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ANNUAL FINANCIAL REPORT

5, PART E:

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List of Acronyms

AGSA - Auditor-General of South Africa

AVE - Advertising Value Equivalent

BBBEE – Broad-Based Black Economic Empowerment

CAPS – Curriculum and Assessment Policy Statement

CCMA – Commission for Conciliation, Mediation and Arbitration

CEO – Chief Executive Officer

CITES - Convention on International Trade in Endangered Species

CSI – Corporate Social Investment

DEA – Department of Environmental Affairs

EE – Employment Equity

ENSO – El Niño-Southern Oscillation

EPWP – Expanded Public Works Programmes

ExCo – Executive Committee

FMPPI – Framework for Managing Programme Performance Information

FTE - Full Time Equivalent

GRAP – Generally Recognised Accounting Practise

GRNP – Garden Route National Park

ICT - Information and Communications Technology

IDP - Infrastructure Development Programme

IPZ – Intensive Protection Zone

KiP – Kids in Parks

KNP - Kruger National Park



LEDET – Limpopo Economic Development, Environment and Tourism

METT – Management Effectiveness Tracking Tool

MPA – Marine Protected Area

MTEF – Medium Term Expenditure Framework

MTPA – Mpumalanga Tourism and Parks Agency

NDP – National Development Plan

NDT – National Department of Tourism

OSV – Open Safari Vehicle

PFMA – Public Finance Management Act

PPP – Public Private Partnership

RPL – Recognition of Prior Learning

SADC – Southern African Development Community

SAHRA – South African Heritage Resources Agency

SANBI – South African National Biodiversity Institute

SANParks – South African National Parks

SANPW – South African National Parks Week

SAPS – South African Police Services

SHR – SANParks Honorary Rangers

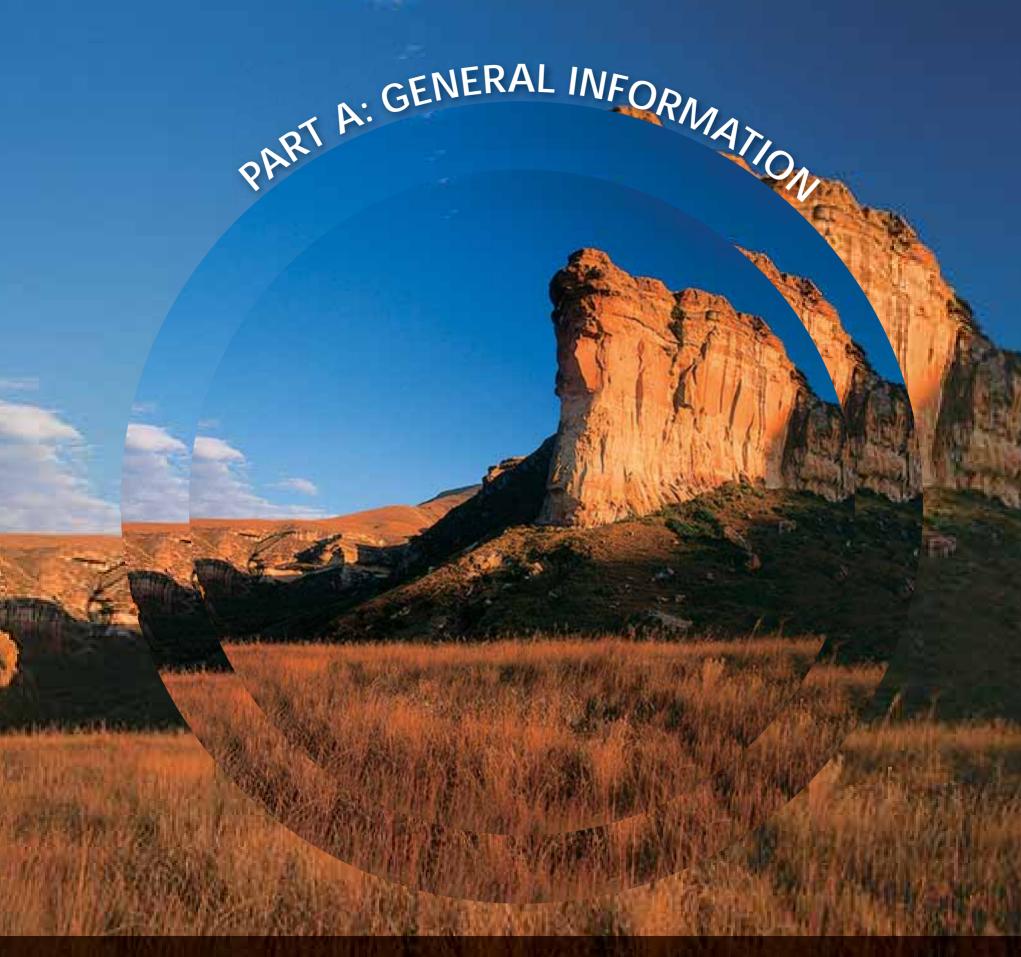
SMME – Small, Medium and Micro Enterprise

SOE – State Owned Entity

SPfC – Strategic Plan for Commercialisation

TMNP - Table Mountain National Park

UNESCO – United Nations Educational, Scientific and Cultural Organisation



Golden Gate Highlands National Park



Part A: General Information

1.1 About SANParks

South African National Parks (SANParks) manages a system of 21 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. In the 22 years since the advent of democracy on 27 April, 1994 SANParks has gone from strength to strength to the point today where SANParks is recognised as a world leader in conservation and protected area management. This is evident within the national conservation discourse, and at international conferences where SANParks is often used as a point of reference in relation to best practice in the management and development of protected areas.

The last 22 years have seen a massive expansion and development of the national park system. During this period seven new national parks have been established viz: Agulhas National Park, Camdeboo National Park, Garden Route National Park, Mapungubwe National Park, Mokala National Park, Namaqua National Park and Table Mountain National Park. The land under protection in the national park system has been expanded by over 700 000 hectares, with much of this being in the under conserved areas such as the Succulent Karoo and Fynbos biomes.

Much of this expansion programme has been geared towards the anticipation of the impacts of climate change where an altitudinal and biome range has been built into the expansion of individual parks in order to allow for species migration across the landscape. Parks such as the Addo Elephant and Namaqua National Parks have seen unprecedented growth from the coast to the mountain ranges with the Addo Elephant National Park now covering five different biomes and over 162 000 hectares. The Garden Route National Park comprises the originally proclaimed Tsitsikamma and Wilderness National Parks, the Knysna Lake Area with the addition of the indigenous forests and mountain catchment areas in a mosaic of protected areas with linkages in the landscape through a variety of stewardship arrangements. The Garden Route National Park among others is a prime example of a 21st Century National Park managed by a 21st Century organisation.

SANParks is also 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. In addition there are 472 beds in the concession lodges in the Kruger National Park and in other parks which have been a part of the SANParks commercialisation programme. The national park system thus offers a wide diversity of accommodation facilities and eco-tourism experiences and is one of the cornerstones of the South African tourism economy.

In the period since the year 2000 government has invested R2,36 billion in the upgrade and development of both tourism and conservation infrastructure in the national parks. It needs to be recognised that SANParks is managing an infrastructure plant of close to R10 billion including roads, fences, buildings and bulk services.

The SANParks infrastructure programme was initially funded through labour intensive methods through the then Poverty Relief Programme and subsequently through an annual Treasury allocation for the upgrading of old infrastructure and the development of new infrastructure, known as the Infrastructure Development Programme (IDP). Government has made a significant capital injection into the upgrading of this infrastructure, at the same time as making an investment in the development of new infrastructure in order to facilitate the successful implementation of the park expansion and product development programme. Since 2000 these programmes have seen the construction of 24 new small rest camps, adding 724 new beds to the SANParks inventory. There has also been a major upgrade of existing tourism accommodation, comprising 1 404 beds, mainly in the Kruger National Park. There has, in addition, been considerable investment in new and upgraded bulk infrastructure, fences, roads and staff accommodation over the same period. With respect to the latter, there have been 1 043 new or upgraded staff units developed in order to address backlogs in this regard.

The past 22 years therefore represent the Golden Years in terms of the expansion and development of the country's national park system. There has not been another period in the conservation history of South Africa to parallel this growth of and investment in the national park system.

It should be noted that the past 22 years has seen not only this expansion in the number and size of our national parks, but has also seen a significant turnaround in the relationship of national parks to external stakeholders, and to the communities that surround the national parks in particular. It should be recognised that in the previous dispensation the national parks were islands of exclusion, and there was no sense of ownership on the part of adjacent communities. Major progress has been made in altering this state of affairs.

One of the major interventions in supporting livelihoods in communities adjacent to the national parks has been through the implementation of Government's Expanded Public Works Programmes (EPWP). A total of R2,92 billion has been spent since the year 2000, inclusive of the early years of the Poverty Relief Programmes. Since inception in the national parks the EPWP programmes have employed 99 524 people, comprising 42 476 Full Time Equivalents (FTEs) of employment. Significant support has been given to the development of local enterprises with 4 853 SMMEs supported through these programmes and having been paid R1,1 billion in the period since 2000.







Through the Working for Water and other related environmental programmes there has been a significant contribution to biodiversity rehabilitation and restoration with initial clearing of 395 399 hectares and 2 157 266 follow up hectares achieved in the period since 2000. SANParks thus remains one of the lead agencies of government for the implementation of the EPWP programmes.

Apart from the EPWP programmes there have been a range of interventions in order to make a greater contribution to the socio-economic development of neighbouring communities. Given the history of colonial and apartheid dispossession and exclusion, it is recognised that the relationship between national parks and neighbouring communities in a democratic dispensation requires a quantum shift in order to ensure that there is a developing sense of ownership and buy in on the part of neighbouring communities. SANParks manages the biggest environmental education programme in the country with over 200 000 learners per year going through a range of programmes, with most of these being from previously excluded communities. During SA National Parks Week over 50 000 people from previously excluded communities enter the parks in order to obtain an exposure to the parks in their vicinity.

In order to set up a structured relationship with all stakeholders around national parks, Park Forums have been established, giving communities and other stakeholders a consultative platform in the management and development of national parks. SANParks is also in a co-management relationship in respect of three community contractual parks viz Richtersveld and Kgalagadi Transfrontier Parks and the Makuleke section of the Kruger National Park.

What further characterises SANParks in the new dispensation is that the institution has been stable and has experienced the highest levels of governance in the 22 years since the democratic transition. This is reflected in the fact that SANParks has achieved unqualified audits in every year since 1994, thus ensuring that this institution is one in which all sectors of the South African public can have confidence.

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

Mandate

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

Vision

A sustainable National Park System connecting society.

Mission

To develop, expand, manage and promote a system of sustainable national parks that represents biodiversity and heritage assets, through innovation and best practise for the just and equitable benefit of current and future generation.



1.2 Minister's Foreword



Mrs B E E Molewa

I am pleased to present the 2015/16 Annual Report of the South African National Parks (SANParks), a venerable national institution responsible for 4

million hectares of protected land in 21 national parks.

SANParks is the leading conservation authority in all national parks around the country. Since democracy in 1994, SANParks has promoted conservation as a contributor to the social and economic development of South Africa, and rural areas in particular, where most national parks are located.

During the 2015/16 financial year SANParks has managed to maintain its reputation as one of the world's leading conservation agencies whilst at the same time driving government's developmental agenda.

Our national parks continues to unleash its potential to play a significant role in promoting social cohesion and nation building, and it is particularly pleasing that the number of visitors to our national parks is on the rise, attracted through initiatives such as the annual National Parks Week.

In the year under review, the number of foreign visitors and citizens to our national parks stood at 5,9 million, with the rate of unit occupancy reaching an average rate of 73,4 for 2015/16.

Conservation can only be meaningful if our communities have an interest and stake in our national parks – and that their unique culture and history is adequately captured in the narrative that emanates from our parks.

It is encouraging to note, therefore, that in the year under review, the Thulamela site in the northern Kruger National Park was restored and upgraded, and it's linkages to Mapungubwe strengthened.

In May 2016, at a function held in Skukuza, six claimant communities signed off phase one of the resolution of the Kruger National Parks land claim. The phase one settlement process provides for payments to households for loss of improvements and a base fund set per claimant community in lieu of the historical value of the land. Phase two will include a beneficiation package for the communities that will be developed within 18 months and agreed to by all concerned stakeholders.

SANParks continues to implement socio-economic programmes that uplift and improve the living conditions of communities adjacent to national parks, primarily through government's Expanded Public Works Programme (EPWP).

The total number of Full Time Equivalents (FTEs) has increased from 5 686 during the 2014/15 financial year to a total of 6 364 during 2015/16 financial









year. These FTEs were created through a range of programmes, thus ensuring support for livelihoods in communities around the national parks and further afield.

The Department of Environmental Affairs has taken a number of bold steps to promote the growth and transformation of the Wildlife Economy in South Africa.

SANParks has initiated a Wildlife Economy Transformation Programme, and counts among its early successes a donation in September 2015 of 15 eland, 5 giraffe and 15 ostriches to the Khomani San community south of the Kgalagadi Transfrontier Park. More animals will be donated to the Khomani San community during the course of the next two years.

At the National Biodiversity Economy Indaba held in Durban in October 2015, SANParks pledged to donate at least 500 animals, worth more than R10m, to communities over a three-year period.

During 2015/2016 planning processes were initiated with a number of communities.

Among the beneficiaries are the Nkambeni and Bevhula/Gidjana communities who are being supported to implement Wildlife Economy projects through 2016 and 2017. This is being made possible through funding of R10m from the Department's Environmental Protection and Infrastructure Programme (EPIP).

Wildlife crime, and rhino poaching in particular, remains a challenge, especially in the Kruger National Park (KNP).

It is encouraging to note that the rate of rhino poaching is now reducing in the Park. During the 2015/16 financial year the number of rhino poached in the Kruger National Park declined by 14% in comparison with the number for 2014/15. This was despite an increase in the number of incursions and other poaching related activities.

This is testimony to the commitment and dedication of the women and men of the SANParks Ranger Corps, working with our partners in the private sector, NGO community and international donor community, who are working tirelessly to safeguard our rhino for current and future generations.

The decline in the rate of rhino poaching in the Kruger National Park, and the fact that no rhino were poached in any of our other national parks during the year under review is cause for great optimism.

SANParks continues to make impressive progress in meeting its mandate,

and driving the national and global sustainable development agenda. I am pleased to present this Annual Report, confident that SANParks remains an organisation in which all South Africans can take great pride.

This 2015/16 Annual Report complies with all statutory reporting requirements of the Public Finance Management Act (PFMA) as well as National Treasury Regulations

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Mrs B E E Molewa, MP

Minister of Environmental Affairs



1.3 Chairperson's Report



Ms Joanne Yawitch

During the 2015/16 financial year, the SANParks Board has focused on establishing the structures and processes that ensure good governance is promoted and maintained. We have also focused on ensuring the organisation

delivers on the targets set in the Annual Performance Plan. We are pleased to report that SANParks has performed well in its key functional areas of conservation, tourism and socio-economic development while providing an enabling environment for this performance through enhancing capacity and support systems in the financial and human capital management functions.

SANParks performs its functions within Government's planning framework, with reference in particular to the objectives of the National Development Plan and the Nine Point Plan for Growing the Economy. While SANParks' legislative framework defines its functions largely within the environmental sector it is a major role player in the national tourism economy. In addition, national parks have a key role to play in supporting local economies in the largely rural areas where the parks are located.

In recognition of the national parks' potential for supporting job creation and local economic development, the Board has decided that inclusive socio-economic development should be one of the three core pillars of the organisation along with conservation and tourism. This strategic decision represents a paradigm shift within SANParks in that socio-economic benefits to communities adjacent to the national parks had hitherto been viewed as a by-product of the conservation and tourism functions rather than as an end in itself. Within the new strategic approach SANParks is re-gearing itself to be a key role player in the rural development space. We are pleased that SANParks management and staff have embraced this approach and are approaching the planning and implementation of the socio-economic development programme with energy and vigour.

While working to support socio-economic development there is no compromise in performing the core conservation and tourism functions. For the first time since the escalation of rhino poaching began several years ago, the poaching rate in Kruger National Park for the 2015/16 financial year has declined in comparison with the prior financial year. This is extremely encouraging given an increase in the number of incursions, arrests and other poaching related activities. On behalf of the Board I would like to thank the rangers and others who have been fighting this relentless battle for a number of years and to encourage them to continue with the objective of achieving further successes in this regard.

In respect of the tourism function, in the earlier part of the financial year statistics indicated a downturn in visitors to parks, and specifically international









visitors. There was, however, a significant recovery in the second half of the year and we ended the year with a year on year increase in all tourism performance indicators, and with a 14,7% increase in operating tourism revenue. This was achieved despite the difficulties faced in terms of both the international and domestic economic outlook.

The audit for the 2015/16 financial year has once again produced an unqualified audit, with the auditors expressing the view that the quality and accuracy of the financial statements produced by SANParks are such as to be able to provide a model for other public entities. We wish to extend our thanks to all those involved and to make a commitment to the public at large that the Board of SANParks will continue to strive for the highest levels of governance and accountability.

I would like to thank my fellow Board members for the time and dedication that has been shown in ensuring that the Board performs its oversight functions with excellence. I would like to thank the Board Committees in particular for the care and diligence with which they have dealt with the substantial workload. The three committees of the Board (Audit and Risk; Conservation, Tourism and Socio-Economic Development; Human Capital Development) have functioned effectively against an agreed Work Plan in a structured and effective way in the exercise of their duties.

Finally, on behalf of the Board I would like to express my gratitude to the management and staff of SANParks for the commitment with which they have worked to maintain the standing of SANParks as one of the world's leading institutions for protected area management.

J. YawiH.

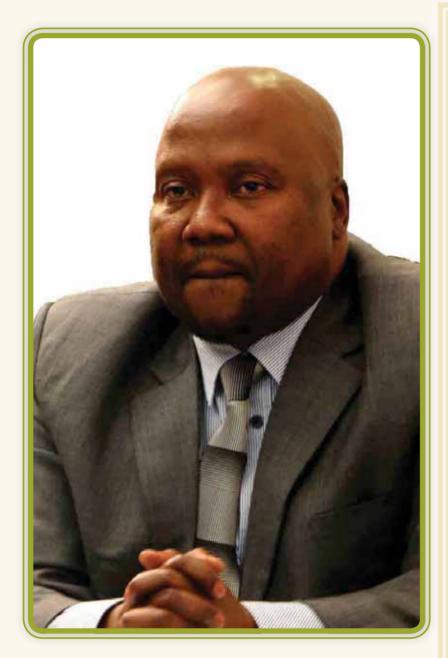
Ms Joanne Yawitch

Chairperson of the Board

SANParks



1.4 Chief Executive Officer's Report



Mr Fundisile Mketeni

he conservation of biodiversity through the development and management of national parks is SANParks' primary mandate as defined in the National Environmental Management: Protected Areas Act, No 57

of 2003, and is executed through the management of 21 national parks in seven provinces of South Africa.

This conservation mandate is funded through a combination of government grants and self-generated funds, with the latter comprising 80% of our operating budget and being largely derived from the various tourism businesses located in the parks.

Over the years, SANParks has evolved to play a significant role in the South African tourism sector, with tourism activity in turn becoming a major revenue stream for the organisation. To this end, the performance of this business side of the organisation is crucial both to the sustainability of SANParks and its ability to fulfil its corporate citizenship obligations.

The financial year started within a sluggish tourism performance nationally with overall declines in international and domestic tourism activity. SANParks as with other operators in the public and private tourism sectors felt the brunt of this diminished activity, which was marked by a decline in visitor numbers and revenue in the first three quarters of the year. However, some positive macroeconomic and socio-political shifts that evolved as the year progressed provided a much needed reprieve to our tourism business and enabled full recovery in the fourth quarter allowing us to not only achieve, but surpass our planned tourism and revenue targets for the year.

We welcomed close to 6 million guests to our parks, which is a 6% increase compared to the 2014/15 financial year. Concomitantly we witnessed an impressive increase in our operating tourism revenue which grew by 14,7% in 2015/16 in comparison to the prior financial year. Overall this financial year SANParks' performance has been exceptional and I am proud to report that operating tourism revenue reached a figure of R1,29 billion, which was R93,8 million greater than budget. All components of our operating tourism revenue saw good growth in the year under review with concession fee income growing by 14%, accommodation income by 12% and concession fees by 21%.

Maximising revenue continues to be a major thrust in SANParks' operations, and as such, the construction, refurbishment and opening of revenue generating tourism products is central to our success. In this year, a combined 32 additional beds were added to our inventory in two parks, namely, the Kruger National Park and Kgalagadi Transfrontier Park. In addition we reopened the Afsaal Picnic Spot in the Kruger National Park as a public-private partnership.







The SANParks vision of 'connecting society' is the cornerstone of our engagements with our neighbouring communities and South African society at large. In this regard the popularity and impact of the SA National Parks Week and various Environmental Education initiatives continues to grow. In this financial year 267 935 people were granted free access to our national parks.

SANParks fundamentally has an obligation to positively impact on the standards of living of the mainly rural communities adjacent to the national parks by providing business and employment opportunities. Historically our efforts in this regard have lain within diverse portfolios and at times this approach has inadvertently hidden the significance of the initiatives embarked on. In 2015 a strategic decision was taken by the Board of SANParks to make socio-economic development one of the three core pillars of the organisation along with conservation and tourism. In line with the decision of the Board to make socio-economic development one of the three core pillars of SANParks, the Socio-Economic Development Division was established in the third quarter to drive and integrate the implementation of a number of socio-economic development functions including the implementation of EPWP programmes, social legacy projects, resolution of land claims, and the implementation of Green and Blue Economy projects incorporating the Wildlife Economy programme.

The implementation by SANParks of government's EPWP continues to make a major contribution towards employment creation in the rural areas around the national parks. In 2015/16 a total of 23 298 people from 359 communities adjacent to the national parks were employed in one or other of a range of EPWP programmes. This equates to a total of 6 364 Full Time Equivalents (FTEs) of employment, which is greater than the total number of full time employees in SANParks. In addition 980 SMMEs were supported through being contracted to implement a number of the programmes, with a total of R213 million having been paid to these SMMEs in the course of the financial year. In addition legacy projects consisting of science laboratories were built and handed over to communities; two in the communities bordering the Kruger National Park, as well as one in Golden Gate and Mountain Zebra communities respectively.

As the El Niño-Southern Oscillation (ENSO) cycle swathed the southern hemisphere, it brought in its wake an epic drought that threatened to wreak havoc to the survival of game in our parks. This required the urgent execution of emergency plans to mitigate the severity of this natural phenomenon. Part of the strategy entailed the expediting of game sales allowing SANParks to achieve its sales targets whist in parallel alleviating the pressures on the environment.

Wildlife crime continues to be SANParks' millstone and will most likely continue to be for the foreseeable future. In this regard we are seeing a

disconcerting trend in the growth of elephant poaching, although the numbers remain relatively low. Rhino poaching on the other hand seems to be waning as the intensification and refinement of our law enforcement strategy begins to yield significant results. We can proudly state that rhino poaching in the Kruger National Park is stabilising for the first time in a decade. The financial year 2015/16 saw a 14% reduction in the number of rhino mortalities from 891 in the previous 2014/15 year to 767 in this reporting year, with a corollary of a significant increase in poacher arrests and firearm recovery. It is also with a great measure of relief that I report that there were no recorded rhino mortalities in the other six rhino parks.

The sustainability of our national parks system is contingent on sound, credible and peer reviewed scientific research. A total of 266 active research projects were registered across the three research nodes of SANParks; 76% of these are rated essential or important to address key SANParks knowledge needs. In addition an accumulative total of 53 peer-reviewed research publications authored and co-authored by SANParks researchers were published in various national and international journals.

SANParks expansion programme of acquiring underrepresented vegetation types showed a measure of success as an additional 3 791 ha of the Upper Karoo and Kimberly Thornveld was added to the national parks system in the Mokala National Park. It is also pleasing to announce that our average score for the Management Effectiveness Tracking Tool (METT) was 71% against a target of 70% for all the parks which were assessed during this reporting period.

Reputation management is a strategic imperative in SANParks. We regard reputation as an asset and therefore it is heartening to note that on the media front our presence not only continues to grow each year but remains positive. Our rating remains at 99% positive/neutral as rated by Newsclip Media Monitoring Service, indicating that our standing in the greater society and communities remains at acceptably high levels.

In conclusion it should be stated that SANParks functions as a learning organisation and that we will continue to evaluate and assess our performance in an endeavour to be able to maintain a culture of service excellence in the management of our national parks for the benefit of current and future generations.



Mr Fundisile Mketeni

CEO SANParks



1.5 Statement of responsibility and confirmation of the 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, we confirm the following:

- All information and amounts disclosed in this Annual Report are consistent with the Annual Financial Statements audited by the AGSA. The report is complete, accurate and free of omissions.
- The Annual Report has been prepared in accordance with the guidelines as 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 of 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-quarding of assets and for the 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.
- Preparation of financial statements for each financial year, in accordance with GRAP.

In the Board's opinion, the Annual Report and Financial Statements fairly presents 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 2016 and its financial position as at 31 March 2016.









Corporate values

SANParks has adopted 11 corporate values, which serve as guiding principles around which all employee behaviour and actions are governed and shaped.

These corporate values are listed below:

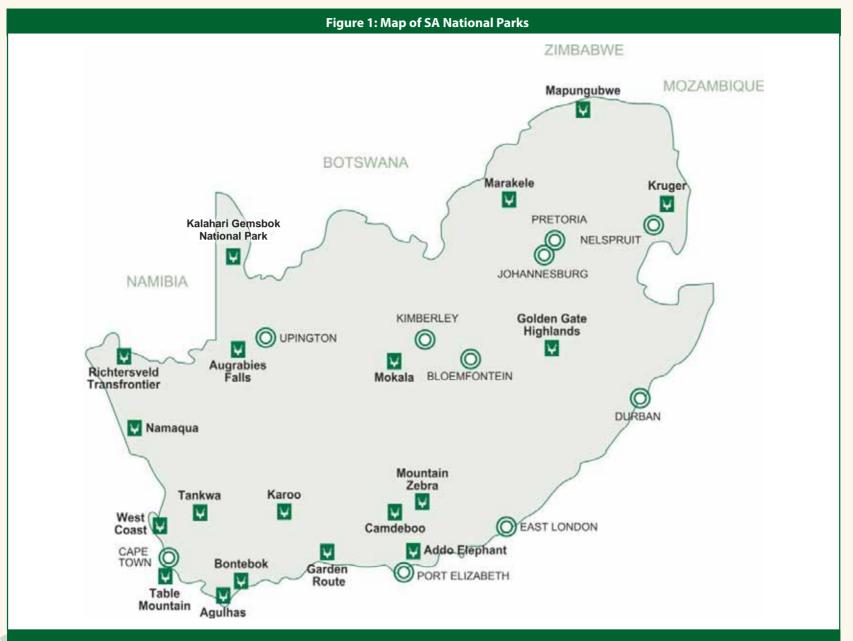
Leadership	We shall demonstrate leadership in all we do	
Environmental Ethics	We shall embrace and and be guided by environmental ethics in all we do	
Transformation	We shall promote transformation within and outside of the organisation	
Scientific and Service Excellence	We shall strive for scientific and service excellence at all times	
Professionalism	We shall act with professionalism at all times	
Initiative and Innovation	We shall adopt and encourage initiative and innovation by all	
Equity and Justice	We shall treat all our stakeholders with equity and justice	
Discipline	We shall exercise discipline at all times	
Respect	We shall show respect to all	
Honesty	We shall act with honesty and integrity	
Transparency and Open Communication	We shall strive for transparency and open communication at all times	

Parks Location & Operations

The operational component of SANParks is delivered through the current 21 national parks – these being organised under two divisions namely, KNP and the Parks Division (Note: Groenkloof and Graspan/Vaalbos are declared national parks in legislation but are not operationally functional national parks).







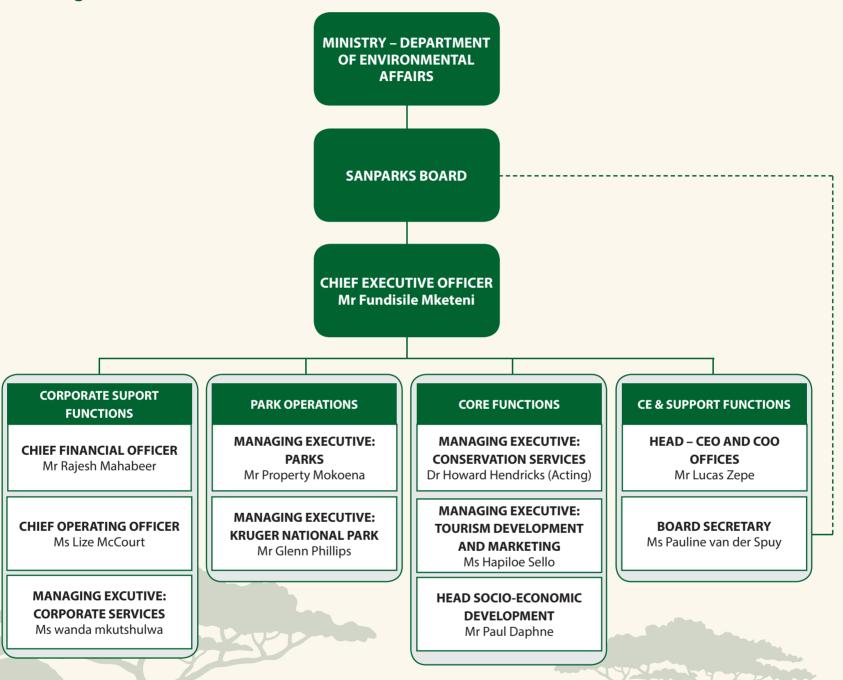
Addo Elephant National Park 2. Agulhas National Park 3. Augrabies Falls National Park 4. Bontebok National Park 5. Camdeboo National Park 6. Garden Route National Park (Wilderness; Knysna and Tsitsikamma) 7. Golden Gate Highlands National Park 8. Karoo National Park 9. Kalahari Gemsbok National Park 10 Kruger National Park 11. Mapungubwe National Park 12. Marakele National Park 13. Mokala National Park 14. Mountain Zebra National Park 15. Namaqua National Park 16. Richtersveld National Park 17. Table Mountain National Park 18. Tankwa Karoo National Park 19. West Coast National Park.







1.6 Organisational Structure





1.7 SANParks Board Members and Executive Management

SANParks Board Members

Ms J Yawitch

Chairperson

Ms K Njobe

Mr ET Khumalo

Dr C G Olver

Ms F Futwa

Ms B Ferguson

Mr M India

Mr L Zita

Dr M Matlou

Mr M T Mokono

Dr N Mzilikazi

Ms T Semane

Ms L McCourt

Mr F Mketeni

(SANParks Chief Executive Officer)

Mr R Mahabeer

(SANParks Chief Financial Officer)

SANParks Executive Members

Mr F Mketeni

Chief Executive Officer

Mr R Mahabeer

Chief Financial Officer

Ms L McCourt

Chief Operating Officer

Dr H Hendricks

Acting Managing Executive: Conservation Services

Mr G Phillips

Managing Executive: Kruger National Park

Mr P Mokoena

Managing Executive: Parks

Ms H Sello

Managing Executive: Tourism Development and Marketing

Ms w mkutshulwa

Managing Executive: Corporate Services

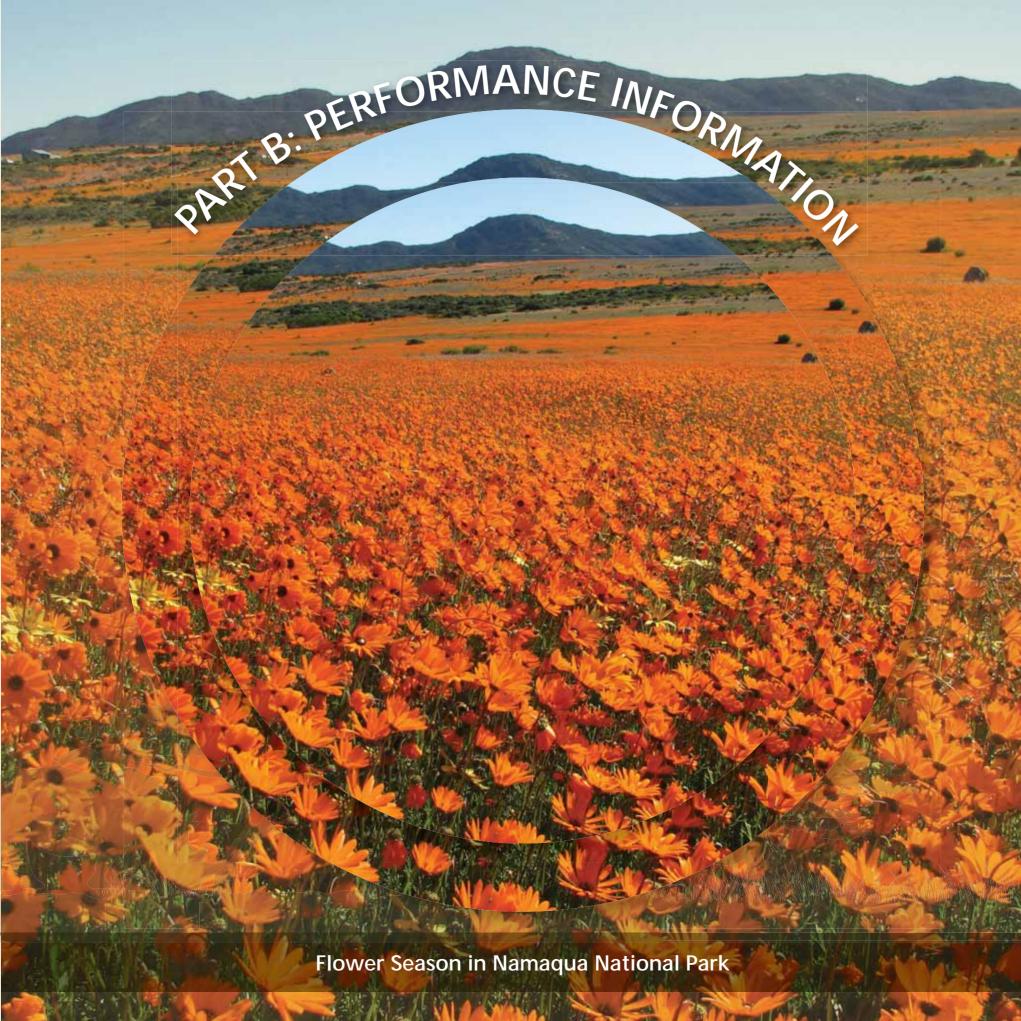
Mr P Daphne

Head: Socio-Economic Development

Ms P Van Der Spuy

Head: Chief Executive Office and Board Support (By Invitation)







2. Part B: Performance Information

2.1 Auditor General's Report on Predetermined Objectives

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

Introduction

1. I have audited the financial statements of the South African National Parks set out on pages 134 to 218, which comprise the statement of financial position as at 31 March 2016, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting authority's responsibility for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practise (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (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.

Auditor-general's responsibility

- 3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
- 4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessment, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
- 5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. 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 2016 and its financial performance and cash flows for the year then ended, in accordance with SA Standard of GRAP and the requirements of the PFMA.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

7. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives of selected objectives presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was





to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

- 8. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information of the following selected objectives presented in the annual performance report of the public entity for the year ended 31 March 2016:
- Objective 1: Optimised economic contribution through tourism and associated activities on pages 26 to 32.
- Objective 2: Enhanced conservation and ecological integrity of National Parks system on pages 33 to 38.
- Objective 3: Optimised socio-economic beneficiation on pages 39 to 43.
- 9. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPI).
- 10. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 11. I did not identify any material findings on the usefulness and reliability of the reported performance information for any of the objectives selected as indicated in paragraph 8 above.

Additional matters

12. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected objectives, I draw attention to the following matters:

Achievement of planned targets

13. Refer to the annual performance report on pages 26 to 50 for information on the achievement of the planned targets for the year.

Adjustment of material misstatements

14. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Optimised Economic Contribution through Tourism and Associated Activities, Enhanced Conservation and Ecological Integrity of National Park System and Optimised Socio-Economic Beneficiation. As management subsequently corrected the misstatements, I did not identify any material findings on the usefulness and reliability of the reported performance information.

Unaudited supplementary information

15. The supplementary information set out on page 52 to 131 does not form part of the annual performance report and is presented as additional information. I have not audited these schedules and, accordingly, I do not report thereon.

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COMPLIANCE WITH LEGISLATION

16. I performed procedures to obtain evidence that the public entity had compiled with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Internal control

17. I considered internal control relevant to my audit of the financial statements, the annual performance report and compliance with legislation. I did not identify any significant deficiencies in internal control.

Pretoria

29 July 2016



Auditor - General.

AUDITOR-GENERA SOUTH AFRICA









2.2 Situation Analysis

Performance delivery environment

The cost curtailment measures initiated during the last four years, focusing on financial discipline and strong internal controls, continue to yield satisfactory financial performances. Furthermore, interim financial analyses and forecasts have been undertaken to control the financial risks that the organisation may have been exposed to due to the current slow economic recovery.

For the period under review, SANParks realised a preliminary bottom line surplus of R278.998 million, which is 21% (equivalent to R48.419 million) better than the planned surplus of R230.578 million.

The preliminary income to cost ratio for the period under review is 1.11:1, which is better than the target of 1:1. This ratio is an indication that SANParks is generating enough operational revenue to cover its operational expenditure. Going forward however, this might not be the case, as is evident from the economic downturn and a rise in interest rates.

When compared to the same period last year the income to cost ratio has improved slightly.

SANParks total revenue to date is 42% (equivalent of R857.593 million) better than the budget of R2.046 billion.

SANParks total expenditure to date totals R2.621 billion, which indicates over expenditure of R805.970 million when compared to the budgeted R1.815 billion. Included in this actual expenditure figure is an amount of R786.643 million for special projects operational expenditure, which is not budgeted for as it falls outside SANParks normal operations. When this special projects operational expenditure amount is deducted from the total, it results in a loss of R19.327 million. The reason budgeted expenditure was exceeded is attributable to increased operating activities, which resulted in additional revenue of R43.751 million.

Organisational Environment

SANParks' business operations are founded on three important core pillars:

- **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.
- Responsible Tourism the organisation has a significant role in the promotion of South Africa's nature-based tourism, or ecotourism 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 ecotourism 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 socioeconomic development.
- **Socio-Economic Development** SANParks has taken a strategic decision to expand it's 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 get involved in biodiversity initiatives, and further 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 national parks.



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 directed.

In addition to the core functions (Conservation, Tourism and Socio-Economic Development), 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 and Strategy & 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).

2.3 Strategic outcome oriented goals

SANParks has adopted the following outcome oriented goals to guide its Medium Term Strategic Framework (MTSF) Strategic Plan:

Strategic Outcome Oriented Goal 1	Sustainable Conservation Asset
Goal Statement	To ensure that environmental assets and natural resources are well protected and continually enhanced
Godi Statement	through an adaptive and effective National Parks System.
Strategic Outcome Oriented Goal 2	Diverse and Responsible Tourism
Goal Statement	To enhance the tourism plant in order to maximise economic returns, social and environmental benefits, by
Goal Statement	creating diversified and better tourism products for people to enjoy, visit and appreciate.

Strategic Outcome Oriented Goal 3	Progressive, Equitable and Fair Socio-Economic Transformation	
Goal Statement	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, vibrant, equitable and sustainable rural communities.	

Strategic Outcome Oriented Goal 4	Effective Resource Utilisation and Good Governance
Goal Statement	To create and maintain a conducive workplace for skilled and capable workforce that will form a responsive, accountable, effective and efficient National Parks System.









2.4 Performance against Predetermined Objectives

SANParks' Performance Against Predetermined Objectives – 2015/16 Financial Year

SO1: Optimised Economic Contribution through Tourism and Associated Activities

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
1.1 Income to Cost Ratio ¹	1:1	1.11:1
Performance Analysis	indication that SANParks is generating enough operated forward however, this might not be the case, as is everates. For the period under review, SANParks realised R48.419 million) better than the budgeted surplus of R5ANParks total revenue to date is 49,91% (equivalent of SANParks total expenditure to date totals R2.621 billion, compared to the budgeted R1.815 billion. Included in million for special projects operational expenditure, who perations. When this special projects operational expenditures are serious contents.	f R857.593 million) better than the budget of R2.046 billion. which indicates over expenditure of R805.970 million when this actual expenditure figure is an amount of R786.643 nich is not budgeted for, as it falls outside SANParks normal penditure amount is deducted from the total, it results in diture was exceeded is attributable to increased operating
	The better than expected income is attributable to the improved tourism income as a result of the two Easter weekends that fell into the 2015/16 financial year.	
Planned Improvement/ Corrective Action	In addition to continuous budget variance monitoring, regular financial forecast will be undertaken to mitigate any possible financial risks the organisation might have been exposed to due to the current slow economic recovery. Furthermore, a special focus will be given to improve financial controls and management of assets, particularly as the organisation seeks to enhance its security measures against poaching and growing its revenue-generating streams.	

¹ The targets was amended in line with the outcomes of the 2015 Mid-Term Review. Amendments were approved by the Minister of Environmental Affairs in October 2015.



PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
1.2 Operating Tourism Revenue (Year-on-Year)	11,0%	14,7%
Performance Analysis	has increased by 14,7%. This is above SANParks' planned are 7,8% (equivalent to R93.774 million) higher than the For the period under review, total Guests to Parks increased SANParks gates. For Kruger the number increased by 6, increased by 5,8% from 3 918 739 to 4 146 694 persons. no long weekends in the month of March and school had the effect on the operating tourism revenue streams is There is a year-on-year improvement in consimillion). Tourism income is up by 12% (R82.279 million). Retail gross profit increased by 10% (R3.590 range). Retail gross profit increased by 10% (R3.590 range).	ised by 6,0% from 5 578 532 to 5 913 912 persons through 5% from 1 659 793 to 1 767 218 and for Parks the number. When compared to the same period last year, there were iolidays were not until the end of March. as follows: ervation levy and entrance fees of 14% (R50.535 on). is 21% (R17.745 million).
Planned Improvement/ Corrective Actions		dertaken to improve the tourism products yielding, and ermore, the SANParks Strategic Plan for Commercialisation ukuza Conference Lodge in the Kruger National Park.











PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
1.3 Total Number of Revenue Generating Products Implemented	7	8
Performance Analysis	as planned. During the third quarter, a further four products were in Pafuri Border Camp (16 beds) and Tshokwane Picnic Spi Family Cottages (eight beds) in the Kgalagadi Transfron implemented as follows: Urikaruus and Kieliekrankie in beds each) and Afsaal Picnic Spot in the Kruger Nationa Reason for variance	ot in the Kruger National Park and the Mata Mata tier Park. During the final quarter, three products were the Kgalagadi Transfrontier Park were completed (two II Park.
Planned Improvement/ Corrective Actions	No corrective action is required.	











PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
1.4 Fundraising Policy & Strategy Developed and Implemented	100%	0%
	Reasons for variance	
Performance Analysis	The development of Fundraising Strategy and Policy documents process was initiated with one workshop held during the course of the year. A draft was presented to ExCo and ExCo requested that the document be enhanced to ensure that it covers all aspects related to fundraising within SANParks. The documents will be finalised in the 2016/17 financial year and implemented on completion.	
Planned Improvement/ Corrective Actions	The SANParks' fundraising policy and strategy will be implemented and continual performance assessment against the targets will be conducted.	









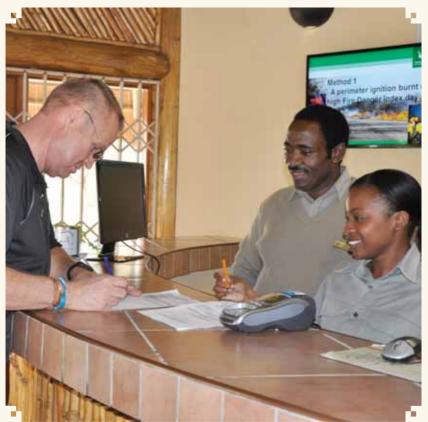
PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
1.5 Accommodation Occupancy	72,5%	73%
Performance Analysis	For the period under review, SANParks Accommodation Unit Occupancy exceeded the annual target of 72,5% by 0,9% points. This is 1,3% points (from 72,1% to 73%) improvement compared to the same period last year. For the same reporting period, the Accommodation Units Nights sold improved by 3,3% (equivalent to 18 324), an increase of 4,2% (from 703 802 to 733 251) was registered in the number of Camping Person Nights Sold, and 4,9% increase (from 247 313 to 259 521) in total number of tourism activities, when compared to the same period last year. Reasons for variance Better performance in both unit nights sold and ultimately better performance in tourism accommodation occupancies can mainly be attributed to favourable holiday and long weekend arrangement in 2015/16 financial year and the loyalty of domestic customers, which constituted 73,6% of the total visitors to national parks (where it is recorded), and have increased by 8,4% year-on-year.	
Planned Improvement/ Corrective Actions	Other than SANParks cost-curtailment strategies, future bookings are being analysed for better forecasts, while sales, marketing and promotional initiatives, particularly at regional levels, will be undertaken to enhance performance in this regard. Sales and marketing resources have been restructured to improve sales efficiency within existing capacity. Several sales and marketing strategic reviews will be undertaken to improve tourism activities at park levels.	







PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
1.6 Customer Satisfaction Index	82,0%	82,1%
Performance Analysis	For the 2015/16 financial year, the overall SANParks Customer Satisfaction Index score was 82,1%, 0,1 % points above the planned target of 82,0%. This represents 1,6% (from 80,5% to 82,1%) improvement when compared to the same period last year. Reasons for variance This performance can be attributed to improvement made by the introduction of the franchise restaurants in various national parks, and implementation of the recent tourism standards and audit recommendations intended to improve tourism customer service levels.	
Planned Improvement/ Corrective Actions	The following improvement interventions are planned for undertaking: Continuous use of the satisfaction ratings, customers' comments and suggestions to identify areas of improvement. Conducting continuous tourism standards quality assessments to encourage both maintenance and	



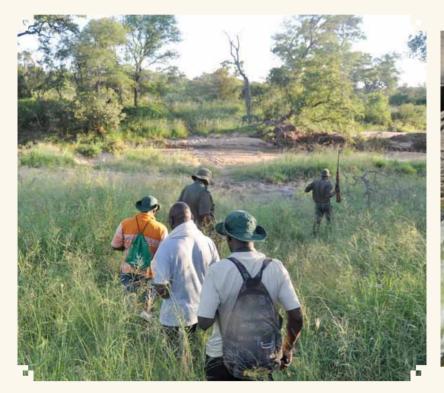








PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
1.7 Total Number of Visitors to National Parks	5 600 000	5 913 912
Performance Analysis	the 5 578 532 recorded during the previous year and 5, Visitor numbers to the Kruger National Park have improve to the same period last year, while visitor numbers to previous year (from 3 918 739 to 4 146 694). For the same reporting period, the Total Number of O (from 687 694 to 706 561), when compared to the same (from 1 971 234 to 2 178 935) at those Parks where the overnight visitor numbers exclude figures for Table M entrance system at those parks is still being implement Overall, it is worth noting that the majority (73,6%) of visit African residents, which have grown in number by 8,41 14,6% and make up only 1,9% of the total visitor number total, and have increased by 1,7% for the period under the Reasons for variance	ved by 6,5% (from 1 659 793 to 1 767 218) when compared to other national parks have increased by 5,8% from the evernight Visitors to national parks has improved by 2,7% me period last year, while Day Visitors improved by 10,5% are measures are recorded. Please note that both day and dountain and West Coast National Parks as a compatible ed. Sittors to national parks (where it is recorded) remain South while year-on-year. Visitors from SADC countries declined by ears, while other international guests make up 24,6% of the review as compared to last year.
Planned Improvement/ Corrective Actions	Continued marketing and sales efforts will be undertaken to increase visitor numbers to national parks, with particular focus on domestic visitors.	







SANParks' Performance Against Predetermined Objectives – 2015/16 Financial Year

SO2: Enhanced Conservation and Ecological Integrity of National Park System

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
2.1 METT Score	70,0%	71%
	The METT-SA is designed as an assessment tool to measure trends that determine how effectively protected areas are managed. The SANParks bi-annual METT-SA assessment was completed for all 19 parks in February and March 2016. SANParks submitted the METT report to DEA in early May 2016. The assessment showed that SANParks has achieved an average score of 71%. Reasons for variance	
Performance Analysis	The difference between the annual target and actual performance is not material enough to make any meaningful conclusion other than just to indicate that park management attended to the implementation of the corrective measures identified through the METT assessment and audit for their specific parks respectively. It should be noted that the score achieved; however, falls within the same classification of effectiveness. In terms of the METT-SA methodology, a score of 67% and above constitute sound management effectiveness.	
Planned Improvement/ Corrective Actions	No corrective measures are required at this stage.	









PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
2.2 Total Hectors of Land Rehabilitated/ Restored	Initial/New Area = 33 368 ha² Follow-Up Area = 202 694 ha Wetlands = 6 508 m³ (26 sites)	Initial/New Area = 46 902 ha Follow-Up Area = 241 936 ha Wetlands = 14 962 m³ (18 sites)
Performance Analysis	The initial area rehabilitated was 13 534 ha more (41%) than the target, while the annual follow-up rehabilitation target of 202 694 ha was exceeded with 39 242 ha or 19%. For the full year, of the planned 6 508m³ wetlands, rehabilitation was exceeded by 229% with 14 962m³ rehabilitated. This programme only started in October as opposed to April 2015 after delays in transferring of the implementation responsibilities from the South African National Biodiversity Institute (SANBI) to the Department of Environmental Affairs (DEA), and then to SANParks. Work was done on 18 wetlands in the participating parks. The increase in cubic meters is related to environmental factors in that structures had to be re-designed following floods after the original designs were made, and alternative activities had to be done in other areas, since no work could be done in the Stolsnek area of Kruger National Park due to the rhino-poaching situation.	
	Reasons for variance The deployment of an experienced programme manager to assist with the rehabilitation projects was key over achievement of the planned targets. All the rehabilitation programmes, i.e. alien invasive vegetation clearing, land restoration and bush clearing performed and achieved and/or exceeded planned targets. No further intervention needed. All rehabilitation projects performed excellently during the past year, taking into	
Planned Improvement/ Corrective Actions	consideration the capacity challenges and the late start of the Wetlands programme. Appointments of critical staff are in process.	

²The targets was amended in line with the outcomes of the 2015 Mid-Term Review. Amendments were approved by the Minister of Environmental Affairs in October 2015.

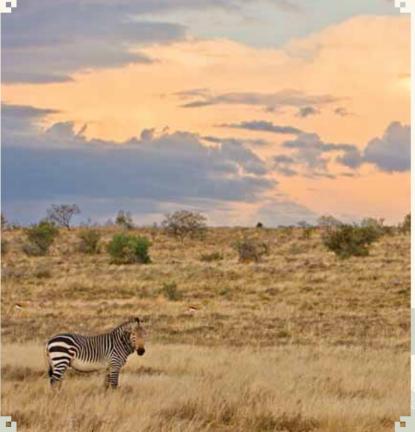






PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
2.3 Total Area Added to National Parks	Terrestrial = 3 715 ha	Terrestrial = 3 762 ha
(Terrestrial ha) and (Marine ha)	$Marine = 0 \text{ km}^2$	Marine = 0 km²
	The acquisition of the Scholtzfontein North (Mokala National Park) properties was successfully completed. No Marine Protected Area was added to the national park system. Reasons for variance The property purchased was larger than the target. It is not possible to be 100% accurate in target setting as	
Performance Analysis		
	property purchases are subject to availability in the mai	rket of land falling within the desired areas of expansion.
Planned Improvement/ Corrective Actions	None required.	

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
2.4 Total Number of Park Management Plans Reviewed and Submitted	2	2
Performance Analysis	SANParks completed the desired state and higher-level objectives in consultation with stakeholders for both Kalahari Gemsbok National Park in the Northern Cape, and Mountain Zebra National Park in the Eastern Cape. All required lower level plans for both parks were developed. Draft Park Management Plans were completed for both parks and submitted to DEA for technical review.	
Planned Improvement/ Corrective Actions	No corrective action is required.	



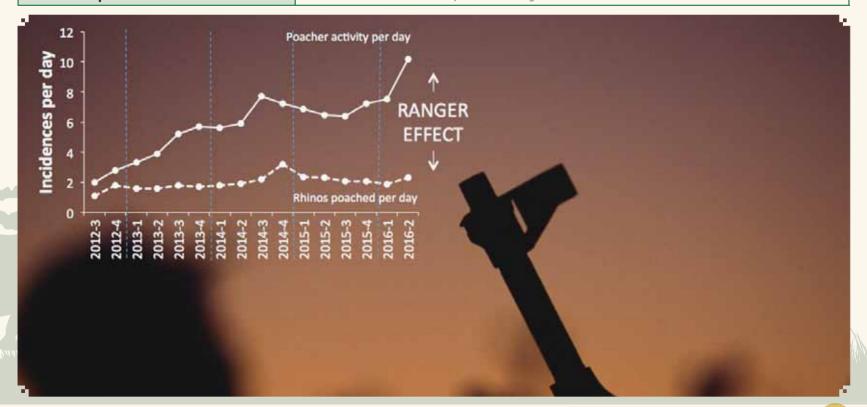








PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
2.5 Total Number of Species Protection Interventions Implemented	6	6
Performance Analysis	that have rhinos. The number of rhin per day increased. b. Rhino biological management inter out of poaching hot-spots, to the constantly being monitored. c. Rhino long-term sustainability inter tasked with assessing the feasibility Africa to curb rhino poaching was constantly being monitored. d. Rhino game-changing intervention economy resulted in a document to economy. The document outlines the outcome and various organisational e. Rhino population census: Census are Ground-based monitoring of individe Elephant, Mountain and Karoo National Addo Elephant and Kruger National	ogramme that provides rhino security continued in all national parks to poached per day remained stable even though poaching activities reventions: Internal translocations of rhino in Kruger National Park Intensive Protection Zone (IPZ) continued and five individuals are ventions: SANParks' participation in the DEA' Commission of Inquiry of trade in rhino horn, as part of the strategic responses of South completed in January/February. s: A pledge made by SANParks in support of the country's wildlife to guide SANParks' contribution towards a community-based wildlife the desired outcome, the key factors for consideration to achieve this larisks for consideration. Indianalyses for Kruger and Marakele National Parks were completed. In an and registration records for Mapungubwe, Mokala, Addo anal Parks have been completed. Experimental testing continued in Parks.
Planned Improvement/ Corrective Actions	No corrective measures are required at this stage.	





PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
2.6 Total Number of Cultural Heritage Interventions Implemented	5	5
Performance Analysis	Landscape were both submitted to UNESCO be receipt of both documents. b. The restoring, rehabilitating and stabilising of including the reconstruction of 24 sections of 1, 6 m. c. The Vele Offset Program: the Site Specific Management Bambandhlanalo were presented to the Project they were adopted. d. A survey of heritage resources and the accompleted while, a preliminary survey was carbis in process of being completed. e. The Guidelines for Burials and Scattering of Ash	k has been nominated for National Heritage Status. The
Planned Improvement/ Corrective Actions	Engage with the African Heritage Council towards available funding or find alternative funding.	









PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
2.7 % of research projects relevant to SANParks Key Issues	73%	76%
Performance Analysis	By the end of the fourth quarter, 266 active research projects were registered across the three Research N of SANParks. Of the current registered, active projects, 76% are rated as essential or important to address SANParks key knowledge needs, with a further six projects, considered of national importance. This equation to 3,4% above the projected target for 2015/16. The outputs from the research provide valuable inputs management policies and decisions in applying Strategic Adaptive Management of complex systems informing management decisions based on science. Final research reports and/or scientific publications are output of these registered projects.	
		ch submissions submitted and accepted by SANParks. The arget and in the 2015/16 financial year the organisation submissions for acceptance.
Planned Improvement/ Corrective Actions	No corrective measures are required at this stage.	

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
2.8 Total Number of Peer Reviewed Research Publications	20	53
Performance Analysis	in various national and international journals. SANParks' boosted with a highly productive research publication o has with colleagues from various academic institutions level of performance currently exceeds the target by 33 Reasons for variance The organisation published more than the anticipated	peer reviewed research publications had been published bresence and credibility in the scientific domain has been utput. This illustrates the wide collaboration that SANParks and conservation agencies across various disciplines. The papers. number of research papers during the year. Production and upon the completion of research and acceptance of
Planned Improvement/ Corrective Actions	No corrective measures are required at this stage.	





SO3: Optimised Socio-Economic Beneficiation

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
3.1 Total Number of Free Access Entrants	18 200	52 547
At the end of the 2015/16 financial year, 52 547 free access to national parks had been recorded. The hosting of the SA National Parks week project, which is implemented across all national parks. Reasons for Variance		
Performance Analysis	the increased number of free entrance. The achieve plan such as President Zuma's visit to the Kruger Nat	nitiatives at various parks during this 2015/16 year attributed ment can be attributed to events which were not part of the tional Park, which alone brought in 6 000 people. The level of Parks Week events also contributed to the over-achievement
Planned Improvement/ Corrective Actions	No corrective measures are required at this stage.	Su de la companya de

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
3.2 Total Number of Environmental Education Impact Assessment Tools Developed ³	2	2
Performance Analysis	in Kruger National Park. Continued feedback KIP questionnaire, confirms that KIP Programmer to place the highest value on a senvironment offered to the schools and to during the game drives and being able to integrated well with Curriculum and Asse	University of South Africa on the impact of kids in Parks (KIP) programme ack from participating learners and educators as indicated from a post ramme is having an impact on their environmental literacy. Learners spects of the programme such as the opportunity to learn about the cheir communities, to take part in outdoor activities, animal sightings of mark these on their checklist. The educators confirmed that the KIP assment Policy Statement (CAPS) and that this was key component of the camp that learners are more environmentally conscious. A draft
Planned Improvement/ Corrective Actions	No corrective measures are required at thi	s stage.









PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
3.3 Total Number of Participants in Environmental Education Programme	185 600	215 388
Performance Analysis	For the period under review, the total number of learners participating in SANParks' Environmental Education Programme was 16,0% (equivalent of 29 788) higher than the planned annual target of 185 600. This is an increase of 0,8% (equivalent of 1 644) when compared to the same period last year. The following is a list of initiatives that are contributing to the SANParks' Environmental Education Programme: a. Kudu Green School Initiative: This project aims to enhance environmental literacy to learners and educators while providing free access to national parks. In support of formal and informal learning on the key environmental issues, learning materials have been developed. b. Kids in Parks (Including "Take Kruger to Kasie Project"): This project aims to enhance environmental literacy and provide access to learners and educators to the national parks. Learning materials have been developed and aligned in support of the primary school curriculum. c. Park Based Environmental Education Programme: This is an informal learning project, targeting scholars and the public, supported by an interactive booklet dealing with general environmental issues. This programme is mainly active during school holidays where there is a higher influx of learners to the national parks. d. Junior Ranger Programme: The programme has been piloted in three parks (Table Mountain, Karoo and Agulhas National Parks) and aims to introduce participants to the management and conservation of both natural and cultural resources practically carried out in the field under the guidance of experts in the field of conservation. e. Imbewu Youth Project: This project aims to promote indigenous cultural knowledge and takes the form of wilderness camps led by "wise elders" from local communities. Traditional knowledge is passed on from the elders to youth leaders invited to participate in the project. The project has been rolled out in three national parks (Marakele, Golden Gate and Namaqua). The Lottery Funding that was used to	
	Reasons for Variance The variance between planned target and actual performance is directly related to the enh support to schools, providing value for money to schools, following an intensified outr approach and improved cooperation with Department of Basic Education and their districts implementation of the said initiatives resulted in an increase in the number of participants on a Education Programmes.	
Planned Improvement/ Corrective Actions		hed school tour policies and to engage continuously with





PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
3.4 Total Number of Full-time Equivalent Jobs Created (EPWP/Others)	EPWP (FTE equivalent) = 7 942 ⁴ Other: 196	EPWP (FTE equivalent) = 6 364 Other: 144
Performance Analysis	Programme (EPWP). The achievement of the FTE target projects either started late or not at all due to reason People and Parks), and change of management (Wetland Management Programme and Eco-Furniture Programme the cash flow challenges of the Department, and person FTE jobs created (Other) refer to the number of interns of Sebenza and other programmes. The number achieved 2015. The Groen Sebenza programme has now ended a being recruited for 2016/17 but are not included in the Reasons for variance The 196 target for the other jobs created was not achieved in December 2015, and a number of interns left the programme in December 2015, and a number of interns left the programme in the programme in the second s	e created through the SANParks Expanded Public Works et for the year faced many challenges in that approved is including funding constraints (Working for the Coast, ds). Capturing of person days for the DEA Natural Resource the had to be suspended during mid-March 2016 due to in days from this period will be allocated to the new year. Who are employed on a one-year basis through the Groen was 144 against a target of 150 as at the end of December at the end of December 2015. An additional 46 interns are totals for 2015/16.
Planned Improvement / Corrective Actions	Catch-up plans were put in place to mitigate the effect the EPWP programmes.	ts of the delays in implementing certain components of

⁴ The annual target was amended in line with the outcomes of the 2015 Mid-Term Review. Amendments were approved by the Minister of Environmental Affairs in October 2015.











PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
3.5 Total Number of Temporal Jobs Created through Socio-Economic Initiatives	50	79
Performance Analysis	For the period under review, 79 temporary jobs were created through SANParks socio-economic initiatives. Jobs were created through the rollout of five socio-economic initiatives, referred to as "Legacy Projects", in areas around the Kruger, Mountain Zebra and Golden Gate Highlands National Parks. Reasons for variance Additional jobs were created during the plumbing and fitting of the workstations inside the laboratories and official hand over events of the labs in Mpumalanga (Busisiwe High school), Tlakulani and Groenvlei high schools in Limpopo, and the kitchen facility at Takheleni primary school in Mpumalanga.	
Planned Improvement/ Corrective Actions	Collaboration with various stakeholders and government the areas around the national parks.	ent departments is required to create sustainable jobs in









PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
3.6 Total Number of SMMEs/Enterprises Supported	501 (R249 million paid to SMMEs) ⁵	980
Performance Analysis	within the remaining timeframe, while teams were al Water and Working for Ecosystems projects as part of a Biodiversity Social Projects Unit was hugely impacted by and catch-up plans were implemented to ensure that a Reasons for variance	uired the double up of teams to ensure work is completed so considerably increased in especially the Working for remedial plans. The project management capacity of the by resignations on cluster and project management level, Il biodiversity and social deliverables are achieved.
Planned Improvement/ Corrective Actions	No corrective action needed. The timeous approval of be to maintain planned figures throughout the year.	oudgets and business plans by the Department will assist

⁵ The Annual Target was amended in line with the outcomes of the 2015 Mid-Term Review. Amendments were approved by the Minister of Environmental Affairs in October 2015.









PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
3.7 Number of Community Contractual Agreements in Place	5	3
Performance Analysis	a. Bevhula: An Interim Cooperation Agreement the process and responsibilities of parties tow agreement on the implementation of the wirehabilitation project, which was funded by DI b. Gidjani: A similar Interim Agreement was a communities agreed to jointly allocate land economy project. Community Development management of the project. The DEA allocated project at Gidjani, which was funded by DEA h. c. Richtersveld Contractual Agreement: The has reached a stage where there has been agring has run for 25 years of the 30-year agreement. Committee (RGBK) meeting that SANParks will rental will be increased. The following agreements are in the process of being of a. Mjejane: A contract between SANParks and with effect from 1 March due to the Board's in Agreement. A process facilitated by SANParks i requirements, including the finalisation of the b. Nkambeni: The Interim Agreement between drafted towards the implementation of the with the Traditional Council and the different commod. Mdluli: All outstanding litigations against Modey SANParks management in February 2016 to Reasons for variance The failure to achieve the targets is due to complexitied did not anticipate the difficulties associated with finalise did not anticipate the difficulties associated with finalise.	was signed with Bevhula Traditional Council mapping out vards the finalisation and signing of the final cooperation iddlife economy project. The implementation of the land EA has been completed. Signed with Gidjani Tribal Council. Gidjani and Bevhula totalling 1 800 ha for the establishment of the wildlife Trusts will be established in the two communities for the R10m to support the development. The land rehabilitation has been completed. Contractual agreement with the Richtersveld Community element on a re-negotiated contract. The original contract It has been agreed at the Richtersveld Joint Management continue as the management authority and that the land stoncluded: Mjejane Interim Board of Trustees has been suspended fron-compliance to requirements stipulated in the Interim is being put in place to assist the Interim Board to meet the beneficiary list and the beneficiation scheme. In SANParks and Nkambeni Traditional Council has been lidlife economy project. The consultation process between munity structures is being finalised. Idluli land have been resolved. A site visit was undertaken to assess the viability of the proposed projects on the land. Les in finalisation of the community agreements. SANParks sing these agreements.
Planned Improvement/ Corrective Actions	Formalisation of all planned community agreements will be expedited to ensure proper governance of communal relations with SANParks.	



SO4: Enhanced Stakeholder Engagement

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
4.1 Total Number of Proactive Media Engagements	Media releases = 25 Media Events = 10	Media releases = 42 Media Events = 21
Performance Analysis	For the year under review, SANParks issued 42 proactive media releases. The majority of articles related to the on-going poaching incidents in national parks, particularly in the Kruger National Park. Articles were published in various newspapers including, Beeld, The Star, The New Age, Rapport, Pretoria News, IOL and The Times. Reasons for variance The variance is attributable to the increase in the number of incidents within the organisation, which required many more media releases, such as visits by prominent individuals to the Kruger National Park, notably the	
Planned Improvement/ Corrective Actions	President, Prince Harry and Secretary Sally Jewel of the USA. No corrective actions are required at this stage.	

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
4.2 Media Reputation Rating	Positive/ Neutral > 95%	Positive/ Neutral > 99%
Performance Analysis	incidents in the Kruger National Park and an escaped lio the reporting period, SANParks had 6 914 media clips w • 3% Positive 440 (AVE: R6 472 164) • 1% Negative 91 (AVE: R1 474 384) • 96% Neutral 6 383 (AVE: R205 441 020) Reasons for variance	n rating (positive/neutral) was 99%. egular media reports about the on-going rhino poaching n in the Karoo National Park at the end of March 2016. For ith an Advertising Value Equivalent (AVE) of R213 387 568. parent manner in which SANParks dealt with the media
Planned Improvement/ Corrective Actions	No corrective actions are required at this stage.	









SO5: Effective and Efficient Corporate Governance

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
5.1 Auditor General Audit Report	Unqualified with no other matters	Unqualified with no other matters
Performance Analysis	The findings raised by the AGSA in the final management letter issued on completion of their audit of the 20 financial year was duly addressed by management, specifically with regard to performance information fixed asset management. In addition, findings raised by internal audit to improve internal controls and but processes, have also been addressed by appropriate levels of management. These management interventions are expected to result in significantly reduced findings raised by AGSA of their audit of the 2015/16 financial year.	
Planned Improvement/ Corrective Actions	The strategic objectives affected by the audit opinion delivering on its mandate as expected from its main sta	are key to supporting SANParks in confirming that it is keholders, and the country at large.

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
5.2 % Progress Against Risk Response Plan	90% Milestone on the progress against implementation of the Risk Response Plan	90% Corporate risks matrix re-assessed; Risk management framework reviewed and submitted to ARC; Implementation of risk mitigation initiatives
Performance Analysis	The performance achieved confirmed by the fact that measures implemented to improve actual revenue against budget has improved to the extent that the deficit recorded in the beginning of the financial year has almost been cleared. Furthermore, initiatives in terms of the rhino management plan and IPZ programme are being rolled out successfully. Progress is also achieved through the programme to improve corporate governance by a revision of existing policy documents or the development of new documents where gaps have been identified.	
Planned Improvement / Corrective Actions	The organisational risk management framework was reviewed, to ensure that corporate risks are evaluate appropriately and timeously, and the rollout of related mitigation plans is effectively monitored.	





PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
5.3 % Compliance with Governance Requirements	80%	100%
Performance Analysis	SANParks has complied fully with all governance require of DEA. The Minister (DEA) is the executive authority of SANPa accounting authority. As a result, 12 of the listed 84 requirements of the listed 84 requirements.	recompliance report checklist, as published by the DEA, ments as a State Owned Entity (SOE) under the jurisdiction arks while the Board, as appointed by the Minister is the uirements are not applicable. The ments as a State Owned Entity (SOE) under the jurisdiction
Planned Improvement / Corrective Actions	No corrective actions are required at this stage.	

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
5.4 Total Number of ICT Strategy Initiatives Implemented Per Schedule	1	1
Performance Analysis	implemented. The IT Steering Committee has been constituted and has provided input into finalising the charter for the metal The following Policies and Standard Operating Procedulate been approved by ExCo: SOP: IT Strategy Management Plan: ICT Service Continuity SOP: Manage Continuity Policy: Information Security Plan: Implement Information Security Policy SOP: Development, Procurement, Modification and In addition, the new IT Strategy for the next five years have	d Decommissioning of IT Systems as been approved by the Board. stems Strategy has also been received and accepted by
Planned Improvement / Corrective Actions	Efforts are being put in place to further refine the assum Strategy.	ptions around the implementation of the Tourism System







SO6: Strengthened Human Capital and Management

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
6.1 % Employees from Designated EE Groups	Black as % of Management = 57,0% Women as % of Management = 50,0% People with Disabilities = 2,0% Total Male: Female Ratio = 1.8:1	Black as % of Management = 56,6% Women as % of Management = 36,1% People with Disabilities = 1,3% Total Male: Female Ratio = 1.78:1
Performance Analysis	are females. Women representivity in the Managerial Le 63,9% of males. The number of Black people as a percentage in mana of a total of 349 incumbents, which is 0,6% points belong (Bands D-F) constitute 36,1% (equivalent to 126) out of the planned target of 50%. The following were SANParks demographics per occup of the following were SANParks demographics per occup of 50% (4) of the incumbents were Black. Senior management (F): out of six incumbents, 50,0% of the total 55,8% (29) were Black. Professionally qualified and experienced specialist while 61,9% (180) were male, and of the total, 56,4 of the total, 82,3% (424) were Black. Semi-skilled and discretionary decision-making (females, while 74,8% (1 277) were male, and of the Unskilled and defined decision making (A) = out of 54,7% (796) were male; and of the total, 99,8% (1 4 20).	b (3) were females; while 50,0% (3) were male. Furthermore, 23,1% (12) were females, while 76,9% (40) were male, and ts (D) = out of 291 incumbents, 38,1% (111) were females, 4% (164) were Black. Wees, junior management, supervisors, foremen, and 6% (235) were females, while 54,4% (280) were male, and (B) = out of 1 707 incumbents, there were 25,2% (430) to total, 97,1% (1 657) were Black.





PERFORMANCE INDICATOR	ANNUAL TARGET ACTUAL PERFORMANCE		
	Reasons for Variance		
Performance Analysis	 The targets for % blacks in management were marginally not achieved due to the resignation of some black managers. The target for Women as % of Management could not be met as it was set unrealistically high (in comparison with the baseline) during the mid-year review on request by Parliament. It was changed to be in line with National Government Targets. The initial target of 36% set by SANParks was based on the actuals at the end of 2014/15, the vacancies available and projected. This initial target was met with the actual performance at the end of fourth quarter at 36,1%. SANParks does not have sufficient vacancies at management level to achieve this target in the short term. This is further complicated by certain fields of work and expertise where there are limited numbers of females in the market. The target for People with Disabilities could not be met as it was changed during the financial year on request of Parliament to be in line with National Government Targets. The initial target of 1% set by SANParks was based on the actuals at the end of 2014/15 and cognisant of some universal access limitations, especially Groenkloof (Head Office). This initial target was met with the actual performance at the end of fourth quarter at 1,3% respectively. The Total Male: Female Ratio could not be met because males still remain dominant throughout all occupational levels. 		
Planned Improvement/ Corrective Actions	SANParks Employment Equity (EE) Plan is being implemented across parks and the divisions. Interventions include enhancing functionality of the EE committees, and implementing recommendations of the EE analysis reports.		
riamied improvement/ corrective Actions	Redressing Gender and Disability inequalities within occupational categories remains a transformation priority for SANParks. Universal access imperatives at facilities are being addressed as priority.		

⁶ The Annual Target was amended in line with the outcomes of the 2015 Mid-Term Review. Amendments were approved by the Minister of Environmental Affairs in October 2015.









PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
6.2 % Employees Meeting Minimum Educational Requirements (C and Upper)	94,0%	67,0%
Performance Analysis	Skills development programmes, including the rollout of the recognition of prior learning (RPL) process are currently being undertaken to ensure that staff members are adequately qualified for their occupancies to improve the quality of service being offered by the organisation. Reasons for Variance The percentage (70%) relates to the sample that was assessed and reviewed prior to the end of the financial year.	
Planned Improvement/ Corrective Actions	SANParks is currently conducting a review of the entire population from C band and up. SANParks Learning and Development strategies are being implemented to assist employees to acquire the necessary qualifications. Relevant institutions of higher learning and education are being engaged to fast track employees' development with particular focus on field rangers and those employees who are offering services to customers. The RPL programme is one of the strategies being pursued by the organisation as experience acquired over the year is important to consider in this regard.	

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
6.3 % of Performance Appraisals Completed (C and Upper)	100% 98%	
	98% of performance appraisals have been completed. A total of 843 employees have been assessed out of 86 employees. Reasons for variance	
Performance Analysis		
	The variance is attributable to challenges experienc management system.	ed during the implementation of a new performance
Planned Improvement/ Corrective Actions	No corrective actions are required at this stage.	

PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
6.4 % Success Rate at CCMA	100%	96,5%
Performance Analysis	condonation was denied and one was partly ruled in fa	der the auspices of the CCMA, three were closed, one avour of applicant. Twelve cases are currently pending. the procedural and substantive fairness of the disciplinary
Planned Improvement/ Corrective Actions	No corrective actions are required at this stage.	
William Willia	CHI MARINE TO PROMITE THE PARTY OF THE PARTY	



PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE
6.5 % Progress against Implementation of Skills Development Programme	85,0%	88%
Performance Analysis	Out of 85 planned skills programmes, 90 programmes were implemented during the 2015/16 financial year, hence the over achievement by 15%. Reason for Variation	
Planned Improvement/ Corrective Actions	The reason for better performance can be attributed to the fact that other needs came up within the org which required further training intervention. Improvement in efficiency of implementing training including improved procurement processes further contributed to the achievement. No corrective actions are required at this stage.	



CONSERVATION SERVICES RE

Boabab tree in Mapungubwe National Park



2.5 Conservation Services Report

Conservation Services has once again made good progress in terms of its responsibility in providing South African National Parks with leadership in biodiversity conservation through scientific, technical and policy support services. The focus was on enhanced conservation and ecological integrity of the national parks system.

National park expansion

The successful acquisition of the 3 791 ha Scholtzfontein North for inclusion into Mokala National Park has had a triple function of increasing SANParks protection of under-represented vegetation types (Northern Upper Karoo and the Kimberley Thornveld), increasing the ecological viability of the park and increasing space for rhinos as part of the stronghold focus.

Although no Marine Protected Area (MPA) was added to the National Park System, there have been positive moves towards declaring the larger Addo Elephant National Park MPA in the gazetting of regulations for the park.

The Minister of Environmental Affairs signed on 18 March 2016 the intent to declare the 268 428 ha large Mountain Zebra, Camdeboo Protected Environment. It forms part of the buffer of the two parks and will be managed by the management authority made up of 66 landowners. In addition, the DBSA-funded rural development programme focused on the Camdeboo – Mountain Zebra National Parks corridor and West Coast National Park buffer area, successfully presented the closure support on this innovative project.

Park management plans and management effectiveness

The Minister of Environmental Affairs approved the revised park management plans for Addo Elephant and Table Mountain National Parks. The Management Plans for Mountain Zebra and Kalahari Gemsbok National Parks were completed and submitted to the Department of Environmental Affairs for technical review.

The Management Effectiveness Tracking Tool (METT-SA) assessment that measures how effectively 19 National Parks are managed was completed in March 2016. The initial assessment showed that SANParks achieved an average score of 71,0% above the target of 67% set as the minimum standard of effective management for protected areas in South Africa.

Rhino poaching

The onslaught on the world's key rhinoceros populations in South Africa has continued. SANParks embarked on a four-pillared integrated approach to curb rhino poaching. Compulsory interventions aim to protect rhinos to allow them to breed using zonal approaches together with technology-led, intelligence-based and rhino-guardian type options. The IPZ concept remained an important pillar for the protection of the high-density rhino population in the south of the Kruger National Park. The utilisation of technology and well-equipped and trained reaction forces with good land and air mobility, as well as a significant night capability, has enhanced pro-active anti-poaching operations. With transnational organised crime exploiting the alienation of local communities around the parks from accessing full conservation benefits, SANParks has embraced game changing interventions that seek to disrupt organised crime by creating opportunities through more equitable benefit sharing initiatives. SANParks participates in the Government-lead long-term sustainability interventions that seek to explore the pros and cons of developing a legal rhino horn trade towards meeting a sustainable demand. SANParks is a leader in biological management interventions providing scientifically robust assessments of rhino populations that have been a key informant in executing the strategic removals of rhinos from areas of high poaching risk to alternative, more secure and diverse types of rhino strongholds. This approach allows the maximisation of rhino breeding opportunities while minimising poaching risks - the historical backbone of South Africa's rhino conservation success.

This has delivered a number of satisfying results over the last year. Notably, for the first time in a decade, the poaching situation has stabilised. The number of rhinos poached in the Kruger National Park was 826 in 2015 in comparison to 827 poached in 2014. This has happened despite a significant increase in the number of poaching activities in the Kruger – a positive indication of the effectiveness of current anti-poaching initiatives. Poachers arrested in Kruger National







Park amounted to 202, with a further additional 115 in the area adjacent to the park during 2015, making the total arrested in the park and surroundings to 317 individuals. This is a marked increase on the 258 poachers arrested in and around the park in 2014. Firearms seized inside the park in 2015 amounted to 125 and 63 outside the park –188 compared to the 148 of the previous year. All rhino poaching crime scenes in the Kruger National Park have been attended to in accordance with regulations and prescripts. This is a remarkable achievement if one considers the serious backlog we faced in 2014 and early 2015.

SANParks biological management interventions focused on shifting rhinos from high poaching risk areas to safer localities within Kruger National Park, evaluating and initiating several rhino strongholds, and saving rhino orphans left abandoned when their mothers were poached. SANParks captured 34 white rhinos from poaching hotspots and relocated them to safer areas within the park. Eighteen animals were fitted with VHF radio collars provided through funding by the Peace Parks Foundation. Towards the end of 2014, SANParks put out a tender request to potential private owners that could assist in achieving white rhino conservation objectives. Following the assessment of properties and the rhino allocation process, SANParks initiated the translocation of 111 white rhinos during August 2015. SANParks rescued nine rhino orphans during 2015, all of which are being cared for in specialised facilities. None of these orphans has been released back into the wild yet.

SANParks continued to collaborate with regional and international enforcement networks such as the World Customs Organisation (WCO), the CITES Secretariat, World Bank, United Nations Office on Drugs and Crime (UNODC) and Interpol (making up the International Consortium on Combating Wildlife Crime (ICCWC). SANParks also hosted the bi-annual meeting of the IUCN SSC African Rhino Specialist Group. SANParks was thus able to strengthen its contributing actions at a national level and harness the support of international partners for those priorities that involve transnational syndicates. SANParks also continued to participate in the national Committee of Inquiry to investigate the feasibility of a possible international trade in rhino horn.

Research projects and publications

Active research projects registered across the three Research Nodes of SANParks amounted to 266 during 2015. Of the currently active projects, 76% are rated essential or important to addressing key SANParks knowledge needs, with a further six projects considered of national importance. Final research reports and/or scientific publications are a key output of these registered projects. Fifty-three peer reviewed research publications authored and co-authored by SANParks researchers were published in various national and international journals – boosting the presence and credibility of the organisation in the scientific domain. Selected highlights of research are published in the 2015 Annual Research Report. More than 200 delegates from 18 different countries attended the annual Savanna Science Networking meeting in Skukuza.

Scientists achieved the following key biodiversity monitoring deliverables:

- Impacts on replanted cycads in the zuurberg section.
- Post-fire soil erosion; hydrophobicity and moisture measurements in table mountain.
- Sass 5 monitoring for river health in the nuwejaars river.
- Long-term intertidal bait monitoring programme to assess catch/effort of subsistence anglers in tsitsikamma mpa.
- Ground-based river and dune game counts in the nossob and auob river beds.
- Resurveyed 729 individual plants of the threatened swazi impala lily.
- Prawns and other invertebrates associated with prawn beds in maart se plaat and sandbaai in langebaan lagoon.
- Impacts on quiver trees in augrabies.
- Discovering seven new plant species for garden route.
- Biannual water-bird surveys in the wilderness lakes.
- Water quality surveys in the swartvlei and wilderness lake system.
- River flow and health in kruger resulting in applied water restrictions.
- Aerial survey of buffalo and elephant in kruger with 17 300 elephants recorded.



- large tree surveys in the gallery forest along the limpopo river in Mapungubwe.
- Plant species of special concern in Namaqua.
- The first rocky shore biodiversity survey in Namaqua as part of the national rocky shore monitoring programme.
- Sedimentation from runoff plots in tokai.
- Vegetation condition in Tankwa Karoo.

Cultural heritage management

The State of Conservation Report for Mapungubwe and the nomination dossier for the Khomani Cultural Landscape were both submitted to and received by UNESCO. The restoring, rehabilitating and stabilising of the Thulamela Cultural Heritage site was completed. This consisted of the reconstruction of 24 sections of wall of 43m and an average height of 1,6m. The site has been nominated for National Heritage Status. The K2 cultural heritage site in Mapungubwe National Park was rehabilitated. The restoration of dry stonewalls at the Bambandhlanalo site in Mapungubwe was also completed as part of the Vele Colliery Offset Programme. A Cultural Heritage survey and database was completed for Mokala National Park whilst a preliminary survey was completed for Addo Elephant National Park. The guidelines for Burials and Scattering of Ashes in National Parks, the Heritage Management Policy as well as the Collections Management Policy were reviewed and approved.









Namaqua - Wildlife - Red Hartebeest



2.6 Tourism Development and Marketing Report

Business Development & Public Private Partnerships (PPPs)

Strategic Plan for Commercialisation Implementation

Since 2000, Public Private Partnerships (PPPs) in South Africa have been regulated by the PFMA providing a clear and transparent framework for government and its private sector partners to enter into mutually beneficial commercial transactions for the public good. Over the past 15 years, SANParks has progressively increased the number of PPP transactions covering a wide range of projects including accommodation, restaurants, retail, activities, and an airport and the Table Mountain Aerial Cableway. By March 2016, there were more than 40 PPP projects actively implemented.

The increasing number of PPP projects attests to the growing body of experience related to PPPs, both within SANParks and across the private sector. There have been some key lessons over the years. SANParks accordingly developed the Strategic Plan for Commercialisation (SPfC), which is a significant element of SANParks' Nature-based Responsible Tourism pillar. It has as its objective (through the implementation of Public Private Partnerships) reducing the cost of delivery, improving service levels by focusing on core business, leveraging private capital and expertise, the objective of expansion of tourism products and the generation of additional revenue for the funding of conservation and constituency building.

Other high-level commercialisation objectives for SANParks include any or all of the following: revenue generation, loss minimisation or savings on existing operations, optimal use of under-performing assets, job creation and poverty alleviation, BBBEE, infrastructure upgrades, upgrade/development of historical and/or cultural sites, tourism promotion and further biodiversity protection and conservation.

An additional objective of the SPfC is to ensure an institutional understanding of the PPP imperatives and that SANParks has the fundamentals, including capacity, in place for managing existing PPPs and for successfully entering into new PPPs.

PPPs in SANParks have proved to be an important service delivery mechanism. In each SANParks' PPP project, a BBBEE Scorecard sets targets for the private party to promote direct ownership of substantial interests. Preference is given to black people, black women and black enterprises to achieve effective participation in the management control of the private party and its subcontractors. The partnerships also seek to promote positive local socio-economic impact from the project to the benefit of SMMEs, people with disabilities, the youth and non-governmental organisations within a targeted area of the project' operations. More specifically, the implementation of the SPfC has resulted in the creation of 1 946 permanent jobs and local SMME spend of R57 million per annum.

The SPfC is aligned to the National Development Plan (NDP), SANParks Responsible Tourism Strategy 2022, the National Tourism Sector Strategy, the National Minimum Standards for Responsible Tourism (SANS1162), the SANParks Responsible Tourism Policy, the SANParks Product Development Protocol, the SANParks Management Plans and the SANParks Responsible Tourism Product Framework and their respective objectives. The SPfC also reflects a checklist for all commercial opportunities identified, thereby re-introducing PPPs as a Key Strategic Objective of SANParks for the next five years. The initial checklist for identified projects also falls within the structure of the SANParks' Responsible Tourism Product Framework.

A significant development is the incorporation of Tourism Product Development into the successful PPP Portfolio. The requirement for increased revenue generation and defined processes for non-PPP products resulted in Tourism Product Development being positioned in the Business Development Unit. Grant funded Tourism Product Development will now follow stringent feasibility and prioritisation processes. This inclusion is incorporated into the updated SPfC. In the coming years the capability for such non-PPP Tourism Product Development will be increased.

During 2015/2016, there was substantial progress in the implementation of the SPfC and other Business Development Projects with emphasis placed on:

- Tender process and award of the Tshokwane and Afsaal picnic sites to Private Operators: Operations are to commence in 2016/2017. The tender comprised a model whereby the equity and operations are transferred to identified land claimants over the duration of the project term and is ground-breaking in this regard.
- Tender process conducted for the Skukuza SPA product: Evaluation, award and operation commencement to occur in 2016/2017.









- Significant progress was made with the Malelane Safari Lodge in the Kruger National Park with the Record of Decision issued by the Department of Environmental Affairs.
- Refurbishment of the Berg en Dal, Pretoriuskop and Skukuza Retail Facilities were concluded and includes various environmental friendly initiatives i.e. use of natural light, use of recycled material for shelving, consolidation of the cooling equipment emissions and installation of low energy use air conditioners.
- Substantial progress was made on the Phalaborwa Activity Hub and Shangoni Gate Projects. The funding was secured and detail planning of both projects is in progress and will be followed by construction after all approvals and stakeholder buy-in is received.
- Significant progress was made with the finalisation of the Stage 3 Design Report and the Principle Building Contractor tender documentation for the Skukuza Conference Lodge in the KNP.
- The conclusion of the Tokai Stables lease in the Table Mountain National Park.
- Conclusion of the Tsitsikamma Zipline PPP Tender in the Garden Route National Park.
- The finalisation of the Dolphin Trail Agreement in the Tsitsikamma Section of the Garden Route National Park.
- Auob Lodge Agreement with the Khomani San community on the principles of the profit-share agreement with SANParks.
- Post-award management of PPPs significant progress has been made with the variation management of PPPs. This includes continued negotiations with the Roundhouse Restaurant in Table Mountain National Park and the Mugg & Bean restaurant facilities in the Satara, Letaba and Olifants rest camps in the Kruger National Park. Variation Management now includes assessment for compliance to the Matrix of Understanding for the Restaurant and Retail Public Private Partner facilities and close out report checklists for projects awarded to private operators.

During the financial year 2016/2017, the following Tourism Products will be developed as per project plan:

Non-PPP Tourism Product Development:

- Skukuza Safari Lodge Kruger National Park: conclusionof the tender process for the appointment of the Principle Building Contractor site handover and commencement of construction.
- Conclusion of the 12 units at Nguni Camp in the Addo Elephant National Park.
- Completion of the 10 units and 10 new campsites at Nossob Camp in the Kgalagadi Transfrontier Park.
- Completion of 10 new units at Mountain Zebra National Park.

PPP Tourism Product Development:

- An accommodation product on the Selati bridge (in train coaches) together with the restaurant precinct to service the guests on the train and camp guests.
- A tented Wilderness camp at the Nkuhlu Picnic Site.
- Development of the Bush Braai product at the Crocodile Bridge Gate, Phabeni Gate and Phalaborwa Gate of the Kruger National Park.
- The commencement of construction of the Malelane Safari Lodge.
- The appointment of an operator for the Wilderness Segways in the Wilderness Section of the Garden Route National Park.
- Appointment of an operator for the Rietfontein Camp in the Agulhas National Park.
- Implementation of the Tsitsikamma Big Tree Activity Hub in the Tsitsikamma Section of the Garden Route National Park.
- Appointment of an operator for the Ratelrivier Estate in the Agulhas National Park.
- The Kranshoek Zipline PPP opportunity in the Knysna Section of the Garden Route National Park.
- The development of the Agulhas Lighthouse Precinct Development.
- Investigation into Table Mountain National Parks PPP opportunities i.e. Tokai Precinct Development, Groote Schuur Old Zoo Site, Apostle Battery, Boulders and Signal Hill.



Summary Net PPP Income

Since inception up to 31 March 2016 in addition to infrastructural developments worth over R755 million with the assets reverting to SANParks commercialisation, has resulted in a total PPP Income of R 817 million to SANParks as follows:

SUMMARY NET PPP INCOME				
	LIFE-TO-DATE (2002 TO 2016)	MARCH 2016	MARCH 2015	
TMACC-TMNP	207 930 478	31 107 904	22 215 590	
The Park Shops - Kruger	211 426 263	24 283 057	21 568 414	
Singita Lebombo - Kruger	96 909 075	7 666 744	8 279 475	
Cape Point Lease - TMNP	8 565 647	4 175 333	2 345 328	
Tinga Private Game Lodge - Kruger	26 236 953	3 503 288	2 723 176	
Imbali Safari Lodge - Kruger	19 521 596	2 807 529	2 495 458	
Shishangeni Lodge - Kruger	26 149 285	2 665 807	2 537 742	
Jock Safari Lodge - Kruger	20 550 776	2 448 388	2 002 321	
Cattle Baron Restaurant Skukuza - Kruger	3 361 769	1 975 205	1 386 564	
The Park Shop - Addo	25 623 038	1 937 958	1 770 337	
Lukimbi Safari Lodge - Kruger	10 072 644	1 899 225	1 672 030	
Mugg & Bean Restaurant Lower Sabie - Kruger	3 054 867	1 579 880	1 417 856	
Gorah Elephant Camp - Addo	10 819 405	1 357 128	1 234 238	
The Park Shop - Tsitsikamma	20 566 152	1 151 368	987 257	
Marakele (Pty) Ltd - Marakele	8 105 479	1 138 102	877 163	
Cattle Baron Seafood Restaurant - Tsitsikamma	2 038 410	1 108 470	929 940	
Mugg and Bean/Debonairs Restaurant Satara - Kruger	1 843 912	994 124	849 788	
Cattle Baron Restaurant - Addo	1 879 773	974 038	905 735	
Knysna Forestry	1 553 914	815 654	738 260	
Rhodes Memorial Tearoom-TMNP	3 275 395	788 527	693 941	
River Bend Country Lodge- Addo	3 493 046	782 804	552 430	
Skukuza Airport Management Company - Kruger	1 470 089	782 589	687 500	
Rhino Walking Safaris - Kruger	4 978 336	669 150	580 166	

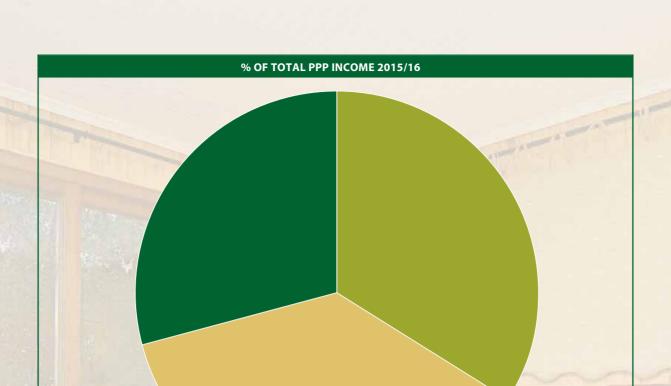






SUMMARY NET PPP INCOME				
	LIFE-TO-DATE (2002 TO 2016)	MARCH 2016	MARCH 2015	
Quay 4 Restaurant - Knysna	3 332 390	639 292	663 101	
Mugg and Bean Restaurant Letaba - Kruger	997 066	611 477	385 589	
Tintswalo Atlantic Lodge - TMNP	2 741 684	583 202	415 591	
Tsitsikamma Forest Income (Various Operators)	3 870 947	583 200	1 127 719	
Mugg and Bean Restaurant Olifants - Kruger	930 306	566 550	363 756	
Select Events Restaurant Berg en Dal - Kruger	917 656	431 923	374 113	
Absailing - TMNP	666 202	412 009	137 420	
Quivertree Shop & Restaurant- Augrabies	1 308 832	409 286	415 350	
Wimpy Restaurant Pretoriuskop - Kruger	681 793	376 893	304 900	
Tindlovu Restaurant Mopani - Kruger	1 123 041	338 059	376 629	
Untouched Adventures - Tsitsikamma	985 431	331 769	236 501	
Salt & Pepper Shop & Restaurant - Karoo	2 404 832	269 446	245 986	
!Xaus Lodge - Kgalagadi	601 971	258 459	-2 222	
Kraalbaai Houseboats - West Coast	231 815	188 876	42 939	
Duinepos Chalets - West Coast	619 244	185 227	78 424	
Roundhouse Restaurant - TMNP	2 407 625	185 088	521 482	
Geelbek Restaurant - West Coast	834 706	88 188	37 557	
Segway Bike Tours - Wilderness	54 314	50 786	3 528	
Avis Rentals - Kruger	735 154	45 087	26 229	
Lighthouse Tearoom - Agulhas	40 338	40 338	0	
Gannaka Lodge - Tankwa	89 331	28 340	10 000	
Canoe Trails - Augrabies	85 623	12 500	14 868	
Kuzuko Safaris Lodge - Addo	1 618 752	0	59 496	

PPP Income depicted below are contracts that have ended thus reflecting Zero Income as at 31 March 2016	LIFE-TO-DATE (2002 TO 2016)	MARCH 2016	MARCH 2015	
Brandwag Hotel - Golden Gate	4 317 280	0		
Nyati Concession - Addo	3 876 789	0	0	
Langebaan Houseboats - West Coast	1 926 179	0	32 306	
Knysna Oyster Company - Knysna	1 039 767	0	0	
Eden Adventure Canoe Trails - Wilderness	561 389	0	28 176	
Eden Adventure Canoe Trails - Wilderness	460 890	0	0	
Listers Arboretum Tea Room - TMNP	219 908	0	83 374	
Darlington Lodge - Addo	175 000	0	0	
Intsomi Lodge - Addo	46 285	0	0	
Farleigh Tearoom	16 200	0	0	
Compass Game Park Services Restaurants - Kruger	46 272 060	0	0	
EJ Viljoen Shops & Restaurants - Kgalagadi	5 386 056	0	0	
EJ Viljoen Shop & Restaurant - Augrabies	3 093 487	0	0	
Stoffels and Pursad Staff Shop - Kruger -	1 353 421	0	0	
The Park Shop & Restaurant - Mountain Zebra	1 286 098	0	0	
Outpost Picnics Tshokwane & Nkuhlu - Kruger	622 578	0	0	
Tindlovu Boskombuis Skukuza - Kruger	46 069	0	46 069	
Goudveld Tea Room - Knysna	30 560	0	23 360	
TOTAL PPP INCOME	817 435 371	103 248 267	85 502 951	



Concession Lodge Occupancies

The average annual Lodge Concession occupancies have shown an increase of 2% to 61,9% since the previous reporting period. This is an indication that despite a slowdown in the domestic economy, the country has become a high quality and value for money travel destination for international tourists when compared to other similar destinations due to the attractive exchange rate. The highest average occupancy achieved by an operator was 77% in 2016 as opposed to 81% in 2015, 76% in 2014, 66% in 2013, 57% in 2012 and 56% in 2011.

■ Cape Point & TMACC 34%

Concession Lodge 30%Restaurant & Retail 36%

Restaurant Performance

The outsourced restaurant models, whereby franchised brands were introduced, continue to perform very well. The table below provides an overview of performance based on customer satisfaction ratings. It is evident that customer satisfaction has improved in 2015/16 in comparison to 2014/15, On average the satisfaction ratings per restaurant improved by 2,58% up to 79,19% from 76,62. Contractually the restaurants need to achieve a score above 70%. The toned down branding of the restaurants have been well accepted by the public and feedback is generally very positive.



Retail Performance

The outsourced retail operations continue to perform well, Variation management is focused on fresh produce and pricing (basket sample) to ensure value for money to SANParks customers. A customer satisfaction increase of 2,60% (up to 76,88% from 74,28%) was achieved which is well above the contractual 70% set for the retail operations.

Various shops were refurbished over the last financial year with positive feedback from customers. The key focus areas that were addressed, such as freshness of vegetables and greater variety in product range with associated pricing options, contributed to the increased customer satisfaction.

Performance of Restaurant & Retail operations under Management Agreement

There has been an improvement in customer satisfaction for the restaurant & retail operations under management agreement is depicted in the graph below, An average improvement of 4,14% was experienced (up from 73,95% to 78,09%) and could be contributed to the maturity of the Management Agreement, which was into its second year as opposed to 2014/15 when the model was introduced.

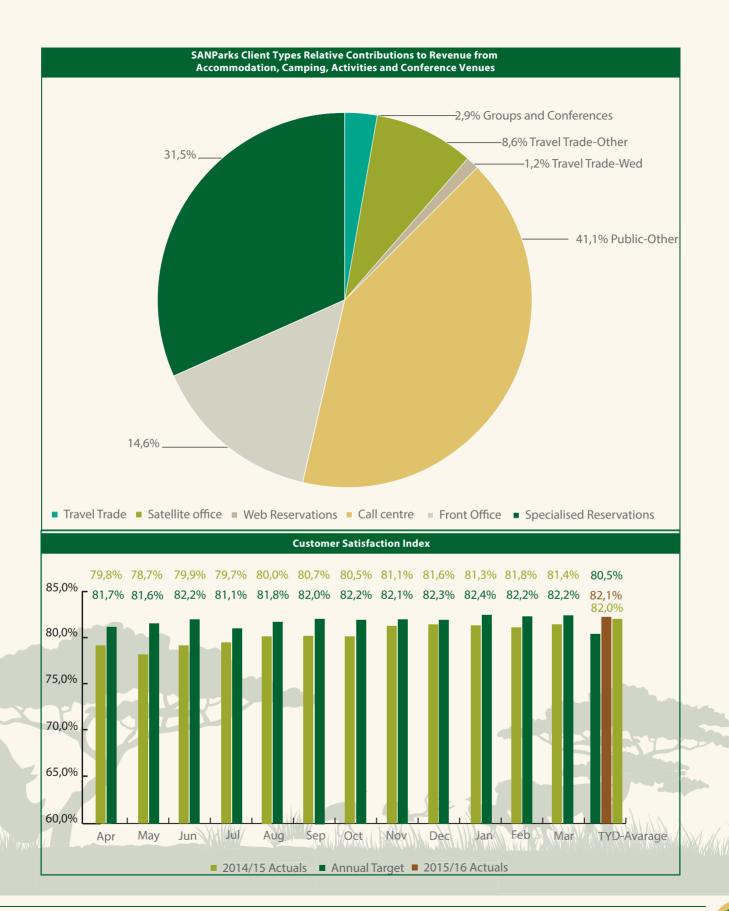
Sales and Marketing

Sales Distribution by Channel

The maintenance of various distribution channels is essential in ensuring the availability of SANParks products and services to potential clients wherever they may be located worldwide. Online sales through SANParks' website continue to grow, claiming a 40% share of revenue at the end of the 2015/16 financial year. The listing of Golden Gate Hotel and Chalets on Booking.com Expedia and other online inventory sales portals, has also ensured 365/24/7 availability of products to most potential clients. The sales through satellite offices continue to decline as more efficiency is introduced in the Central Reservations Call Centre. The enabling of more products e.g. day and overnight activities to be sold online, will improve future tourism revenue.









Upbeat Call Centre Performance

The call centre used to be the least performing channel, but the restructuring of the unit, the technology refresh and the review of contractual trading conditions with the satellite offices, have brought a complete turn-around. As a reflection of the turnaround, the Call Centre generated R118,4 million in revenue, which is a 34% growth year-on-year (YOY) and a healthy 10% above what the satellite offices generated. This feat has not been achieved in more than five years. More revenue growth is expected from the Call Centre over the next few years as new ways of attracting business are introduced.

Consumer Promotions and Park Events

Product promotion directly to the consumers and hosting of events that attract participants and customers from all walks of life, contributed to filling available beds and exposing more people to the parks. Successful examples include the annual Marakele National Park and Skukuza half-marathons and the fifth Golden Gate Extreme Challenge which took place in October 2015. The Golden Gate Extreme challenge is a multi-day trail running event organised in collaboration with Wildlands Conservation Trust and SANParks Honorary Rangers. Since 2011, the event has raised over a hundred thousand rand annually for park specific conservation projects that include the bearded vulture conservation. Every year the event has succeeded in filling every available bed in the park thus improving tourism revenue and occupancies. The Clarens Craft Beer Festival has also become one of the busiest weekends of the year for Golden Gate Highlands National Park. Subsequent to the resounding success of the third Clarens Craft Beer Festival in 2013, the organisers decided to invite Golden Gate as one of the Gold partners to the event. Benefits of this collaboration are the creation of brand awareness and attraction of more visitors to the park. In the coming years, more focus is going to be paid on leveraging events to improve parks tourism fortunes.

Business to Business Promotions

Product distribution through organised travel and tour operators remains critical in introducing new customers, particularly international tourists to parks. The marketing team participated in the annual Tourism Indaba and WTM Africa, and for the fifth year organised the annual three cities SANParks Trade Roadshow to Johannesburg, Durban and Cape Town. These trade events provide an invaluable platform to showcase SANParks' products and services and to sign up new tour operators and corporates.

Collaboration with National Department of Tourism

SANParks participates in several Social Tourism Forums initiated by the National Department of Tourism (NDT). Social Tourism is an initiative of NDT aimed to address the gaps identified in the Domestic Tourism Growth Strategy such as seasonality and uneven geographic spread. Through these initiatives, the department hopes to encourage a culture of travel for leisure amongst South Africans. The targeted groups for social tourism are youth, elderly, people living with disabilities, people with modest income and social/stokvel groups. The latter (stokvels) is targeted in particular as they have disposable income, which is rarely used for leisure travel purposes. Participants in Social Tourism Forums include South African Tourism provincial marketing authorities and agencies, associations, municipalities, accommodation establishments, transport companies, tour operators and other local attractions.

SANParks also participated in IBSA Workshop, a three-way partnership between South Africa, Brazil and India. In this partnership, South Africa is meant to champion Eco-tourism issues, Brazil champions Beach Tourism and India will champion Rural Tourism. During the workshop, SANParks presented the National Parks System covering key functional areas of Conservation, Tourism and Community Beneficiation.

Tourism Statistics

The following significant differences are relevant to the 2015/16 tourism performance figures, which will impact comparisons to the previous year.

- The Larus Houseboat at West Coast National Park was out of commission between May and December 2014. Since then, it has been operating under a concession agreement, and is not included in West Coast National Park's occupancy figures.
- Huge sections of the Table Mountain National Park suffered considerable fire damage early in March 2015 preventing tourists' access to these areas.
- The Langebos Huts in the Alexandria section of Addo Elephant National Park are included in the statistical reporting effective from April 2015.









- Trailists participating in the Lonely Bull Backpack Trail in the Kruger National Park are included in the activity statistics of Mopani and not Shimuwini effective from April 2015.
- Tented accommodation at Bontle Camp in Marakele National Park came into commission in July 2015.
- The 2015/16 financial year had two Easter Weekends one in the first quarter (April 2015) and the second in the fourth quarter (March 2016).

Guests to National Parks

For the period under review, total Guests to Parks increased by 6,1% from 5 578 532 to 5 917 741 persons through SANParks gates. For Kruger the number increased by 6,5% from 1 659 793 to 1 767 218 and for Parks the number increased by 5,9% from 3 918 739 to 4 150 523 persons.

Black South African Guests

For the 12 month period, total Black guests increased by 9,5% from 506 273 to 554 565 comprising an increase of 9,2% from 465 689 to 508 744 in Day Visitors and an increase of 12,9% from 40 584 to 45 821 in Overnight Guests.

Black guests comprise 31,8% (previous year 32,1%) of Total South African Day Visitors and 8,7% (previous year 8,0%) of Total South African Overnight Guests. The total Black guests (day visitor and overnight) comprise 26,1% (previous year 25,9%) of Total South African Guests.

Note: Due to the way in which the South African demographic figures are collected and captured, SANParks is aware and accepts that there may be a small margin of error involved and that these figures may not be 100% accurate. This does not diminish the value of these measurements in indicating trends in Park visitation by South Africans. Please note that the Table Mountain and West Coast National Parks are excluded from reporting of this category, as demographics information is not captured there.

Accommodation Occupancy

Accommodation Unit Nights Sold increased by 3,5% to 571 362 in 2015/16. The average Unit Occupancy for the 12 month period was 73,4% (last year 72,1%) comprising 61,0% (last year 60,5%) for Parks Division and 80,5% (last year 78,7%) for Kruger Division.

Accommodation Bed Nights Sold increased by 2,9% to 1 354 639 in 2015/16. Bed Occupancy for the 12 month period across all national parks averaged 57,4% (last year 56,6%) comprising 47,7% (last year 47,3%) for Parks Division and 62,8% (last year 61,8%) for Kruger Division.

Camping

For the year under review, Campsites Occupancy (sites occupied as a margin of sites available) increased by 2,0 percentage points from 48,0% to 50,0%. In the case of Parks Division, Campsites Occupancy improved by 2,2 percentage points from 33,0% to 35,2% while Kruger Division increased by 1,6 percentage points from 66,9% to 68,5%. Camping Site Nights Sold for the organisation as a whole improved by 3,7% to 263 558 while Camping Person Nights Sold is up by 4,2% to 733 251 person-nights recorded in the 2015/16 financial year.

Guided Activities

For the 12 months under review, the Activity statistics show an overall increase of 4,9% from 247 313 to 259 521 activity seats occupied across SANParks with Kruger showing an increase of 7,0% to 177 486 activity seats sold and Parks showing an increase of 0,6% to 82 035 activity seats sold. A total of 68,4% of all SANParks activities were performed in the Kruger National Park.



SUMMARY OF VISITOR STATISTICS FOR THE 12 MONTHS ENDED MARCH 2016 FOR THE SOUTH AFRICAN NATIONAL PARKS											
	Accommodation (excl camping)			Camping							
PARK	Unit Nights	Unit	Bed Nights	Bed	Site Night	Campsites	Person Night	Guests To	Total		
	Sold	Occupancy	Sold	Occupancy	Sold	Occupancy	Sold	Park	Activities		
Addo	28 118	88,1 %	63 035	70,5 %	9 945	82,3 %	26 156	231 464	30 117		
Agulhas	3 494	39,5 %	9 086	33.1 %			Not Applicable	32 325	Not Applicable		
Augrabies	9 093	42,1 %	19 357	38,9 %	5 027	27,5 %	14 677	69 894	1 481		
Bontebok	2 494	86,7 %	6 397	36,9 %	2 548	22,5 %	7 287	19 553	0		
Camdeboo	875	60,6 %	1 669	57,8 %	2 438	44,7 %	5 838	42 617	Not Applicable		
Garden Route	32 110	61,1 %	75 139	50,2 %	26 029	21,8 %	77 879	442 799	14 947		
Golden Gate	22 365	41,2 %	49 084	31,3 %	5 157	31,3 %	14 019	58 665	550		
Karoo	10 470	75,6 %	25 776	51,3 %	6 503	68,3 %	16 414	40 548	1 445		
Kgalagadi	31 624	89,5 %	72 575	69,4 %	22 188	75,1 %	64 242	44 211	5 854		
Kruger	396 909	80,5 %	949 725	62,8 %	60 198	68,5 %	440 640	1 767 218	177 486		
Marakele	3 947	58,7 %	9 129	42,5 %	5 865	44,5 %	15 767	24 475	1 624		
Mapungubwe	5 678	49,4 %	12 661	45,5 %	2 148	58,7 %	5 871	39 259	20 790		
Mokala	7 090	63,3 %	15 349	50,0 %	1 908	47,4 %	4 812	17 182	879		
Mountain Zebra	6 766	81,7 %	17 762	47,3 %	4 584	55,7 %	11 472	26 853	2 273		
Namaqua	902	49,3 %	1 998	30,4 %	3 408	20,6 %	10 472	21 228	Not Applicable		
Richtersveld	2 100	32,1 %	4 590	28,7 %	4 233	20,7 %	13 913	6 989	88		
Table Mountain	4 149	42,1 %	11 871	34,5 %	•		Not Applicable	2 749 892	958		
Tankwa Karoo	2 629	61,1 %	7 383	33,8 %	1 379	27,0 %	3 525	5 814	Not Applicable		
West Coast	549	78,2 %	2 053	41.6 %	•		Not Applicable	276 755	1 029		
TOTAL 2015/16	571 362	73,4%	1 354 639	57,4%	263 558	50,0%	733 251	5 917 741	259 521		









Tourism Standards

Customer Service

i. Customer Satisfaction Index

The overall Customer Satisfaction Index (CSI) score for the first quarter improved by 1,6 percentage points from 80,5% to 82,1% when compared to the same period in the previous financial year and 0,1% above the annual target of 82,0%. This is based on 50 765 Guest Feedback survey returns of 176 995 invites sent to overnight quest, which is a 28,7% return rate.

All SANParks service areas have shown an improvement in performance when compared to the same period last year. Reservations achieved the highest rating scoring of 88,6%. Shopping achieving the lowest rating scoring of 75,8%, having said that both Dining and Shopping have shown highest improvement with 2,8% improvement when compared to the same period last year.

ii. Performance Area Chart

For the period under review all service area touch points have shown an improvement when compared to the same period last year. It must; however, be indicated that Shopping has achieved the lowest score achieving 75,8% with pricing being an area that require improvement. On the other hand Reservations has obtained the highest score achieving 88,6% with customer service being the strongest point; however, guest information is an area that requires improvement.

iii. Site Trend Analysis

For the period under review, Marula Region in the Kruger National Park has shown the highest improvement, achieving +2,6 percentage points improvement (from 78,6% to 81,2%). It must also be highlighted that all areas have shown an improvement when compared to the same period last year excluding the Northern Region, which has dropped by 0,9 percentage points (from 78,4% to 77,5%). The Cape Region has shown the highest overall score achieving 85,1% and the Northern Region the lowest score achieving 77,5%. The drop in Northern Region's performance is mainly attributed to Shopping Experience decline in performance by 2,3 percentage points (from 54,8% to 52,5%). The grocery and curio assortment areas require serious improvement having achieved 40,9% and 41,0% respectively.

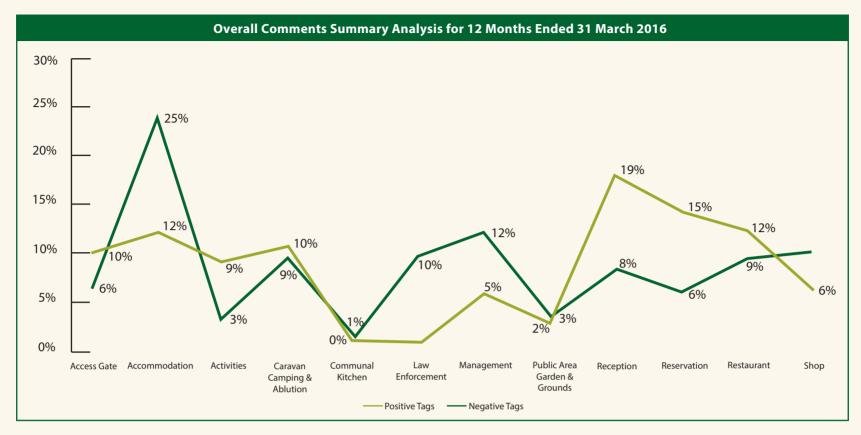
iv. Guest Comments Sentiment Summary

To date, 12 760 comments were tagged 66% negative and 34% positive. The negative comments margin has decreased by three percentage points when compared to the same period last year (from 69% to 66%). It is important for the SANParks management to take these comments seriously and address the issues raised accordingly. By doing so, it will have positive impact on service delivery and eventually improve revenue and occupancy.

V. Overall Guest Comments Analysis

The following chart reflects that Accommodation needs serious management intervention to improve service delivery. Other areas showing significant negative comments include Management and Shopping. Reception has shown highest overall positive comments achieving 19% followed by Reservations at 15%.





Tourism Systems

SANParks celebrated the 11th anniversary of its Central Reservation & Property Management System (the customised version of RoomSeeker) in June 2015.

The system is used to manage all SANParks' reservations, itineraries and activities related to the management of properties and related finances. The software solution has on average 555 active users with a database that takes care of 83 rest camps comprising 2 094 accommodation units with 6 478 beds in 75 rest camps and 1 482 campsites in 39 rest camps across 21 national parks with ease and efficiency.

During 2015/16, RoomSeeker supported the processing of payments worth over R314 313 656,06 made through SANParks Online Booking System. Transcations worth R1 122 404 182,07 were processed through SANParks Reservation Offices, External Reservation Offices and Front Offices in the parks. These payments include those in lieu of reservation deposits for accommodation, camping, activities, conservation fees, wild card sales and the purchasing of fuel and other goods at parks.

The amount invested during 2015/16 in system enhancements to improve the quality and security of the solution and to improve the customer experience was R1 240 495,74, which included the following:

- Bringing Online Reservations Payments into the '3D Secure' compliant environment.
- Interfacing with MyGate payment gateway for online purchasing and as a result also converted to a new platform i.e. Bic ISO with SANParks Bankers.
- Implementing a web-based functionality to monitor completeness of processes between online systems enabling daily credit card reconciliations to pro-actively address anomalies.
- Introduce additional online functionality allowing web clients to:







- Book "Overnight activities"
- Book "Day Visits" to Kruger National Park in advance
- Adding Barcodes on RoomSeeker's Gate Entry and Exit Permits for the new 'Intensive Protective Zone project, which is still to be implemented.
- Other changes involve cosmetic changes on reservation letters and other reports on development of Stored Procedures for reporting purposes, provision of additional data fields to provide for capturing of slip numbers printed from stand alone credit card devices to assist in daily reconciliation, and for refund purposes implementing pre-selected bank branch codes setups as opposed to manual insert of branch codes and thus eliminating incorrect data.

Universally Accessible Tourism in SANParks

In April 2015, SANParks in conjunction with Rolling Inspiration (a lifestyle publication for people living with mobility impairment) published a Comprehensive Guide to Universal Access in South African National Parks for guests with disabilities. The booklet outlines accessibility features and attractions on a park-by-park basis, gives useful information to people with disabilities to book and visit the parks. It was also made available in electronic format on the SANParks website and as a smart phone application. Other important promotional work was done through SANParks participation at the first Disability EXPO and Conference held in Cape Town (similar event has been held in Gauteng since 2005 at which SANParks has always been involved).

The Universal Access in Tourism Protocol was signed by the SANParks Chief Executive Officer and loaded onto the Policy Portal during June 2015 and now compliments the accompanying Standards Guidelines and Implementation Plan on the Tourism Standards Portal.

SANParks, in conjunction with the SANParks Honorary Rangers, continued to host school groups for learners with disabilities, with the 2015 focus on deaf school children. The challenges from a hospitality perspective in communication were highlighted by these encounters. Universal Access Audits were conducted in Kgalagadi Transfrontier, Marakele, Mountain Zebra and Kruger National Parks as part of the responsible tourism planning process.

Avi-Tourism

Tourism revolving around the desire to hear, observe, record and/or photograph birds is a significant part of the public's reasons for visiting national parks. Much of it is ad-hoc, but it is often coordinated. Birding event weekends were hosted in several parks by SANParks and SANParks Honorary Rangers during 2015/16 with Kruger National Park hosting such weekends for the 18th consecutive year, with nine camps being involved, some over multiple weekends. These events have important fund-raising significance, boost camp occupancies but also lead to collateral tourism benefit in the affected parks through extension of stays and use of amenities and participation in activities unrelated to the weekend events. Crucially, the birding events are always held in traditional trough periods outside school holidays. They also enable tourists to contribute to research through citizen-science and make their visits beneficial from a data collection perspective.

Birders are a passionate and information hungry group. Social media, websites and other communication links are also used by SANParks to broadcast the presence of rare birds in the parks. During the 2015/16 financial year, hundreds of postings about rare bird sightings were processed by SANParks Tourism and some could be traced to a noticeable spike in gate numbers over the period when rare species were in temporary residence in accessible locations within the parks.

Visitor Management and Interpretation and Tourism Research

A key element in the delivery of the 2022 Responsible Tourism Strategy is the enhanced focus on Tourism Research, Visitor Management and Interpretation.

Visitor Interpretation

During the year under review the following have been achieved:



- Visitor Interpretation plans were written for Marakele, Tankwa Karoo National Parks and the Boulders Penguins Interpretation Site in Table Mountain National Park.
- The Albasini Ruins/Magashulu's Kraal Interpretation Site in Kruger National Park underwent maintenance and Interpretation Display Centre was constructed.
- The history of the site was researched and display panels were created, which will be erected in the next financial year.
- Campfire safety signage was developed for Kruger National Park and SANParks' Signage Guidelines were written and approved by Executive Committee.
- A R10-million donation of trophy animals was received from the estate of the late Mr Ronnie Meyeridricks. It is planned to develop a natural history museum in or adjacent to Kruger National Park to house the trophies.
- Progress was made on the story line of the Dinosaur Centre in Golden Gate Highlands National Park with some modifications required to the architecture.
- An oral history project was launched in West Coast National Park, which will be transferred into a book on the park and its environment.
- New signage for the areas adjacent to the Stevenson Hamilton Museum in Skukuza in Kruger National Park was developed.
- An Interpretation workshop was held in the Garden Route National Park, which will see the development of an Interpretation Plan for the park in the New Year.
- The Kruger Orientation Course was updated and rewritten.
- SANParks assisted DEA to develop a film documentary to showcase the People and Parks' successes in South Africa as part of the legacy projects for CITES COP 2016.
- A successful International Tourist Guide conference was hosted by SANParks and the National Department of Tourism in Skukuza attended by 250 guides.
- The final layout and design for the Letaba Elephant Hall was developed and approved. The panels will be printed in Australia and shipped to Kruger in February 2017. This project is a joint project with the University of Sunshine Coast in Australia.

Visitor Management

A problem-animal communication plan was developed for Kruger National Park. Lectures on Visitor Management were presented at the University of North West to Honours students. The National Department of Tourism was assisted in developing regulations for Tourist Guides operating in South Africa. Visitor Management Guidelines and a Visitor Management Framework for all parks were developed and approved.

Tourism Research

In the year under review, Tourism Research strengthened its relationships with existing partners and expanded its network by inviting institutions and industry partners, with limited previous involvement with SANParks, to participate in tourism research. The past year has also seen the implementation of the Tourism Research Agenda for the period 2015 – 2018 gain momentum with the majority of projects executed addressing critical tourism development and tourism management objectives. A Tourism Research Protocol was developed and approved.

SANParks engaged the University of Pretoria to conduct an exploratory study measuring the impact of rhino-poaching on tourism from a tourist perspective. The project funded by the Global Environmental Facility under the United Nations Environment Programme and supported by the DEA and Ezemvelo KZN wildlife involved feedback from tourists from both Kruger National Park and Hluhluwe-iMfolozi Park.

SANParks further collaborated with various institutions in the execution of numerous academic studies, one of which developed and tested a customer satisfaction index for the South African accommodation sector. Another study of note measured the impact of the reintroduction of iconic animals in national parks on tourists' visitation patterns. Visitor surveys were conducted in Table Mountain National Park.







Projects involving marketing analysis and exploration of possible activities were concluded by the North West University in the following parks: Camdeboo, Golden Gate Highlands, Karoo, Mountain Zebra, West Coast National Parks and northern region of Kruger National Park.

An additional five internal projects evaluated tourists' perspectives on key tourism developments and interpretation plans for parks such as Kruger and Tankwa Karoo National Parks.

Wild Card

The Wild Card Programme revenue increased sales by 13,6% with an annual turnover of R81 895 681 for the financial year; a first time over R80 million. The previous year Wild Card Membership sales were R72 119 681.

Active membership increased by 2 648 from 83 264 memberships to 85 912. To date 185 056 new Wild Cards were created and issued, 24 885 in this financial year. Uncollected Wild Cards amounted to 3 426 and were returned by the SA Post Office, while 3 708 cards were re-mailed. The Wild Card Service Centre received 32 907 calls with an excellent abandonment rate of only 2% (below the 10% target). Email queries increased by 38% from 23 948 to 33 059 while 33% email queries were resolved.

The Wild Card Membership demography for the year was 16,73% Individual membership, 57,78% Couple membership and 25,49% Family membership. The All Parks and SANParks Clusters remained the most popular at 68,04% and 20,22%.

Gauteng still has the highest membership with 31% followed by 25% members in the Western Cape. International membership consists of 13,41% and SADC membership is 0,54%.

The Main Membership Ages were as follows:18 to 24: 3,67%, 25 to 34: 10,08%, 35 to 50: 30%, 51 to 59: 20,28% and 35,39% above 60 years of age. The main Wild Card Membership gender diversification was 27,70% female and 72,05% male. Only 0,25% of members did not indicate their gender. The Wild Card Membership Ethnicity comprised of 31,65% (African/Black/Coloured/Indian/Asian and other); 41,09% white while 27,26% members choose not to disclose their ethnicity.

Yield Management

For the 2015/16 financial year total revenue from SANParks' Tourism business increased by 14,4% to R1 229 815 million from R1 079 699 million in the previous year. This is 6,1% above budgeted total of R1 158 545 million.

- Revenue from accommodation (including camping) increased by 12% to R632,295 million.
- Revenue from conservation fees (including Wild Card) increased by 14% to R402,625 million.
- Revenue from activities increased by 14,0% to R78,640 million.
- Revenue from retail activities increased by 9,9% to R41,296 million.
- Revenue from the concession operators increased by 24,3% to R66,016 million.
- Revenue from the retail and food & beverage operators increased by 14,8% to R37,232 million.
- Revenue from the sundry sources and cancellation fees increased by 14% to R25,880 million.

Annual tariff increases that took effect on 1 November 2015 for the tariff year to 31 October 2016, averaged 6,0% for guided activities, 7,4% for conference facilities, 8,5% for accommodation and camping and 8,4% for conservation.

Average tariff increases of 5,7% for guided activities, 7,8% for conference facilities, 8,4% for conservation fees and 7,7% for accommodation and camping will come into effect on 1 November 2016, for the tariff year to 31 October 2017.

Accommodation unit nights taken up by senior South Africans declined by 1,5% in 2015/16 to 87 472 (15,3% of total sales) compared to the previous year.



However, revisions implemented resulted in income in this category from this market segment increasing by 6,7% over the course of the year to R91,3 million. For the same period, camping bookings from senior South Africans increased by 2,3% to 74 695 site nights (28,3% of total sales) with a total value of R16,2 million an increase of 12% over the previous year. The combined increase in value from senior citizen reservations for accommodation and camping comes to 7,5% and totals R107,5 million for 2015/16 (compared to R51 million in 2009 before the revised senior citizen discounts were effected).

Several short-notice discounts offered on distressed inventory at selected destinations yielded growth of over R320 000 in income from accommodation and conservation fees for the participating camps. In addition to working with camp and sales management on improved inventory management and the preparation of monthly, quarterly, annual and ad-hoc management reporting and business intelligence, the Revenue & Yield office played an integral part in the administration of various fund-raising initiatives of the SANParks Honorary Rangers and assisted with the gathering of information for colleagues working to combat environmental crime.









Honorary Rangers

The year 2015 was a busy and challenging for the SANParks Honorary Rangers (SHR) that saw a several great new initiatives and considerable dedication and effort by members. All across the country and in every park one can see the fingerprints of SHR involvement making a positive contribution to the well-being of the parks. Be it a dustbin at a day visitor site, a vehicle on poaching patrol or a birding event in one of the parks, the SHR are making a difference.

The relationship with SANParks on all levels remains positive and the shared vision and relationship of trust enables the two bodies to work hand in glove to achieve common goals. The regions are an important part of the functioning of the SHR, and it was exciting to see younger regions develop and grow. Knysna region was established during 2015 and inaugurated at the 2016 AGM.

Some of the significant achievements for 2015 include:

Measurable Outcomes

1. Membership

Membership remained healthy despite the economic and social challenges experienced. At the end of the 2015 year there were 1 213 full members and a further 290 supporter members and approved applicants, bringing total numbers to 1 503, which is down from 1 686 the previous year.

Though such a decline is undesirable, the contribution statistics show that the loss in numbers did not reflect a decline in overall contribution. Systems aimed at preventing people from being a member without making a real contribution to the SANParks cause are bearing fruit.

2. Human Development Index members

The Human Development Index (HDI) membership also declined from 169 to 129 full members. HDI supporter members and applicants total a further 47. With only 12% of members coming from a HDI background, the transformation challenge is a substantial one, and each region has been tasked with growing the involvement of HDI members on a regional level.

3. Environmental Education

Duties in the area of environmental education grew from 20 623 hours to 20 679 hours and a heavy investment in Junior Honorary Rangers is targeted for the next financial year.

4. Total Contribution to SANParks

4.1 Financial contribution: Total funds raised through fundraising activities was R16,936 million (2015 - R12,644 million). The cost of raising these funds has also increased to almost R8,3 million rand (2015 - R5,7 million).

Net funds raised therefore was just below R11 million (2015 - R7,3 million), which is a significant increase. Of the R11 million, R5,6 million was generated through the SANParks Parks Wish List system.

- **4.2 In Kind contributions:** Although difficult to quantify, there were numerous noteworthy in-kind contributions made throughout 2015.
- **Volunteer contribution:** The most important contribution is arguably members' voluntary contribution of time and skills. During the 2015 year members spent 221 411 hours (2014 200 426) and drove 2 372 197 km (2014 2 168 890) in support of SANParks.



Significantly, the average contribution of hours spent working for SANParks increased to 147 hours during 2015 (2014 – 117). This is a testament to the dedication of the members. It is also a clear indication that members understand that they are here to serve the SANParks cause and not simply to call themselves Honorary Rangers.

4.4 Funds available: Cash funds available in the SHR account and which have not yet been spent on supporting SANParks continues to grow. This year it is up to R17,3 million (2014 – R13 million). It is not desirable for a service-oriented organisation to have large amounts of money in trust, which is not being used to make a difference.

There are opportunities to spend the funds via the wish list system and the regions have been encouraged to utilise this opportunity during the new financial year.

- **Total Contribution:** In order to place a value on total contribution to SANParks and in line with previous reports, members' hours are valued at R150 per hour and kilometers travelled at R3,94 per km.
- Hours spent by members total at the value of R33 211 683 (2014 R30 063 900).
- Members' travel is valued at R9 346 377 (2014 R8 046 582).
- The financial contribution to SANParks was R5 616 624 (2014 R5 550 911).
- This brings the Total Contribution for 2015 up by 10,34% to R48 174 684 (2014 R43 661 393).

The success achieved by the SANParks Honorary Rangers during 2015 was the result of the cooperation amongst many people. Without the public, business community, sponsors and donors, it would have been difficult to deliver the support needed. The SHR acknowledge abovementioned partners in support of national parks.



CORPORATE SERVICES REPORT

Malachite Bird Hide in Garden Route National Park



2.7 Corporate Services Report

Corporate Communications

South African National Parks has been receiving acceptable media exposure in the reporting period with most of the issues rated as being neutral/positive. In essence, for the period under review, SANParks media reputation rating (positive/neutral) was 99%. This is better performance considering the situation in regular media reports about the on-going rhino-poaching incidents in the Kruger National Park, which continuously receive both national and international media coverage. SANParks continues to be a voice to be reckoned with as far as the sourcing of credible information is concerned, particularly on conservation and tourism related issues.

For the reporting period, SANParks had 6 914 media clips with an Advertising Value Equivalent (AVE) of R213 387 568.

The organisation's reputation has improved quite substantially due to the pro-activeness of reporting issues, including arrests of suspected rhino poachers in the Kruger National Park and reporting on various operational issues such as mitigation of drought in national parks and other issues of interest. To keep track of SANParks media relations, media reputation and to evaluate the reach of message, the organisation engaged the services of a media monitoring company.

A five-year partnership with Caxton Media Group now in its fourth year for the production of a quarterly newspaper has been going from strength to strength. SANParks Times is produced every quarter. The publication started with a circulation of 90 000 copies and it has since grown to about 160 000 copies. The agreement with Caxton Group has seen SANParks enjoying additional coverage in other Caxton owned magazines and has since recorded huge publicity amounting to an equivalence of about R36,6 million.

The SANParks website continues to reach new heights year after year in supporting revenue generation, information dissemination and growing the ambassadors for SANParks. For the reporting period, E-business generated R314 million, of which R290 million were through on-line reservation – a 12% increase over the previous year's R280 million made in bookings. The website further attracted 6,5 million visitor sessions during the year, nearly 40 million page views, and 2,5 million unique to the site. The social media platforms continue to play a critical role in providing access to customers and stakeholders with information pertaining to, amongst others, tourism, conservation and key issues within SANParks.

The annual SA National Parks Week (SANPW) programme received extensive media coverage in this reporting period with features on all national parks on SABC 2 Morning Live and number of commercial, regional and community radio stations throughout the country for the duration of the focus week on national parks.

The annual Kudu Awards was hosted successfully and has again received financial support from First National Bank (FNB) and Total SA. The organisation also hosted a number of key events in support of conservation of rhino. These included the World Ranger Day, the Presidential visit and launch of the Joint Operations Centre in Kruger National Park by the State President and visit by Prince Harry in support of anti-rhino-poaching work.

Government Relations and Stakeholder Engagements

SANParks continues to play a pivotal role in various key national and provincial government initiatives through the Working Group 12 (formerly Environmental Affairs Government Communicators Forum). The affairs of the Working Group include planning and hosting of strategic environmental events, which include programmes such as:

- World Rhino Day
- International Rangers Day
- World Environment Day
- International Biodiversity Day







Media Relations and Management

SANParks media activities and relations for the year focused on South African National Parks Management such as:

- End of the old Board tenure, appointment of the new Board which coincided with the start of the new chief executive officer, chief operation officer
 and chief financial officer.
- The annual South African National Parks Week.
- Rhino-poaching (Presidential Visit).
- The attack of a tourist guide by a leopard in Kruger National Park.
- The escaped Karoo lion.
- The Table Mountain National Park fires.
- Fishing in Tsitsikamma Marine Protected Area.
- Wildlife poisoning in the Kruger National Park.
- Prince Harry's trip to Kruger National Park.
- The Kudu Awards.
- The drought situation in the Kruger National Park.

Media Relations Policy

The Media Relations Policy was revised in the previous financial year and tabled to ExCo, the Audit and Risk Committee and thereafter to the Board Meeting of 24 March 2015. The Policy was approved at that meeting.

Strategic Interventions towards Proactive Media Engagement

SANParks continues to nurture relations with the media in a bid to create a lasting relationship of mutual respect and trust. SANParks issued 42 press releases during this financial year and engaged in a range of proactive media engagements to present comprehensive information and analysis on key issues through the media to the public.

These proactive media engagements included the following:

- Media tours to the Kruger National Park to provide exposure for the efforts that SANParks is making to fight the scourge of rhino-poaching and coverage for the Strategic Rhino Translocation Programme.
- A media tour to the Agulhas National Park for the launch of the Agulhas Rest Camp extension and profile the SANParks Infrastructure Programme.
- Media briefings on key issues including the Skukuza Conference Lodge development, the fires in Table Mountain National Park, and the war on poaching in the Kruger National Park.
- Hosting media at public events such as World Wildlife Day, World Ranger Day, World Rhino Day, commissioning of helicopter donated by the Howard G
 Buffett Foundation and launch of SANPW.

Social Media

The role of social media is increasingly becoming important as evidenced by the growth in public participation in the various social media platforms in which SANParks is engaging. For the 12 months from 1 April 2015 to the end of March 2016, the number of members of the SANParks Forum hosted on the SANParks website had grown by 5,91% from 27 831 to 29 476. The number of Facebook fans had grown by 13,0% from 123 008 at the beginning of the financial year to 138 981 at the end of March 2016. Twitter followers grew by 30,0% in the same period from 52 205 to 67 308.



Implementation of Brand Awareness Plan

The key branding events for SANParks, SANPW and the Kudu Awards were successfully staged during the year. Both events were extremely successful with the SANPW recording an AVE of R12 330 467.26 through media coverage.

The focus of media activities and relations for the second quarter was the SANPW, which was launched at Marakele National Pak on 13 September 2015. The launch was combined with the launch of the Bontle Tented Camp. The SABC Programme, Morning Live, broadcast the SANPW launch and featured SANParks in their broadcasts for the whole week.

Prior to the event, a comprehensive media plan for the campaign was created. This plan resulted in excellent publicity for SANParks including two successful partnerships during the week with RSG and Pretoria News. Both partnerships included a competition. As a result of the partnership between SANParks and the Independent Media Group (Pretoria News, The Star & Cape Times), SANParks received full page coverage on national parks and SANPW 2015.

Several radio stations such as Classic FM, Tshwane FM, Lotus FM, Ikwekwezi FM, Soweto Radio, Soweto TV, Metro FM, Eden FM, Bushbuckridge Radio and Algoa FM interviewed SANParks representatives during and leading up to SANPW.

SANParks held the 11th Annual Kudu Awards ceremony in partnership with First National Bank and Total SA at the CSIR on 16 October 2015, where both internal and external stakeholders were awarded with the coveted awards.

E-Business

In the previous year, SANParks E-Business focused on expanding its products offering, speed and accuracy of information dissemination, legal compliance, and support on growing ambassadors for SANParks.

E-Commerce

E-Commerce generated over R314 million on the site R290 million, which was through online reservation - a 12% increase over the previous year's R280 million made in bookings. The number of reservation transactions made online increased by 4% from 80 640 to 83 446, of which many were attracted by online promotions. Likewise, the rand value of Wild Cards sold online increased by 20% from R20 million to R24 million. The Business-to-Business (B2B) module that serves Travel Trade partners has brought over a R4 million value of reservations. The main E-Commerce products launched were the selling of overnight activities, and pre-booked day visits. 3D-secure, which is in line with banking requirements was deployed in August 2015.

All accommodation is visually represented through still photography and approximately 75% is covered via 360-degree virtual reality images. Exciting new features on the site are displaying virtual itineraries for some parks, and video footage of activities offered in the parks. Google Maps are now embedded on the parks sections, which assist clients with planning their trips. The website content is continuously updated, enhanced or revamped to maintain the highest level of information integrity. The number of content updates made in the past year was over 660 and the number of announcements made was 332.

Approximately 32% of all SANParks clients now make their bookings online, as opposed to call centre, email, satellite offices, etc.

Website statistics and Demographics

The website had over 6,5 million visitor sessions during the year, over 40 million page views, and over 2,5 million unique visitors to the site. Out of the total 70% of the visitors are based in South Africa, with Germany, UK, and US leading the 30% international group. Continuous research of stakeholder needs assists in identifying areas that need further streamlining and enhancements. In the previous year, more than 3 000 email-messages were received from clients, of which 97% were positive versus 3% negative.

Website uptime was maintained at an acceptable 99,9% and online communication was further enhanced through Facebook, Twitter, Instagram and YouTube.







Growing ambassadors for SANParks

As always over the years, it is commendable that the website community forum, formed in November 2004, is still growing, having a membership of 29 714 at the end of the financial year, an increase of 7% from the previously reported 27 783 members. The forum boasts 940 818 posts that hold a wealth of information for old and new park visitors. The forum community, is inherent to the SANParks website, is still growing despite the expansion of social media such as Facebook, Twitter, etc. A ranking system based on public voting takes forum members from one Kudu (Junior Virtual Ranger) through to five Kudus (Legendary Virtual Ranger). Within the 10 years of existence, the forums have seen only 14 Legendary Virtual Rangers, making this a most prestigious online status.

Most of the success of the forums is attributed to the volunteer service provided by the Forum Moderators, and the Virtual Honorary Rangers (VHRs). While the Moderators assist in observing the forum rules and mediate in conflict resolution, the VHRs focus on running projects, many of which are fundraising in nature. Their total direct and indirect contribution to SANParks is valued at R3,5 million per annum.

Online Initiatives

- The webcams located at various waterholes in the parks (Addo Elephant, Orpen, Satara and Nossob) are still some of the most popular attractions on the site. Three out of the four webcams are still streaming live video, making webcams number two on the list of most visited sites on SANParks.org after the Home page, and followed by online bookings, and the forums.
- The Annual Photographic Competition conducted by the online forum Moderators, once again produced breath-taking Digital Compact or Digital Single Lens Reflex (DSLR) photographs submitted by public in the categories Portraits, Landscapes, All Animals and Insects, Human activity in any SANParks, Plants, Black and White, and Birds. All winning images can be found on the forum site.
- The Annual Online Forum Awards accomplished by public votes, produced winners in the categories Angel, Avatar, Birder, Cammer, Musketeer, Newcomer, Quiz Whiz of the Year, and Best/Funniest Forum Name, Sighting (Birds), Sighting (Non Predator), Sighting (Predator), Sighting (Small creatures and/or insects). In addition there were awards for Travel Tale of the year for KNP, Travel Tale of the year for Other Parks, and Small Parks Promoter of the Year. All winners carry prestigious "badges" that define their distinguished status on the site.
- Likewise, there are the still thrilling annual campaigns that invoke further interaction that relates to experiences in the national parks. An example of that is "Love is in the Air", which marked Valentine's Day celebrations with images of animals "in love". All submissions and winning photos are available on the forums.

Information and Communications Technology Operations (ICT)

Governance of ICT

During the year under review, a key initiative that received further attention was reviewing the Governance of Information and Communications Technology in line with the principles of the control objectives of Information Technology Framework, version 5 (COBIT 5©) and according to the guidelines provided by the Department of Public Administration of South Africa (DPSA). This review has the benefits of ensuring that the governance of ICT is in line with organisational governance and the functioning of ICT is formally aligned with business requirements and strategy. A Corporate Governance of ICT Policy (CGICT) has been implemented. A key component of this initiative is to establish regular maturity assessments to identify areas of improvement. A further key component of Governance is to align ICT initiatives with business requirements and for that purpose, SANParks IT function has adopted a new strategy that will guide the operations for the next five years and assist SANParks to leverage technology as a strategic enabler.

IP Telephony

SANParks expanded its IP Telephony roll out by upgrading another five sites: Kamieskroon, Augrabies, Mount Pleasant, Kloofnek and Tokai to the newly adopted standard for Telephony in SANParks. In addition, least-cost routing was implemented between the Head Office and approved service provider leading to call cost savings of at least 55% over standard Telkom rates and also allowing for temporary upping of incoming call capacity during peak periods in the Reservations Contact Centre.



Sharing of information

SANParks has performed an upgrade of its Enterprise Content Management System to the latest release of the software. The new look and feel as well as the implementation of Electronic Records Management improved Contract Management and focused communication to its employees. As part of this project, the SharePoint site has been upgraded to a secure site and is now accessible to validated users from outside the traditional SANParks network, greatly assisting employees that travel regularly to have access to essential information.

IT support operations

SANParks supported 1 610 (2015 – 1425) users during the year at 106 (2015 – 104) sites spread all over the country. During the year 9 750 (2015 – 10 290) incidents were logged and supported, achieving 98,65% (2015 – 98,78%) within pre-contracted Service Levels. A Total of 12 856 (2015 – 13 176) telephone calls were taken at the help desk during the year. Overall network uptime achieved was 99,16% (2015 – 98,91%) and server uptime realised was 98,63% (2015 – not measured) including any planned downtime.

ENTERPRISE APPLICATION DEVELOPMENT

Governance

Since 2009, the organisation has continued to improve on process governance and enforcement of business rules. The deployment of the business process management suite (bpms) of applications has been a key driver in driving these efforts. The technology has assisted in standardising the execution patterns of key business processes, their visibility, efficiency and transparency.

Human Resources Processes

The new Human Resources Management System (HRMS) that was implemented in the previous year continued to contribute significantly to the management of employee related information in the organisation. The system improvements included the integration with the organisation's BPMS of technology allowing for efficient and automated capturing of leave transactions. As a result, the management of leave improved providing for a reliable calculation of the organisation's leave liability and assessments of leave patterns. A combined total of 50 628 leave-transactions equating to 174 541 leave days were processed through the integrated leave process during the year. The number of days taken for each of the different leave types throughout the year is represented below in both tabular and graphical form:

LEAVE TYPE	TOTAL NUMBER OF DAYS TAKEN
Annual	98 006
Surplus	3 431
Contagious Deceases	94
Court Appearance	89
Family Leave	4 846
Forfeited	47
Maternity	13 928
Miscarriage	184
Natural Disaster	26
Occasional	18 489
Occupational Incident and Diseases	1 858
Special Leave	14
Sick Leave - Full Pay	30 845
Sport	9

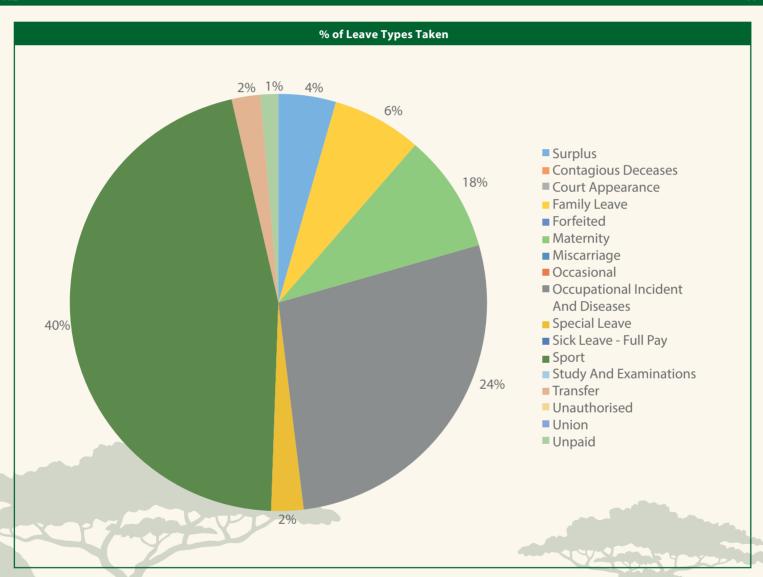








LEAVE TYPE	TOTAL NUMBER OF DAYS TAKEN
Study and Examinations	2 322
Transfer	161
Unauthorised	103
Union	32
Unpaid	646
TOTAL	17 4541



Finance processes

The finance department remains a key interest area for improving on governance. The travel and subsistence payment process continues to allow the organisation to improve on the governance of travel claims and related transactions. Over R40 million worth of claims have been completed through this process. The automation of the process has allowed the organisation to electronically track travel behaviours and enforce financial rules more efficiently.

SOCIO-ECONOMIC DEVELOPMENT PEROPS

Storms River Mouth: Garden Route National Park







2.8 Socio-Economic Development Report

In December 2015, the SANParks ExCo took a decision to establish a Socio-Economic Development Division to give expression to the strategic decision of the Board to elevate this function to one of the three core pillars of the organisation along with Conservation and Tourism. The mandate of the Socio-Economic Development Division is to contribute towards the development of communities adjacent to national parks through the coordination and implementation of development programmes adjacent to the national parks.

This comes out of the recognition that national parks are strategically located to play a critical role as catalysts and drivers of local economic development, particularly in the rural areas of South Africa where the majority of the national parks are to be found.

Functions incorporated into the Socio-Economic Development Division on an interim basis, pending the completion of an organisational development (OD) exercise in the course of the 2016/17 financial year, include the following:

- Implementation of Social Legacy Programme (CSI)
- Economic Empowerment Programmes (Green and Blue Economy Projects)
- Environmental Education and Awareness
- Land Audit and Resolution of Land Claims
- Expanded Public Works Programmes
- Infrastructure Development Programme

Social legacy programme

The legacy programme aims to support and contribute to the achievement of government's mandate towards social development. Through this programme, SANParks invests resources for the provision of much-needed facilities in communities living adjacent to national parks. An annual amount of 1% of tourism income (accommodation and activities) is set aside for this purpose.

The programme currently supports the provincial departments of education through the provision of facilities ranging from science laboratories and computer centres to libraries and information centres. Once these facilities are developed, they are handed over to relevant government departments for operationalisation.

The following projects were successfully completed and handed over to respective Provincial Departments of Education in the 2015/16 financial year;

- A science laboratory at Calata High School near the Mountain Zebra National Park in the Eastern Cape.
- A science laboratory at Tlakulani High School in the north of the Kruger National Park (KNP), Limpopo.
- A science laboratory at Sibusisiwe High School, south of the KNP in Mpumalanga.
- A kitchen facility at Takheleni Primary School, south of the KNP in Mpumalanga.
- A science laboratory at Groenvlei High School adjacent to Marakele National Park, Limpopo.
- A science laboratory at Moriting wa Thuto Combined School adjacent to Golden Gate Highlands National Park in the Free State.

A total number of 79 temporary jobs were created during the provision of the facilities and about 800 learners per school will benefit from these investments.

Economic empowerment programme

The Economic Empowerment Programme contributes towards sustainable economic development of communities adjacent to national parks through access to business opportunities and other socio-economic development initiatives created through the national parks system.



Wildlife Economy

The wildlife economy programme facilitates the implementation of Green and Blue Economy projects in partnership with communities adjacent to national

The following projects were initiated:

Bevhula and Gidjana communities: The two communities are located adjacent to Kruger National Park on the north western boundary. They have land between them of about 1 800 ha which they desire to use for the establishment of a wildlife economy project. Formal applications and community resolutions were received from the two communities to this effect. Two Interim Cooperation Agreements were also signed between SANParks and the Traditional Councils of the two communities mapping out the process and responsibilities of parties involved towards the finalisation and signing of the final cooperation agreement. The implementation of a land rehabilitation project on the respective land funded by DEA has been completed. DEA has also approved an amount of R10 million towards the establishment of the initiative. SANParks will be the implementing agent on behalf of the Department.

Mdluli: The Mdluli community has land inside the Kruger National Park in the south, which is to be used for ecotourism initiatives. Due to litigation; however, in respect of developers within the area, the implementation of projects has been put on hold. Investigations are however, at the final stage and a process is underway to establish the optimal investor-community beneficiation model proposed for this project.

Mjejane: The Mjejane game reserve is situated next to the Kruger National Park linked to the park through a bridge which provides access to operators from the Mjejane Game Reserve. An interim agreement on right of access was signed between SANParks and the Mjejane Trust on condition that certain conditions stipulated by the court be met, including the verification of the Miejane beneficiary list. These were however, not resolved and SANParks gave six months' notice of termination of the Interim agreement up to the end of August 2016 in order to allow the Trust to deal with outstanding issues.

Nkambeni community: A wildlife economy project will be implemented on a piece of land fenced out of the Kruger National Park during the establishment of the railway line, which defines the new western boundary for the park. An amount of R10 million was approved by DEA for the development of the project, with SANParks taking on the responsibility of implementing the project with the community. An Interim Agreement has been drafted between SANParks and Nkambeni Traditional Council to this effect. The land identified for the implementation of the project was rehabilitated through funding received from Expanded Public Works Programme.

Richtersveld Contractual Agreement: A 30-year contractual park agreement was signed in 1990 between SANParks and the Richtersveld community for the management of the Richtersveld Transfrontier Park. Through this agreement, the community gets an annual lease payment from SANParks, to the Richtersveld Community Trust. Funds are used for various community development projects, including study bursaries and the transport of learners. The Richtersveld Joint Management Committee (RGBK) was established to ensure the implementation of the agreement and community development projects. The community

has retained grazing rights for limited numbers of goats and sheep in the national park.

An agreement was reached in a meeting of the RGBK in November 2015 that the Contractual Agreement between SANParks and the Richtersveld community will be renewed for a further 30 years with SANParks as the management authority, and with an increase in the rental fees per hectare payable by SANParks to the Richtersveld Community Trust.

Khomani San and Mier: (Kalahari Gemsbok National Park): A contractual park agreement exists due to a land claim by the Khomani San and Mier Communities for the management of parts of the Kalahari Gemsbok National Park. Job opportunities in this area are very few and the park serves as the main employer of the Khomani and Mier communities, resulting in 92% of the workforce coming









in terms of the settlement agreement, which provides oversight for the implementation of the contractual park agreement and for community development projects in and around the park.

The Khomani San community requested the donation of wildlife on the farm Erin, owned by this community. Plans are proceeding for this donation with the translocation of animals being scheduled for the winter of 2016.

Blue Economy Projects

Tsitsikamma Angling Community - Controlled Access to Tsitsikamma MPA

The process for the promulgation of regulations to allow limited and controlled fishing by members of the local Tsitsikamma community has been completed. The period for public comment on the draft regulations closed at the end of January 2016 and consideration was being given by DEA to the comments received prior to a decision being made by the Minister of Environmental Affairs.

SANParks has supported the intention to open certain areas of the coastline within the MPA for limited and controlled line fishing for subsistence and recreational purposes by the local community and is aiming at the implementation of this programme in the first half of the 2016/17 financial year, should the Minister decides to open these areas.

Land claims

Significant progress has been made in terms of trying to settle land claims in national parks. The relationship between the Commission on the Restitution of Land Rights (CRLR) and SANParks has continued to yield better results that will see future land claims being settled in a manner that will balance both the constitutional rights of conservation and restitution.

There are currently seven outstanding land claims in national parks, with five in the negotiation stage and two in the research stage. Considerable progress was made in the year under review on the settlement of the Kruger National Park land claim. In principle agreement was reached with six of the claimant communities on the Phase 1 settlement of this claim, which will comprise an amount of R110 000 per family in compensation for improvements on the land and a once off payment into a development fund in lieu of payment for the land value. In addition, a beneficiation package is being developed by SANParks as part of the Phase 2 settlement, which will provide income flows and investment opportunities to claimants.

The Phase 1 settlement of the Golden Gate Highlands National Park land claim was celebrated. A total number of 79 out of 115 verified families received an amount of R29 807 168 as financial compensation towards their land claim from the CRLR. Phase 2 will be settled as part of restoration of the claimed properties to the remaining 36 families.

Expanded Public Works Programme

Implementation of various programmes and projects of the Expanded Public Works Programme (EPWP) funded by DEA resulted in the creation of 6 364 Full Time Equivalent jobs in national parks, provincial nature reserves, other protected areas and some urban projects such as the Eco-Furniture Programme.

Projects were approved as part of the DEA's Environmental Programmes, i.e.:

- Natural Resource Management Programme (NRMP)
- Environmental Protection and Infrastructure Programme (EPIP)

During the past year, the programme experienced some challenges and some projects did not start as planned or were closed down earlier due to budget constraints facing the DEA. Overall, the performance was good and over 1.4 million person days were achieved.



Table 1: Overview of EPWP Programmes implemented in 2015/16

EPWP PROGRAMME	DESCRIPTION	IMPLEMENTATION STATUS	
Working for the Coast	Cleaning of beaches, rehabilitation of coastal systems and maintenance of tourism infrastructure, including Blue Flag beaches.	The 2013/14 – 2015/16 projects were concluded in July 2015. Planning was completed for the next three-year cycle 2015/16 – 2017/18.	
Working for Wetlands	Rehabilitation of wetland systems.	Project implementation started in October 2015 and was finalised on 31 March 2016.	
Environmental Monitors	Support to conservation functions in parks, buffer zones, provincial nature reserves and private nature reserves.	2015/16 was the final implementation year for this three-year programme. Funding was approved for a new three-year cycle until 2019.	
Working for Water	Clearing of invasive alien vegetation.	Alien vegetation clearing projects were implemented in all national parks	
Working for Ecosystems: Rehabilitation and Bush Clearing	Soil erosion projects, bush encroachment control and Addo Spekboom project for carbon sequestration.	This programme was implemented in most National Parks, nature reserves of the Mpumalanga Tourism and Parks Agency (MTPA) and the Kruger to Canyons Biosphere. Bush clearing was done in Marakele and Kruger National Parks.	
Eco Furniture Programme	Manufacturing of school desks and furniture from alien vegetation.	Five factories and one wet mill were operational during the past year.	
Greening & Open Spaces	Nurseries – propagation of plants for rehabilitation, food security for local communities.	2015/16 was the final implementation year for this three-year project. Nurseries will be maintained in future on the Natural Resource Management Programme.	
Working on Fire and High Altitude Teams	Fire prevention and control in national parks, and removal of alien vegetation from inaccessible mountainous areas and cliffs.	Eight firefighting teams were employed in national parks, and the high altitude teams mainly worked in Table Mountain and Garden Route National Parks.	
People & Parks	Infrastructure development and improving integrity of protected areas.	Implementation was started on the MTPA project in Bushbuckridge Nature Reserve. The planning was finalised for projects in the National Parks (Mokala, Ais/Richtersveld and Tsitsikamma).	
National Department of Tourism Social Responsibility Programme	Development of tourism infrastructure.	Planning for the Agulhas Southernmost Tip project was completed.	





Highlights of the EPWP programme included the following:

- The Black Mamba teams of the Environmental Monitor programme received the Champions of the Earth 2015 Award from the United Nations Environment Programme.
- A study on the Social and Economic Impact of the Kruger to Canyon Environmental Monitor programme demonstrated that the Kruger to Canyon project had an incredibly positive outcome on participants, their families and their communities in terms of livelihoods and well-being, and through acting as conservation ambassadors within their communities.
- 143 000 school desks were successfully delivered to schools mainly in the Eastern Cape Province.
- Funding was approved to continue with the Working for the Coast and Environmental Monitor Programmes for the next three-years.
- Planning was completed for the Southernmost Tip development in Agulhas National Park funded by the National Department of Tourism after a long design process.
- Construction of the staff houses in Bushbuckridge Nature Reserve, MTPA was completed.





Social Deliverables

Participants were recruited from 380 communities or villages adjacent to national parks, creating employment, opportunities for SMMEs and direct investment in the local economies of some of the remotest areas in the country. Over the past year, 980 SMMEs were supported by the programme and R213 million paid to these small contractors performing the various planned activities. Youth made up 70% and women 56% of all jobs created, with the national Environmental Monitor Programme achieving 80% youth employment.

Table 2: Social Deliverables of EPWP Programmes

PROGRAMME	NO OF PEOPLE	PERSON DAYS	FTES	TRAINING	SMMES	AMOUNT PAID TO SMMES ('000)	EXPENDITURE ('000)
Planned target 2015/16	9 219	1 685 326	7 328	95 543	501	R249,430	R596,500
DEA Environmental Protect	ion and Infrastru	cture Programm	e				
Working for the Coast	583	29 790	130	3 893	41	4,950	8,030
Environmental Monitors	1 660	333 759	1 451	1 660	-	-	62,540
Lisbon Project	162	35 941	156	2 269	17	4,734	5,775
Nurseries	127	19 554	85	1 154	14	3,187	6,350
People & Parks	154	13 698	60	-	15	2,185	6,557
Sub-Total	2 686	432 742	1 881	8 976	87	15,056	89,252
DEA Natural Resource Mana	gement Program	ıme					
Working for Water	9 080	337 337	1 467	28 196	366	66,320	12,041
Working for Ecosystems: Rehabilitation	4 792	246 051	1 070	12 311	239	49,230	68,910
Working for Ecosystems: Bush Clearing	427	22 020	96	849	18	4,910	6,910
Working for Wetlands	688	38 297	167	5 002	44	7,930	11,200
Working for Ecosystems: Mpumalanga Tourism and Parks Agency	329	29 058	126	1 645	20	6,050	8,885
Kruger to Canyon Land Incentive	232	24 631	107	166	11	4,140	5,475
Bio-control & Alien Fish	544	13 496	59	1 195	19	2,560	5,621
Working for Ecosystems: Medupi	23	861	4	-	-	-	0,058
Eco Furniture Programme	4 082	250 031	1 087	14 255	172	56,813	229,220
Umoyou	123	1 501	7	477	4	0,253	0,629
Sub-Total	20 320	963 283	4 188	64 096	893	198,206	448,949
Fire & Forest Association							
Working on Fire	161	40 267	175	1 820	-	0,00	-
High Altitude Teams	131	27 396	119	-	-	0,00	-
Sub-Total	292	67 663	294	1 820	-	-	-
TOTAL	23 298	1 463 688	6 364	74 892	980	R213,262	R538,201
Percentage	252,72%	86,85%	86,85%	78,39%	195,61%	85,50%	90,23%







Biodiversity Deliverables

The main activities of the EPWP projects were biodiversity management:

- Invasive alien vegetation clearing.
- Land rehabilitation including erosion and control of bush encroachment.
- Wetland rehabilitation.
- Conservation management support through the Environmental Monitor Programme.

The performance against the planned targets for the biodiversity deliverables are summarised in the table below. Planned deliverables were achieved and exceeded for most activities, except for beach clean-up where the new Working for the Coast projects did not start in September 2015 as planned.

Table 3: Biodiversity deliverables of the EPWP Programmes

DELIVERABLES	PLANNED	ACTUAL	PERCENTAG
Beach Clean up			
WftC Beach clean-up (km)	11 726	4 583	399
Wetlands Rehabilitation			
Cubic meters	13 535	14 926	1109
No of wetlands rehabilitated	20	18	909
Environmental Monitors			
EMs appointed	1 441	1 660	1159
Alien Vegetation Clearing			
Initial hectares	27 330	31 092	1149
Follow up hectares	196 444	221 947	1139
Working for Ecosystems:			
Rehabilitation			
Initial rehabilitation (ha)	5 200	13 301	2569
Follow up rehabilitation (ha)	12 394	19 149	1559
Working for Ecosystems: Bush			
Clearing			
Initial bush clearing	2 607	2 509	969
Follow up bush clearing	792	840	1069
Total Rehabilitation (Alien vegetation, erosi	on & bush clearing)		
Initial rehabilitation (ha)	35 137	46 902	1339
Follow up rehabilitation (ha)	209 630	241 936	1159
Eco Furniture Programme		The second second	Assess The Control of
School desks (SDEs)	279 290	142 720	519







Infrastructure Development Programme

The annual Infrastructure Investment allocation for 2015/16 was reduced to R268.3 million and expenditure of R225.7 million (84%) was achieved. The remainder of the funds in the programme are committed to contracts, and include a provision for the implementation of the Skukuza Safari Lodge project in Kruger National Park. The planning and design of this lodge was completed and the tender process scheduled for the new financial year.

Implementation of projects to address the focus areas of the Infrastructure Development Programme continued, i.e.

- Upgrade and construction of staff accommodation.
- Upgrade and construction of tourism accommodation and facilities.
- Upgrade of roads.
- Upgrade and replacement of bulk services infrastructure.

Within the Parks Division, the construction of new staff accommodation units in Mapungubwe, Marakele, Mokala, Agulhas and Wilderness National Parks were completed. Roads in Addo Elephant, Karoo and Mountain Zebra and Mapungubwe National Parks were upgraded and resurfaced. New tourism units were completed in Kgalagadi Transfrontier Park, i.e. two family chalets were added, while additional units were added to the Wilderness camps at Urikaruus and Kieliekrankie. Work started on the re-design of Nossob Rest Camp in Kgalagadi and included the completion of 10 new chalets, 10 serviced campsites and replacement of the campsite ablution. The bulk services in the Cape Point section of Table Mountain National Park received much needed attention and an old asbestos water pipeline was replaced, while a new sewer plant was installed to deal with the increased numbers of visitors – this system was designed to recycle the water and thus reduce the demand from the municipal source.

In the Kruger National Park repairs of roads and bridges damaged by floods was a high priority, while the scheduled reseal and resurfacing of roads also received attention. The upgrade of restaurant facilities in Nxanatseni and Marula Regions were completed in support of the new operators appointed to manage these facilities. Tourism accommodation units were renovated in many of the rest camps of the park, and the planned projects for Mopani, Shingwedzi, Olifants, Pretoriuskop, Skukuza and Satara were completed. The staff accommodation upgrades is one of the most important infrastructure needs of Kruger and especially at the ranger stations where additional staff was appointed to address the rhino-poaching situation. Staff houses were constructed and upgraded at various ranger stations and camps in the park, and the projects for Mopani, Mooiplaas, Olifants and Satara completed. The re-design of the Theba facility into tourism units was completed providing overnight accommodation in the Pafuri area of the park.

The National Department of Tourism (NDT) approved funding for tourism infrastructure on the Tourism Destination programme, supporting exiting new initiatives such as the Phalaborwa Wild Activity Hub, new Shangoni Gate and the Tsitsikamma Big Tree. Two other projects are also funded by NDT, i.e. the Dinosaur Centre in Golden Gate Highlands National Park and the Southern Tip Icon at Agulhas National Park.

Capital Investment: (Capital investment, maintenance and asset management plan) Provide feedback on the plan

SANParks has a 5-Year Strategic Infrastructure Plan, which is funded through annual allocations of Infrastructure Investment funding from the Department of Environmental Affairs. Business plans are developed for three-year cycles as per MTEF allocations and projects implemented accordingly. Phase 3 of the Infrastructure Programme was implemented over the period 2013/14 to 2015/16 and addressed renovation, upgrade and construction of new infrastructure typically found in national parks, i.e. tourism accommodation, staff accommodation, roads, fences, bulk services and other support infrastructure such as offices and entrance gates. The 5-Year Strategic Infrastructure Plan is updated on an annual basis through a prioritisation process to incorporate the various needs of the parks.

Infrastructure projects which had been completed during reporting period against plans – provide reasons for key variances.







	2014/15			2015/16		
Infrastructure Programme	Budget	Annual	Over/ under	Budget	Annual	Over/ under
		expenditure				
Infrastructure Programme Phase 2	39 362 404	15 775 036	23 587 3681	23 587 368	5 018 176	18 569 192
Infrastructure Programme Phase 3	395 139 995	253 373 541	141 766 455	410 070 455	225 763 225	184 307 229
TOTAL	434 502 399	269 148 576	165 353 823	433 657 823	230 781 401	202 876 422

Notes:

- a. Under expenditure on Infrastructure Programme Phase 2 for 2014/15 and 2015/16 was caused by appeal against the Environmental Impact Assessment for the proposed development in Nossob Rest Camp, Kgalagadi Transfrontier Park. This caused a delay of more than a year on the project.
- b. Under expenditure in Infrastructure Programme Phase 3 for 2014/15 is related to implementation period of four months only in previous financial year due to a long business plan approval process.
- c. All funds for Infrastructure Programme Phase 3 for 2015/16 are committed in contracts, except R75 million for first large project, Skukuza Safari Lodge. Poor performance by contractors had an impact on expenditure.

Infrastructure projects in progress

Implementation of projects in the Infrastructure Programme Phase 3 is almost completed with funds committed in contracts except the Skukuza Safari Lodge project. Projects in progress include the upgrade of roads in Marakele National Park, construction of new park management offices in Mapungubwe National Park, upgrade of chalets in Golden Gate Highlands National Park, construction of new chalets in Mountain Zebra National Park and Tankwa Karoo National Park, upgrade of roads, tourism accommodation and staff accommodation in Kruger National Park.

Planning was completed for projects approved in Phase 4 (start date 1 April 2016) and tenders were issued for various construction projects. The category of projects approved for IP4 is presented in the table below:

CATEGORY	KNP	PARKS	TOTAL	Percentage
New Tourism	223 800 000	36 509 310	260 309 310	39%
Existing Tourism	67 741 200	56 871 118	124 612 318	19%
Roads	17 000 000	35 880 073	52 880 073	8%
Staff Accommodation	28 200 000	35 647 147	63 847 147	9%
Bulk Services	57 190 000	12 218 845	69 408 845	10%
Other	1 330 000	34 008 811	35 338 811	5%
Community		36 252 000	36 252 000	5%
Energy Efficiency	8 000 000		8 000 000	1%
Imp fees		21 453 496	21 453 496	3%
TOTAL	403 261 200	268 840 799	672 101 999	100%

Progress on maintenance

A limited operational budget for maintenance of infrastructure in SANParks is one of the major challenges to maintain an infrastructure plant of R9 billion. In 2015/16, R61 million was spent in the maintenance of infrastructure while industry norms require a budget of R242 million for planned and routine maintenance, i.e. an annual shortfall of at least R181 million or 75% per annum.



Developments that will have a negative effect on expenditure

Budget cuts of Infrastructure investment of R270 million over the past three years impacted on the projects that could be implemented. Since planned projects had to be moved out, it impacted on the strategic plan and planned outputs. Long procurement and contracting processes impacted on project implementation over the past two years, while contractor performance also added to low cash flow than planned.

Measures taken to ensure the asset register is kept up to date

Assets are capitalised once practical completion certificates are issued for construction projects. Monthly reconciliations are done to ensure that assets are created upon completion of the projects.

Current state of capital assets (good, fair, bad)

The outcome of Pavement Management System Report on roads, is as follows:

- Unpaved roads Fair to poor
- Paved roads Fair to good in Kruger National Park and fair to poor in the other parks.

The roads infrastructure needs urgent capital investment within the next two to three years to prevent structural damage and increased costs.

With regards to building infrastructure, staff accommodation is in a poor state and tourism infrastructure fair.

Major maintenance projects undertaken

The annual Infrastructure Investment allocations are critical to assist with the maintenance and upgrade of roads, buildings, bulk services and fences in national parks. The annual maintenance backlog continues year on year. SANParks has consistently increased the baseline of the maintenance budget in the past three financial years, but the operational allocation does not allow a 20% increase needed year on year for a period of 10 years to achieve the required maintenance budget for planned and routine maintenance.



OPERATIONS REPORT

Augrabies Falls National Park



2.9 Operations Report

Section 1: Kruger National Park

This report is intended to give a synopsis of the kruger national park's 2015/16 annual activities by highlighting certain achievements by the various departments of the park. The report is not exhaustive but an attempt to pick those salient activities for the report period to give a picture of the park's achievement of the year.

Kruger national park (knp) is experiencing one of the driest years in recorded history in some parts (although rains recently fell throughout the park, some parts in the south are even drier than during the 1991/2 drought). According to predictions, the el niño effect will continue into the winter months. This condition is expected to cause severe drought in knp with all the related consequences associated with such a large infrequent disturbance event (lide).

The past few months have seen exceptionally dry and hot conditions throughout the knp and these are reflected in the veld conditions. Before the recent rains, many of the man-made dams in kruger have dried up and resident hippo populations have sought refuge in other small natural waterholes, putting pressure on those areas and emphasising the undesirability of dams in a national park like kruger.

Ephemeral rivers generally still had scattered pools and these have started to dry up. This problem became severe in the tshokwane area, where the last remaining natural water bodies were occupied by large numbers of hippos. This caused the water to become polluted by significant quantities of hippo dung and in so doing making this water undrinkable for other animals. Mortalities amongst buffalo and hippo have started to occur and predators are benefiting significantly by lying at the few remaining waterholes waiting for prey. A program to cull these hippos was introduced.

SANParks' rhino management strategy dovetails and supports south africa's four-pillared approach to persistence of black and white rhino populations. Compulsory interventions aim to protect rhinos using zonal approaches with technology-lead, intelligence-based and rhino guardian type options. Biological management interventions seek to use strategic removals and the creation of rhino strongholds. Long-term sustainability interventions are under the guidance of the ministerial committee of inquiry assessment process. Game changing interventions seek to integrate disrupting organised crime with creating opportunities of more equitable benefit sharing of ecosystem services with local stakeholders and neighbours. International and national cooperation underpins all four pillars.

State of Tourism in the Park

The overall tourism performance of the knp was impressive in the financial year under review. It should be noted though that the financial year under review had two sets of easter holidays in one financial year. This had a positive impact in terms of visitor numbers to the park.

Afsaal and tshokwane picnic sites received numerous complaints during the year. This will be addressed in the new financial year through outsourcing them to private operators to deliver an enhanced experience to visitors. Nkhulu picnic site will also receive attention in the coming year.

SANParks activities will be receiving a much needed overhaul in the next financial year with the objective of enhancing the offering and experience of game drives, day walks, wilderness trails and other activities.

The private osvs are being administered by satsa as per the directive from the minister. SANParks entered into partnership with satsa to ensure self-regulatory and transformation is achieved. The knp plays a role in issuing permits, monitoring and keeping records of the fleet. All osvs are charged a vehicle fee upon entry.

Guest satisfaction index improved from 79,4% to 81,6% during the reporting period. The customer complaints have dropped when compared to the same period last year. Key focus areas that require intervention are management presence, maintenance of infrastructure and the correct stocking of equipment accommodation units. Complements have also increased, which is very encouraging.





Challenges

- Baboons continue to pose a serious threat to guests and the knp is busy with an sop (working together with conservation services) to ensure visitor safety. It remains a challenge how the knp will monitor primates at the outsourced picnic spots. Currently the knp manage them with just in time (jit) employees who work during peak periods.
- Theft in the bungalows has subsided. This was after the knp management engaged staff to offer reward for any information on perpetrators.
- Gate security remains a challenge, and enhanced searching and the use of additional technology to monitor vehicle and visitors will be rolled out in the new financial year. It is recognised that it is important to provide a secure gate system challenge, becoming a negative experience from a tourism point of view.
- Visitor experience and the management of vehicles at sightings, particularly during peak periods, is a concern to knp management and specific interventions are being included in the revision of the knp visitor management plan. A key challenge that requires intervention is the use of certain sightings apps and other communication to alert visitors of sightings. This is causing visitors to speed to sighting locations and is resulting in animals being killed.

State of Conservation in the Park

Drought

The average KNP rainfall is currently below that of the 1991/92 drought, the most severe drought on record for the KNP. The average rainfall during December 2015 was 16,7 mm versus the long-term average of 91,7 mm. If these conditions continue (and according to long-term forecasts, it will) it will probably cause significant declines in the bloated populations of elephant, buffalo and hippo.

The Mutale, Letaba and Sand rivers have stopped flowing before the rains in March 2016 got them flowing again. Most ephemeral rivers remain with a few isolated pools. Hippo and buffalo mortalities have been recorded in some places, and more mortalities are to be expected, especially considering that the biomass of large herbivores doubled in the past decade and populations of several large species are currently higher than ever before in the history of the KNP. Census results for some of the large herbivores are as follows:

- Elephant 17 086
- Buffalo 48 559
- Hippo 7 182

Before the previous droughts in the 1990s, the buffalo population grew to over 30 000 in spite of them still being culled. During the 1990s drought, significant mortalities and predation reduced the population to about 14 000. Similarly, the hippo population in the KNP was 3 000 after the 1990s droughts and have increased to 7 182 hippos.

An important lesson learnt from previous droughts is that mortalities were generally caused by lack of food and not so much by lack of water. The widespread manmade waterholes caused the widespread reduction of available food because animals could access all areas of KNP at that stage.

The drought presents an opportunity to learn quite a few important lessons about the KNP ecosystem that can aid in the management of Kruger and other parks in the future. The main lessons to be learnt are related to previous management adjustments, specifically closure of manmade water holes inside the park and management of rivers as part of the larger socio-economic landscape outside the park.

A drought response plan (including securing water for tourists and and firefighting, herbivore removal, water-provision for animals, river management, water saving protocols, communication plans, dovetailing with neighbours, etc.) was drafted.

In light of the current drought that KNP is experiencing, and in anticipation of the many questions and concerns from the public and other parties about water available for game, a survey of the KNP ephemeral rivers was undertaken. The main objective of this survey was to determine status and availability of drinking surface water in the ephemeral rivers for use by animals. The survey of the surface water in 11 rivers in the southern and central KNP indicates that adequate natural water resources are still available.



Problem animals

Problem baboons, elephants, hippos and monkeys have been reported frequently, most probably due to the general dry conditions in KNP. The highest impact was the increased problem of aggressive monkeys and baboons in several rest camps and at picnic sites, and elephants and hippos trampling fences to gain access to gardens and reed beds at sewerage works. A protocol was put together to deal with the issue and a research/management project will be initiated to test the use of the "landscapes of fear" theory with primates at picnic sites.

Rhino management

KNP was home to 414 (95% CI: 343-487) black and 8 968 (95% CI: 8 394-9 564) white rhino during 2013. Up to then, density and rainfall-dependent birth rates exceeded or matched natural and poaching deaths. Most of Kruger's rhinos live south of the Olifant's River. During 2014, the survey noted that 309 (95% CI: 249-371) black and 8 289 (95% CI: 7 697 – 8 937) white rhinos live south of the Olifant's River in KNP, suggesting that losses due to poaching, natural deaths and management removals may exceed birth rates. The survey for 2015 focused also on southern Kruger.

Biological management interventions, the cornerstone of successful rhino recovery, continue to form a key component of SANParks' response. In the short to medium-term, strategic removals from areas of high poaching risk in KNP and high density, but low poaching allow offsets through reducing poaching risks and stimulating increased birth rates.

SANParks checked the consequences for rhinos released in higher density areas within the Intensive Protection Zone of Kruger National Park. SANParks have followed the whereabouts of 18 collared animals with their associated calves (six) as a sample of the released animals. Localities were noted using triangulation from directions of VHF radio signals recorded from several koppies in the focal release area and direct observations and observations from a fixed-wing aircraft platform during 58 days of day-time rhino telemetry tracking. This resulted in 321 confirmations of VHF radio signals, 249 geographic fixes and 130 direct observations.

SANParks has noted several incidences where rhino calves are orphaned when the mothers are poached. These calves are rescued as part of SANParks' biological management interventions. SANParks seeks to maximise survival of the injured and orphaned calves with the primary aim being the release of healthy, self-sustaining animals back into the wild.

Elephant Management

SANParks and firefighting, herbivore landscapes rather than numbers of elephants to mitigate the effects that elephants may have on biodiversity, tourism and stakeholder conservation values associated with protected areas. This management philosophy imposes spatial variability of critical resources on elephants, which predicts reduction in population growth rates from the eras of intensive management to eras when restoration of ecological processes and less intensive management prevailed. The organisation collates aerial survey data since 1998 and conduct an aerial total count using a helicopter observation platform during 2015. A minimum of 17 086 elephants lived in Kruger National Park during 2015, changing at 4,2 % (95% CI: 1,1% - 7,3%) per annum over the last generation of elephants, compared to 6,5% annual population growth noted during the intensive management era. This may come from reduced birth rates and increased mortality rates. Authorities should continue to evaluate the demographic responses of elephants to landscape scale interventions directed at restoring the limitation of spatial variance in resource distribution on elephant spatio-temporal dynamics and the consequences that may have for other conservation values.

Ecosystem restoration: managing alien invasive plants and other ecosystem threats

A KNP Management Plan for *Parthenium hysterophrous* (Famine weed) was drafted to control this extremely aggressive invader in Kruger.

Although previously found in the Komati River but not in the Crocodile River, the exotic red claw crayfish (*Cherax quadricarinatus*) was reported at the Van Graan Dam along the borders of the KNP during January 2016. SANParks, in collaboration with MTPA and SANBI, have initiated a research project to determine the extent of the distribution of the invasive crayfish in the Crocodile River and to compile a management plan to control its distribution. A management brief



and tabling of a Threshold of Potential Concern has been tabled at the KNP Conservation Management Committee.

Strategic adjustments were made in the way in which the clearing of invasive alien plants is done in KNP. The focus has shifted to the perennial rivers in the KNP, with one team on each river undertaking the clearing and mapping/monitoring of invasive alien plants. Increased focus to clear invasive alien plants outside the park on river systems that enter the KNP have been initiated. Twenty-six invasive alien plants have been prioritised (as per the CSIR and various workshop recommendations). Famine weed is getting special attention.

The Working for Ecosystems (Land Rehabilitation) Program has also been re-evaluated. Alternative methods such as the use of machinery with the assistance of people have been implemented.

Integrated Land Use Zone Matters

An initial "stock-taking" of all areas open to KNP was done, with specific reference to their land use status, NEMPAA and NEMBA requirements and current agreements with KNP. Certain processes are being put in place to develop the necessary agreements. Further legal advice will need to be obtained in many cases.

Land claims in the KNP were discussed with the Department of Rural Development and Land Reform (DRDLR) and the KNP Land Claim Commissioner. DRDLR and SANParks Corporate Social Investment facilitated Phase 1 packages, which were presented to land claimants on 15 February 2016. A detailed report in this regard was drafted.

Park Planning and management focal area

- The broader KNP integrated land use zone focuses on informing outcome-based priorities through the alignment and the implementation of the National Buffer Zone Strategy (Gazette Notice 102 of 2012), the SANParks Socio-economic Beneficiation Strategy, priorities within the National Development Plan, other major KNP programmes and existing core functions (as informed through the SANParks Organisational and KNP Core business). Central to these issues are better understanding the key KNP integrated land use zone priorities, reflecting on what is being done, and identifying supportive stakeholder relationships that are essential to attain the broader multi-stakeholder KNP outcomes.
- The implementation of the integrated land-use zone strategy is also a key envisaged outcome of the Global Environmental Facility Protected Area Programme.
- The urgency remains to have agreements with areas in place that are open to the KNP. Hence, a report with regard to current arrangements with neighbouring areas open to KNP was prepared. Some areas under review include Makuya Nature Reserve, Letaba Ranch, the Associated Private Nature Reserves, Sabie Sand Wildtuin, Doreen, Rhoda, Sheila, Mjejane, Nkambeni and Mdluli.
- Draft Management Agreement guidelines were developed through stakeholder inputs, including DEA, MTPA, LEDET and private reserves to inform the principles and range of agreements possible for areas already open to KNP.
- A report was prepared and presented on the possible transfer of Letaba Ranch and Makuya to KNP. It was presented to DEA during the bi-lateral meeting.
- A METT assessment was conducted for the KNP. A final score of 69,9% was achieved for the past annual year, which is in line with the 70% as per Balance Scorecard. Key measures and corrective actions were identified, which inform the KNP APP, and are aligned with the KPAs of relevant officials.

Protected area, biodiversity, ecological and cultural focal area

- SANParks is part of a multi-partner program with Herding 4 Health, Conservation Africa, Buffelshoek Trust and Biodiversity Social Program Land Use Incentives to improve animal condition, rangeland health, and develop markets for animal products within the Foot and Mouth Disease zone of the Lowveld.
- The KNP is working with the Associated Private Nature Reserves (APNR) to review the KNP-APNR management agreement. Matters of consequence are: Ecological management; Security (The Greater Kruger Environmental Protection Foundation); Socio-economic (hunting agreement and pre-and post-hunting reports, community related matters); Development issues ("best practice"), Requirements (and formalisation thereof) for new land parcels opposed to new entities when joining the current APNR entities; Declaration support new areas (land parcels) vs entities to join, and formalisation of declaration status of existing entities/land parcels; capacity requirements/Implementation.
- Declaration status reports of various neighbouring reserves open to the KNP were done to provide guidelines for the declaration of these areas, assignment of management authorities, development of Management Plans and development of the necessary agreements.



Promote and sustain local economies

An integrated land claims report, with recommendations for different models, was developed for the KNP.

Land use planning (Municipal, SDF)

A Mopani BioKNP plan (a sector plan that forms the framework to consolidate various environmental planning instruments to inform sustainable environmental planning and environmental compliance within the municipal Spatial Development Frameworks (SDFs) and land use planning (as per SPLUMA)) is in the process of being developed. Collaboration for this is between KNP, the K2C and USAID RESILIM B.

Constituency building / co-operative governance

A detailed KNP-LEDET Implementation framework was compiled as means to prioritise joint areas of interest between LEDET and KNP. Several working groups were formed, i.e.: Socio-economic (including land claims), Biodiversity, Land use, Safety and security, and Legal services.

A multi-partner DEA TOPS, DCA and Hunting meeting was held with stakeholders from LEDET, MTPA, Department of Public works and the Private reserves. Key challenges and aspects pertaining to Integrated land use planning, Elephant Management, necessary agreements pertaining to TOPS DCA species and hunting protocols for these integrated and open system to the KNP were discussed. A draft report was compiled for ExCo pertaining to challenges and guidelines to deal with the neighbouring areas open to KNP. Key amendments to the Elephant Norms and standards, future inputs into TOPS and amendments to NEMBAA were identified.

The World Bank Consultants (Impacto LDA and EcoTone Freshwater Consultants) are managing the Environmental and Social Impact Assessment Study for the raising of the Corumana dam wall on the Sabie River from the current 111 meter above sea level (masl) to 117 masl. This is necessary to complete the full structure of the dam and increase the assurance of supply to the city of Maputo. Increasing the Full Supply Level of the reservoir's originally intended capacity, will almost double the dam's current storage of 720 million m³ to an estimated 1,240 million m³. The full impact of the back-water into the Sabie River Gorge inside the KNP are expected to only occur during 1:200-year flood events with a short extension west by approximately 250 m into the Gorge. Previously a much bigger impact was anticipated.

Rhino and Elephant Poaching in the Kruger National Park

Although the poaching of rhino in the KNP has continued relentlessly for the reporting period, there has been significant progress made in the persistent and unpredictable concept of counter-poaching operations carried out by rangers and the security alliance.

During the period April 2015 to March 2016, 767 rhino were recorded as poached. This number is a positive 16% reduction in poached rhino as compared to the 891 rhino recorded as poached during the 2014/15 financial year. This reduction has been particularly evident and rather significant in the last quarter, January to March 2016 where there has been at least a 35% reduction of rhino poached as compared to the same period January to March in 2015. It is rather interesting to note that this reduction in poaching incidents has come about in spite of the fact that poacher incursions have continued unabated and during some months, particularly during the third and last quarters of 2015/16, have shown a significant increase.

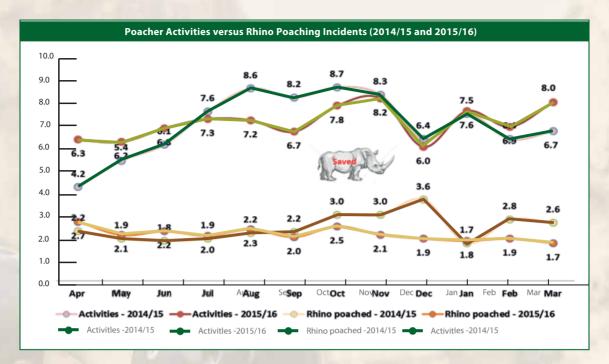












The incidents of elephant poaching, predominantly occurring in the northern regions of the KNP, has increased significantly from four animals recorded for the 2014/15 financial year to 35 animals during 2015/16. The low populations of rhino in the northern regions of the park are likely to be encouraging a shift to elephant poaching and exacerbating this threat.

During 2015, around 75 - 80% of the poaching activity in the park was originating from Mozambique with poaching groups made up predominantly of Mozambique nationals entering the park on foot. During this same period, approximately 20 - 25% of the incursions were originating from South African soil to the west of the park. Towards the latter part of the year this trend however, changed somewhat with Mozambique based groups shifting their operations from bases in Mozambique to villages in South Africa along the western boundary of the park. This new trend continued into the early part of 2016. With this trend from the west, the modus operandi of poachers has also shifted from not only infiltrating the park on foot but also using vehicles and the staff and tourist facilities to gain access. The "drive in" and "drop off" approach allows the poaching groups under tourist guise much greater mobility to infiltrate deep into the park and away from the more historical and traditional areas along the boundaries of the park. This trend places a great deal of pressure on the rangers and an emphasis on vigilance and enhanced security measures at entrance gates. During the latter part of the first quarter 2016 (Jan - March) there has been a further shift of poaching activity from the western areas of the park back to Mozambique. This resurgence is once again impacting Olifants, Letaba, Houtboushrand, Nwanetsi and Satara sections specifically.

The number of arrests inside the KNP, by Rangers during the 2015/16 year (202) has shown a marked increase of 13% over the number of arrests (178) during the 2014/15 financial year. The recovery of poacher firearms during anti-poaching operation in the KNP by rangers, has also shown a marked increase, 131 firearms during 2015/16 and 119 during the 2014/15 financial year. This is an increase of 10%.

The poacher success rate, measured in the number of poacher incursions required to kill a rhino, has also shown a significant drop of around 17% during the year.

The anticipated "spike" in poaching activity, which historically occurs towards the end of the year (November and December), and again in the beginning of the new year (late January and February) was largely averted by a concerted and sustained security effort carried out in the park by the joint KNP, SAPS and SANDF security forces alliance to exercise and ensure control over access both to and from the park and movement inside the park.

Significant progress was made in the deployment of dogs as a force multiplier in tracking and detection. A canine training facility was completed, and is currently operational and providing an efficient training capability for both dogs and their handlers in support of both anti-poaching and security related



operations in the park and more specifically in the Intensive Protection Zone (IPZ) and Joint Protection Zone (JPZ).

Although the Airbus helicopter fleet was dogged by maintenance problems experienced by the two older helicopters, the two Buffett Foundation donation helicopters continued to provide critical reaction air support to operations. The implementation and appointment of a contract fixed-wing aircraft pilot ensured optimum utilisation of the existing SANParks fixed wing aircraft in support of operations, which lead to improved operational efficiencies and reduced the pressure on the more expensive helicopter assets.

There has been a substantial effort, particularly during the last quarter of the report period where the SANParks Environmental Crime Investigation unit, in support of SAPS operations to "clear the park from the outside", have been responsible for and successful in arresting 51 suspected rhino poachers and recovering 51 firearms. Of these arrests, four were believed to be Level-2 syndicate members and one was believed to be a Level-3 syndicate member. The remaining 46 were all Level-1 poachers.

There has been significant progress in formalising and implementing the alliance partnerships in support of a regional effort to combat the rhino-poaching threat and to support efforts in the IPZ and JPZ of the KNP. Game Reserves United (GRU), the Greater Kruger Environmental Protection Foundation (GKEPF), Mozambique Lebombo Concessions (MLC) and the Nkomati Interest Group continue to evolve and have become key role players in the regional rhino campaign.

Advanced technologies to support surveillance, early warning, detection and tracking of poachers and their activities in the park was initiated in the IPZ during the reporting period. The project implementation is however on-going with expected completion, along with a reaction capability, by the end of June 2016.

Socio-Economic Status

In trying to improve the state of heritage in the park during the year under review, the following projects were embarked on. It should be stated that the projects were undertaken in line with the transformation principle that seeks to improve the interpretation of the park in a more inclusive manner.

The Upgrade of Albasini Ruins

The project was planned and executed in phases. The project was co-funded by the Honorary Rangers East Rand branch.

Rock Art

Following the work that was started some years back to audit all the rock-art paintings in the park, which amount to 160, a decision was taken to create a rock art trail, which aims at being one of the tourism products with an aim of enhancing the tourist experience. The trail has been developed and the first hand-over meeting to Tourism was held. The next step is for the Tourism department to develop the operation plan.

Mapping and Monitoring of Heritage sites

Heritage sites in the park were monitored and the necessary restoration and maintenance was done. An average of 30 sites was monitored in each quarter, especially those that are open for visitor access.

Mapping is a continued exercise and of interest is that under the year in review, a gravesite has been identified with more than 100 graves in the Pretoriuskop section. The necessary due diligence is being followed up in accordance to the SAHRA legislation and regulations in dealing with the newly found site.

Celebration of Environmental calendar days

The National Water Week

This year was celebrated from 16 – 22 March throughout the country under the theme "Water has no substitute". The National Water Week is an awareness raising week campaign by the Department of Water and Sanitation. It serves as a powerful campaign mechanism to continue to re-iterate the value of water, the need for sustainable management of this scarce resource and the role water plays in the society as a whole.







The KNP was invited by the Inkomati-Usuthu Catchment Management Agency (IUCMA) along with other partners to participate in the Mpumalanga Province's contribution to the National Water Week, which included a Career-Expo in Mbombela on 18 March 2015. Due to some schools in the province writing tests this was extended to 19 March 2015.

During the whole of National Water Week 600 learners from various schools in Mpumalanga were invited to participate in activities such as school competition, research paper presentations and career exhibition as a way of celebrating the National Water Week.

World Environment Day – Keep Kruger Clean Campaign

Kruger National Park in partnership with Total South Africa embarked on a Keep Kruger Clean (KKC) Campaign in celebration of the World Environment Day on 5 June 2015. The aim of the KKC campaign is to educate and create awareness about the dangers of littering the environment. The theme for the 2015 World Environment Day Celebration was "Sustainable Consumption and Production" under the slogan One World, One Environment.

The KKC campaign also accommodated 200 school pupils who took part in the picking up of litter from various pick up points within Phalaborwa working towards Phalaborwa Gate.

The guest profile for the KKC campaign included local traditional leaders, Park Forum members, church leaders and school principals from neighboring communities. In total an estimate of 450 guests attended the KKC event.

Arbor Day Lauch

Arbor Day was celebrated at Ndindane village on 2 September 2015 where over 420 Lala palm trees were handed to Ndindane Lala palm project. The area is about 25 hectors communal land, and this is linked to BSP projects.

In the same project, KNP also aim at propagating other species that are under threat such as Wurbagia. This project have created employment for over 35 community members from Ndindane Village.

Grow Constituencies for the National Parks System

The purpose of this key performance area is to ensure that stakeholders are reached and capacitated in areas of environmental education, in particular conservation ethos to increase the understanding and create the necessary awareness. This is achieved through different sub programmes as stipulated below:

- School groups
- School journey programme
- Kids in Kruger Programme
- Community proups
- Kruger to Kasie
- Walk and Learn
- Kids in Parks Programme.
- Environmental education outreach programme
- Holiday programme
- Community education and awareness on environmental crime.



Communications and Marketing Highlights

Launch of Operation Pyramid - 19 June 2015

The Department of Home Affairs launched Operation Pyramid at Nombolo Mdhluli Conference Centre on 19 June 2015. Operation Pyramid is a government project which is aimed at integrating South African border management for the interim until the Border Management Agency (BMA) is established in 2017. The BMA as a single entity will be responsible for securing land, air and maritime borderline, strengthening and enhancing national security. BMA will also enhance efficient facilitation of legitimate trade and travel and KNPal integration. The launch was officiated by the Minister of Home Affairs Mr Malusi Gigaba and other dignitaries. Kruger National Park played a vital role in assisting with the planning and implementation of the event in Skukuza, which was attended by about 700 guests including 150 security personnel.

Mandela Day Celebrations - 17 July 2015

The KNP Management and staff celebrated the Mandela International Day by dedicating their time to donating blankets knitted by staff members and trees to Siphephelakhona Community Centre at Nyongane a village just outside Phabeni Gate.

There was jubilation as the Managing Executive Mr Glenn Phillips handed over 56 blankets and planting 15 trees under the 2015 theme of "Take action – inspire change and make every day a Mandela Day" and this was done so under knit a blanket and keep the nation warm.

Church Service against Rhino Poaching - 5 September 2015

Kruger National Park hosted its annual church service against rhino poaching, which was attended by 600 people representing different denominations. Due to rainy weather conditions on the day of the event, proceedings had to be moved from the Skukuza Soccer Stadium to Nombolo Mdhluli Conference Centre wherein 1 200 people were expected to attend the ceremony but the rain contributed to the decline in the number of delegates who attended. The event was graced by the presence of the Managing Executive, Mr Glenn Phillips, representatives from both Malamulele and Phalaborwa Pastors Fraternal and the melodies of the Voices of the Wild.

Mopani Conference Centre - 15 September 2015

KNP Management hosted various Traditional Councils and forums bordering the northern part of the park in an effort to continuously create awareness on rhino poaching. The need to educate communities on anti-rhino poaching through the influence of tribal authorities as leaders within their communities was also the main focus. This initiative is also aimed at improving and strengthening relations between Kruger and Traditional Councils. During the meeting, a presentation on the impact and effects of rhino poaching was conducted by the KNP Ranger – Nxanatseni South. The meeting was attended by 165 delegates from the Traditional Councils and forum.

Tintswalo Hospital - 16 September 2015

KNP Management paid a visit to Tintswalo Hospital in the children's ward at Acornhoek as a symbolic way of taking the park to the children, who due to ill health could not make it to the park during the SA National Parks Week. The hospital visit by management is also coordinated in support of the vision "A sustainable National Park System connecting society". The event was attended by 55 people. The children received goodie bags and shared a slice of cake with management in a joyful manner.

Oversight visit to KNP by the Joint Select Committees on Land and Mineral Resources and Communications and Public Enterprises - 7 – 10 September 2015

Kruger National Park was host to delegates from Land and Mineral Resources and Communications and Public Enterprises who were on a sight visit to the KNP and to also host a two day workshop at Nombolo Mdhluli Conference Centre.









Visit by Tintswalo Psychiatric Ward to the park - 13 October 2015

KNP was host to 59 psychiatric patients and care givers from Tintswalo Hospital. This initiative came about from the Tintswalo Hospital visit by KNP management during the SANPW activities in September 2015. The main focus was to allow the patients to experience the bush environment and to give them some time out of the hospital surroundings. The patients were treated to a game drive from Kruger Gate, a visit to the bomas and a walk about in the museum.

Visit by Chinese delegation to sign an MOU - 27 October 2015

KNP was host to six delegates from China – the Sichuan Forestry Bureau who were on a study/fact finding mission on conservation and management of the park in general and to further sign an MOU between KNP and China. This trip follows a visit by the KNP General Manager: Conservation Management to China some time back.

Presidential Visit to KNP - 1 November 2015

Kruger National Park was host to President Jacob Zuma who was accompanied by the Environmental Affairs Minister Ms Edna Molewa, the acting Premier of Mpumalanga Mr Vusi Shongwe, the acting Premier of Limpopo Mr Jerry Ndou, the CEO of SANParks Mr Fundisile Mketeni.

Section 2: Parks Division Report

Following an extended drought period during the third quarter, good rains were experienced in a number of parks in the Arid and Northern clusters bringing some relief to the severe drought conditions experienced. Follow-up rains will be essential to reduce the impacts of the prolonged dry spells and abnormally high temperatures recorded in the fourth quarter in these areas and across the country.

As part of Operation Phakisa, the intent to declare 23 new Marine Protected Areas (MPAs) was published for a 90-day commenting period. Amongst the 23 are the Addo and Namaqua MPAs. It was further noted that SANParks is listed as the Management Authority of the Robben Island MPA. Discussions between SANParks and Oceans and Coast will be held to identify the associated costing and management implications.

Following the publishing of draft regulations for the management of the Tsitsikamma Marine Protected Area, in November 2015, an interim pilot phase was approved by the DEA Minister for controlled access from 15 December 2015. A High Court order was issued in January 2016 to SANParks to discontinue the pilot phase of the controlled access within the Tsitsikamma MPA. Comments on the said regulations were sent to DEA.

Rhino protection in the six rhino parks remains a high priority. This pro-active approach to mitigating the treat of poaching has been very successful. Staff from these parks visited KNP to gain first-hand experience of dealing with and combatting rhino-poaching.

The number of guest to parks showed a variation throughout the year and an unexpected decline was experienced due to new visa requirements, fluctuation of the rand and tourists not travelling due to the Ebola virus concerns.

During June - August 2015, State of Area Integrity Assessments were conducted over 18 parks. A number of changes were introduced to the 2015 assessment for the Parks Division. These changes included a risk factor against the measured criteria and a weighting of the assessment categories.

Marine Protected Areas

• The year-to-date expenditure for the SANParks Marine function is currently 12% underspent. The expenditure lines, which mainly contribute towards this, include under-expenditure on maintenance, depreciation and operating costs. The capturing of all expenditure does not reflect on the fourth quarter budget.



Rhino Protection Plan

- Since the implementation of the rhino protection plan, the division has only suffered the loss of one rhino, which was poached in Mapungubwe 18 months ago. These successes can be directly attributed to dedicated work of the park rangers and other staff.
- Parks Division manages about 2% of SANParks population rhinos (>250 white rhinos & >235 black rhinos) in six widely dispersed parks.

PARK	YEAR	RHINO SPECIES	METHOD	CURRENT POPULATION
Marakele National Park	2015	White rhino (C. s. simum)	Total Count	192
Marakele National Park	2015	Black rhino (D. b. minor)	Mark-recapture	71 (63 – 78)
Mapungubwe National Park	2015	White rhino (C. s. simum)	Registration	5
Mokala National Park	2015	White rhino (C. s. simum)	Total Count	55
MOKAIA NALIONAI PAIK	2015	Black rhino (D. b. bicornis)	Registration	15
Addo Elephant National Park	2015	Black rhino (D. b. bicornis)	Registration	120
Karoo National Park	2015	Black rhino (D. b. bicornis)	Registration	18
Mountain Zebra National Park	2015	Black rhino (D. b. bicornis)	Registration	10
Samara custodianship	2015	Black rhino (D. b. bicornis)	Registration	5

Operation Phakisa: Unlocking the Economic Potential of South Africa's Oceans

As part of this program, four sectors have been prioritised as potential new growth areas:

- Marine Transport and Manufacturing (Lab 1).
- Offshore oil and gas exploration (Lab 2).
- Aquaculture (Lab 3).
- Marine protection services and governance (Lab 4).

SANParks is directly involved in initiatives of two of these Labs: Offshore oil and gas exploration and marine protection services and governance, and indirectly in aquaculture via projects on the ground.

Monthly meetings were attended: detailed discussions were held regarding the Technical Working Group. This includes the work plan for the rollout of pilot projects along the coastline, which will extend from the Orange River to Addo Elephant National Park (AENP) near Port Elizabeth.

A number of ongoing law enforcement operations were conducted in coastal identified areas. Some of the operations remain ongoing. Namaqua, West Coast, Table Mountain and Addo Elephant National Parks have participated in operations and will continue to do so when the need is identified.

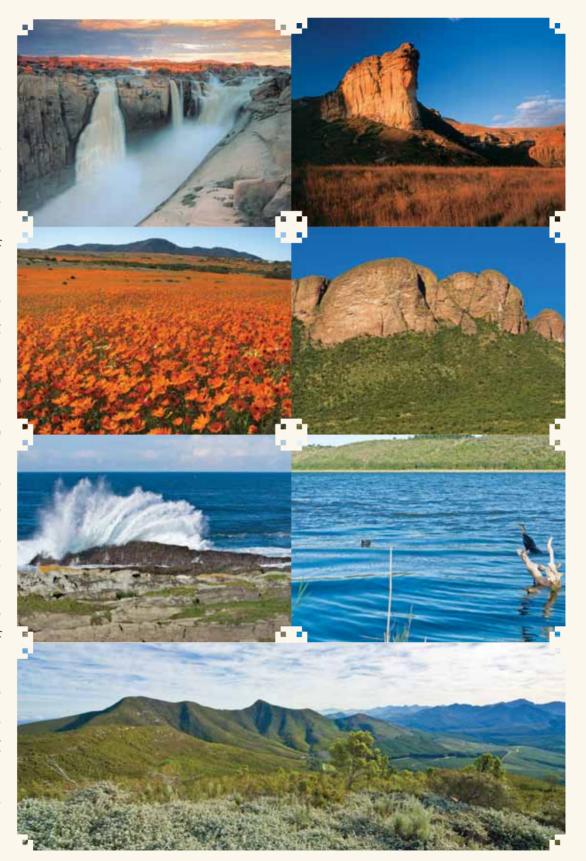
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REGIONS:

The Parks Division comprises 19 National Parks and are divided into four Regions, namely the Northern Region, which consists of the Mapungubwe, Golden Gate Highlands and the Marakele National Parks; the Frontier Region, which consists of the Addo Elephant, Karoo, Mountain Zebra and Camdeboo National Parks: the Arid Region, which includes the Kgalagadi Transfrontier; the Richtervseld Tranfrontier-, the Augrabies Waterfalls and the Namaqua National Parks; the Garden Route Region, which consists of the Tsitsikamma, Knysna and Wilderness Sections and the Cape Region, which consists of the Table Mountain; West Coast, Bontebok, Agulhas and Tankwa National Parks.





Northern Region (Mapungubwe; Marakele and Golden Gate Highlands National Parks)

State of Tourism

The Mapungubwe Heritage Legacy Indaba coordinated by Dr Motshekga Mathole, attended by the Deputy Minister of Arts and Culture, Rejoice Mabudafhasi, was held in the Park on 5 June 2015.

The Polokwane Show took place from 27 – 30 May 2015. KNP afforded the region an opportunity to join them to showcase what Mapungubwe had on offer and about 700 people visited the stand.

New tented units at the Bontle Camp in Marakele National Park opened for reservations in July 2015.

A heritage digitisation workshop was collaborated between Mapungubwe Cultural Landscape and Makapans Valley World Heritage Site with an extension of stakeholder's participation from National Department of Arts and Culture, and University of Venda in the first quarter.

Two shorthaired German Shepard dogs were donated to Mapungubwe National Park by the Honorary Rangers. These dogs (a sniffer and a tracker dog) will assist the park in combatting wildlife crime and more importantly to strengthen the efforts towards rhino conservation. Two Field Rangers are in the process of receiving dog handler training.

During full moon on 26 February 2016, intelligence was received at 03:15 of five suspects moving towards the park. Rangers and a tracker dog unit were deployed and came across five suspects running in different directions. Tracking continued and at about 09:30 one suspect was apprehended and taken into custody by the SAPS. Later another two suspects were found. One surrendered and the other tried to run away. He was ordered to stop and warning shots were fired. He was hit by a bullet in his right thigh. The SAPS who assisted in the chase at that time took over the scene.

Unfortunately, the suspect passed away before emergency services arrived at the scene. The other suspect was taken into the SAPS custody. Two cases were opened including one of murder.

A meeting was held between SANParks and the Marakele Park (Pty) Ltd. Key outcomes of this meeting include confirmation of the restructured composition of the Joint Management Committee (JMC) and the Joint Operations Committee (JOC) and the commitment to meet bi-annually.

The QwaQwa nursery CSI project was officially handed over in early January 2016.









Frontier Region (Addo Elephant, Karoo, Mountain Zebra and Camdeboo National Parks)

Karoo National Park received a 2015 Certificate of Excellence from the international travel site, TripAdvisor. TripAdvisor is the world's largest travel site, enabling travellers to plan and experience the perfect trip. It offers trusted advice from real travellers and a wide variety of travel choices and planning features with seamless links to booking tools.

The Karoo National Park hosted three international journalists from France who will be writing several articles in a wide range of internationally recognised magazines. They stayed in the park for two days and visited all the park attractions. The journalists also participated in activities including guided hikes and game drives.

Cape Nature and Eastern Cape Conservation (DEDEA) confirmed their support to SANParks of the intention to sell Cape Mountain zebra from Mountain Zebra National Park (MZNP), if a number of conditions are met, including genetic testing of animals, recording and marking of animals and sale to owners where no plains or Hartmann's zebra are kept.

In MZNP, in the month of August and September, 46 jackals were culled over two nights as part of the implementation of the springbok/jackal management project.

The proposal for a land swap between SANParks and the Camdeboo Municipality was first tabled five years ago and the Camdeboo Municipality accepted the offer, on condition that SANParks purchased alternative land, which was duly acquired. See the map below. The alternate land was purchased by SANParks; the Camdeboo Municipality rescinded the decision due to one objection, from the Eyethu Farmers Association.

