South African
NATIONAL PARKS

ANNUAL PERFORMANCE PLAN (APP) 2023-24

PRESENTATION TO THE PORTFOLIO COMMITTEE 18 APRIL 2023

Presented by Ms Hapiloe Sello: CEO of SANParks

PRESENTATION OUTLINE

1. SANParks' contribution to the Seven Government priorities of the 6th Administration

2. SANParks' Contribution to the Economic Reconstruction and Recovery Plan (ERRP), job creation and poverty alleviation

3. Challenges and Interdependencies

4. Annual Performance Plan 2023-24

5. Strategic Risks

6. Budget

SANParks' contribution to Government priorities

SANParks CONTRIBUTION TO GOVERNMENT'S PRIORITIES

PRIORITY 1 : A CAPABLE, ETHICAL & DEVELOPMENTAL STATE

- A CAPABLE SATE THAT SERVES THE PEOPLE
- FOSTER ETHICAL CULTURE
- SOUND CORPORATE GOVERNANCE
- ENHANCE CUSTOMER SERVICE
- STAKEHOLDER ENGAGEMENT PROGRAMMES

PRIORITY 2: ECONOMIC TRANSFORMATION & JOB CREATION

- SANPARKS TOURISM PPP PROGRAMME
- EPWP
- WILDLIFE ECONOMY PROGRAMME
- PREFERENTIAL PROCUREMENT (SMME; QSE & EME)

PRIORITY 3: EDUCATION, SKILLS & HEALTH FOR A BETTER WORLD

- SKILLS DEVELOPMENT PROGRAMME FOR STAFF
- TRAINING INTERVENTIONS THROUGH THE SOCIO-ECONOMIC TRANSFORMATION PROGRAMME
- SMME DEVELOPMENT
- ENVIRONMENTAL EDUCATION

PRIORITY 7: CONTRIBUTION TO CONSERVATION PRIORITIES WITHIN THE AFRICAN CONTINENT

- CONTRIBUTION TO MULT-LATERAL AGREEMENTS (CBD, IPBES, CITES, RAMSAR)
- PARTNERSHIP WITH LIKE- MINDED CONSERVATION AUTHORITIES IN AFRICA & ACROSS THE GLOBE

SANPARKS CONTRIBUTION TO THE SOUTH AFRICAN ECONOMIC RECONSTRUCTION AND RECOVERY PLAN

- Tourism recovery & growth strategy

- Investment summit

- Financial sustainability

- Green economy interventions

- Gender equality & inclusion of women, pwd & youth

2023/24 ANNUAL PERFORMANCE PLAN

MISSION

Develop, protect, expand, manage and promote a system of sustainable national parks that represents biodiversity and heritage assets, through innovation and best practice for the just and equitable benefit of current and future generations.

VISION

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

National Parks

South Africa has **509 state owned terrestrial protected areas** and **25 marine protected areas**, managed by 13 different states authorities.

SANParks manages **21 National Parks** (~4.4 million ha) and **10 Marine Protected Areas** associated with five coastal national parks

3 987

Total staff

Over 12,000 people work in NPs on a given day

SANParks CONTEXT

OUR MANDATE

Constitutional mandate

Section 24(b) of the **Constitution of the Republic of South Africa**, Act 108 of 1996 underpins the SANParks mandate, which states that: **Everyone has the right** –

(a) To **an environment that is not harmful to their health or well- being**; and (b) To **have the environment protected for the benefit of present and future generations** through reasonable legislative and other measures that:

(i)   prevent pollution and ecological degradation;

(ii)   promote conservation; and

(iii)   secure ecologically sustainable development and use of natural resources, while promoting justifiable economic and social development.

Legislative and policy mandates

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 it is listed as a **Schedule 3 Part A: 25 public entity.**

Context of SANParks

Impact Statement

National Parks conserve biodiversity and cultural heritage; contribute to the economy, providing socio-economic benefits, access, ecotourism experiences to the people of SA and the world.

Outcome Goals

1. **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

2. **Improved Diverse Responsible Tourism**

3. **Sustainable Socio-Economic Transformation Programme** that ensures delivery of benefits to the land claimants, historically disadvantaged communities and the people of South Africa

4. **Sustainable and Transformed Organization** through revenue, people, systems, business processes and infrastructure

Challenges and inter-depencies

Challenges

- Wildlife crime

- Internal corruption linked to wildlife crime

- Financial sustainability

- SANParks has not fully recovered in terms of revenue, following the covid pandemic; some critical vacancies may not be filled.

- Tourism recovery is linked to local and international socio-economic considerations, such as the cost of living global crisis

Interdependencies

- Tourism recovery and growth is dependent on infrastructure development and maintenance.

- Management wildlife crime is dependent on joint operations with law enforcement agencies.

- Efficient park operations are to a large degree reliant on own revenue.

Outcome goal 1: 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

OUTCOME GOAL 1: 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

SUB OUTCOME 1 : PROTECTED AREAS EXPANSION IN LINE WITH THE NPAES AND SANPARKS LAND INCLUSION PLAN

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
Hectares added to national parks	7000 ha

SUB OUTCOME 2 : EFFECTIVE AND EFFICIENT MANAGEMENT OF NATIONAL PARKS

National Parks and MPAs assessed	20 National Parks assessed, 80% with a METT score. ≥ 67% & 6 Marine Protected Areas assessed, 33% with a METT score of ≥ 67%
Implementation of policies on elephant, rhino, lion and leopard related to outcomes of the High-Level Panel (HLP) supported	Policy support implementation plan developed and 70% of activities implemented (cumulative)

SUB-OUTCOME 3: DEGRADED ECOSYSTEMS REHABILITATED

Number of degraded hectares of land under rehabilitation	25 200 initial ha rehabilitated
	139 500 follow-up ha rehabilitated
Number of m³ of degraded wetlands under rehabilitation	7 200 m³ wetlands rehabilitated

OUTCOME GOAL 1: 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

SUB OUTCOME 4 : CLIMATE CHANGE VULNERABILITY REDUCED AND CLIMATE RESILIENCE IMPROVED

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
Number of parks assessed for climate change vulnerabilities	(a) Climate change vulnerability assessments compiled for 2 national parks.
	(b) Climate change adaptation included in park management plans for 2 national parks.
	(c) Priority actions for climate change adaptation identified for 2 parks
Number of initiatives as per the of Green Energy Implementation Plan implemented	90% of the Annual Green Energy Implementation Plan implemented

SUB-OUTCOME 5: A FRAMEWORK TOWARDS IMPROVED MANAGEMENT OF CULTURAL HERITAGE DEVELOPED

Number of Cultural Heritage assessments conducted	Cultural heritage resources in 2 national parks assessed
Annual Cultural Heritage Action Plan implemented	90% of the annual Cultural Heritage Action Plan implemented

OUTCOME GOAL 1: 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

SUB OUTCOME 6: SUSTAINABLE POPULATIONS OF SPECIES OF SPECIAL CONCERN MONITORED AND INCREASED

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
Increased rhino population in core areas in KNP	Rhino population in identified core rhino areas in KNP increasing at greater than 1% per annum
Percentage annual increase in rhino populations in other parks	Rhino population in other 6 rhino parks increasing at 4%

SUB OUTCOME 7: WILDLIFE CRIME IN NATIONAL PARKS REDUCED

Number of rhinos poached in KNP, and 6 other rhino parks reduced (Addo-, Karoo-, Mapungubwe, Marakele-, Mokala-, & Mountain Zebra NPs)	Reduce the number of rhinos poached in KNP to ≤ 120
	Other six rhino parks: The number of rhinos poached to less than 5 animals
Number of elephants poached reduced	Number of elephants poached in KNP reduced to less than 40 animals
	Reduce number of elephants poached to less than 4 (Mapungubwe, Marakele, Addo Elephant & Knysna)

Outcome goal 2: Improved, diverse responsible tourism

OUTCOME GOAL 2: IMPROVED DIVERSE RESPONSIBLE TOURISM

SUB OUTCOME 8: IMPROVED TOURISM PERFORMANCE

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
Percentage improvement in Customer Satisfaction Index rating.	0.5%-point improvement (increase) on previous year
Percentage increase in number of visitors to national parks year on year	11% up on previous year
Percentage increase in Accommodation Occupancy	0.6% up on previous year
Total Number of New and Diverse Tourism Products implemented	8
Integrated Marketing & Communication Plan approved, and number of interventions implemented	6 Marketing Interventions implemented
	5 Communication Interventions implemented
Number of interventions towards Improved hospitality service delivery standards implemented	2 interventions towards improved hospitality service delivery standards implemented

OUTCOME GOAL 2: IMPROVED DIVERSE RESPONSIBLE TOURISM	
SUB-OUTCOME 9: IMPROVED RESPONBLE TOURISM	
APP OUTPUT INDICATOR	**2023/24 ANNUAL TARGET**
Responsible Tourism Auditing Framework implemented	6 National Parks assessments conducted

Outcome goal 3: Sustainable socio-economic development programme that ensures delivery of benefits to the land claimants, historically disadvantaged communities and the people of South Africa.

OUTCOME GOAL 3: SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT PROGRAMME THAT ENSURES DELIVERY OF BENEFITS TO THE LAND CLAIMANTS, HISTORICALLY DISADVANTAGED COMMUNITIES AND THE PEOPLE OF SOUTH AFRICA

SUB-OUTCOME 10 : TRANSFORMATION OF WILDLIFE ECONOMY THROUGH INCREASED PDI PARTICIPATION

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
Number of animals delivered to communities and individual emerging game farmers.	600 animals delivered
Number of full-time equivalent employment (FTE) job opportunities created through EPWP.	5 140 FTEs created through EPWP
Number of jobs created for youth, women and people with disabilities through EPWP	Youth EPWP:5 160
	Women EPWP:4 580
	People with disabilities EPWP:145

SUB-OUTCOME 11: IMPROVED PARTICIPATION OF PDIs in SANPARKS BUSINESS

Number of SMMEs contracted for provision of goods and services through EPWP	450 SMMEs contracted through EPWP
Percentage of goods and services contracted to EMEs and QSEs.	40% of all annual goods and services contracted to EMEs and 15% to QSEs for procurement below R1 million
	15% of procurement spent above R1 million awarded to EMEs and 15% to QSEs

OUTCOME GOAL 3: SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT PROGRAMME THAT ENSURES DELIVERY OF BENEFITS TO THE LAND CLAIMANTS, HISTORICALLY DISADVANTAGED COMMUNITIES AND THE PEOPLE OF SOUTH AFRICA

SUB-OUTCOME 12 : IMPROVED PARTICIPATION OF PDIs in SANPARKS BUSINESS

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
Percentage of expenditure on affirmative procurement	80% of procurement spent on designated groups

SUB-OUTCOME13 : INCREASED ACCESS TO EDUCATION AND SKILLS DEVELOPMENT OPPORTUNITIES

Number of beneficiaries from targeted groups trained	≥ 120 beneficiaries from targeted groups trained
Number of schools accessing the national parks for educational purposes	≥ 450 schools accessing national parks for educational purposes

OUTCOME GOAL 3: SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT PROGRAMME THAT ENSURES DELIVERY OF BENEFITS TO THE LAND CLAIMANTS, HISTORICALLY DISADVANTAGED COMMUNITIES AND THE PEOPLE OF SOUTH AFRICA

SUB-OUTCOME 14 : SUSTAINED CORPORATE SOCIAL INVESTMENT TOWARDS COMMUNITY DEVELOPMENT

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
Number of individuals/ communities where Social Legacy projects have been completed	6 communities
SUB OUTCOME 15: IMPROVED PARTICIPATION OF LAND CLAIMANTS IN SANPARKS BUSINESS	
Claimant Beneficiation Scheme developed and implemented as per Land Claims identified	30% of activities in the Qwaqwa Land Claim beneficiation package annual plan implemented
	30% of activities in the COLCRA (Addo ENP) Land Claim annual implementation plan implemented

Outcome goal 4: Sustainable & transformed organisation through revenue, people, systems & business processes

OUTCOME GOAL 4: SUSTAINABLE AND TRANSFORMED ORGANISATION THROUGH REVENUE, PEOPLE, SYSTEMS AND BUSINESS PROCESSES

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
SUB-OUTCOME 15 : FINANCIALLY SUSTAINABLE ORGANIZATION	
Revenue raised through resource mobilisation	R120 million
Percentage of Revenue raised through Tourism Performance :	20% increase on actual 2022/23 revenue raised
Revenue raised through Wildlife sales	R4 million
SUB-OUTCOME 16 : TRANSFORMED & CAPABLE HUMAN CAPITAL	
Percentage of women in management positions	41%
Percentage of People with Disabilities increased	1.1%
Black people as a percentage of management increased	64%

OUTCOME GOAL 4: SUSTAINABLE AND TRANSFORMED ORGANISATION THROUGH REVENUE, PEOPLE, SYSTEMS AND BUSINESS PROCESSES	
SUB-OUTCOME 16 : TRANSFORMED & CAPABLE HUMAN CAPITAL	
APP OUTPUT INDICATOR	**2023/24 ANNUAL TARGET**
Percentage of payroll spent on skills development programmes	1%
Human Capital Management Strategy developed and implemented	80 % implementation of the annual operational plan
Percentage of initiatives to enhance the culture of performance management	80% of initiatives to enhance the culture of performance management
Number. of wellness initiatives implemented towards the management employee health and wellbeing	8 annual interventions

OUTCOME GOAL 4: SUSTAINABLE AND TRANSFORMED ORGANISATION THROUGH REVENUE, PEOPLE, SYSTEMS AND BUSINESS PROCESSES

SUB-OUTCOME 17: EFFICIENT AND INNOVATIVE SYSTEMS, AND BUSINESS PROCESSES SUPPORTIVE OF SANPARKS CORE BUSINESS

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
Number of Cyber controls implemented	1 Cyber control implemented

OUTCOME GOAL 4: SUSTAINABLE AND TRANSFORMED ORGANISATION THROUGH REVENUE, PEOPLE, SYSTEMS AND BUSINESS PROCESSES

APP OUTPUT INDICATOR	2023/24 ANNUAL TARGET
SUB OUTCOME 18: SOUND CORPORATE GOVERNANCE	
Unqualified Audit opinion	Unqualified Audit Report
% implementation of approved Internal Audit Plan	75% implementation of the approved Internal Audit Plan
Matured ERM with rating level 5 according to the DFFE governance maturity framework achieved	95% implemented of the approved ERM Maturity Improvement and Annual Implementation Plan Maturity rating level 5 achieved
Matured Ethics Management with rating level 4 according to the DFFE governance maturity framework achieved	95% implementation of the approved Ethics Maturity Improvement and Annual Implementation Plan
Integrated Compliance Promotion, Monitoring and Reporting System developed and implemented	100% implementation of the Integrated Compliance, Monitoring and Reporting System developed and implemented

OUTCOME GOAL 4: SUSTAINABLE AND TRANSFORMED ORGANISATION THROUGH REVENUE, PEOPLE, SYSTEMS AND BUSINESS PROCESSES	
SUB-OUTCOME 19 : EFFECTIVE STAKEHOLDER AND PARTNERSHIP MANAGEMENT	
APP OUTPUT INDICATOR	**2023/24 ANNUAL TARGET**
Number of SANParks Week free visitors to National Parks	75 000
SUB-OUTCOME 22 : APPROPRIATE AND WELL -MAINTAINED INFRASTRUCTURE	
Maintenance and Recapitalisation Plan towards improvement of Infrastructure condition developed	90% of the Annual Infrastructure Programme Implementation Plan implemented

SANParks STRATEGIC RISKS

Inadequate financial resources to support the mandate	Inadequate Human Capital due to insufficient capacity and capability	Inefficiencies in business processes

Slow return of the tourism market	Inability to deliver on tourists' expectations	Evolving and escalating wildlife crime	Effects of climate change on the organisation

Poor maintenance & infrastructure recapitalisation	Vulnerabilities in IT environment leading to security risks	Inadequate ICT capability	Inability to adequately address stakeholders' expectations	Slow transformation

RISK MANAGEMENT PLAN & PLANNED MITIGATIONS

South African
NATIONAL PARKS

OUTCOMES	KEY RISKS	RISK MITIGATIONS
Sustainable Biodiversity and Cultural Heritage across land and see delivers benefits to the people of SA and the world, now and in the future	Evolving and escalating wildlife crime	1. State of the Area Integrity Management Assessments (SoAIM) 2. Development of the Abalone Strategy 3. Implementation of Rhinoceros Conservation Strategy 4. Participation in various working groups relating to wildlife crime including succulents and other flora.
	Effect of climate change on the organisation	1. Conduct climate change vulnerability assessments 2. Inclusion of climate change in all park management plans 3. Green Energy Implementation Plan 4. Development of park adaptation plans
Improved, Diverse & Responsible Tourism	Slow Recovery of the tourism market	1. Investment in international marketing initiatives 2. Research into effective / targeted marketing
	Inability to deliver on tourists' expectations	1. Infrastructure: EPIP and Infrastructure grant implementation 2. Product Diversification: Implementation of new tourism products 3. Customer Service: a) Fully implemented CRM system b) Implementation of Loyalty program c) Continuous Hospitality Service Training 4. Visitor Safety: Implementation of AIM Initiatives

RISK MANAGEMENT PLAN & PLANNED MITIGATIONS

OUTCOMES	KEY RISKS	RISK MITIGATIONS
Socio-Economic Transformation programme that delivers benefits to land claimants, previously disadvantaged communities and the people of South Africa in general	Inability to adequately address stakeholders' expectations	1. Implementation of the Stakeholder and Partnership Engagement Plan 2. Establishment & strengthening the governance of Park Forums and other local development structures
	Implementing transformation at a slow rate	1. Review, enhance and implementation of the Transformation Integration Strategy
Enhanced organisational capability	Inadequate Human Capital due to insufficient capacity and capability	1. Implementing the Workforce Plan 2. Increased budget to fund vacancies 3. Conduct benchmarking exercise and align pay scales with market 4. Manage Critical and Scarce Skills 5. Addressing culture of Performance Management 6. Development and training of Managers 7. Building employee morale and motivation
	Inadequate financial resources to support the mandate	1. Review the business model to ensure financial sustainability of tourism activities 2. Development of business case for PFMA rescheduling 3. Effective implementation of Resource Mobilization Strategy 4. Conduct a cost-benefit-analysis for green energy solutions

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NATIONAL PARKS

RISK MANAGEMENT PLAN & PLANNED MITIGATIONS

OUTCOMES	KEY RISKS	RISK MITIGATIONS
Enhanced organisational capability	Poor maintenance and aging infrastructure	1. Increase SANParks operational maintenance budget to 1.7% (R271m) of replacement value 2. Implementation of Park Maintenance Plans as per approved budget 3. Consolidation of Park's Maintenance Plans into a SANParks Maintenance Plan
	Vulnerabilities on SANParks IT environment leading to security risks	1. Conducting vulnerability scanning on network and remediate vulnerabilities identified within specified timeframes 2. Quarterly awareness and education on IT security 3. Implementation of a ransomware recovery tool
	Insufficient recapitalisation of infrastructure due to financial constraints	1. Increase SANParks capital budget in line with Loss of Service (LOS) backlog & recapitalisation future needs 2. Implementation of the Recapitalisation Plan 3. Building additional project management capacity to enable implementation of recapitalisation plan

RISK MANAGEMENT PLAN & PLANNED MITIGATIONS

OUTCOMES	KEY RISKS	RISK MITIGATIONS
Enhanced organisational capability	Inefficiencies in business processes	1. Analytical Review (define and explain) of business process per business function (Mapping) 2. Implementation of the Electronic Document Management system 3. Implementation of the enhanced / revised DOAF
	Inadequate ICT capability	1. Implementation of the ERP system 2. Implementation of the Tourism Property Management System

SANParks 2023/24 Budget

2023/24 SANParks Budget

SANParks Budget	Budget (All Inclusive) 2021/2022	Adjusted Budget (All Inclusive) 2022/2023	BUDGET 2023/2024		In/(De)crease on C/Y Budget	Percentage In/(De)crease on C/Y Budget
			Budget EXCL EPWP & SP 2023/2024	Suggested Budget (All Inclusive) 2023/2024		
Conservation Fees	(287,440,415)	(520,287,900)	(559,481,358)	(559,481,358)	39,193,458	7.5%
Concession Fees	(64,078,278)	(74,055,762)	(121,815,242)	(121,815,242)	47,759,479	64%
Retail Sales	(240,647,650)	(243,628,190)	(363,458,930)	(363,458,930)	119,830,741	49%
Tourism income	(794,865,606)	(933,740,965)	(1,134,610,385)	(1,134,610,385)	200,869,420	22%
Other income	(133,873,368)	(88,193,034)	(64,845,181)	(101,255,617)	13,062,583	15%
Interest Received	(46,980,000)	(49,637,990)	(50,630,750)	(50,630,750)	992,760	2%
Sales Fauna & Flora – LDV	(4,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	-	0%
Revenue from Exchange Transactions	**(1,571,885,318)**	**(1,911,543,841)**	**(2,296,841,846)**	**(2,333,252,282)**	**421,708,441**	**22%**
Grant: Operational	(643,545,218)	(657,134,782)	(233,799,132)	(595,952,175)	(61,182,608)	-9%
Grant: Infrastructure	-	(313,338,797)	(733,642,829)	(733,642,829)	420,304,032	134%
Grant: Land Acquisition	(20,618,261)	(21,380,869)	(21,463,478)	(21,463,478)	82,609	0.4%
Special Projects Income	(191,940,004)	(125,000,000)		(142,227,531)	17,227,531	14%
Donation	(19,000,000)	(28,756,980)	(40,950,969)	(40,950,969)	12,193,989	42%
Revenue from Non-Exchange Transactions	**(875,103,483)**	**(1,145,611,428)**	**(1,029,856,408)**	**(1,534,236,982)**	**388,625,553**	**34%**
Total Revenue	**(2,446,988,801)**	**(3,057,155,270)**	**(3,326,698,254)**	**(3,867,489,264)**	**810,333,994**	**27%**
Human resource costs	1,392,557,611	1,442,897,200	1,379,211,411	1,524,716,812	81,819,612	6%
Maintenance costs	92,148,381	258,320,229	300,953,119	367,446,597	109,126,367	42%
Operating Costs	414,550,953	955,563,659	805,913,575	1,094,381,163	138,817,504	15%
Special Projects Expenditure	176,060,419	29,221,863	-	27,003,916	(2,217,947)	-8%
Retail Cost of Sales	205,571,180	207,523,936	301,858,876	301,858,876	94,334,939	45%
Finance Costs	13,628,210	6,477,648	4,856,872	4,856,872	(1,620,775)	-25%
Total Expenditure	**2,294,516,753**	**2,900,004,536**	**2,792,793,852**	**3,320,264,236**	**420,259,700**	**14%**
Operating Surplus / (Deficit) Before Non-Cash Items	**(152,472,048)**	**(157,150,734)**	**(533,904,402)**	**(547,225,028)**	**(390,074,294)**	**248%**
Depreciation	152,294,040	156,899,699	146,826,268	146,826,268	(10,073,430)	-6%
Loss on disposal of Assets	178,007	251,035	102,270	102,270	(148,766)	-59%
Net (Surplus)/Deficit before Special Projects & Infrastructure Capital Expenditure	**-**	**-**	**(386,975,864)**	**(400,296,490)**	**400,296,490**	**100%**
Allocated to Infrastructure Capital Expenditure	-	-	386,975,864	400,296,490	(400,296,490)	100%
Net (Surplus)/Deficit for the Year	**-**	**-**	**-**	**-**	**-**	**100%**

2023/24 SANParks Budget Revenue

Revenue sources (incl. EPWP)

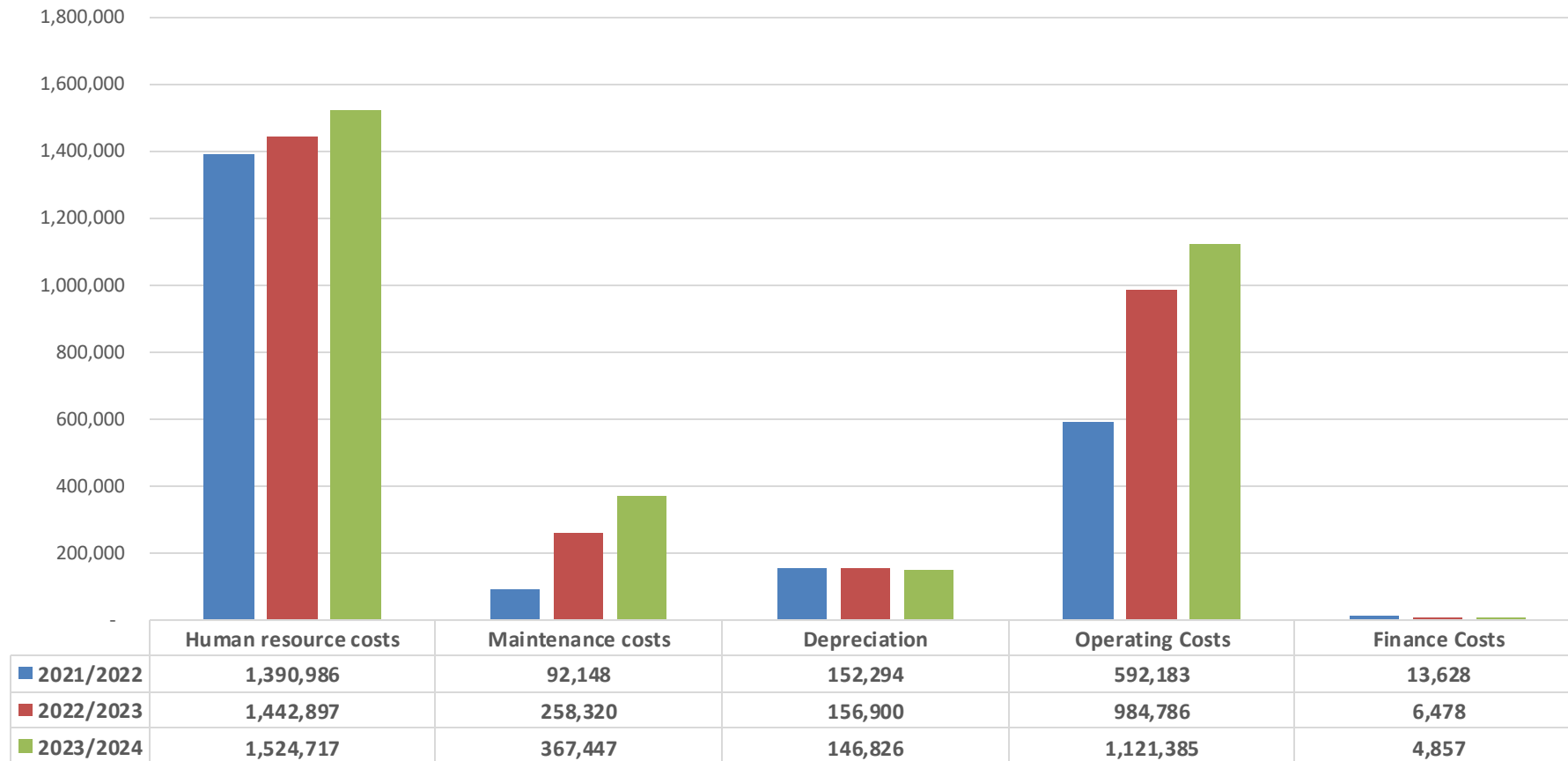|	Conservation Fees	Concession Fees	Retail Gross Profit	Tourism income	Other income	Grant: Conservation – DFFE	Interest Received	Sales Fauna & Flora – LDV	Donation
2021/2022	287,440	64,078	35,076	794,866	325,813	664,163	46,980	4,000	19,000
2022/2023	520,288	74,056	36,104	933,741	212,942	991,854	49,638	2,000	28,757
2023/2024	559,481	121,815	61,600	1,134,610	243,381	1,351,058	50,631	2,000	40,951

2023/24 SANParks Budget
Revenue

- The projected total revenue for the 2023/24 financial year is R3,8 billion.

- It is anticipated that tourism income will continue to improve gradually over the MTEF, mainly driven by the return of international guests.

- Exchange revenue contributes towards 60% of Total Revenue and Non-Exchange Revenue contributes towards 40% of Total Revenue.

- Overall Total Revenue has increased by 27% when compared to the 2022/23 Budget.

- Included in Non-Exchange Revenue is an amount of R700 million that was allocated from DFFE towards maintenance.

2023/24 SANParks Budget Expenditure

Expenditure categories (incl. EPWP)

	Human resource costs	Maintenance costs	Depreciation	Operating Costs	Finance Costs
2021/2022	1,390,986	92,148	152,294	592,183	13,628
2022/2023	1,442,897	258,320	156,900	984,786	6,478
2023/2024	1,524,717	367,447	146,826	1,121,385	4,857

2023/24 SANParks Budget Expenditure

- The projected expenditure for the 2023/24 financial year is R3,4 billion which is 14% higher than the previous year's adjusted budget.

- The biggest cost drivers are human resource costs which account for 44% of the total expenditure and operational expenditure that accounts for 41% of total expenditure.

- The 13% increase in expenditure is mainly attributable to an increase in maintenance costs and operational expenditure.

- Operational costs have increased due to the planned increase in the number of visitors and also includes commitments that are already contracted for.

- Maintenance costs have increased in line with the additional allocation from DFFE.

THANK YOU