

Annual Report

2023 | 2024



South African
NATIONAL PARKS





MISSION

Develop, protect, expand, manage and promote a system of sustainable national parks that represents natural and cultural heritage assets, through innovation, excellence, responsible tourism and just socioeconomic benefit for current and future generations.



VISION

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



MANDATE

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



ABOUT SANPARKS

SANParks is a government conservation authority in terms of the National Environmental Management: Protected Areas Act (Act 57 of 2003).

Its mandate is to conserve, protect, control and manage national parks and other defined protected areas and their biological diversity (biodiversity).

SANParks manages a system of 20 functional national parks in seven of the nine provinces of South Africa, with total area of over 4 million hectares, comprising 67% of the protected areas under state management and 10 Marine Protected Areas (MPAs).

SANParks falls under the jurisdiction of the Department of Forestry, Fisheries and the Environment (DFFE).



1. PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	SOUTH AFRICAN NATIONAL PARKS
REGISTRATION NUMBER (if applicable):	Not applicable
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EXTERNAL AUDITORS:	Auditor-General of South Africa (AGSA) 4 Davenry Street Lynnwood Bridge Office Park Lynnwood Manor Pretoria, SA
BANKERS:	First National Bank 1 First Place 7th Floor Bank City Johannesburg 2000
BOARD SECRETARY:	Ms Maximilian Mathabathe



2. LIST OF ABBREVIATIONS/ ACRONYMS

AGSA	Auditor-General of South Africa	GGHNP	Golden Gate Highlands National Park
ARC	Agricultural Research Council	GHG	Greenhouse Gas
B-BBEE	Broad-based Black Economic Empowerment	GRIN	Garden Route Interface and Networking
BSP	Biodiversity Social Projects	ha	Hectare
CCMA	Commission for Conciliation, Mediation and Arbitration	HCM	Human Capital Management
CEO	Chief Executive Officer	HESOP	Heritage Education Schools Outreach Programme
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora	HORSPERSA	Health and Other Services Personnel Trade Union of South Africa
CoCT	City of Cape Town	HSM	Hospitality Services Manager
COIDA	Compensation for Occupational Injuries and Diseases Act	iSWPA	iSimangaliso Wetland Park Authority
CPA	Communal Property Association	ITB	Internationale Tourismus-Börse Berlin
CSI	Customer Satisfaction Index	IUCN	International Union for Conservation of Nature
CSI	Corporate Social Investment	K2C	Kruger to Canyons
DALRRD	Department of Agriculture, Land Reform and Rural Development	KNP	Kruger National Park
DFFE	Department of Forestry, Fisheries and the Environment	KGNP	Kalahari Gemsbok National Park
DBE	Department of Basic Education	METT	Management Effectiveness Tracking Tool
ECPTA	Eastern Cape Parks and Tourism Agency	MPA	Marine Protected Area
EM	Environmental Monitor	MoU	Memorandum of Understanding
EME	Exempted Micro Enterprise	MTEF	Medium Term Expenditure Framework
EPWP	Expanded Public Works Programme	MTSF	Medium Term Strategic Framework
FTE	Full-time Equivalent	MTPA	Mpumalanga Tourism and Parks Agency
GDP	Gross Domestic Product	NDM	Namaqua District Municipality
GEF	Global Environmental Facility	NDP	National Development Plan
		NDT	National Department of Tourism

NEHAWU	National Education, Health and Allied Workers Union
NEM:BA	National Environmental Management: Biodiversity Act
NEM:PAA	National Environmental Management: Protected Areas Act
NGO	Non-governmental Organisation
NPAES	National Protected Area Expansion Strategy
NRMP	Natural Resource Management Programme
NUPSAW	National Union of Public Services & Allied Workers
NYDA	National Youth Development Agency
OHS	Occupational Health and Safety
PDI	Previously Disadvantaged Individual
PFMA	Public Finance Management Act
PPP	Public-private Partnership
QSE	Qualifying Small Enterprise
SA	South Africa
SAHRA	South African Heritage Resources Agency
SANBI	South African National Biodiversity Institute
SANCCOB	Southern African Foundation for Conservation of Coastal Birds
SANDF	South African National Defence Force
SANParks	South African National Parks
SAPS	South African Police Service
SASS	South African Scoring System
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SEAM	Sea, Air and Mountain

SES	Social-ecological Systems
SET	Socioeconomic Transformation
SHR	SANParks Honorary Ranger
SMME	Small, Medium or Micro Enterprise
SoAIM	State of Area Integrity Assessment
SOP	Standard Operating Procedure
SSC LLP	
SSNM	Savanna Science Network Meeting
TMNP	Table Mountain National Park
TCIP	Tokai-Cecilia Implementation Plan
tCO2-eq	Tons of Carbon Dioxide Equivalent
ToPS	Threatened or Protected Species
TUT	Tshwane University of Technology
TVET	Technical and Vocational Education and Training
UCT	University of Cape Town
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USD	United States Dollar
VWS	Veterinary Wildlife Services
WCB	Wildlife Conservation Bond
WftC	Working for the Coast
WoF	Working on Fire
WWF	Worldwide Fund for Nature



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Part A

GENERAL INFORMATION



Dion George

FOREWORD BY THE MINISTER

The planning framework of the South African National Parks (SANParks) is informed by government's priorities, strategies and programmes. It is consistent with government's focal areas as defined through the Medium-Term Strategic Framework (MTSF) and delivery of the Department of Forestry, Fisheries and the Environment's programme on conservation and sustainable use of biodiversity. It also puts into practical demonstration the implementation of the National Development Plan (NDP) 2030.

The past thirty years has seen remarkable achievements in the biodiversity and conservation sector with an expansion of protected areas and profound paradigm shifts from a protectionist approach to one that requires biodiversity use that is sustainable and encourages involvement and partnership of communities in conservation. As we chart a path to the future, focus is on addressing key challenges required to overcome as we "mainstream" biodiversity and conservation to overall developmental imperatives of the country.

In the last financial year government approved the White Paper on Conservation and Sustainable Use of South Africa's Biodiversity. The White Paper's vision is "to realise an inclusive, transformed society living in harmony with nature, where biodiversity conservation and sustainable use ensure healthy ecosystems, with improved benefits that are fairly and equitably shared for present and future generations." SANParks, as a premier conservation agency in South Africa, is well positioned to implement the objectives as set out in the White paper.

The 2023/2024 Annual Report gives an account of efforts undertaken and underway to deliver a future of biodiversity envisaged in the White Paper. It talks to concrete actions and programmes directed at tangible outcomes that advances government's priorities. These range from inclusive land expansion, continuous effective and efficient management of national parks, rehabilitation of degraded ecosystems, community beneficiation, addressing climate change vulnerability and the improvement of climate resilience.

The 2023/24 SANParks Annual Report accords well with government priorities that includes:

- Growing the economy and ensuring inclusive growth.
- Fighting poverty and unemployment
- Addressing the effects of global warming and climate change.
- Strengthening the capability of the state

My gratitude goes to SANParks Board, management and staff for remaining resolute about carrying the organisation forward . As we chart a path to the future we should continue striving for the organisation's financial sustainability whilst meeting its mandate and targets with high standards. Considering the current trying economic times, astute leadership and guidance from the SANParks Board as it leads its Executive Management will be a critical requirement. As the Ministry, we stand ready to support and champion the work of the entity and provide the necessary direction to ensure the attainment of its mandate whilst contributing sustainably to social and economic development especially in and around the national parks.

I wish to take this opportunity to thank the SANParks Board for presenting an Annual Report that tells a story of a firm commitment to bring conservation closer to the people whilst ensuring that government's priorities of conservation, biodiversity, and ecotourism management are realised. The story of SANParks is both about preservation of our national heritage and pride much as it is also about facilitation of a better life for many and the realisation of a healthy South African socioeconomic turnout.

I am pleased to present the SANParks' Annual Report for the 2023/24 financial year, above his signature.

A handwritten signature in black ink, appearing to read "Dion George".

Dr Dion George, MP

Minister of Forestry, Fisheries and the Environment



Pam Yabo

FOREWORD BY THE CHAIRPERSON

The year 2024 marks thirty years of a resilient democracy with valuable lessons learned. These lessons, if deployed appropriately, will stand today and tomorrow's generations in good stead. For SANParks this is also certainly a time of reflection and celebration which also serves to define our projections into the future.

The year 1994 was a watershed moment across South Africa as it ushered a new democratic order which ended legislated apartheid and started the reversal of breakages experienced during centuries of racial, sexist, divisive and oppressive regimes. It is a time which brought with it immense opportunities for institutions like SANParks who could now re-define their purpose and way of doing business. Incidentally, it is also at this time that the world shifted views about the relationship between nature and humanity. Globally there was a mind shift that embraced the reality that for their co-existence, there must be acceptance of the interdependent relationship between natural ecosystems and human well-being.

This global perspective and principles of a democratic South Africa became the foundation to SANParks' approach in its management of national parks. An approach which was then embedded in the organisation's policy and structure as it moved away from an isolationist and exclusionist position towards one of inclusivity which is responsive to the changing political, social and economic context happening across South Africa.

Whilst applying itself to contemporary means of operation, SANParks' approach is also embedded in the appreciation of harmonious relations enjoyed for centuries between nature and our ancestors. A historical context which also offers lessons as we continue to break barriers between communities and conservation.

SANParks' journey since 1994 has been one of dedication, resilience, and collaboration — a testament to our shared responsibility in conserving the country's natural and cultural heritage. This journey of stewardship and preservation has been nothing short of awe-inspiring.

Since the advent of democracy, the organisation has gradually increased the conservation estate by establishing six new national parks, namely Marakele, Mapungubwe, Namaqua, Camdeboo, Mokala and Meerkat National Parks. SANParks also manages three additional Marine Protected Areas (Addo, Namaqua and Robben Island MPAs) and thereby, extended South Africa's oceans and coastline under conservation by five times in squared kilometres. These parks and MPAs, together with expansion of existing national parks, have added over 1 million ha of land and sea to the conservation of South Africa's natural and cultural heritages and contribute immensely to South Africa's nature-based tourism industry. The organisation currently manages approximately 4.2 million ha, representing nearly 70% of the national protected area estate that is managed by the state.

While rhino poaching has been drastically reduced recently, we witnessed an increase in incidences of snaring of wildlife, particularly along the western boundary of Kruger National Park. Activities involving the illegal harvesting of abalone and succulent plants (and possibly reptiles) have also increased along the south-western parts of the country.

The adverse effects of climate change are more evident nowadays than was witnessed before, especially devastating floods and frequent wildfires creating havoc in national parks. These emerging conservation issues are being closely monitored and SANParks' climate change vulnerability assessments assist the organisation to mitigate and adapt to the impacts on the national parks and its visitors, as well as the surrounding communities.

The SANParks Commercialisation Strategy was developed following the 1998 announcement that SANParks' government funding would be reduced and eventually stopped. The reality is that conservation requires extensive financial investment and traditional tourism activities were not going to be sufficient. The SANParks Commercialisation Strategy introduced public-private partnerships (PPP) that created a valuable income stream whilst offering visitors new and diverse tourism products. This is implemented in a manner that also gives small suppliers access to business opportunities in the national parks.

Increased from a R10 million injection in 2005, we now have 63 active PPPs generating an annual income of almost R2 billion. In addition, SANParks diversified and added new tourism

offerings, with an emphasis on activity-based products and expanding the quantity of budget-friendly accommodation offerings. This was supplemented by the new business ventures and PPPs that have grown in the commercialisation establishment over the past three decades.

Significantly, SANParks has implemented many activities and programmes to revolutionise the management of cultural heritage in its parks. This includes ensuring that all heritage elements are identified, recorded and protected. One of the most significant 'corrections' of the past thirty years that SANParks has been involved with was the repatriation and the reburial of human remains that were illegally excavated at various archaeological sites in the Mapungubwe Cultural Landscape. Milestones include the successful nomination of the Mapungubwe and Kgalakgadi/#Khomani San cultural landscapes for recognition as UNESCO World Heritage Sites.

It is this journey of the past thirty years which has enabled the record of worthy successes in the past financial year. Informed by realities of conservation in 2023 we ensured that areas of delivery are in response to challenges of climate change, biodiversity loss, and wildlife crime in our terrestrial and marine protected areas. All these exacerbated by challenges of poverty and inequality.

The past year saw the sign-off on the SANParks climate change preparedness strategy that was followed by several initiatives to kickstart the programme. Vulnerability assessments have been completed for nine parks. Findings will be used to zone areas of highest protection and inform the selection of species for climate change responsive restoration.

Environmental crime varies between parks and regions as each area has a unique set of drivers that impact criminal activities and the integrity of the parks. That said, the use of technology and a partnership approach which includes the South African Police Service, National Prosecuting Authority, local and provincial authorities and communities has proven successful in the drive against environmental crimes. For example, SANParks is actively participating in Operation Phakisa in whose framework we attend technical working group meetings and engage in law-enforcement operations with our rangers often providing

crucial testimony in court cases and scientific staff serving as experts for the state in legal proceedings.

We are also emboldened by our tourism figures which tells us that we are successfully recovering towards the pre- Covid-19 period numbers. The financial year closed with several key indicators reflecting improvement and growth. SANParks welcomed more than 6 million guests to its parks, compared to 4.9 million in the previous year and 6.3 million in 2019/20. Tourism revenue grew by 21.1% to R2.162 billion – a significant increase on the R1.785 billion achieved in the previous year.

The additional infrastructure investment allocation of R700 million in 2023/24 increased the available budget for the 2023/24 to 2025/26 period to R1.1 billion. This will make a huge contribution to recapitalise existing and develop new strategic infrastructure. In view of the infrastructure allocation funding from the EPWP and Department of Tourism, a universal project implementation plan that includes all approved projects for the next three years was developed. Significant work has commenced in national parks such as Kruger National Park, Addo Elephant National Park and West Coast National Park, This investment covers elements such as critical tourism infrastructure and staff housing.

Six social legacy projects were implemented during the past year, one of which was community bursaries awarded for the first time to 17 deserving students living adjacent to national parks. The bursaries cover tuition, accommodation and a living allowance for students pursuing qualifications in biodiversity and ecology, environmental sciences, sustainable development, tourism management, hospitality management and business management.

The wildlife economy programme facilitates the entry and participation of emerging game farmers and communities in wildlife economy activities, and the services and goods required to support this value chain. Disease-free game is donated or loaned to qualifying game farmers and communities to ensure healthy animals that can produce quality products in the interest of the financial sustainability of the local enterprises and growth in the industry.

The Expanded Public Works Programme (EPWP) remains a huge contributor to the socioeconomic transformation initiatives in SANParks. Through various projects, temporary employment was created for 12 145 people and 739 SMMEs were awarded contracts to the value of R276.351 million. All the EPWP participants were from communities and municipalities next to national parks. The 5 150 full-time equivalent (FTE) jobs created convert to 1 184 522 person days worked, of which 54 451 days were used for training and skills development. The EPWP employed 7 098 youth (58%), 6 483 women (53%) and 198 (2%) people with disabilities

Consistent with this path of the future we are embarking on is the mandate given to SANParks in the White Paper on Conservation and Sustainable Use of South Africa's Biodiversity that came into force in 2023. The White Paper directs SANParks to *"develop, protect, expand, manage and promote a system of sustainable national parks that represents natural and cultural heritage assets, through innovation, excellence, responsible tourism and just Socioeconomic benefit for current and future generations"*.

A theme emanating from this White Paper is that SANParks must inherently and with resolve, **benefit people and the environment**. It directs that our national parks are not only about the conservation of plants and animals but are also important catalysts for economic growth and development. The future of SANParks must be a continuation of responsibly developing new products for sustainable development and tourism growth whilst at the same time conserving our fauna and flora in our iconic national parks for the benefit of current and future generations.

Vision 2040, which is about re-imaging collaborative, inclusive co-created national protected areas of the future is a SANParks driven effort that gives expression to the White Paper on Conservation and Sustainable Use of South Africa's Biodiversity. It is essentially championing for Mega Living Landscapes, which are large, interconnected areas of land that encompass protected areas, private and communal land and different compatible land uses. Mega Living Landscapes re-imagine the management and conservation of biodiversity on a much greater scale and in a more inclusive manner.

Vision 2040 is about the future of conservation SANParks is exploring. It lays for us a path possible to transverse considering the richness of experiences embodied in what is represented by the celebrations of the successes and lessons from 1994 to 2024.

On behalf of the Board of SANParks let me also extend our appreciation to former Minister of Forestry, Fisheries and the Environment, Honourable Ms Barbara Creecy (MP) and Deputy Minister of Forestry, Fisheries and the Environment, Honourable Ms Makhotso Soty. Since our inception our Principals never got tired to give us guidance and support whilst offering the ability to fulfil our legislative mandate. We remain forever grateful for your headship.

We also warmly welcome our Principals of the 7th Democratic Administration, Minister of Forestry, Fisheries and the Environment, Honourable Dr Dion George and Deputy Ministers of Forestry, Fisheries and the Environment, Honourable Ms Bernice Swart and Honourable Mr Narend Singh.

I also extend my gratitude to my fellow Board members, the Executive Committee and all staff of SANParks. Whilst most undoubtedly filled with hurdles along the way, our future looks bright and pregnant with exciting possibilities.



Ms Pam Yako

Chairperson





Hapiloe Zello

CHIEF EXECUTIVE OFFICER'S OVERVIEW

I am pleased to present the South African National Parks Annual Report for the 2023/24 financial year.

The 2023/24 financial year was a continuation of recovery in key tourism metrics despite constrained local economic conditions characterized by an upward surge in inflation, high interest rates, rising unemployment and reduced domestic incomes. Despite all these challenges, SANParks revenues continued to improve throughout the financial year resulting in better than expected financial performance in the year under review.

General financial review

SANParks is classified as a schedule 3A Entity in terms of the Public Finance Management Act (no.1 of 1999). The Act prohibits SANParks from budgeting for a deficit or surplus which effectively means that the organization has to table a breakeven budget to the Minister before the start of a new financial year. At the beginning of the 2023/24 financial year, SANParks tabled a break-even budget which projected a total revenue and total expenditure of R3.575 billion.

As at the end of the financial year, the organization achieved a total revenue of R3.675 billion which means that our revenue projections were exceeded by approximately R100 million. Our revenue performance was 11% better than the previous financial year. The better than anticipated revenue performance is due to the steady improvement in tourism performance. For the period under review, SANParks welcomed 6,069,642 visitors, compared to 4,962,074 in the previous year and 6,326,435 in 2019/20. Last year we saw some stabilisation rather than significant growth in the tourism sector.

Spending trends

In the year under review, SANParks total expenditure (including depreciation) amounts to R3.361 billion against projected expenditure of R3.575 billion resulting in a variance of R214 million. The variance is mainly attributable to savings in human resources and operational costs as well as underspending on maintenance budget. There has been a steady improvement in spending on maintenance compared to the previous year. We are still concerned about maintenance spending given challenges with state of infrastructure in some of our tourist facilities.

In regard to key expenditure items, human resource costs account for the biggest share of expenditure at 39% followed by operating costs at 23%. We are however pleased with the reduction in expenditure on human resource costs which stood at 46% of the total budget in the 2022/23 financial year. This demonstrates that our cost containment measures are beginning to bear fruit.

Capacity constraints and challenges

In the year under review the financial position of the organization continued to improve as indicated above. However, we experienced some operational constraints exacerbated by system inefficiencies and human resource constraints. The organization began the financial year with vacancies in key executive positions and functions such as the Chief Financial Officer, the Managing Executive for Tourism Development and Marketing, Managing Executive for Conservation Services and the Head of Socioeconomic Transformation. Prolonged vacancies in such key positions create uncertainty and instability. We are however pleased to report that we filled all the Executive positions bar the Head of Socioeconomic Transformation. The process to fill this important strategic position is at an advanced stage and we expect to make an appointment by July 2024.

The organization continues to experience challenges within the SCM space particularly in regard to contract management which in many instances, has resulted in irregular expenditure. We are implementing a new electronic system and will employ additional personnel to assist us with enhancing our contract management processes.

Discontinued key activities / activities to be discontinued

No activities were discontinued during the year under review.

New key activities

No new activities were introduced during the year under review.

Requests for roll over of funds

Section 53 of the PFMA states that a public entity may not budget for a deficit and accumulate surpluses unless prior written approval from the National Treasury has been obtained. A request will be made to National Treasury for retention of surpluses. This will be used mainly for continuation and finalisation of key infrastructure projects across our national parks.

Supply chain management

As a PFMA schedule 3A Entity, SANParks is required to comply with the provisions of the Public Finance Management Act, the National Treasury Regulations and all applicable practices and instruction notes issued by the National Treasury from time to time. On a quarterly basis the organization undertakes a compliance review to assess compliance with the PFMA, the National Treasury Regulations and relevant prescripts. SANParks internal assessments indicate that the organization did not always comply with applicable supply chain management processes in the procurement of goods and services. This resulted in irregular expenditure of R523 million, the bulk of which is R284 million from fuel expenditure where procurement was done without following normal supply chain management processes.

The organization continues to implement consequence management in the form of training to staff or disciplinary action against employees responsible for incurring irregular expenditure. In the year under review, SANParks had 118 irregular expenditure cases referred for consequence management, 87(74%) cases were resolved and disciplinary action taken while 31(26%) cases are still pending. The outstanding cases are to be finalised in the first quarter of the new financial year.

Fruitless and wasteful expenditure

During the year under review, SANParks incurred fruitless and wasteful expenditure of R31 thousand due to interest and penalties. The organization is in the process recovering all the funds from responsible employees.

All concluded unsolicited bid proposals for 2023/24 financial year

There were no unsolicited bid proposals during the year under review.

Plans for the future to address financial sustainability

SANParks continues to implement a number of programmes to modernize its systems. In the year under review, SANParks began a phased implementation of the new Tourism Property Management System designed to overhaul our tourism booking system and improve efficiencies in revenue collections. In year under review the organization also began the implementation of infrastructure recapitalization and refurbishment which includes repairs and modernization of existing tourism facilities and bulk infrastructure. We wish to extend our sincere gratitude to the Minister of Environment, Forestry and Fisheries for the financial support for these important initiatives. Our view is that a combination of all these strategic interventions will further enhance tourist experiences, contribute immensely to revenue growth and ultimately continued financial sustainability of the organization.

The development of a Board driven SANParks Vision 2040 gained traction in the 2023/24 financial year. Extensive consultations with external stakeholders and scenario planning workshops took place in the year under review which resulted in agreement on a draft concept of Vision 2040. Our intention is to co-create reimagined national parks and protected areas system that is all inclusive for the benefit of all. Linked to the Vision 2040 Project will be the development of a long-term financial sustainability model for the organization.

Events after the reporting date

SANParks is not aware of any events after the reporting date of 31 March 2024, which are likely to have a material impact on SANParks financial results or operations.

Economic viability

SANParks remained a going concern as at the end of the 2023/24 financial year. In the year under review, SANParks had a net asset value of approximately R3.4 billion. The organization derives its revenue from tourism activities, government grants and other resources mobilized through our own resource mobilization activities.

Acknowledgement

On behalf of SANParks management and staff, I wish to thank the Minister of Forestry, Fisheries and the Environment and the Board of SANParks for the support and provision of strategic direction throughout the year.

I also thank the SANParks leadership team and all employees for their commitment, focus and hard work to ensure we deliver on our mandate.

We remain committed to do our best to contribute to the developmental priorities of our country through the conservation of our natural heritage, implementation of responsible tourism as well as the socioeconomic transformation of our largest stakeholder, the neighbouring communities.



Ms Hapiloe Sello

Chief Executive Officer

South African National Parks

BOARD OF SOUTH AFRICAN NATIONAL PARKS



Ms Pam Yako
Chairperson



Ms Flora Mokgohloa



Mr Edgar Neluvhalani



Ms Hulisani Mushiane



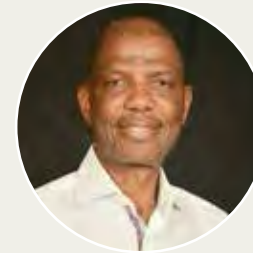
Mr Brian Ngoben



Mr Jeff Mashele



Ms Bulelwa Koyana



**Mr Lourence
Mogakane**



Ms Zuks Ramasia



**Chief Livhuwani
Matsila**

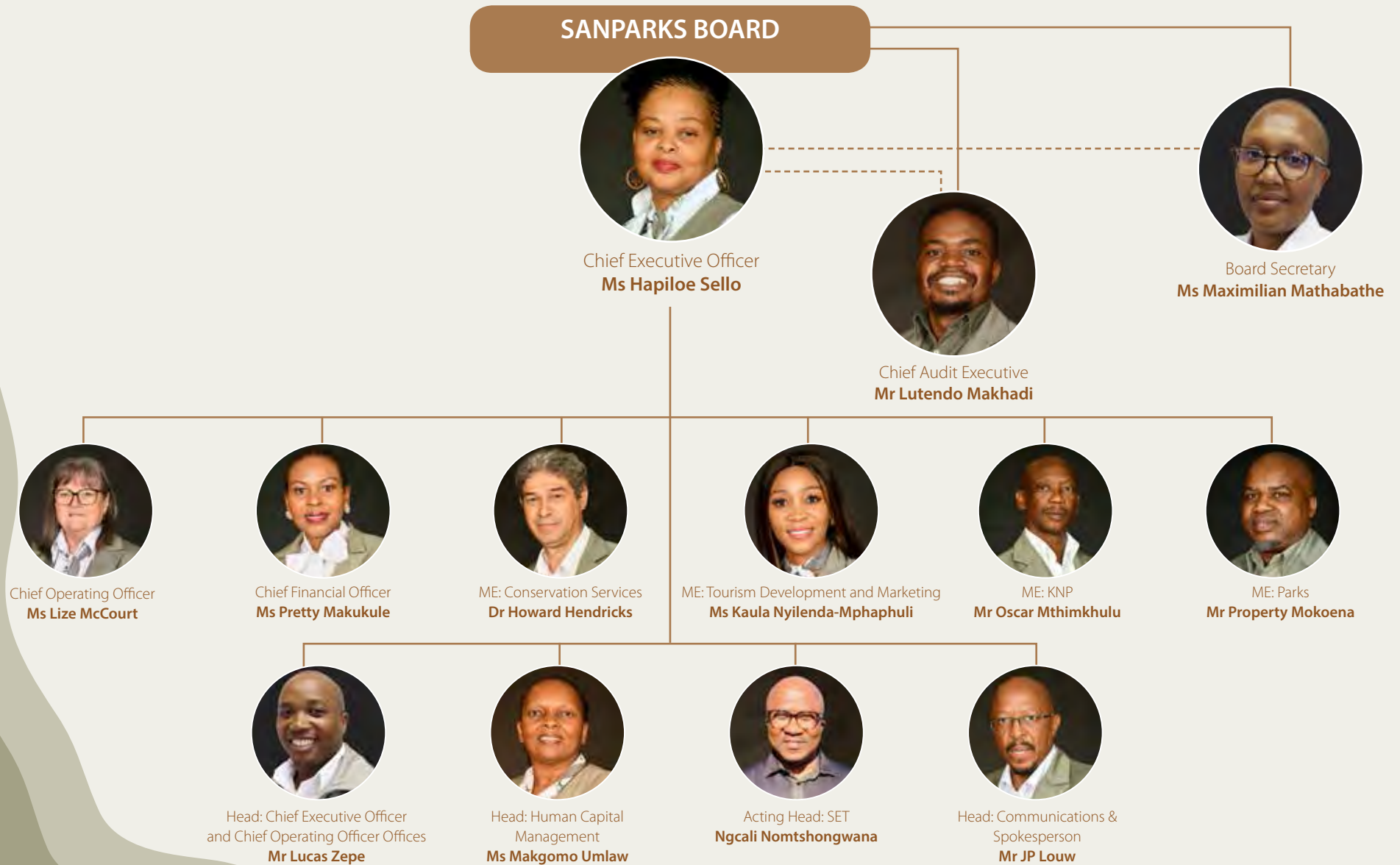


Ms Yolana Friedmann



**Ms Nandi Mayathula-
Khoza**

ORGANISATIONAL STRUCTURE



STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor-General of South Africa.
- The annual report is complete, accurate and free from any omissions.
- The annual report has been prepared in accordance with the guidelines issued by National Treasury.
- The annual financial statements (Part E) have been prepared in accordance with the standards applicable to the public entity.
- The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.
- The accounting authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.
- The external auditors are engaged to express an independent opinion on the annual financial statements.
- In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2024.



Chief Executive Officer SANParks

Name: Ms Hapiloe Sello

Date: 28/08/2024



Chairperson of the Board

Name: Ms Pam Yako

Date: 28/08/2024



7. STRATEGIC OVERVIEW

MISSION

Develop, protect, expand, manage and promote a system of sustainable national parks that represents natural and cultural heritage assets, through innovation, excellence, responsible tourism and just socioeconomic benefit for current and future generations.

VISION

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

8. LEGISLATIVE AND OTHER MANDATES

As a leading conservation authority, SANParks is a public entity under the jurisdiction of the Department of Forestry, Fisheries and the Environment (DFFE), which champions inclusive conservation (as opposed to previous policies of exclusion) that is central to advancing the policies in line with the National Development Framework for Sustainable Development and the National Development Plan.

The SANParks of today is recognised as a world leader in conservation and protected-area management. In the last two decades, seven new national parks have been established, totalling over 700 000 ha, with most of these in the under-conserved biomes such as the succulent karoo and fynbos.

The National Environmental Management: Protected Areas Act (Act 57 of 2003) (NEM:PAA) mandates SANParks to create destinations for nature-based tourism in a manner that is not harmful to the environment. SANParks generates 80% of its operating budget from its ecotourism business; fulfilling its conservation mandate therefore relies heavily on thriving and sustainable tourism operations.

CONSTITUTIONAL MANDATE

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

Everyone has the right –

- a) To an environment that is not harmful to their health or well being; and
- b) To have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that:
 - (i) prevent pollution and ecological degradation;
 - (ii) promote conservation; and
 - (iii) secure ecologically sustainable development and use of natural resources, while promoting justifiable economic and social development.

LEGISLATIVE AND POLICY MANDATES

SANParks was initially established in terms of the now repealed National Parks Act (Act 57 of 1976) and continues to exist in terms of the National Environmental Management: Protected Areas Act (Act 57 of 2003) with the mandate to conserve, protect, control and manage national parks and other defined protected areas and their biological diversity (biodiversity).

As a public entity, SANParks is also governed by the Public Finance Management Act (Act 1 of 1999 as amended by Act 29 of 1999) (PFMA), and it is listed as a Schedule 3 Part A: 25 public entity. In accordance with revised Treasury Regulations sections 5 and 30, issued in terms of the PFMA, to provide the necessary legal basis for implementation of the Framework for Managing Programme Performance Information, SANParks is required to submit a five-year strategic plan, ideally subsequent to every national election cycle, that is based on and linked to the identified priority outcomes of the Cabinet, captured in the MTSF. This strategic plan requires approval by the DFFE Ministry as the executive authority.

RELEVANT COURT RULINGS

As of the previous MTEF period, there are no court rulings that may have had a significant impact on SANParks' ongoing operations and/or service delivery obligations. Nonetheless, suitable legislative frameworks, codes of good legal practices and resources have been put in place to mitigate such future risks.



Part B

PERFORMANCE INFORMATION



Photo: Alistair Daynes

1. FROM ISOLATION TO INCLUSIVITY: SANPARKS CELEBRATES 30 YEARS OF DEMOCRACY

Historically, conservation in South Africa was aimed at preserving isolated pockets of biodiversity while protecting the interests of the privileged few. The creation of the country's conservation estate was seldom done in consultation with the people who lived in or around park borders and rarely earned their consent or respect. Human rights violations, particularly by criminalising access to national parks and placing punitive restrictions on the use of natural resources, created tensions between conservationists and communities. The political and land conflicts that were the order of the day threatened the continued existence of national parks.

The arrival of democracy in the country brought with it an opportunity for SANParks to re-define its identity, ushering in new ways of approaching the day-to-day running of the national parks. This coincided with a global shift in thinking in the 1990s that acknowledged the interdependence of natural ecosystems and human wellbeing. Thus, while nature provides people with services and benefits, the actions of humans impact on nature's ability to provide those services. This intertwined framing of human-nature relationships gave rise to the social-ecological systems (SES) approach, which recognises that sustainability is unachievable when any one system is understood or managed in isolation.

SES thinking also became integral to the management of South Africa's national parks. It was first embedded in the organisation's structure and strategy through the Social Ecology Programme that was introduced in 1994 to orientate SANParks away from an isolationist position towards an integrated approach in tune with the political and economic inclusion that was taking place in the country.

SANParks' point of departure was recognising the harmonious relationship our ancestors had with nature and their reliance on natural resources for survival. This resulted in

partnerships between national parks and their neighbouring communities that contribute to socioeconomic development through programmes and projects that benefit all participants.

In pursuit of inclusion, specific activities and processes were identified to address issues that arise where conservation and communities meet, and to recognise and respect the rights of communities affected by conservation processes.

AFRICA'S FIRST MARINE PROTECTED AREA: SES THINKING IN ACTION

The evolution of the Tsitsikamma Marine Protected Area is the perfect illustration of practical inclusivity.

In 1962, at the inaugural World Conference on National Parks, the possibility of creating marine protected areas was first discussed. South Africa responded by identifying a pristine 60 km stretch of coastline in the state-owned Tsitsikamma area and in 1964, the Tsitsikamma Marine Protected Area was proclaimed as the Tsitsikamma Coastal National Park.

Shore-based angling for both visitors and local community members was initially allowed to continue throughout the park, provided anglers bought a permit (members from the local community qualified for reduced-price access permits). Bait collection, however, was limited to certain sites along the coastline, and offshore angling was prohibited.

In 1975 and again in 1978 limits on shore-based angling increased and as of 2001 it was no longer allowed. Bait collection was outlawed in 1978.

The increasing angling restrictions created much dissatisfaction among members of the local communities, evidenced by petitions in 1978 and 1994 and protest action in 2005, organised by the Tsitsikamma Angling Forum. Members argued that both the declaration of the initial park in 1964 and the MPA in 2000 occurred without adequate consultation and had a severely negative impact on their identity, livelihoods and household food security. The protected areas also prevented cultural practices (including teaching children to fish) and without access to the coastline, communities lost an important recreational activity that could help reduce social ills, notably drug and alcohol abuse.



In 2006, in response to the ongoing and increasing tensions and guided by SES thinking, SANParks started investigating the possibility of opening limited areas within the MPA to local communities. A decade of hard work, creative thinking and legal processes ensued until, finally, regulations gazetted on 16 December 2016 allowed the Tsitsikamma fishers to lawfully fish in the MPA for the first time in 17 years, and to visit areas in the park that had been off limits for more than 40 years.

It is important to note that there has always been local community support for the park's conservation mandate. However, in contrast to the protectionist, no take national approach, of the pre 1994 South Africa, community members viewed conservation through the lense of sustainable use.

In the almost eight years since the regulations took effect, conservation and communities alike have benefited. The anglers in Tsitsikamma participate fully in management processes such as the park forum where they are represented as a recognised, interested and affected stakeholder of the park. Among other functions, the forum promotes harmony between indigenous and scientific knowledge systems, resulting in collaborative research that increases the understanding of the broader socioecological landscape.

In addition to marine resources, communities enjoy equitable access to business opportunities in ecotourism and ecosystem services, employment and other social benefits. Community collaboration also helps park authorities to combat environmental crimes, notably poaching of protected species, and address pollution, habitat destruction and the unsustainable use of resources. In recent times, SANParks implemented initiatives such as the angler support programme and digital storytelling to encourage local communities to illustrate their fond affiliation to the sea and the environment in their own ways.

CULTURAL HERITAGE

As part of its push for inclusivity, SANParks has implemented many activities and programmes to revolutionise the management of cultural heritage in its parks. This includes ensuring that all heritage elements are identified, recorded and protected.

Milestones include the successful nomination of the Mapungubwe and Kgalakgadi/#Khomani San cultural landscapes for recognition as UNESCO world heritage sites. Similarly, the Kramats (which are burial sites or shrines of Islamic saints) in Table Mountain and Thulamela in Kruger national parks were successfully nominated for national heritage status.

Cultural heritage interpretation facilities were developed in some national parks, including the award-winning Mapungubwe Interpretation Centre, the Golden Gate Kgodumodumo Dinosaur Interpretation Centre and the Agulhas Lighthouse. Projects that recognise traditional leaders associated with national parks through upgrading of their grave sites continue to be implemented.

One of the most significant redress interventions that SANParks has been involved with was the repatriation and reburial of human remains that were illegally excavated at various archaeological sites in the Mapungubwe Cultural Landscape.

TOURISM DEVELOPMENT AND MARKETING

The programme of promoting inclusivity included encouraging all South Africans to travel for exposure to and enjoyment of their natural and cultural heritage which is under the care and management of SANParks. A right and opportunity that for generations were off limits to black South Africans. In close collaboration with the Department of Tourism, SANParks set about inviting black South Africans to see their country, and national parks specifically, as a holiday destination.

When SANParks first started tracking visitor diversity, local black tourists accounted for a small and unrepresentative number of guests through park gates. Through targeted marketing campaigns, SANParks Tourism and Marketing worked tirelessly to increase the number and advance potential guests' understanding of and appreciation for ecotourism and conservation. An example is the flagship access programme, SANParks Week, that was launched in 2006 to encourage South Africans to visit national parks by giving them free entry for a day visit.

Furthermore, the growing focus on recognising, honouring and celebrating the cultural ties that many communities have with land that was incorporated into conservation areas, is giving local tourists a broader variety of reasons to visit national parks. This more holistic experience serves as a gateway to introduce visitors to the pressing need to conserve our natural heritage and biodiversity.

Interpretation centres and displays that give meaning and understanding to the visitor experience for both cultural heritage and natural history have also emerged as an area of focus over the last three decades. Some of these are connected to world heritage sites or landscapes that SANParks proudly manages.

COMMERCIALISATION STRATEGY

In 1998, the government announced that funding for SANParks will be reduced and eventually stopped altogether. Effective conservation carries great expense, and SANParks would have struggled to come close to funding its operational budget through traditional tourism mechanisms alone.

When it came to restaurant and retail services and providing luxury, upmarket accommodation, there was also an appreciation that the private sector's expertise and operational systems could provide visitors with a more efficient service, allowing SANParks to focus on its core business and areas of expertise.

Hence the SANParks commercialisation strategy was developed, which saw the introduction of public-private (PPPs) partnerships. Far from only creating a valuable income stream, the PPPs have become a conduit for offering visitors new and diverse tourism products and for giving small suppliers access to business opportunities in the national parks. From a mere R10 million in 2005, 63 active PPPs are currently generating an annual income of almost R2 billion.

In addition to the emergence of commercialisation, SANParks diversified and added new tourism offerings, with an emphasis on activity-based products and expanding the quantity of budget-friendly accommodation offerings. This was supplemented by the new business ventures and PPPs that have grown in the commercialisation establishment over the past three decades.

Examples of the fruits of the commercialisation strategy include community and concession lodges in several parks (10 of these in Kruger National Park alone), as well as a wide variety of activities, such as new hiking routes, mountain bike trails, canoeing and zip-lining. Universal access was greatly enhanced with trails, walkways and boardwalks designed to meet special visitor needs without compromising fauna and flora. In Table Mountain National Park, for instance, the universally accessible boardwalk, visitor centre and related infrastructure allow vast numbers of visitors to view the Boulders penguin colony without disturbing them and their nesting areas.

Cultural heritage was a major beneficiary of the commercialisation strategy. At least three parks now boast interpretation centres, with more being developed. The potential of the heritage focus is best illustrated by developments at the Basotho Cultural Village in Golden Gate National Park. Originally developed to provide additional accommodation, the village now focuses on cultural heritage awareness by tracing the footsteps of the area's first occupants. Attractions include a traditional healer who explains medicinal herbs and opportunities to view San rock art.

Seven parks were all either unproclaimed as national parks prior to 1994 or had been in habitat recovery and did not have any tourism products. Now, however, each has its own unique offering. Mapungubwe is particularly noteworthy with its cultural assets and world heritage status. The interpretation centre, three-country panorama from the viewing decks and the tree-top boardwalk through the riverine trees of the Limpopo River are exceptional attractions.

One of Table Mountain's greatest achievements was to get recognised as one of the New7Wonders of Nature. Started in 2007, the campaign culminated in 2011 when more than 500 million people worldwide voted for their top wonder of the natural world out of 28 finalists. Table Mountain emerged among the top seven and the plaque that proudly confirms its status was officially unveiled in December 2012.



2. OVERVIEW OF THE PUBLIC ENTITY'S PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

PROTECTED AREA EXPANSION AND LAND CONSOLIDATION

SANParks contributes to the implementation of South Africa's National Development Plan 2030 and the UN Sustainable Development Goals. The National Development Plan underscores the importance of protected area expansion as part of the country's development path to eliminate poverty and reduce inequality. The National Protected Area Expansion Strategy (2016) provides a strategic framework to achieve this. It sets out area-based targets, over various timeframes, for each of the major terrestrial, freshwater and marine ecosystem types and highlights priority areas for protected area expansion.

The ambitious 30-by-30 target was adopted by the Convention on Biological Diversity in 2022 as part of the Global Biodiversity Framework. It aims to protect 30% of land, waters and seas by 2030. The target recognises that to avert further serious biodiversity loss, countries, including South Africa, will have to increase efforts to expand protected and conservation areas. Achieving the target will require innovative and sustainably financed landscape-based approaches. SANParks contributes by expanding protected areas that promote ecological and climate change resilience. Growing the conservation estate ensures that the country's biodiversity, landscapes, seascapes and associated cultural heritage assets are represented.

MEGA LIVING LANDSCAPES: A NEW APPROACH TO CONSERVATION

SANPark's Vision 2040 sees it leading protected area expansion in South Africa. To this end, we have championed the concept of Mega Living Landscapes, which refers to the creation of large, interconnected areas of land that encompass protected areas, private and communal land and different compatible land uses. Mega Living Landscapes re-imagine the management and conservation of biodiversity on a much greater scale and in a more inclusive manner. Crucially, they acknowledge the interconnectedness between biodiversity

protection, climate resilience and the wellbeing of people. These landscapes will go beyond the traditional approach to protected areas by recognising that many different activities happening in large landscapes can contribute to conservation if managed sustainably.

The concept of Mega Living Landscapes features in the draft National Biodiversity Economy Strategy that was released for comment by DFFE in March 2024. A notable development during 2023/24 was the USD10 million that SANParks secured from the Global Environment Facility to put the concept of Mega Living Landscapes into practice in the Barberton-Makhonjwa, Greater Addo and Eastern Cape Grasslands landscapes.

It is thus fitting that Mega Living Landscapes was a discussion thread that ran through during the inaugural Biodiversity and Economy and Investment Indaba held from 25 to 27 March 2024. The Indaba was the realisation of a dream birthed during April 2023 when DFFE, in consultation with a broad range of public, private and community stakeholders, resolved to convene an annual joint indaba on biodiversity conservation and sustainable use. The intent was to bring all sector role players together under one roof to discuss matters of common interest and, in so doing, broaden participation and influence in the biodiversity sector. During the three days, community groups and government entities, including SANParks, pitched more than 100 proposals for inclusive biodiversity projects to potential investors.

An important outcome of the Indaba was the programme of action that emerged from the deliberations of four workstreams, or commissions, on how the four goals of the National Biodiversity Economy Strategy can be achieved. In addition to sourcing financial, scientific and human-capital development support, gaining access to land for biodiversity projects, research and securing market access for biodiversity products, the idea of a one-stop shop where government support is concerned was included in the programme of action. The latter arose from an agreement on the importance of government simplifying access to training, scientific research, financing, land, potential investors and markets.

ACHIEVEMENTS IN EXPANDING PROTECTED AREAS

SANParks aimed for 7 000 ha to be included in 2023/24. A total of 2 474 ha have been added to national parks, while purchase agreements for an additional 5 675,43 ha have been concluded across Augrabies, Table Mountain, Namaqua and Camdeboo national parks. Contract negotiations, agreements and other land inclusion processes are underway for a range of further expansion possibilities, including several large areas to consolidate parks. Whenever land is included in a park, a carefully considered strategic, technical and legal process is followed. SANParks updated its Land Inclusion Policy in 2023 to guide the process.

THE BIODIVERSITY ECONOMY PROJECT

The five-year Biodiversity Economy Project is funded under the seventh cycle of the Global Environmental Facility (GEF 7) through the World Bank. It seeks to transform South Africa's wildlife economy to become more inclusive and sustainable by supporting communities in target landscapes in Limpopo, KwaZulu-Natal and the Eastern Cape to enter the wildlife economy and to set aside land for conservation. Giving communities living close to national parks access to enhanced benefits will raise their stake in conservation and help address drivers of poaching and environmental degradation. To this end, the project supports small businesses and builds rural supply chains in the biodiversity economy and develops the capacity of communities to share equitably in the benefits of public-private-community partnerships.

The implementation of the project in the Addo to Amathole biodiversity node started in 2023 with the inaugural meeting of the multi-stakeholder coordination forum that will support the development of the master plan for the area. A series of roadshows and supplier days were also held to open dialogue with communities around business opportunities for local SMMEs. These and other engagements, such as with the Mayibuye Ndlovu Development Trust that represents 10 communities around the Addo Elephant National Park, are paving the way to achieve the project's long-term goal of expanding protected areas in the node through biodiversity stewardship. Examples of what can be achieved are the Buffelskloof and Indalo private game reserves that are already working with the Yanella and Brakfontein communities respectively.

The process to establish a national park in the grasslands biome in the Eastern Cape involves close cooperation with neighbouring communities. An agro-ecology project with the Upper Tsitsanna community is opening new opportunities and five young people were supported to complete an animal production qualification through the AgriSETA. The BioBlitz held in the area in early 2024 again highlighted the rare, threatened, interesting and unexpected biodiversity of the area and proved as popular as the 2023 event. Under the biodiversity stewardship programme, SANParks will conclude agreements with private and communal landowners to enact the new MLL model that allows people who live in working agricultural landscapes to continue to benefit economically from the land, while protecting biodiversity through sustainable management. Several landowners have indicated interest and begun the process of biodiversity site assessments.



SUB-OUTCOME 2: EFFECTIVE AND EFFICIENT MANAGEMENT OF NATIONAL PARKS

TERRESTRIAL PLANNING

SANParks regularly updates and revises the park management plans for terrestrial and marine protected areas. Management plans are a requirement of the National Environmental Management: Protected Areas Act (Act 57 of 2003) and direct all activities and decisions to do with the management of a park. During 2023/24 the management plans for Bontebok and Camdeboo national parks were completed.

MPA PLANNING

SANParks has made significant progress in protecting and managing South Africa's coastal areas over the last 30 years. We now manage 10 coastal MPAs with a combined area of 370 000 ha. This is almost 40% of South Africa's coastal MPAs. Several major estuaries and coastal parks that are not designated MPAs are also under our management.

In the year under review, the Namaqua MPA plan was completed and approved by DFFE. The Knysna Estuary Management Plan has been drafted and will be submitted to DFFE for comment and consideration. Stakeholder engagement has been completed for the Robben Island MPA Management Plan and the process to review and address the comments received is underway. In addition, we have started to compile several documents integral to the management planning process for the Sundays Estuary and Addo MPA in Addo Elephant National Park and the Langebaan Lagoon in the West Coast National Park.

METT ASSESSMENT

The concept of management effectiveness tracking tools (METTs) was developed by IUCN's World Commission on Protected Areas and WWF to provide an overarching framework to assess management effectiveness of protected areas and MPAs worldwide. It monitors progress through about 70 indicators (the number varies for national park vs MPA assessments) grouped under six components of adaptive management, namely

context, planning, inputs, process, outputs and outcomes. METT is complemented by State of Area Integrity Management (SoAIM) assessments undertaken at park or section levels. These evaluate operational interventions and determine effective and efficient functioning of parks, ensuring that people, systems, processes and resources are available to achieve desired ecological, safety and security management. Parks identify important corrective actions against which progress is monitored and reported quarterly.

SANParks regularly assesses management effectiveness across the national parks. In 2023, the METT showed an increase in the average score from 69% in 2021 to 78% for terrestrial parks and from 62% to 67% for MPAs.

REHABILITATION OF DEGRADED ECOSYSTEMS



Rehabilitation of Wetland

Meaningful restoration of degraded areas is critical for protected areas to contribute fully to ecosystem services and for mitigating against biodiversity loss. At global scale, SANParks is contributing towards target 2 of the Kunming-Montreal Global Biodiversity Framework, which seeks to ensure that by 2030 at least 30% of areas of degraded terrestrial, inland water, and marine and coastal ecosystems are under effective restoration. At corporate level, we completed the revision of the SANParks policy on the management of alien and invasive species during the year, and contributions were made to the third National Status of Biological Invasions and Management in South Africa Report.

Several rehabilitation projects were implemented under the Expanded Public Works Programme (EPWP); Working for Water for the clearing of alien invasive vegetation; Working for Ecosystems to address erosion; and Working for Wetlands to rehabilitate wetlands. Hectares of initial and follow-up clearing of alien invasive vegetation was achieved through the implementation of various projects in parks, the Kruger to Canyon Biosphere (K2C) and in integrated zones. In the Cape Region and Garden Route National Park, the primary focus was follow-up work on wattle, gum and pine species in areas that were affected by fires in the prior year. Extensive fires in Agulhas and Golden Gate national parks prevented planned work from being carried out.

In the Arid Region, the emphasis was on *Prosopis* species, while parks in the Northern Region, Kruger National Park and K2C attended to *Parthenium hysterophorus*. Parks in the Frontier Region continued clearing of cactus species and piloted a mechanical method to clear high densities of *Tamarix* around Darlington Dam in Addo Elephant National Park. Alternative sites had to be selected in Tankwa Karoo National Park as areas around Oudebaaskraal Dam earmarked for clearing of dense infestations could not be reached.

Overall, 43 960 ha of land was subject to initial clearance of alien vegetation, while follow-up rehabilitation was conducted on 155 164 ha and 9 536 m³ of wetlands are under rehabilitation.

CLIMATE CHANGE VULNERABILITY REDUCED AND CLIMATE CHANGE RESILIENCE IMPROVED

Despite the reality of climate change, and scientists' continued warnings about the dire consequences of continued global warming and biodiversity loss and global commitments to reduce greenhouse gas (GHG) emissions, 80% of the world's energy still comes from fossil fuels. With abundant coal resources, South Africa generates about 85% of its electricity from coal. In 2020, it was found to be the world's 13th largest GHG emitter, with about 435 million tons of carbon dioxide equivalent (tCO₂-eq), and the largest emitter in Africa.

A recent study showed that electricity usage accounts for 55% of the 73.732tCO₂-eq generated per year by SANParks. In 2021, SANParks developed a green energy strategy that aims to assist the organisation in implementing greener technologies and power generation approaches, both as a matter of sustainable environmental stewardship and environmental justice and to ensure affordable, well-maintained services to run its operations. It has also been shown that ecotourists are increasingly choosing to support and visit environment-friendly destinations as they increasingly value nature-positive initiatives that support and benefit local economies. SANParks is therefore striving to contribute to the national emissions-reduction effort by responsibly reducing its carbon footprint, which requires a focused approach to reduce both energy use and reliance on traditional power sources.

In 2023/24, the organisation welcomed a R 700-million infrastructure investment grant which allowed key initiatives from the green energy strategy to be implemented across its parks. This included the installation of a R15-million grid-tied solar plant at Addo Main Rest Camp, the contracting of services for the installation of solar geysers in staff accommodation in parks in the Frontier and Arid regions, and the maintenance and refurbishment of solar plants at the Pafuri border post and Boulders Camp in Kruger National Park (KNP). Cost negotiations delayed the installation of photovoltaic solar plants in the Mata Mata and Nossob rest camps in Kgalagadi Transfrontier Park, but implementation is expected to start early in the next financial year.



Between 2009 and 2020, the KNP contributed 70% of the energy consumed in SANParks. Therefore, funding the green energy transition in KNP is key to reducing the organisation's carbon footprint. In 2023/24 SANParks, through the Verdure Fund technical assistance facility, secured funding from the German Development Bank to assist with a detailed engineering feasibility assessment for renewable energy for KNP and the engagement and assessment of a procurement process through the PFMA with National Treasury for options for SANParks to enter into a long-term power purchasing agreement.



Eco-ranger youth Exploring Climate Anxiety in Agulhas National Park

Climate change preparedness

SANParks' climate change preparedness has advanced with key aspects of the recently approved strategy in the process of being implemented through adaptation workshops and engagements with the Bontebok, Camdeboo, Kruger, Garden Route and Augrabies Falls national parks. The organisation's approach to park-level adaptation planning employs the latest international best practice. The US Embassy Special Project, which fosters collaboration between SANParks and the US National Park Service on climate change adaptation, has enabled staff to be trained in the emerging resist-accept-direct adaptation planning

approach. This approach was trialed for the above national parks, in a collaborative workshop environment that included practitioners from the US and France, as well as local government and NGOs, working together to find solutions to this global challenge. SANParks is grateful for the support of the US Embassy, the Agence Française de Développement (AFD) and the US National Park Service in funding these engagements.

Assessments and engagement

Climate change vulnerability assessments were completed for the Bontebok and Table Mountain national parks after extensive consultation with park staff and academic experts. Several possible climate futures were considered. Vulnerabilities for Bontebok relate mainly to the park's small size that exacerbates threats and limits adaptation opportunities, while flooding of the Breede River could damage tourist accommodation and other infrastructure. For Table Mountain, while increased temperatures could extend the peak tourist season, trade-offs are inevitable, for example between increased tourism revenue and the impact of higher tourist numbers on infrastructure and the environment, particularly to support the increased demand for water. The increase in high fire-danger days is of concern, especially where extreme heat, strong winds and low humidity hamper active firefighting.

Adaptation to these challenges is being planned at multiple scales, ranging from interventions to protect particular species or infrastructure (e.g. retaining walls or nest boxes for penguins) to changes in park zonation and areas designated for particular activities (e.g. where and when braai fires are allowed, or where walking trails intersect with rivers), as well as more holistic planning to increase resilience at a landscape level. For example, the SANParks park planning team works with landowners to facilitate conservation-friendly management practices beyond our park borders.

IMPROVED MANAGEMENT OF CULTURAL HERITAGE

Activities in the annual cultural heritage implementation plan were successfully implemented. These included the cultural heritage assessment for the Addo Elephant National Park that included a cave with Stone Age implements, rock art, shell middens and shipwrecks. A national heritage nomination process is underway for the grave of AmaXhosa Chief Chungwa in the Woody Cape section of Addo.

One of the many graves found in the park confirms human presence in the Tankwa landscape from a much earlier period than suggested by the human remains that were found in 2007 and sent to the University of Cape Town (UCT) in 2016 for further study. Radiocarbon analysis revealed that the San woman whose remains it was, was probably between 35 and 55 years old at the time of her death and that she lived between 1402 and 1622. Initially named Madawa – which means mother was there – she is now known as Kx’u Saa. In 2019, Kx’u Saa was reburied close to where her remains were discovered. Signage outside the park’s main office provides brief information on her and to further honour the memory of the San people who once lived in the Tankwa landscape, a memorial at Kx’u Saa’s gravesite has been proposed.

SUSTAINABLE CONTRIBUTION TO IMPROVED WILDLIFE MANAGEMENT AND WILDLIFE POPULATIONS

Biodiversity Monitoring Programme

SANParks scientists facilitate external research studies by giving researchers access to historic datasets, managing field experiments, offering on-site expertise and providing subsidised accommodation and safety in the field. The data gathered through the monitoring of a wide range of terrestrial and marine activities supports management decision-making, especially in the smaller parks.

Terrestrial systems: support for managing charismatic large mammals

SANParks conducted numerous large-mammal surveys across all the national parks. We now have 247 time series of species-park combinations, covering 15 national parks and 43 different species. The latest surveys showed most species to be stable or increasing in numbers.

Rhino management

Apart from Namibia, South Africa is the only range state of the southwestern black rhino. SANParks’ diverse national parks play different roles in the conservation of the country’s southern white (*Ceratotherium simum*) and black rhino (south-central *Diceros bicornis minor*

and southwestern *D. b. bicornis*) populations. Six parks outside of Kruger National Park manage important rhino populations, i.e., Addo, Karoo, Mapungubwe, Marakele, Mokala, and Mountain Zebra. Southwestern black rhino is the largest of South Africa’s rhino populations and is the largest population of this subspecies outside of Namibia.

The successful implementation of the rhino management plan

A specific national park was identified as an implementation site for the Rhino Impact Bond, which aims to increase black rhino populations and has been consolidated into a wildlife conservation bond (WCB). Black rhino monitoring methods include ear notching, ground and aerial censuses and/or remote sensor cameras, depending on the habitat and the accessibility of areas. Monitors use aerial patrols to monitor specific individuals and for overall monitoring rely on 65 cameras placed throughout the park as vegetation is very dense and animals not easily sighted. Time-stamped images of rhino with distinctive ear-notching patterns are used to verify population growth.

Since the start of the WCB project, this method has achieved more than 90% evidence for all the individual rhinos in the park, which is better than the 85% requirement. The rhino population in this specific park has increased by 10% during the year under review.

SANParks notched 28 black rhinos and recorded 31 black rhino births and 10 deaths due to natural causes in the Frontier Region. All rhinos, except cows that risk losing young calves, were dehorned and SANParks translocated four bulls between parks. One died due to a *Babesia bicornis* infection, prompting procedures to change to include treatment for the disease. A predator-proof fence erected allowed SANParks to translocate 11 black rhinos between the various sections.

The rhino aerial census data for Kruger National Park was analysed and baseline and ground-based observations were undertaken in the other six rhino parks. By offsetting births against natural mortalities and poaching, it was concluded that the black rhino population in Kruger National Park increased by 1.93% (four animals) and the white rhino population decreased by 37 animals (2.02%). Overall, Kruger’s population decreased by 1.9% over the year, while that of the other rhino parks increased by 6.7%.

WILDLIFE AND ENVIRONMENTAL CRIMES

Law enforcement and area integrity

Environmental crime varies between parks and regions as each area has a unique set of drivers that impact criminal activities and the integrity of the parks.

SANParks actively participates in Operation Phakisa, particularly Initiative 5, which is the Enhanced and Coordinated Compliance and Enforcement Project. Within this framework, we attend technical working group meetings and engage in law-enforcement operations with our rangers often providing crucial testimony in court cases and scientific staff serving as experts for the state in legal proceedings.

The escalating demand for abalone has fuelled a rise in illegal harvesting activities that are causing abalone populations to plummet. Similarly, the illicit harvesting of West Coast rock lobster is on the rise, particularly in the Table Mountain National Park MPA. Illegal fishing persists across various MPAs and estuaries, further jeopardising marine conservation efforts. In 2023/24, 8 709 compliance patrols in vessels, vehicles and on foot were conducted throughout the MPAs and coastal regions, supplemented by strategic observations at key points and various joint operations with law enforcement and conservation agencies. These efforts resulted in fines, arrests and several court appearances. Poaching and other illegal activities threaten marine ecosystems and the livelihoods of people who depend on these resources in equal measure.

Table Mountain National Park's sea, air and mountain (SEAM) team, park rangers and joint operations with law-enforcement authorities have had considerable success in combating crime in the park.

The Table Mountain Safety Forum – a collaboration between SANParks, SAPS and the City of Cape Town (CoCT) – was revived in November 2023 and held regular meetings to enhance the joint response to crime in TMNP. Intelligence and information related to safety and security in the park is shared with SAPS' intelligence department, TMNP's operations room and CoCT's Fusion Centre. The three authorities also coordinate the deployment of officials

to ensure efficient patrolling of crime hotspots. The joint response to the challenges of crime in TMNP includes the recruitment of additional conservation staff and SEAM members, which commenced with the appointment of additional field rangers in November 2023.

A notable achievement of the forum was the safety and security plans that were implemented over the festive season (December 2023 – January 2024) and Easter weekend and included a highly successful aerial deployment. An integrated strategy to combat bark stripping has also been launched. It includes SEAM operations, painting certain high-value, mature trees to render them unappealing for harvesting, and seed collection and cultivation of saplings for rehabilitation purposes.

The Greater Mapungubwe Transfrontier Conservation Area is still being plagued by illegal immigrants and cigarette smugglers traversing the Mapungubwe National Park from Zimbabwe. This has become a regular occurrence and remains a high risk for the park. Herding livestock, mostly cattle, goats and sheep that cross the Limpopo River and enter the park from Zimbabwe for grazing or smuggling purposes, pose a threat of foot-and-mouth disease outbreaks. Giraffe and elephant poaching incidents were recently recorded in the area, evidently for the bush meat trade. SANParks works closely with the SANDF to combat these crimes and conservation authorities are stepping up anti-poaching measures. Over the past 12 months vast quantities of illicit goods were seized, primarily cigarettes.

Succulent poaching in the vicinity of the |Ai-|Ais/Richtersveld Transfrontier Park and World Heritage Site is a growing concern. Evidence indicates that plant poachers work in large syndicates that access remote areas with a high diversity of rare species. The incidences and frequency of poaching activities has significantly increased over the past few years. Although the poaching is mostly outside of the park, it is widespread throughout the Richtersveld World Heritage Site, the Succulent Karoo, the Greater Richtersveld and Namaqualand. The SAPS Endangered Species and Stock Theft unit is working tirelessly to address the poaching problem; however, the syndicates operate over vast areas of the Northern Cape and are very cunning in their modus operandi.

Over the past year, the Richtersveld Botanical Garden and Nursery at Sendelingsdrift in the |Ai-|Ais/Richtersveld Transfrontier Park received over 120 000 poached plants to rehabilitate and plant at the nursery to help save the succulents from extinction.

Rhino and elephant

The successful implementation of both the rhino and elephant management plans saw a significant reduction of rhino poaching, with Kruger having lost 76 rhinos and 29 elephants due to poaching during the year under review. No rhinos or elephants were poached in the other parks.

The steady decline in rhino poaching in KNP is related to an increase in anti-poaching activities in the park, a comprehensive dehorning programme and arrests of SANParks staff. Polygraph

testing will also be implemented soon, with follow-up investigations for employees who do not pass the tests. A close working relationship between the SAPS Endangered Species and Stock Theft Unit and the SANParks Environmental Crimes Investigations Unit has resulted in several successful prosecutions and convictions with lengthy sentences handed down. A considerable effort is also being undertaken to remove illegal firearms from areas surrounding the park



TOURISM DEVELOPMENT AND MARKETING

Overall tourism is on track to reach pre-pandemic levels during 2024/25. While growth is anticipated in the coming financial year, the industry is stabilising in the wake of the significant growth rates experienced in the past three years.

SANParks closed the year with an improvement in most of its tourism-related indicators. The national parks welcomed 6 070 046 visitors, compared to 4 962 074 in the previous year and 6 326 435 in 2019/20, which translates into a 95% recovery. For the period under review total revenue from tourism, at R2.162 billion, is 21.1% above the R1.785 billion achieved in the previous year. SANParks recorded an accommodation unit occupancy of 64.9% in the reporting period, compared to 63.0% in the previous year. This translates to a 1.9% increase.

DIGITALISATION OF TOURISM SYSTEMS

SANParks customer-facing users have done well to adopt our CRM solution since its implementation during 2022/23. The customer service module of the suite makes it possible to manage all customer engagements in a single place and customer behaviour information has been consolidated in a manner that enables collection and storage of data required for one-on-one communications. In 2023/24, we implemented the modules that allow users to access, organise, profile and segment customers. This boosts our ability to execute automated advanced CRM, customer value management and marketing campaigns that will contribute directly to revenue generation. These capabilities were implemented towards the end of the year, thus the benefits will be realised during the new fiscal year.

TOURISM PROPERTY MANAGEMENT

2023/24 saw significant progress in SANParks' adoption of a new tourism property management system. The analysis and design phase of the project was completed in the first quarter of the year, and approved by SANParks in the second quarter, paving the way for the set-up, configuration, integration and user-training phases. Simultaneously, other requirements for the transition, such as the Wild Card and Loyalty requirements and website integration design, were updated by the service provider. A train-the-trainer approach was

developed to train the relevant hospitality and reservation staff to use the new system. This approach has gathered momentum as the year progressed and demonstration systems became available. Revenue management sessions were also deployed for finance staff.

MARKETING AND COMMUNICATION

The Marketing unit launched a repositioning campaign titled "Wild is our Backyard" in August 2023, aimed at highlighting the extraordinary unique selling propositions of the SANParks destinations. The campaign successfully bolstered brand awareness through a revamped messaging and creative approach. Notably, it effectively reached new audiences and boosted engagement across social media platforms and through the SANParks website through a compelling call-to-action that encouraged bookings.

In terms of travel trade engagements, SANParks attended the African Travel Indaba and collaborated with SA Tourism to have a presence at the Internationale Tourismus-Börse (ITB) in Berlin, Germany.

The Skukuza Safari Lodge was awarded to Skukuza Management Services (Pty) Ltd to allow for an external party to perform all the management functions that relate to the operation of Skukuza Safari Lodge and Nombolo Mdhluli conference centre on behalf of SANParks. The shareholders of Skukuza Management Services (Pty) Ltd is Tourvest Holdings (Pty) Ltd with 60% of the shareholding and Karibu Leisure Resorts CC, who is black female owned, with 40% of the shares. This partnership is celebrated as it cemented SANParks' commitment to transformation efforts through a major commercial partnership with significant black-female participation. Both Karibu Resorts and Tourvest Holdings have extensive expertise in the tourism industry. SANParks commits to spearheading transformation as the largest government tourism establishment in South Africa.

Five new tourism products were completed during 2023/24, namely segway, kayak, lilo and tubing in Tsitsikamma, the Namaqua flower camp, and padel, restaurant and retail offerings in Knysna.

SOCIO ECONOMIC TRANSFORMATION

TRANSFORMATION OF THE WILDLIFE ECONOMY

The wildlife economy programme facilitates the entry and participation of emerging game farmers and communities in wildlife economy activities, notably the stocking, trading, breeding and hunting of game, as well as the services and goods required to support this value chain. Disease-free game is donated or loaned to qualifying game farmers and communities to ensure healthy animals that can produce quality products in the interest of the financial sustainability of the local enterprises and growth in the industry. During 2023/24, 638 animals were delivered to emerging game farmers and 800 kg elephant meat was donated to three traditional councils around Kruger National Park. A total of 124 bags of elephant dung were distributed to the Hlanganani traditional healers and 30 bags shared with the traditional healers from Ngove traditional authority. The programme furthermore develops enterprises that trade in value-adding products such as goods made from bones, horns and animal hides, as well as game meat.

SMME DEVELOPMENT

During 2023/24, collaborations with other organisations and concessions yielded positive results in terms of SMME development. In Kruger National Park alone, procurement spend by concessions reached R2.55 million, while the UNDP Small-Grants Programme awarded USD585 worth of grant funding to 12 local organisations and SMMEs around the Addo Elephant and Kruger national parks to fund game-meat processing, curio production, community ecotourism, biodiversity conservation, small-scale fisheries, skin and hide production, waste management and other enterprises that feed into park value chains. The community projects funded by UNDP will complement the World Bank's ongoing projects under the GEF 7 Biodiversity Economy Project, which is executed by DFFE, SANParks, iSWPA, SANBI and ECPTA.

SKILLS TRANSFER AND COLLABORATIONS

Through SANParks' educational and skills development programme, 182 beneficiaries were trained in project management, field guiding, business management, financial management, conflict management and new ventures. More than 850 school groups (19 438 pupils and 3 112 educators) visited the national parks during the year and a total of 3 159 learners and 145 educators participated in the Kids in Parks programme.

SOCIAL LEGACY PROJECTS

Six social legacy projects were implemented during the year, one of which was community bursaries awarded for the first time to 17 deserving students living adjacent to national parks. The bursaries cover tuition, accommodation and a living allowance for students pursuing qualifications in biodiversity and ecology, environmental sciences, sustainable development, tourism management, hospitality management and business management. The other five projects are the Houtbay School resource centre, Sekgweng Combined School feeding scheme, donation of golf shirts to St. Maria Goretti Roman Catholic Primary School, the anglers support programme in six marine protected areas and a community swimming pool in Addo.

JOB CREATION

The Expanded Public Works Programme (EPWP) exceeded all targets this year, having employed 5 150 full-time equivalents (FTEs), 7 098 youth, 6 483 women and 198 people with disabilities. The programme contracted 739 SMMEs from communities adjacent to the national parks.

ECONOMIC DEVELOPMENT

SANParks acknowledges that the growth and sustainability of small businesses depends largely on access to finance and availability of working capital. In order to address the challenges of access to finance, SANParks has partnered with Sanlam to develop an SMME support programme that gives small businesses access to interest-free loans. The

R10-million programme was piloted at Kruger National Park from September 2023 and to date, approximately R7.5 million in working capital has been disbursed to SMMEs. In the 2024/25 financial year, the programme will be expanded to all other national parks.

SUPPORTING LOCAL BUSINESSES

More than 94% of SANParks procurement budget was spent with B-BBEE level 1 to 4 companies (100% black owned and 30% black women owned), while 15.93% of all goods and services were contracted to EMEs and 8.42% to QSEs.

FINANCIAL PERFORMANCE

In the period under review, South Africa experienced difficult domestic and global economic conditions, a weaker performance compared to the world's largest economies and higher inflation rates, resulting in a reduced GDP growth rate. Despite all these factors SANParks managed to achieve a net surplus of R375 million. It is important to highlight that this is the first financial year since inception that SANParks' self-generated revenue has exceeded R2.5 billion.

The reliance of SANParks on tourism revenues will persist into the foreseeable future, making the sustained growth of tourism central to the sustainability and growth of the organisation and its ability to fulfil its core conservation mandate.

The centrality of tourism to the sustainability of SANParks was brought into sharp focus over the past three years with the devastating blow the Covid-19 pandemic dealt the tourism sector, creating an unprecedented threat to the survival of the organisation.

SANParks has since steadily grown its revenue and is glad to reflect that tourism revenue has recovered to its pre-pandemic levels, driven by the domestic market and SANParks' aggressive marketing. SANParks has generated enough tourism revenue to cover its operational needs and is continuing to steadily increase the tourism revenue growth rate.

SANParks has realised a significant net surplus for the first time since the pandemic, and has increased its bottom line by R228 million when compared to the prior year's net surplus of R147million. The net surplus is as a result of an increase in tourism generated revenue.

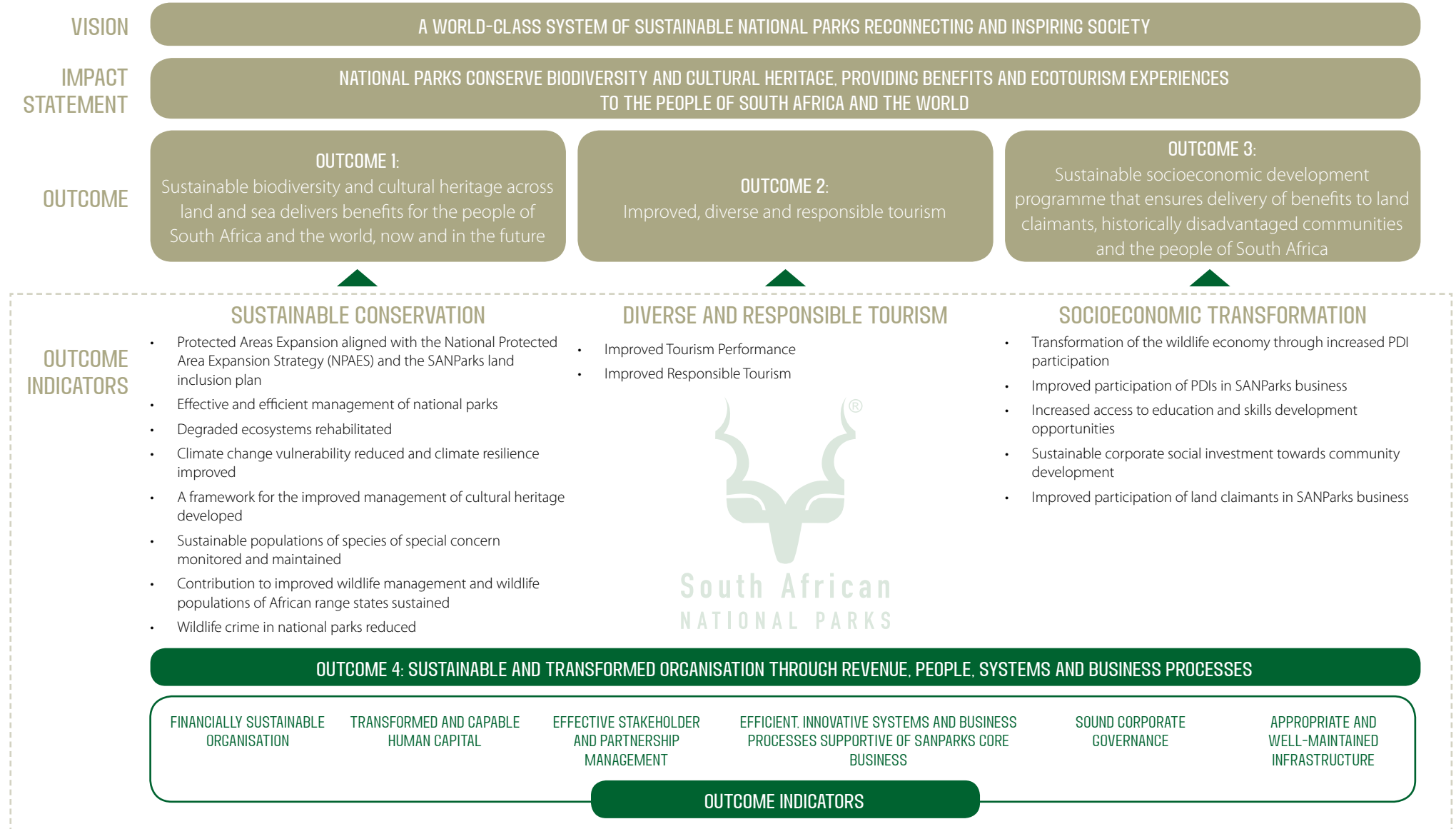
For the period under review, SANParks welcomed 6 070 046 visitors, compared to 4 962 074 in the previous year. SANParks recorded an accommodation unit occupancy of 64.9% in the reporting period, compared to 63.0% in the previous year. This translates to a 1.9% increase.

SANParks witnessed a growth in donations from corporate and international sources, as well as individual trusts, this past financial year, and deeply appreciates the generosity of all its donors and funders. These funds contribute positively to the management of the conservation estate, including anti-poaching activities.

New resource mobilisation approaches were explored in the 2023/24 financial year by reaching out to corporates and business in an effort to enhance and enter into coalitions. For the period under review, a total of R166 million was mobilised, more than double the annual target of R80 million. The SANParks Honorary Rangers, Peace Parks Foundation, WWF and many similar organisations remain a pillar of strength in the pursuit of our resource mobilisation ideals and contribute much to the realisation of our public-good mandate.



2.2 ORGANISATIONAL ENVIRONMENT



2.3 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The National Policy Development Framework of December 2020 guides SANParks and other public entities in drafting their respective public policies. The framework seeks to standardise policy formulation processes across all spheres of government in South Africa, including policy coordination and policy-making cycle. SANParks is implementing this framework through the development of an annual policy review schedule coordinated by a dedicated policy compliance unit. In summary, from a policy coordination and compliance point of view, the following policies and procedures were developed, reviewed and/or approved per division during 2023/24:

Division	Approved policies and procedures 01 April 2023 – 31 March 2024	Division	Approved policies and procedures 01 April 2023 – 31 March 2024
CEO	HUMAN CAPITAL MANAGEMENT (HCM) • Talent Management Policy (integrate employee attraction and retention) • Harassment Policy • Organisational Design Framework • Medical Scheme Policy • Retirement SOP • Promotions Policy • Integrated Employee Wellness Policy • Employment Equity Policy • Overtime SOP • Remuneration Policy • Children of Employees Study Bursary SOP • Employee Study Bursary SOP • Declaration of Interest Policy • Job Evaluation Policy • Performance Management and Development SOP SOCIOECONOMIC TRANSFORMATION (SET) • SED Strategy	CFO	• Travel Management SOP (Subsistence and Travel SOP) • SCM SOP • Inventory Management SOP

Division	Approved policies and procedures 01 April 2023 – 31 March 2024	Division	Approved policies and procedures 01 April 2023 – 31 March 2024
COO	INFORMATION COMMUNICATIONS TECHNOLOGY (ICT) • Manage Service Requests and Incidents (to be added to Integrated ITC Governance SOP) • IT Assets Disposal to be added to Integrated ITC Governance SOP) • Telecommunications Usage • Manage ITC Suppliers SOP • ITC Email Monitoring and Access SOP • Procurement of IT Desktop Equipment • Corporate Governance of ITC SOP (to be added to Integrated ITC Governance SOP) • Manage ITC Risks and SOPs • These three SOPs to be combined: BAI02 – Manage Requirements Definition ; BAI03 – Managed Solutions Identification; BAI07 – ICT Change Acceptance and Transitioning. ENTERPRISE RISK MANAGEMENT (EMT) • Whistleblowing SOP • SHE Emergency Preparedness and Response Plan SOP • SHE Incident Reporting and Investigation SOP • SHE Contractor Management SOP • SHE Health and Safety Internal Audit SOP • SHE Management Review SOP • Enterprise Risk Management Framework • Enterprise Risk Management Policy • Enterprise Risk Management SOP • Code of Ethics AREA INTEGRITY MANAGEMENT (AIM) • Polygraph Testing SOP • Unmanned Aircraft (Drones) Policy and SOP Review and Development • Area Integrity Strategy • Air Services Policy • Ex Gratia SOP	CSD	PARK PLANNING AND DEVELOPMENT • Coordinated Policy Framework for Management Plans SCIENTIFIC SERVICES • Invasive Alien Species Policy VETERINARY WILDLIFE SERVICES • Wildlife Utilisation Strategy

Division	Approved policies and procedures 01 April 2023 – 31 March 2024	Division	Approved policies and procedures 01 April 2023 – 31 March 2024
KNP and Parks	• Management and Safeguarding of Rhino Horn and Elephant Tusks • Alien and Invasive Species Policy	Tourism	STANDARDS • Permit Management SOP (applicable to the issue of commercial & control permits) • Reservations SOP MEDIA, PR & STAKEHOLDER RELATIONS • Language Policy • Internal Communications Policy • Corporate Information and Records Management Policy • Corporate Information and Records Management SOP



3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

In order to realise SANParks' vision and fulfil its public-good mandate, SANParks developed four outcome goals, each supported by sub-outcomes. While Outcome Goal 1 is focused on realising the core conservation and sustainable environmental management mandate, it is primarily resourced through the tourism work of the organisation directed through Outcome Goal 2.

Outcome Goal 3 ensures that the sustainable-use principle implemented through both Outcome Goal 1 and Outcome Goal 2 not only delivers benefits for communities, but also actively contributes to socioeconomic transformation.

These three goals are enabled by Outcome Goal 4, or the organisational goal working towards an efficient, effective, world-class organisation through our people, finances, systems, stakeholder engagement and good governance.



OUTCOME GOAL 1

SUSTAINABLE BIODIVERSITY AND CULTURAL HERITAGE ACROSS LAND AND SEA DELIVERS BENEFITS FOR THE PEOPLE OF SOUTH AFRICA AND THE REST OF THE WORLD, NOW AND IN THE FUTURE.



OUTCOME GOAL 2

IMPROVED DIVERSE AND RESPONSIBLE TOURISM



OUTCOME GOAL 3

SUSTAINABLE SOCIOECONOMIC DEVELOPMENT PROGRAMME THAT ENSURES DELIVERY OF BENEFITS TO LAND CLAIMANTS, HISTORICALLY DISADVANTAGED COMMUNITIES AND THE PEOPLE OF SA



OUTCOME GOAL 4

SUSTAINABLE AND TRANSFORMED ORGANISATION THROUGH REVENUE, PEOPLE, SYSTEMS AND BUSINESS PROCESSES



3.1. SUSTAINABLE CONSERVATION

OUTCOME GOAL 1: SUSTAINABLE BIODIVERSITY AND CULTURAL HERITAGE ACROSS LAND AND SEA DELIVERS BENEFITS FOR THE PEOPLE OF SOUTH AFRICA AND THE REST OF THE WORLD, NOW AND IN THE FUTURE.

PURPOSE:

Sustainable biodiversity and cultural heritage across land and sea deliver benefits for the people of SA and the world, now and in the future.

SUB-OUTCOMES:

- Protected areas expansion aligned with the National Protected Area Expansion Strategy (NPAES) and the SANParks Land Inclusion Plan.
- Effective and efficient management of national parks.
- Degraded ecosystems rehabilitated.
- Climate change vulnerability reduced and climate resilience improved.
- A framework towards improved management of cultural heritage developed.
- Sustainable populations of species of special concern monitored and maintained.
- Contribution to improved wildlife populations of African range states sustained.
- Wildlife crime in national parks reduced.

Outcome Goal 1 is implemented through the Operations in Parks and Kruger National Park, the Special Projects and Infrastructure programmes and Conservation Services.



INTRODUCTION

Conservation is a complex public-good mandate that promotes shared natural and cultural heritages and contributes to national solidarity, enjoyment and pride.

SANParks effectively enables and delivers on this holistic mandate through a system of 20 functional national parks, including three world heritage sites and 10 MPAs (in terms of the National Environmental Management: Protected Areas Act No. 57 of 2003). Located largely in rural areas, national parks are catalysts for economic growth that can create employment and transformation in areas that generally lack such opportunities.

SANParks' estate represents approximately 70% of state-owned terrestrial protected areas and 22% of state-managed MPAs, comprising over four million hectares on land and almost 370 000 ha at sea. In addition, five parks are integral components of transfrontier conservation areas with Namibia, Botswana, Zimbabwe, Mozambique and Lesotho.

SANParks Operations manages the organisation's national parks. These are organised into two divisions: Kruger National Park and the Parks Division which is divided into the Arid, Cape, Frontier, Garden Route, and Northern regions. The clustering is based on the parks' geographical and landscape distribution, as well as logistical considerations.

Proclaimed in 1926, **Kruger National Park** is in north-eastern South Africa and borders Mozambique in the east and Zimbabwe in the north. At almost two million hectares, this extensive savannah park is a crucial regional economic driver through its diverse nature-based tourism operations and associated activities and industries. Kruger is an integral part of the Greater Limpopo Transfrontier Conservation Area.

The **Arid Region** consists of six parks. Kalahari Gemsbok National Park, the largest, covers almost one-third of a sand-filled basin in the west of southern Africa and supports diverse fauna and flora. Because of its importance to the Khomani San, the park is a UNESCO Cultural Heritage Landscape site. Three other parks - /Ai/Ais Richtersveld, Augrabies Falls and Namaqua - lie within the succulent karoo biome and are also areas of significant geological interest. The Namaqua MPA extends from the Groen to the Spoeg rivers and provides an important linkage to the terrestrial component of the park. Kalahari Gemsbok and /Ai/Ais

Richtersveld national parks are both part of transfrontier conservation areas that straddle South Africa, Botswana and Namibia.

Mokala National Park supports diverse ecosystems in the transition zone between the karoo biome and the arid savanna bushveld. The declaration of the Meerkat National Park around the development of the Square Kilometer Array (SKA) in the Northern Cape is a milestone that expands the conservation asset base to include an international science hub.

We are proud of the land claim settlements processes that have resulted in contractual agreements with communities in three of the Arid Region parks: with the Khomani San and Mier communities in Kgalagadi Transfrontier Park; the Riemvasmaak community in Augrabies Falls National Park; and the Richtersveld community in /Ai/Ais Richtersveld National Park. Through joint management boards in each area, SANParks engages with the communities on matters of mutual interest, including social and economic development projects.

There are five parks in the **Cape Region**. Three are situated along the coastline, namely Agulhas National Park, Table Mountain National Park and West Coast National Park and include three MPAs. The latter includes Robben Island MPA which adjoins the existing Table Mountain MPA. Parts of the West Coast National Park and MPA are important non-breeding sites for hundreds of thousands of Palaearctic migrant waders during the austral summer and, with about 32% of South Africa's saltmarshes, is recognised by the Ramsar Convention as a wetland of international importance.

The Western Cape is home to spaces of outstanding and universal ecological value that represent the ongoing ecological and biological evolution of the Cape Floral Region. The Table Mountain, Agulhas and Bontebok national parks are within the Cape Floral Region Protected Areas World Heritage Site, while Tankwa Karoo National Park falls within the International Biodiversity Hotspot of the Succulent Karoo, recognised by Conservation International.

The four parks of the **Frontier Region** represent different biomes in the Western and Eastern Cape provinces. Addo Elephant National Park, which conserves examples of the Eastern Cape's unique biodiversity, includes marine areas, examples of five terrestrial biomes (thicket, forest, fynbos, nama-karoo and grassland) and azonal wetlands in a landscape-diverse

environment with offshore islands, coastal plains, dune fields, mountains and arid plains. The MPA previously known as Bird Island was repealed and is now included in the Addo Elephant National Park MPA.

The steep topographical gradients of the Camdeboo and Karoo national parks produce a structurally complex environment with many niches for animal and plant species. Vegetation is closely linked to soil type and depth, rockiness, slope and aspect. Camdeboo National Park represents the karoo biome, recognised as a world conservation priority. Karoo National Park is in the semi-arid Nama-Karoo and falls within the nama-karoo and grassland biomes. Mountain Zebra National Park is in a transitional area between the grassland, nama-karoo, thicket and savanna biomes – all major vegetation types that are currently poorly conserved elsewhere in South Africa. The transition area between biomes allows for an interesting mix of flora and fauna, as well as important ecological and landscape processes.

The **Garden Route Region** is a complex of protected areas managed as a single entity. It includes the previously proclaimed Tsitsikamma National Park and Wilderness National Park, forests and mountain catchment areas, as well as the Knysna National Lake Area. The park incorporates approximately 45 000 ha of indigenous forest. The region, and therefore the park, is highly fragmented and has a diversity of natural habitats and social systems. Mountains, forests, lakes, rivers and beaches are interspersed with towns, farmland and commercial timber plantations. Tourism is vital to the area and most of the natural attractions, which are largely unfenced and are accessible to local people and visitors alike, are managed within the park.

The **Northern Region** consists of three parks. Golden Gate Highlands National Park, in the north-eastern Free State, was proclaimed for its water production capacity, geological significance and aesthetic beauty. Its position also makes it easily accessible to visitors from the country's major urban centres. It affords protection to the threatened grassland biome and is the only grassland park in the SANParks estate. Eastern Free State grassland, Lesotho highlands basalt grassland and Lesotho montane shrubland, all represented in the park, are poorly protected and have a high conservation priority rating. The world's oldest dinosaur eggs, with embryos, were discovered in the park and a world-class interpretation

centre that will tell the story of the African dinosaurs has been constructed. The park also contains a rich and diverse cultural history spanning early Stone Age people, San, Basotho and early European settlers, including important rock-art paintings and Anglo-Boer War sites. In addition, the park forms the watershed between the Vaal and the Orange River systems, contributing to the provision of high-quality water, via the Lesotho-Highlands water project and the Tugela-Vaal transfer scheme, to the Gauteng region and into the Orange River system. The park is part of the Maloti Drakensberg catchment complex, which is considered one of the most important water catchments in southern Africa.

The importance of Mapungubwe National Park and World Heritage Site lies in its more than 400 archaeological sites that display a dynamic interaction between people, natural resources and landscape. This interaction laid the foundation for a new type of Iron Age social organisation in the region between AD 900 and 1300 by ancestors of the Venda, North Sotho and Shona cultures.

In addition, the park protects important biodiversity components of its semi-arid landscape and, as part of the Greater Mapungubwe Transfrontier Conservation Area, supports communities and ecosystems while unlocking sustainable socioeconomic benefits. Managing biodiversity conservation in an open system spanning three countries (Zimbabwe, Botswana and South Africa) is challenging and the Mapungubwe Park Management Plan emphasises stakeholder engagement and recognition of culturally linked communities in pursuit of common objectives.

Marakele National Park is situated in the extreme south-western quadrant of the Waterberg massif and its adjoining lowlands to the west. The park hosts a wide diversity of vegetation in four major vegetation units: fine-leaved thornveld, broad-leaved woodland, forest and grassland. Floristically, Marakele is exceptionally rich, with its fynbos and forest systems. Because the Waterberg is an important transitional zone in the distribution of mammals, it supports a large diversity of species.

The 10 MPAs, 369 397 ha in total, that SANParks manages play an important role in the country's marine conservation and contribute extensively to the protection of important marine ecosystems in South Africa.

SUB-OUTCOME 1: PROTECTED AREA EXPANSION AND LAND CONSOLIDATION

SANParks contributes to the implementation of South Africa's National Development Plan 2030 and the UN Sustainable Development Goals. The National Development Plan underscores the importance of protected area expansion as part of the country's development path to eliminate poverty and reduce inequality. The National Protected Area Expansion Strategy (2016) provides a strategic framework to achieve this. It sets out area-based targets, over various timeframes, for each of the major terrestrial, freshwater and marine ecosystem types and highlights priority areas for protected area expansion.

The ambitious 30-by-30 target was adopted by the Convention on Biological Diversity in 2022 as part of the Global Biodiversity Framework. It aims to protect 30% of land, waters and seas by 2030. The target recognises that to avert further serious biodiversity loss, countries, including South Africa, will have to increase efforts to expand protected and conservation areas. Achieving the target will require innovative and sustainably financed landscape-based approaches. SANParks contributes by expanding protected areas that promote ecological and climate change resilience. Growing the conservation estate ensures that the country's biodiversity, landscapes, seascapes and associated cultural heritage assets are represented.



MEGA LIVING LANDSCAPES: A NEW APPROACH TO CONSERVATION

SANPark's Vision 2040 sees it leading protected area expansion in South Africa. To this end, we have championed the concept of Mega Living Landscapes, which refers to the creation of large, interconnected areas of land that encompass protected areas, private and communal land.

Mega Living Landscapes are a re-imagining of how to manage and conserve biodiversity on a much greater scale and in a more inclusive manner. Crucially, they acknowledge the interconnectedness between biodiversity protection, climate resilience and the wellbeing of people. These landscapes will go beyond the traditional approach to protected areas by recognising that many different activities happening in large landscapes can contribute to conservation if managed sustainably.

The concept of Mega Living Landscapes features in the draft National Biodiversity Economy Strategy that was released for comment by DFFE in March 2024. A notable development during 2023/24 was the USD10 million that SANParks secured from the Global Environment Facility to put the concept of Mega Living Landscapes into practice in the Barberton-Makhonjwa, Greater Addo and Eastern Cape Grasslands landscapes.

Mega Living Landscapes were a focus of discussions during the inaugural Biodiversity Economy and Investment Indaba that was held from 25 to 27 March 2024 in Gauteng in which SANParks participated. The Indaba was the realisation of a dream birthed during April 2023 when DFFE, in consultation with a broad range of public, private and community stakeholders, resolved to convene an annual joint indaba on biodiversity conservation and sustainable use. The intent was to bring all sector role players together under one roof to discuss matters of common interest and, in so doing, broaden participation and influence in the biodiversity sector.

The more than 2 000 delegates that attended the 2024 Indaba included government officials, traditional leaders and healers and representatives from academia, business, communities and youth structures. During the three days, community groups and government entities, including SANParks, pitched more than 100 proposals for inclusive biodiversity projects to potential investors.

An important outcome of the Indaba was the programme of action that emerged from the deliberations of four workstreams, or commissions, on how the four goals of the National Biodiversity Economy Strategy can be achieved. In addition to sourcing financial, scientific and human-capital development support, gaining access to land for biodiversity projects, research and securing market access for biodiversity products, the idea of a one-stop shop where government support is concerned was included in the programme of action. The latter arose from an agreement on the importance of government simplifying access to training, scientific research, financing, land, potential investors and markets.

Participants committed to working together to research and document the biodiversity landscape so that information about financing, land availability, scientific services and capacity building and training could be readily available. There was also agreement that more work needed to be done to enhance the project pipeline and set up additional bidding sessions with a range of potential funders and investors.



Minister of Tourism & Premier of KZN viewing SANParks webcam livestream

ACHIEVEMENTS IN EXPANDING PROTECTED AREAS

SANParks aimed for 7 000 ha to be included in national parks in the 2023/24 financial year. This target was not achieved with a total of 2 474 ha of land and concluded purchase agreements for a further 5 675,43 ha towards the cumulative land inclusion target. Contract negotiations, agreements and other land inclusion processes are underway for a range of further expansion possibilities, including several large areas to consolidate parks. Whenever land is included in a park, a carefully considered strategic, technical and legal process is followed. SANParks updated its Land Inclusion Policy in 2023 to guide the process.

"Sustainable management balances ecological, social and economic elements. It is not about leveraging every last cent for profit at the expense of others and of nature, but ensuring broadly inclusive growth with benefits that flow in a sustainable manner over the long term, and that gives due consideration to the social and societal context in which we operate."

Barbara Creecy, Minister of Forestry, Fisheries and the Environment



SANParks exhibition stand

TRADITIONAL CONSERVATION MODEL: EXPANSION OF SANPARKS ESTATE



4 national parks



2 474 ha
of conservation
land added



The 2 055 ha addition to Augrabies Falls National Park includes poorly protected vegetation types, as well as habitat for the endangered Ludwig's Bustard and martial eagle.

Contract agreements were concluded to add an area of 284 ha to the Camdeboo National Park.

PROGRESS TOWARDS DECLARATION OF THE NEW GRASSLANDS NATIONAL PARK

South Africa's grasslands are important for biodiversity, climate change adaptation, water security and agriculture but are currently under-protected. The Eastern Cape Drakensberg is one of the 22 strategic water source areas that encompass only 10% of the land surface of the country yet provide 50% of the freshwater we depend on for water security. In partnership with WWF-SA and a range of other organisations, SANParks is establishing a new national park in the grassland biome of the Eastern Cape.



The Northern Eastern Cape Grassland Park is in one of South Africa's strategic resource areas.

In establishing the park, we work closely with nearby communities. A well-received agro-ecology project with the Upper Tsitsanna community is opening new opportunities, while five young people were supported to attend an AgriSETA animal production training course and received their qualifications. Another successful BioBlitz was held in the area in early 2024, again highlighting the rare, threatened, interesting and unexpected biodiversity of the area.



CONTEMPORARY CONSERVATION MODEL: PARK EXPANSION



Biodiversity stewardship
19 355 ha in the EC Grassland Park pipeline.



The new and innovative model of a working agricultural landscape that allows continued economic activity and benefit to those who live on the land, while also protecting biodiversity through sustainable management, will be brought to life largely through agreements with private and communal landowners under the biodiversity stewardship programme. Several landowners have indicated interest and have begun the process of biodiversity site assessments.



Biodiversity stewardship programme agreements
22 private and communal lands evaluated and qualified for national parks status based on their biodiversity value.





THE BIODIVERSITY ECONOMY PROJECT

The five-year Biodiversity Economy Project is funded under the seventh cycle of the Global Environmental Facility (GEF 7) through the World Bank. It seeks to transform South Africa's wildlife economy to become more inclusive and sustainable by supporting communities in target landscapes in Limpopo, KwaZulu-Natal and the Eastern Cape to enter the wildlife economy and to set aside land for conservation. Giving communities living close to national parks access to enhanced benefits will raise their stake in conservation and help address drivers of poaching and environmental degradation. To this end, the project supports small businesses and builds rural supply chains in the biodiversity economy and develops the capacity of communities to share equitably in the benefits of public-private-community partnerships.

The implementation of the project in the Addo to Amathole biodiversity node started in 2023 with the inaugural meeting of the multi-stakeholder coordination forum that will support the development of the master plan for the area. A series of roadshows and supplier days were also held to open dialogue with communities around business opportunities for local SMMEs. These and other engagements, such as with the Mayibuye Ndlovu Development Trust that represents 10 communities around the Addo Elephant National Park, are paving the way to achieve the project's long-term goal of expanding protected areas in the node through biodiversity stewardship. Examples of what can be achieved are the Buffelskloof and Indalo private game reserves that are already working with the Yanella and Brakfontein communities respectively.

The process to establish a national park in the grasslands biome in the Eastern Cape involves close cooperation with neighbouring communities. An agro-ecology project with the Upper Tsitsanna community is opening new opportunities and five young people were supported to attend an animal production qualification course through the AgriSETA. The BioBlitz held in the area in early 2024 again highlighted the rare, threatened, interesting and unexpected biodiversity of the area and proved as popular as the 2023 event. Under the biodiversity stewardship programme, SANParks will conclude agreements with private and communal landowners to enact the new MLL model that allows people who live in working agricultural landscapes to continue to benefit economically from the land, while protecting biodiversity through sustainable management. Several landowners have indicated interest and begun the process of biodiversity site assessments.

SUB-OUTCOME 2: EFFECTIVE AND EFFICIENT MANAGEMENT OF NATIONAL PARKS

TERRESTRIAL PLANNING

SANParks regularly updates and revises the park management plans for terrestrial and marine protected areas. Management plans are a requirement of the National Environmental Management: Protected Areas Act (Act 57 of 2003) and direct all activities and decisions to do with the management of a park. During 2023/24 the management plans for Bontebok and Camdeboo national parks were completed.

MPA PLANNING

SANParks has made significant progress in protecting and managing South Africa's coastal areas over the last 30 years. We now manage 10 coastal MPAs with a combined area of 370 000 ha. This is almost 40% of South Africa's coastal MPAs. Several major estuaries and coastal parks that are not designated MPAs are also under our management.

In the year under review, the Namaqua MPA was completed and approved by DFFE. The Knysna Estuary Management Plan has been drafted and will be submitted to DFFE for comment and consideration. Stakeholder engagement has been completed for the Robben Island MPA Management Plan and the process to review and address the comments received is underway. In addition, we have started to compile several documents integral to the management planning process for the Sundays Estuary and Addo MPA in Addo Elephant National Park and the Langebaan Lagoon in the West Coast National Park.

METT ASSESSMENT

SANParks regularly assesses management effectiveness across the national parks. In 2023, the Management Effectiveness Tracking Tool showed an increase in the average score from 69% in 2021 to 78% for terrestrial parks and from 62% to 67% for MPAs.



The completed management plans for the Bontebok, Camdeboo, Robben Island and Namaqua MPAs.

ELEPHANT MANAGEMENT PLANS

SANParks are the primary custodian of approximately 75% of South Africa's estimated 43 884 to 44 775 African savanna elephants. The 10-year lifespan of the elephant management plans for the five national parks that house elephants, compiled in 2013, ran out in December 2022. SANParks reviewed the implementation of the plans and updated them where necessary through extensive science-management engagement and consultation with stakeholders relevant to each park. The plans all sketch the strategic context of elephant management, supported by the experience, influence on overall management and adaptive learning in each park.

STATE OF AREA INTEGRITY MANAGEMENT (SOAIM)

Over the past decade, SoAIM assessments have been undertaken at park or section level. The purpose is to evaluate management's operational interventions and to establish the ability of parks to function effectively and efficiently. There is a particular focus on ensuring that people, systems, processes and resources are in place and in use to achieve the desired ecological, safety and security status of a protected area. Climate change, pollution, the commercial, recreational and subsistence use of resources (legal and illegal) and significant development needs, alone or in tandem, exert major pressure on protected areas, including marine and coastal environments.

SANParks works hard and in conjunction with various institutions and stakeholders to enable both conservation and socioeconomic outcomes while striving for longer term sustainability and resource protection in its own right. In this regard, the ongoing support from the SANParks Honorary Rangers with funding for special projects, signage, maintenance, patrols and environmental education is invaluable.

A SoAIM assessment reflects the importance and associated risks of each assessed criterion; the score indicates current area integrity. SoAIM assessments were done in all parks during 2023. Based on the outcomes, each park identified corrective measures against which progress is being monitored and reported quarterly.

BUFFER ZONE MANAGEMENT

The areas surrounding national parks, also known as the park buffer zones, are monitored by SANParks and we provide input on applications for activities and developments in these zones. During 2023/24, SANParks commented on several strategic environmental assessments, environmental authorisations and rezoning applications, as well as applications for mining and prospecting rights. We also engaged in issues of compliance and legal appeals against activities or approvals that may have a negative impact on national parks.

BIODIVERSITY OFFSETS: INCREASED FINANCIAL RESOURCES FOR CONSERVATION

The South African component of the global Biodiversity Finance (BIOFIN) initiative has several finance solutions aimed at unlocking sustainable finance opportunities for biodiversity conservation. Against this backdrop, SANParks is leading the development of a biodiversity offset scheme that will proactively identify land that is suitable for biodiversity offsets and offer it to developers who have offset liabilities.

During 2023/24, SANParks reached agreement on the concept and the scheme's implementation modalities, and potential offset buyers were identified at two pilot sites. We are working with the BIOFIN project's biodiversity offset specialist consultant to develop the SANParks offset banking framework and operating procedures that could house the biodiversity offsets in future.

SANPARKS CARBON PROJECT

A prefeasibility report indicated that SANParks' ability to generate and sell carbon credits is a promising opportunity to unlock an additional revenue stream for new and existing national parks. We are now preparing to do a full feasibility study, to which end a project manager has been appointed. A team of carbon consultants will be appointed to do the study, provide recommendations and develop a full carbon project concept. We are also in ongoing consultation with the conservancy that has pledged technical and specialist support towards the project.



SUB-OUTCOME 3: REHABILITATION OF DEGRADED ECOSYSTEMS

Meaningful restoration of degraded areas is critical for protected areas to fully contribute to ecosystem services. At global scale, SANParks is contributing towards target 2 of the Kunming-Montreal Global Biodiversity Framework, which seeks to ensure that by 2030 at least 30% of degraded terrestrial, inland water and marine and coastal ecosystem areas are under effective restoration. At corporate level, SANParks' policy on the management of alien and invasive species was revised during the year and contributed to the third National Status of Biological Invasions and Management in South Africa report.

At park level, rehabilitation of degraded land continued through different projects under the auspices of the EPWP, namely, Working for Water for the clearing of alien invasive vegetation, Working for Ecosystems to address erosion, and Working for Wetlands to rehabilitate wetlands. Initial and follow-up clearing of alien invasive vegetation was done in various parks, the Kruger to Canyons (K2C) biosphere area and in integrated zones.

In the Cape Region and Garden Route National Park, the focus was follow-up work on wattle, gum and pine species in parks that were affected by fires during 2022. Extensive fires in Agulhas and Golden Gate national parks had an impact on planned work.

In the Arid Region, the emphasis was on *Prosopis* species, while parks on the Northern Region, Kruger National Park and K2C attended to *Parthenium hysterophorus*. Parks in the Frontier Region continued clearing of cactus species and piloted a mechanical method to clear high densities of *Tamarix* around Darlington Dam in Addo Elephant National Park. Alternative sites had to be selected in Tankwa Karoo National Park as areas around Oudebaaskraal Dam earmarked for clearing of dense infestations could not be reached.

REHABILITATION OF DEGRADED LAND IN 2023/24

43 960 initial ha
rehabilitated



155 164 follow-up ha
rehabilitated



9 536 m³ of wetlands
under rehabilitation



Working for Ecosystems projects in the Northern Region concentrated on brush packing, ponding and re-sloping of degraded land, while in Kruger National Park redundant dam structures were removed and bush encroachment next to roads received attention again. In K2C, an area that was rehabilitated after bush clearing was done was handed back to the community to become part of the herding for health programme.

Working for Ecosystem interventions are regularly monitored using methodologies such as remote sensing at large landscape scale and landscape function analysis (LFA) and soil erosion pins at site level.



Aerial view of the scale of restoration in the arid ecosystems using soil ponding to improve soil infiltration, nutrient cycling and vegetation re-establishment.

In the marine ecosystems, Stellenbosch University scientists discovered a new marine alien species, *Amathia verticillita*, in Langebaan Lagoon. This soft, invertebrate bryozoan is known for its detrimental impact on seagrass. The presence of this species has also been confirmed in the Knysna Estuary in the Garden Route National Park. Two alien invasive fish species, common carp and Mozambique tilapia, are present in the Touw Estuary, part of the Wilderness Lakes System, and contribute to resource use by anglers. Fishing in this system is influenced by whether the estuary mouth is open or closed to the sea; fishers generally target Mozambique tilapia during closed phases and indigenous white steenbras during open phases. The presence of alien fish species and the artificial manipulation of the estuary mouth therefore influence the system beyond water levels and physico-chemical properties.



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

This was an exciting year for SANParks, with signoff on the SANParks climate change preparedness strategy being followed by several initiatives to get the programme up and running. In early December, the CEO hosted a forum where SANParks executives, OPSCO and CSD MANCO members engaged on the organisation's vulnerability and the adaptation actions needed to prepare it for climate change.

Vulnerability assessments have been completed for nine parks. This year, assessments were done for Bontebok, Kruger and Table Mountain national parks, and those for Au-grabies Falls and Garden Route national parks updated. The assessment in Table Mountain was supported by a project funded through the Table Mountain Fund and included spatial prioritising across the more than 2 500 species that occur in the park. Findings will be used to zone areas of highest protection and inform the selection of species for climate change responsive restoration.

In Kruger, the complex relationship between trees, grass, fire, rainfall and CO₂ made it possible to identify different vulnerabilities under different climate scenarios, each favouring different suites of species and dominant ecological processes.

The parks all face unique threats based on their local climate-change drivers and different species, infrastructure and landscape features. Increased temperatures are predicted for all parks but given their higher average temperatures, extremes in the northern parks could be particularly damaging. For example, the very hot and dry future predicted for Au-grabies is likely to reduce its capacity to support herbivores that have a significant impact on soils and vegetation, while the small size of Bontebok renders the park less able to adapt and therefore more vulnerable.



Bontebok National Park's small size leaves it more vulnerable to climate change.

UNDERSTANDING VULNERABILITIES

At a national scale, the Gariep bioregion, including Ai|Ais/Richtersveld Transfrontier Park, appears to be at the front-line of climate change both nationally and globally. Despite good rains over the winter months, vegetation recovery following the 12-year drought and its associated dust storms has been extremely poor. Park management strongly suspects that two succulent species, *Cyanella marlothii* and *Lithops meyeri*, have become extinct in the wild, and the red listing of the *Conophytum* genus of stone plants has dramatically increased the number of species now at high risk of extinction. This is compounded by the succulent plant poaching crisis. The park's flagship species, the tree aloes (quiver tree, giant quiver tree and maiden quiver tree), as well as the much-loved 'Halfmens' (*Pachypodium namaquanum*), have declined alarmingly in the park and in other parts of the region. Ongoing quiver-tree monitoring and research suggest climate change as the driver of these declines.



Arid ecosystems are vulnerable to climate change.

ADAPTING TO CHANGE

Through a Fullbright Scientist Exchange programme, Dr Gregor Schuurman from the US National Parks Service (NPS) led two 4-day workshops where external experts and practitioners identified the critical management areas for each park. The Table Mountain and Garden Route workshop was attended by 80 participants (56 in-person) and the one focussing on Kruger and Augrabies Falls had 65 (39 in-person) participants. The delegates assessed the critical vulnerabilities of park assets, resources and areas of management using a scenario planning framework that sets out a range of plausible climate futures. Having assessed the need for adaptation, participants collectively identified interventions that would enable park management to meet their objectives, as well as instances where objectives may need to be revised and plans updated.



Adapting to climate change workshops.

IMPLEMENTATION

In response to the AilAis/Richtersveld plant decline crisis, WWF-US funded a greenhouse at the Sendelingsdrif offices to safeguard species that are facing drastic population declines and extinction in the wild. Species were selected for cultivation and seed banking based on their vulnerability to climate change and declines from poaching, but even before the selection was completed, all the available space in the greenhouse had been allocated.

The new greenhouse brings the number of innovative adaptation grants and projects to three. The first two were a penguin heatwave response initiative in Table Mountain National Park and water-hole shaders to enable small birds to land and drink during heat waves in Tankwa Karoo National Park. A new project involving restoring Renosterveld plant species in areas historically cooler than their traditional ranges on Table Mountain is underway.

Despite these initiatives, shortages in funding and human resources are causing a significant lag in SANParks' climate preparedness.

INTERNATIONAL COOPERATION

SANParks' climate change implementation was given a boost by a US Embassy-funded partnership between SANParks and the US NPS with the aim of co-learning on climate change adaptation. Under this agreement, three SANParks scientists attended the Species on the Move conference in Florida, USA, followed by a week of science engagements with the US NPS's Climate Change Response Programme in Fort Collins, Colorado. Two of our scientists stayed on in the US to strengthen relationships with US universities including UC Berkeley, UC Irvine and U Arizona, as well as the US Geological Survey.

The grant furthermore made provision for postgraduate students to work on issues supporting SANParks' response to climate change. Thirty applications were received and, following intensive evaluation, six candidates were accepted and have already commenced their work. The project also allowed SANParks to host UC Berkeley Emeritus Professor Stephen Beissinger, a leader in climate change impact assessments, to provide guidance on SANParks' approaches.

SANParks continues to host the chair of the International Union for Conservation's Climate Change Specialist Group (under the Species Survival Commission). The group's 70 members from across the world support conservation- and policy-relevant science and provide input into global negotiations and policies through the IUCN Secretariate and the Species Survival Commission.

We are also involved in a research consortium with Reunion Island's CIRAD and the University of Stellenbosch on climate change-driven increases in invasive species on the island and in Table Mountain National Park, as well in the French RIVAGE project on the vulnerability of island biodiversity to climate change.

COMMUNICATION

An AFD Metis Foundation project with the theme 'where science and art meet' was rolled out in Agulhas National Park. Working with prominent artist Hannelie Coetsee, the park's eco-rangers (aged between 18 and 25) were taken on a journey through climate change

science and guided to express their emotional responses through art. As part of this process, they spent time in nature, including the southern-most tip of Africa, and co-developed a climate change-inspired sculpture, titled 'the lesser spotted Cape creature'. Their creation was launched at a community event attended by AFD Metis Foundation representatives, where more than 100 people gathered to unveil the sculpture and participated in a silent protest. The latter was an expression of the youth's frustration, grief and anger at the climate crisis they inherited from previous generations. Through engagements at schools, the young eco-rangers have subsequently carried the climate change message and their infectious passion across the Overberg region.

GREEN ENERGY STRATEGY IMPLEMENTATION

Green energy implementation plans are developed by the Parks and Kruger National Park operational divisions to continue operationalising the Green Energy Strategy approved in 2021. Funding for these projects is mainly from the infrastructure investment grant; the additional R700 million received in 2023/24 made the installation of the R15-million grid-tied solar plant at Addo Main Rest Camp possible.

Project progress during 2023/24:

- Solar plants at the Pafuri Border Post and Boulders were refurbished and maintained.
- A contractor was appointed to install solar water heaters in staff houses in the Frontier and Arid regions.
- Negotiations for the installation of photovoltaic solar plants in the Mata Mata and Nossob rest camps in the Kgalagadi Transfrontier Park were finalised and work will start in the new financial year.
- Capacity constraints hindered the implementation of some planned projects in Kruger.

SUB-OUTCOME 5: IMPROVED MANAGEMENT OF CULTURAL HERITAGE ASSESSMENT

ADDO ELEPHANT NATIONAL PARK

A cultural heritage assessment was undertaken at Addo Elephant National Park and a report was approved after input from all concerned colleagues. The assessment covered impressive sites, including a cave with Stone Age implements, rock-art paintings, shell middens (especially one found far away from the shoreline) and four shipwrecks. SANParks concluded that some of the assessed sites can be opened for visitors and will in future be prepared for tourism. The graves that were recorded in the various sections of the park provide clues regarding the occupation of the park long before it was proclaimed as a protected area.

One of the graves found in the Woody Cape section of the park is that of an amaXhosa chief who fought in the Frontier Wars to protect his people's land from the invading settlers. Acting on the wish of the chief's family that the site be appropriately upgraded, SANParks is working to change the grave into an interpreted memorial site. The Cultural Heritage unit has set aside funds to cover the expenses. We have also submitted a proposal to SAHRA for the grave to be graded and declared a national heritage site.

TANKWA KAROO NATIONAL PARK

Tankwa's cultural heritage resources were assessed in November 2023, both to confirm known resources and identify new, previously unrecorded ones through ground truthing. The assessment found that the park inventory consisted largely of mudbrick farming structures, most of which are in a bad state of conservation. It was decided that they have no heritage value and should be removed from the inventory. A postgraduate student from the University of Cape Town (UCT) did a research project featuring the mudbrick structures. The Tankwa assessment highlighted the need for SANParks to rehabilitate lands that are incorporated into national parks soon after acquisition.



One of the mudbrick structures found at Tankwa Karoo National Park.

One of the many graves found in the park confirms human presence in the Tankwa landscape from a much earlier period than suggested by the human remains that were found in 2007 and sent to the University of UCT in 2016 for further study. Radiocarbon analysis revealed that the San woman whose remains it was, was probably between 35 and 55 years old at the time of her death and that she lived between 1402 and 1622. Initially named Madawa – which means mother was there – she is now known as Kx'u Saa. In 2019, Kx'u Saa was reburied close to where her remains were discovered. Signage outside the park's main office provides brief information on her and to further honour the memory of the San people who once lived in the Tankwa landscape, a memorial at Kx'u Saa's gravesite has been proposed.



The site where Kx'u Saa was reburied is close to the gorge where her remains were found.

ARCHAEOLOGICAL EXCAVATIONS AT LETABA

The University of Pretoria has been leading excavations at Letaba in Kruger National Park since 2021 with the aim to safeguard archaeological deposits threatened by soil erosion. During the two archaeological seasons in 2023, one in June and the other in July, five trenches of various sizes were excavated to assess the soil-erosion status. Erosion is a major concern and will require intervention to preserve this site and the insights it provides into the history of civilisation in southern Africa.



These photos show archaeological deposits being retrieved from a gully near Letaba.

CULTURAL HERITAGE INFORMATION MANAGEMENT SYSTEM

Immovable and movable cultural heritage resources from Bontebok, Au-grabies, Mapungubwe, Marakele, Table Mountain, Garden Route, Camdeboo, Kruger and Mokala national parks have been uploaded to the cultural heritage information management system. The process to establish and maintain an accurate database of heritage resources included inspection visits of the heritage objects curated at the University of Pretoria and the Ditsong Museum.

MANAGEMENT OF MOVABLE OBJECTS

A curatorial assessment of all the heritage objects at the Karoo National Park was done and heritage collections in Garden Route facilities monitored through stewardship visits.

In collaboration with the University of Pretoria, SANParks inspects the archaeological collections at Mapungubwe Interpretation Centre every year. The 2023/24 inspection resulted in five recommendations, all concerning artefacts that require specific conservation measures. These were all done in collaboration with Julia Ziegler, a curator from Staatlichen Kunstsammlungen Dresdewere in Germany, who visited Mapungubwe as part of the MuseumsLab project in July 2023.

HUMAN ORIGINS DISPLAY

An exciting exhibition on the behaviour of early humans was launched at the Buffelsfontein Visitor Centre in the Cape Point section of the Table Mountain National Park. The displays capture insights gained from excavations done over three decades to explore the daily lives of early Homo sapiens, including cultural and cognitive aspects. In collaboration with experts in disciplines such as archaeology, psychology, chronology and palaeoclimatology, SANParks took great care to ensure a memorable visitor experience.

MUSEUM OF SOUTHERN AFRICAN CIVILISATIONS

Southern Africa is the seedbed in which a variety of civilisations developed, long before colonisation. To showcase the region's rich cultural heritage and biodiversity, a new museum has been proposed at the Mopani Rest Camp precinct in Kruger National Park. A service provider was appointed to undertake a feasibility study of the potential sites for the Museum of Southern African Civilisations.

DECLARATION OF THULAMELA

The South African Heritage Resources Agency has approved the grading of Thulamela, an Iron Age archaeological site in Kruger National Park, as a national heritage site and is managing the process to have it declared as such. The declaration process entails a notice in the *Government Gazette*, followed by a 60-day consultation period. Restoration measures are ongoing to restore the site's integrity and improve its overall state of conservation in recognition of its scientific significance in the context of South Africa's rich cultural heritage.



A restored dry-stone wall at Thulamela, which is currently being considered for declaration as a national heritage site.



CEO Ms Hapiloe Sello cuts the ribbon at the Opening Ceremony of the Exhibition



An inside look at the Origin of the Early Southern Sapiens Behaviour Exhibition

TOURISM PRODUCTS

SANParks developed two tourism products, one each in Kruger and Mapungubwe national parks, to enrich the visitor experience.

Shilowa Trail

The Shilowa people, also known as the Mahlathi, first arrived in the Lebombo area from present day Mozambique. Their arrival dispossessed the BaPedi of the land they had occupied, which is now part of the Kruger National Park. A trail that tells the story of their historical presence in the area before they were forcefully removed has been proposed to expose tourists to the rich political history of the park.

Rock-art trail

Rock art, found at many locations across the country, is a rich source of insights about the San people's way of life. Five of Mapungubwe National Park's rock-art sites have now been prepared for tourist visits, along with marketing material to encourage visitors to book the trail. In addition, park management implemented measures to prevent elephants from degrading the painted surfaces by rubbing against them.

DIGITAL EXHIBITION AT MAPUNGUBWE

A digital exhibition that tells the stories of communities that are descendants of the Mapungubwe Kingdom was developed for the Mapungubwe Interpretation Centre and is receiving positive feedback from visitors. The technology makes ongoing coverage of events and research findings possible as displays can be updated at no cost.

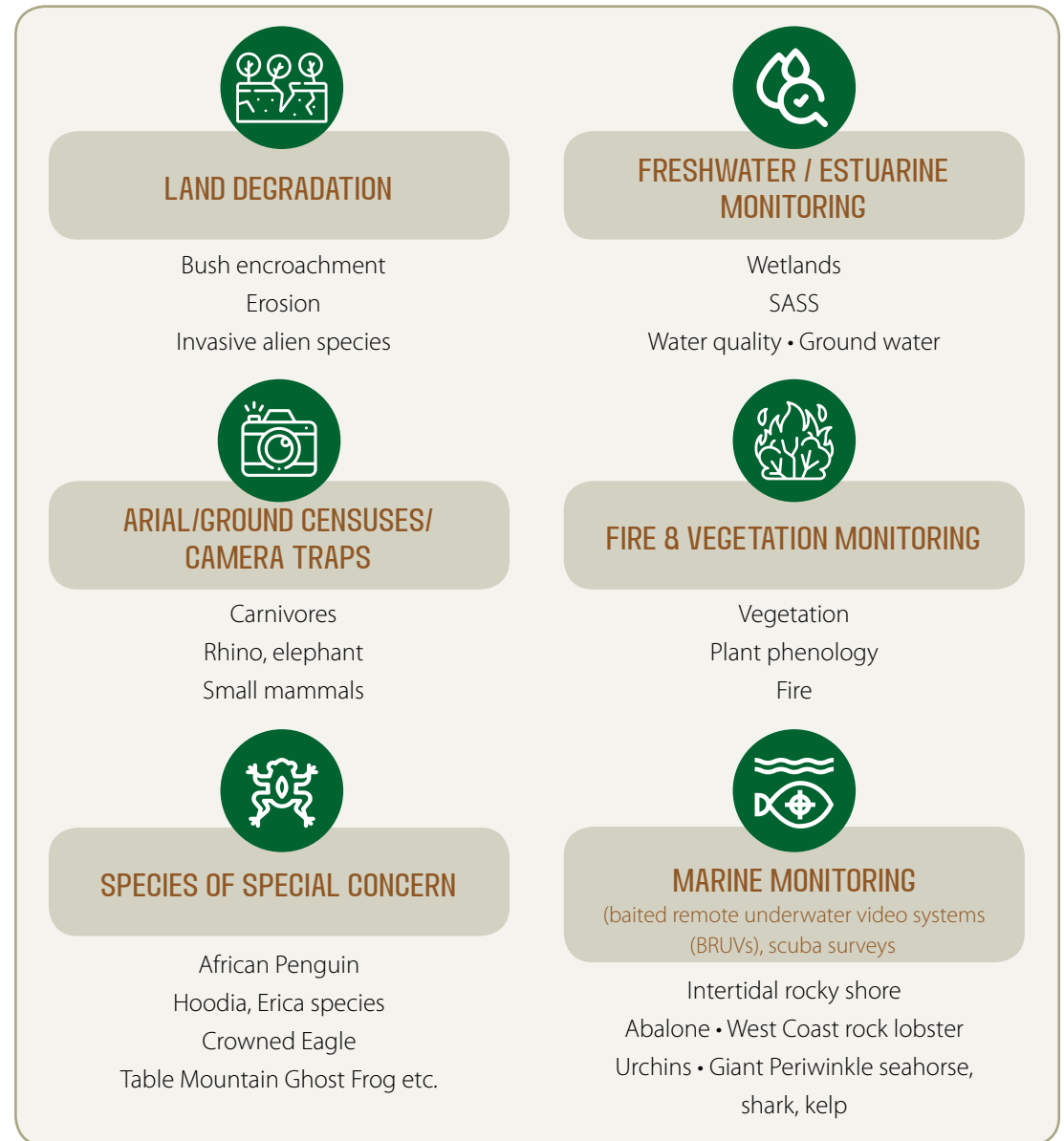


SUB-OUTCOME 6: SUSTAINABLE CONTRIBUTION TO IMPROVED WILDLIFE MANAGEMENT AND WILDLIFE POPULATIONS

BIODIVERSITY MONITORING PROGRAMME

SANParks scientists facilitate external research studies by giving researchers access to historic datasets, managing field experiments, offering on-site expertise and providing subsidised accommodation and safety in the field. The data gathered through the monitoring of a wide range of terrestrial and marine activities supports management decision-making, especially in the smaller parks.

In addition, SANParks staff conduct their own research projects to broaden their scientific understanding and collaborate with external researchers on projects involving bush encroachment, soil erosion, overgrazing, alien invasions and global climate change.



Monitoring activities completed by staff in 2023/24.

TERRESTRIAL SYSTEMS: SUPPORT FOR MANAGING CHARISMATIC LARGE MAMMALS

SANParks conducted numerous large-mammal surveys across all the national parks. We now have 247 time series of species-park combinations, covering 15 national parks and 43 different species. The latest surveys showed most species to be stable or increasing in numbers.

RHINO MANAGEMENT

Apart from Namibia, South Africa is the only range state of the southwestern black rhino. SANParks' diverse national parks play different roles in the conservation of the country's southern white (*Ceratotherium simum*) and black rhino (south-central *Diceros bicornis minor* and southwestern *D. b. bicornis*) populations. Six parks outside of Kruger National Park manage important rhino populations, i.e., Addo, Karoo, Mapungubwe, Marakele, Mokala, and Mountain Zebra. Southwestern black rhino is the largest of South Africa's rhino populations and is the largest population of this subspecies outside of Namibia.

Rhinos in parks

Addo Elephant National Park was identified as an implementation site for the Rhino Impact Bond, which aims to increase black rhino populations and has been consolidated into a Wildlife Conservation Bond (WCB). Black rhino monitoring methods include ear notching, ground and aerial censuses and/or remote sensor cameras, depending on the habitat and the accessibility of areas. In Addo, monitors use aerial patrols to monitor specific individuals and for overall monitoring rely on 65 cameras placed throughout the park as vegetation is very dense and animals not easily sighted. Time-stamped images of rhino with distinctive ear-notching patterns are used to verify population growth.

Since the start of the WCB project, this method has achieved more than 90% evidence for all the individual rhinos in the park, which is better than the 85% requirement. The Addo rhino population has increased by 10% during the year under review.



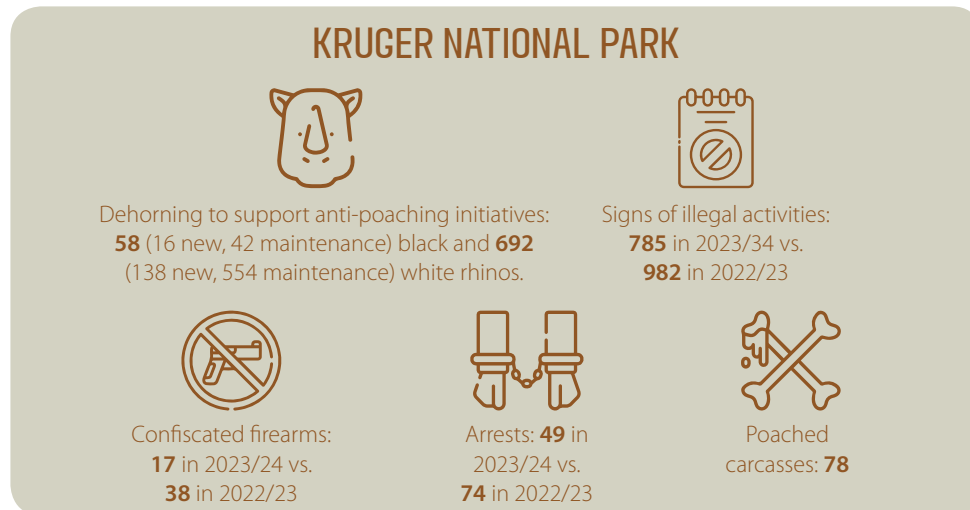
Rhino management through translocation.

SANParks notched 28 black rhinos and recorded 31 black rhino births and 10 deaths due to natural causes in the Frontier Region. All rhinos, except cows that risk losing young calves, were dehorned in Mountain Zebra National Park, while SANParks translocated four bulls from Karoo National Park to Addo Elephant National Park. One died due to a *Babesia bicornis* infection, prompting procedures to change to include treatment for the disease. A predator-proof fence erected in the Addo Elephant National Park allowed SANParks to translocate 11 black rhinos in to the Kabouga section of the park.

In our efforts to expand rhino distribution, SANParks assessed areas between and around Camdeboo, Mountain Zebra, Addo Elephant and Karoo national parks, concluding that ample opportunities exist to leverage rhinos as key components of living landscapes.

In Marakele National Park, an aerial census was done to assess the distribution and demographics of black and white rhino and to update the ear-notch database. The latter is used to inform future notching programmes of both rhino populations. Concerns that intraspecific ecological processes may be influencing and potentially negatively affecting the population of white rhino have been growing, hence rhino camera traps are monitored monthly to identify population-growth trends.

Black and white rhino monitoring through camera traps is also done in the Mokala National Park, and images of captured individuals are sorted in unique profiles and used to update the database.



Rhino protection plan and growth

Implementation of Parks Division's successful rhino protection plan started in 2014. Data gathered in the past reporting year indicated:

- 312 south-central black rhinos – a 3.3% year-on-year increase
- 334 southwestern black rhinos – a 5.2% year-on-year increase
- 2 255 southern white rhinos – a 0.3% year-on-year decrease

For the first time in a decade, black and white rhino births in Kruger were equal to deaths due to natural causes and poaching combined.

ELEPHANT MANAGEMENT

South Africa's national parks are home to approximately 75% of the country's estimated 43 884 to 44 775 African savanna elephants. SANParks uses elephant management plans to manage this precious population in the context of each park's overall management objectives. The plans also help SANParks to manage the trade-offs between the requirements for elephant persistence and the influence these mammals have on nature and people.

In the Garden Route National Park, camera-trap monitoring is ongoing as part of the final phase of re-establishing elephants in the park. Monitoring still shows only one elephant cow present.

Addo Elephant National Park administered contraceptive vaccines to 279 elephant cows in areas where resource gradients, or landscape variability, are not at large enough to regulate population growth naturally. SANParks translocated a family group of seven elephants to Babanango Community Reserve, a family group of nine elephants to Bellevue Game Farm and two bulls to Shambala Game Reserve from the park's Main Camp Section. Improved monitoring is on the cards, following tests that showed that solar-powered collars retained 97% battery life after eight months of recording a GPS fix every 30 minutes.

In Kruger National Park, the focus was on areas where elephants can influence ecosystems as well as damage the property of people. The restoration of linkages in transfrontier conservation areas has been extremely successful with elephants now moving over vast areas in and around Kruger. SANParks responded to numerous incidences where elephants threatened human lives and property, resulting in 25 animals being euthanised.

An elephant aerial survey, in collaboration with Marataba, was carried out to take stock of the density, distribution and demographics of the elephant population in Marakele National Park. The data collected was used to refine the elephant management plan, including the establishment of elephant impact sites and a potential contraception programme.

SANParks provided annual estimates of elephants in parks to SANBI who, in turn, submitted the data to the African Elephant Database hosted by the African Elephant Specialist Group.

MANAGING PREDATION

Carnivore tracking in the Frontier parks (Addo Elephant, Mountain Zebra and Karoo) continued. Four lion and one spotted-hyaena collars were replaced, males were relocated, and contraceptives administered to three lionesses. Collars on spotted hyaenas alert managers to carcasses in the absence of vultures.

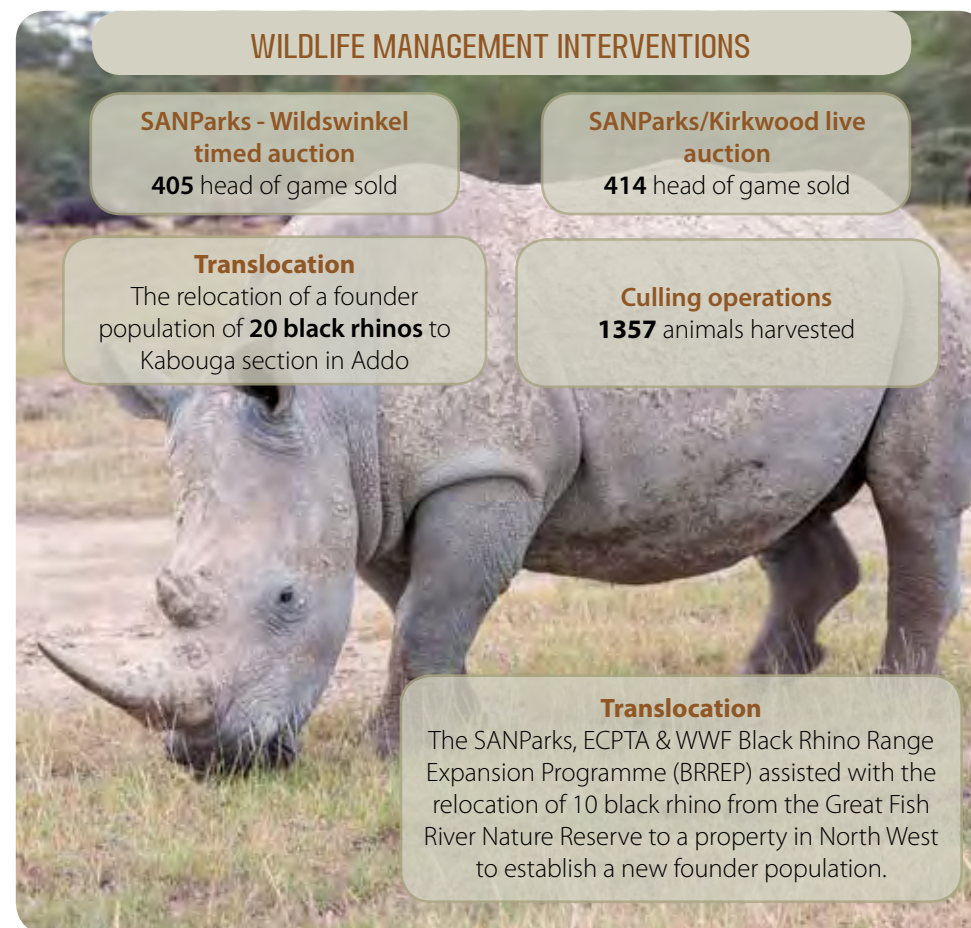
Genetic linkages of lions in the park suggest northern and southern lions are related, allowing SANParks to move lions that have ventured out of the park to areas where lion populations are locally disrupted. Moving lions from southern Kruger to the far north of the park has helped to maintain the population in that area at around 120 lions, but mortalities are high due to poisoning – criminality that needs to be addressed as a public health challenge. Surveys in southern Kruger noted high densities of some carnivores, including up to 137.4 spotted hyaenas and 44.7 lions per 100 km².

Predators naturally interact with land uses across South Africa. SANParks is part of the Predator Management South Africa (PMSA) forum where information regarding damage-causing animals (e.g., bushpigs, leopards and jackals) are shared between parks and neighbouring landowners, particularly those whose livelihoods are affected by human-wildlife conflict. Good news is that brown hyaenas have been seen in many places from where they have been absent for some time, most likely because of land-use changes towards wildlife.



IMPLEMENTATION OF THE WILDLIFE MANAGEMENT PROGRAMME

Several interventions took place to manage wildlife populations in national parks. These included wildlife auctions and culling (as part of ecological management and revenue generation), and translocations. In partnership with other conservation agencies, SANParks contributed to the establishment of new founder black rhino populations by relocating animals from one province to another.



Wildlife management's contribution to the wildlife economy

Lessons learned during implementation of the Wildlife Economy Window 1 and 2 revealed the need to forecast available species and their numbers over a three-year horizon. The team collated information from population survey data (largely based on aerial surveys) for the two relatively intact parks (Kgalagadi Transfrontier and Kruger), as well as smaller parks that have important large vertebrate populations (Mapungbwe, Marakele, Golden Gate, Mokala, Augrabies, Addo Elephant, Camdeboo, Karoo, Mountain Zebra, Table Mountain, Tankwa, West Coast, Namaqua and Bontebok). This resulted in 247 time series of species-park combinations, covering 15 national parks and 43 different species.

However, as Kruger, Mokala and Mapungubwe were either under disease quarantine or within disease control zones, 187 time series did not have a disease regulation imposed on the species (60 time series had restrictive disease regulations). We filtered species out for which aerial surveys provide limitations for estimating population sizes.

Analysis is ongoing, but species dynamics predict that from 2024 to 2026, SANParks will have over 40 000 individuals available. However, at least 25 000 of those will be in parks that have disease constraints, which will limit the options available to SANParks to contribute to South Africa's wildlife economy aspirations.

Wildlife economy support to provincial authorities

SANParks has signed a technical agreement with the Mpumalanga Tourism and Parks Agency (MTPA) to provide capture support for the national game donation programme led by DFFE.



MANAGEMENT AND STORAGE OF BIOLOGICAL SAMPLES

Biobank management

Veterinary Wildlife Services (VWS) is expanding the use of long-term storage, or banking, of biological samples for knowledge generation. The Skukuza biobank primarily stores materials collected in Kruger National Park, while the satellite bank in Kimberley holds samples from other national parks. Both facilities pursue excellence in wildlife biological sampling and the collection, processing, storage and accessibility of data. The number and types of samples, and quantities of material collected and stored from an individual animal have increased overtime. Sample processing and storage techniques and facilities improve continuously, alongside the development and fine-tuning of procedures for the supply and use of samples for research purposes. The Kimberley biobank is now DALRRD approved.



The biobank in Kruger National Park. In total SANParks captured and delivered 128 heads of game to MTPA beneficiaries

SUB-OUTCOME 7: SUSTAINABLE POPULATIONS OF SPECIES OF SPECIAL CONCERN

ICONIC BIRDS

Vulture scavengers

The status of vultures received attention in Kruger National Park where ongoing poisoning threatens the populations of various species. GPS tacking not only makes it easier to monitor 108 white-backed, white-headed and lappet-faced vultures, but also helps SANParks to understand vulture behaviour, fine-scale movements and habitat utilisation. The secretive breeding habits of hooded vultures make them difficult to monitor, but the presence of nests may be an indicator of large tree refugia along rivers. Trends in vulture nests vary: the number of lappet-faced vulture nests in Kruger have declined dramatically, while white-backed and white-headed vulture nest numbers remained constant. Through this data SANParks contributes to the biodiversity management plan for all nine vulture species in South Africa.

The EWT has led the monitoring of white-backed vulture nesting sites, breeding success and population distribution in Mokala National Park since 2008. Other vulture species are included in the monitoring, but due to their low densities in the area, the information is limited. In the interest of holistic data collection, sites outside of national parks but close to Mokala have been included in the surveys. Within Mokala, vulture nest sites and chick survival rates appear to be decreasing. Factors impacting chick survival include high winds, fire damage to nesting trees and negative interspecies interactions with pied crows. Information analyses indicate a westward movement of the population outside of the park, but the drivers, implications and general trends related to this remain unknown.

Birds of prey

In Kruger National Park, martial eagles were suspected of consistently poor breeding performance from 2013 to 2021, with a pair fledging a chick only once every five years. However, GPS tracking have showed that pairs have multiple nests and raise a chick almost

every second year and that the population is more stable than previously thought. In Garden Route, active crowned eagle nests achieve 50% fledging.

While the benefit of long-term monitoring is obvious, new projects are also valuable. An example is the start-up that seeks to understand the bataleur, an iconic yet understudied raptor species in South Africa whose conservation status is declining.

Annual parkwide raptor surveys have been conducted in the Kalahari Gemsbok National Park (KGNP) since 2022, following on from work done in 2015. The surveys form part of a long-term monitoring project of raptors in the Northern Cape undertaken by EWT, SANParks and citizen scientists. Eight raptor species that are resident or occur in KGNP are listed as endangered (IUCN regional and global). This includes the white-backed, white-headed and lappet-faced vulture, martial eagle, black harrier and secretary bird. Data from the 2023 survey is yet to be analysed.

Ground-dwelling birds

The majestic ground hornbill now occupies 88% of available territories in Kruger National Park. The population is stable and a source for individual dispersal and population expansion. The closure of waterholes, home to favourite amphibian snacks, had no effect on the birds' productivity and body condition. Findings suggest that increasing winter temperatures are contributing to population performance. The static secretary bird may provide clues to the influence of climate on breeding and dispersal by comparing the harsher western parts of their range, where temperatures often reach 40°C, to the relatively cool and mesic highland grasslands.

African penguin

The ongoing decline in African penguin populations suggests that the uplisting of this species to critically endangered is warranted. Over the past decade, the global population has shrunk by 7.9% annually, resulting in approximately 9 900 breeding pairs in 2023 – an alarming decrease from the approximately 24 000 pairs recorded a decade ago. Should present trends persist, the African penguin will be extinct in the wild by 2035.

Following a lengthy process involving an international expert panel, the minister of fisheries, forestry and the environment announced temporary fishing closures around key penguin breeding sites but not around their known foraging areas. Negotiations around the extent of fishing closures are ongoing, as are concerted efforts by the conservation community to reduce other threats to breeding populations. These include bolstering nesting habitat, rescuing and rehabilitating injured/sick adults and abandoned eggs and chicks, and tracking a broad range of potential threats, including ship traffic, extreme weather and predation by land- and sea-based predators.

PLANTS OF NOTE

African wild ginger

African ginger (*Siphonochilus aethiopicus*), also known as wild ginger, indungulu, siphephetho and ithole, is listed as critically endangered on the red list of South African plants. African ginger is used to treat a wide variety of ailments and is heavily overharvested. A country-wide assessment of African ginger in the late 1980s found 39 sub populations; a mere 10 years later the number had fallen to 17, three of which were in the Kruger National Park.

The reasons for decreases in the park are unknown. While it could have been due to earlier illegal harvesting, the plants are also popular with elephants, which dig out the rhizomes. At this stage a conservation re-introduction may be required if it proves possible to identify and mitigate threats in the wild.

In a fortunate turn of events some years ago, a few African ginger plants, including rhizomes, that are believed to have been collected in 1992 from the Pretoriuskop Ranger Section, were found. The ARC assisted with increasing the stock and, kept safely in the Skukuza nursery, the rhizomes multiplied both naturally and artificially (by splitting them). Some were sold to the

public from the nursery, with the necessary TOPS (threatened of protected species) permits. However, after a few years it was realised that the underground rhizomes, and therefore the stock, were not increasing. With the help of Scientific Services, the nursery experimented with different growing methods and, having established a very effective way to propagate African ginger, has tripled the population over the past two growing season.

As part of Kruger's medical plant programme, SANParks wants to ensure a healthy population of wild ginger in the Skukuza nursery and have enough to distribute plants to traditional healers living and working adjacent to the park. This approach supports both species conservation and relationship building through benefit sharing of a sustainably harvested natural resource.

With this goal in mind, and while the nursery was fine-tuning its growing methods, SANParks decided to buy plants from growers in the local communities and donate them to healers. However, most small- to medium-scale wild-ginger growers in Limpopo and Mpumalanga did not have the permits required to sell their plants legally, which scuppered the plan. Intent on finding a solution, SANParks joined forces during 2021/22 with the K2C biosphere, MTPA and the Limpopo Department of Economic Development, Environment and Tourism (LEDET) in a pilot project to test the feasibility and impact of issuing permits to a handful of home growers of wild ginger, giving them legal access to the traditional-medicine market. Over the past five years, several hundred wild ginger plants for home growing have been donated to traditional healers living and working along the borders of Kruger.





African ginger in growing in drums in the Skukuza nursery.

Swazi lily

Swazi lily (*Adenium swazicum*) populations are rapidly decreasing in the south of the Kruger National Park, with the expected revival of plants after the 2015/16 drought yet to happen. All three populations have lost more than 60% of their individuals since monitoring commenced; the one site, Mlambane, has lost 75% of individuals. SANParks is partnering with the Organisation for Tropical Studies (OTS) to investigate reasons for the decline. Initial results indicate that neither human harvesting nor insects are the culprits, but that black rhino looks like the most likely Swazi lily predator. Better biodiversity monitoring has already resulted in the discovery of additional populations.

Cycads

Many different factors threatened the natural in-situ populations of mature Lebombo cycad (critically endangered) in Kruger National Park. Illegal collectors have done great damage to the population in the past, aided by the plants being easily accessible and the lack of law-enforcement in the area. The invasion of alien plant species added more pressure to the cycad population. In response, and in terms of the Cycad National Strategy, SANParks planted 106 Lebombo cycad seedlings on the Muntshe Hill in Kruger. Of the seedlings that were planted at the same site in 2019, only 10% is still present and being monitored.

Other plant species of special concern

Plant expeditions over the past year have discovered a population of rare *Gelrebia* (*Caesalpinia*) *rostrata* in the south of Kruger along the Crocodile River and new locations of *Pterolobium stellatum* (only collected once before), *Acalypha sonderiana* (first record) and *Pavetta tshikondeni* (rare). *Gelrebia rostrata* is considered a species of special concern and is listed as vulnerable. Finding new locations of species of special concern is hugely important in meeting the objectives of the SSC LLP.

Biodiversity report for Kruger National Park

SANParks compiled a biodiversity report for Kruger National Park from sightings reported on several different platforms, including ranger reports from CybertTracker and citizen-science databases such as iNaturalist and BirdLasser. The data sources are diverse and often cannot verify sightings. Even so, it is useful to monitor trends. In the reporting period SANPark accumulated information on 1 224 species in Kruger.

First woody cover map for Kruger National Park

SANParks scientists were part of a team that created the first woody cover map for Kruger National Park. In the days before satellite imagery, scientists monitored landscapes using black and white aerial photos. Modern spatial technology has now used the photographs from 1939 to 1944 to create the first historical map of trees and shrubs with a resolution of 0.5–0.75m. Between 1939 and 1944, 26% of the park was covered in woody vegetation, with higher cover on granite (28%) than on basalt (21%) soils.

A biodiversity summary for Kruger National Park.



SPECIES RICHNESS

Calculated as the number of unique species recorded in the entire KNP for the 2023-2024 Financial Year.

Species are grouped into 9 basic classes.

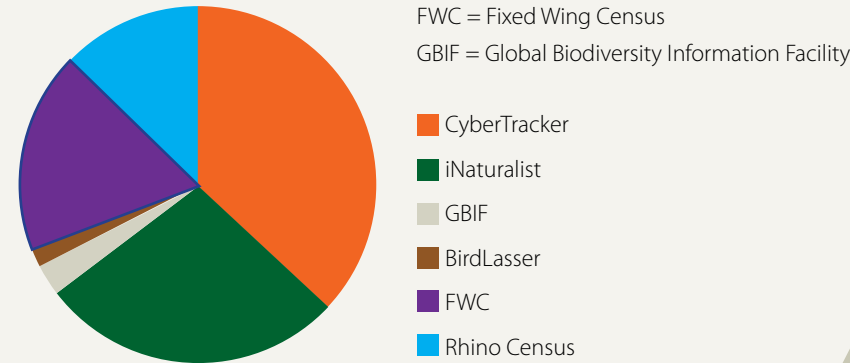
- The Alien class refers to all types of alien species and is a mix of mammals, birds and plants.
- Insects is used as the colloquial term and included arthropods, arachnids etc.
- The Other class is species that do not easily fit into the other classes and includes organisms such as bivalves fungi and algae.

1224 SPECIES

 Aliens 22	 Amphibians 21	 Birds 290
 Fish 14	 Insects 456	 Mammals 60
 Other 7	 Plants 307	 Reptiles 47

DATA SOURCES - 2023/2024

The data sources that were used to calculate the species richness for the year are given in the below graph based on the percentage of sightings per platform.



Managing disturbances

Fires, a feature of savannas, are essential for a healthy and thriving ecosystem in Kruger National Park. However, 70 years ago, this was not well known and the very idea of prescribed burning was not only frowned upon but prohibited by law.

In 1954, SANParks initiated a large-scale fire experiment in four different parts of the park to investigate the effect of different fire frequencies and burn seasons on vegetation. A total of 208 burn plots, each roughly 7 ha in size, were demarcated across a geological and rainfall gradient in the park. Each plot had a fire-treatment plan that stipulated how often and during which season it would be burned.

As one of the oldest and largest in the world, this fire experiment pushed the frontiers of fire ecology and facilitated capacity building. Seventy years later, it maintains its relevance with the European Space Agency using these sites to ground truth technological advancements for the measuring of fire emissions as the world seeks to understand global greenhouse gas dynamics.



An experimental burn in the Pretoriuskop Section of Kruger National Park.

In 2022 and 2023, fires were documented in the Kgalagadi Transfrontier Park and Mokala National Park. In these arid and semi-arid landscapes, fire events have a latitudinal rainfall gradient, as seasonal rainfall follows a 7-to-10-year cycle in accordance with the El Niña and El Niño cycles. Rainfall in the arid and semi-arid environment tends to be associated with lightning that triggers natural fires that are usually extinguished by the subsequent rain. Fires caused by humans, however, prove to be more challenging, especially when weather conditions are hot, dry and windy and when biomass density is extremely high following many years of fire exclusion or high rainfall – as was the case between 2020 and 2022. Fire is an integral part of the ecosystem as it supports essential ecological processes.

MARINE PROTECTED AREAS AND COASTAL REGIONS MONITORING

SANParks oversees a wide variety of monitoring efforts across the MPAs and coastal regions under its custodianship. These include baseline surveys, ecosystem, species and resource use, and social impact monitoring.

Rocky shore monitoring

In response to the threats that over-harvesting, alien invasives, mining and climate change pose to intertidal marine biodiversity, SANParks now monitors marine invertebrates in intertidal reef habitats in all the marine parks. These assessments help evaluate the effectiveness of MPAs in conserving biodiversity and inform strategies that ensure ecological benefits to society are sustained in this intensively used coastal habitat.

Waterbirds

In 2023, SANParks completed and published assessments of changes in waterbird populations in the Wilderness lakes over the past 40 years. Several species, such as Cape cormorant, Egyptian goose and great crested grebe, have increased on several waterbodies since the 1980s. However, many species have declined significantly, particularly the near-endemic Cape shoveler, the endangered Maccoa duck and most migratory waders. Local reasons for changes could include the increase in cultivated fields, a proliferation of new aquatic plants and loss of open sandbanks in the lakes, changing food availability, increasing disturbance and disease.

Resident wader numbers in Langebaan Lagoon continue to decline due to unfavourable conditions and human disturbances; the 142 birds recorded in August 2022 were a new 40-year low. In addition, despite notable increases in 2021, the 2023 summer counts of migratory waders were much lower, revealing that the apparent “recovery” was a once-off anomaly associated with the extraordinary global Covid-19 pandemic.

Fish surveys across MPAs and baseline surveys for Robben Island MPA

The Robben Island MPA was declared in 2019 and SANParks was appointed management authority. During 2023/24, we gathered baseline biodiversity data on marine species, including rocky shore invertebrates, abalone, West Coast rock lobster, giant periwinkles, urchins, kelp, fish and sharks. Ongoing annual surveys are conducted across all MPAs to monitor the biodiversity of fish and shark populations by tracking changes in relative abundance, size and diversity over time.

FRESHWATER ECOSYSTEM MONITORING

Freshwater and estuarine ecosystems as social-ecological systems

Protection of the Knysna Estuary significantly contributes towards meeting national estuarine biodiversity conservation targets while recognising the importance of the estuary for recreational and livelihood fishing. Funding provided by TotalEnergies Marketing SA has enabled exciting research that will improve fishery management and conservation outcomes. Fish-movement studies will be linked with spatial and temporal patterns in fishing efforts, while questionnaires and interviews will provide insight into the human dimensions, including fishing motives, local knowledge and views on current and potential future management initiatives.

Endangered Knysna seahorse

In collaboration with Oceans Alive Conservation Trust, SANParks conducted a population census of the endangered Knysna seahorse (*Hippocampus capensis*) in the Knysna Estuary to update population-size information for this IUCN red-listed species. This is a continuation of a census started in 2022 and is the first population assessment for this species since 2003. Plans to include the remaining two systems in which the Knysna seahorses occur are ongoing.

The ghost frog

The Table Mountain massif is a strategic water resource area, as well as the endemic home of the critically endangered Table Mountain ghost frog (*Heleophryne rosei*). At least 12 streams in Table Mountain at 300m and 400m above sea-level were sampled to determine the occurrence of this endangered species.

Groundwater monitoring

Groundwater monitoring was conducted inside the Tankwa Karoo National Park and in the Os Vley contract section of the park. One new data logger was installed in a monitoring borehole, and the data from other loggers downloaded. South African Scoring System (SASS 5) surveys were conducted in the Doring and Tra Tra rivers in the Os Vley and Maharishi properties.

Wetland and river surveys done in the Zuurberg and Kabouga sections of Addo completed the series of surveys that included all the sections of the park. A collaboration between Scientific Services, Biodiversity Special Projects (BSP), SANBI and Parks, the project will produce the first systematic inventory of wetlands and river types in Addo. This will improve our understanding of Addo’s contribution to national river and wetland conservation and contribute to the ongoing development of a national wetland classification system

Pollution

Water pollution remains a headache in some coastal areas. On Bird Island in the Addo MPA, 12 penguins were seen in October 2023 with oil spots suspected to be from a container that washed onto the island after being discarded by a passing ship. In early 2024, around 120 Cape gannets on Bird Island were coated in a yellow oily substance that rendered them waterlogged and inhibited their swimming and feeding. With the expert support of the Southern African Foundation for the Conservation of Coastal Birds (SANCCOB), most of the treated birds were successfully rehabilitated and released. The nature and source of the pollutant is still under investigation.

Sewage pollution is a frequent, if not continuous, occurrence in the Knysna Estuary due to the inadequate state and poor management of municipal wastewater infrastructure.

Consequently, bacterial toxicity warning signage has been erected in areas where *Escherichia coli* bacteria counts regularly exceed acceptable levels for human and environmental health. Engagements with the Knysna Municipality to address the sewerage pollution problem in Knysna Estuary have been ongoing and include participation in a co-governing agency and multi-stakeholder joint inspection to draft a condition assessment report for ministerial approval.

Freshwater quality monitoring

Although the Golden Gate riverine ecosystems are largely protected from human disturbances, it is imperative to understand how they respond to climatic conditions during different sampling periods. In-situ monitoring of water quality is done by measuring pH levels, the concentration of dissolved solid particles and salts and the water clarity. SASS 5 was applied to the river systems of Mokala, Golden Gate and Marakele national parks to bio monitor macroinvertebrate. The river health monitoring programme in Addo also uses SASS 5 monitoring to determine the ecological reserve of the Sunday River system in the interest of active catchment management.

KNOWLEDGE PRODUCTION, SHARING, NETWORKING, COLLABORATION AND CAPACITY BUILDING

SANParks scientists facilitate learning in the organisation by considering the past (reflection), the present (experimentation) and the future (horizon scanning). These knowledge-production activities include designing and implementing research and monitoring programmes, analysing and archiving data and publishing findings in credible peer-reviewed journals and reports. SANParks scientists also network, collaborate, share knowledge and deliver services to the broader scientific community, both nationally and internationally. This includes various expert peer-review duties, serving on editorial boards of journals, attending conferences and networking with and serving on various conservation bodies (e.g., Ramsar and IUCN).



Rapid macroinvertebrate biomonitoring in a freshwater ecosystem.

Importantly, we facilitate knowledge translation and application by acting as two-way conduits between science and management and science and society. In addition, science-management engagements allow park staff and scientists to share challenges and knowledge related to pressing management issues and the latest scientific evidence. Fifty-five science management forums took place in the year under review across 14 national parks. Conservation Services scientists furthermore gave input to 21 policy formulation

and/or legislative instruments, mostly for DFFE, SANBI and SANParks, and contributed to 67 national/international advisory or working groups.

These activities not only enhance the profile and credibility of science-based decision-making in SANParks, but also increase the influence and impact of SANParks beyond the organisation.

Knowledge Production, Sharing, Networking, Collaboration and Capacity Building

Collaboration with various institutions



Peer Review
Publications 50 peer
reviewed publications
(15 as lead authors)



Supervision/Co-
supervision 14
Universities 9 PhD, 18
Masters 4 Honors



Examined dissertation
7 local & 2 internation
Universities, 8 MSc, 3
PhD



Conferences
65 presentations at conferences,
symposia, specialist meetings
and workshops across



Science Management
Forums 55 SMF in 14
Parks scholarship from US
Embassy for SA students on
climate change



Scholarships 6 MSc
scholarship from US
Embassy for SA students
on climate change



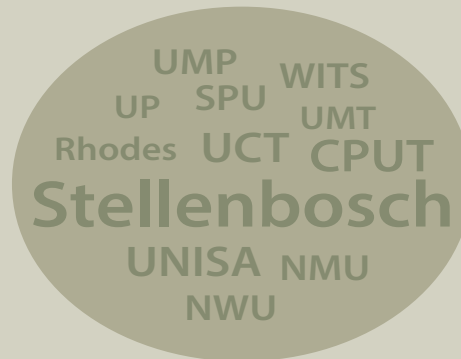
Popular Communications >150 popular
communications, 9 popular press articles,
6 radio interviews, 4 television interviews
and ~80 talks, lectures, webinars, annual
research report, science blogs



National/International Involvement
Participated in 67 national/international
advisory-working groups scholarship
from US Embassy for SA students on
climate change



Policy review/formulation
Input to 21 governmental
policy formulation and/or
legislative instruments



Continuous Learning

This year, substantial capacity has been built in biodiversity data management at SANParks, courtesy of funding from the JRS Biodiversity Foundation that supported the hiring of five staff members, in-person data management workshops at the four Scientific Services nodes in April and May 2023, and exposure to various technologies and analytical tools.

Research collaboration with academic institutions continues to expand rapidly, resulting in an increasing number of SANParks employees graduating in various science disciplines. In this regard, SANParks scientists facilitate funding for South African students to pursue postgraduate studies on issues affecting SANParks, supervise students across multiple universities, act as external examiners for both local and international MSc and PhD theses and create a nurturing environment for interns. At the end of the fiscal year, two scientists received doctorates from the University of the Free State, one a master's degree from North-West University and one an honours degree from Sol Plaatje University.



Capacity building workshops in data management.



Drs Nthabeliseni Munyai and Tercia Strydom, both SANParks scientists, received PhD degrees from the University of the Free State. Lufuno Munyai completed his MSc at North-West University, Naledi Sebonesho her BSc Hons with Sol Plaatje University and Nokukhanya Mpaza an advanced diploma in nature conservation with the University of Mpumalanga.

Network meetings

Two major international annual symposia, hosted in collaboration with key partners, were not only important organisational learning events, but also valued and recognised contributions to broader protected area research and management.

The 5th annual Garden Route Interface and Networking (GRIN) meeting took place on the edge of the Knysna Estuary from 10 to 12 October 2023, hosted by SANParks, the French National Centre for Scientific Research, Nelson Mandela University's Sustainability Research Unit and the Southern African Programme on Ecosystem Change and Society. GRIN provides a neutral space for national and international practitioners and researchers to dialogue, exchange ideas and learn across multiple organisations, themes and social-ecological perspectives. Over three days, delegates enjoyed 40 formal presentations, discussion sessions and dialogue that pulled together ecological and social sciences theory and practice. Through ShareScreen Africa other African conservationists could share in the experience (<https://sharescreenafrica.org/video-presentations/>).



Delegates who attended the 5th annual Garden Route Interface and Networking meeting (GRIN).

The 21st Savanna Science Network Meeting (SSNM) was held between 3 and 7 March 2024 in Skukuza, Kruger National Park. The meeting is organised and run by Scientific Services staff who facilitate the conference sessions and contribute presentations to the conference. The event was attended by more than 200 participants, more than half coming from other countries. It received substantial media coverage with 11 broadcast clippings, including from CapeTalk, Radio702 and SABC3, five print media articles, 16 online media articles, including the *Cape Argus*, *Cape Times* and *Pretoria News*, and 50 social media clippings. The SSNM is considered the leading international conference on socio-ecological research in savannas worldwide.



African countries were well represented at the International Savanna Science Network Meeting.

SUB-OUTCOME 8: WILDLIFE AND ENVIRONMENTAL CRIMES

LAW ENFORCEMENT AND AREA INTEGRITY



Environmental crime varies between parks and regions as each area has a unique set of drivers that impact criminal activities and the integrity of the parks.

SANParks actively participates in Operation Phakisa, particularly Initiative 5, which is the Enhanced and Coordinated Compliance and Enforcement Project. Within this framework, we attend technical working group meetings and engage in law-enforcement operations with our rangers often providing crucial testimony in court cases and scientific staff serving as experts for the state in legal proceedings.

The escalating demand for abalone has fuelled a rise in illegal harvesting activities that are causing abalone populations to plummet. Similarly, the illicit harvesting of West Coast rock lobster is on the rise, particularly in the Table Mountain National Park MPA. Illegal fishing persists across various MPAs and estuaries, further jeopardising marine conservation efforts. In 2023/24, 8 709 compliance patrols in vessels, vehicles and on foot were conducted throughout the MPAs and coastal regions, supplemented by strategic observations at key points and various joint operations with law enforcement and conservation agencies. These efforts resulted in fines, arrests and several court appearances. Poaching and other illegal activities threaten marine ecosystems and the livelihoods of people who depend on these resources in equal measure.

Table Mountain National Park

Table Mountain National Park's sea, air and mountain (SEAM) team, park rangers and joint operations with law-enforcement authorities have had considerable success in combating crime in the park.

The Table Mountain Safety Forum – a collaboration between SANParks, SAPS and the City of Cape Town (CoCT) – was revived in November 2023 and held regular meetings to enhance the joint response to crime in TMNP. Intelligence and information related to safety and security in the park is shared with SAPS' intelligence department, TMNP's operations room and CoCT Fusion Centre. The three authorities also coordinate the deployment of officials to ensure efficient patrolling of crime hotspots. The joint response to the challenges of crime in TMNP includes the recruitment of additional conservation staff and SEAM members, which commenced with the appointment of additional field rangers in November 2023.

A notable achievement of the forum was the safety and security plans that were implemented over the festive season (December 2023 – January 2024) and Easter weekend and included a highly successful aerial deployment. An integrated strategy to combat bark stripping has also been launched. It includes SEAM operations, painting certain high-value, mature trees to render them unappealing for harvesting, and seed collection and cultivation of saplings for rehabilitation purposes.



Augrabies Falls National Park hosted the Klipspringer Challenge and Kalahari Augrabies Extreme Marathon

Mapungubwe National Park

The Greater Mapungubwe Transfrontier Conservation Area is still being plagued by illegal immigrants and cigarette smugglers traversing the Mapungubwe National Park from Zimbabwe. This has become a regular occurrence and remains a high risk for the park. Herding livestock, mostly cattle, goats and sheep that cross the Limpopo River and enter the park from Zimbabwe for grazing or smuggling purposes, pose a threat of foot-and-mouth disease outbreaks. Giraffe and elephant poaching incidents were recently recorded in the area, evidently for the bush meat trade. SANParks works closely with the SANDF to combat these crimes and conservation authorities are stepping up anti-poaching measures. Over the past 12 months vast quantities of illicit goods were seized, primarily cigarettes.



Livestock movement between Mpungubwe National Park and Zimbabwe posing high risk for foot-and-mouth disease outbreaks

Golden Gate Highland National Park

Golden Gate Highlands National Park has an ongoing problem of serving as a thoroughfare for stolen livestock being driven between Lesotho and South Africa. This is associated with arson fires.

Richtersveld National Park

Succulent poaching in the vicinity of the |Ai-|Ais/Richtersveld Transfrontier Park and World Heritage Site is a growing concern. Evidence indicates that plant poachers work in large syndicates that access remote areas with a high diversity of rare species. The incidences and frequency of poaching activities has significantly increased over the past few years. Although the poaching is mostly outside of the park, it is widespread throughout the Richtersveld World Heritage Site, the Succulent Karoo, the Greater Richtersveld and Namaqualand. The SAPS Endangered Species and Stock Theft unit is working tirelessly to address the poaching problem; however, the syndicates operate over vast areas of the Northern Cape and are very cunning in their modus operandi.

Over the past year, the Richtersveld Botanical Garden and Nursery at Sendelingsdrift in the |Ai-|Ais/Richtersveld Transfrontier Park received over 120 000 poached plants to rehabilitate and plant at the nursery to help save the succulents from extinction.



Richtersveld Botanical Garden and Nursery initiatives at Sendelingsdrift to save the poached succulents

EXTRAORDINARY EVENTS

FIRES

Mountain Zebra National Park

A wildfire raged through the park towards the end of summer. It was started by a lightning strike on a neighbouring property and spread into the Bankberg mountain range inside the park. Park staff were assisted by the local fire protection association and the Addo Working on Fire team, but it still took five days to extinguish the fire due to the terrain and the fuel load in the grassland portion of the park. Fires play a critical role in the ecology of grassland areas by stimulating new growth and this late-summer fire will contribute to the health of the park's karoo plate grassland ecosystem. Herbivores are already enjoying fresh growth in the 1 562 ha fire scar.



Controlling natural fire started by lightning strike in the Mountain Zebra National Park

Agulhas National Park

In late January and early February 2024, a wildfire burnt $\pm 15\,000$ ha of veld in the greater Agulhas area. The park received assistance from fire fighting teams from Cape Town and Working on Fire ground and aerial crews. The fire was kept away from the Ratel River complex but two buildings, which were not in use, burned down at the Rietfontein complex.



The adverse impacts of wildfires on infrastructure in the Agulhas National Park

Golden Gate Highlands National Park

Extensive wildfires occurred in Golden Gate during September and October 2023, exacerbated by huge fuel loads and unusually strong winds. More than 18 000 ha of grassland – more than half of the park – burnt during the fire season. Almost all the fires were caused by negligence or human activities outside park boundaries. However, thorough pre-season preparation ensured only minimal damage to infrastructure and the fire-adapted grassland recovered very well after the first rains at the end of October.

Table Mountain National Park

TMNP responded to 119 fires that started in or spread into the park during the financial year, a significant increase from the 87 fires reported in 2022/23. Thirty-six of these fires occurred in January 2024 alone. Human activity, mostly fires started by homeless people for cooking or by religious groups during ceremonies in the park, caused most of the fires. Only one fire was due to natural causes (rock fall), while it is suspected that up to 14 fires were started with malicious intent, especially in the south of the park. The latter is under investigation.



Fighting anthropogenic fires in the Table Mountain National Park

FLOWER SEASON

Richtersveld National Park

The |Ai-|Ais/Richtersveld Transfrontier Park received over 200 mm of rain during the 2023 winter and this resulted in an unexpected and spectacular flower season that lasted from mid-July to the end of August. This uncharacteristic rain in a mountain semi-desert area, transformed the park into a flower paradise and a special 4x4 route and hiking trail were opened to afford visitors a close-up view of the delightful phenomenon.



Vegetation response to unusual high rainfall record during the 2023 winter season

STORM SURGES

Tsitsikamma Coastline

The Tsitsikamma Section of the Garden Route National Park was not spared the adverse weather conditions that pummelled the entire Garden Route region on 16 September 2023. Most parts of the park were severely affected by the high seas associated with the low-pressure cell, which led to floods that damaged infrastructure along the coastline. The most affected areas were Storms River Mouth Rest Camp, huts on the Otter Trail, as well as the Nature's Valley Rest Camp where temporary restaurants, hiking huts and boardwalks along the coastline were washed out and ultimately destroyed by the storm.



Severe damages to Tsitsikamma National Park's Cattle Baron restaurant due to the storm surge and spring high tides

INFRASTRUCTURE DEVELOPMENT HIGHLIGHTS

Golden Gate Highlands National Park

Golden Gate Highlands National Park is best known for its geological, geomorphological and palaeontological heritage. Its rich geology is divided into five formations, consisting of four sedimentary (Tarkastad, Molteno, Elliot and Clarens formations) and one igneous formation (Drakensberg formation) that dates back 195 to 210 million years. The Elliot formation is particularly rich in dinosaur fossils and was home to the discovery of dinosaur fossil eggs with foetal skeletons inside, dating back to the Late Triassic period (200-230 million years ago). The discovery turned the park into a place of global palaeontological interest and inspired the development of the Kgodumodumo Dinosaur Interpretation Centre.

With construction completed, a design company was appointed in July 2023 to conceptualise the centre with a design team led by a palaeontologist from the Wits University Evolutionary Studies Institute who completed a doctorate on the Golden Gate fossil eggs. Models of the dinosaurs have been built and are currently being assembled. A nest of 30 eggs that was studied at the University of Toronto in Canada will be returned for the opening of the centre.



Kgodumodumo Dinosaur Interpretation Centre in the Golden Gate Highlands National Park



Nest of 30 Dinosaur Eggs

Agulhas National Park

Construction of the Agulhas Lighthouse Precinct (ALP) commenced in March 2022 and by the end of March 2023 the R70.2-million project was 85% complete. The precinct will include a restaurant, a curio store, three vendor stalls, an interpretation centre and conference facilities, as well as a new park reception. The restaurant will be operated as a public-private partnership and the vendor stalls and curio store will be leased to local operators.



Agulhas Lighthouse Precinct under construction

SUSTAINABLE RESOURCE USE: FOR PEOPLE AND NATURE

The responsible use of natural resources found in the national parks remains a requirement for organisational sustainability. When done responsibly, harvesting contributes to ecological integrity, is economically viable and increases the societal relevance of conservation areas.

Principles for the sustainable use of natural resources are embedded in the constitution of South Africa and have been implemented over the past three decades through SANParks policies, procedures and park management plans. Recent additions to national legislation, notably the *White Paper on Conservation and Sustainable Use of Biodiversity*, and changes to the National Biodiversity Economy Strategy further highlight the need and potential for the sustainable use of natural resources to contribute even more to the tangible and intangible well-being of all South Africans.

In the context of our vision of “a sustainable national parks system, inspiring and connecting society”, SANParks enables the sustainable harvesting of a wide variety of marine and terrestrial species each year. We are proud of this contribution to the wellbeing of our local stakeholder groups.

Camdeboo National Park

During 2023/24, SANParks embarked on a pilot project involving the sustainable harvesting and tapping of sap from *Aloe ferox* in Camdeboo National Park, for the manufacture of bitters and gels for the pharmaceutical and cosmetics industries. Guided by the National Biodiversity Management Plan for *Aloe ferox* (2022), the project design reflects the fact that *Aloe ferox* is a CITES-listed species. A total of 200 litres of *Aloe ferox* sap was sustainably tapped during the year under evaluation.

Richtersveld National Park

The Richtersveld National Park nursery sold and donated over 550 plants of various species to local community members and harvested several hundred cuttings, seeds and plants for propagation purposes.

Garden Route National Park

During the year under review, 20 m³ of iron wood and 115 000 m³ of exotic pine and gums were harvested from Garden Route National Park. Most was donated to local wood sellers and the rest used by staff and in hiking huts. The income of local community harvesting groups received a significant boost through the sustainable harvesting of over 35 000 coral fern fronds from the park. Sales from over 600 propagated indigenous plants from the Knysna nursery over the past year, further contributed to revenue generation from the sustainable use of park resources.

Tankwa Karoo National Park

Of the 4 200 bags of firewood that were harvested sustainably from Tankwa Karoo National Park, 20% were sold in the park shop. The remainder was used privately by community harvesting groups or sold for income.

Table Mountain National Park

The park issued 12 mushroom harvesting permits this year, as well as 93 permits for the legal harvesting of blue gum and pine wood and leaves from the park.

Agulhas National Park

Park management issued three flower-harvesting permits to community harvesters from Bredasdorp and Gansbaai in a pilot project supported by the SANParks Cape Research Centre. Groups of harvesters were allocated areas based on volumes available, determined by sustainable harvesting principles and veld assessments. The park also helped the groups to apply for transport permits from the provincial conservation authorities. Despite challenges relating to permits, inclement weather conditions and a fire, the teams harvested more than a million wildflower stems and all parties involved learned valuable lessons and gathered useful information.

Most of the sour fig resources in the park were destroyed by wildfire, resulting in a poor harvest – around 170 kg – for the permit holder. The veld is expected to recover for the next harvesting season.



Flower-harvesting community pilot project in the Agulhas National Park



Flower-harvesting community pilot project in the Agulhas National Park

Golden Gate Highlands National Park

The park facilitated the harvesting of over 7 000 bundles of thatching and broom grass, as well as reeds, resulting in sales of more than R300 000 for the local harvesting groups. Used for traditional thatching, broom making and Basotho-hat weaving, the grasses also contribute to the community's cultural sustainability.

Marine resource use

DFEE administers the permitting systems that are supposed to control commercial and small-scale fishing in the marine and estuarine environments overseen by SANParks. Illegal fishing, however, makes it difficult to estimate the full volumes harvested in the Garden Route, Addo, Table Mountain and West Coast national parks. Furthermore, while recreational anglers must have permits, the number of recreational permits sold is not limited.

During the year under review, the Garden Route National Park recorded legal catches of over 1 500 bony fish and 300 kg of bait organisms in the Tsitsikamma MPA and Touw Estuary. Legal harvesting of rock lobster and various line fish in West Coast National Park over the past year has benefited both subsistence and commercial fishers. In several parks, authorities confiscated illegal and non-compliant harvests, including abalone. More than 3 400 marine organisms were harvested from Table Mountain National Park for display and feeding purposes in the Two Oceans Aquarium.

Game

In smaller parks especially, game populations must be controlled to maintain ecosystem integrity, which also presents an opportunity to advance the relationship and revenue sustainability pillars. A total of 725 live animals were sold from various parks this year, generating over R9 million. In addition, 647 animals worth more than R3 million were donated or loaned to emerging black game farmers in support of transforming the wildlife economy nationally.

Smaller scale, ongoing resource use beneficiation projects in the savanna parks included the harvesting and distribution of over 170 kg of dried elephant dung to over 400 local

traditional healers. The Kruger National Park donated more than 9 000 kg of venison to local community groups, schools and traditional authorities, and in Mokala, Addo and Camdeboo national parks over 800 head of game were harvested for venison sales. Several animals were harvested from Karoo National Park to support fundraising by SANParks Honorary Rangers and from Camdeboo National Park in support of local soup kitchens. Venison sales from Golden Gate generated revenue for the park, while small-scale animal offtakes in Mapungubwe contributed positively to important events, including Heritage Day, that involved internal and external stakeholders,

MANAGEMENT FRAMEWORKS AND STRATEGIES

Tokai-Cecilia Management Framework

The Tokai-Cecilia Management Framework emerged from the national government's decision in 2004 to phase out commercial plantations in the Western Cape. The intention was to guide the transition from commercial forestry to national protected area in line with the intention to establish a national park on the Cape Peninsula as part of the Cape Floral Region World Heritage Site.

The Tokai-Cecilia Implementation Plan (TCIP) was developed through a stakeholder and public engagement process and the final draft was circulated for stakeholder comment in mid-2023. The plan sets out activities and interventions that Table Mountain National Park and other stakeholders can implement to manage the Tokai and Cecilia areas. Planning for actions listed in the TCIP, notably a heritage plan for the Tokai Arboretum, has since started.

Strategic Baboon Management

Chacma baboon numbers on the Cape Peninsula have grown over the last few decades as refuse bins, residential gardens with fruit trees and vegetables, household kitchens, restaurants, shops and agricultural land attract the animals to urban areas. Conflict arises when baboons become a nuisance, damage property and threaten the safety of people.

Baboon management is complicated by the fact that several entities are involved. SANParks is responsible for baboon management in Table Mountain National Park, while the City

of Cape Town (CoCT) manages municipal land and residential areas – a responsibility it shares with the South African Navy in certain areas of the Cape Peninsula. This responsibility extends to keeping nuisance or damage-causing animals out of the city. CapeNature, as the provincial conservation agency, is an important authority and permit issuer in the sustainable conservation and management of the Cape Peninsula baboon population.

Against this backdrop, the Cape Peninsula Baboon Management Joint Task Team (CPBMJTT) was established after the Minister of Department Forestry, Fisheries & the Environment Round Table of June 2022.

Public engagements held by the CPBMJTT resulted in 800 individual comments on the Baboon Strategic Management Plan (BSMP). The approved BSMP was published in December 2023, after which a plan for strategic fencing was developed and published and the City of Cape Town extended its baboon monitoring and management contract to December 2024.

The CPBMJTT met with a civics coalition representing a number of communities on the roll out of the BSMP and hosted an online public meeting on the same topic. Further meetings with affected communities to discuss solutions and proposals will take place in mid-2024.



Augrabies Falls National Park hosted the Klipspringer Challenge and Kalahari Augrabies Extreme Marathon

Reunion project

SANParks and Reunion Island National Park signed a cooperation agreement in 2019, with €1.85 million in financial support from Agence Française de Développement (AFD), including €1.2 million allocated to Table Mountain National Park.

The agreement aims to facilitate strategic learning between Reunion Island National Park and SANParks leaders that will help to:

- Inform the 2025-2035 Table Mountain National Park Management Plan review;
- Strengthen the relationship between Cape Town stakeholders and SANParks; and
- Promote Table Mountain National Park's status as a World Natural Heritage Site of Outstanding Universal Value.

To date, 18 projects have been developed, with outcomes focused on biodiversity, fire, invasive species control and eradication, climate change, invasives and climate, tourism, cultural heritage, and UNESCO Outstanding Universal Value integrity. A Table Mountain project manager was appointed, an exchange visit to Reunion Island National Park took place and the process to procure a visitor survey has commenced.

ADVENTURE SPORTING EVENTS IN PARKS

Augrabies Falls National Park hosted two successful events in 2023, namely the Klipspringer Challenge in May and the Kalahari Augrabies Extreme Marathon in September and October. The increasing number of participants in both events is a clear indication of their growing popularity.

During the Klipspringer Challenge the flow in the Orange River was double the normal rate, resulting in the raging Augrabies Falls providing a spectacular backdrop to a unique and challenging weekend of trail running.

The 250 km Kalahari Augrabies Extreme Marathon starts and finishes in the park, but the route that winds through breathtaking landscapes changes every year. The race attracts adventure runners from across the world.

The Garden Route National Park is home to two extreme sporting events, i.e., the Otter African Trail Run and the Knysna Extreme Triathlon.

Held in the Tsitsikamma Section of the park, more than 600 runners negotiated the rugged Otter African Trail Run on 6 and 7 October 2023, having a rare opportunity to savour the near-pristine ecosystem. The race continues to exemplify the harmonious intersection that is possible between conservation, community engagement and sporting excellence.

First hosted in 2018, the Knysna Extreme Triathlon is regarded as one of the toughest triathlons in the country. Contested in November every year, the race starts with a 5 km swim in the Knysna Estuary, followed by a 174 km cycle via the Outeniqua Pass and ends with a 50 km run through the Prince Alfred Pass to the Diepwalle forest section.

Golden Gate Highlands National Park

The Golden Gate Extreme Trial Running Challenge used to be a 3-day event. In May 2023, however, the 10 km, 25 km and 50 km races all took place on the same day on different routes. The Golden Gate Hotel hosted all meetings and participants associated with the event.



One-day Golden Gate Extreme Trial Running Challenge in the Golden Gate Highlands National Park

OUTCOME GOAL 1: SUSTAINABLE BIODIVERSITY AND CULTURAL HERITAGE ACROSS LAND AND SEA DELIVERS BENEFITS FOR THE PEOPLE OF SA AND THE WORLD, NOW AND IN THE FUTURE

SUB-OUTCOME 1: PROTECTED AREAS EXPANSION INLINE WITH THE NPAES AND SANPARKS LAND INCLUSION PLAN		
Output indicator	Annual target	Annual progress and analysis
1.1 Number of hectares added to national parks	7 000 ha	Off target, with 2 474 ha added to national parks.
Performance analysis	A total of 2 474 ha have been added to national parks. Purchase agreements for an additional 5 675,43 ha have been concluded.	
Reason for variance	Off target, with 2 474 ha added to national parks and concluded purchase agreements for a further 5 675,43 ha towards the cumulative land inclusion target.	
Planned improvement / corrective actions	The indicator and target will have to be updated for the APP for 2024/25 as well as within the new 5-year strategy to be developed during 2024/25	
SUB-OUTCOME 2: EFFECTIVE AND EFFICIENT MANAGEMENT OF NATIONAL PARKS		
Output indicator	Annual target	Annual progress and analysis
2.1 National parks and MPAs assessed	The indicator and target will be rephrased in the new 5 year strategic plan and retabling of the APP for 2024/25	Target exceeded. 20 national parks and 6 marine protected areas were assessed. 95% of national parks and 66% of marine protected areas assessed achieved ≥ 67%.
Performance analysis	Target exceeded. 20 national parks and 6 marine protected areas were assessed. 95% of national parks and 66% of marine protected areas assessed achieved ≥ 67%.	
Reason for variance	Additional human resources responsible for the implementation of the METT.	
Planned improvement / corrective actions	No corrective actions required.	
2.2 % of activities on policies related to elephant, rhino, lion and leopard linked to outcomes of the High-Level Panel implemented	70% of annual implementation plan activities implemented (cumulative)	On target, with 70% of activities on the High-Level Plan implemented.
Performance analysis	The activities include inputs on national targets in the implementation plan of the White Paper and GBF, preparatory work for reviews of black and white rhino BMPs, ongoing implementation of UNEP GEF 7 project on human-wildlife conflict, ongoing implementation of components of the Land Inclusion Plan and exploring opportunities for new land for rhino management.	
Reason for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	

SUB-OUTCOME 3: DEGRADED ECOSYSTEMS REHABILITATED

Output indicator	Annual target	Annual progress and analysis
3.1 (a) Number of hectares of degraded land under rehabilitation	15 000 initial ha rehabilitated. <i>(This target was revised during the midterm review)</i>	Target exceeded with 43 960 initial ha rehabilitated.
Performance analysis	The annual actual performance of 43 960 ha exceeded the target by 28 960 ha.	
Reason for variance	On request from the DFFE, SANParks increased initial alien invasive clearing to reach annual performance plan (APP) targets. An additional 5 486 ha was cleared of kudu vine in KNP during Q1. In Q3, the planned <i>Tamarix</i> clearing in Tankwa Karoo could not proceed after heavy rains flooded the banks and floodplain around Oudebaskraal Dam where high-density initial clearing was planned. Work was redirected to low-density sites where 26 193 ha was cleared. The request for a revised target was submitted before the Tankwa Karoo event and thus did not form part of the request.	
Planned improvement / corrective actions	No corrective actions required.	
3.1 (b) Number of degraded hectares of land under rehabilitation	139 500 follow-up ha rehabilitated.	Target exceeded with 155 164 follow-up ha rehabilitated.
Performance analysis	The follow-up land rehabilitation target was exceeded by 15 664 ha or 11%.	
Reason for variance	Additional teams were employed to remedy delays in Q1 related to COIDA compliance and heavy rains that prevented work in planned areas. Teams were deployed in more accessible areas where more blocks of follow-up hectares were cleared in less days. In Golden Gate where large sections of the park burned, work was moved to other areas, resulting in more hectares cleared. Teams were also employed for longer in March 2024, hence more hectares could be worked.	
Planned improvement / corrective actions	No corrective actions required.	
3.2 Number of m ³ of degraded wetlands under rehabilitation	7 200 m ³ wetlands rehabilitated	Target exceeded, with 9 536 m³ of degraded wetlands rehabilitated.
Performance analysis	The cubic metres target for wetlands rehabilitation exceeded the planned target by 2 336 m ³ or 32%.	
Reason for variance	The programme faced various challenges during the first two quarters with heavy rains preventing work in waterlogged areas, damage to structures and new structures that required inputs from engineers. These challenges were attended to, and the programme caught up and exceeded the target. This was primarily due to the transition from hard structure implementation to a softer option, such as earthworks. This adjustment was necessitated by Agulhas' inability to execute their planned hard structures after heavy rains and damage. Consequently, funds were reallocated to Mapungubwe to facilitate the removal of dam walls. Rehabilitation was undertaken in 34 wetlands.	
Planned improvement / corrective actions	No corrective actions required.	

SUB-OUTCOME 4: CLIMATE CHANGE VULNERABILITY REDUCED & CLIMATE CHANGE RESILIENCE IMPROVED		
Output indicator	Annual target	Annual progress and analysis
4.1 Number of parks assessed for climate change vulnerabilities and adaptation priorities	(a) Climate change vulnerability assessments compiled for 2 national parks	On target, with vulnerability assessment reports completed for the Bontebok and Table Mountain national parks.
	(b) Climate change objectives incorporated in 2 park management plans	On target, with the final climate change objectives incorporated into the Bontebok and Camdeboo national parks management plans.
	(c) Priority actions for climate change adaptation identified for 2 parks	On target, with priority actions for climate change adaptation identified for Table Mountain and Augrabies Falls national parks.
Performance analysis	Vulnerability assessments completed for Bontebok and Table Mountain national parks. Climate change objectives incorporated into management plans for Bontebok and Camdeboo national parks. Priority actions for climate change adaptation identified for Table Mountain and Augrabies Falls national parks.	
Reason for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	
4.2 Percentage of green energy implementation plan implemented.	90% of the annual green energy implementation plan implemented	Off target, with only 81% of activities for the annual green energy implementation plan implemented.
Performance analysis	The planned target for the year was not achieved with 81% of the planned activities for 2023/24 completed against the 90% target.	
Reason for variance	The electrical engineering consultant recruitment process was unsuccessful, and this delayed the implementation of the targeted projects.	
Planned improvement / corrective actions	The electrical engineering consultant will be appointed during Q1 of 2024/25.	
SUB-OUTCOME 5: A FRAMEWORK TOWARDS IMPROVED MANAGEMENT OF CULTURAL HERITAGE DEVELOPED		
Output indicator	Annual target	Annual progress and analysis
5.1 Number of cultural heritage assessments conducted	Cultural heritage resources in 2 national parks assessed	On target, with cultural heritage assessments done for Addo Elephant and Tankwa Karoo national parks.
Performance analysis	On target with cultural heritage assessments done for Addo Elephant and Tankwa Karoo national parks.	
Reason for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	
5.2 % annual cultural heritage action plan implemented	90% of the annual cultural heritage action plan implemented	Target exceeded, with 97% (34/35) of activities in the cultural heritage plan implemented.
Performance analysis	The target of 90% was exceeded by 7%.	
Reason for variance	The work was augmented with assistance of research students and several interns.	
Planned improvement / corrective actions	No corrective actions required.	

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

Output indicator	Annual target	Annual progress and analysis
6.1 Percentage annual change in the rhino population in KNP	Rhino population in KNP maintained with percentage annual change $\geq$ 0%. <i>(This target was revised during the midterm review)</i>	Off target, as the rhino population in KNP decreased by 1.9% per annum. The black rhino population increased by 1.93% (4 animals) and white rhinos increased by 37 animals (2.02%) based on a comparison of births to natural mortalities and poaching.
6.2 Percentage annual increase in rhino populations in other rhino parks (outside KNP)	Rhino population in other 6 rhino parks increasing by 4% (outside KNP)	Target exceeded. Rhino population increased at 6.7% per annum in rhino parks other than KNP.
Performance analysis	KNP: Off target, as the rhino population in KNP decreased by 1.9% per annum. The black rhino population increased by 1.93% (4 animals) and white rhinos increased by 37 animals (2.02%) based on a comparison of births to natural mortalities and poaching. Parks: Target exceeded with an increase of 6.7% per annum.	
Reason for variance	KNP: The decline in specifically white rhino is recorded when factoring in that births offset the negative impact on total population due to natural mortalities and poaching. Parks: In addition to the successful implementation of the rhino management plan, there was an increase in southwestern black as well as southern white rhino births.	
Planned improvement / corrective actions	Continued implementation of the rhino management plan.	

SUB-OUTCOME 7: WILDLIFE CRIME IN NATIONAL PARKS REDUCED

Output indicator	Annual target	Annual progress and analysis
7.1 Number of rhinos poached in KNP, and 6 other rhino parks reduced	KNP: Reduce the number of rhinos poached < 120	Within target, with 76 rhinos lost due to poaching.
	Other six rhino parks: Reduce the number of rhinos poached to < 5 animals	Within target, with 0 rhinos poached.
7.2 Number of elephants poached reduced	Number of elephants poached in KNP reduced to < 40 animals.	Within target, with 29 elephants lost due to poaching.
	Reduce the number of elephants poached to < 4 in other parks	Within target, with 0 elephants poached in other parks.

SUB-OUTCOME 7: WILDLIFE CRIME IN NATIONAL PARKS REDUCED		
Output indicator	Annual target	Annual progress and analysis
Performance analysis	Rhino: KNP: Within target, with 76 rhinos lost due to poaching. Parks: Within target, with 0 rhinos poached. Elephant: KNP: Within target, with 29 elephants lost due to poaching. Parks: Within target as 0 elephants were poached in other parks.	
Reason for variance	The steady decline in rhino poaching in KNP is related to an increase in anti-poaching activities in the park, a comprehensive dehorning programme and arrests of SANParks staff. Polygraph testing will also be implemented soon, with follow-up investigations for employees who do not pass the tests. A close working relationship between the SAPA Endangered Species and Stock Theft Unit and the SANParks Environmental Crimes Investigations Unit has resulted in several successful prosecutions and convictions with lengthy sentences handed down. A considerable effort is also being undertaken to remove illegal firearms from areas surrounding the park.	
Planned improvement / corrective actions	The continued implementation of the rhino and elephant management plans.	





3.2 DIVERSE AND RESPONSIBLE TOURISM

OUTCOME GOAL 2: IMPROVED DIVERSE AND RESPONSIBLE TOURISM

PURPOSE:

To enhance tourism to maximise economic returns, social and environmental benefits, by creating diversified and better tourism products for people to enjoy, visit and appreciate.

SUB-OUTCOMES:

1. Improved tourism performance
2. Improved responsible tourism

Outcome Goal 2 is implemented through several interrelated units that drive specific tourism-related functions across the organisation.

- The Marketing unit positions parks, raises awareness and generates sales.
- The Visitor Services unit provides meaning and direction to the visitor experience and regulation, and coordinates tourism research in the organisation.
- The Yield and Revenue unit monitors revenue generated by tourism and regulates tourism standards across the organisation.
- The Wild Card Programme is SANParks' loyalty programme through which the public can affiliate themselves to the parks and to conservation.
- The Business Development unit manages private-public partnerships as part of SANParks' commercialisation strategy.
- The Corporate Communications unit manages internal and external communication with various audiences and is a crucial support function to the entire organisation, but in particular to the Tourism division.

INTRODUCTION

The Tourism unit concluded the financial year with several key indicators reflecting improvement and growth. Overall targets were met, except for product diversification.

SANParks welcomed more than 6 million guests to its parks, compared to 4.9 million in the previous year and 6.3 million in 2019/20. For Kruger, 1.8 million guests were recorded by end of Q4 2023/24, versus 1.6 million in the previous year and 1.8 million in 2019/20. The number recorded for Parks by year end came to 4.2 million, compared to 3.3 million in the previous year and 4.5 million in 2019/20.

Tourism revenue grew by 21.1% to R2.162 billion – a significant increase on the R1.785 billion achieved in the previous year. It is also 5.3% above the R2.053-billion budget. In 2019/20, tourism revenue amounted to R1.887 billion.

Revenue from accommodation (including camping) increased by 7.1% from R826 million to R885 million, falling 3.1% short of the R913-million budget. The realised figure for 2019/20 was R780 million.

Overall, Tourism's recovery to reach pre-pandemic performance levels in 2024/25 is on track. Although more growth in the coming financial year is anticipated, the stabilisation in the industry suggests that the significant growth experienced in the past three years is slowing down.

SUB-OUTCOME 1: IMPROVED TOURISM PERFORMANCE

GUESTS TO PARKS

For the period under review, a total of 6 070 046 guests entered through SANParks gates, compared to 4 962 074 in the previous year, 3 482 514 in 2021/2022, 1 996 667 in 2020/21 and 6 326 435 in 2019/20.

Kruger National Park recorded 1 815 404 guests by end of Q4 2023/24, versus 1 603 521 in the previous year, 1 322 817 at the end of Q4 2021/2022, 830 392 in 2020/21 and 1 833 061 in 2019/20. The number recorded for Parks Division by end of Q4 2023/24 came to 4 254 642, compared to 3 358 553 in the previous year, 2 159 697 in 2021/2022, 1 166 275 in 2020/21 and 4 493 374 in 2019/20.

Top five parks: highest number of guests to parks for 12-month term

Position	Park	Guests to park (12 months) 2022/23 in brackets	% of total 2022/23 in brackets
1	Table Mountain	2 987 212 (2 240 788)	49.2% (45.2%)
2	Kruger	1 815 404 (1 603 521)	29.9% (32.3%)
3	Garden Route	446 501 (372 218)	7.4% (7.5%)
4	Addo	223 812 (195 474)	3.7% (3.9%)
5	West Coast	190 589 (156 439)	3.1% (3.2%)
Total		5 663 518 (4 568 440)	93.3% (92.1%)

UNIT OCCUPANCY

SANParks recorded an accommodation unit occupancy rate of 64.9% in the reporting period, compared to 63.0% in the previous year, 69.4% in 2019/20 and 57.6% in 2021/22.

Kruger's occupancy for the year was 71.4%, compared to 68.8% in 2022/23, 61.0% in 2021/22 and 78.0% in 2019/20. Parks Division's unit occupancy of 52.6% remained in the ballpark of the previous three years: 52.8% in 2022/23, 51.2% in 2021/22 and 54.5% in 2019/20.

Top five parks: highest unit occupancy (%) for 12-month term

Position	Park	Occupancy (12 months) 2022/23 in brackets
1	Kgalagadi	87.2% (88.5%)
2	Addo	72.6% (72.2%)
3	Kruger	71.4% (68.8%)
4	Mountain Zebra	70.1% (67.5%)
5	Karoo	64.1% (62.0%)

Top five camps: highest unit occupancy (%) for 12-month term

Position	Camp	Occupancy (12 months) 2022/23 in brackets
1	Urikaruus	98.8% (95.9%)
2	Kieliekrankie	97.8% (97.6%)
3	Grootkolk	94.2% (97.7%)
4	Nossob	93.6% (94.3%)
5	Gharagab	92.5% (94.2%)

BED OCCUPANCY

SANParks' bed occupancy rate fell just short of 50% (49.8%) in the reporting period, compared to 48.8% in the previous year, 54.0% in 2019/20 and 45.6% in 2021/22.

Kruger had bed occupancy of 54.7% by end of Q4 2023/24, versus 53.6% in the previous year, 48.4% in 2021/22 and 60.6% in 2019/20. Bed occupancy for Parks Division came to 40.4% by end of Q4 2023/24, compared to 40.2% in 2022/23, 40.4% in 2021/22 and 42.3% in 2019/20.

Top five parks: highest bed occupancy (%) for 12-month term

Position	Park	Occupancy (12 months) 2022/23 in brackets
1	Kgalagadi	66.0% (66.2%)
2	Addo	59.3% (58.8%)
3	Kruger	54.7% (53.6%)
4	Mapungubwe	47.7% (43.8%)
5	Mountain Zebra	42.6% (41.4%)

Top five camps: highest bed occupancy (%) for 12-month term

Position	Camp	Occupancy (12 months) 2022/23 in brackets
1	Urikaruus	95.1% (92.7%)
2	Kieliekrankie	93.5% (94.2%)
3	Grootkolk	90.0% (94.0%)
4	Gharagab	90.0% (92.1%)
5	Bitterpan	84.1% (86.1%)

CAMPING

For the period under review, 273 025 camping site nights were sold for SANParks overall, compared to 264 482 in the previous year, 260 316 in 2019/20 and 283 774 in 2021/22.

Parks Division recorded 104 961 camping site nights sold in the reporting period, compared to 101 807 in the previous year, 97 479 in 2019/20 and 110 752 in 2021/22, while Kruger's total came to 163 005 this year, compared to 168 064 in the previous year, 162 837 in 2019/20 and 173 022 in 2021/22.



For the period under review, a total of 724 474 camping person nights were sold across all parks, compared to 699 096 in the previous year, 692 870 in 2019/20 and 755 687 in 2021/22. Parks Division's contribution was 275 646 person nights in the reporting period, compared to 268 463 in the previous year, 265 780 in 2019/20 and 302 346 in 2021/22. Kruger Division recorded 448 828 this year, compared to 430 633 in the previous year, 427 090 in 2019/20 and 435 341 in 2021/22.

SANParks' campsite occupancy in the reporting period was 51.3%, compared to 49.3% in the previous year, 52.9% in 2021/22 and 48.2% in 2019/20. Kruger ended the year on 69.5%, versus 67.5% in 2022/23, 71.9% in 2021/22 and 67.4% in 2019/20. Parks had campsite occupancy of 36.2% by end Q4 2023/24, compared to 34.5% in the previous year, 37.4% in 2021/22 and 32.6% in 2019/20.

Top five parks: highest camp site occupancy (%) for 12-month term

Position	Park	Occupancy (12 months) 2022/23 in brackets
1	Kgalagadi	84.6% (84.7%)
2	Kruger	69.5% (67.5%)
3	Mapungubwe	61.6% (59.3%)
4	Karoo	54.3% (51.7%)
5	Mountain Zebra	51.8% (48.3%)

Top five camps: highest camp site occupancy (%) for 12-month term

Position	Camp	Occupancy (12 months) 2022/23 in brackets
1	Nossob	90.8% (91.0%)
2	Crocodile Bridge	88.9% (82.7%)
3	Lower Sabie	82.5% (77.3%)
4	Mata Mata	81.5% (81.5%)
5	Twee Rivieren	81.4% (81.0%)

ACTIVITIES

During the reporting period, 267 449 guests participated in activities in all national parks, compared to 218 618 in the previous year, 130 852 in 2021 and 291 562 in 2019.

For Kruger the figure recorded by end of Q4 2023/24 came to 184 599, compared to 151 752 in the previous year, 91 861 in 2021/22 and 207 014 in 2019/20. Parks showed a significant increase on the previous year – 82 850 compared to 66 866; the 2021/22 figure was 38 991 and 84 548 in 2019/20.

DEMOGRAPHICS

The country and province where guests are from are not captured at the Golden Gate Hotel and Chalets, while West Coast National Park and Table Mountain National Park's Boulders and Cape of Good Hope gates have been capturing limited demographic information since 01/04/2019.

BLACK GUESTS

For the 12-month term, 698 660 black South African guests visited national parks; 629 223 were day visitors and 69 437 stayed overnight. Black guests represented 34.5% of the total number of South African guests, divided into 39.7% of all local day visitors and 15.8% of all local overnight guests.

[Note: Guest ethnicity is not captured at TMNP and WCNP.]

Top five parks: black guests as % of total SA guests

Position	Park	Black guests as % of total SA guests (12 months)	Number of black guests
1	Mapungubwe	78.7%	28 683
2	Golden Gate	39.6%	11 918
3	Augrabies	39.1%	33 496

Position	Park	Black guests as % of total SA guests (12 months)	Number of black guests
4	Kruger	38.8%	520 283
5	Marakele	28.9%	6 241

Composition of guests

Category		2023/24	2022/23	% change
SA residents	Number	2 524 674	2 251 852	-8.2%
	% of total	54.4%	62.7%	
SADC nationals	Number	135 242	66 257	+1.1%
	% of total	2.9%	1.8%	
Other countries	Number	1 983 828	1 274 520	+7.22%
	% of total	42.7%	35.48%	

Category		2023/24	2022/23
Day visitors	Number	3 347 562	1 916 687
	% of total	81.3%	81.3%
Overnight visitors	Number	438 357	440 666
	% of total	18.7%	18.7%

Data on day vs. overnight guests is not captured at Table Mountain National Park.

South African provinces

Position	Province	Guest numbers 2022/23 in brackets	% change
1	Gauteng	504 873 (516 892)	-2.3%
2	Mpumalanga	457 765 (449 643)	+1.8%
3	Western Cape	323 537 (294 947)	+9.7%
4	Limpopo	307 465 (236 979)	+26.7%
5	Eastern Cape	196 467 (172 847)	+13.7%
6	KwaZulu-Natal	84 151 (63 252)	+33.0%

Position	Province	Guest numbers 2022/23 in brackets	% change
7	Free State	69 664 (69 066)	+0.9%
8	North West	42 457 (44 362)	-4.29%
9	Northern Cape	38 757 (49 454)	-21.6%

Data on guests' home province is not captured at Golden Gate Hotel, Table Mountain National Park and West Coast National Park.

International markets: top five countries

Position	Country	% of total foreign guests 2022/23 in brackets	Number of guests 2022/23 in brackets
1	Germany	40.35% (40.9%)	346 167 (260 513)
2	Netherlands	7.9% (7.4%)	68 048 (47 237)
3	United Kingdom	7.3% (7.8%)	63 021 (49 514)
4	France	6.4% (6.0%)	54 930 (38 055)
5	United States	5.8% (5.9%)	49 720 (37 619)

Data on guests' home country is not captured at Golden Gate Hotel, Table Mountain National Park and West Coast National Park.

INTERVENTIONS TOWARDS IMPROVED HOSPITALITY

Customer relationship management (CRM) and Loyalty

Since its implementation during 2022/23, the CRM solution has been adopted well by SANParks' customer-facing staff. Through the customer service module of the suite, all customer engagements are now managed in a single place. Customer behaviour information is collected, stored and consolidated in a manner that enables efficient and professional 1-to-1 communication with customers.

In 2023/24, as part of CRM Phase 2, SANParks implemented the system modules that allows profiling, organisation and segmentation of customers. This boosts SANParks' ability to automate advanced CRM, manage customer value and execute marketing campaigns that will directly increase revenue. As these capabilities were implemented towards the end of 2023/24, the benefits will be realised during the new fiscal year.

Loyalty Phase 2 will be launched at the start of the 2024/25 financial year. This new SANParks rewards programme will maintain the existing Wild Card proposition, while adding new features that reward members more equitably with instant as well as aspirational value-based benefits.



Digitilisation of tourism

2023/24 saw significant progress in the development of the new tourism property management system (TPMS).

The analysis and design phase of the project was completed in the first quarter of the year and approved by SANParks in the second quarter, paving the way for the set-up, configuration, integration and user-training phases. Simultaneously, the Wild Card and Loyalty requirements and website integration design were updated by the service provider in the interest of a smooth transition.

The change management process for hospitality and reservation staff follows a train-the-trainer approach and has gathered momentum during the year as demonstration modules became available. Revenue management sessions were also deployed for finance staff.

Some system errors of the prototype, notably around gate and activity permitting, were resolved during the last quarter of the year. Final training of the sales office, gate and other affected staff is in progress, as well as the development of Q&A information aimed at guests for the SANParks website.

Implementation is scheduled for Q1 of 2024/25.

Online ticketing at Table Mountain National Park

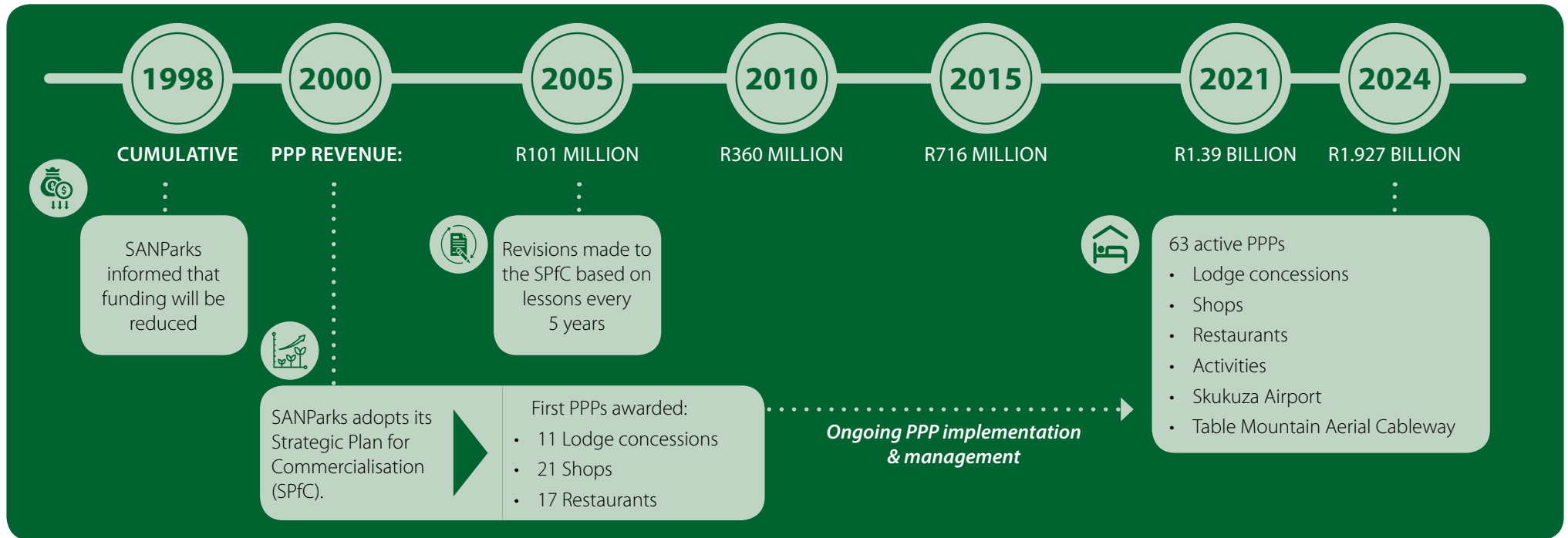
New gate infrastructure, including booms, turnstiles, batteries, readers and computers, was installed at Cape of Good Hope and Boulders to maximise the efficiency of the Plankton gate-access management system. Specifications were also developed for the procurement of extended power supply to mitigate the impact of loadshedding.

The misalignment between the SANParks and Plankton systems that has significantly reduced revenue surpluses is being closely analysed by SANParks. The design and development of a process for online activity permits was completed and awaits testing. Plankton will ultimately migrate to the SANParks TPMS when it becomes operational during 2024/25.

NEW AND DIVERSE TOURISM PRODUCTS

The Business Development unit implements and manages a range of private sector partnerships to maximise SANParks' financial independence from the state, while enabling socioeconomic development. To this end, SANParks has implemented a commercialisation strategy that is carried out through public-private partnership (PPP) projects.





Growth of the SANParks commercialisation programme since 1998.

The greatest success of 2023/24 was the remarkable growth in PPP income. The income of R215 million is 46.26% more than the previous annual income record of R147 million, which was set in 2018/19. More than just the post-pandemic recovery, the growth shows the value PPPs are starting to generate for SANParks, in no small measure due to the private sector's ability to apply sound management and pricing principles.

PPPs are regulated by the Public Finance Management Act, which provides a clear and transparent framework for PPP implementation. Internally, SANParks' Responsible Tourism Strategy 2022, the National Tourism Sector Strategy, the National Minimum Standards for Responsible Tourism (SANS1162) and the National Development Plan govern and guide commercialisation.



Enhanced value proposition:

- 647 five-star beds, increasing economic activity and foreign currency generation.
- Improved efficiencies of restaurant and retail facilities, enhancing visitor experience.



Revenue generation:

- Total revenue from commercialisation since inception to March 2024 amounts to R 1.811 billion, contributing towards the funding of SANParks' operational mandate.
- Record PPP income of R215 million for 2023/2024.



Infrastructure expansion:

- Increased infrastructure to the value of R958 million.
- Refurbishment of aging restaurant and retail infrastructure to the value of R20 million.



Socio economic impact:

- 2 158 permanent jobs and annual local community SMME spent of R75 million.
- Accelerated industry transformation through B-BBEE scorecard, with targets to empower black people, in particular black women and local communities.



Optimal use of underperforming assets:

- Heightened customer satisfaction for restaurant and retail previously managed by SANParks, now managed by private sector, with facilities often moving from a loss to a profit-making status.



Expanded and improved tourism products:

- Leveraging private sector capital and expertise.
- Reduced cost of delivery.
- Improved service by focussing on SANParks' core business.

The Business Development unit's objectives and achievements through the commercialisation strategy.

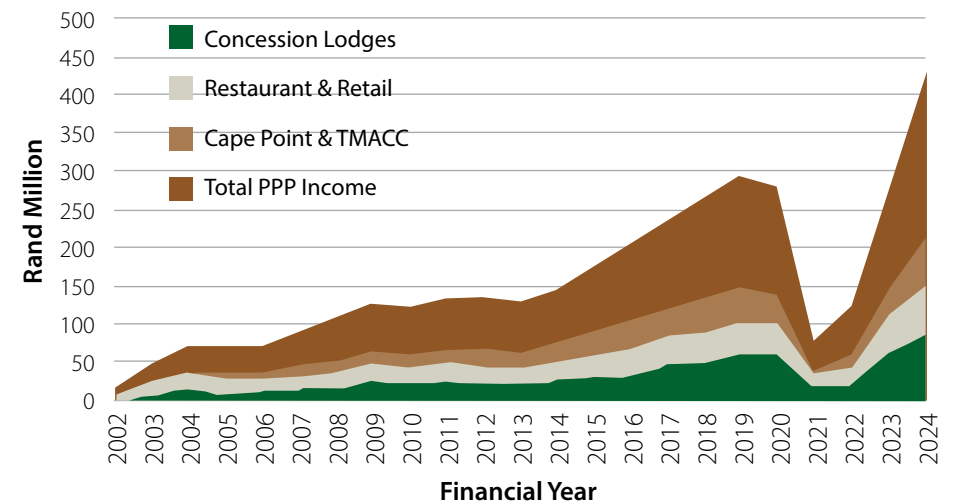
Progress made in implementing the commercialisation strategy during 2023/24:

- Conclusion of force majeure relief measures with all SANParks PPP partners.
- Implementation of activity products in the Tsitsikamma section of the Garden Route National Park integral to visitor experience in the park.
- Conclusion of a tender that will see padel courts erected on Thesen Island in the Garden Route National Park.

- Re-appointment of an operator for the highly successful seasonal mobile tented camp in the Namaqua National Park.
- High-value products, such as the Tshokwane River Camp (luxury mobile seasonal tented camp) and the Nkuhlu Luxury Tented Camp, started operating.
- Major progress with the re-tender process of six lodge concessions located in the Kruger National Park performed by an external transaction advisory company.

PPP PERFORMANCE

Revenue generation remains a primary objective of SANParks' implementation of PPPs.



The increase in PPP income from 2006 to 2024.

In addition to revenue generation, lodge concessions are contributing to the goals of diversifying SANParks' tourism products and attracting diverse markets and will, therefore, remain a focus for the foreseeable future.

In line with the principles that guide the new era of PPPs (see infographic), SANParks will use the tender process to drive transformation in the lodge industry.

During the next financial year, SANParks will focus on successful PPPs that are due to expire in the near future to ensure continued quality service delivery through private sector expertise and investment.

NEW ERA OF PPPs

Tourism is acknowledged as an **engine for job creation** and a **driver of sustainable socioeconomic development** worldwide.

As the **largest state entity** in tourism, SANParks has an obligation to **transform the tourism industry** in South Africa

NEW PPP OPPORTUNITIES WILL HAVE A STRONG FOCUS ON PROMOTING:



Effective transformation through implementation of the B-BBEE proposal



Skills development & skills transfer to local communities



Land claimant beneficiation through sustainable and viable shareholding models



Partnerships with SMMEs in managing PPPs



Enterprise development to strengthen the sector's linkages with related sectors



Reinforcing initiatives that lead to the upliftment of local communities

The principles that drive the new era of PPPs.



The Nkuhlu Tented Camp Concession was opened during 2023/24.



The Tshokwane Seasonal Tented Camp Concession is a new product that became available in 2023/24.

INTEGRATED MARKETING COMMUNICATION

SANParks Marketing's mandate includes initiating and implementing activities to contribute to improved tourism performance. To this end in 2023/24, the Marketing unit participated in travel trade shows, executed a repositioning campaign, implemented and/or continued with advertising campaigns via digital and social media and out-of-home platforms, and spread the SANParks message through strategic collaborations.

REPOSITIONING CAMPAIGN

The SANParks repositioning campaign – Wild is our Backyard – was launched in August 2023 to highlight the extraordinary features of South Africa's national parks. With its fresh messaging and creative approach and compelling call to action to encourage bookings, the campaign increased brand awareness among new audiences, Gen Z and Millennials specifically, and significantly boosted engagement across social media platforms and the SANParks website.



The spectacular Storms River Mouth suspension bridge is one of the enticing images used in the repositioning campaign.

PARTICIPATION IN TRAVEL TRADE SHOWS

SANParks' efforts to maximise travel trade engagements include annual participation in the African Travel Indaba and, in collaboration with SA Tourism, a presence at the ITB in Berlin, Germany.

- Africa Travel Indaba

SANParks participated in the Africa Travel Indaba in Durban from 9 to 11 May 2023 with an exhibition stand and by hosting a media panel discussion on sustainability, touching on green jobs, biodiversity benefits, ecotourism and building greater funding resilience in tourism.



SANParks exhibition stand.



SANParks panel discussion.

- ITB

SANParks' successful participation at ITB Berlin (Internationale Tourismus-Börse Berlin) in Germany included a joint press briefing hosted by SA Tourism. The engagement was an opportunity to highlight ecotourism success stories, address safety concerns about South Africa, discuss tourism infrastructure investment and raise awareness about lesser known national parks. Media coverage and trade engagements were positive, with the event being covered in several South African and European trade publications.



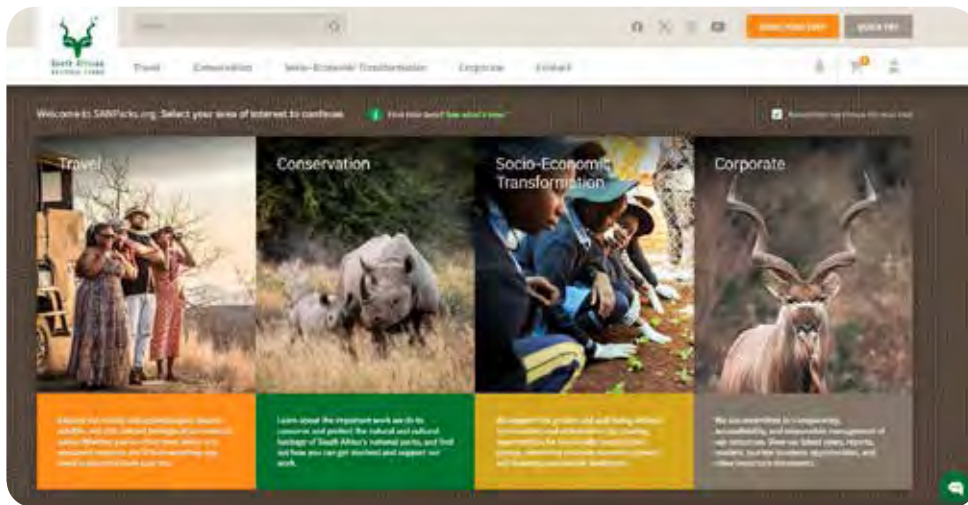
SANParks Managing Executive: Tourism Development and Marketing, Kaula Nyilenda, at a joint ITB press briefing with SA Tourism CEO, Nombulelo Guliwe.

WEBSITE REDESIGN AND PERFORMANCE

The new SANParks website went live on 30 November 2023. The redesign entailed optimising the site's framework and functions and updating its content.

A survey conducted during Q4 found that most users of the new website were Gauteng based, followed by the Western Cape. Germany, followed by the United Kingdom, was the source of most international traffic.

Traffic to the site, measured in total sessions, increased by 15% and new users by 26%. On average, users spent 6 minutes and 21 seconds on the website, indicating considerable time spent exploring information about parks, activities and accommodation and/or making bookings.



One of the multiple rotating landing pages on the new SANParks website.

ADVERTISING CAMPAIGNS

- Digital and social media

SANParks' most popular and highest income-generating campaigns included:

- Short-notice specials
- Easter specials
- Valentine's Day specials
- Winter specials
- Long-stay camping campaign
- Stokvels and travel clubs
- Wild is our Backyard campaign



R36.8 million

annual revenue generated
from bookings resulting from
marketing campaigns



SANParks Valentine's Day specials campaign

SUB-OUTCOME 2: IMPROVED RESPONSIBLE TOURISM

CONNECTING WITH THE TOURIST: INTERPRETATION

Interpretation is the action of providing meaning to something and is achieved through many different platforms, sometimes direct, sometimes implied. In the SANParks context interpretation occurs through websites, traditional and social media, interpretation centres or displays, as well as through guiding or direct interaction between staff and visitors or even between visitors. Such communication leaves the tourist with a deeper understanding and appreciation of many aspects of the natural or cultural heritage of South Africa. It is also vital to gain public support for and appreciation of parks, and to inspire tourists to visit and return to the parks.

INTERPRETATION CENTRES AND DISPLAYS

Kruger National Park

- Signage for the interpretation sites at Masorini Archaeological Site, the Stevenson-Hamilton Memorial Library, Skukuza Interpretation Centre, Little Heroes Acre and Campbell Hut was produced during the year, often through partnerships with SANParks Honorary Rangers.



New interpretation signage added during 2023/24 at Masorini and Skukuza in Kruger National Park.

- Preparatory work was done for interpretation facilities planned at a carnivore kiosk at Satara, a museum at Mopani, the Campbell Historic Hut in Skukuza, a nook in the Skukuza Safari Lodge and a river ecology and life centre at Lower Sabie.
- Proposals for the Southern Africa Civilization Museum at Mopani to reflect the evolution of civilization in Kruger are under review.

Kgalagadi Transfrontier Park

- The Twee Rivieren Interpretation Centre, celebrating the #Khomani San Cultural Landscape World Heritage Site and the history of the park, was opened officially by the minister of tourism in July.



A Kgalagadi lion juxtaposed with Oom Dawid Kruiper, former spiritual leader of the #Khomani San, at TRIC.

- The extension to the Mata Mata Raptor (birds of prey) Interpretation Centre was completed in November.



One of Mata Mata's staff proudly photographs the new displays in her camp.

- Preparatory work has begun on the revamp and extension of the Nossob Predator Interpretation Centre and the installation of interpretation kiosks at the eight picnic sites in the park and in Twee Rivieren Rest Camp.

Golden Gate Highlands National Park

- A replacement service provider was appointed to design and install the Khodumodumo Dinosaur Interpretation Centre. The display content has been workshopped and finalised with and approved by SANParks, and the completed centre is expected to open to the public in the near future.

[Ai-]Ais/Richtersveld Transfrontier Park

- The interpretation displays at the Richtersveld Botanic Garden were produced and installed during October in partnership with DFFE and the South African National Biodiversity Institute (SANBI).



One of the new displays in the Richtersveld Botanic Garden at Sendelingsdrif in [Ai-]Ais/Richtersveld Transfrontier Park.

Table Mountain National Park

- New interpretation displays were installed at Lion's Head.



The location on Lion's Head for the six new display boards.

A Park for All, Forever

Khoe & San

The San community were the earliest people to live in the area and were hunter-gatherers. They thrived on the Renosterveld vegetation, its rich bulbs, and the variety of game it supported. The arrival of the Khoekhoe around 2,000 years ago brought domesticated cattle and sheep and led to a distinct group of nomadic herders. Peter Kolbe, the first official South African Astronomer, noted two large Khoekhoe kraals in the area during his visit. The San and Khoekhoe were either killed, enslaved, or forced into remote parts of the country after the arrival of European settlers and the tribes virtually disappeared due to the introduction of diseases like smallpox.



Hunter-gatherers were among the earliest people to live in the area.

Did you know?

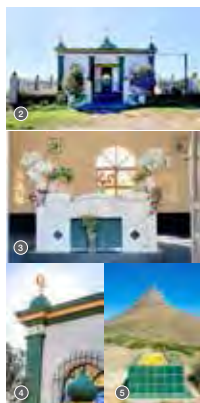
Table Mountain was previously called Hoekskeeg (Mountain in the Sky) by the Khoes & San.

The Cape Malay

The Cape Malay Community in Cape Town has a significant historical relationship with South East Asian slaves, called political prisoners and Muslim religious leaders, who opposed the Dutch presence in Indonesia, were all transported to the Cape of Good Hope in South Africa, by the Dutch East India Company. Sheikh Yusuf, a Goan prince of Muslim faith, was among the first slaves to arrive in this area in 1694. Sheikh Yusuf's kramat at Macassar is one of several kramats forming a sacred circle of Islam, which includes two graves on top of Signal Hill and an old cemetery on its slopes, as well as a tomb on Rabben Island. The Cape Malay community believes that those living within this circle of kramats are protected from natural disasters. The kramat on Signal Hill is that of Sayed Mohamed Hassan Ghabze Shah al-Qadri.

Image 1: In 1694 Sheikh Yusuf van Makassar was sold to the Cape of Good Hope, South Africa, which resulted in his establishing Islam in the Cape. (photograph from Camerounhousen.co.za)

Images 2-5: The Signal Hill Kramat. A Kramat is a Sacred Place or Shrine of an Islamic Saint. The Kramat of Sayed Mohamed Hassan Ghabze Shah Al-Qadri is open to the public but one needs to abide by the necessary etiquette when visiting a Master of Kramat. To learn more, consult with The Cape Muslim Society.



Lion's Head
History



SCAN the QR code
for more information
Table Mountain
National Park DocuHub



SCAN the QR code
for more information
Cape Muslim Society



Table Mountain National Park

www.sanparks.org/parks/table_mountain



One of the new displays highlighting the cultural history of the Lion's Head area.

PRINT MEDIA INTERPRETATION

- SANParks contributed six bi-monthly interpretive articles to BirdLife South Africa's *The Lark* publication. The articles featured Bontle Rest Camp in Marakele National Park, the sacred mountains of Gumbandebvu and Xantangelani, Kloppefontein in the Punda Maria area, the Tropic of Capricorn Loop and the Nshawu Wetlands in the Mopani Camp area of Kruger National Park.
- Posters on the Knysna seahorses were created for the annual Knysna Oyster Festival in Garden Route National Park.

INTERPRETATION THROUGH FILM AND TELEVISION

- Francois Odendaal Productions (FOP), with whom SANParks has an MOU, produced a film about Kgalagadi Transfrontier Park and captured footage of the once-in-decades flower explosion in the Richtersveld.
- Footage taken in Namaqua National Park by FOP has revealed amazing fossils in the dunes near the mouth of the Groen River.



A Namaqua fossil found during filming in the park.

ON-LINE INTERPRETATION

- SANParks has entered into a partnership with Google Arts & Culture to develop an account on its online platform that showcases the national parks and their attractions and activities with high-resolution images and videos. The content will be shared through the Google Arts & Culture website and mobile app (on Android and iOS) and will be embedded in the SANParks website. This project, which also involves community leaders and elders, aims to create a digital repository of indigenous knowledge and celebrate the relationship between the parks and the communities that used to live on the land. Approximately 20 interpretation centres and heritage sites have already been curated and published on the SANParks account, but the site, themed “SANParks parks in the past”, will only go public in 2024/25.

TOURISM RESEARCH

Tourism research agenda 2024 – 2026

Following a consultative process, the SANParks Tourism Research Agenda (TRA) was updated, outlining key themes and topics for the period from 2024 to 2026. The refreshed TRA was shared with various academic institutions, which expressed strong interest in and enthusiasm for collaborating with SANParks.

Impactful research during 2023/24 included:

- Planning for long-term destination attractiveness – studying current and anticipated future value perspectives of tourism accommodation.
- Ongoing research into market conditions and traveller trends.
- South African nature-based tourism and the domestic leisure tourism market by the University of Johannesburg.
- Visitors’ and non-visitors’ perceptions of Kruger National Park by the University of Queensland.
- The intangible benefits of visiting national parks by the Tshwane University of Technology.
- The socioeconomic benefits of African penguins to the South African economy by Anchor Environmental on behalf of EWT.

- Researching Kruger National Park’s tourism development and cultural heritage by Joep Stevens.

VISITOR MANAGEMENT

During the period under review, the unit finalised responsible tourism assessments for Kruger, Bontebok, Camdeboo, Namaqua, Agulhas and Augrabies Falls national parks, and reviewed visitor management plans for Mountain Zebra, Tankwa-Karoo and Karoo national parks.

Universal access

SANParks has universal access guidelines and standard operating procedures in place evolved from national and international industry protocol ensuring, as far as possible, that the parks are accessible to all people, regardless of physical, sensory or cognitive ability.

Through funding secured from the Northern Cape Department of Tourism, construction of a wheelchair-accessible walkway across the sand dunes to the Twee Rivieren bird hide commenced. Access challenges have been a long-standing gripe from both the disability sector and many able-bodied visitors who struggle to scale the dunes in the heat of the Kgalagadi sun.





The original pathway to the Twee Rivieren hide.



The construction of the new walkway.

Avi-tourism

Avi-tourism, i.e., travel for the purpose of viewing birds in their natural settings, is a highly specialised sector of nature-based tourism. Research internationally and by South Africa's Department of Trade and Industry has identified it as ecotourism's largest and most lucrative niche market, with the current value of the industry in South Africa estimated at well over R2 billion annually.

The Visitor Services unit and Garden Route National Park were invited to participate in a regional project, initiated by BirdLife South Africa and funded by the Western Cape Provincial Government, to expand the footprint of avi-tourism as both a socioeconomic and environmental benefactor in the seven municipal districts of the Garden Route and Little Karoo region.

A media tour during February, facilitated in part by the SANParks regional communications manager, introduced journalists to the walks and hides in the Wilderness Section of the park, the estuarine/freshwater junction in the Knysna Estuary, the Garden of Eden in the Harkerville Section of Knysna Forests and Nature's Valley in the Tsitsikamma Section of the park.

Additionally during February, birding experts took SANParks staff on guided field trips to instruct them on avi-tourism guiding principles they can apply at the various Western Cape sites, including Nature's Valley, Woodville, Goudveld, Garden of Eden, Knysna and Ebb and Flow.

Developing the Garden Route and Klein Karoo as an avitourism destination



Andrew de Blocq
Avitourism Project Manager
BirdLife South Africa





The Garden Route Avi-Tourism Initiative resulted in a media tour at the Garden of Eden (left) and avi-tourism guide training for SANParks staff at Nature's Valley Boardwalk (right).

SANPARKS HONORARY RANGERS

The Visitor Services unit currently coordinates the activities of the SANParks Honorary Rangers. Details of their performance can be viewed in the SANParks Honorary Rangers Annual Integrated Report.

SANParks recognised outstanding SANParks Honorary Rangers at the annual Kudu Awards as follows:

- Magalies Region won large region of the year.
- The Virtual Region won best small region of the year.

- Mokholololo Experience Camps hosted by the Counter Poaching/Ranger Support Services Unit won Honorary Ranger Project of the Year. These game capture experiences in a part of KNP not open to the public have been ongoing since about 2005 and raised millions of rands for SANParks for ranger support initiatives in all the parks.

An excellent example of joint cooperation between park and SANParks Honorary Rangers region is illustrated when the Knysna Region hosted 400 guests at a Serenade in the Forest event during March in the Diepwalle Section of the Knysna Section of Garden Route National Park, at the King Edward VII Big Tree.



Guests at the Knysna SHR Serenade in the Forest event.



The musicians performing.



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

SUB-OUTCOME: FINANCIALLY SUSTAINABLE ORGANISATION

TOURISM REVENUE

Total Tourism revenue

For the period under review, total revenue from tourism amounted to R2.162 billion, 21.1% above the R1.785 billion achieved in the previous year and 5.3% above the budgeted figure of R2.053 billion. The realised figure for 2019/20 was R1.887 billion.

Accommodation

Revenue from accommodation (including camping) increased by 7.1% from R826 million to R885 million but was 3.1% less than budget (R913 million). The realised figure for 2019/20 was R780 million.

Conservation fees

Revenue from conservation fees (including Wild Card) increased by 35.9%, from R624.5 million to R849 million and exceeded the budget (R700.3 million) by just over 21%. The realised figure for 2019/20 was R761.1 million.

Activities

Revenue from activities increased by 18.3% from R93 million to R110 million but was 30.8% less than the budget of R159 million. The realised figure for 2019/20 was R107.1 million.

Retail gross profit

Revenue from retail activities increased by 10.8% from R39.9 million to R44.2 million but missed the budgeted amount of R66.7 million by 33.7%. The realised figure for 2019/20 was R40.3 million.

Concession fees

Revenue from concession operators increased from R102.3 million to R151.2 million. This 47.8% increase exceeded the budget of R114 million by 32.6%. The realised figure for 2019/20 was R98 million.

Facilities rental

Revenue from the retail and food and beverage operators increased by 31.9% from R48 million to R63.3 million. The budgeted amount for facilities rental (R67 million) was underachieved by 5.5%. The realised figure for 2019/20 was R43.1 million.

Combined revenue from restaurant, shop, lodge and other concession operators (concession fees + facilities rental) totalled R214.5 million in 2023/24, 17.9% above the budgeted figure of R181.8 million. It was a 42.4% improvement on 2022/23, and 52% above the figure realised in 2019/20.

Other tourism income

Revenue from sundry sources and cancellation fees increased by 17.6% from R50.6 million to R59.5 million, which is 90.1% higher than the budgeted amount of R31.3 million. The realised figure for 2019/20 was R57.4 million.

Wild Card revenue

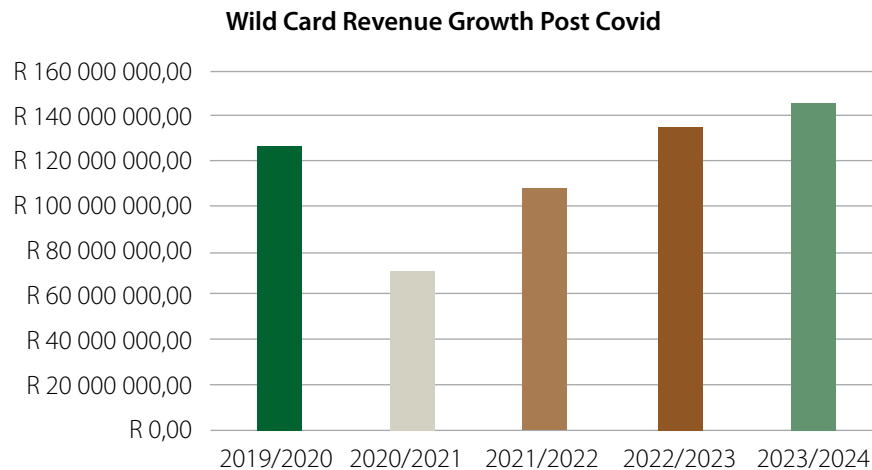
	Revenue			Members		
	2022/23	2023/24	% Change	2022/23	2023/24	% Change
Quarter 1	R32 132 140	R33 708 485	+4.9%	20 770	19 688	-5.2%
Quarter 2	R40 360 510	R43 487 987	+7.7%	22 687	23 583	+3.9%
Quarter 3	R33 255 066	R34 818 993	+4.7%	18 894	19 158	+1.4%
Quarter 4	R29 269 710	R33 267 493	+13.7%	16 522	17 642	+6.8%
TOTAL	R135 017 426	R145 282 958	+7.6%	78 873	80 071	+1.5%

The table compares Wild Card revenue and membership over the past two financial years.

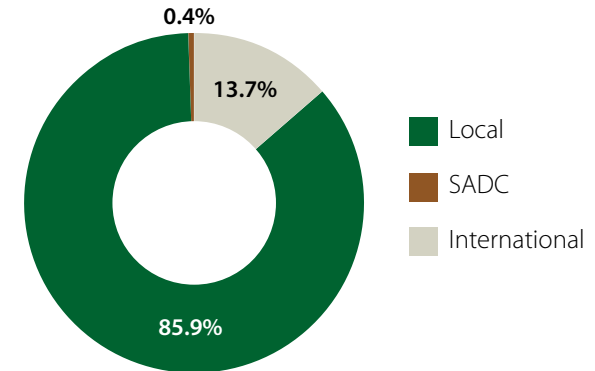
Total sales amounted to R145 282 958 compared to R135 017 426 in the previous year, an increase of 7.6%. Membership grew from 78 873 at the end of 2022/23 to 80 071, an uptick of 1.5%. Couples remains the highest membership category at 63.8%, followed by families at 22.1% and individuals at 14.1%. The all-parks cluster category is still the highest at 65.28% with the SANParks cluster at 21.99% for 2023/24.

	Revenue			Members		
	2019/20	2023/24	% Change	2019/20	2023/24	% Change
Quarter 1	R30 438 950	R33 708 485	+10.7%	21 803	19 688	-9.7%
Quarter 2	R38 335 475	R43 487 987	+13.4%	24 073	23 583	-2.0%
Quarter 3	R34 551 377	R34 818 993	+0.8%	22 154	19 158	-13.5%
Quarter 4	R23 583 186	R33 267 493	+41.1%	14 716	17 642	+19.8%
Total	R126 908 987	R145 282 958	+14.5%	82 746	80 071	-3.2%

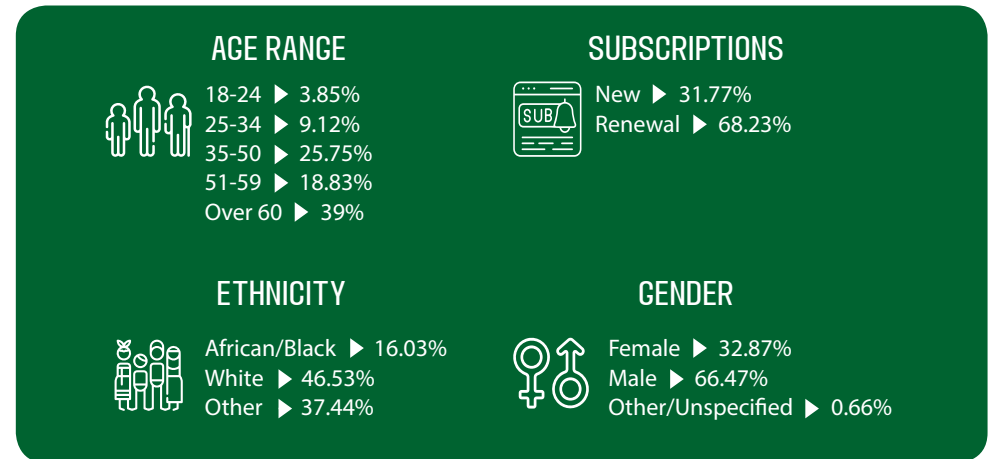
Pre- and post-Covid-19 comparison of Wild Card revenue and membership.



Membership Demographics



More than 85% of Wild Card members are South African citizens, with international and SADC members at just over 14%.



Most Wild Card members are between 35 and 50 years old, and only 32.87% members are women. While statistics show that only 16.03% members are African/Black, it is worth noting that 37.44% of members choose not to disclose their ethnicity. More than 68% of members have renewed their subscriptions.

Tourism Revenue		TOTAL APRIL 2023-MARCH 2024			TOTAL APRIL 2022 -MARCH 2023			2023/24 vs 2022/23	
		Actual	Budget	Budget Variance	Actual	Budget	Budget Variance	Actual vs Actual	Budget 2023/24 vs Actual 2022/23
A001 - Conservation Fees	A001 - Conservation Fees	-R 848,343,506	-R 700,000,000	21.2%	-R 624,185,096	-R 520,287,901	20.0%	35.9%	12.1%
	A001 - Wild Card Income	-R 103,452,490	-R 89,700,000	15.3%	-R 93,332,563	-R 60,999,996	53.0%	10.8%	-3.9%
	A002 - Conservation Fees	-R 729,796,603	-R 597,501,824	22.1%	-R 516,985,508	-R 447,351,231	15.6%	41.2%	15.6%
	B011 - Entrance Fees	-R 15,094,413	-R 12,798,176	17.9%	-R 13,867,025	-R 11,936,674	16.2%	8.9%	-7.7%
	CONSERVATION FEES	-R 848,576,790	-R 700,304,285	21.2%	-R 624,584,612	-R 520,622,381	20.0%	35.9%	12.1%
A005 - Concession Fees	A005 - Concession Fees	-R 214,506,309	-R 181,815,241	18.0%	-R 150,678,361	-R 74,055,762	103.5%	42.4%	20.7%
	A005 - Facilities Rental	-R 63,353,980	-R 67,614,234	-6.3%	-R 48,296,262	-R 29,923,968	61.4%	31.2%	40.0%
	C025 - Concession Fees	-R 151,152,329	-R 114,201,007	32.4%	-R 102,382,099	-R 44,131,794	132.0%	47.6%	11.5%
A010 - Retail Gross Profit	A010 - Retail Gross Profit	-R 44,235,357	-R 66,716,045	-33.7%	-R 39,930,654	-R 36,104,253	10.6%	10.8%	67.1%
	A010 - Sales - Trading	-R 366,697,479	-R 398,760,808	-8.0%	-R 355,973,907	-R 243,628,190	46.1%	3.0%	12.0%
	A020 - Cost of Sales - Trading	R 322,462,122	R 332,044,763	-2.9%	R 316,043,253	R 207,523,936	52.3%	2.0%	5.1%
B010 - Tourism income	B010 - Tourism income	-R 1,055,068,668	-R 1,104,610,385	-4.5%	-R 970,437,335	-R 933,740,965	3.9%	8.7%	13.8%
	B010 - Accommodation	-R 885,086,274	-R 913,919,777	-3.2%	-R 826,289,251	-R 812,631,868	1.7%	7.1%	10.6%
	B011 - Entrance Fees	-R 233,284	-R 304,285	-23.3%	-R 399,515	-R 334,480	19.4%	-41.6%	-23.8%
	B012 - Trail Fees	-R 38,677,313	-R 64,885,728	-40.4%	-R 36,593,946	-R 36,802,867	-0.6%	5.7%	77.3%
	B014 - Drive Fees	-R 71,739,176	-R 94,151,363	-23.8%	-R 56,497,853	-R 45,252,948	24.8%	27.0%	66.6%
	ACTIVITIES	-R 110,416,489	-R 159,037,090	-30.6%	-R 93,091,799	-R 82,055,815	13.4%	18.6%	70.8%
	B015 - Sundry Tourism Income	-R 29,623,701	-R 22,054,550	34.3%	-R 27,061,415	-R 25,020,981	8.2%	9.5%	-18.5%
	B016 - Cancellations & Forfeitures	-R 29,942,204	-R 9,294,683	222.1%	-R 23,595,355	-R 13,697,820	72.3%	26.9%	-60.6%
	OTHER TOURISM INCOME	-R 59,565,905	-R 31,349,233	90.0%	-R 50,656,770	-R 38,718,801	30.8%	17.6%	-38.1%
	TOTALS	-R 2,162,387,125	-R 2,053,141,672	5.3%	-R 1,785,231,446	-R 1,564,188,881	14.1%	21.1%	15.0%

SUB-OUTCOME: EFFECTIVE STAKEHOLDER AND PARTNERSHIP MANAGEMENT

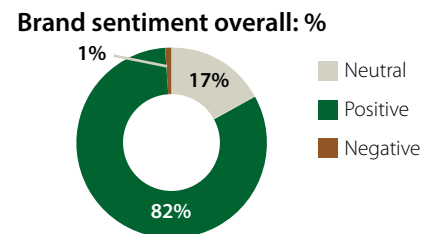
CORPORATE COMMUNICATIONS

In the interest of establishing SANParks as a top-of-mind brand, SANParks Communications employed various tactics to highlight achievements in the organisation's three core disciplines: Sustainable Conservation, Responsible Tourism and Socioeconomic Transformation. These included hosting of strategic events, activation of issues management communications plans, numerous media engagements and excursions, launches and brand positioning on digital and social media platforms. These activities ensured that wildlife crime and safety and security issues affecting tourists in the national parks received attention, in addition to general tourism promotion.

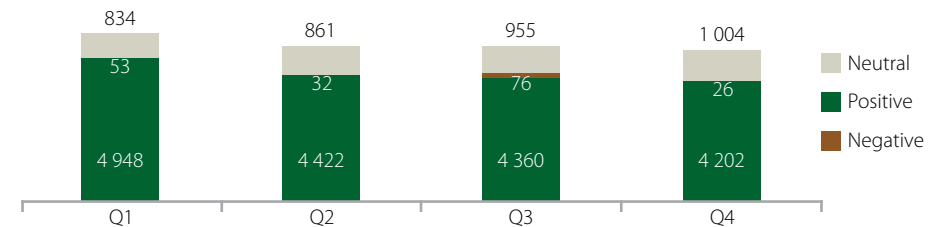
SANPARKS MEDIA SENTIMENT

SANParks Communications work with an independent media monitoring company to keep track of SANParks' standing in and relationship with the media, its media reputation and the reach of its messages. During 2023/24, SANParks and/or the various national parks were mentioned 21 769 times on traditional media platforms, 3 992 less than in 2022/23. Importantly, however, 99% of the coverage was positive to neutral in sentiment. In all four quarters of the year, SANParks achieved our target for positive tonality.

	Positive	Negative	Neutral
Q1	4 948	53	834
Q2	4 422	32	861
Q3	4 360	76	955
Q4	4 202	26	1 004
Overall	17 932	187	3 654



Sentiment breakdown: %



MEDIA RELATIONS AND MANAGEMENT

The tremendous amount of coverage during the reporting period can be attributed to a variety of newsworthy issues, including:

- The historic appointment of SANParks' first female CEO, Hapiloe Sello
- SANParks Week
- Anti-poaching progress
- Strategic partnerships
- Parks rehabilitation and investment
- Tourism safety and recovery
- The Africa Travel Indaba
- Research and innovation
- Management of conservation issues, such as fires and penguin and baboon populations
- The 17th Kudu Awards
- Social legacy programmes
- The Marakele and West Coast marathons
- The 21st Savanna Science Network Meeting
- Celebrations to mark commemorative days (World Wildlife Day, World Ranger Day, World Rhino Day, Heritage Month, World Environment Day and World Wetlands Day)

Reputational risks that arose during the reporting period include the serious allegations made in the *Landscapes of Fear* report; muggings in Table Mountain National Park; the Wildlife

Justice Commission (WJC) report that placed rangers at the centre of poaching syndicates; allegations of greenwashing by TotalEnergies Marketing South Africa (SANParks’ sponsoring partner for SANParks Week); and the impact that stray animals escaping from Kruger National Park due to fencing issues have on communities around the park.

SUPPORT FOR THE THREE PILLARS OF SANPARKS

Corporate Communications sustained its close working relationship with the Conservation, Ecotourism and Socioeconomic Development units by executing:

- **Media trips:** To promote national parks with low occupancy.
- **Media excursions:** To showcase SANParks’ efforts to combat wildlife crime.
- **Marketing events:** To showcase activities, such as cultural and music events, that can be hosted in national parks.
- **Investment events:** To introduce potential partners to business opportunities.
- **Corporate social investment:** Launches of school libraries across the country to position SANParks as an organisation that cares about communities adjacent to the national parks.

BRAND AWARENESS PLAN

The annual SANParks Week programme hosted in partnership with FNB and TotalEnergies Marketing South Africa received extensive media coverage. The coverage SANParks secured on commercial, regional and community radio stations, resulted in more than 94 200 people taking advantage of the opportunity to enter national parks for free during SANParks Week. This was 30.5% more than the previous year’s total of 72 166 visitors.

The annual Kudu Awards, also hosted in partnership with FNB and TotalEnergies Marketing South Africa, was once again a success.

GOVERNMENT RELATIONS AND STAKEHOLDER ENGAGEMENTS

Our alliances with donor and business partners such as TotalEnergies Marketing South Africa, FNB, SANParks Honorary Rangers, NGOs (the Peace Parks Foundation and African Parks) and various government departments and communities continue to benefit national parks.

SANParks remains an active participant in various provincial and national government initiatives through Working Group 11 of the DFFE, whose duties include the planning and hosting of environmental events, such as:

- World Ranger Day
- International Rhino Day
- World Environment Day

SOCIAL MEDIA

Social media is an increasingly important engagement channel, as evidenced by the growth in activity on the platforms where SANParks maintains a presence. Our social media engagement showed the most traction on X (Twitter), followed by Instagram where video content around travel, tourism and conservation topics attracted much attention.

The use of social media influencers and strategic partnerships to promote travel and tourism again proved successful with the following hashtags doing particularly well to attract coverage and positive engagements: #KnowYourNationalParks, #LiveYourWild, #OthersWillFollow, #SANationalParksWeek, #SuzukiFronx, #ShapeYourNew, #SANParks, #TravelTuesday, #WorldEnvironmentDay, #YouAreNature and #ValentinesDay.

Following a similar pattern to traditional media, Kruger and Table Mountain national parks dominated social media coverage.

Social media growth in 2023/24

Platform	Increase in followers
LinkedIn	11.8%
Facebook	5.9%
Twitter	1%
Instagram	5.7%

BROADCAST COVERAGE

- “Minister Barbara Creecy, SANParks CEO Hapiloe Sello speak as SANParks launches Vision 2024 encourage protection of conservation areas for future generations.”
- “SANParks announces Hapiloe Sello as its first female CEO.”

- “Megan Taplin speaks after an exhibition on the discovery of early human origins and innovation in Southern Africa opens at Cape Point in the TMNP.”
- “KNP management attributes decline of animal poaching to improved security techniques.”
- “Mpumalanga Education welcomes lab equipment worth close to R2m from KNP.”
- “Ike Phaahla engages the media on KNP refurbishment progress.”
- “CEO Hapiloe Sello speaks after SANParks, and SANLAM start a R10 million pilot project to provide SMMEs with the financial support they need in the KNP.”
- “MunghanaLoneneFm live broadcast from Skukuza Camp.”
- “Visitors to the Kgalagadi Transfrontier Park World Heritage Site will be able to explore the Khomani San heritage through interactive exhibitions.”
- “Ike Phaahla says SANParks welcomes the 22-year jail sentence given to a rhino poacher.”
- “SANParks CEO Hapiloe Sello in conversation with SAfm.”
- “SANParks Board Chair Pam Yako in conversation with SAfm.”
- “Megan Taplin speaks to CapeTalk on free entry during National Parks Week.”
- “Environment Minister Barbara Creecy cautiously welcomes decline in rhino poaching.”
- “SANParks announces its safety plans for the festive season.”
- “Rey Thakhuli speaks after allocation of additional R700m for infrastructure investments.”
- “Paddy Gordon speaks during SAfm live broadcast at Golden Gate Park.”
- “21st annual Savanna Science Network discusses cultural heritage, human-wildlife conflict.”
- “KNP, previously a hotspot for poaching, sees a reduction of more than a third in 2023.”
- “SANParks study hints at potential of resettling more elephants in the Knysna Forest.”
- “SANParks makes available bursaries worth R2m to 17 students.”
- “SANParks’ Phumla Nyathikazi chats on SoNA impact on tourism in Wilderness NP.”
- “Lauren Howard-Clayton speaks after crews dispatched to Cape Peninsula.”
- “SANParks Honorary Rangers programme contributes R80 million in 2023.”
- “Megan Taplin talks about a concerning number of arson attacks in TMNP.”
- “48-year-old man sentenced to 16 years for killing 2 white rhinos in KNP.”

- “Ike Phaahla says KNP plays a pivotal role in Africa’s conservation in fulfilling SANParks’ mandate of managing a sustainable ecosystem.”

KEY MEDIA STORIES FROM 2023/24:

SANParks Vision 2040 unveiled

“Various stakeholders came out in support of South African National Parks (SANParks) Vision 2040 this week, which promises inclusivity, collaboration and transformation, among other things. South Africa’s Minister of Forestry, Fisheries and the Environment Barbara Creecy officially launched Vision 2040, which aims to rethink the current situation and develop national protected areas and protected area agencies to be world-class in all aspects.”

SANParks, Sanlam launch R10m SMME support programme

“South African National Parks (SANParks) and Sanlam this week launched a R10-million programme to provide access to markets and finance and business development support to small, micro and medium-sized enterprises (SMMEs) from communities surrounding South Africa’s major national parks.”

SANParks volunteer members contributed R80 million in service to national parks

“As SANParks Honorary Rangers (SHR) celebrates 60 years of serving South Africa’s national parks, SANParks has expressed gratitude and congratulated the rangers for contributing R80 million in 2023.”



Minister De Lille and councillors inspect progress at R54million Cape Agulhas National Park infrastructure project

"On 26 March 2024, together with the mayor of the Cape Agulhas Municipality, Paul Swart, the deputy mayor of the Overberg District Municipality, Cllr Helen Coetzee, and other councillors from the region, Minister Patricia de Lille visited the Lighthouse Precinct project in the Agulhas National Park."

SMMEs around South Africa's national parks to benefit from R10 million support programme



Two zebras embracing at Kruger National Park. A symbol of partnership between the two. Picture: Unsplash

Kruger K9 goes hi-tech

POACHING: BID TO TAKE FIGHT AGAINST WILDLIFE CRIME TO NEW LEVEL

Tracking with CCTV units allows rangers to cover more ground, says official.

By Mphahlele Mphahlele

The collaboration between Kruger National Park and the South African Police Service (SAPS) to use hi-tech CCTV units to track poachers is a significant step in the fight against wildlife crime, says an official. The units will allow rangers to cover more ground and track poachers more effectively. The units will also allow rangers to track poachers more effectively. The units will also allow rangers to track poachers more effectively.



TEAM EFFORT: Mphahlele Mphahlele, from the Southern African Wildlife College, shows some of the hi-tech dogs that are used as one of the forces of tracking poachers. Picture: Mphahlele Mphahlele

More than 1.7 million tourists visited Table Mountain in two months – SANParks



SANParks has recovered from Covid-19 devastation, says CEO Hapiloe Sello



Township tourism gains momentum



MOUNTAIN ZEBRA NATIONAL PARK ACTIVITY AND VISITOR NUMBERS UP





Junior Honorary Rangers. Revaane Sankar, Ndzalam Ndlovu, Meke Reingrubler and Erin Beyers

Junior honorary rangers take step into nature conservation

'Origins of Early Southern Sapiens Behaviour' exhibition launches



SANParks Kudu Awards honour contributors



RHINO DEATHS CHARGE UPWARDS IN 2023

SANParks opens Mahala Week

TAKE ADVANTAGE: EVERYONE IS WELCOME TO SEE WHAT'S ON OTHER SIDE OF FENCES – MINISTER

→ Free access system aimed at inspiring people to take pride in SA's cultural heritage.

Saturday Citizen reporter

From today until 4/11/23, South Africans are urged to visit a national park – and experience its free. "Everyone is welcome to see what's on the other side of the fence," said Minister of Forestry, Fisheries and the Environment, Barbara Crengel. "National Parks Week is an ideal opportunity for us to showcase the beauty and history of the country's national parks to the public, especially to communities who seldom get to experience and enjoy these."



NATURE'S REALITY A rhinoceros walking on the road looking during morning safari in Kruger National Park.

National Park: The world-renowned park is not only South Africa's first national park but is also the largest, spanning 19,310 km². The Kruger is the sixth largest national park in Africa and not only boasts the same big five, alongside a wide variety of wildlife and plants but is also home to unique landscapes and biomes. In the past year, SANParks spent more than R300 million preserving services from roads, bridges and more ecosystems. A total of R225 million has been spent on the roads, through the Extended Public Works Programme (EPWP), creating more than 3,000 full-time equivalent work opportunities in national parks where there is little formal employment. Every day, an average of 1,000



Stronger through adversity

OUTCOME GOAL 2: IMPROVED DIVERSE RESPONSIBLE TOURISM

SUB-OUTCOME 8: IMPROVED TOURISM PERFORMANCE		
Output indicator	Annual target	Annual progress and analysis
8.1 Percentage improvement in CSI rating	0.5% improvement (increase) on previous year	Target exceeded with a 1.5% improvement on the previous year.
Performance analysis	The 2023/24 customer satisfaction index (CSI) score is 78.87%, which is 1.28% above the target of 77.87% and a 1.5% improvement on the 2022/23 score of 77.37%.	
Reason for variance	Automated extraction and distribution of post-departure surveys to customers in real time. The CRM system now automatically detects and directs low scores and complaints to the relevant park for actioning. This has contributed to continuous improvement, effective complaint resolution and, consequently, the improvement in the CSI score.	
Planned improvement / corrective actions	The automated post-departure survey execution, feedback mechanism and issue routing process will be closely monitored to identify areas for improvement to keep the CSI score at a satisfactory level.	
8.2 Percentage increase in number of visitors to national parks year-on-year	11% up on previous year	Target exceeded, with a 22.3% increase on the previous year.
Performance analysis	For the period under review, a total of 6 101 642 guests passed through SANParks gates, compared to 4 962 074 in the previous year. This translates to a 22.3% increase.	
Reason for variance	International guest numbers continue to improve, with a 7.22% increase relative to the previous year. The growth is propelled by the solid increases of guests to Table Mountain National Park and steady growth recorded by the other top parks.	
Planned improvement / corrective actions	No corrective actions required.	
8.3 Percentage increase in accommodation occupancy	0.6% up on previous year	Target exceeded, with a 1.9% increase relative to the previous year.
Performance analysis	SANParks recorded an accommodation unit occupancy of 64.9% in the reporting period, compared to 63.0% in the previous year. This translates to 1.9% increase. The total number of rooms available were 790 576 and the total number of rooms occupied were 513 024.	
Reason for variance	Parks and Kruger divisions are starting to see growth in the occupancy figures with Mountain Zebra, Kruger National Park and Karoo improving by up to 4% relative to the previous year.	
Planned improvement / corrective actions	No corrective actions required.	
8.4 Total number of new and diverse tourism products implemented	8 tourism products implemented	Off target, with 5 tourism products implemented.
Performance analysis	Off target, with 5 tourism products implemented against a target of 8. The following projects were completed during the 2023/24: Tsitsikamma Seqway, Tsitsikamma Kayak and Lilo, Tsitsikamma Tubing, Namaqua flower camp, Knysna Padel, restaurant, retail and associated activities	
Reason for variance	Negative market responses to the Marakele Halaal lodge and Agulhas restaurant opportunities	

SUB-OUTCOME 8: IMPROVED TOURISM PERFORMANCE		
Output indicator	Annual target	Annual progress and analysis
Planned improvement / corrective actions	Three bids are anticipated to be concluded in Q1 of 2024/25. Improved planning and implementation of the procurement plan.	
8.5 Number of interventions on the Integrated marketing and communication plan	6 integrated marketing interventions implemented	On target, with 6 integrated marketing interventions implemented. These are: Wild in your Backyard; successful participation in ITB Berlin; successful implementation of online seasonal promotions, such as Valentine's Day, short-notice specials and Easter holidays; launch of the new SANParks website; signing of the MOU with SAT Africa Travel Indaba.
	5 integrated communication interventions implemented	On target with 5 integrated communication interventions implemented. These are: • Suzuki Fronx X SANParks social media report • Kudu Awards • CEO's stakeholder engagement in Tokai (Table Mountain National Park) • Public meeting in Bontebok National Park • Workshop to review the hierarchy of objectives for the Bontebok NP park management plan
Performance analysis	Marketing: On target, with 6 integrated marketing interventions implemented. These are: Wild in your Backyard; successful participation in ITB Berlin; successful implementation of online seasonal promotions, such as Valentine's Day, short-notice specials and Easter Holidays; launch of the new SANParks website; signing of the MOU with SAT Africa Travel Indaba. Communication: On target with 5 integrated communication interventions implemented. These are: Suzuki Fronx X SANParks social media report; Kudu Awards; CEO's stakeholder engagement in Tokai (Table Mountain National Park); public meeting in Bontebok National Park; workshop to review the hierarchy of objectives for the Bontebok NP park management plan	
Reasons for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	
8.6 Number on interventions towards improved hospitality service delivery standards implemented	2 interventions towards improved hospitality service delivery standards implemented.	On target, 2 interventions implemented, namely: • Draft redeployment plan developed • Redeployment implemented

SUB-OUTCOME 8: IMPROVED TOURISM PERFORMANCE

Output indicator	Annual target	Annual progress and analysis
Performance analysis	2 interventions implemented, namely: - Draft of redeployment plan developed - Redeployment implemented	
Reasons for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	

SUB-OUTCOME 9: IMPROVED RESPONSIBLE TOURISM

Output indicator	Annual target	Annual progress and analysis
9.1 Responsible auditing framework implemented	Responsible tourism audit conducted in 6 national parks	On target, with responsible tourism audits conducted for Augrabies Falls, Kruger, Agulhas, Bontebok, Camdeboo and Namaqua national parks.
Performance analysis	On target, with responsible tourism audits conducted for Augrabies Falls, Kruger, Agulhas, Bontebok, Camdeboo and Namaqua national parks.	
Reason for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	





3.3. SOCIOECONOMIC TRANSFORMATION

OUTCOME GOAL 3: SUSTAINABLE SOCIOECONOMIC DEVELOPMENT PROGRAMME THAT ENSURES DELIVERY OF BENEFITS TO LAND CLAIMANTS, HISTORICALLY DISADVANTAGED COMMUNITIES AND THE PEOPLE OF SA

PURPOSE

Bring about transformation within surrounding communities by providing increased opportunities to engage and reap benefits from SANParks business, and facilitate training aimed at creating awareness and enhancing knowledge and skills of targeted groups.

SUB-OUTCOMES

1. Transformation of wildlife economy through increased previously disadvantaged individuals (PDIs) participation.
2. Improved participation of PDIs in SANParks.
3. Increased access to education and skills development opportunities.
4. Sustained CSI towards community development.
5. Improved participation of land claimants in SANParks business.

Outcome goal 3 is implemented by the Socioeconomic Transformation Department (SET) with support from various units.





INTRODUCTION

Historically, conservation in South Africa was aimed at preserving isolated pockets of biodiversity while protecting the interests of the privileged few. The creation of the country's conservation estate was seldom done in consultation with the people who lived in or around park borders and rarely earned their consent or respect. Human rights violations, particularly through criminalisation of access to national parks and punitive restrictions on abstracting natural resources, created tensions between conservationists and communities. The political and land conflicts that were the order of the day threatened the continued existence of national parks.

The arrival of democracy in the country brought with it an opportunity for SANParks to re-define its identity, ushering in new ways of thinking in the day-to-day running of the national parks. The Social Ecology Programme was introduced in 1994 to orientate SANParks away from an isolationist position towards an integrated approach in tune with the political and economic inclusion that was taking place in the country.

Our point of departure was recognising the harmonious relationship our ancestors had with nature and their reliance on natural resources for survival. The programme has ensured the establishment of mutually beneficial partnerships between national parks and adjacent communities that contribute to the socioeconomic development in these areas. It has facilitated dialogues between national parks and communities to cultivate mutual appreciation for nature-friendly conservation and led to the implementation of programmes and projects that benefited all participants.

In pursuit of total inclusion, we identified specific activities and processes to address issues at the interface between conservation and communities, and to highlight and implement the rights of communities affected by conservation processes. Over the years, SANParks has continued to redefine its contribution to community development and has adapted to changes, challenges and opportunities to advance the cause of inclusive conservation management. Along this journey, Social Ecology morphed into Constituency Building, then People and Parks and now Socioeconomic Transformation.

As we celebrate 30 years of democracy, this report reflects on our journey and highlights significant programmes and achievements as we continue reconnecting and inspiring society towards the SANParks Vision 2040.

STAKEHOLDER ENGAGEMENT PROGRAMME

Since its inception, the SET intentionally established communication structures and linkages with communities. We use these channels to discuss mutual concerns and jointly plan interventions and projects that benefit parks and communities alike. The number and structure of park forums, people and parks forums and community liaison committees depend on the specific needs and situation of each national park. For instance, seven community forums have been established in Kruger due to the size of the park and the complexity of its issues, whereas other national parks have one park forum each.

These community engagement structures have developed into entities that are seen to promote conservation and environmental management issues, while also giving communities a voice and representing their rights.

Community engagement has achieved much over the years by:

- Ensuring community representation in park planning issues and serving as a channel to build networks with appropriate stakeholders.

- Enabling meaningful oversight in issues of common interest between communities and national parks and ensuring accountability, advocacy, transparency, good governance and informed decision-making as the national parks pursue their conservation and public-good mandate.
- Bridging the divide between national parks and their neighbouring communities and building peace where there once was conflict and disagreement.
- Facilitating equitable access to and sharing in benefits associated with the national parks, such as job opportunities and the use of natural resources. A transparent process ensures that all communities are aware of opportunities and that the agreed selection procedures for community participation are applied.

Stakeholder engagement remains key to community participation and beneficiation. Community structures are thus continuously reviewed to ensure their effectiveness.

In the 2023/24 year, the park forums in Marakele, Mapungubwe and Mokala were revived.



THE DIFFERENCE ENGAGEMENT WITH COMMUNITIES MADE

For Kruger National Park, park forums were instrumental in facilitating processes to address the human-wildlife conflict between the park and adjacent communities. These resulted in a ground-breaking compensation programme for families that suffer livestock or crop losses when predators, elephants and/or buffalo escape from the park. These losses have a direct and indirect negative impact on both human well-being (loss of livelihoods and the psychological sense of safety and security) and conservation. The latter takes the form of retaliatory killings, damage-causing animal control and loss of conservation constituency.

The animosity that arose between neighbouring communities and the park resulted in a general loss of support for conservation endeavours. In some cases this led to increased civil disobedience and even organised crime, notably illegal wildlife trade with community members being willing to support and harbour poachers.

The human-wildlife conflict compensation programme seeks to compensate these communities in a just, fair and transparent way. Its defensible criteria were co-developed with the park forums and programme implementation started.

The engagement structures have also been successful in facilitating access to natural resources in national parks. In Golden Gate, for instance, communities harvest thatch grass and in KNP mopane worms. Community members have furthermore been given access to medicinal plants, firewood and reed grass, and are allowed to practice sustainable fishing in coastal parks.

The park forum at Addo National Park concluded an agreement with the Mayibuye Ndlovu Community Development Trust that entails a profit-sharing arrangement at Mathyolweni camp.

The park forums have further facilitated community participation in the Presidential Employment Stimulus Programme during Covid and oversaw a food relief programme that benefited 14 733 community members and the delivery of 80 water tanks to identified communities.

The People and Parks structures in particular have contributed greatly to the land claims programme by successfully enabling processes that delivered redress to communities whose land was dispossessed during the establishment of national parks.

ENVIRONMENTAL INTERPRETATION, EDUCATION AND AWARENESS PROGRAMME

SANParks' inclusive environmental interpretation, education and awareness programme enriches the conservation experience of visitors, learners and community groups. It has, over the years, also contributed significantly to the increase in black visitors to the national parks.

The objectives of this programme include:

- Identifying environmental concerns and challenges and mobilising stakeholder action in response.
- Increasing the environmental awareness and responsiveness of community stakeholder groups, including schools.
- Running environmental awareness campaigns in various media.
- Collaborating with stakeholders in the development of environmental education curriculum initiatives.
- Engaging community groups with specific interests in natural resources to ensure access and benefit sharing while promoting appropriate environmental ethics.

Our environmental education and awareness, training and skills transfer programmes promote the concept that communities and national parks share responsibility for the environment. They also contribute to the implementation of sound environmental management practices.

A suite of programmes was implemented with schools and stakeholder groups. Initiatives such as Kids in Parks, Kudu Green School, Walk and Learn on the Wild Side, Imbewu, Junior Rangers and HESOP have seen a substantial increase in the number of learners from less-privileged backgrounds who visit national parks for experiential learning.

IN 2023/24



850

ENVIRONMENTAL
SCHOOL GROUPS



19 438

PUPILS



112

EDUCATORS

Participated in the environmental awareness programme
The programme has reached > 5 million learners over the past 30 years.

KIDS IN PARKS

Kids in Parks started in 2005 as a partnership programme between DBE, DFFE and SANParks to improve access to national parks for learners and teachers, particularly those from disadvantaged backgrounds.

The programme offers grade six and seven learners the opportunity to spend three days and two nights in their nearest national park. On average, 10 national parks host 5 000 learners and 200 educators annually; since its inception, the programme has benefited around 80 000 learners and 1 600 educators.

The Kids in Parks programme is aligned with specific learning areas of the DBE curriculum. In addition, learners receive information about the national

parks they visit, including specific conservation features, species in the parks and the importance of conserving them, and are introduced to climate change challenges and mitigation measures. They are strongly encouraged to help address environmental issues and concerns in the areas they come from.

The programme has an impact on several fronts:

- It strengthens the links with schools and schools' communities.
- Learners become aware the environment, learn to appreciate it and come to understand the need to protect and respect it.
- It improves the learners' self-confidence.
- It gives most of the participating learners their first experience of a national park.

The Kids in Parks programme is a highlight for all who take part in it, as is clear from the feedback received.

TEACHER'S MESSAGE

The programme was extremely well planned and executed.
As an educator I also learnt a lot with regards to biodiversity and caring and conserving the environment.
The programme is also in line with various Subjects taught and it is great to see the integration of the different Subjects.
It would be great to see a larger number of learners attending this programme to reach more communities and to build our future nature conservationists.
*Excellent programme - a once in a lifetime experience for all!

LEARNER'S MESSAGE

Message to Kids in Parks

We wish that we can work here when were fully grown and able to come here once or twice per year. I would like to spend more time with you and you take care of us. I would love to say thank you for a lot of things you taught us. We learned that we should respect all animals. We learned that many animals died by poaching. We would love to thank to Mr Makena and Sesi Phephle for interring the environment for us. We would love to thank every worker face to face for giving us a great time.

Kids in Parks





In 2023/24, a total of 3 159 learners and 145 educators participated in the Kids in Parks programme. The table below gives a breakdown per park.

Name of the park/camp	Number of learners	Number of educators
Augrabies Falls National Park	154	14
Kruger National Park	300	20
Richtersveld Transfrontier Park	238	19
Marakele National Park	523	22
Tsitsikamma section of the Garden Route National Park	500	20
Golden Gate Highlands National Park	500	20
Wilderness section of the Garden Route National Park	500	20
Table Mountain National Park	244	10
Total	3 159	145

IMBEWU

The Imbewu project provides an afro-centric approach to and interpretation of nature conservation by highlighting the historic coexistence of the African people with nature. Named for the Nguni word that means planting a seed, Imbewu was implemented in partnership with Wilderness Leadership School with the aim of planting a seed of love and appreciation for conservation among young people.

The programme's objectives are to:

- Develop youth conservation leaders.
- Reconnect youth to nature.
- Promote an intergenerational interpretation of nature

Imbewu was developed for high school learners. Candidates are selected based on leadership potential in the hope that they will not just talk about the experience but emerge from it motivated to start nature appreciation and conservation programmes in their schools and communities.



The groups are hosted by SANParks rangers on a four-day bush camp experience that includes nature hikes, animal behaviour demonstrations, the sharing of African folktales around the campfire and sleeping under the stars in rustic tents in the heart of the park. The wise-men rangers also teach the youngsters how to navigate wind directions to approach animals, how to predict weather conditions based on shifts in temperature and wind, and which plants have medicinal uses, such as boosting the immune system.

JUNIOR RANGERS

The SANParks Junior Rangers initiative was inspired by the success of the Imbewu programme and seeks to motivate young people to take an active interest in conservation issues.

With the support of the Honorary Rangers, junior rangers attend a structured six-month training programme that entails an interactive manual, an environmental project of their choice and at least one camping experience. All the activities are monitored and evaluated and a team of qualified facilitators, mostly teachers, conducts a final assessment of each candidate's performance.



Several young people who came through Imbewu and the Junior Ranger programmes are now conservation professionals, some occupying senior management positions. Among them are Koketso Kotsoe, the Marakele National Park manager and Sarah Letsoalo, the park's senior SET officer, as well as Boitumelo Rampeng who was the manager at the BSP furniture factory in GaRankuwa and now works for Bidvest Logistics at OR Tambo International Airport, in charge of the department that transports live animals in compliance with CITES regulations. These officers receive regular invitations to speak at or participate in international events.



WALK AND LEARN ON THE WILD SIDE

This tourism-related programme exposes tourism learners to the operations of a national park, allowing them to experience tourism services and gain a better understanding of the

range of opportunities in the tourism sector. The programme, which is hosted by the Kruger and Marakele national parks, has seen remarkable results. SANParks is currently exploring sources of additional funding to expand it to the other national parks.

HERITAGE EDUCATION SCHOOLS OUTREACH PROGRAMME (HESOP)

A joint initiative between the National Heritage Council, SANParks, the DBE, Brand SA and the South African Heritage Resources Agency (SAHRA), HESOP alerts learners to the value of national parks as cultural heritage sites and gives them practical exposure to some of the heritage concepts in their syllabi.

The programme takes the form of a competition that starts at provincial level with a test of learners' knowledge of the national parks and their different offerings. The best performing schools from the different provinces compete in the final round that takes place in a national park. The top three schools are rewarded with prizes.

KUDU GREEN SCHOOL

This programme invites Gauteng-based schools to visit national parks and learn more about climate change. The aim is to improve climate literacy and motivate learners to make scientifically informed and responsible decisions regarding climate change in their personal lives, as well as influence policy and decision-makers.

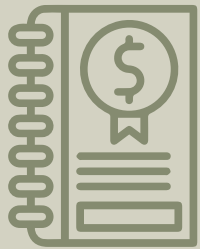
Offered to Gauteng learners with the support of the Department of Education and other partners, the programme has hosted more than 30 000 participants since its inception in 2011.

TAKE KRUGER TO KASI

This initiative is based on the premise that the majority of black people are not aware of all the treasures, services and activities on offer in Kruger National Park. To encourage more black visitors, the park implemented this outreach programme to engage with mainly township (aka kasi) residents.

YOUTH DEVELOPMENT PROGRAMMES

SANParks has a dedicated youth development programme that encourages young people to participate in and benefit from programmes offered in national parks. The objective is to contribute to nation building, foster social cohesion and help young people acquire the occupational skills they need to access sustainable livelihood opportunities.



SANPARKS COMMUNITY BURSARY SCHEME

A first for SANParks, this scheme enables learners from communities adjacent to national parks to further their tertiary education in biodiversity and ecology, environmental sciences, development studies, tourism and hospitality management, business management and other fields relevant to SANParks.

It gives effect to the government's vision that all academically deserving students who are admitted to study at public universities and colleges have the necessary financial support to obtain their first undergraduate qualification. The scheme furthermore supports the goals of the National Development Plan (2012) and the *White Paper on Post-School Education and Training* (2013) to expand access to higher education for deserving students through financial support, and to facilitate greater student success.

The bursary fully covers tuition and accommodation and gives the student a living allowance. The first bursaries, worth a total of R2 million, were awarded in the 2023/24 financial year to 17 students.

PITCH AND PERFECT TRAINING AND COMPETITION

The Pitch and Perfect empowerment programme is an ongoing partnership between SANParks, the NYDA and Hollywood Bets in Mpumalanga and Limpopo that supports young entrepreneurs in communities next to Kruger National Park. During 2023/24, 50 youth-

owned SMMEs participated in the business management training and then pitched their business concepts in the competition. The 10 best concepts won prizes to the value of R200 000.

PRESIDENTIAL YOUTH STIMULUS PROGRAMME

SANParks participated in the Presidential Youth Stimulus Programme in partnership with DFFE by giving 202 young people from communities adjacent to national parks contract work for four months.

LACOMPSA

Land Claimant Communities in Protected Areas of South Africa (LACOMPSA) is an enterprise and supplier development programme implemented in partnership with Indalo to capacitate stakeholders living close to Kruger National Park to participate in business opportunities created in the park. Participants undergo training to develop the technical and business management skills that would enable them to access these opportunities. They also receive support with market linkages, contractual arrangements and resources mobilisation.





My name is Lungile Divine Marhungane, owner of Jeslu Puro Water. When I started with Indalo business training in 2017, I knew I wanted to be an entrepreneur but I wasn't too sure how and what I wanted to do. The training helped me to identify a unique niche area and made me realise that sometimes you don't have to come up with something completely new – you can replicate someone's idea and be successful.

Following the training, I opened a shop where we sell treated water at source, using a macadamia-nut filter. The journey has been beautiful!

The business tools Indalo provides are internationally recognised and can stand the test of time. I used these tools to respond to an international opportunity for seed funding that was advertised in July. More than 200 000 people applied, 15 000 were short-listed to do a video pitch and 4 900 applicants – including Jeslu Puro Water – received the USD5 000 seed capital.

I am thrilled to say that I was then one of only two people (the other one a French lady from Benin) selected from across Africa to physically attend the selection announcement in Lagos, Nigeria, with all expenses paid.

Looking back today, I'm embarrassed to remember that I used to think, "I am a land claimant, it's our money, they should give it to us". With the benefit of hindsight, I've come to realise that life will give you what you desire of it and that by participating in the LACOMPSA programme, I was in fact privileged as I'm not the only land claimant in Limpopo and Mpumalanga.

OTHER CAPACITY BUILDING PROGRAMMES

During the year under review, People and Parks structures hosted several capacity building workshops in the Western Cape, Mpumalanga, Limpopo, Northern Cape and Eastern Cape in partnership with DFFE.

SANParks also partnered with the NYDA to empower young people from communities bordering national parks with business management and related skills. To date, 190 youth from Bende Mutale, Phalaborwa, Mashishimale, Mhinga, Makuleke and Matiyani close to Kruger National Park, and from Waterberg, Mokopane, Vaalwater, Thabazimbi, Northam and Rooiberg close to Marakele National Park have benefited from the programme.

Fifteen participants from the Mayibuye Ndlovu Development Trust, COLCRA CPA and People and Parks Youth in Conservation attended accredited new-venture training in Gqeberha.

In 2023/24 year, a total of 182 people, including Sydney on Vaal land claimants, were trained in conflict management, field guiding and business management.

ACCESS TO NATIONAL PARKS AND NATURAL RESOURCES

FACILITATED ACCESS TO NATIONAL PARKS

Local communities visit national parks for several reasons, including recreational, spiritual, cultural and educational purposes. The SANParks environmental education programme has attracted a substantial number of visitors to Kruger National Park, particularly learners and youth, as did the annual SANParks Week in September during which free entry permits were issued to local traditional authorities, members of the park forum and other interest groups.

Learners and community members who attend environmental education activities enter the park for free, while half-price permits are issued annually to all communities involved in the seven KNP community liaison forums. The permits are valid during non-holiday periods only and allow 20 community members at a time to enter the park.

The permit system was created to facilitate park entry for local communities with specific needs and is continuously reviewed in light of community requests.

ACCESS TO BIOLOGICAL RESOURCES

The removal of renewable natural resources such as wood, medicinal plants, fish, insects and grass from within national parks has been a contentious issue for many years.

Numerous people feel that national parks should be kept pristine and untouched but forget that Africa's plants and animals have evolved with humans over centuries. By removing people from the environment in the relatively recent past, as was done in most parks in South Africa, we have created a far less natural situation than before.

The national parks are a national asset, meant for the benefit and enjoyment of everybody. SANParks acknowledges this, and so has embarked on a process of investigating and facilitating pilot projects to determine the extent to which neighbouring communities can be allowed controlled use of renewable natural resources inside park boundaries.

SANParks' commitment to sustainable resource use emphasises the symbiotic relationship between conservation efforts and community benefits. This is reflected in its resource policy that both acknowledges and fosters historic connections between communities and the biological resources of national parks. The policy guides and regulates access to these resources to ensure sustainable use and requires regular, comprehensive evaluations of environmental and socioeconomic impacts to refine sustainable harvest levels.

RESOURCES THAT HAVE BEEN MADE AVAILABLE TO COMMUNITIES



Mopane worms



Thatch grass and reeds



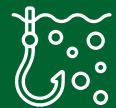
Seeds of species like Lala palm and Kei apple



Tree species for medicinal use, e.g. pepperbark



Elephant dung



Fishing waters in coastal parks

Mopane worm harvesting

Mopane worms are an important and healthy traditional food source for people and animals in the Mopane veld and for decades staff members in Kruger National Park have been collecting mopane worms inside the park during the harvesting season. Park management decided to extend this opportunity to people who do not work in KNP but live in villages adjacent to the park. The intent was to invite local communities into the park by giving them access to a resource that has become scarce in the communal areas due to over-harvesting. While SANParks is compelled to share the benefits of conserved biodiversity in terms of its mandate, it also that doing so can be a powerful incentive for people to support the conservation cause.

After much planning and negotiation, the first community harvesters came into the park to collect worms legally in December 2010. To date, more than 200 people from 12 different villages have harvested more than 4 300 litres of worms in years when the populations are large enough. KNP rangers and scientists closely monitor worm densities on an annual basis.

Although mopane worm harvesting happens over only two weeks, participating households benefit economically for months afterwards. Not only is the financial value of the worms collected on a single day equal to almost half the average monthly household income in the area, but the dried worms can be stored for long periods. Mopane worms are a valuable protein source, especially during winter months when naturally occurring legumes are scarce.

Thatch grass/reed harvesting

Thatch grass is a popular roofing material used by both households and commercial builders. It is also the roofing material of choice for most of the tourist accommodation in Kruger and Golden Gate Highlands national parks.

Thatch harvesting is done during the winter months by local community members (mostly women) from villages who have entered into price and quality agreements with SANParks. Veterinary concerns restrict the movement of thatch into and out of KNP, whereas Golden Gate issues harvesting permits based on requests from harvesters and the availability of thatch in designated harvesting sites.

Fishing in coastal parks

SANParks has implemented an angler support programme for local fishermen and -women around the marine coastal parks. These are community members who rely on fishing for their livelihoods and who have, in some cases, been denied access to fish stocks due to the creation of the coastal parks, forcing them to fish illegally to sustain their families.

This project promotes the conservation and sustainable use of marine resources in harmony with supporting the livelihoods of underprivileged fishermen and -women. It does so by facilitating access to fishing waters and running co-learning programmes that enhance mutual understanding and allow indigenous knowledge systems (IKS) to be incorporated in the marine coastal parks management system.

The programme furthermore builds capacity among community-based anglers and addresses illegal fishing activities by issuing fishing permits and helping anglers to obtain fishing equipment.

First implemented at Wilderness section of the Garden Route national park with 30 elderly women, in 2023/24 the programme was expanded to the coastal areas of Addo, Tsitsikamma, Knysna and West Coast national parks.

During events held in the Garden Route and Addo Elephant national parks on 28 and 30 March 2024 respectively, 135 anglers received fishing equipment, fishing permits and certificates of participation for having completed the capacity building workshops.

To date, 300 fishing permits have been issued.

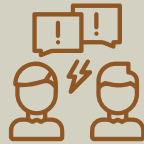
THE VALUE BEING CREATED BY THE ANGLER SUPPORT PROGRAMME



Communities have become guardians of the environment and now report illegal activities occurring in the parks.



Illegal gill-net fishing has decreased sharply.



The collaborative workshops have improved the relationship between park staff and communities largely eliminating the hostility that existed before.



As a result of the workshops, government departments operating in the same marine domain now follow a more cohesive and coordinated approach. For example, WWF has sponsored comprehensive workshops for staff members from the Eastern Cape Parks Board, Cape Nature and DFFE, emphasising a community-based approach to marine protected area (MPA) management.



Fishing forums have been established to facilitate constructive dialogue and engagement to address the challenges faced by coastal communities.



Intergenerational learning is resulting in knowledge transfer between different age groups.



Young people are taking an interest in angling activities to the extent that SET officers are managing waiting lists of applicants eager to participate in the programme.



Previously marginalised PDI communities are actively engaging in scientific research when opportunities arise in their proximity.



The programme has notably increased the participation of women in marine-based discussions and activities.



The project has revived the community's cultural heritage associated with fishing activities.



A field trip that was part of the programme has greatly enhanced participants' experiences and created new memories.

Plant nurseries

With funding from DFFE, SANParks has established nurseries to grow indigenous plants. These are used to rehabilitate land from which the Working for Water project has removed alien invasive species or where trails have been cleared, as well as next to roads, old quarries and in degraded agricultural fields and pastures adjacent to the parks. Spekboom (*Portulacaria afra*) specifically is used to replace carbon-rich thicket vegetation that has been degraded by livestock.

The nurseries also serve as training environments for horticulturists in several SANParks parks. In some instances, such as in Karoo National Park, herbicide-free vegetables, including spinach, beetroot and broccoli, are grown in the nursery to contribute to poverty alleviation and supply the park's restaurants as well as local markets.

Kruger National Park has a traditional healers programme that facilitates sustainable access to medicinal plants and products and promotes the propagation of these resources in communities. To this effect, several medicinal nurseries were established, including one at Numbi Gate. In partnership with the Agricultural Research Council (ARC), large-scale propagation of *Warburgia* saplings is underway in the Skukuza nursery to create alternative sources of this endangered pepperbark tree. Workshops are also held with traditional healers to raise awareness around sustainable harvesting of medicinal plants and collaborate on solutions to concerns.



LAND CLAIMS

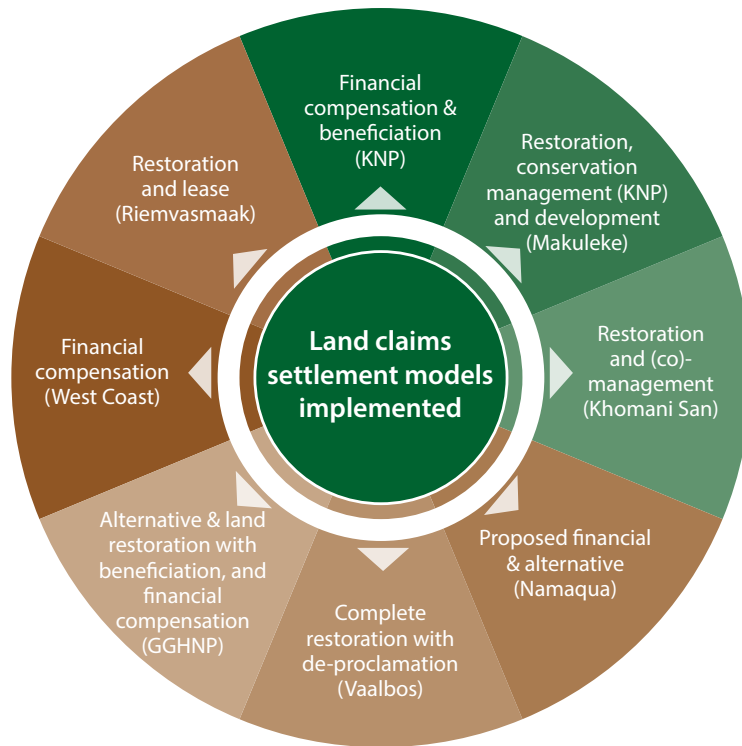
Most of South Africa's protected areas were established at the cost of indigenous people's land ownership. The government, through its land restitution programme, seeks redress for the victims of land dispossession and correct the imbalances caused by apartheid-era legislation.

SANParks supports these efforts and cooperates with the Land Commission to realise sustainable solutions that strike a balance between the rights of claimants and South Africa's conservation agenda. The resolution of valid land claims is seen as an opportunity to right the wrongs of the past and contribute to improving the lives of communities that were affected by land dispossession.

To date, SANParks has received 11 land claims; nine have either been settled or are in progress. The settlement models differ from park to park, depending on the agreement reached for a particular national park. The three settlement options for land claims are financial compensation to land claimants in lieu of the land claimed, land restoration and provision of alternative land (land swap), or a combination of the options.

The Riemvasmaak, Makuleke and Kgalagadi claims were among the first to be settled with SANParks.

Riemvasmaak was the first land claim approved by late President Nelson Mandela in 1994. By 2004, the Melkbosrand portion of the claimed land in the northern section of the Augrabies Falls National Park was de-proclaimed. Despite some turbulence and volatility, strong relationships have been forged between the Riemvasmaak community and SANParks over the past 15 years. R15 million was recently approved for a DFFE/SANParks project for major upgrades to the Riemvasmaak hot springs facility. The Northern Cape Tourism Authority has also added R1 million for a day spa at the springs. A joint management committee agreement is currently being drafted for the Melkbosrand section.



Land claim settlement options implemented in SANParks.

The **Makuleke** claim was settled in 1988, when the Makuleke community's rights to the so-called Makuleke Region in the far north of Kruger National Park were restored. A contractual agreement was subsequently signed between the Makuleke Communal Property Association (CPA) and SANParks for the continued use of the land for conservation, with a settlement agreement that provides for the sustainable use of specified natural resources. A joint management board (JMB) has been established between SANParks and the Makuleke CPA to manage the area. The CPA has outsourced the tourism management of the land to concessionaires and the community is beginning to realise economic benefits. Some 106 jobs for community members have been created by the three contracted concessionaires.

Between 1999 and 2002, the **Khomani San and Mier** peoples regained their land in and around the Kgalagadi Transfrontier Park. The !Xaus Lodge was built on community heritage land in the southern section of the park in terms of the settlement agreement and has been operating since 2007, resulting in job creation and a regular income for both communities. The Dawid Kruiper Lodge is currently under construction, in accordance with an agreement with the Khomani San. The community will be given preference regarding employment and training at the lodge. Notable achievements include World Heritage Site status conferred on the land in 2018, the trust that has been built between the partners and the fact that the JMB functions well and meets regularly.

The speed with which land claims are settled differs from one claim to the next, depending on the settlement agreements. SANParks continues to engage the new landowners, particularly in areas committed for continued conservation use, and to implement programmes and projects that will benefit the claimants.

Land claims in progress include the COLCRA land claim at Addo Elephant National Park, the Dithabeng CPA at Golden Gate Highlands National Park and the Kruger National Park land claim.

Progress during 2023/24 includes the settlement and beneficiation package agreed between the Dithabeng CPA and other relevant parties. The signed documents are with the Land Commission for finalisation. The beneficiation package for the COLCRA land claimants is in progress, as are negotiations on the beneficiation scheme for the KNP land claimants.



ENTERPRISE DEVELOPMENT PROGRAMME

The enterprise and supplier development programme empowers local enterprises to participate in business opportunities in and around national parks. This is done through skills training and transfer, coaching and mentoring, as well as partnerships and alliances with government business units, community trusts, the private sector and strategic funding agencies to support the development of local entrepreneurs.

Various models, including community-public-private partnerships and community-public partnerships, are explored and implemented to promote broad-based, meaningful participation in the economy. Local spend and procurement from black-owned and women-owned companies are encouraged and monitored to support the financial growth and sustainability of local and emerging enterprises.

In the more than 20 years of its existence, SANParks' contractor development programme has significantly contributed to the development of emerging enterprises. It entails the transfer of skills to small construction contractors and awarding them modest maintenance contracts in national parks under the mentorship and supervision of the SANParks Infrastructure Development Unit. Many contractors who had gone through the programme have grown into independent, successful construction companies.

Arts and crafts outlets were established at five of Kruger National Park's gates, giving crafters access to park visitors. Managed by the local communities, the outlets have over the years contributed millions in revenue to the participants, created employment opportunities and, above all, harnessed the skills of the crafters.



Crafters earn an combined income of
R4 403 044
per annum at the outlets at KNP gates

During 2023/24, collaborations with other organisations and concessions yielded great results in terms of SMME development. In KNP alone, procurement spend by concessions reached R2.55 million, while USD585 worth of grant funding was awarded by the UNDP Small Grants Programme to 12 local organisations and SMMEs around the Addo Elephant and Kruger national parks to fund game-meat processing, curio production, community ecotourism, biodiversity conservation, small-scale fisheries, skin and hide production, waste management and other enterprises that feed into park value chains. The community projects funded by UNDP will complement the World Bank's ongoing projects under the GEF 7 Biodiversity Economy Project, which is executed by DFFE, SANParks, iSWPA, SANBI and ECPTA.

CORPORATE SOCIAL INVESTMENT PROGRAMME

The SANParks corporate social investment (CSI) programme contributes to the development of communities living adjacent to national parks by providing much-needed facilities and services. These projects are funded from the 1% tourism levy on all accommodation bookings and activities in national parks, as well as 5% of income from sales of high-value species.

In its inception phase, the programme supported schools bordering national parks by providing infrastructure such as science and computer laboratories, mobile libraries, ablution facilities and desks. The science laboratories support the national drive to improve mathematics and science skills, while ablution facilities meet the basic human right of access to proper sanitation. The desks that were donated to the likes of the Johan Hein Primary School close to the |Ai-|Ais Richtersveld Transfrontier National Park were a significant improvement on the broken chairs learners had to make do with previously.

The CSI programme is set up to respond to the unique needs of different communities. The Arid Region, for instance, often experiences extreme drought resulting in food and water scarcity, while the Cape and Northern regions tend to need youth education and community development programmes to counteract substance abuse, crime and gangsterism.

The restrictions enforced to contain the Covid-19 pandemic threatened many communities with food shortages. SANParks responded by establishing (and still supporting) vegetable gardens and feeding schemes in communities, as well as the anglers programme to support communities that depend on fishing for a living. SANParks also contributed to water-supply projects and the upgrading of water systems at the Komaggas Healthcare Centre close to Namaqua National Park and donated water tanks and water infrastructure throughout the Garden Route, Frontier and Arid regions.

WHAT THE SANPARKS CSI PROGRAMME HAS ACHIEVED TO DATE



52
projects
implemented



R64.3 mil
spent



35 450
learners in 46
schools benefited



Angler support
programmes in
6 coastal
areas

SANPARKS CSI PROJECTS IN COMMUNITIES BORDERING NATIONAL PARKS



Administration
block at Dumisani
High school



4 computer
laboratories



14 science
laboratories



1 mobile
library



3 playgrounds for
Grade R and primary
school learners



2 kitchen facilities for
community feeding
schemes



4 greening and food-
garden projects for
food security



1 shaded assembly
area with paving
and a small
playground



2 school ablution
blocks



1 library/resource
centre at Houtbay
Secondary School



1 school office
with storeroom at
Kranenburg Primary
School



1 healthcare centre
water supply with
upgrades to entire
clinic



10 swimming pools in
four wards in the Sundays
River Valley Municipality
to save lives



8 mobile science
laboratories



200 anglers received
fishing permits, training
and equipment



School desks for two
primary schools



134 water tanks
(during and after Covid)

COVID RELIEF PROGRAMME

The Covid-19 pandemic that struck the world in 2020 visited severe hardship on the people of South Africa due to the nation-wide lockdown that was imposed to save lives by slowing down the spread of the virus.

The lockdown was particularly hard on communities in the remote and rural areas that surround South Africa's national parks as breadwinners were largely prevented from going to work.

Through its CSI programme, SANParks provided food hampers to 10 500 needy families, along with game meat, 80 water tanks, hand sanitisers, surgical masks and other personal protective equipment to these communities.

Although the pandemic has abated, many families remain food insecure, hence the CSI programme continues to identify and fund projects that support households close to the national parks.



BIODIVERSITY ECONOMY PROGRAMME

The biodiversity economy is one of DFFE's Operation Phakisa Greening programmes. It promotes access to and the sustainable use of wildlife and plants as part of government's ongoing commitment to extend benefits to communities that live in protected areas.

SANParks' Wildlife Economy programme supports emerging game farmers' entry and advancement in the mainstream wildlife value chain in South Africa that stocks, trades and breeds game and enhances the tourism experience through:

- Donating and/or loaning wildlife to qualifying emerging game farmers and communities.
- Providing technical knowledge and guidance to emerging game farmers and communities.
- Facilitating access to funding for infrastructure development and related requirements.
- Business development support.

Since the inception of the programme, SANParks has given emerging farmers and communities across the country two opportunities to apply for wildlife loans and/or donations. Through these two windows (Windows 1 & 2), SANParks has donated and loaned over 3 000 animals to emerging game farmers and communities.

Window 1, which ran in 2017, concluded with nine emerging game farmers receiving a total of 851 animals with an estimated value of R6.5 million. A further 635 animals were donated to four communities.

Community entity	Province	National park	Number of animals
Mashishimale CPA	Limpopo	Kruger	6
Motlhabatse CPA		Marakele	197
Matsila Community Trust	Limpopo	Kruger	5
Khomani SAN	Northern Cape	Kgalagadi	427

Emerging game farmers

Farm name	Owner's name	Province	Number of animals
Invelo Safaris Pty Ltd	Xolisiwa Nkomo	Free State	79
Mpho Sebusi Boerdery Pty Ltd	Thami Sebusi	Northern Cape	109
Kalema Game Farming	Lefa Tlhapuletsa	Free State	69
Godimong Investment Pty	Norman Mongae	North West	62
	Brian Sewisa and Xolisile Tiyo	Northern Cape	90
Lesole Trust	Lesole Mogorosi	Northern Cape	95
Mabilo Gaesale Family Trust	Kenosi Mojanaga	North West	118
Sepelong Game Farm Pty Ltd	Victor Marumo	Free State	71
Zvezda Investments Solutions Pty Ltd	Siphiwe Zikalala	North West	10

In partnership with Rivertree Feeds, SANParks delivered 19.36 tons of lucerne with an estimated value of R112 749 to emerging game farmers as part of its drought relief initiative.

Emerging game farmers were furthermore given an opportunity to participate at the Kirkwood game auction and 200 community and emerging game farmers received training in partnership with DFFE. The sessions dealt with the elements of sustainable game farming, namely, acquisition, development and management, community-based natural management, ecotourism and hospitality, bio-prospecting and business development and management. The participants received certificates of attendance.

Window 2 was opened in 2019 and has not yet been completed. Achievements to date include:

- 1 832 animals delivered to individual game farmers through 20 loans
- 415 animals donated
- 8 communities involved
- 4 women participants
- youth participants

In 2023/24, a total of 638 animals were delivered.

Window 3 will open for applications once Window 2 has reached completion.



SPECIAL PROJECTS PROGRAMMES

EXPANDED PUBLIC WORKS PROGRAMME

The Expanded Public Works Programme (EPWP) remains a huge contributor to the socioeconomic transformation initiatives in SANParks. Through the various projects, temporary employment was created for 12 145 people and 739 SMMs were awarded contracts to the value of R276.351 million. All the EPWP participants were from communities and municipalities next to national parks. The 5 150 full-time equivalent (FTE) jobs created convert to 1 184 522 person days worked, of which 54 451 days were used for training and skills development. The EPWP employed 7 098 youth (58%), 6 483 women (53%) and 198 (2%) people with disabilities.

Programmes focussing on land rehabilitation activities such as Working for Water (WfW), Working for Ecosystems (WfE) and Working for Wetlands continued to contribute to biodiversity management in national parks. Projects to clear alien and invasive vegetation and control erosion and bush encroachment resulted in initial rehabilitation of 43 960 ha and follow-up rehabilitation of 155 164 ha. Rehabilitation activities in 34 wetlands areas included the construction of concrete structures and earthworks totalling 9 536m³. Heavy rains in the Arid, Cape and Frontier regions damaged some wetland structures and made it impossible for teams to access work areas. Despite this, the programmes exceeded their targets for the year.



Clearing of lantana in Ebb & Flow, part of the Wilderness WfW project.



Blackwood clearing in the Goudveld WfW project.

The success of the Environmental Monitor Programme, which equips individuals with a diverse set of competencies through training courses and work experience, is illustrated by the fact that 103 participants have exited into permanent positions since July 2022. Working for the Coast teams ensured that facilities and beaches were regularly cleaned during the festive season in support of the tourism operations of SANParks. Implementation started on two biodiversity infrastructure projects in the Kruger and Parks divisions, with work now underway to maintain and upgrade tourism infrastructure in Satara Rest Camp, Punda Maria and Orpen Gate in Kruger and Stormsriver Rest Camp in Tsitsikamma.

The Municipal Cleaning & Greening and Eco-Furniture programmes came to an end during the past year and will no longer be implemented by SANParks. The Municipal Cleaning & Greening programme was implemented as a pilot for DFFE and employed 1 200 people to pick up litter and remove illegal dump sites. Having managed the Eco-Furniture Programme for 10 years, SANParks has transferred it to a new service provider at the end of October 2023.

Table 1: Overview of EPWP programmes and achievements in 2023/24

EPWP programme	Activities	Implementation overview	Deliverables achieved
Working for the Coast (WfC)	Cleaning of beaches; rehabilitation of coastal systems and tourism infrastructure.	The eight WfC projects in Namaqua, West Coast, Table Mountain, Agulhas, Wilderness, Knysna, Tsitsikamma and Addo Elephant national parks continued with the second and final year of implementation for the 2022/24 cycle. The EPWP participants continuously cleaned 394km of beaches and ensured Blue Flag status at Nature's Valley.	Beach clean-up: 13 794km
Environmental monitors (EMs)	Support conservation functions in parks, integrated zones and provincial and private nature reserves.	Two years into its 3-year project period, the EM programme has already employed 807 people. EMs support conservation management functions in all national parks through performing ranger, security guard, administration and research support services. Skills development during the year included field ranger, dog handler, project management and health and safety training.	498 EMs employed
People and Parks (P&P)	Develop infrastructure and improving the integrity of protected areas.	The planning was completed for the revised scope of work, and tender was awarded This is the last project to be completed in the programme.	Tender process completed and contractor appointed for the construction of staff houses, a shop, laundry and ablution facilities in Ai- Ais/Richtersveld.
Working for Water (WfW)	Clearing of invasive alien vegetation.	Alien invasive vegetation clearing projects were implemented in all national parks, K2C and integrated zones. The planned initial and follow-up clearing targets were exceeded. Heavy rains (Cape, Arid and Frontier regions) and fires (Golden Gate) forced clearing to be moved to areas with lower densities and thus more hectares could be worked.	Initial clearing: 40 284 ha Follow-up clearing: 150 453 ha
Working for Ecosystems (WfE)	Land rehabilitation projects and bush encroachment control.	This programme was implemented in the Frontier, Arid and Northern regions, K2C and integrated zones and included erosion control and bush encroachment activities.	Initial land rehabilitation: 2 821 ha Follow-up land rehabilitation: 3 946 ha
Working for Wetlands	Rehabilitation of wetland systems.	Rehabilitation activities that included construction of concrete and gabion structures, earthworks, rock packs and alien invasive plant clearing took place in 34 wetlands in Mapungubwe, Marakele, Golden Gate, Agulhas, Kruger and Table Mountain national parks.	Wetland rehabilitation: 9 536 m ³ 34 wetlands areas worked
Municipal Cleaning & Greening Programme	Waste removal activities.	SANParks implement this programme in 27 municipalities next to national parks in two projects, i.e., inland and coastal areas. The programme, which employed people to pick up litter and clear illegal dump sites, ended in March 2024.	1 236 people employed
Eco-Furniture Programme (EFP)	Manufacturing of school desks and furniture from alien vegetation.	SANParks was requested to manage the programme for six months to facilitate its transfer to the new service provider appointed. The focus was on alien and invasive alien vegetation clearing, with limited harvesting.	Initial clearing: 856 ha Follow-up clearing: 765 ha Harvesting: 1 176 m ³

EPWP programme	Activities	Implementation overview	Deliverables achieved
Department of Tourism social responsibility programme	Development and maintenance of tourism infrastructure.	Good progress was made in the Addo Extension of Rest Camp project and with construction of the Agulhas Lighthouse Precinct, where inclement weather forced a contract extension. Construction of the Mapungubwe Youth Facility can start, following EIA approvals the tender being awarded.	Agulhas Lighthouse: 80% completed Addo chalets: 85% completed Mapungubwe Youth Facility: site handed over
Tourism monitors	Employ especially youth to support tourism functions.	The new tourism monitors project started much later than planned, i.e., December 2023. Recruitment has started, with the aim to employ 350 people.	267 TMs employed



Table 2: Social deliverables of EPWP programmes for 2023/24

Programme	No of people	Person days	FTEs	Training	SMMEs	Amount paid to SMMEs ('000)	Expenditure R'000 (VAT excl.)
Planned 2023/24	7 369	1 203 740	5 234	55 186	495	R 248 701	R522 581
DFFE Environmental Protection & Infrastructure Programme							
Working for the Coast	848	122 017	531	7,268	61	R32 431	R37 625
Environmental monitors	807	111 953	487	1,954	24	R2 205	R33 440
Municipal Cleaning & Greening Programme	1 236	118 912	517	123	95	R26 599	R32 180
Biodiversity Infrastructure Projects			-				R6 218
Wildlife Economy - Bevhula/Gidjana	40	9 541	41	145	4	R1 930	R2 282
Sub-total	2 931	362 423	1 576	9 490	184	R63 165	R111 745
DFFE Natural Resource Management Programme							
Working for Water	4 964	429 750	1 868	21 741	247	R110 159	R172 346
WfE: Land Rehabilitation	1 400	139 850	608	7 974	82	R37 416	R52 129
Working for Wetlands	545	42 845	186	5 593	84	R12 318	R14 867
K2C	481	44 567	194	1 987	31	R10 079	R14 767
Integrated zones	548	58 400	254	3 423	39	R15 752	R21 963
Umoya	112	2 933	13	248	5	R924	R879
Sub-Total	8 050	718 345	3 123	40 966	488	R186 649	R276 951
Eco-Furniture Programme	758	74 091	322	3 926	56	R22 529	R44 073
Sub-total	758	74 091	322	3 926	56	R22 529	R44 073
Department of Tourism Social Responsibility Programme							
Tourism monitors	267	7 474	32	-	4	R332	R746
Addo Extension of Rest Camp	44	6 677	29	159	4	R1 648	R12 356
Agulhas Lighthouse Precinct	114	15 512	67	-	3	R2 028	R13 230
Sub-total	425	29 663	129	159	11	R4 008	R26 547
TOTAL	12 164	1 184 522	5 150	54 541	739	R276 351	R459 317
Percentage	165%	98%	98%	99%	149%	111%	88%

INFRASTRUCTURE PROGRAMME

The additional infrastructure investment allocation of R700 million in 2023/24 increased the available budget for the 2023/24 to 2025/26 period to R1.1 billion and will make a huge contribution to recapitalise existing and develop new strategic infrastructure. In view of the infrastructure allocation funding from the EPWP and Department of Tourism, a universal project implementation plan that includes all approved projects for the next three years was developed. Included in this plan are the following high impact projects:

- Kruger National Park
 - New Shangoni entrance gate
 - Phalaborwa Activity Hub
 - Skukuza Rest Camp tourism accommodation upgrade
 - Satara Rest Camp tourism accommodation upgrade and renovations
 - Shingwedzi Rest Camp upgrade of main building infrastructure
 - Punda Maria Rest Camp safari tents upgrade
 - Sweni Trails Camp replacement
 - Biyamiti and Shimuweni Bushveld Camp family cottages upgrade
 - Staff accommodation upgrade and new units
- Table Mountain National Park
 - Rhodes Memorial Upgrade of bulk services, road and restaurant
 - Tokai Manor Precinct bulk services infrastructure
 - Signal Hill bulk services and roads upgrade
- Mapungubwe National Park and World Heritage Site: renewal of park infrastructure to include the rest camps, interpretive centre, tree-top walk, fences and roads.
- Kgalagadi Transfrontier Park: new camp sites at Craig Lockhardt, replacement of Namibia border fence, new campsite ablution facility in Twee Rivieren Rest Camp and installation of two solar plants.

- Addo Elephant National Park: construction of community Lendlovu Lodge, upgrade of Nyathi Rest Camp and a new solar plant for Main Rest Camp.
- West Coast National Park: construction of R27 entrance gate, new park management offices, Geelbek Activity Node and the upgrade of Duinepos tourism accommodation.

Overall, the infrastructure programme was implemented according to plan with expenditure amounting to R205 million. The existing panel of contractors enabled Kruger National Park to issue work orders for many of the planned projects. The reconstruction of the Lower Sabie fuel station and replacement of the Letaba shop were completed. Phase 1 of the Phalaborwa Activity Node project, which entailed civil works and the administration and ablution buildings, was completed, while the first phase of the new Shangoni entrance gate was 85% complete at year end.

The replacement of the Tsitsikamma restaurant progressed to 73% and the Agulhas Lighthouse Precinct development is at 80%. While the perimeter fence in Camdeboo National Park was completed, construction of the Dawid Kruiper Rest Camp in Kgalagadi Transfrontier Park remains slow. Good progress was made with the upgrade of the Golden Gate Hotel chalets and construction of additional chalets at Addo Main Camp. The tender for a youth facility in Mapungubwe was awarded in the past year, enabling construction to start. The display and exhibition of the Dinosaur Interpretive Centre in Golden Gate is at design development stage and the manufacturing of models has started.

With the guidance of the panels of civil and structural engineers and quantity surveyors that SANParks appointed, 20 tenders were issued in the past year. Nine were awarded, four are under evaluation, six were advertised and one cancelled. The tender process for the renovation of tourism units in Addo Main Rest Camp was stopped by the local Sundays River SMME Forum and had to be re-issued with locality and contract participation goals.



The Agulhas Lighthouse Precinct development.



The Phalaborwa Activity Hub development in Kruger National Park.

The installation of photovoltaic solar plants in the Mata Mata and Nossob rest camps in Kgalagadi Transfrontier Park will proceed, following a decision on cost adjustments and the contract. The planning of the solar plant at Addo Main Rest Camp started, with the environmental impact assessment at the public participation stage. The installation of solar water heaters continued in Kgalagadi, Augrabies Karoo and Mountain Zebra national parks, and in Kruger National Park existing solar installations were returned to optimal performance.



OUTCOME GOAL 3: SUSTAINABLE SOCIOECONOMIC DEVELOPMENT PROGRAMME THAT ENSURES DELIVERY OF BENEFITS TO LAND CLAIMANTS, HISTORICALLY DISADVANTAGED COMMUNITIES AND THE PEOPLE OF SA

SUB-OUTCOME 10: TRANSFORMATION OF WILDLIFE ECONOMY THROUGH INCREASED PDI PARTICIPATION		
Output indicator	Annual target	Annual progress and analysis
10.1 Number of animals delivered to communities and individual emerging game farmers	600 animals delivered	Target exceeded. A total number of 638 animals were delivered during the year.
Performance analysis	Target exceeded with a total number of 638 animals delivered during the year.	
Reason for variance	The annual target was exceeded due to an abundance of available animals. Mass capture operations for antelope usually result in a larger number than targeted and therefore 638 animals were delivered.	
Planned improvement / corrective actions	No corrective actions required.	
10.2 Number of full-time equivalent (FTE) employment opportunities created through EPWP	5 140 FTEs created through EPWP	Target slightly exceeded. 5 150 FTEs were created through EPWP.
Performance analysis	Target slightly exceeded with the SANParks EPWP achieving 10 more FTEs than planned.	
Reason for variance	The continued implementation of the Municipal Cleaning & Greening programme in 2023/24, employing more people in the Working for the Coast programme and keeping Working for Water and Working for Ecosystems teams in the field for longer resulted in more person days and compensated for the late start of the tourism monitors and biodiversity infrastructure programmes.	
Planned improvement / corrective actions	No corrective actions required	
10.3 Number of jobs created for youth, women and people with disabilities through EPWP	Youth EPWP: 6 065 (55% of total jobs) (This target was revised during the midterm review)	Target exceeded, with 7 098 (58% of total jobs) youth jobs created through the EPWP programme.
	Women EPWP: 5 385 (53% of total jobs) (Target was revised during the midterm review)	Target exceeded, with 6 483 (53% of total jobs) jobs for women created through the EPWP programme.
	People with disabilities EPWP: 155 (2% of total jobs) (This target was revised during the midterm review)	Target exceeded, with 198 (2% of total jobs) jobs for people with disabilities created through the EPWP programme.

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

Output indicator	Annual target	Annual progress and analysis
Performance analysis	1 033 (17%) more youth, 1 098 (20%) more women and 43 (28%) more people with disabilities were employed. With regards to the percentage of women/youth/people with disabilities against the total number of EPWP participants employed by the programme, all targets were achieved with the youth percentage exceeding the target by 3%.	
Reason for variance	The Municipal Cleaning & Greening Programme was continued in 2023/24 after some delays in the business plan process. More EPWP participants in the Working for the Coast, Environmental Monitors were also employed earlier in the year, while additional people were employed in Q4 for the Working for Water, Ecosystems and Wetlands projects for land rehabilitation projects. The start of the tourism monitors programme in Q4 assisted with the achievement of youth employment.	
Planned improvement / corrective actions	No corrective actions required.	

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

Output indicator	Annual target	Annual progress and analysis
11.1 Number of SMMEs contracted to provide services and goods through the EPWP	500 SMMEs contracted through the EPWP. <i>(This target was revised during the midterm review)</i>	Target exceeded, with 739 SMMEs contracted through the EPWP.
Performance analysis	SANParks EPWP supported 739 SMMEs, which is 239 more than planned.	
Reason for variance	The continued implementation of the Municipal Cleaning & Greening programme enabled the support of the SMMEs in 2023/24. All the projects for clearing of alien invasives and land and wetlands rehabilitation appointed extra SMMEs to remedy delays caused by heavy rains, COIDA compliance, etc. The environmental monitor programme did well to use SMMEs for training and other services.	
Planned improvement / corrective actions	No corrective actions required.	
11.2 Percentage of procurement spent on EMEs and QSEs	15% of all annual goods and services contracted to EMEs. <i>(This target was revised during the midterm review)</i>	Target slightly exceeded, with 15.93% of all goods and services contracted to EMEs.
	15% of all annual goods and services contracted to QSEs. <i>(This target was revised during midterm review)</i>	Off target, with 8.42% of all goods and services contracted to QSEs.
Performance analysis	The target for EMEs was not met, with 8.42% of all goods and services contracted to QSEs.	
Reason for variance	The QSE target was not met due to a big tender (R980m) being awarded to a 100% black-owned service provider that is neither an EME nor a QSE.	

SUB-OUTCOME 11: IMPROVED PARTICIPATION OF PDIs IN SANPARKS BUSINESS		
Output indicator	Annual target	Annual progress and analysis
Planned improvement / corrective actions	Increased participation of designated groups in the SANParks procurement processes through allocation of specific projects and raising supplier awareness.	
11.3 Percentage of expenditure on preferential procurement	80% of procurement spent on designated groups	Target exceeded, with 94.28% of procurement spent on designated groups.
Performance analysis	The target was exceeded by 14.28%.	
Reason for variance	Most of the tenders were awarded to service providers with at least 51% black ownership. Supplier workshops were conducted to create awareness of the SCM and tender process.	
Planned improvement / corrective actions	SANParks is performing above target in terms of doing business with suppliers with at least 51% black shareholding (94.28%), as well those who are B-BBEE compliant Level 1 - 4 (96.40%).	

SUB-OUTCOME 12: INCREASED ACCESS TO EDUCATION AND SKILLS DEVELOPMENT OPPORTUNITIES		
Output indicator	Annual target	Annual progress and analysis
12.1 Number of beneficiaries from targeted groups trained	120 beneficiaries trained	Target exceeded, with 182 beneficiaries that were trained in project management, field guiding, business management, financial management, conflict management and new ventures.
Performance analysis	Target exceeded with 182 beneficiaries trained in project management, field guiding, business management, financial management, conflict management and new ventures.	
Reason for variance	The target was exceeded due to additional funding received from the DFFE and National Development Agency for training of beneficiaries.	
Planned improvement / corrective actions	No corrective actions required.	
12.2 Number of schools accessing the national parks for educational purposes	550 schools accessing national. <i>(This target was revised during the midterm review.)</i>	Target exceeded, with 851 schools that accessed national parks for educational purposes.
Performance analysis	Target exceeded as 851 schools accessed national parks for educational purposes.	
Reason for variance	More schools visited the parks following the SANParks Week campaigns and due to the Kids in Parks (KiP) programme that was moved from Q3 to Q2 to better fit in with the national curriculum.	
Planned improvement / corrective actions	No corrective actions required.	

SUB-OUTCOME 13: SUSTAINED CORPORATE SOCIAL INVESTMENT TOWARDS COMMUNITY DEVELOPMENT

Output indicator	Annual target	Annual progress and analysis
13.1 Number of social legacy projects completed	6 social legacy projects completed	On target, with 6 social legacy projects completed. These are: - Houtbay school resource centre - Sekgweng Combined School feeding scheme - Donation of golf shirts to St. Maria Goretti Roman Catholic Primary School - Anglers support programme in 6 marine protected areas - Community swimming pool in Addo - SANParks community bursaries
Performance analysis	On target, with 6 social legacy projects completed. These are: - Houtbay school resource centre - Sekgweng Combined School feeding scheme - Donation of golf shirts to St. Maria Goretti Roman Catholic Primary School - Anglers support programme in 6 marine protected areas - Community swimming pool in Addo - SANParks community bursaries	
Reason for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	

SUB-OUTCOME 14: IMPROVED PARTICIPATION OF LAND CLAIMANTS IN SANPARKS BUSINESS

Output indicator	Annual target	Annual progress and analysis
14.1 Percentage of claimant beneficiation scheme developed and implemented as per land claims identified	30% of activities in the Qwaqwa land claim beneficiation package annual plan implemented	On target, with 30% of activities in the Qwaqwa land claim beneficiation package implementation plan implemented.
	30% of activities in the COLCRA (Addo ENP) land claim annual implementation plan implemented	Off target, with 20% of activities in the COLCRA (Addo) implementation plan implemented.
Performance analysis	Qwaqwa: On target, with 30% of activities in the Qwaqwa land claim beneficiation package implementation plan implemented. COLCRA: Off target, with only 20% of the activities implemented.	
Reason for variance	The draft beneficiation scheme for COLCRA could not be finalised due to the need for further consultation with affected parties.	
Planned improvement / corrective actions	Consultation will be concluded in Q1 of 2024/25.	



3.4 SUSTAINABLE AND TRANSFORMED ORGANISATION

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

PURPOSE:

- To create a robust finance strategy for financial sustainability of the organisation
- To create and maintain a conducive workplace for a skilled and capable workforce that will form a responsive, accountable, effective and efficient national parks system.

SUB OUTCOMES

- Financially sustainable organisation
- Transformed and capable human capital
- Efficient and innovative business processes supportive of SANParks core business
- Sound corporate governance
- Effective stakeholder and partnership management
- Appropriate and well-maintained infrastructure

Implementation of Outcome Goal 4 is done through diverse departments and units within departments, and is therefore reported in various parts of this report. Transformed and capable human capital is reported in Part D, corporate governance in Part C, while full financial information appears in Part E.



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

SUB-OUTCOME 15: FINANCIALLY SUSTAINABLE ORGANISATION																		
Performance indicator	Annual target	Annual progress and analysis																
15. 1 Revenue raised through resource mobilisation	R80 million <i>(This target was revised during the midterm review)</i>	Target exceeded, with R166 532 471.61 raised through resource mobilisation.																
Performance analysis	Target exceeded. Resource mobilisation raised R166 532 471.61, compared to the annual target of R80 million. Sources: <table><tr><td>Scoreboard</td><td>R14 161 593.24</td></tr><tr><td>Grants & cash donations</td><td>R134 322 433.41</td></tr><tr><td>Online donations</td><td>R 467 194.25</td></tr><tr><td>Website donations</td><td>R 11 160.00</td></tr><tr><td>In-kind donations</td><td>R1 207 855.35</td></tr><tr><td>Strategic partners - PPF</td><td>R6 588 597.58</td></tr><tr><td>Strategic partners - HRs</td><td>R9 773 637.78</td></tr><tr><td>TOTAL</td><td>R166 532 471.61</td></tr></table>		Scoreboard	R14 161 593.24	Grants & cash donations	R134 322 433.41	Online donations	R 467 194.25	Website donations	R 11 160.00	In-kind donations	R1 207 855.35	Strategic partners - PPF	R6 588 597.58	Strategic partners - HRs	R9 773 637.78	TOTAL	R166 532 471.61
Scoreboard	R14 161 593.24																	
Grants & cash donations	R134 322 433.41																	
Online donations	R 467 194.25																	
Website donations	R 11 160.00																	
In-kind donations	R1 207 855.35																	
Strategic partners - PPF	R6 588 597.58																	
Strategic partners - HRs	R9 773 637.78																	
TOTAL	R166 532 471.61																	
Reason for variance	Concerted efforts during the year with donors and partners, which bore fruit.																	
Planned improvement / corrective actions	No immediate action is required. Follow up on commitments and building of steady flow of donations in the new financial year.																	
15.2 Percentage of revenue raised through tourism performance	20% increase on 2022/23 revenue raised	On target, with a 21.1% increase on 2022/23 revenue raised.																
Performance analysis	Total revenue relating to tourism performance amounted to R2.162 billion, which is 21.1% above the R1.785 billion achieved in the previous year.																	
Reason for variance	Only a slight variance recorded.																	
Planned improvement / corrective actions	No corrective actions required.																	
15.3 Revenue raised through wildlife sales	R4 million revenue raised	Target exceeded, with R10 819 million revenue raised over the year.																
Performance analysis	The over-achievement was due to income received from the auctions that took place during March and June where 819 head of game was sold. In addition, culling operations were completed in all five awarded national parks in the Southern Parks for the 2022/23 financial year.																	
Reason for variance	The protracted capture and delivery of animals sold on auction due to capture season and the backlog of culling operations from the previous financial year.																	
Planned improvement / corrective actions	No corrective actions required.																	

SUB-OUTCOME 16: TRANSFORMED & CAPABLE HUMAN CAPITAL		
Output indicator	Annual target	Annual progress and analysis
16.1 Percentage of women in management positions	41%	Target exceeded, with 43.6% of women in management positions.
Performance analysis	Target was exceeded by 2.5%	
Reasons for variance	- Continued advising of line managers to increase efforts around recruitment of black female managers. - Continued efforts in advising line managers to appoint employees according to EE targets. - Gender and diversity awareness sessions for management.	
Planned improvement / corrective actions	No corrective measures required.	
16.2 Percentage of people with disabilities	1.1%	Off target, with 1.0% of total SANParks employees being people with disabilities
Performance analysis	Target not achieved, as 1.0% of total SANParks employees are people with disabilities.	
Reasons for variance	Target not achieved due to inability to attract people with disabilities.	
Planned improvement / corrective actions	HCM is currently establishing contact with cerebral palsy schools in Cape Town to source CVs from unemployed matriculants. HCM is also in the process of establishing MOUs with disability organisations and HEI such as TUT and the University of Venda. EE department is facilitating diversity, equity, inclusion and belonging (DEIB) training to raise awareness within the organisation. Language training was conducted as part of disability awareness in KNP. SANParks plans to participate in the TUT career fair in August 2024.	
16.3 Black people as a percentage of management increased	64%	Target exceeded, with black people constituting 69.5% of management.
Performance analysis	Target exceeded by 5.5%.	
Reasons for variance	Continued efforts in advising line managers to appoint according to EE targets. Continued advice to line managers to increase efforts around the recruitment of black managers.	
Planned improvement / corrective actions	No corrective measures required.	
16.4 Percentage of payroll spent on skills development programmes	1%	Target slightly exceeded, with 1.04% (R12 784 856.40) of payroll spent on skills development.
Performance analysis	Target achieved at 1.04% of payroll, which equates to R12 784 566.40.	
Reasons for variance	Only a slight variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	
16.5 Percentage implementation of the annual HCM implementation plan	75% of the annual HCM implementation plan implemented	On target, with 80% of the annual HCM implementation plan implemented.
Performance analysis	On target, with 80% of the annual HCM implementation plan implemented.	
Reasons for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	

SUB-OUTCOME 16: TRANSFORMED & CAPABLE HUMAN CAPITAL		
Output indicator	Annual target	Annual progress and analysis
16.6 Percentage of initiatives to enhance the culture of performance management	80% of initiatives to enhance the culture of performance management	On target, with 80% of initiatives to enhance the culture of performance management implemented.
Performance analysis	On target, with 80% of initiatives to enhance the culture of performance management implemented. The automation of the PMDS has been concluded and it is operational. The system was trialled with a sample of E and F bands. The system will be rolled out to C and D bands as the next step.	
Reasons for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	
16.7 Number of wellness initiatives implemented to manage employee health and wellbeing	8 wellness initiatives implemented	On target, with 8 wellness initiatives implemented. These were: thoughtful parenting in blended families; healthy boundaries in relationships; importance of having a will; International Day for Persons with Disabilities; financial WAD; unleashing hidden talents for inclusion and innovation; dodging the big finance bullet; workplace trauma and mental illness.
Performance Analysis	On target 8 wellness initiatives implemented. These were: • Thoughtful parenting in blended families • Healthy boundaries in relationships • Importance of having a will • International Day for Persons with Disabilities • Financial WAD • Unleashing hidden talents for inclusion and innovation • Dodging the big finance bullet • Workplace trauma and mental illness	
Reasons for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	

SUB OUTCOME 17: EFFICIENT, INNOVATIVE AND BUSINESS PROCESSES SUPPORTIVE OF SANPARKS CORE BUSINESS		
Output indicator	Annual target	Annual progress and analysis
17.1 Number of cyber controls implemented	1 cyber control implemented	On target, with 1 cyber control implemented, namely the security awareness training platform.
Performance analysis	On target, with 1 cyber control implemented, namely the security awareness training platform.	
Reasons for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	

SUB-OUTCOME 18: SOUND CORPORATE GOVERNANCE		
Output indicator	Annual target	Annual progress and analysis
18.1 Unqualified audit opinion	Unqualified audit opinion	On target, with an unqualified audit opinion received for 2022/23.
Performance analysis	On target, with an unqualified audit opinion received for 2022/23.	
Reasons for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	
18.2 % implementation of approved Internal Audit Plan	75% of the approved Internal Audit Plan implemented	Target slightly exceeded, with 79% (30/38) of internal audits completed to date.
Performance analysis	Target slightly exceeded, with 79% of internal audits completed to date.	
Reasons for variance	Greater cooperation with line managers.	
Planned improvement / corrective actions	No corrective actions required.	
18.3 Matured ERM, with rating level 5 according to the DFFE governance maturity framework achieved	95% of the approved ERM maturity improvement and annual implementation plan implemented Maturity rating level 5 achieved	95% of the approved ERM maturity improvement and annual implementation plan implemented. Maturity rating level achieved at level 5.
Performance analysis	The annual target was achieved.	
Reason for variance	No variance recorded.	
Planned improvement / corrective actions	No corrective actions required.	
18.4 Matured ethics management with rating level 4 according to the DFFE governance maturity framework achieved	95% of the approved ethics maturity improvement and annual implementation plan implemented. Maturity rating level 4 achieved	Target exceeded with 98% of the ethics maturity improvement and annual implementation plan Implemented. Maturity rating level achieved at level 4.
Performance analysis	The target was exceeded by 3%.	
Reason for variance	Target exceeded (98% vs 95%) due to a concerted effort from the Ethics Office, with the support of the ethics ambassadors, to ensure the implementation of the plan to contribute to the organisation's ethics management maturity and thereby embedding an ethical culture.	

SUB-OUTCOME 18: SOUND CORPORATE GOVERNANCE

Output indicator	Annual target	Annual progress and analysis
Planned improvement / corrective actions	No corrective actions required.	
18.5 % of the integrated compliance promotion, monitoring and reporting system implemented	100% of the integrated compliance promotion, monitoring and reporting system implemented	Target removed from the APP during the midterm review
Performance analysis	N/A	
Reason for variance	N/A	
Planned improvement / corrective actions	N/A	

SUB-OUTCOME 19: EFFECTIVE STAKEHOLDER AND PARTNERSHIP MANAGEMENT

Output indicator	Annual target	Annual progress and analysis
19.1 Number of visitors to national parks during SANParks Week	75 000 free visitors to during SANParks Week	Target exceeded, with 94 203 free visitors during SANParks week.
Performance analysis	Target exceeded, with 94 203 free visitors during SANParks week.	
Reason for variance	The target was exceeded due to the pre-SANParks Week campaign in all regions that featured South African celebrities in advertisements on all media platforms. SANParks Week was also extended to two consecutive weekends, which gave members of the public more time to visit a national park in their vicinity.	
Planned improvement / corrective actions	No corrective actions required.	

SUB-OUTCOME 20: APPROPRIATE AND WELL-MAINTAINED INFRASTRUCTURE

Output indicator	Annual target	Annual progress and analysis
20.1 Percentage of approved infrastructure projects implemented	90% of the annual infrastructure programme implementation plan implemented	On target, with 90% of annual activities implemented.
Performance analysis	The 90% target was achieved. The performance is measured against the planned activities linked to the status of each project over the 2023/24 financial year: Some new projects were added to the plan for the year and included in the evaluation.	
Reason for variance	There were areas where performance was not as planned, but during the year new projects were included in the plan. National Treasury cost containment measures that stopped infrastructure procurement caused delays, and the appointment of the contractor panel for Parks could not be concluded. The appointment and contracting of construction professionals took longer than planned and delayed the start of some projects.	
Planned improvement / corrective actions	The activities that were not achieved in the past financial year will be implemented in 2024/25 as part of the 3-year MTEF Project Implementation Plan.	

OUTCOME, OUTPUT, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT TABLE (INITIAL APP & MIDTERM REVIEWS)

OUTCOME GOAL 1: SUSTAINABLE BIODIVERSITY AND CULTURAL HERITAGE ACROSS LAND AND SEA DELIVERS BENEFITS FOR THE PEOPLE OF SOUTH AFRICA AND THE WORLD, NOW AND IN THE FUTURE

Outcome	Output	Output indicators	Audited actual performance 2021/22	Audited actual performance 2022/23	Actual achievement	Planned annual target 2023/24	Deviation from targets to actual achievements	Reason for deviation	Reason for revision of outputs/output indicators
Degraded ecosystem rehabilitated	Hectares of land rehabilitated	Number of degraded hectares of land under rehabilitation	11 731 initial ha rehabilitation	24 160 initial ha (77%)	11 651 initial ha	25 200 initial ha rehabilitated	4 091 ha or 54%	DFFE requested more hectares of land to be rehabilitated.	The planning for the Working for Water & Working for Ecosystems projects was finalised before confirmation of the budget allocation in March 2023. The planned targets are linked to the approved budgets for the various projects.
Sustainable populations of species of special concern monitored and increased	Sustainable populations of species of special concern monitored and increased	Percentage annual change in the rhino population in KNP	Estimated 14.47% decline in white rhinos and 2.9% increase in black rhinos. Although black rhino growth exceeds 0.5%, the population is at best similar to the year before. The weighted average combining black and white rhino indicates a 13.4% decline in rhinos in KNP. SANParks did not achieve the target.	There was a 19.58% decline in rhino populations in core KNP areas	Aerial rhino census was conducted in KNP	Rhino population in identified core rhino areas in KNP increasing at > 1%	No variance recorded	No variance recorded	Analyses across KNP highlighted substantial movement of rhinos in response to changing environmental conditions. Some of these movements are from the existing priority core zones to areas where rhinos were abundant before poaching due to the highly suitable rhino habitat. The recovery of rhinos across KNP after poaching is not reflected in the indicator. A revised indicator reflects overall population change and thus aligns with multiple previously published estimates of annual rhino numbers and the changes from year to year.

OUTCOME GOAL 2: IMPROVED DIVERSE RESPONSIBLE TOURISM

Outcome	Output	output indicator	Audited actual performance 2020/21	Audited actual performance 2021/22	Actual achievement	Planned annual target 2022/23	Deviation from planned targets to actual achievements	Reason for deviation	Reason for revision to outputs/ output indicators/
Sub-outcome 9: improved tourism performance	Visitors to national parks	Percentage increase in number of visitors to national parks year-on-year	Visitors declined by 68.4% from 6 326 435 to 1 996 667	83.3% up on previous year. Forecast at 35% 1 800 000.	A 45.48% increase has been achieved relative to the previous year.	20% up on previous year	25.48% increase in number of visitors	None recorded	The target to be increased from 20% to 25% up on previous year. 37% of guests visited the parks in the first quarter in relation to a target of 20% of guest to parks. Extrapolating the Q1 variance of current financial year compared to Q1 of pre-pandemic 2019/20 to the remaining 8 months of the current financial year will result in growth of 27,8% year-on-year, compared to the APP target of 20% growth.
Sub-outcome 9: improved tourism performance	Overnight visitors to the parks	Percentage increase in accommodation occupancy	29.4% accommodation unit occupancy	57.6% calculated as 453 138 unit nights occupied from a total of 786 606	11.1% increase on previous year achieved	10% up on previous year	Accommodation unit occupancy up to end September was 64,7%, compared to 58,2% recorded in 2021/22. Increase achieved relative to the previous year is 11.1%.	Only a slight variance recorded.	The Q1 performance reflected severe under-performance relative to the target. Achieved occupancy growth = 2.4% for Q1 instead of the 10% target. The domestic market remains under strain, which has resulted in less disposable income. The broader global geopolitical situation is impacting the growth of international markets as rising fuel costs increase the cost of travel. Additionally, the units available increased in the current year relative to previous year by 3.7% (YTD).
Sub-outcome 9: improved tourism performance	Tourism products	Total number of new and diverse tourism products implemented	4 tourism products were completed	4 tourism products were completed	2 tourism products were completed	7	1 additional product from Q1 was completed in Q2	The outstanding product from Q 1 was also implemented.	The target of 7 new and diverse tourism products to be reduced to 5 as the PPP project for Golden Gate Spa was advertised and no tenders were received from the market.

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

Outcome	Output	Output indicators	Audited actual performance 2021/22	Audited actual performance 2022/23	Actual achievement	Planned annual target 2023/24	Deviation from targets to actual achievements	Reason for deviation	Reason for revision of outputs/output indicators
Transformation of the wildlife economy through increased PDI participation	Job opportunities created	No of jobs created for youth, women and people with disabilities through EPWP	Youth EPWP: 8 614 Women EPWP: 6 877 People with disabilities EPWP: 207 (118%)	Youth EPWP: 8 268 (39%) Women EPWP: 7 083 (30%) People of disabilities EPWP: 265 (66%)	Youth EPWP: 5 379 (123%) (56% of EPWP jobs created) Women EPWP: 5 122 (132%) (53% of EPWP jobs created) People with disabilities EPWP: 166 (136%) (2% of EPWP jobs created)	Youth EPWP: 5 160 (60% of total jobs) Women EPWP: 4 580 (53% of total jobs) People with disabilities EPWP: 145 (2% of total jobs)	The job creation targets were exceeded as follows: 994 more youth (23%), 1 230 more women (32%) and 44 more people with disabilities (36%) employed. With regards to the percentage of women/youth/people with disabilities against the total number of EPWP participants employed by the EPWP, youth employment is at 56% versus a planned 60%, while women (at 53%) and 53% and people with disabilities (at 2%) are on target.	The continued implementation of the Municipal Cleaning & Greening Programme in 2023/24 after a late start in 2022 contributed to exceeding the target. More environmental monitors and EPWP participants in the WftC programme were also employed to achieve all targets. While the target for youth was exceeded, the number employed did not constitute 60% of all EPWP jobs. This is likely due to delays in the start of the externally funded Tourism Monitors Programme that focuses on youth employment.	EPWP planning was finalised before confirmation of the budget allocation in March 2023. The targets are linked to the approved budgets for the various programmes and projects. The 55% youth target is in line with the national EPWP target. Implementation of the Tourism Monitors Programme has not been approved, and this delay impacted on youth employment in the SANParks EPWP.

Outcome	Output	Output indicators	Audited actual performance 2021/22	Audited actual performance 2022/23	Actual achievement	Planned annual target 2023/24	Deviation from targets to actual achievements	Reason for deviation	Reason for revision of outputs/output indicators
Transformation of the wildlife economy through increased PDI participation	SMMEs contracted	Number of SMMEs contracted to provide services and goods through the EPWP	835 SMMEs contracted through the EPWP	863 SMMEs contracted through the EPWP (157%)	595 (142%) SMMEs contracted through the EPWP	450 SMMEs contracted through the EPWP	175 SMMEs more than the targeted 420	Targets were finalised before the final budget allocations were received and implementation of some projects started. The SMME target was exceeded by 43%, mainly due to the Municipal Cleaning & Greening Programme that continued into 2023/24 after a late start in 2022, adding 105 SMMEs. More SMMEs were employed in the WftC Programme to compensate for the late start in 2022 caused by business plan approvals. The wetlands programme doubled the number of SMMEs for the year to compensate for the impact of the heavy rains.	EPWP planning was finalised before confirmation of the budget allocation in March 2023. The targets are linked to the approved budgets for the various programmes and projects.

Outcome	Output	Output indicators	Audited actual performance 2021/22	Audited actual performance 2022/23	Actual achievement	Planned annual target 2023/24	Deviation from targets to actual achievements	Reason for deviation	Reason for revision of outputs/output indicators
Improved participation of PDIs in SANParks business	EMEs and QSEs contracted	Percentage of goods and services contracted to EMEs and QSEs	620 EMEs were contracted for good and services below R500 000 115 QSEs were contracted for goods and services below R500 000	60% awarded to EMEs 11% awarded to QSEs 66% awarded to EMEs 15% awarded to QSE	65.15% of all quarterly goods and services were contracted to EMEs 17.32% of goods and services were contracted to QSEs 0% of procurement spent on EMEs 0% of procurement spent on QSEs	40% of all annual goods and services contracted to EMEs for procurement below R1 million 15% of all annual goods and services were contracted to QSEs for procurement below R1 million	The targets for all quarterly goods and services for procurement below R1 million were exceeded. The targets for EMEs and QSEs on procurement above R1 million were not achieved.	While there was a favourable response to tenders issued for procurement of goods and services below R1 million, no EMEs or QSEs participated in the process to award 20 tenders for procurement above R1 million, hence SANParks did not achieve this target.	The targets have been reviewed to align with the B-BBEE codes of good practice, statement 400 (enterprise and supplier development scorecard) of the generic scorecard. This will simplify and align the B-BBEE verification process to the SANParks B-BBEE scorecard. - 15% compliance target: B-BBEE procurement spend from all empowering suppliers that are qualifying small enterprises based on the applicable B-BBEE procurement recognition levels as a percentage of total measured procurement spend. - 15% B-BBEE procurement spend from all empowering exempted micro enterprises based on the applicable B-BBEE procurement recognition levels as a percentage of total measured procurement spend.

Outcome	Output	Output indicators	Audited actual performance 2021/22	Audited actual performance 2022/23	Actual achievement	Planned annual target 2023/24	Deviation from targets to actual achievements	Reason for deviation	Reason for revision of outputs/output indicators
Increased access to education and skills development opportunities	Schools accessing parks for educational purposes	Number of schools accessing the national parks for educational purposes	211 schools and other groups visited the national parks for purposes of education	1 086 schools visited national parks for educational purposes	537 school groups visited national parks for educational purposes	450	537 school groups visited national parks during Q2	More schools visited the parks following SANParks Week awareness campaigns and the move of the Kids in Parks (KiP) programme from Q3 to Q2 to better align with the national curriculum.	The target was increased due to the growing number of requests and the more-than-expected number of schools (315) that visited parks in the first two quarters. Awareness campaigns resulted in more schools and communities visiting the parks for educational purposes.



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

Outcome	Output	Output indicators	Audited actual performance 2021/22	Audited actual performance 2022/23	Actual achievement	Planned annual target 2023/24	Deviation from targets to actual achievements	Reason for deviation	Reason for revision of outputs/output indicators
Financially sustainable organisation	Own revenue generated	Revenue raised through resource mobilisation	R13 318 077	R140 083 147 was raised through resource mobilisation	Revenue amounting to R36 288 228 and R57 247 213 raised during Q2 and YTD respectively	R120 million	Actual revenue was about R4 million less than target	Internal Audit recommended that the accounting methodology be changed to exclude NDT grants as part of revenue raised through resource mobilisation. If the original methodology had been applied, the quarterly target would have been achieved and the annual target exceeded by around R70 000.	The targets were reviewed in response to the decision to exclude grants from resource mobilisation revenue, as the focus is now firmly on resources raised outside of grants.
Sound corporate governance	Integrated compliance promotion, monitoring and reporting system developed and implemented	% implementation of an integrated compliance promotion, monitoring and reporting system	N/A	100% of the annual stakeholder and partnership management plan implemented	0% of the integrated compliance promotion, monitoring and reporting system implemented	100% implementation of the integrated compliance promotion, monitoring and reporting system	None recorded	Recruitment of a general manager: continuous improvement was placed on hold due to budgetary constraints.	Budget limitations made it necessary to prioritise vacant posts. A rudimentary, Excel-based legal register is in place against which compliance is monitored and reported to the Board on a quarterly basis. This process will be maintained until resources are available to develop and implement an integrated system.

4. STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

OUTCOME GOAL 1: SUSTAINABLE BIODIVERSITY AND CULTURAL HERITAGE ACROSS LAND AND SEA DELIVERS BENEFITS FOR THE PEOPLE OF SA AND THE WORLD, NOW AND IN THE FUTURE

SUB-OUTCOME 1: PROTECTED AREAS EXPANSION INLINE WITH THE NPAES AND SANPARKS LAND INCLUSION PLAN

Off target, with 2 474 ha added to national parks and concluded purchase agreements for a further 5 675,43ha towards the cumulative land inclusion target.

Measures to improve:

The indicator and target will be rephrased in the re-tabling of the 2024/25 APP and new five year strategy.

SUB-OUTCOME 4: CLIMATE CHANGE VULNERABILITY REDUCED & CLIMATE CHANGE RESILIENCE IMPROVED

81% of the annual Green Energy Implementation Plan was implemented against a target of 90%.

The electrical engineering consultant recruitment process was unsuccessful, and this delayed the implementation of the targeted projects.

Measures to improve:

- The electrical engineering consultant will be appointed during Q 1 of 2024/25.

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

The rhino population in KNP decreased by 1.9% per annum.

The black rhino population increased by 1.93% (4 animals) and white rhinos increased by 37 animals (2.02%) based on a comparison of births to natural mortalities and poaching.

The increase in specifically white rhino is recorded when factoring in that births offset the negative impact on total population due to natural mortalities and poaching.

Measures to improve:

- Continued implementation of the rhino management plan.

OUTCOME GOAL 2: IMPROVED DIVERSE RESPONSIBLE TOURISM

SUB-OUTCOME 8: IMPROVED TOURISM PERFORMANCE

Total number of new and diverse tourism products implemented: 5 new products implemented against a target of 8.

There were negative market responses to the Marakele Halaal lodge and Agulhas restaurant opportunities

Measures to improve:

- Three bids are anticipated to be concluded in Q1 of 2024/25.
- Improved planning and implementation of the procurement plan.

OUTCOME GOAL 3: SUSTAINABLE SOCIOECONOMIC DEVELOPMENT PROGRAMME THAT ENSURES DELIVERY OF BENEFITS TO THE LAND CLAIMANTS, HISTORICALLY DISADVANTAGED COMMUNITIES AND THE PEOPLE OF SA

SUB-OUTCOME 11: IMPROVED PARTICIPATION OF PDI's IN SANPARKS BUSINESS

Percentage of procurement spent on EMEs and QSEs:

Off target, with 8.42% against a target of 15% of all goods and services contracted to QSEs.

The QSE target was not met due to a big tender (R980 million) being awarded to a 100% black-owned service provider that is neither an EME nor a QSE.

Measures to improve:

- Increased participation of designated groups in the SANParks procurement processes through allocation of specific projects and by raising supplier awareness.

SUB-OUTCOME 14: IMPROVED PARTICIPATION OF LAND CLAIMANTS IN SANPARKS BUSINESS

Percentage of claimant beneficiation scheme developed and implemented as per land claims identified: Off target, with 20% of activities in the COLCRA (Addo) implementation plan implemented, against a target of 30%.

The draft beneficiation scheme for COLCRA could not be finalised due to the need for further consultation with affected parties.

Measures to improve:

- Consultation will be concluded in Q1 of 2024/25.

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

SUB-OUTCOME 16: TRANSFORMED & CAPABLE HUMAN CAPITAL

Percentage of people with disabilities increased to 1.1%; Off target: 1.0%

Target not achieved due to inability to attract people with disabilities.

Measures to improve:

- Establishing contact with schools for learners living with cerebral palsy in Cape Town to source CVs of unemployed matriculants. Establishing MOUs with disability organisations and HEIs such as TUT and the University of Venda.
- Facilitating diversity, equity, inclusion and belonging (DEIB) training to raise awareness within the organisation.
- Language training was conducted as part of disability awareness in KNP.
- SANParks plans to participate in the TUT career fair in August 2024.



5. REVENUE COLLECTION

LINKING PERFORMANCE WITH BUDGETS

Programme/activity/objective	Budget	Financial year 2022/23	
		Actual expenditure	(Over)/under expenditure
Protected areas expansion aligned with the National Protected Area Expansion Strategy (NPAES) and the SANParks land inclusion plan	98 554 750	100 694 752	-2 140 002
Effective and efficient management of national parks	769 446 010	788 021 078	-18 575 067
Degraded ecosystems rehabilitated	74 645 977	76 266 828	-1 620 851
Climate change vulnerability reduced and climate resilience improved	68 079 985	69 558 263	-1 478 278
Green energy programme developed for SANParks	20 440 251	20 884 087	-443 836
A framework towards improved management of cultural heritage developed	52 529 332	53 669 945	-1 140 613
Sustainable populations of species of special concern monitored and maintained	70 564 879	72 097 113	-1 532 234
Contribution to improved wildlife populations of African range states sustained	19 381 427	17 670 934	1 710 493
Wildlife crime in national parks reduced	21 919 079	22 395 026	-475 947
Improved tourism performance	161 197 680	164 697 900	-3 500 221
Improved responsible tourism	233 787 696	238 864 125	-5 076 428
Transformation of wildlife economy through increased PDI participation	131 352 265	134 204 427	-2 852 162
Improved participation of PDIs in SANParks business	41 507 245	42 408 526	-901 282
Increased access to education and skills development opportunities	75 346 061	76 982 113	-1 636 052
Sustainable corporate social investment towards community development	101 506 850	103 710 954	-2 204 103
Improved participation of land claimants in SANParks business	65 383 582	66 803 311	-1 419 729
Financially sustainable organisation	310 424 753	317 165 266	-6 740 513
Transformed & capable human capital	71 661 436	73 217 481	-1 556 045
Sound corporate governance	250 733 924	256 178 320	-5 444 396
Efficient, innovative systems and business processes supportive of SANParks core business	101 506 850	103 710 954	-2 204 103
Effective stakeholder and partnership management	220 888 509	225 684 847	-4 796 338
Appropriate and well-maintained infrastructure	86 584 143	88 464 217	-1 880 074
Total expenditure	3 059 155 000	3 125 581 000	-66 426 000

Programme/activity/objective	Budget	Financial year 2023/24	
		Actual expenditure	(Over)/under expenditure
Protected areas expansion aligned with the National Protected Area Expansion Strategy (NPAES) and the SANParks land inclusion plan	115 184 447	108 296 743	6 891 041
Effective and efficient management of national parks	902 349 433	848 847 121	53 427 005
Degraded ecosystems rehabilitated	87 241 413	81 271 881	5 969 532
Climate change vulnerability reduced and climate resilience improved	79 567 504	74 123 063	5 444 441
Green energy programme developed for SANParks	23 889 250	22 254 617	1 634 632
A framework towards improved management of cultural heritage developed	61 392 902	57 192 065	4 200 836
Sustainable populations of species of special concern monitored and maintained	82 471 688	76 828 526	5 643 162
Contribution to improved wildlife populations of African range states sustained	19 381 427	17 670 934	1 710 493
Wildlife crime in national parks reduced	25 617 608	23 864 712	1 752 896
Improved tourism performance	188 397 472	175 506 292	12 891 180
Improved responsible tourism	273 236 011	254 539 716	18 696 294
Transformation of wildlife economy through increased PDI participation	153 516 072	143 011 668	10 504 405
Improved participation of PDIs in SANParks business	48 510 996	45 191 609	3 319 386
Increased access to education and skills development opportunities	88 059 626	82 034 108	6 025 519
Sustainable corporate social investment towards community development	118 634 673	110 517 043	8 117 630
Improved participation of land claimants in SANParks business	76 416 122	71 187 315	5 228 807
Financially sustainable organisation	362 804 469	337 979 414	24 825 055
Transformed & capable human capital	83 753 273	78 022 419	5 730 855
Sound corporate governance	293 041 670	272 990 165	20 051 505
Efficient, innovative systems and business processes supportive of SANParks core business	118 634 673	110 517 043	8 117 630
Effective stakeholder and partnership management	258 160 271	240 495 541	17 664 730
Appropriate and well-maintained infrastructure	101 193 973	94 269 731	6 924 242
Total expenditure	3 575 445 447	3 330 699 000	-109 522 000

Sources of revenue	Financial year 2023/24			Financial year 2022/23		
	Estimate) (R'000)	Actual amount collected (R'000)	(Over)/under collection (R'000)	Estimate (R'000)	Actual amount collected (R'000)	(Over)/under collection (R'000)
Tourism, retail, concession and other	2 459 441	2 593 482	-134 041	1 831 413	2 220 885	-389 472
Sales - fauna and flora	4 000	10 909	-6 909	4 000	655	3 345
Other operating income	27 002	42 738	-15 736	28 493	65 694	-37 201
Interest received	70 631	104 003	-33 372	49 638	61 521	-11 883
Total revenue from exchange transactions	2 561 074	2 751 132	-190 058	1 913 544	2 348 755	-435 211
Government grants and other funding	973 422	896 727	76 695	1 116 854	821 548	295 306
Donations	40 951	27 513	13 438	28 757	18 871	9 886
Total revenue from non-exchange transactions	1 014 373	924 240	90 133	1 145 611	840 419	305 192
Total revenue	3 575 447	3 675 372	-99 925	3 059 155	3 189 174	-130 019

Material differences between budget and actual amounts:

- Revenue from exchange transactions is more than budgeted for due to tourism-related revenue yielding better performance than anticipated. This was due to more visitors through SANParks gates than anticipated.
- Revenue from non-exchange transactions through Government grants and other funding is less than budgeted for mainly due to slower spending on infrastructure grants based on the nature of capital projects that are underway.
- Donations reflect a negative variance due to funding mainly falling into the category of special projects and not donations. Special projects funding is funding that is conditional and cannot be recognised until the conditions have been met.

Expenditure	Financial Year 2023/24			Financial Year 2022/23		
	Estimate) (R'000)	Actual amount spent (R'000)	(Over)/under spending (R'000)	Estimate (R'000)	Actual amount spent (R'000)	(Over)/under spending (R'000)
Employee related costs	1 610 059	1 523 680	86 379	1 442 897	1 443 200	-303
Depreciation and amortisation	146 826	142 575	4 251	156 900	124 940	31 960
Finance costs	4 872	10 105	-5 233	6 484	5 241	1 243
Operating lease payments	49 667	33 355	16 312	47 567	54 894	-7 327
Cost of sales	332 045	371 007	-38 962	207 524	367 703	-160 179
Operating expenses	1 431 876	1 278 766	153 110	1 197 532	1 127 849	69 683
Loss on disposal of assets	102	2 060	-1 958	251	1 754	-1 503
Total expenditure	3 575 447	3 361 548	213 899	3 059 155	3 125 581	-66 426

- Employee related costs savings are mainly attributed to vacant posts not yet filled.
- Depreciation is below budget due to the non-capitalisation of new assets which were anticipated to be acquired by year-end. The depreciation budget takes into consideration the depreciation arising from anticipated asset purchases for the current financial year.
- Finance costs reflect an overspending due to additional lease agreements having been entered into for the purchase of vehicles.
- Operating lease payments reflect a saving due to some of our contracts coming to an end.
- Cost of sales resulted in an overspending mainly as a result of petrol price increases and more fuel sales than anticipated.
- Operating costs saving is as a result of maintenance projects that have not been completed.
- Loss on disposal of assets is due to assets being sold at less than book value.



6. CAPITAL INVESTMENT

The table below reflects infrastructure projects where expenditure was incurred according to the planned implementation for 2023/24.

Infrastructure project	Financial Year 2022/23			Financial Year 2023/24			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
KRUGER NATIONAL PARK							
IP4 Nxanatseni Region Staff Accommodation Upgrade	R 5,626,017	R 320,434	R 5,305,583	R 8,119,440	R 6,067,716	R 2,051,723	31-Mar-25
IP4 Nxanatseni Water and Sewer Infrastructure Upgrade	R 950,000	R 0	R 950,000	R 166,650	R 166,650	R 0	31-Mar-25
IP4 Marula Water & Sewer Infrastructure	R 900,000		R 900,000	R 1,453,463	R 470,486	R 982,977	31-Mar-25
IP4 Marula Corporate Infrastructure (including Lodge infrastructure)	R 200,000	R 0	R 200,000	R 2,501,768	R 2,467,845	R 33,923	31-Mar-25
IP4 Marula Tourism Upgrade	R 2,006,342	R 156,342	R 1,850,000	R 88,565	R 88,565	R 0	31-Mar-25
IP4 Skukuza Laundry upgrade and Water Infrastructure Upgrade	R 6,193,373	R 279,373	R 5,914,000	R 1,460,929	R 1,075,840	R 385,089	31-Mar-25
IP4 MR Electrical Infrastructure Upgrade			R 0	R 5,000,000	R 4,882,910	R 117,090	31-Mar-25
IP4 Marula Region Staff & Tourism Accommodation Upgrade	R 4,415,074	R 2,215,074	R 2,200,000	R 2,291,936	R 619,869	R 1,672,067	31-Mar-25
IP5 Corporate Staff Accommodation	R 1,467,215	R 1,467,215	R 0	R 1,467,215	R 785,850	R 681,365	31-Mar-25
IP5 Nxanatseni Staff & Tourism Accommodation	R 4,727,544	R 0	R 4,727,544	R 7,030,063	R 357,472	R 6,672,591	31-Mar-25
IP6 KNP Tourism Accommodation	R 13,004,190	R 10,407,672	R 2,596,518	R 20,804,544	R 19,880,640	R 923,904	31-Mar-26
IP6 KNP Staff Housing	R 15,546,969	R 15,083,637	R 463,332	R 25,338,481	R 29,282,141	-R 3,943,660	31-Mar-26
IP6 KNP Electrical Infrastructure	R 1,000,000	R 848,883	R 151,117	R 8,666,988	R 7,101,586	R 1,565,401	31-Mar-26
IP6 KNP Support Infrastructure				R 1,990,973	R 1,288,307	R 702,665	31-Mar-26
IP6 KNP Phalaborwa Activity Node	R 2,000,000	R 0	R 2,000,000	R 21,099,360	R 20,807,804	R 291,555	31-Mar-26
IP6A KNP - Tourism Accommodation Upgrade				R 6,731,250	R 5,045,257	R 1,685,993	31-Mar-26
IP6A KNP - Staff Accommodation Upgrade				R 7,690,000	R 8,285,753	-R 595,753	31-Mar-26
IP6A KNP - Civil Infrastructure Upgrade				R 2,403,000	R 2,261,149	R 141,851	31-Mar-26
IP6A KNP - Corporate Infrastructure Upgrade				R 2,403,000	R 2,222,062	R 180,938	31-Mar-26
Sub-Total	R 58,036,723	R 30,778,629	R 27,258,094	R 126,707,624	R 113,157,904	R 13,549,721	

Infrastructure project	Financial Year 2022/23			Financial Year 2023/24			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
Department of Tourism							
DT - KNP Shangani Gate Development	R 12,448,192	R 6,950,096	R 5,498,096	R 11,722,192	R 8,170,632	R 3,551,560	31-Mar-26
Sub-Total	R 12,448,192	R 6,950,096	R 5,498,096	R 11,722,192	R 8,170,632	R 3,551,560	
Total KNP	R 70,484,915	R 37,728,725	R 32,756,190	R 138,429,816	R 121,328,535	R 17,101,281	
PARKS DIVISION							
IP1 West Coast: Kraalbaai Day Visitor Site	R 1,286,689	R 43,636	R 1,243,053	R 64,334	R 30,000	R 34,334	31-Dec-25
IP1 Agulhas Lighthouse Precinct Development			R 0	R 7,113,673	R 3,678,514	R 3,435,159	30-Nov-24
IP3 Golden Gate Hotel Chalets Upgrade			R 0	R 3,702,199	R 2,990,114	R 712,085	31-Jul-24
IP3-5 Tsitsikamma Restaurant Precinct Development	R 17,395,459	R 0	R 17,395,459	R 24,793,310	R 18,078,335	R 6,714,975	31-Oct-24
IP4 & 6 Addo Lendlovu Community Lodge	R 1,140,274	R 1,109,163	R 31,111	R 1,369,885	R 913,429	R 456,456	30-Sep-25
IP5 Addo Construct Wastewater Plant	R 2,926,811	R 2,136,518	R 790,293	R 790,293	R 0	R 790,293	30-Jun-24
IP4 Bontebok Die Stroom Swimming pool & Day Visitor Site	R 51,243	R 0	R 51,243	R 256,215	R 58,186	R 198,029	31-Dec-24
IP4 West Coast Geelbek Activity Node	R 198,182	R 178,585	R 19,598	R 387,435	R 35,000	R 352,435	31-Mar-25
IP4 West Coast Upgrade R27 Entrance Gate	R 73,396	R 7,250	R 66,146	R 128,289	R 39,551	R 88,738	31-Mar-25
IP4 & 6 West Coast Park Management Offices			R 0	R 432,890	R 197,268	R 235,622	30-Sep-25
IP4&5 Kgalagadi Construct Dawid Kruiper Rest Camp	R 9,830,035	R 5,718,182	R 4,111,853	R 21,638,881	R 6,744,625	R 14,894,256	31-Jul-24
IP4 Kgalagadi Water Purification Plants	R 1,506,716	R 181	R 1,506,534	R 75,327	R 0	R 75,327	31-Mar-25
IP4 Mokala Upgrade Lilydale Water & Sewer infrastructure	R 2,875,000	R 0	R 2,875,000	R 132,397	R 0	R 132,397	31-Mar-25
IP4 Mapungubwe: Construct Park Management Offices	R 0	R 0	R 0	R 164,639	R 9,391	R 155,248	30-Jun-25
IP5 Kgalagadi Construct Craig Lockhardt Camp Site	R 4,209,561	R 295,239	R 3,914,323	R 195,716	R 0	R 195,716	31-Mar-25
IP6 Addo Main Camp Electrical Upgrade	R 200,000	R 0	R 200,000	R 789,141	R 343,202	R 445,939	30-Sep-24
IP6 Camdeboo Perimeter Fence	R 6,695,652	R 6,285,178	R 410,474	R 5,888,735	R 5,699,245	R 189,490	Completed
IP6 Knysna Floating Jetty	R 50,000	R 44,075	R 5,925	R 127,796	R 107,884	R 19,912	31-Mar-25
IP6 Kgalagadi Mata Mata Solar Plant	R 60,000	R 0	R 60,000	R 6,000,000	R 0	R 6,000,000	31-Mar-24
IP6 Kgalagadi Nossob Solar Plant	R 60,000	R 0	R 60,000	R 6,000,000	R 0	R 6,000,000	31-Mar-24

Infrastructure project	Financial Year 2022/23			Financial Year 2023/24			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
IP6 Mapungubwe Staff Accommodation				R 375,000	R 103,452	R 271,548	31-Mar-25
IP6 Tsitsikamma Fill Slope Failure				R 1,152,619	R 1,145,700	R 6,919	31-May-24
IP6 Tsitsikamma Electrical Infrastructure Upgrade				R 201,250	R 197,618	R 3,632	31-Mar-25
IP6A Table Mountain Tar Road Maintenance				R 3,995,109	R 94,951	R 3,900,158	30-Jun-25
Ivory Fund – Addo, Kabouga Fence construction	R 17,242,718	R 6,919,892	R 10,322,826	R 10,322,826	R 10,322,674	R 152	31-Aug-24
Sub-Total	R 65,801,736	R 22,737,897	R 43,063,839	R 96,097,958	R 50,789,137	R 45,308,821	
Department of Tourism							
Golden Gate Dinosaur Centre	R 4,772,662	R 1,377,358	R 3,395,304	R 5,176,252	R 3,931,845	R 1,244,407	30-Sep-24
Addo Extension of Rest Camp	R 356,749	R 349,060	R 7,690	R 13,740,224	R 12,358,298	R 1,381,926	31-May-24
Mapungubwe Youth Facilities	R 2,070,386	R 1,103,583	R 966,802	R 980,014	R 585,155	R 394,858	31-Dec-24
Agulhas Lighthouse Precinct	R 17,160,008	R 15,441,226	R 1,718,782	R 16,475,277	R 13,329,823	R 3,145,454	31-May-24
Sub-Total	R 24,359,805	R 18,271,227	R 6,088,578	R 36,371,765	R 30,205,121	R 6,166,645	
Parks Division	R 90,161,541	R 41,009,124	R 49,152,417	R 132,469,723	R 80,994,258	R 51,475,466	
TOTAL	R 160,646,456	R 78,737,849	R 81,908,607	R 270,899,540	R 202,322,793	R 68,576,746	

Note:

- The budgets and expenditure in the table are VAT exclusive.
- The list of approved projects for the SANParks Infrastructure Programme, based on the 2023 MTEF allocation totals R1.235 billion. Many of the projects were approved in June 2024 and are under planning with implementation to start in 2024/25. A 3-year year universal project implementation plan was developed, and projects will be implemented accordingly.
- Under-expenditure mostly due to extension of time granted for inclement weather and conditions on site, as well as poor performance by contractors and delayed contracting.

PROGRESS MADE ON IMPLEMENTING THE CAPITAL, INVESTMENT AND ASSET MANAGEMENT PLAN

SANParks received a capital investment allocation of R 830.406 million for 2023/24 resulting in a R1.1 billion allocation for the 2023/24 – 2025/26 MTEF cycle. This allocation will make a huge contribution to upgrade facilities and develop strategic new infrastructure. After a prioritisation process, the list of projects for the available funds were approved by Exco in June 2023, and planning commenced immediately. The Level of Service/recapitalisation backlog as determined in September 2021 was R 3.4 billion with a proposed 10-year plan to address this. According to this plan, R 782 million was needed in 2023 for the Level of Service backlog and recapitalisation needs for the year and does not include the growing backlog of the previous financial year. The bulk of the infrastructure investment allocation will be dedicated to upgrades, major renovations, and some new infrastructure in standing programmes such as the construction of new staff houses and identified high impact projects. The table below reflects the recapitalisation needs for three years, as well as the available funds.

Recapitalisation Plan	2023/24	2024/25	2025/26
Backlog carried over	R 658,418	R 610,041	R 1,423,911
Backlog Level of Service/Recapitalisation Needs	R 541,403	R 541,403	R 360,936
Recapitalisation	R 240,626	R 408,729	R 436,685
Total	R 1,440,447	R 1,560,173	R 2,221,532
Infrastructure Investment allocation	R 130,406	R 136,262	R 142,367
Infrastructure Backlog Allocation	R 700,000		
Shortfall	R 610,041	R 1,423,911	R 2,079,165
Percentage of needs, including growing backlog	57.65%	8.73%	6.41%

INFRASTRUCTURE PROJECTS THAT ARE CURRENTLY IN PROGRESS

Good progress was made in Kruger National Parks with many work orders issued to the panel of contractors appointed for the park. Planned progress for the year was hampered by tenders that could not be awarded, as well as extension of time on some of the larger projects relating to weather conditions, other technical matters, and some contractor performance issues. Planning of the new projects could start after the appointment of Panels for Civil Engineering and Quantity Surveying professional service providers that were finalised in October 2023. In Kruger National Park, the projects implemented included upgrade and renovation of tourism units (e.g., Skukuza Rest Camp, Punda Maria Tented Units, Sweni Hiking Trails Camp), construction and upgrade of new staff houses and further development of the Phalaborwa Activity Hub. Planning has started on the road network needed to connect the new Shangoni entrance gate infrastructure with the main routes in the park.

Within the Parks Division, progress on the larger projects such as the replacement and upgrade of Tsitsikamma Restaurant and Precinct and Agulhas Lighthouse Development slowed down with contractors experiencing cash flow challenges. Very slow delivery of the Dawid Kruiper Rest Camp development in Kgalagadi Transfrontier Park was recorded and the contractor issued with a letter of default. The construction of the perimeter fence of Camdeboo National Park was completed, and additional funds were approved to complete the fencing of the Kabouga Section of Addo Elephant National Park to increase rhino rangeland. The Addo Wastewater treatment plant was completed, with the mechanical plant still to be issued with final completion once prescribed water outflow quality standards are achieved. Installation of the two solar plants in Mata Mata and Nossob will start in April 2024. Progress on the projects funded by the Department of Tourism was good with Phase 1 of the Shangoni Entrance Gate and Phalaborwa Activity Hub projects completed, 80% completion of the additional 8 (eight) chalets in Addo Main Camp, planning of the Dinosaur Interpretation Centre display and design development stage, and the award of the tender for the Mapungubwe Youth Facilities.

During the selection of the projects, the following high impact projects were approved: Completion of the KNP Shangoni Entrance Gate; completion of the KNP Phalaborwa Activity Hub; upgrade of Skukuza Rest Camp chalets; upgrade of Satara Rest Camp Main Buildings; upgrade of Shingwedzi Rest Camp Main Buildings; upgrade of Punda Maria Tented Camp; replacement of Sweni Trails Camp; renovation of Biyamite & Shimuweni Bushveld camps; upgrade & staff unit in KNP; provision of bulk infrastructure for tourism node development in Tokai-, Rhodes Memorial and Signal Hill; renewal of Mapungubwe tourism infrastructure, roads and fence; Kgalagadi - completion of Dawid Kruiper rest camp, Craig Lockhard Camp site, replace Twee Rivieren camp site ablution, upgrade Namibia perimeter fence and installation of two solar plants; Addo – renovation of Nyathi Rest Camp, development of the Lendlovu Community Lodge, upgrade roads and electrical infrastructure; West Coast – construct park management offices, new R27 Entrance Gate, renovation of Duinepos chalets and development of Geelbek Activity Node.

PLANS TO CLOSE DOWN OR DOWN-GRADE ANY CURRENT FACILITIES

No facilities were downgraded or closed in 2023/24.

PROGRESS MADE ON THE MAINTENANCE OF INFRASTRUCTURE

The operational maintenance expenditure for buildings & infrastructure was R 96.324 million and far below the required amount of R 258 million as determined in the Maintenance and Recapitalisation Management Plan for SANParks' Infrastructure Plant (2022). The total maintenance expenditure including R 24.106 million of veld maintenance which is mostly related to fire managed was R 120,701 million. Work has started on the approved R 80 million Biodiversity Social Projects for maintenance and renovations of tourism units in Kruger-, Addo-, Mokala, Tsitsikamma and Kgalagadi.

DEVELOPMENTS RELATING TO THE ABOVE THAT ARE EXPECTED TO IMPACT ON THE PUBLIC ENTITY'S CURRENT EXPENDITURE.

The completion of new facilities such as the Dinosaur Interpretation Centre, Tsitsikamma Restaurant Precinct, Agulhas Lighthouse Precinct, Phalaborwa Activity Hub and Shangoni

Entrance Gate will require operational maintenance budgets, and this will be offset against additional income generated by these facilities. Appointment of much needed human capital capacity for strategic planning, and to implement maintenance, upgrades and new infrastructure projects will require operational and project funding.

DETAILS AS TO HOW ASSET HOLDINGS HAVE CHANGED OVER THE PERIOD UNDER REVIEW, INCLUDING INFORMATION ON DISPOSALS, SCRAPPING AND LOSS DUE TO THEFT

In Kruger, new assets and recapitalisation of upgraded infrastructure were completed to the value of R 95 million, and it included upgraded tourism & staff units, as well as newly constructed staff accommodation to the value of R 115 million. Assets of R 21 million created by the Phalaborwa Activity Hub were capitalised. Recapitalisation of the upgraded Golden Gate Hotel Chalets (R2.9 million) was completed, and the capitalisation of the new assets created by Camdeboo fence (R 11.9 million) and Addo wastewater plant (R 5.4 million) projects concluded.

MEASURES TAKEN TO ENSURE THAT THE PUBLIC ENTITY'S ASSET REGISTER REMAINED UP TO DATE DURING THE PERIOD UNDER REVIEW

Assets created and procured as part of the funding received for infrastructure were capitalised and included in the asset register. A physical asset verification was undertaken at all our National Parks to ensure that assets are in existence and in optimal condition. Assets that are still under construction are also accounted for fully in our fixed asset register, however they remain as work in progress. These assets have been assessed and will be completed as per project plans.

THE CURRENT STATE OF THE SANPARKS' CAPITAL ASSETS.

The asset portfolio health grade percentage for aboveground infrastructure was determined to 56.86% of "Good" overall in 2021. Capital investment funding is used to upgrade/re-capitalise priority infrastructure. The annual Infrastructure Investment allocation and the additional R 700 million totalling R 830 million is a huge injection, but there is still a huge Loss of Service backlog.

MAJOR MAINTENANCE PROJECTS THAT HAVE BEEN UNDERTAKEN DURING THE PERIOD UNDER REVIEW

KNP continued with the normal maintenance and renovations programmes in the park to address tourism accommodation, staff accommodation, roads, and bulk services infrastructure, while the rest of the parks implemented maintenance within operational budgets. No major maintenance projects were implemented during the past year.

PROGRESS MADE IN ADDRESSING THE MAINTENANCE BACKLOG

The 5-Year Maintenance and Recapitalisation Management Plan developed was approved in March 2022, and used to determine maintenance needs according to available budgets. According to this plan, SANParks needed R 258 million in 2023/24 for routine maintenance of aboveground infrastructure in national parks. The maintenance expenditure of R 96.324 million is 37% of the required budget of R 258 million. This resulted in a backlog of R 161.676 million for 2023/24.



IRREGULAR EXPENDITURE

Reconciliation of irregular expenditure

Description	2023/2024	2022/2023	2020/2021
	R'000	R'000	R'000
Opening balance	918,908.00	452,492.00	58,785.00
Prior Period Errors			
As Restated	918,908.00	452,492.00	
Add: Irregular expenditure confirmed	523,106.00	466,416.00	393,707.00
Less: Irregular expenditure condoned	-	-	-
Less: Irregular expenditure not condoned and removed	-771,114.00	-	-
Less: Irregular expenditure recoverable	-	-	-
Less: Irregular expenditure not recovered and written off	-	-	-
Closing balance	670,900.00	918,908.00	452,492.00

a) Reconciling notes to the annual financial statement disclosure

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure that was under assessment in 2022/2023	-	263,171.00
Irregular expenditure that relates to 2022/23 and identified in 2023/24(##)	-	888.00
Irregular expenditure for the current year	523,106.00	202,357.00
Total	523,106.00	466,416.00

(##) During the year ended March 2023, an amount of R888 was identified as irregular expenditure incurred in 2022/23 but was identified in the 2023/24 financial year .

b) Details of current and previous year irregular expenditure (under assessment, determination, and investigation)

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure under assessment	-	263,171.00
Irregular expenditure under determination	-	-
Irregular expenditure under investigation	-	-
Total	-	263,171.00

2022/2023 Financial Year

SANParks has a contract with Total Energies (Pty) (Ltd) for the supply and delivery of fuel. The contract was varied and there were breakdowns in controls when finalising the addendum to the contract. This contract was under assessment in the 2023/24 FY and was found to be irregular

PPP Management contracts were under assessment to determine if reimbursed amounts will amount to irregular expenditure. National Treasury has granted SANParks an exemption relating certain goods and services for retail purposes, however there were small asset items and repairs and maintenance that were undertaken as well

2023/24 Financial Year

There is a matter requiring clarification regarding the Delegation of Authority Framework, specifically related to the powers previously delegated to park managers. Management is currently addressing this issue, and clarity will be provided on this matter

Delegation of Authority (DoA) erroneously omitted the delegation pertaining to the appointment of the Bid Adjudication

Committee (BAC) to management thereby leaving the power for this appointment with the Board as per SANParks Supply Chain Management (SCM) policy. Management is in consultation with the National Treasury to seek guidance on the implications of the bids considered by the BAC from January 2023 until April 2024.

c) Details of current and previous year irregular expenditure condoned

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure condoned	-	-
Total	-	-

d) Details of current and previous year irregular expenditure removed - (not condoned)

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure NOT condoned and removed	-771,114.00	-
Total	-771,114.00	-

e) Details of current and previous year irregular expenditure recoverable

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure recovered	-	-
Total	-	-

f) Details of current and previous year irregular expenditure not recoverable and written off (irrecoverable)

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure written off	-	-
Total	-	-

Additional disclosure relating to Inter-Institutional Arrangements

g) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is not responsible for the non-compliance)

Description
None
Total

h) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)

Description	2023/2024	2022/2023
	R'000	R'000
	-	-
Total	-	-

i) Details of current and previous year disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken	2023/2024	2022/2023
	R'000	R'000
Disciplinary steps taken	-	4,800.00
Total	-	4,800.00

FRUITLESS AND WASTEFUL EXPENDITURE

Reconciliation of Fruitless and Wasteful expenditure

Description	2023/2024	2022/2023
	R'000	R'000
Opening balance	57.00	57.00
Prior Period Errors		
As Restated	57.00	57.00
Add: Fruitless and Wasteful expenditure confirmed	31.00	-
Less: Fruitless and Wasteful expenditure condoned	-	-
Less: Fruitless and Wasteful expenditure not condoned and removed	-	-
Less: Fruitless and Wasteful expenditure recoverable	-	-
Less: Fruitless and Wasteful expenditure not recovered and written off	-	-
Closing balance	88.00	57.00

a) Reconciling notes to the annual financial statement disclosure

Description	2023/2024	2022/2023
	R'000	R'000
Fruitless and Wasteful expenditure that was under assessment in 2022/2023	-	-
Fruitless and Wasteful expenditure that relates to 2022/23 and identified in 2023/24(##)	-	-
Fruitless and Wasteful expenditure for the current year	31.00	-
Total	31.00	-

b) Details of current and previous year Fruitless and Wasteful expenditure (under assessment, determination, and investigation)

Description	2023/2024	2022/2023
	R'000	R'000
Fruitless and Wasteful expenditure under assessment		
Fruitless and Wasteful expenditure under determination		
Fruitless and Wasteful expenditure under investigation		
Total	-	-

PFMA COMPLIANCE AND REPORTING FRAMEWORK

INFORMATION ON PAYMENT OF SUPPLIER'S INVOICES

Description	No of Invoices	Value
Valid invoices received	43816	1,946,012,863.00
Invoices paid within 30 days or agreed period	42121	1,895,709,624.39
Invoices paid after 30 days or agreed period	1695	50,303,238.61
Invoiced older than 30 days or agreed period (unpaid and without dispute)	None	None
Invoiced older than 30 days or agreed period (unpaid and in dispute)	1695	50,303,238.61

Reasons for late payment of invoices.

1. Supplier put on hold due to unresolved disputes, e.g. charging vat whilst not being vat registerd.
2. Incorrect billing that needed to be resolved.
3. Disputes on service delivered/goods delivered
4. Incorrect vendor details submitted, e.g. banking details.





Part C

GOVERNANCE

1. INTRODUCTION

The Board is responsible for overseeing governance within SANParks in compliance with legal and governance prescripts as well as best practice.

2. PORTFOLIO COMMITTEE

SANParks reports to the Portfolio Committee for Environment, Fisheries and Forestry via the Minister of Forestry, Fisheries and the Environment. Quarterly and annual reports against the 2023/2024 annual performance plan were tabled before the portfolio committee.

3. EXECUTIVE AUTHORITY

The Board is appointed by and is accountable to the Minister of Forestry, Fisheries and the Environment in the performance of its duties.

Annual strategic plans and budgets were submitted to the minister for approval as required by the PFMA.

4. THE ACCOUNTING AUTHORITY/BOARD

All Board members, except the CEO, are non-executive members.

The Board provides strategic oversight and ensures that SANParks operates in a transparent, fair and responsible manner for the benefit of all its stakeholders.

The role and responsibilities of the Board are to:

- a. Provide effective leadership on an ethical foundation to SANParks and its stakeholders.
- b. Contribute to and approve SANParks' strategic plan and annual performance plan for submission to the minister.
- c. Monitor and oversee organisational performance.
- d. Monitor progress on implementation of SANParks' long-term vision documents.

- e. Ensure that the organisational strategy is in line with government priorities and responds to its context, resulting in sustainable outcomes.
- f. Uphold the Batho-Pele principles of government and support the vision of a developmental state to improve access to and delivery of services.
- g. Ensure compliance with all applicable black economic empowerment legislative frameworks and requirements.
- h. Strengthen stakeholder relations as per SANParks' stakeholder management strategy and monitor the relationship between SANParks and its stakeholders.
- i. Ensure that SANParks is, and is seen as being, responsible by having regard for not only the financial and regulatory aspects of SANParks, but also the impact that its operations have on the environment and the society within which it operates.
- j. Ensure that ethics are effectively managed within SANParks.
- k. Ensure that SANParks complies with applicable laws and considers adherence to non-binding rules and standards.
- l. Act in the best interests of SANParks by ensuring that individual Board members adhere to requisite standards of conduct.

The following Board committees assist the Board in discharging its responsibilities:

1. Audit and Risk Committee, which oversees the safeguarding of assets, operation of adequate systems, internal controls and control processes, and the preparation of accurate financial reports and statements in compliance with all applicable legal requirements, good governance and accounting standards. This committee also assists the Board in respect of SANParks' risk management, IT governance and compliance.
2. Human Capital Management Committee, which assists the Board in matters relating to human resources, remuneration, transformation and ethics.
3. Conservation and Socioeconomic Transformation Committee, which oversees matters relating to conservation and socioeconomic transformation. The committee also assists the Board to discharge its transformation and business sustainability responsibility by implementing practices that are consistent with good corporate citizenship.

4. Tourism Committee, which oversees tourism development and marketing. The committee also assists the Board in discharging its transformation and business sustainability responsibility with regard to the implementation of practices that are consistent with good corporate citizenship.
5. Land Claims Committee, which assists the Board on matters relating to land claims in protected areas for which SANParks is the management authority. This committee also assists the Board in discharging its transformation and business sustainability responsibility with regard to the development and implementation of legacy socioeconomic development projects in line with good corporate citizenship practices.



Board and committee responsibilities are outlined in committee charters. Committee chairpersons report quarterly to the Board on how each committee discharged the responsibilities contained in its charter.

Member	Board	Audit and Risk Committee	Human Capital Management Committee	Conservation and Socioeconomic Transformation Committee	Tourism Committee	Land Claims Committee
Number of meetings held	13	16	4	4	4	6
Attendance by Board members						
P Yako	13	-	-	1**	0**	-
N Mayathula-Khoza	10	-	4	4	-	-
Z Ramasia	13	-	4	4	4	-
Y Friedmann	13	-	-	4	4	6
J Mashele	13	16	-		4	-
B Koyana	13	16	4		4	-
L Mogakane	13	16	-	4		6
B Ngobeni	13	16	-	-	-	6
H Mushiane	13	-	-	4	4	6
E Neluvhalani	12	15	4	-	4	-
L Matsila	12	-	3	1**	-	6
*F Mokgohloa	7	-	3	3	-	-
H Sello	13	-	3+	3+	3+	13
Attendance by non-Board members						
*A Jass	-	9	-	-	-	-
T Kgokolo	-	14	-	-	-	-
M Ndaba	-	16	4	-	-	-

* Department of Forestry, Fisheries and the Environment representative

** Resigned on 27 June 2023

+ Appointed on 27 June 2023

5. RISK MANAGEMENT

The Enterprise Risk Management Framework and Enterprise Risk Management Policy were approved and implemented during the year under review. The biggest risk facing the organisation since Covid-19 pandemic has been the slow recovery of the tourism market, which had a negative impact on SANParks' finances. Risk mitigation measures were successfully implemented and resulted in tourism growth of 20.2%, which exceeded the projected growth of 4.5%. As at the end of the financial year, slow recovery of the tourism market no longer posed a strategic risk to SANParks.

Risk relating to infrastructure maintenance and insufficient financial resources to support SANParks' mandate remain a concern. However, the Board continues to monitor all strategic risks as well as identified mitigation measures, including implementation of SANParks' finance strategy and financial feasibility and sustainability model.

Further details on this item are included in the Audit & Risk Committee report (Section 14 below).

6. INTERNAL AUDIT AND AUDIT COMMITTEE

Details on SANParks' Internal Audit function and the activities of the Audit and Risk Committee are contained in the Audit & Risk Committee report in Section 14 below. Members of the Audit and Risk Committee are listed in the table under item 4 above and further details of the composition of this committee are contained in the report in Section 14 below.

7. COMPLIANCE WITH LAWS AND REGULATIONS

The Board, with the assistance of the Audit and Risk Committee, does a quarterly review of reports on SANParks' compliance with relevant prescripts in accordance with the SANParks compliance universe. A report on SANParks' compliance with the PFMA is submitted to the minister at the end of each quarter.

8. FRAUD AND CORRUPTION

A report on fraud and corruption management is tabled before the Audit and Risk Committee and the Board every quarter.

Reporting of fraud or any alleged unethical conduct is facilitated through the Whistle-blowing Hotline and various other means. A Whistle-blowing Protocol is in place to ensure confidential disclosure. All reports of unethical conduct are investigated and, where relevant, corrective and/or consequence management measures are implemented.

9. MINIMISING CONFLICT OF INTEREST

Board members are obliged to declare any directorship or business interest they may hold, as well as interest in any matter that to be discussed at Board and committee meetings, and to recuse themselves from meetings where such matters are discussed when appropriate. Declarations are recorded in meeting minutes.

Employees are also expected to complete annual declarations of interest and to avoid conflict between their personal interests and those of SANParks. Policies and procedures are in place to ensure that all staff declare directorships or any other business interests on an annual basis.

SANParks' Supply Chain Management Policy requires all members of bid specification, evaluation and adjudication committees to declare any conflict of interest regarding matters before them and to recuse themselves from the meeting when such items are discussed.

10. CODE OF ETHICS

SANParks has a Code of Ethics demonstrating SANParks' intent and commitment to embed an ethical organisational culture. It provides a framework of ethical principles and standards to guide all employees' work performance, professional standards and the way that they conduct their relationships with others, within the organisation and when interacting with individuals, organisations and agencies outside of SANParks.

11. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

SANParks values its employees and recognises health and safety are integral to achieving its outcomes. SANParks is committed to providing a safe working environment. In this context, Occupational Health and Safety (OHS) is integral to the organisational strategic management under Enterprise Risk Management. During the 2023/24 financial year, the Safety, Health, and Environmental was approved and implemented Framework which describes a systematic approach to the management of SHE-related risks and opportunities and how these integrate with organisational processes.

SANParks' approach to health and safety is based on understanding the health and safety risks associated with its activities, in order to minimise risks and eliminate incidents in operations. This is implemented by developing structures, ensuring clarity of roles and responsibilities, effective policies and procedures, and leadership commitment, striving for continuous improvement in the safety culture of the organisation.

12. BOARD SECRETARY

SANParks' Board secretary advises the Board on governance and compliance issues, and all Board members have access to her services and guidance.

13. SOCIAL RESPONSIBILITY

The Social Responsibility is reported on in the Corporate Social Investment section on pages 134-135.

14. BBBEE COMPLIANCE PERFORMANCE INFORMATION

Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Yes	Every bid for concessions and management contracts requires bidders to meet a certain minimum B-BBEE level or subcontracting to EMEs and QSEs that are level 1 in terms of B-BBEE
Developing and implementing a preferential procurement policy?	Yes	SANParks' supply chain management policy incorporates the PPPFA and its regulations and bids are evaluated for price and B-BBEE in an 80/20 or 90/10 ratio, depending on the threshold
Determining qualification criteria for the sale of state-owned enterprises?	No	There has been no sale of enterprises, however, should the need arise to sell any asset of the organisation, the PPPFA regulations will apply.
Developing criteria for entering into partnerships with the private sector?	Yes	-BBEE and the Preferential Procurement Policy Framework and its regulations are an integral part of evaluating any bid, PPP etc
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	Yes	B-BBEE and Preferential Procurement Policy Framework and its regulations are an integral part of evaluating any bid, PPP etc



Part D

HUMAN CAPITAL
MANAGEMENT

1. INTRODUCTION

The financial year 2023/24 commenced with SANParks appointing its first female CEO in its almost 100-year history, a significant step forward for transformation and women empowerment in the sector.

Hapiloe Sello joined SANParks in 2015 as managing executive tourism development and marketing. She championed the organisation's commercialisation strategy and implemented several tourism products, events and strategic partnerships that have brought valuable resources into the SANParks fold.

During the reporting period, SANParks also appointed:

- Pretty Makukule as chief financial officer (01 September 2023)
- Dr Howard Hendricks as managing executive conservation services (1 August 2023)
- Kaula Nyilende as managing executive tourism development marketing (01 March 2024)
- JP Louw as head of communications and company spokesperson

Human Capital Management (HCM) oversees a wide range of functions, including recruitment and selection, induction, learning and development, performance management, remuneration and benefits administration, compliance with employment laws and regulations, employee relations and conflict resolution, development through labour relations and implementation of HCM policies and procedures, diversity and inclusion initiatives, as well as employee engagement, wellness and retention strategies.

HCM remains abreast of emerging trends as the world of work evolves and aligns SANParks with the sector to ensure it sustains its employer brand. Proper governance remains high on the agenda, and several policies have been amended and developed to ensure that we operate within a framework of compliance.

As a client-facing unit, the regional HCM team is mandated to measure and monitor the execution of the HCM strategy within the governance framework, to mitigate potential risks. To this end, the team receives ongoing support to ensure it is properly aligned and

adequately equipped to address challenges and provide an effective and value-adding partnering service to parks and divisions.

WORKFORCE PLANNING

During 2023/24, SANParks undertook an exercise to establish the organisation's talent management needs to ensure that our workforce can meet current and future requirements. Only with the right people with the right skills at the right time and at the right cost can SANParks meet its strategic goals and execute its operational plans.

EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is a critical component of modern organisations as it aligns individual and team goals with organisational objectives, evaluates employee performance and provides feedback for continuous improvement. In recent years automation has transformed various business processes, performance management included. In the year under review, our HR system's performance management module was implemented to automate the system used to manage employee performance. The system was configured and tested in three divisions and is currently being tweaked according to feedback received from the testing. The system will be phased in during the next financial year.

LEARNING AND DEVELOPMENT

A skills audit was conducted for all management levels during 2023/24. By auditing, measuring and recording employees' current levels of competence against what is required of them to satisfactorily perform their designated functions, gaps are identified for which education, training and development opportunities should be offered.

EMPLOYEE WELLNESS PROGRAMME

In this review period, the SANParks employee wellness programme opened and managed 281 individual cases. This placed the individual utilisation rate at 7.0%, which is slightly below the public sector average of 7.7%. It should be noted that the sector average also decreased from the previous reporting period.

Mental health issues have increased and accounted for 25.6% of total cases, which was below the ICAS average of 28.9%. Mental health was the top reported problem cluster for the Frontier, Northern and Groenkloof regions.

Organisational and managerial issues also increased and were above the sector average. Individuals sought assistance for absenteeism, presenteeism, work conflict with management, negligence in the workplace, work conflict with colleagues, work discontent, safety risks, late coming/timekeeping, management style, sick leave, workplace incidents, health and safety, workload, aggression in the workplace and insubordination. Absenteeism incidences were highest in the Frontier and Cape regions

Relationship issues have decreased compared to the previous period and accounted for 11.7% of the total problems, significantly lower than the ICAS average of 17.2%. Individuals most commonly sought assistance with family members, partners/spouses, divorce and separation, interpersonal conflict and infidelity.

A total of 202 employees received assistance in a group setting during the period under review:

- 187 for trauma debriefing
- 6 for couples counselling
- 9 for family therapy

Managers accounted for 21.7% (61) of the total individual cases; this is above the ICAS average of 16.3% for the period. Alarming, 31 cases were flagged as high risk in terms of suicidal ideation and substance abuse.

In the past year, SANParks hosted 10 health events and shared 13 articles on different health and wellness topics with employees through notice boards and shared points. SANParks employees are generally in good health, with only one termination due to death and three new ill-health incapacity cases reported this financial year.

Continuous and more active marketing and awareness of the ICAS employee wellness service is necessary to ensure it achieves optimal impact.



POLICY DEVELOPMENT

The following policies were approved

- Remuneration policy
- Prevention and elimination of harassment in the workplace policy and SOP
- Overtime SOP
- Medical aid policy
- Retirement SOP
- Promotion policy
- Bursary SOP
- Integrated wellness policy
- Employment equity policy

HIGHLIGHTS AND ACHIEVEMENTS

- Employment equity plan
- Master's and PhD programme
- Appointments of three female executives
- Positive employee opinion survey results
- Completed skills audit

CHALLENGES FACED

- Cost of labour in a challenging economy
- High vacancy rate
- Lack of succession planning
- Mobility of critical and core skills
- Remuneration challenges
- Data integrity

HCM PLANS AND GOALS

- Learning and development interventions
- Building a people-centric organisation
- Review of the HCM information system
- Managing HCM risks
- Online performance management system
- EOS action plans
- Managing skills and salary gaps



2. HUMAN CAPITAL MANAGEMENT OVERSIGHT STATISTICS

As a public entity, SANParks is required to provide the following information on human capital management, with all the financial amounts agreeing with the amounts disclosed in the annual financial statements. Where considered appropriate, reasons for variances are provided.

Personnel cost by programme/ activity/objective	Total expenditure for the entity	Personnel expenditure	Number of employees	Average personnel cost per employee
	R1 332 808 858.95	100.00%	4 272	R311 987.09

PERSONNEL COST BY SALARY BAND

The figures in the following table are the amounts processed through the organisation's Sage 300 People payroll system and include subsistence and travel claims.

The total expenditure disclosed in the 2022/23 financial year was R1 231 127 069.30, whereas the total for 2023/24 amounted to R1 332 808 858.95. The increase of R101 681 789.65 was due to salary adjustments.

Occupation level	Personnel expenditure	Personnel expenditure as a % of total personnel costs	Number of employees	Average personnel cost per employee
F - top management/executives	R16 328 917.78	1.23%	8	R2 041 114.72
E - senior management	R71 367 802.24	5.35%	54	R1 321 625.97
D - professionally qualified & experienced specialists/ middle management	R241 471 923.21	18.12%	321	R752 248.98
C - skilled technical & academically qualified/junior management/supervisors/foremen/ superintendents	R229 433 372.22	17.21%	600	R382 388.95
B - semi-skilled & discretionary decision making	R459 896 100.37	34.51%	1 813	R253 665.80
A - unskilled & defined decision making	R314 310 743.13	23.58%	1 476	R212 947.66
Total	R1 332 808 858.95	100.00%	4 272	R311 987.09

PERFORMANCE REWARDS

No performance bonuses were paid in the financial year.

TRAINING COSTS

Programme/activity/objective	Personnel expenditure	Training expenditure	Training expenditure as a % of personnel cost	Number of employees trained	Average training cost per employee
	R1 332 808 858.95	R12 777 270.50	1.03%	3 014	R4 239.31

SANParks people enable the organisation to implement its strategy and deliver on its mandate. For this, they need appropriate skills and competencies, which are developed through learning and development.

In the past financial year, R12 777 270.50 (1.03% of payroll) was spent on skills development and training, with 3 014 staff members taking part in short learning programmes, workshops and on-the-job training.

More employees applied for bursaries than in previous years; 66 received financial assistance for undergraduate studies and 37 for postgraduate qualifications. We also awarded bursaries to 39 dependents of staff members for further studies with institutions of higher learning.

EMPLOYMENT AND VACANCIES

Recruitment was impacted by budget limitations, hence the inability to prioritise some critical roles. These vacancies will be addressed in the new financial year.

Occupation level	Number of employees	Approved posts	Number of employees (filled posts)	Number of vacancies	Vacancies as a %
F - top management/executives	7	9	7	2	22.22%
E - senior management	50	67	50	17	25.37%
D - professionally qualified & experienced specialists/middle management	294	386	294	92	23.83%
C - skilled technical & academically qualified/junior management/supervisors/foremen/superintendents	573	714	573	141	19.75%
B - semi-skilled & discretionary decision making	1 724	1 952	1 724	228	11.68%
A - unskilled & defined decision making	1 398	1 577	1 398	179	11.35%
Total	4 046	4 705	4 046	659	14.01%

EMPLOYMENT CHANGES

The vacancy rate for the financial year was 14.01%; however, a significant improvement is expected by Q3 of 2024/25.

Occupation level	Employment at 01 April 2023	Appointments	Terminations	Employment at 31 March 2024
F - top management/executives	4	3	0	7
E - senior management	50	3	3	50
D - professionally qualified & experienced specialists/middle management	287	20	26	294
C - skilled technical & academically qualified/junior management/supervisors/foremen/superintendents	565	25	22	573
B - semi-skilled & discretionary decision making	1 693	102	83	1 724
A - unskilled & defined decision making	1 393	98	68	1 398
Total	3 992	251	202	4 046

REASONS FOR STAFF LEAVING

The annual turnover rate of 4.99% with retirement and resignations as highest contributors, is a positive indication that the organisation is stable and employees stay till retirement age.

Reason	Number of terminations	% of total number of staff leaving
Deceased	21	10.04%
Dismissed	44	21,052%
Incapacity (ill-health)	6	2.87%
Retirement	81	39%
Resignation	57	27,27%
Total	209	100.00%

LABOUR RELATIONS

Labour relations created a climate of trust, cooperation, stability and harmony in SANParks workplaces. 2023/24 was another year filled with great learnings and opportunities for the Human Capital Division, and Labour Relations in particular, to achieve its mandate and, in some cases, exceed the expectations of its clients and stakeholders.

A significant initiative was the last instalment of the capacity-building programme facilitated free of charge by the CCMA in partnership with SANParks' recognised trade unions, HOSPERSA and NUPSAW. Through this high-impact project more than 3 000 SANParks employees were trained on how to conduct disciplinary hearings, the prevention and elimination of harassment in the workplace, investigating and presenting evidence at disciplinary and CCMA hearings, unfair labour practices, employment equity and managing incapacity (ill-health, injury and poor work performance) in the workplace.

The rights-and-responsibilities training conducted throughout the organisation furthermore contributed to fewer disciplinary cases.

MISCONDUCT AND DISCIPLINARY ACTION

Nature of disciplinary action	Number of cases
Verbal warning	21
Written warning	97
Final written warning	81
Dismissal	44 (0.8% of staff complement)
TOTAL	243

In the interest of workplace harmony, stakeholder engagements were prioritised. The CEO proactively engaged with office bearers from all recognised trade unions at a strategic level, while managing executives of Kruger National Park and Parks Division met with shop stewards to consult on the KNP turnaround strategy and share information on the operational plan for Parks.

Regional general managers and park managers frequently engaged shop stewards on operational issues using a relationship-by-objectives approach that ensured many disputes were resolved without being referred to the CCMA.

SANParks' success rate at the CCMA has consistently remained above 85%, indicating that discipline is applied fairly and only where there is a prima facie case.

SANParks remains compliant with applicable labour legislation, which resulted in good governance and a peaceful workforce and no disputes against the organisation for contraventions.

A record number of policies and SOPs were reviewed and approved during this financial year, including those related to disciplinary and grievance procedures, as well as the elimination and prevention of harassment in the workplace.

The collective bargaining process yielded positive results with the conclusion of an agreement on salaries and conditions of employment that averted strike action. SANParks remains highly unionised, as depicted in the table below.

Trade union	Membership	% of total staff complement
Health and Other Personnel Trade Union of South Africa	2204	41%
National Education, Health and Allied Workers Union	119	2%
National Union of Public Service and Allied Workers Union	1317	25%



EMPLOYMENT EQUITY TARGETS AND STATUS

MALE								
	African		Coloured		Indian		White	
Level	Current	Target	Current	Target	Current	Target	Current	Target
Top management	2	3	1	0	0	0	0	0
Senior management	15	10	5	4	0	1	8	8
Professional qualified	103	108	28	23	6	4	62	70
Skilled	243	251	68	70	1	4	30	37
Semi-skilled	995	1017	242	247	1	4	14	23
Unskilled	914	1061	125	127	0	1	1	8
TOTAL	2 272	2 450	469	471	8	14	115	146

FEMALE								
	African		Coloured		Indian		White	
Level	Current	Target	Current	Target	Current	Target	Current	Target
Top management	3	3	0	0	0	0	1	1
Senior management	14	13	2	2	2	3	8	8
Professional qualified	68	73	26	27	3	2	40	47
Skilled	244	243	48	50	3	3	28	34
Semi-skilled	492	477	155	135	2	4	19	25
Unskilled	907	985	174	167	0	0	1	4
TOTAL	1 728	1 794	405	381	10	12	97	119



Level	MALE		FEMALE	
	Current	Target	Current	Target
Top management	3	3	4	4
Senior management	28	23	26	26
Professional qualified	199	205	137	149
Skilled	324	362	323	330
Semi-skilled	1 252	1 291	668	641
Unskilled	1 040	1 191	1 082	1 156
TOTAL	2 864	3 081	2 240	2 306

Negative economic conditions as well as moratoriums placed on filling positions prevented SANParks from achieving its targets.

Occupation level	Male	Female
Top management	Target met.	Target not met due to scarcity of and competition for talent at this level.
Senior management	Target not met due to resignation and non-retention of senior managers.	Target met.
Professionally qualified	Target not met due to low turnover and non-retention of black males.	Target not met due to low turnover and non-retention of black females.
Skilled	Target not met due to low turnover and non-retention of black males.	Target not met due to low turnover and non-retention of black females.
Semi-skilled	Target not met.	Target not met.
Unskilled	Target not met.	Target not met.





Part E

FINANCIAL REPORT

CFO FINANCIAL OVERVIEW

FINANCIAL RESULTS

For the period under review South Africa experienced difficult domestic and global economic conditions, a weaker performance relative to the world's largest economies and higher inflation rates, resulting in a reduced GDP growth rate. Despite all these factors, SANParks managed to achieve a net surplus of R344 million. It is also important to highlight that this is the first financial year since inception that SANParks self-generated revenue has exceeded R2.5 billion.

The reliance of SANParks on tourism revenues is a circumstance that will persist into the foreseeable future, making the sustained growth of tourism central to the survival of the organisation and its ability to fulfil its core conservation mandate.

The centrality of tourism to the sustainability of SANParks was brought into sharp focus during the past four years where the devastating blow to the tourism sector by the Covid-19 pandemic created an unprecedented threat to the survival of the organisation.

SANParks has since steadily grown its revenue and is glad to reflect that tourism revenue has recovered to pre-pandemic levels. This recovery is driven by the domestic market and aggressive marketing investment. As a result, SANParks has generated enough revenue to cover its operational needs and is continuing to steadily increase the tourism revenue growth rate.

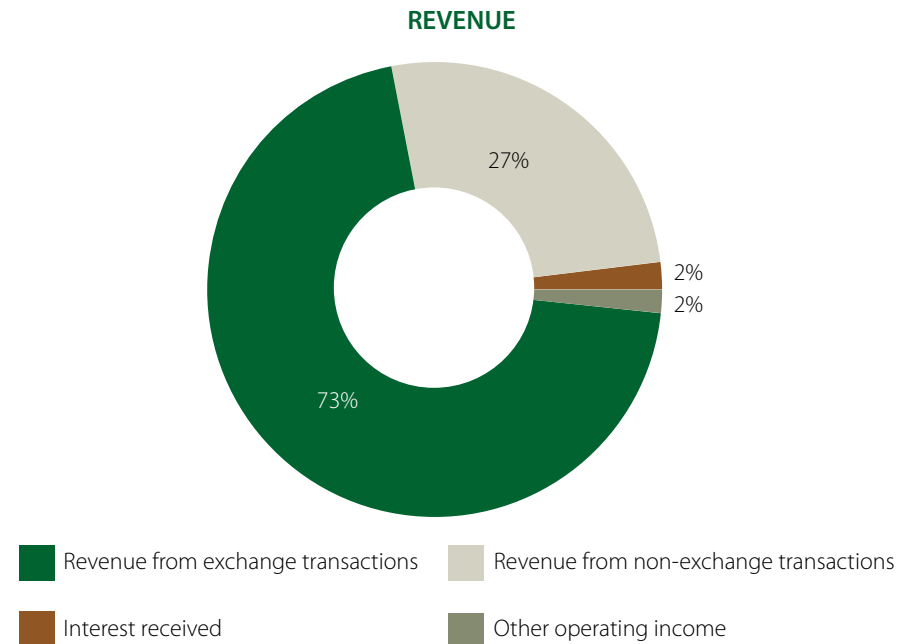
Thanks to the increase in tourism revenue, SANParks has realised a significant net surplus for the first time since the pandemic, and has increased its bottom line by R197 million when compared to the prior year's net surplus of R147million.

For the period under review, SANParks welcomed 6 070 642 visitors, compared to 4 962 074 in the previous year. SANParks as a whole recorded an accommodation unit occupancy of 64.9% in the reporting period, compared to 63.0% in the previous year. This translates to a 1.9% increase.

KEY REVENUE COMPONENTS

Total revenue for the year is R3.7 billion, a 15% increase on the R3.2 billion of 2022/23. Revenue from exchange transactions for the current year totals R2.7 billion. This 17% increase on 2022/23's R2.3 billion is due to a growth in tourism. Revenue from exchange transactions currently makes up 75% of total revenue.

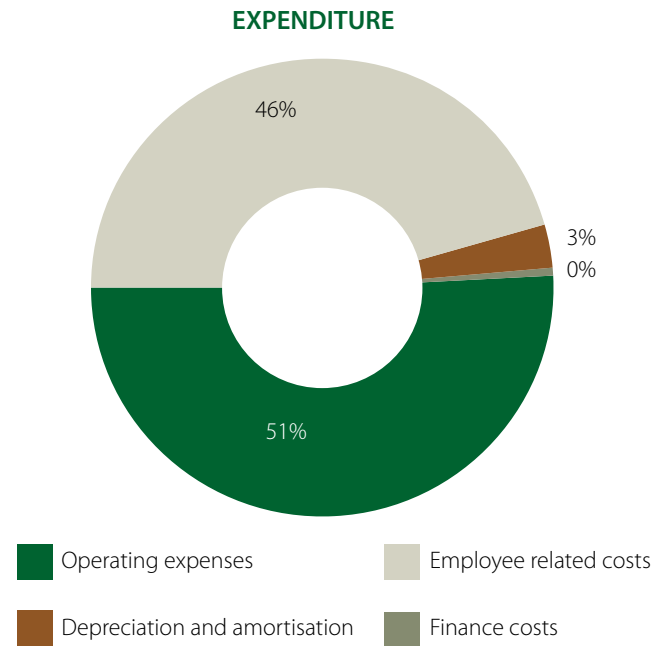
Revenue from non-exchange transactions amounts to R924 million and is 9.9% more than the previous year's R840 million, due to more spending on infrastructure projects.



KEY EXPENDITURE COMPONENTS

Total expenditure increased by 7.5% YoY while employee-related costs increased by 5.57% compared to the previous financial year mainly as a result of the salary increment. SANParks' main expenses are human resources and operating expenditure.

The income to cost ratio is 1.10: 1, which results in a net surplus margin of 9.3%. This means that SANParks' total revenue is sufficient to cover its operational needs.



FINANCIAL ANALYSIS

Non-current assets represent receivables, PPE, intangible and heritage assets used in the organisation's operations.

Total non-current assets amount to R3.5 billion compared to the previous year's R3.4 billion.

The capital budget was increased in line with the capital needs of the organisation, including computer equipment.

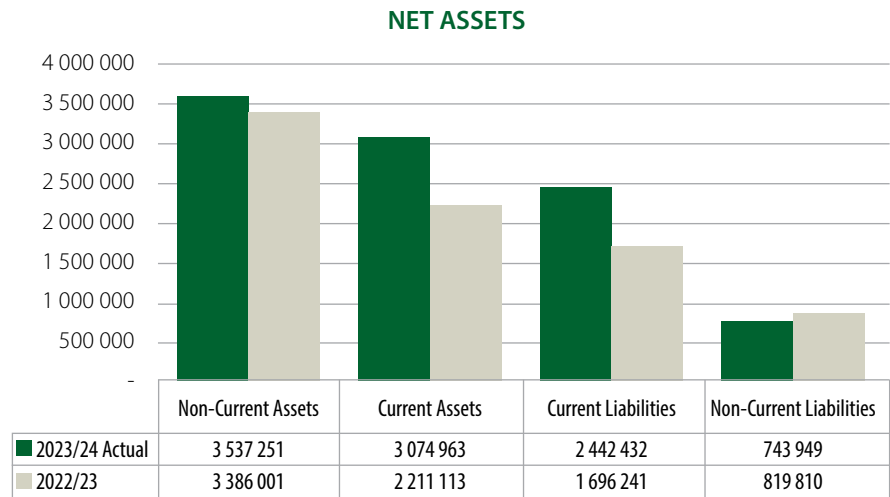
Included in current assets is cash and cash equivalents totalling R2.7 billion (R2 billion – 2022/23), which indicates a 37% increase year on year. Cash reserves available are committed and set aside for capital and special projects.

Non-current liabilities amount to R744 million. The decrease on the R820 million recorded in 2022/23 is mainly due to a lower employee benefit obligation, and concession provision.

Current liabilities are R2.4 billion and is 44% more than the previous year (R1.7 billion), mainly due to an increase in unspent conditional grants, which was as a result of additional funds received from DFFE for infrastructure projects.

As indicated by the working capital ratio of 1.26:1, SANParks' current assets exceed its current liabilities, which means that current assets are sufficient to settle current liabilities.

The acid-test ratio is 1.22:1, which indicates SANParks ability to meet its current obligations using its liquid assets.



SANParks witnessed a growth in corporate giving, as well as donations from international sources and individual trusts this past financial year and appreciates the generosity of all its donors and funders. These funds contribute positively to the management of the conservation estate, including anti-poaching activities.

New resource mobilisation approaches have been explored in the 2023/24 financial year by reaching out to corporate companies in an effort to enhance and enter into business coalitions. SANParks will continue strengthening reporting, monitoring and evaluation systems to ensure it demonstrates the impact of the donor funds.

The SANParks Honorary Rangers, Peace Parks Foundation, WWF and many similar organisations remain our pillar of strength in advancing our resource mobilisation ideals, and contribute to the realisation of our public-good mandate.

IN CONCLUSION

The 2023/24 financial year concludes with SANParks' best financial performance since 2019/20. The organisation remains liquid and meets its financial obligations as and when they become due. SANParks is on the right track with regards to tourism revenue growth and continues to explore opportunities that will generate even more tourism revenue which could lead to the organisation being 100% self-sufficient.

Financial sustainability is at the core of the leadership of the organisation and the Vision 2040 project, initiated by the Board, paves a way to build a future of conservation and tourism that we can all be proud of.



REPORT OF THE AUDITOR- GENERAL TO PARLIAMENT ON SOUTH AFRICAN NATIONAL PARKS

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

1. I have audited the financial statements of the South African National Parks set out on pages 215 to 302, which comprise the statement of financial position as at 31 March 2024, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the South African National Parks as at 31 March 2024 and financial performance and cash flows for the year then ended in accordance with the Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

RESTATEMENT OF CORRESPONDING FIGURES

7. As disclosed in note 40 to the financial statements, the corresponding figures for 31 March 2023 were restated as a result of an error in the financial statements of the public entity at, and for the year ended, 31 March 2024.

SIGNIFICANT UNCERTAINTIES

8. With reference to note 34 to the financial statements, the public entity is the defendant in a number of lawsuits. The ultimate outcome of the matters could not be determined and no provision for any liability that may result was made in the financial statements.

Responsibilities of the accounting authority for the financial statements

9. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with standard of GRAP and the requirements of the PFMA and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

10. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

11. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

12. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page xx forms part of our auditor's report.

REPORT ON THE ANNUAL PERFORMANCE REPORT

13. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

14. I selected the following material performance indicators related to outcome goal presented in the annual performance report for the year ended 31 March 2024. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

- Number of hectares added to national parks
 - National parks and marine protected areas assessed
 - Percentage of activities on policies related to elephant, rhino, lion and leopard linked to outcomes of the high-level panel implemented
 - Number of degraded hectares of land under rehabilitation initial
 - Number of degraded hectares of land under rehabilitation follow up
 - Number of m³ of degraded wetlands under rehabilitation
 - Number of parks assessed for climate change vulnerabilities and adaptation priorities
 - Number of cultural heritage assessment conducted
 - Percentage annual cultural heritage action plan implemented
 - Percentage annual change in the rhino population in the Kruger National Park
 - Percentage annual increase in rhino populations in other rhino parks (outside Kruger National Park)
 - Number of rhinos poached in the Kruger National Park, and six other rhino parks reduced
 - Number of elephants poached reduced
15. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.
16. I performed procedures to test whether:
- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
 - all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included

- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
 - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
 - the reported performance information presented in the annual performance report in the prescribed manner
 - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets
17. I performed the procedures to report material findings and not to express an assurance opinion or conclusion.
18. I did not identify any material findings on the reported performance information for the selected indicators.

Other matter

19. I draw attention to the matter below.

ACHIEVEMENT OF PLANNED TARGETS

20. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or underachievements/measures taken to improve performance.
21. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets/measures taken to improve performance are included in the annual performance report on pages 90 to 159.

OUTCOME GOAL 1: SUSTAINABLE BIODIVERSITY AND CULTURAL HERITAGE ACROSS LAND AND SEA DELIVERS BENEFITS FOR THE PEOPLE OF SOUTH AFRICA AND THE WORLD, NOW AND IN THE FUTURE

Targets achieved: 85%

Key indicator not achieved	Planned target	Reported achievement
Percentage annual change in the rhino population in KNP	≥ 0%.	-1.9%
Number of hectares added to national parks	7 000	2 474

MATERIAL MISSTATEMENTS

22. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for sustainable biodiversity and cultural heritage across land and sea delivers benefits for the people of South Africa and the world, now and in the future. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

REPORT ON COMPLIANCE WITH LEGISLATION

23. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.
24. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
25. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also

sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

26. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

ANNUAL FINANCIAL STATEMENT AND ANNUAL REPORT

27. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 55(1) (b) of the PFMA. Material misstatements of cash flow statement, segment information and risk management identified by the auditors in the submitted financial statement were corrected, resulting in the financial statements receiving an unqualified audit opinion.

EXPENDITURE MANAGEMENT

28. Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R523 106 000, as disclosed in note 29 to the annual financial statements, as required by section 51(1)(b)(ii) of the PFMA. The majority of the irregular expenditure was caused utilisation of expired contract.

CONSEQUENCE MANAGEMENT

29. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred irregular expenditure as required by section 51(1)(e)(iii) of the PFMA. This was because investigations into irregular expenditure were not performed.
30. Disciplinary steps were not taken against the officials who had incurred and/or permitted irregular expenditure, as required by section 51(1)(e)(iii) of the PFMA.

REVENUE MANAGEMENT

31. Effective and appropriate steps were not taken to collect all revenue due, as required by section 51(1)(b)(i) of the PFMA.

PROCUREMENT AND CONTRACT MANAGEMENT

32. Some of the competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with the policies of the public entity, as required by treasury regulation 16A6.2 (a) and (b).

ASSETS MANAGEMENT

33. The public entity did not determine if any other state institution involved in education and/or training required computer equipment before disposal of such equipment, as required by treasury regulation 16A.7.7.

OTHER INFORMATION IN THE ANNUAL REPORT

34. The accounting authority is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in outcome goal presented in the annual performance report that have been specifically reported on in this auditor's report.
35. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
36. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in outcome goal presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
37. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected,

I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

INTERNAL CONTROL DEFICIENCIES

38. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
39. The matters reported below are limited to the significant internal control deficiencies that resulted in the material findings on compliance with legislation included in this report.
40. Management did not conduct adequate reviews on the financial statements before submission for auditing to ensure that the financial statements are in line with applicable financial report standards.
41. Management did not ensure that consequence management is fully implemented for the irregular expenditure incurred in the previous financial year and that the recommendations from the loss control committee and investigation reports are fully implemented.
42. Management did not ensure that adequate oversight controls are in place to prevent, identify and record irregular expenditure.
43. Management did not implement effective steps to ensure that conservation revenue is charged at approved tariffs.
44. Management did not ensure that the disposal of desktop computer equipment is in line with treasury regulation.

OTHER REPORTS

45. I draw attention to the following engagements conducted by various parties. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
46. Investigations conducted regarding allegations of fraud, which resulted in the public entity suffering financial losses. This Investigation is still in progress and resulted in criminal proceedings against two employees. These proceedings were in progress at the date of this auditor's report.

Auditor General

Pretoria

31 July 2024



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

PROFESSIONAL JUDGEMENT AND PROFESSIONAL SCEPTICISM

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the public entity's compliance with selected requirements in key legislation.

FINANCIAL STATEMENTS

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit 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 public entity's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

COMPLIANCE WITH LEGISLATION – SELECTED LEGISLATIVE REQUIREMENTS

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act No.1 of 1999 (PFMA)	Section 50(3); 50(3)(a); 50(3)(b) Section 51(1)(a)(ii); 51(1)(a)(iii); 51(1)(a)(iv); 51(1)(b); 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii) Section 52(b); Section 53(4); Section 54(2)(c); 54(2)(d) Section 55(1)(a); 55(1)(b); 55(1)(c)(i) Section 56; Section 57(b); 57(d); Section 66(3)(a)
Treasury Regulations for departments, trading entities, constitutional institutions and public entities (TR)	Regulation 29.1.1; 29.1.1(a); 29.1.1(c); 29.2.1; 29.2.2; 29.3.1 Regulation 31.2.5; 31.2.7(a) Regulation 33.1.1; 33.1.3
Prevention and Combating of Corrupt Activities Act No.12 of 2004 (Precca)	Section 34(1)
PPPFA	Section 1(i); 2.1(a); 2.1(b); 2.1(f)
PPR 2022	Paragraph 3.1 Paragraph 4.1; 4.2; 4.3; 4.4 Paragraph 5.1; 5.2; 5.3; 5.4
NT SCM Instruction Note 03 2021/22	Paragraph 4.1; 4.2; 4.2 (b); 4.3; 4.4; 4.4 (c); 4.4(d); 4.6 Paragraph 5.4
NT SCM Instruction 4A of 2016/17	Paragraph 6
NT SCM Instruction Note 03 2019/20	Paragraph Par 5.5.1(iv); 5.5.1(x)
NT SCM Instruction Note 11 2020/21	Paragraph 3.1; 3.4 (a); 3.4(b); 3.9: 6.1; 6.2; 6.7
PFMA SCM instruction 08 of 2022/23	Paragraph 3.2 Paragraph 4.3.2; 4.3.3
Competition Act	Section 4(1)(b)(ii)
NT instruction note 4 of 2015/16	Paragraph 3.4
Public Finance Management Act No.1 of 1999 (PFMA)	Section 50(3); 50(3)(a); 50(3)(b) Section 51(1)(a)(ii); 51(1)(a)(iii); 51(1)(a)(iv); 51(1)(b); 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii) Section 52(b); Section 53(4); Section 54(2)(c); 54(2)(d) Section 55(1)(a); 55(1)(b); 55(1)(c)(i) Section 56; Section 57(b); 57(d); Section 66(3)(a)
Treasury Regulations for departments, trading entities, constitutional institutions and public entities (TR)	Regulation 29.1.1; 29.1.1(a); 29.1.1(c); 29.2.1; 29.2.2; 29.3.1 Regulation 31.2.5; 31.2.7(a) Regulation 33.1.1; 33.1.3



STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

The Board is responsible and accountable for the integrity of the Financial Statements of the organisation and the objectivity of other information presented in the Annual Report.

To the best of the Boards' knowledge and belief, the following can be confirmed:

- All information and amounts disclosed in this Annual Report are consistent with the Annual Financial Statements to be audited by the AGSA. The report is complete, accurate and free of omissions,
- The Annual Report has been prepared in accordance with the guidelines issued by National Treasury and Annual Financial Statements were prepared in accordance with the PFMA, and Generally Recognised Accounting Practice (GRAP),
- The going concern basis has been adopted in preparing the Financial Statements. The Board, after having reviewed management's assessment of the entity ability to operate as a going concern, has a reasonable expectation that the organisation will have adequate resources to continue its operations as a going concern for the foreseeable future,
- Management and employees operated within a framework requiring compliance with all applicable laws and maintenance of the highest integrity in the conduct of all aspects of the business, except where indicated otherwise in the Annual Report.

The AGSA is responsible for expressing an independent opinion on the Annual Financial Statements of the entity.

The Board is well versed of its responsibilities as stipulated in the PFMA. Those responsibilities include, but are not limited to the following:

- establishing and maintaining effective, efficient and transparent systems of financial, risk management and internal controls;
- safe-guarding of assets and the management of the revenue, expenditure and liabilities of the entity;

- taking effective and appropriate steps to prevent irregular, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the entity;
- taking effective and appropriate disciplinary steps against any employee(s) of the entity who contravenes or fails to comply with a provision of the PFMA; or commits an act which undermines the financial management and internal control system of the entity; or makes or permits an irregular expenditure or a fruitless and wasteful expenditure to be incurred;
- keeping full and proper records of the financial affairs of the entity; and
- preparation of financial statements for each financial year, in accordance with GRAP.

In the Board's opinion, the Financial Statements fairly presents in all material respects, the state of affairs of the entity, its business, its financial results, its performance against predetermined objectives for the year ended 31 March 2024 and its financial position as at 31 March 2024.



Ms Hapiloe Sello

Chief Executive Officer

Pretoria

31 July 2024



Ms Pam Yako

Accounting Authority

AUDIT AND RISK COMMITTEE REPORT

The Committee primarily oversees the integrity of the entity's financial reporting, monitors the quality and integrity of the entity's financial statements, and reviews the entity's internal controls and risk management.

The Committee consists of seven independent non-executive members, as well as a representative of the Department of Forestry, Fisheries and the Environment. Members of management as well as internal and external audit representatives are permanent invitees to Audit and Risk Committee meetings.

During 2023/2024, the Committee reviewed SANParks' financial reports and internal and external audit reports. The chairperson of the Committee reported to the Board every quarter on how the Audit and Risk Committee discharged the responsibilities contained in its charter.

Internal Audit and the effectiveness of internal controls

The accounting authority is obliged, in terms of the PFMA, to ensure that the entity maintains an effective, efficient, and transparent system of financial and risk management and internal control.

In line with the PFMA, Internal Audit is expected to provide the Audit and Risk Committee as well as Management with assurance that internal controls are appropriate and effective. This is to be achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to controls and processes.

SANParks has adopted a co-sourced model to conduct its internal audit function. In the current financial year 2023/2024, the Internal Audit unit concluded 92% of its planned audits, which is a 14% improvement compared to the previous financial year.

Based on the audit results, the adequacy and effectiveness of internal controls were generally deemed to be adequate but ineffective in ensuring achievement of SANParks' objectives.

To ensure that the designed controls within the organization function as intended; there is a need to strengthen and capacitate the following areas:

- asset management,
- tourism standards compliance,
- hospitality management,
- infrastructure projects and maintenance,
- enterprise risk management,
- supply chain management (specifically contracts management),
- occupational health and safety, project management, records management, payroll and benefits management.

There is a need by management to improve and implement continuous monitoring within the organization to ensure compliance with key legislative prescripts. Both the Internal and external audit action plans and recommendations should be timeously implemented to ensure the effectiveness of the improved controls over a reasonable period.

GOVERNANCE OF RISK

As the Committee oversees the risk management process, it considered the strategic risk register every quarter during the financial year.

An internal audit review and follow up audit conducted during the year revealed improvement in SANParks' enterprise risk management controls, with some improvement required in areas such as ensuring consistency and accuracy of definitions, conducting timeous operational risk assessments, reviewing the Enterprise Risk Management Steering Committee's mandate, as well as addressing deficiencies in the Risk Appetite Statement, Risk Management Statement and fraud risk identification.

The implementation of planned mitigations resulted in a decrease in the residual rating of the majority of the 2023/2024 strategic risks. The Committee noted, that despite some implementation of planned mitigations, SANParks' exposure to risks relating to inadequate finances to support its mandate, insufficient recapitalisation of infrastructure and equipment due to financial constraints as well as inefficient business processes did not change. These risks have been included in the 2024/2025 strategic risk register.

Quality of management and quarterly reports were submitted in terms of the PFMA.

The Committee is satisfied:

- With the content and quality of management and quarterly reports prepared and issued by SANParks during the year under review, save for the matters contained in the audit report.
- That the Finance function is adequately skilled and experienced with some improvement required within the asset management unit
- That the Chief Financial Officer who was appointed on 01 September 2023, and the person who acted in the position for the first five months of the financial year, has/had the appropriate skill, competence, and experience to discharge their responsibilities.

QUALITY OF BUDGETS SUBMITTED IN TERMS OF THE PFMA

The Committee is satisfied that budgets were carefully and diligently considered and managed by SANParks during the financial year.

EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS

The Committee performed a review on the annual financial statements focusing on:

- Significant financial reporting judgments and estimates contained in the annual financial statements;
- Clarity and completeness of disclosure and whether disclosures made have been set properly in context;
- Quality and acceptability of, and any changes in, accounting policies and practices;
- Compliance with accounting standards and legal requirements;
- Significant adjustments and/or unadjusted differences resulting from the audit;
- Reflection of unusual circumstances or events and transactions and management's explanation for the accounting treatment adopted;
- Reasons for major year-on-year fluctuations;
- Asset valuations and revaluations;
- Calculation and levels of general and specific provisions;
- Write-offs and reserve transfers; and
- The basis for the going-concern assumption.

AUDITOR-GENERAL'S REPORT

The external audit function, which is performed by the Auditor-General of SA, is independent of SANParks.

The committee concurs with and accepts the conclusions of the Auditor-General on the annual financial statements and is of the view that the audited financial statements be accepted and read together with the report of the Auditor-General. The committee has met with the Auditor-General South Africa to ensure that there are no unresolved issues.

During the financial year 2024/25 the committee will:

- Continue to monitor implementation of measures to ensure adequate and effective enterprise risk management controls.
- Continue to monitor risk management and effectiveness of mitigation measures in these areas.
- Continue to monitor compliance with the relevant legislative prescripts.
- Ensure that the entity implements new accounting standards that have come into place.
- Regularly monitor the implementation plan for both internal and external audit findings.
- Continue to provide oversight through interrogation of the reports relating to compliance, risk management, performance and financial management submitted by the entity and provide independent advice to management and the accounting authority.



Mr JG Mashele

Chairperson

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The reports and statements set out below comprise the annual financial statements presented to the parliament:

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STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

	Note(s)	2024 '000	2023 Restated* '000
Assets			
Current Assets			
Inventories	2	85,145	62,420
Receivables from exchange transactions	3	228,586	143,960
Cash and cash equivalents	4	2,761,232	2,004,733
		3,074,963	2,211,113
Non-Current Assets			
Property, plant and equipment	5	2,335,682	2,178,516
Intangible assets	6	90,698	63,410
Heritage assets	7	860,867	841,187
Receivables from exchange transactions	3	250,004	302,888
		3,537,251	3,386,001
Total Assets		6,612,214	5,597,114
Liabilities			
Current Liabilities			
Finance lease obligation	10	8,704	11,153
Payables from exchange transactions	11	326,824	294,466
Employee benefit obligation	12	38,235	34,472
Unspent conditional grants and receipts	13	1,373,291	792,508
Accrued leave	11	81,515	76,560
Provisions	14	130,428	48,841
Reservation deposits	15	483,435	438,241
		2,442,432	1,696,241
Non-Current Liabilities			
Finance lease obligation	10	25,421	14,114
Employee benefit obligation	12	468,524	502,808
Provisions	14	250,004	302,888
		743,949	819,810
Total Liabilities		3,186,381	2,516,051
Net Assets		3,425,833	3,081,063

STATEMENT OF FINANCIAL PERFORMANCE

	Note(s)	2024 '000	2023 Restated* '000
Revenue			
Revenue from exchange transactions			
Tourism, Retail, Concession and Other	16	2,593,482	2,220,885
Sales - fauna and flora	17	10,909	655
Other operating income	18	42,738	65,694
Interest income	19	104,003	61,521
Total revenue from exchange transactions		2,751,132	2,348,755
Revenue from non-exchange transactions			
Transfer revenue			
Government grants and other funding	20	896,727	821,548
Donations	21	27,513	18,871
Total revenue from non-exchange transactions		924,240	840,419
Total revenue		3,675,372	3,189,174
Expenditure			
Employee related costs	22	(1,523,680)	(1,443,200)
Depreciation and amortisation	23	(142,575)	(124,940)
Finance costs	24	(10,105)	(5,241)
Operating lease payments	25	(33,355)	(54,894)
Loss on disposal of assets	26	(2,060)	(1,754)
Cost of sales	39	(371,007)	(367,703)
Operating expenses	27	(1,278,766)	(1,127,849)
Total expenditure		(3,361,548)	(3,125,581)
Surplus (deficit)		313,824	63,593
Actuarial (gains)/losses	12	(30,949)	(83,935)
Surplus for the year		344,773	147,528

STATEMENT OF CHANGES IN NET ASSETS

	Accumulated surplus '000	Total net assets '000
Opening balance as previously reported	2,933,535	2,933,535
Changes in net assets		
Surplus/(Deficit) for the year	126,337	126,337
Prior period adjustment - Refer to Note 40	21,191	21,191
Total changes	147,528	147,528
Restated* Balance at 01 April 2023	3,081,060	3,081,060
Changes in net assets		
Surplus/(Deficit) for the year	344,773	344,773
Total changes	344,773	344,773
Balance at 31 March 2024	3,425,833	3,425,833

CASH FLOW STATEMENT

	Note(s)	2024 '000	2023 Restated* '000
Cash flows from operating activities			
Receipts			
Cash receipts from exchange transactions		2,644,090	2,244,021
Cash receipts from non-exchange transactions		1,485,562	1,151,730
Interest income		104,003	61,521
		4,233,655	3,457,272
Payments			
Employee costs		(1,518,297)	(1,409,698)
Suppliers		(1,628,301)	(1,471,226)
Finance costs		(7,037)	(2,153)
		(3,153,635)	(2,883,077)
Net cash flows from operating activities	30	1,080,020	574,195
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(297,564)	(200,006)
Proceeds from sale of property, plant and equipment	5	2,416	980
Purchase of intangible assets	6	(30,935)	(55,532)
Proceeds from sale of intangible assets	6	2	1
Purchase of heritage assets	7	(3,350)	(27,403)
Proceeds from sale of heritage assets	7	120	-
Net cash flows from investing activities		(329,311)	(281,960)
Cash flows from financing activities			
Finance lease payments		8,858	(30,600)
Finance costs		(3,068)	(3,088)
Net cash flows from financing activities		5,790	(33,688)
Net increase/(decrease) in cash and cash equivalents		756,499	258,547
Cash and cash equivalents at the beginning of the year		2,004,733	1,746,186
Cash and cash equivalents at the end of the year	4	2,761,232	2,004,733

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

Budget on Accrual Basis						
	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
	'000	'000	'000	'000	'000	
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Tourism, Retail, Concession and Other	2,253,621	205,820	2,459,441	2,593,482	134,041	
Sales - fauna and flora	4,000	-	4,000	10,909	6,909	
Other operating income	27,002	-	27,002	42,738	15,736	
Interest received	50,631	20,000	70,631	104,003	33,372	
Total revenue from exchange transactions	2,335,254	225,820	2,561,074	2,751,132	190,058	Note 41 (A)
Revenue from non-exchange transactions						
Transfer revenue						
Government grants and other funding	1,493,286	(519,864)	973,422	896,727	(76,695)	Note 41 (B)
Donations	40,951	-	40,951	27,513	(13,438)	Note 41 (C)
Total revenue from non- exchange transactions	1,534,237	(519,864)	1,014,373	924,240	(90,133)	
Total revenue	3,869,491	(294,044)	3,575,447	3,675,372	99,925	
Expenditure						
Employee related costs	(1,524,717)	(85,342)	(1,610,059)	(1,523,680)	86,379	Note 41 (D)
Depreciation and amortisation	(146,826)	-	(146,826)	(142,575)	4,251	Note 41 (E)
Finance Costs	(4,872)	-	(4,872)	(10,105)	(5,233)	Note 41 (F)
Operating lease payments	(49,667)	-	(49,667)	(33,355)	16,312	Note 41 (G)
Cost of sales	(301,859)	(30,186)	(332,045)	(371,007)	(38,962)	Note 41 (J)
Operating expenses	(1,441,149)	9,273	(1,431,876)	(1,278,766)	153,110	Note 41 (H)
Total expenditure	(3,469,090)	(106,255)	(3,575,345)	(3,359,488)	215,857	
Operating surplus	400,401	(400,299)	102	315,884	315,782	
Gain/(Loss) on disposal of assets	(102)	-	(102)	(2,060)	(1,958)	Note 41 (I)
Surplus for the year	400,299	(400,299)	-	313,824	313,824	
Actuarial (gains)/losses	-	-	-	(30,949)	(30,949)	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	400,299	(400,299)	-	344,773	344,773	

ACCOUNTING POLICIES

1. PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 89(1) of the Public Finance Management Act, (Act No 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

In the absence of an issued and effective Standard of GRAP, accounting policies for material transactions, events or conditions were developed in accordance with paragraphs 8, 10 and 11 of GRAP 3 as read with Directive 5.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these annual financial statements, are disclosed below.

1.1 PRESENTATION CURRENCY

These annual financial statements are presented in South African Rand, which is the functional currency of the entity.

1.2 GOING CONCERN ASSUMPTION

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

1.3 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. The effect of changes in estimates are accounted for on a prospective basis. Significant judgements include:

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in the notes. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date.

Post-retirement benefits

The present value of the post-retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post-retirement obligations.

The entity determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the entity considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Other key assumptions for pension obligations are based on current market conditions.

ACCOUNTING POLICIES

1.3 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED) ACCOUNTING FOR ADJUSTMENTS TO REVENUE

Determining whether an adjustment to revenue charged in terms of legislation or similar means is a correction of an error or a change in an accounting estimate requires the application of judgement by management. When adjustments to revenue already recognised arise from new information that becomes known to the entity, the following considerations are applied to determine whether the adjustment to revenue already recognised is a correction of an error or a change in an accounting estimate:

- If information becomes known to the entity, and the entity could reasonably have been expected to know of the information and/or the information used was incorrect, the adjustment to revenue is likely to be a correction of an error.
- If information becomes known to the entity, but the entity could not reasonably have been expected to know of this information when the revenue was charged, the adjustment to revenue is likely to be a change in an accounting estimate.

Definition of an asset not being met for living resources or a group of living resources

Key judgements made and assumptions applied to conclude that the definition of an asset is not met are disclosed in the notes.

Impairment of receivables

In determining whether an impairment loss should be recognised, judgement is made as to whether there were observable data indicating a measurable decrease in the estimated future cash flows from receivables. Where there is objective evidence of impairment loss, the present value of the future cash flows discounted at the original effective interest rate is determined and compared to the carrying value of receivables

Heritage assets

Management has used judgement in applying the initial recognition criteria of GRAP 103 to land obtained from non-exchange transactions and other heritage assets which originate from National Parks and derive their significance from their association with a National Park.

The heritage value of National Parks is derived from the NEMPA (National Environmental Management Protected Areas) Act which is primarily to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of the these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development, where feasible. This land is an inalienable item (withdrawal as a National Park and protected area in terms of the NEMPA Act is only by resolution of the National Assembly and/or the Minister depending on the circumstances), therefore none of National Parks have been disposed. Also due to the size and magnitude of National Parks, The entity and the Office of the Valuer General (under the Department of Rural Development and Land Reform) is not aware of any market to buy and sell National Parks or any other valuation method or technique that is available to measure National Parks. Therefore based on these judgements made, The entity's land acquired from non-exchange transactions could not be recognised in the Annual Financial Statements.

Impairment of cash generating assets

Judgements made by management in applying the criteria to designate assets as cash-generating assets or non-cash generating assets, are as follows:

The designation of assets as cash and non-cash generating assets is based on how the assets are used, as required by the standards of impairment. For the majority of the assets held by the entity, the objective of using these assets is for service delivery purposes, rather than for a commercial return.

ACCOUNTING POLICIES

1.3 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

The assessment of buildings used for rental accommodation (including tented and timber structures), restaurant buildings, shop buildings, buildings that are tented and timber structures is park and demand driven. In line with the entities Responsible Tourism, there is rental accommodation that is used to generate cash flows, which are significantly higher than the cost of the asset. Their use is to maximise commercialisation. Some accommodation will fall under accommodation used for service delivery purposes, as it is regarded as 'budget accommodation', which is meant to be accessible to all. This type of accommodation is not used to generate positive cash flows, which are significantly higher than the cost of the asset. The smaller camps merely breakeven therefore the restaurants and shops are being used for service delivery. The entity assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, The entity estimates the recoverable amount of the asset. The recoverable amount of cash generating assets or a cash-generating unit is determined on the higher of its fair value less costs to sell and its value in use. These calculations require the use of estimates and assumptions. When estimating the value in use of an asset, the entity estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and the entity applies an appropriate discount rate to those future cash flows.

Impairment of non-cash generating assets

The entity assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, entity estimates the recoverable service amount of the asset. These calculations require the use of estimates and assumptions.

1.4 INVENTORIES

The entity's inventories include consumables, retail goods and fuel.

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value. SANParks deems the net realisable value to be the selling price less any sales related costs.

Inventories are measured at the lower of cost and current replacement cost where they are held for:

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge

Recognition

Inventories shall be recognised as an asset if, and only if,

it is probable that future economic benefits or service potential associated with the item will flow to the entity; and the cost of the inventories can be measured reliably.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

ACCOUNTING POLICIES

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to entity.

The entity recognises the unused cutlery, crockery and linen as inventory in the statement of financial position, once items are brought into use they are then expensed in the statement of financial performance.

1.4 INVENTORIES (CONTINUED)

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.5 FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

A concessionary loan is a loan granted to or received by an entity on terms that are not market related. A financial asset is:

cash;

a residual interest of another entity; or

a contractual right to:

- receive cash or another financial asset from another entity; or
- exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to entity.

A financial liability is any liability that is a contractual obligation to:

deliver cash or another financial asset to another entity; or

exchange financial assets or financial liabilities under conditions that are potentially unfavourable to entity.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

the entity designates at fair value at initial recognition; or

are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

ACCOUNTING POLICIES

1.5 FINANCIAL INSTRUMENTS (CONTINUED)

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, The entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

Derecognition is the removal of a previously recognised financial asset or financial liability from the entity's statement of financial position.

Classification

The entity has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Cash and cash equivalents	Financial asset measured at amortised cost
Receivables from exchange transactions	Financial asset measured at amortised cost
Receivables from non-exchange transactions	Financial asset measured at amortised cost

The entity has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

ACCOUNTING POLICIES

1.5 FINANCIAL INSTRUMENTS (CONTINUED)

Class	Category
Trade and other payables from exchange transactions	Financial liability measured at amortised cost
Unspent conditional grants	Financial liability measured at amortised cost
Finance lease obligation	Financial liability measured at amortised cost

Initial recognition

The entity recognises a financial asset or a financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

The entity recognises financial assets using trade date accounting.

Initial measurement of financial assets and financial liabilities

The entity measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

The entity measures a financial asset and financial liability initially at its fair value [if subsequently measured at fair value].

Subsequent measurement of financial assets and financial liabilities

The entity measures all financial assets and financial liabilities after initial recognition using the following categories: Financial instruments at amortised cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

Gains and losses

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Impairment and uncollectibility of financial assets

The entity assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

DERECOGNITION

Financial assets

The entity derecognises financial assets using trade date accounting. The entity derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;
- entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or

ACCOUNTING POLICIES

1.5 FINANCIAL INSTRUMENTS (CONTINUED)

the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity :

- derecognise the asset; and
- recognise separately any rights and obligations created or retained in the transfer.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

Financial liabilities

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability and a new financial liability is recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

1.6 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

Recognition

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Initial Measurement

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

ACCOUNTING POLICIES

1.6 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Major inspection costs which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above are included as a replacement

in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Subsequent Measurement

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight-line	5 to 50 years
Aircraft	Straight-line	2 to 20 years as componentised
Furniture and office equipment	Straight-line	5 to 25 years
Vehicles, machinery and mechanical equipment	Straight-line	5 to 40 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

ACCOUNTING POLICIES

1.6 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The entity assesses at each reporting date whether there is any indication that the entity expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Derecognition

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Assets which the entity holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

The entity separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements.

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements.

1.7 INTANGIBLE ASSETS

An intangible asset is an identifiable non-monetary asset without physical substance. An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

Recognition

An intangible asset is recognised when:

- - it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- - the cost or fair value of the asset can be measured reliably.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.

ACCOUNTING POLICIES

1.7 INTANGIBLE ASSETS (CONTINUED)

- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

Initial Measurement

An intangible asset is measured initially at cost by the entity. Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Subsequent Measurement

After initial recognition, an intangible asset is measured as follows:

An intangible asset is carried at its cost less any accumulated amortisation and any accumulated impairment losses. Amortisation is calculated on a straight line basis, and the useful life varies between 3 and 5 years and is reviewed annually. An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential.

Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Impairment of Intangible Asset

An impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation.

The entity assesses at each reporting date whether there is any indication that the computer software, patents and trademarks may be impaired

Derecognition

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of an intangible assets is included in surplus or deficit when the asset is derecognised

1.8 HERITAGE ASSETS

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

A class of heritage assets is a grouping of heritage assets of a similar nature or function in entity's operations, that is shown as a single item for the purpose of disclosure in the financial statements.

The entity's classes of Heritage Assets include:

- Conservation areas such as National Parks.
- Archeological sites

ACCOUNTING POLICIES

1.8 HERITAGE ASSETS (CONTINUED)

- Collections
- Geological sites
- Graves of cultural significance
- Historical buildings
- Historical sites
- Landscapes and natural features of cultural significance
- Monuments
- Palaeontology sites
- Sacred sites (sites of spiritual or religious significance)

Characteristics often displayed by heritage assets include the following:

- Their value in cultural, environmental, educational and historical terms is unlikely to be fully reflected in monetary terms.
- Ethical, legal and/or statutory obligations may impose prohibitions or severe stipulations on disposal by sale.
- They are often irreplaceable.
- Their value may increase over time even if their physical condition deteriorates.
- They have an indefinite life and their value appreciates over time due to their cultural, environmental, educational, natural scientific, technological, artistic or historical significance.
- They are protected, kept unencumbered, cared for and preserved.

Recognition

A heritage asset shall be recognised as an asset if, and only if:

- it is probable that future economic benefits or service potential associated with the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

The entity will assess the degree of certainty attached to the flow of future service potential or economic benefits:

- If the entity holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of heritage assets because of the need to analyse the proposed collection items to determine if they conform to the set collection criteria through evaluation and research.
- For recognition of heritage assets, the asset needs to be controlled by the entity as a result of past events. Such events may include: Purchase, donation, bequeath, loan or transfer.
- Particularly for archaeology, material is often retrieved in a fragmentary state – finding a completely articulated specimen is the exception rather than the rule. A great deal of knowledge is thus required to identify and systematise the collections. The research required to identify, analyse and classify heritage items is often a collaborative effort between local and international experts that span several months, even years. These items cannot be recognised in the financial statements, but will be recorded and controlled in the register. Relevant and useful information about them shall be disclosed in the notes to the Annual Financial Statements.

The entity does not recognise heritage assets which on initial recognition, do not meet the recognition criteria of a heritage asset because they cannot be reliably measured. Relevant and useful information about them has been disclosed in the notes to the financial statements. These items are controlled in the heritage asset register.

ACCOUNTING POLICIES

1.8 HERITAGE ASSETS (CONTINUED)

Initial Measurement

A heritage asset that qualifies for recognition as an asset shall be measured at its cost, and where it is acquired through a non-exchange transaction, at its fair value as at the date of acquisition.

For collections assets, values have been assigned to the heritage assets, which are considered to be appreciating in value, and which values are to be reviewed from time to time. Wherever possible, the appraisers have adopted the discipline of 'Open Market' principles in determining value, however values derived are largely determined by the skill and experience applied by the appraiser at the date of valuation.

Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

Impairment

The entity assess at each reporting date whether there is an indication that heritage assets may be impaired. If any such indication exists, entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers

Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset. Transfers to heritage assets are only made when the asset meets the definition of a heritage asset. The transfer will be made at the carrying value of the heritage asset.

Derecognition

The entity derecognises heritage assets on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is included in surplus or deficit when the item is derecognised

Recognition and derecognition of land

Assessment of control of land

Control of land is assessed by the following criteria:

- legal ownership, and/or
- the right to direct access to land, and to restrict or deny the access of others to land. Legal ownership

Legal ownership refers to the owner being the registered title deed holder of the land. Legal ownership also arises where the land is transferred from the legal owner to another entity or party, through legislation or similar means.

The right to direct access to land, and to restrict or deny the access of others to land

Where the entity has the right to direct access to, and restrict or deny the access of others to land while another is the legal owner of land, substance over form determines that the land is controlled by the entity that has the right to direct access to land, and to restrict or deny the access of others to land.

ACCOUNTING POLICIES

1.8 HERITAGE ASSETS (CONTINUED)

The ownership of all state land that is declared national parks as per the National Environmental Management: Protected Areas (NEMPA) Act (2003), resides with the Department of Public Works (DPW). The entity is assigned the Management Authority for the land (once declared as a national park) in terms of section 38 of the NEMPA. The entity as the management authority for national parks is declared to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of the these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development, where feasible. Once the national park is declared and the management is assigned to the entity, any withdrawal of national park status is done in accordance to section 21 of the NEMPA by resolution of the National Assembly. Therefore the entity as the management authority has rights or access to the service potential of land declared as national parks.

Where the criteria for assessment of control land is met, the land is recognised as an asset in accordance with the applicable Standard of GRAP. National Parks are classified as Heritage Assets and therefore the entity applies principles of GRAP 103 for accounting for the land.

1.9 IMPAIRMENT OF CASH-GENERATING ASSETS

Cash-generating assets are assets used with the objective of generating a commercial return. Commercial return means that positive cash flows are expected to be significantly higher than the cost of the asset.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets used with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use. Useful life is either:

the period of time over which an asset is expected to be used by the entity; or

the number of production or similar units expected to be obtained from the asset by the entity.

Designation

At initial recognition, the entity designates an asset as non-cash-generating, or an asset or cash-generating unit as cash-generating. The designation is made on the basis of the entity's objective of using the asset.

The entity designates an asset or a cash-generating unit as cash-generating when:

its objective is to use the asset or a cash-generating unit in a manner that generates a commercial return; such that the asset or cash-generating unit will generate positive cash flows, from continuing use and its ultimate disposal, that are expected to be significantly higher than the cost of the asset.

ACCOUNTING POLICIES

1.9 IMPAIRMENT OF CASH-GENERATING ASSETS (CONTINUED)

Identification

When the carrying amount of a cash-generating asset exceeds its recoverable amount, it is impaired.

The entity assesses at each reporting date whether there is any indication that a cash-generating asset may be impaired. If any such indication exists, the entity estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also tests a cash-generating intangible asset with an indefinite useful life or a cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

Value in use

Value in use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset and from its disposal at the end of its useful life.

When estimating the value in use of an asset, the entity estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and the entity applies the appropriate discount rate to those future cash flows.

Basis for estimates of future cash flows

In measuring value in use the entity:

- base cash flow projections on reasonable and supportable assumptions that represent

management's best estimate of the range of economic conditions that will exist over the remaining useful life of the asset. Greater weight is given to external evidence;

- base cash flow projections on the most recent approved financial budgets/forecasts, but excludes any estimated future cash inflows or outflows expected to arise from future restructuring's or from improving or enhancing the asset's performance. Projections based on these budgets/forecasts covers a maximum period of five years, unless a longer period can be justified; and

- estimate cash flow projections beyond the period covered by the most recent budgets/forecasts by extrapolating the projections based on the budgets/forecasts using a steady or declining growth rate for subsequent years, unless an increasing rate can be justified. This growth rate does not exceed the long-term average growth rate for the products, industries, or country or countries in which the entity operates, or for the market in which the asset is used, unless a higher rate can be justified.

Composition of estimates of future cash flows

Estimates of future cash flows include:

- projections of cash inflows from the continuing use of the asset;

- projections of cash outflows that are necessarily incurred to generate the cash inflows from continuing use of the asset (including cash outflows to prepare the asset for use) and can be directly attributed, or allocated on a reasonable and consistent basis, to the asset; and

- net cash flows, if any, to be received (or paid) for the disposal of the asset at the end of its useful life.

Estimates of future cash flows exclude:

- cash inflows or outflows from financing activities; and income tax receipts or payments.

ACCOUNTING POLICIES

1.9 IMPAIRMENT OF CASH-GENERATING ASSETS (CONTINUED)

The estimate of net cash flows to be received (or paid) for the disposal of an asset at the end of its useful life is the amount that the entity expects to obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the estimated costs of disposal.

Foreign currency future cash flows

Future cash flows are estimated in the currency in which they will be generated and then discounted using a discount rate appropriate for that currency. The entity translates the present value using the spot exchange rate at the date of the value in use calculation.

Discount rate

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money, represented by the current risk-free rate of interest and the risks specific to the asset for which the future cash flow estimates have not been adjusted.

Recognition and measurement (individual asset)

If the recoverable amount of a cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

Any impairment loss of a revalued cash-generating asset is treated as a revaluation decrease.

When the amount estimated for an impairment loss is greater than the carrying amount of the cash-generating asset to which it relates, the entity recognises a liability only to the extent that is a requirement in the Standard of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's

revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Impairment loss

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the entity determines the recoverable amount of the cash-generating unit to which the asset belongs (the asset's cash-generating unit).

The carrying amount of a cash-generating unit is determined on a basis consistent with the way the recoverable amount of the cash-generating unit is determined.

An impairment loss is recognised for a cash-generating unit if the recoverable amount of the unit is less than the carrying amount of the unit. The impairment is allocated to reduce the carrying amount of the cash-generating assets of the unit on a pro rata basis, based on the carrying amount of each asset in the unit. These reductions in carrying amounts are treated as impairment losses on individual assets.

In allocating an impairment loss, the entity does not reduce the carrying amount of an asset below the highest of:

- its fair value less costs to sell (if determinable);
- its value in use (if determinable); and zero.

The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other cash-generating assets of the unit.

Where a non-cash-generating asset contributes to a cash-generating unit, a proportion of the carrying amount of that non-cash-generating asset is allocated to the carrying amount of the cash-generating unit prior to estimation of the recoverable amount of the cash-generating unit.

ACCOUNTING POLICIES

1.9 IMPAIRMENT OF CASH-GENERATING ASSETS (CONTINUED)

Reversal of impairment loss

The entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable amount of that asset.

An impairment loss recognised in prior periods for a cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a cash-generating asset is recognised immediately in surplus or deficit.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

A reversal of an impairment loss for a cash-generating unit is allocated to the cash-generating assets of the unit pro rata with the carrying amounts of those assets. These increases in carrying amounts are treated as reversals of impairment losses for individual assets. No part of the amount of such a reversal is allocated to a non-cash-generating asset contributing service potential to a cash-generating unit.

In allocating a reversal of an impairment loss for a cash-generating unit, the carrying amount of an asset is not increased above the lower of:

- its recoverable amount (if determinable); and

- the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior periods.

The amount of the reversal of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit.

Redesignation

The redesignation of assets from a cash-generating asset to a non-cash-generating asset or from a non-cash-generating asset to a cash-generating asset only occur when there is clear evidence that such a redesignation is appropriate.

1.10 IMPAIRMENT OF NON-CASH-GENERATING ASSETS

Non-cash-generating assets are assets other than cash-generating assets.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

A cash-generating unit is the smallest identifiable group of assets managed with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use. Useful life is either:

- the period of time over which an asset is expected to be used by the entity; or

- the number of production or similar units expected to be obtained from the asset by the entity.

ACCOUNTING POLICIES

1.10 IMPAIRMENT OF NON-CASH-GENERATING ASSETS (CONTINUED)

Designation

At initial recognition, the entity designates an asset as non-cash-generating, or an asset or cash-generating unit as cash-generating. The designation is made on the basis of the entity's objective of using the asset.

The entity designates an asset or a cash-generating unit as cash-generating when:

its objective is to use the asset or a cash-generating unit in a manner that generates a commercial return; such that the asset or cash-generating unit will generate positive cash flows, from continuing use and its ultimate disposal, that are expected to be significantly higher than the cost of the asset.

Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The entity assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the entity estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also tests a non-cash-generating intangible asset with an indefinite useful life or a non-cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

Value in use

Value in use of non-cash-generating assets is the present value of the non-cash-generating assets remaining service potential. The present value of the remaining service potential of a non-cash-generating assets is determined using the following approach:

Service units approach

The present value of the remaining service potential of the asset is determined by reducing the current cost of the remaining service potential of the asset before impairment, to conform to the reduced number of service units expected from the asset in its impaired state. The current cost of replacing the remaining service potential of the asset before impairment is determined as the depreciated reproduction or replacement cost of the asset before impairment, whichever is lower.

Recognition and measurement

If the recoverable service amount of a non-cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

When the amount estimated for an impairment loss is greater than the carrying amount of the non-cash-generating asset to which it relates, the entity recognises a liability only to the extent that is a requirement in the Standards of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

ACCOUNTING POLICIES

1.10 IMPAIRMENT OF NON-CASH-GENERATING ASSETS (CONTINUED)

Reversal of an impairment loss

The entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a non-cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a non-cash-generating asset is recognised immediately in surplus or deficit.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Redesignation

The redesignation of assets from a cash-generating asset to a non-cash-generating asset or from a non-cash-generating asset to a cash-generating asset only occur when there is clear evidence that such a redesignation is appropriate.

1.11 LEASES

A lease is an agreement whereby the lessor conveys to the lessee in return for a payment or series of payments the right to use an asset for an agreed period of time.

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the entity's incremental borrowing rate.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

ACCOUNTING POLICIES

1.12 EMPLOYEE BENEFITS

Employee benefits are all forms of consideration given by the entity in exchange for services rendered by employees.

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cellphones) for current employees.

When an employee has rendered service to the entity during a reporting period, the entity recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and

as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. the entity measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognises the expected cost of bonus, incentive and performance related payments when the entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

Post-employment benefits

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit plans are formal or informal arrangements under which the entity provides post-employment benefits for one or more employees.

Post-employment benefits: Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the entity pays fixed contributions into a separate the entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to the entity during a reporting period, the entity recognises the contribution payable to a defined contribution plan in exchange for that service:

ACCOUNTING POLICIES

1.12 EMPLOYEE BENEFITS (CONTINUED)

as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and

as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

Post-employment benefits: Defined benefit plans

Defined benefit plans are post-employment benefit plans other than defined contribution plans.

Actuarial gains and losses comprise experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred) and the effects of changes in actuarial assumptions. In measuring its defined benefit liability the entity recognises actuarial gains and losses in surplus or deficit in the reporting period in which they occur.

Current service cost is the increase in the present value of the defined benefit obligation resulting from employee service in the current period.

Interest cost is the increase during a period in the present value of a defined benefit obligation which arises because the benefits are one period closer to settlement.

Past service cost is the change in the present value of the defined benefit obligation for employee service in prior periods, resulting in the current period from the introduction of, or changes to, post-employment benefits or other long-term employee benefits. Past service cost may be either positive (when benefits are introduced or changed so that the present

value of the defined benefit obligation increases) or negative (when existing benefits are changed so that the present value of the defined benefit obligation decreases). In measuring its defined benefit liability the entity recognises past service cost as an expense in the reporting period in which the plan is amended.

The present value of a defined benefit obligation is the present value, without deducting any plan assets, of expected future payments required to settle the obligation resulting from employee service in the current and prior periods.

The amount recognised as a defined benefit liability is the net total of the following amounts:

- the present value of the defined benefit obligation at the reporting date;
- minus the fair value at the reporting date of plan assets (if any) out of which the obligations are to be settled directly;
- plus any liability that may arise as a result of a minimum funding requirement

The amount determined as a defined benefit liability may be negative (an asset). the entity measures the resulting asset at the lower of:

- the amount determined above; and
- the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. The present value of these economic benefits is determined using a discount rate which reflects the time value of money.

Any adjustments arising from the limit above is recognised in surplus or deficit.

The entity determines the present value of defined benefit obligations with sufficient regularity such that the amounts recognised in the annual financial statements do not differ materially from the amounts that would be determined at the reporting date.

ACCOUNTING POLICIES

1.12 EMPLOYEE BENEFITS (CONTINUED)

The entity recognises the net total of the following amounts in surplus or deficit, except to the extent that another Standard requires or permits their inclusion in the cost of an asset:

- current service cost;
- interest cost;
- actuarial gains and losses;
- past service cost;
- the effect of any curtailments or settlements; and
- the effect of applying the limit on a defined benefit asset (negative defined benefit liability).

The entity uses the Projected Unit Credit Method to determine the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost. The Projected Unit Credit Method (sometimes known as the accrued benefit method pro-rated on service or as the benefit/years of service method) sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

In determining the present value of its defined benefit obligations and the related current service cost and, where applicable, past service cost, the entity shall attribute benefit to periods of service under the plan's benefit formula. However, if an employee's service in later years will lead to a materially higher level of benefit than in earlier years, the entity shall attribute benefit on a straight-line basis from:

- the date when service by the employee first leads to benefits under the plan (whether or not the benefits are conditional on further service); until

the date when further service by the employee will lead to no material amount of further benefits under the plan, other than from further salary increases.

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan. The results of the valuation are updated for any material transactions and other material changes in circumstances (including changes in market prices and interest rates) up to the reporting date.

The entity recognises gains or losses on the curtailment or settlement of a defined benefit plan when the curtailment or settlement occurs. The gain or loss on a curtailment or settlement comprises:

- any resulting change in the present value of the defined benefit obligation; and
- any resulting change in the fair value of the plan assets.

Before determining the effect of a curtailment or settlement, the entity re-measures the obligation (and the related plan assets, if any) using current actuarial assumptions (including current market interest rates and other current market prices).

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognised as a separate asset. The asset is measured at fair value. In all other respects, the asset is treated in the same way as plan assets. In surplus or deficit, the expense relating to a defined benefit plan is [OR is not] presented as the net of the amount recognised for a reimbursement.

Actuarial assumptions

Actuarial assumptions are unbiased and mutually compatible.

Financial assumptions are based on market expectations, at the reporting date, for the period over which the obligations are to be settled.

ACCOUNTING POLICIES

1.12 EMPLOYEE BENEFITS (CONTINUED)

The rate used to discount post-employment benefit obligations (both funded and unfunded) reflect the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the post-employment benefit obligations.

Post-employment benefit obligations are measured on a basis that reflects:

- estimated future salary increases;
- the benefits set out in the terms of the plan (or resulting from any constructive obligation that goes beyond those terms) at the reporting date; and
- estimated future changes in the level of any state benefits that affect the benefits payable under a defined benefit plan, if, and only if, either:
 - those changes were enacted before the reporting date; or
 - past history, or other reliable evidence, indicates that those state benefits will change in some predictable manner, for example, in line with future changes in general price levels or general salary levels.

Assumptions about medical costs take account of estimated future changes in the cost of medical services, resulting from both inflation and specific changes in medical costs.

Termination benefits

The entity recognises termination benefits as a liability and an expense when the entity is demonstrably committed to either:

- terminate the employment of an employee or group of employees before the normal retirement date; or

provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

The entity is demonstrably committed to a termination when the entity has a detailed formal plan for the termination and is without realistic possibility of withdrawal. The detailed plan includes [as a minimum]:

- the location, function, and approximate number of employees whose services are to be terminated;
- the termination benefits for each job classification or function; and the time at which the plan will be implemented.

Implementation begins as soon as possible and the period of time to complete implementation is such that material changes to the plan are not likely.

Where termination benefits fall due more than 12 months after the reporting date, they are discounted using an appropriate discount rate. The rate used to discount the benefit reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the benefit.

In the case of an offer made to encourage voluntary redundancy, the measurement of termination benefits shall be based on the number of employees expected to accept the offer.

1.13 PROVISIONS AND CONTINGENCIES

A provision is a liability of uncertain timing or amount. Recognition

Provisions are recognised when:

- Entity has a present obligation as a result of a past event;

ACCOUNTING POLICIES

1.13 PROVISIONS AND CONTINGENCIES (CONTINUED)

- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating surplus (deficit).

Contingent Assets

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent Liabilities

- a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non- occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because:
- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in the notes to the Annual Financial Statements.

1.14 SERVICE CONCESSION ARRANGEMENTS: ENTITY AS GRANTOR

Identification

Service concession arrangements arise from the service concession agreements that the entity has with different Public Private Partnerships (PPP). These arrangements give the operator the right to build and operate an infrastructure asset within the National Park. The operator also has to pay the entity a concession fee as agreed upon in the specific PPP agreement. These transactions give rise to assets (infrastructure and other movable assets), liabilities and revenues that are accounted for in the manner outlined below:

ACCOUNTING POLICIES

1.14 SERVICE CONCESSION ARRANGEMENTS: ENTITY AS GRANTOR (CONTINUED)

Recognition of asset and liability

The entity recognises an asset provided by the operator, as a service concession asset if the entity controls or regulates what services the operator must provide with the asset, to whom it must provide them, and at what price, and if the entity controls (through ownership, beneficial entitlement or otherwise) any significant residual interest in the asset at the end of the term of the arrangement. This applies to an asset used in a service concession arrangement for its entire economic life (a “whole-of- life” asset).

If one, or both of the recognition criteria above are not met, the grantor considers the principles in the Interpretation of the Standards of GRAP on determining whether an arrangement contains a lease (IGRAP 3), Standard of GRAP on Leases (GRAP 13), Interpretation of the Standards of GRAP on service concession arrangements where the grantor controls a significant residual interest in an asset (IGRAP 17) to account for the service concession arrangement.

The entity only controls the right to receive service concession assets at the end of each of the service concession arrangements. This right to receive assets is the residual interest in the concessionaire assets at the end of the service concession arrangements. entity is liable to compensate the concessionaire, a consideration equal to the residual value of the asset at the date of transfer.

In a service concession arrangement where the grantor controls a significant residual interest in a service concession asset at the end of the service concession arrangement through ownership, beneficial entitlement or otherwise, and the arrangement does not constitute a finance or an operating lease, the grantor recognises its right to receive the residual interest (i.e. a receivable) in the service concession asset at the commencement of the arrangement.

When the grantor recognises the right to receive a residual interest in the service concession asset, the grantor shall also recognise its performance obligation for granting the operator access to the service concession asset in accordance with the substance of the arrangement. The value of the performance obligation shall be the same as the receivable interest recognised at the commencement of the service concession arrangement.

The residual value, as per concessionaire contracts, is defined as the value of immovable concession assets, revalued for changes in the consumer price index (calculated from inception date to termination date). The value of immovable concession asset is calculated at a depreciation rate of 5%.

The performance obligation shall be reduced and revenue shall be recognised based on the substance of the arrangement.

Other revenues

The entity accounts for revenues from a service concession arrangement, other than those relating to the grant of a right to the operator model, in accordance with the Standard of GRAP on Revenue from exchange transactions.

1.15 REVENUE FROM EXCHANGE TRANSACTIONS

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

The entity derives revenue from exchange and non-exchange transactions. An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange. Examples of exchange transactions include:

ACCOUNTING POLICIES

1.15 REVENUE FROM EXCHANGE TRANSACTIONS (CONTINUED)

The rendering of services - revenue from tourism, retail, other operating income and concession fees

The sale of goods and services - the sales of fauna and flora

Interest - from investment income

Rendering of services

Where the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

- 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. Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the entity has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the entity retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

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

Revenue arising from the use by others of the entity's assets yielding interest is recognised when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity and
- the amount of revenue can be measured reliably.

Interest is recognised using the effective interest rate method on a time proportion basis. Measurement of revenue from exchange transactions

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

At the time of initial recognition it is inappropriate to assume that the collectability of amounts owing, to the entity, by individual recipients of goods or services will not occur, because SANParks has an obligation to collect all revenue.

ACCOUNTING POLICIES

1.15 REVENUE FROM EXCHANGE TRANSACTIONS (CONTINUED)

Exchange transactions

The following is included in revenue from exchange transactions:

- Tourism, retail, concession and other.
- 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 for managing special projects are recognised on a monthly basis, based on the services performed.

- Rent received

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

1.16 REVENUE FROM NON - EXCHANGE TRANSACTIONS

Revenue comprises gross inflows of economic benefits or service potential received and receivable by entity, which represents an increase in net assets, other than increases relating to contributions from owners

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Control of an asset arise when the entity can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

Expenses paid through the tax system are amounts that are available to beneficiaries regardless of whether or not they pay taxes.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Stipulations on transferred assets are terms in laws or regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting entity.

Transfers are inflows of future economic benefits or service potential from non-exchange transactions, other than taxes. Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity. The following are the major classes of revenue from non-exchange transactions, the basis on which the fair value of inflowing resources has been measured:

ACCOUNTING POLICIES

1.16 REVENUE FROM NON - EXCHANGE TRANSACTIONS (CONTINUED)

Operational grants received: Revenue from operational grants received shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from DFFE;

Land infrastructure grant: Revenue from Land Infrastructure Grant shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the DFFE. If conditions are attached to the grant a liability will be recognised and shall be the best estimate of the amount required to settle the present obligation at the reporting date. When a liability is subsequently reduced because a condition is satisfied the amount of the reduction in the liability will be recognised as revenue;

Donations received: Revenue from donations received shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the various donors; and

Special projects grant: Revenue from special projects grant shall be measured at the amount of the increase in net assets which in this case will be the net proceeds received from the DFFE and other funders. If conditions are attached to the grant a liability will be recognised and shall be the best estimate of the amount required to settle the present obligation at the reporting date. When a liability is subsequently reduced because a condition is satisfied the amount of the reduction in the liability will be recognised as revenue.

Assets arising from non-exchange transactions

Recognition

An inflow of resources arising from non-exchange transactions, other than services in kind, that meet the definition of an asset shall be recognised as an asset when and only when:

- it is probable that future economic benefits or service potential associated with the asset will flow to the entity; and

- the fair value of the asset can be reliably measured. Entity recognises an asset in respect of taxes when the taxable event occurs and the asset recognition criteria is met.

Measurement

An asset acquired through a non-exchange transaction shall initially be measured at its fair value as at the date of acquisition. Subsequent measurement

An asset acquired through a non-exchange transactions shall subsequently be measured in terms of the respective standard that the asset relates to.

Liabilities arising from non-exchange transactions

Recognition

A present obligation arising from a non-exchange transaction that meets the definition of a liability shall be recognised as a liability when, and only when:

- it is probable that an outflow of resources embodying future economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation. Measurement

The amount recognised as a liability shall be the best estimate of the amount required to settle the present obligation at the reporting date.

Subsequent Measurement

The liabilities arising from a non-exchange transaction are subsequently measured in terms of the respective standard that the liability relates to.

ACCOUNTING POLICIES

1.17 ACCOUNTING BY PRINCIPALS AND AGENTS

Identification

An agent is an entity that has been directed by another entity (a principal), through a binding arrangement, to undertake transactions with third parties on behalf of the principal and for the benefit of the principal.

A principal is an entity that directs another entity (an agent), through a binding arrangement, to undertake transactions with third parties on its behalf and for its own benefit.

A principal-agent arrangement results from a binding arrangement in which one entity (an agent), undertakes transactions with third parties on behalf, and for the benefit of, another entity (the principal).

Identifying whether an entity is a principal or an agent

When the entity is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement.

The assessment of whether the entity is a principal or an agent requires the entity to assess whether the transactions it undertakes with third parties are for the benefit of another entity or for its own benefit.

Binding arrangement

The entity assesses whether it is an agent or a principal by assessing the rights and obligations of the various parties established in the binding arrangement.

Where the terms of a binding arrangement are modified, the parties to the arrangement re-assess whether they act as a principal or an agent.

Assessing which entity benefits from the transactions with third parties

When the entity is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement.

Management assesses whether the entity is party to any principal-agent arrangements. Should the entity be party to such an arrangement, management will assess whether it is a principal or an agent in the arrangement, in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement. The assessment of whether entity is a principal or an agent is based on the following criterion.

- It does not have the power to determine the significant terms and conditions of the transaction;
- It does not have the ability to use all, or substantially all, of the resources that result from the transaction for its own benefit
- It is not exposed to variability in the results of the transaction.

An entity is an agent when, in relation to transactions with third parties, all three of the above criteria are met. If the above criteria is not met, then the entity is considered to be a principal in the arrangement.

Recognition

The entity, as a principal, recognises revenue and expenses that arise from transactions with third parties in a principal- agent arrangement in accordance with the requirements of the relevant Standards of GRAP.

The entity, as an agent, recognises only that portion of the revenue and expenses it receives or incurs in executing the transactions on behalf of the principal in accordance with the requirements of the relevant Standards of GRAP.

The entity recognises assets and liabilities arising from principal-agent arrangements in accordance with the requirements of the relevant Standards of GRAP.

ACCOUNTING POLICIES

1.18 STATUTORY RECEIVABLES

Identification

Statutory receivables are receivables that arise from legislation, supporting regulations, or similar means, and require settlement by another entity in cash or another financial asset.

Carrying amount is the amount at which an asset is recognised in the statement of financial position.

The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

Nominal interest rate is the interest rate and/or basis specified in legislation, supporting regulations or similar means.

The transaction amount for a statutory receivable means the amount specified in, or calculated, levied or charged in accordance with, legislation, supporting regulations, or similar means.

Recognition

The entity recognises statutory receivables as follows:

- if the transaction is an exchange transaction, using the policy on Revenue from exchange transactions;
- if the transaction is a non-exchange transaction, using the policy on Revenue from non-exchange transactions
- (Taxes and transfers); or

if the transaction is not within the scope of the policies listed in the above or another Standard of GRAP, the receivable is recognised when the definition of an asset is met and, when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the transaction amount can be measured reliably.

Initial measurement

The entity initially measures statutory receivables at their transaction amount.

Subsequent measurement

The entity measures statutory receivables after initial recognition using the cost method. Under the cost method, the initial measurement of the receivable is changed subsequent to initial recognition to reflect any:

- interest or other charges that may have accrued on the receivable (where applicable);
- impairment losses; and
- amounts derecognised.

Impairment losses

The entity assesses at each reporting date whether there is any indication that a statutory receivable, or a group of statutory receivables, may be impaired.

In assessing whether there is any indication that a statutory receivable, or group of statutory receivables, may be impaired, the entity considers, as a minimum, the following indicators:

Significant financial difficulty of the debtor, which may be evidenced by an application for debt counselling, business rescue or an equivalent.

It is probable that the debtor will enter sequestration, liquidation or other financial re-organisation.

ACCOUNTING POLICIES

1.18 STATUTORY RECEIVABLES (CONTINUED)

A breach of the terms of the transaction, such as default or delinquency in principal or interest payments (where levied).

Adverse changes in international, national or local economic conditions, such as a decline in growth, an increase in debt levels and unemployment, or changes in migration rates and patterns.

If there is an indication that a statutory receivable, or a group of statutory receivables, may be impaired, the entity measures the impairment loss as the difference between the estimated future cash flows and the carrying amount. Where the carrying amount is higher than the estimated future cash flows, the carrying amount of the statutory receivable, or group of statutory receivables, is reduced, either directly or through the use of an allowance account. The amount of the losses is recognised in surplus or deficit.

In estimating the future cash flows, the entity considers both the amount and timing of the cash flows that it will receive in future. Consequently, where the effect of the time value of money is material, the entity discounts the estimated future cash flows using a rate that reflects the current risk-free rate and, if applicable, any risks specific to the statutory receivable, or group of statutory receivables, for which the future cash flow estimates have not been adjusted.

An impairment loss recognised in prior periods for a statutory receivable is revised if there has been a change in the estimates used since the last impairment loss was recognised, or to reflect the effect of discounting the estimated cash flows.

Any previously recognised impairment loss is adjusted either directly or by adjusting the allowance account. The adjustment does not result in the carrying amount of the statutory receivable or group of statutory receivables exceeding what the carrying amount of the receivable(s) would have been had the impairment loss not been recognised at the date the impairment is revised. The amount of any adjustment is recognised in surplus or deficit.

Derecognition

The entity derecognises a statutory receivable, or a part thereof, when:

- the rights to the cash flows from the receivable are settled, expire or are waived;
- the entity transfers to another party substantially all of the risks and rewards of ownership of the receivable; or
- the entity, despite having retained some significant risks and rewards of ownership of the receivable, has transferred control of the receivable to another party and the other party has the practical ability to sell the receivable in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:
 - derecognise the receivable; and
 - recognise separately any rights and obligations created or retained in the transfer.

The carrying amounts of any statutory receivables transferred are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. The entity considers whether any newly created rights and obligations are within the scope of the Standard of GRAP on Financial Instruments or another Standard of GRAP. Any difference between the consideration received and the amounts derecognised and, those amounts recognised, are recognised in surplus or deficit in the period of the transfer.

ACCOUNTING POLICIES

1.19 COMMITMENTS

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and

Contracts should relate to something other than the routine, steady, state business of the entity

The commitments disclosed in the disclosure note are the aggregate amount of capital expenditure approved and contracted for at the reporting date, to the extent that the amount has not been recorded in the financial statements.

1.20 FRUITLESS AND WASTEFUL EXPENDITURE

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

Fruitless and wasteful expenditure is accounted for in line with all related requirements, including, but not limited to, ruling

Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines (as applicable).

1.21 IRREGULAR EXPENDITURE

Irregular expenditure is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including:

- the PFMA; or
- the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- any provincial legislation providing for procurement procedures in that provincial government.

Irregular expenditure is accounted for in line with all relating requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines (as applicable)

1.22 SEGMENT INFORMATION

A segment is an activity of an entity:

that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);

whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and

for which separate financial information is available.

Reportable segments are the actual segments which are reported on in the segment report. They are the segments identified above or alternatively an aggregation of two or more of those segments where the aggregation criteria are met.

ACCOUNTING POLICIES

1.22 SEGMENT INFORMATION (CONTINUED)

Measurement

The amount of each segment item reported is the measure reported to management for the purposes of making decisions about allocating resources to the segment and assessing its performance. Adjustments and eliminations made in preparing the entity's financial statements and allocations of revenues and expenses are included in determining reported segment surplus or deficit only if they are included in the measure of the segment's surplus or deficit that is used by management. Similarly, only those assets and liabilities that are included in the measures of the segment's assets and segment's liabilities that are used by management are reported for that segment. If amounts are allocated to reported segment surplus or deficit, assets or liabilities, those amounts are allocated on a reasonable basis.

1.23 RELATED PARTIES

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Joint control is the agreed sharing of control over an activity by a binding arrangement, and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers).

Related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies.

Management are those persons responsible for planning, directing and controlling the activities of entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the entity.

The entity is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its annual financial statements.

1.24 EVENTS AFTER REPORTING DATE

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date);

and

those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

ACCOUNTING POLICIES

1.24 EVENTS AFTER REPORTING DATE (CONTINUED)

The entity will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The entity will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

1.25 LIVING AND NON-LIVING RESOURCES

Living resources are those resources that undergo biological transformation.

Non-living resources are those resources, other than living resources, that occur naturally and have not been extracted. Agricultural activity is the management by the entity of the biological transformation and harvest of biological assets for:

- a. sale;
- b. distribution at no charge or for a nominal charge; or
- c. conversion into agriculture produce or into additional biological assets for sale or distribution at no charge or for a nominal charge.

A bearer plant is a living plant that:

- a. is used in the production or supply of agricultural produce;
- b. is expected to bear produce for more than one period; and
- c. has a remote likelihood of being sold as agricultural produce, except for incidental scrap sales.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Group of resources means a grouping of living or non-living resources of a similar nature or function in an entity's operations that is shown as a single item for the purpose of disclosure in the annual financial statements.

Recognition

Non-living resources, other than land, are not recognised as assets. Required information are disclosed in the notes to the annual financial statements.

A living resource is recognised as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the entity, and the cost or fair value of the asset can be measured reliably.

Where the entity is required in terms of legislation or similar means to manage a living resource, but it does not meet the definition of an asset because control of the resource cannot be demonstrated, relevant information are disclosed in the notes to the annual financial statements.

Where the entity holds a living resource that meets the definition of an asset, but which does not meet the recognition criteria, relevant information are disclosed in the notes to the annual financial statements.

Measurement at recognition

A living resource that qualifies for recognition as an asset is measured at its cost.

Where a living resource is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

The cost of a living resource comprises its purchase price, including import duties and non-refundable purchase taxes, and any costs directly attributable to bringing the living resource to the location and condition necessary for it to be capable of operating in the manner intended by management.

ACCOUNTING POLICIES

1.25 LIVING AND NON-LIVING RESOURCES (CONTINUED)

Measurement after recognition

Cost model

After recognition as an asset, a group of living resources are carried at its cost less any accumulated depreciation and any accumulated impairment losses.

Derecognition

The carrying amount of a living resource is derecognised on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a living resource is included in surplus or deficit when the item is derecognised.

1.26 NEW STANDARDS AND INTERPRETATIONS

Standards and interpretations issued, but not yet effective

The following Standards of GRAP and/ or amendments thereto have been approved by the Accounting Standards Board, but will only become effective in future periods or have not been given an effective date by the Minister of Finance. The entity has not early-adopted any of these new Standards or amendments thereto, but has referred to them for guidance in the development of accounting policies in accordance with GRAP 3 as read with Directive 5.

IGRAP 22 - Foreign Currency Transactions and Advance Consideration.

The effective date is 1 April 2025 and early adoption is permitted. SANParks expects to adopt the amendment for the first time in 1 April 2025.

The adoption of this standard is not expected to impact on the results of SANParks, but may result a different presentation and disclosure of the annual financial statement.

GRAP 103 - Heritage Assets

The effective date of the amendment is not yet set by the Minister of Finance. SANParks expects to adopt the amendment for the first time when the Minister sets the effective date for the amendment.

The adoption of this standard is not expected to impact on the results of SANParks, but may result a different presentation and disclosure of heritage assets than is currently provided in the annual financial statements

GRAP 1 - Presentation of Financial Statements

The effective date of the amendment is not yet set by the Minister of Finance. SANParks expects to adopt the amendment for the first time when the Minister sets the effective date for the amendment.

The adoption of this standard is not expected to impact on the results of SANParks, but may result a different presentation and disclosure of the annual financial statements

GRAP 104 - Financial Instruments

The effective date is 1 April 2025 and early adoption of entire standard is permitted. SANParks expects to adopt the amendment for the first time in 1 April 2025.

The adoption of this standard is expected to have significant impact on the presentation and disclosure of SANParks financial instruments in the annual financial statements, hence adoption is deferred to the adoption date.

1.27 BUDGET INFORMATION

The approved budget is prepared on an accrual basis and classified according to nature of items. The approved budget covers the financial period from 1 April 2023 to 31 March 2024.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

2. INVENTORIES

Consumables	47,401	20,508
Retail goods and fuel	37,744	39,336
Military inventory	-	2,576
	85,145	62,420

Inventories recognised as an expense during the year 471,592 447,255

In the prior year military inventory was capitalised as part of inventories, however management decided to apply alternative accounting treatment in compliance with IGRAP 21 and expense military inventory for the current year under review. Military inventory was assessed for materiality and concluded that it is immaterial and should therefore be expensed also considering the safety risk around ammunition. The revised accounting treatment was applied prospectively.

Inventory pledged as security

There is no Inventory pledged as security.

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Trade debtors	60,129	76,193
Prepayments	33,501	26,808
Creditors with debit balances	687	218
Staff debtors and other	20,114	6,472
Impairment of accounts receivable	(16,273)	(14,572)
Concession assets (current)	130,428	48,841
Concession assets (non-current)	250,004	302,888
	478,590	446,848
Non-current receivables	250,004	302,888
Current receivables	228,586	143,960
	478,590	446,848

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS (CONTINUED)

Credit quality of trade and other receivables

The credit quality of trade and other receivables from exchange transactions are determined and monitored with reference to historical payment trends. Accordingly the credit quality of the customers included in the balance of trade and other receivables from exchange transactions is determined internally through applications of the entity's own credit policy.

Trade receivables age analysis

Current (0 - 30 days)	29,306	19,018
31 - 60 days	2,817	5,614
61 - 90 days	1,041	3,044
91 - 120 days	5,653	5,095
Over 120 days	21,312	43,422
	60,129	76,193

SANParks only controls the right to receive service concession assets at the end of each of the service concession arrangements. This right to receive assets is the residual interest in the concessionaire assets at the end of the service concession arrangements. SANParks is liable to compensate the concessionaire a consideration equal to the residual value of the asset at the date of transfer.

Trade and other receivables past due but not impaired

Trade and other receivables which are less than 3 months past due are not considered to be impaired. At 31 March 2024,R 9,511 (March 2023:R 13,753) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

1 month past due	2,817	5,614
2 months past due	1,041	3,044
3 months past due	5,653	5,095

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS (CONTINUED)

Trade and other receivables impaired

As of 31 March 2024, current trade and other receivables of R 16,273 (March 2023: R 14,572) were impaired and provided for.

The amount of the provision was R 16,273 as of 31 March 2024 (March 2023: R 14,572).

The ageing of these trade and other receivables is as follows:

3 to 6 months	1,701	693
Over 6 months	14,572	13,879

Reconciliation of provision for impairment of trade and other receivables

Opening balance	14,572	13,879
Provision for impairment	1,701	693
	16,273	14,572

These concessionaires have not settled outstanding debts due. Other debtors impaired have been outstanding for over 1 year. SANParks has instituted legal action to recover outstanding amounts.

4. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

Cash on hand	250	743
Bank balances	439,410	1,372,648
Short term investments	2,321,572	631,342
	2,761,232	2,004,733

Cash and cash equivalents held by the entity that are not available for use by the entity. #refer to note 13

1,373,291	792,508

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

4. CASH AND CASH EQUIVALENTS (CONTINUED)

Short term investments

Notice account: First National Bank	-	319,755
Notice account: ABSA Bank	-	293,895
Notice account: Standard Bank	19,164	17,692
Corporation for Public Deposits - Reserve Bank	2,302,408	-
	2,321,572	631,342

5. PROPERTY, PLANT AND EQUIPMENT

	31 March 2024 R'000			31 March 2023 R'000		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Buildings and infrastructure	2,461,021	(686,332)	1,774,689	2,330,350	(642,266)	1,688,084
Vehicles and mechanical equipment	660,474	(455,398)	205,076	606,533	(424,196)	182,337
Furniture and office equipment	332,371	(222,796)	109,575	297,626	(206,775)	90,851
Aircraft	110,299	(98,930)	11,369	109,665	(90,932)	18,733
Work in progress	234,973	-	234,973	198,511	-	198,511
Total	3,799,138	(1,463,456)	2,335,682	3,542,685	(1,364,169)	2,178,516

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Reconciliation of property, plant and equipment - March 2024

	Opening balance	Additions	Disposals	Transfers	Other changes, movements	Depreciation	Total
Buildings and infrastructure	1,688,084	9,514	(1,244)	121,341	19,656	(62,662)	1,774,689
Vehicles and mechanical equipment	182,337	41,366	(1,110)	18,201	5,279	(40,997)	205,076
Furniture and office equipment	90,851	31,187	(2,106)	10,039	6,510	(26,906)	109,575
Aircraft	18,733	1,050	(25)	-	(24)	(8,365)	11,369
Work in progress	198,511	217,464	-	(149,581)	(31,421)	-	234,973
	2,178,516	300,581	(4,485)	-	-	(138,930)	2,335,682

Reconciliation of property, plant and equipment - March 2023

	Opening balance	Additions	Disposals	Transfers received	Other changes, movements	Depreciation	Total
Buildings and infrastructure	1,568,473	-	(1,118)	178,094	5,760	(63,125)	1,688,084
Vehicles and mechanical equipment	167,641	49,599	(602)	-	(1,317)	(32,984)	182,337
Furniture and office equipment	73,395	40,548	(1,014)	168	(2,765)	(19,481)	90,851
Aircraft	23,456	2,912	-	-	850	(8,485)	18,733
Work in progress	272,186	106,947	-	(178,094)	(2,528)	-	198,511
	2,105,151	200,006	(2,734)	168	-	(124,075)	2,178,516

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Pledged as security

No property plant and equipment are pledged under security.

Assets subject to finance lease (Net carrying amount)

Motor vehicles	32,760	88,572
Furniture and Office equipment	-	-
	32,760	88,572

Property, plant and equipment in the process of being constructed or developed

Buildings	234,973	198,511

Expenditure incurred to repair and maintain property, plant and equipment

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of financial performance

Buildings and infrastructure	120,701	112,462
Vehicles and mechanical equipment	62,438	58,123
Furniture and office equipment	29	109
	183,168	170,694

Development of property, plant and equipment assets are not taking a significantly longer period of time to complete than expected

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

6. INTANGIBLE ASSETS

	31 March 2024 R'000			31 March 2023 R'000		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Patents, trademarks and other rights	2,736	-	2,736	2,736	-	2,736
Computer software	54,768	(46,657)	8,111	55,636	(43,599)	12,037
Work in progress - Intangible assets	79,851	-	79,851	48,637	-	48,637
Total	137,355	(46,657)	90,698	107,009	(43,599)	63,410

Reconciliation of intangible assets - March 2024

	Opening balance	Additions	Disposals	Other changes, movements	Amortisation	Total
Patents, trademarks and other rights	2,736	-	-	-	-	2,736
Computer software	12,037	-	(2)	(279)	(3,645)	8,111
Work in progress - Intangible assets	48,637	30,935	-	279	-	79,851
	63,410	30,935	(2)	-	(3,645)	90,698

Reconciliation of intangible assets - March 2023

	Opening balance	Additions	Disposals	Other changes, movements	Amortisation	Total
Patents, trademarks and other rights	2,736	-	-	-	-	2,736
Computer software, other	6,007	-	(1)	6,895	(864)	12,037
Work in progress - Intangible assets	-	55,532	-	(6,895)	-	48,637
	8,743	55,532	(1)	-	(864)	63,410

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

6. INTANGIBLE ASSETS (CONTINUED)

Intangible assets in the process of being constructed or developed

Cumulative expenditure recognised in the carrying value of Intangible assets

Computer software, internally generated	79,851	48,637

Development of Intangible assets are not taking a significantly longer period of time to complete than expected

Restricted title

There are currently no restriction on intangible assets.

7. HERITAGE ASSETS

	31 March 2024 R'000			31 March 2023 R'000		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Collections	19,854	-	19,854	19,854	-	19,854
Monuments	174,367	-	174,367	174,367	-	174,367
Conservation areas	666,646	-	666,646	646,966	-	646,966
Total	860,867	-	860,867	841,187	-	841,187

Reconciliation of heritage assets March 2024

	Opening balance	Additions	Disposals	Total
Collections	19,854	-	-	19,854
Monuments	174,367	-	-	174,367
Conservation areas	646,966	19,800	(120)	666,646
	841,187	19,800	(120)	860,867

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

7. HERITAGE ASSETS (CONTINUED)

Reconciliation of heritage assets March 2023

Collections
Monuments
Conservation areas

Opening balance	Additions	Transfers	Total
19,854	-	-	19,854
174,536	-	(169)	174,367
619,563	27,403	-	646,966
813,953	27,403	(169)	841,187

Heritage assets whose fair values cannot be reliably measured

Land and Other Heritage Assets

A significant number and value of SANParks Heritage assets were obtained through non exchange transactions from various state-owned organisations and these include

- Land Archaeological site Collections Geological sites
- Graves of cultural significance
- Historical Buildings
- Historical sites
- Landscapes and natural features of cultural significance
- Monuments
- Palaentology sites
- Sacred sites (sites of spiritual or religious significance)

For land obtained from non-exchange transactions, SANParks attempted to establish the value thereof using guidance from GRAP 103 and Directive 7 issued by the Accounting Standards Board. The heritage value (i.e. which is the service potential of the land) of the National Parks is derived from the NEMPA (National Environmental Management Protected Areas) Act which is primarily to protect these areas; prevent exploitation or occupation inconsistent with the protection of the ecological integrity of the these areas; provide spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development, where feasible.

Due to the size and magnitude of National Parks, SANParks and the Office of the Valuer General (under the Department of Rural Development and Land Reform) is not aware of any market to buy and sell National Parks or any other valuation method or technique that is available to measure National Parks. For those reasons SANParks' land acquired from non-exchange transactions could not be recognised in the Annual Financial Statements.

As this land is an inalienable item (withdrawal as a National Park and protected area in terms of the NEMPA Act is only by resolution of the National Assembly and/or the Minister depending on the circumstances).

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
Heritage assets per park	Size in Hectares	
Kruger National Park	1,905,031	
Augrabies Falls National Park	54,643	
Kalahari Gemsbok National Park	962,027	
Mokala National Park	25,903	
Namaqua National Park	189,601	
Richtersveld National Park	170,373	
Agulhas National Park	20,412	
Bontebok National Park	3,390	
Table Mountain National Park	178,358	
Tankwa Karoo National Park	140,652	
West Coast National Park	63,139	
Addo Elephant National Park	249,801	
Camdeboo National Park	18,946	
Karoo National Park	83,337	
Mountain Zebra National Park	19,885	
Golden Gate Highlands National Park	32,811	
Mapungubwe National Park	15,075	
Marakele National Park	58,157	
Groenkloof National Park	7	
Graspan/Vaalbos National Park	4,575	
Garden Route National Park	128,014	
Meerkat	135,392	

In addition SANParks has acquired other heritage assets which originate from National Parks, derive their significance from their association of National Parks and have the potential to yield information that enhances the cultural significance of National Parks when considering tourism experience and marketing. These are managed within the National Heritage Resources Act (NHRA). Due to the uniqueness of the heritage assets, mandate and nature

of SANParks and in addition the limitations of the NHRA, neither the fair value, deemed cost or replacement cost could be determined for these heritage asset. For that reason SANParks could not recognise them in the Annual Financial Statements. None of these heritage assets have been disposed. However see below information pertaining to such heritage assets below:

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

		2024 '000'	2023 '000'
Other heritage assets per park	Description		
Kruger National Park	Archaeological sites, Collections, Geological sites, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance, Monuments, Palaeontology sites, Sacred sites (sites of spiritual or religious significance).		
Augrabies Falls National Park	Archaeological sites, Historical sites, Graves of cultural significance, Landscapes and natural features of cultural significance.		
Kalahari Gemsbok National Park	Archaeological sites		
Mokala National Park	Archaeological sites, Collections, Graves of cultural significance, Historical buildings, Historical site.		
Namaqua National Park	Archaeological sites, Geological sites, Historical building, Historical sites.		
Richtersveld National Park	Graves of cultural significance, Historical sites.		
Agulhas National Park	Historical buildings, Historical sites.		
Bontebok National Park	Historical sites, Graves of cultural significance, Landscapes.		
Table Mountain National Park	Archaeological sites, Collections, Geological sites, Historical sites, Historical buildings, Historical sites, Monuments.		
Tankwa Karoo National Park	Archaeological sites, Historical buildings, Graves of cultural significances, Burial sites, Historical sites.		
West Coast National Park	Graves of cultural significance, Historical buildings, Palaeontology sites.		
Addo Elephant National Park	Archaeological site, Collections, Geological sites, Graves of cultural significances, Historical building, Historical site, Landscapes and natural features of cultural significance, Rock art sites, Monuments, Sacred sites (sites of spiritual or religious significance).		
Camdeboo National Park	Archaeological site, Geological site, Historical buildings, Historical site, Monument, Sacred sites (sites of spiritual or religious significance).		
Garden Route National Park: Knysna; Tsitsikamma; Wilderness	Archaeological sites, Collections, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance.		
	Archaeological sites, Graves of cultural significance, Historical buildings, Historical sites, Landscapes and natural features of cultural significance.		
	Archaeological sites, Historical buildings, Monuments		
Karoo National Park	Archaeological sites.		
Mountain Zebra National Park	Archaeological sites, Graves of cultural significance, Historical sites, Historical buildings.		
Golden Gate Highlands National Park	Archaeological site, Geological site, Graves of cultural significance, Historical Buildings, Historical site, Palaeontology site.		
Mapungubwe National Park	Archaeological sites, Collections, Historical sites.		
Marakele National Park	Archaeological sites, Graves of cultural significance, Historical buildings.		

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

8. NON-LIVING RESOURCES

Entity as custodian

SANParks exists in terms of the National Environmental Management: Protected Areas Act (NEM:PAA), 57 of 2003, with the mandate to conserve, protect, control and manage national parks and other defined protected areas and their biological diversity (biodiversity).

SANParks executes its mandate in accordance with a management plan as required by section 41 of the NEM: PAA which aims to ensure the protection, conservation and management of the national parks in a manner which is consistent with the objectives of the Act and for the purposes listed in section 17 of the Act. Section 17 of the NEM: PAA provides a list of purposes for the declaration of areas as protected areas, which includes the protection of biological diversity (Section 17(a) (c)), the preservation of ecological integrity (Section 17(b)), and the sustainable use of natural and biological resources (17(h)).

Nature and types of non-living resources for which the entity is responsible

Water

Within national parks, water is found in its natural state in the form of boreholes. SANParks is permitted through the National

Water Act, 1998 (Act No 36 of 1998) to abstract water from rivers flowing through national parks for use within park operations.

Land

SANParks is assigned as the Management Authority of state land that is declared a national park in terms of the NEM: PAA.

9. LIVING RESOURCES

Entity as custodian

SANParks exists in terms of the National Environmental Management: Protected Areas Act (NEM:PAA), 57 of 2003, with the mandate to conserve, protect, control and manage national parks and other defined protected areas and their biological diversity (biodiversity).

SANParks executes its mandate in accordance with a management plan as required by section 41 of the NEM: PAA which aims to ensure the protection, conservation and management of the national parks in a manner which is consistent with the objectives of the Act and for the purposes listed in section 17 of the Act. Section 17 of the NEM: PAA provides a list of purposes for the declaration of areas as protected areas, which includes the protection of biological diversity (Section 17(a) (c)), the preservation of ecological integrity (Section 17(b)), and the sustainable use of natural and biological resources (17(h)).

Restrictions on use or capacity to sell

The following information relates to living resources which is subject to restrictions on use or capacity to sell:

Animals in the Kruger National Park

The Kruger National Park falls within the region identified as a high risk area for the disease TB. As a result there is a restriction placed which prevents the trading and donation of animals within this region.

Living resources not recognised

SANParks did not recognise the following living resources, due to the definition and/or recognition criteria of an asset not being met:

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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9. LIVING RESOURCES (CONTINUED)

Flora and Fauna

The nature and type are as follows: Fauna

The following types of fauna is found in national parks:

- Mammals
- Reptiles
- Birds
- Fish
- Invertebrates
- Amphibians
- Scorpions
- Spiders
- Butterflies
- Insects

Flora

The following types of fauna is found in national parks:

- Terrestrial Vegetation
- Acquatic Vegetation
- Semi Acquatic Vegetation

Key judgements and assumptions applied

In terms of the NEM:PAA SANParks' mandate is to conserve, protect manage national parks and other defined protected areas and their biological diversity (biodiversity).SANParks acts as custodian to conserve the resources entrusted to it and thus to manage and conserve the environment as a whole. Therefore SANParks does not manage the physical condition of each individual animal or plant within a national park.

Animals in national parks are left to roam freely and the plants are left in their natural environment or habitat. SANParks only restricts the movement of wild animals by fencing off national parks generally for disease control purposes and limit the exposure of neighbouring landowners and communities to the risks associated with keeping wild animals in a national park. In the bigger parks, fences are very permeable as there are rivers and drainage lines going through the parks and therefore making it impossible to fence certain sections of the park. Therefore animals are able to move in and out through unfenced areas. Furthermore though national parks have fences, animal migration occurs frequently and animals do from time to time jump over, or burrow under fences. Access control is therefore not high and as such SANParks does not have control of the individual animals and plants within the parks.

SANParks is allowed in terms of the NEM: PAA to make use of the resources under its custodianship subject to the conditions that the ecological integrity of the ecological systems of the park is not significantly disrupted and that the survival of any species is not negatively affected. Although legally SANParks is allowed by the NEM: PAA to sell animals, in reality this is applicable to those animals where there is a market for buyers of such animals and also where the costs of disposal are much lower than the market value of the animals. SANParks' ability to sell animals is also dependent on the ability to count them and given the wide variety of the type of animals found in national parks, counting animals is only considered for larger animals. The counts performed by SANParks are not on an annual basis, on certain species SANParks can get an indication of the population every 5 years. Various methods are used to determine estimates of animal abundances in national parks. These methods

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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9. LIVING RESOURCES (CONTINUED)

include: registration studies, block counts, total counts, fixed width sample transects, spoor indexing, photographic mark-recapture, call-up surveys or even guestimate usually from ranger experience. SANParks’ main objective for counting animals is about the trend in animal populations and not necessarily to keep record of exact quantities of animals at any point in time. SANParks cannot guarantee the accuracy and precision of the counting process due to the various methods used and biases involved in the counting process. Furthermore a count of animals is done on a specific day and given the fact that animals roam freely within a park and SANParks cannot restrict their movement, the numbers counted on a specific day will certainly change within day or week especially in the bigger parks. SANParks ability to move or sell animals is based ultimately on ecological needs within parks due to too many animals under certain environmental conditions

In respect of animals sold and thus in terms of paragraph 20 of GRAP 110 SANParks has control, where the the presumption on acquisition date is that the acquisition date is the date that animals meet the definition of an asset, SANParks is not able to determine a reliable fair value of the animals. This is due to the variability in prices of animals depending on where an animals is located, the same specie of animal will sell at different prices depending on an animals location. Therefore due to the considerable varying ranges in prices SANParks cannot determine a reliable fair value and thus the recognition criteria is not met. Furthermore due to the restriction placed on animals in the Kruger National Park, SANParks cannot determine a fair value of animals in the Kruger National Park.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
10. FINANCE LEASE OBLIGATION		
Minimum lease payments due		
- within one year	11,902	13,104
- in second to fifth year inclusive	30,138	16,558
	42,040	29,662
less: future finance charges	(7,915)	(4,395)
Present value of minimum lease payments	34,125	25,267
Present value of minimum lease payments due		
- within one year	8,704	11,153
- in second to fifth year inclusive	25,421	14,114
	34,125	25,267
Non-current liabilities	25,421	14,114
Current liabilities	8,704	11,153
	34,125	25,267

SANParks lease certain motor vehicles under finance leases.

The average lease term was 3-5 years and the average effective borrowing rate was 10% (March 2023: 8%).

Interest rates are linked to prime at the contract date. All leases have fixed repayments and no arrangements have been entered into for contingent rent.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
11. PAYABLES FROM EXCHANGE TRANSACTIONS		
Trade payables	136,834	69,009
Payments received in advance	110,531	108,595
VAT payable	7,488	30,139
Accrued expenses	62,395	69,607
Deposits received	1,957	1,612
Other payables	7,619	15,504
	326,824	294,466
Trade Payables Age Analysis		
Current (0-30 days)	138,972	62,283
31 - 60 days	1,959	5,946
61 - 90 days	51	43
91 - 120 days	(1,986)	(35)
120 days and more	(2,162)	772
	136,834	69,009
Accrued Leave		
Opening balance	76,560	73,446
Remeasurements	4,955	3,114
	81,515	76,560

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
12. EMPLOYEE BENEFIT OBLIGATION		
The amounts recognised in the statement of financial position are as follows: Carrying value		
Present value of the defined benefit obligation-wholly unfunded	537,280	587,713
Net Interest expense	57,775	58,719
Service cost	(57,347)	6,816
Actual employer benefit payment	-	(32,033)
Remeasurements	(30,949)	(83,935)
	506,759	537,280
Changes in the present value of the defined benefit obligation are as follows:		
Opening balance	15,948	66,381
Benefits paid	(34,348)	(32,033)
Net expense recognised in the statement of financial performance	(30,521)	(18,400)
	(48,921)	15,948
Net expense recognised in the statement of financial performance		
Service cost	(57,347)	6,816
Net interest expense	57,775	58,719
Remeasurements	(30,949)	(83,935)
	(30,521)	(18,400)
Key assumptions used		
Assumptions used at the reporting date:		
Discount rates used	12.34 %	11.10 %
Medical cost trend rates	7.93 %	7.19 %

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

12. EMPLOYEE BENEFIT OBLIGATION (CONTINUED)

The basis on which the discount rate has been determined is as follow:

GRAP 25 stipulates that the choice of this rate should be derived from government bond yields consistent with the estimated term of the post-employment liabilities. However, where there is no deep market in government bonds with a sufficiently long maturity to match the estimated term of all the benefit payments, current market rates of the appropriate term should be used to discount shorter term payments, and the discount rate for longer maturities should be estimated by extrapolating current market rates along the yield curve.

Consequently, a discount rate of 12.34% per annum has been used. The corresponding index-linked yield at this term is 4.09%. These rates do not reflect any adjustment for taxation. These rates were deduced from the interest rate data obtained from the Johannesburg Stock Exchange after the market close on 31 March 2024.

Key Demographic Assumption	Value
Average retirement age	63
Continuation of membership at retirement	100% if subsidy is 100%. 90% if subsidy is 60%
Proportion of in-service non-members joining a scheme by retirement and continuing with the subsidy thereafter	100% if subsidy is 100%. 90% if subsidy is 60%
Proportion with a spouse dependent at retirement	50%
Mortality during employment	SA 85-90 ultimate table adjusted for female lives
Mortality post-employment	PA(90) ultimate table, adjusted down by one year of age, and a 1% annual compound mortality improvement from 2010.

Sensitivity analysis

Assumed healthcare cost trends rates have a significant effect on the amounts recognised in surplus or deficit. A one percentage point change in assumed healthcare cost trends rates would have the following effects:

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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	'000'	'000'

12. EMPLOYEE BENEFIT OBLIGATION (CONTINUED)

Effect on the aggregate of the service cost and interest cost
Effect on defined benefit obligation

One percentage point increase	One percentage point decrease
70,241	56,968
555,880	464,174

Amounts for the current and previous four year are as follows:

Defined benefit obligation
Experience adjustments on plan liabilities

March 2024	March 2023	March 2022	March 2021	March 2020
'000	'000	'000	'000	'000
506,759	537,280	587,713	548,559	492,373
(7,944)	(28,210)	6,308	(32,510)	46,332

SANParks provides post-employment medical aid subsidies to eligible employees and retirees of South African National Parks and to their registered dependants.

The post-employment health care liability is not a funded arrangement, i.e. no separate assets have been set aside to meet this liability.

Eligible employees employed prior to 1 April 1996 will receive a 100% post-employment subsidy of the contribution payable should they be a member of a medical scheme at retirement.

Eligible employees employed on or after 1 April 1996 and prior to 1 April 1998 will receive a 60% post-employment subsidy of the contribution payable should they be a member of a medical scheme at retirement.

Employees employed after 1 April 1998 are not entitled to the post-employment subsidy benefit.

Upon a member's death-in-service, surviving dependants are entitled to commence receipt of the same post-employment subsidy. Upon a member's death-in-retirement, surviving dependants are entitled to continue to receive the same subsidy.

The following risks are associated with this post-employment medical-aid scheme:

Financial risks - This can be costly due to escalating health care costs

Long-term liabilities - The organisation may be obligated to cover this expense for an extended period.

The expected contribution for the next financial year is R38 million.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
13. UNSPENT CONDITIONAL GRANTS AND RECEIPTS		
Unspent conditional grants comprises of:		
Unspent conditional grants and receipts		
Infrastructure grant	803,469	220,970
Special projects and Expanded Public Works Programme	479,849	505,949
Land grant	89,973	65,589
	1,373,291	792,508
Movement during the year		
Infrastructure Grant		
Department of Forestry Fisheries and the Environment (DFFE)	800,509	211,832
National Department of Tourism (NDT)	2,960	9,138
	803,469	220,970
- Infrastructure Grant - Department of Forestry, Fisheries and the Environment (DFFE)		
Opening balance beginning of the year	211,832	189,729
Funds received during the year	722,092	108,610
Interest received during the year	47,201	10,235
Funds utilised during the year	(180,616)	(96,742)
	800,509	211,832
- Infrastructure Grant - National Department of Tourism (NDT)		
Opening balance beginning of the year	9,138	48,402
Interest received or paid back during the year	273	(11,301)
Funds utilised during the year	(6,451)	(27,962)
	2,960	9,139
Special Projects and Expanded Public Works Programme (EPWP)		
Special projects	427,310	454,023
Expanded Public Works Programme (EPWP)	52,539	51,926
	479,849	505,949

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
13. UNSPENT CONDITIONAL GRANTS AND RECEIPTS (CONTINUED)		
- Special Projects		
Opening balance beginning of the year	453,680	167,981
Opening balance adjustment	-	358
Prior year error	343	-
Transfer to income received in advance	681	-
Funds received during the year	458,178	702,295
Interest received during the year	6,298	6,135
Funds utilised during the year	(491,870)	(422,746)
	427,310	454,023
- Expanded Public Works Programme (EPWP)		
Opening balance beginning of the year	51,926	6,735
Opening balance adjustment	-	(66)
Prior year error & transfer from income received in advance	-	10,000
Funds received during the year	57,418	148,687
Interest received during the year	1,973	1,773
Funds utilised during year	(58,778)	(115,203)
	52,539	51,926
Land Grant		
Opening balance beginning of the year	65,589	68,351
Funds received during the year	21,463	21,381
Interest received during the year	6,273	3,264
Funds utilised during the year	(3,353)	(27,407)
	89,972	65,589

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

14. PROVISIONS

Reconciliation of provisions - March 2024

Concessionaires provision
Concessionaires provision (current)

Opening Balance	Remeasurements	Total
302,888	(52,884)	250,004
-	130,428	130,428
302,888	77,544	380,432

Reconciliation of provisions - March 2023

Concessionaires provision
Concessionaires provision (current)

Opening Balance	Remeasurements	Total
340,580	(37,692)	302,888
-	48,841	48,841
340,580	11,149	351,729

Non-current liabilities
Current liabilities

250,004	302,888
130,420	48,841
380,424	351,729

The lodge concessions entail allowing private operators to build and operate tourism facilities within the National Parks, for contracted defined periods, usually over a 20 year concession contract. Investors take over and upgrade specified existing lodge facilities, or build new ones. The contractual mechanism is a concession contract, which enables the private operator to use a defined area of land, plus any building that may already exist on that land, over a specific time period in return for payment of concession fees. Against these rights of occupation and commercial use of facilities, there is a set of obligations on the part of the concessionaire regarding financial terms, environmental management, social

objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, underpinned by performance bonds, and finally termination of the contract. The assets will revert to SANParks at a consideration equal to the residual value of the asset at the date of transfer. The provision arose as a result of the liability payable at the termination date of the concessionaire contract. Refer to note 3 for the concession asset.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
15. RESERVATION DEPOSITS		
Opening balance	438,241	390,473
Movement during the year	45,194	47,768
Closing balance	483,435	438,241
Reservation deposits relate to deposits made by customers for future bookings.		
16. TOURISM, RETAIL, CONCESSION AND OTHER		
Retail sales		
Retail sales	366,697	355,974
	366,697	355,974
Tourism income		
Accommodation	904,301	850,401
Drive fees	71,739	56,498
Trail fees	38,677	36,594
Other tourism related activities	59,566	50,657
	1,074,283	994,150
Concession income		
Facilities rental*	63,354	48,296
Concession fees received	151,152	102,382
	214,506	150,678
Conservation income		
Wild card income	132,801	120,889
Conservation fees	729,797	516,986
Entrance fees	15,328	14,267
	877,926	652,142

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

16. TOURISM, RETAIL, CONCESSION AND OTHER (CONTINUED)

Other income

Rent received	17,410	15,856
Services rendered	42,660	52,085
	60,070	67,941
	2,593,482	2,220,885

*Facilities rental income relate to contingent fees received as a percentage of turnover from PPP agreements. The agreements range for a period between 5 - 20 years. different concessionaires on utilisation

17. SALES - FAUNA AND FLORA

Sales - fauna and flora	10,909	655

The sale of fauna and flora is used for biodiversity and to improve representative conservation estate.

18. OTHER OPERATING INCOME

Sales - non-retail	3,119	1,293
Fines	706	777
Course fees	1,609	1,512
Commission received	1,054	11,565
Water and electricity	22,807	17,533
Rebates received	542	560
Location fee for filming right	3,814	3,753
Other income	8,674	27,819
Exchange rate difference income	413	882
	42,738	65,694

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
19. INTEREST INCOME		
Interest revenue		
Interest	104,003	61,521
20. GOVERNMENT GRANTS AND OTHER FUNDING		
Operating grants		
Roads	15,760	15,700
Conservation	403,878	355,604
Land grant	3,353	27,407
Special projects income	473,736	422,837
	896,727	821,548
21. DONATIONS		
Donations	27,513	18,871
22. EMPLOYEE RELATED COSTS		
Salaries and wages	1,180,438	1,105,060
Social contributions	186,652	171,082
Other salary related costs	122,197	101,523
Post-retirement benefits	34,393	65,535
	1,523,680	1,443,200

Included in employee related costs are related parties transactions pertaining to key management personnel remuneration as detailed in note 32.

SANParks Pension Fund

Contributions by the employer and the employees are allocated to the SANParks Pension Fund. The fund is a defined contribution plan which is controlled by the Pension Funds Act, 1956 and administered by a financial institution. During the year SANParks contributed an amount of R56 million for 2 330 employees to the retirement fund (2023: R52 million for 2 385 employees)

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 SANParks contributed an amount of R44 million for 2 239 employees (2023: R36 million for 2 216 employees)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
23. DEPRECIATION AND AMORTISATION		
Property, plant and equipment	138,930	124,075
Intangible assets	3,645	865
	142,575	124,940
24. FINANCE COSTS		
Finance leases	3,068	3,088
Bank charges	7,037	2,153
	10,105	5,241
25. LEASE RENTALS ON OPERATING LEASE		
Earthmoving equipment		
Contractual amounts	23,131	39,580
Office equipment and rentals		
Contractual amounts	10,224	15,314
	33,355	54,894
26. GAIN/(LOSS) ON DISPOSAL OF ASSETS		
Loss on disposal of assets	(2,060)	(1,754)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
27. OPERATING EXPENSES		
Assessment rates and municipal charges	97,582	86,086
Auditors remuneration	13,566	11,687
Bank charges	37,815	30,578
Consulting and professional fees	45,809	37,548
Consumables	100,585	79,552
License fees	31,330	64,904
Insurance	61,753	40,037
EPWP and other project expenditure	270,581	220,369
Information and communication technology expenses	97,124	52,746
Motor vehicle expenses	49,511	49,562
Fuel and oil	113,089	120,196
Promotions	18,966	8,676
Repairs and maintenance	140,815	123,702
Staff welfare	65,140	51,256
Telephone and fax	13,660	42,383
Other operating expenses	80,077	70,686
Impairment of financial assets	1,702	693
Special projects expenses	31,631	31,700
Game capture expenses	8,030	5,488
	1,278,766	1,127,849

EPWP and other project expenditure.

The Expanded Public Works Programme (EPWP) is implemented through Biodiversity Social Projects (BSP) and the expenditure includes rehabilitation and other related costs. The costs include among others, alien invasive vegetation clearing, land rehabilitation, cleaning of beaches and infrastructure maintenance.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

28. AUDITORS' REMUNERATION

Internal audit fees	6,553	4,400
External audit fees	7,013	7,287
	13,566	11,687

29. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

Irregular expenditure	523,106	466,416
Fruitless and wasteful expenditure	31	-
Total	523,137	466,416

Irregular Expenditure

2024: 100% of the identified irregular expenditure relates to the non-compliance with supply chain management regulations, practice notes and related policies.

2023: 89% of the identified irregular expenditure relates to the non-compliance with the preferential procurement regulations on local content and the remaining 6% relates to the utilisation of expired contracts and non-compliance with supply chain management prescripts.

2023: An amount of R25 million (5%) of alleged irregular expenditure under assessment which relates to budget over expenditure on Retail Cost of Sales. Retail Cost of Sales cannot be predicted with utmost accuracy due to the nature of SANParks operations.

Fruitless and Wasteful Expenditure

The identified fruitless and wasteful expenditure relates to interest and penalties charged.

Losses through criminal conduct

There's currently an ongoing investigation regarding fraud in the Eco furniture program. There was a loss of R1,4 million incurred in the 2023/24 financial year and R733 thousand for the prior year. Disciplinary steps have been taken against the identified officials which led to the resignation of these officials. This matter has also been reported to SAPS. Upon conclusion of the investigation this matter will be further assessed.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
30. CASH GENERATED FROM OPERATIONS		
Surplus	344,773	147,528
Adjustments for:		
Depreciation and amortisation	142,575	124,940
Gain/Loss on sale of assets	2,060	1,754
Finance costs	3,068	3,088
Movements in retirement benefit liabilities	(30,521)	(50,433)
Movements in concession provisions	(52,884)	13,922
Movement in leave provision	4,955	-
Donation received	(19,461)	-
Changes in working capital:		
Inventories	(22,725)	3,742
Receivables from exchange transactions	49,845	(5,180)
Payables from exchange transactions	32,358	(24,245)
Unspent conditional grants and receipts	580,783	311,311
Reservation deposits	45,194	47,768
	1,080,020	574,195

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

31. RISK MANAGEMENT

Financial risk management

SANParks' activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

SANParks' overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on SANParks' financial performance. Risk management is carried out under policies approved by the Accounting Authority. The Accounting Authority provide written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, and investment of excess liquidity.

At 31 March 2024

Finance Lease Obligation
Trade and Other Payables
Accrued expenses
Other Payables
Concession Liability
Payables - Deposits Received

Liquidity risk

Liquidity risk is the risk of SANParks not having sufficient funds to meet its financial obligations as they fall due. SANParks manages liquidity risk through proper management of working capital, monitoring variances of actual expenditure against budgeted amounts, ongoing review of future commitments and credit facilities.

Cash flow forecasts are prepared and adequate utilised borrowing facilities are monitored.

The table below analyses SANParks financial liabilities into relevant maturity groupings based on the remaining period from 31

March 2024 to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their balances as the impact of discounting is not significant.

Within 1 year	Later than 1 year and not later than 5 years
R'000	R'000
8,704	25,421
136,835	-
62,395	-
7,619	-
130,428	-
1,957	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

31. RISK MANAGEMENT (CONTINUED)

At 31 March 2023

	Within 1 year	Later than 1 year and not later than 5 years
	R'000	R'000
Finance Lease Obligation	11,153	14,114
Trade and Other Payables	69,009	-
Accrued expenses	69,607	-
Other Payables	15,504	-
Concession Liability	48,841	302,888
Payables - Deposits Received	1,612	-

Credit risk

Credit risk is the risk of financial loss to SANParks where counterparties to financial instruments fail to meet their contractual obligations. Credit risk arises mainly from cash deposits, cash and cash equivalents, and trade debtors.

Trade debtors are amounts owing by various types of customers. Credit risk from trade debtors is limited as sales to retail customers are settled in cash or using major credit cards. No credit is allowed unless back by an agreement whereby risk control assesses the credit worthiness of the customer, taking into account its financial position, past experience and other factors. Where necessary, SANParks obtains appropriate deposits from debtors to mitigate risk. SANParks accounts for an impairment that represents its estimate of incurred losses in respect of trade debtors. Trade debtors are presented net of the allowance for impairment.

SANParks limits its exposure to credit risk on cash and cash equivalents by investing with only reputable financial institutions that have a sound credit rating and within specific guidelines set in SANParks investment policy and cash management procedures. Therefore SANParks does not consider there to be any significant exposure to credit risk.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

31. RISK MANAGEMENT (CONTINUED)

The gross amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at year was as follows:

Financial instrument	March 2024	March 2023
Cash and cash equivalents	2,761,232	2,004,733
Receivables from exchange transactions	60,129	76,193
Concession asset	380,433	351,729

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of market factors such as interest rates and foreign exchange rates. SANParks' exposure to market risk is limited to interest rate risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will be negatively affected by the adverse changes in interest rates.

SANParks' interest rate risk arises from finance leases and investments at variable interest rates.

Interest rate risk on investments is monitored by key management personnel through ensuring that investments are made in accordance with SANParks' investment policy. Investments are diversified amongst financial institutions selected according to their registered investment grading.

Interest rate risk on finance leases at variable rates is monitored by key management personnel through cash flow forecasts. Cash flow forecasts are assessed and monitored to ensure that reasonable and appropriate assumptions have been taken into consideration to minimise interest rate risk on future cash flows.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

32. RELATED PARTIES

Relationships

Members	Names of key management are listed in the Management Class: Board Members below
Controlling entity	Department of Forestry, Fisheries and the Environment (DFFE)
Entities under common control	South African National Biodiversity Institute (SANBI) South African Weather Services (SAWS) Isimangaliso Wetland

Members of key management Names of key management are listed in the Management Class: Executive Management below.

The entity is deemed under common control with all the entities in the national sphere of government; therefore, these entities are considered related parties.

SANParks receives its operational grant allocation and various other conditional grants from the DFFE. Amounts unspent at year end for conditional grants are disclosed as a liability at the end of the financial year-end.

Related party balances

The unspent conditional grant represents grants received by SANParks which have been accounted for as a liability in terms of GRAP 23 as the conditions pertaining to the grant have not yet been met.

Key management information

Class	Description	Number
Non-executive board members	Accounting Authority	13
Executive management	EXCO	9

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

2024
'000'
2023
'000'

32. RELATED PARTIES (CONTINUED)

Remuneration of management

Management class: Board members

March 2024
Name

Ms P Yako(Chairperson)
 Ms N Mayathula-Khoza
 Ms Z Ramasia
 Ms Y Friedmann
 Ms H Mushiane
 Chief L Matsila
 Mr B Ngobeni
 Mr E Neluvhalani
 Mr L Mogakane
 Mr J Mashele
 Ms B Koyana
 Mr T Kgokolo
 Adv M Ndaba

Fees for services as committee members	Total
R'000	R'000
208	208
192	192
273	273
211	211
227	227
176	176
190	199
231	231
250	250
221	221
262	262
58	58
107	107
2,606	2,606

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

32. RELATED PARTIES (CONTINUED)

March 2023

Name	Fees for services as committee members	Total
	R'000	R'000
Ms P Yako(Chairperson)	276	276
Ms N Mayathula-Khoza	181	181
Ms Z Ramasia	228	228
Ms Y Friedmann	224	224
Ms H Mushiane	147	147
Chief L Matsila	199	199
Mr B Ngobeni	158	158
Mr E Neluvhalani	146	146
Mr L Mogakane	157	157
Mr J Mashele	164	164
Ms B Koyana	204	204
Mr T Kgokolo	14	14
Adv M Ndaba	21	21
	2,119	2,119

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

32. RELATED PARTIES (CONTINUED)

Management class: Executive Management

March 2024

Name

Ms H Sello - Appointed CEO - 01 April 2023

Ms L McCourt - COO

Ms R Pillay - Acting CFO (Jan to Aug 23)

Mr L Mokoena - ME Parks

Mr OME Mthimkhulu OME - ME KNP

Ms PNT Makukule - Appointed CFO - 01 September 2023

Dr H Hendricks - Appointed ME Conservation Services - 01 August 2023*

Mr G De Kock - Acting ME Tourism (April 2023 - Sep 2023)

Ms N Nyilenda - Acting ME Tourism (Nov23 to Feb24), Appointed Mar 2024

Mr L Makhadi - CAE

Ms M Umlaw - Head HCM

Basic salary	Other long- term benefits	Total
R'000		R'000
3,339	-	3,339
2,523	-	2,523
770	-	770
2,324	3	2,327
2,157	-	2,157
1,563	-	1,563
2,224	-	2,224
826	-	826
903	-	903
1,701	-	1,701
1,861	-	1,861
20,191	3	20,194

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

32. RELATED PARTIES (CONTINUED)

March 2023

Name	Basic salary R'000	Total R'000
Mr F Mketeni - Resigned CEO - 01 June 2022	454	454
Mr D Dlamini - Resigned CFO - 31 Dec 2022	1,740	1,740
Mr G Coleman - Resigned ME KNP - 14 Oct 2022	1,319	1,319
Ms L McCourt - COO	2,356	2,356
Mr L Mokoena - ME Parks	2,132	2,132
Ms H Sello - ME Tourism	2,212	2,212
Dr L Dziba - Resigned ME Conservation Services - 31 March 2023	2,376	2,376
Ms Pillay R - Acting CFO - 03 Jan 2023	684	684
Mr D Govender - Acting ME KNP (Nov to Dec 22)	816	816
Mr Mthimkhulu OME - Appointed ME KNP - 03 Jan 2023	474	474
Mr L Makhadi - CAE	1,589	1,589
Ms M Umlaw - Head HCM	1,738	1,738
	17,890	17,890

*ME Conservation Services has a daughter employed in the current financial year of assessment as an intern within organisation.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
33. COMMITMENTS		
Authorised capital expenditure		
Already contracted for but not provided for		
Property, plant and equipment	409,466	202,163
Intangible assets	128,388	163,904
	537,854	366,067
Not yet contracted for and authorised by members		
Property, plant and equipment	53,913	35,041
Total capital commitments		
Already contracted for but not provided for	537,854	366,067
Not yet contracted for and authorised by members	53,913	35,041
	591,767	401,108
Total commitments		
Total commitments		
Authorised capital expenditure	591,767	403,598
Operating leases - as lessee (expense)		
Minimum lease payments due		
- within one year	4,214	710
- in second to fifth year inclusive	5,527	261
	9,741	971

Operating lease payments represent rentals payable by the SANParks for certain of its office equipments and office accomodation. No contingent rent is payable.

The significant increase in operating leases is as result of new agreements entered into during the 2023/24 financial period.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

34. CONTINGENCIES

CONTINGENT LIABILITIES

Swellendam Municipality v/s SANParks (Bontebok National Park)

Nine simple summons were served on SANParks on 26 June 2019 by the Swellendam Municipality for outstanding property rates in respect of various properties in Bontebok National Park. SANParks is uncertain on expected outcome of the case and timing of outflows.

Estimated liability R553,100 (March 2023: R553,100)

Madyayimile

In July 2020 Madyayimile issued Summons out of the Mbombela High Court whereby they instituted various claims in terms of the Joint Building Contracts Committee (JBCC) agreement amounting to R11,000,000. The said disputes already ventilated by way of arbitration.

Legal is not in position to estimate liability.(March 2023: R0)

Blue Crane Route Municipality

Combined summons were served to SANParks by the Blue Crane Route Municipality (BCRM) for Addo Elephant National Park for outstanding property rates in respect of various properties in the Park. The amount claimed is R4,198 plus legal costs that LSD is not in a position to estimate.

Estimated liability R4,198,191 (March 2023: R4,198,191).

Kempton Park Caravans (PTY) LTD vs SANParks

SANParks was served with summons instituted for the alleged unpaid invoices amounting to of R463,625 in the Pretoria Regional Court as per case No: 2138/2022, on the 8 September 2022. It is alleged that on or about June 2017, Kempton Park Caravan (Pty) Ltd enter into an oral agreement with SANParks for the supply.

Amount claimed as outstanding is R463,625 (March 2023: R463,625).

Accumulated Surplus

In terms of section 53(3) of the PFMA, SANParks as a public 3A entity may not accumulate a surplus without prior written approval of National Treasury being obtained. In order to give guidance to public entities and to operationalise this section of the PFMA, National Treasury had issued Instruction note no. 12 of 2020/21 on 02 September 2020, that indicates that a public entity must declare all surpluses to the relevant treasury from 01 August to 30 September of each year, after the financial year end. SANParks will submit a draft declaration and request to retain all of its surpluses to National Treasury during August 2024 once the annual financial statements have been audited and approved. The estimated calculated contingent liability as per Annexure A of instruction note no.12 is R547 million. (March 2023: 505 million)

CCMA Cases

There are various cases lodged with the CCMA for alleged unfair labour practices. SANParks is uncertain of the expected outcome and timing of outflows if any, however the possible claims amount to R4,077.

Estimated liability R4,077,786 (March 2023: R1,329,434)

Labour court cases

Cases lodged to the labour court for alleged unfair labour practices. SANParks is uncertain of the expected outcome of the case and timing outflows.The possible liability amounts to R330 in total should the case lodged be ruled in favour of applicants.

Estimated liability R330,200 (March 2023: R570,200)

Contingent assets R'000

Madyayimile

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

34. CONTINGENCIES (CONTINUED)

Madyayimile instituted various claims in terms of a JBCC agreement entered into between the parties amounting to R11 million. The matter was referred to arbitration and the parties agreed to settle. Parties agreed that Madyayimile pays SANParks R360 however Madyayimile has defaulted causing SANParks to bring an application to make the arbitration award an order of court.

Estimated asset R360,000 (March 2023: R360,000)

35. EVENTS AFTER THE REPORTING DATE

There are no material facts or circumstances that have arisen after the reporting date.

36. GOING CONCERN

The Annual Financial Statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

For the 2023/24 financial year SANParks' self-generated revenue increased by 17%, indicating a significant increase across the various tourism revenue streams. SANParks also expects a higher increase in revenue from international markets In future years as more tourists visits our shores. SANParks continues to monitor expenditure and implementing cost curtailment measures to mitigate financial risk.

37. PUBLIC PRIVATE PARTNERSHIP PROGRAMME - PPP FEE INCOME

Lodge Concession PPP Fees

The lodge concessions entail allowing private operators to build and operate tourism facilities within the National Parks, on the basis of a defined period usually over a 20 year concession contract. Investors take over and upgrade specified existing lodge facilities, or build new ones. The contractual mechanism is a concession contract, which enables the private operator to use a defined area of land, plus any building that may already exist on that land, over a specific time period in return for payment of concession fees. Against these rights of occupation and commercial use of facilities, there is a set of obligations on the part of the concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, underpinned by performance bonds, and finally termination of the contract, with the assets reverting to SANParks.

The annual concession fee payable by the concessionaire to SANParks 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.

At the end of the concession period the concessionaires shall hand over the concession area, the camp, all concession assets and its rights or interest in the developments to SANParks free of charges, liens, claims or encumbrances of any kind whatsoever and free of any liabilities in good condition, fair wear and tear excepted. The concessionaire shall not, other than as provided for in respect of the residual value, be entitled to payment of any compensation in connection therewith.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

The calculated annual concession fee is based on the bid percentage of actual gross revenue for that concession year. The specific obligations per concession are detailed in the schedule below:

National Park - Concession area	Concession holder	Commissioning date	Termination date
Addo - Gorah Elephant Camp	Hunter Hotels (Pty) Ltd	1 January 2001	30 September 2032
Kruger - Mutlumuvi	Rhino Walking Safaris (Pty) Ltd	1 October 2003	30 June 2024
Kruger Mpanamana	Shishangeni Lodge (Pty) Ltd	1 January 2002	31 October 2025
Kruger - Jakkalsbessie	Jakkalsbessie Lodge (Pty) Ltd	1 December 2002	31 December 2024
Kruger - Jock of the Bushveld	Mitomeni River Lodge (Pty) Ltd	1 July 2001	31 March 2024
Kruger - Lwakahle	Lukimbi Safari Lodge (Pty) Ltd	1 November 2001	31 December 2024
Kruger - Mluwati	Imbali Safari Lodge (Pty) Ltd	1 January 2002	31 March 2024
Kruger - Nwanetsi	Singita Lebombo (Pty) Ltd	1 March 2002	30 September 2033
Table Mountain - Roundhouse	Roundhouse (Pty) Ltd	1 October 2010	30 April 2031
Table Mountain - Koeel Bay	Koeel Bay Hospitality (Pty) Ltd	1 February 2007	31 July 2028
West Coast - Houseboats	Kraalbaai Houseboats (Pty) Ltd	1 September 2018	31 December 2039
Namaqua - Luxury Beach Camp Mobile Tents	Chief Luxury Mobile Tented Camp	01 September 2018	22 August 2024
Kruger - Shalati Train Skukuza	Thebe Tourism	1 December 2020	31 December 2045

Public Private Partnership Programme: Retail and Restaurant Facility Rental Income

The concession contracts for retail and restaurant operations entail allowing private operators to operate SANParks' existing facilities on the basis of a medium-term operating agreement. Investors manage and upgrade existing retail and restaurant facilities. The agreements enable the operators to use a defined area over a pre-determined term in return for payment of concession fees. Funding for the refurbishment of ageing infrastructure is for the Concessionaires account. Against the right of occupation and commercial use of facilities, there are set obligations on the part of the concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties, including termination of the contract with the assets reverting to SANParks.

The monthly rental payable for the facilities by the private operator to SANParks for any given month shall be the higher of the fixed monthly rental as defined by the agreements, escalating on an annual basis; or the rental based on actual gross revenue realised, expressed as a percentage of gross revenue.

The private operators have provided SANParks with Performance Bonds equivalent to 3 months fixed rental in the form of Performance Guarantees that secure the operators performance under the Operating Agreement on the basis set out in the Facilities Rental Agreement.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
Retail and Restaurant	Commissioning date	Termination date
The Park Shop (South) - Tourvest	1 February 2013,	31 July 2024
Cattle Baron Restaurant - Tourvest	1 April 2014	30 November 2024
IT Safaris	01 September 2021	30 September 2029
Town Talk Trading Enterprises t/a Big Tree Curio Shop	1 December 2019	31 September 2025
Jobojali cc T/a Salt and Pepper Restaurant	1 December 2013	31 July 2024
The Park Shop (North) - Tourvest	1 February 2013	31 July 2024
Royal Ibhubesi Safari Company - Bush Braai	1 March 2018	31 December 2026
Tindlovu Bush Café	1 May 2016	31 January 2032
Select Events and Venues CC	1 December 2013	31 July 2024
Renvir (Pty) Ltd - Mugg and Bean Lower Sabie	1 March 2014	31 October 2024
Eysbos (Pty) Ltd - Wimpy Pretoriuskop	1 March 2014	30 November 2024
Cattle Baron Restaurant - Tourvest	1 October 2014	31 May 2025
Tourvest Holdings (Pty) Ltd	1 October 2016	31 May 2032
Boulders Penguin Sanctuary	1 December 2019	30 September 2032
Cattle Baron Restaurant - Tourvest	1 August 2014	31 March 2025
Kruger Park Bush Braais	1 November 2022	31 January 2031
Kruger North Restaurant Group (Pty) Ltd	1 November 2021	31 November 2031
Cattle Baron Restaurant - Tourvest	1 December 2021	31 December 2031
Kruger North Restaurant Group (Pty) Ltd	01 November 2021	31 November 2031
Tourvest Holdings (Pty) Ltd	1 August 2019	15 Years + development period
The Park Shop (South) - Tourvest	1 December 2019	31 July 2024

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

				2024	2023
				'000'	'000'
Activities	Contracting Party	Commissioning Date	Termination Date		
Kruger National Park	Skukuza Airport Management Co	01 June 2014	28 February 2025		
	AM Spa	22 May 2017	31 January 2028		
Garden Route National Park	Wilderness Boat cruise	01 April 2027	01 March 2032		
	Knysna gorge Zip Lines	01 September 2020	01 August 2029		
Table Mountain National Park	Table Mountain Aerial Company	01 November 1926	01 November 2025		
	Cape Town Abseiling - Game Trackers	01 September 2022	30 September 2027		
	Cape Point Concession - Thebe Tourism	01 May 1995	30 November 2024		
Addo Elephant National Park	Addo Wellness and Spa	01 April 2020	30 September 2024		
Kruger National park	Skukuza Golf Course	01 February 2022	01 January 2043		
Addo Elephant National Park	Riverbend Country Lodge	01 June 2004	31 May 2079		
Marakele	Marakele (Pty) Ltd	02 November 2000	01 December 2030		
Kgalagadi National Park	Ixhaus Lodge	01 May 2007	30 April 2026		

38. SEGMENT INFORMATION GENERAL INFORMATION IDENTIFICATION OF SEGMENTS

SANParks' activities are very broad, and are undertaken in a wide range of different geographical areas with different socioeconomic characteristics. To enable efficient and effective delivery on the strategy of SANParks, the Executive Management structure subdivided SANParks into three categories namely; Kruger, Parks and Corporate. In establishing the segments to report on, management organised the financial information according to the three existing Executive Management structures.

Each of the three categories was identified to meet the definition of segments as it was noted that each;

- generates economic benefits or service potential;
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and

- for which separate financial information is available.

Management opted to combine Parks operations into a single segment as the Parks have similar economic characteristics and share a majority of the aggregation criteria stipulated below;

- the nature of the goods and/or services delivered is more or less similar;
- the type or class of customer or consumer to which goods and services are delivered are similar;
- the methods used to distribute the goods or provide the services is almost identical; or
- the nature of the regulatory environment that applies to the segment (NEMPAA).

SANParks does not prepare separate management reports for assets and liabilities, and therefore does not prepare segments reports for these items.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023		
	'000'	'000'		
Segment surplus or deficit, assets and liabilities				
March 2024				
	Corporate R' 000	Kruger R' 000	Parks R' 000	Total
Revenue				
Retail activities	15	264,600	102,082	366,697
Tourism and other income	62,980	751,131	320,475	1,134,586
Conservation fees	132,801	267,712	477,179	877,692
Interest income	103,985	18	-	104,003
Concession fees	-	122,495	92,011	214,506
Sales of fauna and flora	10,909	-	-	10,909
Other operating income	5,467	28,839	8,433	42,739
Revenue from non-exchange transactions	901,193	3,313	19,734	924,240
Total segment revenue	1,217,350	1,438,108	1,019,914	3,675,372
Entity's revenue				3,675,372
Expenditure				
Employee Related Costs	442,053	603,198	447,479	1,492,730
Depreciation and Amortisation	53,963	46,639	41,973	142,575
Operating Leases	3,436	14,105	15,814	33,355
Cost of sales	37,049	242,277	91,681	371,007
Finance costs	7,028	84	2,993	10,105
Loss on Disposal of assets	118	682	1,260	2,060
Operating Expenses	699,557	326,823	252,386	1,278,766
Total segment expenditure	1,243,204	1,233,808	853,586	3,330,598
Total segmental surplus/(deficit)				344,774

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024		2023	
	'000'		'000'	
March 2023				
	Corporate R' 000	Kruger R' 000	Parks R' 000	Total
Revenue				
Retail activities	3	254,775	101,196	355,974
Tourism and other income	77,590	687,222	297,279	1,062,091
Conservation fees	120,889	198,955	332,298	652,142
Interest income	61,464	7	50	61,521
Concession fees	-	85,234	65,444	150,678
Sales of fauna and flora	655	-	-	655
Other operating income	36,794	21,383	7,517	65,694
Revenue from non-exchange transactions	828,081	1,639	10,699	840,419
Total segment revenue	1,125,476	1,249,215	814,483	3,189,174
Entity's revenue				3,189,174
Expenditure				
Employee Related Costs	389,192	556,561	413,513	1,359,266
Depreciation and Amortisation	12,469	50,723	61,748	124,940
Operating Leases	2,700	34,954	17,240	54,894
Operating Expenses	649,537	270,713	207,599	1,127,849
Loss on disposal of assets	180	308	1,265	1,753
Finance Costs	3,075	807	1,359	5,241
Cost of sales	42,254	236,125	89,324	367,703
Total segment expenditure	1,099,407	1,150,191	792,048	3,041,646
Total segmental surplus/(deficit)				147,528

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024 '000'	2023 '000'
39. COST OF SALES		
Retail cost of sales	322,444	316,034
Wild Cards	29,349	27,557
Accommodation	19,214	24,112
	371,007	367,703

40. PRIOR-YEAR ADJUSTMENTS

Property, Plant and Equipment.

- (a) During the 2022/23 financial period, a donated asset was not capitalised/accounted for. The error resulted in understatement of PPE and Donation income. The total error was R5,480,000
- (b) An incorrect purchase order together with a duplicated operating expense was capitalised, resulting in overstatement of property, plant and equipment by R14,810,000 and overstatement of payables from exchange transaction by R14,448,000 and understatement operating expenses by R362,000 respectively.

Intangible Assets.

Expenditure incurred for the development of internally generated software was incorrectly expensed resulting in overstatement of operating expenditure and understatement of intangible assets work in progress. The total error was R43,253,000

During the year management noted that work in progress for intangible asset was incorrectly accounted for as part of work in progress for property, plant and equipment. As a result, management decided to correct the error and appropriately account for intangible asset work in progress. The total reclassification error is R12,279,000

Heritage asset.

During the 2022/23 financial period land was incorrectly capitalised as donated land. On further review in the current financial period it was noted that the land was capitalised and purchased by SANParks, therefore resulting in duplicated capitalisation of land. The error resulted in overstatement of donation and heritage asset respectively by R27,600,000

Commitments (Intangible).

Expenditure incurred for the development of internally generated software was incorrectly expensed and as a result the contract not committed for. This resulted in a prior year error for the disclosure of commitments to the value of R166,394,000.

Unspent conditional grants.

It was noted that operating expenditure was incorrectly duplicated and other income incorrectly billed resulting in overstatement of unspent conditional grants (R739,000) and understatement of other income (R694,000) and overstatement of operating expenditure (R45,000) respectively.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

Donations.

During the 2022/23 financial period an agreement was incorrectly interpreted and resulted in funds received being fully recognised as revenue from non-exchange transactions, The above resulted in overstatement of donation revenue (R1,082,000) and unspent conditional grants and receipts (R1,082,000) in the prior year financial period.

Receivables from exchange transactions.

On review of receivables it was noted that receivables were incorrectly credited instead of crediting other income. The error resulted in understatement of both receivable and other income by R763,000.

Government grants and other funding.

During the 2022/23 financial period it was noted that government grants and other funding income as well as operating expenditure from UNDP projects was not accounted for. The error resulted in both understatement of government grants income and operating expenditure by R91,000.

Employee benefit obligation.

During the year management noted that employee benefit obligation was not split between current and non-current liability as per the actuarial report. The reclassification resulted in a total adjustment of R34,472,000 between non-current and current liability.

Receivables from exchange transactions and provision (Concession)

On review of concessionaire' audited signed annual financial statements, it was noted that the property, plant and equipment amount used as per draft AFS is different to the submitted audited annual financial statements, and this resulted in the adjustment of SANParks prior year concession provision and asset. The total error was an understatement of R341,000.

Prior year concessionaire asset and provision was reclassified between current and non-current liabilities/assets. This resulted in the adjustment of SANParks prior year concession provision and asset. The amount impacted by this was R48,841,000.

Irregular expenditure.

In the prior financial year there were cases of irregular expenditure that was under assessment. These items were confirmed as irregular expenditure and therefore resulted in the prior year figure been restated from R202,357,000 to R466,416,000. The restatement was mainly based on irregular expenditure identified from budget over expenditure and Total Energies (Pty) (Ltd)

The correction of the prior period errors results in adjustments as follows

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

Statement of financial position

March 2023

	Note	As previously reported	Correction of error	Re- classification	Restated
Decrease in PPE		2,200,125	(9,330)	(12,279)	2,178,516
Increase in Intangible asset		7,878	43,253	12,279	63,410
Decrease in heritage assets		868,787	(27,600)	-	841,187
Decrease in payables		(308,914)	14,448	(48,841)	(343,307)
Increase in unspent conditional grants and receipts		(792,165)	(343)	-	(792,508)
Increase in receivables - Current		94,356	763	48,841	143,960
Decrease receivables from exchange transactions (non-current)		351,388	341	(48,841)	302,888
Decrease provisions		(351,388)	(341)	48,841	(302,888)
Decrease in employee benefit obligation (non-current)		(537,280)	-	34,472	(502,808)
Increase in employee benefit obligation (current)		-	-	(34,472)	(34,472)
Effect on accumulated surplus		1,532,787	21,191	-	1,553,978

Statement of financial performance

March 2023

	Note	As previously reported	Correction of error	Restated
Increase in other operating income		64,237	1,457	65,694
Increase in government grants and other funding		821,457	91	821,548
Decrease in donations		42,073	(23,202)	18,871
Decrease in operating expenses		(1,170,694)	42,845	(1,127,849)
Effect on surplus or deficit		(242,927)	21,191	(221,736)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2024	2023
	'000'	'000'

Cash flow statement

March 2023

	Note	As previously reported	Correction of error	Re- classification	Restated
Cash flow from operating activities					
Cash receipts from exchange transactions	30	2,292,168	(48,147)	-	2,244,021
Cash receipts from non-exchange transactions	30	1,146,898	4,832	-	1,151,730
Suppliers	30	(1,548,464)	77,238	-	(1,471,226)
		1,890,602	33,923	-	1,924,525
Cash flow from investing activities					
Purchase of property, plant and equipment	5	(221,615)	21,609	-	(200,006)
Purchase of intangible assets	6	-	(43,253)	(12,279)	(55,532)
		(221,615)	(21,644)	(12,279)	(255,538)

41. BUDGET DIFFERENCES

Material differences between budget and actual amounts

- A. Revenue from exchange transactions is more than budget as a result of tourism related revenue doing better than expected. There were more visitors through SANParks gates, than anticipated.
- B. Government grants and other funding is less than budget mainly because of the slower spending on infrastructure grants. SCM processes are still underway and were not completed timeously before year-end.
- C. Donations reflect a negative variance due to funding mainly falling into the category of special projects and not donations. Special projects funding is funding that is conditional and cannot be recognised until the conditions have been met.
- D. Employee related costs savings is mainly attributed to vacant posts not yet filled.
- E. Depreciation is slightly below budget as a result of asset purchases not yet effected.
- F. Finance costs reflect an overspending due to additional finance leases been entered into for purchase of vehicles.
- G. Operating lease payments reflect a savings due to fewer leases entered into than anticipated.
- H. Operating expense savings are as a result of slow EPWP implementation of projects.
- I. Loss on disposal of assets due to assets being sold off at less than book value.
- J. Cost of sales resulted in an overspending mainly as a result of petrol price increases and more fuel sales than anticipated.

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