

SANBI

Biodiversity for Life

South African National Biodiversity Institute



2023/24 Strategic Plan and Final 2021/22 Annual Performance Plan

South African National Biodiversity Institute

**Parliament Portfolio Committee on Forestry, Fisheries
and the Environment**

5/6 May 2021

**Acting Chief Executive Officer
Carmel Mbizvo**

SANBI DELEGATION

- **Mrs Beryl Ferguson, SANBI Board Chairperson**
- **Ms Carmel Mbizvo, Acting Chief Executive Officer**
- **Ms Lorato Sithole, Chief Financial Officer**
- **Mr Elliot Mashile, Chief Operations Officer**

Presentation Outline

- Key Considerations in the Review of 5 Year Strategic Plan and Development of Draft 2021 APP – **Slide 4**
- SANBI's Contributions to Government Priorities, other key Stakeholders and Challenges – **Slide 5 - 6**
- Programmes – **Slide 7**
- Five Year MTSF Targets and Proposed 2021/22 Annual Targets – **Slide 8 - 22**
- Risk Management Plan and Planned Mitigation **Slide 23 – 36**
- 2021/22 Budget – **37 - 43**

Key Considerations in the review of 5 Year Strategic Plan and development of 2021/22 Annual Performance Plan

- Legislative mandate of the Institute.
- Environment sector priorities as outlined in the Medium-Term Strategic Framework (MTSF) for the period 2019-24. SANBI is guided by the MTSF cycle and contributes directly to indicators related to the *increased protection level of species* through providing and curating foundational information on South Africa's biodiversity.
- Relevant National Development Plan (NDP) Priorities. SANBI aligns its work with the NDP 2030, which aims to eliminate poverty and reduce inequality, through making a direct link between biodiversity and development.
- Minister's guidance on the Green Economy Post COVID-19 Recovery Plan.
- COVID-19, its associated implications and compliance restrictions that are likely to impact on performance.
- Review of annual targets due to funding constraints and COVID-19 implications.

SANBI's Contributions to Government Priorities and other key Stakeholders

- Government priority 1: Economic transformation and job creation
- Government priority 2: Education, skills and health
- Government priority 4: Spatial integration, human settlements and local government
- Government priority 6: A capable, ethical and developmental state
- Government priority 7: A better Africa and world
- Contribution to environment sector priorities in the Medium Term Strategic Framework 2019 – 2024
- Implement District Development Model

Challenges

- Budget shortfalls, capacity constraints and Covid-19 regulations impacted heavily on the achievement of targets and stakeholder engagements.
- Implementation of an innovative and adaptive approach is being undertaken to deal with human and financial constraints and the challenging operating environment.
- Meetings, training courses and workshops have been redesigned and changed to virtual events and new ways of engaging stakeholders and partners were being explored.
- Loss of income has occurred due to National Botanical Gardens (NBG) and National Zoological Garden (NZG) not being fully operational as a result of COVID -19 related directives on operating times and restrictions on events, venue hire and concerts.
- Whilst the effects of COVID-19 impacted on the provision of marketing SANBI services, other marketing platforms have been utilised to support revenue generation.
- COVID-19 regulations related to transport and large gatherings are likely to continue to impact schools and Higher Education Institutions (HEI) for the foreseeable future and this will make it difficult to achieve human capital development and education targets.

SANBI's 4 Programmes

1: National Botanical and Zoological Gardens

2: Biodiversity Science and Policy Advice

3: Human Capital Development and Transformation

4: Administration

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 1: NATIONAL BOTANICAL AND NATIONAL ZOOLOGICAL GARDENS

OUTCOME: The network of National Botanical and Zoological Gardens are managed and maintained for conservation, research, recreation, education and awareness

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of maintenance, development and capital infrastructure projects completed.	45 maintenance/ development projects completed.	225 maintenance/development projects completed.
	2 SANBI capital infrastructure projects completed.	10 SANBI capital infrastructure projects completed.
New and refurbishment infrastructure projects for Kwelera and Thohoyandou botanical gardens implemented.	One infrastructural development project for the Kwelera National Botanical Garden completed.	5 Infrastructural maintenance and development projects implemented in the Kwelera National Botanical Garden.
	Refurbishment of 5 guest houses in the Thohoyandou Botanical Garden.	5 Infrastructural maintenance and development projects implemented Thohoyandou Botanical Garden.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 1: NATIONAL BOTANICAL AND NATIONAL ZOOLOGICAL GARDENS

OUTCOME: The network of National Botanical and Zoological Gardens are managed and maintained for conservation, research, recreation, education and awareness

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of visitors to the NBGs and NZG	950,000 visitors to NBGs and NZG combined.	5,632,215 visitors to NBGs and NZG (new target).
Number of indigenous species added to the living collections of the national botanical gardens and/or MSBP.	At least 20 indigenous plant species added to the living collections of the combined network of NBGs and/or the Millennium Seed Bank Partnership.	At least 500 indigenous South African plant species incorporated into the living collections represented in SANBI's network of NBGs and/or Millennium Seed Bank Partnership.
Number of conservation programmes with partners and the NZG to collaborate on faunal conservation issues.	At least 4 MoUs signed with partners and the NZG to collaborate on faunal conservation issues.	5 existing faunal conservation MoUs maintained with partners and the NZG to collaborate on faunal conservation issues.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 1: NATIONAL BOTANICAL AND NATIONAL ZOOLOGICAL GARDENS

OUTCOME: The network of National Botanical and Zoological Gardens are managed and maintained for conservation, research, recreation, education and awareness

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of studbooks published under regional and international associations of zoos and aquaria.	6 studbooks published (1 international studbook published; 5 regional studbooks published).	30 studbooks published (5 international studbooks and 25 regional studbooks published).
Number of beneficiaries participating in 'Kids in Gardens' Programme to promote biodiversity awareness, education and recreation and science engagement programmes at the NZG.	30,500 beneficiaries participating in 'Kids in Gardens' Programme in NBGs.	264,000 beneficiaries participating in the 'Kids in Gardens' Programme in NBGs (cumulative target).
	120 000 learners visiting the NZG and/or participating in science engagement opportunities.	550,000 learners visiting the NZG and/or participating in science engagement opportunities.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 2: BIODIVERSITY SCIENCE AND POLICY ADVICE

OUTCOME: The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of plant and animal species for which descriptive and classification information has been compiled.	e-Flora (constituting plant species descriptions and classification information) completed 1000 animal species pages compiled.	e-Flora updated with 60 families and 150 genera animal species pages compiled for e-fauna.
Number of biodiversity collection records digitised and added to databases.	56 000 biodiversity records added to database.	280 000 biodiversity records added to database.
Number of biodiversity records published .	59,400 biodiversity records published.	297 000 biodiversity records published.
Number of botanical artwork and collection slides digitised.	6 000 botanical artwork and collections slides digitised.	30 000 botanical artwork and collections slides digitized.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 2: BIODIVERSITY SCIENCE AND POLICY ADVICE

OUTCOME: The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of wildlife biomaterials added/accessioned.	6000 wildlife biomaterials accessioned/added to biobank.	5000 wildlife biomaterials added to biobank.
Number of version releases of biodiversity checklists.	2 versions releases of biodiversity checklists.	10 versions releases of biodiversity checklists.
Number of version releases of ecosystem classifications and maps.	1 version release for an ecosystem classification and map (marine).	6 Versions releases of ecosystems classification and maps.
Availability of biodiversity information systems for users.	95% availability of biodiversity information systems for users.	95% availability of biodiversity information management systems for users.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 2: BIODIVERSITY SCIENCE AND POLICY ADVICE

OUTCOME: The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of cooperative research networks established or convened to generate knowledge.	3 cooperative research networks convened (marine, biodiversity economy, freshwater) and one new network established.	4 cooperative research networks convened (annual).
Number of risk analyses developed for alien and invasive species.	45 additional risk analyses for alien & invasive species.	120 additional risk analyses for alien & invasive species.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 2: BIODIVERSITY SCIENCE AND POLICY ADVICE

OUTCOME: The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of assessments completed and dashboard of national indicators developed and maintained.	1 annual update of protection level indicators from the National Biodiversity Assessment (NBA) compatible with online dashboard.	3 state of biodiversity reports for invasives (x2) and GMOs.
		3 syntheses of evidence for, biodiversity economy, adaptation to climate change, and land degradation.
Number of research papers published in journals accredited by Department of Higher Education and Training (DHET).	120 research papers published in journals accredited by DHET.	600 papers in DHET accredited publication.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 2: BIODIVERSITY SCIENCE AND POLICY ADVICE

OUTCOME: The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of annual updates for Non-Detriment Findings for the Scientific Authority produced.	1 update for Non-Detriment Findings for the Scientific Authority.	1 update for Non-Detriment Findings for the Scientific Authority.
Number of policy advice products developed to support mainstreaming of biodiversity assets and ecological infrastructure.	5 policy advice products developed .	24 policy advice products developed .
Percentage of relevant written requests from DFFE and other organs of state responded to within the timeframe stipulated.	100% of relevant written requests from DFFE and other organs of state .	100% of relevant written requests from DFFE and other organs of state responded to within timeframe stipulated
Number of platforms convened to share lessons and strengthen collaboration among relevant partners.	5 platforms convened.	29 platforms convened

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 2: BIODIVERSITY SCIENCE AND POLICY ADVICE

OUTCOME: The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number and value of Green Climate Fund (GCF) project proposals submitted to the Green Climate Fund Board for consideration.	2 final stage project proposals with a total value of at least ZAR 300 million submitted to the Green Climate Fund for consideration.	GCF final stage project proposals with a value of at least ZAR 450 million submitted to the GCF Board for consideration.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 3: HUMAN CAPITAL DEVELOPMENT AND TRANSFORMATION

OUTCOME: A transformed and suitably skilled workforce and active citizenry is developed to strengthen the biodiversity sector

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of black biodiversity professionals supported through HCD interventions in SANBI.	75 Work Integrated Learning (WIL) student placements	304 WIL student placements
	113 intern and Groen Sebenza pioneer placements	408 interns and Groen Sebenza pioneer placements
	18 postgraduate degrees completed	89 postgraduate degrees completed
	22 postgraduate student bursaries awarded	113 postgraduate student bursaries awarded

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 3: HUMAN CAPITAL DEVELOPMENT AND TRANSFORMATION

OUTCOME: A transformed and suitably skilled workforce and active citizenry is developed to strengthen the biodiversity sector

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Climate Change Education Project Number of seminars/symposiums held.	1 seminar	2 symposium 1 seminar
Number of teachers and teacher educators participating in foundational building activities.	120	140 Teachers
Number of teacher and teacher educators trained in developing curriculum aligned climate change education project.	60 teachers/teacher educators trained on green economy & entrepreneurship.	500 teachers and teacher educators

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 3: HUMAN CAPITAL DEVELOPMENT AND TRANSFORMATION

OUTCOME: A transformed and suitably skilled workforce and active citizenry is developed to strengthen the biodiversity sector

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Number of higher education institutions participating in Biodiversity Careers Programme.	20 HEIs participating in Biodiversity Careers Programme.	26 HEIs participating in Biodiversity Careers Programme.
Number of citizen science platforms implemented and percentage increase in involvement of youth and rural communities.	2 citizen science platforms implemented (CREW, iNaturalist) and 10% increase from baseline in involvement of youth and rural communities.	2 active platforms CREW, iNaturalist with 15% increase from 2020/2021 baseline in participation by the youth and rural communities.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 4: ADMINISTRATION

OUTCOME: Improve financial sustainability and provide effective corporate services to achieve the mandate of SANBI

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Percentage uptime of IT systems.	90% of ICT uptime for internal and external customers	98% of ICT uptime for internal and external customers.
Percentage of risk mitigated. Percentage of performance and strategic objectives achieved.	4 strategic risk reviews conducted in line with ISO 31000 and risk reports compiled.	4 strategic risk reviews conducted in line with ISO 31000 and risk reports compile.
Marketing and brand communication platforms and initiatives identified and utilised.	25 marketing platforms (exhibitions to market SANBI).	30 marketing platforms (exhibitions to market SANBI).

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 4: ADMINISTRATION

OUTCOME: Improve financial sustainability and provide effective corporate services to achieve the mandate of SANBI

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Percentage increase of own income generated.	2% year-on-year increase on own income generated.	10% (R16 mil) increase on own income generated.
Generally Recognized Accounting Practice (GRAP) and Public Finance Management Act (PFMA) compliant annual financial statements.	Unqualified external audit opinion without findings	Unqualified external audit opinion without findings.
Increased percentage of procurement to Broad-based Black Economic Empowerment ((BBBEE)	85% procurement to BBBEE.	90% procurement to BBBEE.
	65% procurement to BBBEE suppliers with over 50% Black ownership.	65% procurement to BBBEE with over 50% Black ownership.

Five Year MTSF Targets and Proposed 2021/22 Annual Targets

PROGRAMME 4: ADMINISTRATION

OUTCOME: Improve financial sustainability and provide effective corporate services to achieve the mandate of SANBI

APP PERFORMANCE /OUTPUT INDICATOR	2021/22 ANNUAL TARGET	5 YEAR TARGET 2023/24
Percentage of payroll spent on staff development.	0.5% of the quarterly payroll spent on staff development.	0.5% of payroll spent on staff development.
Percentage compliance to the Employment Equity targets.	43% of staff in full-time employment are female.	45% of staff in full time employment are female.
42% of staff in top and senior management are female.	43% of staff in top and senior management are female.	45% of staff in top and senior management are female.
Percentage compliance to the Employment Equity targets.	86% of staff in full-time employment are black.	88% of staff in full time employment are black.
Percentage compliance to the Employment Equity targets.	2% People with disabilities in full-time employment.	2% people with disabilities in full-time employment

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
<p>The network of National Botanical and Zoological Gardens are managed and maintained for conservation, recreation, education and awareness</p>	<p>Loss of biodiversity in living collections due to impact of climate change, invasive alien species or over utilisation of National Botanical and Zoological Gardens for commercial uses/events, resulting in landscape degradation and impact on animal health.</p>	<p>Monitor living collections; source support from strategic partners (local municipalities, Fire Protection Associations (FPAs), Forestry and Agricultural Biotechnology Institute (FABI), Working on Fire, Botanical Society of South Africa; international botanical garden associations, e.g. Botanic Gardens Conservation International) for maintenance and conservation of living collections; dedicated and functional Garden Records Database to be sourced for use by gardens to monitor living collections.</p>

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
<p>The network of National Botanical and Zoological Gardens are managed and maintained for conservation, recreation, education and awareness</p>	<p>Inability to meet utilisation numbers / visitor numbers in National Botanical and Zoological Gardens due to failure to attract more visitors resulting in reduced footfall into the facilities and loss of income.</p>	<p>Adopt the existing SANBI Business Model in the NZG</p> <p>Improve security infrastructure in NBGs and NZG</p> <p>Implement infrastructure projects in line with approved funding</p> <p>Leverage of partnerships to enhance the animal collection.</p>
	<p>Loss of animals in the NZG through natural ageing processes.</p>	<p>Develop and implement Animal Collection Plan by the NZG.</p>

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
<p>The network of National Botanical and Zoological Gardens are managed and maintained for conservation, recreation, education and awareness</p>	<p>Under-utilisation of existing Garden based infrastructure which weakens SANBI's potential to generate income resulting in poor visitor experience/ attraction.</p>	<p>Conduct an annual assessment of revenue-generating infrastructure in NBGs and NZG.</p> <p>Quarterly report on the management of the infrastructure budget.</p> <p>Regular meetings with SCM, IT, Finance, Marketing & Commercialization to improve service to NBGs and NZG.</p> <p>New business skills and related training opportunities provided for NBG and NZG Managers.</p> <p>Improved SCM capacity, systems and processes to enable implementation of planned building maintenance and infrastructure projects.</p>

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
<p>The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice</p>	<p>Inability to attract and retain critical research skills, for the generation of knowledge.</p>	<p>Implement Human Resources Management Strategy to enhance the talent and skills pipeline within the Institute. Establish partnership with higher education institutions. Implement the National Biodiversity Human Capital Development Strategy.</p>
	<p>Unprotected SANBI intellectual property (IP) may lead to loss of opportunities for long term income generation</p>	<p>Develop and implement relevant policies and Standard Operating Procedures</p>

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice	Hazards to reference collections (herbaria, museums, biobanks) in house and with partners resulting in loss of biodiversity assets and related information	Develop and implement annual maintenance plans for: 1.1. herbarium collections 1.2. other reference collections (biobank, libraries, archival, photography, art)
	Biodiversity loss due to climate change/ weather volatility/cyclones	Increased focus on impacts of climate change on biodiversity and associated protection and adaptation measures in the National Biodiversity Assessment (NBA).

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice	Unfunded mandate for zoological foundational work since enactment of NEMBA, 2004)	Increased focus on impacts of climate change on biodiversity and associated protection and adaptation measures in the National Biodiversity Assessment (NBA).
	Limited access to and reduced use of Biodiversity Collections due to COVID19 lockdown regulations	Lobby DFFE for funding to deliver on some aspects of the mandate over the next 5-10 years. Foundational Biodiversity Information Programme (FBIP) grants to target more of zoological foundational work to compensate for lack or limited of internal capacity for zoological work.
	Limited access to and reduced use of Biodiversity Collections due to COVID19 lockdown regulations.	Develop and implement access plans and protocols

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
<p>The state of biodiversity is assessed, relevant knowledge and evidence is generated, and this informs implementation and the provision of policy support and advice</p>	<p>Donors/funders withdrawing their funding due to economic down turn</p>	<p>Identify strategic partners to collaborate with to ensure mandate related work can be completed</p> <p>Ensure there is a resource mobilization capacity to apply to several funds by getting accreditation or becoming a national implementing entity.</p>
	<p>Lack of waste management systems in SANBI to ensure the safe handling of biological and chemical material to deliver on biosecurity issues</p>	<p>Develop and implement a waste management plan for each property</p> <p>Lobby to obtain budget to appoint through an open bidding process a contractor to remove chemical, empty containers and biological waste from the SANBI properties</p> <p>Develop and implement a training plan in the handling of samples correctly</p> <p>Acquire South African National Standards accreditation for SANBI laboratories [Accreditation certificate].</p>

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
A transformed and suitably skilled workforce and active citizenry is developed to strengthen the biodiversity sector	Lack of coherent approach to career development in the sector.	Revise the Human Capital Development strategy for the sector and ensure adequate Funding for implementation
Financial sustainability is improved and effective corporate services provided to achieve the mandate of SANBI	Revenue growth lagging behind costs growth and limited initiatives to grow own revenue resulting in inability to meet all operational requirements.	<p>Quarterly monitoring of the implementation of the financial sustainability plan; monthly review of budgeted own income against actuals</p> <p>Introduce dual pricing for Kirstenbosch with an increase in admission fee being charged for international visitors.</p> <p>Implementation of post COVID-19 marketing plan</p> <p>New Marketing and Revenue generations initiatives</p>

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
Financial sustainability is improved and effective corporate services provided to achieve the mandate of SANBI	Ineffective Disaster Recovery Plan (DRP) resulting in inability to implement Business Continuity Plan (BCP) for critical business systems.	Regular update BCP and ensure alignment between DRP and BCP. Implement adequate backup and recovery processes. Investment into sustainable technologies e.g., Solar panels
	Cyber Security	Upgrade unsupported technologies Conduct vulnerability and threat assessment Implement secure access controls to ICT System (Infrastructure)
	Lack of integrated ICT system to cater for SANBI mandate.	Identify and remove duplication of ICT system processes.
	Ineffective information and Knowledge Management System resulting in data insecurity and challenges in accessing information	Increased transition to cloud-based services

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
Financial sustainability is improved and effective corporate services provided to achieve the mandate of SANBI	Ineffective and inefficient procurement management system and inadequate human capacity resulting in failure to execute operational requirements	Annual training of SCM officials and bid Committees Monthly meetings with NBG and NZG Quarterly monitoring of response time for RFQs and Tenders, Implementation of IQual system on contract management
	Non-compliance with procurement legislation requirements	Monthly review of compliance of all procurement activities; compliance review of demand management and procurement plans; risk management review of procurement activities. Monthly reviews of spending on procurement contracts Consequence management on all non-adherence to procurement policies and regulations

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
Financial sustainability is improved and effective corporate services provided to achieve the mandate of SANBI	Inability to achieve clean audit	<p>Annual training on GRAP Monthly implementation of the external audit improvement plan; Monitoring of quarterly progress on the internal audit findings register; Adequate planning for thorough review of the year end audit file; Earlier preparation for the external audit process; Early identification and rectification of potential audit concerns</p> <p>Develop an archival policy and procedure document for SANBI</p>
	Unethical behavior, Fraud and Corruption	<p>Implement Fraud Prevention Policy</p> <p>Implement Ethics Management Policy</p>

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
Financial sustainability is improved and effective corporate services provided to achieve the mandate of SANBI	Low staff morale and negative employment relations as a result of Implementation of Department of Forestry, Fisheries and the Environment (DFFE) Pay Scale	Consult unions and staff members and then implement the new Ministerial Pay Scales
	Institutional memory loss	Implement the Succession Development Programme Develop and implement Electronic management system (EDMS).
	Infectious diseases (Pandemic)	Implement the COVID -19 regulations and protocols, Regularly monitor the changes in regulations regarding any infectious disease and develop related protocols.
	Loss of assets due to ineffective asset management system resulting in poor return on investment.	Quarterly verification of assets Conduct annual asset management workshops at the Pretoria, Kirstenbosch and NZG NBGs where 80% of the assets are held.

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

OUTCOMES	KEY RISKS	RISK MITIGATION
Financial sustainability is improved and effective corporate services provided to achieve the mandate of SANBI	Inability to attract and retain critical skills and to deliver on SANBI's Strategic Plan and mandate.	<p>Implement the Research and Horticultural career ladders</p> <p>Implement Succession Development Programme</p> <p>Implement Human Resources Management Strategy to enhance the talent and skills pipeline within the Institute.</p> <p>Establish partnership with higher education institutions.</p>
	Poor engagement with stakeholder due to ineffective communication protocol between SANBI and stakeholders resulting in stakeholder interest and expectations not being met	<p>Implement the Stakeholder Engagement Framework and Plan, Implement SANBI Communication Policy.</p> <p>Develop and implement key Stakeholder Engagement Matrix.</p> <p>Monitor implementation of Integrated Marketing and Corporate Communication Strategy</p>

RISK MANAGEMENT PLAN AND PLANNED MITIGATION

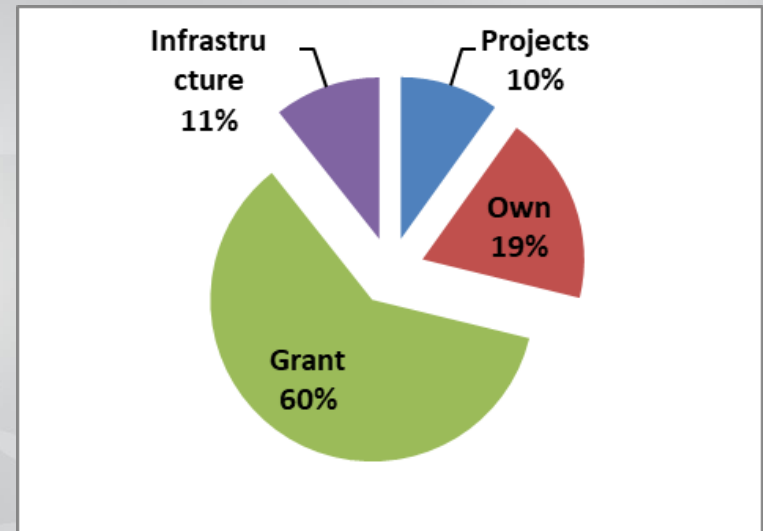
OUTCOMES	KEY RISKS	RISK MITIGATION
<p>Financial sustainability is improved and effective corporate services provided to achieve the mandate of SANBI</p>	<p>Inadequate information control which may lead to ineffective Integrated Marketing, Corporate Communication and Stakeholder Relations Strategy</p>	<p>Monitor implementation of Integrated Marketing and Corporate Communication Strategy. Monitor implementation of Communication Policy. Distribute of CEO staff letter, Staff Newsletter, Intranet and Website Update. Implement and monitor use of Social Media Policy.</p>

2021/22 BUDGET



Income

Details	Amount
Externally Funded Projects	74 656 240
Own Income	128 387 527
Investment Income	14 886 339
EPWP and Biosecurity work	76 365 000
Infrastructure & Gardens Expansions Grant	80 536 000
Operational Grant	381 210 000
Total Income	756 041 106



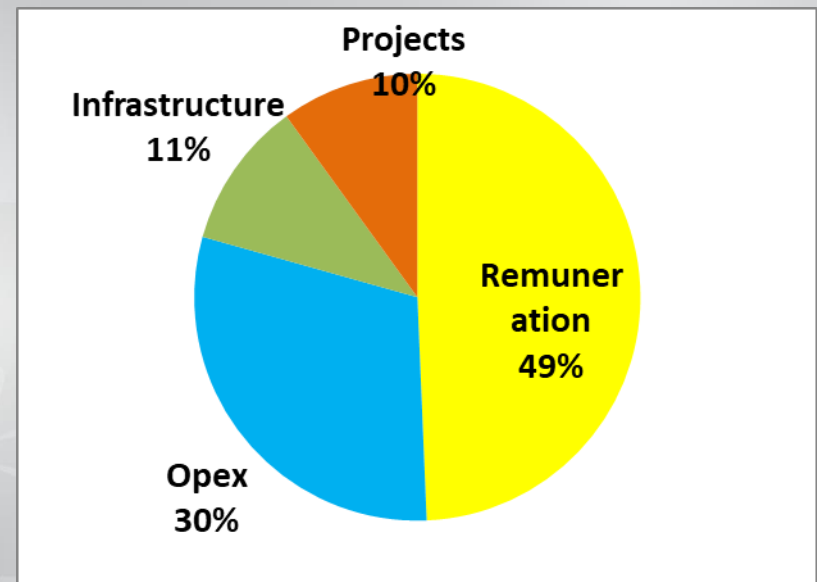
Income

Details	Amount
Own Income	128 387 527
Investment Income	14 886 339
Total Income	143 273 866

- The gardens will not be able to generate revenue through some of its streams which pull large numbers of people i.e. host events and concerts.
- The gardens will be able to operate at 75% of its normal entrance capacity throughout the financial year i.e. the gardens will not reach the previously achieved levels of income.
- Other externally funded projects income of R22.8 million is not included where SANBI acts as an agent. The income and expenditure flow of these projects is through the statement of financial position as prescribed by GRAP.

Expenditure

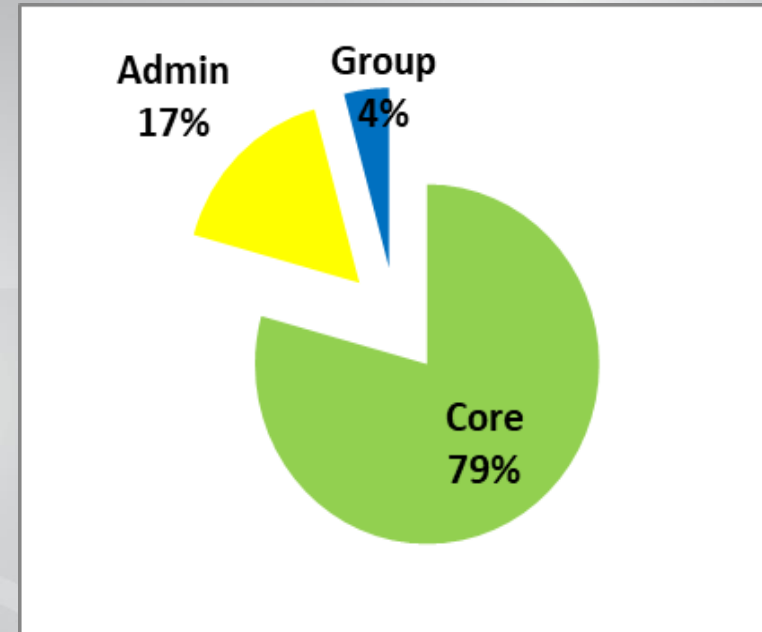
Details	Amount
Remuneration - Staff	372 134 433
Remuneration - Board	870 743
Operating Expenditure	150 628 512
EPWP and Biosecurity work Opex	76 365 000
Infrastructure & Gardens Expansions Grant	80 536 000
Projects Payroll	47 019 443
Projects Expenditure	28 486 976
Total Income	756 041 106



Expenditure

Compensation of employees

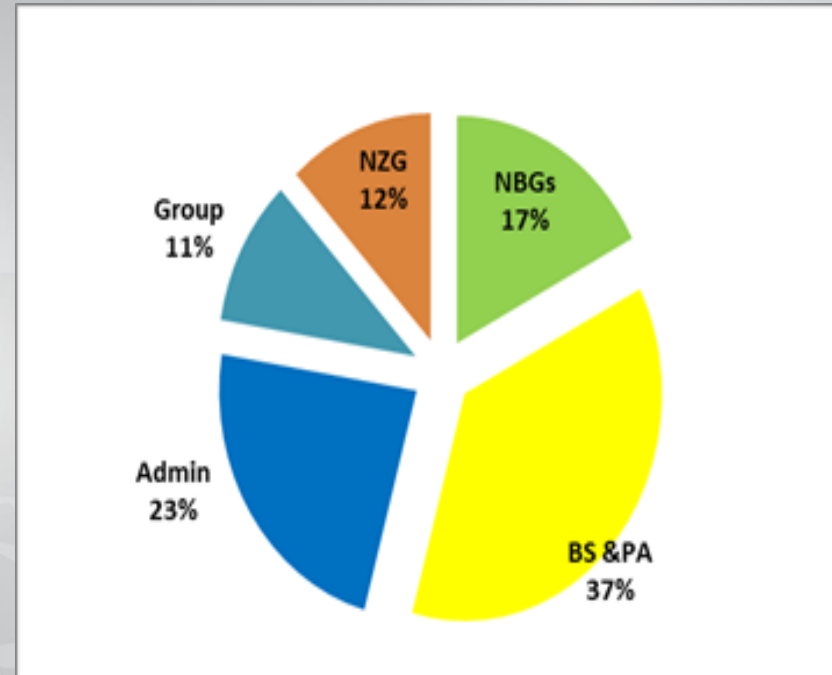
- 0% cost of living allowances and no bonus.
- Increases on the compensation of employees for non-managerial staff medical aid (CPI + 2.5%) and housing scheme (CPI). This amounts to an increase of R681 thousand.
- Very limited provision of R14.3 million has been made for the filling of critical posts.



Expenditure

Operating Expenses

- Spending on this line item is funded from own income that will be generated.
- It is therefore subject to the realization of the own income and will be monitored monthly.
- There is a central allocation for the following: insurance, external and internal audit, administration of the retirement fund, legal and forensic investigations, sustainable transformation, General Data Protection Regulations (GDPR) and Protection of Personal Information Act (POPIA) compliance, addressing health and safety gaps and human capital development of staff



Pressures

1. Compensation of employees

National Treasury has instructed for SANBI to reduce compensation of employees with R27.6 million in the next financial year. This reduction is further extended into the outer financial years totaling R96.7 million (R27.6 million in 2021/22; R33.8 million in 2022/23 and R35.3 million in 2023/24).

2. Operating expenses

The non-realisation of own income will negatively impact on the amount of funding that will become available towards operating expenditure as outlined in the presentation.

3. Infrastructure

There is a reduction on the allocation towards infrastructure totaling R20.3 million over the MTEF period (R5.9 million in 2021/22; R7.3 million in 2022/23 and R7.6 million in 2023/24). This puts pressure on SANBI in terms of maintaining and upgrading its infrastructure across 13 gardens.

LIST OF ACRONYMS AND ABBREVIATIONS

African Botanic Gardens Network	ABGN	Master Systems Information Technology Plan	MSTP
African Plants Initiative	API	Medium Term Expenditure Framework	MTEF
Applied Biodiversity Research	ABR	Medium Term Strategic Framework	MTSF
Biodiversity Information Management	BIM	Ministers and Members of the Executive Council	MINMEC
Biodiversity Planning and Mainstreaming	BPM	Meetings with Technical Officers and Heads of Departments	
Biosystematics	BIOS		MINTECH
Biodiversity Geographic Information System	BGIS	National Biodiversity Framework	NBF
Convention on Biological Diversity	CBD	National Biodiversity Strategy and Action Plan	NBSAP
Convention on International Trade in Endangered Species	CITES	National Botanical Garden	NBG
Convention of the Parties	COP	National Environmental Management Act	NEMA
Committee of Heads of Organisations of Research and Technology	COHORT	National Environmental Management Biodiversity Act	NEMBA
Climate Change and Bio-adaptation	CCB	National Implementing Entity	NIE
Custodians or Rare and Endangered Wildflowers	CREW	National Institute of Statistics Rwanda	NISR
Department of Science and Technology	DST	National Research Foundation	NRF
Department of Water Affairs	DWA	National Treasury	NT
Global Biodiversity Information Framework	GBIF	New Partnership for Africa's Development	NEPAD
Genetically Modified Organism	GMO	Project Implementation Plan	PIP
Global Carbon Project	GCP	Public Finance Management Act	PFMA
Global Environment Facility	GEF5	Skills Intelligent System	SIS
Global Taxonomy Initiative	GTI	South African National Biodiversity Institute	SANBI
Human Capital Development	HCD	South African National Parks	SANParks
International Council for Local Environmental Initiatives	ICLEI	Southern African Biodiversity Support Programme	SABSP
Inter-governmental Panel on Climate Change	IPCC	Southern African Development Community	SADC
Invasive Alien Species	IAS	Succulent Karoo Ecosystem Programme	SKEP
Intergovernmental Platform on Biodiversity and Ecosystem Services	IPBES	Threatened or Protected Species	TOPS
Learner Teacher Support Material	LTSM	United Nations Convention to Combat Desertification	UNCCD
Management Committee	MANCO	United Nations Framework Convention on Climate Change	UNFCCC
Marine and Coastal Management	MCM		
Management, Research and Planning Forum	MAREP	Wildlife and Environment Society of South Africa	WESSA
		Work Integrated Leadership	WIL
		World Wildlife Fund	WWF

Thank You

