



South African
NATIONAL PARKS

Conserving Nature since 1926



**ANNUAL
REPORT
2007/ 08**

VISION, MISSION, CORPORATE VALUES AND SOUTH AFRICAN NATIONAL PARKS MAP

VISION

National Parks will be the pride of all South Africans.

MISSION

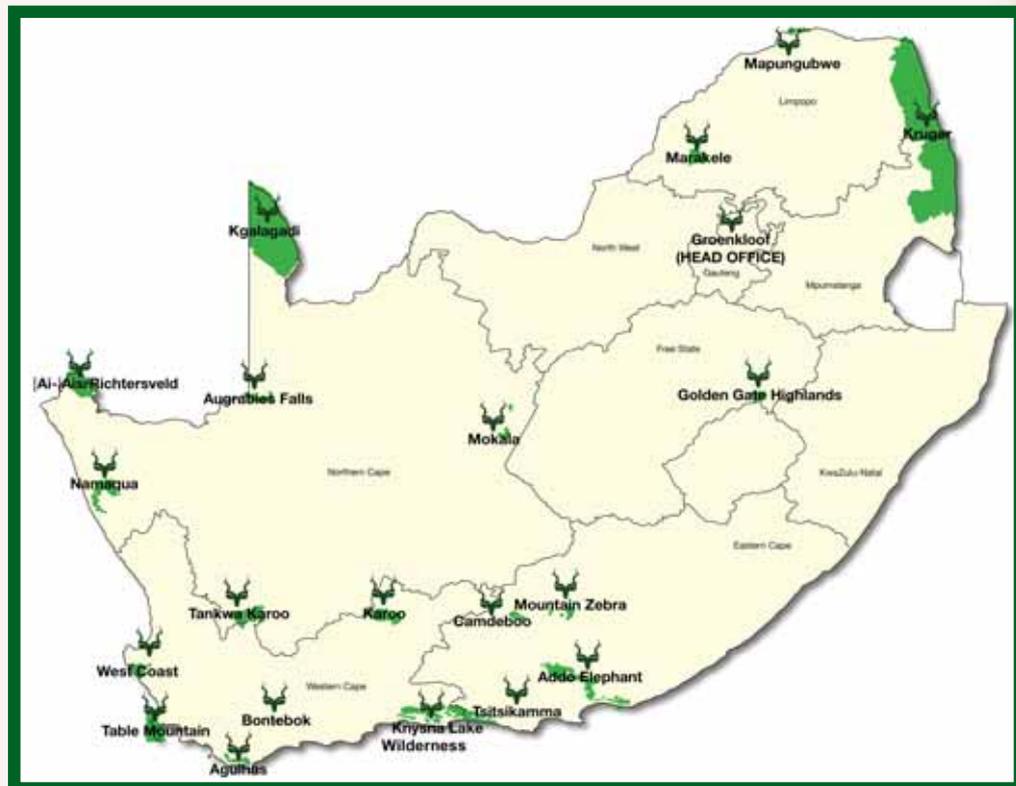
To develop and manage a system of national parks that represents the biodiversity, landscapes and associated heritage assets of South Africa for the sustainable use and benefit of all.

CORPORATE VALUES

In all that we do, we shall:

- Demonstrate leadership
- Embrace, and be guided by, environmental ethics
- Promote transformation both within and outside the organisation
- Strive for scientific and service excellence
- Act with professionalism
- Adopt and encourage initiative and innovation by all
- Treat all our stakeholders with equality and justice
- Exercise discipline
- Act with honesty and integrity
- Strive for transparency and open communication at all times.

THE NATIONAL PARKS MAP



Ai- Ais/Richtersveld • Addo Elephant • Agulhas • Augrabies Falls National Park • Bontebok • Camdeboo • Golden Gate Highlands • Karoo • Kgalagadi Transfrontier • Knysna Lake Area • Kruger • Mapungubwe • Marakele • Mountain Zebra • Namaqua • Table Mountain • Takwa Karoo • Mokala • West Coast • Wilderness



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EXECUTIVE MANAGEMENT

Dr David Mabunda – *Chief Executive Officer*

Mr Sydney Soundy – *Chief Operating Officer*

Mr Themba Mabilane – *Chief Financial Officer*

Dr Hector Magome – *Managing Executive: Conservation Services*

Mr Glenn Phillips – *Managing Executive: Tourism Development and Marketing*

Dr Razeena Omar – *Managing Executive: People and Conservation (resigned 31 March 2008)*

Mr Paul Daphne – *Managing Executive: Parks Division*

Dr Bandile Mkhize – *Managing Executive: Kruger National Park*

Ms Wanda Mkutshulwa – *Head of Communications (by invitation)*

Mr Leonard Mavuso – *Head of Human Resources (by invitation)*

Ms Pauline van der Spuy – *Head: Chief Executive Office and Board Support (by invitation)*

SANParks BOARD MEMBERS

Ms C Carolus – *Board Chairperson and Chairperson of Chairperson's Committee*

Ms M Maisela – *Chairperson of Human Resources and Remuneration Committee*

Ms Y Makhasi

Mr F Mketeni

Mr M Morobe (*resigned 6 March 2008*)

Ms L Sangweni-Siddo

Dr R Scholes

Mr Z Sithole – *Chairperson of Audit and Risk Committee*

Dr N Tsengwa

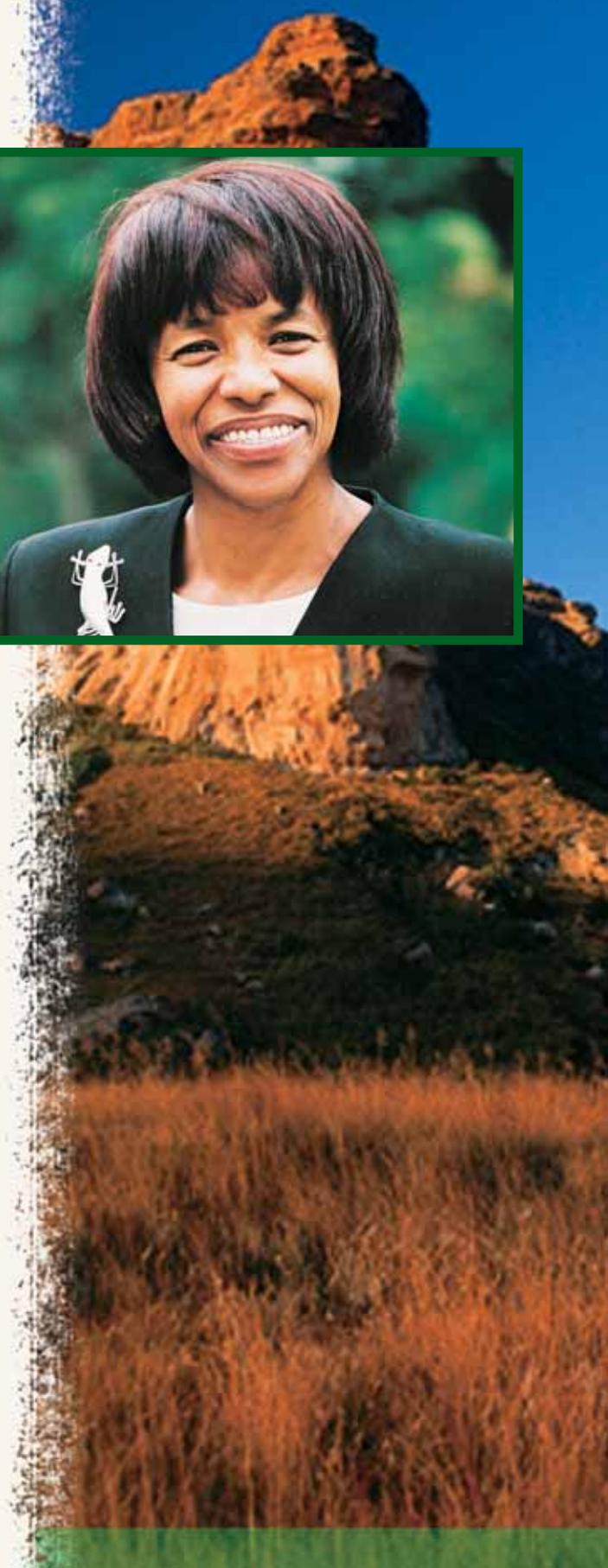
Prof W Van Riet – *Chairperson of Conservation and Tourism Committee*

CHAIRPERSON'S REPORT

It is with pleasure that I present this year's Annual Report. I am satisfied that the Board and its Committees have duly executed their fiduciary and oversight duties in completing the work of the organisation. As we wrap up this year, it is sad to report the resignation of Mr Murphy Morobe from the Board (March 2008) due to the pressure of work. However, we closed the year with a number of triumphs and achievements against targets set for the period under review.

The most notable triumph was the decision by the Convention on International Trade in Endangered Species (CITES) in formally approving the once-off sale of the 51 ton ivory stockpile, inclusive of all other legally-collected ivory that is held in stock by the country. This decision was largely informed by the fact that the country, through South African National Parks (SANParks), had successfully complied with the requirements of both the Monitoring Illegal Killing of Elephants (MIKE) and the Wildlife Trade Monitoring Network (TRAFFIC) – a joint international programmes of the International Union for the Conservation of Nature (IUCN) and Worldwide Wildlife Fund (WWF) – as set out in the original conditional approval by the Conference of Parties (COP) 14. As we continue to grapple with the issue of elephant management in national parks, funds from this ivory sale will greatly assist in further research and management of elephant populations in our parks, thus improving management decisions and intervention. CITES requirements also allow the deployment of such funding to sustain the livelihoods of people living in and around protected areas with elephants.

Significantly, in February 2008, the Minister of Environmental Affairs and Tourism, Marthinus van Schalkwyk, made the long-awaited announcement on the approval of the Norms and Standards for the Management of Elephants in South Africa. He also announced the lifting of the 13-year old self-imposed ban on elephant culling. We welcome this decision by the Minister and, as we implement newly-enhanced strategies in accordance with these and other applicable regulations, we look forward to further improving





our management of elephant populations and other species in the Parks. SANParks continues to play a leading role in developing relations and capacitating public and private sister organisations, both locally and internationally. In the period under review, SANParks contributed to the development of other conservation bodies through the translocation of a total of 450 animals to the Limpopo National Park (LNP) in Mozambique in line with our agreement through the Great Limpopo Transfrontier Park (GLTP), and five rhino to the Zambia Wildlife Authority (ZAWA). Relations with local public bodies were also improved through our signing of Memoranda of Understanding (MOU) with three provincial conservation and tourism bodies, being Northern Cape Parks and Tourism Board, Eastern Cape Parks Board and Limpopo Parks and Tourism Board. We continue to develop working relationships with private conservation entities that assist the improvement of benefits to local communities.

The issue of land claims continues to be a real challenge for the organisation. SANParks is the custodian of the highest form of protection for the country's protected areas, a factor that is impacting on the manner in which land claims within national parks should be addressed. SANParks continues to support the government's initiative of redressing past injustices by facilitating or supporting those processes that give land back to previously forcibly removed individuals or communities. In recognition and acknowledgement of the responsibility placed upon SANParks to manage national parks on behalf of the country, as well as the intangible but vital benefits that such protected areas provide to the nation, SANParks continues to engage with the Department of Land Affairs (DLA) and the Land Claims Commission (LCC) through the Department of Environment and Tourism (DEAT). This ensures that the value of conservation is key to the final decisions made on the settlement of land claims in national parks. For example, verified land claims against the Kruger National Park cover approximately 1 200 000 of the 2 000 000 ha of the park, including major

tourist camps. If due consideration is not exercised, the impact on the park may compromise both its biodiversity and tourism delivery. During the reporting period, the handover of the Vaalbos National Park was finally completed when the property was transferred to South African Farm Management (SAFM) which has been appointed by the LCC as its caretaker until it is finally handed over to the Sydney-on-Vaal Community.

Once again, the SANParks Board is happy to present an unqualified report on the financial statements of the organisation. I would like to thank the Chief Executive Officer, Executive Management and the staff of the organisation for their contribution in ensuring the efficient and effective delivery of the objectives and programmes against set targets for the year under review.



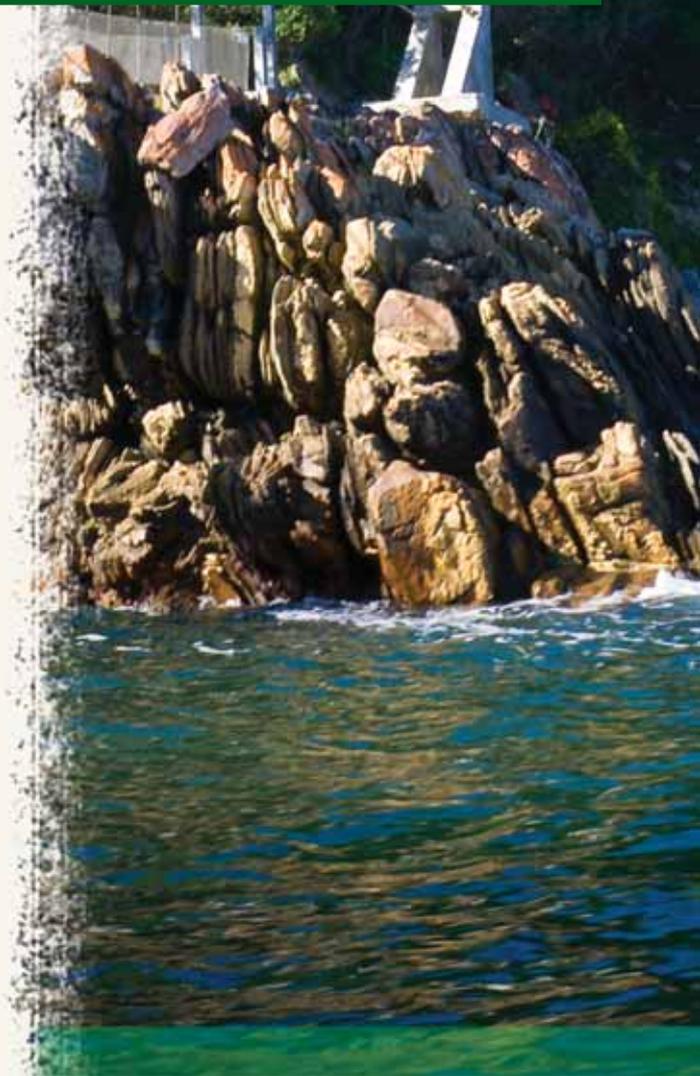
Cheryl Carolus
Chairperson

CHIEF EXECUTIVE OFFICER'S REPORT

South African National Parks (SANParks) presents this Annual Report at a time when conservation agencies in the 21st Century are facing many global challenges that could threaten the integrity and survival of the systems of protected areas under their jurisdiction.

A sudden high demand for rhino horn, specifically in the eastern markets, and the alleged abuse of the legal rhino hunting system in South Africa by the underworld, is believed to have contributed to SANParks losing some 15 white rhino and one black rhino through poaching. This has precipitated further improvements in law enforcement in the Kruger National Park specifically, and also other national parks. This action has led to increased information-gathering to pre-empt poaching and to improve arrests and successful prosecution. A corporate crime incident reporting system has been developed to ensure uniform reporting and to coordinate crime prevention mechanisms. To further consolidate the fight against rhino poaching, SANParks is considering the use of scientific technology that will provide ballistic evidence collected from poached animals to help fight cross-border incidents and to improve prosecution.

Changes in global climates continue to pose a serious challenge to Protected Areas (PA) as unanticipated disasters befall areas with national parks. In the current reporting period, the Wilderness National Park and Nature's Valley rest camp in the Tsitsikamma National Park had to be closed for a full month due to excessive flooding in the southern Cape area. This led to a marked loss in tourism revenue for both Parks. The Kgalagadi Transfrontier Park experienced severe dry conditions which led to a migration of eland that resulted in at least 250 of the estimated 700 migrating animals dying as they discovered that conditions were the same across the Park.





Extremely cold conditions in the Golden Gate Highlands National Park led to very dry veld conditions that, in turn, led to more than 70 uncontrolled fires having to be put out throughout the Park.

On 25 February 2008, the Minister of Environmental Affairs and Tourism, Marthinus van Schalkwyk, made a final decision and announcement on the Norms and Standards for Management of Elephants in South Africa (N&S). On the same day, he also announced that the self-imposed ban on the culling of elephants would be lifted from 1 May 2008. The announcement meant that Park Management Plans (PMP) for Parks with elephants had to be reviewed in line with the provisions of the N&S. At the time of reporting and after the initial submission, all other PMPs were being revised in line with the Minister's comments. Agreed PMPs will be submitted in the new financial year.

Over time, the acquisition of land for the national parks system has been slowing down. In the reporting period, the system of national parks was expanded by 13 500 ha against the targeted 24 000 ha, a 43,8% shortfall on the target. This shortfall was influenced in part by the fact that land surrounding national parks has become progressively more expensive over the years. Further, the 'willing buyer/willing seller' principle has led to numerous delays as negotiations on the price are often hindered by the expectations and demands made by the seller, which at times have been found to be beyond the market value of the land and often unreasonable. There were also delays caused by a failure to appropriate pieces of land as planned due to the processes often being quite slow and expensive. While the national responsibility to increase the state-owned protected areas to 8% by 2010 rests with DEAT, SANParks is making major contributions to this target.

SANParks, however, primarily expands and consolidates national parks so that they can function as nearly complete natural ecosystems. Therefore, SANParks focuses on the strategic acquisition of land to include and to cover key habitats and biomes.

As reported in the previous financial year, SANParks has been working on an ambitious project aimed at consolidating the Parks in the Garden Route cluster (Tsitsikamma, Wilderness and Knysna Lakes Area) into one national park, to be called the Garden Route National Park. In this review period, the Minister made an official public announcement of the formation of the Garden Route NP. It is expected that proclamation of this new Park will happen in the new financial year.

In spite of all these challenges, however, SANParks continues to expand its tourism. The greatest achievement of this reporting period was that, for the first time in SANParks' history, tourism revenue rose above the half billion Rand mark, with a gross income of R 517 m. Despite the global and national trend of declining visitor numbers, visitors to our Parks increased by 2,9%, from 4 587 815 to 4 720 737 persons. Black visitors to the Parks accounted for 20,8% (previous year 18,0%) of total South African visitors, a milestone that we are proud to achieve. Revenue from concession agreements also continues to grow with a current income growth of more than 15%. Our tourism offering was further enhanced in this report period with the introduction of an Online Reservations System in November 2007. Despite limited marketing of the website, this system yielded more than R 8 m in revenue by the end of the reporting period, thus indicating the enormous potential that this system has for the enhancement of the tourism experience, as well as seamless revenue generation.

CHIEF EXECUTIVE OFFICER'S REPORT

As reported in the last financial year, SANParks received R 575 m from DEAT for a four-year period to fund the Infrastructure Development Programme (IDP), which is aimed at addressing the ageing infrastructure in our Parks. SANParks has continued to place focus on the efficient implementation of this programme. In the current financial year, R 157,9 m was allocated and 97% of the allocated funds were spent. Due to the heightened infrastructure development environment of the country as a whole, the project has been constantly negatively affected by a lack of availability of appropriate personnel, especially in the engineering and construction fields.

We have continued to enhance awareness around the national parks system as well as building more opportunities by interacting with stakeholders. The second South African National Parks Week, held in September 2007, was a resounding success, especially as the Minister announced a R 500 m grant from the National Energy Efficiency Agency for the implementation of 'green' energy in all national parks. More South Africans were provided with an opportunity to visit Parks during the week for free.

I am satisfied that we have achieved our annual objectives for the 2007/2008 financial year in most areas and that those few objectives for which targets were not attained were unduly affected by constraints beyond our control.



Dr. David Mabunda
Chief Executive Officer





CONSERVATION SERVICES REPORT

CONSERVATION SERVICES

The implementation of all new environmental laws, policies and practices in South Africa, and enforcing observation of regional and international obligations has added to the portfolio of the Conservation Services Division (CSD). Therefore, the main functions of CSD cover policy research, governance and strategic implementation in executing the broader mandate of biodiversity management in SANParks.

LEGAL FRAMEWORK FOR BIODIVERSITY CONSERVATION

The submitted management plans for all national parks were revised as recommended by the Minister of Environmental Affairs and Tourism (Minister). Revised plans were submitted by the end of this financial year. Since Norms and Standards (N&S) for Management of Elephants in South Africa were approved by the Minister in February 2008, the plans for all those national parks with elephants must, accordingly, be reviewed and re-submitted for approval by the Minister in terms of the National Environmental Management: Biodiversity Act (Act 10 of 2004). In line with the Biodiversity Act, the approval of the N&S and the lifting of a 13 year-old moratorium on elephant culling are major milestones in the management of a large charismatic mega-fauna in South Africa. Following SANParks' 2004 submission to the Minister, culling is now a legitimate management option, along with translocation, range manipulation, and contraception. The N&S prescribes highly stringent measures on culling, stating that it should be the option of last resort. SANParks has a minimal interference policy on ecosystems, implying that the other three options will not be implemented without thorough consideration of their impacts on elephants, other species and the ecosystems in which they occur.

The Convention on International Trade in Endangered Species (CITES) has approved the sale of all legal ivory in South Africa. This is another major achievement for SANParks because the CITES-approved sale of the initial 30 tons of ivory stock in the Kruger National Park (KNP) has become a windfall for all state-protected area agencies in the country. The 2007 CITES endorsement also confirms that SANParks and South Africa have complied with MIKE (Monitoring Illegal Killing of Elephants).





The regulations governing TOPS (Threatened or Protected Species) became law in South Africa in February 2008. In an attempt to generate profit before TOPS was enforced, it is suspected that some unscrupulous dealers increased the demand for white rhinoceros, forcing prices attained at various auctions to rise significantly. The R 26 m generated from auction sales for the Park Development Fund (PDF) was in part influenced by the increased demand for white rhinoceros. Simultaneously, poaching of white rhinoceros increased in the Kruger National Park, with at least 15 white and one black rhinoceros being poached. Law enforcement in the KNP has improved, leading to increased information-gathering to prevent poaching and to improve arrests and successful prosecution by the courts. SANParks is part of a broader national strategy to combat poaching of rhinoceros.

NATIONAL PARK EXPANSION

Best practice in SANParks is based on the Adaptive Management Approach, and our in-house Conservation Development Framework (CDF). In addition, SANParks has adopted the DEAT-South African National Biodiversity Institute (SANBI) framework for biodiversity management, and has improved it considerably by assisting with the development of the Policy and Principles of Protected Areas Expansion Strategy. CSD played a key role in developing these principles using 'Sensitivity Analysis' which is now used by Cape Nature, Peace Parks and Mpumalanga Parks and Tourism Board.

As reported in Chief Executive Officer's Report, in regard to land acquisition for expanding the national parks estate, only 56,2% (13 500 ha of 24 000 ha) of target was achieved. This shortfall was caused by failure to expropriate pieces of land as planned, and delays associated with the 'willing seller/willing buyer' principle.

LAND CLAIMS ON NATIONAL PARKS

SANParks is aware that the park expansion strategy may be affected by the land claims lodged with the Commission for the Restitution of Land Rights

according to the Restitution of Land Rights Act of 1994. Verified land claims against the KNP cover some 1,2 m hectares including major tourist camps such as Skukuza, Letaba, Lower Sabie, Punda Maria and Pretoriuskop. SANParks supports the restitution process, but continues to caution that settling of land claims against national parks should not undermine or compromise the public good that these assets provide to the broader society.

RESEARCH AND MONITORING OF ECOSYSTEMS

Based on the adaptive management approach and the principle of minimal interference in natural systems, research and monitoring in national parks follows the SANParks-developed concept of Thresholds of Potential Concern (TPC) or "worry-levels". TPCs also provide the rationale for resource allocation, and strategic intervention. TPCs now cover a range of all management interventions, from monitoring alien species to indigenous species.

The framework for TPCs has been developed, and TPCs for four national parks have been set¹. Using TPCs and esoteric research, science coordination in SANParks is achieved through both initiated and collaborative research with other researchers. While monitoring is primarily carried out by our own scientists, collaborative research depends on registered projects. As part of collaborative research, the 6th Science Network meeting was attended by over 200 registered scientists. The Science Network meeting has gained popularity and stature over the past six years since its inception. SANParks continues to utilise research outputs from a managed network system that includes major research institutions, universities and global bodies such as the United Nations Environmental Programme (UNEP).

¹ Management action or intervention is only considered if TPCs will be exceeded or have been exceeded.

State of Biodiversity

In order to monitor and track biodiversity patterns in national parks, a framework for the State of Biodiversity (SoB) has been completed for all national parks. The SoB report is a diagnostic tool that will set a good baseline for monitoring biodiversity targets of SANParks against the Ministerially-approved management plans. Combined with state of infrastructure and cultural asset reports, the SoB report is a diagnostic tool that will complete a self-initiated internal audit for tracking performance as required by the Protected Areas Act².

Forestry Science

Monitoring succession in burnt forest areas has continued. Results indicate slow recovery and the importance of a natural fynbos-forest to protect areas from outside disturbance. With SANParks taking responsibility for the management of large mountain catchment areas, the forest herbarium is being expanded to include fynbos species.

Monitoring of long-term forest dynamics, that support the sustainable harvesting of timber, has continued, with more than 35 000 trees re-measured. The marking of trees for harvesting was conducted over an area of more than 500 ha, with a total of 1,434 trees marked. The results of long-term monitoring of seven-weeks fern (*Rumohra adiantiformis*), used in flower arrangements, show a sharp natural decline in fern frond density and potential yield. The slow growth recorded with long-term monitoring of *Bulbine latifolia* (harvested for medicinal use) indicates a low sustainable yield and emphasises the importance of developing alternative resources. The poor bark regrowth recorded with wounding experiments on medicinal tree species indicates limited potential for sustainable strip harvesting, and that the supply for medicinal bark should be a by-product from timber harvesting areas.

SANParks experience in forest biodiversity management is not strong and this weakness has been identified as a priority focus area in the larger scale of conservation management.

Alien plant control

The five worst weeds and their control measures are:

- *Lantana camara* (lantana)- mechanical control combined with cut-stump treatment using herbicides. Biocontrol is not used as it has not proved effective.
- *Opuntia stricta* (sour prickly pear)- biological control using cochineal and *Cactoblastis*. We are mass-rearing these agents (primarily cochineal) in a hothouse and make continuous releases into the invaded areas in the veld.
- *Chromolaena odorata* (chromolaena) – currently not one of the worst weeds in terms of numbers present, but certainly presents the greatest threat. We use mechanical control combined with cut-stump treatment using herbicides. Biocontrol is not used because the chromolaena population is at low abundance and we are trying to keep it at a minimum.
- *Eichhornia crassipes* (water hyacinth) – integrated control using aerial applications of herbicides in particular areas, as well as biocontrol agents. We are mass-rearing some of the biocontrol agents and are releasing them on the Crocodile River and Engelhardt Dam (Letaba River).
- *Pistia stratiotes* (water lettuce)- various dams are still seasonally completely covered with these plants. We are using biocontrol and, although the insects used are well established in the field, we are augmenting their numbers with ongoing insect releases.

TRANSFRONTIER CONSERVATION AREAS (TFCA)

Following the successes in implementing the TFCA Programme in previous years, the year under review has also met all expectations. Some of the key activities and milestones reached in 2007/2008 are reported below:

Parks, Peace and Partnership Conference

South Africa participated in the Parks, Peace and Partnership Conference held on 9-12 September 2007 at the Glacier/Waterton Lakes National Park, Alberta, Canada.

² Section 43 (1) of the Protected Areas Act (57 of 2003) states: The Minister may establish indicators for monitoring performance with regard to the management of national protected areas and the conservation of biodiversity in those areas.



This Park forms part of one of the first Peace Parks established in the world, the Glacier/Waterton International Peace Park, which is a partnership between the Waterton National Park in Canada and the Glacier National Park in the United States of America. Last year was the 75th celebration of the establishment of the Park, and the occasion offered an ideal opportunity to show-case the successes of TFCA projects around the world. The conference was attended by some 200 TFCA practitioners and role players worldwide representing national and provincial governments, conservation agencies, NGOs, academic institutions, research programmes, local communities, and the private sector. Given such broad representation, the conference programme was diverse and covered a wide range of topics and themes. South Africa featured prominently on the final day, with various presentations from representatives of SANParks, the Peace Parks Foundation (PPF), the University of KwaZulu-Natal, the CAPE Programme, the South African Wildlife College and the Maloti-Drakensberg Transfrontier Project.

| Ai | Ais/Richtersveld and Kgalagadi Transfrontier Parks

Following in the footsteps of the Giryondo Tourist Access Facility (in the Great Limpopo Transfrontier Park), two new access facilities were officially launched in October 2007 in the arid region. The first event centred around the re-opening of the Mata-Mata Entrance Gate in the Kgalagadi Transfrontier Park on 12 October 2007 by Presidents Festus Mogae of Botswana, Hifikepunye Pohamba of Namibia and Thabo Mbeki of South Africa. The second event was the opening of the Sendelingsdrift Tourist Access Facility and Pontoon on 16 October 2007 in the | Ai | Ais/Richtersveld Transfrontier Park. The opening of these two Tourist Access Facilities are key to the strategy for desert tourism which explores the natural linkage between Kgalagadi and | Ai | Ais/Richtersveld Transfrontier Parks, South Africa's Au-grabies Falls National Park and the soon to be declared Speregebiet National Park in Namibia.

The development of the Mata-Mata and Sendelingsdrift Tourist Access Facilities has been exemplary of successful partnerships between government and the private sector.

Great Limpopo Transfrontier Park

South Africa took over the coordination of the Great Limpopo Transfrontier Park (GLTP) as part of the two year rotational system implemented according to the International Treaty. In line with the Treaty, this includes the Honourable Minister Marthinus van Schalkwyk taking over the Chair of the tri-lateral Ministerial Committee from Honourable Minister Francis Nhema of Zimbabwe. Following the successes of previous years, South Africa continued with the translocation of animals from the KNP to the Limpopo National Park (LNP). The Wildlife Translocation Programme, which is funded by the PPF, is an important component of the development process of the GLTP facilitating the establishment of wildlife in the recently proclaimed LNP in Mozambique. A total of 450 animals were translocated to the LNP in 2007.

Limpopo-Shashe Transfrontier Conservation Area

South Africa continued its role as coordinating country for the Limpopo-Shashe Transfrontier Conservation Areas project for the first two years. This resulted in the establishment of a tri-lateral Technical Committee to drive the planning component of the project, as well as the creation of various working groups to advise on issues relating to conservation and cultural resource management, land use planning, tourism development, safety and security, veterinary issues and wildlife diseases, and community development.

Maloti-Drakensberg Transfrontier Project

The Maloti-Drakensberg Transfrontier Project (MDTP) is reaching the end of Phase 1 of its project cycle, which aims to have all necessary planning frameworks in place for implementation over the next 20 years. In so doing, SANParks continued its participation in MDTP activities in 2007 with the key activities centred on finalising the MDTP 20-Year Strategy and developing an Action Plan to guide the first five years of its implementation. This is achieved through SANParks involvement in the project as one of four implementing agents in South Africa, resulting in active participation in the activities of the SA Project Coordination Committee (PCC), and the Bi-lateral Steering Committee (BSC) between Lesotho and South Africa.

EXECUTIVE SUMMARY

The key tourism objectives as defined in the SANParks balanced score card are:

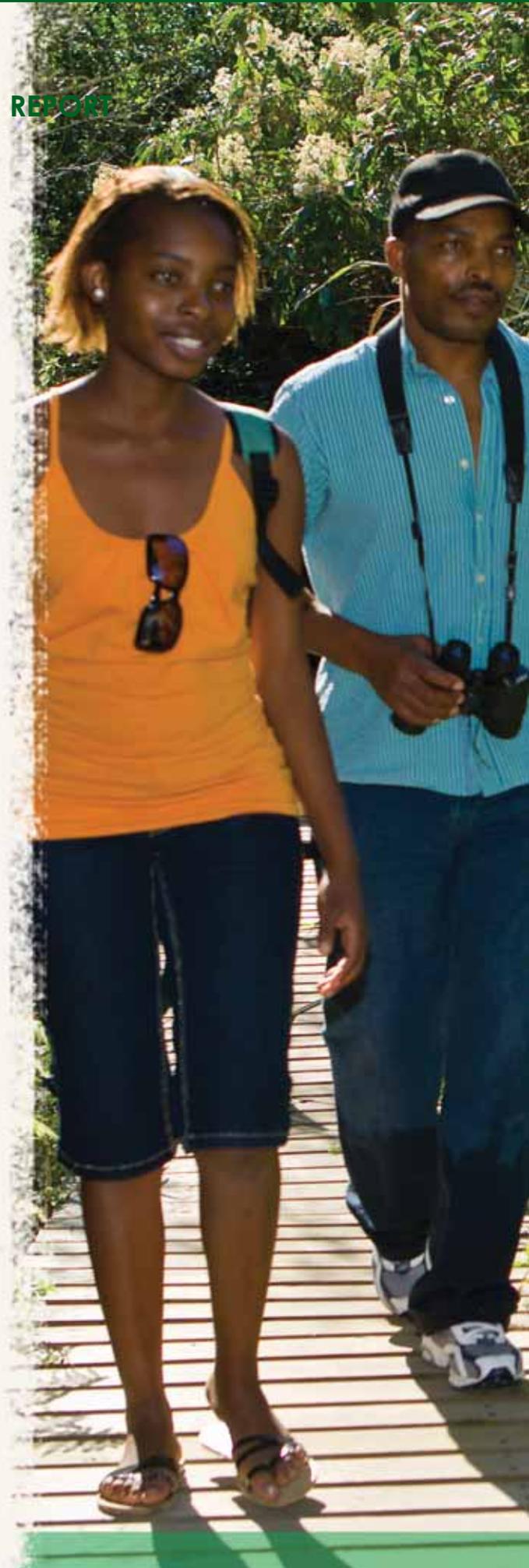
1. To develop and grow a sustainable nature-based tourism business for SANParks.
2. To become the nature-based tourism destination of choice.

With these objectives as the focus of both the strategic and operational directions of the year under review, SANParks is confident that it is well on its way to delivering on the objectives of the SANParks 2007/2008 - 2009/2010 strategic plan. The Tourism Development and Marketing Divisions' scorecard has been revised to ensure even sharper focus in the coming year.

The Tourism Development and Marketing Division comprises three key implementation units: Tourism Operations, Sales and Marketing and Business Development.

Highlights of the past year are:

- Tourism income for the past financial year surpassed a critical landmark for the first time tourism income exceeded the half billion Rand mark, with a gross income of R 517 m.
- The first stage of our development of the Thessen Island precinct was completed.
- The !Xaus community lodge (owned by the San and Mier communities) in the Kgalagadi finally opened. This is a three-way partnership between the San and Mier, SANParks and a concessionaire.
- The commercialisation strategy continues to deliver sterling results with income growth of more than 15%. A total income of more than R 54 m was received from both existing and new concession agreements that form part of the revised strategic plan for commercialisation.
- Ongoing and focused management of concession agreements has produced a variety of interventions, specifically around restaurant operations, that seek to ensure better service delivery.





- The focus and drive from the SANParks marketing team was significant, with great strides made in terms of both international and domestic exposure through a combination of trade and consumer exhibitions, road shows and a more focused and research-based media plan.
- The leveraging of relationships with S. A. Tourism and embassies in the key markets has greatly improved our access to both existing and new markets.
- As a result of a more scientific and targeted approach by the marketing team, black visitor numbers grew from 18,0 to 20,8%, expressed as a percentage of total domestic visitors. Black day and overnight visitors grew by 19,8 and 36,5% respectively.
- Another key focus area was to improve efficiency in the use of the reservation and property management system. Through both ongoing training and support initiatives and monthly performance monitoring, efficiency improved from 56,9 to 65,3%.
- The launch of real-time reservations through the SANParks website has been a major success, generating more than R 8,3 m worth of bookings within the first three months of operation (January to March 2008). This was achieved without any significant marketing of the option during the first three months of operation.
- The SANParks tourism call centre system was upgraded. This system now enables better monitoring of staff performance, shortened waiting periods, and the recording of conversations.
- More focus has been placed on the auditing of tourism facilities and services. This has helped to highlight major areas of concern and has resulted in specific interventions to address these operational shortfalls.
- Another achievement was the formulation of a uniform guest questionnaire that will ensure that we are able to both track and deal with visitor feedback in a more uniform and effective manner. This will link up with the web feedback mechanism launched in the previous year.
- The front office at Groenkloof was upgraded, allowing for more efficient reservations procedures, payment for walk-in clients and the

improvement of the organisation's image.

- The Honorary Ranger corps has continued to grow from strength to strength. Under the guidance of this division, the corps has been incorporated into the SANParks scorecard and it has become a more focused organisation. All targets set for the corps were exceeded. More than R 12 m was raised and donated to SANParks during the financial year.

SALES AND MARKETING REPORT

As reported last year, we aimed to implement our consolidated marketing strategy during the year under review in a manner that would yield desired results. We were in a better position to achieve this as we had analysed trends, researched our markets and their segments, and used past learning to determine the way forward. We set well-defined, measurable and strategically-driven objectives that were to guide us in implementing our marketing strategy appropriately.

These objectives were:

- To increase the total number of visitors to the national parks
- To increase the number of black visitors to the national parks
- To increase black visitors as a percentage of total national parks visitors
- To increase the number of black overnight visitors to the national parks
- To increase the number of international visitors and increase our presence in the international markets with the aim of developing new markets
- To improve reservation methods that will make it easy to access the national parks
- To grow wild card sales and improve communication to members

This report concentrates on our achievements in meeting these objectives during the 2007/2008 year.

TOURISM DEVELOPMENT AND MARKETING REPORT

Visitors to National Parks

Total visitors to the national parks increased by 2.9%, from 4 587 815 to 4 720 737 persons through SANParks gates. The target was a 3,0% increase. This was achieved by implementing a focused and strategy-driven marketing and media plan both domestically and internationally. The current domestic market, which consists mainly of white families and constitutes the majority of the visitors to the parks, was reached by an intensive media plan which included print, outdoor marketing, exhibitions and television. This proved to be highly effective as it solidified our position in the market and resulted in the 2,9% growth.

Black visitors to the National Parks

Our market analysis in the previous financial year, and the research conducted, revealed that a focused marketing strategy would increase the number of black visitors to national parks, at the same time giving access to new markets. Through exhibitions, intensive radio campaigns, tactical print and television campaigns, we were able to achieve results of which we are exceptionally proud. The number of black visitors to national parks grew by 21,4% from 255 829 to 310 488. This reflects a growth in day visitors of 19,8% from 231 282 to 276 986 and in overnight visitors of 36,5%, from 24 547 to 33 502.

The total number of black visitors to the Parks now stands at 26,1% (previous year 22,8%) of total South African day visitors and 7,8% (previous year 6,1%) of total South African overnight guests. Overall, the total number of black guests (day visitor and overnight) comprises 20,8% (previous year 18,0%) of total South African guests. This is a clear indication that our strategic direction is yielding the desired results.





International visitors

The international market continues to play a vital role and it contributed to approximately 30% of our total visitors in measured parks during the year under review. Relationships built as well as marketing interventions in our core markets proved to be highly effective in achieving the type of growth as highlighted in the following table:

Position	Country	Total foreign guests (as a % of total) (previous year in brackets)	Number of Guests (previous year in brackets)
1	Germany	35,6 (39,0)	181 354 (198 036)
2	Holland	10,8 (9,5)	55 160 (48 068)
3	United Kingdom	10,7 (11,1)	54 485 (56 333)
4	France	6,4 (5,6)	32 810 (28 636)
5	United States	3,8 (4,7)	23 724 (19 223)

The relationship with SA Tourism and the South African embassies in these countries has assisted us in maintaining a presence as well as achieving growth in these markets. Though effective, our international marketing strategy is largely affected by the exchange rate. Nevertheless, we have managed to stretch our limited resources to perform the following international marketing programmes effectively:

- Conducted road shows targeting major tour operators in our core markets;
- Participated in major in-country exhibitions;
- Worked with operators in solidifying our relationship in order to drive international visitors to National Parks;
- Distributed promotional material through the SA Tourism offices network and South African embassies in our core markets;
- Made use of tactical print media to reach our desired target audiences;
- Hosted various agents and journalists during their familiarisation trips to South Africa;
- Facilitated film shoots to take place in national parks in return for exposure in our overseas market;

The analysis completed at the beginning of the last financial year revealed that some of our international core markets may experience a decline. With that in mind, we made a conscious decision to strategically develop tactical international markets which will

increase our presence in the international arena and hopefully make up for the decline that might be experienced in our core markets. We, therefore, attended road shows and exhibitions in India, Belgium and Italy.

Improved reservations methods

Our intensive marketing drive has made a significant impact on domestic and international markets, resulting in increased demand for our product. In order to cater effectively for this increased demand, it was necessary to improve our reservations methods. SANParks, therefore, embarked on a work study to identify those areas requiring improvement so as to ensure effective process reservations for the national parks. A number of areas were identified and we are pleased to report on the following actions that were taken to improve our work flow and reservation methods:

- Upgraded our call centre system. The new system allows us to direct excess calls to additional offices, thus reducing the call waiting time and dropped calls. The system also allows us to record conversations, which we use to investigate complaints that may arise.
- Extended the call centre overflow to an additional office, offering a larger number of call centre agents available to answer calls at any point in time.
- Opened two additional satellite offices in Nelson Mandela Bay and George.
- Renovated our reservations offices at Head Office to ensure proper brand presence and easy management of queues during peak periods.
- Launched a web-reservations system which will assist in reducing the response time in our electronic reservations section.

Wild Card Programme

Our loyalty programme, the Wild Card, showed outstanding improvement in the year under review. We launched a dedicated Wild Card Magazine which is mailed to all members quarterly. The magazine has been welcomed by Wild Card members and has received numerous accolades from industry players.

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We also launched an electronic newsletter and extended SMS and e-mail communication to members. This has increased renewals and has dramatically improved communication between ourselves and members. We also introduced a price increase, the first time since the programme launch. These innovations have yielded outstanding sales results. Annual sales increased by 11, 2% from last year's 85, 700 cards to the highest total ever achieved in a financial year, 95, 302 cards. Card sales earned gross revenue of R 35, 2 m, up 12,1% from the previous year's R 31,4 m.

Strategy for 2008/09 Financial Year

SANParks will continue to implement its integrated marketing strategy in the coming year, making necessary adjustments as informed by research and evolving market trends. We will closely monitor both the domestic and international markets, as we believe that tourism will be affected by the escalating fuel price, soaring food costs and higher interest rates. The innovations introduced to alleviate reservation backlogs will be monitored and we will also investigate implementing new ways to improve customer service levels.

SANParks Participation In 2010 Soccer World Cup Event

The South African National Parks 2010 Soccer World Cup Strategy is aimed at:

- Sustainable infrastructure development in Parks,
- Optimising revenue through maximised occupancy,
- Optimising the branding and marketing of the SANParks brand and national parks, and
- Retaining the loyal client base.

This strategy was developed to ensure additional income generation subsequent to the 2010 Soccer World Cup, because an acceptable return on the infrastructure investment will be impossible over the period of the event.

Based on this strategy, SANParks has built a working relationship with MATCH, the company appointed





to manage the International Federation of Association Football (FIFA) ticketing, accommodation and information technology systems. SANParks has requested DEAT to provide funding (R 35 m) to implement the strategy. The final contractual commitment with MATCH will be pending DEAT approval of such funding.

BUSINESS DEVELOPMENT REPORT **Strategic Plan For Commercialisation (2006 – 2011)** **Implementation**

Since 2000, Public Private Partnerships (PPP) in South Africa have been regulated by the Public Finance Management Act (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 eight years, SANParks has progressively increased the number of PPP transactions, covering a wide range of projects, including accommodation, restaurants, retail and various activity products. By March 2008, more than twenty PPP projects had been actively implemented with four projects concluded during 2007/2008.

The growing number of PPP projects attests to the growing body of experience related to PPPs, both within SANParks and across the private sector. Key lessons have been learned over the years. As a result of the good performance from commercialisation, SANParks in the last financial year developed the Strategic Plan for Commercialisation (SPfC) to accommodate and benefit from:

- The experience and specialist skills acquired
- The lessons learned from implementation and management of PPPs,
- Legislative requirements (i.e. compliance with Regulation 16 of the PFMA and the Eco-tourism Toolkit developed by National Treasury), and
- The extended scope of projects identified to enable SANParks to improve its infrastructure towards 2010, generate revenue, promote BEE and create employment.

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.

In particular, PPPs in SANParks have proved to be an important service delivery mechanism as they can facilitate rapid infrastructure delivery as envisaged under the Accelerated and Shared Growth Initiative for South Africa (Asgi-SA). In addition, PPPs are a good vehicle for promoting and developing the national policy objective of Black Economic Empowerment (BEE).

Progress On Concession and PPP Agreements

With the previous financial year centred on strategy development, the focus for this and the following years is implementation of the identified projects. Significant progress in implementing the SPfC has been made during 2007/2008:

- The new Kruger National Park Restaurant Agreement was awarded on 1 April 2007,
- A successful tender for the Darlington Lake Lodge concession in the Addo Elephant National Park,
- The appointment of an operator for the Geelbek restaurant facility in the West Coast National Park,
- The sourcing of an operator for the Tshokwane and Nkhuhlu picnic facilities in the KNP, with BEE equity and employee participation (32%) exceeding that of the original unsuccessful tender in 2006,
- The commencement of construction, with local community approval, of the long-delayed Koeel Bay concession in the Table Mountain National Park,
- Successful negotiation on the Klein Skrij Community Agreement, resulting in the !Xaus Lodge in the San and Mier Community section of the Kgalagadi Transfrontier Park commencing operation in July 2007,

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- The Knysna Oyster Company commencing operations from the newly-constructed restaurant on the Thesens Island state land in the Knysna National Lake Area,
- The conclusion of the infrastructural development (groundworks, electrical, landscaping etc.) for the Thesens Island Development in the Knysna National Lake Area,
- Significant progress with the Roundhouse project (awarded in 2001), with approvals from SAHRA, Heritage Western Cape and Cape Town City Council (the restaurant refurbishment is in progress) and conclusion of the project and tender on the Ratel River farmstead in the Agulhas National Park (regretfully no interest was shown by the private sector and SANParks will review the way forward).

The following PPP projects are scheduled for conclusion during 2008/2009:

- Malelane Hotel development in the Kruger National Park,
- Thesens Island State Land Development in the Knysna National Lake Area,
- Evaluation and feasibility of the commercial opportunities of Skukuza airport,
- Sundays River Adventure Activities in the Addo Elephant National Park,
- Luxury Tented Safaris in the Kruger National Park, and
- Astronomy Product in several National Parks.

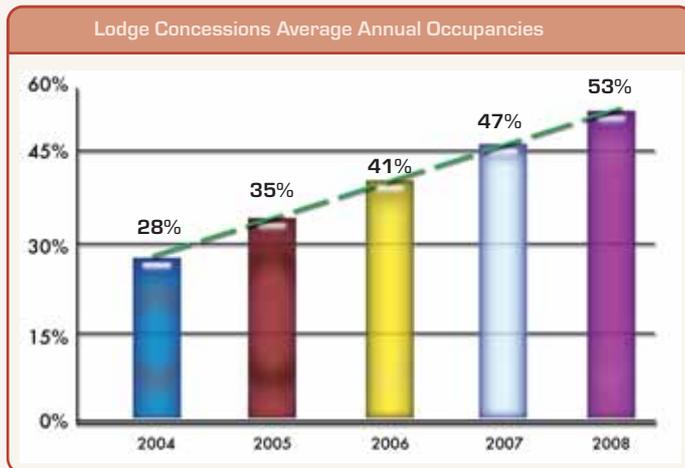
Concession Lodge Occupancy

The average annual Lodge Concession occupancy has again increased, up from the previous year's 47% to 53% in this report period. This is a clear indication that the concession lodges have been able to adjust their pricing- and marketing strategies to adapt to the invariable fluctuations in the tourism industry. The highest average occupancy achieved by an operator in 2007/2008 was 76%, compared with 64% and 45% in 2006 and 2004 respectively. Of particular significance, is that all the lodges have shown increases and all achieved average annual occupancies higher than 40%.





The average annual occupancies for concession lodges from 2004 to 2008 are illustrated in the following figure:



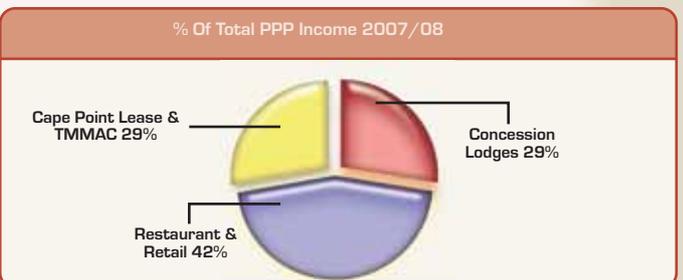
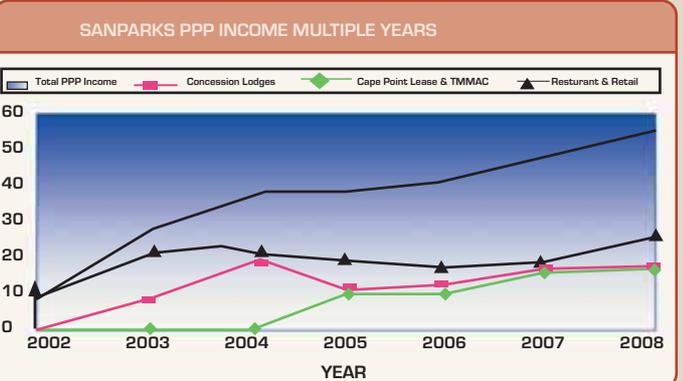
Summary Net PPP Income

Commercialisation has resulted in a total PPP income to SANParks of R 214 m since inception and, to the end of the report period. This is, in addition to infrastructural developments and assets worth more than R 360 m that will revert to SANParks at the end of the contract periods. PPP income is summarised in the following tables:

SUMMARY NET PPP INCOME			
Concession lodges	Income to date (2002 to 2008) (R)	March 2008 (R)	March 2007 (R)
Tinga Private Game Lodge - Kruger	7 726 696	1 646 351	1 414 871
Jock Safari Lodge - Kruger	5 824 394	751 902	1 385 810
Lukimbi Safari Lodge - Kruger	2 332 743	522 060	387 744
Imbali Safari Lodge - Kruger	4 640 701	902 408	954 963
Rhino Walking Safaris - Kruger	893 428	208 657	197 872
Singita Lebombo - Kruger	27 550 004	7 564 681	6 674 954
Shishangeni Lodge - Kruger	8 281 636	1 804 695	1 550 952
Brandwag Hotel - Golden Gate	4 317 280	0	284 382
Gorah Elephant Camp - Addo	4 176 741	894 928	815 923
Addo Nyati Concession - Addo	2 676 840	552 406	516 984
River Bend Country Lodge - Addo	346 878	49 159	179 105
Roundhouse Concession - Table Mountain	569 381	0	0
Koelbay Concession - Table Mountain	78 791	78 791	0
Intsomi Lodge - Addo	16 690	16 690	0
Knysna Oyster Company - Knysna	457 892	457 892	0
Tender Fees Received	514 803	0	0
Kingfisher Camp - Marakele	49 378	0	29 897
Langebaan Houseboats - West Coast	675 612	263 714	249 052
Duinepos - West Coast	33 992	33 992	0

SUMMARY NET PPP INCOME			
Concession Lodges	Income to date (2002 to 2008) (R)	March 2008 (R)	March 2007 (R)
Eden Adventure Canoe Trails - Wilderness	249 762	103 335	62 992
Canoe Trails - Augrabies	34 827	4 811	2 401
Cape Point Lease and TMACC - TMNP	46 436 455	15 732 976	14 460 384
Sub-total concession Lodges	117 884 922	31 589 44	29 168 288

SUMMARY NET PPP INCOME			
Facility rentals	Income to date (2002 to 2008) (R)	March 2008 (R)	March 2007 (R)
KNP Shops - Tigers Eye	66 889 840	13 562 536	11 613 092
KNP Restaurants - Compass Game Park Services	27 322 755	3 968 146	0
Staff shop, KNP - Stoffels and Pursad CC	1 064 089	249 942	329 001
Addo Shop and Restaurant - Tigers Eye	9 030 297	2 013 364	1 765 639
Tsitsikamma Shop and Restaurant - Tigers Eye	8 155 377	1 545 560	1 453 718
Mountain Zebra Shop and Restaurant - EJ Viljoen	621 253	123 103	93 327
Augrabies Shop and Restaurant - EJ Viljoen	1 650 819	315 465	299 195
Kgalagadi Shops and Restaurants - EJ Viljoen	2 364 256	500 145	432 132
Karoo Shop and Restaurant - Jan Viljoen	679 765	161 983	157 475
KNP Avis rentals	342 281	17 544	146 316
Sub-total Facility Rentals	95 750 390	22 457 789	16 289 894
TOTAL PPP INCOME	213 635 312	54 047 237	45 458 182



SYNOPSIS OF TOURISM STATISTICS FOR THE SYNOPSIS OF TOURISM STATISTICS (TWELVE MONTHS ENDED 31 MARCH 2008) 31 MARCH 2008

Executive Summary

For the 2007/2008 year, overall overnight and park visitation statistics, including most SANParks indicators have generally increased year-on-year.

Guests to parks increased by 2,9%; *Camping person nights* increased by 6,7%; *Unit-and Bed nights sold* increased by 4,0% and 3,6% respectively; and *Unit-and Bed occupancy* both increased by 1,4%. Activities, however, decreased by 5,7%.

Of relevance to these performance figures that many camps are benefiting from the Infrastructure Development Programme (IDP) resulting in fewer units being available to the public. For example, in Lower Sabie, where the IDP was already having a significant impact on camp business volume (collectively down 44% since 2004/2005) bed and unit nights sold reduced by more than 25% year-on-year. It should be kept in mind, however, that withdrawals for whatever reason do not affect occupancies as the bed or unit availability is removed from the system. It should also be noted that: Lang Elsie Kraal at Bontebok National Park only re-commenced business in September 2007; the small camp at Vaalbos is no longer under SANParks management; Mokala National Park is now fully operational; and, the new units at Namaqua and Tankwa have been commissioned (latter not yet reflected in the statistics due to communication and data constraints).

Guests to Parks

Total *Guests to Parks* increased by 2,9% from 4, 587, 815 to 4, 720, 737 persons through SANParks gates. The number of guests to Kruger Division increased by 6,3% from 1, 313, 185 to 1, 396, 054 and guests to Parks Division increased by 1,5% from 3, 274, 630 to 3, 324, 683 persons. Note that, as from the 2007/2008 financial year, the statistics for the Table Mountain Cableway are included in the reports and, for easy comparison, the statistics for the previous year have been included.





Top Five Parks

Position	Park	Number of guests to Park (12 months)	Percentage of Total
1	Table Mountain	2, 477, 569	52, 5
2	Kruger	1, 396, 054	29, 6
3	Tsitsikamma	177, 722	3, 8
4	Addo	162, 884	3, 5
5	West Coast	154, 697	3, 3
Total			92, 5

Unit Occupancy

Average *Unit Occupancy* was 70,9%, comprising 60,0% for Parks Division and 76,1% for Kruger Division. The comparative unit occupancies for 2006/2007 were 69,5%; 61,6% and 72,8% respectively.

Top Five Parks

Position	Park	Occupancy (12 months) %
1	Addo	85, 1
2	Kruger	76, 1
3	Kgalagadi	75, 9
4	Marakele	73, 1
5	Tsitsikamma	73, 0

Top Five Camps

Position	Camp	Occupancy (12 months) %
1	Biyamiti	92, 9
2	Urikaruus	92, 4
3	Addo Main Camp	90, 8
4	Crocodile Bridge	88, 6
5	Balule	87, 3

Bed Occupancy

Bed Occupancy across all national parks was 56,2%, comprising 46,9% for Parks Division and 60,5% for Kruger Division. The comparative bed occupancies for 2006/2007 were 54,8%; 47,9% and 57,8% respectively.

Top Five Parks

Position	Park	Occupancy (12 months) %
1	Marakele	75, 5
2	Addo	64, 1
3	Kgalagadi	60, 8
4	Kruger	60, 5
5	Tsitsikamma	57, 9

Top Five Camps

Position	Camp	Occupancy (12 months) %
1	Urikaruus	89, 9
2	Kieliekrankie	82, 7
3	Grootkolk	80, 9
4	Satara	78, 4
5	Tlopi	75, 5

Camping

Camping increased by 6,7% year-on-year from 554 ,074 to 591, 076 person-nights. Parks Division, camping increased by 7,6% from 209, 692 to 225, 667 person-nights, while Kruger Division camping increased by 6,1% from 344, 449 to 365, 409 person-nights.

Activities

Activities decreased across all SANParks by 5,7% from 226, 211 to 214, 106 activities. Kruger Division activities declined by 1,3% from 158, 290 to 156, 289 activities, while Parks Division activities declined by 13,5% from 66, 816 to 57, 819 activities. Those Parks showing the greatest decline for the reporting period were Golden Gate (-64,0%), Marakele (-56,3%), Tsitsikamma (-35,5%), Kgalagadi (-33,6%), and Augrabies (-30,1%).

When Park activities are ranked in terms of *Activities per 100 Guest Nights*, Addo is well ahead with 42,1, followed by Mapungubwe (19,7), Kruger (12,4), Tsitsikamma (11,5) and Kgalagadi (3,3).

Top Five Parks

Position	Park	No. of activities (persons)	Percentage of Total	Total guest nights	Activities per 100 overnight guests (previous year in brackets)
1	Addo	32, 592	15, 2	77, 436	42,1 (40,7)
2	Mapungubwe	2, 743	1, 3	13, 932	19,7 (23,5)
3	Kruger	156, 289	73, 2	1, 260, 352	12,4 (13,0)
4	Tsitsikamma	12, 437	5, 8	108, 553	11,5 (17,6)
5	Kgalagadi	3, 443	1, 6	105, 699	3,3 (5,3)
Total			96,9%		
Overall average					11,8(13,0)

SYNOPSIS OF TOURISM STATISTICS FOR THE TWELVE MONTHS ENDED 31 MARCH 2008

When Camp activities are ranked in terms of *Activities per 100 Guest Nights*, Addo Main ranks first with 42,1, followed by Olifants (24,1), Mapungubwe (19,7), Pretoriuskop (14,1) and Skukuza (12,8). Note that some stations do not have overnight guests and serve guests not residing in the park. While these station can not be measured with this tool, they perform well (e.g. Table Mountain, Orpen, Phalaborwa and Malelane).

Top Five Camps

Position	Camp	No. of activities (persons)	Percentage of total activities (%)	Total guest nights	Activities per 100 overnight guests (previous year in brackets)
1	Addo Main	32,592	15,2	77,436	42,1 (40,7)
2	Olifants	17,647	8,3	70,236	24,1 (26,1)
3	Mapungubwe	2,743	1,3	13,932	19,7 (23,5)
4	Pretoriuskop	15,857	7,4	112,280	14,1 (14,2)
5	Skukuza	27,597	12,9	218,357	12,8 (14,0)
Total			45,0		
Overall average					11,8 (13,0)

Demographics

The following data excludes Agulhas, Table Mountain, Tankwa Karoo and West Coast National Parks, because demographic information is not captured in these Parks.

Black Guests

Total black guests increased by 21,4% from 255,829 to 310,488, comprising an increase in Day Visitors of 19,8% from 231,282 to 276,986 and an increase in Overnight Guests of 36,5% from 24,547 to 33,502. Black guests comprised a total of 26,1% (previous year 22,8%) of Total South African Day Visitors and 7,8% (previous year 6,1%) of Total South African Overnight Guests. Total Black guests (day visitor and overnight) therefore comprised 20,8% (previous year 18,0%) of Total South African Guests.





Top Five Parks

Position	Park	Percentage of black guests of total South African guests (%) (2006/2007 in brackets)	Number of black guests (2006/2007 in brackets)
1	Mapungubwe	45,0 (60,4)	6,951 (12,665)
2	Kruger	24,7 (20,5)	266,739 (207,030)
3	Golden Gate	19,9 (21,4)	6,859 (6,323)
4	Augrabies	15,4 (13,6)	9,473 (10,197)
5	Karoo	14,5 (9,8)	4,285 (2,797)

South African Provinces

Position	Province	Number of guests (2006/2007 in brackets)	Percentage of total South African guests (%) (2006/2007 in brackets)
1	Gauteng	543,375 (472,882)	36,5 (33,4)
2	Mpumalanga	350,161 (352,683)	23,5 (24,9)
3	Limpopo	206,811 (188,368)	13,9 (13,3)
4	Western Cape	134,325 (156,077)	9,0 (11,0)
5	Eastern Cape	120,943 (122,168)	8,1 (8,6)
6	Free State	38,544 (35,311)	2,6 (2,5)
7	North West	36,029 (30,356)	2,4 (2,1)
8	Kwazulu Natal	36,021 (32,164)	2,4 (2,3)
9	Northern	22,994 (27,510)	1,5 (1,9)

International Markets: Top Five Countries

Position	Country	Number of guests (2006/2007 in brackets)	Percentage of total foreign guests (%) (2006/2007 in brackets)	Percentage of total population of country
1	Germany	181,354 (198,036)	35,6 (39,0)	0,220
2	Holland	55,160 (48,068)	10,8 (9,5)	0,345
3	United Kingdom	54,485 (65,333)	10,7 (11,1)	0,090
4	France	32,810 (28,636)	6,4 (5,6)	0,051
5	United States	23,724 (19,223)	3,8 (4,7)	0,008

SYNOPSIS OF TOURISM STATISTICS FOR THE TWELVE MONTHS ENDED 31 MARCH 2008

1. SUMMARY OF VISITORS STATISTIC FOR THE TWELVE MONTHS ENDED MARCH 2008 FOR THE SOUTH AFRICAN NATIONAL PARKS

PARK	ACCOMMODATION (EXCL CAMPING)					
	Unit Nights Sold	% Of Total	% Unit Occupancy	Bed Nights Sold	% Of Total	% Bed Occupancy
ADDO	23,521	4,7	85,1	54411	4,5	64,1
<i>Previous Year</i>	<i>22,879</i>	<i>4,7</i>	<i>84,9</i>	<i>53649</i>	<i>4,5</i>	<i>63,8</i>
AGULHAS						
<i>Previous Year</i>						
AUGRABIES	11,857	2,4	55,0	25915	2,1	48,7
<i>Previous Year</i>	<i>13,084</i>	<i>2,7</i>	<i>61,3</i>	<i>27657</i>	<i>2,3</i>	<i>52,3</i>
BONTEBOK	1,002	0,2	47,2	2325	0,2	45,1
<i>Previous Year</i>	<i>98</i>	<i>0,0</i>	<i>34,4</i>	<i>282</i>	<i>0,2</i>	<i>16,5</i>
CAMDEBOO						
<i>Previous Year</i>						
GOLDEN GATE	18,792	3,7	48,5	42,645	3,5	33,7
<i>Previous Year</i>	<i>15,513</i>	<i>3,2</i>	<i>50,3</i>	<i>34,826</i>	<i>3,0</i>	<i>35,1</i>
KAROO	9,165	1,8	65,9	22,576	1,8	52,3
<i>Previous Year</i>	<i>9,373</i>	<i>1,9</i>	<i>67,7</i>	<i>23,584</i>	<i>2,0</i>	<i>48,0</i>
KGALAGADI	24,934	5,0	75,9	58,058	4,8	60,8
<i>Previous Year</i>	<i>22,913</i>	<i>4,7</i>	<i>72,7</i>	<i>55,615</i>	<i>4,7</i>	<i>61,4</i>
KRUGER	363,609	72,3	76,1	894,943	73,3	60,5
<i>Previous Year</i>	<i>354,041</i>	<i>73,2</i>	<i>72,8</i>	<i>871,689</i>	<i>73,9</i>	<i>57,8</i>
MARAKELE	2,673	0,5	73,1	5,517	0,5	75,5
<i>Previous Year</i>	<i>2,381</i>	<i>0,5</i>	<i>65,4</i>	<i>4,965</i>	<i>0,4</i>	<i>68,2</i>
MAPUNGUBWE	4,348	0,9	38,7	10,134	0,8	37,1
<i>Previous Year</i>	<i>3,657</i>	<i>0,8</i>	<i>29,0</i>	<i>8,387</i>	<i>0,7</i>	<i>27,3</i>
MOUNTAIN ZEBRA	4,8111	1,0	65,7	13,092	1,1	43,6
<i>Previous Year</i>	<i>4,228</i>	<i>0,9</i>	<i>58,5</i>	<i>10,641</i>	<i>0,9</i>	<i>34,6</i>
NAMAQUA	1,526	0,3	34,1	909	0,1	22,6
<i>Previous Year</i>						
RICHTERSVELD	1,526	0,3	23,8	3,226	0,3	18,4
<i>Previous Year</i>	<i>1,003</i>	<i>0,2</i>	<i>15,7</i>	<i>2,212</i>	<i>0,2</i>	<i>13,6</i>
TABLE MOUNTAIN	815	0,2	58,1	3,363	0,3	30,6
<i>Previous Year</i>	<i>634</i>	<i>0,1</i>	<i>49,0</i>	<i>2,616</i>	<i>0,2</i>	<i>28,6</i>
TANKWA KAROO						
<i>Previous Year</i>						
TSITSIKAMMA	24,655	4,9	73,0	60,236	4,9	57,9
<i>Previous Year</i>	<i>24,658</i>	<i>5,1</i>	<i>74,0</i>	<i>60,155</i>	<i>5,1</i>	<i>57,2</i>
Vaalbos	0	0,0	0,0	0	0,0	0,0
<i>Previous Year</i>	<i>1,708</i>	<i>0,0</i>	<i>8,1</i>	<i>76</i>	<i>0,0</i>	<i>3,4</i>
MOKALA	1,708	0,3	16,8	3,490	0,3	12,8
<i>Previous Year</i>	<i>0</i>	<i>0,0</i>	<i>0,0</i>	<i>0</i>	<i>0,0</i>	<i>0,0</i>
WEST COAST	624	0,1	56,5	2,353	0,2	32,0
<i>Previous Year</i>	<i>657</i>	<i>0,1</i>	<i>60,0</i>	<i>2,396</i>	<i>0,2</i>	<i>28,1</i>
WILDERNESS	7,570	1,5	43,3	18,498	1,5	35,7
<i>Previous Year</i>	<i>8,494</i>	<i>1,8</i>	<i>49,4</i>	<i>21,034</i>	<i>1,8</i>	<i>41,5</i>
TOTAL 2007 / 8	503,136	100	70,9	1,221,691	100,0	56,2
<i>TOTAL 2006 / 7</i>	<i>483,553</i>	<i>100</i>	<i>69,5</i>	<i>1,179,784</i>	<i>100,0</i>	<i>54,8</i>
DIFFERENCE %	4,0		1,4	3,6		1,4

	Camping - Person Night Sold	% Of Total	Guest To Park	WILD CARD Free Guests	Total Activities	% Of Total
	23,025	3,9	162,884	7,373	32,592	15,2
	<i>22,870</i>	<i>4,1</i>	<i>160,810</i>	<i>9,800</i>	<i>31,138</i>	<i>13,8</i>
			28,698	0		
			<i>27,460</i>	<i>0</i>		
	15,488	2,6	70,483	3,097	1,234	0,6
	<i>17,213</i>	<i>3,1</i>	<i>83,269</i>	<i>3,791</i>	<i>1,766</i>	<i>0,8</i>
	6,814	1,2	11,966	2,333		
	<i>1,020</i>	<i>0,2</i>	<i>5,599</i>	<i>1,514</i>		
			43,383	0		
			<i>0</i>	<i>0</i>		
	13,381	2,3	39,172	853	1,526	0,7
	<i>12,942</i>	<i>2,3</i>	<i>32,688</i>	<i>870</i>	<i>4,244</i>	<i>1,9</i>
	11,491	1,9	32,491	1,217	1,443	0,7
	<i>13,449</i>	<i>2,4</i>	<i>31,469</i>	<i>2,785</i>	<i>1,759</i>	<i>0,8</i>
	47,641	8,1	25,928	620	3,443	1,6
	<i>42,329</i>	<i>7,6</i>	<i>23,955</i>	<i>491</i>	<i>5,188</i>	<i>2,3</i>
	365,409	61,8	1,396,054	316,389	156,289	73,0
	<i>344,449</i>	<i>62,2</i>	<i>1,313,185</i>	<i>283,998</i>	<i>158,290</i>	<i>70,0</i>
	15,160	2,6	24,203	5,986	485	0,2
	<i>13,435</i>	<i>2,4</i>	<i>20,463</i>	<i>4,622</i>	<i>1,111</i>	<i>0,5</i>
	3,798	0,6	22,801	2,979	2,743	1,3
	<i>0</i>	<i>0,0</i>	<i>21,775</i>	<i>2,988</i>	<i>1,970</i>	<i>0,9</i>
	6,542	1,1	17,962	4,690	349	0,2
	<i>4,922</i>	<i>0,9</i>	<i>16,245</i>	<i>3,862</i>	<i>5</i>	<i>0,0</i>
			8,641	1,911		
			<i>10,817</i>	<i>1,552</i>		
	15,545	2,6	5,279	84		
	<i>11,757</i>	<i>2,1</i>	<i>3,732</i>	<i>66</i>		
		0,0	2,477,569	0	1,042	0,5
		<i>0,0</i>	<i>2,478,951</i>	<i>0</i>	<i>1,455</i>	<i>0,6</i>
			0	0		
			<i>0</i>	<i>0</i>		
	48,317	8,2	177,722	3,896	12,437	5,8
	<i>49,354</i>	<i>8,9</i>	<i>185,116</i>	<i>2,414</i>	<i>19,285</i>	<i>8,5</i>
	0	0,0	0	0	0	0,0
	<i>60</i>	<i>0,0</i>	<i>476</i>	<i>236</i>	<i>0</i>	<i>0,0</i>
	957	0,2	3,377	376	523	0,2
	<i>0</i>	<i>0,0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0,0</i>
		0,0	154,697	0		
		<i>0,0</i>	<i>154,185</i>	<i>0</i>		
	17,508	3,0	17,427	1,545	0	0,0
	<i>20,274</i>	<i>3,7</i>	<i>17,620</i>	<i>1,182</i>	<i>0</i>	<i>0,0</i>
	591,076	100,0	4,720,737	353,349	214,106	100,0
	<i>554,074</i>	<i>100,0</i>	<i>4,587,815</i>	<i>320,171</i>	<i>226,211</i>	<i>100,0</i>
	6,7		2,9	10,4	-5,4	

SYNOPSIS OF TOURISM STATISTICS FOR THE THE TWELVE MONTHS ENDED 31 MARCH 2008

2. SUMMARY OF VISITOR STATISTIC FOR THE TWELVE MONTHS ENDED MARCH 2008 FOR THE KRUGER NATIONAL PARK

	ACCOMMODATION (EXCL CAMPING)							
	Unit Nights Sold	<i>Previous</i>	% Unit Occupancy	<i>% Previous</i>	Bed Nights Sold	<i>Previous</i>	% Bed Occupancy	<i>% Previous</i>
NKAYENI	1,9%		1,9%		0,5%		3,3%	
BALULE	1,917	1,814	87,3	82,9	4,182	4,020	63,5	61,2
MARULA								
ORPEN	3,173	3,871	72,7	71,4	8,380	9,328	63,6	61,4
ROODEWAL	235	251	65,5	72,3	2,468	2,476	36,2	37,6
SATARA	50,737	50,024	84,8	84,5	114,895	116,566	78,4	75,0
TALAMATI	4,632	4,337	85,5	79,2	17,903	16,622	60,5	55,6
TAMBOTI	11,711	10,782	80,0	73,9	28,075	26,102	63,9	59,6
REGIONAL TOTAL	72,405	71,079	83,4	81,5	175,903	175,114	71,3	68,0
NXANATSENI	7,1%		4,7%		7,0%		3,6%	
BATELEUR	1,575	1,467	61,5	57,4	5,754	4,856	46,2	39,1
BOULDERS	153	143	47,8	39,2	1,132	977	29,5	22,3
LETABA	33,642	32,761	75,1	74,3	83,586	82,360	60,7	60,7
MOPANI	18,301	16,374	50,5	43,6	61,533	55,940	34,6	30,4
OLIFANTS	30,849	30,053	79,2	75,5	70,263	67,700	74,0	69,7
PHALABORWA								
PUNDA MARIA	6,863	7,091	62,6	56,8	15,066	14,903	57,3	53,0
SABLE DAM	292	188	79,8	51,5	1,138	772	34,5	23,5
SHIMUWINI	3,587	3,116	65,3	56,9	12,842	10,922	49,4	42,2
SHINGWEDZI	15,908	12,806	56,7	48,9	38,234	32,529	40,7	36,3
SIRHENI	2,731	2,373	49,7	43,6	9,620	8,544	32,9	29,4
TSENDZE								
REGIONAL TOTAL	113901	106372	65,7	61,0	299168	279503	49,4%	45,8%
MARULA	0,4%		2,8%		0,7%		2,2%	
BERG-EN-DAL	29,404	27,874	87,2	83,7	81,313	76,682	63,0	60,2
BIYAMITI	5,101	4,920	92,9	90,2	17,511	17,054	68,3	67,0
CROCODILE BRIDGE	9,077	8,284	88,6	81,5	19,547	18,059	72,2	67,2
LOWER SABIE	22,237	30,676	69,2	79,3	46,564	64,959	64,7	73,5
MALELANE	1,348	1,092	73,7	60,4	3,507	2,935	48,0	40,6
PRETORIUSKOP	35,225	33,498	72,6	68,3	83,037	77,928	64,8	60,0
SKUKUZA	74,911	70,246	87,2	81,5	168,393	159,455	71,1	67,2
REGIONAL TOTAL	177,303	176,590	81,4	78,6	419,872	417,072	67,1	64,9
TOTAL	363,609	354,041	76,1	72,8	894,943	871,689	60,5	57,8
DIFFERENCE	2,7%		3,3%		2,7%		2,8%	



	Camping-Person Nights Sold	<i>Previous</i>	Total Guest Entries Into Park	<i>Previous</i>	WILD CARD Free Guests	<i>Previous</i>	Total Activities	<i>Previous</i>
	3,5%						-6,5%	
	11,859	11,084						
	15,090	15,927						
							6,730	6,831
	66,763	63,523					20,429	22,329
							1,697	1,694
	93,712	90,534					28,856	30,854
	17,0%						1,8%	
							233	190
	34,232	36,293					11,061	12,382
							6,849	5,521
							16,964	17,647
							2,977	2,629
	16,471	14,765					2,358	2,050
							960	908
	28,539	27,490					4,696	3,847
							185	275
	15,361	2,329						
	94,603	80,877					46,283	45,449
	2,3%						-1,0%	
	51,631	48,403					14,513	12,592
							1,846	2,317
	13,139	11,462					9,438	6,667
	26,152	27,303					7,993	11,281
	6,925	5,287					3,546	4,345
	29,243	25,838					15,857	14,735
	49,964	54,745					27,957	30,050
	177,094	173,038					81,150	81,987
	365,409	344,449	1,396,054	1,313,185	316,389	283,998	156,289	158,290
	6,1%		6,3%		11,4%		-1,3%	

SYNOPSIS OF TOURISM STATISTICS FOR THE TWELVE MONTHS ENDED 31 MARCH 2008

3. SUMMARY OF VISITORS STATISTIC FOR THE TWELVE MONTHS ENDED MARCH 2008 FOR PARKS (EXCL. KNP)

	ACCOMMODATION (EXCL CAMPING)							
	Unit Nights Sold	Previous	% Unit Occupancy	Previous	Bed Nights Sold	Previous	Bed Occupancy	Previous
ARID	8,8%		-3,7%		6,8%		-4,9%	
AUGRABIES	11,857	13,084	55,0	61,3	25,915	27,657	48,7	52,3
KGALAGADI	24,934	22,913	75,9	72,7	58,058	55,615	60,8	61,4
BITTERPAN	1,084	1,024	74,0	70,5	2,115	2,006	72,2	69,1
GHARAGHAB	819	723	56,4	50,3	1,598	1,421	55,0	49,5
GROOTKOLK	1,210	1,078	82,7	75,1	2,368	2,102	80,9	73,2
KALAHARI TENT CAMP	3,586	3,274	68,4	60,1	8,072	7,458	60,9	54,0
KIELIEKRANKIE	1,208	1,135	84,9	79,4	2,354	2,213	82,7	77,4
MATA MATA	2,057	1,923	70,6	65,9	5,558	5,160	52,6	48,8
NOSSOB	5,214	4,990	79,3	77,4	12,854	12,395	68,9	68,3
TWEE RIVIEREN	8,414	7,563	77,4	79,6	20,527	20,501	53,3	61,0
URIKARUUS	1,342	1,203	92,4	83,1	2,612	2,359	89,9	81,5
NAMAQUA	364	0	34,1	0,0	909	0	22,6	0,0
RICHTERSVELD	1,526	1,003	23,8	15,7	3,226	2,212	18,4	13,6
VAALBOS	0	30	0,0	8,1	0	76	0,0	3,4
MOKALA	1,708	105	16,8	4,2	3,490	212	12,8	3,9
CLUSTER TOTAL	40,389	37,135	56,0	59,8	91,598	85,772	46,4	51,3
CAPE	75,7%		0,8%		51,9%		6,9%	
AGULHAS								
BONTEBOK	1,002	98	47,2	34,4	2,325	282	45,1	16,5
TABLE MOUNTAIN	815	634	58,1	49,0	3,363	2,616	30,6	28,6
TABLE MOUNTAIN NP								
TABLE MOUNTAIN CABLEWAY								
TANKWA KAROO								
WEST COAST	624	657	56,5	60,0	2,353	2,396	32,0	28,1
CLUSTER TOTAL	2,441	1,389	52,7	51,9	8,041	5,294	34,2	27,3
FRONTIER	2,8%		0,8%		2,5%		3,4%	
ADDO	23,521	22,879	85,1	84,9	54,411	53,649	64,1	63,8
ADDO	20,783	20,430	90,8	91,9	48,079	47,888	66,7	67,0
MATHYOLWENI	2,525	2,275	57,6	52,1	5,277	4,829	53,5	49,2
NARINA	213	174	58,2	49,4	1,055	932	36,0	33,1
CAMDEBOO								
KAROO	9,165	9,373	65,9	67,7	22,576	23,584	52,3	48,0
MOUNTAIN ZEBRA	4,811	4,228	65,7	58,5	13,092	10,641	43,6	34,6
CLUSTER TOTAL	37,497	36,480	76,8	75,9	90079	87874	57,0	53,6
GARDEN ROUTE	-2,5%		-2,7%		-3,0%		-1,6%	
TSITSIKAMMA	24,655	24,568	73,0	74,0	60,236	60,155	57,9	57,2
NATURES VALLEY	1,895	2,068	45,1	47,5	4,205	4,925	26,1	26,0
STORM RIVER	22,760	22,500	77,0	78,0	56,031	55,230	63,7	64,1
WILDERNESS	7,570	8,494	43,3	49,4	18,498	21,034	35,7	41,5
CLUSTER TOTAL	32,225	33,062	62,9	65,6	78,734	81,189	50,5	52,1



	Camping-Person Nights Sold	<i>Previous</i>	Total Guest Entries Into Park	<i>Previous</i>	WILD CARD Free Guests	<i>Previous</i>	Total Activities	<i>Previous</i>
	11,6%		-7,0%		-0,8%		-25,2%	
	15,488	17,213	70,483	83,269	3,097	3,791	1,234	1,766
	47,641	42,329	25,928	23,955	620	491	3,443	5,188
	13,098	10,874						
	18,786	16,622						
	15,757	14,833						
			8,641	10,817	1,911	1,552		
	15,545	11,757	5,279	3,732	84	66		
	0	60	0	476	0	236		
	957	6	3,377	0	376	0	523	0
	79,631	71,365	113,708	122,249	6,088	6,136	5,200	6,954
	568,0%		0,3%		54,1%		-28,4%	
			28,698	27,460	0	0		
	6,814	1,020	11,966	5,599	2,333	1,514		
			2,477,569	2,478,951	0	0	1,042	1,455
			1,662,464	1,641,267	0	0		
			815,105	837,684	0	0		
			0	0	0	0		
			154697	154185	0	0	2	4
	6,814	1,020	2672930	2666195	2,333	1,514	1,044	1,459
	-0,4%		23,1%		-19,3%		4,5%	
	23,025	22,870	162,884	160,810	7,373	9,800	32,592	31,138
			140,389	145,040	3,513	7,664		
			22,002	15,231	3,860	2,134		
			493	539	0	2		
			43,383	0	0	0		
	11,491	13,449	32,491	31,469	1,217	2,785	1,443	1,759
	6,542	4,922	17,962	16,245	4,690	3,862	349	5
	41,058	41241	256,720	208,524	13,280	16,447	34,384	32,902
	-5,5%		-3,7%		51,3%		-35,5%	
	48,317	49,354	177,722	185,116	3,896	2,414	12,437	19,285
	10,767	12,419	5,303	5,689	100	58		
	37,550	36,935	172,419	179,427	3,796	2,356		
	17,508	20,274	17,427	17,620	1,545	1,182		
	65825	69,628	195,149	202,736	5,441	3,596	12,437	19,285

SYNOPSIS OF TOURISM STATISTICS FOR THE THE TWELVE MONTHS ENDED 31 MARCH 2008

3. SUMMARY OF VISITORS STATISTIC FOR THE TWELVE MONTHS ENDED MARCH 2008 FOR PARKS (EXCL. KNP)

	ACCOMMODATION (EXCL CAMPING)							
	Unit Nights Sold	<i>Previous</i>	% Unit Occupancy	<i>% Previous</i>	Bed Nights Sold	<i>Previous</i>	% Bed Occupancy	<i>% Previous</i>
NORTHERN	19,8%		2,4%		21,0%		1,1%	
GLODEN GATE	18,792	15,513	48,5	50,3	42,645	34,826	33,7	35,1
BRANDWAG	11,393	8,146	47,2	50,0	24,031	16,288	28,8	28,9
GLEN REENEN	5,662	5,942	48,5	51,0	14,167	14,861	41,3	42,9
HIGHLANDS RETREAT	1,737	1,425	59,3	49,2	4,447	3,857	50,6	44,4
MARAKELE	2,673	2,381	73,1	65,4	5,517	4,965	75,5	68,2
MAPUNGUBWE	4,348	3,657	38,7	29,0	10,134	8,387	37,1	27,3
LEOKWE	3,082	2,534	47,0	38,8	7,057	5,753	48,4	39,6
LIMPOPO FOREST TENT	1,139	966	38,9	33,2	2,217	1,894	37,9	32,6
TSHUGULU	119	79	35,0	21,8	848	588	20,8	12,3
VHEMBE	8	78	0,6	2,8	12	152	0,4	2,7
CLUSTER TOTAL	25,813	21,551	48,1	45,8	58,296	48,178	36,2	35,1
TOTAL	138,365	129,617	60,0	61,6	326,748	308,307	46,9	47,9
DIFFERENCE	6,7%		-1,6%		6,0%		-1,0%	



Camping-Person Nights Sold	<i>Previous</i>	Total Guest Entries Into Park	<i>Previous</i>	WILD CARD Free Guests	<i>Previous</i>	Total Activities	<i>Previous</i>
22,3%		15,0%		15,8%		-23,5%	
13,381	12,942	39,172	32,688	853	870	1,526	4,244
		10,810	4,415	67	19		
13,381	12,942	26,653	26,710	766	825		
		1,709	1,563	20	26		
15,160	13,435	24,203	20,463	5,986	4,622	485	1,111
3,798	61	22,801	21,775	2,979	2,988	2,743	1,972
		22,658	21,740	2,931	2,986		
		105	31	40	2		
		31	0	3	0		
		7	4	5	0		
32,339	26,438	86,176	74,926	9,818	8,480	4,754	6,216
225,667	209,692	3,324,683	3,274,630	36,960	36,173	57,819	66,816
7,6%		1,5%		2,2%		-13,5%	

PEOPLE AND CONSERVATION REPORT

EXECUTIVE SUMMARY

The goal of the People and Conservation Division is to enable people, through education, awareness, training and research, to take responsibility for the conservation of our national heritage. Further, it is to contribute towards the socio-economic development of communities in and bordering the SANParks, while strengthening the building of constituencies to engender support for sustaining our national heritage conservation efforts.

The three key objectives for the People and Conservation Division are:

- To deliver the cultural heritage management mandate for SANParks.
- To contribute to local educational and socio-economic development.
- To deliver constituency building towards a people-centred conservation and tourism mandate for SANParks.

A synopsis of the activities that contributed to the successful realisation of these objectives follows.

COMMUNITY-BASED CONSERVATION

The People and Conservation (P&C) Division successfully embarked on a host of community-based conservation initiatives and activities primarily aimed at strengthening relationships between National Parks and diverse constituencies. In this regard, the number of community projects increased substantially and mechanisms to streamline reporting and allow for ongoing monitoring and assessment were developed. The division put into practice 65 community projects, which included economic empowerment initiatives, creating many permanent and temporary employment opportunities for communities living in and around the National Parks. Also, included were projects on arts and craft, car washing, eco-tourism initiatives, guide-training services, permaculture, and indigenous nurseries that generated an income to the various communities of approximately R 3 m over the past year. Most of these projects focused on conservation objectives, while creating beneficiation opportunities for local communities. Noteworthy in this respect is the sustainable use of *Bulbine latifolia* (Rooiwortel), a partnership project with a Rastafarian community near Knysna.





Rooiwortel is a slow-growing, and highly sought after, plant found on the dry forest edge in the fynbos biome. P&C staff assisted in the development of a nursery to meet the demand of the community to avoid the depletion of natural stocks of *Bulbine latifolia*.

The stakeholder participation process in the development of Park Management Plans (PMP), confirmed the important role of Park Forums in promoting greater collaboration between Parks and communities. During the past year, measures were put in place to encourage the development of new Park Forums, while improving the effectiveness of existing Forums. The P&C Division also embarked on a process to develop and strengthen the capacity of People and Conservation staff in Parks to enable them to facilitate their diverse array of tasks that include conflict mediation and assisting Park Forum members to develop Park Forum Charters, to strengthen communication between the different constituencies in their Forum. Further, since some park forums have been in existence for three years, the P&C Division initiated a research programme to evaluate the functioning of four forums while, in tandem, introducing stronger monitoring and evaluation mechanisms for the others.

The P&C Division is involved in many partnership initiatives with National Government Departments. These include a partnership with the Department of Water Affairs and Forestry (DWAFF) implementing the Community Water Efficiency Project (COWEP) that continued this year in its fourth year of implementation, at three existing sites around the Namaqua and Augrabies Falls National Parks. Expansion of the programme included scoping two new sites, one of which incorporates communities around the Karoo National Park. The Division also actively participated for the third year, in the Department of Environmental Affairs and Tourism's (DEAT) People and Parks National Steering Committee that focuses on monitoring progress made toward implementing the People and Parks Action Plan, committed to after the second People and Parks Workshop held in Beaufort West in October 2006. Further community-based conservation initiatives in the areas of resettlement include the drafting of a Land Acquisition and Social Impact Policy to ensure that people (including farm workers)

displaced by park expansion activities are not disadvantaged. Post restitution activities included extensive engagement with the Khomani San community in the process of structuring a protocol ensuring the practice of their cultural and traditional rights as well as an accredited guide training course for 15 members of the Khomani San and Mier communities.

Environmental Education

The P&C Division made great progress in the area of Environmental Education and Youth Development through the implementation of various programmes. In the past year, 139,424 learners participated in the various education programmes implemented throughout the National Parks, exceeding the target set for 100,000 learners' participation. The various programmes include Kids in Parks, Morula Kids, Imbewu and Junior Rangers.

The Kids in Parks programme, which is largely sponsored by Pick 'n Pay, and is a partnership agreement with Departments of Environmental Affairs & Tourism (DEAT) and Education, is in its fourth year of implementation. During the past year, 4,541 learners and 277 educators participated in the programme, which was implemented in ten National Parks (TMNP, Augrabies Falls, Namaqua, GGHNP, Agulhas, Camdeboo, West Coast, AENP, Knysna and KNP). The programme plays a vital role in providing meaningful environmental learning within the framework of outcomes-based education and the National Curriculum. The P&C Division manages the programme in the participating parks, whereby learners and educators from schools in close proximity to the parks experience a three-day field trip. The aim is to equip the leaders of tomorrow with the knowledge, skills and values required to take action for the environment and to share in the benefits of conservation. Further, pre- and post-educator workshops were held in the parks participating in the programme. These workshops aim to develop environmental literacy and to enhance the professional development of the educators.

PEOPLE AND CONSERVATION REPORT

In addition, the P&C Division has developed learner support materials that are linked to the outcomes-based education curriculum, and are utilised by the participating learners and educators during the programme in the ten participating parks.

The Morula Kids Art Competition, now implemented for the sixth successive year, with support from South African Breweries, the SA Post Office, Department of Arts and Culture, and the Working for Water (WfW) programme, emphasises the theme 'Know your South African National Parks'. Through this competition and under the guidance of their educators, learners use their creative skills in the form of art, sculptures, and essays to respond to challenges facing conservation and sustainable use of natural resources within national parks. The response from schools across the country was very positive, with the winners awarded a three-day experience in a national park.

Youth Development

One of the purposes of youth development is to develop and facilitate the implementation of Youth Conservation Awareness Programmes. The P&C Division embarked on the Imbewu and Junior Rangers Programmes, and also built purposeful relationships with other youth-based programmes.

The Imbewu is a unique wilderness experiential awareness programme whereby youth leaders are selected in their respective communities to participate in a four-day camp in the pristine wilderness sections of our national parks. The wise elders in the communities around six parks (Tsitsikamma, AENP, GGHNP, KNP, Namaqua and Marakele) employ Indigenous ecological knowledge, folk story-telling and bush walking to interpret and teach participants. During the past year, 336 youth participated in the programme, with financial support from the Wilderness Foundation (SA). Other activities included the expansion of the programme to Kgalagadi Transfrontier Park (KTP) and Satara rest camp in the KNP. The Khomani San community took ownership of the Imbewu programme at KTP and actively participated in developing the campsite, which hails as a milestone





in securing access for this community to the place of their birth.

The Junior Rangers (JRs) Programme went through a rigorous review process, culminating in the development of new structures, systems and learning materials for learners, and aligning the latter to, among others, the National Curriculum Statement. A total of 330 new JRs joined the programme during the year under review, and 1,807 JRs currently participate in the various phases and activities of the programme.

Other activities in developing youth include partnerships with the Lovelife Ground Breakers programme and securing an agreement with the Presidential Award Programme. Finally, the P&C Division has participated in the National Certificate in Environmental Education, Training and Development Practice, offered through DEAT. The certificate has NQF level 5 status and prepares candidates to function as entry-level environmental education practitioners. Four learners received training and were based at KNP and GGHNP. In addition, the Division registered five P&C staff from TMNP, KNP, Mountain Zebra NP and GGHNP to attend a five-week, NQF Level 5 course sponsored by the SANBI Greening of the Nation Project.

Two women from the Riemvasmaak community were afforded the opportunity, through full scholarships, to attend the Wildlife College Certificate Course in Natural Resource Management. P&C and the Parks Division made a bursary available for a Richtersveld student to pursue a career in Conservation Management. The Global Vision International volunteer programme had another successful year with strong emphasis on environmental education support, particularly for the "Kids in Parks" programme. A shorter six-month internship option was implemented to make the programme more accessible to volunteers.

Cultural resources management and indigenous knowledge

The historic reburial of Mapungubwe human remains by the respective claimants was a major event of the year, which symbolised SANParks' determination, through the P&C Division, to promote healthy relations with communities and to redress past injustices linked to protected areas. The claimants included the Vhangona, Lishivha, Lemba, Tshivhula, Matshete and Vhatwanamba clans. The remains, whose site of origin was unknown, were buried at Hamilton. A cleansing ceremony preceded the reburial, which took place after a number of consultation meetings were held with the affected community groups and stakeholders.

The P&C Division implemented the state of cultural heritage assessment and reporting system in all National Parks during the past year, commencing after a pilot project had been successfully completed in six regions last year. The reporting system secured a baseline for all National Parks for the first time in the history of SANParks. This will further assist in the foregrounding of cultural heritage and will ensure improved management and development of cultural heritage resources in SANParks.

Consultation processes on the development of the Mapungubwe interpretive centre storyline, which will inform the design of the exhibition, progressed well over the past year with interviews and workshops for community resource people, including universities and museums. Five National Parks (Bontebok, Namaqua, West Coast, Mountain Zebra and KNP) developed cultural heritage management plans, while the assessments and documentation of additional historic buildings and archaeological sites were conducted at the Karoo, Mokala, |Ai-|Ais/Richtersveld and Agulhas National Parks. In addition, the final rock art documentation and mapping report identified 68 rock art sites, in different areas of the Park, as suitable for developing cultural tourism products for tourists and learners.

PEOPLE AND CONSERVATION REPORT

The memorial of a well-known author, Ms Daleen Matthee, was unveiled at Krisjan-se-Nek in the Knysna forest, and the "The Big Tree", which is located at the site of the memorial, was named after her. Ms Matthee dedicated most of her work in appreciating and writing about these forests and therefore forms part of a rich cultural heritage associated with this protected area. The event has received much public attention, including both local and national media. It also hoped that the site will also increase tourism interest in the area.

Social science research

The Social Science Research objectives of the P&C Division continued to grow throughout the year. In total, 57 research projects are in process, an increase of 13% year-on-year. Research into the effectiveness of the Expanded Public Works Programme was implemented in TMNP and Tsitsikamma NP. Research also commenced in AENP, TMNP, Bontebok and Mapungubwe National Parks, to obtain a better understanding of the functioning of the Park Forums. In addition, appropriate research was commissioned to investigate the somewhat contentious concept of resource use in national parks and the P&C Division commissioned resource use research in Agulhas, Mapungubwe and the Garden Route National Parks to establish protocols to guide possible resource use on specific species.

The P&C Division conducted eight academic reviews (75% above target). Seven academic papers and ten popular articles (64% above target) were written within the Division, and a project to digitally record photographs of historical significance was successfully implemented. In order to promote social science research in SANParks, road shows were held at four Universities in Kwa-Zulu-Natal and Gauteng.





To enhance the impact of social science research in SANParks, the P&C Division secured a number of partnerships during the year, facilitating more meaningful research programmes, and initiating three specific research programmes. The first, entitled "LiveDiverse in the Greater Kruger Area" is a partnership between the CSIR, SA Department of Science and Technology, University of Linkopings (Sweden) and SANParks. The second, entitled "Wildlife Economics", involves a partnership between the Universities of Pretoria, Cape Town, Western Cape, Gotenberg (Sweden) and SANParks. The third, entitled "Transboundary Natural Resources Management Areas in Africa. Restrictions or Chances for the Livelihoods of the Commons?" is a partnership between eleven Universities from Germany, South Africa, Botswana, Mozambique, Zimbabwe, Cameroon and Zambia.

The P&C Division also participated in the writing, for publication, of a book prospectus on the "Treehouse Programme". The book highlights the lessons learned from this five-year programme, which has produced 15 PhD students and has shown ways in which protected areas can address issues related to people and conservation challenges. Finally, the respected work of Dr UV Pienaar on the history of Kruger National Park, "Neem uit die verlede", was translated into English to make it more accessible to a wider readership. The translation, entitled "The Past Unburied", will be available in bookstores in December 2008.

HUMAN RESOURCES REPORT

EXECUTIVE SUMMARY

The position of Head of Human Resources was filled in October 2007, and this appointment has provided the most needed leadership and stability in the Division. Two vacancies that arose subsequently, affecting Occupational Health & Safety and Employee Wellness, have been filled and the two new corporate managers have started to make a positive impact on the Division's programme.

The Human Resources Division has repositioned itself with a strong emphasis on being customer centric and most line managers are beginning to appreciate the new positive attitude.

EMPLOYEE DEMOGRAPHICS

The e-recruitment system

Through its Recruitment Section, the Human Resources Division, has implemented an e-recruitment system to improve the recruitment cycle in SANParks. This intervention has already improved turnaround time by four weeks for the internal process, and eight weeks for external placement.

SANPARKS WORKFORCE PROFILE AS AT 31 MARCH 2008

SANParks Employee Demographic Profile

Occupational level	MALE								FEMALE								TOTAL		TOTAL		TOTAL	
	AFRICAN		INDIAN		COLOURED		WHITE		AFRICAN		INDIAN		COLOURED		WHITE		MALE		FEMALE		EMPLOYEES	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
F	6	41.7	0	-	0	-	2	25.0	1	8.3	0	-	1	8.3	1	8.3	8	66.7	3	33.3	11	0.3
E	8	21.1	1	2.6	3	7.9	18	47.4	5	13.2	0	-	0	-	3	7.9	30	79.0	8	21.0	38	1.2
D	56	22.9	4	1.6	14	5.7	93	38.0	31	12.7	5	2.0	8	3.3	34	13.9	167	68.2	78	31.8	245	7.5
C	140	35.8	2	0.51	36	9.2	43	11.0	58	14.8	1	0.26	29	7.4	82	21.0	221	56.5	170	43.5	391	12.0
B	682	53.8	0	-	277	21.9	15	1.2	193	15.2	3	0.24	61	4.8	36	2.8	974	76.9	293	23.1	1 267	38.8
A	729	55.6	0	-	63	4.8	2	0.15	433	33.0	0	-	85	6.5	0	-	794	60.5	518	39.5	1 312	40.2
TOTAL	1 621	49.6	7	0.21	393	12.0	174	5.3	721	22.1	9	0.28	184	5.6	156	4.8	2 194	67.2	1 071	32.8	3 264	100.0

Note: **A** = Africans, **C** = Coloureds, **I** = Indians and **W** = Whites

LABOUR RELATIONS

Discipline

Disciplinary statistics for the past three financial years are given in the following table:

SANCTION	2005/-2006	2006/-2007	2007/-2008
Warnings	91	181	204
Dismissals	15	24	30

The number of disciplinary actions increased during the reporting period year-on-year. This situation is partly attributed to the lack of relevant labour-related training caused by budgetary constraints.

Management Of Labour Litigation

Twenty-three cases were referred to the Commission for Conciliation, Mediation and Arbitration (CCMA) and four to the Labour Court (LC). Nineteen cases were disputes concerning alleged unfair dismissals, and four were disputes concerning alleged unfair labour practices.



Twenty-three of the cases were amicably resolved and five are still pending. The numbers of cases referred to the CCMA and LC have slightly decreased year-on-year. This is partly attributed to the fact that dismissed employees are aware that SANParks has maintained a 100% success record and they, therefore, thoroughly consider their options before embarking on such action.

Union Activities

Two Trade Unions played an active role within SANParks as indicated by their representative numbers in the following table:

Union membership (March 2008)

TRADE UNION	TOTAL MEMBERSHIP
South African Commercial, Catering and Allied Workers Union (SACCAWU)	1 059
Health and Other Services Personnel Trade Union of South Africa (HOSPERSA)	1 291

As a result of the changed positions in regard to membership of SACCAWU and HOSPERSA (as shown by membership statistics) during the period under review, separate meetings were held between HOSPERSA, SACCAWU and SANParks. Discussion agendas included the relationship between the parties, membership verification, job profiling, job grading, performance management, management of personal finances, HIV and AIDS, health and safety agreement, bargaining unit, the culture survey audit and the negotiated Amendment to Annexure "A" of the Organisational Rights Agreement. The Unions were also invited to the KNP International Labour Organisation (ILO) Steering Committee meeting to discuss guiding activities.

Salary and Conditions of employment negotiations

During the review period, negotiations with SACCAWU yielded positive results. An agreement was entered into, comprising the following arrangements:

- Salary increase - All employees who are in the Bargaining Unit and were employed prior to 1 April 2007 received an across the board increase

of 6 percent or R220.00 per month (whichever is the greater) with effect from 1 April 2007.

- Minimum salary - R2 270.00 per month, effective from 1 April 2007.
- Sleep out-allowance - All qualifying employees to receive a sleep out allowance of R20.00 per night.
- Danger allowance - Field Rangers to receive a danger allowance of R160.00 per month.
- Bicycle allowance - All qualifying employees to receive a bicycle allowance of R180.00 per month.
- Standby allowance - Standby allowance extended to cover all qualifying employees in line with the existing policy. In addition, staff members shall also be paid overtime in accordance with SANParks conditions of service, if s/he is called out after normal working hours.
- Ration allowance - All qualifying employees to receive a ration allowance of R165.00 per month or applicable dry rations.

Dispute between HOSPERSA and SANParks

HOSPERSA referred a dispute to the CCMA alleging that SANParks had refused to bargain with the union on a matter of mutual interest. The CCMA ruled in favour of SANParks. Subsequently, HOSPERSA conducted strike ballots and embarked on strike action starting on 4 July 2007.

Approximately 500 of the 886 HOSPERSA members joined in the strike action. The parks affected by the strike were KNP, TMNP, Mountain Zebra and Au-grabies Falls National Parks.

During the strike, the union and its members breached strike rules as decided by the CCMA by blowing *vuvuzelas*. As a result, SANParks successfully lodged an urgent LC application interdicting the striking employees from continuing their disruptive actions.

HUMAN RESOURCES ANNUAL REPORT

The union subsequently presented two memoranda to SANParks in Cape Town and KNP in which a number of demands were raised. These included recognition of HOSPERSA as a bargaining agent for its members, salary increases and allowances for the year 2007, free medical aid and improved housing. SANParks responded by emphasising that negotiations on salaries and related matters of interest for the year 2007 had already been concluded.

The union was further informed that it would only be recognized as a bargaining agent provided that it achieved the 50% + 1 threshold.

HOSPERSA decided to suspend its strike action on 12 July 2007 and threatened that its members will again embark on strike pending SANParks' response to its demands. SANParks re-iterated its position to the Union. The strike action had minimal impact on SANParks' operations.

Compliance with Labour Legislation

SANParks has complied with the applicable labour legislation, resulting in good governance for the organisation.

HUMAN CAPITAL DEVELOPMENT

Skills Courses

A variety of skills courses have been conducted during the year. A total of 1 360 courses ranging from Basic Anti-poaching Training, Law Enforcement, Marine and Protected Areas, to Project Management.

Adult Basic Education and Training (ABET)

A tender for ABET was awarded to People Management Solutions cc. The training is due to be implemented throughout SANParks.





Learnerships

The Tourism Hospitality Sports Education and Training Authority (THETA) granted SANParks a total of 139 learnerships. Consequently, 86 unemployed and 53 employed learners were enrolled in the following programmes:

- Certificate Programme in Conservation
- Certificate Programme in Hospitality Reception, and
- Certificate Programme in Tourism Guiding.

Employment Equity

SANParks complied with the requirements of the Employment Equity Act, No. 55 of 1998, and duly submitted the required Employment Equity Report to the Department of Labour.

SANParks Staff Profile by Occupational Category

OCCUPATIONAL LEVEL	MALE			FEMALE				WHITE MALE	FOREIGN NATIONALS		TOTAL
	A	C	I	A	C	I	W	W	MALE	FEMALE	
Top management	5	0	0	2	1	0	1	3	0	0	12
Senior management	8	3	1	5	0	0	3	18	0	0	38
Professionally qualified and experienced specialists and mid-management	56	14	4	31	8	5	34	93	0	0	245
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	140	36	2	58	29	1	82	43	0	0	391
Semi-skilled and discretionary decision making	682	277	0	193	61	3	36	15	0	0	1 267
Unskilled and defined decision making	729	63	0	433	85	0	0	2	0	0	1 312
TOTAL PERMANENT	1 620	393	7	722	184	9	156	174	0	0	3 265
Non - permanent employees	180	59	1	217	65	1	30	35	0	0	588
GRAND TOTAL	1 800	4 52	8	939	249	10	186	209	0	0	3 853

Note: **A** = Africans, **C** = Coloureds, **I** = Indians and **W** = Whites

ORGANISATIONAL DEVELOPMENT

Organisational Climate Survey

This project was implemented to determine staff satisfaction levels, and to identify interventions that should be recommended for implementation to address the dissatisfaction levels. Staff participation was rated at 34% which exceeds the minimum sample size of 10-15% as specified by the Human Science Research Council. Of the 14 dimensions surveyed, 54% were rated positive. The results of the survey have been communicated to the Board, management and staff. A change management initiative has been registered for the forthcoming financial year to address some of the issues raised.

Leadership Initiative

The above project continued as per the initiatives of the last financial year. Two groups of employees completed their mentorship programme. This enhanced the management capability in the organisation, and a recommendation was made that the programme needs to be operationilised, by cascading it to a business unit/park level.

Job Evaluation/ Grading

Approximately 90% of SANParks jobs have been profiled and graded. The jobs remaining to be evaluated are those that were inherited from DWAF during park expansion. Grading of the jobs has been completed, and a salary benchmarking process will be finalised during the forthcoming year. The process will culminate in the organisational salary curve, forming part of the remuneration strategy.

Performance Management

SANParks has continued to implement its performance management process, and all employees from C to F bands on the Paterson Grade are being performance managed. This process has further strengthened the culture of performance in the organisation.





OCCUPATIONAL HEALTH AND SAFETY (OHS)

The OHS legal compliance audit conducted in November 2007 revealed an improvement over the initial audit conducted in June 2006. However, there is a significant drop from the first internal follow-up audit conducted in November 2006. It is important to note that this decline in compliance audit results was caused by a number of significant factors other than poor performance.

The Disabling Injury Frequency Rate [DIFR] is 1,60 compared with the pre-determined target of 3,50. Much as we appreciate progress to date, the target and reporting will be reviewed and adjusted to align them with the trend.

An OHS Five-Point Plan is a continuous process that is still being implemented. A culture of safety is gradually improving within SANParks, and this is seen by the improvements in safety awareness and legal compliance rating.

EMPLOYEE WELLNESS

The scope of the Employee Assistance Programme (EAC) expanded during the reporting year to encompass the whole spectrum of employee wellness. To this end, the programme included the following initiatives:-

Know-Your-Status (KYS) Campaign

A Voluntary Confidential Counselling and Testing (VCCT) campaign was conducted across the whole of SANParks during March and April 2007. The services of Lifeworks (specialists in HIV & AIDS management) were sourced to assist Sanparks with this intervention.

24-HR Counselling Services

SANParks believes that healthy employees are productive employees. This has prompted the award of a tender to ICAS to provide a comprehensive 24-HR counselling service, which covers the employee and his/her family.

Health Promotion

SANParks continued to honour its scheduled wellness calendar by celebrating the following events:-

- Wellness day – this event involved various service providers such as optometrists, dentists, pharmaceutical companies, VCCT providers the SANBS, masseuses, physiotherapists, as well as tests and health assessments conducted on all employees who participated.
- World Aids Day – the day was celebrated in December 2007; it was a funfilled day with speeches relating to HIV and AIDS.

Peer Educators Training

Twenty-eight employees from various parks undertook peer educator training. These employees became wellness ambassadors and they will assist in educating both their colleagues and communities about issues of HIV and Aids.

Strategic Partnerships with other Health Organisations

Collaboration between SANParks and the Mpumalanga and Limpopo Departments of Health (DOH) assists in providing comprehensive primary health care services, including HIV and AIDS management.

In assisting SANParks' employees to access health care services, the Italian Corporation provided financial assistance to convert a SANParks truck into a mobile health unit.

Social Responsibility

SANParks has established relationships with Tateni, an NGO that looks after the needs of Orphans and Vulnerable Children (OVC) based in Mamelodi. SANParks employees at Head Office provided financial and material donations (clothing, blankets, books and toys) to these children. At a local level, various parks, through EAC's and their Committees, have also identified NGO's to provide support in their own communities.

EXECUTIVE SUMMARY

The two key objectives of the Corporate Communications Division are:

1. To develop and enhance SANParks' reputation to its stakeholders and in the broader society
2. To share and provide access to correct information and knowledge to internal and external stakeholders.

These objectives have been the focus of both the strategic and operational interventions of this division for the year under review. Through these interventions, SANParks has enjoyed, a relatively successful year in terms of management of its reputation. The Division is managed through four implementation units: Media Relations and Stakeholder Liaison, Internal Communications and Publications, E-Business and Public Relations.

Highlights of this year were:

- Successful launch and implementation of Realtime Bookings Online.
- Successful second annual South African National Parks Week programme.
- Media coverage of SANParks continues to enjoy low negative ranking across all media, currently at an average of 8%.
- A successful third Kudu Awards event, with more than twenty entrants
- Membership of the SANParks website forum increased by 22%.

EXTERNAL STAKEHOLDER RELATIONS

The External Stakeholder Relations strategy is serviced by three key objectives in the organisational strategic map:

1. To be the custodian of choice for the National Parks system
2. To enhance SANParks reputation, and
3. To transform the domestic guest profile, through growth, to be representative of South African society.





In the review period, the key focus of engagement with stakeholders has been to enhance existing relations and to target new potential key stakeholders. SANParks continues to derive value from specific stakeholder relations. Relations with specific strategic partners, such as the My Acre of Africa Trust, have been significantly improved to the point of agreeing on new ways of working together in order to improve delivery. SANParks has taken on board the duties of an implementing agent for the My Acre of Africa funded projects. Ongoing and strategic relations with donors, funders and business partners, such as FNB (for the SA National Parks Week), Pick 'n Pay (for the Kids in Parks programme), Peace Parks Foundation (for the TFCA programme), De Beers (for various land and conservation agreements) and many others, continue to be of tremendous benefit to the advancement of the national parks system in South Africa.

Government Relations

Our relations with DEAT Communications continued to be strong during the period under review, with the Department assisting specifically with media and public inquiries on the elephant management process and various other potentially contentious public matters. The DEAT Enviro-Tour Communicators' Forum (Environment & Tourism Communicators' Forum) quarterly meetings with environmental, conservation and tourism authorities' communicators continue to benefit SANParks in improving liaison with the provincial authorities' communication departments and SA Tourism. In the review period, relations with SA Tourism Communications were further enhanced by several collaborations on discussions related to communications for 2010. Information was periodically and strategically shared on various SANParks media reporting issues, specifically matters of a contentious nature that were of potential interest to international markets. The relationship forged through the respective marketing departments of these two institutions has been of great benefit to the communications thrust.

Corporate and Media Partnerships

SANParks continues to form good working relations with both the broadcast and print media, such relations being based on mutual trust and benefit.

As the major national broadcaster, the SABC continues to be a key media partner and this relationship continues to be explored through trade agreements on specific projects with local vernacular radio stations.

FNB continued to fund 60% of the SA National Parks Week (escalated by 10% from the previous year) as well as ad hoc funding for the Kruger National Park Achievement Awards. Further sponsorships were received for a number of public relations projects at both the corporate and park level, from entities such as The Guild, Vuswa-Avis, Old Mutual, DBSA, Standard Bank, Coca Cola, Total SA, Toyota, Doug's Hiring and many other smaller contributions from key stakeholders. SANParks has also entered into sponsorship and trade agreements with a number of media players.

Agreements with local and International conservation bodies

SANParks continues to forge formal and informal relations with African and international conservation authorities for the purpose of exchanging expertise, knowledge and skills in a number of target areas. Formal agreements have been solidified through signing Memorandum Of Understanding (MOUs), while informal relations have been forged through a number of foreign delegations that were hosted by SANParks' management, sharing expertise in all three spheres of SANParks business (i.e. conservation management, tourism development and constituency building (people and conservation)).

Technical cooperation agreements are already in place between SANParks and parks in the USA and Italy. Relations with African countries will continue to take priority as the organisation fulfils its role in implementing the African Renaissance principles. Over and above the existing agreements, discussions have been initiated on the possibility of creating relations with countries such as Argentina and a number of other African countries.

SANParks has existing agreements with provincial conservation bodies such as Northern Cape Parks and Tourism Board, Eastern Cape Parks Board and Limpopo Parks and Tourism Board. The agreements are aimed at creating better synergy between SANParks and these similarly-driven organisations.

INTERNAL STAKEHOLDER RELATIONS

Recognising that internal relations are crucial to the effective delivery of any organisation, SANParks maintains its own success by ensuring that internal stakeholders are adequately informed of developments within the organisation. Four key tools/methods were used to inform staff during the period under review:

- 1) Go Wild internal magazine (4 000 copies) and other park newsletters. Go Wild is distributed to all national parks and is sometimes accessible to external clients. The publication is used to provide reports on all aspects of SANParks business, including new initiatives, national or parks projects, policy decisions and other activities.

SANParks is divided into six regions for administrative purposes:

- 1) Kruger National Park
- 2) Arid Region, incorporating Kgalagadi TP, |Ai-|Ais/Richtersveld, Au-grabies Falls, Namaqua and Mokala National Parks
- 3) Cape Region, incorporating Table Mountain, West Coast, Agulhas, Bontebok, and Tankwa Karoo National Parks
- 4) Frontier Region, incorporating Addo Elephant, Karoo, Mountain Zebra, and Camdeboo National Parks
- 5) Garden Route Region, incorporating Tsitsikamma, Wilderness National Parks and Knysna Lakes Area, and
- 6) Northern Region, incorporating Golden Gate Highlands, Mapungubwe, Marakele and Groenkloof National Parks.

Regional newsletters are produced in three of the six regions. In KNP, the newsletter Lesedi is produced and distributed as and when certain announcements need to be made. The Frontier Region publishes the bi-monthly Ellie's Ear for Addo Elephant Park, and the quarterly From the Zebra's Mouth for Mountain Zebra Park. The Cape Region has the quarterly Park News.

- 1) The Intranet, accessible to some 30% of the staff complement (all those with access to a computer), is updated daily with new corporate information. The Intranet is used to post all information on policies and other strategic organisational documents. It is also used as a means of sharing information on breaking news and other staff-related announcements. Staff can register to post any material that they would like to share with the organisation. Key announcements on the Intranet are often also printed and posted on notice boards to ensure that all stakeholders have access.
- 2) Information Broadcast is primarily used for corporate announcements. Announcements on Information Broadcast are often also printed and posted on notice boards to ensure that all stakeholders have access. The Lesedi in KNP also plays a similar role and is distributed to all staff and placed on notice boards.
- 3) Management Imbizos are held by all members of Executive Management in order to understand the needs and challenges of the staff at all levels. This internal communication is aimed at ensuring that the needs of staff are properly anticipated and met.

In order to build a sense of accomplishment and pride in one's work, SANParks has, over the past three financial years, formalised the process of recognising all staff inputs at national level through the Chief Executive Award. This is announced on the same day as the Kudu Awards. The Award is now fully entrenched within the organisation, and all sectors of SANParks' activities participate. Regional awards were introduced during the reporting period in all regions, thus broadening the number of recognised employees and developing better buy-in to the process.



MEDIA RELATIONS AND MANAGEMENT

Media coverage of SANParks and all its national parks continues to run at acceptable levels, with neutral to positive coverage accounting for more than 90% of the tone of reporting (refer to table below). In the last calendar year, average 'extreme negative' to 'negative' coverage increased from 7% to 8%, being influenced by a number of factors described below. The fact that the organisation still records less than 10% 'negative' coverage remains a good indication that, despite the challenges of differing perceptions on largely conservation matters, SANParks enjoys integrity in the media and the public sphere.

As the flagship national parks of the country, the KNP continues to draw most of the media coverage. This is followed by the corporate organisation, Table Mountain National Park, Addo Elephant, Tsitsikamma and Kgalagadi National Parks.

Conservation issues enjoyed the most media coverage. The issues of most interest to the media were the elephant management decision, damage-causing animals, poaching statistics in national parks and the CITES decision on the sale of the ivory stockpile in KNP and other affected Southern African Countries. In regard to tourism, the issues of interest were services and products. Much coverage was also devoted to challenges faced by the Table Mountain National Park on muggings in the mountain. Coverage on most of these issues was mostly balanced but at times negative.

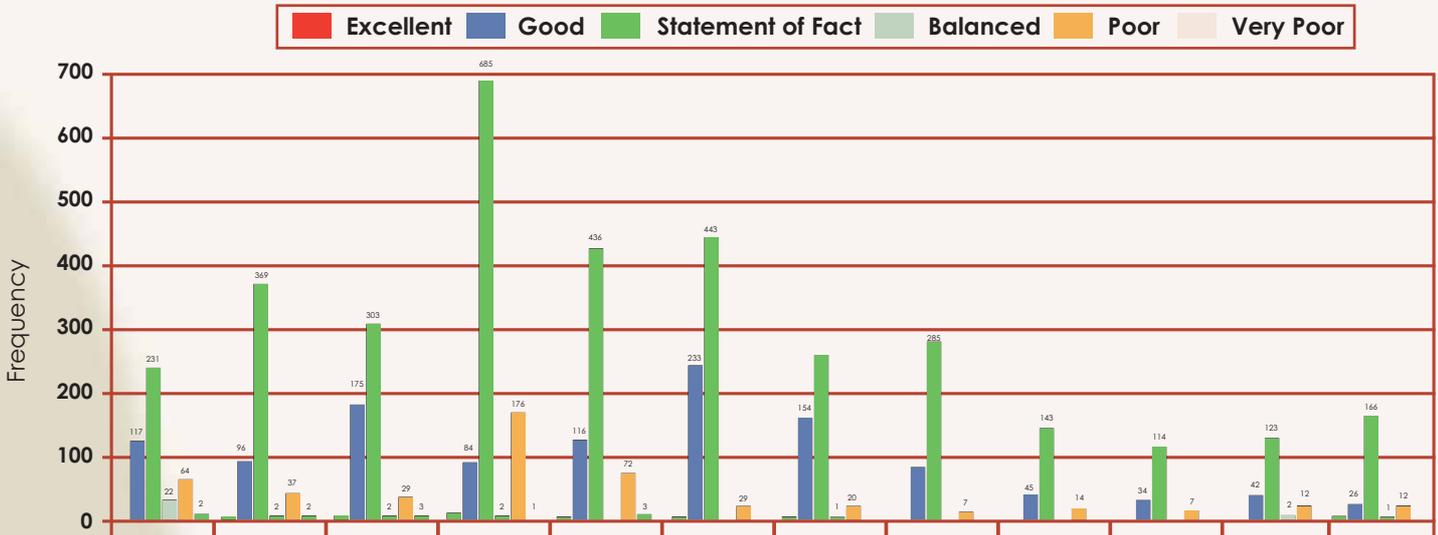
The following figure shows a calendar year analysis of overall media coverage for SANParks, displaying mostly neutral (or statement of fact) and positive to extremely positive coverage.

MEDIA COVERAGE SCORECARD IN PERIOD UNDER REVIEW

MONTH	Frequency	Impressions (millions)	Favourable Perception %	Unfavourable Perception %	Average P-Factor	Average Grade %	R Grade * %
Apr-07	437	39.05	27	15	4.9/10	53	56
May-07	512	51.94	20	8	4.6/10	52	61
Jun-07	521	49.79	35	6	4.7/10	56	65
1st Quarter	1 470	140.78	27	9	4.7/10	54	61
Jul-07	955	147.86	10	19	4.7/10	48	45
Aug-07	629	68.06	19	12	4.8/10	51	55
Sep-07	709	114.85	33	4	4.7/10	56	66
2nd Quarter	2 293	330.76	19	12	4.7/10	51	55
Oct-07	445	45.99	36	4	4.8/10	57	67
Nov-07	375	54.34	22	2	5.0/10	54	68
Dec-07	202	22.05	22	7	5.0/10	54	61
3rd Quarter	1 022	122.37	28	4	4.9/10	55	66
Jan-08	155	12.55	22	5	4.7/10	53	64
Feb-08	179	9.25	23	7	4.5/10	53	62
Mar-08	207	16.61	14	6	5.0/10	52	60
4th Quarter	541	38.41	19	6	4.8/10	53	62
POT	5 326	5 326	23	9	4.8/10	53	60

CORPORATE COMMUNICATIONS REPORT

MEDIA REPUTATION RATING IN PERIOD UNDER REVIEW



Highlights of the media coverage included:

- Extensive public debate on the elephant management process and the sale of the KNP ivory stockpile continued from the previous three financial years
- Extensive coverage of matters around safety and security in national parks; special focus on incidents at TMNP and KNP continued during in the reporting period
- Poaching in national parks, especially rhino poaching, was a theme topic from the previous report period
- The second South African National Parks Week (17-23 September 2007), launched in the KNP with an announcement of a R 500 m grant from the National Energy Efficiency Agency for the improvement of energy efficiency in national parks.
- Fishing in Tsitsikamma National Park
- The third annual Kudu Awards, May 2007

PR CAMPAIGNS AND CORPORATE EVENTS

The South African National Parks Week 2007

South African National Parks Week 2007 was successfully held from 17 to 23 September 2007. It was launched in KNP by the Minister of Environmental Affairs and Tourism with an announcement of a R 500 m grant from the National Energy Efficiency Agency to SANParks for the development of energy efficiency in national

parks. The campaign was run in all parks, except those that were holding their brief annual flower season. Media coverage for the week was extensive, resulting in the second highest media coverage for this financial year. The highest media coverage was in July, during and after the HOSPERSA strike. This event was undoubtedly better organised and publicised than the inaugural event.

The programme was underpinned by the following areas of focus:

- Providing access to the public through free entry to South Africans to all national parks for a period of five days of the Parks Weekweek, as well as bringing in organised groups to national parks in line with the People & Parks Programme
- Public events aimed at promoting the event to local stakeholders in all parks
- Engaging media through partnerships in order to promote and explain the objectives of the programme to South Africans
- A Writing Competition, with the theme 'Know Your National Parks', in celebration of Parks Week. The competition was entered by 128 people.

The brief objectives of the programme were:

- To restore the status of our national parks as national symbols through the creation of pride and unity of the people of South Africa and of the world.



- To instil a sense of pride in South Africa's natural heritage and specifically our national parks.
- To educate the public on the importance of the natural and cultural heritage that is held in custody by SANParks.

The Kudu Awards 2007

The Minister of Environmental Affairs and Tourism attended the Kudu Awards for the first time and delivered the keynote address. The quality of the entries was once again of a higher standard than in previous years. Entries were received from areas as far as the former Transkei in the Eastern Cape. Entrants for the external Kudu Awards applied much effort in their 2007 entries. The awards event was attended by more than 500 guests.

Events

- SANParks celebrated the anniversary of the last of the three second oldest national parks after the KNP, the Bontebok National Park (AENP and KTP were celebrated in the previous reporting period)
- SANParks hosted the second Website Forum Cricket Weekend in the KNP. This event is aimed at creating a physical platform for the website community to meet outside the virtual area of the website. The event has grown in popularity and is attended by participants worldwide.
- Kruger National Park held the annual KNP Golf Day in October, a KNP Sports Day and a Miss KNP Beauty Pageant. They were all received well by guests and the media.
- Addo Elephant National Park held a Golf Day, launched a 100 and 50 miler trail run (the first of its kind in the world), and opened a number of new facilities.
- Karoo National Park hosted the Beaufort West Karoo Half Marathon, a Golf Day, a Mountain Bike Race and the introduction of predators into the park.
- Table Mountain National Park hosted Jazz on the Rocks and the Amazing Race.

WEBSITE MANAGEMENT

During the year under review, the website continued to be the highlight of our communication efforts, with a number of key initiatives and achievements that have enhanced the SANParks' reputation with online stakeholders.

The website community/forum grew from the previous 9 268 to 11 308 at the time of reporting period, a growth of 22% compared with the estimated 10% growth. Activity in the discussions posted by the forum has grown from 101 026 to 180 403 active articles. The introduction of webcams onto the site is believed to be the single largest influence on this growth, and the web forum continues to be SANParks most vibrant and vocal stakeholder base.

A new webcam was commissioned at Nossob, increasing the number of webcams to three (Satara, Orpen). The Nossob and Satara webcams were purchased with funds received from public donors on the website.

During the year, the website services to the traveller were further enhanced by the implementation of Realtime Bookings Online in November 2007. By the end of the financial year, 5 377 bookings had been made through the online reservation system, realising more than R 8 m in revenue. A full report can be found in the Tourism and Marketing Report.

POLICIES AND POLICY DEVELOPMENT

The Communications Division embarked on a process of reviewing related policies in line with applicable legislation and organisational objectives. The most significant review was that of the Filming and Photography (in National Parks) Policy, a ligning it with the provisions of the National Environmental Management: Protected Areas Act 57 of 2003 as amended. Section 50 (Regulation 20) of the Act stipulates the manner of conduct for private commercial activities in national parks and other protected areas³. The reviewed policy was approved by the Board in March 2008. This policy will be put into operation during the new financial year in line with stipulated procedures and rates. The SANParks Communications Policy was also reviewed and is due for Board approval in the new financial year.

³ Regulation 20(1) provides that a person that may not undertake any of the following activities in a special nature reserve, national park or world heritage site except pursuant to a licence, permit or agreement and subject to the payment of the appropriate fees between that person, or some other person, and the management authority:

- (i) Subsection 20(1)(a) - the filming and simultaneous transmitting of photographic images by the use of a webcam or other image recording or transmitting device;
- (ii) Subsection 20(1)(e) - the provision of, or the offering to provide, any service for a fee or a reward;
- (iii) Subsection 20(1)(h) - an activity of any kind for the purpose of fund raising, personal gain or making a profit.

SPECIAL PROGRAMMES REPORT

EXPANDED PUBLIC WORKS PROGRAMME

SANParks implemented the following Expanded Public Works Programmes (EPWP) in 2007/2008:

- DEAT Social Responsibility Programmes (SRP)
 - People and Parks
 - Working for the Coast
 - Working for Wetlands through SANBI
- DWAF
 - Working for Water (WfW)

The funding received for the WfW and Wetlands annual programmes was spent as planned during the reporting year. The WfW budget was increased from R 31 to R 41 m for the year. DEAT granted R 10,5 m to SANParks to extend all Working for the Coast projects, and the delayed and new projects of the People and Parks programme were implemented. The majority of the 2004-2007 DEAT SRP projects were completed during the report period.

The expenditure and social deliverables achieved by these programmes during 2007/2008 were:

The physical deliverables achieved during 2007/2008 were:

DELIVERABLE	ACHIEVED
DEAT Social Responsibility Programme	
People and Parks	
Upgrade and construct perimeter fences	161 km
Upgrade and construct roads	40 km
New tourism beds created	64 beds
Working for the Coast	
Coastal clean-ups	565 km
Beach patrols and monitoring of activities	405 km
Rehabilitation of illegal roads/tracks	590 km
Working for Wetlands	
Area of wetlands rehabilitated	12 588 m ³
DWAF	
Working for Water	
Initial clearing	15 090 ha
Follow-up area cleared	110 244 ha

DELIVERABLE	DEAT Social Responsibility Programme			DWAF	TOTAL
	People and Parks	Working for the Coast	Working for Wetlands	Working for Water	
Expenditure (R m)	125	12	3	34	174
No. of people employed	968	145	180	1 180	2 473
Person days worked	332 907	67 453	27 222	172 301	599 883
Training days	36 919	3 760	2 454	16 724	59 857
SMMEs created	21	75	12	122	230
SMMEs used	79	54	19	133	285
Amount paid to SMMEs (Rm)	39	0	2.5	21.4	63



INFRASTRUCTURE DEVELOPMENT PROGRAMME 2007/2008

SANParks completed the second year of implementation of the Infrastructure Development Programme (IDP) for which a total amount of R 574,9 m was made available over a four-year period. Following the first year of planning the roll-out of projects, project implementation started in earnest during the reporting period with an allocation of R 157,9 m.

The programme to date has achieved the following deliverables:

DELIVERABLE	ACHIEVED
People employed	1 357
Person days worked	196 000
SMMEs used	50
Amount paid to SMME's	R 47 8
Tourism units upgraded	145
New tourism accommodation units	12
Upgrade and new staff accommodation units	89
Roads constructed and upgraded	37 km

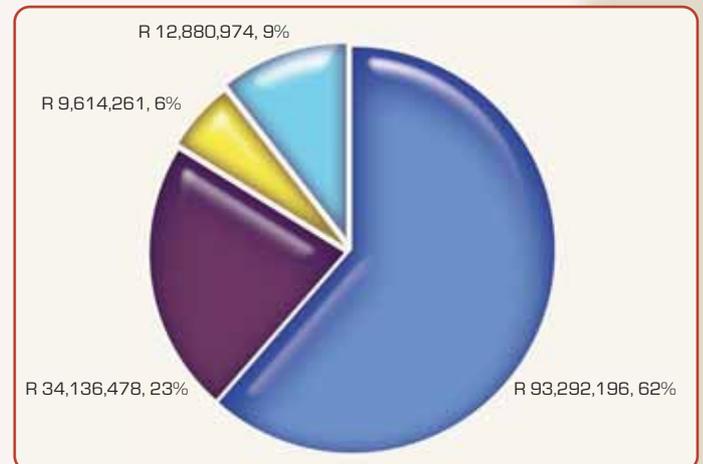
Work has started on important initiatives, including the construction of:

- Transfrontier park entrance gate at Twee Rivieren/Two Rivers, Kgalagadi Transfrontier Park,
- Conference centres in Mopani and Skukuza Rest Camps, Kruger National Park
- Interpretive centre in Mapungubwe National Park that will celebrate the rich heritage of this world heritage site
- Base infrastructure at Thesen's Island, Knysna for a Public Private Partnership initiative incorporate the development of a boutique hotel and retail outlets.

The various construction projects contracted black-owned companies are performing well. The following BEE-related contract awards were achieved:

CATEGORY	VALUE OF CONTRACTS AWARDED	PERCENTAGE
Black company (50,1% owned by black persons)	R 93 292 196	62,23
Black empowered company (25,1% owned by black persons)	R 34 136 478	22,77
Black women-owned enterprise (25,1% representation of black women within black equity and management)	R 9 614 261	6,41
Non-BEE companies	R 12 880 974	8,59
TOTAL	R 149 923 909	100,00

BEE PROCUREMENT IDP & EPWP 2007 / 08



- Black Company (50,1% owned by black persons)
- Black Empowerment Company (25,1% owned by black persons)
- Black-women owned enterprise (25,1% representation of black women within black equity & management)
- Non-BEE companies

NATIONAL PARKS REPORT





NATIONAL PARKS REPORT

**Kruger National
Park**

&

**Parks Division
Report**



KRUGER NATIONAL PARK REPORT

EXECUTIVE SUMMARY

The Kruger National Park (KNP) continues to be the flagship national park of the country as more people both locally and internationally readily associate it with the wildlife experience of the country.

Highlights for the reporting period were as follows:

- The new Phalaborwa Gate infrastructure with fast entrance lanes was opened in October 2007.
- Through environmental education programmes, 68,166 people were exposed to KNP.
- 1, 396, 054 visitors visited KNP during the reporting period.
- The Directory of Services was introduced in the Skukuza Rest Camp.
- New sighting Boards were distributed throughout the Park.
- The revised Management Plan has been finalised and submitted to the Minister of Environmental Affairs and Tourism for his approval.

CONSERVATION

State of Area Integrity Management Audit (SoAIM)

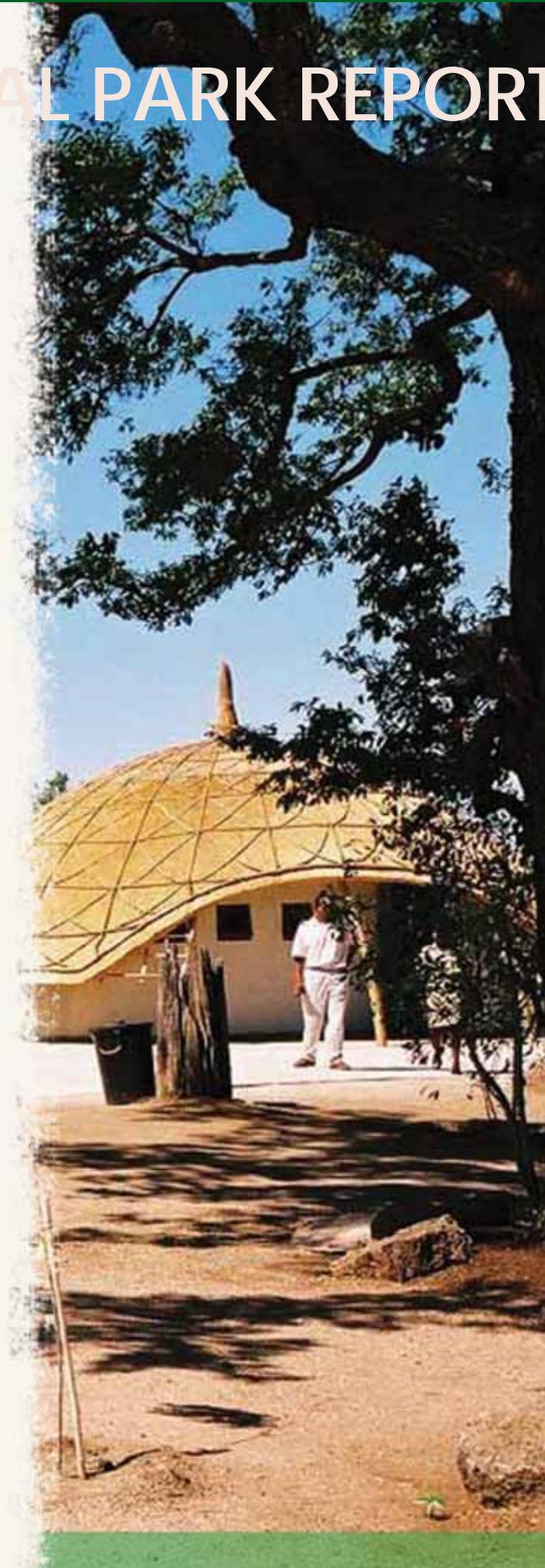
The former Protected Area Management Audit (PAMA) was revised and the tool updated as a State of Area Integrity Management Audit (SoAIM).

All the regions in the KNP completed the SoAIM process and the average results for each region were:

Nxanatseni North	73.0 %
Nxanatseni South	66.0 %
Nkayeni	71.4 %
Marula	76.5 %
Total for KNP	72.0 %

State of Biodiversity

The first State of Biodiversity (SoB) assessment for the KNP was completed. It indicated a relatively healthy ecosystem and high standards of ecosystem management in the park.





Flows in the KNP rivers were very stable during the reporting period. Flow were above the minimum stipulated value for the most part of the year, and thus, the Environmental Flow criteria were largely met to a large extent throughout 2007/2008.

Management Plans for Protected Areas

The revised KNP Park Management Plan (PMP) has been finalised and submitted to the Minister of Environmental Affairs and Tourism for his approval. However, due to the Minister's announcement on the Norms and Standards (N&S) for Management of Elephants in South Africa further amendments to the PMP will be made in the new financial year for re-submission as regulated.

Fire Management

Provisional burn targets were calculated for the Ranger Sections in the Park based on average rainfall over the last two years.

REGION	REGION AREA	BURNED AREA	BURNT %
Marula	419 264	126 044	30.06
Nkayeni	494 593	23 440	4.74
Nxanatseni North	536 452	62 533	11.66
Nxanatseni South	448 150	1 075	0.24
KNP TOTAL	1 898 459	21 3092	11.22

A tourist was arrested after he was caught setting fires near Pretoriuskop Rest Camp and Phabeni Gate. All fires were successfully contained without loss of infrastructure or human life.

Erosion Management

Grading of firebreaks along the Park boundaries was completed including the firebreaks around concession boundaries, rare antelope enclosures and experimental burn plots. Some erosion management was needed following heavy rains during the summer months.

Alien Clearing

The Alien Plant Clearing Programme implemented by the Invasive Species Control Unit (ISCU) and funded

by Working for Water (WfW) cleared 40,992 ha in follow-up operations.

Park Expansion and Consolidation

A successful process was undertaken between the Mjejane Trust and the KNP to ensure development on its land bordering the Malelane Section in the KNP. The agreement stipulates that the border on the Crocodile River will be used for eco-tourism activities, such as picnicking and day walks, such developments having low impact on the park.

Species Population Management

The capture and veld-to-veld translocation of white rhino continued and extra effort was made to remove animals that frequent areas close to the Park borders in order to minimise possible poaching threats.

The Great Limpopo Frontier Park mass capture was concluded near Satara during June 2007 and a total of 255 zebra, 103 blue wildebeest, 21 giraffe, 11 waterbuck and 61 impala were captured and translocated to Limpopo National Park in Mozambique.

Environmental Impact Assessments (EIAs) and developments

After completing related EIAs, the following developments were started during the review period:

- Mopani Camp – Alteration of existing shop and storage into a conference facility and alteration of the existing cafeteria into a shop.
- Letaba Camp – Upgrade and reconstruction of the main buildings
- Olifants Camp – Upgrade and reconstruction of the main buildings
- Lower Sabie – Completion of seven tents
- Crocodile Bridge Gate – Upgrade low level bridge.

KRUGER NATIONAL PARK REPORT

2007 WILDLIFE ESTIMATES FOR KRUGER NATIONAL PARK

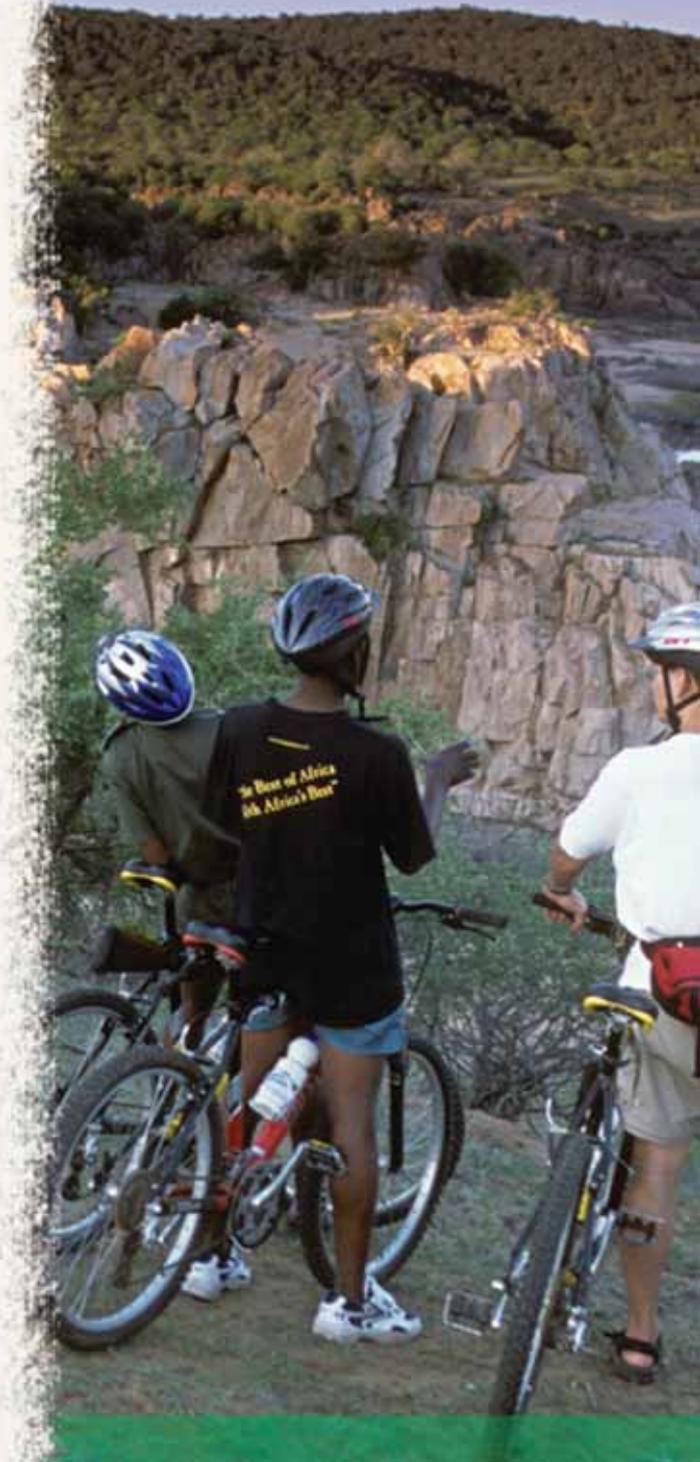
SPECIES	NUMBER
Lion	1,500
Leopard	1,000
Cheetah	200
Wild dog	350
Spotted hyaena	2,000
Elephant	13,100
White rhinoceros	7,000
Black rhinoceros	440
Burchell's zebra	25,000
Hippopotamus	3,000
Giraffe	6,500
Buffalo	31,000
Greater kudu	9,000
Waterbuck	3,000
Blue wildebeest	10,000
Impala	90,000

TOURISM

Tourism statistics for the 12 months to March 2008 indicate excellent performance in all indicators:

- 1,396,054 visitors visited KNP during the reporting period
- Guests to the Park increased by 6.3% year-on-year
- Unit nights sold increased by 2.7% and unit occupancy increased by 3.3%
- Bed occupancy increased by 2.7%
- The total number of black visitors increased by 24.8% from 207,030 to 266,739
- Black overnight visitors increased by 56.9%
- Year to date conservation fees increased by 0.44% year-on-year
- Tourism income increased by 11% year-on-year

TotalGaz supplied replacement game sighting boards to all the camps in the KNP. The sighting boards include a map of the area, plus photographs of seven key species, including cheetah, leopard, lion, wild dog, buffalo, rhino, elephant, with the idea that visitors who see these animals can indicate on the map where they were spotted. Magnetic markers instead of





the pins of the older boards. A total number of 93 units were upgraded as part of the IDP.

PEOPLE AND CONSERVATION

People and Conservation Outputs for the 12 months ending March 2008

ENVIRONMENTAL INTERPRETATION AND EDUCATION PROGRAMME ACTIVITY	
CATEGORY	NUMBER
Schools	764
Learners	51,909
Educators	3 578
Bush camp	266
Kruger to Kasie	12,381
Imbewu	32
TOTAL	68,166

EXPANDED PUBLIC WORKS PROGRAMME OUTPUTS

The total person days achieved across all Poverty Relief Projects and IDPs was 431,858 days. A total of 35 SMMEs were supported, including Electro-mechanical, and 10 were from the development contractors training group.

PARK FORUMS

The KNP Forum managed to hold all four meetings as stipulated by SANParks Terms of Reference.

RISK MANAGEMENT

There has been an increase in the demand for rhino horn and this has led to an increase in the levels of rhino poaching in the country, including the KNP. A total of 15 white and one black rhino were recorded as being illegally killed and nine rhino poaching-related arrests were made during the report period. A corporate electronic crime incident reporting system was developed and implemented for all parks, including the KNP. This system is currently centralised and is used to capture all poaching and other crime-related information across SANParks.

PARKS DIVISION REPORT

PARKS DIVISION REPORT

CONSERVATION

State of the Parks Reporting

As part of the implementation of the balanced scorecard performance management system, assessments were carried out and baselines set for a number of State of the Parks assessment tools in 2007/2008. These included State of Biodiversity (SoB) assessments for all parks except the Mokala National Park, and State of Cultural Heritage (SoCH) assessments. The former Protected Area Management Audit (PAMA) was revised and the tool updated as a State of Area Integrity Management Audit (SoAIM). Implementation of the State of Infrastructure assessments was delayed due to extensive work in the development of an appropriate tool. At the year-end, half the parks had been assessed for State of Infrastructure with the projection that all parks would be covered by mid-June 2008.

Alien Clearing

The alien clearing programme, implemented through WfW funding, exceeded targets for 2007/2008 by 21%, with 125 334 ha cleared by the end of March 2008 (110 244 ha follow-up and 15 090 ha initial clearing). Due to the efficient implementation of the SANParks programme, additional funding was granted at the end of 2007, thus allowing targets to be exceeded.

Pondoland/Wild Coast National Park

The Eastern Cape Executive Council approved, in early 2006, the establishment of a Pondoland/Wild Coast National Park in the Eastern Cape managed by SANParks, with a view to providing an environment for the protection of the Pondoland Centre of Endemism. However, in mid 2007, DEAT indicated that this project would not proceed due to community opposition.

Marine Protected Areas (MPA)

SANParks' ability to manage marine areas that form part of national parks was considerably enhanced in





2007/2008 with the capacitation of marine programmes in a number of parks, including Table Mountain (TMNP), Tsitsikamma, Knysna Lake, Addo Elephant (AENP) and, towards the end of the year, Namaqua. The enhanced marine management capacity was supported by an additional R 14 m operational grant from DEAT.

Garden Route National Park

Processes towards the establishment of a Garden Route National Park were advanced during 2007/2008, but were not concluded due to capacity problems in the Department of Water Affairs and Forestry. The Minister of Environmental Affairs and Tourism announced at year end that the proclamation of this park, which will initially comprise Tsitsikamma, Wilderness, Knysna and the indigenous forests and mountain catchment areas, will be completed by the end of 2008.

TOURISM

Tourism Performance

Tourism performance for the Parks Division for the reporting period indicated mixed results on key indicators. *Guests to parks* increased by 1,2%, with TMNP being static at 2,48 m visits. This figure includes the cableway, Cape Point, Boulders and Silvermine, but does not include non-paying visitors entering the park through open access points.

Unit occupancies for the Division declined by 1,6%, due largely to the effect of the closure of Wilderness for a month following the November floods, and the fact that Augrabies Falls had a year of low water flow over the falls. However, *unit nights* sold 6,7%.

Conservation fee income increased by 12,1% year-on-year, and tourism income (largely accommodation) by 15,9% year-on-year. Overall financial performance for the division was good, with four parks now operating at income-to-cost ratios of more than 140% (AENP (183%), Tsitsikamma, TMNP, and Augrabies Falls (145%).

Product Development

The new Lang Elsie Kraal rest camp in the Bontebok National Park was opened in November 2007, and the five units in the Tankwa Karoo National Park were completed by financial year end.

The Lilydale Lodge opened as a self-catering facility at the Mokala National Park in January 2008, as a consequence of the Park's acquisition of the Lilydale farm.

The new 45 km tourist loop in the Karoo National Park was 90% complete at financial year-end. This development is part of a process of re-engineering the tourism product in this park from a one-night stopover between Johannesburg and Cape Town into a destination in its own right.

The launching of the pontoon and opening of a border post at Sendelingsdrif in the Richtersveld, and the opening of the border post at Mata Mata in Kgalagadi have both improved tourist route development between these two parks and Namibia.

PEOPLE AND CONSERVATION

By the end of the report year, a total of 600 000 person days of temporary work had been achieved across all EPWPs, representing 102% of target.

285 SMMEs were used during the programme. This was 91% above target, exceeded partly by adapting the alien clearing programme to make it more supportive of SMME development, and awarding of contracts to contractors instead of directly employing the alien clearing teams.

Park Forums

Park Forums were established during the year for the Camdeboo, Golden Gate and Tankwa Karoo National Parks, bringing the number of functioning Park Forums to 17.

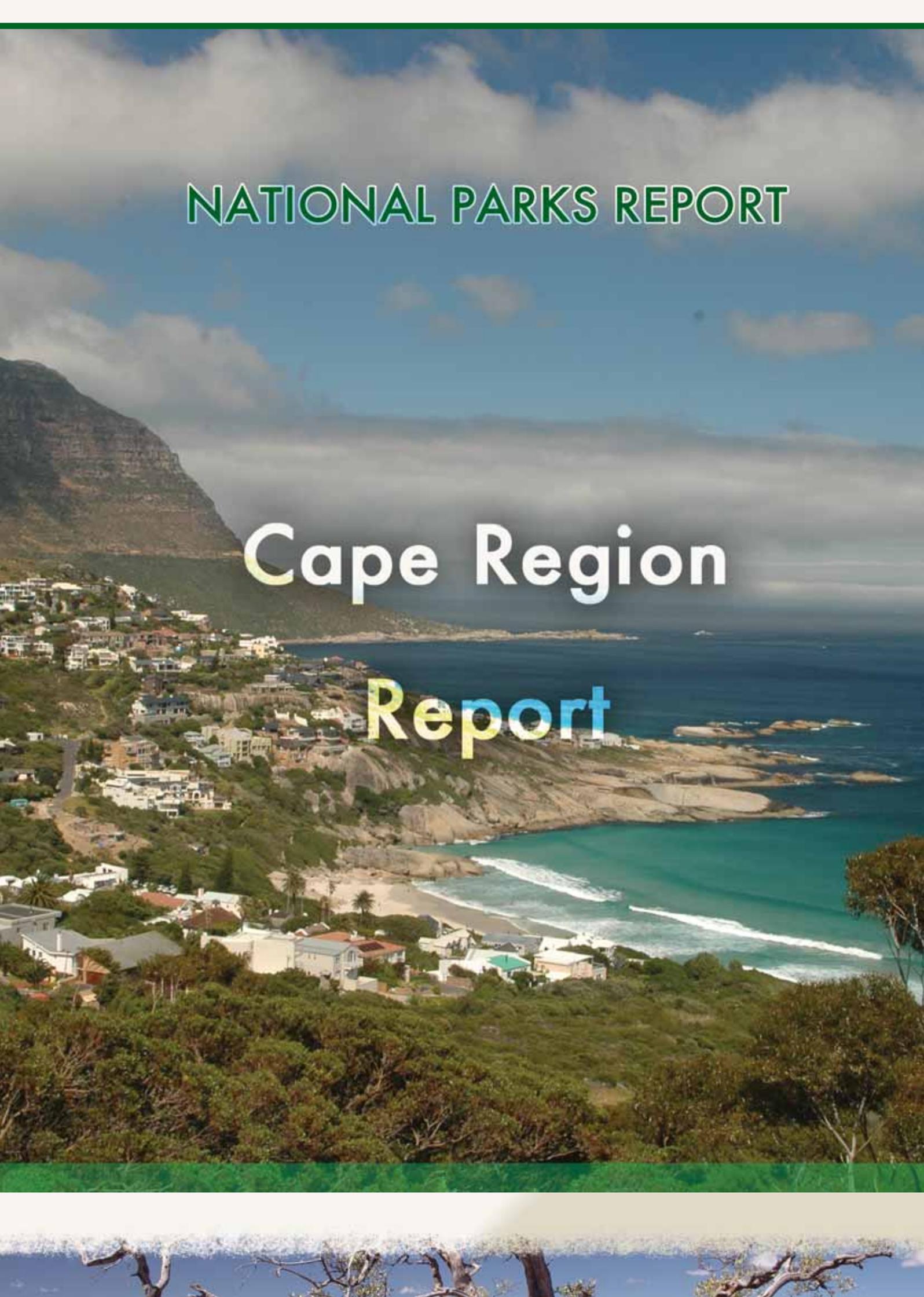
NATIONAL PARKS REPORT



NATIONAL PARKS REPORT

Cape Region

Report



CAPE REGION REPORT

Bontebok National Park

Bontebok National Park continued on its exciting path of expansion during the year. The new rest camp (Lang Elsie Kraal) with 10 new chalets was completed and opened to visitors on 22 September 2007, with the official launch on 29 November 2007. The chalets were graded four stars in the self-catering category, and the campsite received a three star grading. Occupancy has been good since the re-opening of the camp; for the six months, October to March, accommodation occupancy was 52.8%, whilst camping occupancy was 28.9%.

From a tourism perspective, the annual Breede River Canoe Marathon that ends in the park, was a successful event, and participation in the Canola Festival generated good exposure for the park. Significant improvements have been made on the roads in the Park, specifically from the entrance gate to the reception building. Planning is currently underway for the construction of a new entrance gate on the N2 road, a new reception area and administration offices, and the upgrade of the day visitors area at "Die Stroom". The local Swellendam Wild Card has been launched to provide local communities with the opportunity to visit the Park at a reduced rate from the standard Conservation Fee. Marketing of the product will be intensified over the coming months.

Since the appointment of a full-time staff member, the People and Conservation Department has performed well. The Park launched various community programmes and has built up a good working relationship with partners in the surrounding areas, including schools, Swellendam Municipality, Correctional Services and other organisations. For the reporting period 465 children entered the Park on educational visits, and a group of 50 children are actively participating in the Junior Rangers programme run by the Park. The Swellendam Protected Areas Forum is also active and is providing a constructive platform for discussions between various stakeholders.

The WfW project on clearing invasive species progressed excellently through the year, and additional funding was obtained as clearing planned for the year was completed well ahead of schedule. Scheduled burns in the Park proceeded as planned.





Law enforcement remains an important part of daily activities by the park's rangers, and appropriate fines and warnings were issued during the year. Veld conditions were generally good and monitoring of plants and endangered species is ongoing. Game numbers in general are on the increase, and Mountain Zebra specifically seem to be thriving, with four new foals counted this season.

Game numbers at Bontebok at the last count (March 2008) are:

SPECIES	NUMBER
Bontebok	191
Red hartebeest	31
Mountain zebra	41
Grey rheeboek	88
Ostrich	24

Tankwa Karoo National Park (Tankwa Karoo)

Tankwa National Park performed above expectations as measured by income generation during the reporting period, largely due to the new chalets at the Elandsberg Restcamp. With income 296% above budget and a 239% year-on-year increase, the predictions are good for the future. New property acquisitions and the urgent need for more staff negatively affected budgeted expenditure. Park management has, however, managed to contain costs, ensuring that the bottom line was on target.

Tourism growth was high, even with no advertising campaigns. The park is beginning to gather wider interest from visitors looking for a wilderness experience. With the recent upgrade of the access road from Ceres, getting there is now a pleasure. Feedback on the restcamp has been positive and, with the addition of three more chalets in the park, it is increasingly becoming a South African tourism destination.

Infrastructure development mainly concentrated on the rest camp and renovation of old farmhouses into accommodation units. The electrification of the 52 km fence line was a unique project between SANParks and adjacent farmers working together to address mutual concerns. Both parties contributed equally to the project.

Over the last five years, Tankwa Karoo has experienced very dry conditions that have had a negative impact

on vegetation cover, especially in the western section of the park. However, the above-average rainfall received during 2007/2008 in certain sections has revealed a very healthy ecosystem with quick recovery after dry periods. Management noticed the return and increase in numbers of Black Harriers, a highly sensitive indicator bird species with respect to ecosystem productivity and health.

Introduced faunal species have adapted well and numbers are increasing with a number of newborns during 2007/2008. Notably, the Mountain Zebra population has settled well into its new surroundings. An additional 27 000ha of land was purchased for the Park, adding almost 30 km of pristine river system, including the Tanqua and Renoster River confluence, and the Oudebaaskraal Dam. This expansion, provides a number of challenges and opportunities.

Due to capacity constraints, not many community outreach programmes took place, but the park is working with other government entities to address this issue. The park arranged a career development course at Tanqua Guesthouse with 46 children and schoolteachers from six different schools. The Park Forum was also established through a public process and will be approved and constituted in May 2008.

Six new staff members were appointed improving management's ability to deal with the increasing demands of this special park.

Table Mountain National Park (TMNP)

DEAT funded the training of 20 TMNP rangers as the first level-five Environmental Management Inspectors (EMI) in the country. Minister Marthinus van Schalkwyk awarded their certificates. The park received a number of awards, including the PMR Diamond Arrow award for having the "Most exciting/interesting heritage or historical sites and buildings in the Western Cape". The DEAT Social Responsibility funded programme to upgrade footpaths in the park and the development of Hoerikwaggo tented camps were nominated for an Impumelelo Award.

The park experienced ongoing wildfires in the south; these were suspected to be the work of arsonists. Repairs were needed to 8 km of burned fence adjacent to Scarborough. A total of 60 fires were attended to, with 5 598 ha burnt.

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On the positive side, post-fire recovery in the Cape of Good Hope Section included the re-appearance of orchids that have not flowered in the last 26 years. Harvesting of pine and gum compartments continued in the Cecilia plantation and in gum compartments in Tokai above Klein Constantia. Afromontane Forest rehabilitation has progressed well, involving the continued collection and propagation of indigenous seeds. The Indigenous Seed Collection and Propagation Project planted a total of 3,120 saplings, with a total remaining plant stock of 4,085 plants.

A Ten-Point Visitor Safety Plan was developed, incorporating commitments by all partners. The Visitor Management Team has a total of 90 persons in the field with six trained dogs accompanying the patrols.

The iKapa Honorary Rangers facilitated the donation of a vehicle for African Penguin rehabilitation. They contributed a total of 86 824 hours of work, equivalent to R2,5m.

A more secure funding base has been arranged through DEAT for the Marine Unit, which has allowed for more consistency and long-term planning. Two vessels seized by TMNP marine section and valued at R1m were awarded to the park by the Assets Forfeiture Unit.

TMNP hosted a successful three day workshop of the IUCN Biosphere Ethics Programme in March 2008. During the report period, 27 226 learners attended EE programmes in the park.

Agulhas National Park (Agulhas)

With the purchase of the Waterford farm, the size of the park has increased by 4 000 ha to 21 147 ha. Good rains were experienced during the last period of 2007, and this was accompanied by sightings of numerous waterfowl species in wetland areas and more regular sightings of steenbok, grey rhebuck, ostrich, Cape grysbok, steenbok and springbok. A marked increase in whale sightings off the ANP coast and numerous calves have been reported.





The second round of the Environmental Impact Assessment (EIA) scoping report for the 60-bed rest camp at "Pietie se Punt" was completed and construction started in January 2008.

Unfortunately the Ratel River PPP tender did not yield a suitably interested partner. The restoration of cultural historical buildings in the park is in the planning phase with funding for the restoration supplied by the Infrastructure Development Fund.

The Agulhas Park Forum held all four of its scheduled meetings. The main focus was revision of the PMP and finalisation of the Park Forum charter. The quarterly newsletter was regularly produced and was well received. The Environmental Education centre at Bosheuwel was completed and the first Kids in Parks programs were held in September and October 2007 with 473 learners attending.

Documentation of heritage sites and farms and collection of cultural historical information have continued. This information will be used in future cultural tourism activities and displays. Transnet National Ports Authority is applying for a permit to restore the Agulhas Lighthouse building. The Honorary Rangers donated and installed 3 km of 75 mm class 9 water pipeline, replacing the Ratel River's old fibre cement water line.

Consultants were appointed to compile an Infrastructure Development Programme (IDP) for the southern tip so that the existing structure plan can be amended.

West Coast National Park

The Postberg contract was terminated and negotiations for the new contract have started. Negotiations should be concluded within the next financial year.

43 Eland were moved from Postberg into the rest of the park. 54 more Eland were moved to AENP. The West Coast NP achieved the highest rating and received the Golden Arrow Award in the category "National Parks and Game Reserves in the Western Cape" by the Professional Management (PMR) Africa Survey.

The Preekstoel braai and picnic area has been completed and opened to the public. The new entrance gates are electrified and are a great improvement on the old park homes that had served as the park entrance for years. The pipeline for electricity and water to Kraalbaai is under construction and should be concluded by mid-June 2008.

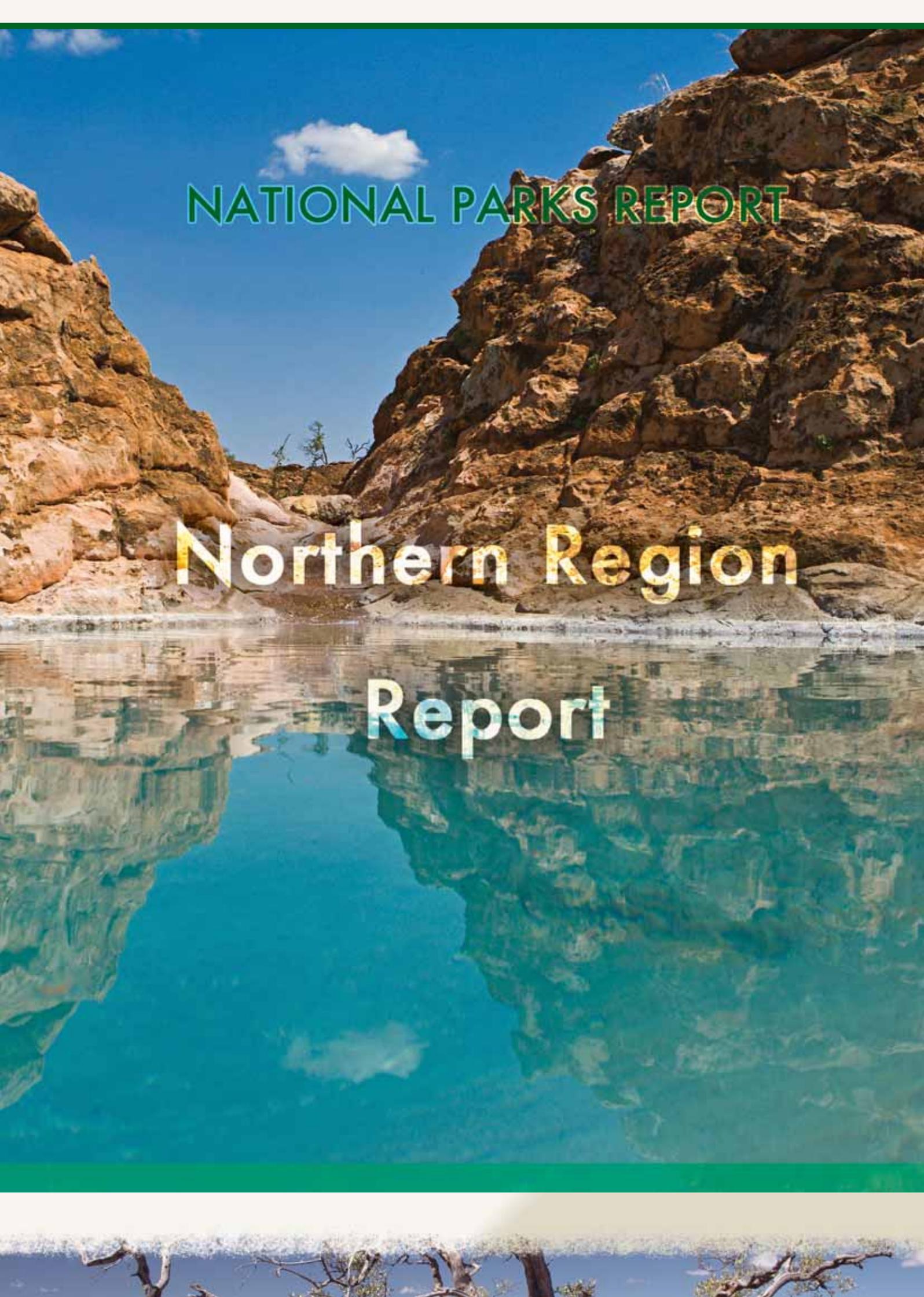
The outsourcing of the Geelbek Restaurant was finalised and a ten year contract awarded. The restaurant continues to be an impressive park asset. Three new chalets were added to the Duinepos Restcamp, making a total of 12 chalets. Visitor numbers continue to grow, due to the park expanding its range of products, including accommodation, activities and the restaurant, as well as improving gate controls.

Marine capacity has been expanded with five new rangers being appointed to better manage the five MPAs.

The West Coast Park Forum is highly active, as are the Honorary Rangers, a very energetic team who have made substantial contributions to the park. The unveiling of graves in the Soutpan area on Heritage Day was attended by 200 people from Langebaan, representing more than 20 of the original Soutpan families who previously lived there.

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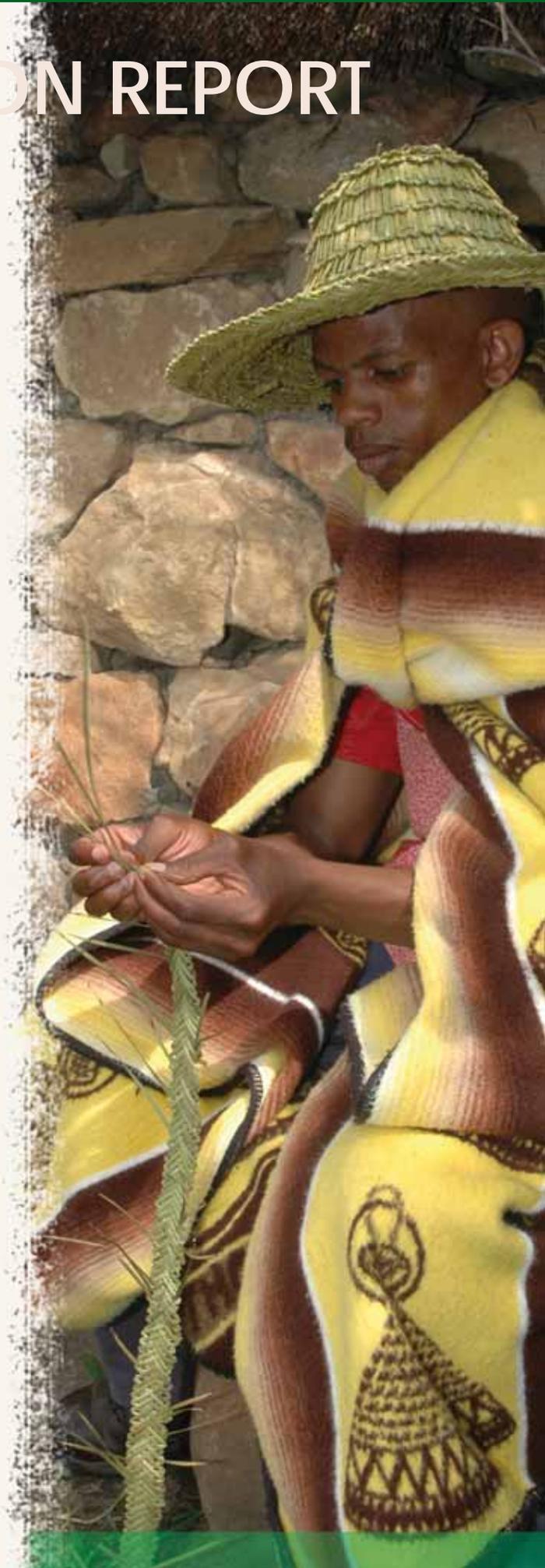
GOLDEN GATE HIGHLANDS NATIONAL PARK (GGHNP)

The current size of the GGHNP is 12 000 ha with a total projected area of 34 000 ha once the park has been fully consolidated. The Qwa-Qwa Nature Reserve is in process of being incorporated into the park, which will add 22 000 ha. The process should be completed before the end of 2008.

The 2007 winter was early, cold (even for GGHNP) and very long, with minimum temperatures dropping well below zero from April to August. Snow was also a regular occurrence and the rivers were frozen over on numerous occasions. The rangers and Working on Fire teams actively fought 76 uncontrolled fires around the park. The last of the uncontrolled fires was at the end of August 2007, pushed by strong winds along the R712 road from Clarens with the road closed to traffic. These fires threatened the park in a serious way.

Headway was made in forging communication between the park and external law enforcement agencies. Patrols by both the police and traffic departments commenced from August 2007. The targets for alien vegetation clearing and wetland rehabilitation were both met, with 1186ha cleared and 607 m² constructed respectively. In a bold step towards clearing the GGHNP valley of alien vegetation, approximately four-fifths of the willows lining the Little Caledon River were removed. The vulture conservation programme in the park, which forms part of the international vulture conservation programme in Southern Africa, continues with regular feeding at the site. Carcasses are sourced mainly from the neighbouring farms.

Several construction projects started in November 2007. These included the new ablution facilities at the Glen Reenen Rest Camp, a new sewerage system for the western side of the park and the upgrade of the Glen Reenen water purification system. These projects should be completed before the middle of 2008. Construction also started on two new two-bedroomed staff accommodation units at Gladstone. Broad planning for the total upgrade and revamp of the hotel main building commenced, and it is envisaged that this large project will be completed early in 2010.





In delivering a people-centred conservation and tourism mandate, a number of community-based conservation initiatives in the park (e.g. DEAT grant nursery) were concluded in December 2007 at the end of their contract. Continuous contact was maintained with the Clarens Bioregion Conservancy and the Bluegumbosch Conservancy. Environmental education showed good growth during the year and 4 040 participants took part in 87 environmental education activities at the Wilgenhof Environmental Education Centre, totalling 8 915 person education days. 14 schools involving 438 children participated in the Morula Kids Competition. Three pilot programmes of the Lovelife/SANParks partnership programme were successfully completed in GGHNP.

The GGHNP Park Forum held regular quarterly meetings, and two park forum plenary meetings were well attended.

As one of the four implementing agencies for the Maloti-Drakensberg TFCA, SANParks, through GGHNP, excelled in finalising the 20-year strategy for this TFCA, as well as developing an action plan for the first five years. The Park's PMP was also developed in alignment with the strategy and a number of best practice guidelines were implemented, notably fire management in high altitude grassland, high altitude grassland trails maintenance, and research and conservation of the bearded vulture.

MARAKELE NATIONAL PARK (Marakele)

After repetitive breakouts from the park, wild dogs were removed and donated to Mashatu Nature Reserve, Botswana, during November 2007. Mashatu Nature Reserve is within Botswana's section of the Limpopo Shashe TFCA. Three lions from Madikwe Game Reserve were introduced into the park to enhance the genetic quality of the Marakele population and to increase predator sightings. The Marakele buffalos were unfortunately confirmed positive for Theileria (corridor disease) and it was decided that they be removed from the system. They will be captured and transferred to KwaZulu-Natal in the coming year.

The *WfW* project was re-commenced during August 2007, with the removal of alien plants in the Molapofifi and Dithabaneng sections of the park. Blue gums, pine trees and prickly pears are some of the plants found in the Molapofifi section. The project closed in February 2008.

Ten SMMEs, with 11 employees each, were developed from the neighbouring communities through the Expanded Public Works Programme (EPWP) programme to remove redundant structures from the park during the year. The teams embarked on a number of duties in the park, including clearing vegetation along the roadsides, thatching, helping with fire breaks and putting water pipes underground. The Marakele Park Forum holds effective regular meetings and is very involved and interested in park operations. The forum has been instrumental in acting as a public voice on issues affecting the park, such as the proposed construction of a power line through the park.

All 4x4 roads in the park were upgraded to suit normal sedan vehicles. A 54 km stretch of road has been added to enhance the tourism experience inside the park, including the subway which links the Kwaggasvlakte section to the main part of the Park. This innovation has solved the problem of visitors having to drive outside the park to access the tented camp. 240 people from local communities were employed during project implementation.

MAPUNGUBWE NATIONAL PARK AND WORLD HERITAGE SITE (Mapungubwe)

The human remains that were formerly housed at the University of Pretoria, Wits University and the National Cultural History Museum were repatriated and reburied at different sites in the park. The sites included Mapungubwe Hill, K2 and Schroda archaeological sites. The reburial of more than 140 human remains was held from 16 to 20 November 2007. The reburial process was led by the Deputy Minister of Environmental Affairs and Tourism, Ms Rejoice Mabudafhasi, and the community steering committee on reburial comprised the Lemba, Vhatwanamba and Vhangona clans.

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The Mapungubwe Interpretation Centre and Day Visitor Centre is a major project that is aimed to house Mapungubwe historical objects and to tell the story of Mapungubwe based on decades of research. The sod-turning ceremony was held on 20 November 2007 and construction of the centre is currently underway. It is expected to be completed by end-October 2008. Interviews with relevant stakeholders, which includes the involved clans, universities and retired academics, are underway to develop the story-line for the centre.

A workshop on elephant impacts on the riparian forest was held to determine the best possible way of excluding elephants from the forest and important archaeological sites without totally excluding them from the park. Various stakeholders participated in the discussions. Implementation of the agreed approach is planned for 2008/2009 but depends on the availability of funding.

The removal of redundant infrastructure progressed well during the year and all planned removals were accomplished. In the western section, rehabilitation of the riverine forest continued and 180 trees were planted. Wetland areas were rehabilitated and the aesthetics of the park improved significantly using the help of EPWP teams.

The Mapungubwe Park Forum has been resuscitated and has held regular meetings.

The new Mazhou camping site opened to the public in March 2007 and has proved to be very popular, achieving high occupancies in the first three months of operation.

Mapungubwe organised one of the most successful SA National Parks Weeks during September 2007, with more than 300 people attending from the local communities, SAHRA, schools, neighbouring farms, Botswana and Zimbabwe.





Game Census: 2007

SPECIES	Marakele NP	Mapungubwe NP
Baboon	114	152
Bushbuck	3	7
Duiker	2	5
Eland	40	282
Elephant	43	213
Giraffe	13	36
Impala	86	872
Kudu	55	110
Ostrich	16	2
Red hartebeest	10	18
Tshesebe	11	6
Warthog	64	30
Waterbuck	9	66
White rhino	18	3
Wildebeest	249	307
Zebra	166	235
Black rhino	4	-
Mountain reedbuck	5	-
Gemsbok		124
Hyaena		2
Lions	5	2
Sable		1

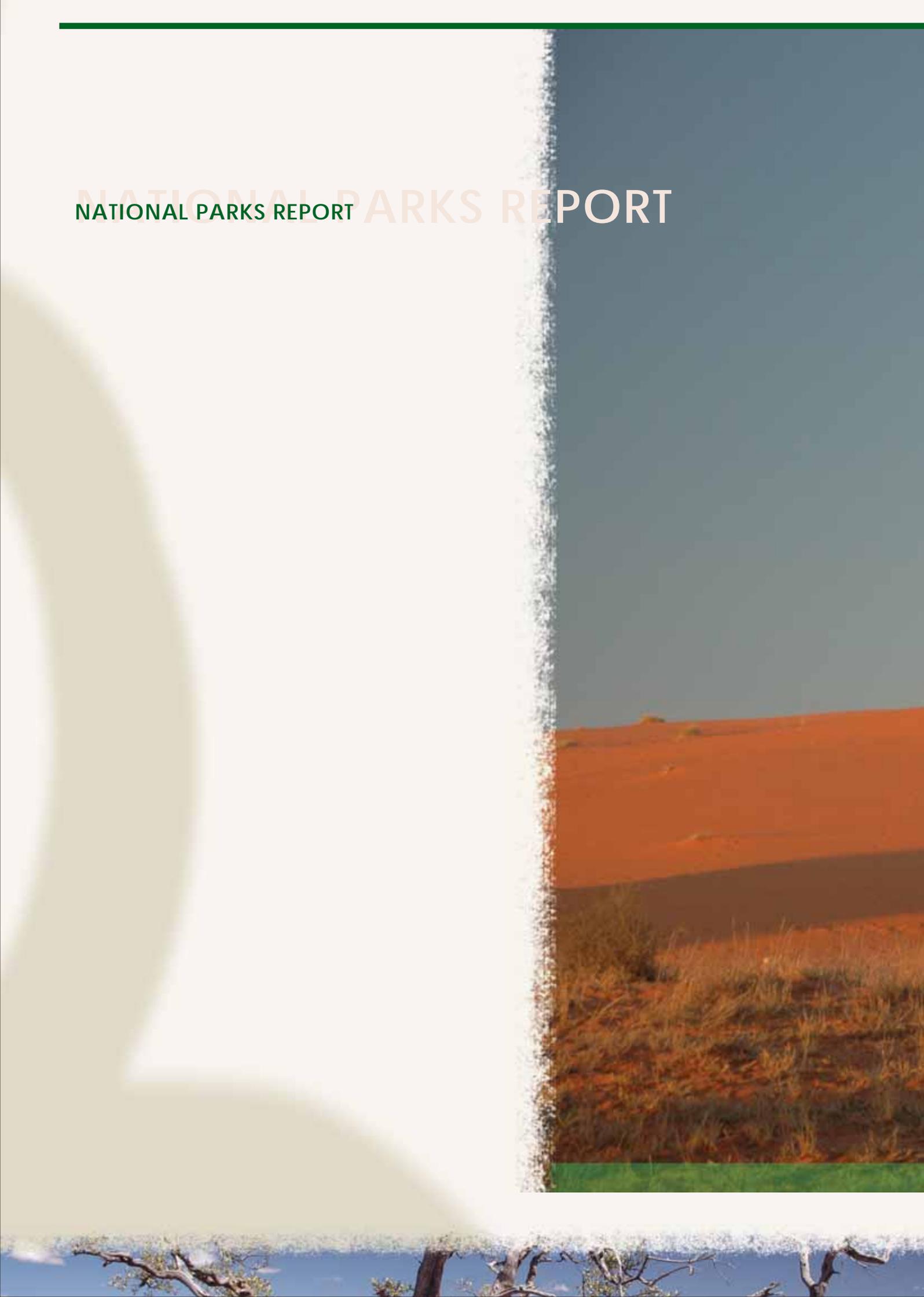
Note: A census in GGHP was not conducted

GROENKLOOF NATIONAL PARK (Groenkloof)

Preliminary discussions were held during the year to explore the possibility of incorporating the Groenkloof Nature Reserve into the Groenkloof National Park so as to enhance its protection status. Discussions also included the possibility of putting critical SANParks infrastructure in the park (e.g. an environmental education centre). Follow-up discussions are planned for the coming year.

The cleaning contract with Prestige Cleaning Services was terminated during the year and capacity created within Groenkloof facilities management to provide the service. Prestige staff members, based at Groenkloof, were absorbed into the SANParks establishment. A facility manager was appointed to oversee all functions of facilities management and maintenance. Following a number of armed robberies at the Groenkloof complex, a new security system is planned for implementation in the coming year.

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Kgalagadi Transfrontier Park (KTP)

The !Xaus Lodge, which is run by a concessionaire, Global Images, became operational on 15 July 2007. Occupancy levels for the lodge are less than 15% for the period and are in line with projected figures in the business plan.

Park Forum meetings took place on four occasions during the year, with two new members being elected to the Forum. Joint Management Board (JMB) meetings were held regularly during the year in order to fast-track certain processes. One contentious issue identified by the JMB was the sustainable resource use for the SAN Community and their hunting rights in the contractual park in relation to rights to cultural activities in the rest of the park. No final agreement had been reached between the parties at year-end. A special meeting had been set for 26 May 2008 at which all interested parties will be involved, and a good basis exists for resolution of outstanding issues.

On 12 October 2007, Presidents Festus Mogae of Botswana, Hifikepunye Pohamba of Namibia and Thabo Mbeki of South Africa officially opened the Mata Mata Tourist Access Facility between South Africa and Namibia within the KTP. The aim of opening the border is to facilitate cross-border tourism and to strengthen regional cooperation. 300 local community members, including leaders from the SAN and MIER communities, attended the function.

Tarring of the entrance road to the park is in progress and 30 km has already been completed. Tarring should be completed by April 2009 and once the new road is fully open, SANParks expects an influx of busses and caravan.

KTP was once again successful in receiving the Diamond Award for the Best Park in the Province as audited by the Professional Management Review (PMR).





Annual Game Census 2007 /2008

Animal	Average number Nossob	Average number Auob
Blue wildebeest	585	346
Gemsbok	428	360
Red hartebeest	192	97
Springbok	2 099	865
Steenbuck	9	7
Lion	6	8
Black-backed jackal	12	9
Sunnicate	6	12
Bateleur	12	10
Pale chanting goshawk	9	12
Cori bustard	15	9
Ostrich	60	35

An eland migration took place in September 2007 due to the dry conditions persisting in the north-east part of KTP on the Botswana side. The eland moved to the south-west in rather large numbers only to encounter the same dry conditions. Many of the animals in bad condition therefore died or fell prey to predators. The herds became scattered as they moved south and many of the calves could not keep up with the adults. It was estimated that more than 700 migrated and that approximately 250 animals died.

Mokala National Park

The Mokala National Park was officially opened and proclaimed by Minister Marthinus van Schalkwyk on 19 June 2007, at a function held at the Mosu Lodge in the Park.

On 31 October 2007, Mokala management finally handed over the old Vaalbos section to South African Farm Management (SAFM) which was appointed caretaker of this section until it is handed over to the Sydney-on-Vaal Community. Outstanding invoices for the game left on the property and the cost of managing the section from 1 November 2006 to 31 October 2007 were forwarded to the Department of Land Affairs (DLA) financial office for processing.

The current size of Mokala is 23 600 ha and the Graspan section is 4 500 ha. Negotiations with the owner of Lilydale Lodge were completed and

SANParks took over the facility on 23 December 2007, bringing the Lodge and 3 400 ha of land into the Park.

No land acquisition is currently planned for the Graspan section but the possibility of de-proclaiming this section is being considered. Disease free buffalo from both Graspan and Mokala achieved excellent prices at the annual auction, with R 5,9 m being generated for the PDF.

169 school children visited the Park. Numbers are expected to increase as the park is still very new.

Annual Game Census 2007 / 2008

SPECIES	TOTAL	SPECIES	TOTAL
Baboon	1	Nyala	1
Bat-eared fox	5	Ostrich	226
Black rhino	9	Red hartebeest	414
Black wildebeest	32	Roan	39
Blesbok	63	Sable	10
Blue wildebeest	390	Springbok	519
Buffalo	254	Steenbok	22
Eland	141	Tsessebe	271
Gemsbok	431	Vervet monkey	1
Giraffe	20	Warthog	183
Grey duiker	53	Waterbok	8
Impala	17	White rhino	23
Jackal	10	Zebra	90
Kudu	396		
Mt Reedbuck	12	TOTAL	3 642

Namaqua National Park (Namaqua)

Namaqua experienced average rainfall, with 382,8 mm, over the reporting period, with the roads being severely damaged due to the intensity of some of the rains storms. 65 gemsbok from Goegab Nature Reserve were re-introduced into the park. Visitor numbers declined year-on-year, from 10 817 to 8 641. Reasons offered by guests were high conservation fees for internationals; bad roads and below average flower displays. A new four-unit rest camp was completed. 478 children and 74 adults were put through the Kids in Parks programme, and 122 learners experienced other environmental education programmes during the year.

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The Community Water Efficiency Project (COWEP) project is progressing well. Two diploma students were in training during the year review year. A total of 20,878 person days were achieved on the Expanded Public Works Programme (EPWP) project and 15,869 person days on the Coast Care project, thus exceeding targets.

Namaqua is currently 109 000 ha in extent, Park expansion is progressing relatively well, with nine of the ten required corridor farms already acquired. Negotiations are ongoing for an additional five farms, as are negotiations with De Beers for the inclusion of the Groen-Spoeg section. A motivation for the inclusion of the Admiralty zone has been forwarded to the Minister of Public Works. A court case is ongoing in regard to the Groen River holiday dwellers.

Two new Field Rangers were appointed during the review year. A total of six rangers is, however, insufficient for the management of 109 000 ha of land and 400 km of fences.

Annual Game Census 2007 /2008

SPECIES	NUMBER
Gemsbok	144
Red Hartebeest	78
Springbok	230
Blesbok	3
Ostrich	3

Augrabies Falls National Park (Augrabies Falls)

Augrabies Falls NP still awaits the purchase of a small piece of land of about 634 ha along the Orange River, which is crucial for the completion of the current Park consolidation process. It is also waiting for the re-introduction of black rhino into the Park. Negotiations with the current owner have been prioritised and it is hoped that an agreement can be reached in the near future.

As part of the conservation strategy, 102 ha of *Prosopis sp.* were cleared with the assistance of WfW. As part of an ongoing project on the quiver tree, a record number of 1 717 trees have been recorded making the number of recorded plants now





3 177. Of these, 18% showed no damage, 55% showed some form of damage and 27% were found to be dead or dying. Eland, giraffe, porcupine and baboon are thought to be the chief agents of damage to these plants. In general the animal populations and the veld are in good condition, despite having received only about half of the long-term average rainfall for the year.

Through the Park-based education programmes, special calendar days were commemorated, adding great value to our local community. This year also saw the first Kids in Parks programme, which was a resounding success.

With less than average water flow in the Orange River during the year, the number of overnight and park visitors and activities decreased year-on-year. The overall decline in performance can generally be attributed to the water flow over the waterfalls and against the background of an above average performance in 2006/2007.

|Ai-|Ai/Richtersveld National Park

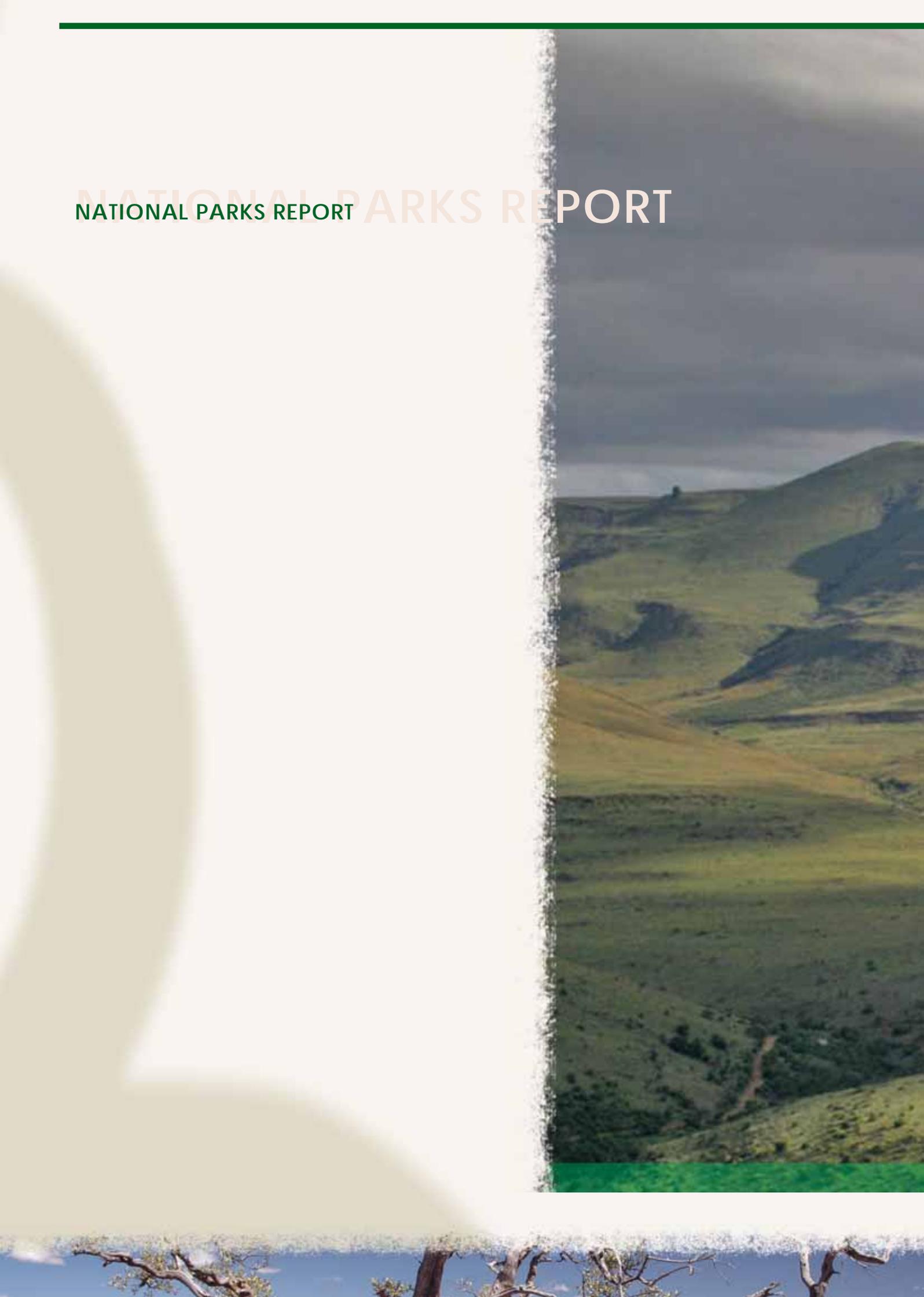
The year under review has been a positive one for the Park and it has achieved a number of its objectives. A key outcome was the opening of the pontoon and the port-of-entry at Sendelingsdrift. Coupled with the increase in tourist facilities, this has resulted in significant growth in the Park's revenue generating potential and the benefits of these interventions have shown during the year. Up to 30 vehicles per day have used this border facility.

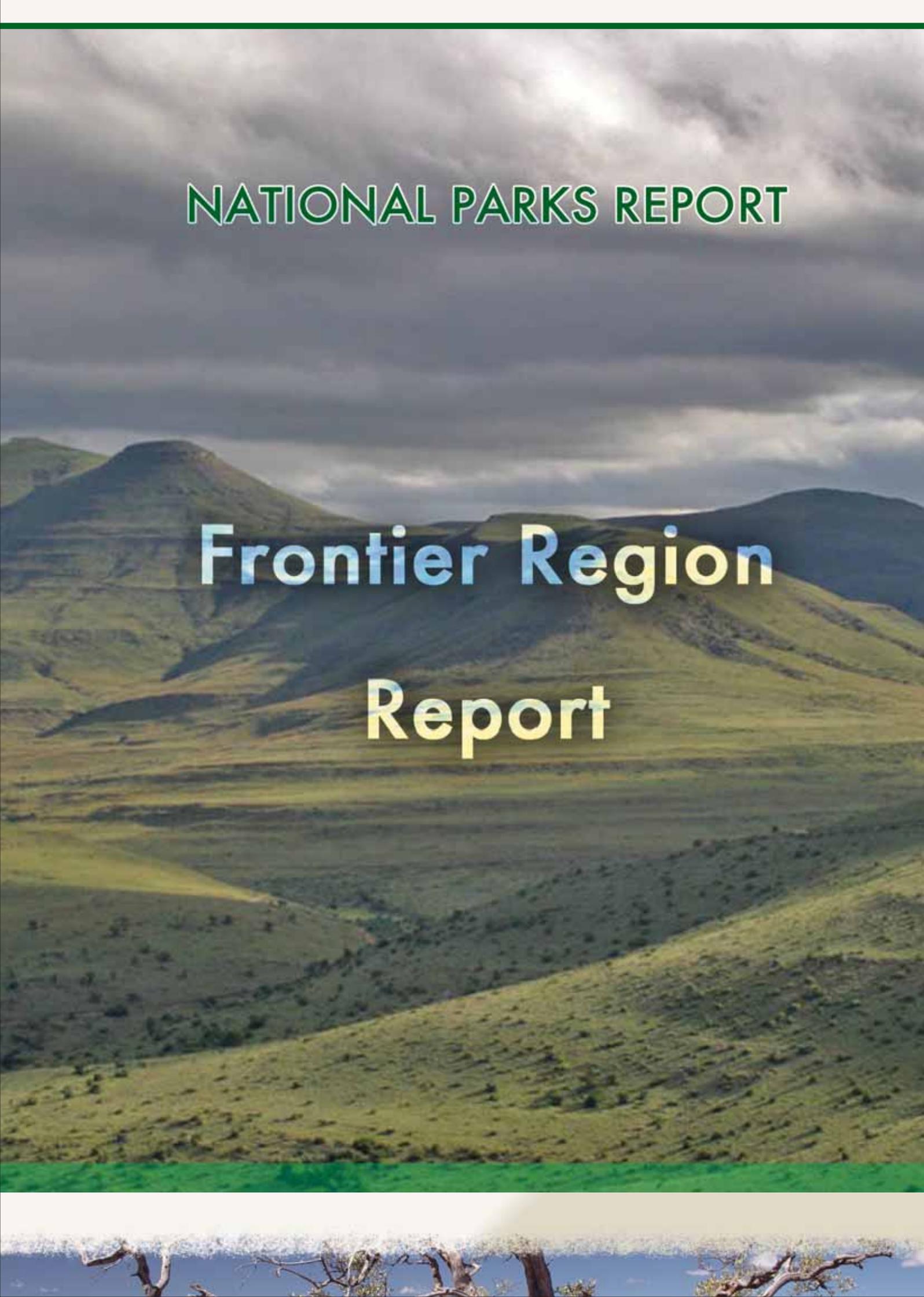
Park conservation has shown significant gains during the reporting period. Re-introduction of those species that used to inhabit the area has now started, and 47 gemsbok have been translocated into the park. Park staff and their Namibian counterparts cooperate well in their conservation and law enforcement responsibilities along the Orange River. No game counts were conducted during the year.

Serious developments around illegal mining and prospecting in the park have risen and steps are being taken with the relevant Departments to address these problems. The legal issues pertaining to these activities are complex but SANParks has contracted specialist legal support to advise on the best course of action.

Communication with the community has shown a marked improvement and the functioning of the Richtersveld Gesamentlike Bestuurspankomitee - the SANParks/Community Joint Management Committee (RGBK) has improved considerably. This has paved the way for the finalisation and submission of the Park Management Plan (PMP) and a number of other initiatives. Staff members of the Richtersveld Community now occupy three key management positions and training of suitable candidates in various disciplines is ongoing.

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FRONTIER REGION REPORT

ADDO ELEPHANT NATIONAL PARK (AENP)

Negotiations with private landowners continue to increase the size of AENP, now 164, 758 ha.

Rainfall for the year was generally below average resulting in poor veld condition and, with many seasonal rivers not flowing during the report period.

Two female cheetahs were introduced into the Kuzuko contractual area in March 2008 to complement the two males released the previous year. Two male lions were also introduced into Kuzuko.

The annual wildlife census was carried out in March 2007, and the following numbers of the more prominent species were reported:

SPECIES	NUMBER	SPECIES	NUMBER
Buffalo	329	Red Hartebeest	283
Bushbuck	36	Kudu	902
Bushpig	2	Ostrich	99
Duiker	9	Rhino	723
Eland	54	Warthog	723
Elephant	316	Zebra	47

Current ground counts estimate the three elephant populations to be:

ADDO MAIN CAMP	SPECIES	KUZUKO
387	86	15

A total of 9 824 learners and 1 827 adults visited the park for environmental education programmes. The Kids in Parks programme was presented to 442 learners and 20 adults. 23 Imbewu camps were held. Learners were involved in the celebration of Water Week, Arbour Day, Marine Week, National Science Week, Women's Day, Youth Day and SA National Parks Week.

162 884 tourists visited the park during the year, an increase of 0,06 % year-on-year. The average annual occupancy rate for AENP rest camp was 93 %, an increase of 0, 97%. Camp Matyholweni increased its occupancy by 4, 6 %





to 57,8 %. The number of visitors entering via the Matyholweni Gate increased significantly over the reporting period.

The park received extensive media coverage and was marketed widely. The recent establishment of a new marine conservation team is having positive results in Algoa Bay, especially in relation to illegal harvesting of resources around the island groups.

KAROO NATIONAL PARK (Karoo)

Three black rhino from Namibia were introduced to Karoo NP this year. One bull subsequently died after being transferred to AENP due to a teeth infection / poor health. The current rhino population is four, comprising three males and one female.

The park experienced good rains with an annual rainfall of 377, 7 mm, significantly exceeding the long-term average of 274, 2 mm.

An aerial census was conducted in March 2008 and the following results were obtained, and compared with a 2006 census:

SPECIES	CENSUS 2008	CENSUS 2006	DIFFERENCE [%]
Baboon	192	119	61.3
Black rhino *	2	2	0
Blesbok	3	0	-
Buffalo	7	7	0
Burchell's zebra	70	60	16.7
Eland	215	139	54.7
Gemsbok	915	647	41.4
Grey rhebuck	195	72	170.8
Klipspringer	262	158	65.8
Kudu	687	689	-0.3
Mountain reedbuck	50	36	38.9
Cape mountain zebra	513	388	32.2
Ostrich	352	166	112
Red hartebeest	854	607	40.7
Springbok	313	457	-31.5

The Cape mountain zebra population grew to more than 500 individuals, making it the biggest population of Cape mountain zebra in one protected area in South Africa. The decline in the springbok numbers is being investigated.

A workshop on the control of brown locust outbreaks was conducted with the farming community. This activity formed part of the process of formulating a national parks policy on the control of agricultural pests in national parks.

Visitor numbers increased to 32 491, an increase of 3,24% year-on-year.

The economic impact of the Expanded Public Works Programme and operational projects resulted in 29 SMMEs and 445 persons being employed, mostly on the fencing and roads projects. The value of these projects exceeded R15 m.

The park celebrated field ranger Karel Benadie's 30 years of service with SANParks. He was awarded with a Master Tracker certificate, making him the second person within SANParks and the fourth person in South Africa to achieve this level.

MOUNTAIN ZEBRA NATIONAL PARK (Mountain Zebra)

Mountain Zebra National Park celebrated its 70th birthday in September as part of the SA National Parks Week celebrations.

The introduction of two male and two female cheetah from bomas into the park represented the culmination of an expansion and re-introduction programme that has been made possible by the fund-raising efforts of the David Shepherd Wildlife Foundation and other organisations including the Barbara Delano Foundation, WildAid, Sasol Limited and Vesta Medicines. SABC's 50/50 programme assisted in publicising the campaign.

The cheetah release received extensive media coverage. Eight cheetah cubs have been born to the two introduced female cheetahs and all cheetahs have adapted well to their new home.

The 2006 and 2008 censuses showed that Cape mountain zebra have increased in number from 354 to 469. The numbers of black wildebeest, red hartebeest, kudu, gemsbok, mountain reedbuck and springbok have also increased significantly. The 2008 census reported the following numbers of the more prominent species (compared with the 2006 census):

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SPECIES	CENSUS 2008	CENSUS 2006
Blesbok	139	219
Black wildebeest	599	416
Buffalo	1 18 *	126
Burchell's zebra	34	42
Eland	205	221
Gemsbok	166	73
Grey rhebok	139	108
Kudu	292	165
Mountain reedbuck	592	271
Mountain zebra	469	354
Red hartebeest	355	251
Springbok	1 446	1 147

* Possible undercount of buffalo due to dense vegetation and splitting census over two days.

The two black rhino calves (both female) are 13 and 15 months old and are doing well.

Visitor numbers increased by 9,5%, from 16 245 to 17 962 year-on-year. Chalet occupancy increased by 7,2% to reach 65,7% and camping occupancy increased by 6,79% to reach 33,07%. The game drive activities have grown in popularity and seats sold increased from 156 to 317 seats year-on-year.

The DEAT IDP commenced and included the upgrade of tourist roads and construction of the new entrance gate. The existing 4x4 loop road will be upgraded to a sedan car route, increasing the game-viewing area for tourists, and a new tourist road will be constructed.

A new swimming pool at Fonteinkloof picnic site is 80% complete. The pool will not only add to the facilities of the park, but will also increase customer satisfaction, especially for local and day visitors.

Mountain Zebra took part in six environmental youth development programmes, involving 1739 learners and 113 educators in environmental education programmes. The charter for the Park Forum has been signed off.

CAMDEBOO NATIONAL PARK (Camdeboo)

No expansion of the park took place during the past year and its area remains at 19 397 ha.





Rainfall for the year was well above average with a total of 472mm. Sustained rainfall for the latter half of the year has developed a strong grassy component in the veld and the park is currently looking better than anyone can remember. The Nqweba Dam overflowed in March 2008 for the first time in 22 years and provided a spectacle that attracted thousands of spectators.

Results of the aerial census carried out in March 2007 are:

KEY SPECIES	NUMBER
Kudu	245
Buffalo	62
Cape mountain zebra	38
Springbok	327
Blesbok	82
Black wildebeest	67
Red hartebeest	122
Gemsbok	36
Eland	39

Some species, such as kudu and Cape mountain zebra, were undercounted as the entire area of the park was not surveyed.

21 buffalo were captured over a two-day period and were held in the park bomas for disease testing before being transferred to the AENP bomas. They were then sold on the Kirkwood auction and an income of about R 3.1 m was realised for the Park Development Fund.

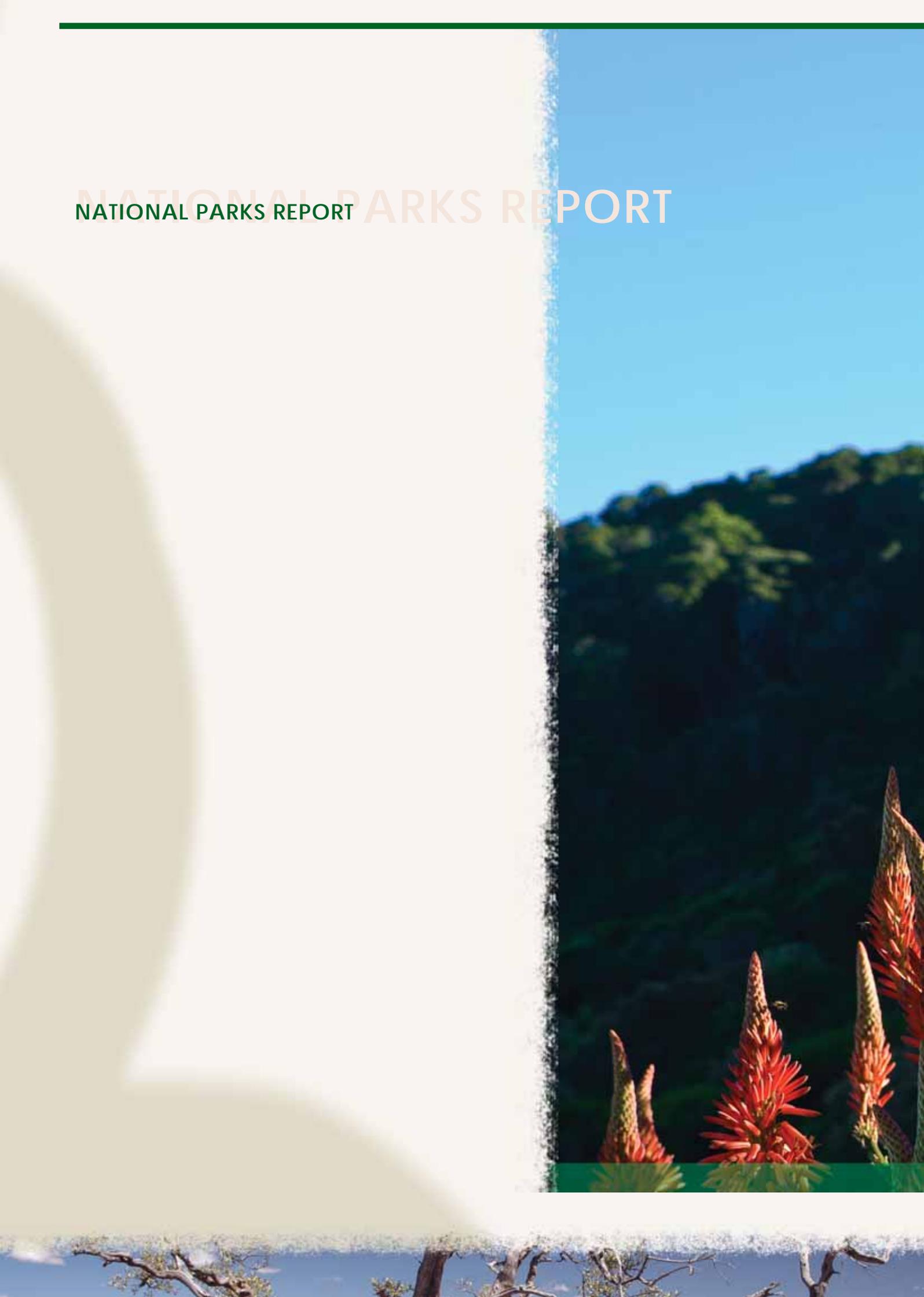
Park staff have moved from Graaff-Reinet to a new headquarters established in the park. An existing building adjacent to the N9 road about 5 km out of town was renovated for the purpose. A new tourist route around the Nqweba Dam is nearing completion and will link the new gateway off the N9 road to the existing entrance to the Game Viewing Area, off the R67 road to Murraysburg.

The Camdeboo Park Forum was established and signed off during the review year and a corps of honorary rangers with five active members got off the ground.

A total of 7 327 children and 720 adults participated in both internal and external education activities of People and Conservation staff. 4185 learner days were recorded for programmes conducted at the Camdeboo Environmental Education Centre.

43 396 visitors visited Camdeboo during 2007/2008, a year-on-year growth of about 1%. This figure includes day visitors to both the Valley of Desolation (38 120) and the game viewing area of the Park.

NATIONAL PARKS REPORT



NATIONAL PARKS REPORT

Garden Route Region Report



GARDEN ROUTE REGION REPORT

CLUSTER SUMMARY

The Minister of Environmental Affairs and Tourism, Mr Mathinus van Schalkwyk, visited the Garden Route on 19 October 2007 and announced the intended formation of the Garden Route National Park. Planning processes for the establishment of this Park are underway, with a Land Consolidation Strategy developed through the Garden Route Initiative (GRI). Several plans, including fire management, tourism, alien clearing plans, and a socio-economic study are in the final stages of development. Development applications continue to take up considerable time and effort, constrained by a severe lack of capacity, in terms of both time and expertise.

SANParks retained the Forestry Stewardship Council certification after an extensive audit in October 2007. One timber auction has been held this year, and prices achieved were very low with some timber lots not being sold due to bad quality. The delay in the assignment of these areas to SANParks was as a result of the high turn-over of DWAF staff. As a result, certain key milestones that were critical in finalising the process, such as relocation of staff houses, determination of forest boundaries, could not be achieved. The under-funding of this function continues to be a challenge in addressing operational imperatives for the future retention of the FSC certification. The Southern Cape Fire Protection Association was formally registered with the DWAF on 10 September 2007, with SANParks playing a critical role.

Heavy rains were again experienced in November 2007. Similar to the previous year, some area (e.g. George) received the highest rainfall for any month in recorded history. The excessive rains and the impacts of the subsequent flooding resulted in the Parks having to adjust their operational activities, and both the Wilderness and the Natures Valley camps closed for one month. The clean-up was completed and camps re-opened by 21 December 2007. Due to this, the general tourism trends for the region therefore showed a decrease in tourist numbers.





Park Forums and the Participatory Forest Management Forums are operational in Wilderness and Tsitsikamma. The Knysna Park Forum is still outstanding pending the successful gazetting of rules and regulations for the management of the Lake Area. PMP for the Tsitsikamma and Wilderness National Parks were revised based on the comments received from DEAT.

The key domestic target markets of the Garden Route Region are adventure and outdoor, water sport enthusiasts, leisure and family holidays. Several activities were undertaken to promote and market the region at various shows and exhibitions, advertising in print and electronic media, and through marketing campaigns. Garden Route National Parks hosted 30 national journalists as part of launching the World Tourism Day in September 2007. This initiative was undertaken jointly with SA Tourism and Eastern Cape Tourism Board.

A SoB assessment was conducted for all Parks in the region and the final report was completed in October 2007. The assessment certainly pointed out areas of concern, and these will be addressed wherever possible in the coming months. On the evening of 25 June 2007, a fire started in the Gouna area, caused by trees falling on an electricity cable. The fire spread through a portion of the Tsitsikamma NP and continued on to private land and MTO plantation. This results in damage to the suspension bridge and broadwalk which had to be closed. The broadwalk was subsequently re-routed due to soil structural imbalances in the original road. At the time of reporting, the bridge and broadwalk were still not operational due to the extensive repair work required. This situation has partly affected tourism statistics in the park.

Knysna National Lake Area and Forest Areas (Knysna)

At the Thesen's Island Development, infrastructure bulk services, works between the SANParks office and the perimeter of the development footprint, electrical services and the public toilet facility have been completed.

Compilation of Draft Regulations for the Knysna Protected Environment has progressed and the regulations should be finalised in the second or third quarter of 2008. With the assistance of a local firm, the park is currently conducting a legal review of all its leases and agreements that exist in and around the estuary. The review objective is to ensure that all leases are legal, current and up-to date. A new generic lease agreement is being developed and implemented to strengthen the regulated use of the lagoon and to increase income generation.

New products in the forest component (i.e. tent decks at Diepwalle, 4x4 trail at Hakerville) have proved most successful and have attracted significant interest. These facilities were successfully launched as part of the SA National Parks week in September 2007. The tree-top chalet in Harkerville was awarded a four-star tourism facility rating. With Knysna town playing host to a number of very popular festivals, and attracting large visitor numbers to the area, it was voted as South Africa's 'Town of the Year' for 2006 and 2007. This award naturally serves as a strong promotional tool for the National Lake area.

Because of the heavy rains, substantial effort went into the removal of driftwood from the estuary. A total of approximately 800 m of wood was removed from the water body. The flooding also highlighted the severity of pollutants entering the estuary and SANParks and the Knysna Municipality are working closely to mitigate the sources of pollution.

Tsitsikamma Forest

The N2 road construction project between Port Elizabeth and George is ongoing and falling trees remain of concern. These road works affect visitor numbers by obstructing the entrance to the 'Big Tree'. A Working on Fire team has been established in Storms River and has focused mainly on fire-fighting activities, including constructing fire breaks in the mountain catchment area.

GARDEN ROUTE REGION REPORT

All developments, including the expansion of offices and upgrading of the guest house are in the final stages of completion. The proposed Storms River cemetery site continues to be of concern as there have been community threats to conduct burials illegally. However, close liaison with SA Police Services is in place to monitor the situation.

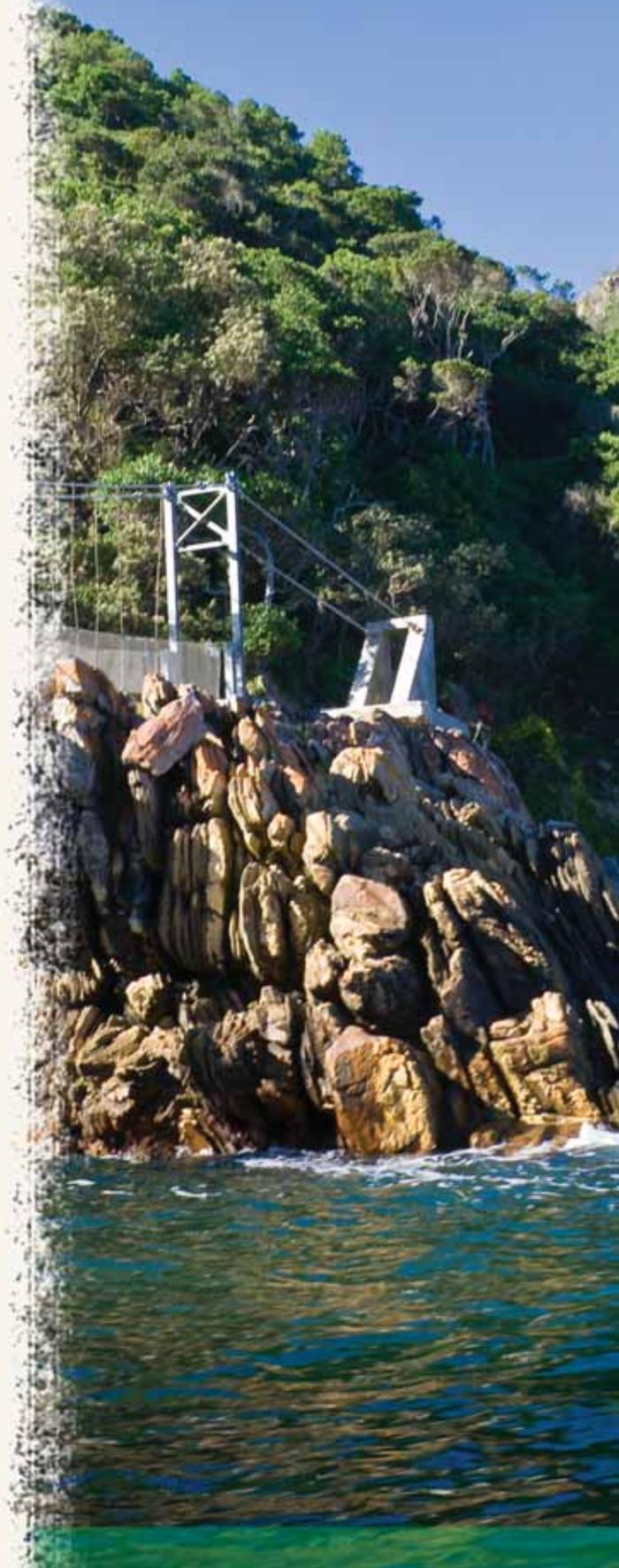
The additional funding for mountain catchment management has enabled the Forest Area to strengthen its human and operational needs. All appointments have been completed and fire-fighting equipment is being procured.

Tsitsikamma National Park (Tsitsikamma)

Due to the damage caused by the fire on 18 June 2007, replacement of the boardwalk to the suspension bridge was delayed by the high safety risk of unsafe slopes and possible rock falls and landslides. Planning for boardwalk reconstruction is progressing. The new alignment will comprise three additional smaller suspension bridges, and because this construction requires environmental impact assessment, completion of the project will be further delayed to end December 2008.

Nature's Valley Laundry Services have been outsourced to a local Women's Entrepreneurial group from the Craggs and Covie Communities. They are already registered and operational. The bulk services (water and sewerage), the bunkhouse at Natures Valley, and chalet no. 17 are almost complete.

The ministerial announcement that the Marine Protected Area (MPA) remains a no-take zone caused tension during the period mid-November 2007 to January 2008. Community members, anglers and politicians threatened mass action. Extensive community relations and law enforcement activities were rolled out with assistance from KNP, ATNP and TMNP. Close cooperation with the police services of the Eastern Cape / Storms River played a significant roll in policing the area on regular basis, and by year end, the situation had stabilised.





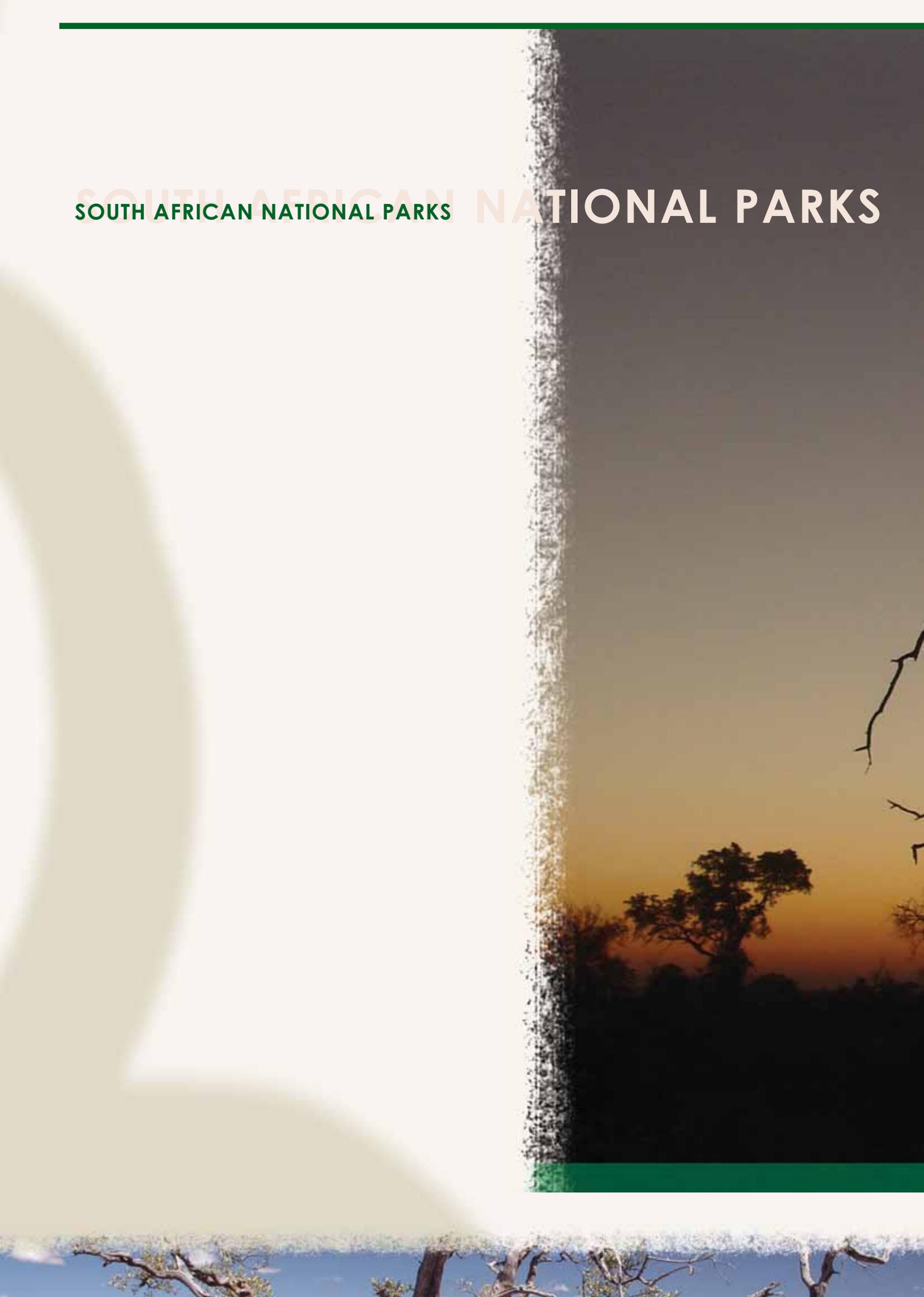
Wilderness National Park (Wilderness)

Good community relations have been maintained through regular interaction with all ratepayers associations and relevant stakeholders. For the first time in its history, Wilderness NP established a Park Forum.

Major upgrading and renovations in the Park after the severe floods resulted in a notable difference in the quality of infrastructure in the Park. These included upgrading the administration buildings, five family cottages and ablution blocks at various points. New entrance gates were also installed at the Ebb and Flow North and South, and at the lagoon picnic area.

The major floods in which the park caused the camp and all associated activities to be closed for one month. Despite this negative impact, the park's annual statistics and finances have improved due to the initiatives of strengthening visitor control and implementing a neighbourhood local card.

SOUTH AFRICAN NATIONAL PARKS





SOUTH AFRICAN NATIONAL PARKS

Performance Against
Pre-determined:
Objectives for 2007/2008



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1. FINANCIAL YEAR END REPORT - 2007/2008

LG1: Create a culture of learning and development of employees.

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% completion of Individual Development Plans (IDP) for C level grade and above	100%	90%
Reasons for level of performance	<ul style="list-style-type: none"> IDP Guidelines and revised templates were completed and approved by the SANParks ExCo. It is estimated that 90% of employees in level grades C and above have IDPs in place. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The first quarter of the next financial year will be used to complete the remaining employees' IDPs and to register all IDPs in a central registry with HR division. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of payroll spent on training and development	3%	3.1%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The Training Calendar was timeously finalised and communicated to all stakeholders – 2.7% of payroll was used for training expenses and 0.4% of payroll was used for bursary support to employees. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The completion of the IDPs in the current financial year will form a good foundation for planning training interventions in the next financial year. 	

LG2: Attract and retain the most appropriate human capital

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of job profiling and competencies completed	100%	90%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The profiling of jobs and determination of each job's competencies could not be fully completed in the current year given the intensity of the process and the difficulty around scheduling profiling sessions for all key people participating in profiling approximately 400 jobs in the organisation. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The remaining 50 jobs will be profiled in the first quarter of the next financial year. All new jobs created in the organisation (in future) will have to be profiled before being approved to ensure that appropriate recruitment match competency, and remuneration is aligned to the job profile at all times. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of new appointments optimally rated for their positions as per SANParks "Recruitment Match Matrix"	100% of new appointments as from 30th November 2007	90%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The selection process for vacant positions effective from October 2007 were "competency-based" given the outcome of all job profiles that form the basis of the Recruitment Match Matrix. The E-recruitment system has been linked to the SANParks website and was launched in January 2008; all advertised positions are loaded for both internal and external applications. Due to financial constraints, the Assessment Strategy Project, which was meant to enhance the recruitment process, can only be implemented in the next financial year. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> All future appointments will only be approved where the match matrix results are provided as supporting documents. 	

PERFORMANCE AGAINST PRE-DETERMINED OBJECTIVES FOR FINANCIAL YEAR 2007-2008

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Key positions identified	All key positions identified and agreed upon	0%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The framework for determining "key positions" was finalised and approved in the last quarter of the financial year; thus implementation of the framework was postponed to the new financial year. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The outcome to determine critical positions in the organisation will be finalised in the first quarter of the next financial year – results on this measure will be reported in the next financial year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% retention of key employees in identified key positions	80%	Not yet measured
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Due to the determining of key positions not yet being concluded, this measure could not be accurately and meaningfully reported upon. It should be noted however that the initiative to develop and implement the Remuneration and Benefits Strategy (as a necessary element for our retention strategy) has progressed significantly. The Remuneration Policy (and Philosophy) has now been approved, and will guide implementation of the Remuneration Strategy in the following years. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The implementation of the Remuneration Policy will start in the next financial year. 	

LG3: Sharing and providing access to correct information and knowledge

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% implementation of Enterprise Resources Planning (ERP) System	5% of overall ERP System	5% (or 100% of planned milestones of the amended scope)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Following the Board's advice, the scope was changed from implementation of ERP to the development of a new Information and Communications Technology (ICT) Strategy following the Board's advice. The ground work required to start the process towards the implementation of a new ICT Strategy was completed as planned - this included the approval of the ICT Strategy by the Board. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Implementation of the new ICT Strategy will commence in the next financial year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Average number of staff that access the Intranet on a quarterly basis	60% of staff members who have access to the network	86% (On average 1,032 employees accessed the intranet per month)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Information Broadcast is used as a tool to refer to all corporate documents on the Intranet, rather than sending physical files. This information broadcast approach has been used to market the Intranet and to encourage participation on a platform where staff members post articles directly online with news and updates. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> In the next year, focus will be placed on continuous cross referencing between Intranet and Internet for the purposes of integration and developing a sense of ownership among employees. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of proactive corporate media articles distributed	External - At least 2 per month Internal - At least 1 per month	13 articles compared with a target of 9 (44% above target)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The evaluation excludes the articles generated for Go Wild (internal magazine), which features stories from all the parks with a regular column from Conservation Services and the Employee Wellness Programme. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> In future, overall proactive external media articles will be based on identified periodic themes. 	



Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of Imbizo's by Managing Executives per annum	At least 1	All executives conducted at least 1 Imbizo during the year
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> To date, 9 Imbizos have been conducted by various business units /divisions, resulting in all Managing Executives having conducted at least 1 Imbizo per year: 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The Imbizo framework will be enhanced for the next financial year. 	

LG4: Achieve good corporate governance management

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Status of Auditor General (AG) Audit Report	Unqualified with no matters of emphasis	Unqualified with no matters of emphasis
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Resulting from disciplined risk management and internal controls the AG's report has no matters of emphasis. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Matters identified and reported upon in the AG's Management Report will be addressed and cleared. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Reduced risk profile	Better than previous profile	Better than previous profile
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The roll-out of the corporate risk management programme has contributed significantly to risk management and mitigation actions implemented and maintained during the year. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> None. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Improvement on BSC implementation	Better than previous profile	100% of project plan was achieved, leading to better than previous level of implementation
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Significant progress has been made in the implementation of the BSC project with the earnest kick-start of work by the Change With A Purpose BSC Project Team. The revision of the Corporate Strategy Map and the determination of Strategic Measures to inform the Business Plan for 2008/2009 were completed. The Divisional Strategy Maps and Scorecards (with targets linked to the Corporate Scorecard) have been developed and are ready to be executed in the next financial year. All Divisions have expressed satisfaction with progress made to date. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The development of the 2008/2009 business plan has been mainly informed by the BSC process in which the Corporate Strategy Map and Scorecard have been presented. The 2008/2009 business plan implementation and organisational performance will be monitored and evaluated using both Corporate and Divisional Scorecards. 	

PERFORMANCE AGAINST PRE-DETERMINED OBJECTIVES FOR FINANCIAL YEAR 2007-2008

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% compliance with Occupational Health and Safety legislations	75%	49.27%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The fact that rigorous, stricter and higher standards of measurement (compared to the previous year) were undertaken including an introduction of a new category, <i>Hazardous Chemical Regulation</i>. This has resulted into a decrease of percentage compliance in the last quarter of the year. In essence the target was too optimistic because of previously less strict measures being used. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Several measuring tools are being evaluated for accurate reporting, hence intensive workshops and training on safety enforcement and awareness will be undertaken at all levels in the next financial year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Reduced Disabling Injury Frequency Rate (DIFR) and Disabling Injury Severity Rate (DISR) rating	Better than previous rating	Baseline DIFR = 0.25 Achieved DIFR = 1.60 Baseline DISR = 3.5 Achieved DISR = 0.91
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The improvement in reporting had an impact on the final results of the DIFR as more people adopt the culture of reporting all incidents irrespective of the severity of the incident. Of comfort is that the DISR is better than the baseline, meaning that the organisation is experiencing less severe incidents. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Intensive Workshops, Training and Safety Enforcement will be implemented continuously in the next financial year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% completion of IT security systems	100%	60%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> 80kVa Backup Generator has been installed and commissioned, and proposals on Disaster Recovery Site have been received and are in process of implementation. The 3phase UPS has been commissioned. All these interventions will result in improved IT security systems. The email archiving project was cancelled whilst awaiting the revision of the ICT Strategy as recommended by the Board. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Full implementation of Disaster Recovery Plan will be completed by 30 June 2008. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business plan)	Performance (Relative to Target)
% completion of Project Management Methodology Framework	100%	100%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> SANParks Project Management has been fully implemented with the completion and launch of the PMO Portal. PMO portal training has been conducted in KNP and Head Office. The PM Methodologies are documented and operated on the portal as the PM tool is used throughout the organisation. Some 116 users have so far been trained through the PMO Portal. Sourcing of the accredited Training Provider will be completed in the next financial year. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Outstanding training on the PMO portal will be completed in the next financial year. 	



LG5: Develop effective management of revenue; expenditure and other assets (OPEX & CAPEX)

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% variance of Actual vs. Budget on Net Operating Income	<10%	1%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Savings on expenditure, specifically operating costs and depreciation (due to late start of CAPEX) have led to the expenditure variance. This is still well within the variance target of 10%. Almost all revenue categories show better performance as compared with budget. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> None. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Overtime as a % of total salary costs	5%	4%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Strict monitoring throughout the year has resulted in a performance better than budget. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> None. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% maintenance cost to total operating expenditure	7.5%	8%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Expenditure on Maintenance was higher than budget due to the high maintenance requirements, particularly in KNP. This reflects a clear focus by the organisation to address identified maintenance gaps that have been a serious concern in terms of service delivery, and a cause for most of the customer complaints. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Planned maintenance for next year in both Kruger National Park and other Parks will be reviewed. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of parks that complete the state of infrastructure report	100%	65%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Alignment of this process with planned visits to the parks to implement Vehicle Fleet did not work out as planned. A new implementation plan had to be developed quite late in the project life cycle. Development of software applications took longer than planned, after the opportunity to use the Personal Digital Assistant (PDA) technology to capture the information and data on site became an option. The change in the project scope will result in advantages as it leads to cost and time saving through having data electronically loaded instead of the initial plan to manually capture the information. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The project is in the implementation stage and will be concluded and finalised as planned, albeit later than anticipated, i.e. in June/ July 2008. 	

PERFORMANCE AGAINST PRE-DETERMINED OBJECTIVES FOR FINANCIAL YEAR 2007-2008

LG6: Implement broad based transformation.

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
BEE contributor status as per Tourism BEE Charter and Scorecard	Achieve "Good BEE Contributor" Status	"Good BEE contributor" status achieved with a total SANParks score of 82.33%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Although the target was achieved, it could have been even better had the implementation of measurable Enterprise Development Programmes been undertaken. Targets were generally achieved in the following categories of the Tourism BEE Scorecard: <ul style="list-style-type: none"> - Strategic Representation - Employment Equity - Skills Development - Preferential Procurement 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The process to consolidate activities associated with Enterprise Development into a focused and measurable programme have been initiated, and results will begin to show in the next financial year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of Employment Equity Plan achieved	100% achievement of plan	100% achievement of plan
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> All the milestones of the plan were achieved. Further, the numerical target of 575 for 2007/2008 was exceeded, with 598 was achieved or resulting in 104% performance against target. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> New targets will be set for the next financial year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% value of procurement from BEE suppliers	55%	57%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The improved performance was due to a continuous adherence to the strategic plan and the database update towards the end of the financial year which resulting in the correct categorisation of suppliers and service providers. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Continuous update of the database to ensure correct categorisation of BEE suppliers. Continued monitoring to ensure that line managers adhere to the Supply Chain Management policy and BEE Strategy. 	

LG7: Implement strategic human resources management

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of employees assessed on a quarterly basis	100% C and upper band level	The appraisal of all employees in the C and upper band level were undertaken by end of 2007/8
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The 4th quarter performance appraisals, representing the annual performance appraisals of all employees (100%), were undertaken. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> In the next financial year we should ensure that the quality of quarterly performance evaluations is improved. 	



Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of response rate to <i>Climate Study Survey</i>	60% response rate	34% response rate
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The climate survey has been conducted throughout the organisation. The response rate of 34% is better than the HSRC benchmark of 15%. This percentage is sufficient to provide valid results from the survey. The target of 60% therefore appears to have been over-ambitious and not appropriately informed. The survey results and report have been received and have been communicated to various stakeholders within the organisation. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The recommendations will be investigated and implemented in the new financial year. 	

LG8: Ensure best practices in understanding and managing HIV and AIDS (and Associated Diseases)

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of staff who know their HIV status	50% (including contractors)	34% achieved
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The Know Your Status campaign was undertaken in the first quarter of the year. Better communications and release of employees by supervisors to partake in the Voluntary Counselling and Testing might have improved the participation levels, and thus a higher percentage of employees who know their status. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The next financial year will be used to continue with the training and enhancing voluntary support groupings in all Parks. Priority will be placed on the more affected Parks. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of staff participating in Wellness Programmes	50%	Participation of staff in wellness programme cannot be established at this stage.
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The participation of staff in these programmes could not be accurately established. However the following comments are worth noting: <ul style="list-style-type: none"> The Personal Support Service Programme provided by ICAS on a 24-hour basis to employees and their immediate family members was launched in February 2008. Referrals have been noted, which suggests that managers are already making use of the proactive behavioural management service. There was a hiccup in the programmes due to the resignation of the Employee Wellness Manager. The newly appointed manager was to start work in the next financial year. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> More emphasis will be placed on promoting and facilitating employee participation in the Employee Wellness Programme in the next financial year. 	

11: To deliver the biodiversity and cultural heritage management mandate for SANParks (Conservation)

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
State of Biodiversity	100% of parks to set base-line	100%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The State of Biodiversity assessment has been completed in all the parks. The key milestones as listed in the project plan were achieved on time and within budget. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The State of Biodiversity scores averaged 54% across all parks, varying from 37% for the lowest (Mapungubwe NP) to 67% for the highest (Kruger NP). For the coming financial year park-specific targets will be set for the improvement of the State of Biodiversity scores, with the aim of achieving at least some improvement in score for all parks. 	

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Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
State of Cultural Heritage	100% of parks to set base line	100% of parks with cultural heritage elements
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The State of Cultural Heritage baselines for all National Parks that have cultural heritage elements have been established. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Detailed individual State of Cultural Heritage park reports are being finalised with the aim of achieving at least some improvement in score for all the concerned parks. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Protected Areas integrity as per <i>Protected Area Management Audit (PAMA)</i> - score greater than 75%	All parks that have been assessed should score 75% and above	New baseline set as per revised tool
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Audits were completed for all Parks. However, due to the revision of the measurement tool the percentage score cannot be provided, suffice it to state that both KNP and other Parks have an average score of 3 ("Meeting Required Standards") on a scale of 0 to 5. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Baseline has now been set in line with the revised tool for the next financial year's target. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of Biodiversity threats with relevant TPCs in place	100% of parks to have TPCs identified	80%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Sixteen parks have identified TPCs. Four (Table Mountain, Au-grabies, Namaqua and Richtersveld) have yet to set their TPCs. The development of TPCs in all parks is constrained by human and financial resource limitations. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The Strategic Initiatives planned for the 2008/2009 financial year will accommodate the need to address the resource limitations in this regard. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% implementation of the South African component of the Transfrontier Conservation Areas Programme	90% of SANParks' responsibilities	100% of SANParks' responsibilities were achieved as planned.
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The process for the drafting of a Lower Orange River Conservation and Development Plan, which includes the proposed development of the South African component of the Ai Ai Richtersveld Transfrontier Conservation Area (ARTFCA), is progressing well. The office of the Great Limpopo Transfrontier Park (GLTP) Secretariat has now been established in Phalaborwa. The development of the South African component of the Great Limpopo Transfrontier Conservation Area (GLTFCA) has been initiated and it is estimated that the planning process for this exciting project will commence in the next financial year. The details and schedule for the GLTP Wildlife Translocation Programme for 2008 has been finalised and agreed upon Mozambique and South Africa. The annual GLTFCA AHEAD meeting was held in White River. The meeting was well attended by participants from South Africa, the broader Southern African region, as well as Europe and North America. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> There is need for improvement of communication with and participation by key stakeholders to address integration and alignment issues between various TFCA initiatives currently underway. The development of a proposed TFCA web portal to facilitate easier access by project managers and officials to project information. It has been proposed that the proposed web portal be developed by SANParks for the TFCA projects that South Africa is involved in and on behalf of our project partners (i.e. neighbouring countries). 	



I2: To deliver constituency building towards a people - centred conservation and tourism mandate for SANParks (People & Conservation) for SANParks (People & Conservation)

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of parks that have active Park Forums	100%	17 out of 19 Parks (89%)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> 17 parks have established and active Forums: (Addo, Agulhas, Augrabies, Bontebok, Golden Gate, Karoo, Kgalagadi, Mapungubwe, Marakele, Mountain Zebra, Namaqua, TMNP, Tsitsikamma, West Coast, KNP, Camdeboo, Tankwa). Wilderness Park is in the process of establishing a forum. The forum has been launched but the committee still needs to be elected before the documentation can be endorsed by Executive Management. Two parks have exemption status: Richtersveld and Mokala. Knysna has postponed establishment of its Park Forum because of the need to establish a proper regulatory (legal) framework to manage the Knysna Lakes Area. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The completion of the Knysna process is scheduled for the second week in April 2008, and should be completed in the new financial year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of community issues addressed within agreed deadlines per park	80%	100%
Reasons for level of performance (and implications)	<p><u>Community issues:</u></p> <ul style="list-style-type: none"> 34 community issues were reported: All issues are being addressed – 6 were resolved, 9 were partially resolved, 16 were ongoing and 3 were being escalated to appropriate areas for attention. <p><u>People and Parks Programme</u></p> <ul style="list-style-type: none"> Mpumalanga, KwaZulu - Natal and SANParks conservation agencies were tasked by the People and Parks Steering Committee to collaborate to develop a draft Co-management Policy. The Action Plan with the focus for 2008 was presented at the National Steering Committee meeting. <p><u>Community Resettlement Programmes:</u></p> <ul style="list-style-type: none"> Addo National Park: As part of the World Bank Project in Addo, a recent arrangement with the local municipality ensures that all persons displaced from the Park because of park expansion post - 1995 will receive an RDP house with title deeds to the property. Forty three (43) persons are on the Addo resettlement programme (Darlington 12; Paterson 1; Kinkelbos 5; Addo 5). The purchase of Arizona will result in 20 workers relocating with the owner. Marakele National Park: Ongoing interaction with two families; and negotiations with the local municipality for land and RDP housing in Thabazimbi is ongoing. The <u>Land Acquisition and Social Impact Policy</u> has been completed. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Continued diligence in addressing community issues within agreed deadlines. 	

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Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of community based conservation initiatives implemented per park	1 per park	65 community conservation initiatives across all National Parks
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The project inventory has been updated to reflect registered projects to end - March 2008. 65 projects are registered (300% more than the target of one (1) initiative per park). A community beneficiation survey was undertaken on existing projects that are currently generating an income. Twenty (20) projects from 10 Parks were listed and it was found that : <ul style="list-style-type: none"> - 52 full-time jobs were created - 306 temporary jobs were created - R 1, 133 500 was generated in salaries to the local communities - R 1, 710 070 was generated in income to communities The first preliminary draft of a community guest house, guide service and village/township tour inventory for areas adjacent to National Parks has been completed. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> An internal SANParks economic empowerment intervention is planned for the 1st quarter of the next financial year to highlight priorities for 2008/2009 	

13: To develop and grow a sustainable nature-based tourism business for SANParks (Tourism)

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of new tourist products developed	1 per annum	2 tourism products
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> A target of 1 tourism product for development was identified for 2008. The Strategic Plan for Commercialisation (SPfC) programme is significantly contributing towards this target. <ul style="list-style-type: none"> - This target was exceeded through the SPfC. Two (2) PPP products were successfully developed, and various others are in progress. The completed products are: <ul style="list-style-type: none"> A) Appointment of a new private Restaurant and Retail Operator in the West Coast National Park is complete (100%). B) A private operator for the Nkhuflu and Tshokwane Picnic Sites was identified, and operations transferred. This ensured that there are better economic flows for communities (100%). C) Attempts to secure a private operator to refurbish and operate the Raterivier historic property in the Agulhas National Park was not successful and other options are now being considered (100%). - Other projects have also been initiated. These include: <ul style="list-style-type: none"> A) The PPP for the Build, Operate and Transfer (or similar model) of a Safari Lodge in the Malelane area of the Kruger National Park (25% of the project plan completed). B) A major project at Thesens Island in the Knysna National Lake Area for the development and management of various commercial opportunities (e.g. boutique hotel, restaurant facility and shops) (25% of project plan completed). C) The appointment of a new Canoe Trails Operator in the Addo Elephant National Park (30% of project plan was completed). 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The roll-out of various projects and contract management requires substantially increased capacity. Capacity needs to be built in order to engage and manage existing and future PPP projects. 	



Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% tourism turnover spent on marketing	7%	Less than 1% of tourism turnover was allocated to marketing
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> An additional allocation of funds could not be provided for marketing purposes. However 100% of all planned marketing activities were implemented during the year. An additional R1.2 million was obtained from the CAPEX budget. This was used to upgrade the Call Centre System and to revamp the reception area of the reservations office. Both projects were successfully completed during the 4th quarter of the year and everything was paid for making use of out of the allocated budget. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Various shared marketing activities have been proposed for the new year to ensure the extension of the current marketing budget. These shared activities were negotiated with various stakeholders including SA Tourism, Regional Tourism Authorities, Embassies and various media partners. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% growth in REVPAR	Tariff Increase + 1.5%	Accommodation: 10,1% (real growth 3,2%) Camping: 9,5% (real growth 2,6%)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The Revenue Per Available Room (REVPAR) was better than budget as real growth was more than 1.5% for both accommodation and camping. Performance was influenced by booking withdrawals, due to many units having been withdrawn for the upgrading programme (InfraDP) and delays in getting units completed and brought back into the reservations system in time. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The Tourism Standards Framework is being developed and should assist and guide management of hospitality services to work towards better revenue yield for available rooms. Target should be re-assessed taking into account units withdrawn. Withdrawals need to be better managed to ensure that optimal yield is achieved. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% development of the Tourism Asset Replacement Framework	100%	75% of annual target
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The Tourism Asset Replacement Model is at an advanced stage of completion. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The model will be finalised in the next year. 	

I4: Enhance research and development

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of research projects relevant to SANParks' key issues	80%	92%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> A database of all research projects officially registered in SANParks was compiled. The database classifies the projects by research field and by relevance to SANParks' research objectives (categories: essential/important, useful and neutral). A baseline report classified the 423 research projects currently registered in SANParks as follows: 267 essential/important, 122 useful and 34 neutral in terms of SANParks research objectives. Only 8% of projects are in the neutral capacity, with the remaining 92 percent being at least useful to SANParks' research objectives. The annual target of 80% has therefore been achieved. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Proactive determination of research topics by SANParks is required in the next financial year. 	

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Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of completed appropriate research recommendations addressed	100%	Not yet measured
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> A system of monitoring the delivery of the research programme against the KPI is still under development. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Completion of a reporting mechanism is expected before the end of the next financial year. 	

C1: Enhance SANParks' reputation.

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of Stakeholders' Survey completed per annum	At least 1	1 - Guest Feedback Survey (ongoing) 1 - Research Survey on Rare Birds (ongoing)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The Guest Feedback Survey is running continuously with approximately 300 responses per quarter. As part of specifically focused surveys to understand the different markets, a research survey for the Birding Community was implemented on line. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> A Benchmarking Media Analysis Desktop Survey is being planned for implementation in the new financial year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% improvement on nationally recognised media ratings	10% improvement	8% improvement
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Reports on the announcement by the Minister of the Norms and Standards for the Management of Elephants in South Africa, which indicated a lifting of the ban on culling of elephants received extensive coverage locally and internationally. This was mostly statement of fact or neutral coverage. Influences on the annual negative coverage total: Due to extensive negative reports on the strike by Hospersa the annual target of improving media reputation (decreasing negative coverage by 10% from the previous average of 7%) was not achieved. July and August 2007 SANParks received an increase in negative coverage of 19% and 12% respectively. Several reports on rhino poaching in the KNP also led to a high negative coverage 15% in April 2007. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> More proactive engagement with the media is to be instituted in the new financial year. The Media and Stakeholder Relations department has been appropriately resourced. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of security related Incidents reported.	100%	100%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The development and roll out of the Incident Reporting System was completed. This system has been implemented in all Parks for the Parks Division, in all 22 Sections of the KNP and Groenkloof. A base line of crime incidents for SANParks has been established for the period 1 January 2007 to 31 March 2008. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The SANParks Incident Reporting System will now move into the "business as usual" phase and continue to provide the vehicle for the capture of all crime related incidents occurring in SANParks. 	



Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% Increase in web-forum participants	10%	22% increase (11 308 by end March 2008)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The user-friendly SANParks website and the interesting stories are some of the reasons that are thought to be responsible for the growth in participating web-forum members. The installation of a new webcam for Addo National Park has been delayed. The webcam will be introduced in the new financial year. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Growth will be capped in order to regulate demand to meet resources allocated. 	

C2: Contribute to local educational and socio-economic development

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of person-days on temporary jobs created	587,000	599,883 (102%)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> All Expanded Works Programmes performed excellently in achieving the person days on temporary jobs created. During 2007/2008, 2,473 people were employed in temporary positions in the "People and Parks", WfW, Working for the Coast, and Working for Wetlands programmes. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> All the Programmes achieved their planned person days of temporary jobs created. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of SMME's supported	149	285 (191%)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The DEAT Social Responsibility and DWAF WfW programmes are still performing well in terms of supporting and creating SMME's. The value of procurement from SMMEs was R63 million 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> None 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of learners participating in environmental educational programmes (formal and informal).	90,000	139,424 (exceeding target set for the year)
Reasons for level of performance (and implications)	<p>Kids in Parks:</p> <p>Success has been experienced by the Kids in Parks programme in providing access to more learners from previously disadvantaged communities.</p> <p>Imbewu Programme:</p> <p>The number of camps undertaken to date is 52 (target 20):</p> <ul style="list-style-type: none"> Addo Elephant National Park: 23 Tsitsikama: 24 Namaqua: 4 1 special camp was implemented in KNP in partnership with the Nelson Mandela Museum <p>Junior Rangers:</p> <ul style="list-style-type: none"> The target set for 300 new recruits was exceeded with an achievement of 330 new recruits. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Finalisation of planning for 2008/2009 is required. – In particular, the Bontebok and Karoo state of readiness reports needs to be completed. 	

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C3: Become the nature-based tourism destination of choice

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% increase in total number of visitors	3%	2,9% increase on year-on-year
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Performance was slightly less than the 3% target but still reflects good growth given the size of the SANParks' visitors' base (over 4 million visitors). For the period April 2007 to March 2008, SANParks recorded 4,720,737 visitors compared with 4,587,815 visitors in the previous year; including the cableway paying visitors at Table Mountain. 80% of the marketing budget has been implemented successfully and is yielding results as indicated. With more marketing budget, this can be further improved. The floods in the Garden Route area had a direct bearing on occupancy levels, specifically in the Wilderness National Park. The lack of access to the suspension bridge at Tsitsikamma also negatively affected day visitor numbers in that park. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Effective strategy design, allocation and utilisation of the current budget could yield better results in the future. Improving relationships with co-sponsors will also improve performance. Regional alignment of activities will assist in strengthening the brand and unifying the message communicated with the aim of increasing visibility. Cultivating new marketing through product development will also improve our appeal in the target markets. Improvement of service delivery through the reservation channel will ensure more effective results. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% occupancy of all tourism products	73%	70,9% (1,4 percentage points more than the same period last year)
Reasons for level of performance (and implications)	<p>Although the 73% occupancy rate target was not achieved, 70,9% is still a good occupancy rate in the hospitality services industry.</p> <p>2010 SA World Cup Preparatory Project:</p> <ul style="list-style-type: none"> The SANParks accommodation offering should be finalised early in 2008 after which it will be marketed on the www.FIFA.com web-site. There is great interest in the SANParks products as was evident from the tour operator workshop that was held at Soccerex in November 2007. Focus was placed on internal communication (and workshops undertaken with park management). The proposed contract with MATCH is to be finalised after completion of the internal communication process and setting of applicable pricing rates. <p>Web reservations system:</p> <ul style="list-style-type: none"> The system became fully operational in late November 2007 and has been well accepted by the public. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The web reservation system requires more promotion through our various communication channels. Various interventions are planned to improve efficiencies at accommodation facilities. 	



Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Number of customers' responses to Customer Satisfaction Survey in all parks	At least 100,000	3,798
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Due to the delays in finalising the Guest Feedback Form questions, the guest questionnaire will only be rolled out in the new financial year. Despite this, KNP and Parks divisions were able to provide 3,798 customers' satisfaction survey responses relating to the formal piloting of a standard SANParks Guest Feedback Form. The number of responses excludes the feedback mechanisms (non-standard forms) established by KNP and other Parks which yielded 60,000 responses from customers. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The standard SANParks Guest Feedback Form has now been finalised into hardcopy form that will be implemented in the next year. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% of graded facilities meeting the desired grade	50%	53.2%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> 90% of facilities were graded and 53.2% of these achieved the desired grading. Not all facilities were graded due, amongst other reasons, to upgrades that are in progress in some of the parks (eg Brandwag in Golden Gate, and the camp in Augrabies). Other additional facilities were only recently taken over (eg Lillydale in Mokala National Park) and thus not graded in the review year. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Once Park Management plans have been finalised, the desired grading will be recorded and measured against the actual grading achieved. The grading schedule will be continued in the next financial year. 	

C4: Transform the domestic guest profile, through growth, to be representative of South African society.

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% increase of black domestic visitors (for all parks with a recording system)	10% increase on 2006/2007 figures	Overall growth of 21,4% from 255 829 to 310 488 (this is made up of overnight growth of 36,5% and day visitor growth of 19,8%)
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> This market was researched to identify their needs and the relationship they have with our products. A focused plan and strategy was designed to specifically address the needs of the market. 60% of the budget was allocated to ensure that the communication directed to the market is effective. Partnerships were formed aiming at leveraging communication designed to ensure effectiveness. Tactical opportunities were identified and utilised to ensure brand visibility. A relevant Media Plan was implemented taking the needs of the market into account. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> Leveraging of additional resources can help to ensure that the market is effectively reached. Further research will be undertaken to identify the trends in this market and to align our communication with these trends where possible. Identification of co-sponsorship opportunities which will ensure effective utilisation of budget. Creation of new products that are attractive to this market. 	

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MF1: Be the custodian of choice for protected areas

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Growth in total targeted surface area under management of SANParks	Varies from one project to another (See individual targets below)	See comments below
Strategic Initiatives (Full Name)		Performance (Relative to Target) Status (current)
Incorporation of Gwaqwa Nature Reserve	22 000 ha	As at the end of the report year, the Gwa Gwa incorporation had been terminated by letter from the Minister of Environmental Affairs to the Free State MEC.
Proclamation of Namaqua Admiralty Zone	55 km of coastline	The De Beers agreement to incorporate its land into a National Parks system was approved by the Board. Proclamation has not yet taken place.
Proclamation of Addo Marine Protected Areas (MPA)	120 000 ha	The MPA is not yet assigned to SANParks. The project will continue in the new year with new milestones.
Agulhas Biodiversity Initiative (ABI) (Specific Biome Initiative)	100% implementation of SANParks responsibility (Project delivery index)	The ABI programme is on target (100%) as per revised project plan.
Garden Route (Mega-Park) Initiative (GRI) (Including Proclamation of Garden Route forest areas)	100 000 ha forest areas	Assignment was stalled by delays from DWAF; the project will continue in the new financial year with new milestones.
Agulhas MPA Project	Project Plan Development	Development of the plan has not been completed. The project will continue in the new year with new milestones.
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> See comments on each project. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> The proclamation of the Admiralty Zone has been raised with the Department at top level and will be addressed with Public Works. Marine budgets are being rolled out following indications from DEAT that an SLA is not necessary. Management of GRI has been moved to another capacitated unit to provide better oversight. Targets have been revised and discussed with World Bank (the funder) as part of the mid-term review. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Park Expansion and Consolidation Programme	24 000ha	13 462ha
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The Soetkraal expropriation (Tsitsikamma NP) has taken longer than anticipated, and has been rolled-over to 2008/2009. This delay has meant that the annual target could not be achieved. Planned improvement (Corrective actions) 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> None (the delay with Soetkraal is due to legal processes beyond SANParks' control). 	



Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% improvement on status of conservation assets - against criteria (survey)	Baseline to be set for 50% of parks	100%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> The programme to remove alien invasive species achieved all its set targets. The State of Biodiversity Survey achieved the target of developing baseline measures for all parks. All management plans (focused on the effective management of the conservation assets) were revised and submitted to the Minister. 	
Planned improvement (Corrective actions)	None.	

MF2: Improve Income-to-Cost Ratio

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
Ratio of Gross Operating Revenue as a % of Expenditure (excluding grants and abnormal items)	80%	81%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Performance on total revenue is on target and total expenditure is below budget. Auction sales also contributed positively. This has led to a positive performance on this indicator. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> N/A. 	

MF3: Grow revenues (Incl. alternative sources of revenue)

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% increase in gross operating revenue	7%	8%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> All operating income line items have increased except "other income". This is a reflection of the good performance experienced, with growth in visitor numbers and occupancy levels at good pricing levels as evidenced from the 'revenue per available rooms' that was achieved for the year. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> None. 	

Key Performance Indicator (KPI)	Annual Target (As per the Business Plan)	Performance (Relative to Target)
% increase in "alternative revenues".	7%	84%
Reasons for level of performance (and implications)	<ul style="list-style-type: none"> Improved management of our Investment Portfolio, and an environment of higher interest rates have resulted into a far better achievement than expected, hence the budget being exceeded. 	
Planned improvement (Corrective actions)	<ul style="list-style-type: none"> This will continue to receive focus in the next financial year. 	

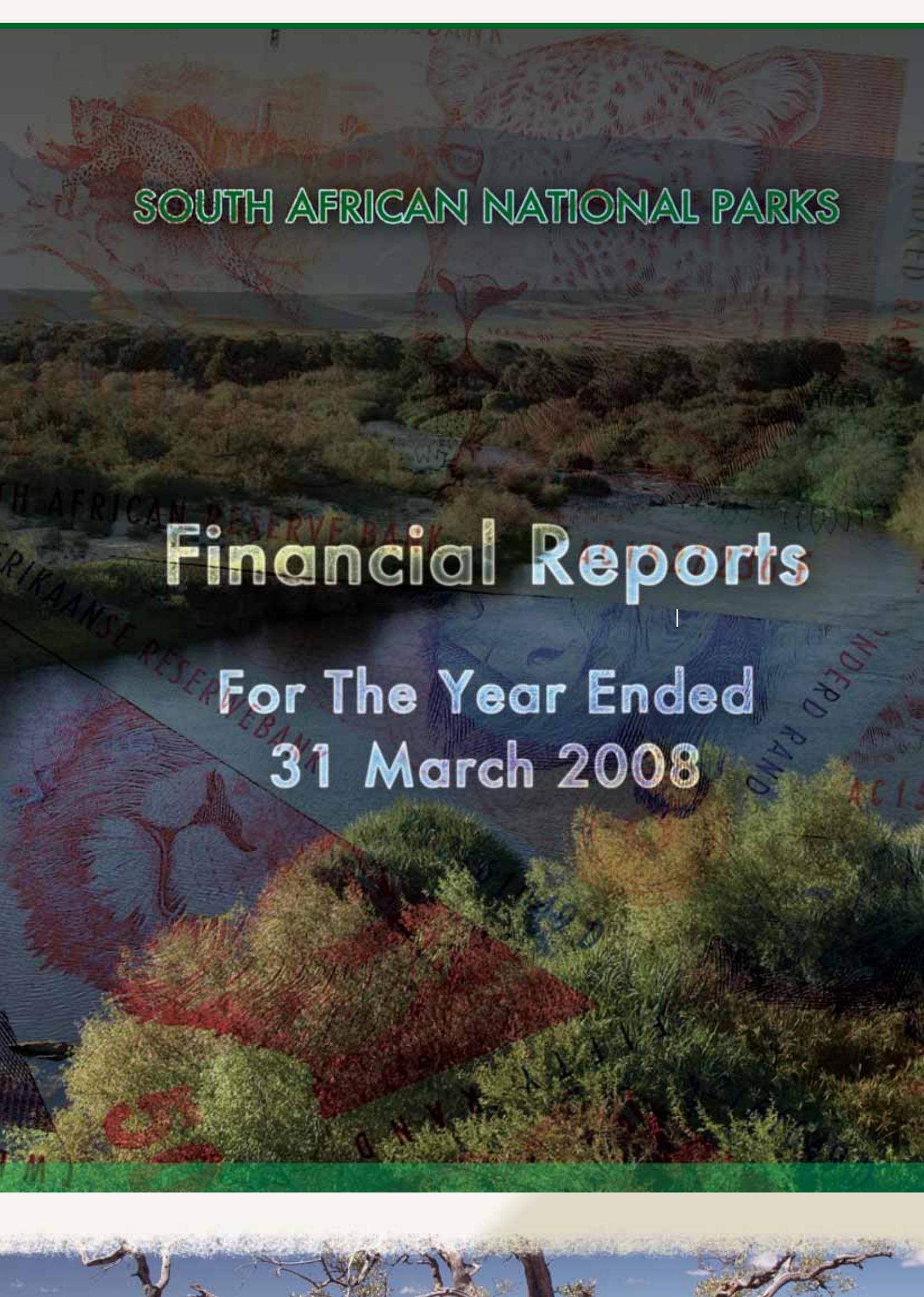
Signed: Chief Executive Officer



Dr MD Mabunda

SOUTH AFRICAN NATIONAL PARKS





SOUTH AFRICAN NATIONAL PARKS

Financial Reports

For The Year Ended
31 March 2008



FINANCIAL REPORTS

For the year ended 31 March 2008

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STATEMENT OF RESPONSIBILITY OF THE BOARD

For the year ended 31 March 2008

The Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, requires the Board (accounting authority) to ensure that South African National Parks keeps full and proper records of its financial affairs. The annual financial statements should fairly present the state of affairs of South African National Parks, its financial results, its performance against predetermined objectives and its financial position at the end of the year in terms of Generally Accepted Accounting Practice (GAAP) including any interpretation of such Statements issued by the Accounting Practices Board, with the prescribed Standards of Generally Recognised Accounting Practice (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statements.

The members of the Board of South African National Parks are ultimately responsible for the preparation, integrity and fair presentation of the annual financial statements of South African National Parks. The Auditor-General is responsible for independently auditing and reporting on the financial statements. The Office of the Auditor-General have audited South African National Parks' financial statements and the Auditor-General's report appears on page 108.

The annual financial statements presented on pages 110 to 142 have been prepared in accordance with South African Statements of Generally Accepted Accounting Practice as well as Standards of Generally Recognised Accounting Practice were applicable and include amounts based on appropriate accounting policies, supported by reasonable and prudent judgements and estimates made by management.

The Board has reviewed South African National Parks' budgets and cash flow forecasts for the year ended 31 March 2008. On the basis of this review, and in view of the current financial position, the Board has every reason to believe that the organisation will be a going concern in the year ahead, however this is dependant on continued future funding from Government. The annual financial statements support the viability of South African National Parks. The going concern basis has therefore continued to be adopted in preparing the annual financial statements.

The Board sets standards to enable management to meet the above responsibilities by implementing systems of internal control and risk management that are designed to provide reasonable, but not absolute assurance against material misstatements and losses.

South African National Parks maintains internal financial controls to provide assurance regarding:

- The safeguarding of assets against unauthorised use or disposition
- The maintenance of proper accounting records and the reliability of financial information used within the business or for publication

The controls contain self-monitoring mechanisms, and actions are taken to correct deficiencies as they are identified. Even an effective system of internal control, no matter how well designed, has inherent limitations, including the possibility of circumvention or the overriding of controls. An effective system of internal control therefore aims to provide reasonable assurance with respect to the reliability of financial information and, in particular, financial statement presentation. Furthermore, because of changes in conditions, the effectiveness of internal controls may vary over time.

The Board has reviewed South African National Parks' systems of internal control and risk management for the period from 1 April 2007 to 31 March 2008. The Board is of the opinion that South African National Parks' systems of internal control and risk management were effective for the period under review.

In the opinion of the Board, based on the information available to date, the annual financial statements fairly present the financial position of South African National Parks at 31 March 2008 and the results of its operations and cash flow information for the year and that the Code of Corporate Practices and Conduct has been adhered to.

The annual financial statements and appendices for the year ended 31 March 2008, set out on pages 110 to 142, were submitted for auditing on 30 May 2008 and approved by the Board in terms of section 51(1)(f) of the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended, and are signed on its behalf by:



**Pretoria,
30 May 2008**

**Ms C Carolus
Chairperson**



**Dr MD Mabunda
Chief Executive**

ACCOUNTING AUTHORITY'S REPORT

ACCOUNTING AUTHORITY'S REPORT

For the year ended 31 march 2008

The Accounting Authority of South African National Parks hereby presents its report for the year ended 31 March 2008.

Nature of business

South African National Parks is a statutory organisation, a Section 3A Public Entity, governed by the Protected Areas Act No. 57 of 2003, primarily engaged in nature conservation as well as the tourism and hospitality industries.

Financial results

Full detail of the financial results for the year under review are set out on pages 110 to 142.

Revenue

Total revenue from *tourism, retail, concessioning* and other income increased to R 606,98 million in 2008 (2007: R594,58 million). This represents an increase of 2%.

Net Income before investing activities

In 2008 South African National Parks generated surplus from operations before investing activities amounting to R 46,90 million (2007: R 28,59 million). The main contributing factors were an increase of R9,6 million in income from the sale of Fauna and Flora, as well as an increase of R 16,8 million in grants from government.

Net investment income

The income from investments and interest increased by R 7,59 million from the previous year. The increase is mainly attributable to the higher interest rates prevailing in the market and favourable bank balances.

Finance charges and interest paid

The finance cost increased with R 397 million from the previous year, mainly due to increased interest charges on loans.

Actual performance versus budget

The South African National Parks budgeted for a break-

even position. A surplus of R 51,01 million was achieved in 2008 (2007: R 27,4 million). The deviation with the budget is mainly due to:

- Land acquisition grant of R 54,8 million (2007: R 31,05 million) received from the Department of Environmental Affairs and Tourism. Due to the application of IAS 20 (Government Grants and Disclosure of Government Assistance) only R 19,6 million (2007: R 21,08 million) was expensed in the current year.
- Fauna and Flora sales of R 25,1 million (2007: R 15,4 million) which are earmarked for specific conservation related expenditure.

Expanded Public Works Programme **"People and Parks" Programme**

The purpose of the Department of Environmental Affairs and Tourism's Social Responsibility Programme is the creation of temporary employment and skills development opportunities in the sphere of environment and tourism for unemployed people through the implementation of labour intensive projects under the auspices of the People and Parks Programme. South African National Parks acts as an implementing agent for the Department of Environmental Affairs and Tourism.

The majority of projects in this programme were completed to conclude the three year programme cycle – some projects were put on hold, deferred or delayed. Over the past year, the budget was grown from an initial R 280 million to a R 334 million allocation, and to date R 276 million, i.e. 83% of available funds were spent. The programme has employed 7200 people and achieved 1,2 million person days of employment.

Working for the Coast Programme

The Coast Care programme consists of projects and activities that supports the coastal policy and at the same time provide temporary employment.

Using the Department of Environmental Affairs and Tourism Social Responsibility Programme funding, CoastCare provides jobs and training for unemployed

people in coastal communities to create and maintain a cleaner and safer coastal environment.

The implementation of the extended Working for the Coast Programme for the 2004-2007 cycle was completed in December 2007, with another R 10,5 million extension granted in November 2007 that will see this programme through to June 2008. To date 80% of the total R 36 million made available for this programme over the past four years were spent. 273 500 person days were worked to date and 150 Small Medium Micro Enterprise's employed by the programme.

Working for Wetlands Programme

Working for Wetlands is implemented by the South African National Botanical Institute as part of the Department of Environmental Affairs and Tourism Social Responsibility Programme.

Rehabilitation work carried out by workers employed in the wetlands projects includes gabion construction, the removal of invasive alien plants in the immediate area, construction of earth plugs and stabilising of drainage lines and eroded areas.

The annual Working on Wetlands programme is almost completed, with a month extension granted to April 2008 to complete work on all projects. A total expenditure of R 4,9 million was achieved of the R 5,5 million budget. All planned deliverables will be achieved. Deliverables to date are 12 900m³ wetlands rehabilitated and 27 200 person days worked.

Department of Water Affairs and Forestry - Working for Water Programme

The fight against invasive alien plants is spearheaded by the *Working for Water* (WfW) programme, launched in 1995 and administered through the Department of Water Affairs and Forestry.

All Working for Water projects for the 2007/08 cycle were concluded by 31 March 2008. The available budget of R 32 million was increased to R 41 million in the past year and lead to an increase in deliverables achieved in the programme. The deliverables achieved

include the following: 172 300 person days and 15 000 ha initial and 110 200ha of follow up clearing of alien vegetation.

Infrastructure Development Programme

The Infrastructure Development Programme is funded by the Department of Environmental Affairs and Tourism and is directed towards the development and upgrading of Tourism Facilities, Personnel accommodation and infrastructure services within the National Parks. 40% of the funding goes towards creating and upgrading facilities that is income generating and aims to ensure self-sustainability of South African National Parks, whereas 60% goes toward the creating and upgrading of non-income generating infrastructure in order to support the income generating facilities within South African National Parks.

Year 2: 2007/08

Of the allocation of R 157,9 million for Year 2 of this four-year programme, 98,7% was spent on the implementation of various projects. During the two-year implementation period 1 300 people were employed, 143 000 person days worked while 50 Small Medium Micro Enterprise's were used and R 48 million paid to these Small Medium Micro Enterprise's. 62% of all contract values were awarded to black owned companies and 22% of contracts value went to black-empowered companies. The programme will enter its third year in 2008/09 with an allocation of R 202,6 million.

Recognition of fauna and flora

As part of its mission, South African National Parks is responsible for managing a wide range of biodiversity, encompassing fauna, flora, geological structures and unique scenery. The exact quantity and value of these assets cannot be measured with reliable accuracy. The key drivers to ensure successful biodiversity include scientific management of the eco-system in terms of fauna and flora and the implementation of processes to maintain these patterns. This does however not constitute the management of the biological transformation through growth and degeneration of procreation.

ACCOUNTING AUTHORITY'S REPORT

ACCOUNTING AUTHORITY'S REPORT

For the year ended 31 march 2008

IAS 41 (Agriculture) will therefore not be applicable to the accounting of wildlife. South African National Parks, therefore does not reflect the value of the wildlife in its financial statements

Acquisition of property, plant and equipment

During the year South African National Parks acquired land at a cost of R11,9 million (2007: R23,33 million) for the purpose of expanding land under conservation and the system of national parks. R1,4 million adjustment was made regarding the 2007 cost of land acquired, therefore the movement between 2007 and 2008 is R13,4 million.

Business Development

The South African National Parks Commercialisation Strategy (which through the implementation of Public Private Partnerships (PPPs)) has as its objective reducing the cost of delivery, improving service levels by focusing on core business and leveraging private capital and expertise as well as the objective of expansion of tourism products and the generation of additional revenue for the funding of conservation and constituency building.

The implementation of the Commercialisation Strategy 2000, resulted in the award of 11 (eleven) lodge concession sites to private operators, seven of which are in Kruger National Park, two in Addo Elephant National Park, and two in Table Mountain National Park. Of the eleven sites, nine are fully operational with the two sites in the Table Mountain National Park in construction and due to become operational mid-2008. In addition to the concessions, the Commercialisation Strategy 2000 also resulted in the awarding of 22 shops and 17 restaurants across all national parks to private operators. Facilities were upgraded at the operator's expense whilst South African National Parks receives a guaranteed monthly annuity income from these operators.

Implementation of the Commercialisation Strategy has resulted in increased market segmentation and product and price differentiation with 380 additional guest beds in the five-star segment resulting in increased economic activity and foreign exchange generation.

In addition, it has resulted in improved efficiencies of the restaurant and retail facilities, contributing to an enhanced visitor experience to the guests of South African National Parks. The strategy has also resulted in an increased contribution to the broader economy through the tourism multiplier effect and South African National Parks' image has improved considering that national parks are being put to responsible and sustainable use for the economic development of the country.

Following the implementation of the Commercialisation Strategy 2000, there has been significant developments in South African National Parks' approach to Public Private Partnership initiatives. South African National Parks accordingly developed the Strategic Plan for Commercialisation (2006 – 2011) (SPfC) to accommodate and benefit from the experience and specialist skills acquired, the lessons learnt from implementation and management of Public Private Partnerships; Legislative requirements and the extended scope of projects identified to enable South African National Parks to improve its infrastructure towards 2010, generate revenues, promote Black Economic Empowerment and create employment.

During 2007/08 there has been significant progress in the implementation of the SPfC with the Kruger National Park Restaurant Agreement awarded 1 April 2007, the successful tender of the Darlington Lake Lodge Concession in the Addo Elephant National Park and the appointment of an Operator for the Geelbek Restaurant Facility in the West Coast National Park.

The Strategy incorporates all requirements as per the Tourism Black Economic Empowerment Charter and Scorecard and will result in significant additional revenue for South African National Parks.

Non-executive board members attendance at meetings, remuneration and associated costs

No. of Meetings	Board Meetings & Workshops	Chairperson's Committee	Conservation & Tourism Committee	Audit & Risk Committee	HR & Remuneration Committee	2008		2007	
						Remuneration	Subsistence & Travel Allowance	Remuneration	Subsistence & Travel Allowance
	6	1	4	6	4				
	No	No	No	No	No	R	R	R	R
Ms C Carolus ¹	6	1			3	-	-	-	-
Dr N Tsengwa	2			5		3,021	191	6,347	-
Ms L Sangweni-Siddo	2		2			755	442	8,884	428
Mr M Morobe	2			3	1	5,268	1,623	5,970	1,107
Ms Y Makhasi	5		2			941	1,722	9,585	3,041
Mr F Mketeni	4		3		2	-	-	-	-
Dr R Scholes	5		4			10,794	1,230	13,248	1,177
Prof W Van Riet ²	4	1	4			21,180	30,966	18,215	27,659
Mr Z Sithole ³	6	1		6	3	9,762	4,378	4,698	1,830
Ms M Maisela ⁴	3				3	5,948	831	5,176	2,451
Dr D Mabunda	6	1	3	3	3	-	-	-	-
Mr T Mabilane	6			6		-	-	-	-
Total						57,669	41,383	72,123	37,693

- 1 - Chairperson - Board and Chairperson's Committee
- 2 - Chairperson - Conservation & Tourism Committee
- 3 - Chairperson - Audit and Risk Committee
- 4 - Chairperson - Human Capital & Remuneration Committee

The Chairperson of the Board is not remunerated because she considers her role as a public service. Mr F Mketeni is a Government employee and he is therefore not eligible to receive the remuneration payable to members for attending meetings of the Board. Dr Mabunda and Mr Mabilane are employees of South African National Parks and therefore not eligible for remuneration. Figures based on submitted claims.

Materiality Framework

During the year under review for purposes of materiality (sections 50(1), 55(2) and 66(1) of the Public Finance Management Act) and significance (section 54(2) of the Public Finance Management Act), the South African National Parks for the period 1st April 2007 – 31 March 2008 determined a materiality figure of R4,455 million. This has been determined by applying 0.75% on the gross annual turnover i.e. R594 million of 2006/07

financial year.

Material facts of a quantitative nature need to be disclosed if any fact discovered exceeds the materiality figure of R 4,4 million (2007: R 4,5million). All losses of a quantitative nature need to be disclosed in the annual report and financial statements if they arose through irregular, fruitless, wasteful expenditure.

Material facts of a qualitative nature need to be disclosed if:

- Disclosure of the event/item is required by law
- The fact discovered could influence the actions of the executive authority or legislature

Any material losses arising through criminal conduct need to be disclosed.

ACCOUNTING AUTHORITY'S REPORT

For the year ended 31 march 2008

Executive Management's interest in contracts

No material contracts involving Executive Management's interests were entered into in the current year.

Executive Management and their remuneration

The following people served on the Executive Management of South African National Parks during the Financial Year and were appointed by the Accounting Authority.

		Basic Remuneration	Allowances	Bonuses and Incentives	2008 Total	2007 Total
		R'000	R'000	R'000	R'000	R'000
Mabunda, MD Dr	Chief Executive Officer	1,538	25	253	1,816	1,451
Soundy, SCE	Chief Operating Officer	1,249	2	206	1,457	1,182
Daphne, P	Managing Executive: Parks	1,056	4	179	1,239	998
Magome, DT Dr	Managing Executive: Conservation Services	1,088	10	165	1,263	1,043
Mkhize, I Dr	Managing Executive: Kruger National Park	1,090	28	162	1,280	1,047
Phillips, G	Managing Executive: Tourism	997	9	176	1,182	945
Mabilane, T	Chief Financial Officer	1,046	15	175	1,236	685
Mkhumane, NS	Chief Financial Officer (Resigned 31 May 2006)					154
Omar, R Dr	Managing Executive: People and Conservation	1,045	20	174	1,239	1,016
Total		9,109	113	1,490	10,712	8,521

Note: The remuneration disclosed above excludes the cost of providing for post-retirement health benefits. The bonuses paid relates to the previous financial year.

Addresses

Registered office: South African National Parks
643 Leyds Street
Muckleneuk
Pretoria
0002

Postal address: P O Box 787
Pretoria
0001

Auditors

South African National Parks, as a Public Entity, is audited by the Auditor-General or its nominees.

Approval

The annual financial statements and appendices set out on pages 110 to 142 have been approved by the Accounting Authority.



**Ms C Carolus,
Chairperson
30 May 2008**

CORPORATE GOVERNANCE STATEMENT

For the year ended 31 March 2008

South African National Parks (SANParks) subscribes and is committed to complying with the principles and standards of integrity and accountability as contained in the recommendations of the King Report on Corporate Governance, 2002.

Board of South African National Parks

The Board of SANParks is established by the Minister by notice in the Government Gazette for the control, management and preservation of national parks and protection of public interest therein. A new Board was established with effect from 1 April 2006 for three years ending 31 March 2009.

The Board consists of 12 members appointed by the Minister of Environmental Affairs and Tourism.

Ms C Carolus	Chairperson, Re-appointed 01 April 2006
Dr N Tsengwa	Appointed 1 April 2006
Ms L Sangweni-Siddo	Appointed 1 April 2006
Mr M Morobe	Appointed 1 April 2006 Resigned 6 March 2008
Ms Y Makhasi	Appointed 1 April 2006
Dr R Scholes	Appointed 1 April 2006
Prof W van Riet	Re-appointed 1 April 2006
Mr Z Sithole	Re-appointed 1 April 2006
Ms M Maisela	Appointed 1 April 2006
Mr F Mketeni	Appointed 1 April 2006
Dr MD Mabunda	Appointed 1 April 2006
Ms N Mkhumane	Appointed 1 April 2006 Resigned 31 May 2006
Mr T Mabilane	Appointed 1 July 2006

Chairperson's Committee

The committee operates at the discretion of the chairperson and handles executive matters including any urgent or sensitive issues that need to be dealt with between scheduled Board meetings. The committee makes recommendations to the full Board. The committee consists of the Chairperson of the Board plus the Chairpersons of the various committees. The Committees are currently, Conservation and Tourism, Audit and Risk Committee, Human Resources and Remuneration Committee.

Committee Members:

Ms C Carolus	Chairperson of full Board
Mr Z Sithole	Chairperson of Audit and Risk Committee
Prof W Van Riet	Chairperson of Conservation and Tourism Committee
Ms M Maisela	Chairperson of Human Resource and Remuneration Committee

Audit and Risk Committee

In keeping with Treasury Regulation 27 of the Public Finance Management Act No. 1 of 1999 the Board has instituted an Audit and Risk Committee. The Audit and Risk Committee is an independent standing committee which is appointed by the Board. The Committee advises the Board on audit matters and which assumes on the Board's behalf certain functions, such as the detailed study of the financial statements, the formulation of audit policy and its submission to the Board, and the monitoring of matters on Corporate Governance, Internal Controls and Risk Management.

The Committee further assists the Board by critical, objective evaluation of the Board's financial control measures, accounting practices, information systems and audit procedures. It performs this function continuously by way of close liaison with the Executive Management and with the Board's internal and external auditors. The Audit and Risk Committee consists of five Board members (three members are non-executive, plus the Chief Executive and Chief Financial Officer by invitation). Nominated representatives of the Auditor-General and Department of Environmental Affairs and Tourism attend by invitation. The Committee may involve other members of Management or external specialists in meetings for specific purposes. The authority and mandate of the audit and risk committee, its duties and functions, its composition and its modus operandi have been approved by the Board in the form of a detailed charter.

CORPORATE GOVERNANCE STATEMENT

For the year ended 31 March 2008

Risk Management

Effective risk management is integral to the organisation's objective of consistently adding value to the business. Management is continuously developing and enhancing its risk and control procedures to improve the mechanisms for identifying and monitoring risks.

Operating risk is the potential for loss to occur through a breakdown in control information, business processes and compliance systems. Key policies and procedures that have been developed to mitigate and manage operating risk, involve segregation of duties, transaction authorisation, supervision, monitoring of financial and management reporting.

The insurance and risk management policies adopted by SANParks are aimed at obtaining sufficient cover to protect its asset base, earning capacity and legal obligations against possible insurable losses.

All buildings are insured. The following inter alia, are not insured: roads, bridges, fencing (perimeter and other), dam walls and content, driveways, pavements, outdoor recreation surfaces, outdoor parking surfaces, aircraft runways, fauna and flora.

Risks of a possible catastrophic nature are identified and insured while acceptable risks of a non-catastrophic nature are self-insured through a dedicated self insurance fund. These risks are reviewed on an annual basis to ensure that cover is adequate. An amount of R10 million, as a self insurance fund, is allocated to cover these risks. This amount is included in cash and cash equivalents in the Statement of Financial Position. Claims of a general nature are adequately covered.

South African National Parks manages risks associated with financial instruments. These are dealt with in note 24 to the financial statements.

Internal Control Systems

In order to meet its responsibility of providing reliable financial information, South African National Parks

maintains financial and operational systems of internal control. These controls are designed to provide South African National Parks manages risks associated reasonable assurance that transactions are concluded in accordance with management's delegated authority, that the assets are adequately protected against material loss of unauthorised acquisition, use or disposition, and that transactions are properly authorised and recorded. A three year rolling internal audit plan has been completed by our Internal Auditors to ensure that risks identified in their risk assessment are adequately covered in their audit plan.

The system includes a documented organisational structure and division of responsibility, established policies and procedures, including a code of ethics to foster a strong ethical climate, which are communicated throughout the organisation, and the careful selection, training and development of people. South African National Parks has appointed the consortium of Deloitte & Touche and Nkonki to provide internal audit services. Internal auditors monitor the operation of the internal control system and report findings and recommendations to Management and the Audit Committee. Corrective actions are taken to address control deficiencies and other opportunities for improving the systems, as they are identified. The Board, operating through the Audit Committee, provides oversight of the financial reporting process and internal control systems.

There are inherent limitations in the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls.

Committee Members:

Mr Z Sithole - Chairperson
Dr N Tsengwa
Mr M Morobe - (Resigned 6 March 2008)

Conservation and Tourism Committee

The primary function of this committee is to identify, acquire, develop and advise on the management of a system of national parks for South Africa.

This Committee also monitors the application of both science and the ethics of conservation in South African National Parks and ensures that the Board is aware of international trends in biodiversity science and environmental management. The Committee further assists the Board in the formulation of policy especially with regard to reconciling conservation with human development needs by assessing and interpreting the significance of scientific and technological considerations.

The committee must consist of at least four (4) non-executive members of the Board plus the Chief Executive. The Chief Executive, Executive Directors of the People and Conservation, Conservation Services, Tourism and Marketing, and Parks and Kruger Divisions are required at each meeting. In addition, the Committee may co-opt ad-hoc members as and when required. The Committee will, as a primary responsibility, recommend the strategic plans of the Conservation Services, People and Conservation, and Tourism and Marketing Divisions prior to submission to the Board. This will ensure compliance to the strategic plan, communicate its activities to the Board, and recommend to the Board any policy or financial requirement that may require Board attention or approval. The Committee also monitors the performance of the People and Conservation, Tourism and Marketing and Conservation Services Divisions, and helps forge business and stakeholder linkages where possible. The Committee further ensures the maintenance of the balance between tourism developments against the core mandate of South African National Parks, which is conservation.

Committee Members:

Prof W Van Riet -Chairperson
Ms L Sangweni Siddo
Dr R Scholes
Mr F Mketeni
Ms Y Makhasi

Human Resource and Remuneration Committee

The committee provides strategic advise to the Board and Management on matters of Human Resource and Remuneration. The committee formulates and reviews Human Resource and Remuneration policies as and when appropriate. The committee consists of the Chairperson of the Board, the Chairperson of the Audit and Risk Committee, the Chairperson of the Human Resource and Remuneration Committee and the Department of Environmental Affairs and Tourism representative.

Committee Members:

Ms C Carolus
Ms M Maisela - (Chairperson)
Mr Z Sithole
Mr M Morobe - (Resigned 6 March 2008)
Mr F Mketeni

REPORT OF THE AUDIT AND RISK COMMITTEE

For the year ended 31 March 2008

The Audit and Risk Committee has adopted appropriate formal terms of reference, which have been confirmed by the Board, and has performed its responsibilities as set out in the terms of reference.

In performing its responsibilities the Audit and Risk Committee has reviewed the following:

- The effectiveness of internal control systems
- The effectiveness of the internal audit function
- The risk areas of the organisation's operations to be covered by the scope of internal and external audits
- The adequacy, reliability and accuracy of financial information provided to management and other users of such information
- The accounting or auditing concerns identified as a result of the internal and external audits
- The organisation's compliance with legal and regulatory provisions
- The activities of the internal audit function, including its annual work programme, coordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations
- The independence and objectivity of the external auditors
- The scope and results of the external audit function and its cost-effectiveness

The Audit and Risk Committee is also responsible for:

- Reporting to the Board and the Auditor-General where a report implicates any members of the Board in fraud, corruption and gross negligence
- Communicating any concerns it deems necessary to the Board, the Auditor-General and if appropriate the external auditors
- Confirming the internal audit charter
- Conducting investigations within its terms of reference
- Concurring with the appointment and dismissal of the head of the internal audit department
- Deciding whether or not an interim audit report should be subjected for review by the external auditors -Detailed study of the financial statements

The Audit and Risk Committee is satisfied that internal controls and systems have been put in place and that these controls have functioned effectively during the period under review. However, as indicated in the

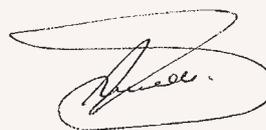
Report of the Auditor-General of the previous year, there were certain areas of concern regarding internal controls observed. Specific initiatives to address these areas have been implemented leading to evident improvements during the course of the financial year, particularly in relation to Value-Added Tax issues and internal control relating to filling stations. The improvement initiatives will remain a focus area for the coming year.

Notwithstanding the aforesaid, the Audit and Risk Committee considers the organisation's internal controls and systems appropriate in all material respects to:

- Reduce the organisation's risks to an acceptable level
- Meet the business objectives of the organisation
- Ensure the organisation's assets are adequately safeguarded
- Ensure that the transactions undertaken are recorded in the organisation's records

The Audit and Risk Committee has evaluated the annual financial statements of South African National Parks for the year ended 31 March 2008 and concluded that they comply, in all material respects, with the requirements of the Public Finance Management Act, 1999 (Act No. 1 of 1999), as amended and South African Statements of Generally Accepted Accounting Practice (GAAP) including any interpretation of such Statements issued by the Accounting Practices Board, with the prescribed Standards of Generally Recognised Accounting Practice (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statements.

The Audit and Risk Committee agrees that the adoption of the going concern premise is appropriate in preparing the annual financial statements. The Audit and Risk Committee has therefore recommended the adoption of the annual financials statements by the Board.



Z Sithole
Chairperson
Pretoria, 30 May 2008

REPORT OF THE REPORT OF THE AUDITOR-GENERAL AUDITOR-GENERAL

For the year ended 31 March 2008

Report of the Auditor-General to parliament on the financial statements and performance information of South African National Parks for the year ended 31 March 2008

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of South African National Parks (SANParks) which comprise the statement of financial position as at 31 March 2008, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 110 to 142.

Responsibility of the accounting authority for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with the basis of accounting determined by the National Treasury, as set out in accounting policy note 1.1 and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA). This responsibility includes:

- designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.

Responsibility of the Auditor-General

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), my responsibility is to express an opinion on these financial statements based on my audit.

4. I conducted my audit in accordance with the

International Standards on Auditing and General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance on whether the financial statements are free from material misstatement.

5. 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 assessments, 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.
6. An audit also includes evaluating the:
 - appropriateness of accounting policies used
 - reasonableness of accounting estimates made by management
 - overall presentation of the financial statements.
7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis of accounting

8. The public entity's policy is to prepare financial statements on the basis of accounting determined by the National Treasury, as set out in accounting policy note 1.1.

Opinion

9. In my opinion the financial statements present fairly, in all material respects, the financial position of the SANParks as at 31 March 2008 and its financial performance and cash flows for the year then ended, in accordance with the basis of accounting determined by the National Treasury, as set out in accounting policy note 1.1 and in the manner required by the PFMA.

REPORT OF THE REPORT OF THE AUDITOR-GENERAL AUDITOR-GENERAL

For the year ended 31 March 2008

Matters of governance

10. The PFMA tasks the accounting authority with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of certain key governance responsibilities, which I have assessed as follows:

Matter of Governance	Yes	No
Audit committee		
• The public entity had an audit committee in operation throughout the financial year.	✓	
• The audit committee operates in accordance with approved, written terms of reference.	✓	
• The audit committee substantially fulfilled its responsibilities for the year, as set out in section 77 of the PFMA and Treasury Regulation 27.1.8	✓	
Internal audit		
• The public entity had an internal audit function in operation throughout the financial year.	✓	
• The internal audit function operates in terms of an approved internal audit plan.	✓	
• The internal audit function substantially fulfilled its responsibilities for the year, as set out in Treasury Regulation 27.2.	✓	
Other matters of governance		
The annual financial statements were submitted for audit as per the legislated deadlines (section 55 of the PFMA for public entities).	✓	
The financial statements submitted for audit were not subject to any material amendments resulting from the audit.		✓
No significant difficulties were experienced during the audit concerning delays or the unavailability of expected information and/or the unavailability of senior management.	✓	
The prior year's external audit recommendations have been substantially implemented.	✓	
SCOPA resolutions have been substantially implemented.	✓	

OTHER REPORTING RESPONSIBILITIES

REPORT ON PERFORMANCE INFORMATION

11. I have reviewed the performance information as set out on pages 79 to 96.

Responsibility of the accounting authority for the performance information

12. The accounting authority has additional responsibilities as required by section 55(2)(a) of the PFMA to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the public entity.

Responsibility of the Auditor-General

13. I conducted my engagement in accordance with section 13 of the PAA read with General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008.

14. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.

15. I believe that the evidence I have obtained is sufficient and appropriate to report that no significant findings have been identified as a result of my review.

APPRECIATION

16. The assistance rendered by the staff of SANParks during the audit is sincerely appreciated.

Auditor-General

Pretoria

30 July 2008



AUDITOR-GENERAL

ACCOUNTING POLICIES

For the year ended 31 March 2008

1. ACCOUNTING POLICIES

1.1 Basis of preparation

The annual financial statements have been prepared in accordance with the South African Statements of Generally Accepted Accounting Practices (GAAP), and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), including any interpretation of such Statements issued by the Accounting Practices Board, with the effective Standards of Generally Recognised Accounting Practice (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statement as follows:

Standard of GRAP

GRAP 1: Presentation of financial statements

GRAP 2: Cash flow statements

GRAP 3: Accounting policies, changes in accounting estimates and errors

Replaced Statement of GAAP

AC101: Presentation of financial statements

AC118: Cash flow statements

AC103: Accounting policies, changes in errors accounting estimates and errors

Currently the recognition and measurement principles in the above GRAP and GAAP Statements do not differ or result in material differences in items presented and disclosed in the financial statement. The implementation of GRAP 1, 2 & 3 has resulted in the following changes in the presentation of the financial statements:

- **Terminology differences:**

Standard of GRAP

Statement of financial performance

Statement of financial position

Statement of changes in net assets

Net assets

Surplus/deficit

Accumulated surplus/deficit

Replaced Statement of GAAP

Income statement

Balance sheet

Statement of changes in equity

Equity

Profit/loss

Retained earnings

- The cash flow statement can only be prepared in accordance with the direct method.
- Specific information has been presented separately on the statement of financial position such as:
 - (a) receivables from non-exchange transactions, such as taxes and transfers;
 - (b) taxes and transfers payable;
 - (c) trade and other payables from non-exchange transactions;
- Amount and nature of any restriction on cash balances is required.

Paragraph 11 – 15 of GRAP 1 has not been implemented due to the fact that the local and international budget reporting standard is not effective for this financial year. Although the inclusion of budget information would enhance the usefulness of the financial statements, non-disclosure will not affect the objective of the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below and are, in all material respects, consistent with those applied in the previous year, except as otherwise indicated. The financial statements have been prepared on the historical cost basis, except where indicated to the contrary.

For the year ended 31 March 2008

1.2 Underlying concepts and comparative figures

The financial statements are prepared on the going concern basis using accrual accounting.

Assets and liabilities and income and expenses are not offset unless specifically permitted by an accounting standard. Changes in accounting policies are accounted for in accordance with the transitional provisions in the standard. If no such guidance is given, they are applied retrospectively, unless it is impracticable to do so, in which case they are applied prospectively.

Comparative figures are restated in the event of a change in accounting policy or prior period error.

1.3 Revenue recognition

Revenue is recognised when it is probable that future economic benefits will flow to the entity and these benefits can be measured reliably. Revenue is measured at the fair value. Value Added Tax (VAT), cash discounts and rebates are excluded from revenue.

Tourism income

- Accommodation income is accrued on a daily basis.
- Conservation levies are recognised on a daily basis and other tourist related activities are recognised upon commencement of the activity.
- Wild Card sales are amortised over the validity period of the Wild Card.

Sales

- Sales are recognised upon delivery of the products and customer acceptance.

Concession income

- Income from concessions granted to operators to build, operate and transfer lodges and from rental of facilities to operators is recognised as it accrues

over the period of the agreement.

Management fees

- Management fees for managing special projects are recognised on a monthly basis, based on the
- Government grants related to the acquisition of assets, excluding land, are disclosed as deferred income and amortised as a credit to the depreciation expense over the useful lives of the respective assets.

Donations and special grant funding

- Donations received for the acquisition of land are recognised in surplus and deficit when received, unless the conditions associated with the donations have not yet been met. The unrecognised portion at year end date is presented as deferred income. Ad-hoc donations are recognised in surplus and deficit when received.
- Funding by way of special project grants are disclosed under current liabilities and recognised as income to the extent of expenditure.
- Special grant funding utilised for the acquisition of assets, excluding land, are disclosed as deferred income and amortised as a credit to the depreciation expense over the useful lives of the respective assets.

Interest

- Interest is accrued on a time apportionment basis taking into account the principal outstanding and the expected effective interest rate over the period to maturity. Interest is recognised as it accrues unless the collectability is in doubt.

Rent received

- Rent received is accrued on a daily basis in accordance with the substance of the relevant agreements.

1.4 Irregular, and fruitless and wasteful expenditure

Irregular expenditure means expenditure incurred in contravention of, or not in accordance with, a requirement of any applicable legislation, including the Public Finance Management Act, 1999 (Act No.1 of 1999), as amended.

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised.

All irregular and fruitless and wasteful expenditure is charged against income in the period in which they are incurred.

1.5 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets are added to the cost of those assets, until the assets are substantially ready for their intended use or sale. Qualifying assets are assets that necessarily take a substantial period to get ready for their intended use. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the cost of those assets. All other borrowing costs are expensed in the period in which they are incurred.

1.6 Foreign currencies

Transactions in currencies other than the organisation's reporting currency (Rand) are initially recorded at the rates of exchange prevailing on the date of the transactions. Gains and losses resulting from the settlement of such transactions are recognised in the statement of financial performance.

1.7 Retirement benefit costs

South African National Parks operates a number of defined contribution plans, the assets of which are held in separate trustee-administered funds. The plans are generally funded by payments from the organisation and its employees, taking account of the

recommendations of independent qualified actuaries. The contributions to these funds are recognised in the statement of financial performance in the year to which they relate.

1.8 Recognition of fauna and flora

As part of its mission, South African National Parks, is responsible for managing a wide range of bio-diversity, encompassing fauna, flora, geological structures and unique scenery. The exact quantity and value of these assets can not be measured with reliable accuracy. South African National Parks, therefore does not reflect the value of these assets in its financial statements.

Produce from any biological assets are also not recognised until sold.

1.9 Self Insurance

As part of the insurance philosophy of South African National Parks, a certain amount is carried as self insurance costs, hence reducing the insurance premium reversing the insurance reserve and expensing the self insurance costs directly in the statement of financial performance.

1.10 Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes all costs directly attributable to bringing the asset to its working condition for its intended usage. Depreciation is charged so as to write off the depreciable amount of the assets, other than land, over their estimated useful lives, using a method that reflects the pattern in which the asset's future economic benefits are expected to be consumed by the entity.

Where significant parts of an item have different useful lives, or pattern in which future economic benefits are expected to be consumed, to the item itself, these parts are depreciated over their estimated useful lives. The methods of depreciation, useful lives and residual values are reviewed annually.

For the year ended 31 March 2008

The following methods and rates were used during the year:

• Buildings, roads and infrastructure	Straight line	15 to 80 years
• Vehicles and mechanical equipment	Straight line (approximate km usage)	5 to 20 years
• Aircraft	Straight line (based on expected life)	5 to 20 years
• Furniture, office equipment and computer software	Straight line	2 to 15 years

Land is not depreciated.

South African National Parks has acquired the usage of certain land that is registered in the name of the State and which is incorporated as part of its national park system. This land is reflected as an asset of South African National Parks.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease.

The gain or loss arising from the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of financial performance.

1.11 Work in progress

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

Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

1.12 Inventories

Inventories, which exclude fauna and flora, are stated at the lower of cost and net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, adjusted for any selling expenses. Cost is determined by the first-in-first-out method.

1.13 Post-retirement health benefit obligation

The South African National Parks provides post-retirement health care benefits by way of medical aid schemes to some of its retirees. The level of entitlement to post-retirement health care benefits is dependant upon the employee's date of appointment and the employees remaining in continued service up to their respective retirement ages. The obligation is provided for in full. Current service costs are charged to the statement of financial performance and include the expense for benefits received by the employee currently in service and the cost of funding for the employee after retirement. Actuarial gains and losses are recognised in the statement of financial performance. The current service cost is determined by professional qualified independent actuaries, after taking into account the level of funding for the post-retirement benefits. The current health benefit obligation is unfunded.

1.14 Leasing

Finance leases as per the Treasury Regulations refers to a contract that transfers the risks, rewards, rights and obligations incident to ownership and is recorded as a purchase of equipment by means of long-term borrowings. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets of the organisation at their fair value at the date of acquisition. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation. Finance costs, which represent the difference between the total leasing commitments and the fair value of the assets acquired, are charged

to the statement of financial performance over the term of the relevant lease so as to produce a constant periodic rate of interest on the remaining balance of the obligations for each accounting period.

Assets acquired under leases where all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the statement of financial performance on a straight-line basis over the period of the lease or another basis if more representative of the time pattern of the user's benefit.

Where an operating lease is terminated before the lease expiry date, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which the termination takes place.

1.15 Financial instruments

Recognition

Financial assets and financial liabilities are recognised on the statement of financial position when South African National Parks becomes a party to the contractual provisions of the instrument.

All "regular way" purchases and sales of financial assets are initially recognised using trade date accounting.

Financial instruments comprise cash and cash equivalents, investments, receivables, trade creditors, revenue received in advance, cash held to finance grant funded projects funded by outside institutions, leases and borrowings.

Measurement

Financial instruments are initially measured at fair value plus transaction costs. Financial liabilities are recognised at the original debt less principal repayments and amortisation. Subsequent to initial recognition these instruments are measured as set out below:

Financial Assets

- Trade receivables

Trade receivables are measured at fair value less provision made for impairment of these receivables. A provision for impairment of the receivables is established when there is objective evidence that it will not be possible to collect all amounts due according to the original terms of the receivables.

- Investments in insurance policies

Investments in insurance policies are shown at the original amount invested plus actual investment bonuses declared up to the date of the financial statements. No provision is made for the possible early withdrawal of capital and the accompanying loss of income, since it is the intention to retain the investments until their maturity dates.

- Other investments

Other investments are shown at their respective fair values. Changes in fair value are recognised in income in the year in which they arise.

On disposal of an investment, the difference between the net proceeds and the book value is recognised in the statement of financial performance.

Financial liabilities

All financial liabilities are measured at amortised cost, comprising original debt less principle payments and amortisations.

- Trade payables

Trade and other payables are stated at their fair value.

Derecognition of assets and liabilities

Financial assets or parts thereof are derecognised, i.e. removed from the balance sheet, when the

For the year ended 31 March 2008

contractual rights to receive the cash flows have been transferred or have expired or if substantially all the risks and rewards of ownership have passed. Where substantially all the risks and rewards of ownership have not been transferred or retained, the financial assets are derecognised if they are no longer controlled. However, if control in this situation is retained, the financial assets are recognised only to the extent of the continuing involvement in those assets.

All other assets are derecognised on disposal or when no future economic benefits are expected from their use or on disposal.

Financial liabilities are derecognised when the relevant obligation has either been discharged or cancelled or has expired.

1.16 Provisions

Provisions are recognised when the organisation has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

1.17 Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held at call with banks net of bank overdrafts. In the statement of financial position, bank overdrafts are included in current borrowings.

1.18 Non-current assets held for sale

Non-current assets (or disposal group) are classified as held for sale if the carrying amount will be recovered principally through sale rather than through continuing use.

Immediately prior to being classified as held for sale, the carrying amount of the item is measured in

accordance with the applicable standard. After classification as held for sale, it is measured at the lower of the carrying amount and fair value less costs to sell. An impairment loss is recognised in profit or loss for any initial and subsequent write-down of the asset and disposal group to fair value less costs to sell. A gain for any subsequent increase in fair value less costs to sell is recognised in profit or loss to the extent that it is not in excess of the cumulative impairment loss previously recognised.

Non-current assets or disposal groups that are classified as held for sale are not depreciated.

1.19 Cost of sales

When inventories are sold, the carrying amount is recognised as part of cost of sales. Any write-down of inventories to net realisable value and all losses of inventories or reversals of previous write downs or losses are recognised in cost of sales in the period the write-down, loss or reversal occurs.

1.20 Taxation

No provision has been made for taxation, as the entity is exempt from income tax in terms of Section 10 of the Income Tax Act, 1962 (Act No. 58 of 1962).

1.21 Value Added Taxation (VAT)

The Revenue Laws Amendment Act, 2003 (Act No. 45 of 2003) commenced on 22 December 2003. In terms of these amendments with effect from 1 April 2005, South African National Parks, which is listed in Schedule 3A of the Public Finance Management Act, 1999 now falls within the definition of "public authority" as defined in section 1 of the VAT Act. This meant that SANParks would be required to deregister for VAT purposes. Further to a review of the activities of SANParks, the organisation was identified by the Minister of Finance as a public authority conducting an enterprise and is therefore to remain registered as a vendor for VAT purposes.



STATEMENT OF FINANCIAL PERFORMANCE

For the year ended 31 March 2008

	Notes	31 March 2008 R'000	31 March 2007 Restated R'000
Revenue			
Tourism, retail, concessioning and other	2.1	606,986	594,581
Operational grants received	2.2	136,392	119,574
Income from special project grants	20	122,163	157,822
Other operating income	2.3	10,794	16,742
Land acquisition grant	3	19,647	21,080
Sale of fauna and flora	4	25,070	15,420
Donations	5	2,382	2,407
		923,432	927,627
Expenses			
Operating expenses	6.1	295,640	300,501
Administration expenses	6.2	97,873	84,484
Compensation of employees	6.3	360,858	356,225
Expenses relating to special project grants	20	122,163	157,822
	6.4	46,899	28,596
Surplus from operations		4,114	499
Net investment income			
Investment income	7	17,829	10,241
Finance costs	8	(13,715)	(9,742)
Surplus for the year		51,013	29,095

STATEMENT OF FINANCIAL POSITION

As at 31 March 2008

	Notes	31 March 2008 R'000	31 March 2007 Restated R'000
ASSETS			
Non-current assets			
		1,222,798	986,778
Property, plant and equipment	9	817,158	775,608
Work in progress	10	381,536	210,283
Investments	11	24,103	887
Current assets			
		300,914	216,679
Inventories	12	16,540	18,464
Receivables and prepayments	13	27,053	25,396
Cash and cash equivalents	14	257,157	172,582
		300,750	216,442
Non-current assets classified as held for sale	15	164	236
Total assets		1,523,712	1,203,455
LIABILITIES			
Non-current liabilities			
		815,305	613,293
Post-retirement health benefit obligation	16	146,089	143,347
Long-term borrowings	17	32,215	36,088
Deferred Income -asset grants	18	637,000	433,858
Current liabilities			
		269,942	202,710
Trade and other payables	19	162,338	97,228
Short-term portion of long-term borrowings	17	7,761	8,122
Reservation deposits held		77,407	62,065
Deferred income -obligation regarding special project grants	20	22,436	35,295
Total liabilities		1,085,247	816,002
Net assets		438,465	387,452
NET ASSETS			
Accumulated surpluses		438,465	387,452
Total net assets		438,465	387,452



STATEMENT OF CHANGES IN NET ASSETS

For the year ended 31 March 2008

	Notes	31 March 2008	31 March 2007
		R'000	Restated R'000
ACCUMULATED SURPLUS			
Opening accumulated surpluses as previously reported		387,452	304,513
Correction of minor assets previously fully depreciated	21.3	-	3,739
Actuarial correction for Pre-funding Medical Fund 2005/2006	21.1	-	50,105
Balance at 1 April as restated		387,452	358,357
Adjusted surplus for the year			
Surplus for the year as previously reported		51,013	29,095
Correction on minor assets previously fully depreciated	21.3	-	1,140
Actuarial correction for Pre-funding Medical Fund 2006/2007	21.1	-	591
Closing accumulated surpluses		438,465	387,452

CASH FLOW STATEMENT

For the year ended 31 March 2008

	Notes	31 March 2008 R'000	31 March 2007 Restated R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sales of goods and services		651,814	647,242
Special project grants and donations		124,545	160,229
Government grants		156,038	150,627
		<u>932,397</u>	<u>958,098</u>
Cash paid to suppliers and employees		(803,628)	(988,016)
Net cash (utilised)/generated by operations	22	128,769	(29,919)
Investment income	7	17,829	10,241
Finance costs	8	(13,715)	(9,742)
Net cash (outflow)/inflow from operating activities		132,883	(29,420)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	9	(51,366)	(18,338)
Work in progress -costs incurred	10	(195,673)	(195,138)
Proceeds on disposal of investments		-	552
Proceeds on disposal of property, plant and equipment		882	2,426
Proceeds on disposal of non-current assets held for sale		-	9,256
Net cash outflow from investing activities		(246,156)	(201,242)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from finance lease funding		-	-
Proceeds from special project grants related to assets		211,441	150,968
Repayment of long-term borrowings		(3,504)	(1,753)
Payment of post-retirement health benefits		(9,358)	(1,019)
Repayment of finance lease obligations		(730)	17
Net cash inflow from financing activities		197,848	148,213
Net (decrease) in cash and cash equivalents		84,575	(82,448)
Cash and cash equivalents at the beginning of the year		172,582	255,030
Cash and cash equivalents at the end of the year	14	257,157	172,582



NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

	31 March 2008	31 March 2007
	R'000	Restated R'000
2.1 Revenue - Tourism, retail, concessioning and other		
Retail activities conducted by South African National Parks	100,737	140,179
• Shop and restaurant sales (Note 2.4)	18,264	70,050
• Filling station sales (Note 2.4)	82,473	70,129
Tourism	444,831	402,861
• Accommodation	249,187	226,801
• Conservation levies / Entrance fees	144,135	130,539
• Drives	21,772	20,230
• Trails	19,251	16,568
• Other tourism related activities	10,486	8,722
Concessioning	54,047	45,458
• Facilities rental on retail and restaurant operations	22,458	16,290
• Lodge concession fees	31,589	29,168
Other	7,371	6,083
• Rent received	7,076	5,471
• Services rendered (incl. managing of special projects, technical services)	295	611
	606,986	594,581
2.2 Operational grants received		
Department of Environmental Affairs and Tourism		
• Conservation	102,013	88,158
• Road	10,526	10,526
Department of Water Affairs and Forestry	23,853	20,889
	136,392	119,574
2.3 Other operating income		
Sundry income	5,486	10,425
Income from conservation management	2,878	2,431
Commission received and filming rights	1,502	1,982
Rebates received	703	1,169
Pension fund contribution holiday	-	591
Water and electricity recoveries	223	145
	10,794	16,742
2.4 Gross Profit		
• Shop and restaurant sales	18,264	70,050
• Filling station sales	82,473	70,129
• Cost of Sales of Retail Operations	(76,341)	(103,190)
	24,396	36,990
3 Land acquisition grant		
Department of Environmental Affairs and Tourism (Note 18)	19,647	21,080
4 Sale of fauna and flora		
The sale of fauna and flora is used for bio-diversity and related expenses to expand the national park system.	25,070	15,420

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

	31 March 2008	31 March 2007
	R'000	Restated R'000
5 Donations		
Hans Hoheisen charitable Trust - wildlife protection and nature conservation	1,316	1,500
Other donations	1,066	907
	2,382	2,407
<p>Donations form a minor part of the funding of conservation and people and conservation programs of the South African National Parks. Due to the varying nature of such funding and the direct allocation thereof to identifiable projects, it is not deemed to be part of normal operations.</p>		
6.1 Operating expenses		
Operating lease payments (Note 6.4)	46,270	39,112
Depreciation	25,130	23,596
• Charge for the year (Notes 6.4 & 9)	33,264	30,795
• Recognition of deferred income - asset grants (Note 6.4)	(8,134)	(7,200)
Cost of Sales of Retail Operations (Note 2.4)	76,341	103,190
Marketing and promotions	18,635	17,156
Operating costs	29,927	28,134
Consumables	25,344	23,468
Voice communication costs	10,641	10,655
Vehicle and aircraft operating costs	13,189	13,890
Information technology outsourced services	7,721	7,907
Water and electricity costs	11,386	11,680
Bank charges	6,768	7,136
Software assurance costs	6,702	6,402
Data communication costs	5,353	4,286
Losses and net shortages	7,466	1,632
Self Insurance costs	2,624	1,103
Net (profit)/loss on sale of property, plant and equipment (Note 6.4)	(75)	(1,368)
Auditors' remuneration (Note 6.4)	2,218	2,524
	295,640	300,501
6.2 Administration expenses		
Maintenance, repairs and running costs	54,027	43,541
• Property and buildings	40,036	28,164
• Machinery and equipment	4,061	4,472
• Office and computer equipment	717	641
• Consumables utilised in maintenance programs	9,214	10,263
Subsistence and travelling costs	21,044	18,268
Other equipment and consumables	3,367	1,759
Consultants, contractors and special services	10,400	9,134
General and administrative expenses	5,604	9,647
Legal costs	3,431	2,135
	97,873	84,484

	31 March 2008	31 March 2007
	R'000	Restated R'000
6.3 Compensation of employees		
<i>Salaries and wages</i>	277,012	269,027
• Salaries	217,213	209,211
• Performance awards	2,278	1,813
• Periodic payments	10,522	10,741
• Other non-pensionable allowances	46,999	47,262
<i>Social contributions</i>	39,517	36,762
• Pension costs - Defined contribution plans (Note 25)	22,28	19,899
• Medical	10,750	10,511
• UIF	2,238	2,000
• Insurance	4,248	4,353
<i>Other salary related costs</i>	32,228	30,054
• Staff development costs	9,242	5,529
• Recruitment and placement costs	2,484	1,866
• Other costs	20,502	22,660
<i>Post-retirement health benefit obligations (Note 16)</i>	12,100	20,383
• Current service costs	2,746	2,694
• Interest costs	11,687	11,467
• Actuarial (profit)/loss for the year	(2,333)	6,222
	360,858	356,226
6.4 Surplus from operations		
Surplus from operations has been arrived at after taking into account the following:		
Auditors' remuneration (Note 6.1)		
External audit fees	2,218	2,485
Special audits	-	39
	2,218	2,524
Auditors' remuneration for special audits in 2008 related to an audit conducted on Special Projects.		
Write-down of inventories recognised as an expense	4,236	1,048
Depreciation (Notes 6.1 & 9)		
Buildings and infrastructure	12,489	11,689
Vehicles, Aircraft and Mechanical equipment	11,847	8,672
Furniture, Office equipment and Computer software	8,928	10,434
	33,264	30,795
Net profit on sale of property, plant and equipment (Note 6.1)	(75)	(1,368)
Amortisation of deferred income in respect of depreciable assets acquired with government special grants (Note 6.1)	(8,134)	(7,200)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

Operating lease payments (Note 6.1)

- Current
- Between 1 and 5 years

The following represents significant leasing arrangements and the basis on which future minimum lease payments were calculated:

- South African National Parks rents office space at Westlake for the Table Mountain National Park operations. There are two agreements that govern the right of use. Both rentals are payable monthly in advance and escalate annually with 12%. The rentals expire on 31 March 2008.
- The rental agreement with VUSWA Fleet Services (Pty) Ltd provides for the provision of a vehicle fleet in the Kruger National Park. The agreement is for a period of five years which terminated on 1 August 2007. This agreement has been extended until 31 March 2008.
- The rental agreement between South African National Parks and The Royal Hotel Knysna CC is for a period of initially 3 years and a renewal period of another 3 years. A fixed amount of R65,000 per month is payable for the first year increasing by 10% per year for the next 2 years of the initial period. In the renewal period an amount of R86,515 per month is payable with an increase of 10% per year for the next two years.
- The rental of an office block, from Execuprop Trust shall be for 36 months with an option to renew for a further 36 months.

31 March 2008	31 March 2007 Restated
R'000	R'000
46,270	39,112
1,163	27,076
5,586	1,086
6,748	28,162

Irregular expenditure

No material irregular expenditure were incurred during the year ended 31 March 2008.

Fruitless and wasteful expenditure

No material losses through criminal conduct were incurred during the year ended 31 March 2008.



	31 March 2008	31 March 2007
	R'000	Restated R'000
7 Investment income		
Interest income	17,813	10,230
Marketable securities		
• Dividend income	4	3
	17,817	10,233
Net foreign exchange transaction gain	12	8
	17,829	10,241
8 Finance costs		
Borrowings (Note 30)	12,600	8,832
Finance leases	1,115	910
	13,715	9,742

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

9 Property, plant and equipment

	Land R'000	Buildings & Infrastructure R'000	Vehicles, Aircraft and Mechanical equipment R'000	Furniture, Office equipment & Computer software R'000	Total R'000
Year ended 31 March 2008					
Opening book value	298,428	401,730	58,556	16,896	775,609
Capitalisation of work in progress (Note 10)	13,393	10,863	-	-	24,256
Purchase of property, plant and equipment	-	22,901	16,725	11,556	51,183
Disposals	-	(17)	(490)	(300)	(807)
Transfers	-	(14)	(763)	960	183
Depreciation charge	-	(12,489)	(11,847)	(8,928)	(33,264)
Closing book value	311,821	422,974	62,181	20,182	817,158
At 31 March 2008					
Cost	311,821	523,729	126,577	86,812	1,048,939
Accumulated depreciation	-	(100,755)	(64,395)	(66,630)	(231,780)
Book value	311,821	422,974	62,181	20,182	817,158
Year ended 31 March 2007 Restated					
Opening book value	275,323	388,433	25,154	15,376	704,286
Correction on Minor assets fully depreciated 2005 -2006	-	-	-	3,739	3,739
Capitalisation of work in progress (Note 10)	23,327	27,293	32,329	-	82,949
Purchase of property, plant and equipment	-	455	9,750	7,972	18,177
Disposals	(1,677)	(538)	(245)	(211)	(2,670)
Transfers	1,454	(2,224)	240	690	160
Items classified as held for sale (Note 15)	-	-	-	(236)	(236)
Depreciation charge	-	(11,689)	(8,672)	(10,434)	(30,795)
Closing book value	298,428	401,730	58,556	16,896	775,609
At 31 March 2007					
Cost	298,428	489,987	112,467	66,766	967,648
Accumulated depreciation	-	(88,258)	(53,911)	(49,871)	(192,040)
Book value	298,428	401,730	58,556	16,896	775,609

The register containing details of land and buildings is available for inspection at the Head Office of the South African National Parks. The Board is of the opinion that the market value of land and buildings substantially exceeds its book value.

Certain land included above is registered in the name of the State.



	31 March 2008	31 March 2007
	R'000	Restated R'000
(i) Included in movable assets are assets that serve as security for a notarial bond in favour of IDC as detailed in Note 17 (i)		
Cost	144,597	133,963
Accumulated depreciation	(96,631)	(86,409)
Book value	47,967	47,554
(ii) Included in moveable assets are assets that serve as security under finance leases as detailed in Note 17(ii)		
Cost	30,706	13,544
Accumulated depreciation	(10,763)	(6,421)
Book value	19,943	7,123
Vehicles:		
Cost	8,764	3,292
Accumulated depreciation	1,234	503
Book value	7,531	2,789
Furniture, Office equipment and Computer software:		
Cost	21,942	10,252
Accumulated depreciation	9,529	5,918
Book value	12,413	4,334
Total book value	19,943	7,123
10 Work in progress		
Work in progress involves construction work in progress as well as land acquisitions in process.		
Opening balance	210,283	98,093
Cost incurred during the year	195,673	195,139
• Special project grant funds (Note 20)	40,109	105,077
• Other funds	155,565	90,062
Capitalised / transferred during the year (Note 9)	(24,256)	(82,949)
• Land	(13,393)	(23,327)
• Buildings and infrastructure	(10,863)	(27,293)
• Furniture, Office equipment and Computer software	-	(32,329)
Non-current assets held for sale (Note 15)	(164)	-
Closing balance	381,536	210,283
11 Investments		
Unlisted investments		
Deferred remuneration policies	1,028	887
32-day Call Account	23,075	-
Total investments	24,103	887

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

	31 March 2008	31 March 2007 Restated
	R'000	R'000
12 Inventories		
Retail goods and fuel	8,494	8,760
Consumables	8,046	9,704
	16,540	18,464
13 Receivables and prepayments		
Concession debtors	4,709	7,870
Value Added Tax	6,625	338
Trade receivables (note 30)	10,375	15,005
Other receivables	6,380	4,374
Prepayments	167	186
	28,256	27,772
Provision for doubtful debts	(1,202)	(2,376)
	27,053	25,396
14 Cash and cash equivalents		
Expanded public works programme	49,056	34,155
Special projects	97,822	77,677
Land acquisition	19,647	22,972
Insurance	10,000	10,000
Operational	80,632	27,777
	257,157	172,582

On 31 March 2008 the South African National Parks had short term general banking facilities that amounted to R25 million (2007: R25 million). The interest rate on overdraft is prime. The facilities are unsecured.

15 Non-current assets classified as held for sale

Furniture, Office equipment and Computer software	164	236
Net amount of non-current assets held for sale	164	236

South African National Parks entered into a sale of business agreement with Outpost Picnics to run two picnic sites on behalf of South African National Parks with the effective starting date being 1 April 2008. It was agreed that Outpost Picnics will buy certain assets (as listed in the PPP agreement).



	31 March 2008	31 March 2007
	R'000	Restated R'000
16 Post-retirement health benefit obligation		
Liability provided for at the beginning of the year	143,347	123,983
Expense reflected in statement of financial performance (Note 6.3)	12,100	20,383
Contributions paid	(9,358)	(1,019)
Liability provided for at end of year	146,089	143,347

Principal assumptions of the latest actuarial valuation are:

- (i) An escalation of 7.8% (2007: 6.5%) per annum in terms of contribution rates.
- (ii) A rate of 6% (2007: 6%) was used for discounting.
- (iii) A decremental rate equal to the published SA 75-80 (2007: SA 75-80) Mortality Tables (CSO) for pre-retirement members, discounted by 3 years for females, was used.
- (iv) For post-retirement members the SA 75-80 (2007: PA(90)-2) Mortality Tables (CSO) were used.
- (v) The effect of HIV AIDS has not been taken into account in the calculation as the prevalence of HIV AIDS cannot be estimated.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

31 March 2008

R'000

31 March 2007

Restated

R'000

Effect of one percent increase and decrease in the health care cost inflation rate is as follows:

	1% increase R'000	Valuation Basis R'000	1% decrease R'000
Employer's accrued liability	166,570	146,089	127,565
Employer's service and interest cost	16,456	14,433	12,602

Plan Assets

There are no assets set aside for post-employment health care funding that qualify as plan assets in terms of the requirement of IAS19. As such we ascribe a nil value to the fair value of plan assets

Plan Liability

YEAR	31 March 2005 Restated R'000	31 March 2006 Restated R'000	31 March 2007 Restated R'000	31 March 2008 R'000
Original Membership	106,726	114,064	123,983	143,347
Adjustments	2,144	2,330	2,694	2,746
Interest costs	9,125	9,918	11,467	11,687
Actuarial (gain)/loss	(169)	4,552	13,626	(2,481)
Past service cost	-	-	-	-
Annual expense	117,826	130,864	151,770	155,299
Benefit payments	(3,762)	(6,881)	(8,423)	(9,210)
Revised membership	114,064	123,983	143,347	146,089

17 Long-term borrowings

Secured borrowings

- (i) Industrial Development Corporation (IDC) - Commercial development
- (ii) Wesbank Limited - Lease Obligations

Total borrowings

Short-term portion transferred to current borrowings

Long-term borrowings

39,976

44,210

29,744

33,248

10,232

10,962

39,976

44,210

(7,761)

(8,122)

32,215

36,088

-
- (i) The commercial development IDC long-term loan was entered into for development of new infrastructure to a total value of R35 million.

The loan is repayable in 119 equal monthly instalments of R0,292 million that commenced 1 October 2006 with a final instalment of R0,252 million on 1 August 2016. The loan bears interest at prime less 2.5% (At 31 March 2008 the interest rate was 12% (2007: 10%) subject to a minimum rate of 7,5%.

The IDC loans are guaranteed by a notarial bond over movable assets as detailed in Note 9 (i).

- (ii) Lease obligations are secured by moveable assets which revert to the lessor in the event of default as detailed in Note 9 (ii). The lease obligations bear interest varying between 10,5% and 12,5% (2007: 8.5% and 10,5%) per annum.

In terms of section 32.1.1 of the Treasury Regulations, South African National Parks may borrow money for bridging purposes with the approval of the Minister of Finance, subject to certain conditions.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

	31 March 2008 R'000	31 March 2007 Restated R'000
Maturity of long-term borrowings		
Within 1 year	3,504	3,504
later than 1 and no later than 5 years	14,016	14,016
later than 5 years	12,224	15,728
	29,744	33,248
The present value of capitalised finance leases are as follows:		
Within 1 year	4,707	4,618
Later than 1 year but not later than 5 years	5,525	6,344
	10,232	10,962
Within 1 year		
Total value of future minimum lease payments	5,232	5,479
Less: Future finance charges	975	861
Present value of leases	4,257	4,618
Later than 1 year but not later than 5 years		
Total value of future minimum lease payments	6,857	7,063
Less: Future finance charges	881	719
Present value of leases	5,975	6,344
18 Deferred Income - asset grants		
Special project grants relating to property, plant and equipment		
• Property, plant and equipment	402,504	261,230
• Construction work in progress	212,779	177,184
Amortised / Recognised to date	(22,664)	(14,529)
	592,619	423,885
• Land Acquisition Grant received	54,813	31,053
• Assets Purchased with grant (Note 3)	(19,647)	(21,080)
• Marine Protected Areas Grant	5,537	-
• Mountain Catchment Area Grant	3,678	-
	637,000	433,858
19 Trade and other payables		
Trade payables (note 30)	90,597	33,359
Accrued expenses	27,169	21,906
Revenue received in advance	25,949	24,308
Leave liability	18,623	17,655
	162,338	97,228

Leave liability

Employee entitlements to annual leave is recognised as and when it accrues to employees. An accrual is made for the liability for annual leave as a result of past services rendered by employees to the year end date. The organisation allows its employees to accumulate annual leave to a maximum of one year's allocation. The organisation remains liable to pay out an amount equal to the leave balance at the current rate of remuneration.

20 Deferred income - obligation regarding special project grants

	EPWP R'000	Coast Care R'000	Working for Water R'000	Limpopo Trans- frontier Park R'000	Kids in Parks R'000	Cape Metro- politan Council R'000	Global Environ- mental Facility R'000	Theta R'000	Other R'000	Total R'000
Year ended 31 March 2008										
Opening balance	13,457	(328)	(2,762)	7,052	1,682	(420)	(5,097)	2,465	19,246	35,295
Add: Income	52,228	11,129	37,675	4,886	1,332	3,270	15,445	2,702	22,860	151,527
Funds received	49,056	11,129	37,675	4,796	1,332	3,270	15,435	2,702	20,993	146,388
Interest	3,172	-	-	90	-	-	10	-	1,377	4,649
Sale of Animal Products	-	-	-	-	-	-	-	-	490	490
Less: Expenditure (Operating plus Capital)	64,656	10,806	37,849	7,355	2,103	2,593	15,255	1,992	21,777	164,386
Closing Balance	1,029	(5)	(2,936)	4,583	911	257	(4,907)	3,175	20,329	22,436

Expenditure

Operational Expenditure
Capital Expenditure
Assets under Construction

164,386

22,163

2,114

40,109

Year ended 31 March 2007
Restated

	EPWP R'000	Coast Care R'000	Working for Water R'000	Limpopo Trans- frontier Park R'000	Kids in Parks R'000	Cape Metro- politan Council R'000	Global Environ- mental Facility R'000	Theta R'000	Other R'000	Total R'000
Opening balance	133,154	(1,332)	(2,738)	8,364	2,26	4,003	(4,156)	2,403	12,186	154,148
Add: Income	72,396	14,591	35,112	2,0822,	42,671	1,900	9,198	2,670	27,645	168,265
Funds received	67,815	14,591	35,112	013	2,671	1,900	9,175	2,670	26,067	162,014
Interest	4,581	-	-	69	-	-	23	-	778	5,451
Sale of Animal Products	-	-	-	-	-	-	-	-	799	799
Less: Expenditure (Operating plus Capital)	192,093	13,587	35,136	3,394	3,253	6,323	10,139	2,608	20,585	287,118
Closing Balance	13,457	(328)	(2,762)	7,052	1,682	(420)	(5,097)	2,465	19,246	35,295

Expenditure

Operational Expenditure
Capital Expenditure
Assets under Construction

287,117

57,822

24,219

105,077

South African National Parks periodically manage special projects. These projects are funded by various donors in the form of grants. For most projects the monies are received in advance but in other cases the costs relating to the projects are reimbursed on a regular basis.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

21 Prior period errors and change in estimates

21.1 Changes in accounting estimates

South African National Parks used a different actuary to do the 2008 actuarial valuation of the post retirement health benefit obligation.

The principal assumptions used for these valuations differs from the assumptions used by the previous actuaries. There is also a difference of 32 members which implies a decrease of R 11,7 million in obligations.

The differences in post-retirement obligations are purely because of using a different mortality table. Previous life expectation was 90 years, the current calculations were done on a more realistic life expectation of between 75 years and 80 years. Also, calculations were not made on the total group, but rather per age group. Therefore interest cost also decrease by R6,6 million in terms of obligations.

The rest of the obligation decrease is in terms of the discount rate of 6% used in stead of the 8% per previous calculations.

For completeness the actuary recalculated the liability and accounting disclosure values for the financial year 2005/06 as well as 2006/07. The effect of the restatement on those financial statements is summarised below.

	31 March 2007 R'000	31 March 2006 R'000
Decrease/(Increase) in Pre-funding medical expense	591	50,105
Increase/(Decrease) in Surplus	591	50,105
Decrease/(Increase) in Post Retirement Funding	591	50,105
Increase/(Decrease) in Accumulated Surpluses	591	50,105

21.2 Change in estimates

As per the requirements of IAS 16: Property, Plant and Equipment South African National Parks reviews the estimated useful lives and residual values of all property, plant and equipment annually and accounts for any resulting changes as a change in accounting estimate in accordance with IAS 8: Accounting Policies, Changes in Accounting Estimates and Errors. Vehicles were previously written off over a period of 5 years and are, since the beginning of 2007 financial year, written off over a period of 8 years.

	31 March 2008 R'000	31 March 2007 Restated R'000
Depreciation of Vehicles	-	2,770
Previous Estimate	-	4,935
Change in Estimate	-	(2,165)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

23 Financial risk management

Liquidity risk

South African National Parks manages liquidity risk by monitoring forecasted cash flows and ensuring that adequate unutilised borrowing facilities are maintained.

Interest rate management

Interest rate risk arises from incremental funding / new borrowings and the roll-over of maturing debt / refinancing of existing borrowings. South African National Parks borrows at both fixed and floating interest rates.

Credit risk management

Potential concentrations of credit risk consist mainly of short-term cash, cash equivalent investments and trade debtors.

South African National Parks limits its counter party exposures from its money market investment operations by only dealing with well-established financial institutions of high quality credit standing. The credit exposure to any one counter party is managed by setting transaction/exposure limits, which are reviewed annually.

Trade debtors comprise a large number of customers, dispersed across different industries and geographical areas. Ongoing credit evaluations are performed on the financial condition of these debtors. Where appropriate, credit guarantee insurance cover is purchased. Trade debtors are presented net of the allowance for doubtful debt.

Concentration of credit risks

Rated agencies
Government
Other parties

	Exposure R'000	% of Total Exposure
Rated agencies	257,157	83.4%
Government	6,625	2.1%
Other parties	44,532	14.4%
	308,313	100.0%

For the year ended 31 March 2008

24 Financial Instruments

24.1 Financial Assets

Class	Fair value through profit/ loss held for trading R'000	Available for sale R'000	Loans and receivables R'000
Trade receivables			9,172
Concession debtors			4,709
Value Added Tax			6,625
Other receivables			6,380
Prepayments			167
Investments		24,103	
Cash and cash equivalents	257,157		
Total - 2008	257,157	24,103	27,053

Class	Fair value through profit/ loss held for trading R'000	Available for sale R'000	Loans and receivables R'000
Trade receivables			12,628
Concession debtors			7,870
Value Added Tax			338
Other receivables			4,374
Prepayments			186
Investments		887	
Cash and cash equivalents	172,582		
Total - 2007	172,582	887	26,396

24.2 Financial Liabilities

Class	Fair value through profit/ loss-designated R'000	Fair value through profit/ loss held for trading R'000	Other measured at amortised cost R'000
Trade payables			90,597
Accrued expenses			27,169
Revenue received in advance			25,949
Leave liability			18,623
Long-term borrowings			32,215
Total - 2008			194,553

Class	Fair value through profit/ loss designated R'000	Fair value through profit/ loss held for trading R'000	Other measured at amortised cost R'000
Trade payables			33,359
Accrued expenses			21,906
Revenue received in advance			24,308
Leave liability			17,655
Long-term borrowings			36,088
Total - 2007			133,316

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

24.3 Credit Risk - Age analysis of financial assets that are neither past due nor impaired

	30 days R'000	60 days R'000	90 days R'000	120 days plus R'000
Trade receivables	2,006	355	(41)	3,980
Concession debtors	935	371	4	851
Total - 2008	2,940	726	(37)	4,831

	30 days R'000	60 days R'000	90 days R'000	120 days plus R'000
Trade receivables	1,503	1,031	663	7,059
Concession debtors	1,916	54	614	3,967
Total - 2007	3,419	1,085	1,277	11,026

24.4 Credit Risk - Maturity analysis of financial liabilities

	30 days R'000	60 days R'000	90 days R'000	120 days plus R'000
Trade payables	9,644	(190)	(408)	194
Total - 2008	9,644	(190)	(408)	194

	30 days R'000	60 days R'000	90 days R'000	120 days plus R'000
Trade payables	(147)	1,810	35	4,855
Total - 2007	(147)	1,810	35	4,855

24.5 Market Risk - Sensitivity analysis - Interest Rates

	Closing Balance R'000	Expected movement in rates R'000	Effect on balance if rate increase R'000	Effect on balance if rate decrease R'000	Comments
Trade receivables	9,172	200 Points	126	(126)	No material exposure
Concession debtors	4,709	200 Points	43	(42)	No material exposure
Cash and cash on hand	257,157	200 Points	5,143	(5,143)	No material exposure
Investments	24,103	200 Points	482	(482)	No material exposure
Long-term borrowings	32,215	200 Points	644	(644)	No material exposure
Total - 2008	327,356		6,439	(6,439)	

	Closing Balance R'000	Expected movement in rates R'000	Effect on balance if rate increase R'000	Effect on balance if rate decrease R'000	Comments
Trade receivables	12,628	200 Points	205	(205)	No material exposure
Concession debtors	7,870	200 Points	131	(131)	No material exposure
Cash and cash on hand	172,582	200 Points	3,452	(3,452)	No material exposure
Investments	887	200 Points	18	(18)	No material exposure
Long-term borrowings	36,088	200 Points	722	(722)	No material exposure
Total - 2007	230,055		4,527	(4,527)	

Where the fair value of financial instruments are disclosed, the following methods and assumptions were used by South African National Parks in establishing fair values:

Financial instruments traded in an organised financial market

The current quoted market prices are used to determine fair values.

Monetary financial assets and liabilities not traded on an organised financial market

The carrying amounts of trade debtors, trade creditors and accruals reported in the statement of financial position approximate their fair values.

Interest bearing debt

The carrying amounts of short-term interest bearing debt approximates their fair values.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

25 South African National Parks retirement funds

25.1 South African National Parks joint retirement funds

The South African National Parks joint retirement funds consist of the South African National Parks Joint Provident Fund and the South African National Parks Joint Pension Fund. Both these funds were founded on 1 November 1993.

Contributions by employees are allocated to the South African National Parks Joint Pension Fund, whilst the employer contributions are allocated to the South African National Parks Joint Provident Fund. The funds are defined contribution plans which are controlled by the Pension Funds Act, 1956 and administered by a financial institution. During the year South African National Parks contributed an amount of R18,4million (Note 6.3) for 2360 employees (2007: R16,19 million for 2 081 employees), to the joint retirement funds.

25.2 SACCAWU National Provident Fund

The fund is a defined contribution plan, which is controlled by the Pension Funds Act, 1956, and administered by a financial institution. Retirement benefits are based on the accumulated credits as contributed by both employer and employee. During the year South African National Parks contributed an amount of R3,93 million (Note 6.3) for 842 employees (2007: R3,73 million for 890 employees).

South African National Parks Provident Fund

Retirement benefits are provided for employees by means of a provident fund to which both the employer and employee contribute. The fund, defined contribution plan controlled by the Pension Funds Act, 1956 and administered by a financial institution, was terminated during the year and the members opted to transfer to the other two funds available. During the year South African National Parks made a final contribution of R0,09 million for 394 employees (representing one months contribution) (2003: R1,20 million for 394 employees) to the provident fund, prior to final termination and transfers to other funds.

26 Related parties

The South African National Parks does not have control or significant influence over any other entity.

The South African National Parks is a statutory organisation governed by the Protected Areas Act, no. 57 of 2003, and a national public entity as listed.

Related Party Transactions and Balances

South African National Parks, in the ordinary course of business, enters into various sale and purchase transactions on an arm's length basis at market

Related Party Transactions

- Telkom
- Eskom
- State Information Technology Agency
- Compensation Commissioner
- Post Office
- SARS
- THETA
- Work for Water
- SA Police Service
- Department of Education
- Department of Nature Conservation
- Department of Public Works
- Department of Sport, Culture and Recreation

	31 March 2008	31 March 2007 Restated
	R'000	R'000
	8,024	8,222
	3,913	3,849
	1,064	1,093
	1,477	900
	3,339	3,344
	105,958	95,265
	(1,606)	(1,319)
	(471)	(398)
	(34)	(127)
	(686)	(42)
	0	(32)
	(30)	(44)
	0	(8)

Related Party Balances

- Telkom
- Eskom
- Post Office
- SARS
- Department of Nature Conservation
- Department of Public Works
- Department of Sport, Culture and Recreation
- Department of Education
- SA Police Service
- Work for Water

	(723)	(618)
	(162)	(90)
	(318)	(310)
	5,471	338
	0	11
	18	7
	0	9
	212	54
	211	147
	242	0

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2008

Key personnel

Key personnel is viewed to be all members of the Executive Management appointed by the Accounting Authority.

	Basic Salary	Allowances	Bonuses and Incentives	Medical Aid Contributions	Retirement Fund Contributions	2008 Total	2007 Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Mabunda, MD Dr Chief Executive Officer	1,402	25	253	43	92	1,816	1,451
Soundy, SCE Chief Operating Officer	1,151	2	206	22	76	1,458	1,182
Daphne, P Managing Executive: Parks	977	4	179	15	65	1,239	998
Magome, DT Dr Managing Executive: Conservation Services	997	10	165	24	66	1,263	1,043
Mkhize, I Dr Managing Executive: Kruger National Park	998	28	162	26	66	1,280	1,047
Phillips, G Managing Executive: Tourism	921	9	176	15	61	1,182	945
Mabilane, T Chief Financial Officer	977	15	175	20	49	1,236	685
Mkhumane, NS Chief Financial Officer (Resigned 31 May 2006)							154
Omar, R Dr Managing Executive: People and Conservation	968	20	174	13	64	1,239	1,016
	8,392	113	1,490	179	539	10,713	8,521

27 Capital commitments

No loans outside the policy applied when loans are granted to staff, have been made to key personnel. Dr D Mabunda and Dr H Magome qualify for post retirement health benefits and the liability as at 31 March 2008 has been included in the total liability of South African National Parks (Note 16).

28 Contingent liabilities

No material commitments for the acquisition of property, plant and equipment contracted for existed at 31 March 2008.

28.1 Legal disputes

South African National Parks is currently involved in legal disputes relating to operational matters. No significant losses are expected to arise as a result thereof.

28.2 Land claims

A number of land claims have been instituted on land owned or managed by South African National Parks. South African National Parks is supportive of the process of appropriate redress for persons or communities who unjustly lost access to, or ownership of, land as a result of it being declared a National Park. No significant financial obligations are currently placed on South African National Parks in consequence of this process, however the core management framework with successful claimant communities and the attendant beneficent scheme will exert financial strain on South African National Parks.

29 Contingent assets

29.1 Sale of Ivory

As a consequence of South African National Parks' protected area management operations Ivory is accumulated as a side product mainly following the natural deaths of elephants. This has resulted in a stockpile of 45,1 tons of Ivory. Approval for the sale of the stock pile of South African National Parks as well as 6,021 tons from Mpumalanga, North West and Kwazulu Natal, has been obtained from the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the current status is that two countries were identified as potential buyers namely Japan and China. These countries will be visited by a delegation from CITES and a final decision will be made. The sale to the preferred buyer will be done in the 2008/09 financial year but the value can not be determined until a buyer has been approved.

29.2 Lodge Concession Fees

The lodge concessions entails allowing private operators to build and operate tourism facilities within the National Parks, on the basis of a 20 year concession contract. Investors take over and upgrade specified existing lodge facilities, or build new ones. The annual concession fee payable by the concessionaire to South African National Parks for any given concession year shall be the higher of a minimum rental as determined by the agreement for the concession year or a calculated annual concession fee based on the bid percentage of gross revenue for the concession year. Due to the fact that the final calculation of the annual concession fee is calculated on the gross revenue as per the audit financial statements for the concession year it might result in top up fees to be paid and the top up fees will be received in the next financial year.

30 Accounts Payable and Receivable - Time value of money

As per the requirements of IAS 39: Financial instruments-Recognition and measurement, South African National Parks had to take into account the effect of the time value of money on Purchases and Receivables as well as accrue an interest expense/income until the date of payment/receipt.

The effect of discounting debtors and creditors is summarised as listed:

Class	During the year	At the end of the year	Total effect
	R'000	R'000	R'000
Income	(1,239)	(179)	(1,419)
Interest Received	1,239		1,239
Expenditure	(8,588)	(1,420)	(10,008)
Interest Paid	8,588		8,588
Debtors		(179)	(179)
Creditors		(1,420)	(1,420)

SOUTH AFRICAN NATIONAL PARKS



A lush green park with large trees and a fence in the background. The scene is bright and sunny, with a clear sky. The trees are large and leafy, with thick trunks. A fence runs across the middle ground, and a few animals, possibly deer or antelope, are visible behind it. The overall atmosphere is peaceful and natural.

SOUTH AFRICAN NATIONAL PARKS

GLOSSARY OF TERMS

(Acronyms & Abbreviations)

ACRONYMS AND ABBREVIATIONS

ABET	Adult Basic Education and Training
ABI	Agulhas Biodiversity Initiative
AENP	Addo Elephant National Park
AG	Auditor General
Agulhas	Agulhas National Park
ANP	Agulhas National Park
ARTFCA	Ai Ai Richtersveld Transfrontier Conservation Area
Asgi-SA	Accelerated and Shared Growth Initiative for South Africa
Augrabies Falls	Augrabies Falls National Park
BBBEE	Broad Based Black Economic Empowerment
BDU	Business Development Unit
BEE	Black Economic Empowerment
Bontebok	Bontebok National Park
Bosberaad	Strategic Workshop
BSC	Balance Score Card
BSC	Bilateral Steering Committee
Camdeboo	Camdeboo National Park
CAPEX	Capital Expenditure
CCMA	Commission for Conciliation, Mediation and Arbitration
CDF	Conservation Development Framework
CE	Chief Executive
CITES	Convention on International Trade in Endangered Species
CLCC	Chief Land Claims Commission
CN	Cape Nature
COO	Chief Operating Officer
COP	Conference of Parties
COWEP	Community Water Efficiency Project
CSD	Conservation Services Division
DCX	Datacentrix
DEAT	Department of Environmental Affairs and Tourism
DIFR	Disabling Injury Frequency Rate
DISR	Disabling Injury Severity Rate
DLA	Department of Land Affairs
DOH	Department of Health
DWAF	Department of Water Affairs and Forestry
EAC	Employee Assistance Programme
ECO	Environmental Control Officer
EIA	Environmental Impact Assessment
EMI	Environmental Management Inspector
EPWP	Expanded Public Works Programme
ERP	Enterprise Resources Planning
ExCo	Executive Management (Committee)
FSC	Forestry Stewardship Council
FIFA	International Federation of Association Football
GGHNP	Golden Gate Highlands National Park
GLTFCA	Great Limpopo Transfrontier Conservation Area
GLTP	Great Limpopo Transfrontier Park
GRI	Garden Route Initiative
Groenkloof	Groenkloof National Park
HOC	Head of Communications
HOD	Heads of Department
HOSPERSA	Health and Other Services Personnel Trade Union of South Africa
HR	Human Resources
HSRC	Human Sciences Research Council
ICT	Information and Communications Technology
IDP	Infrastructure Development Programme
Indaba	Great Elephant Indaba

ISCU	Invasive Species Control Unit
IT	Information Technology
IUCN	International Conservation Union
JMB	Joint Management Board
JR	Junior Ranger
Karoo	Karoo National Park
KMIA	Kruger-Mpumulanga International Airport
KNP	Kruger National Park
KOC	Knysna Oyster Company
KPI	Key Performance Indicator
KTP	Kgalagadi Transfrontier Park
KYS	Know Your Status
KZN	KwaZulu-Natal
LC	Labour Court
LCA	Leadership for Conservation in Africa
LCC	Land Claims Commission
LNP	Limpopo National Park
m	million
MATCH	Management of Accommodation Ticketing Computer/IT Solutions Hand-in-Hand for 2010
Marakele	Marakele National Park
Mapungubwe	Mapungubwe National Park
MDTP	Maloti-Drakensberg Transfrontier Project
Minister	Minister of Environmental Affairs and Tourism, Marthinus van Schalkwyk
Marakele	Marakele National Park
MIKE	Monitoring Illegal Killing of Elephant
Mokala	Mokala National Park
MOU	Memorandum of Understanding
Mountain Zebra	Mountain Zebra National Park
MPA	Marine Protected Area
Namaqua	Namaqua National Park
NGO	Non Governmental Organisation
NP	National Park
N&S	Norms & Standards for the Management of Elephants in South Africa
OB	Outside Broadcast
OHS	Occupational Health and Safety
OSV	Open Safari Vehicle
OVC	Orphans and Vulnerable Children
PAMA	Protected Area Management Audit
PA	Protected Area
P&C	People & Conservation Division
PCC	South African Project Coordination Committee
PDA	Personal Digital Assistant
PDF	Park Development Fund
PDI	Previously Disadvantaged Individual
PFMA	Public Finance Management Act
PMP	Park Management Plan
PMR	Professional Management Plan
PPF	Peace Parks Foundation
PPP	Public Private Partnership
PR	Public Relations
RDP	Reconstruction and Development Programme
RFC	Request for Change
RFP	Request for Proposal
RGBK	Richtersveld Gesamentlike Bestuursplankomitee
RSS	Ranger Support Services
RTTS	Real Travel and Tourism Systems

ACRONYMS AND ABBREVIATIONS

SABC	South African Broadcasting Corporation
SACCAWU	South African Commercial, Catering and Allied Workers' Union
SAFM	South African Farm Management
SAHRA	South African Heritage Resources Agency
SANBI	South African National Biodiversity Institute
SANBS	South African National Blood Services
SANDF	South African National Defence Force
SANParks	South African National Parks
SANPWeek	South African National Parks Week
SA Tourism	South African Tourism
SEA	Strategic Environmental Assessment
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprise
SoAIM	State of Area Integrity Management Audit
SoB	State of Biodiversity
SoCH	State of Cultural Heritage
SoW	Statement of Work (SLA)
SPfC	Strategic Plan for Commercialisation
SRP	Social Responsibility Programme
Tankwa Karoo	Tankwa Karoo National Park
TBCSA	Tourism Business Council South Africa
TFCA	Transfrontier Conservation Area
TGCSA	Tourism Grading Council of South Africa
THETA	Tourism, Hospitality and Sport Education and Training Authority
TMNP	Table Mountain National Park
TOPS	Threatened or Protected Species
TPC	Threshold of Potential Concern
TRAFFIC	Wildlife Trade Monitoring Network
UAT	User Acceptance Testing
UNEP	United Nations Environmental Programme
UPS	Uninterruptible Power Supply
VCCT	Voluntary Confidential Counselling and Testing
West Coast	West Coast National Park
WfW	Working for Water
WWF	World Wildlife Fund
ZAWA	Zambia Wildlife Authority

