



















iSimangaliso Wetland Park Authority

2020/21 Annual Performance Report

Quarter 4





CHALLENGES WHICH CONTINUED TO IMPACT ON IMPLEMENTATION OF PLANNED ACTIVITIES

- Budget cuts implications on APP targets.
- Time lost in first quarter as a result of restrictions brought about by the National Lockdown to mitigate the spread of Covid-19.
- Many of the restrictions relaxed but not entirely removed and continued to impact on performance.
- Stakeholder engagement related activities, training etc. affected and had to be done using other innovative ways where possible.
- Suspension of academic calendar impacted on strategic partnerships with universities as they provide key support on science/policy interface programme of work.
- Human Resource capacity constraints Employees with co-morbidities unable to work, Limitations in advertising and filling of posts.
- Interrupted access to the office building during deep cleaning after positive Covid-19 cases have been identified.



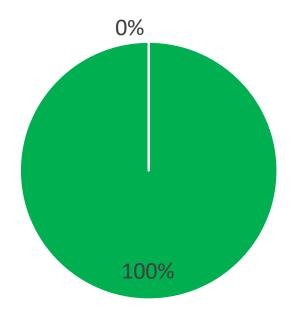
ANNUAL PROGRESS : OVERALL iSimangaliso SUMMARY OF PERFORMANCE

Programme	% On target	% Work in progress	% Off Target	% No Milestone
CORPORATE SUPPORT SERVICES	100% (24/24)	-	-	-
BIODIVERSITY CONSERVATION	100% (10/10)	-	-	-
TOURISM AND BUSINESS DEVELOPMENT	100% (14/14)	-	-	-
SOCIO- ECONOMIC ENVIRONMENT DEVELOPMENT	100% (13/13)	-	-	-
Total	100% (61/61)	-	-	

NB: % On Target + % Work in Progress + % Off Target = 100% % No Milestone excluded as no progress is measured against no milestone targets.

ANNUAL PROGRESS : OVERALL iSimangaliso SUMMARY OF PERFORMANCE

Programme	% On target	% Work in progress	% Off Target	% No Milestone
Total	100% (61/61)		-	



NB: % On Target + % Work in Progress + % Off Target = 100% % No Milestone excluded as no progress is measured against no milestone targets.

Outcome: Compliance with legislation, effective financial management and key risks mitigated to minimize potential adverse consequences

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
External audit opinion	Unqualified audit opinion	Progress: Unqualified audit opinion
		Challenges: N/A
		Corrective measures: N/A
Percentage expenditure of the budget	95%	Progress: 107%
		The entity received an additional funding, the Presidential Stimulus.
		Challenges: N/A Corrective measures: N/A
Average number of days: Trade	30 days	Progress: 24 days
Creditor payment		Payables = 4 350 379.31; Invoices raised = 16 109
		200.72; Quarter 4 days = 24
		(4 350 379.31/16 109 200.72) *90 = 24
		Challenges: N/A
= On target	= work in progress	Corrective measures: N/A No = Off target milestone 5

Outcome: Compliance with legislation, effective financial management and key risks mitigated to minimize potential adverse consequences

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Average number of days : Trade Debtor Collection	60 days	Progress: 20 days Accounts Receivable= 1 252 878.12; Credit Sales= 281 999.55; (281 999.55 / 1 252 878.12) *90 = 20 Quarter 4 = 20 days Challenges: N/A Corrective measures: N/A
Percentage compliance with key statutory requirements	100%	Progress: 100% Challenges: N/A Corrective measures: N/A
Implementation of the procurement plan	100%	Progress: 100% Challenges: N/A Corrective measures: N/A





Outcome: Compliance with legislation, effective financial management and key risks mitigated to minimize potential adverse consequences

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
BEE spend on majority black owned suppliers as a percentage of qualifying expenditure	60%	Progress: 60% Challenges: N/A Corrective measures: N/A

Outcome: Adequate, appropriately qualified and diverse workforce which is transformed and representative of the South African Workforce

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Percentage employee turnover rate	≤10%	Progress: 2% Challenges: N/A
		Corrective measures: N/A
Percentage vacancy rate	≤10%	Progress: 2% Challenges: N/A Corrective measures: N/A
Workplace Skills Plan submitted to SETA within prescribed time	N/A	Progress: Workplace Skills Plan submitted to SETA within prescribe time Challenges: N/A Corrective measures: N/A

Outcome: Adequate, appropriately qualified and diverse workforce which is transformed and representative of the South African Workforce

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Percentage implementation of the Work Place Skills plan	25%	Progress: Trainings/Total training and development Needs= (9/21)*100% = 43% Challenges: N/A Corrective measures: N/A
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Employee Performance contracts concluded timeously	100% of performance contracts concluded	Progress: 100% Challenges: N/A Corrective measures: N/A
Mid-year and annual performance assessment conducted timeously	Mid-year and annual performance assessment conducted	Progress: Mid-year and annual performance assessments conducted timeously. Challenges: N/A
		Corrective measures: N/A
= On target	= work in progress	= Off target = No milestone 9





Outcome: Adequate, appropriately qualified and diverse workforce which is transformed and representative of the South African Workforce

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Development and approval of employment equity plan	Development and approval of plan	Progress: Development and approval of plan (5-year employment equity plan) Challenges: N/A Corrective measures: N/A
Implementation of Employment Equity plan targets	Annual target achieved	Progress: Target Achieved Female Employees Researches Engaged during the financial year 2020 = 10 employees employed Female Employees Engaged during the financial year 2020-21 Permanent-Environmental Monitors-Rhino Monitor-Interim CFO = 13 females employed Total female employees = 23 Challenges: N/A Corrective measures: N/A
2019/20 Employee engagement survey findings reported attended to	2019/20 Employee engagement survey findings reported attended to	Progress: Survey findings attended to: Pension Fund and medical aid implemented, training and development conducted, wellness programme conducted, and job evaluation exercise implemented. Challenges: N/A Corrective measures: N/A
= On target	= work in progress	= No milestone 10

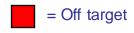
Outcome: Adequate, appropriately qualified and diverse workforce which is transformed and representative of the South African Workforce

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of Occupational Health and Safety assessment/inspections conducted	1 annual assessment conducted and recommendations implemented	Progress: 1 annual assessment conducted and recommendations implemented: in compliance with the Occupational Health and Safety Act, 16.2 appointment, Health and Safety Representative and Health and Safety Committee appointments have been made. Challenges: N/A Corrective measures: N/A

Outcome: Improved stakeh	older relations and coopera	tion
Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
ICT governance framework reviewed and approved	ICT governance framework reviewed and approved	Progress: ICT governance framework reviewed and approved Challenges: N/A Corrective measures: N/A
Number of key ICT systems supporting the Authority's business	1	Progress: 1 Challenges: N/A Corrective measures: N/A







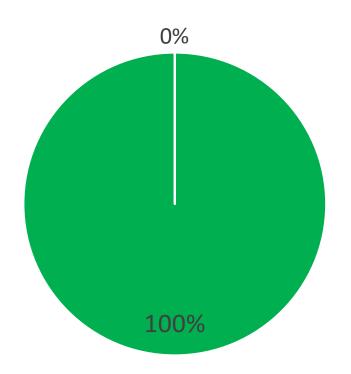


Outcome: Improved stakeholder relations and cooperation **Output indicator** 2020/21 Annual Target **Programme Annual Progress and Analysis** Percentage of new independent research 50% Progress: Total projects received= 16 (6+4+6); Approved proposals = 11 proposals approved that relate to (2+3+6)(11/14)*100% = 79 % management Challenges: N/A Corrective measures: N/A Progress: Reports completed for each quarter Park monitoring programme implemented Reports completed for each quarter Challenges: N/A Corrective measures: N/A Number of conservation/transformation and/or Progress: 2 tourism plans approved Challenges: N/A Corrective measures: N/A 60 Progress: 87 Number of stakeholder engagements conducted Q1 - 15 Attendance registers, minutes, meeting notes Q2 - 20 Attendance registers, minutes, meeting notes Q3 -30 Attendance Register, Minute Notes Q4 - 22 Attendance registers, minuting notes Total = 87 (15+20+30+22)Challenges: N/A Corrective measures: N/A Number of stakeholder relations surveys Progress: 1 Challenges:: N/A conducted Corrective measures: N/A

= On target

PROGRAMME 1: OVERALL SUMMARY OF FOURTH QUARTER PERFORMANCE / ANNUAL PROGRESS

Programme 1	% On target	% Work in progress	% Off Target	% No Milestone
Corporate Support Services	100% (24/24)	-	0% (0/24)	-

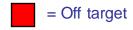


PROGRAMME 2: BIODIVERSITY CONSERVATION

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Land audit and survey finalized	Land audit and survey finalized	Progress: Land auditand survey finalized
		Challenges: N/A
		Corrective measures: N/A
Number of KwaZulu Natal Nature Conservation Board and	4	Progress: 5 Meetings held in the year (2020 / 21)
iSimangaliso Meetings		Challenges: N/A
		Corrective measures: N/A
Number of environmental audits conducted	12	Progress: 12 Environmental Audits conducted
		Challenges: N/A
		Corrective measures: N/A
Number of Environmental Monitors	120	Progress: 130 Environmental Monitors deployed in the park
deployed in the park		Additional host funding contract for 10 environmental
		monitors from the Department. Challenges: N/A
		Corrective measures: N/A









PROGRAMME 2: BIODIVERSITY CONSERVATION

Outcome: Biodiversity threats mitigated and park world heritage site maintained		
Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of Hectares of invasive alien plants treated	30 000 ha	Progress: 56956.05 ha Challenges: N/A Department provided more budget after the target review in the midyear following the budget cut that took place during the COVID outbreak Corrective measures: N/A
Number of cubic metres of earthworks in wetland rehabilitation project	2000 m3	Progress: 3345 m3 Department provided more budget after the target review in the midyear following the budget cut that took place during the COVID outbreak Corrective measures: N/A
		Challenges: N/A Corrective measures: N/A
Number of kilometers of accessible coastline cleaned.	320 km	Progress: 320 km Challenges: N/A Corrective measures: N/A
= On target	= work in progress	= Off target = No milestone 16

PROGRAMME 2: BIODIVERSITY CONSERVATION

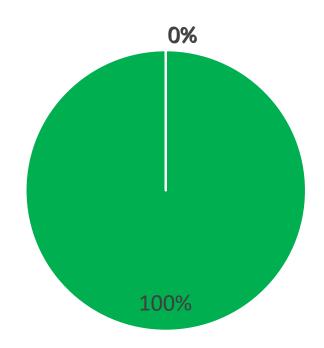
2020/21 Annual Target	Programme Annual Progress and Analysis
100%	Progress: 100% Challenges: N/A Corrective measures: N/A
100%	Progress: 100% Challenges: N/A Corrective measures: N/A
1250 ha	Progress: 1458,05 ha The extra 208 ha were as the result of uncontrolled burn that started outside the park and stopped at the fire break thus in mapping it could not be separated and had to be reported Challenges: N/A
	100%



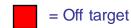


PROGRAMME 2: OVERALL SUMMARY OF FOURTH QUARTER PERFORMANCE / ANNUAL PROGRESS

Programme 2	% On target	% Work in progress	% Off Target	% No Milestone
Biodiversity Conservation	100% (10/10)	0% (0/10)	0% (0/10)	(0/10)



Outcome: New Markets and Diversified Product Offering Output indicator 2020/21 Annual Target **Programme Annual Progress and Analysis** Five Year communication and Communication and **Progress:** Communication and marketing strategy Marketing plan developed developed and approved marketing Strategy developed and approved Challenges: N/A Corrective measures: N/A Number of collaterals Progress: 6 developed as marketing tools Challenges: N/A Corrective measures: N/A Number of Annual visitor **Progress: 1** market research completed Challenges: N/A Corrective measures: N/A





Outcome: New Markets and Diversified Product Offering Output indicator 2020/21 Annual Target **Programme Annual Progress and Analysis** Progress: 20 The digital marketing with media activation led to more Number of Editorials published / broadcasting and publishing of our stories than usual broad casted Challenges: N/A Corrective measures: N/A Number of Media Junkets hosted 4 **Progress: 16** Our partnership with Tourism KZN and Tourism South Africa which included visitation and media activation brought us more media junkets than we anticipated Challenges: N/A Corrective measures: N/A Number of digital engagements for **Progress:** 6 tourism trade conducted There were more digital engagements than traditional







Challenges: N/A



marketing preferred by our partners

Corrective measures: N/A

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of special events to promote the Park as a destination of choice conducted	3	Progress: 6 Our partnership with the Municipalities and other units yielded positive results which saw more special events as co-promotion of the Park. Challenges: N/A Corrective measures: N/A
Number of Newsflashes & Press Releases	20	Progress: 20 Challenges: N/A
Number of Social Media posts done across three platforms (Facebook, Twitter, Instagram)	500	Corrective measures: N/A Progress: 568 The allocation of a dedicated tablet for social media increased our posting and engagements with data limitations to our team. Challenges: N/A Corrective measures: N/A

Outcome : New Markets and Diversified Product Offering		
Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of paid visitors' entries	66 250	Progress: 161 876 When other beaches were closed, iSimangaliso beaches were not closed due to controlled access and carrying capacity limit and visitors opted to visit us. Challenges: N/A Corrective measures: N/A
Revenue to the Park from commercial sources (rand million)	R 6 250 000	Progress: R11 317 442.87 When other beaches were closed, iSimangaliso beaches were not closed due to controlled access and carrying capacity limit and visitors opted to visit us. Challenges: N/A Corrective measures: N/A
Tourism and commercialisation strategy developed and approved	Tourism and commercialisation strategy developed and implemented	Progress: Plan developed and approved Challenges: N/A
		Corrective measures: N/A



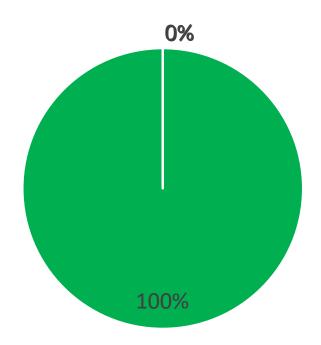




Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Five Year Park infrastructure development plan approved and implemented	Five Year Park infrastructure development plan	Progress: 100% annual infrastructure development plan implemented Challenges: N/A Corrective measures: N/A
Percentage of Park estate maintenance plan implemented	100% implementation of Park estate maintenance plan	Progress: 100% Percentage of Park estate maintenance plan implemented Challenges: N/A Corrective measures: N/A

PROGRAMME 3: OVERALL SUMMARY OF FOURTH QUARTER PERFORMANCE / ANNUAL PROGRESS

% On target	% Work in progress	% Off Target	% No milestone
100% (14/14)	0% (0/14)	0% (0/14)	(0/14)



Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of full-time equivalent jobs	150	Progress: 343 Total working days Jan - March = 25 488 25 488/234 = 109 Total = 343 Target exceeded due to eased Covid 19 regulations Challenges: N/A Corrective measures: N/A
Number of beneficiaries who successfully completed accredited training (NQF)	750	Progress: 877 Q2 - 219 students signed the register Q3 - 199 Q4 - 459 Total - 877 Target exceeded due to eased Covid 19 regulations Challenges: N/A Corrective measures: N/A
Number of beneficiaries who successfully completed non-accredited training	450	Progress: 1273 Q2 - 88 + 843 = 931 Q3 - 155 Q4 - 187 (Feb: 165 + March: 22) Total - 1 273 Exceeded due to eased Covid 19 regulations Challenges: N/A
= On target	= work in progress	Contive measures: N/A = No milestone 25

Outcome: Socio-economic benefits to local communities optimized		
Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of people participating in skills development programmes (IP Infrastructure, Tourism, life guides and environmental monitors	100	Progress: 285 Q2 - 45 students signed IP Infrastructure Q2 Training Register Q3 - 110 Q4 - 81 (Jan: 96 + Feb: 18 + March: 16) Total = 285 Target exceeded due to eased Covid 19 regulations Challenges: N/A
		Corrective measures: N/A
Number of people participating in local economic development programmes (arts and craft)	50	Progress: 51 Target exceeded due to eased Covid 19 regulations
(and and orang		Challenges: N/A
		Corrective measures: N/A
Number of people participating in rural enterprise programme (business services, training, mentoring, guiding and	100	Progress: 114 Target exceeded due to eased Covid 19 regulations
grants)		Challenges: N/A
		Corrective measures: N/A

Outcome: Socio-economic benefits to local communities optimized

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of new first years receiving bursaries and support	10	Progress: 10 Target exceeded due to eased Covid 19 regulations Challenges: N/A Corrective measures: N/A
Percentage of bursary students who pass their registered modules yearly	75%	Progress: 83% Challenges: N/A Corrective measures: N/A
Number of non-paying entries to the Park	900	Progress:132 032 Q2 - July - 4 888 August - 5 082 September - 18 749 Total Q2 - 28 719 Q3 - October - 11 075 November - 16 022 December - 16 906 Total Q4 - 44 003 Q4 - January - 27 001 February - 12 638 March - 19 671 Total Q4 - 59 310 Total - 132 032 Target exceeded due to eased Covid 19 regulations Challenges: N/A
= On target	= work in progress	Concretive measures: N/A = No milestone 27

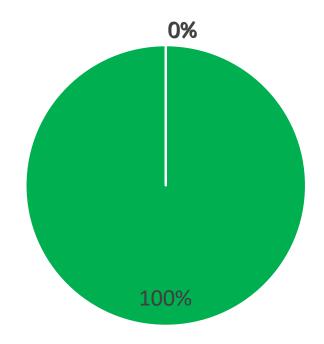
Outcome: Socio-economic benefits to local communities optimized

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of schools visited by iSimangaliso and partners for environmental awareness	30	Progress: 30 Q2 - 16 visit confirmation letters from Schools Principals alongside with attendance registers per school Q3 - 10 visit confirmation letters Q4 - 4 visit confirmation letters Total = 30 Challenges: N/A Corrective measures: N/A
Number of youth (rhino) ambassadors participating in environmental awareness activities	20	Progress:27 Q2 - 10 attendees signed the register Q3 - 8 attendees signed the register Q4 - 9 attendees signed the register Total: 27 Target exceeded due to eased Covid 19b regulations Challenges: N/A Corrective measures: N/A
Number of leadership structures participating in environmental awareness and capacity building	1	Progress: 1 Challenges: N/A
= On target	= work in progress	Corrective measures: N/A = No milestone 28

Output indicator	2020/21 Annual Target	Programme Annual Progress and Analysis
Number of events celebrating key environmental calendar days (e.g. heritage, Wetland)	1	Progress: 1 Challenges: N/A
		Corrective measures: N/A

PROGRAMME 4: OVERALL SUMMARY OF FOURTH QUARTER PERFORMANCE / ANNUAL PROGRESS

% On target	% Work in progress	% Off Target	% No milestone
100% (13/13)	0% (0/13)	0% (0/13)	(0/13)



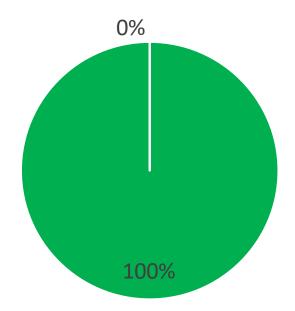
ANNUAL PROGRESS : OVERALL iSimangaliso SUMMARY OF PERFORMANCE

Programme	% On target	% Work in progress	% Off Target	% No Milestone
CORPORATE SUPPORT SERVICES	100% (24/24)	-	-	-
BIODIVERSITY CONSERVATION	100% (10/10)	-	-	-
TOURISM AND BUSINESS DEVELOPMENT	100% (14/14)	-	-	-
SOCIO- ECONOMIC ENVIRONMENT DEVELOPMENT	100% (13/13)	-	-	-
Total	100% (61/61)	-	-	

NB: % On Target + % Work in Progress + % Off Target = 100% % No Milestone excluded as no progress is measured against no milestone targets.

ANNUAL PROGRESS : OVERALL iSimangaliso SUMMARY OF PERFORMANCE

Programme	% On target	% Work in progress	% Off Target	% No Milestone
Total	100% (61/61)		-	



NB: % On Target + % Work in Progress + % Off Target = 100% % No Milestone excluded as no progress is measured against no milestone targets.



FINANCIAL PERFORMANCE

Statement of financial position

iSimangaliso Wetland Park Authority

Annual Financial Statements for the year ended 31 March, 2021

Statement of Financial Position as at 31 March, 2021

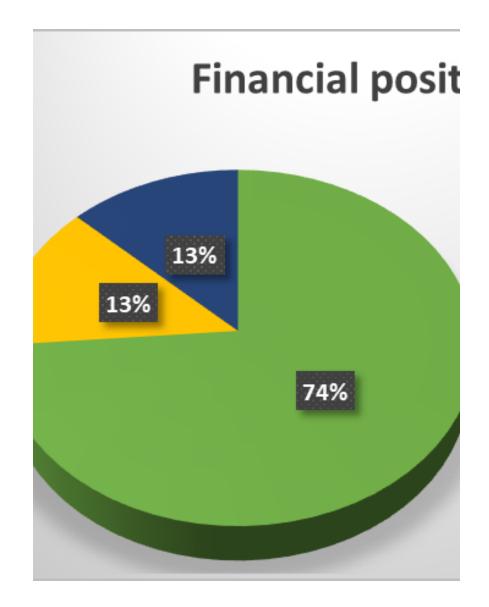
		2021	2020 Restated*
Assets			
Non-Current Assets			
Property, plant and equipment	3	658,439,876	547,346,579
Investment property	4	99,253,698	91,448,581
Intangible assets	5	1,368,127	92,749
		759,061,701	638,887,909
Current Assets			
Inventories	6	286,774	30,494
Receivables from exchange transactions	7	5,967,225	10,220,495
Cash and cash equivalents	8	126,296,970	284,656,972
		132,550,969	294,907,961
Total Assets		891,612,670	933,795,870
Liabilities			
Current Liabilities			
Payables from exchange transactions	9	44,248,035	48,407,493
Unspent conditional grants	10	70,662,580	255,457,346
		114,910,615	303,864,839
Total Liabilities		114,910,615	303,864,839
Net Assets		776,702,055	629,931,031
Accumulated surplus		776,702,055	629,931,035

Financial Health Check:

Isimangaliso Wetland Park operating margin remains healthy, but also the entity is 95 % dependent on grants.

The main reason also we recorded a high surplus of R147 millions is condition met on grant funding that were of capital nature which are not included in the expenditure but capitalized.

Sound Liquidity Level, as of 31 March 2021, unrestricted cash, and investments equaled R126 million, demonstrating that the entity has a high degree of liquidity with the Unspent conditional grants of R70 million which put the entity at 1.18: 1 a positive indicator of financial health.



Statement of financial performance

iSimangaliso Wetland Park Authority

Annual Financial Statements for the year ended 31 March, 2021

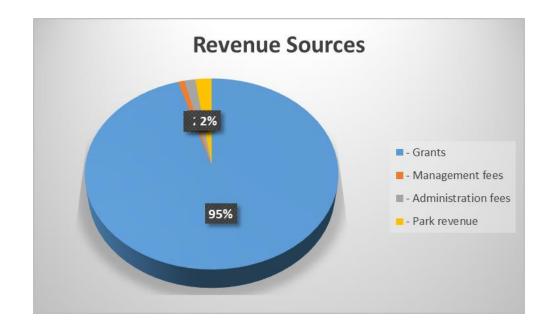
Statement of Financial Performance

Figures in Rand	Note(s)	2021	2020 Restated*
Revenue			
Revenue from exchange transactions			
Park revenue		11,170,715	21,806,811
Personnel costs recoveries/fees		7,488,514	4,213,736
Management fees		1,927,386	2,094,545
Administration fees		5,923,561	2,792,581
Interest received - investment	11	556,524	806,815
Other income	12	2,169,475	3,272,588
Total revenue from exchange transactions		29,236,175	34,987,076
Revenue from non-exchange transactions			
Transfer revenue			
Grants and subsidies	13	466,648,322	163,500,120
Public contributions and donations	14	4,299	179,621
Total revenue from non-exchange transactions		466,652,621	163,679,741
Total revenue		495,888,796	198,666,817
Expenditure			
Personnel costs	15	(33,316,630)	(28,210,821
Project costs	16	(120,248,626)	
Co-management agreement payments		(830,567)	
Professional, consulting and legal fees	17	(22,038,437)	
Depreciation, amortisation and impairment	18	(40,699,232)	
Lease rentals on operating lease	19	(92,856)	(80,893
Contracted services	20	(103,013,745)	
Loss on disposal and write off of assets	21	(12,627,260)	
Other operating expenses	22	(16,250,420)	
Total expenditure		(349,117,773)	(207,374,540
Surplus (deficit) for the year		146,771,023	(8,707,723

Financial Health Check:

Solid Operating Performance— Isimangaliso Wetland Park has been able to generate an increase on Park revenue and currently the entity closes this year with surplus of R147 millions despite unstable and declining net state support. The following revenue streams were the drivers.

- 1. Grant and subsidies An additional R62 million revenue were recognised as part of presidential stimulus and revenue.
- 2. Administration fees and Management increased by R4,8 million & R2,2 million respectively from grants was recognised as the entity was able to spend on conditional grants.



Statement of comparison of Budget and Actual

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis						
	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	between final budget and	Reference
Figures in Rand					actual	
Statement of Financial Perform	ance					
Revenue						
Revenue from exchange transactions						
Park revenue	29,854,120	(23,604,120)	6,250,000	11,170,715	4,920,715	BC1
Personnel costs recovery	12,748,499	3,124,725	15,873,224	7,488,514	(8,384,710)	BC2
Management and Administartion fees	14,472,299	(2,057,516)	12,414,783	7,850,947	(4,563,836)	BC3
Interest revenue	900,000	(765,000)	135,000	556,524	421,524	BC4
Other income	-	-	-	2,169,474	2,169,474	BC5
Total revenue from exchange transactions	57,974,918	(23,301,911)	34,673,007	29,236,174	(5,436,833)	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants & subsidies	177,920,825	273,734,753	451,655,578	466,648,322	14,992,744	BC6
Public contributions and donations	-	-	-	4,299	4,299	
Total revenue from non- exchange transactions	177,920,825	273,734,753	451,655,578	466,652,621	14,997,043	
Total revenue	235,895,743	250,432,842	486,328,585	495,888,795	9,560,210	
Expenditure						
Chemicals & equipment	(5,824,120)	1,917,083	(3,907,037)	(7,398,097)	(3,491,060)	BC7
Depreciation, amortisation and write off of assets	(37,264,195)	-	(37,264,195)	(53,326,492)	(16,062,297)	BC8
Personnel costs	(35,611,003)	(3,248,419)	(38,859,422)	(33,316,630)	5,542,792	BC9
Maintenance & repairs	(25,021,404)	(44,000,000)	(69,021,404)	(102,397,556)	(33,376,152)	BC10
Co-management agreement payments	(2,000,000)	-	(2,000,000)	(830,567)	1,169,433	BC11
Consultants, contractors & special services and COVID	(37,710,041)	(37,972,602)	(75,682,643)	(88,295,957)	(12,613,314)	BC12
expenditure						
Gate operating costs	(13,163,967)		(13,163,967)	(,,		BC13
Training and development	(8,878,277)	5,941,602	(2,936,675)	,,		BC14
Security	(17,025,088)	(2,553,763)	(19,578,851)	(,,	(3,528,308)	BC15
Other expenses	(25,310,683)	4,736,605	(20,574,078)	(21,041,268)	(467,190)	BC16
Total expenditure	(207,808,778)	(75,179,494)	(282,988,272)	(349,117,772)	(66,129,500)	
Surplus before taxation	28,086,965	175,253,348	203,340,313	146,771,023	(56,569,290)	3



THANK YOU!