence of several carnivore species resulting in high abundances of some herbivores, skew sex ratios and species outside their natural ranges and pose management challenges. To mimic emigration and immigration processes, based on multidisciplinary assessments smaller parks thus remove and/or introduce species. During the year, SANParks captured and translocated 1 152 animals, lethally removed 3 927 and sold 530 animals from smaller parks. This contributed to income generation through wildlife sales, tourism and participation in diverse national wildlife economy programmes.

Predators and predation

Predators provide top-down control of prey populations while apex predators, like lions and sharks, are key drivers of diversity in ecosystems. Predation pressure responds to prey populations, influenced terrestrially by factors including water provision, fire, fencing, over-harvesting and climate change. Pressure on prey also increases where fences limit predator movement and dispersal or when some smaller-sized predator populations grow unchecked due to lack of competition from missing carnivore guilds. Predators are a key attractant for visitors to parks but can cause damage, specifically to neighbours and to property, and can threaten lives of people. Enabling predation is thus a key requirement for biodiversity and tourism objectives, while responsible management of the risks associated with escaping predators is critical.

SANParks plays a key role in the conservation of large carnivores (see the table below). Kruger and Kgalagadi National Parks’ lion populations are healthy, with limited disease effects; lions are merely a spillover host for bovine tuberculosis in Kruger National Park while canine distemper in the Kgalagadi lion population has relatively little impact. Nevertheless, canine distemper in wild dogs in Kruger National Park resulted in a vaccination initiative in collaboration with State Veterinarians. During the year, park management responded to numerous incidences of large carnivores leaving these parks, mostly involving wandering lions. SANParks also responded to several incidences of injured lions, spotted hyaenas, wild dogs and leopards while 21 poisoning incidences, particularly in northern Kruger National Park, led to disruption of some lion prides.

Table 5: Summary of population sizes of large carnivores in National Parks

						
Park	Lion	Spotted hyaena	Brown Hyaena	Leopard	Cheetah	Wild dogs
Namaqua National Park	-	-	-	8	Transient	-
Richtersveld National Park	-	-	-	Present	-	-
Tankwa Karoo National Park	-	-	-	Present	-	-
Garden Route National Park	-	-	-	Present	-	-
Karoo National Park	25	-	Present	Present	-	-
Camdeboo National Park	-	-	Present	Present	-	-
Mountain Zebra National Park	21	-	12-21	Present	5	-
Addo Elephant National Park	12	18	Present	Present	-	-
Augrabies Falls National Park	-	-	Present	Present	-	-
Mokala National Park	-	-	Present	Present	-	-
Golden Gate Highlands National Park	-	-	-	-	-	-
Kgalagadi Transfrontier Park	230-260	375	600	150	200	Transient
Marakele National Park	28	Present	Present	Present	Transient	Transient
Mapungubwe National Park	Present	Present	Present	Present	Transient	Transient
Kruger National Park	1689-1850	7000-7680	Present	1630-2860	330-500	140-160

The focus in smaller national parks was primarily on lion and cheetah management. Here, removals and introductions mimic natural dispersal dynamics driven by social and behavioural processes and contraception mimics the outcomes of natural birth suppression and cub mortalities in normal lion dynamics. SANParks removed 23 lions as part of integrated meta-population management across South Africa and 10 spotted hyaenas removed from Addo Elephant National Park were sold at the Kirkwood Wildlife Auction. Most adult female lions in the Karoo, Addo Elephant and Mountain Zebra National Parks are on contraception.

SANParks' experience in managing large carnivores contributed to various national and international initiatives including the National Lion Task Team, the African Lion Working Group and the Wild Dog and Cheetah Meta-population Management Initiative; and supported the South African National Biodiversity Institute (SANBI) Non-detrimental Finding processes for lions and leopards as part of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) requirements. SANParks provided substantial input to parliamentary enquiries concerning lions associated with various landscape uses. This included informing the review of policies, legislation and practices on matters relating to handling and management, breeding, hunting and trade of leopards and lions. SANParks currently chairs the Lion Management Forum, which shares best practice amongst managers of free-ranging lions in South Africa, and approaches led by SANParks form the basis of SANBI's evaluation of properties with free-ranging lions for green certification.

Marine predators

Marine predators, including seabirds, seals, sharks, dolphins and whales, move over vast areas and use coastal sections of national parks and marine protected areas. Endangered African penguins, Cape cormorants and Cape gannets breed on islands or coastal sections of Addo Elephant, Table Mountain and West Coast National Parks. Loss of food due to climate change and overfishing has led to significant population declines and thus active management of breeding populations on land. This includes problem animal control to reduce high predations levels of eggs, chicks and adult birds underpinned by frequent monitoring and applicable DEFF permits.



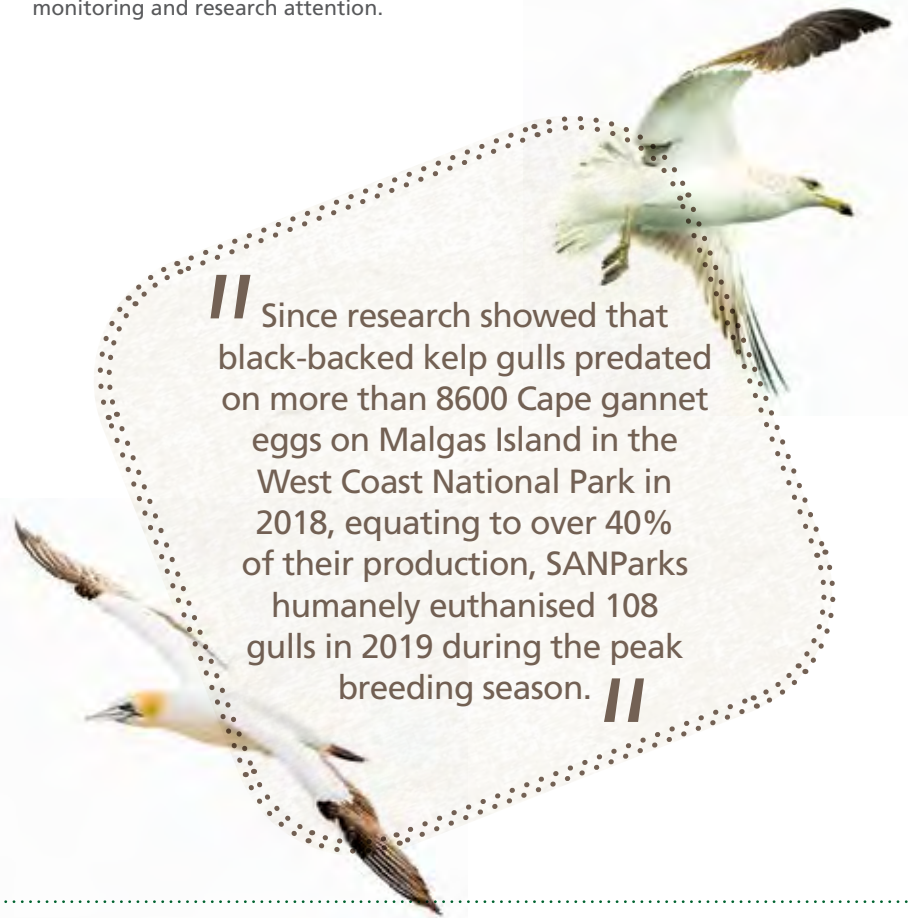
Sevengill shark

Since research showed that black-backed kelp gulls preyed on more than 8600 Cape gannet eggs on Malgas Island in the West Coast National Park in 2018, equating to over 40% of their production, SANParks humanely euthanised 108 gulls in 2019 during the peak breeding season. Similarly, white pelicans prey on Cape gannet eggs and chicks at Malgas and Jutten Islands; thus volunteer groups actively chase pelicans off islands during the breeding season.

To initiate a co-ordinated Seabird Colony Predator Management Programme based on peer learning, on April 2019 SANParks hosted a marine predation mitigation workshop with DEFF scientists, management authorities and invited specialists. Predation level thresholds will be determined to guide when to intervene with standard operating procedures guiding how to intervene. Ongoing discussions are facilitated by quarterly meetings of the Top Predator Scientific Working Group, the Seabird Technical Team and Penguin Habitat Working Groups hosted by the Oceans and Coasts Directorate within DEFF.

Predation on apex predators can have profound and immediate impacts on marine ecosystems. Over the past three years, orcas have begun preying on large coastal sharks such as the great white and sevengill sharks. This has resulted in the immediate disappearance, from several days to months, of these sharks from their main aggregation areas including those within the Table Mountain National Park MPA. Researchers have documented significant ecosystem responses such as bronze whaler sharks and seals occupying new areas in space and time. One anticipated result is increased seal predation on seabirds; this is receiving ongoing monitoring and research attention.

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Ecosystems and species of special concern: heterogeneity, disturbance and connectedness

Land- and sea-scapes facilitate or impede movement of individuals among resource patches, playing a key role in ensuring persistence of biodiversity. Habitat loss, fragmentation and loss of connectivity, especially in human-modified landscapes, are key threats affecting ecological mechanisms such as nutrient and energy flows, predator-prey relationships, pollination, seed dispersal, inbreeding avoidance, colonisation, altered species interactions and the spread of disease. Additionally, natural disturbances such as fire, floods, storm surges and marine upwelling, contribute to heterogeneity but can be amplified by human actions with adverse biodiversity effects. SANParks manages ecosystems to allow natural disturbances, and responses to them, to play out. However, active restoration is implemented when major stressor(s) cannot be removed or significantly reduced; when changes are beyond the point where natural recovery is possible; or when economic or social reasons motivate accelerating system recovery.

In *terrestrial ecosystems*, baseline inventories (such as geology, soil and vegetation descriptions and maps) underpin the uniqueness of national parks. These are updated when parks expand, mapping technology improves and new species and/or localities of species are found. During 2019, forest, woodland, shrubland and grassland classification was undertaken in Golden Gate Highlands National Park, highlighting the importance of small, unique afro-montane forests as biogeographical links with larger forest areas in the wider Drakensberg region, maintaining genetic and floristic diversity. In addition, vegetation classifications and monitoring inform various components of park management plans. For example, long-term monitoring in Kruger National Park showed that (i) causes of riverine tree mortality varied across species, some being elephant-, flood-, drought- or disease-related; and (ii) while grass biomass recovered quickly after the drought, species composition responded more slowly and with a switch to more palatable grasses in many places across the park. In Mapungubwe National Park, monitoring showed that although elephants influence a high percentage of baobabs, mortality of baobabs between 2005 and 2020 appears to have been linked to factors other than elephants.

Within expanding parks, restoration often focuses on areas degraded from alternative historic land-uses. To detect changes in landscape functionality and plant succession after restoration initiatives, degradation and restoration monitoring took place in the Tankwa Karoo, Mountain Zebra, Karoo and Mokala National Parks; degradation and rehabilitation plans were completed for the Mokala, Tankwa Karoo and Richtersveld National Parks; and alien plant distributions were mapped in Marakele National Park. Monitoring of priority plant species continued in the majority of parks including Table Mountain, Agulhas, Richtersveld, Garden Route, Mokala, Kruger and Namaqua National Parks.

Cycads

Over 80% of the world's cycads are threatened with high extinction risks, primarily due to illegal removal from the wild for domestic and international trade. South Africa has more than half of Africa's *Encephalartos* species, with 76% of these endemic to the country. One third of the 37 cycad species are critically endangered, 4 are endangered and 3 are extinct in the wild. During 2019-20, two new *E. lehmannii* cycads were discovered in Addo Elephant National Park while 50 *E. longifolius* and *E. lehmannii* were micro-chipped (these were planted after confiscation by the SA Police Services in 2015). Twenty cycads were also identified and micro-chipped in the Mountain Zebra-Camdeboo Protected Environment. In Marakele National Park, 113 young endangered Waterberg cycads (*E. eugene-maraisii*) were planted to supplement the population with more than 200 of these cycads also planted in Entabeni Nature Reserve to enhance the existing population. In addition, 104 seeds of the endangered Lebombo cycad *E. lebomboensis* were planted in northern Kruger National Park.

Wild ginger

Wild ginger (*Siphonochilus aethiopicus*), one of the most popular plants in traditional medicine in South Africa, is rated as critically endangered due to overharvesting in much of its natural range and is a priority species of special concern in Kruger National Park. The Agricultural Research Council in Nelspruit and Skukuza Nursery propagate this plant with the aim of supplying all Traditional Healers living adjacent to the park for human wellbeing and biodiversity benefits.



Wild ginger grown in Kruger National Park

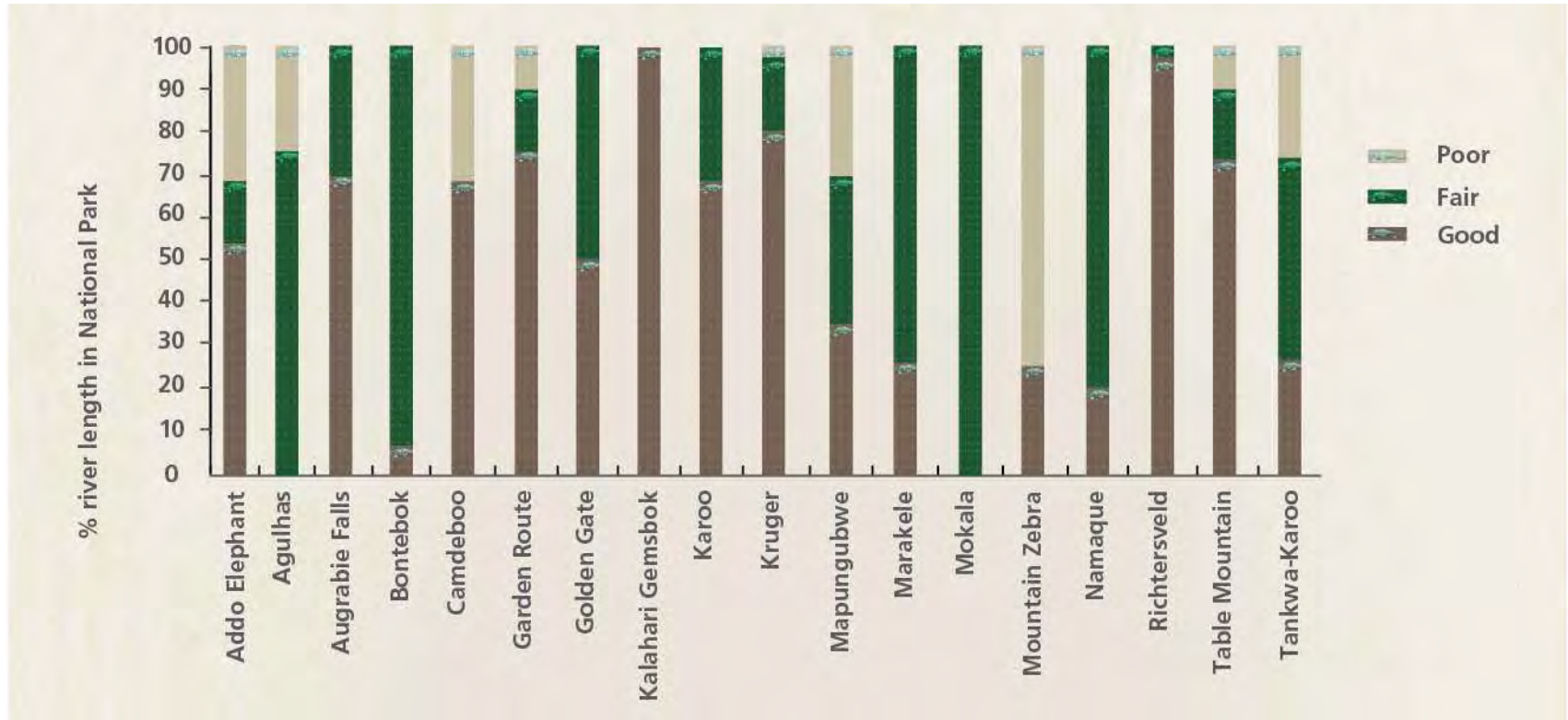
The protection of *freshwater ecosystems* is perhaps the ‘ultimate conservation challenge’, because of their connectivity. Growing demand for water and food, intensifying droughts under climate change and increased abstraction from surface and groundwater systems is of major concern. Water pollution is increasing, with micro-plastics and pharmaceuticals representing a new uncertainty. The longitudinal nature of rivers, typically spanning several management jurisdictions, requires inclusive and cooperative management arrangements. A key approach is therefore the development of joint visions with partner organisations and landowners who share responsibility for rivers flowing through parks. To improve the protection levels of these ecosystems, future park expansion strategies should consider the representation of more river and wetland ecosystem types, free-flowing rivers and Strategic Water Source Areas.

Since very few rivers and their catchments fall completely within protected areas, even protected sections are vulnerable to impacts from outside affecting water quality, flows and migrating fauna. Nevertheless, large percentages of the length of 11 of South Africa’s flagship rivers lie within national parks. In Kruger National Park, efforts aim to create free-flowing catchments by removing redundant dams and structures within watercourses as these are barriers to natural migration and impact stream flow and natural aquatic processes. During early 2020, surveys were conducted in the Shigwedzi River (a critical refuge area for many fish species) to observe fish migrations during flooding events, thus contributing to evaluation of the ecological benefits of the 2018 removal of Kanniedood Dam.

However, the benefits of maintaining hydrological connectivity of rivers is not always straightforward. This is especially the case in arid parks where some dams have become novel ecosystems and are valued by visitors for their aesthetic attributes; examples are Doringhoek Dam in Mountain Zebra National Park and Oudebaaskraal Dam in Tankwa Karoo National Park.

Macro-invertebrate biomonitoring and water quality assessments focused on Golden Gate, Au-grabies Falls, Bontebok, Table Mountain and Kruger National Parks to assess river health. Rivers are generally in a fair near-natural condition within Kruger National Park and generally of good to fair condition in the other parks. Mountain Zebra National Park has the lowest quality rivers and is a future focus for SANParks. Monitoring critically endangered Table Mountain ghostfrog tadpoles included ongoing measurements of habitat quality while bi-annual waterbird surveys in the Garden Route’s Wilderness Lakes showed severely reduced abundance of several dabbling duck species primarily due to habitat changes and local disease outbreaks. While wetlands awareness in national parks is generally poor, progress was made with detailed mapping and classification of wetlands in Agulhas and Mountain Zebra National Parks. This provides a protocol for expansion to other parks.

Graph 3: Relative river conditions per national park



Coastal and marine ecosystems encompass some of the richest biodiversity hotspots on earth and provide critical ecosystem services including storm protection, fisheries production, and carbon storage. A wide range of marine and estuarine species are harvested for food while these areas are also important for recreation and tourism and for their cultural and spiritual values. A range of increasing pressures impact the societal benefits gained from these ecosystems, including various fishery sectors, illegal resource use, invasive aliens, oil exploration, shipping and harbours, coastal development, mariculture, freshwater flow reduction, over-exploitation of coastal aquifers, anthropogenic noise, pollution (including urban runoff; desalinisation plant and waste water treatment works discharges; and plastics) and climate change. For coastal protected areas to achieve their objectives, law enforcement remains a key function in order. Collaborative law enforcement continues between SANParks and a range of agencies including the South African Police Services, municipal structures and the Department of Environment, Forestry and Fisheries, and are essential for understanding and combating on-going, unsustainable and environmentally destructive illegal resource use such as abalone harvesting and illegal fishing.

In support of sustainably utilised and healthy ecosystems, a diversity of research and monitoring activities took place during the year across various national parks. They included active monitoring of fish populations and rocky shore invertebrate communities (within no-take and harvesting control zones across SANParks' MPAs) to better understand natural variation and population fluctuations versus directional changes due to harvesting, and to help guide off-take limits. Further, work was conducted on evaluating community fishing within the Tsitsikamma Coastal Control Zones and fishing pressure after Swartvlei estuary mouth breaching in Garden Route National Park while biannual baited remote underwater video surveys of fish and sharks across were done in Table Mountain, West Coast and Tsitsikamma Marine Protected Areas. Scuba surveys counted abalone and West Coast rock lobster around the entire Table Mountain National Park MPA. Shark and fish movements were recorded using telemetry systems across several MPAs.



Rocky shore monitoring and limpets on an exposed rocky shore in Namaqua National Park (Credits: Alison Kock)

Dolphin and whale entanglements and strandings are increasing due to population growth of some species such as Humpback and Southern right whales and a concomitant increase in human activities: shipping traffic, fisheries and oil and gas exploration. SANParks staff attend strandings, support the logistics of removal or rescue and collect biological data. SANParks also contributes to the South African Whale Disentanglement Network that aims to rescue entangled whales, monitor entanglements and engage with the fishing sector to mitigate entanglements. Collaboration with municipalities and other stakeholders is important and co-management approaches are adopted where applicable.



Common dolphin (Credit: Alison Kock)

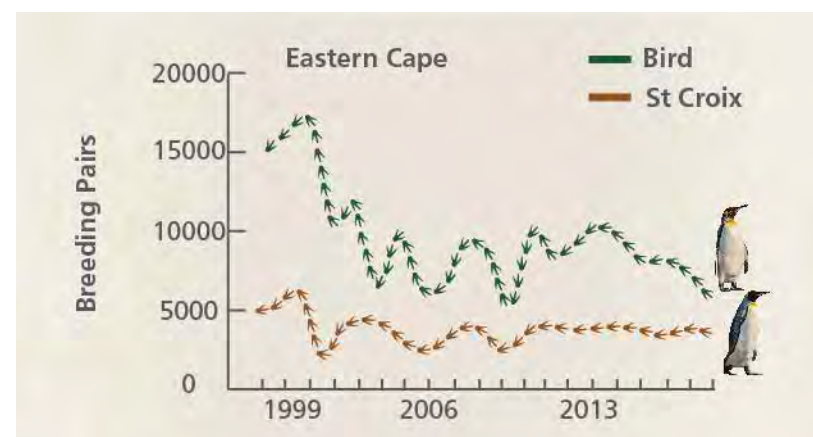
The expanded MPA network will help to protect some marine ecosystems, rebuild over-exploited fish stocks (in particular many line-fish species), support climate resilience and sustain South Africa's emerging ocean economy. However, mitigating pressures requires continued engagement and relationship building between various stakeholders and governmental departments. For example, researchers from diverse organisations, including SANParks, are working with government and the pelagic fishing industry to reduce pressures on penguin populations. Similarly, estuarine mouth breaching on certain Garden Route systems (Touw, Swartvlei, western Groot) occurs under prescribed protocols to limit damage to public and private infrastructure while minimising ecological impacts of premature breaching and maintaining floodplain wetland biota and functioning. In addition, SANParks has actively engaged with a wide range of Environmental Impact Assessments (such as mariculture proposals and fuel bunkering in Algoa Bay; and development proposals within estuarine functional zones) while inputs into policy development at both local and international levels remain key areas of influence.

African penguins

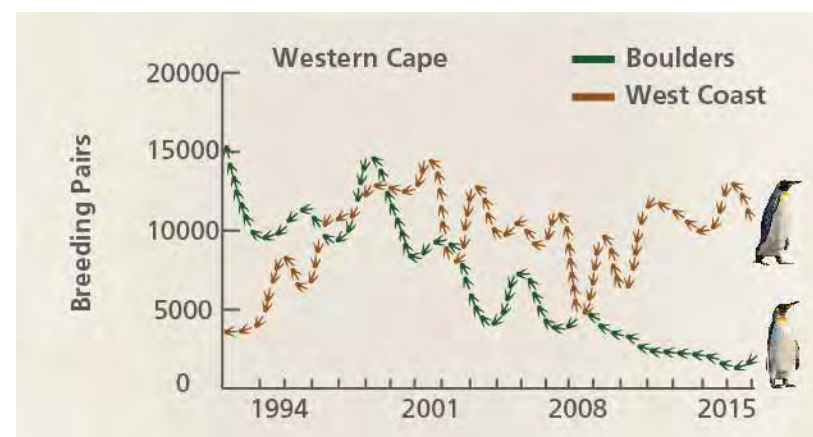
Mainly due to disturbance through guano collection and harvesting of eggs, the endangered African Penguin (*Spheniscus demersus*), with breeding colonies only in Namibia and South Africa, had declined by 90% by the early 20th century. By 2015, just 8 colonies with approximately 19 300 breeding pairs made up 87% of the South African population.

These recent declines are associated with an eastward shift of their main prey, sardine and anchovy, due to fishing and climate change. The largest colony (7 616 pairs) is in Algoa Bay on St Croix and Bird Islands within Addo Elephant National Park MPA. SANParks also manages the Boulders colony in Table Mountain National Park, and the Jutten, Malgas and Markus island colonies in West Coast National Park. Boulders colony is relatively stable, around 800-900 breeding pairs, but there are significant declines on the west coast islands to around 150 breeding pairs. Similar declines are evident in other west coast colonies such as Robben and Dassen Islands. The 2019 annual census confirmed that the African Penguin population continued to decline across its distribution range. Colonies at St Croix and Bird Island declined (Figure A below) as did that in Boulders, while there was a small increase for the West Coast National Park islands (Figure B below).

Graph 4: African penguin population trends for Bird and St Croix Islands (Addo Elephant National Park)



Graph 5: African penguin population trend for the Boulders (Table Mountain National Park) and island colonies of Jutten, Malgas and Markus (West Coast National Park)



The African Penguin Biodiversity Management Plan is under review. Actions outlined and implemented during 2015-2019 failed to halt or reverse the ongoing population decline. Food scarcity remains the largest threat to penguin populations but oil spills, port development, predation by land and marine predators, disease breakouts and climate change impacts are playing an increasing role in contributing to declines of an already strained population. Local actions alone are not able to address the large-scale pressures acting on these populations, namely climate change and reduced food availability. Exclusion of pelagic fishing around breeding colonies is likely to be the only option to secure a future for this species.



Boulders beach penguin colony (Credit: Alison Kock)

Climate change preparedness

Consideration of SANParks' potential contribution to climate change mitigation led to expansion of the existing Draft Adaptation Plan into SANParks' Draft Climate Change Preparedness Strategy. This year saw an extension of the carbon footprint assessment to include all national parks, suggesting that priority areas for SANParks' mitigation include energy supply and air travel. SANParks' potential role in awareness raising and education about reducing emissions also emerges as a priority.

During 2019, climate change was incorporated explicitly into park management plan updates, including those of Agulhas and Garden Route National parks. These increasingly recognize impacts beyond biodiversity, including visitor and staff safety, income generation, infrastructure, cultural heritage and neighbouring communities. Park-level assessments of climate change vulnerability carried out through consultation with park managers, and desk-based analyses carried out by the GEF-funded Spatial Planning for Area Conservation in Response to Climate Change, informs the approaches. The Global Environmental Fund project produced maps informing future conservation priorities under climate change, assisting with both spatial and on-the-ground conservation planning. In collaboration with the Rockies Institute, SANParks applied adaptation planning with human communities living in and around Richtersveld National Park, with several actions implemented.

Conservation Services scientists led the climate change components of the National Biodiversity Assessment (2019) and contributed to global climate change science through advisory groups, publications and symposia. Vital ongoing monitoring of climatic conditions and their biodiversity impacts continues, and media requests for examples of climate change impacted species, systems and people escalate. Key challenges include expansion of climate change considerations into all aspects of SANParks' operations and building within-park capacity for climate change adaptation and disaster risk reduction.

Animal and Disease Monitoring and Management

Wildlife Management and Support

Veterinary Wildlife Services plays a crucial role in the management and restoration of wildlife populations in national parks by effecting translocations and monitoring released individuals. The aims of translocation projects include high post-release survival, adaptation, breeding and recruitment of translocated animals with an increase in population size. A number of factors can influence the outcomes of translocation projects including planning and implementation by an experienced multidisciplinary team; biological and ecological knowledge of the translocated species coupled with appropriate husbandry and release techniques; management of direct and indirect stress on translocated individuals; and appropriate selection, capture, handling, welfare and management of individuals, including releasing animals in good body condition and into optimal habitat. Veterinary Wildlife Services also engaged in varied wildlife management, support, animal welfare and research functions throughout the year.

Black rhino Range Expansion Programme

In 2019/20, in collaboration with the World Wildlife Fund: Black Rhino Range Expansion Program and the Eastern Cape Parks and Tourism Agency, 20 black rhinos *Diceros bicornis minor* were translocated from Great Fish River Nature Reserve to a new destination, establishing an additional breeding founder population. In addition, the sale of 10 black rhino from Addo Elephant National Park contributed to range expansion of the critically endangered south-western black rhino subspecies *D.b.bicornis* in accordance with the Biodiversity Management Plan for black rhinos. Further, in collaboration with Rhino Impact Investment and Wilderness Foundation Africa, since the start of 2019 monitoring of black rhino populations in national parks outside Kruger National Park was enhanced with the ear notching and tissue sampling of 55 black rhinos. Some of these rhino were also dehorned as an anti-poaching measure.

// Veterinary Wildlife Services plays a crucial role in the management and restoration of wildlife populations in national parks by effecting translocations and monitoring released individuals. //

Predator Management

Managing lions in smaller national parks is supported by contracepting and collaring individuals, recovering those that leave parks and relocating surplus animals to other areas including private Lion Management Forum registered properties. Over the past year, 7 lions were relocated from Addo Elephant, 3 from Mountain Zebra and a pride of 8 individuals from Karoo National Parks. Two males were vasectomised in Karoo National Park, allowing for retention of testosterone-dependent dominance behaviour and mane growth but rendering them sterile. Three lions in Mountain Zebra, Addo Elephant and Karoo National Parks were fitted with telemetry collars to enable tracking to monitor behavioural and movement-related activities. In the Kgalagadi Transfrontier Park, 4 lions forming the focus of lion energy expenditure research had to be recovered from Botswana.

Treatment and progress of injured black rhino cow in Kruger National Park

In September 2018, an injured black rhino cow was captured in central Kruger National Park and taken to the boma facilities. Her right back foot was severely swollen and deformed; all the bones were broken and infected and the sole of the foot had sloughed off exposing the sensitive tissue underneath. A poacher's bullet was probably the original cause and the foot had been like this for some months. The foot was cleaned and protected with a fiberglass cast; a process which was to be repeated monthly by the SANParks veterinarians and capture team with the assistance of Dr Johan Marias and sponsorship from Saving the Survivors. Antibiotics were administered orally, 70 tablets a day, for seven months to control the bone infection while the foot sole slowly grew back, thickened and hardened. By March 2020, the cast was no longer required and the rhino was able to start walking on the foot. As an adult breeding female, this black rhino is a valuable individual in the conservation of the species and the efforts of the VWS team over the past eighteen months have given her an opportunity to have and raise calves for many more years.

SANParks' biobank upgrades

The SANParks biobank, with its two facilities in Kruger National Park and at SANParks' Kimberley office and boma facility, is unique in that it is the only long-term repository in South Africa, and possibly Africa, for blood and tissue samples from free-ranging African wildlife. The biobank facility in Kruger National Park currently holds approximately 80 000 blood-based samples in freezers and approximately 8 000 tissue, hair, faecal and histopathology samples collected over the past 15 years. Maintaining the biological integrity of these samples is essential to ensure robust results when they are used for research projects.

In 2019, the West Rand SANParks Honorary Rangers donated funds, time and expertise to upgrade the biobank building in Skukuza. This entailed covering walls and a false ceiling with insulation panelling, modifying doors to prevent escape of cool air and installing two large air conditioners to ensure that the interior of the building remains at 22°C throughout the heat of summer. The six -80°C sample freezers are now less likely to fail. The modified building has space for a further six freezers which will provide storage space well into the future.

The biobank facility in Kimberley was formally set up in 2012, storing samples (blood, hair and tissue) of over 4 500 animals collected from 28 different species over the past 20 years. In 2019, the storage capacity of the single -80°C freezer had been reached whereupon the West Rand Honorary Rangers sponsored a second unit which arrived in March 2020.

Disease monitoring and management

Several incidences of diseases occurred in various parks, including African Horse Sickness in Addo Elephant National Park. SANParks vaccinated horses in Addo Elephant and Golden Gate Highlands National Parks. When a buffalo bull tested positive for bovine tuberculosis (bTB), the Department of Agriculture placed Mokala National Park under quarantine. However, this was a false positive and quarantine was lifted in February. A black rhino cow placed in the Addo Elephant National Park bomas as part of preparations for translocation to Sanbona Nature Reserve contracted babesiosis, a disease caused by ticks. SANParks continues to monitor the situation and hopes that the cow will recover in time for the move to Sanbona.

Quarantine and testing for bovine tuberculosis of rhinoceros in Kruger National Park.

Kruger National Park was placed under quarantine for bTB in December 2016; this prohibited the movement of all mammals, including rhino, out of the park. To allow for future translocation of rhinos, SANParks veterinarians developed a management plan for the quarantine and testing of rhino for bTB which was accepted in principle by the Department of Agriculture, Land Reform and Rural Development (DALRRD) on the understanding that there would be an initial testing phase to allow for evaluation and any required modifications.

The testing phase was implemented during the last quarter of 2019. Two white rhino cohorts of two animals each (2 x male, 2 x female) were captured and put into bomas during late October. They were immobilised and blood collected on three occasions at six week intervals. Blood samples were processed by SANParks' veterinary technologists in the Skukuza State Veterinary laboratories and plasma samples were sent for further analysis to the Research Chair in Animal TB at Stellenbosch University and the Department of Tropical Diseases, Onderstepoort Veterinary Faculty. In collaboration with SANParks, these two academic institutions have developed rhino-specific assays for diagnosing bTB. One rhino in the female cohort tested positive for the disease and this group was released. The two males tested negative on all three tests, resulting in a submission by the Skukuza State Veterinarians to the Director of Animal Health, DALRRD, for a Health Certificate to allow the translocation of these animals out of Kruger National Park. The two males will be moved to Marakele National Park, the first rhinos to leave Kruger National Park in over three years, a move that will support regional rhino conservation.



Corridor disease in Marakele National Park

In 2007, Marakele National Park was placed under quarantine as a buffalo tested positive for Corridor Disease, a state-controlled disease which is fatal in domestic cattle. This resulted in the removal of all buffalo from the park in 2008/09 during which time 91 animals were relocated to iSimangaliso Wetland Park in KwaZulu-Natal. Marakele National Park was free of buffalo for 18 months, after which the quarantine was lifted. It was however important to re-establish buffalo back into the park as they are an important ecological driver, a food source for large predators and a significant tourist attraction. Thus, in 2011, 15 bulls were reintroduced as sentinels and monitored for disease for two years. Once it had been confirmed the disease was no longer present, a breeding population of “disease-free” buffalo was re-established in the park. By the end of 2016, 108 buffalo had been reintroduced to the park. Since 2018, a further 60 buffalo were moved to Marakele with the last 17 moved during 2019 consisting of animals that had survived the 2018 fires in the Graspan section of Mokala National Park. These animals had suffered burn wounds and been treated intensively by SANParks veterinary staff at the bomas in Kimberley.

Extractive natural resource use as a conservation tool in National Parks

As a principle of effective conservation management, SANParks endorses responsible resource use when applied according to the pillars of sustainability, namely maintenance of ecosystem integrity, economic viability and social relevance/acceptability. Guided by the SANParks Resource Use Policy of 2019, a wide variety of renewable and non-renewable resources are therefore harvested across parks annually. Each year, the amount, type and benefits associated with the various resource use projects and programmes taking place in national parks are summarised in a resource use report that is submitted to the Minister. A selection of topical and interesting examples from land and sea are presented below.



Cover of 2018/2019 resource use report to the Minister

Terrestrial resource use across parks

Contributions towards the wildlife economy: The Department of Environment, Forestry and Fisheries' Wildlife Economy Programme aims to grow the wildlife economy in the context of fair access and equitable benefit sharing. Through donations and loans to emerging farmer and community groups, SANParks is a key implementation and delivery agent of the programme. During the reporting year, 1 152 animals were captured and translocated, 28.5% of going to emerging game farmers and 13% to local communities. The cost of Wildlife Economy Window 1 is estimated at R1 358 million.

Lethal off-takes and live animal sales in smaller parks: In some smaller national parks where there is not a full complement of carnivores and where translocations are too costly, excess animals are sometimes removed and the meat used internally or by external operators. This past year, 3 927 animals were harvested from parks (excluding Kruger National Park), generating R 4 693 538 in revenue for the organisation with downstream benefits accruing to three private operators.

In addition to donations, loans and off-takes, SANParks also sells excess game to generate revenue. During the 2019/2020 financial year, 530 head of game harvested from parks (excluding Kruger) were sold to private game farmers, generating R 11 695 321.

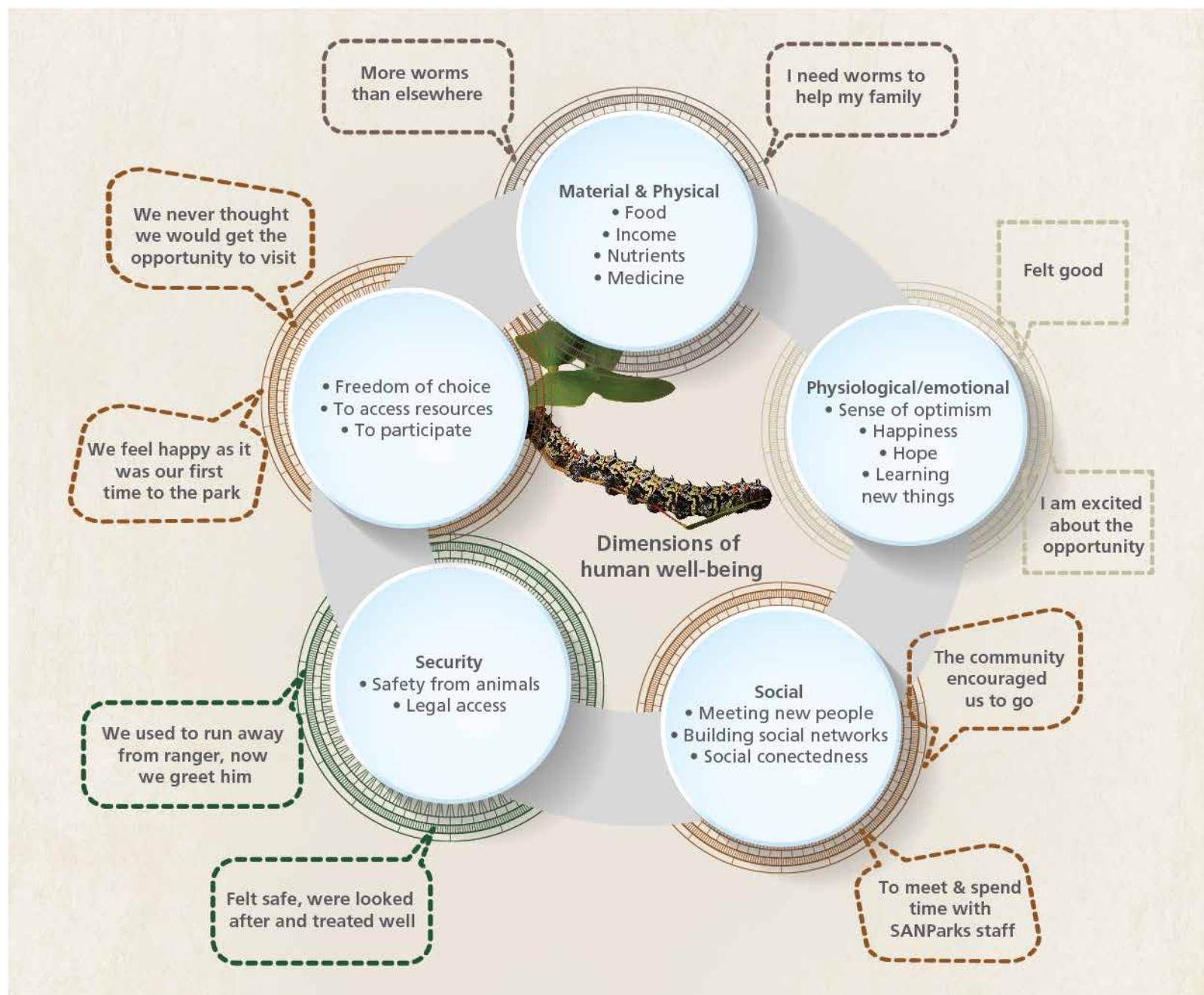
Animal off-takes from Kruger National Park: During the reporting year, 91 zebra donated to Zinave National Park in Mozambique as part of the Zinave wildlife restocking programme and 3 white rhino orphan calves were taken to a local rehabilitation centre. As part of routine animal off-takes for sustainable use, 242 impala and 90 buffalo were harvested from Kruger National Park with an additional 7 elephant and 56 warthog problem animal removals. A donation of 27 problem animal hippo carcasses was received from a neighbouring reserve for processing through Skukuza's meat processing plant, resulting in protein that was made available for school donations, community functions, special events aimed at rhino poaching awareness as well as internal events and sales. Protein continues to be well received by recipient groups and contributes positively to local relationship building. However, challenges of demand versus supply require innovative solutions based on open and transparent communication and engagement between recipient groups and park staff. Collective decision-making (deciding together how to share benefits and with whom) contributes towards shared responsibility, leading to more robust outcomes.



The impact of mopane worm harvesting from the Kruger National Park on human wellbeing and conservation

Despite the large outbreak in Shangoni section at the time, the Covid-19 lockdown policies in March 2020 prevented any harvesting of mopane worms. However, the year did see the consolidation of a social and economic impact framework for the project, highlighting the positive impact of harvesting on multiple dimensions of human wellbeing, going beyond material impacts such as money and food to include a wide variety of psychological and social impacts. Such projects build social capital between park staff and neighbours, improving relationships with and perceptions of the park.

Graph 6: The contribution that mopane worm harvesting from the Kruger National Park has made towards multiple dimensions of human wellbeing



Nurseries for research, medicine and revenue generation: The Skukuza Nursery provides a range of important support services for conservation and constituency-building functions including research, outreach, revenue generation and conservation. This year saw a total of 7 research collection permits issued for collection of seeds, soil and various plant parts. The nursery made sales to the value of R 1 071 110.86 for the year, including the sale of 88 TOPS species individuals, *Siphonochilis aethiopicus* (wild ginger) and *Warburgia salutaris* (pepperbark tree), both identified as high priority species of special concern in the Kruger National Park management plan. A total of 4 318 plants were donated to local community groups, schools or reserves to support greening projects, create awareness and build relationships locally.

Marine and estuarine resource use in the Garden Route National Park

Shore-based marine and estuarine recreational fishing is a popular outdoor activity in South Africa, with estimates of participants more than doubling between 1996 and 2007. At the same time, reliance on marine resources for food security has also increased in coastal communities, with a growing number of full time and part time subsistence harvesters. Due in part to their general ease of access, estuaries are particularly popular recreational fishing areas whilst also important in supporting subsistence fishers' livelihoods. In accordance with the regulations of the Marine Living Resources Act (1998), recreational and subsistence fishing within the Garden Route National Park currently occurs within the coastal control zones of the Tsitsikamma MPA, the De Vasselot portion of Tsitsikamma including the Groot estuary, the Knysna estuary, the Swartvlei system (estuary and lake), within the Touw estuary and Island lake of the Wilderness Lakes system. Within the park, resource use also occurs along the Harkerville and Sedgfield to Wilderness coastlines. During 2019, resource use within the Tsitsikamma coastal control zones and the Knysna Estuary was monitored on a daily and monthly basis respectively.



Recreational and subsistence fishing in Garden Route National Park (Credit: Kyle Smith)

Enabling sustainable resource use in the rezoned Tsitsikamma MPA:

The Tsitsikamma MPA, the oldest in Africa, was proclaimed in 1964. New regulations for the MPA were gazetted in December 2016, enabling local community access for fishing and bait collecting in three coastal control zones. SANParks implements the regulations and monitors social and ecological components. A total of 375 local fishermen from 18 Tsitsikamma communities have registered since 2016 but only 14 people registered consistently each year. During 2019/20, 135 fishermen registered, making a total of 938 angling trips. This is the highest recorded annual effort since opening in 2016 and a 37% increase in the effort from the previous year. Similarly, catches were higher in 2019 with 2 320 fish reported as caught, although the average annual number of fish caught per hour of fishing remained fairly constant between years. The top three species caught have been constant with strepie, a small shoaling species, dominating catches followed by blacktail and fransmadam. Reliance of fishermen on bait harvesting within the MPA has been low, with most anglers bringing bait with them. Low bait harvest rates are reflected in the monitoring surveys, with very little evidence of bait (excluding mussels and mussel worm) harvested in the three zones. Monitoring highlights that the local shore-based linefishery in Tstisikamma is still maturing and evolving. Monitoring both effort and catches will remain critical in evaluating the ongoing sustainability of the fishery as well as understanding the impact of the fishery on local livelihood strategies.

Knysna Estuary resource use monitoring: Knysna Estuary has proven to be a particularly popular fishing and bait collecting area and supports established subsistence and recreational fishers. During 2019, 1 150 anglers and 391 bait collectors were counted during effort surveys whilst 768 anglers were interviewed for catch data. Total angler effort was estimated as 11 287 angler outings, distributed throughout the estuary but with distinct areas of concentrated effort. Thirty six percent of anglers interviewed indicated that they were fishing for recreational purposes. Supplementary fishing, for food and recreational purposes, comprised 50% of fishermen while 14% are true subsistence fishermen, catching fish to feed the family. Total annual estimated catch was just over 13 000 fish, with 94% of all fish caught being retained and 51% of measured fish below the species-specific minimum size limits, which is cause for concern.



Graph 7: Summary of key indicators within the Knysna recreational and subsistence line fisheries in 2019 compared to previous years. Green indicates no problem, yellow indicates caution and red indicates areas of concern.

		Range Previous years	2019
Total estimated fishing effort - fishing trips		17 700-25 189	11 287 ●
Sectors R = Recreational S = Subsistence/ Supplementary		R: 36-71% S: 64-29%	R: 37% S: 53%
Retention rates - Recreational		46-76%	81% ●
Proportion undersized		32-52%	51% ●
Catch- per-unit-effort fish. angler.hr ¹		0.24-0.41	0.23 ●

A large number of recreational fishermen utilise the coastal and estuarine areas of the Garden Route National Park. Total annual fishing effort is variable, with the numbers of subsistence fishers continuously fluctuating as individuals enter and exit the fishery depending on availability of alternative jobs. During periods of economic stress, with concomitant increase in unemployment, SANParks anticipates an increase in reliance on both estuarine and coastal resources as a means of alternative livelihoods. Going forward within the economic uncertainty induced by the Covid-19 pandemic, it will be important to document changes in our fisheries given the importance of natural resources in providing livelihoods for South Africa’s economically vulnerable people.

Tourism Development and Marketing



Ms Hapiloe Sello
Managing Executive
Tourism Development
and Marketing



Baby elephant (Addo Elephant National Park)

SANParks' Tourism Division is one of three core pillars of the organisation, alongside Socio-Economic Transformation and Conservation. Tourism in SANParks is governed by Responsible Tourism principles which assert that sustainable, high-quality, nature-based tourism activities are developed within the context of promoting and funding sustainable biodiversity and cultural heritage conservation, and ensuring that there are greater economic benefits for neighbouring communities.

Tourism provides a recreational and educational outlet for the South African and international markets and, importantly, in doing so creates a revenue source that enables SANParks to meet its core mandate of conservation. Tourism revenue contributes 80 per cent of the organisation's annual budget and is therefore key to alleviating its reliance on state funding.

SANParks' Tourism Division consists of a number of inter-related units that drive specific tourism related functions across the organisation. The Marketing Unit positions parks, raises awareness and generates sales; the Visitor Services Unit provides meaning to the visitor experience and drives tourism research in the organisation; and the Yield and Revenue Unit monitors revenue generated by tourism and regulates tourism standards across the organisation. The Wild Card Programme is SANParks' loyalty programme through which the public can affiliate themselves to the parks and to conservation in a relationship that rewards them for their support while generating additional revenue for the organisation. The Business Development Unit manages private-public partnerships as part of SANParks' commercialisation strategy.

// SANParks' Tourism Division is one of three core pillars of the organisation, alongside Socio-Economic Transformation and Conservation. //

Because of weak domestic and international demand, the South African tourism industry has been experiencing a decline since 2018 which was, according to the Tourism Business Council of South Africa (TBCSA), the worst year for business performance since the inception of the Tourism Business Index (TBI) in 2010. The TBI, an initiative of the TBCSA, annually gives an indication of the current and likely future performance of businesses operating in South Africa's tourism sector. The sector entered 2019 with a pessimistic expectation of business performance and SANParks was no exception. The organisation cautiously anticipated a 5 per cent growth in visitor numbers, a view that was justified given the overall lacklustre demand. There were, however, months of significant growth with June and September 2019 recording more visitors in those months than in the preceding five years. Hopes that the targets set for 2019/20 would be met unfortunately proved unjustified as, from January 2020, a trickle of international market cancellations was followed by a surge in February and March; the unprecedented Covid-19 pandemic had taken hold. Mass cancellations by the domestic market were muted in comparison until the middle of March when the first case of the virus was recorded in the country; domestic cancellations then gained momentum. The financial year ended on this sour note.

Highlights



SANParks Marketing seized the opportunity provided by Black Friday to present a 40% discount on specific accommodation, camping and overnight trail offerings on Friday 29 November 2019.



In partnership with the Nelson Mandela Foundation, the Nelson Mandela Legacy Ride4Hope teamed up with SANParks in 2019.



The Kgalagadi Raptor Interpretation Centre was opened in Mata Mata Rest Camp in November 2019.

Tourism Statistics

When comparing the 2019/20 performance figures with those of the previous year, the following differences are significant:



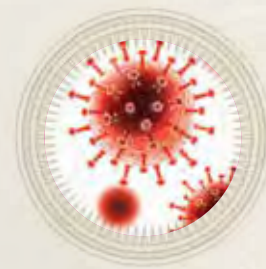
From April 2019, figures from the camping areas at Darlington and Mvubu are included in the statistics for Addo Elephant National Park.



A large part of Golden Gate Highlands National Park's camping area at Glen Reenen Rest Camp was taken out of commission for the building of the Dinosaur Centre.



The Table Mountain Aerial Cableway was closed for extended maintenance from 8 July to 12 August 2019.



For March 2020, the final month of the 2019/20 year, measures to curb the spread of Covid-19 to and within South Africa had a tremendously negative impact on all key tourism indicators.



Table Mountain - Hoerikwaggo - Overseer's Cottage



Bontebok National Park accommodation

Table 6: Summary of Tourism Statistics: 2019-2020

Park	Accommodation (excl Camping)				Camping			Guests to Parks	Total Activities
	Unit Nights Sold	Unit Occupancy	Bed Nights Sold	Bed Occupancy	Site Nights Sold	Camp Site Occupancy	Person Nights Sold		
Addo	28,990	79.8%	66,204	64.3%	9,885	54.6%	25,184	277,350	30,770
Agulhas	3,097	42.8%	8,251	33.8%	0	0	0	38,271	0
Augrabies	7,663	34.9%	15,593	30.9%	3,690	20.2%	9,946	55,375	1,242
Bontebok	1,926	37.6%	4,721	28.1%	2,168	23.7%	5,804	21,999	0
Camdeboo	761	52.0%	1,460	49.9%	1,872	34.1%	4,441	33,851	0
Golden Gate	17,734	34.1%	37,543	25.2%	2,590	23.6%	7,187	45,996	1,433
Garden Route	24,889	51.3%	58,399	42.3%	24,881	20.8%	71,463	471,510	11,174
Karoo	7,582	55.7%	18,786	38.0%	5,614	51.3%	13,658	30,270	699
Kgalagadi	32,069	82.7%	73,100	63.7%	25,229	76.0%	70,702	48,280	5,662
Kruger	386,429	78.0%	918,682	60.6%	162,837	67.4%	427,090	1,833,061	207,014
Marakele	4,222	55.2%	9,585	39.9%	4,259	32.3%	11,294	25,974	2,547
Mapungubwe	5,940	51.5%	12,916	47.1%	2,278	62.2%	5,748	42,081	24,503
Mokala	5,742	50.6%	12,390	39.8%	1,823	45.8%	4,504	15,817	690
Mountain Zebra	8,456	75.3%	21,937	45.8%	4,747	51.9%	11,440	27,110	3,172
Namaqua	806	44.2%	1,729	26.3%	3,921	22.1%	10,949	15,554	0
Richtersveld	2,100	32.1%	4,391	27.5%	3,473	17.0%	10,758	5,231	43
Table Mountain	2,730	35.8%	9,042	29.5%	0	0	0	3,083,155	1,330
Tankwa Karoo	1,577	39.7%	4,014	22.2%	1,049	20.5%	2,702	4,925	
West Coast	995	55.0%	3,322	38.2%	0	0	0	250,638	1,283
Total 2019/20	543,708	69.4%	1,282,065	54.0%	260,316	48.2%	692,870	6,326,448	291,562

Guests to Parks

During the reporting year, total Guests to Parks decreased by 5.1 per cent year on year (YoY) from 6 665 667 to 6 326 448 persons through SANParks' gates. For Kruger National Park, the decrease was 3.1 per cent, from 1 892 128 to 1 833 061 persons; and for Parks, 5.9 per cent from 4 773 539 to 4 493 387.

Accommodation

Average Unit Occupancy for the period under review was 69.4 per cent (previous year: 72.5 per cent; thus a decrease of 3.1 per cent). The overall figure was made up of Parks Division (54.5 per cent compared with 57.5 per cent in the previous year: a decrease of 3.0 per cent) and Kruger Division (78.0 per cent compared with 81.3 per cent in the previous year: a decrease of 3.3 per cent).

Across all national parks, Bed Occupancy during the period under review was 54.0 per cent compared with 56.5 per cent in the previous year (-2.5 per cent). For the Parks Division, the figure was 42.3 per cent compared with 45.2 per cent in the previous year (-2.9 per cent) and for Kruger Division 60.6 per cent compared with 63 per cent in the previous year (-2.4 per cent).

Camping

For the period under review, Site Nights Sold decreased by 3.4 per cent from 269 569 to 260 316: for Parks Division from 103 473 to 97 479 (-5.8 per cent) and for Kruger Division from 166 096 to 162 837 (-2.0 per cent).

Camp Site Occupancy (sites occupied as a percentage of sites available) for the period under review decreased by 2.3 percentage points from 50.5 per cent to 48.2 per cent: in the case of Parks Division, from 35.3 per cent to 32.6 per cent (a decrease of 2.7 percentage points) and of Kruger Division from 69.0 per cent to 67.4 per cent (a decrease of 1.6 percentage points).

For the period under review, there were 735 273 Person Nights Sold compared with 692 870 in the previous reporting year, down by 5.8 per cent. For the Parks Division, the figures were 287 530 compared with 265 780 (down by 7.6 per cent) and for Kruger Division 447 743 compared with 427 090 (down by 4.6 per cent).

Activities

For the period under review, Activities decreased from 306 449 to 291 562 (a decrease of 4.9 per cent). For the Kruger Division, the figures were 213 029 compared with 207 014 in the previous reporting year (down by 2.8 per cent) and for the Parks Division 93 420 compared with 84 548 (down by 9.5 per cent). Seventy-one percent of all SANParks' activities took place in Kruger National Park compared with 69.5 per cent in the previous year (1.5 per cent higher).

Tourism Revenue

Tourism revenue has increased by 6% to R1.955-billion, from R1.769-billion achieved in the previous year. This is 2% below the budgeted total of R1.990-billion.

- Revenue from Accommodation (including camping) increased by 2.4 per cent to R780.775 million.
- Revenue from Conservation Fees (including Wild Card) increased by 14.0 per cent to R760.845 million.
- Revenue from Activities decreased by 1.2 per cent to R107.184 million.
- Revenue from Retail activities decreased by 10.4 per cent to R38.675 million.
- Revenue from concession operators decreased by 6.1 per cent to R96.905 million.
- Revenue from retail and food & beverage operators decreased by 0.5 per cent to R43.131 million.
- Revenue from sundry sources and cancellation fees increased by 37.2 per cent to R57.276 million.



Dolphin Trail hike which is a slackpacker partnering SANParks, Misty Mountain Reserve and the Fernery Lodge & Chalets

Marketing

Given the lack of awareness and, in some instances, the lack of allure, of the SANParks' product amongst some segments of the target markets identified for focus in 2019/20, marketing the primary parks revolved around positioning each park as destinations with its own distinctive and competitive attributes that should be leveraged to increase tourism yield.

In determining short to medium term plans to meet the stated targets for tourism revenue, visitor numbers and accommodation occupancy, the primary marketing focus was and continues to be on stimulating growth of the six parks (Agulhas National Park, Garden Route National Park, Golden Gate Highlands National Park, Marakele National Park, Mapungubwe National Park and West Coast National Park) identified in the organisation's 10 year Tourism Revenue Growth Plan 2016/17-2026/27 as having the greatest probability of commercial success. A number of marketing initiatives have been embarked on in this regard, focusing primarily on mass print media and social media, with the Marketing department utilising its own platforms to drive awareness and sales promotions.

Sales Promotion Campaigns

During the reporting year, SANParks ran several successful campaigns including a pensioner discount and long stay campaigns. Best performing was the Black Friday specials drive. Most major retailers and organisations that sell products or services offer promotional sales on Black Friday at vastly discounted prices. SANParks Marketing seized the opportunity provided by this event to present a 40 per cent discount on specific accommodation, camping and overnight trail offerings on Friday 29 November 2019. Highlighted were reduced rates for accommodation and trails activities; and images of the participating parks and camps were showcased.

Black Friday Sale advertisement, November 2019



Digital Marketing

With the opening of the new Skukuza Safari Lodge, the SANParks' Marketing division was designated to develop an interactive mini-website: <https://skukuzalodge.com/>. The launch of the lodge and the website at the end of December 2019 was accompanied by an online campaign aimed at driving sales of discounted unit nights between 24 December 2019 and 24 January 2020. The campaign reached an online audience of 35 312 people which led to 14 958 visits to the new website and the sale of 278 unit nights at the new lodge during the target time period.

Digital marketing images from the website created for the launch of the Skukuza Safari Lodge



Influencer Marketing

Influencer marketing is a strategy that helps a brand to take advantage of prominent individuals' charisma, influence and fame to get key messages or commercial proposals across to target audiences. Consumers are likely to make travel choices based on recommendations from peers and trusted sources. The ability to share travel experiences digitally has increased the speed and frequency of peer recommendations and has become a key marketing lever in the industry. Recording their travel experiences in our parks through social media platforms to create awareness and inspire action to visit the parks, SANParks' official Macro and Micro influencers consist of thought leaders, podcasters, vloggers, social media stars and influential bloggers. With large social media followings and able to reach target markets across different demographics, they continue to be indispensable in positioning our primary target parks as destinations of choice.

Golden Gate Classics 2019

The Golden Gate Classics is an annual event that takes place in the Golden Gate Highlands National Park, one of the six primary target parks flagged as commercially viable that have required increased marketing efforts to help meet the targets for tourism revenue, visitor numbers and accommodation occupancy. The Golden Gate Classics event is positioned as a catalyst to attract guests who otherwise might not have visited the park and to enable them to immerse themselves in what the destination has to offer.

The 2019 Golden Gate Classics event headlined the internationally acclaimed Bokani Dyer Trio, award-winning singer Thandi Ntuli, legendary songstress Sibongile Khumalo accompanied by a 40-piece orchestra conducted by Kutlwano Masote, soprano Zandile Mzazi and members of the Tshwane University of Technology Vocal Art Chorus. Sales for the event were higher than those of 2018.

Through a range of regional, national and international television, print, radio, social and digital media and platforms, the event and by association the Golden Gate Highlands National Park garnered media advertising value equivalent (AVE) of R2 386 476.80 and public relations value of R7 159 430.40.



The stage of the 2019 Golden Gate Classics Concert



Advertising for the 2019 Golden Gate Classics event

Nelson Mandela Ride4Hope Legacy Tour

With the primary aim of raising awareness of the Nelson Mandela Centenary, in partnership with the Nelson Mandela Foundation the Nelson Mandela Legacy Ride4Hope teamed up with SANParks in 2019. Industry leaders, celebrities and cycling enthusiasts completed the 550 km route from the Nelson Mandela House in Soweto, Gauteng to the Nelson Mandela capture site in Howick, Pietermaritzburg. The detour through Golden Gate Highlands National Park resulted in:

- Positive brand positioning for SANParks
- SANParks' creating awareness of Nelson Mandela Day and amplifying the values of the Nelson Mandela Foundation
- SANParks having a platform to promote its product in each town visited
- Fund raising for and awareness of the Nelson Mandela Foundation and partners.

Through the event, SANParks received positive media coverage valued at R 2 050 000 across a variety of print, radio, television and social media platforms.



Ride4Hope cyclists with Golden Gate Highlands National Park staff

Visitor Services Unit

Visitor Interpretation

Visitor interpretation provides information about parks' natural environments, cultural heritage and physical, social and spiritual contexts. It deepens awareness, connection and responsibility in those visiting a site or area and generates a commitment to the continued conservation of the natural or cultural asset. Staff-guest interaction, activity guiding, signage, brochures, posters, visitor guides, websites, podcasts, social media, television documentaries, interpretive displays and interpretation centres are all platforms that SANParks utilises to deliver interpretation.

At the heart of SANParks' expansion of its interpretation services is a network of local and international partners including universities, volunteer bodies, government departments and NGOs. In the reporting year, the SANParks Honorary Rangers, the Universities of the Sunshine Coast and Queensland and the National Department of Tourism were among the major supporters of and contributors to SANParks' interpretation portfolio. SANParks Honorary Rangers contributed about R400 000.00 to new or upgraded interpretation centres or displays. The University of the Sunshine Coast (USC) invested an estimated R200 000.00 in their projects in Kgalagadi Transfrontier Park and Kruger National Park, with the Department of Tourism assigning R200 000.00 for tourism interpretative signage at those two parks and a lesser amount at Marakele National Park and Mapungubwe National Park.

SANParks has an MoU with the USC in Queensland, Australia; the university specialises in interpretation. The MoU enables their staff and students to work on interpretation in global conservation projects in general and with SANParks in particular. This supplies SANParks with high quality interpretive displays and research material that helps it to expand its interpretation offerings. The Letaba Elephant Hall in Kruger National Park and the Mata Mata Raptor Centre in Kgalagadi Transfrontier Park are two such displays that have benefitted SANParks. One of the university's staff members who worked on both of these projects has been allocated a contract extension to work on conservation-related projects, including with SANParks, for the next five years. Projects in Kruger National Park and Kgalagadi Transfrontier Park are already scheduled for the coming three years, with the promise of more within these parks or extension to other parks.

Interpretation highlights of 2019/20, with external sponsors or as internal initiatives, with which the Visitor Services Unit was involved through content management, coordination or direct and indirect implementation include:

Golden Gate Highlands National Park Interpretation Centres

An interpretation centre at Glen Reenen Rest Camp showcasing the biology, climatology, geology and human history of the Golden Gate Highlands National Park area was officially opened in a ceremony in October 2019. The initiative and investment of the Free State and KwaZulu-Natal Honorary Rangers made the Centre possible.



Sipho Mkhwanazi MCs the opening of the Golden Gate Highlands National Park Interpretation Centre at Glen Reenen Rest Camp

The Visitor Services Unit is also a principal content contributor to the Golden Gate Khodumodumo Dinosaur Centre which is under construction and has been involved in the themes and content of the Centre's displays. In collaboration with the appointed service provider, Francois Odendaal Productions, with content experts from the Origins Centre at the University of the Witwatersrand and with SANParks Cultural Heritage staff and contacts, the Unit has also been involved in developing the Centre's audio-visual script and screenplay.



An image from the Dinosaur Centre screenplay

Kgalagadi Transfrontier Park Raptor Interpretation Centre

Made possible by SANParks' MoU with USC, the Kgalagadi Raptor Interpretation Centre was opened in Mata Mata Rest Camp in November 2019. The Centre showcases the 36 bird of prey species resident or occurring annually in the park, with the displays highlighting their feeding methods, sex, age and colour morphs and other interesting facts.



A wall in the Kgalagadi Raptor Interpretation Centre, Mata Mata Rest Camp

Kruger National Park Rabelais Hut Renovation

Renovation of the Rabelais Hut near Orpen Camp, a heritage site and former entrance gate to the park, began during 2019/20 after exemption from refurbishment restrictions in a heritage site was received from the Provincial Heritage Resources Authority. The exterior of the building and its fencing have been restored and a revamp of the interior is underway. This will see the expansion of interpretative information relevant to this section of the park including donation of land and infrastructure; the park's changing water policies; biology relevant to the donated farms; and the people who formerly lived in the area or had influence over its establishment.



Rabelais Interpretive Hut, a heritage site and former entrance gate to Kruger National Park, after re-thatching

Chief Nyongane Mkhabela, a much-loved and respected leader living in the Pretoriuskop area, whose people were evicted from the park in the 1930s and whose wealth in the form of cattle was destroyed because of the spread of foot and mouth disease, had his and his family's grave turned into an interpretive memorial site. A joint effort between SANParks and the Highveld Honorary Rangers, this is a fitting tribute to the Chief and his people.



Chief Nyongane Mkhabela Grave and Memorial Site

Siyaya Africa Television Documentary

As a follow-up to the 2015 documentary series Siyaya – Come Wild With Us, a fast-paced adventure through South Africa's kaleidoscope of national parks, Siyaya returned to trace a number of themes including the path of the early Khoisan pioneers. Material was shot in Table Mountain National Park, Namaqua National Park, IAi-IAis/Richtersveld Transfrontier Park and Golden Gate Highlands National Park. Reconnecting youth with nature to show them the importance of protecting these irreplaceable assets is at the core of this initiative.



Exposing young people to filming in Golden Gate Highlands National Park.



The Siyaya team get close to a rock hyrax (dassie) in a scene from an episode in Table Mountain National Park



'Oompie' explains to the Richtersveld Siyaya group how the nomadic local people erect their transportable shelters

New Interpretive Brochures and Maps

Editing, reprinting and distributing hard copy and electronic brochures and visitor guides goes on all the time within SANParks. New interpretive information made available in 2019/20 resulted from an editorial partnership with Birdlife South Africa and authors Brett Hilton-Barber and Lou Arthur who created an avi-tourism map of Kruger National Park, with the Visitor Services Unit acting as editorial consultant to ensure that the information was accurate and relevant.

Tourism Research

By conducting and facilitating tourism research, the Visitor Services Unit aims to enhance understanding and management of the visitor and the visitor experience; increase and sustain revenues by identifying and targeting appropriate markets and products; assist the organisation to conduct business responsibly and sustainably; better define the role of nature-based tourism in providing value to society and the economy; and help tourism operations to become more efficient.

During the year under review, in collaboration with the Department of Marketing Management at the University of Pretoria (UP), the Unit continued to expand knowledge of how the generation known as Millennials (people born between the early 1980s and the early 2000s) view nature-based getaways and national park experiences. Millennials will soon be the largest tourist segment globally; research is therefore highly significant for ensuring a sustainable future for tourism in the national parks. Phase 1 of the research involved focus group discussions with Millennials living in Gauteng to learn more about the travel behaviour of the Millennial market with particular reference to nature-based holiday destinations. In Phase 2, online surveys were used in a large sample study to collect feedback from 4 600 South African Millennials living in Gauteng, Cape Town, Durban and Port Elizabeth. The insights gained from the study support a range of tourism-related management activities including planning, product development and marketing and communication. Coupled with this, a mini-project involving a group of university students documenting their first-time national park experiences “Through the eyes of Millennials” provided further insight into what is memorable to them and how they perceive various tourism products and experiences.

// “Through the eyes of Millennials” provided further insight into what is memorable to them and how they perceive various tourism products and experiences. //



Students involved in the mini-project “Through the eyes of Millennials” on a guided tour of the Basotho Cultural Village in the Golden Gate Highlands National Park (Source: University of Pretoria)

Online platforms are increasingly used in destination marketing and sales. Understanding how tourists engage with online communication tools and the perceptions and expectations created through the information available to them becomes important for tourism destinations. Such knowledge can be used to improve marketing strategies, strengthen visitors' online engagement experiences and better align brand promises with tourist experiences, thereby increasing visitor satisfaction. A project by the UP Department of Marketing Management, conducted in six phases, helped SANParks to identify strengths and growth areas for creating and managing customers' expectations and perceptions produced through online platforms. Using innovative research methods such as eye tracking, participants' online search behaviour and their engagement with the SANParks website was observed and documented.



A gazeplot visualising different areas of the SANParks home page noticed by research-project participants (Source: University of Pretoria)

The study, involving professional analyses of SANParks' social media channels, the SANParks website and tourist experiences in selected national parks, resulted in a number of recommendations; and a student brand challenge produced creative brand slogans and brand promises for the six national parks targeted for tourism growth.

Another priority project, conducted by the Tshwane University of Technology Department of Nature Conservation, has identified a range of intangible benefits to guests after visiting a national park in South Africa and which might be transferred to benefit the broader society and ultimately contribute to the sustainable future of the country's national parks. The study makes use of participant observation and unstructured interviews to understand and explain participants' perspectives, activities and behaviours.



Researchers and participants on the Heritage Walk in Mapungubwe National Park (Source: Tshwane University of Technology)

A PhD student from Griffith University in Australia is evaluating how geotagged data from online image hosting firm Flickr could be used to assess patterns of visitor use of Table Mountain National Park. Little information is currently available to park management on the profiles and behaviour of visitors to the various areas of this urban national park; the outcomes of the study should help with this.

An undergraduate from UP's Industrial and Systems Engineering Department has put forward a conceptual model for scheduling and staffing maintenance and technical services in tourist rest camps in Kruger National Park. Most rest camps currently work on a three-book system which requires reception, housekeeping and maintenance teams to log complaints received or requests for maintenance in three separate paper-based books, one for each team. The books are rotated between the three teams and maintenance attends to the issues recorded in the book in their possession, a system that makes coordination and status updates of maintenance issues difficult and results in delays. The model proposes replacing the three-book paper-based system with a computerised system to record, track and manage maintenance issues, thus helping maintenance teams to prioritise issues needing urgent attention.

// A PhD student from Griffith University in Australia is evaluating how geotagged data from online image hosting firm Flickr could be used to assess patterns of visitor use of Table Mountain National Park. **//**

A student from the IST University of Applied Sciences in Germany compared the knowledge and information needs of German wildlife-watching tourists with the information offered by tourism service providers; focussing on information that tourists receive about the poaching crisis. The knowledge obtained can be used to develop innovative ways of raising awareness about conservation issues and guide management on improving visitor satisfaction.

A range of other projects that contribute to management decision-making were registered with the Unit during the reporting period. In academic and practical terms, the Unit continues to build on the tourism knowledge base. However, knowledge gaps remain. The Unit would like to invite researchers from all academic institutions to engage with the SANParks tourism research agenda to help fill these knowledge gaps through collaborative efforts.



Kruger National park



Table Mountain, Cape town

Visitor Management

Visitor Management refers to the mechanisms that SANParks has in place to regulate visitor movement, behaviour and enjoyment while in the parks. It requires balancing nature conservation with visitor satisfaction and must be visitor-orientated and nature-based; provide a good quality experience; and be sustainable and pro-active. It can be put into effect through direct regulation (rules), directive measures such as nature trails and boardwalks or indirect measures including information and interpretation. Universal Access (UA) is an important aspect of visitor management involving parks in designing infrastructure that is accessible to all guests.

Park Visitor Management Plans and Park Interpretation Plans

During the reporting year, the Visitor Services Unit held workshops with staff from Agulhas National Park, Au-grabies Falls National Park, Bontebok National Park and Namaqua National Parks and, in compliance with the 2019/20 APP, wrote Park Visitor Management Plans and Park Interpretation Plans for all four parks. After editing, these were signed off by the respective park managers. The plans ensure a level of consistency of approach and standards across all the parks while allowing for the uniqueness of each location

Universal Access in Tourism

UA involves creating built environments that are accessible to all people regardless of their physical, sensory or cognitive abilities. In Quarter 2 of the reporting year, an audit of SANParks’ current quantities, selection availability and standard of universally accessible accommodation was submitted to EXCO. For all accommodation, the minimum target is 10 per cent of total units, with each unit type having at least one accessible unit. The table below summarises the present situation.

Table 7: Total SANParks’ UA Accommodation Statistics

Total SANParks’ UA Accommodation Statistics			
Budget Accommodation	256	6	2.3%
Economy Accommodation	1924	122	6.3%
Premium Accommodation	134	11	8.2%
Total Accommodation	2314	126	5.4%
Camping	40 SANParks campsites containing 1451 berths	18 campsites with UA ablutions 22 sites non-UA with no accessible ablutions	
Accommodation offerings by broad unit type	227	83	37%

Meeting the UA targets throughout the organisation is a work in progress. Apart from the obvious social equity benefit, numerous international economic research studies and one by the Department of Trade and Industry underline the economic benefits of operating accessible tourism plant. UA standards compliance is comparatively complex to record and represent. All of SANParks’ UA units comply with the standards at some levels but few are compliant in every respect.



A significant addition to SANParks' accommodation inventory during 2019/20 was the opening of the Skukuza Safari Lodge with 14 rooms designated UA: 13 standard and 1 VIP, a slightly higher percentage than required by the SANParks UA Protocol and the Department of Tourism's national targets.



UA roll-in shower in Skukuza Safari Lodge with fold-up shower seat and height-adjustable shower head

At the end of February and the beginning of March 2020, SANParks and the Pretoria Honorary Rangers hosted their fifth annual Universal Access Awareness Project, this time with a group of autistic people from the Pathways Institute in Tshwane. Compared with disability groups with whom the team and staff have previously worked, autism is not an easily identifiable disability and the insight and experience gained was most useful and inspirational to the staff and Honorary Rangers involved.

At the end of February and the beginning of March 2020, SANParks and the Pretoria Honorary Rangers hosted their fifth annual Universal Access Awareness Project.



SANParks' Guy Hausler engages with a group of autistic visitors at VWS Bomas

Wild Card Loyalty Programme



The Wild Card Logo



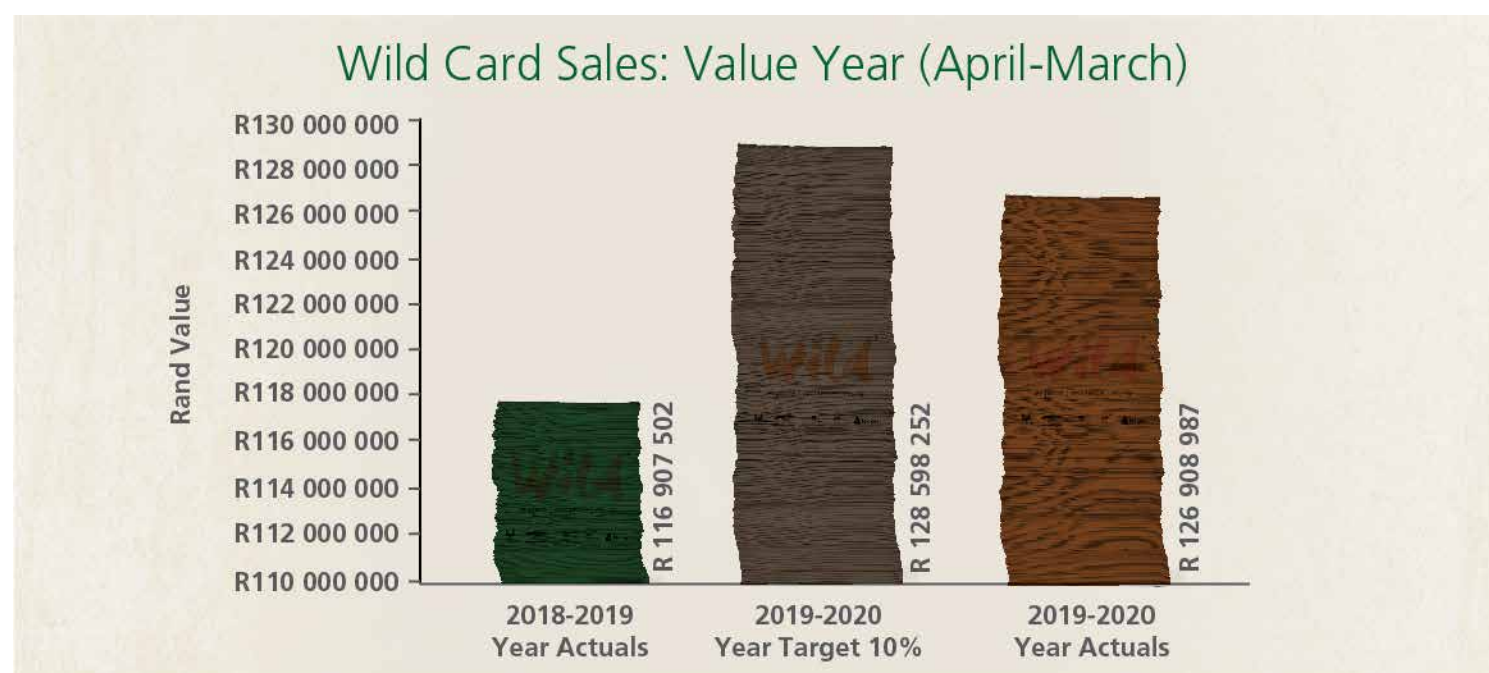
The Wild Card promotional leaflet

In the financial year, Wild Card Programme sales revenue increased by 8.6 per cent YoY to R126 908 987.

Wild Card Membership

Active membership decreased by 3 002 from 85 748 to 82 746; the decline in the previous year was 2 343. Total Wild Card Conservation Partners sales were only 0.9 per cent of total Wild Card sales for the year.

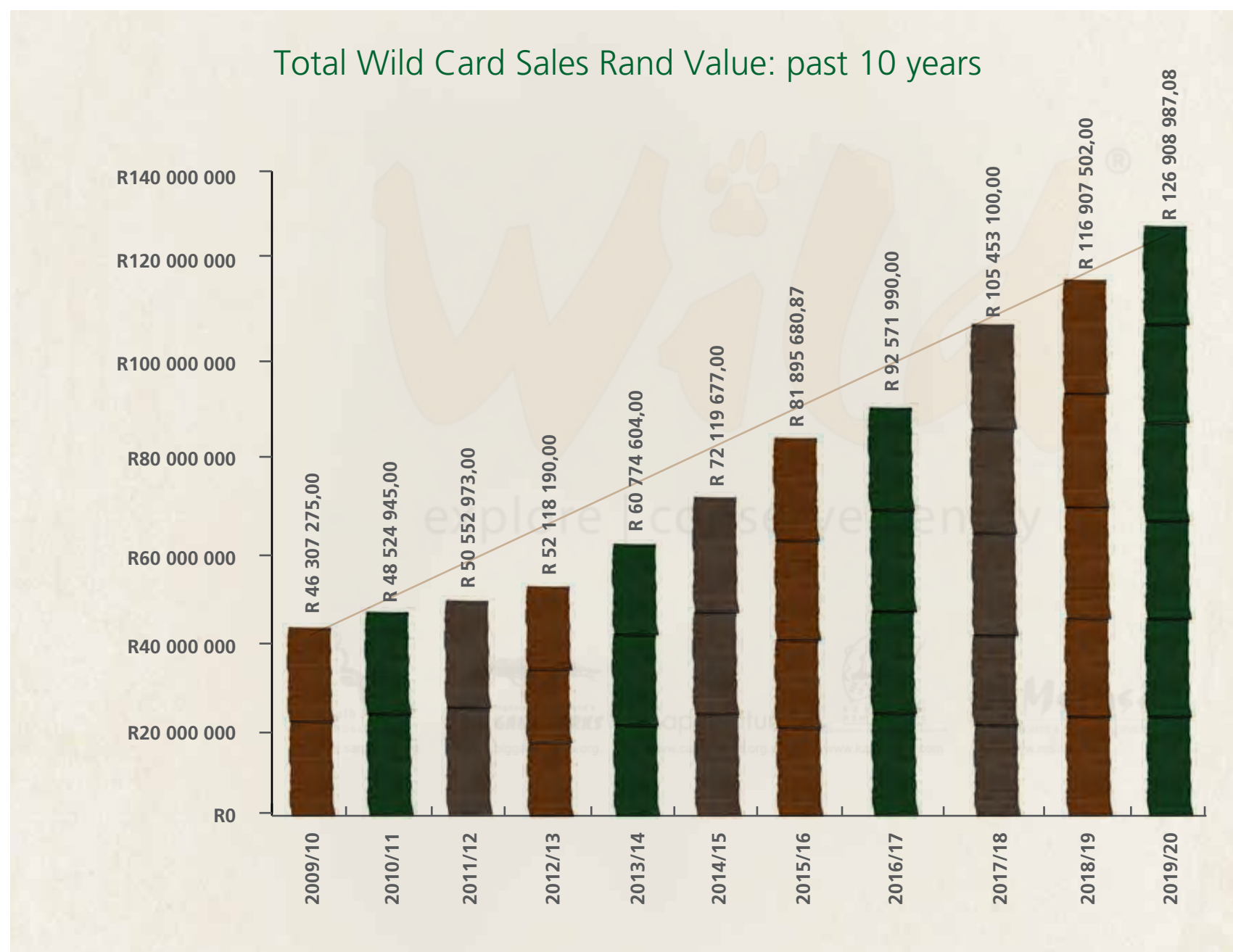
Graph 8: Wild Card Sales, 2018/19 and 2019/20



During the reporting year, 17.77 per cent of Wild Card memberships were Individual, 57.43 per cent Couple and 24.79 per cent Family memberships. The All Parks and SANParks Clusters memberships remained the most popular, at 62.17 per cent and 22.89 per cent respectively. At 26.3 per cent, Gauteng continued to have the highest membership followed by the Western Cape at 22.97 per cent. International membership made up 14.22 per cent of the total, increasing by only 30 memberships YoY and contributing 41.83 per cent of turnover (2 per cent growth YoY). SADC membership stood at 0.63 per cent.

The membership ages were: 18 to 24 years: 4.13 per cent; 25 to 34 years: 10.15 per cent; 35 to 50 years: 28.26 per cent; 51 to 59 years: 19.65 per cent; and 60 years of age and above: 37.54 per cent. In terms of gender, main Wild Card membership was 24.05 per cent female and 64.62 per cent male, with 11.33 per cent of members not indicating their gender. Disaggregated by ethnicity, Wild Card membership was 30.99 per cent African/Black, Coloured, Indian/Asian and other and 33 per cent white, with 36 per cent not disclosing their ethnicity.

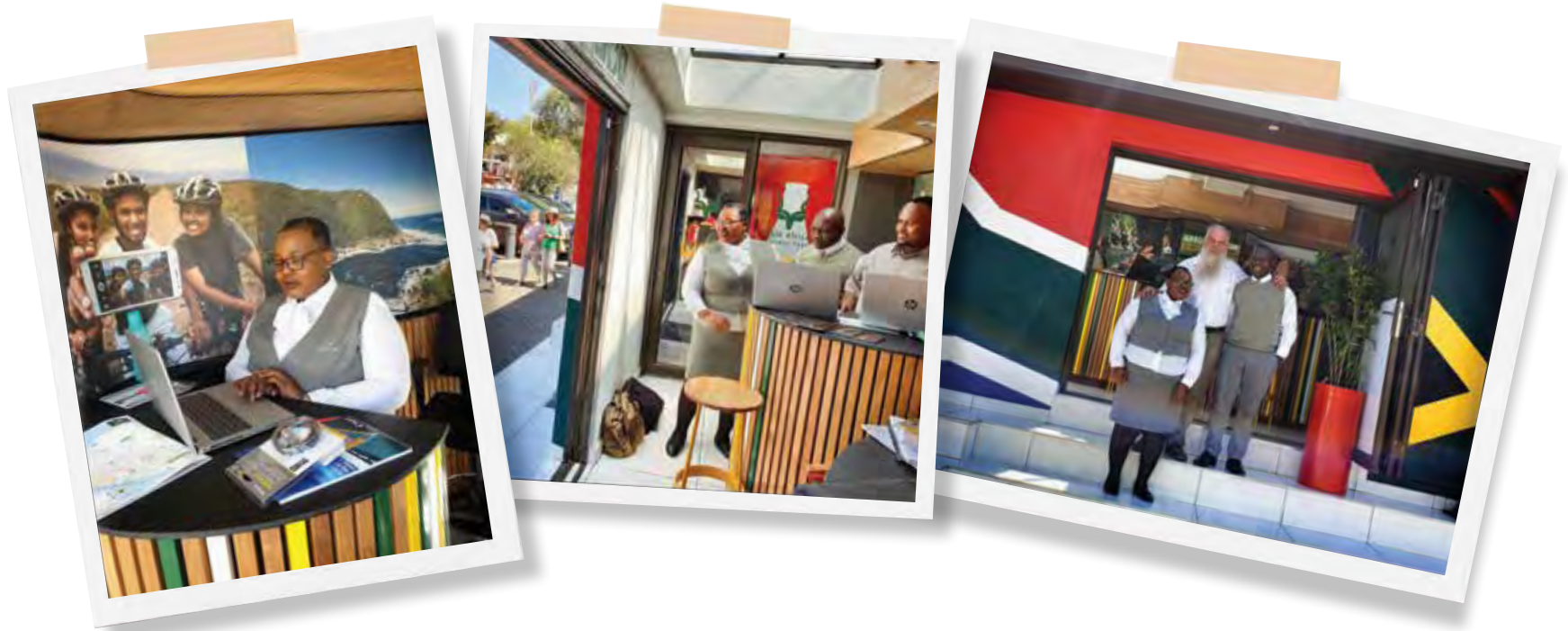
Graph 9: Total Wild Card Sales, past 10 years



Wild Card Programme highlights

Reservation Office in Soweto

Given the programme's aim of appealing to new markets, SANParks and the programme secured rented premises in Valikazi Street, Soweto, next to the world-famous Nelson Mandela House, to be operated as an information and reservation office. With the official launch planned for the new financial year, the office currently operates to test the market and create awareness. Until new positions are advertised and permanent appointments made, two Wild Card employees were temporarily seconded to operate the new office.



SANParks' Wild Card Office, Vilikazi Street, Soweto

Wild magazine, the official publication of the Wild Card Programme, once again excelled in the 2019 SA Publication Forum Awards. The magazine promotes SANParks destinations to the young black middle class and Millennials, with visual language used to appeal to this market through digital and social media platforms.



Visual language imagery in Wild magazine

Mapungubwe Lecture Series 2019 – A ‘Wild’ Event

The third Mapungubwe Lecture Series took place on 25 and 26 October 2019, with guests immersed in Mapungubwe National Park’s magical and mystical heritage through the theme ‘Mapungubwe: The Beginning’. Over the weekend, some of Africa’s most influential academics presented the park’s rich archaeological and ancestral history to the guests. Explorations of Mapungubwe Hill, the Mapungubwe Interpretive Centre and Museum and the confluence of the Shashe and Limpopo rivers provided opportunities to experience this World Heritage Site’s culture and historic and spiritual significance. Keynote speaker was Professor Maano Ramutsindela, Dean of Science at UCT and a specialist in Mapungubwe’s heritage. Accommodation packages were sold through Computicket to the value of R39 531.95, with the dates for the 2020 Mapungubwe Lecture Series set for 24 to 27 September.



Traditional dance groups at the 2019 Wild Lecture Series ‘Mapungubwe: the Beginning’

Vodacom Bulls Honouring SANParks Conservation Heroes

In April 2019, the Vodacom Bulls Super Rugby Franchise entered into a unique partnership endorsement of SANParks’ Rangers and the heroic conservation work that they do by wearing specially created green jerseys for a once-off home fixture and all the 2019 season away fixtures instead of their traditional blue jerseys



Advertisement for unique Vodacom Bulls fixture in support of SANParks Rangers

Opening of Skukuza Safari Lodge with Wild Card branding

The Wild Card Programme was an integral partner in the opening of the Skukuza Safari Lodge in December 2019, in terms of branding and marketing to the Wild Card database. The programme also orchestrated a Wild Outreach photography initiative called Wild Shots, aimed at engaging young people from disadvantaged communities in wildlife and wild places through photography. Most were school children from villages bordering Kruger National Park, the vast majority of whom had never visited the park or any reserves before. The best young photographers were invited to Skukuza to shoot some of the park's wildlife or scenery, with the best shots being used in the Lodge's rooms.



Wild Shots Outreach school children's photographs displayed in the new Skukuza Safari Lodge



Skukuza Safari Lodge staff and launch team



Skukuza Hospitality Services Manager Phuti Namethe, SANParks ME for Tourism Hapiloe Sello and General Manager for Business Development Annemi van Jaarsveld

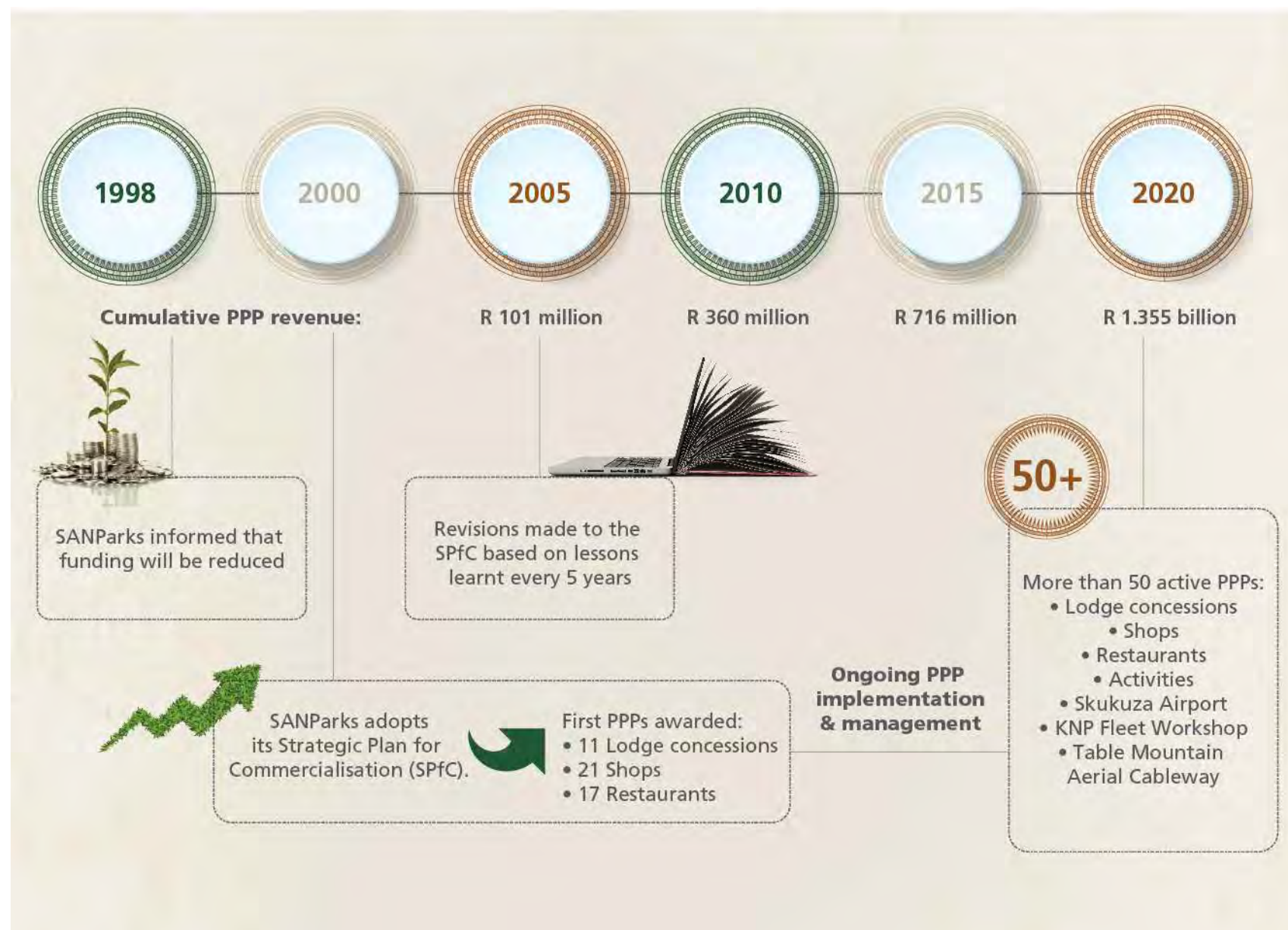


Opening of the new Skukuza Safari Lodge, 30 December 2019

Business Development

The Business Development Unit implements and manages a range of private sector partnerships to maximise SANParks' financial independence from the state whilst enabling socio-economic development. During the reporting year, SANParks developed its Commercialisation Strategy which is carried out through public-private partnership (PPP) projects:

Graph 10: Two decades of SANParks Business Development progress



PPPs are regulated by the Public Finance Management Act which provides a clear and transparent framework for PPP implementation. Commercialisation within SANParks is governed and guided by the organisation's Responsible Tourism Strategy 2022 (a 5-year strategy concluding in 2022), the National Tourism Sector Strategy, the National Minimum Standards for Responsible Tourism (SANS1162) and the National Development Plan (NDP).

Graph 11: The Business Development Unit's objectives and achievements through the Commercialisation Strategy



As the following image shows, during 2019/20 there was considerable progress in implementing the Strategic Plan for Commercialisation (SPfC) and other business development projects.

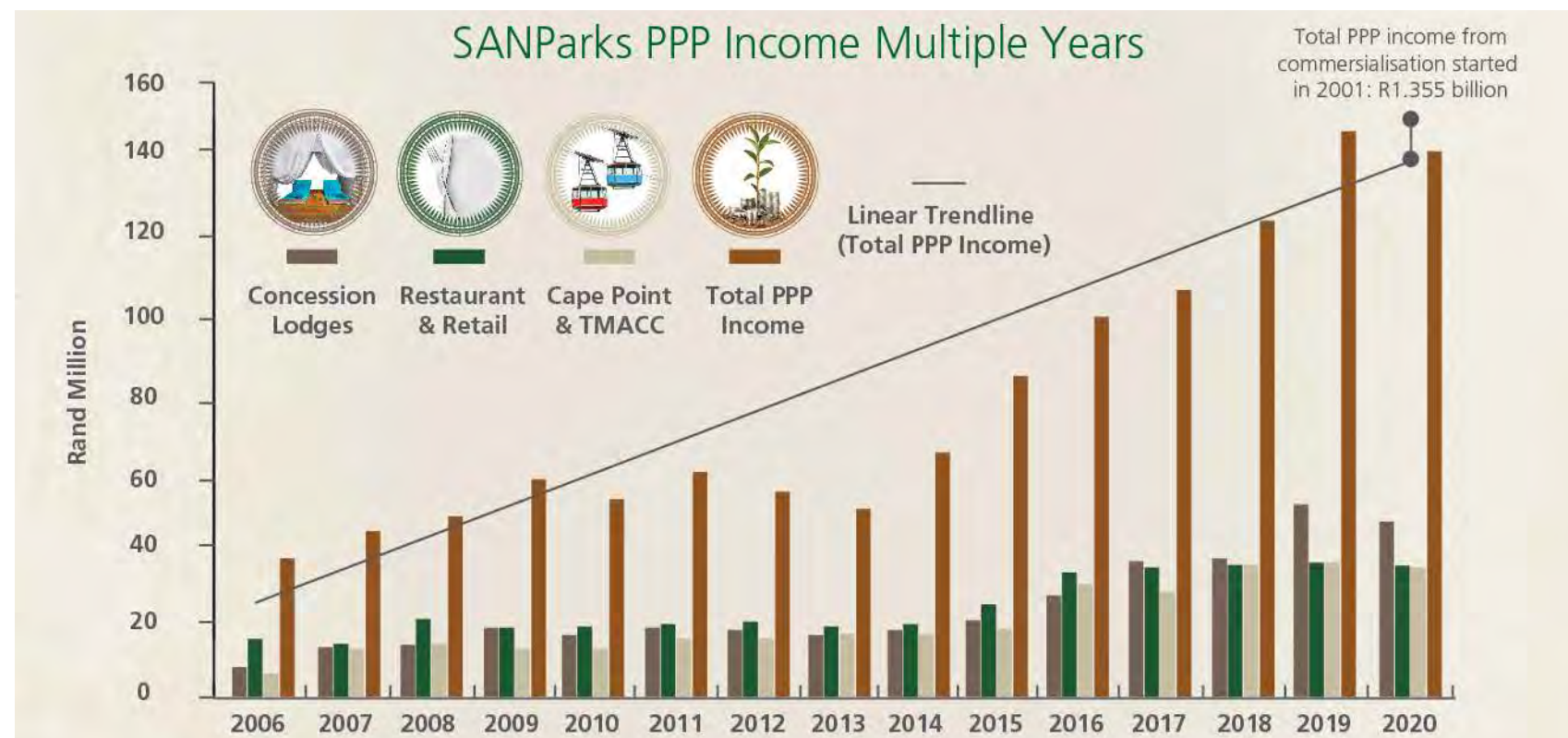


West Coast National Park

PPP Performance

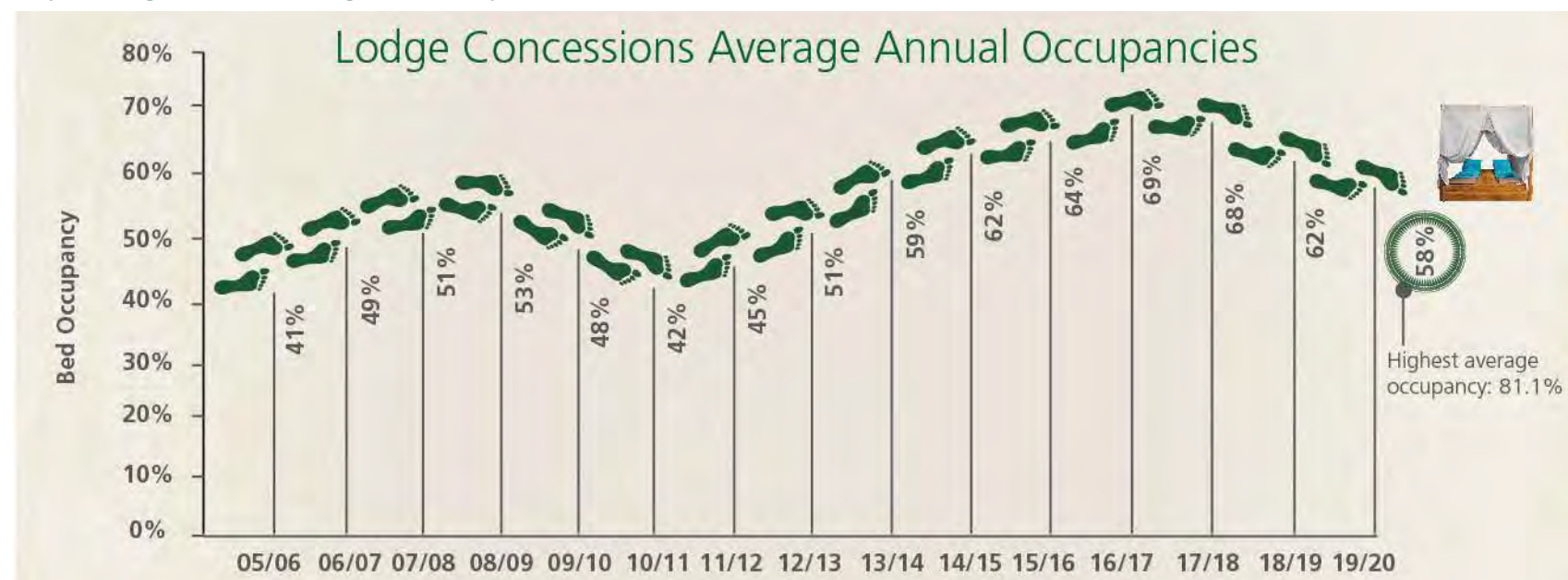
Revenue generation remains integral to PPPs' role in maximising SANParks' financial independence. The graph below shows revenues generated through PPPs and the areas in which they were generated.

Graph 12: SANParks PPP Income, 2006-2020



As well as generating revenue, average annual lodge concession bed occupancies indicate the lodges' positive contribution to diversifying SANParks' tourism products and attracting diverse markets. Occupancies have shown a slight decrease over recent years; this corresponds with the decline in international tourist arrivals as reported by the South African Tourism Annual Report 2018/2019. Despite this and the slowdown in the domestic economy, the figure below shows that the country remains a high quality and value-for-money destination for international tourists.

Graph 13: Lodge Concessions Average Annual Occupancies, 2005/06-2019/20





Images from SANParks' concession lodges in Kruger National Park

Corporate Communications and Reputation Management

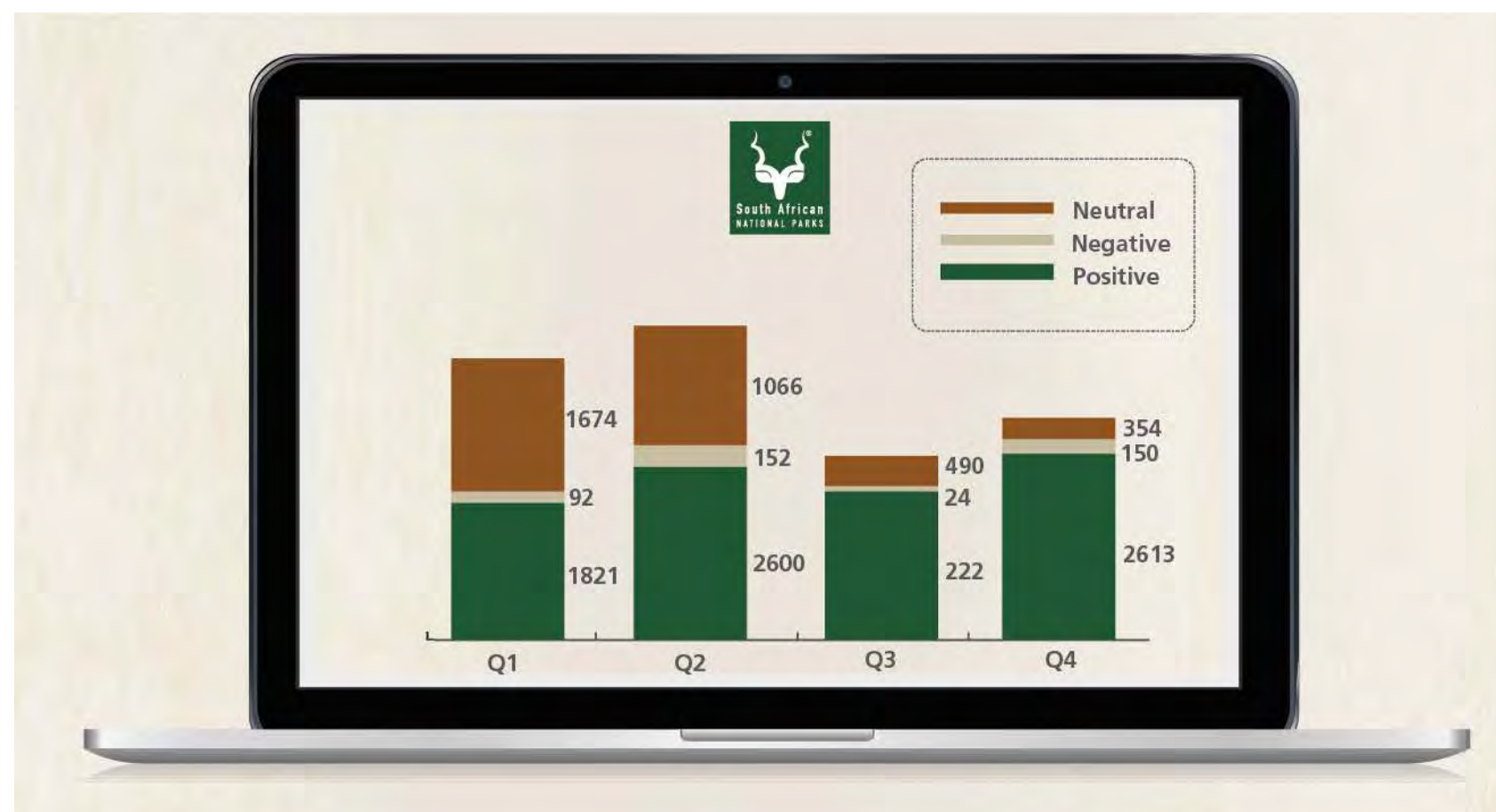
The three main objectives of corporate communications at SANParks are to develop and enhance the organisation's reputation among its stakeholders and in the broader society as a national parks custodian and tourism destination of choice; share and provide access to correct information and knowledge to internal and external stakeholders; and, through awareness, grow ambassadors for the country's national parks system.

During the reporting year, SANParks continued to enjoy low negative ranking across all media at an average combined representation of 3 per cent marking a share of 97 per cent, or 2 per cent more that of the previous reporting period at 99 per cent, and within the target of less than 10 per cent overall.

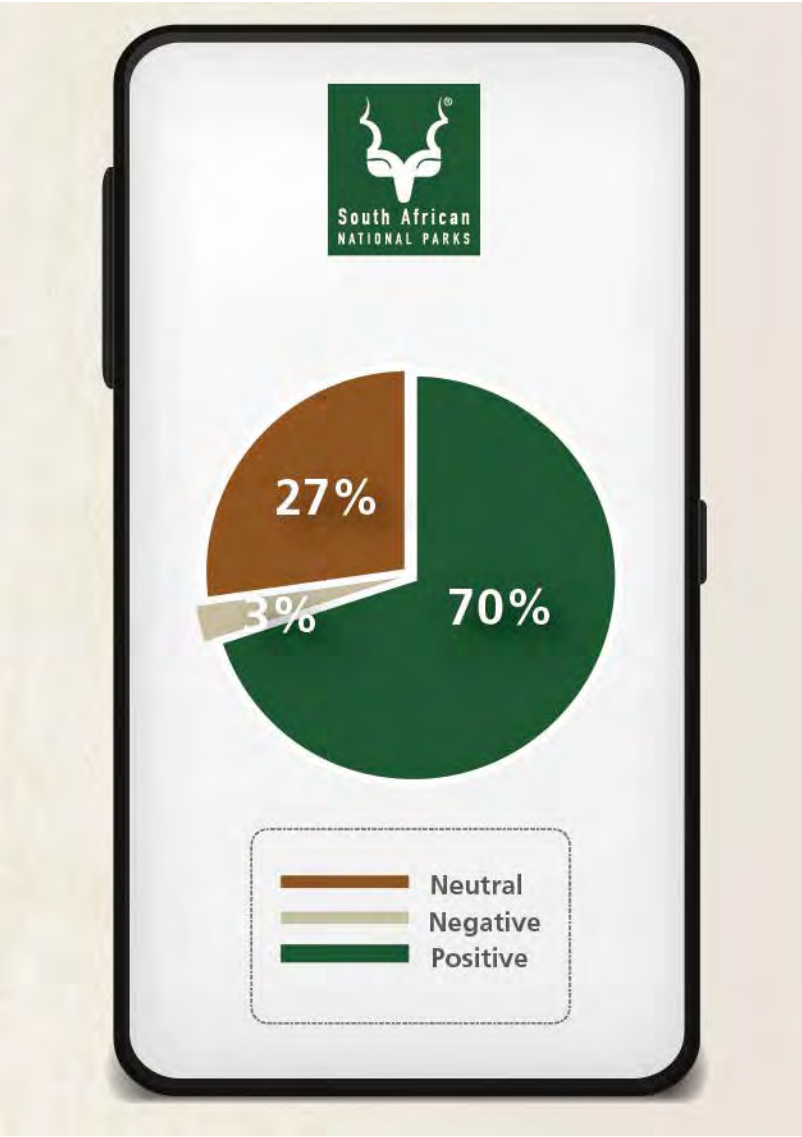
Table 8: Media Sentiment Breakdown

	Positive	Negative	Neutral
Q1	1 821	92	1 674
Q2	2 600	152	1 066
Q3	2 222	24	490
Q4	2 613	150	354
Overall	9 256	418	3 584

Graph 14: Sentiment breakdown by quarter: percentages



Graph 15: Brand Overall Sentiment



The high scores received in the positive and neutral sentiments were testimony to the brand strength in a year when SANParks continued to enjoy significant media coverage around the following reputational drivers: tourism, conservation, anti-poaching initiatives, innovation, leadership, staff and community development and socio-economic transformation (SET).

Events such as the Kudu Awards SA National Parks Week, the Mapungubwe Lecture Series, the Golden Gate Classics and SET and conservation initiatives in the wild-life economy, environmental education and community-based programmes in the various SANParks regions continued to receive national media coverage in a broad range of media types. This represented a strong media presence for the brand, allowing for an even wider reach. Coverage was predominantly in the English and Afrikaans media; this points to an opportunity to target vernacular publications in the 2020/21 financial year to reach out to new audiences.

Building and growing SANParks' reputation among its stakeholders and in broader society

External stakeholder relations

Because of limited resources for formal, mutually beneficial activities with external stakeholders, SANParks continued to focus on nurturing existing relationships while identifying potential future relationships. Existing relationships continued to yield tangible and intangible benefits for the national parks.

Relationships continued to be built with strategic partners including media houses, sponsors and donors, government departments and entities, NGOs such as the Peace Parks Foundation, SANParks Honorary Rangers, First National Bank (FNB), Total South Africa and neighbouring businesses and communities. The relationships were fostered through annual scheduled programmes including the Kudu Awards, the Mapungubwe Lecture Series, Walking and Learning in the Wild, SA National Parks Week, the Golden Gate Classics and other events such as the SMME incubation and mentoring programme and environmental education/capacity building initiatives. FNB and Total South Africa once again sponsored SANParks' major conservation awareness and marketing programmes as well as programmes aligned with the organisation's SET agenda.

Government relations

The Department of Environment, Forestry and Fisheries Affairs, which oversees SANParks, continued to give sustained support to the organisation and to partner with it in a number of initiatives aimed at improving biodiversity management in the country. The department has worked closely with SANParks in addressing in the media the contentious issue of rhino poaching and other common issues.

SANParks continued to leverage existing agreements which include those with provincial conservation bodies such as the Northern Cape Parks and Tourism Board, the Eastern Cape Parks Board, the Limpopo Parks Agency and the Mpumalanga Parks Authority.

Sharing and providing access to correct information and knowledge to internal and external stakeholders

As noted above, during the reporting year SANParks' media presence was largely positive to neutral. The quarterly breakdown shows that Q3 and Q4 generated the most negative sentiments, which resulted in the high total, with both quarters recording over 150 instances of negative coverage.

SANParks' efforts to forge formal partnerships with print and broadcast community media were hampered, amongst other factors, by a lack of financial resources. However, cooperation with the media was achieved through a rigorous media relations plan which included media excursions, media statements, editorial and advertorials, media briefings and interviews to align the organisation with its stakeholders.

South African Broadcasting Corporation (SABC) radio and television, eNCA, Primedia, Kaya FM, Power FM, OFM, Independent Media, The Citizen and many other international and community media were key media partners in disseminating targeted messages to all South Africans.

The most negative coverage involved the following reports in the media: safety concerns at Table Mountain National Park; a racism probe at Kruger National Park; the suspension of Rangers at Table Mountain National Park following a scuffle with pro cyclist Nic Dlamini which result in his arm being broken and the subsequent launch of an independent investigation; the suspension of a top Ranger in Kruger National Park; and the resignation of the former Kruger National Park Managing Executive.

Among the many issues that engaged media interest were:

- Unveiling of the Africa landmark at Cape Agulhas.
- The agreement between the University of Pretoria, SANParks and SAHRA on the Mapungubwe Collection.
- The SANParks and Vodacom Blue Bulls partnership.
- The use of mobile technology to help fight poachers at Addo Elephant National Park.
- Gazetting of new MPAs.
- Opening of eight school science labs and donation of 100 pairs of school shoes to Sephokong Intermediate School pupils in Qwa-Qwa.
- International honouring of the all-female anti-poaching unit, the Mambas.
- The recognition of William Mabasa for twenty years of dedicated service.
- Penguin rescue efforts and National Marine Week.
- The arrest of 43 perlemoen poachers in the Garden Route National Park.

Reputational threats included risks to tourist safety, strike threats and accusations arising from the incident during which pro cyclist Nic Dlamini's arm was broken.





The buck stops here



FRESH TAKE: Victor Mubumba has moved from the Free State to the Garden Route National Park



RENOWNED: Musician Bokani Dyer, left, singer Sibongile Khumalo, soprano opera singer Zandile Mxasi and violinist and conductor Kuthano Mfasi are some of the artists who will be performing at the annual Golden Gate Classics in December in the mountains of Golden Gate Highlands National Park, in the eastern Free State. Picture: Nigel Sibanda

Golden moments of classical music at the park



SEPHORONG Intermediate School pupils in Qwa-Qwa received new school shoes to help them on their academic journey.

EDUCATION Partnership on community path



Socio-economic Transformation



Mr Xola Mkefe
Head: Socio-Economic
Transformation

Socio-economic transformation (SET) is one of SANParks' key areas of activity and consists of five programmes: Biodiversity Economy; Social Legacy; Enterprise and Supplier Development; Land Claims; and Environmental Education and Awareness. Across the spectrum of social, cultural and economic needs, SET promotes and facilitates implementation of programmes to ensure sustainable benefits to communities living near the national parks. It has important strategic partnerships at local, regional and national levels with government departments, the private sector and non-governmental organisations (NGOs). These partnerships help with unlocking opportunities to strengthen local economies; create sustainable jobs; develop supplier enterprises; and bring about skills training and social development within communities.

As part of the SET programme, from 24 to 27 November 2019 SANParks hosted a Socio- Transformation Summit at Golden Gate Highlands National Park. The aim was to arrive at a social compact and strategic partnerships to enable the organisation to maximise its contribution to socio-economic development. Among the 220 participants at the summit were representatives of government departments; the conservation, tourism, wildlife management and private sectors; local communities; and NGOs. A virtual stakeholder workshop was also held with key strategic partners, and inputs received were incorporated into SANParks' SET five year implementation plan.



2019 National Science Week - SANParks Veterinary Services Kimberley

Biodiversity Economy Programme

The Biodiversity Economy programme promotes access to, and sustainable utilisation of, natural resources (wildlife, marine and natural plants) found in and around the national parks. It supports emerging game farmers' entry into and ascent within the mainstream South African economy wildlife value chain which is centred on stocking, trading and breeding game as well as enhancing the tourism experience.

SANParks has committed to donate and/or loan game to emerging game farmers and communities as well as provide access to sustainable harvesting of natural plants in national parks, where they are available. Achievements during 2019/20 are described below.

• Game loans and donations

204 animals were delivered to emerging game farmers and communities: 25 Red Haartebeest to Zvedza Investment; 55 Haartebeest to Motlhabatse Communal Property Association (CPA); 30 Red Haartebeest to Godimong Investment; and 50 Blue Wildebeest to Sepelong game farm.

• Drought relief

Northern Cape Province game farmers were hard hit by drought and lost a considerable number of their stock. In partnership with established game farmers, SANParks donated 30 tons of grass- feed to the three emerging game farms in the province: Sepelong, Kalema and Mpho Sebusi.

• Applications for game loans and donations

New applications for game loans and donations were received from emerging game farmers and communities. Site visits and assessments were conducted on 37 farms of applicants who met the minimum criteria in North West, Limpopo, Mpumalanga, Eastern Cape, Northern Cape and Free State Provinces. For the first time, five women emerging game farmers were recommended for game loans.

• Wildlife Economy capacity building and awareness

In partnership with DEFF, SANParks held training sessions with 200 community and emerging game farmers. The sessions dealt with sustainable game farming: acquisition, development and management; community based natural resource management; eco-tourism and hospitality; bio-prospecting; and business development and management. The participants received certificates of attendance.

• Marine Economy

Since the opening of three fishing zones in the Tsitsikamma MPA, between December 2016 and March 2020 376 anglers registered for fishing permits. In January 2020, Tsitsikamma National Park unveiled a memorial plaque in honour of two anglers who were part of the Tsitsikamma Angling forum's campaign of over 25 years to restore fishing rights in the Tsitsikamma MPA.

• Bioprospecting

Covie Honeybush Tea Project: this project targets bioprospecting of Honey Bush (*Cyclopia* spp) tea. Neighbouring Tsitsikamma National Park, Covie is a small rural community of about 70 people in 17 households. Through land restitution claims, the community gained access to its land and privately owned stands of about 2 ha per household. Over and above sustainable harvesting from nature, 10 ha has been made available for propagation of tea and an appointed contractor has cleared and fenced the project site. Vegetable production using a hybrid vertical hydroponic system will also be established, the aim being to create a water-efficient, space-saving vegetable garden.

Eight contractors received permits to harvest pine, gum trees and other alien plants; harvesting started in February 2020.

• Sour Fig harvesting

Four community groups (Struisbaai, Bredasdorp, Elim and Pearly Beach) successfully applied to CapeNature for flora seller/grower permits; and permits to harvest Sour Figs in Agulhas National Park were subsequently delivered to harvester representatives. Harvesting took place from 1 December 2019 in various areas of the park, with 4 315 kg to the value of R 82 580 harvested so far. Value adding products such as dried sour figs, soft juicy sour figs and sour fig jam were also produced.



Sour Fig Plant in Agulhas National Park

Social Legacy Programme

The Social Legacy programme collaborates with local municipalities and with provincial and national government departments to provide much-needed facilities and services to communities bordering national parks, and in so doing contributes to government's social development mandate. SANParks has established a dedicated fund for these facilities. The following projects were implemented in 2019/20.

• Provision of ablution facilities at Makushu Primary School

Two ablution facilities were built at Makushu Primary School in Musina close to Mapungubwe National Park: one each for girls and boys, both consisting of seven toilets with wash basins.

• Science Laboratories

During SANParks' Annual National Parks week celebrations held at Bontebok National Park, eight science laboratories provided by the organisation were officially handed over to schools from Limpopo, Mpumalanga and Western Cape Provinces. Representatives of the beneficiary schools attended the event. The impact of science labs donated in recent years has already been felt, with schools reporting an increase in the number of learners taking maths and science subjects. There has also been a significant increase in the percentage of passes in Physical Science and Life Sciences. Following the donation of a science lab, one of the schools - Mbuyane High School in Mpumalanga - has been converted into a science school and has been rated amongst the five best-performing schools in maths and science in the province.

• Repair of school chairs: Uitvlug Primary School

Bontebok National Park repaired school chairs for Uitvlug Primary School, one of the farm schools within a 50 km radius of the park. Most of the chairs were broken to the point where they could not be used.

• Repair of Mabotha Secondary School Science Laboratory

Mabotha Secondary School approached SANParks for assistance with repairing the roof of the science laboratory, which was completely blown off by a major storm. The repair was completed in February 2020.



Enterprise and Supplier Development Programme

In line with its aim of contributing to enterprise development, during the reporting year SANParks procured goods and services from exempted micro enterprises (EMEs) and qualifying small enterprises (QSEs) to the value of R209 763 032. Goods and services procured included beds; groceries for park camp shops; and cleaning and building materials.

• Partnership programme with the National Department of Tourism

NDT and SANParks signed a Memorandum of Agreement for the rollout of the Job Summit programme in five national parks: Kruger National Park, Golden Gate National Park, Augrabies National Park, Marekele National Park and Addo Elephant National Park. The aim of the programme is, through feasibility studies, to identify potential value-adding products within tourism resulting in bankable and implementable business plans. The first phase of feasibility studies and business plans has been completed and implementation will start in 2020/21.

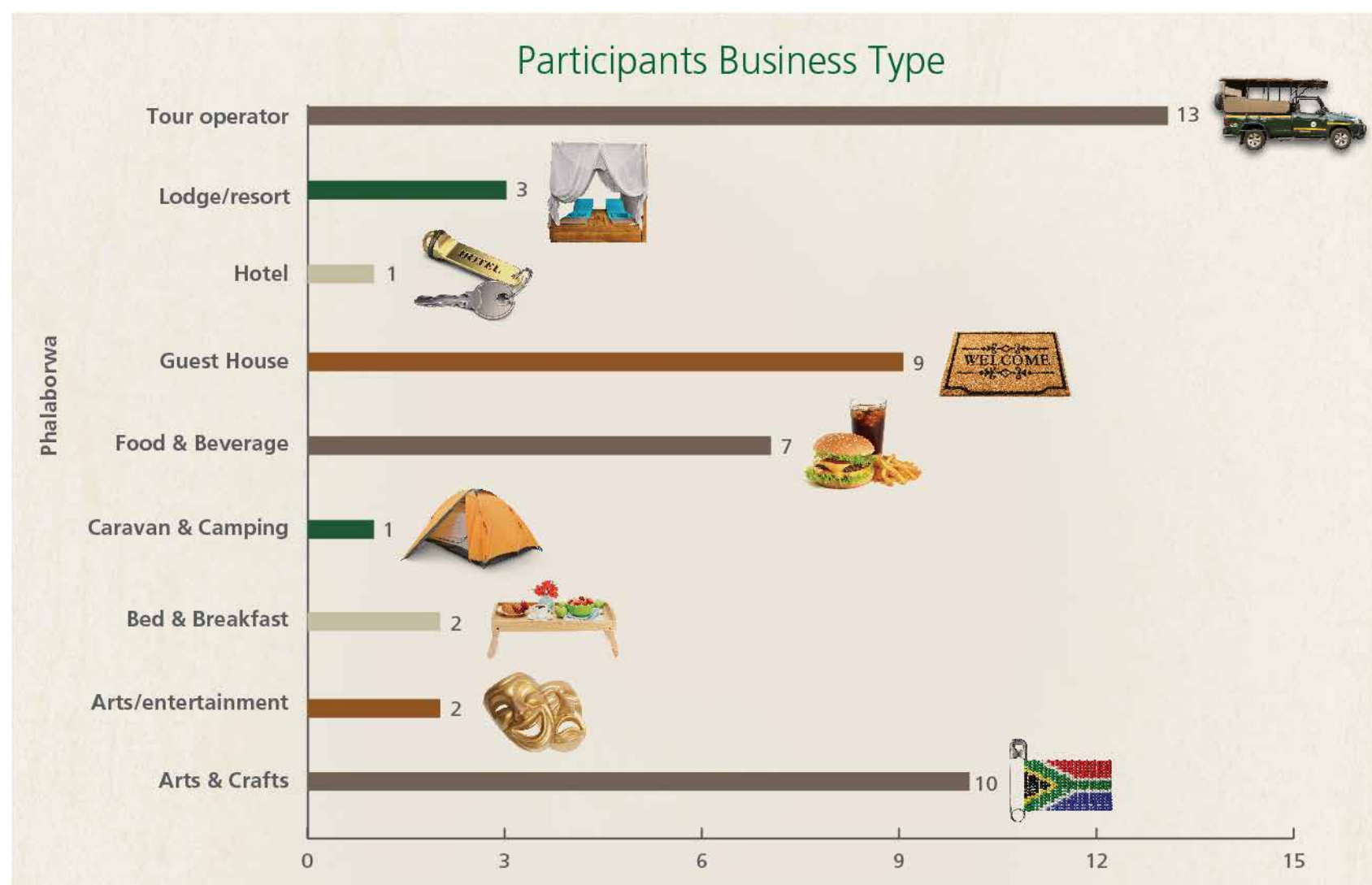
// The Social Legacy programme collaborates with local municipalities and with provincial and national government departments to provide much-needed facilities and services to communities bordering national parks //

• SMME Incubation Programme

In partnership with SANParks, the NDT initiated a programme to support tourism SMMEs through the establishment, implementation and management of a tourism incubator in Phalaborwa in Mopani District Municipality, Limpopo Province.

The objective of the programme is to provide tourism sector SMMEs in and around Phalaborwa with training and support and in this way improve their sustainability. Forty-eight SMMEs have been identified to participate in the programme which will run for two years, with participants accessing opportunities in and around Kruger National Park after completing the programme.

Graph 16: Participant organisations in the SMME Incubation Programme by business type



Youth Development Programme

SANParks has prioritised young people already in business and those aspiring to establish businesses by facilitating co-learning and unlocking wildlife and eco-tourism opportunities that will contribute to their socio-economic development. The dedicated Youth Desk, launched during the inaugural national Youth Summit in Port Elizabeth on 15 March 2020 in conjunction with the National Youth Development Agency (NYDA), is the first of its kind in the conservation sector.

Among the aims of the summit were to create awareness about economic opportunities within SANParks and its strategic partners; showcase successful youth-led initiatives that exist through SANParks support; and identify existing and potential value chains in conservation and tourism for possible youth participation and investment. Ten young people were invited to present catalytic ideas and concepts in conservation and tourism-related fields embracing the Fourth Industrial Revolution.

• Bi-Annual World Youth Wildlife Summit

SANParks participated in and supported the bi-annual World Youth Wildlife Summit held from 21 to 24 September 2019 at the Southern African Wildlife College, Hoedspruit. Through SANParks' Environmental and Awareness programme, forty young people from "hot spot" poaching incident areas along the western boundary of Kruger National Park were enabled to attend the summit. 200 delegates received free entry into the park.

• NARYSEC Youth Training Programme

In September 2019, in collaboration with the Department of Rural Development SANParks initiated a two-year youth training programme for two hundred young people from communities living in and around Kruger National Park. On completion of the programme, the participants will be matched with opportunities identified by the park. Leadership training, the first phase of the programme, took place in Bloemfontein from September to November 2019. The 197 participants were presented with information to enable them to make informed choices. They are now being placed for experiential learning in community institutions such as clinics, schools and Early Childhood Development Centres. Formal theoretical training commences in April 2020 and ends in March 2021, with possible placements for participants who have successfully completed the programme.

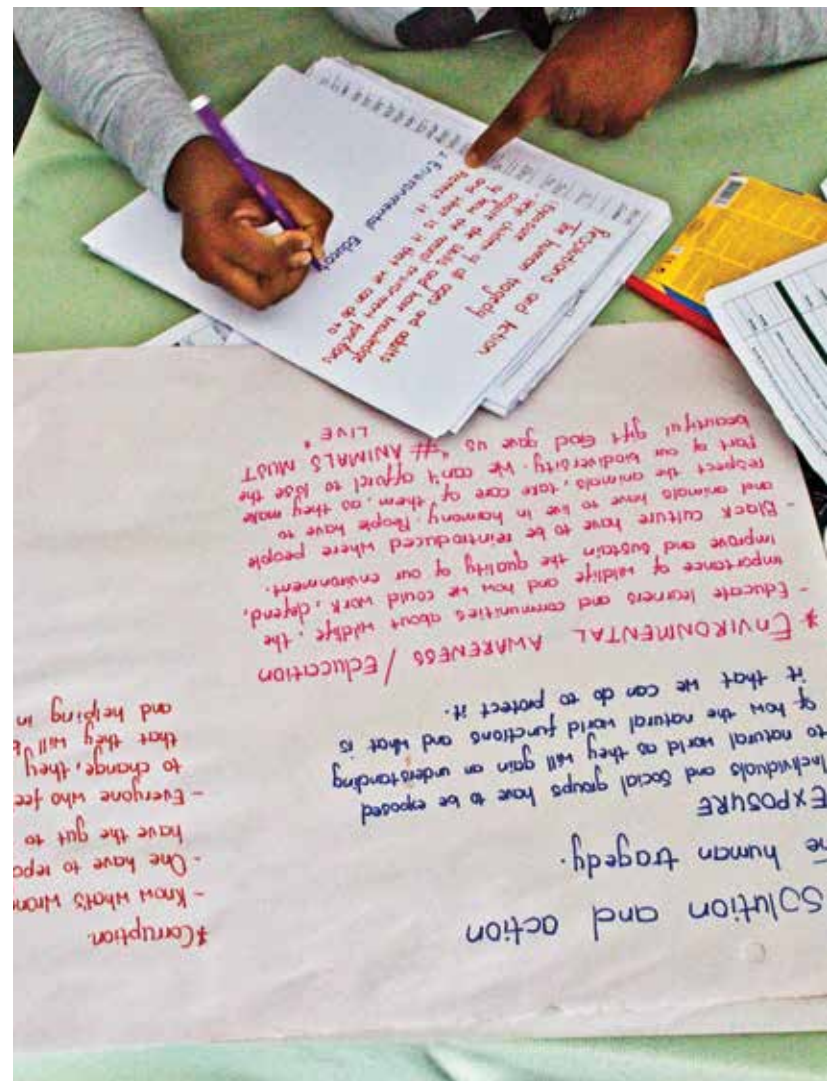
• Youth Guiding Course

Young people from Siyazenzela Youth Development programme attended a guiding course organised by Addo Elephant National Park, with one being offered employment in the Hop-on-Guides project in the park; this helped to increase the number of drives the park could provide. It is envisaged that three additional guides from Siyazenzela will join the project in 2020.

• Youth in Conservation

The Northern Region has implemented a Youth in Conservation programme through which young people in the region are exposed to activities aimed at raising their awareness of and interest in conservation and tourism-related careers and opportunities.

As part of the programme, during Youth Month a youth camp was held from 28 to 30 June 2019 at Wilgenhof Environmental Education Centre, Golden Gate Highlands National Park. Forty young people and ten adults took part.



Bi-annual World Youth Wildlife Summit

Land Claims Programme

• Colchester Land Claim (Addo Elephant National Park)

In lieu of the two properties claimed inside Addo Elephant National Park (a portion of farm Vetmaak Vlaakte 312 of 58.7074 ha and a portion of the remainder of farm Oliphants Plaat 214 of 1129 ha), the draft land claims beneficiation package for the Colchester land claimants was drafted and approved by the Board for negotiation.

The draft package consists of revenue sharing at Mathyolweni camp from the existing 15 chalets and from additional chalets that may be built in the future, on a scale of 8 per cent to 12 per cent; a percentage share of the gate fees at Mathyolweni gate based on the proportion of the land claimed; a 1 percentage share in the income from the sale of high value species at Addo Elephant National Park; the opportunity to operate game drives at Mathyolweni camp; and a percentage share in future developments at Mathyolweni camp. The negotiation process, which is being facilitated by the Land Claims Commission, is in progress and will be finalised in 2020.

• Qwaqwa Land Claim (Golden Gate Highlands National Park)

Due to challenges experienced with the initial proposal, SANParks reviewed its proposed settlement agreement with the Qwaqwa land claimants. The revised proposal involves signing a contractual agreement between Dihlabeng CPA and SANParks in lieu of the properties claimed, with SANParks to manage these properties with the CPA; the continued location of the Ranger post at Eerstegeluk farm; and continued co-existence of livestock and game on the properties where they already exist, with proper management guidelines established. The beneficiation package will form an addendum to the settlement agreement. The claimants agreed in principle to the proposal but requested that the value of the beneficiation package be determined. A study of the package has been completed and will be presented for discussion and finalisation in 2020.

• Kruger National Park Land Claim

The Kruger National Park Land Claim beneficiation scheme was drafted and presented to the claimants for inputs, which were then captured. Among the inputs was that the scheme should be valued before the claimants could accept it. A service provider was appointed to carry out the valuation; however, during the process, the claimants approached the office of the Minister for Environment, Forestry and Fisheries through their legal representatives Spoor & Fisher and lodged a dispute against the process that SANParks had followed to determine the value of the proposed beneficiation scheme. The Minister requested that an independent facilitator be appointed to review and facilitate negotiation and finalisation of the scheme. The facilitator will be appointed in 2020.

Environmental Education and Awareness programme

SANParks continuously reviews its strategic direction and relevance to the needs and priorities of the national parks and their intended beneficiaries and, in support of this, has in place an environmental education and awareness programme. Previously, the emphasis of the programme was on providing access and entry to the national parks by historically disadvantaged individuals and learners. The focus is now on providing high quality environmental awareness programmes that encourage responses to key environmental challenges and opportunities. The following Environmental Education and Awareness programmes were implemented during the reporting year.

• Climate Change Educational Response Programme

The programme focuses on raising awareness about the impact of climate change on national parks and community areas including the inability to grow the estate and to diversify product offerings for increased income generation; this would prevent SANParks from being able to contribute significantly to socio-economic transformation in its neighbouring communities. Participants in the programme, who came from schools, technical and vocational education and training (TVET) colleges, universities and communities, were encouraged to take actions that will reduce the effects of climate change.

• Higher Education Conservation Awareness and Education Support Programme

The aim of the programme, a partnership with Tshwane University of Technology (TUT), is to integrate environmental education and training within the framework of sustainable development at all levels and phases of the education system and of society. Since its launch in September 2019, the programme has established a conservation club open to all students studying nature conservation at TUT; exposed students to SANParks' scientific services offerings including game capture and release; and arranged presentations by scientists about their research work. Selected students from the institution also participated in the 2019 World Wildlife Youth Summit.





Kids in Parks programme in national parks

• SANParks National Science Engagement Programme

This programme contributes to the objective of the national Department of Science and Technology to encourage learners' interest in science as a career by exposing them to the various career options in the field. Bontebok National Park and West Coast National Park participated in National Science Week events; staff from Golden Gate Highlands National Park made presentations on science career opportunities in SANParks at several schools during the week; and Mokala National Park hosted a number of students at its Kimberley research office.

To contribute to learning and development, career guidance and expos, life skills workshops and job shadowing took place at many of the other national parks. The Siyazenzela Development Programme, a partnership between Addo Elephant National Park and the Wilderness Foundation, was hosted at the park; 22 young people from communities around the park participated, with 19 graduating.

Table Mountain National Park hosted a volunteer programme through which participants were provided with basic knowledge and skills in mountain safety, tourism, guiding and environmental education. Skills developed through this programme provide a platform for starting a career in conservation or tourism.

• Kids in Parks

A partnership between DEFF, Department of Basic Education (DoBE) and SANParks, the Kids in Parks programme aims to increase access to national parks for learners and teachers, especially those from disadvantaged backgrounds. During the reporting year, the programme was implemented in the following national parks: Golden Gate Highlands, Kruger, Augrabies, Kgalagadi, Mokala, Richtersveld, Namakwa, Wilderness and Marakele, with 3 952 learners and 237 adults participating.

From 12 to 15 July 2019, Mapungubwe National Park hosted the Children in the Wilderness Tri-Nations camp at Little Muck. A programme similar to Kids In Parks, it is funded by the Wilderness Foundation in the three countries comprising the Greater Mapungubwe Transfrontier Conservation Area.

From 3 to 5 July 2019, Kgalagadi National Park hosted the Kalahari Kids programme which included presentations on the park and its biodiversity, dune walks and learning about Khomani San culture. Thirty-seven learners and seven adults participated.

• Kudu Green School Initiative

This is a Gauteng-based programme that gives learners from the province the opportunity to visit national parks, helps them to learn about nature and encourages them to take action on environmental ideas that they discuss with their peers. During the reporting year, Marakele National Park and Golden Gate Highlands National Park hosted participants in the programme.

• Walk and Learn on the Wildside (WALOW)

WALOW is an experiential, interactive programme that exposes Grade 10 and 11 learners to SANParks tourism and conservation activities and career opportunities, and covers nature conservation, ecotourism and hospitality. During 2019/20, Marakele National Park and Kruger National Park hosted a total of 395 learners and 19 educators participating in the programme.

• Junior Ranger programme

During the reporting year, Karoo National Park, Mountain Zebra National Park, Marakele National Park and Golden Gate Highlands National Park hosted participants in the Junior Rangers programme. At camps organised as part of the programme, Junior Rangers learned about conservation and took part in volunteer work.

Other Parks-based Programmes

• Take a Girl Child to Work

A number of parks participate annually in the Take a Girl Child to Work programme. During the year, Addo Elephant National Park took a step further with their "Help-a-girl-child-out" project which distributes donated sanitary wear to female learners at local schools so that they do not have to miss school because of a lack of sanitary wear.

• Free school access to National Parks

Every year, SANParks provides schools with free access to national parks; where applicable and through prior arrangements, educational sessions are offered during the visits. Learners from one school, Aitsama Nama school neighbouring Kgalagadi National Park, visited the park for the first time. To the delight of the park staff, as part of the programme they showed their pride in the Nama language through songs and dance in Nama.

• Kgalagadi TFCA Environmental Education Cross Border Programme

As part of a cross border environmental education programme, seventeen learners from Tlokweneng Sub-district Council in Botswana visited the Kgalagadi Transfrontier Park where they took part in a range of environmental activities and watched the "Siyaya" video about tracking.

• Outreach programme and Environmental Calendar days

This programme reaches out to schools and communities to raise awareness about the impact of human actions on the environment and to engage them in environmental conservation activities and in celebrating environmental calendar days. Examples of how the days were celebrated in 2019/20 are given below.

Africa Day: under the theme "Celebrations of Africa Unity", the day was marked at a number of schools bordering Kgalagadi National Park including Rietfontein Combined School, Philandersbron and Loubos Primary Schools, JJ Adams Intermediate School, Groot and Klein Mier Primary School as well as at Welkom Primary School.

International Museum Day: Sebelalo Primary School took part in activities at Mapungubwe National Park and Heritage Site to mark this day.

Water Week: during this week, Karoo and Camdeboo National Parks provided drinking water to communities who did not have it. Golden Gate Highlands National Park celebrated Water Week at Itumeleng Clinic in Clarens, with an emphasis on saving water whilst regularly washing hands to prevent COVID-19.

Mandela Day: Augrabies National Park, Golden Gate Highlands National Park, Marakele National Park and Kgalagadi marked the day with activities that included upgrading ablution facilities at Vredesvallei Primary School; providing soup to the needy; donating blankets, sanitary towels and school shoes to the needy; and organising environmental education and awareness sessions.

Beach Clean-up: On 1 August, Table Mountain National Park organised a clean-up at a stretch of Plaatboom beach, Cape Point. This was part of the #PlasticFree Mzansi campaign which also involves research into the most common types of plastic litter found at beaches and awareness-raising about the dangers of plastics to the ocean.

Arbor Week: SANParks marked the week through a number of activities. On 20 September, Kruger National Park SET officers joined Arbor and Heritage Day celebrations at Kurhula Primary School with ten donated pepper-bark trees. Among the National Parks donating trees and providing information about the different types of trees were Kgalagadi Transfrontier Park, which planted trees at eight neighbouring schools, and Karoo National Park which planted trees in communities and at schools.

Clean-up Campaigns: to celebrate Arbor Week and to connect with the Arbor Day message, from 16 to 21 September Kruger National Park conducted clean-up campaigns at four schools in Phalaborwa CBD: Meridian College, Phalaborwa Academy, Schiettocht Primary School and Fauna Park Primary School. Other parks taking part in clean-up campaigns included Kgalagadi National Park, Namakwa National Park, Addo Elephant Park and Garden Route National Park.

Recycling Week: West Coast National Park marked recycling week with an eco bricks workshop. Eco bricks are made from empty plastic bottles packed tightly with non-recyclable materials, particularly soft single-use plastic material, until they become strong and durable building blocks. These provide a use for non-biodegradable waste and are a creative and realistic way to reduce human impact on the environment and landfills.

The park has also established a swap shop which educates about waste recycling. Young community members are encouraged to collect and recycle waste; they receive stationery, toys or clothing items when they bring waste to the shop. Cardboard is the most collected recyclable material.



World Environment Day: during this reporting year, the theme was ‘air pollution’ and the day was observed in many of the national parks.

Weedbuster Day: on 18 October 2019, Agulhas National Park hosted a Weedbuster Day programme at the Liefdesnessie Community Hall in Bredasdorp. The event included an indoor programme with guest speakers, and alien clearing and litter pick-up in an area identified by community representatives.

World Soil Day: with DEFF, the Northern Cape Department of Environment and Nature Conservation (DENC) and Namakwa District Municipality (NDM), Namaqua National Park celebrated the day on 10 December at Bulletrap community. The programme included presentations on topics including the importance of soil (by DEFF), environmental health (by NDM), plastic pollution (by DENC) and the biodiversity economy (by Namaqua National Park).

World Habitat Day: celebrated in a number of national parks; Mapungubwe National Park together with Limpopo Economic Development, Environment and Tourism and Thulamela Municipality marked the day at Mukula village, with 183 people attending.

World Wetlands Day: on 26 February 2020, Marakele National Park commemorated the day under the theme “Wetlands and Biodiversity”. The aim was to assist with restoring the wetland in the area by cleaning it and, in partnership with the local municipality, developing it into a recreational area for the benefit of the residents.

Golden Gate Highlands National Park, Wilderness National Park and Mountain Zebra National Park also organised programmes to educate learners from local schools about wetlands and the important role that they play in the environment.

“ SANParks continuously reviews its strategic direction and relevance to the needs and priorities of the national parks and their intended beneficiaries and, in support of this, has in place an environmental education and awareness programme. ”



National Science Week, Plant Pressing



World Wetlands Day Celebration at Namaqua National Park



Saying No to Violence against Women

PART

C

HUMAN CAPITAL MANAGEMENT

Highlights



During 2019/2020, SANParks provided development and training opportunities to help all employees to develop their careers.



SANParks' employee wellness programme in partnership with Metropolitan Health saw 480 new cases during the period under review.



SANParks' staff are key to business performance and the human resources structure is based on delivering the organisation's strategy and addressing its operational demands.



Human Capital Management



Ms Lize McCourt
Chief Operations Officer

SANParks enhances its human capital by (1) providing employees with access to training, development and lifelong learning, (2) creating satisfying work opportunities, (3) capturing and sharing knowledge; (4) ensuring that adequate safety arrangements are in place and (5) paying employees fair incentives and remuneration. SANParks' employee code focuses on creating a work culture that is transparent, mutually respectful, fair, non-discriminatory and dynamic; promotes open and constructive dialogue with management and involvement in decision-making; provides safe working conditions; and encourages good work-life balance.

Throughout 2019/2020, SANParks' staff remained a priority through implementation of Strategic Objective 9 (Adequately skilled, transformed and diverse human capital) and Strategic Objective 10 (A conducive working environment) of the organisation's Strategic Plan. SANParks also continued to provide learning and development opportunities so that employees could reach their highest potential in an engaging, professional work environment. Our employees are accountable for their actions and we rewarded performance excellence; addressed non-performance; supported teamwork and the exchange of knowledge; and fostered mutual respect regardless of cultures, gender or background, with zero tolerance of discriminatory behaviour and a constant focus on transformation and employee wellness.



Transformation Workshop

Summary of Human Capital Management Statistics

As a public entity, SANParks is required to provide the following information on human capital management, with all the financial amounts agreeing with the amounts in the Annual Financial Statements. Where necessary, reasons are given for variances.

Table 9: Total HCM expenditure, 2019/20

Personnel cost by Programme/activity/objective	Total expenditure for the entity (R'000)	Personnel expenditure (R'000)	Number of employees	Average personnel cost per employee (R'000)
	R 1,267,798,005.94	100.00%	4351	R 291,380.83

2019/2020 expenditure was R 327 241 470 higher than that of 2018/2019 (R 940 556 535) for the following reasons:

- Annual cost of living salary increment of 7% for employees on A1 to C5 Paterson grades, 5% for those on D1 and D2 Paterson grades and 4.59% for those on D3 to F Upper Paterson grades
- 1% increase for pay progression
- 1% positive adjustments to the performance bonus percentage scores
- Corrections of hourly rates for employees working 45 hours per week and earning below the threshold (R 205 433.30)
- Newly created positions due to the opening of Skukuza Safari lodge and the creation of Meerkat National Park.

Table 10: Personnel costs by salary band

Occupational level	Personnel expenditure	Personnel expenditure as percentage of total personnel costs	Number of employees	Average personnel cost per employee
F - Top Management	R 17,699,662.79	1.40%	7	R 2,528,523.26
E - Senior Management	R 77,840,345.72	6.14%	56	R 1,390,006.17
D - Middle Management	R 244,799,490.01	19.31%	318	R 769,809.72
C - Junior Management	R 215,924,597.66	17.03%	607	R 355,724.21
B – Semi-skilled	R 427,637,972.11	33.73%	1857	R 230,284.31
A - Unskilled	R 283,895,937.65	22.39%	1506	R 188,509.92
GRAND TOTAL	R 1,267,798,005.94	100.00%	4351	R 291,380.83

SANParks' staff are key to business performance and the human resources structure is based on delivering the organisation's strategy and addressing its operational demands. The aim is to attract and retain people with the right talents whose values are aligned with the organisation's culture.

Table 11: Performance rewards, 2019/20

Programme/activity/objective	Performance rewards	Personnel expenditure (R'000)	Performance rewards as percentage of total personnel cost (R'000)
Top Management	859,804.95	R 17,699,662.79	0,068%
Senior Management	2,078,436.09	R 77,840,345.72	0,164%
Professional qualified	7,372,423.91	R 244,799,490.01	0,582%
Skilled	6,224,509.78	R 215,924,597.66	0,491%
GRAND TOTAL		R556,264,096.20	1,31%

SANParks is committed to meeting its human resource development targets and retaining and developing its employees. During 2019/2020, SANParks provided development and training opportunities to help all employees to develop their careers; to enable it to develop and retain high potential employees; and to address risk-tolerant or ingrained behaviours that negatively affect its operations. Through needs analysis, the organisation continually evaluated its employee training requirements and the best ways to communicate with the various age groups and cultures in its workforce. The training and development programme is shaped by operational requirements; skills shortages within the field of conservation; and transformation imperatives. In particular, SANParks invited a number of employees identified as having leadership potential to participate in the Emerging Management Development leadership programmes at University of Pretoria in partnership with the National School of Government; 130 middle management level employees took part.

The Ranger Corps Leadership Programme continued to be one of the main components of SANParks' skills development programme; fifteen employees received bursaries from the Southern African Wildlife College to study for the Higher Certificate in Nature Conservation and the Advanced Certificate in Nature Conservation.

Table 12: Training costs, 2019/20

Programme/activity/objective	Personnel expenditure (R'000)	Training expenditure (R'000)	Training expenditure as percentage of personnel cost	Number of employees trained	Average training cost per employee
Skills Programme	R1,267,798,005.94	R14,394,734.82	1.2%	3054	R4,713.40

At the conclusion of the financial year, SANParks had 4175 permanent employees on its establishment, of whom 59.7% were male and 40.3% female. The vacancy rate of 10% was due to the vacant positions related to the opening of the Safari Lodge at Skukuza and the newly created Meerkat National Park.

Table 13: Training costs per level, 2019/20

Occupational level	2019/2020 number of employees	2019/2020 approved posts	2019/2020 number of filled posts	2019/2020 vacancies	Vacancies as percentage of the total
F - Top Management	6	9	6	3	33.33%
E - Senior Management	51	63	51	12	19.05%
D - Middle Management	304	365	304	61	16.71%
C - Junior Management	576	686	576	110	16.03%
B – Semi-skilled	1784	1970	1784	186	9.44%
A - Unskilled	1454	1553	1454	99	6.37%
TOTAL	4175	4646	4175	471	10.14%





The main reasons for staff leaving SANParks during 2019/2020 were resignations, dismissals and retirements.

Table 14: Reasons for loss of staff, 2019/20

Reason	Number	% of number of staff leaving
Death	15	8.52%
Resignation	67	38.07%
Dismissal	50	28.41%
Retirement	39	22.16%
Ill health	4	2.27%
Expiry of contract	0	0.00%
Other - Absconded	1	0.57%
Total	176	100.00%

SANParks complied with the applicable labour legislation and this resulted in good labour relations and governance. This was despite disputes lodged by the unions relating to compliance orders issued from the Department of Labour with regard to Section 89(3), Sunday pay and alleged unlawful deduction of housing allowance of the Basic Conditions of Employment Act, No 75 of 1997. Throughout the year, the organisation was committed to creating and maintaining a climate where all employees and stakeholders are treated with dignity and respect. SANParks had in place agreements with trade unions Health and Other Services Personnel Trade Union of South Africa (HOSPERSA), National Education, Health and Allied Workers Union (NEHAWU) and National Union of Public Service and Allied Workers (NUPSAW), with a total of 3 645 members, that played an active role during the period under review. Agreements reached during 2019/20 Joint Salaries and Conditions of Employment Negotiations with the unions included an across-the-board increase of 7% for the period 1 May 2019 to 31 March 2020, and a 1% annual pay progression.

Table 15: Total trade union members, 2019/20

Trade Union	Total membership
Health and Other Services Personnel Trade Union of South Africa (HOSPERSA)	1686
National Union of Public Service and Allied Workers (NUPSAW)	1364
National Education, Health and Allied Workers Union (NEHAWU)	595

Labour disputes were efficiently managed to ensure minimum liability for SANParks. Of 57 cases referred to the Commission for Conciliation, Mediation and Arbitration (CCMA), 13 were ruled in SANParks’ favour, 4 were withdrawn by the applicants, 14 were settled amicably under the auspices of the CCMA, 4 were closed, 2 ruled in favour of the applicants and 20 cases are still pending. Of 10 Labour Court (LC) cases, all are pending. SANParks’ success rate in CCMA cases is 94.5% and prospects of success are good for the pending cases.

SANParks is committed to treating all its employees with dignity and in culturally sensitive a manner, and unfair discrimination on the basis of race, gender, religion, political or sexual orientation, national extraction or social origin are not tolerated. There were 580 disciplinary cases during the year; these were primarily for misconduct and resulted in warnings.

Table 16: Labour relations: disciplinary actions, 2019/20

Nature of disciplinary action	Number
Verbal Warnings	22
First Written Warnings	337
Second Written Warnings	12
Final Written Warnings	147
Dismissals	51
Demotion	2
Not guilty	7
TOTAL	580

During the year, 1 247 training initiatives were conducted for several constituencies.

Table 17: Number of attendees per initiative, 2019/20

Initiative	Number who attended
Shop Stewards and Management Meetings	203
Rights and Responsibilities Training	711
Shop Stewards Training	09
Information session	261
Dispute Resolution Strategy	63
Total	1247

As noted above, SANParks is committed to promoting equal opportunities for, and fair treatment of, all employees regardless of gender, race, sexual orientation, religion, language or age. The organisation recognises that past South African laws and practices were discriminatory and that this led to the current disparities in employment, occupation and income in the national labour market, with black people, women and people with disabilities the most disadvantaged groups in South Africa.

Table 18: Performance Indicator, 2019/20

Performance Indicator	Achievement
Black people as percentage of management	60.9%
Women as percentage of management	39.6%
Employees with disabilities	1.7%
Male: female ratio	1:07

Table 19: Equity Targets, Male 2019/20

Male								
	African		Coloured		Indian		White	
Levels	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	4	2	0	0	0	1	0	1
Senior Management	15	15	6	5	1	1	12	5
Professional qualified	76	77	22	22	5	5	74	56
Skilled	215	200	56	61	1	1	26	36
Semi-skilled	999	1042	247	272	1	1	13	21
Unskilled	662	675	53	52	0	0	1	1
TOTAL	1971	2011	384	412	8	9	126	120

Table 20: Equity Targets, Female 2019/20

Female								
	African		Coloured		Indian		White	
Levels	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	1	0	0	0	0	1	1
Senior Management	9	22	1	2	1	0	6	1
Professional qualified	58	74	19	25	2	4	45	30
Skilled	198	172	44	38	1	1	34	45
Semi-skilled	386	320	119	120	2	3	16	22
Unskilled	650	566	87	80	0	0	1	1
TOTAL	1302	1155	270	265	6	8	103	100

SANParks' employment equity plan focuses on eliminating discrimination and implementing internal measures to redress disadvantages and remove systemic barriers faced by designated groups. To ensure their equitable representation in all occupational categories, during the year the organisation initiated a process to review its employment equity plan for the three years January 2020 to December 2023.

Summary of the Employment Equity Progress Report

In terms of Section 22 of the Act, every designated employer is required to publish in its Annual Report a summary of the employment equity report. For each occupational level shown below, the numbers staff must be given as follows: A=Africans, C=Coloureds, I=Indians and W=Whites. The number of staff with disabilities must also be given.

Table 21: Occupational levels: Males, Females, Foreign Nationals (African, Coloured, Indian, White)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	0	0	1	0	0	1	0	0	6
Senior Management	18	5	1	17	12	1	1	6	0	0	61
Professionally qualified and experienced specialists and mid-management	84	24	5	81	60	20	2	52	0	3	331
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	245	67	2	37	233	52	1	43	1	0	681
Semi-skilled and discretionary decision making	1095	265	2	14	456	152	3	18	2	0	2007
Unskilled and defined decision making	1054	162	0	10	946	175	0	2	0	0	2349
TOTAL PERMANENT STAFF	2500	523	10	159	1708	400	7	122	3	3	5435
Temporary employees	52	12	1	55	89	24	0	5	1	0	239
GRAND TOTAL	2552	535	11	214	1797	424	7	127	4	3	5674

Table 22: Occupational levels: People with disabilities: Male, Female, Foreign Nationals (African, Coloured, Indian, White)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	0	1	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	2	1	1	3	0	0	0	1	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	0	0	1	1	0	0	2	0	0	7
Semi-skilled and discretionary decision making	12	9	0	0	7	1	0	1	0	0	30
Unskilled and defined decision making	3	5	0	0	5	1	0	0	0	0	14
TOTAL PERMANENT STAFF	21	15	1	5	13	2	0	4	0	0	61
Temporary employees	0	0		0	0	0	0	0	0	0	0
GRAND TOTAL	21	15	1	5	13	2	0	4	0	0	61

Employee Wellness Programme

To function effectively, SANParks depends on a healthy, motivated and skilled workforce, and recognises intellectual capital and knowledge management as a key intangible creator of wealth. Damaging human capital by abuse of human rights or labour rights, or compromising health and safety, has direct as well as reputational costs. Throughout the year, SANParks enhanced its human capital by providing healthcare and training and education in health matters. The organisation's largely nature-based workplace environment provides a good context for enhancing the quality of employees' individual lives and their collective well-being, including that of their families and communities. SANParks' employee wellness programme in partnership with Metropolitan Health saw 480 new cases during the period under review.

The annual utilisation results show that the issues with which SANParks employees primarily present are relationships challenges at work and home, followed by legal and trauma-related issues.

The ninety-five wellness activities held during the year across SANParks were aimed at educating, sharing information and communicating with employees about making healthy lifestyle choices and changes. The pictures below show some of the participants at those events.



Richtersveld National Park Take Care of Yourself talk



Garden Route National Park Women's Health Day



Mokala National Park Know Your Grounds talk



Augrabies National Park Women's Walk

PART D



CORPORATE GOVERNANCE

Highlights



On 1 March 2020, four Board members with vast skills and experience in key areas were appointed



The Conservation and Socio-economic Development Committee oversees the implementation of approved conservation and socio-economic development strategies.



The Human Capital Management Committee oversees the implementation of human resources and transformation and ensures that ethical conduct is embedded within SANParks.



South African National Parks Board

The Board provides leadership and strategic oversight and ensures that SANParks complies with its legal and governance obligations whilst safeguarding the organisation's sustainability.

The Board ensures that SANParks operates in a transparent, fair and responsible manner for the benefit of all its stakeholders and to ensure that it remains sustainable. The following Board Committees assist the Board in discharging its responsibilities: Audit and Risk Committee; Human Capital Management Committee; Conservation Committee; Tourism Committee; and Socio-Economic Transformation Committee. Committee charters were revised during the financial year to ensure that they conform with the applicable legislation and with best practice. Ultimate accountability for delegated matters remains with the Board, which monitors the activities of the Committees and the individuals to whom authority has been delegated.

Board members are obliged to declare any directorship or business interest they may hold as well as interests in any matter to be discussed at Board and Committee meetings, and to recuse themselves from meetings where such matters are discussed when appropriate.

The risk register was reviewed during the financial year and the Board is satisfied that risk management, mitigation and monitoring processes were sufficient in limiting the impact of risks during the period.

The Board Secretary is responsible for advising the Board on corporate governance issues and for monitoring compliance with the Public Finance Management Act (PFMA), No. 1 of 1999; relevant sections of the National Environmental Management: Protected Areas Act (NEMPA), No. 57 of 2003 and other relevant legislation. All directors have access to her services and guidance.

The Board has a formal agreement with the Minister of Environment, Forestry and Fisheries which sets out the relationship between the parties as well as the attendant roles and responsibilities. During the financial year, a formal assessment of how the Board discharges its responsibilities was carried out.

Ms Khungeka Njobe and Ms Tasneem Essop resigned during the financial year. The Board appreciates their immeasurable contribution during their tenure.

On 1 March 2020, four Board members with vast skills and experience in key areas were appointed.

Table 23: Board members and meetings attended during the reporting year

Member	Meetings Attended	Appointment Date	Termination Date
Ms Joanne Yawitch (Chairperson)	6/6	Reappointed on 1 August 2018	-
Ms Khungeka Njobe	1/6	Reappointed on 1 August 2018	9 September 2019
Ms Tasneem Essop	2/6	1 August 2018	31 December 2019
Ms Sophie Molokoane	2/6	1 August 2018	-
Dr Tanya Abrahamse	5/6	1 August 2018	-
Dr Urishanie Govender	5/6	1 August 2018	-
Adv Tshepiso Mphahlane	6/6	1 August 2018	-
Prof Elizabeth Mokotong	6/6	1 August 2018	-
Mr Lourence Mogakane	6/6	1 August 2018	-
Mr Tale Motsepe	6/6	1 August 2018	-
+Mr Shonisani Munzhedzi	4/6	1 August 2018	-
Mr Faizal Docrat	1/6	1 March 2020	-
Mr Zola Fihlani	0/6	1 March 2020	-
Mr Jeffrey Mashele	1/6	1 March 2020	-
Ms Bulelwa Koyana	1/6	1 March 2020	-
Mr Fundisile Mketeni	6/6	Reappointed on 1 December 2019	-
Mr Lourence Mogakane	6/8	01 August 2018	-

+ Department of Environment, Forestry and Fisheries representative

Audit and Risk Committee

The Committee's functions, which cover internal audit, risk management, IT governance and statutory reporting, are described in the Audit and Risk Committee Report in the audited annual financial statements.

Table 24: Audit and Risk Committee members and meetings attended during the reporting year

Member	Meetings Attended	Appointment Date	Termination Date
Ms Tasneem Essop (Chairperson)	5/6	19 September 2018	31 December 2019
Dr Urishanie Govender	5/6	19 September 2018	-
Mr Lourence Mogakane	6/6	19 September 2018	-
Adv Tshepiso Mphahlane	6/6	19 September 2018	-
Mr Rob Theunissen	3/6	1 August 2019	31 March 2020
+Ms Esther Makau	1/6	14 March 2017	19 February 2020
# *+Mr Rannoi Sedumo	0/6	4 March 2020	-
^Mr Fundisile Mketeni	1/6	1 April 2015	26 June 2019
*Mr Faizal Docrat	0/6	4 March 2020	-
*Mr Jeoffrey Mashele	0/6	4 March 2020	-

Attended one meeting as an invitee

^ Attended one meeting as a member and four meetings as an invitee

*No meetings were held after the member was appointed

+ Department of Environment, Forestry and Fisheries representative

Conservation and Socio-economic Transformation Committee

The object of the Committee is to oversee the implementation of approved conservation and socio-economic transformation strategies. The Committee, which discharged its responsibilities in accordance with its charter, changed its name to reflect the focus on socio-economic transformation as opposed to socio-economic development.

Table 25: Conservation and Socio-economic Transformation Committee members and meetings attended during the reporting year

Member	Meetings Attended	Appointment Date	Termination Date
Ms Khungeka Njobe (Chairperson)	1/4	19 September 2018	9 September 2019
Ms Joanne Yawitch	1/4	19 September 2018	-
Ms Tasneem Essop	2/4	19 September 2018	31 December 2019
Ms Sophie Molokoane	2/4	19 September 2018	-
Dr Tanya Abrahamse	3/4	19 September 2018	-
Dr Urishanie Govender	1/4	19 September 2018	-
Adv Tshepiso Mphahlane	1/4	19 September 2018	17 September 2019
Prof Elizabeth Mokotong	4/4	19 September 2018	-
Mr Lourence Mogakane	4/4	19 September 2018	-
Mr Tale Motsepe	4/4	19 September 2018	-
Mr Fundisile Mketeni	4/4	19 September 2018	-

Tourism Committee

The object of the Committee is to oversee the implementation of approved tourism, marketing and communications strategies. The Committee discharged its responsibilities in accordance with the charter that was approved by the Board.

Table 26: Tourism Committee members and meetings attended during the reporting year

Member	Meetings Attended	Appointment Date	Termination Date
Dr Tanya Abrahamse (Chairperson)	3/4	19 September 2018	-
Ms Khungeka Njobe	0/4	19 September 2018	9 September 2019
Ms Tasneem Essop	3/4	19 September 2018	31 December 2019
Ms Sophie Molokoane	2/4	19 September 2018	-
Ms Joanne Yawitch	2/4	19 September 2018	-
Dr Urishanie Govender	1/4	19 September 2018	-
Prof Elizabeth Mokotong	4/4	19 September 2018	-
Mr Lourence Mogakane	4/4	19 September 2018	-
Mr Tale Motsepe	4/4	19 September 2018	-
*Mr Jeoffrey Mashele	0/4	4 March 2020	-
Mr Fundisile Mketeni	2/4	19 September 2018	-

*No meetings were held after the member was appointed

Human Capital Management Committee

The Committee oversees implementation of human resources and transformation and ensures that ethical conduct is embedded within SANParks. The Committee discharged its responsibilities in accordance with its charter.


Table 27: Human Capital Management Committee members and meetings attended during the reporting year


Member	Meetings Attended	Appointment Date	Termination Date
Ms Sophie Molokoane (Chairperson)	2/6	1 August 2018	-
Prof Elizabeth Mokotong	6/6	1 August 2018	-
Adv Tshepiso Mphahlane	6/6	1 December 2018	-
Mr Tale Motsepe	6/6	1 August 2018	-
*Ms Bulelwa Koyana	0/6	4 March 2020	-
Mr Fundisile Mketeni	5/6	1 April 2015	-

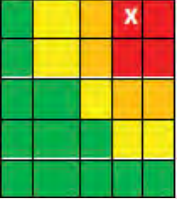
*No meetings were held after the member was appointed




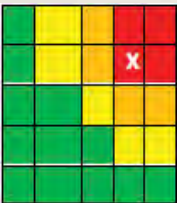
Table 28: Strategic Risks


Strategic Risk Description	Strategic Outcome	Root Causes	Effects/ Consequences	High level Risk Appetite Statement	Residual Risk Rating	Mitigations and Controls
Loss of biodiversity, heritage and land	Sustainable biodiversity and cultural heritage across land and sea delivers benefits for the people of South Africa and the world, now and in the future	1. Evolving and escalating wildlife crime - internally and externally 2. Climate change 3. Ineffective conservation practices 4. Cultural heritage asset loss 5. Competing land use 6. The effect of wildlife crime on staff	1. Integrity loss of organisation 2. Reduction in abundance of species 3. Declining tourism numbers 4. Revenue loss 5. Area integrity compromised 6. Increasing expenditure to combat wildlife crime at the expense of other operational matters 7. Irreversible changes in state of ecosystems and cultural heritage 8. Possible reduction of the conservation estate	SANParks has a low risk appetite for factors affecting ecosystem processes, functions or attributes which are related to environmental and human actions. SANParks is committed to protecting aspects of the environment that are important because of their ecological, biodiversity, economic or social significance to the ecosystem.		1. Relevant international liaison and influence on key bodies 2. Rhino Management Strategy & Elephant Management Plan 3. Ops Rhino: NATJOINTS joint strategy implemented (KNP) 4. Implementation of a Ranger capacity building strategy 5. Implementation of counter poaching rhino poaching strategy ("road map") 6. KNP Management Plan ; Safety & Security Plan implementation 7. Effective and efficient access and movement controls at KNP entrance gates 8. Internal integrity and consequence management 9. Implementation of SANParks Biodiversity Monitoring Programme 10. SANParks Climate Change Adaptation and Mitigation Plan 11. Appropriate staff recruitment 12. Monitoring of population thresholds for key species 13. Publication and dissemination of research outputs 14. Comprehensive Alien Invasive Plants Species programme 15. METT 16. Disaster management 17. Update inventories of cultural heritage objects 18. MoU with repository institutions on cultural heritage objects 19. Capacitate the land administration function 20. Embark on land verification process 21. Collaborate with DEA for a land proclamation process

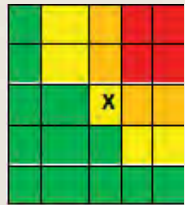
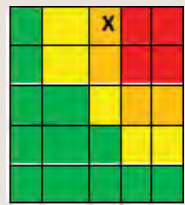
Strategic Risk Description	Strategic Outcome	Root Causes	Effects/ Consequences	High level Risk Appetite Statement	Residual Risk Rating	Mitigations and Controls
Inability to sustain financial needs of SANParks	Sustainable and transformed organisation through people, systems and business processes	1. Shrinking government grant 2. Insufficient growth and revenue realisation from tourism income 3. Lack of financial oversight of revenue collection 4. Poor management of funder and donor relations 5. Organisation's assets becoming uninsurable 6. Failure of new projects to realise revenue 7. Loss of sponsors and donors 8. Fruitless, unauthorised, irregular and wasteful expenditure 9. Increased expenditure and expanding conservation mandate 10. Inadequate expenditure management 11. Post-retirement benefit liability 12. Under-funded mandate and unfunded assignments (new marine protected areas, new national park) 13. Underspending on the capex budget which may lead to National Treasury not allocating more funds to the organisation in the future	1. Sustainability of organisation under threat 2. Inability to execute organisation's mandate 3. Inability to generate more revenue 4. Liability 5. Reputational damage 6. Adverse material AG finding such as non-compliance 7. Inability to attract and retain skilled employees 8. Inability to invest in infrastructure	SANParks has a low risk appetite for weaknesses in financial planning, management and internal financial controls that may imperil reliable financial reporting and corporate governance. SANParks exercises prudent financial management over its financial resources, maintains strong internal controls and ensures compliance with applicable accounting standards and PFMA requirements.		1. Implementation of tourism strategy to sustain revenue generation 2. Continued maintenance to sustain revenue potential 3. Continued liaison with stakeholders 4. Generate income to fund mandate: commercialisation strategy 5. Development and Implementation of fundraising strategy 6. Government grant for infrastructure investment 7. Source finance to invest in infrastructure 8. Appointed Fundraising General Manager 9. Standardise the contracts and processes to obtain funding 10. Enhance reporting to provide credibility 11. Updated SCM policy 12. Monthly reporting on irregular expenditure incurred 13. Audit Action Plan in place and communicated 14. Cost saving measures implemented (initiatives to reduce spending on overtime, travel, accommodation etc.) 15. Revenue and Yield initiatives; differential fees 16. Develop and implement Finance Strategy

Strategic Risk Description	Strategic Outcome	Root Causes	Effects/ Consequences	High level Risk Appetite Statement	Residual Risk Rating	Mitigations and Controls
Inadequate infrastructure	Sustainable and transformed organisation through people, systems and business processes	1. Insufficient recapitalization of infrastructure due to financial constraints 2. Poor maintenance of infrastructure and ageing infrastructure 3. Insufficient internal capacity for the volume of projects (dependent on fixed term contract staff appointed for other purposes) 4. Inadequate climate change response 5. Poor decision-making on infrastructure investment across the park system 6. Inconsistence funding from infrastructure Investment	1. Loss of tourism product & income 2. Reputational damage 3. Operations and management effort compromised 4. Loss of infrastructure 5. Staff and tourist safety - liability 6. Low staff morale (e.g. housing) 7. Poor customer experience 8. Inability to attract new markets 9. Liability exposure (e.g. animals/fences) 10. Non-compliance with OHS standards in terms of staff housing	SANParks has a low risk appetite for inadequately maintained infrastructure not meeting industry standards. SANParks is committed to implementing planned and unplanned maintenance in line with best practice.		1. Outsource routine maintenance to facilities management company 2. Transversal contracts with DPW Mpumalanga 3. Term-agreements to manage maintenance 4. Commercialisation of projects that require infrastructure 5. Capacitate project management 6. Capacitate technical services in parks 7. Develop and implement national priority maintenance and recapitalisation management system 8. Coordination and formalisation of corporate project and contract management 9. Alternative funding models being investigated

Strategic Risk Description	Strategic Outcome	Root Causes	Effects/ Consequences	High level Risk Appetite Statement	Residual Risk Rating	Mitigations and Controls
Inadequate human capital	Sustainable and transformed organisation through people, systems and business processes	1. Inadequate skills and low employee value proposition 2. Insufficient capacity 3. Remuneration not compliant with labour laws 4. Inadequate attraction and retention strategies 5. Non-conducive organisational culture 6. Poor wellness programme that impacts staff motivation 7. Inability to manage change leading to resistance to change by staff 8. Poor labour relations management	1. Decreased productivity 2. Reduced competitiveness 3. Increase safety risks 4. Inability to perform critical functions 5. Loss of revenue and budget overspent 6. Poor corporate governance 7. Inadequate capacity in some critical areas 8. Excessive overtime, sick leave and absenteeism 9. Poor organisational performance 10. Poor service delivery internally 11. Increased stress levels and other health issues 12. Increased staff turnover 13. Damage to organisation's reputation 14. Lack of trust and lack of transfer of skills and knowledge 15. Theft/ compromised assets	SANParks is has a medium risk appetite for attracting, recruiting and retaining appropriately qualified employees. SANParks is committed to offering competitive employee compensation, training and career development.		1. Attraction and Retention policy 2. Succession Planning framework 3. SANParks' Competency Framework 4. Career Management policy 5. Career Ladders initiative developed for conservation and technical departments 6. Learning and Development policy 7. Junior Scientist Programme 8. Recruitment and Selection policy 9. Performance Management system and policy 10. Management Development Programme running to develop the capacity of managers in the organisation 11. Competencies for managers developed and integrated with the Performance Management System 12. Executive Development programme 13. Coaching and Mentoring programme 14. Learning and Development policy approved 15. SANParks management summits initiated by CE's office to improve employee engagement

Strategic Risk Description	Strategic Outcome	Root Causes	Effects/ Consequences	High level Risk Appetite Statement	Residual Risk Rating	Mitigations and Controls
Inability to enhance tourism performance	Improved, diverse and responsible tourism	1. Poor infrastructure 2. Challenges with IT connectivity & services 3. Safety and security threat to visitors and staff 4. Lack of diverse tourism product 5. Lack of customer centricity 6. Inadequate human capital 7. Inability to deliver on tourism experience 8. Lack of responsible tourism 9. Inability to balance conservation, tourism and SET mandate 10. Inadequate marketing due to insufficient funds 11. Ineffective brand management 12. Inability to respond to unforeseen/ emergency situations effectively 13. Negative media coverage	1. Loss of revenue: threat to execution of core mandate 2. Reputational damage 3. Inability to attract and be relevant to new markets 4. Decline in tourism numbers 5. Increase in complaints and refunds 6. Liability claims	SANParks has a medium risk appetite for innovation and creativity in pursuit of tourism returns.		1. Educating young people about conservation values 2. Establishment of Tourism Revenue Task Team 3. Tourism Strategy Growth Plan 4. Expanding product diversity to attract new domestic markets 5. Crisis Communication Management Plan 6. Hospitality Improvement Initiative 7. Customer Feedback Monitoring system 8. CSI managed at 80% 9. Marketing Initiatives (e.g. stokvel) primarily targeting new and non-traditional markets 10. Tourism grading implemented 11. Expand product diversity to attract new domestic markets 12. Grow younger international markets 13. Create tailor-made products 14. Include other interest groups such as adventure, trails, other leisure markets etc. 15. Develop and implement a Responsible Tourism Assessment Tool

Strategic Risk Description	Strategic Outcome	Root Causes	Effects/ Consequences	High level Risk Appetite Statement	Residual Risk Rating	Mitigations and Controls
Ineffective stakeholder management	Sustainable socio-economic development programme that ensures delivery of benefits to land claimants, historically disadvantaged communities and the people of South Africa	1. Unrealistic and conflicting expectations from stakeholders 2. Inability to identify key stakeholders and not appropriately engaging each 3. Insufficient funding of SET mandate 4. Inadequate communication of SET and operations 5. Stakeholder segmentation 6. Lack of stakeholder management 7. Inadequate communication 8. Inability to manage competing stakeholder expectations 9. Inability to manage relations with unions leading to labour unrest	1. Brand reputation issues 2. Trust issue between SANParks and communities 3. Lack of buy-in from communities to support other SANParks initiatives 4. Loss of legitimacy 5. Negative impact on tourism experience 6. Skillset on SET not addressing the SET challenges faced	SANParks has a low appetite for any situation or action resulting in a negative impact on its reputation and brands and, if and when an undesirable situation arises, manage it aggressively to preserve our reputation and brand image. SANParks will conduct ethics risk assessments that consider aspects such as its values, risk culture and communication strategy.		1. Media relations: community radio campaign, Community forum Imbizos, People and Parks Programme 2. Ongoing maintenance of fences 3. Policy statement on damage-causing animals developed 4. Workshops with affected communities 5. Supplier Development programme 6. Labour Relations engagement 7. Shareholder Agreement 8. Engage Parliament on a quarterly basis 9. Strategic partnerships (Dept. of Tourism, Tourism SA, Academic institutions, Health Dept. etc.) 10. ME KNP looking to establish a Communications office or representative close to or within the community. Message execution according to Damage-causing Animal Conversation Protocol document 11. Develop clear SET strategy 12. Develop and implement a Stakeholder Management strategy and plan

Strategic Risk Description	Strategic Outcome	Root Causes	Effects/ Consequences	High level Risk Appetite Statement	Residual Risk Rating	Mitigations and Controls
Inadequate business processes	Sustainable and transformed organisation through people, systems and business processes	1. Internal support services not functioning optimally (SCM, HCM, Legal, Fin, Risk etc.); insufficient capacity of functions 2. Inadequate ICT strategy 3. Lack of segregation 4. Poor digitalisation 5. Poor corporate governance 6. Outdated booking system 7. Tedious decision-making process hampering operations	1. Potential for cyber risks 2. Lack of uniform, effective access gate system 3. Fraud 4. Lack of systems that are not automatically integrated, with potential financial, information/data and asset loss 5. Delay in implementation of projects 6. Low morale (work/life balance) / frustration 7. Negative impact on operations leading to loss of revenue and poor customer service 8. Adverse audit findings 9. Irregular expenditure	SANParks has a low appetite for unauthorized access to IT systems and confidential data and security of IT infrastructure. SANParks operates strong internal control processes.		1. Implementation of the IT Strategy: a. Single service aggregator appointed b. Implementation of WAN in progress throughout SANParks c. Digitalisation 2. Quarterly rollout of identified business processes 3. Annual Procurement Plan & Demand Plan: quarterly progress reporting 4. Monitoring and reporting on irregular expenditure 5. Appointment of a legal panel 6. Appointment of Loss Control Officer 7. Development of specifications for national gate access system
Implementing transformation at a slow rate	Sustainable and transformed organisation through people, systems and business processes	1. Slow supply chain management transformation 2. Slow human capital management transformation 3. Inability to deliver benefits to claimants 4. Internal resistance to transformation 5. Fronting 6. Poor contract management	1. Internal and external reputational damage 2. Negative impact on BEE scoring 3. Disgruntled staff 4. Undiversified staff 5. Lack of inclusivity 6. Financial impact of transformation (e.g. development costs)	SANParks is has a medium risk appetite for attracting, recruiting and retaining appropriately qualified employees. SANParks is committed to offering competitive employee compensation, training and career development.		1. Transformation workshops 2. Biodiversity economy 3. Employment Equity Plan 4. Succession Plan 5. BEE laws and workshops 6. PPPFA 7. Panel of consultants appointed to support black owned small companies 8. BEE rating certificate (motivation) 9. Land claim post-settlement agreements; beneficiation scheme 10. Supplier development 11. Appoint BEE specialist 12. Development and implementation of Integrated Transformation Strategy

PART

E

ANNUAL FINANCIAL REPORT

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Financial Overview



Mr Dumisani Dlamini
Chief Financial Officer

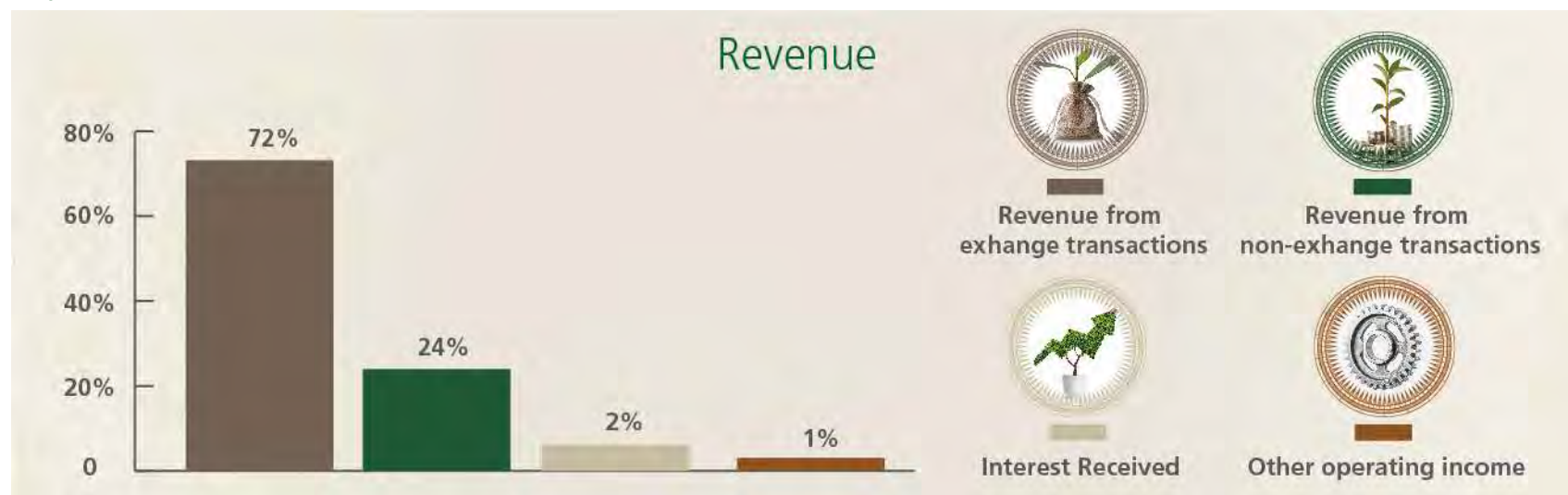
// In line with government's revised performance framework, within SANParks there is a greater focus on outcome and output to deliver on conservation, tourism and socio-economic transformation. **//**

CFO Financial Overview

We have concluded another successful financial year. The economic and fiscal environment is tough and 2019/20 has been no different. Despite these conditions, SANParks has remained resilient and continues to deliver positive results. The organisation has redefined its vision and mission and this has positioned it with new strategic objectives. In line with government's revised performance framework, within SANParks there is a greater focus on outcome and output to deliver on conservation, tourism and socio-economic transformation.

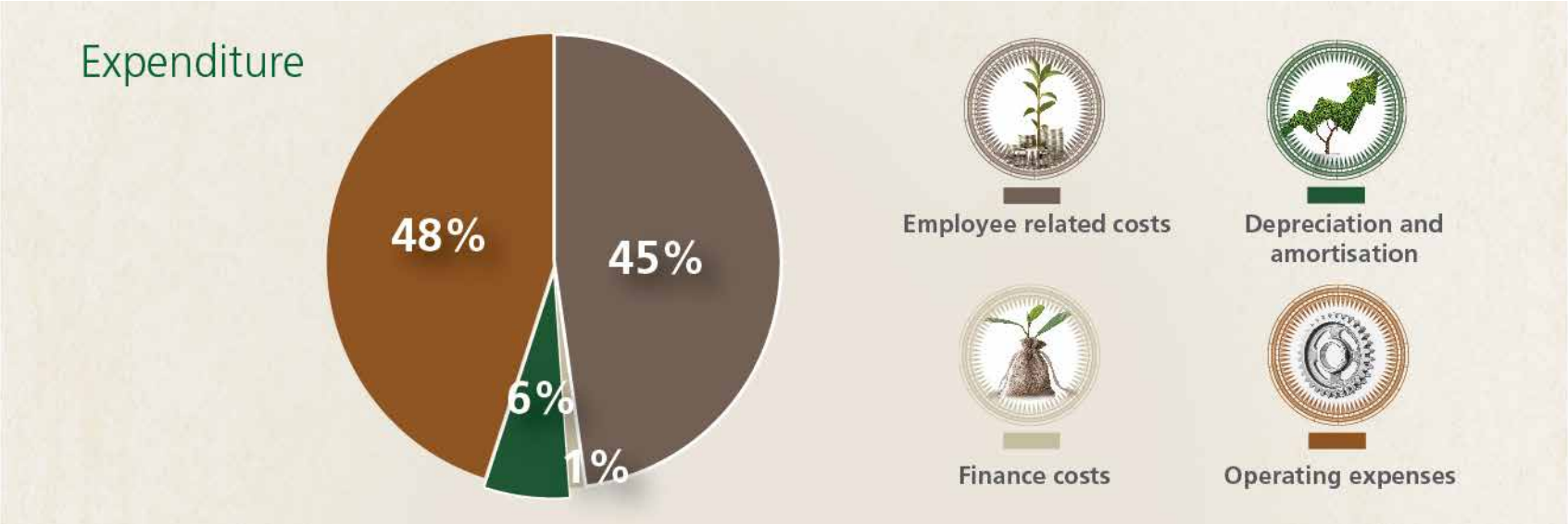
SANParks as a Schedule 3A Public Entity generates revenue from exchange and non-exchange revenue. Total revenue for the year was R3.16bn or 5% more than in the previous financial year. R2.4bn (76%) was generated from exchange transactions, 5% more than in the 2018/2019 financial year. Revenue generated from exchange was above the target of 72%. These results show resilience during the difficult times.

Graph 17: Revenue



SANParks' expenses consist mainly of operating and human resources expenses. Total expenditure was 92% of total revenue, resulting in ratio of income to expenditure of 1:08:1. Total expenditure increased by 13% YoY and employee-related costs by 16%.

Graph 18: Expenditure

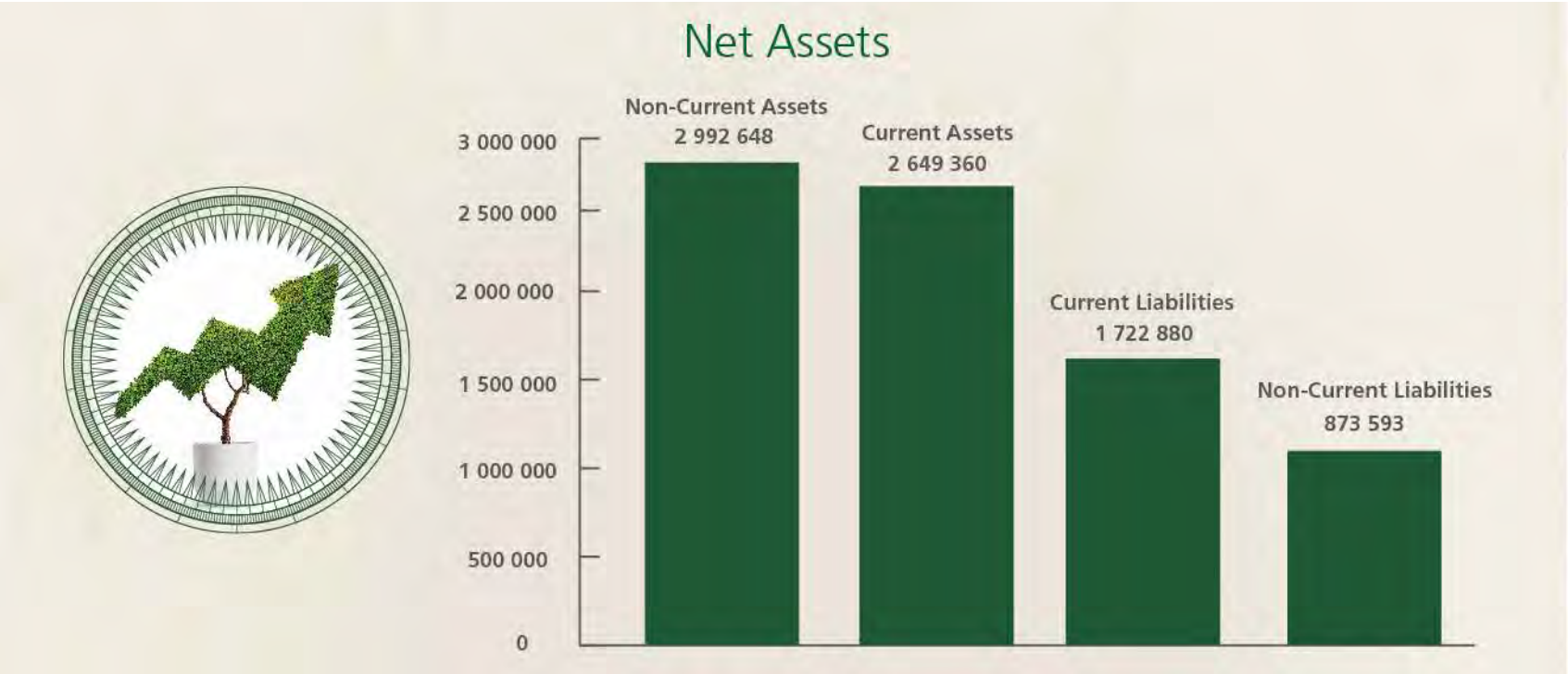


The net surplus has declined by 41% to R249.1m since the last reporting period. Despite this decline, the surplus is a much-needed resource to invest back into the organisation to ensure sustainable nature conservation and a constantly-improving guest experience.

Cash equivalents were R2.5bn as at 31 March 2020, a 38% growth in cash resources compared with the previous financial year. Cash reserves available are committed to capital projects and are also set aside for special projects.

During the reporting period, the value of assets grew by 10% to R5.6bn. Liabilities increased by 11% to R2.5bn.

Graph 19: Net Assets



While SANParks takes full advantage of available trade credit, it takes on average 30 days to settle accounts payable. This complies with the PFMA and with National Treasury Regulations which require invoices to be paid within 30 days.

Although some debtors were outstanding for more than 60 days, on average the organisation collected cash from its debtors within 17 days.

As indicated by the current ratio of 1.54:1, SANParks' current assets are greater than its current liabilities. The acid test ratio is 1.51:1; SANParks is thus able to meet its current obligations using its liquid assets.

Resource Mobilisation

Resource mobilisation is critical for our financial sustainability and we are pleased to have raised over R113m from a range of stakeholders, an increase of 44% from the previous financial year. We express our gratitude to the partners who continue to support conservation and to preserve heritage assets for the next generations and who contribute immensely to fulfilling the organisation's mandate. This collaboration with our donors has enabled SANParks to be a beacon of hope and of governance of resources raised for the various areas of need within and neighbouring SANParks. We take this opportunity to thank all donors and key stakeholders for their generosity.

Financial Sustainability

During the financial year, the Board approved a finance strategy which will serve as a blueprint for ensuring financial sustainability over the coming decade. The strategy provides insight and guidance about how the organisation can finance its revenue growth plan and achieve its business and impact objectives in a financially sustainable manner.

COVID-19 affected the organisation in many ways towards the end of the financial year and will continue to have an impact on accounts receivable into the future. We have developed a financial sustainability plan which guides us in our daily operations.

Supply Chain Management

SANParks' focus on expenditure management, including addressing irregular expenditure, continues to show great results. Irregular expenditure decreased in the year under review and identification of historical irregular expenditure is evidence of management's efforts to correct this problem and prevent it in the future. This includes putting in place proper contract management and internal controls. The organisation has concluded assessment and determination tests which cover 76% of the irregular expenditure reported in the previous financial year. Management is in the process of concluding remaining assessment and determination tests and implementing necessary corrective actions.

In Conclusion

The organisation's statement of financial performance shows good financial health, with a number of initiatives in the pipeline to ensure its long-term financial sustainability.



Mr. Dumisani Dlamini
CHIEF FINANCIAL OFFICER

// The organisation's statement of financial performance shows good financial health, with a number of initiatives in the pipeline to ensure its long-term financial sustainability. //

Report of the Auditor-General to Parliament on South African National Parks

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the South African National Parks, set out on pages 185 to 259, which comprise the statement of financial position as at 31 March 2020, statement of financial performance and other comprehensive income, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the South African National Parks as at 31 March 2020, and its financial performance and cash flows for the year then ended, in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of Grap) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999)(PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the public entity in accordance with sections 290 and 291 of the Code of ethics for professional accountants and parts 1 and 3 of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA codes), as well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Significant subsequent event

7. I draw attention to note 37 in the financial statements, which deals with subsequent events and specifically the possible effects of the future implications of Covid-19 on public entity's prospects, performance and cash flows. Management have also described how they plan to deal with these events and circumstances.

Responsibilities of the accounting authority for the financial statements

8. The board of directors, which constitutes the accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with SA Standards of Grap and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
9. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Auditor-general’s responsibilities for the audit of the financial statements

10. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.
11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor’s report.

Report on the audit of the annual performance report

Introduction and scope

12. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
13. My procedures address the usefulness and reliability of the reported performance information, which must be based on the approved performance planning documents of the public entity. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the public entity enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the public entity for the year ended 31 March 2020:

Objectives	Pages in the annual performance report
Strategic objective 2: effectively and sustainably managed ecosystems, species and cultural heritage resources across biomes	29-34

15. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
16. I did not raise any material findings on the usefulness and reliability of the reported performance information for this objective:
- Strategic objective 2: effectively and sustainably managed ecosystems, species and cultural heritage resources across biomes.

Other matters

17. I draw attention to the matters below:

Achievement of planned targets

18. Refer to the annual performance report on pages 31 to 34 for information on the achievement of planned targets for the year and explanations provided for the achievement of targets.

Adjustment of material misstatements

19. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of strategic objective 2: effectively and sustainably managed ecosystems, species and cultural heritage resources across biomes. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

20. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the public entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

21. The material findings on compliance with specific matters in key legislation are as follows:

Expenditure management

22. Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R 202,237 million as disclosed in note 30 to the annual financial statements, as required by section 51 (1)(b)(ii) of the PFMA. The majority of the expenditure resulted from procurement processes not being followed during previous financial years, which was identified in the current period.

Consequence management

23. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred irregular expenditure, as required by section 51 (1)(e)(iii) of the PFMA. This was due to proper and complete records not being maintained as evidence to support the investigations into irregular expenditure.

Other information

24. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.

25. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

26. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

27. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

28. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

29. Compliance assurance controls to effectively prevent transgression of laws and regulations in relation to the entity's supply chain and contract management practices were not effectively reviewed and monitored by management. In addition, consequence management practices were not implemented in all instances to hold accountable individuals who permitted irregular expenditure to be incurred.

Auditor - General

Pretoria

30 September 2020



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure - Auditor-General's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected objectives and on the public entity's compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
 - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority.
 - conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the South African National Parks to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting authority that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	In terms of the National Environmental Management: Protected Areas Act, 57 of 2003, SANParks mandate is to conserve, protect, control, and manage national parks and other pre-defined protected areas and their biological diversity (bio-diversity).
Registered office	643 Leyds Street Muckleneuk Pretoria South Africa 0002
Business address	643 Leyds Street Muckleneuk Pretoria South Africa 0002
Postal address	PO Box 787 Pretoria 0001
Controlling entity	Department of Environment, Forestry and Fisheries (DEA) 473 Steve Biko Road Arcadia Pretoria 0083
Bankers	First National Bank 1 First Place 7th Floor Bank City Johannesburg 2000
Auditors	Auditor-General of South Africa (AGSA) 300 Middel Street New Muckleneuk Pretoria 0002
Secretary	Ms M Mathabathe



Statement of responsibility and confirmation of accuracy of the annual report

The Board is responsible and accountable for the integrity of the Financial Statements of the organisation and the objectivity of other information presented in the Annual Report.

To the best of the Boards' knowledge and belief, the following can be confirmed:

- All information and amounts disclosed in this Annual Report are consistent with the Annual Financial Statements to be audited by the AGSA. The report is complete, accurate and free of omissions.
- The Annual Report has been prepared in accordance with the guidelines issued by National Treasury and the Annual Financial Statements were prepared in accordance with the PFMA and Generally Recognised Accounting Practice (GRAP).
- The going concern basis has been adopted in preparing the Financial Statements. The Board, after having reviewed management's assessment of SANParks' ability to operate as a going concern, has a reasonable expectation that the organisation will have adequate resources to continue its operations as a going concern for the foreseeable future.
- Management and employees operated within a framework requiring compliance with all applicable laws and maintenance of the highest integrity in the conduct of all aspects of the business, except where indicated otherwise in the Annual Report.

The AGSA is responsible for expressing an independent opinion on the Annual Financial Statements of SANParks.

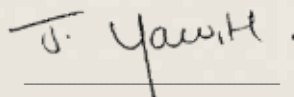
The Board is well versed in its responsibilities as stipulated in the PFMA. Those responsibilities include but are not limited to the following:

- establishing and maintaining an effective, efficient and transparent system of financial, risk management and internal controls
- managing, including the safe-guarding of assets and management of the revenue, expenditure and liabilities of SANParks
- taking effective and appropriate steps to prevent irregular, fruitless and wasteful expenditure, losses resulting from criminal conduct and expenditure not complying with the operational policies of SANParks
- taking effective and appropriate disciplinary steps against any employee(s) of SANParks who contravenes or fails to comply with a provision of the PFMA; or commits an act which undermines the financial management and internal control system of SANParks; or makes or permits an irregular expenditure or a fruitless and wasteful expenditure to be incurred
- keeping full and proper records of the financial affairs of SANParks; and
- preparation of financial statements for each financial year, in accordance with GRAP.

In the Board's opinion, the Annual Financial Statements fairly present in all material respects the state of affairs of SANParks, its business, its financial results, its performance against predetermined objectives for the year ended 31 March 2020 and its financial position as at 31 March 2020.



Mr F Mketeni
Chief Executive Officer



Ms J Yawitch
Chairperson

Pretoria
30 September 2020

Audit and Risk Committee Report

1. Introduction

This report is to the Board on how the Audit and Risk Committee has discharged its duties and has been prepared in accordance with good governance principles.

2. Composition

The Committee comprises five independent non-executive members as well as a representative of the Department of Environment, Forestry and Fisheries. The CEO was a member of the Committee until 26 June 2019 when the Committee's charter was reviewed to ensure that it is aligned to legislative and governance prescripts. The Committee has complied with its responsibilities arising from Treasury Regulations and the PFMA and has discharged its responsibilities in accordance with its charter.

3. Internal Audit and the effectiveness of internal controls

The Accounting Authority is obliged, in terms of the PFMA, to ensure that the entity maintains an effective, efficient and transparent system of financial and risk management and internal control.

In line with the PFMA and the King Code on Corporate Governance requirements, Internal Audit is expected to provide the Audit and Risk Committee as well as Management with assurance that the internal controls are appropriate and effective. This is to be achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to controls and processes.

SANParks outsourced internal audit services to BDO; however, the Chief Audit Executive oversees the outsourced internal audit services as per the provisions of National Treasury Regulations. The agreement with BDO expired on 31 March 2020 and the process for the appointment of an internal audit service provider is under way.

The Audit and Risk Committee approves the charter, internal audit plan and budget of internal audit and the Committee is satisfied that Internal Audit performed its duties in accordance with the audit plan and charter. Internal Audit attends and presents its findings to the Audit and Risk Committee. Internal Audit expressed general satisfaction with the effectiveness of internal controls but highlighted areas that require improvement. The Committee constantly monitors progress on how management resolves issues raised by Internal Audit.

4. Governance of risk

The Committee is responsible for oversight of the risk management process. Risk governance and management are integral elements of SANParks' governance environment.

During the financial year, SANParks implemented National Treasury's Enterprise Risk Management Framework. The Committee considered the risk register every quarter during the financial year.

Internal audit noted significant improvement in the risk management control environment. The Committee is satisfied with the effectiveness of SANParks' risk management, mitigation and monitoring processes in limiting the impact of risks during the financial year.

5. Quality of management and quarterly reports submitted in terms of the PFMA

The Committee is satisfied:

- with the content and quality of management and quarterly reports prepared and issued by SANParks during the year under review.
- that the finance function is adequately skilled, resourced and experienced.
- that the Chief Financial Officer has the appropriate skill and experience to discharge his responsibilities.

6. Quality of budgets submitted in terms of the PFMA

The Committee is satisfied that budgets were carefully and diligently considered and managed by SANParks during the financial year.

7. Evaluation of the annual financial statements

The committee is satisfied that it has considered and discharged its responsibilities in accordance with its mandate and terms of reference during the year under review.

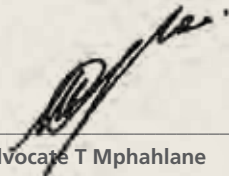
The Committee performed a review of the Annual Financial Statements focusing on:

- significant financial reporting judgments and estimates contained in the Annual Financial Statements
- clarity and completeness of disclosure and whether disclosures made have been set properly in context
- quality and acceptability of, and any changes in, accounting policies and practices
- compliance with accounting standards and legal requirements
- significant adjustments and/or unadjusted differences resulting from the audit
- reflection of unusual circumstances or events and management's explanation for the accounting treatment adopted
- reasons for major year-on-year fluctuations
- asset valuations and revaluations
- calculation and levels of general and specific provisions
- write-offs and reserve transfers; and
- the basis for the going concern assumption.

8. Auditor-General's report

The external audit function, performed by the Auditor-General of SA, is independent of SANParks.

The Committee concurs with and accepts the conclusions of the Auditor-General on the annual financial statements and is of the view that the audited financial statements be accepted and read together with the report of the Auditor-General. The Committee has met with the Auditor-General to ensure that there are no unresolved issues.



Advocate T Mphahlane
Chairperson

Pretoria

30 September 2020

Statement of Financial Position as at 31 March 2020

	Notes	2020 R '000	2019 Restated* R '000
Assets			
Current Assets			
Inventories	2	51,841	45,999
Receivables from exchange transactions	3	44,778	30,156
Receivables from non-exchange transactions	4	10,141	151,144
Cash and cash equivalents	5	2,542,600	1,842,686
		2,649,360	2,069,985
Non-Current Assets			
Property, plant and equipment	6	2,101,439	2,181,648
Intangible assets	7	19,251	24,275
Heritage assets	8	580,775	580,775
Receivables from exchange transactions	3	291,183	268,806
		2,992,648	3,055,504
Total Assets		5,642,008	5,125,489
Liabilities			
Current Liabilities			
Finance lease obligation	10	52,327	60,113
Payables from exchange transactions	11	346,450	231,251
Unspent conditional grants and receipts	12	876,511	695,222
Provisions	13	72,316	53,649
Reservation deposits	14	375,276	375,832
		1,722,880	1,416,067
Non-Current Liabilities			
Finance lease obligation	10	90,037	130,569
Employee benefit obligation	15	492,373	513,617
Provisions	13	291,183	268,806
		873,593	912,992
Total Liabilities		2,596,473	2,329,059
Net Assets		3,045,535	2,796,430
Accumulated surplus		3,045,535	2,796,430

Statement of Financial Performance

	Notes	2020 R '000	2019 R '000
Revenue			
Revenue from exchange transactions			
Tourism, Retail, Concession and Other	16	2,271,303	2,170,596
Sales — fauna and flora	17	16,942	4,266
Other operating income	18	46,862	41,558
Interest received	19	72,974	67,141
Total revenue from exchange transactions		2,408,081	2,283,561
Revenue from non-exchange transactions			
Transfer revenue			
Government grants and other funding	20	713,208	709,822
Donations	21	46,813	17,709
Total revenue from non-exchange transactions		760,021	727,531
Total revenue		3,168,102	3,011,092
Expenditure			
Employee related costs	22	(1,327,130)	(1,139,953)
Depreciation and amortisation	23	(171,361)	(146,934)
Finance costs	24	(15,365)	(19,213)
Operating lease payments	25	(39,147)	(42,765)
Repairs and maintenance	26	(164,513)	(151,320)
Loss on disposal of assets	27	(3,717)	(2,243)
Operating expenses	28	(1,197,764)	(1,084,604)
Total expenditure		(2,918,997)	(2,587,032)
Surplus for the year		249,105	424,060

Statement of Changes in Net Assets

	Accumulated surplus R '000
Balance at 01 April 2018	2,372,370
Changes in net assets	
Surplus for the year	424,060
Balance at 01 April 2019	2,796,430
Changes in net assets	
Surplus for the year	249. 105
Balance at 31 March 2020	3,045,535

Cash Flow Statement

	Notes	2020 R '000	2019 R '000
Cash flows from operating activities			
Receipts			
Cash receipts from exchange transactions		2,320,485	2,226,172
Cash receipts from non-exchange transactions		941,570	532,487
Interest income		72,974	67,141
		3,335,029	2,825,800
Payments			
Employee costs		(1,348,374)	(1,153,222)
Suppliers		(1,271,317)	(1,250,715)
Finance costs		(33)	(61)
		(2,619,724)	(2,403,998)
Net cash flows from operating activities	32	715,305	421,802
Cash flows from investing activities			
Purchase of property, plant and equipment		(70,778)	(201,776)
Proceeds from sale of property, plant and equipment		2,306	4,339
Purchase of intangible assets	7	(3,285)	(9,888)
Expenditure from conditional grants		(81,664)	(198,445)
Cash received from conditional grants		214,872	132,105
Net cash flows from investing activities		61,451	(273,665)
Cash flows from financing activities			
Repayment of other financial liabilities		-	(5,541)
Finance lease payments		(61,511)	(57,404)
Finance costs		(15,331)	(19,152)
Net cash flows from financing activities		(76,842)	(82,097)
Net increase/(decrease) in cash and cash equivalents		699,914	66,040
Cash and cash equivalents at the beginning of the year		1,842,686	1,776,646
Cash and cash equivalents at the end of the year	5	2,542,600	1,842,686

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

	Approved budget R'000	Adjustments R'000	Final Budget R'000	Actual amounts on comparable basis R'000	Difference between final budget and actual R'000
Statement of Financial Performance					
Revenue					
Revenue from exchange transactions					
Tourism, Retail, Concession and Other	2,421,780	(60,158)	2,361,622	2,271,303	(90,319)
Sales – fauna and flora	12,000	(6,240)	5,760	16,942	11,182
Other operating income	28,662	-	28,662	46,862	18,200
Interest received	49,883	-	49,883	72,974	23,091
Total revenue from exchange transactions	2,512,325	(66,398)	2,445,927	2,408,081	(37,846)
Revenue from non-exchange transactions		-			
Transfer revenue					
Government grants and other funding	879,817	(10,700)	869,117	713,208	(155,909)
Donations	6,445	-	6,445	46,813	40,368
Total revenue from non-exchange transactions	886,262	(10,700)	875,562	760,021	(115,541)
Total revenue	3,398,587	(77,098)	3,321,489	3,168,102	(153,387)
Expenditure					
Employee related costs	(1,459,105)	124,688	(1,334,417)	(1,327,130)	7,287
Depreciation and amortisation	(181,803)	-	(181,803)	(171,361)	10,442
Finance costs	(38,176)	65	(38,111)	(15,365)	22,746
Operating lease payments	(38,598)	-	(38,598)	(39,147)	(549)
Repairs and maintenance	(221,948)	4,247	(217,701)	(164,513)	53,188
Operating expenses	(1,275,997)	(51,970)	(1,327,967)	(1,197,764)	130,203
Total expenditure	(3,215,627)	77,030	(3,138,597)	(2,915,280)	223,317
Operating surplus	182,960	(68)	182,892	252,822	69,930
Loss on disposal of assets	(4)	1	(3)	(3,717)	(3,714)
Surplus for the year before extraordinary items	182,956	(67)	182,889	249,105	66,216
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	182,956	(67)	182,889	249,105	66,216

Statement of Comparison of Budget and Actual Amounts

Reconciliation between actual and budget statement of financial performance

Variances on budget

	R'000
Surplus as per the statement of financial performance	249,105
Revenue from exchange transactions is less than budget as a result of revenue from tourism related activities that is less than budget due to a decrease in visitors and unit occupancy numbers.	37,846
Revenue from non-exchange transactions variance is due to the following:	115,541
<ul style="list-style-type: none"> Infrastructure grant income is more than the budget. Infrastructure grant income is below budget due to delay in projects. Also included in the infrastructure grants, are grants relating to the EPWP projects. 	121,120
<ul style="list-style-type: none"> Special projects income is included in revenue from non-exchange transactions, but cannot be budgeted for accurately, as it falls outside SAN Parks normal operations, and the extent of special projects income is not always known in advance. 	34,789
<ul style="list-style-type: none"> Donations received are better than budgeted. Donations are influenced by individual donors. 	(40,368)
Total expenditure variance results from the following:	(223,317)
<ul style="list-style-type: none"> Employee related costs reflect a saving of R7, 287m as a result of vacant positions. 	(7,287)
<ul style="list-style-type: none"> Depreciation and amortisation's underspending emanates from assets not yet realised, but were expected to have materialised by the end of the financial year. 	(10,442)
<ul style="list-style-type: none"> Finance costs reflect an underspending, due to entering into less finance leases than expected in the current financial year. 	(22,746)
<ul style="list-style-type: none"> The overspending in operating leases is less than 1 % above the budget. 	549
<ul style="list-style-type: none"> Repairs and maintenance saving results from delayed implementation. 	(53,188)
<ul style="list-style-type: none"> The saving on operating expenses emanates from a saving in NDT infrastructure operating expenditure, a saving in commission paid to non-financial institutions, and a saving in special projects operating expenditure. These savings are as a result of cost containment measures that have been put in place. 	(130,203)
Loss on disposal of assets not budgeted for	3,714
Net surplus/(deficit) per approved budget	182,889

Accounting Policies

1. Basis of preparation

The annual financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act, (Act No 1 of 1999).

The financial statements were prepared on the accrual basis of accounting and incorporate the historical cost conventions as the basis of measurement, except where specified otherwise.

In the absence of an issued and effective Standard of GRAP, accounting policies for material transactions, events or conditions were developed in accordance with paragraphs 8, 10 and 11 of GRAP 3 as read with Directive 5.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

The principal accounting policies, applied in the preparation of these financial statements, are set out below.

1.1 Presentation currency

These annual financial statements are presented in South African Rand, which is the functional currency of SANParks.

1.2 Going concern assumption

These annual financial statements have been prepared based on the expectation that SANParks will continue to operate as a going concern for at least the next 12 months. Refer to note 38.

1.3 Significant judgements and sources of estimation uncertainty

In preparing the Annual Financial Statements in conformity with GRAP, management has made the following significant accounting judgments, estimates and assumptions which have the most significant effect on amounts recognised on amounts recognised in the Annual Financial Statements and related disclosures. Future actual results could differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. The effect of changes in estimates are accounted for on a prospective basis.

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 13 - Provisions. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date.

Useful lives of property, plant and equipment

SANParks assesses at each reporting date whether there is any indication that SANParks expectations about the useful life of an asset have changed since the preceding reporting date. If any such indication exists, SANParks revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

Post-retirement benefits

The present value of the post retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post retirement obligations.

Impairment of receivables

In determining whether an impairment loss should be recognised, judgement is made as to whether there were observable data indicating a measurable decrease in the estimated future cash flows from receivables. Where there is objective evidence of impairment loss, the present value of the future cash flows discounted at the original effective interest rate is determined and compared to the carrying value of receivables.

Heritage assets

Management has used judgement in applying the initial recognition criteria of GRAP 103 to land obtained from non-exchange transactions and other heritage assets which originate from National Parks and derive their significance from their association with a National Park.

The heritage value of National Parks is derived from the NEMPA (National Environmental Management Protected Areas) Act which is primarily to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development, where feasible. This land is an inalienable item (withdrawal as a National Park and protected area in terms of the NEMPA Act is only by resolution of the National Assembly and/or the Minister depending on the circumstances), therefore none of National Parks have been disposed. Also due to the size and magnitude of National Parks, SANParks and the Office of the Valuer General (under the Department of Rural Development and Land Reform) is not aware of any market to buy and sell National Parks or any other valuation method or technique that is available to measure National Parks. Therefore based on these judgements made, SANParks' land acquired from non-exchange transactions could not be recognised in the Annual Financial Statements.

1.3 Significant judgements and sources of estimation uncertainty (continued)

Impairment of cash generating assets

Judgements made by management in applying the criteria to designate assets as cash-generating assets or non-cash generating assets, are as follows:

The designation of assets as cash and non-cash generating assets is based on how the assets are used, as required by the standards of impairment. For the majority of the assets held by SANParks, the objective of using these assets is for service delivery purposes, rather than for a commercial return. Present value of the post retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used include a discount rate, medical cost trend rate and mortality rate. Any changes in these assumptions will impact the carrying amount of post retirement obligations.

The assessment of buildings used for rental accommodation (including tented and timber structures), restaurant buildings, shop buildings, buildings that are tented and timber structures is park and demand driven. In line with SANParks Responsible Tourism, there is rental accommodation that is used to generate cash flows, which are significantly higher than the cost of the asset. These are primarily park, demand and accommodation type depended. Their use is to maximise commercialisation. Some accommodation will fall under accommodation used for service delivery purposes, as it is regarded as 'budget accommodation', which is meant to be accessible to all. This type of accommodation is not used to generate positive cash flows, which are significantly higher than the cost of the asset. The smaller camps merely breakeven therefore the restaurants and shops are being used for service delivery.

SANParks assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, SANParks estimates the recoverable amount of the asset. The recoverable amount of cash generating assets or a cash-generating unit is determined on the higher its fair value less costs to sell and its value in use. These calculations require the use of estimates and assumptions. When estimating the value in use of an asset, SANParks estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and SANParks applies an appropriate discount rate to those future cash flows.

Impairment of non-cash generating assets

SANParks assesses at each reporting date whether there is any indication that a non- cash-generating asset may be impaired. If any such indication exists, SANParks estimates the recoverable service amount of the asset. These calculations require the use of estimates and assumptions.

1.4 Inventories

SANParks inventories include consumables, retail goods, fuel and military inventory.

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for:

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to entity.

SANParks recognises the unused cutlery, crockery, and linen as inventory in the statement of financial position, once these items are brought into use they are then expensed in the statement of financial performance.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. SANParks recognises the unused cutlery, crockery, and linen as inventory in the statement of financial position, once these items are brought into use they are then expensed in the statement of financial performance. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

Inventories, which exclude fauna and flora, are stated at the lower of cost and net realisable value. Cost is determined by the first-in-first-out method.

Accounting Policies

1.5 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

A financial asset is:

- cash
- a residual interest of another entity; or
- a contractual right to:
 - receive cash or another financial asset from another entity; or
 - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.
- equity instruments or similar forms of unitised capital.
- a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an entity's net assets, either before the contribution occurs or at the time of the contribution; or
- a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, an entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions.

Loans payable are financial liabilities, other than short-term payables on normal credit terms.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- SANParks designates at fair value at initial recognition; or
- are held for trading.

Classification

SANParks has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Cash and cash equivalents	Financial asset measured at amortised cost
Receivables from exchange transactions	Financial asset measured at amortised cost
Receivables from non-exchange transactions	Financial asset measured at amortised cost

SANParks has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Unspent conditional grants	Financial liability measured at amortised cost
Trade and other payables from exchange transactions	Financial liability measured at amortised cost
Other financial liabilities	Financial liability measured at amortised cost

Initial recognition

SANParks recognises a financial asset or a financial liability in its statement of financial position when SANParks becomes a party to the contractual provisions of the instrument.

Initial measurement of financial assets and financial liabilities

SANParks measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Subsequent measurement of financial assets and financial liabilities

SANParks measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at amortised cost.

All financial assets measured at amortised cost are subject to an impairment review.

Gains and losses

For financial assets and financial liabilities measured at amortised cost a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Impairment and uncollectibility of financial assets

SANParks assess, at the end of each reporting period, whether there is any objective evidence that a financial asset or group of financial assets is impaired.

- Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

The calculation in respect of the impairment of receivables is based on an assessment of the extent to which trade receivables have defaulted on payments already due, and their ability to make payments. This assessment is performed on all outstanding debtor on the debtors' age analysis at the reporting date. Accordingly, management believes no further credit provisions are required in excess of the provision for doubtful debts.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed directly OR by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

Derecognition

Financial assets

SANParks derecognises financial assets using trade date accounting.

SANParks derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived.
- SANParks transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or

Accounting Policies

- SANParks, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, SANParks :
 - derecognise the asset; and
 - recognise separately any rights and obligations created or retained in the transfer.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

Financial liabilities

SANParks removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when an entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

1.6 Property, plant and equipment

Property, plant and equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and
- are expected to be used during more than one reporting period.

Recognition

The cost of an item of property, plant and equipment is recognised as an asset if, and only if:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity, and
- the cost or fair value of the item can be measured reliably.

Measurement at recognition

An item of property, plant and equipment that qualifies for recognition as an asset shall be measured at its cost.

Where an asset is acquired at no cost, or for a nominal cost, its cost shall be measured at its fair value as at the date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, its deemed cost is the carrying amount of the asset(s) given up.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Property, plant and equipment in the course of construction for production, rental or administrative purposes, or for purposes not yet determined, are carried at cost, less any recognised impairment loss. Cost includes professional fees, direct materials, labour and overhead expenses. Interest costs on borrowings to finance the construction of infrastructure are capitalised during the period of time that is required to complete and prepare the infrastructure for its intended use, and form part of the cost of the asset.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where SANParks is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

An item of property, plant and equipment that qualifies for recognition as an asset shall be measured at its cost.

- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management; and
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Subsequent measurement

SANParks chose to use the cost model as its accounting policy and applies this policy to the entire class of property, plant and equipment.

After initial recognition as an asset, an item of property, plant and equipment shall be carried at its cost less any accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits or service potential over the total life of the asset in excess of the most recently assessed standard of performance of the existing asset will flow to the entity. All other repairs and maintenance are charged to surplus or deficit for the year in which they are incurred.

Depreciation amount and depreciation period

The depreciable amount of an asset has been allocated on a systematic basis over its useful life.

The residual value and the useful life of each asset are reviewed at the end of each reporting date to assess whether there is any indication that the expectations of the asset have changed since the preceding reporting date. If any such indication exists, SANParks shall revise the expected useful life and/or residual value accordingly. The change(s) shall be accounted for as a change in an accounting estimate in accordance with the Standard of GRAP on Accounting Policies, Changes in Accounting Estimates and Errors.

Where significant parts of an item have different useful lives, or pattern in which future economic benefits are expected to be consumed, to the item itself, these parts are depreciated over their estimated useful lives. The methods of depreciation, useful lives and residual values are reviewed annually.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight line	5 to 50 years
Vehicles, machinery and mechanical equipment	Straight line	5 to 40 years
Aircraft	Straight line	2 to 20 years as componentised
Furniture & office equipment	Straight line	5 to 25 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

SANParks separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note 26).

SANParks discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note 6).

Accounting Policies

1.6 Property, plant and equipment (continued)

Impairment

SANParks tests items of property, plant and equipment for impairment in accordance with principles of GRAP 21 and GRAP 26. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount (or recoverable service amount) it is written down to its recoverable amount (or recoverable service amount) and an impairment loss is charged to surplus or deficit for the year.

1.7 Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance.

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

Recognition

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

SANParks assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Initial measurement

An intangible asset is measured initially at cost by SANParks. Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Subsequent measurement

An intangible asset is measured:

- After initial recognition, an intangible asset is carried at its cost less any accumulated amortisation and any accumulated impairment losses.
- Amortisation is calculated on a straight line basis, and the useful life varies between 3 and 5 years and is reviewed annually.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Impairment of intangible assets

An impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation.

SANParks assesses at each reporting date whether there is any indication that the computer software may be impaired.

No such indication existed at the end of the current financial reporting period.

SANParks discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note 7).

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of an intangible assets is included in surplus or deficit when the asset is derecognised (unless the Standard of GRAP on leases requires otherwise on a sale and leaseback).

1.8 Heritage assets

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

A class of heritage assets is a grouping of heritage assets of a similar nature or function in SANParks operations, that is shown as a single item for the purpose of disclosure in the financial statements.

SANParks' classes of Heritage Assets include:

- Conservation areas such as National Parks.
- Archaeological sites
- Collections.
- Geological sites
- Graves of cultural significant
- Historical buildings
- Historical sites
- Landscapes and natural features of cultural significance
- Monuments
- Palaeontology sites
- Sacred sites (sites of spiritual or religious significance)

Characteristics often displayed by heritage assets include the following:

- Their value in cultural, environmental, educational and historical terms is unlikely to be fully reflected in monetary terms.
- Ethical, legal and/or statutory obligations may impose prohibitions or severe stipulations on disposal by sale.
- They are often irreplaceable.
- Their value may increase over time even if their physical condition deteriorates.
- They have an indefinite life and their value appreciates over time due to their cultural, environmental, educational, natural scientific, technological, artistic or historical significance.
- They are protected, kept unencumbered, cared for and preserved.

Recognition

A heritage asset shall be recognised as an asset if, and only if:

- it is probable that future economic benefits or service potential associated with the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

SANParks will assess the degree of certainty attached to the flow of future service potential or economic benefits:

- If the entity holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of heritage assets because of the need to analyse the proposed collection items to determine if they conform to the set collection criteria through evaluation and research.

- For recognition of heritage assets, the asset needs to be controlled by SANParks as a result of past events. Such events may include: Purchase, donation, bequeath, loan or transfer.
- Particularly for archaeology, material is often retrieved in a fragmentary state – finding a completely articulated specimen is the exception rather than the rule. A great deal of knowledge is thus required to identify and systematise the collections. The research required to identify, analyse and classify heritage items is often a collaborative effort between local and international experts that span several months, even years. These items cannot be recognised in the financial statements but will be recorded and controlled in the register. Relevant and useful information about them shall be disclosed in the notes to the financial statements.

SANParks does not recognise heritage assets which on initial recognition, do not meet the recognition criteria of a heritage asset because they cannot be reliably measured. Relevant and useful information about them has been disclosed in the notes to the financial statements. These items are controlled in the heritage asset register.

Initial measurement

A heritage asset that qualifies for recognition as an asset shall be measured at its cost, and where it is acquired through a non-exchange transaction, at its fair value as at the date of acquisition.

For collections, values have been assigned to the heritage assets, which are considered to be appreciating in value, and which values are to be reviewed from time to time. Wherever possible, the appraisers have adopted the discipline of 'Open Market' principles in determining value, however values derived are largely determined by the skill and experience applied by the appraiser at the date of valuation.

Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

Impairment

SANParks assess at each reporting date whether there is an indication that it may be impaired. If any such indication exists, SANParks estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers

Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset.

Transfers to heritage assets are only made when the asset meets the definition of a heritage asset. The transfer will be made at the carrying value of the heritage asset.

Accounting Policies

1.8 Heritage assets (continued)

Derecognition

SANParks derecognises heritage assets on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is included in surplus or deficit when the item is derecognised (unless the Standard of GRAP on leases requires otherwise on a sale and leaseback).

Recognition and derecognition of land

Assessment of control of land

Control of land is assessed by the following criteria:

- Legal ownership and/or
- the right to direct access to land, and to restrict or deny the access of others to land.

Legal ownership

Legal ownership refers to the owner being the registered title deed holder of the land. Legal ownership also arises where the land is transferred from the legal owner to another entity or party, through legislation or similar means.

The right to direct access to land, and to restrict or deny the access of others to land

Where an entity has the right to direct access to, and restrict or deny the access of others to land while another is the legal owner of land, substance over form determines that the land is controlled by the entity that has the right to direct access to land, and to restrict or deny the access of others to land.

All state land that is declared national parks as per the National Environmental Management: Protected Areas (NEMPA) Act (2003), the ownership of such parks resides with the Department of Public Works (DPW). SANParks is assigned the Management Authority for the land (once declared as a national park) in terms of section 38 of the NEMPA. SANParks as the management authority for national parks is declared to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development, where feasible. Once the national park is declared and the management is assigned to SANParks, any withdrawal of national park status is done in accordance to section 21 of the NEMPA by resolution of the National Assembly. Therefore SANParks as the management authority has rights or access to the service potential of land declared as national parks.

Where the criteria for assessment of control land is met, the land is recognised as an asset in accordance with the applicable Standard of GRAP. National Parks are classified as Heritage Assets and therefore SANParks applies principles of GRAP 103 for accounting for the land.

1.9 Biological assets that form part of an agricultural activity

A biological asset is a living animal or plant.

Agricultural produce is the harvested produce of the entity's biological assets.

Biological transformation comprises the processes of growth, degeneration, production, and procreation that cause qualitative or quantitative changes in a biological asset.

Agricultural activity is the management by an entity of the biological transformation and harvest of biological assets for:

- sale
- distribution at no charge or for a nominal charge or
- conversion into agriculture produce or into additional biological assets for sale or distribution at no charge or for a nominal charge.

An entity recognises a biological assets that form part of an agricultural activity or agricultural produce when, and only when:

- the entity controls the asset as a result of past events.
- it is probable that future economic benefits or service potential associated with the asset will flow to the entity; and
- the fair value or cost of the asset can be measured reliably.

Since SANParks living animals and plants fall outside of the scope of GRAP 27, SANParks cannot and has not recognised biological assets.

1.10 Impairment of cash-generating assets

Cash-generating assets are assets used with the objective of generating a commercial return. Commercial return means that positive cash flows are expected to be significantly higher than the cost of the asset.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets used with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use.

Value in use

The value in use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset and from its disposal at the end of its useful life.

When estimating the value in use of an asset, SANParks estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and SANParks applies the appropriate discount rate to those future cash flows.

Basis for estimates of future cash flows

In measuring value in use SANParks:

- base cash flow projections on reasonable and supportable assumptions that represent management's best estimate of the range of economic conditions that will exist over the remaining useful life of the asset. Greater weight is given to external evidence.
- base cash flow projections on the most recent approved financial budgets/forecasts but excludes any estimated future cash inflows or outflows expected to arise from future restructuring's or from improving or enhancing the asset's performance. Projections based on these budgets/forecasts covers a maximum period of five years, unless a longer period can be justified; and
- estimate cash flow projections beyond the period covered by the most recent budgets/forecasts by extrapolating the projections based on the budgets/forecasts using a steady or declining growth rate for subsequent years unless an increasing rate can be justified. This growth rate does not exceed the long-term average growth rate for the products, industries, or country or countries in which the entity operates, or for the market in which the asset is used, unless a higher rate can be justified.

Recognition and measurement (individual asset)

If the recoverable amount of a cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

When the amount estimated for an impairment loss is greater than the carrying amount of the cash-generating asset to which it relates, SANParks recognises a liability only to the extent that is a requirement in the Standard of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Reversal of impairment loss

SANParks assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable amount of that asset.

An impairment loss recognised in prior periods for a cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a cash-generating asset is recognised immediately in surplus or deficit.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

A reversal of an impairment loss for a cash-generating unit is allocated to the cash-generating assets of the unit pro rata with the carrying amounts of those assets. These increases in carrying amounts are treated as reversals of impairment losses for individual assets. No part of the amount of such a reversal is allocated to a non-cash-generating asset contributing service potential to a cash-generating unit.

Accounting Policies

1.10 Impairment of cash-generating assets (continued)

In allocating a reversal of an impairment loss for a cash-generating unit, the carrying amount of an asset is not increased above the lower of:

- its recoverable amount (if determinable); and
- the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior periods.

The amount of the reversal of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit.

Redesignation

The redesignation of assets from a cash-generating asset to a non-cash-generating asset or from a non-cash-generating asset to a cash-generating asset only occur when there is clear evidence that such a redesignation is appropriate.

1.11 Impairment of non-cash generating assets

Non-cash-generating assets are assets other than cash-generating assets.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation/amortisation.

The recoverable service amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use.

At each reporting date a review is carried out to determine whether there are any indications that any non-cash generating assets and non-cash generating units may be impaired. If such indications exist, the recoverable service amounts of the affected assets are determined.

Where the recoverable service amount of an asset or non-cash-generating unit is lower than its carrying amount, an impairment loss is recognised in surplus or deficit in respect of assets at historic cost.

Value in use

The value in use of a non-cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset and from its disposal at the end of its useful life.

Value in use of a non-cash-generating asset is the present value of the asset's remaining service potential.

The present value of the remaining service potential of a non-cash-generating asset is determined using the following approach:

Depreciated replacement cost approach

The present value of the remaining service potential of a non-cash-generating asset is determined as the depreciated replacement cost of the asset. The replacement cost of an asset is the cost to replace the asset's gross service potential. This cost is depreciated to reflect the asset in its used condition. An asset may be replaced either through reproduction (replication) of the existing asset or through replacement of its gross service potential. The depreciated replacement cost is measured as the reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated on the basis of such cost, to reflect the already consumed or expired service potential of the asset.

The replacement cost and reproduction cost of an asset is determined on an "optimised" basis. The rationale is that SANParks would not replace or reproduce the asset with a like asset if the asset to be replaced or reproduced is an overdesigned or overcapacity asset. Overdesigned assets contain features which are unnecessary for the goods or services the asset provides.

Overcapacity assets are assets that have a greater capacity than is necessary to meet the demand for goods or services the asset provides. The determination of the replacement cost or reproduction cost of an asset on an optimised basis thus reflects the service potential required of the asset.

SANParks assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable amount of that asset.

If the recoverable service amount of a non-cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. This reduction is an impairment loss. An impairment loss is recognised immediately in surplus or deficit.

Any impairment loss of a revalued non-cash-generating asset is treated as a revaluation decrease. When the amount estimated for an impairment loss is greater than the carrying amount of the non-cash-generating asset to which it relates, SANParks recognises a liability only to the extent that is a requirement in the Standards of GRAP.

After the recognition of an impairment loss, the depreciation/amortisation charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Redesignation

The redesignation of assets from a cash-generating asset to a non-cash-generating asset or from a non-cash-generating asset to a cash-generating asset only occur when there is clear evidence that such a redesignation is appropriate.

Reversal of impairment loss

SANParks assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a non-cash-generating asset may no longer exist or may have decreased. If any such indication exists, SANParks estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a non-cash-generating asset is recognised immediately in surplus or deficit.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

1.12 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate on the remaining balance of the liability.

A finance lease gives rise to a depreciation expense for depreciable assets as well as finance expense for each accounting period. The depreciation policy for depreciable leased assets shall be consistent with that for depreciable assets that are owned, and the depreciation recognised shall be calculated in accordance with the Standard of GRAP on Property, Plant and Equipment.

Operating leases - lessee

Assets acquired under leases where all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term or another basis if more representative of the time pattern of the user's benefit. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.13 Provisions and contingencies

A provision is a liability of uncertain timing or amount.

Recognition

Provisions are recognised when:

- SANParks has a present obligation as a result of a past event.
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if SANParks settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Accounting Policies

1.13 Provisions and contingencies (continued)

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time.

This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating surplus (deficit).

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A contingent liability is:

- a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 36.

1.14 Employee benefits

Employee benefits are all forms of consideration given by SANParks in exchange for service rendered by employees.

Termination benefits are employee benefits payable as a result of either:

- SANParks decision to terminate an employee's employment before the normal retirement date; or
- an employee's decision to accept voluntary redundancy in exchange for those benefits.

Other long-term employee benefits are employee benefits (other than post-employment benefits and termination benefits) that are not due to be settled within twelve months after the end of the period in which the employees render the related service.

Vested employee benefits are employee benefits that are not conditional on future employment.

A constructive obligation is an obligation that derives from an entity's actions where by an established pattern of past practice, published policies or a sufficiently specific current statement, an entity has indicated to other parties that it will accept certain responsibilities and as a result, the entity has created a valid expectation on the part of those other parties that it will discharge those responsibilities.

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions.
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service.
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cell phones) for current employees.

When an employee has rendered service to the entity during a reporting period, the entity recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, SANParks recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. SANParks measure the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognises the expected cost of bonus, incentive and performance related payments when SANParks has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

Post-employment benefits

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit plans are formal or informal arrangements under which SANParks provides post-employment benefits for one or more employees.

SANParks provides post-employment benefits in the form of pension funds, post-retirement health care benefits, housing subsidies and gratuities upon retirement.

Post-employment benefits consist of a defined benefit plan and defined contribution plan.

The entitlement to post-retirement health care benefits is based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment.

Post-employment benefits: Defined benefit plans

Defined benefit plans are post-employment benefit plans other than defined contribution plans.

Actuarial gains and losses comprise experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred) and the effects of changes in actuarial assumptions. In measuring its defined benefit liability SANParks recognise actuarial gains and losses in surplus or deficit in the reporting period in which they occur.

Current service cost is the increase in the present value of the defined benefit obligation resulting from employee service in the current period.

Interest cost is the increase during a period in the present value of a defined benefit obligation which arises because the benefits are one period closer to settlement.

Past service cost is the change in the present value of the defined benefit obligation for employee service in prior periods, resulting in the current period from the introduction of, or changes to, post-employment benefits or other long-term employee benefits. Past service cost may be either positive (when benefits are introduced or changed so that the present value of the defined benefit obligation increases) or negative (when existing benefits are changed so that the present value of the defined benefit obligation decreases). In measuring its defined benefit liability the entity recognises past service cost as an expense in the reporting period in which the plan is amended.

The present value of a defined benefit obligation is the present value, without deducting any plan assets, of expected future payments required to settle the obligation resulting from employee service in the current and prior periods.

SANParks accounts not only for its legal obligation under the formal terms of a defined benefit plan, but also for any constructive obligation that arises from SANParks informal practices. Informal practices give rise to a constructive obligation where entity has no realistic alternative but to pay employee benefits. An example of a constructive obligation is where a change in SANParks informal practices would cause unacceptable damage to its relationship with employees.

The amount determined as a defined benefit liability may be negative (an asset). SANParks measures the resulting asset at the lower of:

- the amount determined above; and
- the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. The present value of these economic benefits is determined using a discount rate which reflects the time value of money.

Any adjustments arising from the limit above is recognised in surplus or deficit.

SANParks determines the present value of defined benefit obligations with sufficient regularity such that the amounts recognised in the annual financial statements do not differ materially from the amounts that would be determined at the reporting date.

SANParks recognises the net total of the following amounts in surplus or deficit, except to the extent that another

Standard requires or permits their inclusion in the cost of an asset:

- current service cost
- interest cost
- actuarial gains and losses
- past service cost
- the effect of any curtailments or settlements.

SANParks uses the Projected Unit Credit Method to determine the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost. The Projected Unit Credit Method (sometimes known as the accrued benefit method pro-rated on service or as the benefit/years of service method) sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

In determining the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost, SANParks shall attribute benefit to periods of service under the plan's benefit formula. However, if an employee's service in later years will lead to a materially higher level of benefit than in earlier years, SANParks shall attribute benefit on a straight-line basis from:

- the date when service by the employee first leads to benefits under the plan (whether or not the benefits are conditional on further service); until
- the date when further service by the employee will lead to no material amount of further benefits under the plan, other than from further salary increases.

Accounting Policies

1.14 Employee benefits (continued)

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan. The results of the valuation are updated for any material transactions and other material changes in circumstances (including changes in market prices and interest rates) up to the reporting date.

SANParks recognises gains or losses on the curtailment or settlement of a defined benefit plan when the curtailment or settlement occurs. The gain or loss on a curtailment or settlement comprises:

- any resulting change in the present value of the defined benefit obligation and
- any resulting change in the fair value of the plan assets.

Before determining the effect of a curtailment or settlement, SANParks re-measures the obligation (and the related plan assets, if any) using current actuarial assumptions (including current market interest rates and other current market prices).

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognised as a separate asset. The asset is measured at fair value. In all other respects, the asset is treated in the same way as plan assets. In surplus or deficit, the expense relating to a defined benefit plan is not presented as the net of the amount recognised for a reimbursement.

Actuarial assumptions

Actuarial assumptions are unbiased and mutually compatible.

Financial assumptions are based on market expectations, at the reporting date, for the period over which the obligations are to be settled.

The rate used to discount post-employment benefit obligations reflect the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the post-employment benefit obligations.

Post-employment benefit obligations are measured on a basis that reflects:

- estimated future salary increases.
- the benefits set out in the terms of the plan (or resulting from any constructive obligation that goes beyond those terms) at the reporting date; and
- estimated future changes in the level of any state benefits that affect the benefits payable under a defined benefit plan, if, and only if, either:
 - those changes were enacted before the reporting date; or
 - past history, or other reliable evidence, indicates that those state benefits will change in some predictable manner, for example, in line with future changes in general price levels or general salary levels.

Assumptions about medical costs take account of estimated future changes in the cost of medical services, resulting from both inflation and specific changes in medical costs.

Termination benefits

SANParks recognises termination benefits as a liability and an expense when the entity is demonstrably committed to either:

- terminate the employment of an employee or group of employees before the normal retirement date; or
- provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

SANParks is demonstrably committed to a termination when the SANParks has a detailed formal plan for the termination and is without realistic possibility of withdrawal. The detailed plan includes [as a minimum]:

- the location, function, and approximate number of employees whose services are to be terminated.
- the termination benefits for each job classification or function; and
- the time at which the plan will be implemented.

Implementation begins as soon as possible and the period of time to complete implementation is such that material changes to the plan are not likely.

Where termination benefits fall due more than 12 months after the reporting date, they are discounted using an appropriate discount rate. The rate used to discount the benefit reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the benefit.

In the case of an offer made to encourage voluntary redundancy, the measurement of termination benefits shall be based on the number of employees expected to accept the offer.

1.15 Service concession arrangements

Service concession arrangements arise from the service concession agreements that SANParks has with different Public Private Partnerships (PPP). These arrangements give the operator the right to build and operate an infrastructure asset within the National Park. The operator also has to pay SANParks a concession fee as agreed upon in the specific PPP agreement. These transactions give rise to assets (infrastructure and other movable assets), liabilities and revenues that are accounted for in the manner outlined on the right:

Assets

Recognition

The grantor shall recognise an asset provided by the operator and an upgrade to an existing asset of the grantor as a service concession asset if:

- the grantor controls or regulates what services the operator must provide with the asset, to whom it must provide them and at what price.
- the grantor controls - through ownership, beneficial entitlement or otherwise - any significant residual interest in the asset at the end of the term of the arrangement.

If one, or both of the recognition criteria above are not met, the grantor considers the principles in the Interpretation of the Standards of GRAP on determining whether an arrangement contains a lease (IGRAP 3), Standard of GRAP on Leases (GRAP 13), Interpretation of the Standards of GRAP on service concession arrangements where the grantor controls a significant residual interest in an asset (IGRAP 17) to account for the service concession arrangement.

SANParks only controls the right to receive service concession assets at the end of each of the service concession arrangements. This right to receive assets is the residual interest in the concessionaire assets at the end of the service concession arrangements. SANParks is liable to compensate the concessionaire, a consideration equal to the residual value of the asset at the date of transfer.

In a service concession arrangement where the grantor controls a significant residual interest in a service concession asset at the end of the service concession arrangement through ownership, beneficial entitlement or otherwise, and the arrangement does not constitute a finance or an operating lease, the grantor recognises its right to receive the residual interest (i.e. a receivable) in the service concession asset at the commencement of the arrangement.

When the grantor recognises the right to receive a residual interest in the service concession asset, the grantor shall also recognise its performance obligation for granting the operator access to the service concession asset in accordance with the substance of the arrangement. The value of the performance obligation shall be the same as the receivable interest recognised at the commencement of the service concession arrangement.

The residual value, as per concessionaire contracts, is defined as the depreciated value of immovable concession assets, revalued for changes in the consumer price index (calculated from inception date to termination date). The depreciated value of immovable concession asset is calculated at a depreciation rate of 5%.

The performance obligation shall be reduced and revenue shall be recognised based on the substance of the arrangement.

Initial measurement

The grantor shall initially measure a new service concession asset that meets the concession asset recognition criteria, at its fair value.

Where an existing asset meets the conditions of a concession asset, the grantor shall reclassify the asset as a concession asset. The reclassified service concession asset shall be initially measured and accounted for, in accordance with the Standards of GRAP on Investment Property (GRAP 16), Property, Plant and Equipment (GRAP 17), Intangible Assets (GRAP 31), or Heritage Assets (GRAP 103), as appropriate.

Subsequent measurement

After initial recognition or reclassification, service concession assets shall be initially measured and accounted for (in all respects), in accordance with the Standards of GRAP on Investment Property (GRAP 16), Property, Plant and Equipment (GRAP 17), Intangible Assets (GRAP 31), or Heritage Assets (GRAP 103), as appropriate.

Liability

Recognition

Where the grantor recognises a service concession asset, the grantor shall also recognise a liability. The grantor shall not recognise a liability where an existing asset of the grantor is reclassified as a service concession asset, except in circumstances where additional consideration is provided by the operator.

Initial measurement

Where the grantor has an unconditional obligation to pay cash or another financial asset to the operator for the construction, development, acquisition, or upgrade of a service concession asset, the grantor shall account for the liability recognised as a financial liability.

The liability arising from concession asset recognition shall be initially measured at the same amount as the service concession asset, adjusted by the amount of any other consideration (e.g. cash) from the grantor to the operator, or from the operator to the grantor.

Subsequent measurement

The Financial Liability Model

Subsequent to initial measurement, the Standard of GRAP on Financial Instruments (GRAP 104) applies to the financial liability recognised above.

The grantor shall allocate the payments to the operator and account for them according to their substance as a reduction in the liability recognised, a finance charge, and charges for services provided by the operator.

The finance charges and charges for services provided by the operator in a service concession arrangement shall be accounted for as expenses.

Accounting Policies

1.15 Service concession arrangements (continued)

Where the asset and service components of a service concession arrangement are separately identifiable, the service components of payments from the grantor to the operator shall be allocated by reference to the relative fair values of the service concession asset and the services. Where the asset and service components are not separately identifiable, the service component of payments from the grantor to the operator is determined using estimation techniques.

Grant of a Right to the Operator Model

Where the grantor does not have an unconditional obligation to pay cash or another financial asset to the operator for the construction, development, acquisition, or upgrade of a service concession asset, and grants the operator the right to earn revenue from third-party users or another revenue-generating asset, the grantor shall account for the liability, as the unearned portion of the revenue arising from the exchange of assets between the grantor and the operator.

The grantor shall recognise revenue and reduce the liability recognised, according to the substance of the services concession arrangement.

Other liabilities

The grantor shall account for other liabilities, contingent liabilities, and contingent assets arising from a service concession arrangement in accordance with the Standard of GRAP on Provisions, Contingent Assets (GRAP 19) and Financial Instruments (GRAP 104).

Other revenues

The grantor shall account for revenues from a service concession arrangement, other than those specified under Grant of a right to the operator model in accordance with the Standard of GRAP on Revenue from Exchange Transactions (GRAP 9).

1.16 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

Applying the Probability Test on Initial Recognition of Revenue

This Interpretation of the Standards of GRAP provides guidance on how an entity applies the probability test on initial recognition of revenue where credit is extended for the settlement of an exchange or non-exchange revenue transaction and uncertainty exists about the entity's ability to collect such revenue based on past history or because discretion about collectability is exercised subsequently.

This interpretation of Standards of GRAP is applicable to SANParks based on past experience where less than 100% of the revenue where credit is extended for the settlement of an exchange or non-exchange revenue transaction, is expected.

SANParks recognises the full amount of exchange and non-exchange revenue based on the terms of the arrangement with each debtor, notwithstanding its knowledge based on past experience.

Consideration is given to whether there is objective evidence that an impairment loss has been incurred when making the impairment assessment for subsequent measurement of the receivables at the reporting date.

SANParks derives revenue from exchange and non-exchange transactions. An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange. Examples of exchange transactions include:

- The rendering of services - revenue from tourism, retail and concession fees
- The sale of goods and services - the sales of fauna and flora
- Interest - from investment income

Rendering of services

Where the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably.
- it is probable that the economic benefits or service potential associated with the transaction will flow to SANParks.
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

- Accommodation income is accrued on a daily basis.
- Conservation levies are recognised on a daily basis and other tourist related activities are recognised upon commencement of the activity.
- Wild Card sales are amortised over the validity period of the Wild Card.

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- SANParks has transferred to the purchaser the significant risks and rewards of ownership of the goods
- SANParks retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold
- the amount of revenue can be measured reliably

- it is probable that the economic benefits or service potential associated with the transaction will flow to SANParks; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Sales are recognised upon delivery of the products and customer acceptance.

Interest received

Revenue arising from the use by others of SANParks assets yielding interest is recognised when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity and
- the amount of revenue can be measured reliably.

Interest is recognised using the effective interest rate method on a time proportion basis.

Measurement of revenue from exchange transactions

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

At the time of initial recognition it is inappropriate to assume that the collectability of amounts owing, to SANParks, by individual recipients of goods or services will not occur, because SANParks has an obligation to collect all revenue.

Exchange transactions

The following is included in revenue from exchange transactions:

- Tourism, retail, concession and other.

Concession income

Income from concessions granted to operators to build, operate and transfer lodges and from rental of facilities to operators is recognised as it accrues over the period of the agreement.

Management fees

Management fees for managing special projects are recognised on a monthly basis, based on the services performed.

Rent received

Rent received is accrued on a daily basis in accordance with the substance of the relevant agreements.

1.17 Revenue from non-exchange transactions

Revenue comprises gross inflows of economic benefits or service potential received and receivable by entity, which represents an increase in net assets, other than increases relating to contributions from owners.

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Control of an asset arise when SANParks can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

Expenses paid through the tax system are amounts that are available to beneficiaries regardless of whether or not they pay taxes.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an SANParks either receives value from another SANParks without directly giving approximately equal value in exchange or gives value to another SANParks without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Stipulations on transferred assets are terms in laws or regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting SANParks.

Transfers are inflows of future economic benefits or service potential from non-exchange transactions, other than taxes.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Accounting Policies

1.17 Revenue from non-exchange transactions (continued)

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by SANParks.

The following are the major classes of revenue from non-exchange transactions, the basis on which the fair value of inflowing resources has been measured:

- Operational grants received: Revenue from operational grants received shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from DEFF.
- Land infrastructure grant: Revenue from Land Infrastructure Grant shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the DEFF. If conditions are attached to the grant a liability will be recognised and shall be the best estimate of the amount required to settle the present obligation at the reporting date. When a liability is subsequently reduced because a condition is satisfied the amount of the reduction in the liability will be recognised as revenue.
- Donations received: Revenue from donations received shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the various donors; and
- Special projects grant: Revenue from special projects grant shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the DEFF and other funders. If conditions are attached to the grant a liability will be recognised and shall be the best estimate of the amount required to settle the present obligation at the reporting date. When a liability is subsequently reduced because a condition is satisfied the amount of the reduction in the liability will be recognised as revenue.
- Special projects grant (agent and principal arrangements): Where SANParks is acting as the agent, the revenue, expenses and assets of the project are not recognised in the annual financial statements of SANParks as they are not for SANParks account. Rather SANParks recognises a liability based on the cash not spent on the projects, and the liability is recognised in the Statement of Financial Position. The project assets are not recognised, as they do not meet the definition and recognition criteria of assets of SANParks.

Assets arising from non-exchange transactions

Recognition

An inflow of resources arising from non-exchange transactions, other than services in kind, that meet the definition of an asset shall be recognised as an asset when and only when:

- it is probable that future economic benefits or service potential associated with the asset will flow to the entity; and
- the fair value of the asset can be reliably measured. SANParks recognises an asset in respect of taxes when the taxable event occurs and the asset recognition criteria is met.

Measurement

An asset acquired through a non-exchange transaction shall initially be measured at its fair value as at the date of acquisition.

- Subsequent measurement

An asset acquired through a non-exchange transactions shall subsequently be measured in terms of the respective standard that the asset relates to.

Liabilities arising from non-exchange transactions

Recognition

A present obligation arising from a non-exchange transaction that meets the definition of a liability shall be recognised as a liability when, and only when:

- it is probable that an outflow of resources embodying future economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation. Apart from Services in kind, which are not recognised, SANParks recognises an asset in respect of transfers when the transferred resources meet the definition of an asset and satisfy the criteria for recognition as an asset.

Measurement

The amount recognised as a liability shall be the best estimate of the amount required to settle the present obligation at the reporting date.

- Subsequent measurement

The liabilities arising from a non-exchange transaction are subsequently measured in terms of the respective standard that the liability relates to.

1.18 Accounting by principals and agents

Identification

An agent is an entity that has been directed by another entity (a principal), through a binding arrangement, to undertake transactions with third parties on behalf of the principal and for the benefit of the principal.

A principal is an entity that directs another entity (an agent), through a binding arrangement, to undertake transactions with third parties on its behalf and for its own benefit.

A principal-agent arrangement results from a binding arrangement in which one entity (an agent), undertakes transactions with third parties on behalf, and for the benefit of, another entity (the principal).

Identifying whether an entity is a principal or an agent

When the entity is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement.

Management assesses whether the SANParks is party to any principle-agent arrangements. Should SANParks be party to such an arrangement, management will assess whether it is a principal or an agent in the arrangement, in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement. The assessment of whether SANParks is a principal or an agent is based on the following criterion.

- It does not have the power to determine the significant terms and conditions of the transaction.
- It does not have the ability to use all, or substantially all, of the resources that result from the transaction for its own benefit.
- It is not exposed to variability in the results of the transaction.

If this criterion is not met, then an entity is considered to be a principal in the arrangement.

An entity is an agent when, in relation to transactions with third parties, all three of the following criteria are present:

The assessment of whether an entity is a principal or an agent requires the entity to assess whether the transactions it undertakes with third parties are for the benefit of another entity or for its own benefit.

Recognition

A principal recognises revenue and expenses that arise from transactions with third parties in a principal-agent arrangement in accordance with the requirements of the relevant Standards of GRAP.

An agent recognises only that portion of the revenue and expenses it receives or incurs in executing the transactions on behalf of the principal in accordance with the requirements of the relevant Standards of GRAP.

Assets and liabilities arising from principal-agent arrangements are recognised in accordance with the requirements of the relevant Standards of GRAP.

1.19 Statutory receivables

Identification

Statutory receivables are receivables that arise from legislation, supporting regulations, or similar means, and require settlement by another entity in cash or another financial asset.

Carrying amount is the amount at which an asset is recognised in the statement of financial position.

The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

Nominal interest rate is the interest rate and/or basis specified in legislation, supporting regulations or similar means.

The transaction amount (for purposes of this Standard) for a statutory receivable means the amount specified in, or calculated, levied or charged in accordance with, legislation, supporting regulations, or similar means.

Recognition

SANParks recognises statutory receivables as follows:

- if the transaction is an exchange transaction, using the policy on Revenue from exchange transactions.
- if the transaction is a non-exchange transaction, using the policy on Revenue from non-exchange transactions (taxes and transfers); or
- if the transaction is not within the scope of the policies listed in the above or another Standard of GRAP, the receivable is recognised when the definition of an asset is met and, when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the transaction amount can be measured reliably.

Initial measurement

SANParks initially measures statutory receivables at their transaction amount.

Subsequent measurement

SANParks measures statutory receivables after initial recognition using the cost method. Under the cost method, the initial measurement of the receivable is changed subsequent to initial recognition to reflect any:

- interest or other charges that may have accrued on the receivable (where applicable)
- impairment losses; and
- amounts derecognised.

Accounting Policies

1.19 Statutory receivables (continued)

Impairment losses

SANParks assesses at each reporting date whether there is any indication that a statutory receivable, or a group of statutory receivables, may be impaired.

In assessing whether there is any indication that a statutory receivable, or group of statutory receivables, may be impaired, SANParks considers, as a minimum, the following indicators:

- Significant financial difficulty of the debtor, which may be evidenced by an application for debt counselling, business rescue or an equivalent.
- It is probable that the debtor will enter sequestration, liquidation or other financial re-organisation.
- A breach of the terms of the transaction, such as default or delinquency in principal or interest payments (where levied).
- Adverse changes in international, national or local economic conditions, such as a decline in growth, an increase in debt levels and unemployment, or changes in migration rates and patterns.

If there is an indication that a statutory receivable, or a group of statutory receivables, may be impaired, SANParks measures the impairment loss as the difference between the estimated future cash flows and the carrying amount. Where the carrying amount is higher than the estimated future cash flows, the carrying amount of the statutory receivable, or group of statutory receivables, is reduced, either directly or through the use of an allowance account. The amount of the losses is recognised in surplus or deficit.

In estimating the future cash flows, SANParks considers both the amount and timing of the cash flows that it will receive in future. Consequently, where the effect of the time value of money is material, the entity discounts the estimated future cash flows using a rate that reflects the current risk free rate and, if applicable, any risks specific to the statutory receivable, or group of statutory receivables, for which the future cash flow estimates have not been adjusted.

An impairment loss recognised in prior periods for a statutory receivable is revised if there has been a change in the estimates used since the last impairment loss was recognised, or to reflect the effect of discounting the estimated cash flows.

Any previously recognised impairment loss is adjusted either directly or by adjusting the allowance account. The adjustment does not result in the carrying amount of the statutory receivable or group of statutory receivables exceeding what the carrying amount of the receivable(s) would have been had the impairment loss not been recognised at the date the impairment is revised. The amount of any adjustment is recognised in surplus or deficit.

Derecognition

SANParks derecognises a statutory receivable, or a part thereof, when:

- the rights to the cash flows from the receivable are settled, expire or are waived.
- SANParks transfers to another party substantially all of the risks and rewards of ownership of the receivable; or
- SANParks, despite having retained some significant risks and rewards of ownership of the receivable, has transferred control of the receivable to another party and the other party has the practical ability to sell the receivable in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:
 - derecognise the receivable; and
 - recognise separately any rights and obligations created or retained in the transfer.

The carrying amounts of any statutory receivables transferred are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. The entity considers whether any newly created rights and obligations are within the scope of the Standard of GRAP on Financial Instruments or another Standard of GRAP. Any difference between the consideration received and the amounts derecognised and, those amounts recognised, are recognised in surplus or deficit in the period of the transfer.

1.20 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including -

- this Act; or
- the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- any provincial legislation providing for procurement procedures in that provincial government.

National Treasury Instruction Note 2 2019/20 which was issued in terms of sections 76(2)(e) to 76(4)(a) of the PFMA requires the following (effective from 17 May 2019):

All irregular expenditure is charged against the statement of financial performance in the period in which they are incurred.

Irregular expenditure not confirmed (alleged) is not disclosed in the notes to the financial statements.

Irregular expenditure where alleged transaction was confirmed as irregular expenditure, and further determination to identify facts and losses related to the transaction are in progress, disclose amount(s) of irregular expenditure confirmed in the irregular expenditure note; and disclose progress of irregular expenditure in the sub-note Irregular Expenditure under Determination. Include supplementary disclosure on disciplinary steps taken.

Irregular expenditure where confirmed irregular expenditure is investigated in order to establish facts whether the transgression is related to fraudulent, corrupt and other criminal conduct, disclose amount(s) of irregular expenditure in the irregular expenditure note; and disclose progress of irregular expenditure in the sub-note Irregular Expenditure under Investigation.

For irregular expenditure where losses were incurred and SANParks achieved value for money, determine amount(s) of losses to be recovered and recover in the current financial year (if practical); and disclose amount(s) of losses recovered in the irregular expenditure note under Amount(s) not Condoned and Recoverable. If it can be demonstrated that it is impractical to determine total losses incurred, disclose the details and reasons as to why the amount cannot be quantified.

For irregular expenditure where losses incurred are irrecoverable, determine amount(s) of losses that are irrecoverable and consider writing off such amount(s) in terms of a Debt Write Off Policy for SANParks; and disclose amount(s) of losses irrecoverable in the irregular expenditure note under Amount(s) not Condoned and not Recoverable

For irregular expenditure where losses were not incurred and value for money was achieved and the transgression was free of fraudulent, corrupt or other criminal conduct; request condonation of irregular expenditure; and if amount(s) of irregular expenditure are condoned by the relevant authority disclose amount(s) in the irregular expenditure note as Current year amount(s) Condoned for the current year, and disclose amount(s) in the irregular expenditure note as Prior year amount(s) Condoned for the prior year.

If irregular expenditure was not condoned by the relevant authority, Refer the irregular expenditure to the accounting officer or accounting authority for removal; and disclose amount(s) of losses irrecoverable in the irregular expenditure note under Amount(s) not Condoned and not Recoverable.

If fraudulent, corrupt or other criminal conduct is alleged or confirmed, follow the relevant steps required in terms of Treasury Regulations 33 and the debt management policy of SANParks, report in terms of section 34 of the Prevention and Combating of Corrupt Activities Act. Include supplementary disclosure on criminal proceedings instituted.

1.21 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the correction of error in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the correction of error.

1.22 Commitments

Commitments represent goods/services that have been ordered, but no delivery has taken place at the reporting date. These amounts are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance as the annual financial statements are prepared on the accrual basis and prior delivery, no accrual can be recognised. These items are, however, disclosed as part of the disclosure notes.

The commitments disclosed in the disclosure note are the aggregate amount of capital and current expenditure approved and contracted for at the reporting date, to the extent that the amount has not been recorded in the financial statements.

Material contracts entered into after the reporting date but prior to the approval of the financial statements will be disclosed under subsequent events in the report of the Accounting Authority. Other commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note if both the following criteria are met:

- non-cancellable contracts or only cancellable at significant cost contracts; and
- contracts that related to something other than the routine, steady, state business of the entity were taken into consideration.
- In calculating commitments the following was taken into account pertaining to tenders awarded:
 - the period of the tender awarded
 - amounts already paid pertaining to that tender/contract
 - amounts for which invoices have been received and which are therefore included in accruals should be deducted
 - commitments loaded on the procurement systems
 - commitments not loaded on the procurement system.

A distinction was made between capital and current commitments as well as between approved and contracted commitments and approved but not yet contracted for commitments.

Approved and contracted commitments are where the expenditure has been approved and the contract has been awarded at the reporting date.

Approved but not yet contracted commitments are where the expenditure has been approved and the contract is awaiting finalisation at the reporting date.

1.23 Taxation

Income Tax

No provision has been made for taxation, as the entity is exempt from income tax in terms of Section 10 of the Income Tax Act, 1962 (Act No. 58 of 1962).

Value Added Tax (VAT)

SANParks accounts for VAT on the invoice basis as stipulated in Section 15 of the VAT Act regulating that every vendor shall account for VAT on the invoice basis unless differently approved by the SARS.

1.23 Accounting Policies, Estimates and Errors

Change in accounting estimate

A change in accounting estimate is an adjustment of the carrying amount of an asset or a liability, or the amount of a period consumption of an asset, the results from the assessment of the present status of, and expected future benefits and obligations associated with assets and liabilities. Change in accounting estimate result from new information and new developments and are not correction of errors.

The effect of a change in accounting estimate shall be recognised prospectively by including it in surplus or deficit in:

- the period of the change ,if the change affects that period only; or
- the period of the change and future periods , if the change affects both.

To the extent that a change in an accounting estimate gives rise to changes in assets and liabilities, or relates to an item of net assets , it shall be recognised by adjusting the carrying amount of the related asset , liability or item of net assets in the period of the change.

Prior period errors

Prior period errors are omissions from, and misstatements in, the entity's financial statements for one or more prior periods arising from a failure to use or misuse of, reliable information that:

- was available when financial statements for those period were authorised for issue; and
- could reasonably be expected to have been obtained and taken into account in the preparation and presentation of those financial statements.

A prior period error shall be corrected by retrospective restatement except to the extent that it is impracticable to determine either the period-specific effects or the cumulative effect of the error.

When it is impracticable to determine the period-specific effects of the error on comparative information for one or more prior periods presented, the entity shall restate the opening balances of the assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable (which may be the current period).

When it is impracticable to determine the cumulative effect , at the beginning of the current period, the entity shall restate the comparative information to correct the error prospectively from the earliest date practicable.

Change in Accounting policies

Accounting policies are the specific principles, bases , conventions, rules and practices applied by an entity in preparing and presenting financial statements.

An entity shall change an accounting policy only if the change:

- is required by a standard of GRAP ; or
- results in the financial statements providing reliable and more relevant information about the effects of the transactions, other events or conditions on the entity's financial position , financial performance or cash flows.

A change in accounting policy shall be applied retrospectively ,except to the extent that it is impracticable to determine either the period-specific effects or the cumulative effect of the change.

When is it impracticable to determine the period-specific effects of changing an accounting policy on comparative information of one or more prior periods presented, the entity shall apply the new accounting policy to the carrying amounts of the assets and liabilities as at the beginning of the earliest period of which retrospective application is practicable, which may be the current period, and shall make a corresponding adjustment to the opening balance of each affected component of net assets for that period.

When it is impracticable to determine the cumulative effect, at the beginning of the current period, of applying a new accounting policy to all prior periods, the entity shall adjust the comparative information to apply the new accounting policy prospectively from the earliest date practicable.

1.25 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

SANParks will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

SANParks will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

1.26 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Joint control is the agreed sharing of control over an activity by a binding arrangement and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers).

Related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

Significant influence is the power to participate in the financial and operating policy decisions of an entity but is not control over those policies.

Management are those persons responsible for planning, directing and controlling the activities of SANParks, including those charged with the governance of SANParks in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are considered to be those family members who may be expected to influence, or be influenced by, that management in their dealings with SANParks.

The entity is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect entity to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where entity is exempt from the disclosures in accordance with the above, entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its annual financial statements.

1.27 Segment reporting

A segment is an activity of an entity:

- that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.

SANParks shall therefore report separately, information about each segment that has been identified. SANParks shall disclose the geographical areas in which it operates, that are relevant for decision making purposes, as segments.

Disclosure

SANParks shall disclose information to enable users of its financial statements to evaluate the nature and financial effects of the activities in which it engages and the economic environments in which it operates. To give effect to that principle, SANParks shall disclose the following:

- general information
- information about reported segment surplus or deficit, including specified revenues and expenses included in reported segment surplus or deficit, segment assets, segment liabilities and the basis of measurement; and
- reconciliations of the totals of segment revenues, reported segment surplus or deficit, segment assets, segment liabilities and other material segment items to corresponding entity amounts.

General information

An entity shall disclose the following general information:

- factors used to identify the entity's reportable segments, including the basis of organisation
- whether segments have been aggregated and the basis of the aggregation; and
- types of goods and/or services delivered by each segment.
- Information about surplus or deficit, assets and liabilities.

Information about surplus or deficit, assets and liabilities

An entity shall report a measure of assets and liabilities for each reportable segment if such an amount is regularly provided to management. An entity shall also disclose the following about each reportable segment if the specified amounts are included in the measure of segment surplus or deficit reviewed by management, or are otherwise regularly provided to management, even if not included in that measure of segment surplus or deficit:

- external revenue from non-exchange transactions
- external revenue from exchange transactions
- interest revenue
- interest expense
- depreciation and amortisation.

1.27 Segment reporting (continued)

Reconciliations

An entity shall provide reconciliations of all of the following:

- The total of the reportable segments' revenues to the entity's revenue.

Where the totals of such revenues, expenditures, surplus or deficits, segment assets and segment liabilities reported on the segments can be referenced to the exact amounts in the annual financial statements, performance of the above reconciliation will not be necessary.

1.28 New standards and interpretations

New standards and interpretations effective and adopted in the current year

SANParks has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

GRAP 20: Related parties

GRAP 32: Service concession arrangements: Grantor

GRAP 108: Statutory Receivables

GRAP 109: Accounting by Principals and Agents

IGRAP 17: Service Concession Arrangements Where a Grantor Controls a Significant Residual Interest in an Asset

IGRAP 18: Recognition and derecognition of land

IGRAP 19: Liabilities to pay levies

The following standards of GRAP and Interpretations were approved, and an effective date of 01 April 2020, has been determined by the Minister of Finance, and for which SANParks has not early adopted but used in formulating an accounting policy (where necessary) are as follows:

GRAP 34 Separate Financial Statements - Unlikely to have an impact on SANParks

GRAP 35 Consolidated Financial Statements - Unlikely to have an impact on SANParks

GRAP 36 Investments in Associates and Joint Ventures - Unlikely to have an impact on SANParks

GRAP 37 Joint Arrangements - Unlikely to have an impact on SANParks

GRAP 38 Disclosure of Interests in Other Entities - Unlikely to have an impact on SANParks

GRAP 110: Living and Non-Living Resources - Preliminary investigation indicate that the adoption of this standard is not expected to impact on the results of the SANParks but will require additional presentation and disclosure in respect of Living and Non-Living Resources.

IGRAP 20: Accounting for adjustment to revenue - Unlikely to have an impact on SANParks

Standards and interpretations issued, but not yet effective

SANParks has not applied the following standard of GRAP for which amendments to the Standard have been approved but effective date of the amendments is not yet set by the Minister of Finance

GRAP 104: Financial Instruments

The effective date of the amendment is not yet set by the Minister of Finance.

SANParks expects to adopt the amendment for the first time when the Minister sets the effective date for the amendment.

The adoption of this standard is likely to impact on the results of SANParks.

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
2. Inventories		
Consumables	12,361	10,662
Retail goods and fuel	36,850	32,466
Military inventory	2,630	2,871
	51,841	45,999
3. Receivables from exchange transactions		
Trade debtors	29,762	24,311
Prepayments	10,742	-
Debtors control – other	11,107	12,617
Provision for doubtful debts	(6,833)	(6,772)
	44,778	30,156
Trade receivables age analysis		
Current (0 – 30 days)	11,228	12,003
31 – 60 days	6,255	2,494
61 – 90 days	767	450
91 – 120 days	285	299
Over 120 days	11,227	9,065
	29,762	24,311
Reconciliation of provision for doubtful debts		
Opening balance	(6,772)	(10,702)
Provision for impairment	(61)	(5,151)
Amounts written off as uncollectible	-	9,081
	(6,833)	(6,772)
Non-current assets – Receivables from exchange transactions		
Opening balance	268,806	245,366
Increase / (decrease) in provision	22,377	23,440
	291,183	268,806

In reference to note 13, SANParks only controls the right to receive service concession assets at the end of each of the service concession arrangements. This right to receive assets is the residual interest (i.e. receivable) in the concessionaire assets which is an exchange transaction. The value of the exchange receivable is equal to the provision in note 13 which is the residual value of the asset at the date of transfer.

Notes to the Annual Financial Statements

	2020 R '000	201 R '000
4. Receivables from non-exchange transactions		
Receivables from non-exchange transactions comprises of:		
EPWP funds receivable	10,141	151,144
	10,141	151,144
Nature Conservation Trust		
Opening balance	90,124	90,141
Interest	–	(17)
	90,124	90,124
Nature Conservation Trust funds receivable	90,124	90,124
Provision for impairment	(90,124)	(90,124)
	–	–

SANParks receives conditional grants from different funders. Normally SANParks has an agreement with the funder over the budget of the special project for which the grant has been afforded. For projects whose lifespan exceeds one reporting period, SANParks will contract with the funder to receive the funds in stages. It so happens that sometimes SANParks will incur the expenditure for the projects and receive the funds/cash at a later stage. The closing balance for this account therefore represents cash receivable from the special projects for expenses incurred to date, which are within the allocated funds of the projects.

Notes to the Annual Financial Statements

4. Receivables from non-exchange transactions (continued)

Receivables from non-exchange transactions impaired

As at 31 March 2020, receivables from non-exchange transactions of R 90,124 (2019: R 90,124) were impaired and provided for. These receivables from non-exchange transactions relate to the Nature Conservation Trust Grant where SANParks used its own funding to pay for some of the project's costs, however the costs incurred were never recovered from the project and have been outstanding for more than 3 years.

The amount of the provision is R 90,124 as of 31 March 2020 (2019: R 90,124).

	2020 R '000	2019 R '000
The ageing of this financial asset is as follows:		
Over 6 months	90,124	90,124
Reconciliation of provision for impairment of receivables from non-exchange transactions		
Opening balance	(90,124)	(90,141)
(Increase)/decrease in provision	-	17
	(90,124)	(90,124)
5. Cash and cash equivalents		
Cash and cash equivalents consist of:		
Cash on hand	299	322
Bank balances	2,151,448	1,478,766
Short term investments	390,853	363,598
	2,542,600	1,842,686
Short term investments		
Notice account: First National Bank	106,857	99,081
Notice account: Investec Bank	142,763	133,009
Notice account: ABSA Bank	125,594	116,769
Notice account: Standard Bank	15,639	14,739
	390,853	363,598

Short term investments are done in accordance with the approved investment policy of SANParks.

Notes to the Annual Financial Statements

6. Property, plant and equipment

	2020			2019		
	Cost/ Valuation R '000	Accumulated depreciation and accumulated impairment R '000	Carrying value R '000	Cost/ Valuation R '000	Accumulated depreciation and accumulated impairment R '000	Carrying value R '000
Buildings and infrastructure	2,213,497	(473,801)	1,739,696	2,191,664	(418,509)	1,773,155
Vehicles and mechanical equipment	537,100	(301,547)	235,553	509,136	(239,113)	270,023
Furniture and office equipment	262,483	(176,925)	85,558	245,936	(156,791)	89,145
Aircraft	106,754	(66,122)	40,632	106,838	(57,513)	49,325
Total	3,119,834	(1,018,395)	2,101,439	3,053,574	(871,926)	2,181,648

Reconciliation of property, plant and equipment – 2020

	Opening balance R '000	Additions R '000	Disposals R '000	Depreciation R '000	Total R '000
Buildings and infrastructure	1,773,155	24,865	(2,130)	(56,194)	1,739,696
Vehicles and mechanical equipment	270,023	38,572	(2,420)	(70,622)	235,553
Furniture and office equipment	89,145	25,449	(1,473)	(27,563)	85,558
Aircraft	49,325	-	-	(8,693)	40,632
Total	2,181,648	88,886	(6,023)	(163,072)	2,101,439

Reconciliation of property, plant and equipment – 2019

	Opening balance R '000	Additions R '000	Disposals R '000	Depreciation R '000	Total R '000
Buildings and infrastructure	1,648,675	164,513	(4,641)	(35,392)	1,773,155
Motor vehicles	291,825	50,482	(1,130)	(71,154)	270,023
Vehicles and mechanical equipment	77,336	32,554	(811)	(19,934)	89,145
Aircraft	57,395	991	-	(9,061)	49,325
Total	2,075,231	248,540	(6,582)	(135,541)	2,181,648

Notes to the Annual Financial Statements

6. Property, plant and equipment (continued) pledged as security

Carrying value of assets pledged as security:

Assets that serve as security under finance leases as detailed in note 10.

	2020 R '000	2019 R '000
Cost	335,231	324,309
Accumulated depreciation	(179,632)	(129,025)
	155,599	195,284
Vehicles:		
Cost	317,286	305,210
Accumulated depreciation	(162,469)	(111,192)
	154,817	194,018
Furniture, Office equipment and computer software:		
Cost	17,945	19,099
Accumulated depreciation	(17,163)	(17,833)
	782	1,266
Assets under construction		
The closing balance of property, plant and equipment includes the following assets under construction:		
Buildings and infrastructure	154,746	178,634
Furniture and office equipment	1,186	-
	155,932	178,634

There was no property, plant and equipment under construction with delays in the current financial year.

A register containing the information about land and buildings is available for inspection at the registered head office of SANParks.

SANParks assesses at each reporting date whether there is any indication that the property, plant and equipment may be impaired. No indication existed at the end of the financial reporting period.

Notes to the Annual Financial Statements

7. Intangible assets

	2020			2019		
	Cost/ Valuation R '000	Accumulated amortisation and accumulated impairment R '000	Carrying value R '000	Cost/ Valuation R '000	Accumulated amortisation and accumulated impairment R '000	Carrying value R '000
Patents, trademarks and other rights	2,736	-	2,736	2,736	-	2,736
Computer software	74,516	(58,001)	16,515	71,309	(49,770)	21,539
Total	77,252	(58,001)	19,251	74,045	(49,770)	24,275

Reconciliation of intangible assets – 2020

	Opening balance R '000	Additions R '000	Disposals R'000	Amortisation R '000	Total R '000
Patents, trademarks and other rights	2,736	-	-	-	2,736
Computer software	21,539	3,285	(21)	(8,288)	16,515
	24,275	3,285	(21)	(8,288)	19,251

Notes to the Annual Financial Statements

Reconciliation of intangible assets – 2019

	Opening balance R '000	Additions R '000	Amortisation R '000	Total R '000
Patents, trademarks and other rights	2,736	-	-	2,736
Computer software and other	23,046	9,888	(11,395)	21,539
	25,782	9,888	(11,395)	24,275

Assets in the process of being developed

	2020 R'000	2019 R'000
Computer software, internally generated	4,494	4,494

Intangible assets under construction with delays are as follows:

Asset	Reason for delay	Amount R'000
Computer software	There were additional modules added to the work order, which are in line with audit findings.	4,494

SANParks purchased rights over immovable property to graze and stock water. SANParks also procured the Kruger Web Domain. SANParks have full access to the purchased rights from signature date to infinity, thus making the rights an intangible asset with an indefinite useful life. As the rights have an indefinite useful life, it has not been amortised. The useful life of the rights has been reviewed for the reporting period under review, to determine whether events and circumstances continue to support an indefinite useful life assessment for the rights. Furthermore, through an assessment conducted, it was noted that no impairment loss was required at year end.

The computer software useful life used in the calculation of amortisation of Software is between 3 years and 5 years. SANParks assesses at each reporting date whether there is any indication that the computer software may be impaired or that the useful life is still appropriate. No such indication existed at the end of the current financial reporting period.

Notes to the Annual Financial Statements

8. Heritage assets

	2020			2019		
	Cost/ Valuation R '000	Accumulated losses impairment R '000	Carrying value R '000	Cost/ Valuation R '000	Accumulated impairment losses R '000	Carrying value R '000
Collections	19,854	-	19,854	19,854	-	19,854
Monuments	552	-	552	552	-	552
Conservation areas	560,369	-	560,369	560,369	-	560,369
Total	580,775	-	580,775	580,775	-	580,775

Reconciliation of heritage assets 2020

	Opening balance R '000	Total R '000
Collections	19,854	19,854
Monuments	552	552
Conservation areas	560,369	560,369
Total	580,775	580,775

Reconciliation of heritage assets 2019

	Opening balance R '000	Total R '000
Collections	19,854	19,854
Monuments	552	552
Conservation areas	560,369	560,369
Total	580,775	580,775

Heritage assets whose fair values cannot be reliably measured

A significant number and value of SANParks heritage assets were obtained through non-exchange transactions from various state-owned organisations. These include:

- Land: National Parks
- Archaeological site
- Collections
- Geological sites
- Graves of cultural significance
- Historical buildings
- Historical sites
- Landscapes and natural features of cultural significance
- Monuments
- Palaeontology sites
- Sacred sites (sites of spiritual or religious significance)

Notes to the Annual Financial Statements

8. Heritage assets (continued)

For land obtained from non-exchange transactions, SANParks attempted to establish the value thereof using guidance from GRAP 103 and Directive 7 issued by the Accounting Standards Board. The heritage value (i.e. the service potential of the land) of the National Parks is derived from the National Environmental Management Protected Areas (NEMPA) Act which is primarily to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible; and contribute to economic development, where feasible.

Due to the size and magnitude of National Parks, SANParks and the Office of the Valuer General (under the Department of Rural Development and Land Reform) is not aware of any market to buy and sell National Parks or any other valuation method or technique that is available to measure National Parks. For those reasons, SANParks' land acquired from non-exchange transactions could not be recognised in the Annual Financial Statements.

As this land is an inalienable item (withdrawal as a National Park and protected area in terms of the NEMPA Act is only by resolution of the National Assembly and/or the Minister depending on the circumstances), none of National Parks have been disposed of. However, information pertaining to such land has is disclosed below.

Heritage assets per park	Size in Hectares
Kruger National Park	1 962 362
AugrabiesFalls National Park	58 699
Kalahari Gemsbok National Park	960 029
Mokala National Park	29 414
Namaqua National Park	130 641
Richtersveld National Park	162 445
Agulhas National Park	20 415
Bontebok National Park	2 432
Table Mountain National Park	33 010
Tankwa Karoo National Park	138 570
West Coast National Park	47026
Addo Elephant National Park	172 578
Camdeboo National Park	18 946
Garden Route National Park	137 896
Karoo National Park	84 082
Mountain Zebra National Park	27 900
Golden Gate Highlands National Park	34 062
Mapungubwe National Park	15 311
Marakele National Park	60 865
Groenkloof National Park	7
Graspan/Vaalbos National Park	4 575

Notes to the Annual Financial Statements

8. Heritage assets (continued)

In addition, SANParks has acquired other heritage assets which originate from National Parks, derive their significance from their association of National Parks and have the potential to yield information that enhances the cultural significance of National Parks when considering tourism experiences and marketing. These are managed within the National Heritage Resources Act (NHRA). Due to the uniqueness of the heritage assets, the mandate and nature of SANParks and in addition the limitations of the NHRA, neither the fair value, deemed cost nor replacement cost could be determined for these heritage assets. For that reason, SANParks could not recognise them in the Annual Financial Statements. None of these heritage assets have been disposed of. However, see below information pertaining to such heritage assets.

Other heritage assets per park	Description
Kruger National Park	Archaeological sites, Collections, Geological sites, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance, Monuments, Palaeontology sites, Sacred sites (sites of spiritual or religious significance).
AugrabiesFalls National Park	Archaeological sites, Historical sites, Landscapes and natural features of cultural significance.
Kalahari Gemsbok National Park	Archaeological sites.
Mokala National Park	Archaeological sites, Collections, Graves of cultural significance, Historical buildings, Historical site.
Namaqua National Park	Archaeological sites, Geological sites, Historical building, Historical sites.
Richtersveld National Park	Graves of cultural significance, Historical sites.
Agulhas National Park	Historical buildings, Historical sites.
Bontebok National Park	Historical sites.
Table Mountain National Park	Archaeological sites, Collections, Geological sites, Historical sites, Historical buildings, Historical sites, Monuments.
Tankwa Karoo National Park	Archaeological sites, Historical buildings, Historical sites.
West Coast National Park	Graves of cultural significance, Historical buildings, Palaeontology sites.
Addo Elephant National Park	Archaeological site, Collections, Geological sites, Graves of cultural significances, Historical building, Historical site, Landscapes and natural features of cultural significance, Monuments, Sacred sites (sites of spiritual or religious significance).
Camdeboo National Park	Archaeological site, Geological site, Historical buildings, Historical site, Monument, Sacred sites (sites of spiritual or religious significance).
Garden Route National Park: Knysna;	Archaeological sites, Collections, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance.
Tsitsikamma;	Archaeological sites, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance.
Wilderness	Archaeological sites, Historical buildings, Monuments
Karoo National Park	Archaeological sites.
Mountain Zebra National Park	Archaeological sites, Graves of cultural significance, Historical sites.
Golden Gate Highlands National Park	Archaeological site, Geological site, Graves of cultural significance, Historical Buildings, Historical site, Palaeontology site.
Mapungubwe National Park	Archaeological sites, Collections, Historical sites.
Marakele National Park	Archaeological sites, Graves of cultural significance, Historical buildings.

Notes to the Annual Financial Statements

9. Biological assets that form part of an agricultural activity

Non-financial information

SANParks' main purpose is the conservation of a representative system of biodiversity and landscape, encompassing fauna, flora, geological structures and unique scenery within the National Parks under its management authority. SANParks can intervene in ecosystems responsibly and sustainably but it focuses management on complementing natural processes (e.g. floods, fires and disease outbreaks) under a minimum interference philosophy. SANParks does not manage for the reproduction of biodiversity but for biodiversity representivity and complementarity that promote resilience and ensure ecosystem integrity. SANParks acquired the majority of biodiversity at no cost to SANParks.

SANParks major source of revenue comprises retail, tourism and concessions, with tourism (in the form of accommodation and conservation fees) being the most significant revenue source. SANParks' management is involved in the biological transformation of fauna and flora primarily as a service to the public for the purpose of a recreational activity rather than for sale, and such recreational activity is specifically excluded from GRAP 27.

SANParks performs wildlife censuses from time to time on animals that can easily be counted from the air and for specific sections of National Parks whereafter the results of such counts are extrapolated to estimate the total number of animals in the National Park. SANParks is not able to accurately measure the quality and/or quantity of all the faunal and floral biological diversity within the National Parks. SANParks does not perform counts on small animals, insects, birds, marine and freshwater biodiversity.

SANParks does not measure the quantities of living plants and animals as they are not of a nature that can be accurately and reliably counted and the parks cannot keep up with births and deaths and migrations of wild life, although the parks undertake regular game censuses. As the living animals and plants cannot be counted, it is impossible to calculate gains and losses in biological assets during the year.

SANParks' animals and plants therefore fall outside the scope of GRAP 27 Biological Assets.

This is a significant judgement by management.

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
10. Finance lease obligations		
Minimum lease payments due		
– within one year	60,679	75,708
– in second to fifth year inclusive	96,990	148,417
– later than five years	–	–
	157,669	224,125
less: future finance charges	(15,305)	(33,443)
Present value of minimum lease payments	142,364	190,682
Non-current liabilities	90,037	130,569
Current liabilities	52,327	60,113
	142,364	190,682

It is entity policy to lease IT equipment and vehicle fleet under finance leases.

The average lease term is 3-5 years and the average effective borrowing rate was 9.05% (2019: 11.5%).

Interest rates are linked to prime at the contract date. All leases have fixed repayments and no arrangements have been entered into for contingent rent.

SANParks' obligations under finance leases are secured by the lessor's charge over the leased assets. Refer to note 6.

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
11. Payables from exchange transactions		
Trade payables	123,086	110,725
Payments received in advanced	136,886	46,789
VAT payable	36,567	12,362
Accrued expenses	37,985	48,557
Deposits received	1,252	759
Other payables	10,674	12,059
	346,450	231,251
Trade Payables Age Analysis		
Current (0 – 30 days)	107,625	57,128
31 – 60 days	(666)	(2,826)
61 – 90 days	(7,170)	4,743
91 – 120 days	8,453	(22,978)
120 days	14,844	74,658
	123,086	110,725

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
12. Unspent conditional grants and receipts		
Unspent conditional grants comprises of:		
Infrastructure grant	490,043	370,667
Special projects and Expanded Public Works Programme	302,845	262,300
Land grant	83,623	62,255
	876,511	695,222
Movement during the year		
Infrastructure grant		
Department of Environment, Forestry and Fisheries (DEFF)	445,429	318,049
National Department of Tourism (NDT)	44,614	52,619
Total	490,043	370,668
Infrastructure grant: Department of Environment, Forestry and Fisheries (DEFF)		
Balance at the beginning of the year	318,049	397,318
Funds received during the year	174,545	90,912
Funds utilised during the year	(63,000)	(187,926)
Interest received during the year	15,835	17,744
Closing balance at the end of the year	445,429	318,049
Infrastructure grant: National Department of Tourism (NDT)		
Balance at the beginning of the year	52,619	50,621
Utilised during the year	(10,556)	(623)
Interest received during the year	2,551	2,621
Closing balance at the end of the year	44,614	52,619
Special projects and Expanded Public Works Programme (EPWP)		
Special Projects	302,845	239,455
Expanded Public Works (EPWP)	-	22,845
Total	302 845	262 300

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
12. Unspent conditional grants and receipts (continued)		
Special projects		
Opening balance at the beginning of the year	239,455	194,338
Opening balance adjustment	(666)	(37,245)
Funds received during the year	200,969	178,631
Interest received during the year	2,734	3,086
Funds utilised during the year	(146,621)	(97,355)
Closing balance at the end of the year	302,845	239,455
Expanded Public Works Programme (EPWP)		
Opening balance at the beginning of the year	22,845	130,695
Opening balance adjustment	630	(36,036)
Funds received during the year	116,453	241,505
Interest received during the year	9,307	3,968
Funds utilised during the year	(149,235)	(317,357)
Closing balance at the end of the year	-	22,845
Land grant		
Opening balance at the beginning of the year	62,255	41,438
Funds received during the year	18,525	18,348
Funds utilised during the year	(573)	(11)
Interest received during the year	3,416	2,480
Closing balance at the end of the year	83,623	62,255

Notes to the Annual Financial Statements

13. Provisions

Reconciliation of provisions – 2020

	Opening Balance R'000	Increase during the year R'000	Reversed during the year	Total R'000
Concessionaires provision	268,806	22,377	-	291,183
Leave liability	53,649	62,947	(44,280)	72,316
	322,455	85,324	(44,280)	363,499

Reconciliation of provisions – 2019

	Opening Balance R '000	Increase /(decrease) during the year R '000	Reversed during the year	Total R '000
Concessionaires provision	245,366	23,440	-	268,806
Leave liability	58,909	39,611	(44,871)	53,649
	304,275	63,051	(44,871)	322,455

	2020 R '000	2019 R '000
Non-current liabilities	291,183	268,806
Current liabilities	72,316	53,649
	363,499	322,455

Employee entitlement to annual leave is recognised as and when it accrues to employees. A provision is made for the liability for annual leave as a result of past services rendered by employees to the year end date. The timing of the settlement of this obligation is uncertain, however it is SANParks policy that its employees utilise accrued leave within 4 months after financial year end. SANParks remains liable to pay out an amount equal to the leave balance at the current rate of remuneration.

The lodge concessions entail allowing private operators to build and operate tourism facilities within the National Parks, for contracted defined periods, usually over a 20 year concession contract. Investors take over and upgrade specified existing lodge facilities, or build new ones. The contractual mechanism is a concession contract, which enables the private operator to use a defined area of land, plus any building that may already exist on that land, over a specific time period in return for payment of concession fees. Against these rights of occupation and commercial use of facilities, there is a set of obligations on the part of the concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, underpinned by performance bonds, and finally termination of the contract. The assets will revert to SANParks at a consideration equal to the residual value of the asset at the date of transfer. The provision arose as a result of the liability payable at the termination date of the concessionaire contract. Refer to note 3 for the concession asset.

14. Reservation deposits

Opening balance	375,832	353,370
Current year deposits	6,511,069	2,054,701
Deposits utilised during the year	(6,511,625)	(2,032,239)
	375,276	375,832

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
15. Employee benefit obligations		
The amounts recognised in the statement of financial position are as follows:		
Carrying value		
Present value of the defined benefit obligation: wholly unfunded	513,617	552,228
Interest cost	51,501	48,364
Current service cost	7,760	8,149
Actual employer benefit payments	(26,791)	(25,349)
Actuarial (gain) or loss	(53,714)	(69,775)
	492,373	513,617
Net expense recognised in the statement of financial performance		
Current service cost	7,760	8,149
Interest cost	51,501	48,364
Actuarial (gains) losses	(53,714)	(69,775)
	5,547	(13,262)
Key assumptions used		
Assumptions used at the reporting date:		
Discount rates used	11.21 %	10.30 %
Medical cost trend rates	6.92 %	9.40 %
Mortality pre-retirement		
Male	SA 85-90 (light)	
Female	SA 85-90 (light) down by three years	
Mortality post retirement		
Male	PA90 male - rated down by one year with a 1% mortality improvement p.a. from 2010	
Female	PA90 female - rated down by one year with a 1% mortality improvement p.a. from 2010	

Sensitivity analysis

Effect of 1% increase and decrease in the health care cost inflation rate is as follows:

	Central assumptions R'000	1% increase R'000	1% increase R'000
Employer's accrued liability	492,373	547,300	445,540
Actuarial (gain)/loss	(53,714)	1,213	(100,547)
Current service cost	8,559	9,256	6,544
Interest cost	51,501	60,216	47,489

Notes to the Annual Financial Statements

15. Employee benefit obligation (continued)

Amounts for the current and previous four years are as follows:

	2020 R '000	2019 R '000	2018 R '000	2017 R '000	2016 R '000
Defined benefit obligation	492,373	513,617	552,228	496,532	456,647

	2020 R '000	2019 R '000
16. Tourism, retail, concession and other		
Retail activities		
Shops and restaurant	54,546	53,437
Filling station sales	208,983	206,442
	263,529	259,879
Tourism		
Accommodation	813,168	801,420
Drive fees	68,059	67,654
Trail fees	39,125	40,875
Other tourism related activities	57,353	41,756
	977,705	951,705
Concession fees		
Facilities rental	43,142	43,365
Concession fees received	98,026	103,148
	141,168	146,513
Conservation fees		
Wild card income	100,812	89,536
Conservation fees	676,367	592,396
Entrance fees	9,916	9,096
	787,095	691,028
Other		
Rent received	14,516	11,459
Services rendered	87,290	110,012
	101,806	112,984
	2,271,303	2,170,596

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
17. Sales – fauna and flora		
Sales – fauna and flora*	16,942	4,266
18. Other operating income		
Sales – non-retail	1,274	1,566
Fines	1,395	1,000
Course fees	2,276	1,849
Commission received	7,147	4,591
Water and electricity	14,674	12,807
Location fee for filming right	3,203	3,843
Other income	16,893	15,902
	46,862	41,558
19. Interest received		
Interest revenue		
Interest	72,974	67,141
20. Government grants and other funding		
Roads	13,603	13,473
Conservation	574,394	598,994
Special projects income	125,211	97,355
	713,208	709,822
21. Donations		
Donations	46,813	17,709

Non-specific donations form a minor part of the funding of conservation and people and conservation programmes of SANParks. Due to the varying nature of such funding and the direct allocation thereof to identifiable projects, it is not deemed to be part of normal operations.

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
22. Employee related costs		
Salaries and wages	1,044,046	910,369
Social contributions	149,305	133,359
Other salary-related costs	128,232	109,494
Post-retirement benefits (note 15)	5,547	(13,269)
	1,327,130	1,139,953

Included in employee-related costs are related parties transactions pertaining to key management personnel remuneration as detailed in note 34.

SANParks Pension Fund

Contributions by the employer and the employees are allocated to the SANParks Pension Fund. The fund is a defined contribution plan which is controlled by the Pension Funds Act, 1956 and administered by a financial institution. During the year, SANParks contributed an amount of R51, 696 million for 2 385 employees to the retirement fund (2019: R46, 403 million for 2 421 employees).

SACCAWU National Provident Fund

The fund is a defined contribution plan which is controlled by the Pension Funds Act, 1956 and administered by a financial institution. Retirement benefits are based on the accumulated credits as contributed by both employer and employee. During the year, SANParks contributed an amount of R36, 935 million for 2 216 employees (2019: R31, 309 million for 2 258 employees).

23. Depreciation and amortisation

Buildings and infrastructure	56,194	35,391
Vehicle and mechanical equipment	70,622	71,154
Furniture and office equipment	27,563	19,933
Aircraft	8,694	9,061
Intangible assets – amortisation	8,288	11,395
	171,361	146,934

24. Finance costs

Finance leases	15,332	19,152
Current borrowings	33	61
	15,365	19,213

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
25. Operating lease payments		
Rent paid: vehicles	21,584	27,052
Rent paid: other	17,563	15,713
	39,147	42,765
26. Repairs and maintenance		
Property and buildings	131,235	114,294
Machinery and equipment	10,068	9,910
Office and computer equipment	822	1,971
Consumables utilised in maintenance programs	22,389	25,145
	164,514	151,320
27. Loss on disposal of assets		
Loss on disposal of assets	3,717	2,243
28. Operating expenses		
Assessment rates and municipal charges	70,201	65,807
Auditors remuneration (Note 29)	8,044	6,018
Bank charges	32,927	27,366
Consulting and professional fees	232,119	170,738
Consumables	60,844	60,200
Insurance	5,925	6,147
Information and communication technology expenses	43,460	27,523
Motor vehicle expenses	68,154	70,276
Promotions	18,847	19,188
Software expenses	11,833	8,346
Staff welfare	78,871	90,553
Telephone and fax	26,416	26,588
Other operating expenses	189,487	172,028
Impairment of financial assets	1,023	5,151
Special projects expenses	126,359	111,965
Cost of retail operations	223,255	216,710
	1,197,765	1,084,604

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
29. Auditors' remuneration		
Internal audit fees	640	1,231
External audit fees	7,404	4,787
	8,044	6,018
30. Irregular expenditure		
Opening balance as previously reported	198,738	468
Add: Irregular expenditure assessed in the current year	18,774	34,281
Add: Irregular expenditure - prior period identified in the current year	183,927	165,093
Less: Amounts condoned by the relevant authority for irregular expenditure identified and assessed during the current year	–	(1,104)
Balance carried forward not condoned	401,439	198,738

Irregular expenditure assessed in the current financial year is attributable to two (2) legacy contracts making up 97% of irregular expenditure assessed in the current financial year. The two (2) legacy contracts, namely Roomseeker Systems and the Rhino Poaching Project, were awarded prior to the 2019/20 financial year. The Rhino Poaching Project was funded by the Nature Conservation Trust through the HGB Foundation. The remaining 3% relates to other irregular expenditure incurred as a result of non-compliance with procurement process requirements.

Irregular expenditure incurred in the previous financial year: Management has appointed a loss control coordinator and established a loss control committee that has performed the determination/assessment test and is finalising necessary procedures in order to apply for condonation of the R198, 738 million from the National Treasury (as the relevant authority) incurred as irregular expenditure. Where applicable, consequence management will be applied.

32. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure	308	62
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Included in the balance for fruitless and wasteful expenditure are costs related to travel and accommodation no shows, cancellations and late booking fees. Subsequently, management has reviewed internal controls around travel and accommodation.

Notes to the Annual Financial Statements

	2020 R '000	2019 R '000
32. Cash generated from operations		
Surplus	249,105	424,060
Adjustments for:		
Depreciation and amortisation	171,361	146,934
Loss on sale of assets	3,717	2,243
Finance costs	15,331	19,152
Movements in retirement benefit liabilities	(21,244)	(13,269)
Movements in provisions	18,667	18,180
Bad debts written off	2,641	-
Changes in working capital:		
Inventories	(5,843)	(3,035)
Receivables from exchange transactions	(14,620)	9,754
Payables from exchange transactions	115,198	(9,633)
Receivables from non-exchange transactions	141,003	(151,144)
Unspent conditional grants and receipts	40,545	(43,902)
Reservation deposits	(556)	22,462
	715,305	421,802

33. Risk management

Financial risk management

SANParks' activities expose it to a variety of financial risks; market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk; and liquidity risk.

SANParks' overall risk management programme focusses on the unpredictability of financial markets and seeks to minimise potential adverse effects on SANParks' financial performance. Risk management is carried out under policies approved by the Accounting Authority. The Accounting Authority provides principles for overall risk management as well as policies covering specific areas such as foreign exchange risk, interest rate risk, credit risk and investment.

Liquidity risk

SANParks is exposed to liquidity risk as a result of the funds available to cover future commitments. SANParks manages liquidity risk through an ongoing review of future commitments and credit facilities.

Cash flow forecasts are prepared and borrowing facilities are monitored.

Maximum credit risk exposure

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors. SANParks only deposits cash with major banks with high quality credit standing.

Cash deposits and cash equivalents: SANParks minimises its credit risk, which is the risk of loss due to the failure of the security issuer, by using banks with a BB+ grading according to the Fitch IBCA and similar grading reports. These banks are registered in South Africa and approved by the National Treasury.

Notes to the Annual Financial Statements

33. Risk management (continued)

Trade debtors: Sales to retail customers are settled in cash or using major credit cards. No credit is allowed unless backed by tender or agreement whereby risk control assesses the credit worthiness of the customer taking into account its financial position, past experience and other factors.

The financial assets carried at amortised cost exposes the entity to credit risk. The values of the maximum exposure to credit risk are as follows for each class of financial asset at amortised cost.

	2020 R '000	2019 R '000
Financial instrument		
Cash and cash equivalents	2,542,600	1,842,686
Receivables from exchange transactions	44,778	30,156

Concentration of credit risk

Potential concentrations of credit risk consist mainly of short-term cash, cash equivalent investments and trade debtors.

SANParks limits its counterparty exposure from its money market investment operations by only dealing with well-established financial institutions of high quality standing. The credit exposure to any one counter party is managed by setting transaction/exposure limits, which are reviewed annually.

Trade debtors comprise a large number of customers, dispersed across different industries and geographical areas. Ongoing credit evaluations are performed on the financial condition of these debtors. Trade debtors are presented net of doubtful debts.

	Exposure R'000	Percentage of total exposure
Concentration of credit risks		
Bank balances and cash on hand	2,151,747	85 %
Short term investments	390,853	15 %
	2,542,600	100 %

Capital risk management

SANParks' objectives, when managing capital, are to safeguard its ability to continue as a going concern in order to provide benefits for stakeholders and to maintain an optimal capital structure.

The capital structure of SANParks consists of debt, which includes borrowings and cash and cash equivalents.

Interest rate risk

As SANParks has no significant interest-bearing assets, SANParks' income and operating cash flows are substantially independent of changes in market interest rates.

SANParks interest rate risk arises from long-term borrowings. Borrowings issued at variable rates exposes SANParks to cash flow interest rate risk. Borrowings issued at fixed rates will expose the entity to fair value interest rate risk.

Notes to the Annual Financial Statements

33. Risk management (continued)

The table below analyses SANParks' financial liabilities in terms of relevant maturity groupings based on the remaining period at the Statement of Financial Position date to the contractual maturity date together with the cash flow interest rate risk

	Within one year R'000	Later than one year and not later than five years R'000	Current interest rate
2020			
Gross finance lease obligation	60,679	96,990	9.05%
Trade and other payables	346,450	-	
Reservation deposits	375,276	-	
Post retirement health benefit obligation	492,373	-	
Unspent conditional grants and receipts	876,511	-	
	Within one year R'000	Later than one year and not later than five years R'000	Current interest rate
2019			
Gross finance lease obligations	75,708	148,417	11.5%
Trade and other payables	231,251	-	
Reservation deposits	375,832	-	
Post retirement health benefit obligation	513,617	-	
Unspent conditional grants and receipts	695,222	-	

These amounts best represent maximum exposure to credit risk at the end of the reporting period without taking into account any credit enhancements.

Notes to the Annual Financial Statements

33. Risk management (continued)

Interest rate risk sensitivity analysis

The susceptibility of SANParks' financial performance to changes in interest rates can be illustrated as follows:

	Current	Value	Discounted	Discounted	Discounted
	interest rate	31 March 2020	value at	value at	value at
		R'000	current rate	Current rate	Current
Effect of 1% change in the interest rate			R'000	(+1%)	rate (-1%)
				R'000	R'000
Trade and other receivables from exchange transactions	11.75%	44,778	50,039	50,487	49,592
Trade and other payables from exchange transactions	9.75%	346,450	380,228	383,692	376,763
Cash in current banking institution	3.75%	2,151,448	2,232,127	2,253,642	2,210,612
Call investment deposits	7%	390,853	418,213	422,121	414,304

The sensitivity analysis was based on the assumption that a 1% increase or decrease in the interest rate could occur. The method used to prepare the sensitivity analysis was based on the discounted value of the respective cash flow for 1 year using the respective current interest rate in order to determine the effect of applicable market risk of a 1% increase or decrease in the interest rate.

Financial assets pledged as security

The following financial assets were pledged as security for liabilities

Description of financial asset	Line item financial asset is included in	Value of the balance pledged as security – R'000	Details of the liability that it was pledged as security for
Vehicles, furniture and office equipment and computer software	Property, plant and equipment and intangible assets	155,599	Serves as security under finance leases

Notes to the Annual Financial Statements

34. Related Parties

Relationships Controlling Entity: DEFF (Department of Environment, Forestry and Fisheries)

SANParks does not have control or significant influence over any other entity. SANParks is a statutory organisation governed by the National Environmental Management Protected Areas Act, No. 57 of 2003, and a national public entity as listed under Schedule 3A of the PFMA No. 1 of 1999 as amended.

SANParks is not required to disclose the value of transactions with other public sector entities as the transactions were concluded within normal operating procedures and on terms that are no more or no less favourable than the terms it would use to conclude transactions with another entity or person.

Key management personnel remuneration

	Emoluments R'000	Other benefits* R'000	Bonuses and incentives R'000	Total R'000
2020				
Mr F Mketeni - CEO	2,655	2	169	2,826
Mr D Dlamini - CFO	2,228	2	145	2,375
Mr G Phillips - ME KNP (resigned July 2019)	866	-	973	1,839
Ms L McCourt - COO	2,265	2	139	2,406
Mr P Mokoena - ME Parks	2,127	2	131	2,260
Ms H Sello - ME Tourism	2,104	2	133	2,239
Dr L Dziba - ME Conservation Services	2,330	2	143	2,475
	14,575	12	1,833	16,420
	Emoluments R'000	Other benefits* R'000	Bonuses and incentives R'000	Total R'000
2019				
Mr F Mketeni - CEO	2,535	2	158	2,695
Mr D Dlamini - CFO	2,123	2	-	2,125
Mr G Phillips - ME KNP	2,097	2	125	2,224
Ms L McCourt - COO	2,192	2	121	2,315
Mr P Mokoena - ME Parks	1,996	2	112	2,110
Ms H Sello - ME Tourism	1,991	2	114	2,107
Dr L Dziba - ME Conservation Services	2,153	2	90	2,245
	15,087	14	720	15,821

* Other benefits comprise uniform allowance.

Notes to the Annual Financial Statements

34. Related Parties (continued)**Board members and attendance at meetings, remuneration and associated costs.**

2020	Board meetings and workshops	Conservation, tourism and socio economic development committee	Audit and risk committee	Tourism Committee	Human Capital Management Committee	Remuneration R	Subsistence and travel allowance
Ms J Yawitch	7	1	-	2	2	99,970	5,195
Ms K Njobe (resigned September 2019)	1	1	-	-	-	-	219
Ms T Essop (resigned December 2019)	2	2	-	3	-	61,929	1,891
Ms S Molokoane	2	2	-	2	2	48,699	5,950
Dr T Abrahamse	6	3	-	3	-	65,598	4,882
Dr U Govender	6	1	5	1	-	-	2,811
Adv T Mphahlane	7	1	6	-	6	114,222	8,001
Prof E Mokotong	7	4	-	4	6	122,481	6,182
Mr L Mogakane	7	4	6	4	-	125,229	15,082
Mr T Motsepe	7	4	-	4	6	122,478	13,673
Mr S Munzhedzi	5	-	-	-	-	-	-
Mr F Docrat (appointed 01 March 2020)	1	-	-	-	-	5,046	556
Mr J Mashele (appointed 01 March 2020)	1	-	-	-	-	5,046	287
Ms B Koyana (appointed 01 March 2020)	1	-	-	-	-	5,046	426
Mr Rob Theunissen (Independent ARC Member)	-	-	3	-	-	26,205	2,585
Mr R Sedumo (DEFF CFO) Appointed 04 March 2020	-	-	1	-	-	-	-
Ms E Makau (resigned 04 March 2020)	-	-	1	-	-	-	-
Mr F Mketeni (CEO) (re-appointed 01 December 2019)	7	4	5	2	5	-	-
						801,949	67,740

Notes to the Annual Financial Statements

34. Related Parties (continued)

Board members and attendance at meetings, remuneration and associated costs

2019	Board meetings and work-shops	Conservation, tourism and socio economic development committee	Audit and risk committee	Conservation and Socio-Economic Development Committee	Tourism	Human capital management committee	Other	Remuneration	Subsistence and travel allowance
Ms J Yawitch (re-appointed 01 August 2018)	8	-	-	1	1	1	11	103,935	7,700
Ms K Njobe (re-appointed 01 August 2018)	8	2	-	2	2	1	4	48,702	3,057
Dr CG Olver (retired 31 July 2018)	2	-	1	-	-	-	-	17,394	1,303
Ms F Futwa (retired 31 July 2018)	-	-	2	-	-	-	1	11,306	1,256
Ms B Ferguson (retired 31 July 2018)	2	-	-	-	-	1	1	19,134	225
Mr M India (retired 31 July 2018)	2	2	-	-	-	-	3	22,179	2,650
Mr L Zita (retired 31 July 2018)	2	2	2	-	-	-	1	28,265	348
Dr M Matlou (retired 31 July 2018)	1	1	-	-	-	1	-	14,349	261
Ms T Semane (retired 31 July 2018)	1	-	1	-	-	1	1	16,089	1,264
Dr N Mzilikazi (retired 31 July 2018)	1	1	-	-	-	-	1	10,438	-
Mr L Mogakane (appointed 01 August 2018)	6	-	4	1	2	-	3	81,746	15,047
Mr T Motsepe (appointed 01 August 2018)	6	-	-	2	2	2	3	67,397	9,781
Dr T Abrahamse (appointed 01 August 2018)	4	-	2	2	-	-	-	45,220	2,871
Adv T Mphahlane (appointed 01 August 2018)	6	-	4	2	1	1	3	70,007	5,378
Ms S Molokoane (Appointed 01 August 2018)	6	-	-	2	2	2	3	63,049	6,686
Dr U Govender (appointed 01 August 2018)	3	-	2	1	1	-	-	-	1,333
Prof E Mokotong (appointed 01 August 2018)	6	-	-	1	2	2	3	62,614	1,637
Ms T Essop (appointed 01 August 2018)	4	-	3	1	2	-	2	56,528	793
Mr S Munzhedzi (DEFF Representative)	4	-	-	-	-	-	-	-	-
Ms E Makau (DEA CFO) (appointed 01 August 2018)	-	-	2	-	-	-	-	-	-
Ms E Makau	-	-	2	-	-	-	-	-	-
Ms Z Silevu	-	-	2	-	-	-	-	-	-
Mr F Mketeni (CEO)	8	2	6	1	2	3	-	-	-
								738,352	61,590

Notes to the Annual Financial Statements

35. Commitments

Authorised capital expenditure

	2020 R '000	2019 R '000
Already contracted for but not provided for		
• Property, plant and equipment	167,601	133,472
Not yet contracted for and authorised		
• Property, plant and equipment	125,009	53,859

- Commitments represent goods/services that have been ordered but no delivery has taken place at 31 March 2020. These amounts are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance but are only disclosed in this note. The majority of SANParks' capital commitments are funded by grants from the Department of Environment, Forestry and Fisheries (DEFF). Approved and contracted-for capital commitments pertain to existing contracts with external parties for the construction of SANParks infrastructure. Approved but not yet contracted-for capital commitments represent agreements for funding of specific capital projects between SANParks and the DEFF. Other commitments are funded by SANParks' operational grant and pertain to operational orders that were not delivered as at 31 March 2020.

Commitments in respect of operational expenditure

Already contracted for but not provided for

• Within one year	415,036	202,020
• Between two and five years	333,539	489,555
	748,575	691,575

36. Contingencies

Contingent liabilities

Municipal Property Rates

National Parks constitute rateable property in terms of the Local Government: Municipal Property Rates Act, No. 6 of 2004 (the Rates Act) which came into effect on 2 July 2005. The Rates Act started applying to National Parks as from 2 July 2009.

SANParks made a submission to the Minister of Environmental Affairs in March 2011 whereby the Minister was requested to make a formal submission on behalf of SANParks to the Minister of Co-operative Governance and Traditional Affairs requesting:

- a total exemption of all National Parks from the application of the Property Rates Act; or
- to consider prescribing a National Rates framework that can be applied to all National Parks to bring about consistence with the application of the Rates Act. by all municipalities to ensure that National Parks afford the prescribed rates; and
- in the interim, all National Parks that are rateable be exempted from payment of Property Rates until such time that the Minister of Co-operative Governance and Traditional Affairs has made a decision in respect of the paragraphs above.

Notes to the Annual Financial Statements

36. Contingencies (continued)

Litigation claims against SANParks

Various contractual claims by contractors are currently in dispute and are subject to mediation. The potential extent of the liability cannot be determined since it is subject to litigation. Based on management assessment, a provisional estimate of R9, 550m (2019: R8, 179m) has been determined.

37. Events after the reporting

Non-adjusting event

Revenue from Exchange Transactions

The majority of SANParks' revenue is made up of self-generated revenue from conservation fees and tourism income which make up 76% of the total revenue for 2019/20. The national lockdown measures implemented by government resulted in the closure of all national parks and tourism businesses operating within national parks. Since 31 March 2020, SANParks has received requests from concessionaire operators for relief from the payment of monthly concession fees for the duration of the COVID-19 lockdown period. A committee has been established within SANParks to consider the requests by concessionaire operators and propose revised payment terms for approval by SANParks' executive management committee. There is no adjustment made in the Annual Financial Statements as most of the requirement relates to revenue from exchange transactions for the 2020/21 financial year.

38. Going concern

The Annual Financial Statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months. The COVID-19 pandemic has materially and adversely affected the tourism sector as the national lockdown measures implemented by government resulted in the closure of all national parks and tourism businesses operating within national parks. Although government has subsequently announced that under Level 3 lockdown regulations, national parks may reopen for self-drive activities, other lockdown measures which negatively impact the tourism sector remain in place and therefore SANParks' operating results and cash flows have been negatively impacted. The duration and impact of the COVID-19 pandemic remain uncertain. The opening of parks for self-drive activities during Level 3 lockdown has a positive impact on the cash flow as limited revenue is expected to materialise through the trade activities in our shops and filling stations. SANParks has adjusted the budget and implemented cost curtailment measures to reflect the scenarios for the financial impact of COVID-19. SANParks will also receive COVID-19 relief funds from the Department of Environment, Forestry and Fisheries during the adjustment estimate process. With the uncertain effects of COVID-19 beyond 2020/21, SANParks may face further deficits. However, SANParks is also exploring other interventions in order to mitigate the financial risk.

39. Public-Private Partnership Programme: PPP Fee Income

Lodge Concession PPP Fees

The lodge concessions entail allowing private operators to build and operate tourism facilities within the National Parks on the basis of a defined period usually over a 20-year concession contract. Investors take over and upgrade specified existing lodge facilities or build new ones. The contractual mechanism is a concession contract, which enables the private operator to use a defined area of land, plus any building that may already exist on that land, over a specific time period in return for payment of concession fees. Against these rights of occupation and commercial use of facilities, there is a set of obligations on the part of the concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, underpinned by performance bonds, and finally termination of the contract, with the assets reverting to SANParks.

Notes to the Annual Financial Statements

39. Public-Private Partnership Programme: PPP Fee Income (continued)

The annual concession fee payable by the concessionaire to SANParks for any given concession year shall be the higher of a minimum rental as determined by the agreement for the concession year or a calculated annual concession fee based on the bid percentage of gross revenue for the concession year.

At the end of the concession period, the concessionaires shall hand over the concession area, the camp, all concession assets and its rights or interest in the developments to SANParks free of charges, liens, claims or encumbrances of any kind whatsoever and free of any liabilities in good condition, fair wear and tear excepted. The concessionaire shall not, other than as provided for in respect of the residual value, be entitled to payment of any compensation in connection therewith.

Performance bonds were provided to SANParks by the concessionaires that are operative from the effective dates. The concessionaires will maintain valid performance bonds from the effective dates until 90 business days after the expiry or earlier termination of the concession contracts. The amounts to be guaranteed by the performance bonds shall be equal to R250 000 at the effective date and increased every 3 years by CPI per Concession Area.

The calculated annual concession fee is based on the bid percentage of actual gross revenue for that concession year. The specific obligations per concession are detailed in the schedule below:

National Park – Concession Area	Concession holder	Commissioning date	Termination date
Addo - Gorah Elephant Camp	Hunter Hotels (Pty) Ltd	1 January 2001	31 December 2025
Kruger - Mutlumuvi	Rhino Walking Safaris (Pty) Ltd	1 July 2002	30 June 2022
Kruger - Mpanamana	Shishangeni Lodge (Pty) Ltd	1 January 2002	31 December 2021
Kruger - Jakkalsbessie	Jakkalsbessie Lodge (Pty) Ltd	1 January 2002	31 December 2021
Kruger - Jock of the Bushveld	Mitomeni River Lodge (Pty) Ltd	1 July 2001	30 June 2021
Kruger - Lwakahle	Lukimbi Safari Lodge (Pty) Ltd	1 November 2001	31 October 2021
Kruger - Mluwati	Imbali Safari Lodge (Pty) Ltd	1 January 2002	31 December 2021
Kruger - Nwanetsi	Singita Lebombo (Pty) Ltd	1 March 2002	31 December 2032
Table Mountain - Roundhouse	Roundhouse (Pty) Ltd	1 August 2002	31 July 2030
Table Mountain - Koeel Bay	Koeel Bay Hospitality (Pty) Ltd	1 January 2004	31 December 2023
West Coast - Houseboats	Kraalbaai Houseboats (Pty) Ltd	1 June 2017	31 May 2027
Namaqua - Luxury Beach Camp Mobile Tents	Chief Luxury Mobile Tented Camp	23 August 2018	22 August 2027

Public-Private Partnership Programme: Retail and Restaurant Facility Rental Income

The concession contracts for retail and restaurant operations entail allowing private operators to operate SANParks' existing facilities on the basis of a medium-term operating agreement. Investors manage and upgrade existing retail and restaurant facilities (it should be noted that, as part of the most recent tender process, SANParks undertook refurbishments to some facilities which included upgrading to electricity, refrigeration, roofs, floors and tiling). The agreements enable the operators to use a defined area over a pre-determined term in return for payment of concession fees. Funding for the refurbishment of ageing infrastructure is for the concessionaire's account. Against the right of occupation and commercial use of facilities, there are set obligations on the part of the concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, including termination of the contract with the assets reverting to SANParks.

The monthly rental payable for the facilities by the private operator to SANParks for any given month shall be the higher of the fixed monthly rental as defined by the agreements, escalating on an annual basis; or the rental based on actual gross revenue realised, expressed as a percentage of gross revenue.

The private operators have provided SANParks with Performance Bonds equivalent to 3 months' fixed rental in the form of Performance Guarantees that secure the operators' performance under the Operating Agreement on the basis set out in the Facilities Rental Agreement.

Notes to the Annual Financial Statements

39. Public Private Partnership Programme – PPP Fee Income (continued)

The following schedule summarises the potential income receivable from the various operators for the various sites:

Retail and Restaurant	Commissioning date	Termination date
The Park Shop North (Tigers Eye KNP)	1 February 2013	31 January 2023
The Park Shop South (Tigers Eye - Addo and Tsitsikamma)	1 February 2013	31 January 2023
Jobojali cc t/a Salt and Pepper Restaurant (Karoo)	1 December 2013	30 November 2023
Garden Route Catering and Restaurant	1 March 2010	28 February 2025
Crocodile Bridge Gate Bush Braai Facility - Royal Ithubesi Safari Co (Pty) Ltd	28 March 2018	28 March 2026
Astrorail 145 cc (Augrabies - Shop and Restaurant)	15 November 2012	14 November 2022
Goedeten (Pty) Ltd - (Mugg and Bean - Lower Sabie)	1 March 2014	28 February 2024
Tourvest Holdings (Pty) Ltd Cattle Baron Restaurant Skukuza	1 October 2014	30 September 2024
Select Events and Venues cc	1 December 2013	30 November 2023
Westcoast Geelbek Restaurant – Potjie Restaurant (Pty) Ltd	01 May 2018	30 November 2020
Quay 4 Knysna	28 March 2008	27 March 2023
Tourvest Holdings (Pty) Ltd – Cattle Baron Restaurant Tsitsikamma	01 August 2014	31 July 2024
Tourvest Holdings (Pty) Ltd Cattle Baron Restaurant Addo	01 April 2014	31 March 2024
Ringgold 474 (Pty) Ltd (Mugg and Bean – Olifants) (Terminated Nov 2017)	03 April 2014	02 April 2024
Ringgold 477 (Pty) Ltd (Mugg and Bean – Satara) (Terminated Nov 2017)	11 March 2014	10 March 2024
Eysbos (Pty) Ltd – (Mugg and Bean – Pretoriuskop)	25 March 2014	24 March 2024
Tshokwane Picnic Site – Tourvest Holdings	1 October 2016	30 September 2031
Afsaal Picnic Site – Tindlovu Bush Cafe	1 June 2016	31 May 2031

Activities	Contracting Party	Commissioning Date	Termination Date
Kruger National Park	Skukuza Airport Management Co	01 June 2014	31 May 2024
	AM Spa	22 May 2017	21 May 2027
Cape Point Lease and TMAAC	Cape Point – Concor	1 May 1995	30 June 2021
	Table Mountain Aerial Company	26 November 2006	25 November 2025
	Absailing	1 June 2015	31 May 2020
	Rhodes Memorial	01 November 2010	31 October 2020
	Mild2Wild	01 April 2013	31 March 2020
	Tours and Woodcutter Trail Cadeau Hiking Trail	01 December 2016	31 March 2022
Tsitsikamma Rest Camp	Untouched Adventures	01 Jan 2015	31 December 2020
	Segway Bike Tours	01 December 2013	31 December 2020

Notes to the Annual Financial Statements

39. Public Private Partnership Programme – PPP Fee Income (continued)

Contractual Parks	Contracting Party	Commissioning Date	Termination Date
Addo Nyati Section	Riverbend Country Lodge	01 June 2004	31 May 2054
Marakele	Marakele (Pty) Ltd	02 November 2000	01 December 2030
Addo	Kuzuko Lodge	99 year lease	99 year lease
Kgalagadi National Park	Ixhaus Lodge	01 May 2007	30 April 2027
Tankwa Karoo National Park	Gannaga/Tankwa Lodge	01 April 2010	Revised every 3 years

40. Prior period adjustments

1. Correction of accounting treatment of military inventory

Nature: SANParks purchased land for inclusion into the Addo Elephant National Park. Subsequent to purchasing the land, it was discovered that the land was encumbered by a grazing right servitude. SANParks entered into an agreement with the servitude holder for the cancellation of the grazing right servitude in exchange for a consideration of R20 200 000. The cost for cancellation of the grazing right servitude was incorrectly treated as an intangible asset with an indefinite useful life. The consideration has been corrected in accordance with GRAP 103.

The effect of the change in the prior years' annual financial statements is as follows:

	2020 R '000	2019 R '000
Statement of financial position		
Increase in inventory	–	20,200
Increase in accumulated surplus	–	20,200

2. Correction of accounting treatment for receivables from non-exchange

Nature: The terms of the grants and donations did not include a condition as defined by GRAP 23 and the funds received were incorrectly recognised as a liability. The funds which were recognised as a liability have been corrected to comply with the requirements of GRAP 23. Management corrected the error and comparative amounts have been retrospectively adjusted. The effect of the error is as follows:

Statement of financial position:

Decrease in unspent conditional grants	–	75,286
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Statement of financial performance:

Increase in revenue from non-exchange		1,399
Increase in revenue from exchange	–	8,487
Adjustment against accumulated surplus at 1 April 2019	–	65,400

Notes to the Annual Financial Statements

41. Segment Reporting

SANParks' activities are very broad and are undertaken in a wide range of different geographical areas with different socio-economic characteristics. To enable efficient and effective delivery on the strategy, the Executive Management structure sub-divided SANParks into three categories namely: Kruger, Parks and Corporate. In establishing the segments to report on, management organised the financial information according to the three existing Executive Management structures.

Each of the three categories was identified to meet the definition of segments as it was noted that each:

- generates economic benefits or service potential.
- has results that are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- has separate financial information available.

Management opted to combine Parks operations into a single segment as the Parks have similar economic characteristics and share a majority of the aggregation criteria stipulated below:

- the nature of the goods and/or services delivered is more or less similar.
- the type or class of customer or consumer to which goods and services are delivered are similar.
- the methods used to distribute the goods or provide the services are almost identical; or
- the nature of the regulatory environment that applies to the segment (NEMPAA).

The segments were structured such that the totals of revenues, reported segment surplus or deficit, segment assets, segment liabilities and other material segment items correspond to figures recognised in the Annual Financial Statements. Therefore, a reconciliation of the segment figures to the Annual Financial Statements is not necessary.

Notes to the Annual Financial Statements

41. Segment Reporting (continued)

Statement of financial performance as at 31 March 2020

	Corporate R'000	Kruger R'000	Parks R'000	Total R'000
Revenue from exchange transactions				
Tourism, retail, concession and other	238,183	1,186,095	847,025	2,271,303
Sales – fauna and flora	16,922	-	20	16,942
Other operating income	33,527	5,423	7,912	46,862
Interest received	72,974	-	-	72,974
Total revenue from exchange transactions	361,606	1,191,518	854,957	2,408,081
Revenue from non-exchange transactions				
Transfer revenue	755,823	2,054	2,144	760,021
Total revenue	1,117,429	1,193,572	857,101	3,168,102
Expenditure				
Employee related costs	(374,239)	(547,808)	(405,083)	(1,327,130)
Depreciation and amortisation	(22,497)	(79,613)	(69,251)	(171,361)
Finance costs	(3,587)	(6,221)	(5,557)	(15,365)
Operating lease	(3,771)	(26,208)	(9,168)	(39,147)
Repairs and maintenance	(62,751)	(27,636)	(74,126)	(164,513)
Operating expenses	(642,494)	(346,071)	(209,199)	(1,197,764)
Total expenditure	(1,109,339)	(1,033,557)	(772,384)	(2,915,280)
Operating surplus	8,090	160,015	84,717	252,822
Loss on disposal of assets	(3,557)	(160)	-	(3,717)
Surplus/(Deficit) for the year	4,533	159,855	84,717	249,105

Notes to the Annual Financial Statements

41. Segment Reporting (continued)

Segment reporting statement of financial position as at 31 March 2020

	Corporate R'000	Kruger R'000	Parks R'000	Total R'000
Assets				
Current assets				
Inventories	598	32,795	18,448	51,841
Receivables from exchange transactions	40,736	(132)	4,174	43,307
Receivables from non-exchange transactions	10,141	-	-	10,141
Cash and cash equivalents	1,929,853	83,974	528,773	2,542,600
Total Current Assets	1,981,328	116,637	551,395	2,649,360
Non-current assets				
Property, plant and equipment	213,529	889,237	998,673	2,101,439
Intangible assets	17,161	37	2,053	19,251
Heritage assets	7,127	1,120	572,528	580,775
Receivables from exchange transactions	291,183	-	-	291,183
Total Non-Current Assets	529,000	890,394	1,573,254	2,992,648
Total assets	2,510,328	1,007,031	2,124,649	5,642,008
Current liabilities				
Finance lease obligation	52,327	-	-	52,327
Trade and other payables from exchange transactions	316,023	595	29,832	346,450
Unspent conditional grants and re-ceipts	1,391,117	(342,786)	(171,820)	876,511
Provisions	72,316	-	-	72,316
Reservation deposits	375,276	-	-	375,276
Total Current Liabilities	2,207,059	(342,191)	(141,988)	1,722,880
Non-current liabilities				
Finance lease obligation	90,037	-	-	90,037
Employee benefit obligation	492,373	-	-	492,373
Provisions	291,183	-	-	291,183
Total Non-Current Liabilities	873,593	-	-	873,593
Total liabilities	3,095,209	(342,191)	(141,988)	2,596,473
Net Assets	(570,324)	1,349,222	2,266,637	3,045,535
Accumulated surplus/(deficit)	(570,324)	1,349,222	2,266,637	3,045,535

Notes to the Annual Financial Statements

41. Segment Reporting (continued)

Segment reporting statement of financial performance as at 31 March 2019

	Corporate R'000	Kruger R'000	Parks R'000	Total R'000
Revenue from exchange transactions				
Tourism, retail, concession and other	216,944	1,161,943	791,709	2,170,596
Sales of fauna and flora	4,266	-	-	4,266
Other operating income	16,659	17,875	7,024	41,558
Interest and royalties received	67,141	-	-	67,141
Total revenue from exchange transactions	305,010	1,179,818	798,733	2,283,561
Revenue from non-exchange transactions				
Transfer revenue	722,554	3,867	1,110	727,531
Total revenue	1,027,564	1,183,685	799,843	3,011,092
Expenditure				
Employee related costs	(298,271)	(483,227)	(358,455)	(1,139,953)
Depreciation and amortisation	(12,180)	(69,981)	(64,773)	(146,934)
Finance costs	(3,332)	(8,275)	(7,606)	(19,213)
Operating lease	(4,669)	(23,782)	(14,314)	(42,765)
Repairs and maintenance	(54,631)	(28,843)	(67,846)	(151,320)
Operating expenses	(510,233)	(368,152)	(206,219)	(1,084,604)
Total Expenditure	(883,316)	(982,260)	(719,213)	(2,584,789)
Operating surplus	144,248	201,425	80,630	426,303
Loss on disposal of assets	3,846	(128)	(5,961)	(2,243)
Surplus/(Deficit) for the year	148,094	201,297	74,669	424,060

Notes to the Annual Financial Statements

41. Segment Reporting (continued)

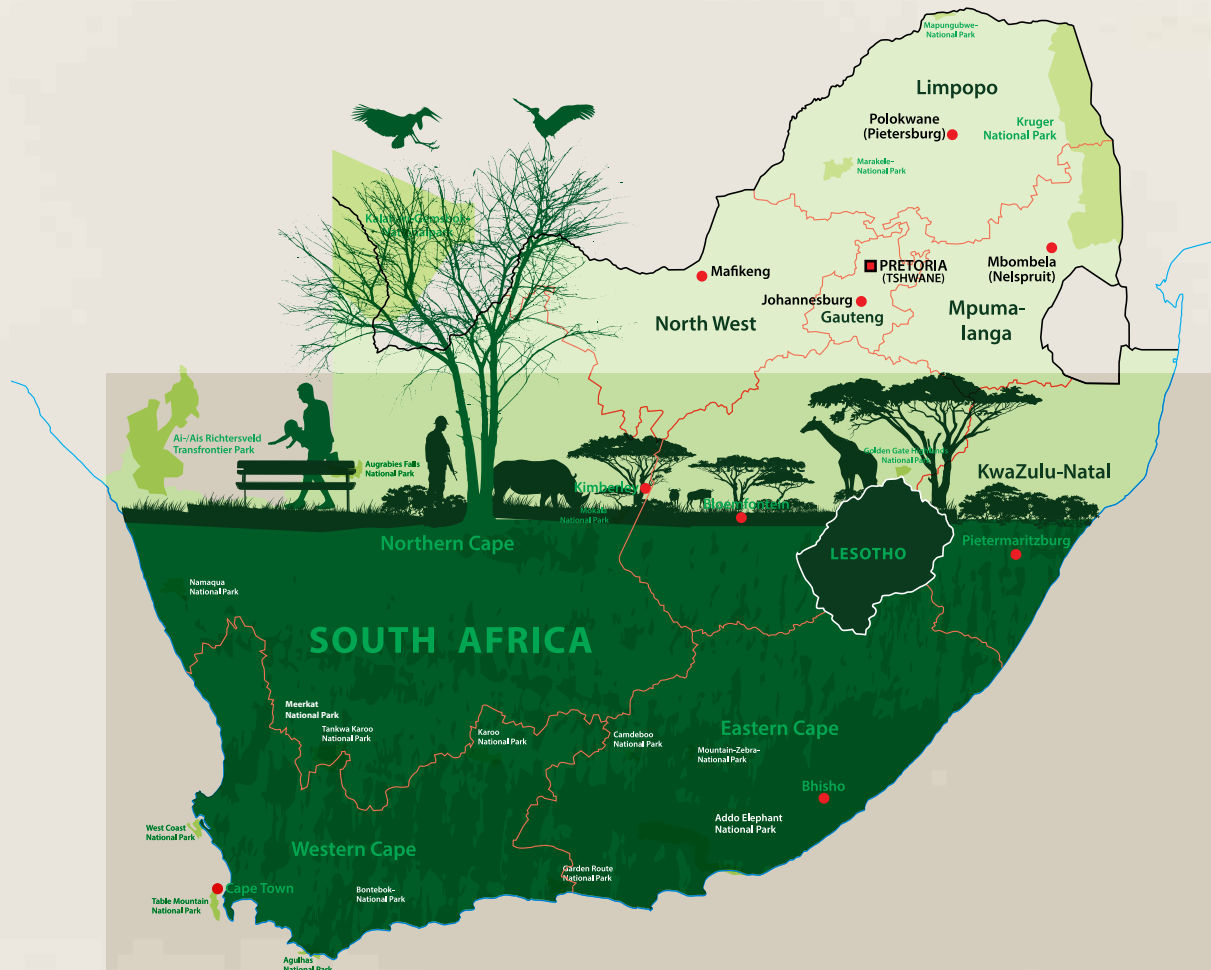
Segment reporting statement of financial position as at 31 March 2019

	Corporate R'000	Kruger R'000	Parks R'000	Total R'000
Assets				
Current assets				
Inventories	1,091	29,685	15,223	45,999
Receivables from exchange transactions	23,627	(157)	6,686	30,156
Receivables from non exchange transactions	151,144	-	-	151,144
Cash and cash equivalents	1,283,575	85,345	473,766	1,842,686
Total Current Assets	1,459,437	114,873	495,675	2,069,985
Non-current assets				
Property, plant and equipment	462,716	703,139	1,015,793	2,181,648
Intangible assets	21,715	63	2,497	24,275
Heritage assets	7,126	1,121	572,528	580,775
Receivables from exchange transactions	268,806	-	-	268,806
Total Non-Current Assets	760,363	704,323	1,590,818	3,055,504
Total assets	2,219,800	819,196	2,086,493	5,125,489
Current liabilities				
Finance lease obligation	60,113	-	-	60,113
Trade and other payables from exchange transactions	202,506	1,206	27,539	231,251
Liabilities from non-exchange transactions	1,198,718	(338,677)	(164,819)	695,222
Provisions	53,649	-	-	53,649
Reservation deposits	373,363	-	2,469	375,832
Total Current Liabilities	1,888,349	(337,471)	(134,811)	1,416,067
Non-current liabilities				
Financial lease obligation	130,569	-	-	130,569
Employee benefit obligation	513,617	-	-	513,617
Provisions	268,806	-	-	268,806
Total Non-Current Liabilities	912,992	-	-	912,992
Total liabilities	2,801,341	(337,471)	(134,811)	2,329,059
Net assets	(581,541)	1,156,667	2,221,304	2,796,430
Accumulated surplus/(deficit)	(581,541)	1,156,667	2,221,304	2,796,430

Notes

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