South African
NATIONAL PARKS

ANNUAL Report 2024 | 2025

VISION 2040

OUR 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.

OUR VISION

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

OUR MANDATE

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

South African NATIONAL PARKS

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 21 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
PHYSICAL ADDRESS:	643 Leyds Street Muckleneuk Pretoria South Africa 0002
POSTAL ADDRESS:	PO Box 787 Pretoria 0001
TELEPHONE NUMBER/S:	+27 (0)12 426 5000
FAX NUMBER:	+27 (0)12 343 0905
EMAIL ADDRESS:	JP.Louw@sanparks.org
WEBSITE ADDRESS:	www.sanparks.org
EXTERNAL AUDITORS:	Auditor-General of South Africa (AGSA) 4 Daventry Street Lynnwood Bridge Office Park, Lynnwood Manor Pretoria SA
BANKERS:	First National Bank 1 First Place 7th Floor Bank City Johannesburg 2000
ACTING BOARD SECRETARY:	Ms Nnaniki Rampedi

2. LIST OF ABBREVIATIONS/ ACRONYMS

AENP	Addo Elephant National Park
AFD	Agence Française de Développement
ALP	African Leadership Programme
APP	Annual Performance Plan
ABMI	Attribute-Based Maturity Index Model
ARC	Audit and Risk Committee
B-BBEE	Broad-Based Black Economic Empowerment
BAC	Bid Adjudication Committee
BDU	Business Development Unit
bTB	Bovine Tuberculosis
BIOFIN	Biodiversity Finance Initiative
Big Five	Lion, Leopard, Elephant, Rhino, and Buffalo
CEO	Chief Executive Officer
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CFO	Chief Financial Officer
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CoCT	City of Cape Town
COVID-19	Coronavirus Disease 2019
CPI	Consumer Price Index
CRM	Customer Relationship Management
CSI	Customer Satisfaction Index / Corporate Social Investment
CPBMJTT	Cape Peninsula Baboon Management Joint Task Team
DALRRD	Department of Agriculture, Land Reform and Rural Development
DBE	Department of Basic Education
DDM	District Development Model
DFFE	Department of Forestry, Fisheries and the Environment
DOOH	Digital Out-of-Home
ECDC	Eastern Cape Development Corporation
ECPTA	Eastern Cape Parks and Tourism Agency
EE	Employment Equity
EIA	Environmental Impact Assessment
EM	Environmental Monitor
EME	Exempted Micro Enterprise
EPWP	Expanded Public Works Programme
ESS	Employee Self-Service
ESD	Enterprise and Supplier Development
EWT	Endangered Wildlife Trust
FRENCH CNRS	Centre National de la Recherche Scientifique (France)
FTE	Full-Time Equivalent
GBFF	Global Biodiversity Framework Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GGHNP	Golden Gate Highlands National Park
GHG	Greenhouse Gas
GKEPF	Greater Kruger Environmental Protection Foundation
GNP	Garden Route National Park

GRAP	Generally Recognised Accounting Practice
GRIN	Garden Route Interface and Networking
Ha	Hectare
HCM	Human Capital Management
HESOP	Heritage Education Schools Outreach Programme
HOSPERSA	Health and Other Services Personnel Trade Union of South Africa
HSM	Hospitality Services Manager
ICT	Information and Communications Technology
IP	Infrastructure Project
iSWPA	iSimangaliso Wetland Park Authority
ITB	Internationale Tourismus-Börse Berlin
IUCN	International Union for Conservation of Nature
JMBs	Joint Management Boards
K2C	Kruger to Canyons
KGNP	Kalahari Gemsbok National Park
MHRA	Museums and Heritage Research Alliance
METT	Management Effectiveness Tracking Tool
MLL	Mega Living Landscapes
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MPA	Marine Protected Area
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MTPA	Mpumalanga Tourism and Parks Agency
NDP	National Development Plan
NDM	Namaqua District Municipality
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
NEMPA	National Environmental Management: Protected Areas Act (alternative acronym)
NGO	Non-Governmental Organisation
NHRA	National Heritage Resources Act
NPAES	National Protected Area Expansion Strategy
NRMP	Natural Resource Management Programme
NUPSAW	National Union of Public Service and Allied Workers
NYDA	National Youth Development Agency
OHS	Occupational Health and Safety
P&P	People and Parks
PDI	Previously Disadvantaged Individual
PFMA	Public Finance Management Act
PHRA	Provincial Heritage Resources Authority
PMS	Performance Management System
PFMA	Public Finance Management Act
PNRun	Parc National de La Réunion (Réunion Island National Park)
PPE	Property, Plant and Equipment
PPG	Project Preparation Grant
PPP	Public-Private Partnership
PwDs	People Living with Disabilities
QSE	Qualifying Small Enterprise
REHABS	Rebuilding Effective and High-value Aquatic Biodiversity Systems
RIB	Rhino Impact Bond
SA	South Africa
SAHRA	South African Heritage Resources Agency

SAIA	South African Institute of Auctioneers
SANBI	South African National Biodiversity Institute
SANCCOB	Southern African Foundation for the Conservation of Coastal Birds
SANDA	South African National Deaf Association
SANDF	South African National Defence Force
SANParks	South African National Parks
SAWS	South African Weather Service
SAPS	South African Police Service
SASS	South African Scoring System
SAWC	Southern African Wildlife College
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SEAM	Sea, Air and Mountain
SEDFA	Small Enterprise Development and Finance Agency
SEDA	Small Enterprise Development Agency
SES	Social-Ecological Systems
SET	Socio-Economic Transformation
SHR	SANParks Honorary Ranger
SKA	Square Kilometre Array
SMME	Small, Medium or Micro Enterprise
SoAIM	State of Area Integrity Assessment
SOP	Standard Operating Procedure
SSC LLP	Species of Special Concern Lower-Level Plan
SSNM	Savanna Science Network Meeting
T&CIP	Tokai-Cecilia Implementation Plan
tCO_2-eq	Tons of Carbon Dioxide Equivalent
TFCA	Transfrontier Conservation Area
TMACC	Table Mountain Aerial Cableway Company
TMNP	Table Mountain National Park
TPMS	Tourism Property Management System
ToPS	Threatened or Protected Species
TUT	Tshwane University of Technology
TVET	Technical and Vocational Education and Training
UCT	University of Cape Town
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USD	United States Dollar
VAT	Value-Added Tax
VWS	Veterinary Wildlife Services
VYG	Vision Youth Group
WCNP	West Coast National Park
WCB	Wildlife Conservation Bond
WEP	Women Empowerment Programme
WfE	Working for Ecosystems
WfW	Working for Water
WftC	Working for the Coast
WMC	Water Management Committee
WoF	Working on Fire
WRSA	Wildlife Ranching South Africa
WTM	World Travel Market
WWF	Worldwide Fund for Nature
YoY	Year-on-Year

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Part A
GENERAL INFORMATION

Dr Dion George

FOREWORD BY THE MINISTER

It is my privilege to present the South African National Parks (SANParks) Annual Report for the 2024/25 financial year.

This report reflects the continued commitment of SANParks to its core mandate: to protect South Africa's natural and cultural heritage while creating opportunities for economic participation, particularly for communities living around our national parks.

As the custodian of South Africa's national parks, SANParks plays a vital role in giving effect to the country's constitutional and developmental priorities. Its work contributes to biodiversity protection, climate resilience, green job creation, sustainable tourism, and inclusive economic growth.

One of the most important milestones this year was the launch of Vision 2040, a long-term strategy that places communities at the centre of conservation. This approach is closely aligned with the Department's broader goals, including the Kruger, Kirstenbosch and iSimangaliso Icon Status Strategy, or KISS, which seeks to position these sites as leading centres of conservation, research, tourism and development.

In 2024/25, SANParks also advanced its climate response efforts. From energy efficiency projects to ecosystem-based adaptation, these initiatives are key to supporting South Africa's just transition and the rollout of the Climate Change Act.

The organisation expanded the system of National Parks by more than 28,300 hectares and rehabilitated over 36,422 initial hectares, 204,343 followup hectares and 28 wetlands of degraded ecosystem. Progress has also been made in species recovery, particularly for rhino populations, and in the protection of cultural heritage sites such as Thulamela.

On governance, SANParks has maintained sound financial management, improved revenue collection, and invested in infrastructure upgrades across the park network. The continued achievement of an unqualified audit opinion outcome demonstrates strong institutional leadership and accountability.

Looking ahead, SANParks will play a central role in advancing the Department's strategic programmes. This includes RESET, which focuses on regulatory efficiency, and FILLER, which supports ethical and fair management of iconic species such as lions, leopards, elephants and rhinos.

Our national parks are more than protected areas. They are economic enablers, education hubs, and innovation platforms. They support livelihoods and connect people to nature in ways that build dignity, sustainability and resilience.

I commend the SANParks Board, management and staff for their professionalism and dedication. I also thank our partners, donors, civil society and community stakeholders for their continued collaboration.

Together, we will take the Vision 2040 agenda forward. By doing so, we can unlock the full potential of our national parks and ensure that they deliver long-term benefits for all South Africans.

Minister Dr. Dion George

Minister Forestry, Fisheries and the Environment

Date: 8 August 2025

FOREWORD BY THE CHAIRPERSON

It is with great pride that I present the 2024/2025 Annual Report of South African National Parks (SANParks). This report highlights the accomplishments of an organisation tasked with protecting South Africa's invaluable natural and cultural heritage. It is a reflection of the resilience, dedication, and adaptability demonstrated by SANParks' leadership, employees, and stakeholders in their journey to set a strong foundation for the co-creation of the future of conservation.

We believe the successes of SANParks were possible through shared responsibility and collaborations to conserve the country's natural and cultural heritage. In this regard, the details contained in the 2024/2025 Annual Report represent a journey of co-creation, co-ownership, and stewardship that involves a wide range of critical role players across the conservation community.

The development and launch of the Vision 2040 strategy over the past two years is the natural continuation of a journey that began in 1994, when democratic South Africa sought to redefine the role of conservation. The road to Vision 2040 began in 2022 with nearly 18 months of nationwide consultations, during which over 1800 stakeholders comprising of citizens, staff, youth, scientists, academics, tourists, and people from communities bordering our parks were asked a critical question: What should the future of conservation in South Africa look like? This Annual Report for the 2024/2025 Financial Year is therefore not about an isolated, stand- alone year, but is part of an ongoing effort embedded in the experiences of the past and the vision of an inclusive future of conservation, called Vision 2040.

SANParks continues to show strong performance year on year with 24 of 28 targets of the 2024/2025 Annual Performance Plan (APP) achieved, representing an overall achievement of 86%; this is a testament to the dedication and commitment by SANParks, working in collaboration with its numerous stakeholders, to achieve the mandate of the organisation.

This Annual Report is a report card on the foundational work that is shaping our future in conservation as defined by Vision 2040, a period characterised by deliberate action towards a future of inclusive conservation, premised on equitable, shared economic growth.

The Board is particularly pleased with the total revenue secured during the period under review, which increased significantly from R3.68 billion in 2023/24 to R4.10 billion in 2024/25. This is the first time in its history that

SANParks has reached and exceeded the R4 billion mark in revenue, this improvement was driven by a strong performance in tourism which generated R2.83 billion, representing a year-on-year increase of R232 million. A total of 6,233,274 guests visited our parks in the period under review, reflecting a 2.7% year-on-year increase compared to 6,070,046 in the previous financial year; SANParks considers itself to have fully recovered and stabilised following the devastating impact of the pandemic on its tourism business which at its worst, reflected a 70% decline in tourism volumes and revenues.

With the sobering realisation of the risk of overdependence on tourism revenue, SANParks is in the process of developing a long-term financial sustainability model, aiming to diversify the organisation's revenue streams; reduce reliance on the fiscus and to ensure adequate resourcing of its new Vision 2040 strategy. The work on the financing model is at an advanced stage, and it is envisaged that a final document will be tabled to the Board for approval before the end of the 2025/26 financial year.

Our positive performance in the period under review is an affirmation that SANParks is truly poised to tackle the what the future holds for conservation in South Africa; it is thus that this Annual Report's theme, is "Co-Creating the Future of Conservation".

The commitment to an inclusive conservation model is also evidenced by the motivation behind SANParks' continued efforts to address unresolved land claims and reinforce benefit-sharing models with historically disadvantaged communities. For SANParks, these represent a moral imperative and a strategic enablement of long-term conservation success, grounded in social justice and community engagement. For SANParks, community engagement must recognise traditional ties to the land and address historical marginalisation, establishing co-management models that strengthen long-term stewardship.

During the period under review, SANParks had targeted to expand the system of national parks by 10,000 hectares in alignment with the National Protected Area Expansion Strategy (NPAES;) 28,372.1590 hectare were secured for inclusion through formal agreements significantly exceeding the annual target. It must be understood that the expansion of land under conservation is a not only national strategy and an alignment to the Convention on Biological Diversity's Global Biodiversity Framework, particularly the 30x30 target[1]; it is a critical pillar to the achievement of inclusivity in conservation and is therefore a key tenet of SANParks' aspirational strategy - Vision 2040.

1 The 30x30 target The Convention on Biological Diversity's Global Biodiversity Framework aims to protect 30% of the planet's land and oceans by 2030

The challenge of climate change is one that is no longer looming but is real; the threats that have been monitored for decades by scientists are materialising at a rapid pace. This places significant pressure on the ability to manage and mitigate against biodiversity losses; enhancing the resilience of protected areas in the face of climate change includes integrating climate change vulnerability assessments and adaptation objectives into park management plans.

With Vision 2040 as its priority, the Board remains committed to good governance, sustainability, and propagation of an inclusive future for conservation. We are encouraged by SANParks' efforts to strengthen financial management, enhance operational efficiency, and embed a culture of transparency and accountability across the organisation. These efforts not only build public trust but also enable us to attract investment and partnerships essential for long-term conservation outcomes.

On 30 June 2024, President Cyril Ramaphosa appointed Dr Dion George as Minister in the Department of Forestry, Fisheries and the Environment, supported by Ms Bernice Swarts and Mr Narend Singh serving as Deputy Ministers. We take this opportunity to express our gratitude to our Ministerial leadership for their valuable support and guidance since taking up tenure.

On behalf of the SANParks Board, I extend our heartfelt appreciation to the SANParks Executive Committee and staff, our stakeholders, government partners, communities, the scientific community, investors, donors, sponsors, and civil society formations. Their contributions are integral to the success story of SANParks. As we look to the future, SANParks will continue to lead with courage and foresight, ensuring that South Africa's conservation offerings remain resilient ecosystems and living legacies for generations to come, that intentionally benefit all sectors of society.

Ms. Pam Yako

Chairperson of the Board South African National Parks

Ms Hapiloe Sello

CHIEF EXECUTIVE OFFICER'S OVERVIEW

The 2024/25 financial year has been one of renewal, impact, and strategic consolidation for South African National Parks (SANParks). Our theme for this Annual Report is 'co -creating the future of conservation' and exemplifies the role that SANParks, in collaboration with its diverse stakeholder base, plays in conserving biodiversity while unlocking inclusive socio-economic benefits for the nation.

On this note, SANParks achieved 24 of its 28 targets that represents a notable achievement of 86% against APP targets.

GENERAL FINANCIAL REVIEW

For the financial year ending 31 March 2025, South African National Parks (SANParks) despite persistent global and domestic economic, political, and environmental challenges, showed strong financial resilience and improved performance compared to the previous year. The organisation achieved a surplus of R311 million, a 20% increase from a surplus of R258 million in the previous year, attributed to improved operational efficiencies and internal controls as well as the drive towards financially sustainability.

Total revenue rose substantially from R3.6 billion in 2024 to R4.1 billion in 2025, marking the first time in SANParks' history that revenue surpassed the R4 billion threshold. This growth was primarily driven by a robust recovery in tourism, with tourism-related revenue reaching R2.83 billion, reflecting a R232 million year-on-year increase propelled by a rebound in both domestic and international travel; investments in effective marketing campaigns and in addition, investment into tourism infrastructure refurbishments in some key parks. SANParks is grateful to the Minister for the support in maintaining our existing infrastructure and providing us with the impetus to invest in new infrastructure through infrastructure grant income. Government grants and other funding grew from R896 million to R998 million, largely attributed to an increase in the infrastructure grant income.

Total expenditure increased from R3.44 billion to R3.77 billion, largely in employee-related costs and operational expenses. Personnel costs rose from R1.52 billion to R1.77 billion driven by annual salary inflation related adjustments coupled with the significant investment made in reducing the high vacancy rates within the organisation during the period under review.

Digitisation of the organisation is a cornerstone of financial sustainability; SANParks has made a strategic decision to bolster its Information Technology (IT) capacity ushering in the rollout of integrated digital systems aimed at improving operational efficiency, data management, and digital innovation to improve staff and visitor experience.

CAPACITY CONSTRAINTS AND CHALLENGES

In the year under review, the organisation identified critical capacity and compliance challenges within Supply Chain Management, particularly in contract management, where weaknesses in systems, processes, and oversight mechanisms contributed to instances of irregular expenditure. To mitigate these risks and strengthen institutional resilience, the organisation implemented strategic interventions, including the deployment of skilled SCM professionals and the roll-out of targeted PFMA and compliance training across operations.

This training has been embedded as a compulsory, long-term capability-building initiative. These actions reflect the organisation's strategic commitment to governance reform and operational excellence.

Discontinued key activities / activities to be discontinued No activities were discontinued in the year under review. New key activities No new activities have been introduced in 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 to the amount of R311 million. 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 organisation undertakes a compliance review to assess compliance with the PFMA, the National Treasury Regulations and relevant prescripts.

SANParks internal assessments indicate that the organization experienced some challenges in regard to compliance with applicable supply chain management processes in the procurement of goods and services. This resulted in irregular expenditure of R171.9 million, the bulk of which relates to instances where contracts had expired and appropriate procurement processes were not followed to regularise the procurement in accordance with applicable legislation. The organization continues to implement consequence management in the form of training to staff and disciplinary action against employees responsible for incurring irregular expenditure.

FRUITLESS AND WASTEFUL EXPENDITURE

In the year under review, the organisation incurred fruitless and wasteful expenditure amounting to R21 000 which is mainly as a result of interest, fines and penalties incurred during the financial year. The amounts are being recovered from the responsible employees in line with the National Treasury prescripts and relevant practice notes.

Unsolicited bid proposals for 2024/2025 financial year No unsolicited bid proposals were received during the year. Plans to address financial sustainability

In the year under review, SANParks began the work on development of a long term financial sustainability model with the aim of diversifying the revenue streams for the organisation, reducing reliance on government grants and ensuring adequate resourcing of our new Vision 2040 strategy. The work on the financing model is at an advanced stage and it is envisaged that a final document will be tabled to the Board for approval before the end of the 2025/26 financial year.

EVENTS AFTER THE REPORTING DATE

SANParks is not aware of any events after the reporting date, 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 2024/2025 financial year. In the year under review, SANParks had a net asset value of approximately R3.650 billion. The organisation derives its revenue from tourism activities, government grants and other resources mobilised through our own resource mobilisation activities. There are no indications that the financial position of the organisation will significantly deteriorate in the foreseeable future

LOOKING AHEAD

Our strategic direction is firmly rooted in Vision 2040, which guides us towards a future where resilient ecosystems, thriving communities, and inclusive economic growth coexist. Through the implementation of the Mega Living Landscapes framework, we have prioritised transformation, ecological integrity, and community empowerment.

Internally, we maintained a strong focus on governance, organisational performance, and financial sustainability. Despite a constrained fiscal environment, we remained agile, leveraging partnerships and donor support to deliver on key priorities.

Our task is to deepen our impact while navigating complexity. SANParks must continue to innovate, engage communities meaningfully, and build a resilient organisation that is fit for the future. I thank our Board, executive team, dedicated employees, partners, and stakeholders who make this work possible. Together, we remain committed to a future where communities thrive alongside conservation.

ACKNOWLEDGEMENTS

I extend my heartfelt appreciation to all those who have contributed to the achievements outlined in this Annual Report for the 2024/25 financial year.

First and foremost, I thank the SANParks Board for their strategic leadership, sound governance, and unwavering support in steering the organisation through a complex and evolving landscape. Your guidance remains vital in ensuring that our actions align with the broader vision of sustainable conservation and inclusive development.

I also extend our gratitude for the consistent valuable political leadership and guidance provided by our Honourable Minister, Dr. Dion George, Deputy Minister Ms. Bernice Swarts and Deputy Minister Mr. Narend Singh who are collectively leading the portfolio of Forestry, Fisheries and the Environment.

To the dedicated EXCO, management team and staff across all our parks and offices, your passion, professionalism, and resilience continue to drive our success. Whether in the field, behind the scenes, or on the frontlines with visitors, you embody the spirit of SANParks and make an immeasurable difference every day.

I also acknowledge and thank our partners in government, civil society, the private sector, and the international community. Your collaboration, funding, and technical support remain indispensable to our ability to protect biodiversity, expand our conservation footprint, and deliver socio-economic value to surrounding communities.

Lastly, to the people of South Africa and all who visit and support our national parks: your belief in our mission motivates us to do better, reach further, and protect more. Together, we continue to make conservation a shared national legacy.

At SANParks, we recognise that the future of conservation is not something we inherit—it is something we actively shape. Our dedicated staff, together with our partners and communities, are the custodians of this vision. Through collaboration, innovation, and unwavering commitment, we are co-creating a future where people and nature thrive in harmony.

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 Ngobeni

Mr Jeff Mashele

Ms Bulelwa Koyana

Mr Lourence Mogakane

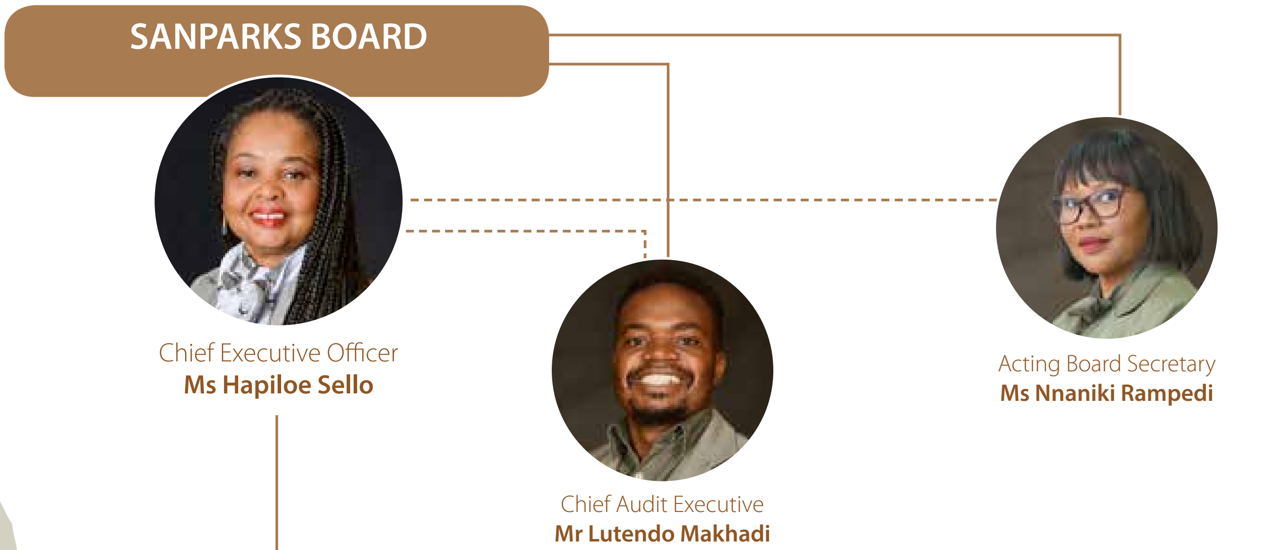
Ms Zuks Ramasia

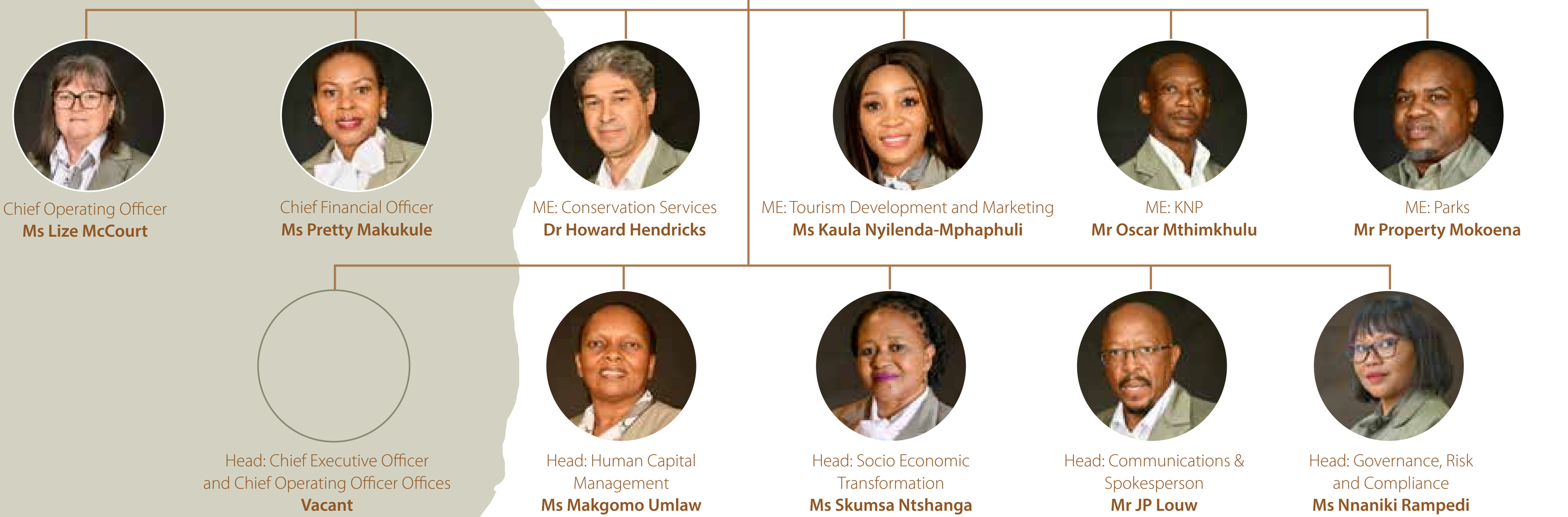
Chief Livhuwani Matsila

Ms Yolan Friedmann

Ms Nandi Mayathula-Khoza

ORGANISATIONAL STRUCTURE





**Ms Khethiwe Silubane served as the acting CFO from August 2024 while Ms Pretty Makukule, the CFO was on Sabbatical Leave*
**Ms Nnaniki Rampedi served both as Head of Governance, Risk and Compliance and Acting Board Secretary from December 2024, while the organisation was in the process of filing the position of the Board Secretary.*

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 2025.

Chief Executive Officer SANParks
Name: Ms Hapiloe Sello
Date:

Chairperson of the Board
Name: Ms Pam Yako
Date:

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 wellbeing; 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

1. A PATH TO INCLUSIVE CONSERVATION

SANParks' approach to conservation has evolved from its early "fortress conservation" model towards a more inclusive, people-centred philosophy that aligns with post-democratic values and the changing needs of South African society. This transformation was catalysed by milestones such as the 1994 establishment of a contractual park in Richtersveld, where communal land use and conservation coexisted within a mutually beneficial framework.

Today, SANParks envisions national parks as not just protected ecological spaces but also as multifunctional socio-ecological systems that support regenerative agriculture, ecotourism, and a variety of economic activities. These landscapes connect biodiversity conservation with community empowerment and cultural revitalisation. This inclusive approach is formally embedded within the organisation's Vision 2040. It is driven by the Mega Living Landscapes (MLL) framework, which aims to reconfigure South Africa's conservation estate to enhance ecological sustainability and facilitate socioeconomic transformation on a large scale.

The period under review was characterised by deliberate action towards inclusive conservation. SANParks continued to address unresolved land claims and reinforced benefit-sharing models with historically disadvantaged communities. These efforts represent a moral imperative and a strategic enabler of long-term conservation success, grounded in social justice and community engagement.

CO-DEVELOPING A COLLECTIVE FUTURE: THE VISION 2040 CONSULTATION PROCESS

SANParks conducted an extensive, multi-stakeholder consultation process during an unprecedented national engagement that shaped the Vision 2040 strategy. Over 1,600 stakeholders, including park visitors, neighbouring communities, youth groups, conservation experts, traditional leaders and healers, cultural practitioners, and business leaders, contributed to shaping a future-oriented conservation scenario. This inclusive planning process was implemented through various formats, including digital platforms, social media, in-person workshops, and structured dialogues.

The resulting Vision 2040 document, unveiled in September 2024, places Mega Living Landscapes at its core. Large, interconnected landscapes encompass communal, private, and state land under diversified yet conservation-compatible uses. The strategy aligns with the White Paper on the Conservation and Sustainable Use of South Africa's Biodiversity, promoting community-led stewardship, equitable benefit-sharing, and long-term sustainability in conservation efforts.

REGENERATIVE TOURISM AND DIVERSIFIED INCLUSION STRATEGIES

As part of SANParks' strategic shift towards inclusive conservation under Vision 2040, the organisation increasingly embraces regenerative tourism as a cornerstone of its transformation agenda. This approach extends beyond merely sustaining natural heritage, focusing instead on actively restoring ecosystems while fostering the socio-economic upliftment of communities connected to the national parks. It is grounded in the understanding that thriving ecosystems and resilient communities are intrinsically interlinked.

During the period under review, SANParks intensified its efforts to diversify its tourism portfolio by developing immersive, culturally enriching experiences that foster deeper connections between visitors and the natural environment. These experiences included community-driven events, interpretive cultural heritage engagements, and nature-based activities that highlighted the broader ecosystem and supported local livelihoods. This deliberate move redefines the tourism offering beyond the traditional "Big Five" to a more inclusive and socially responsive model.

SANParks has also continued to implement its comprehensive tourism development and marketing strategy to promote greater access for historically excluded groups. A notable success has been the SANParks Week initiative, launched in 2006, which encourages South Africans—particularly those from underrepresented communities—to visit national parks by granting free day entry during a dedicated week each year. Since the inception of this programme, the profile of domestic visitors has become progressively more reflective of South Africa's demographic diversity. Through targeted campaigns and strategic collaboration with the Department of Tourism, SANParks is repositioning national parks as accessible destinations of choice for all South Africans.

Aligned with its Commercialisation Strategy, SANParks provides small and emerging enterprises with opportunities to engage in tourism-related activities through Public-Private Partnerships (PPPs). This approach has been particularly impactful in rural areas, where eco-tourism serves as a key economic driver. These PPPs ensure that national parks function as inclusive economic engines, generating employment and entrepreneurial opportunities while protecting biodiversity assets for the benefit of current and future generations.

DIRECT COMMUNITY BENEFITS AND ENTERPRISE EMPOWERMENT

SANParks has emphasised the importance of ensuring that communities gain direct and meaningful benefits from conservation efforts as part of its inclusive conservation framework. A central component of this strategy is the structured integration of small, medium, and micro-enterprises (SMMEs) into park-based procurement and service provision. By aligning procurement policies to support local economic development, SANParks encourages greater participation of community-owned businesses in the conservation economy.

A dedicated portion of tourism-generated income, including a 1% tourism levy on accommodation bookings, is allocated to Corporate Social Investment (CSI) projects. These projects focus on addressing identified social needs within neighbouring communities. Interventions include developing infrastructure for early childhood centres, establishing food gardens and school greening initiatives, and providing skills training programmes to enhance self-reliance and local resilience.

SANParks has expanded its wildlife donations programme to emerging and individual game farmers to support the transformation of the wildlife economy. This initiative, which aligns with land reform and inclusive growth objectives, contributes towards restoring access to wildlife assets and diversifying ownership within the conservation sector.

Throughout the reporting period, SANParks further advanced its engagement with land claimant communities to ensure that benefit-sharing mechanisms are integrated into park governance and tourism value chains. These community engagements are intended to recognise traditional ties to land, address historical marginalisation, and establish co-management models that strengthen long-term stewardship.

YOUTH, WOMEN AND PERSONS WITH DISABILITIES: DRIVING TRANSFORMATION

SANParks' transformation agenda strongly emphasises employment equity, human capital development, and the inclusion of underrepresented groups within organisational structures and broader programme delivery. This is operationalised through a comprehensive Human Capital Management Plan that articulates strategic objectives for promoting diversity, representation, and leadership development.

During the year under review, SANParks made notable progress in integrating youth, women, and persons with disabilities (PwDs) into its development programmes. The youth development initiatives centred on empowering young people from communities surrounding the parks by providing environmental education, conservation awareness, life skills training, and job shadowing opportunities. These programmes aim to cultivate a new generation of conservation leaders while contributing to social cohesion and nation-building.

Regarding gender transformation, SANParks prioritised increasing the representation of women within the organisation, particularly in leadership and decision-making roles. Mentorship and succession planning programmes were implemented to identify high-performing women with leadership potential and prepare them for executive roles. The organisation also hosted diversity and inclusion workshops across regional operations to foster an inclusive organisational culture and raise awareness of unconscious bias and systemic barriers.

Furthermore, SANParks has made significant progress in promoting the inclusion of PwDs. This involves reviewing recruitment strategies to enhance accessibility, improving internal policies for support and accommodation, and recognising the contributions of staff living with disabilities. Celebrating the success stories of women and PwDs within SANParks is a vital mechanism to inspire others and foster a culture of empowerment throughout the institution. Together, these initiatives demonstrate SANParks' commitment to incorporating transformation into every facet of its operations, ensuring that national parks serve not only as custodians of biodiversity but also as champions of social and economic justice

SANPARKS VISION 2040: A NEW ERA FOR CONSERVATION

Vision 2040 is SANParks' strategic blueprint for transforming conservation into a driver of inclusive development. It moves beyond traditional protected area boundaries to embrace landscape-scale approaches that integrate ecological integrity with human well-being.

At the heart of Vision 2040 lies the transformative concept of Mega Living Landscapes (MLLs)—a bold departure from isolated, fortress-style conservation toward expansive, interconnected socio-ecological systems. These landscapes are designed not only to restore ecological functionality but also to unlock tangible socio-economic value for communities historically excluded from conservation benefits.

MLLs integrate national parks with surrounding communal lands, private reserves, cultural heritage sites, and biodiversity corridors. They serve as living laboratories for inclusive conservation, where nature and people thrive together. Within these landscapes, SANParks fosters ecological connectivity, climate resilience, and cultural revitalisation—while simultaneously enabling job creation, enterprise development, and co-governance.

MLLs are more than geographic zones—they are dynamic platforms for transformation. They embody the principles of community stewardship, cultural integration, and inclusive economies, ensuring that conservation is not only about protecting biodiversity but also about restoring dignity, equity, and opportunity across generations.

STRATEGIC PILLARS OF VISION 2040

Vision 2040 is anchored in six strategic pillars that guide SANParks' long-term transformation:

1. Sustainable and Integrated Conservation of Land- and Seascapes

   Promoting biodiversity, habitat protection, and cultural heritage within interconnected ecosystems.

2. Inclusive Economic Growth through Biodiversity and Conservation-Linked Opportunities

   Unlocking the economic potential of biodiversity to support job creation, enterprise development, and poverty reduction.

3. Regenerative Tourism

   Ensuring tourism has a net positive impact on ecosystems, heritage, and local livelihoods.

4. Social License and Legitimacy

   Building trust through collaborative governance, co-management, and inclusive conservation practices.

5. Organisational Agility and Innovation

   Strengthening SANParks' internal capacity, financial sustainability, and responsiveness to complex landscapes and emerging challenges.

6. Sustainability, Resilience, and Climate Responsiveness

   Integrating climate adaptation, green energy, and resource efficiency across all operations and conservation performance metrics.

These pillars are fully integrated into SANParks' Five-Year Strategy (2025–2030) and Annual Performance Plan, ensuring measurable progress toward inclusive, resilient, and thriving landscapes.

WORKING TOGETHER FOR TRANSFORMATION

SANParks' transformation journey is rooted in collaboration. Through programmes such as People and Parks, Community Living Landscapes, and the Socio-Economic Transformation (SET) Programme, SANParks works with:

- Land reform beneficiaries to co-manage parks and restore ecological connectivity.
- Local communities to develop nature-based enterprises and participate in biodiversity economy initiatives.
- Youth and women through targeted training, bursaries, and employment programmes.
- Private sector partners via Public-Private Partnerships (PPPs) that enhance infrastructure and tourism offerings.

These efforts reflect SANParks' commitment to building a conservation model that is inclusive, equitable, and sustainable—one that protects South Africa's natural heritage while empowering its people.

2. OVERVIEW OF THE PUBLIC ENTITY'S PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

South African National Parks (SANParks) is pleased to present its Annual Performance Report (APR) for the 2024/25 financial year. This report summarises the organisation's performance against the objectives outlined in the 2024/25 Annual Performance Plan (APP). The 2024/25 financial year marked the final year of the implementation of the Strategic Plan covering 2020/21 to 2024/25 financial years. In summary, SANParks achieved 86% of its targets during the 2024/25 financial year.

CONSERVATION MANAGEMENT

ACHIEVEMENTS IN EXPANDING PROTECTED AREAS

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 2016 National Protected Area Expansion Strategy (NPAES) 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.

South African National Parks (SANParks) continues to drive the establishment and expansion of the national parks system to ensure representative coverage of the country's biodiversity, landscapes and associated cultural heritage. This effort also supports enhanced ecological connectivity and regional conservation linkages.

In alignment with the NPAES and SANParks' evolving Vision 2040, the organisation set a target to expand the system of national parks by 10 000 hectares during the 2024/2025 financial year. This objective is also a response to the Convention on Biological Diversity's Global Biodiversity Framework, particularly the 30x30 target which aims to protect 30% of the planet's land and oceans by 2030.

During the period under review 28,372.1590 hectares had been secured for inclusion through formal agreements. This significantly exceeded the annual target of 10 000 hectares and can be primarily attributed to the inclusion of a large property within Tankwa Karoo National Park covering 20,819 hectares through a national park agreement. Despite this success, land inclusion at the individual property level remains dynamic and often unpredictable. Challenges persist, particularly when landowners are unwilling to sell, resulting in delays or the inability to acquire specific targeted properties.

GRASSLANDS NATIONAL PARK

The establishment of the New Grasslands National Park exemplifies the core principles of SANParks' Vision 2040 that seeks to advance ecological sustainability while generating social and economic benefits through inclusive conservation, particularly for marginalised communities. The park will play a vital role in protecting cultural heritage sites by integrating them into broader community development and tourism initiatives.

Through sustainable land management, it is envisaged that the park will enhance the resilience of conservation areas to climate change. Positioned at the heart of a Mega Living Landscape, the New Grasslands National Park anchors a vast, interconnected ecological network that supports both biodiversity conservation and the socio-economic upliftment of surrounding communities.

MEGA LIVING LANDSCAPES

The concept of Mega Living Landscapes (MLLs), championed by SANParks, refers to the creation and expansion of interconnected areas of land that bring together protected areas, private and communal lands, and diverse, sustainable land uses. This approach reshapes biodiversity conservation by embracing a larger-scale, more inclusive strategy that acknowledges the vital link between environmental protection, climate resilience, and human well-being. Rather than limiting conservation to designated protected areas, MLLs recognises that various activities across vast regions can contribute to ecological sustainability when managed responsibly. This vision broadens traditional conservation models, fostering a more dynamic and integrated approach to safeguarding nature while supporting communities.

Through landscape-level initiatives such as the Grasslands National Park Programme, Addo-Amathole Biodiversity Economy Node Project, and the Greater Kruger Biodiversity Economy Programme, SANParks is fostering partnerships with communities and emerging farmers to co-create MLLs. These initiatives emphasise a stewardship model that positions communities as key stakeholders in the biodiversity economy.

To date, SANParks has actively engaged with landowners and rightsholders at 31 sites, covering 58 980 hectares. Of these, 22 sites, representing 30 096 hectares, have progressed to the signing of consent documents between SANParks and land rights holders.

GEF 8 MEGA LIVING LANDSCAPES PROJECT PREPARATION

In February 2024, the GEF Council approved a Project Preparation Grant (PPG) for the GEF-8 project titled "Reimagining National Parks for People and Nature – Mega Living Landscapes Project" (GEF ID 11347). This was followed in April 2024 by the approval of a PPG for the GBFF project: "Reimagining National Parks for People and Nature – Leveraging Durable Financing for MLLs to achieve Target 3 in South Africa" (GEF ID 11588).

By the end of the financial period, the final drafts of the CEO endorsed documents and annexures for both projects were completed and submitted to the GEF for review. Feedback is anticipated in the next financial year. Once all technical and policy comments are addressed, GEF approval is expected to be granted.

The projects will officially commence upon the conclusion of grant agreements between SANParks and WWF-US, the designated GEF implementing agency. Implementation will span a six-year period, during which SANParks will appoint a dedicated project management team. This project is a key vehicle for advancing SANParks Vision 2040, promoting inclusive conservation and sustainable landscape management at scale.

GLOBAL BIODIVERSITY ECONOMY PROJECT

The five-year Biodiversity Economy Project, funded under the seventh replenishment cycle of the Global Environment Facility (GEF-7) through the World Bank, aims to transform South Africa's wildlife economy into a more inclusive and sustainable sector. The project supports communities in targeted landscapes within Limpopo, KwaZulu-Natal, and the Eastern Cape provinces to participate meaningfully in the wildlife economy and allocate land for conservation purposes.

By enhancing the socio-economic benefits for communities living adjacent to national parks, the project seeks to strengthen their stake in conservation, thereby helping to address key drivers of poaching and environmental degradation. Ongoing stakeholder engagements continue to raise awareness, build partnerships, and facilitate consultations with communities across the landscape to ensure inclusive participation and long-term sustainability.

REHABILITATION OF DEGRADED ECOSYSTEMS

The restoration of degraded areas is essential for protected areas to realise their full potential in delivering ecosystem services and mitigating biodiversity loss. At a global level, SANParks is contributing to Target 2 of the Kunming-Montreal Global Biodiversity Framework, which aims to ensure that by 2030, at least 30% of degraded terrestrial, inland water and marine and coastal ecosystems are under effective restoration.

Several rehabilitation initiatives were implemented under the Expanded Public Works Programme (EPWP). These included 'Working for Water' focused on the clearing of invasive alien vegetation, 'Working for Ecosystems' aimed at addressing soil erosion and landscape degradation and 'Working for Wetlands' that targets the rehabilitation of wetland systems.

During the reporting period, all restoration targets were exceeded. A total of 36,442 hectares of degraded land were rehabilitated as initial interventions and a further 204,343 hectares received follow-up treatment through the implementation of the Working for Ecosystem programme. In addition, 28 wetlands were actively rehabilitated, contributing significantly to ecosystem resilience and biodiversity conservation.

CLIMATE CHANGE ASSESSMENTS AND ADAPTATION

Climate change vulnerability assessments and adaptation objectives have been integrated into the park management plans for Marakele and West Coast National Parks. In preparation for the upcoming review of park management plans in the new financial year, work has also commenced on updating the climate change vulnerability assessments for Table Mountain and Mountain Zebra National Parks. These efforts are part of SANParks' commitment to enhancing the resilience of protected areas in the face of climate change.

IMPROVED MANAGEMENT OF CULTURAL HERITAGE

The uploading of cultural heritage inventories onto the Cultural Heritage Information Management System progressed steadily during the financial year, with most national parks now having their data captured. This remains an ongoing process, as new research continues to reveal additional information, necessitating regular updates to the inventories.

A key component of the information management system is the continuous surveying and assessment of cultural heritage resources across various parks. During the reporting period, cultural heritage assessments were conducted in Karoo and Namaqua National Parks, with a comprehensive report compiled for Namaqua. Additionally, graveyard monuments in Addo Elephant National Park were upgraded, reflecting SANParks' commitment to preserving and dignifying heritage sites within protected areas.

These assessments contribute significantly to enhancing the management of cultural heritage assets and improving the Management Effectiveness Tracking Tool scores.

METT ASSESSMENT

SANParks utilises the internationally recognised Management Effectiveness Tracking Tool (METT), developed by the World Commission for Protected Areas and WWF, to assess and guide the effectiveness of protected area management. This tool supports goal 4.2 of the Convention on Biological Diversity's Programme of Work on Protected Areas by tracking progress and providing strategic guidance to managers.

No METT assessment was conducted for the period under review because it is done biennially. In the 2023 assessment, SANParks achieved an average METT score of 71%. Of the 20 parks assessed, 19 scored above the 67% threshold, with only one falling below. For marine protected areas (MPAs), the average score was 67%, with four of the six MPAs scoring above the threshold. Lower scores were primarily due to insecure funding and the absence of approved management plans in three MPAs. Since the assessment, Namaqua MPA has had its management plan approved, and a plan for Robben Island MPA is nearing finalisation.

TERRESTRIAL AND MARINE 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 related to the management of a park.

The Marakele and West Coast National Parks management plans were revised in 2024/2025. The Bontebok National Park, Camdeboo NP, Robben Island MPA, Sout (Oos) estuary and Knysna estuary management plans were approved by the Board and have been submitted to DFFE for Ministerial approval.

TOURISM STATISTICS

During the reporting period, SANParks recorded a total of 6,233,274 guests, reflecting a 2.7% year-on-year increase compared to 6,070,046 in the previous financial year. This continues the post-pandemic recovery trend, with 3,588,405 visitors in 2022/23, 2,466,547 in 2021/22 and 4,868 053 in 2019/20.

However, the total fell 2.2% short of the annual target, which had aimed for a 5% increase on 2023/24 figures (equating to a projected 6,373,548 visitors). One of the primary contributing factors was the extended 25-year routine maintenance of the Table Mountain cable car over a seven-week period that resulted in a loss of approximately 130,000 visitors. Additionally, Tsitsikamma National Park, a significant contributor to overall numbers, experienced a decline of 10,630 visitors, dropping from 296,787 to 286,157, due to heavy rainfalls and surge storms.

Combined tracking of advertisements on social media, Google and the use of a customer relationship management tool contributed to a 6% increase in revenue from accommodation from R885-million to R935-million, 14.6% increase from conservation fees from R848-million to R972-million and revenue from the concession operators increased by 10.6% from R151-million to R167-million. The pro-active promotion of the Black Friday Specials campaign was successful with more than 20,000 positive responses received on the day of the campaign achieving its goals of raising awareness and driving bookings to the parks.

Visitor satisfaction also improved, with the Customer Satisfaction Index (CSI) reaching 79.89%, representing a 1.02 percentage point increase from the previous year's 78.87% and exceeding the APP target of 79.37% by 0.52 percentage points.

The unit occupancy rate for the 2024/25 financial year stood at 66.8%, marking a 1.9 percentage point increase from the 64.9% achieved in the previous year. This is another positive indicator of post-COVID tourism recovery and growing public engagement with South Africa's national parks.

SOCIO-ECONOMIC TRANSFORMATION

DELIVERY OF ANIMALS

As part of the Socio-Economic Transformation's Biodiversity Economy Programme, SANParks successfully delivered 745 animals to communities and emerging game farmers—significantly surpassing the annual target of 500. This milestone was achieved through the strategic implementation of mass capture operations, which greatly improved the efficiency of animal capture and translocation.

Crucially, the target was met well ahead of the summer season, allowing SANParks to mitigate the risks associated with high temperatures and dry conditions. This proactive approach ensured the safe and humane relocation of wildlife, reinforcing SANParks' commitment to both ecological sustainability and inclusive economic development.

STRATEGIC PARTNERSHIP

In a progressive move for wildlife conservation and sustainable resource management, SANParks and Wildlife Ranching South Africa (WRSA) formalised their collaboration through a Memorandum of Understanding (MoU). This partnership is designed to strengthen wildlife monitoring and management capabilities, with WRSA providing SANParks access to advanced technologies and specialised software systems tailored for conservation purposes.

This collaboration underscores the importance of innovation and technical expertise in enhancing the effectiveness of wildlife stewardship across South Africa's national parks and protected areas. It also reflects SANParks' commitment to building strategic alliances that accelerate the implementation of Vision 2040.

Strategic partnerships such as this serve as powerful enablers of impact—facilitating resource sharing, expanding access to new networks, and improving the efficiency and reach of conservation initiatives. By aligning goals and optimising resource use, these collaborations increase the feasibility, scale, and sustainability of transformative programmes. When well-executed, they amplify collective impact and pave the way for a resilient future where both people and nature flourish.

ENVIRONMENTAL AWARENESS AND SKILLS DEVELOPMENT

The Environmental Education and Awareness Programme is designed to promote shared responsibility between communities and national parks in caring for the environment and fostering sound environmental management practices. The programme is implemented through a range of initiatives targeting schools, institutions of higher learning, NGOs, and community stakeholders. These include awareness campaigns, multi-platform media engagement, and collaborative efforts to support the development of environmental education (EE) curriculum initiatives.

Community groups with specific interests in natural resources and environmental stewardship were also engaged to ensure access and benefit-sharing, while encouraging the adoption of appropriate environmental ethics.

Learners during an outdoor climate change game activity

SANParks continues to advance its commitment to environmental awareness and skills development through the Environmental Education and Awareness Programme, which promotes shared responsibility between communities and national parks in caring for the natural environment. The programme is delivered through a variety of initiatives that engage schools, higher education institutions, NGOs, and community stakeholders, including awareness campaigns, media outreach, and collaborative efforts to support the development of environmental education curricula. During the reporting period, SANParks reached thousands of participants across various parks, with 171 school groups comprising 7,657 learners and 1,362 educators participating in environmental education sessions. In addition, 263 individuals from targeted groups received training in environmental and natural resource management. These efforts reflect SANParks' ongoing dedication to building environmental literacy, fostering stewardship, and empowering youth and communities to contribute meaningfully to sustainable conservation.

INCREASED PDI PARTICIPATION

SANParks continues to drive inclusive economic participation through the Expanded Public Works Programme (EPWP), which created 4,620 Full-Time Equivalent job opportunities during the reporting period. Of these, 61% were allocated to youth, 58% to women, and 4% to People with Disabilities, reflecting a strong commitment to empowering underrepresented groups. Additionally, 88.46% of procurement opportunities were awarded through preferential procurement mechanisms, reinforcing SANParks' dedication to equitable transformation and broad-based participation in the biodiversity economy.

JOB CREATION

During the reporting period, a total of 240,765 hectares were cleared, surpassing the established targets. This achievement included 36,422 hectares of initial clearing and 204,343 hectares of follow-up operations. The initiative generated 7,702 employment opportunities through the Expanded Public Works Programme (EPWP), which also provided support to 87 Small, Medium and Micro Enterprises (SMMEs), thereby contributing meaningfully to local economic development and capacity building.

FINANCIAL PERFORMANCE

It should be noted that SANParks has steadily grown its revenue, reflecting a recovery in tourism income to pre-pandemic levels, driven by both domestic and international markets.

This growth was supported by combined tracking of advertisements on social media, Google, and the use of a Customer Relationship Management (CRM) tool, all of which contributed to the increase in revenue. Tourism revenue of R2.408 billion was generated in the 2024/2025 financial year, exceeding the 9% target increase from the actual R 2,408 billion recorded in the 2023/2024 financial year.

2.2 ORGANISATIONAL ENVIRONMENT

VISION

A WORLD-CLASS SYSTEM OF SUSTAINABLE NATIONAL PARKS RECONNECTING AND INSPIRING SOCIETY

IMPACT STATEMENT

NATIONAL PARKS CONSERVE BIODIVERSITY AND CULTURAL HERITAGE, PROVIDING BENEFITS AND ECOTOURISM EXPERIENCES TO THE PEOPLE OF SOUTH AFRICA AND THE WORLD

OUTCOME

OUTCOME 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 2:
Improved, diverse and responsible tourism

OUTCOME 3:
Sustainable socioeconomic development programme that ensures delivery of benefits to land claimants, historically disadvantaged communities and the people of South Africa

OUTCOME INDICATORS

SUSTAINABLE CONSERVATION

- 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 for the improved management of cultural heritage developed
- Sustainable populations of species of special concern monitored and maintained
- Contribution to improved wildlife management and wildlife populations of African range states sustained
- Wildlife crime in national parks reduced

DIVERSE AND RESPONSIBLE TOURISM

- Improved tourism performance
- Improved responsible tourism

SOCIOECONOMIC TRANSFORMATION

- Transformation of the wildlife economy through increased PDI participation
- Improved participation of PDIs in SANParks business
- Increased access to education and skills development opportunities
- Sustainable corporate social investment towards community development
- Improved participation of land claimants in SANParks business

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

- FINANCIALLY SUSTAINABLE ORGANISATION
- TRANSFORMED AND CAPABLE HUMAN CAPITAL
- EFFECTIVE STAKEHOLDER AND PARTNERSHIP MANAGEMENT
- EFFICIENT, INNOVATIVE SYSTEMS AND BUSINESS PROCESSES SUPPORTIVE OF SANPARKS CORE BUSINESS
- SOUND CORPORATE GOVERNANCE
- APPROPRIATE AND WELL-MAINTAINED INFRASTRUCTURE

OUTCOME INDICATORS

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, 14 policies and procedures were developed, reviewed and/or approved during the year under review.

Approved Policy Instruments for the 2024/25 Financial Year

	Policy Instrument	Type
	COO Division	
1	Corporate Governance of ICT Policy	Policy
2	Manage ICT Risks Standard Operating Procedure (SOP)	SOP
3	Backup and Restore SOP	SOP
	Human Capital Management	
4	Overtime SOP	SOP
5	Integrated Employee Wellness SOP	SOP
6	Talent Management Framework	Framework
	Communications	
7	Social Media SOP	SOP
8	Trade Exchange SOP	SOP
	Conservation Management Services	
9	Invasive Alien Species Policy	Policy
10	Policy for Collection and Management of Heritage Objects	Policy
11	Polygraph Testing Policy	Policy
	Finance	
12	Inventory Management SOP	SOP
	Tourism Development and Management	
13	Reservations SOP	SOP
	Parks and Kruger National Park	
14	Management and Safe-Guarding of Rhino Horn and Elephant Tusks SOP	SOP

3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

To realise SANParks' vision and fulfil its public-good mandate, SANParks has 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 BIODOVERSITY 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 OUTCOME GOAL 1: SUSTAINABLE BIODIVERSITY AND CULTURAL HERITAGE ACROSS LAND AND SEA DELIVERS BENEFITS FOR THE PEOPLE OF SOUTH AFRICA AND THE WORLD, NOW AND IN THE FUTURE.

SUB-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.
- Improved management of cultural heritage developed.
- Sustainable populations of species of special concern monitored and/ or recovered.
- 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.

CO-CREATING THE FUTURE OF CONSERVATION

South Africa's approach to conservation has evolved significantly over the past century. Protected areas, once conceptualised as isolated 'islands' safeguarding natural wonders, are now recognised as interconnected systems deeply embedded in broader socio-ecological landscapes. There is a growing awareness of the dynamic interactions, dependencies, and feedback loops between protected areas, surrounding communities, and ecosystems.

SANParks has moved beyond the traditional 'nature-in-equilibrium' model, embracing a more progressive understanding of ecosystems as dynamic, open systems shaped by natural disturbances and continuous change. Correspondingly, conservation management has transitioned from rigid command-and-control or laissez-faire approaches to adaptive management. This practice is rooted in flexibility, continuous learning, and responsiveness to emerging knowledge and conditions.

NATIONAL FOOTPRINT AND MANDATE

SANParks fulfils its mandate through a network of 21 national parks, including three World Heritage Sites and ten Marine Protected Areas (MPAs), governed under the National Environmental Management: Protected Areas Act (No. 57 of 2003).

These collectively represent 70% of South Africa's state-owned terrestrial protected areas (over 4.2 million hectares) and 22% of state-managed marine protected areas (almost 370,000 hectares).

Additionally, five parks form part of Transfrontier Conservation Areas (TFCAs) shared with Namibia, Botswana, Zimbabwe, Mozambique, and Lesotho.

Beyond biodiversity protection, national parks serve as public goods that preserve cultural heritage, foster national pride, and act as catalysts for rural development, job creation, and inclusive transformation. They also play a critical role in safeguarding water sources, archaeological heritage, and traditional knowledge systems.

REGIONAL CONSERVATION SYSTEMS

SANParks' operations are structured into two divisions: Kruger National Park and the Parks Division, which is further subdivided into five geographic management regions. These regions include Arid, Cape, Frontier, Garden Route, and Northern and are based on ecological and logistical criteria.

KRUGER NATIONAL PARK

Proclaimed in 1926, Kruger National Park (KNP) is one of Africa's premier conservation areas. Spanning nearly two million hectares, it is located in the north-eastern part of South Africa and borders Mozambique and Zimbabwe. As a key node in the Greater Limpopo Transfrontier Conservation Area, the KNP is not only a biodiversity stronghold but also a major regional economic driver, supporting diverse nature-based tourism enterprises.

ARID REGION

Comprising six parks, the Arid Region spans a variety of desert and semi-arid landscapes:

- Kgalagadi Transfrontier Park (Kalahari Gemsbok National Park): A vast wilderness within the Kalahari Basin, co-managed with the Khomani San and Mier communities.
- /Ai/Ais-Richtersveld National Park: Part of a Transfrontier Park with Namibia and co-managed with the Richtersveld community.
- Augrabies Falls and Namaqua National Parks: Located in the Succulent Karoo Biome, globally recognised for its floral diversity.
- Mokala National Park: A unique ecotone between the Karoo and arid savanna.
- Meerkat National Park: Established through an innovative partnership with the National Research Foundation (NRF) to support conservation and astronomical research linked to the Square Kilometre Array (SKA).

These parks support significant biodiversity and cultural heritage, including UNESCO Cultural Landscapes and contractual agreements with local communities guided by Joint Management Boards.

CAPE REGION

Five parks are managed in the Cape Region:

- Agulhas, Table Mountain, and West Coast National Parks: Coastal parks incorporating Marine Protected Areas, including the Robben Island MPA.
- Bontebok and Tankwa Karoo National Parks: Located within biodiversity hotspots such as the Cape Floral Region (a World Heritage Site) and the Succulent Karoo.

These parks protect internationally recognised wetlands, saltmarshes, and floral ecosystems, and play a critical role in global migratory bird pathways.

FRONTIER REGION

Four parks in the Eastern and Western Cape represent diverse biomes:

- Addo Elephant National Park: South Africa's third-largest park, integrating marine and terrestrial environments across five biomes.
- Camdeboo, Karoo, and Mountain Zebra National Parks: Covering semi-arid and transitional biomes such as the Nama-Karoo, Grasslands, and Savanna, these parks preserve unique geology and biodiversity.
- The Addo Elephant National Park MPA, formerly Bird Island MPA, extends the park's conservation impact into marine ecosystems.

GARDEN ROUTE REGION

A mosaic of protected areas collectively managed as Garden Route National Park; this region includes:

- Tsitsikamma and Wilderness National Parks
- Knysna National Lake Area
- Indigenous forests and mountain catchments

This highly fragmented, biodiverse landscape lies within a tourism-dependent area, where SANParks balances conservation with public access and socio-economic integration.

NORTHERN REGION

Three parks in this region include:

- Golden Gate Highlands National Park: South Africa's only grassland park, also celebrated for geological significance, water production, and cultural heritage. It is part of the Maloti-Drakensberg catchment complex.
- Mapungubwe National Park and World Heritage Site: Home to over 400 archaeological sites and central to the early Iron Age civilizations of the Venda, North Sotho, and Shona. It plays a transboundary conservation role within the Greater Mapungubwe TFCA.
- Marakele National Park: Located within the Waterberg Biosphere, the park hosts exceptional biodiversity across four major vegetation units and supports a wide variety of mammal species due to its transitional geographic position.

MARINE PROTECTED AREAS

SANParks manages ten Marine Protected Areas (MPAs), covering 369,217 hectares. These MPAs are vital to protecting South Africa's marine biodiversity and ecosystems, supporting fishery sustainability, climate resilience, and ecological connectivity between terrestrial and ocean systems.

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

SUB-OUTCOME 1

Protected areas expansion in line with the NPAES and SANParks Land Inclusion Plan

SUB-OUTCOME 2

Effective and efficient management of national parks.

SUB-OUTCOME 3

Degraded ecosystems rehabilitated.

SUB-OUTCOME 4

Climate change vulnerability reduced and climate resilience improved.

SUB-OUTCOME 5

Improved management of cultural heritage.

SUB-OUTCOME 6

Sustainable populations of species of special concern monitored, maintained and/or recovered.

SUB-OUTCOME 7

Wildlife crime in national parks reduced.

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

South African National Parks (SANParks) continues to advance the expansion of the country's National Parks System to ensure it adequately represents South Africa's diverse biodiversity, landscapes, and cultural heritage. This expansion is also intended to strengthen ecological connectivity and regional conservation linkages.

In alignment with the National Protected Area Expansion Strategy (NPAES) and SANParks' evolving Vision 2040, the organisation set a target to expand the system of national parks by 10,000 hectares during the 2024/2025 financial year. This objective is also a response to the Convention on Biological Diversity's Global Biodiversity Framework, particularly the 30x30 target which aims to protect 30% of the planet's land and oceans by 2030.

The SANParks Land Inclusion Plan outlines park expansion priorities for the medium term (three years), while also considering longer-term goals. It identifies land parcels for inclusion through purchase, donation (including biodiversity offsets), or contractual national park agreements, all guided by the SANParks Land Inclusion Policy.

In 2024, SANParks also launched its Vision 2040, with a key focus on the implementation of the Mega Living Landscapes (MLL) approach. MLLs respond to the strategic challenges outlined in South Africa's White Paper on the Conservation and Sustainable Use of Biodiversity, promoting large-scale integrated landscapes that merge conservation with sustainable land use. These include economic activities such as eco-tourism and regenerative agriculture, creating pathways for rural development, inclusive growth, and environmental sustainability. At the heart of MLLs is the principle of inclusive conservation, which aligns national conservation goals with community development and the country's transition to a nature-positive economy.

ACHIEVEMENTS IN PROTECTED AREA EXPANSION

As of the fourth quarter, SANParks secured 28, 372. 1590 hectares of land for inclusion in the national parks, significantly exceeding the annual target of 10 000 hectares. This achievement was largely driven by the successful contractual inclusion of a 20,819-hectare property into Tankwa Karoo National Park. Despite this success, land inclusion remains a complex and fluid process. Challenges include landowners' unwillingness to sell, prohibitive land prices, or prolonged negotiations around contractual agreements.

FUTURE-ORIENTED CONSERVATION: GRASSLANDS NATIONAL PARK

In partnership with WWF South Africa, SANParks is working to establish Grasslands National Park in the high-altitude grasslands of the North-Eastern Cape, spanning Rhodes, Naudé's Neck, and Maclear/Nqanqarhu. This area is one of the least protected biomes in South Africa and a strategic water source area. It furthermore serves as a critical climate change corridor.

The initiative aligns with SANParks Vision 2040, which champions collaborative conservation with landowners and local communities, enabling multiple conservation-compatible land uses under the MLL approach.

PROGRESS IN MEGA LIVING LANDSCAPES IMPLEMENTATION

Through landscape-level initiatives such as the Grasslands National Park Programme, Addo-Amathole Biodiversity Economy Node Project, and the Greater Kruger Biodiversity Economy Programme, SANParks is fostering partnerships with communities and emerging farmers to co-create MLLs. These initiatives emphasise a stewardship model that positions communities as key stakeholders in the biodiversity economy.

To date, SANParks has actively engaged with landowners and rightsholders at 31 sites, covering 58 980 hectares. Of these, 22 sites, representing 30,096 hectares, have progressed to the signing of consent documents between SANParks and land rightsholders.

COMMUNAL AND EMERGING FARMER LAND PROPERTY SUMMARY

NUMBER OF SITES IN ACTIVE ENGAGEMENTS

21	10
Community Stewardship	Emerging Farmers Stewardship

TOTAL HECTARES IN ACTIVE ENGAGEMENT

53,777 ha	5,203 ha
Community Stewardship	Emerging Farmers Stewardship

NUMBER OF SITES WITH SIGNED CONSENT DOCUMENTS

13	9
Community Stewardship	Emerging Farmers Stewardship

TOTAL HECTARES WITH SIGNED CONSENT DOCUMENTS

25,420 ha	4,675 ha
Community Stewardship	Emerging Farmers Stewardship

PROGRESS TOWARDS THE DECLARATION OF THE NEW GRASSLANDS NATIONAL PARK

The establishment of the New Grasslands National Park reflects the core principles of SANParks Vision 2040, which seeks to promote ecological sustainability while delivering inclusive socio-economic benefits, particularly for marginalised communities. This initiative integrates the protection of biodiversity and cultural heritage with community development and tourism, advancing a conservation model that is socially just, economically viable, and environmentally resilient. Positioned at the heart of a Mega Living Landscape, the park encompasses vast, interconnected areas that enhance climate resilience, foster sustainable land management, and support both biodiversity conservation and local livelihoods.

FINANCING THE GRASSLANDS NATIONAL PARK

SANParks has committed to funding the core Grasslands National Park (GNP) team, reinforcing long-term institutional support and credibility with stakeholders. This foundational investment is part of the park's broader Sustainable Financing Strategy. The strategy includes carbon finance that seeks to assess carbon feasibility undertaken by the SANParks team that is tasked with integrating carbon project potential with operational planning.

The proposed carbon model includes alien invasive species removal, grassland restoration and revegetation, biochar production, as well as fire and grazing management to improve soil carbon stocks.

Five sites are under detailed modelling: Golden Gate Highlands NP, Grasslands NP, Addo Elephant NP, Marakele NP, and Garden Route NP.

Under the BIOFIN (Biodiversity Finance Initiative) led by DFFE, SANParks is developing a Proactive Biodiversity Offset Scheme. This innovative mechanism allows SANParks to "bank" protected land and later offer biodiversity credits to offset development impacts, helping to expand protected areas while maintaining management control and stewardship.

The GNP team is also working with SANParks' Tourism Division to support and promote local homestays and tourism enterprises, with plans to align these efforts with official standards and brand promotion.

The proposed Eastern Cape Grassland National Park

FRAMEWORK MANAGEMENT PLAN

A significant milestone has been achieved with the drafting of the Framework Management Plan, as required by the National Environmental Management: Protected Areas Act 57 of 2003. This high-level document outlines the ecological, social, and operational guidelines necessary to support park establishment at a landscape scale. It will inform the development of detailed Property Operational Plans tailored to each participating property.

LANDOWNER, EMERGING FARMER, AND COMMUNAL ENGAGEMENTS

The proposed park footprint currently involves 14 private landowners, contributing approximately 21,964 hectares. Five are in advanced stages of negotiation around co-management and legal agreements. Relationships with eight emerging farmers, whose properties could add nearly 3,500 hectares, have been established and opportunities for cross-sectoral collaboration and support are being actively explored. These farmers have benefited from WWF H&M's Sustainable Rangelands Project, with R9.1 million invested over four years (2021–2025) across 4,500 hectares.

Seven communal areas lie within the core park boundaries. Community development initiatives are underway in Upper Tsitsana, Bethania, and Ulundi, prioritised for their strategic role in biodiversity conservation, landscape connectivity, and land availability.

SANParks Corporate Social Investment (CSI) has committed R2.1 million to initiate pilot community projects, starting in one high-priority area. An agroecology initiative supported by WWF's Food Systems Programme is already benefiting 32 households in Upper Tsitsana, with a contribution of R400,000.

CAPACITY DEVELOPMENT AND GOVERNANCE CHALLENGES

Despite early progress, many community stakeholders face challenges, including weak SMME support, lack of legal governance structures and limited entrepreneurial and business capacity. These issues highlight the need for targeted empowerment initiatives to build local resilience and scale up opportunities.

GEF-7 BIODIVERSITY ECONOMY PROJECT

The 3rd Multistakeholder Forum for the Greater Addo-Amathole Biodiversity Economy Node was convened on 6 February 2025 in Port Alfred. The event brought together over 130 stakeholders from government departments, municipalities, communities, the private sector, NGOs, and academic institutions. Serving as a representative coordination platform for the Node, the Forum supports the strategic partnership approach underpinning the initiative that seeks to advance inclusive, conservation-compatible rural economic development while safeguarding natural capital.

During the Forum, the draft Master Plan for the Node was presented for stakeholder input, and a proposed Governance Structure was tabled for discussion and refinement.

The project team has identified 12 priority sites, totalling approximately 15,400 hectares, for potential community biodiversity stewardship agreements. These sites are undergoing ongoing consultation with key stakeholders to better understand community aspirations for land use. Once communities' express interest through signed Consent Forms, biodiversity assessments are undertaken. To date, four sites, covering 2,495 hectares of community land, have already been assessed.

Stakeholder engagement efforts continue across the Node, focusing on raising awareness of the GEF-7 project, strengthening partnerships, and ensuring community participation.

In collaboration with Ndlambe Municipality and the Department of Agriculture, Land Reform and Rural Development (DALRRD), the project hosted a two-day Farmers' Information Day. The event focused on sustainable land use and SMME development, particularly in creating market access for crop and livestock farming. The first day featured an overview of a three-month potato planting trial, including a live yield estimation demonstration led by Potatoes SA. The second day covered livestock farming with a focus on animal health, land use practices and market access through mobile auctions facilitated by Meat Naturally.

To support local enterprise development, the project team facilitated engagements with Indalo Inclusive, the appointed service provider for SMME incubation. The aim was to conduct an environmental scan to assess existing SMMEs, identify market opportunities, and better understand commodity demand. These insights will inform the incubation of new SMMEs. The team also initiated discussions with financing agencies such as Small Enterprise Development and Finance Agency (SEDFA) and the Eastern Cape Development Corporation (ECDC) to explore partnership opportunities.

The project is aligned with the District Development Model (DDM), a district-based strategy designed to improve service delivery, create local jobs, and drive inclusive growth. Through this model, resources from all spheres of government and other sectors are coordinated and integrated into development plans. The project will be formally presented at the upcoming DDM workstream meeting of the Sarah Baartman District Municipality, scheduled for April 2025, to ensure alignment with spatial and integrated planning processes.

Progress has also been made on two key feasibility studies under the project. Consultants have been appointed to develop business plans for: a Game Meat Processing Facility in Addo Elephant National Park (Urban-Econ Development Consultants) and a Tannery and/or Leather Workshop for the Addo-Amathole Node (Sustento Development Services).

Inception meetings have been held, and contract finalisation is being supported by SANParks Legal Services.

GEF 7 Addo-Amathole Biodiversity Economy Node

ADVANCING COMMUNITY STEWARDSHIP AND BIODIVERSITY ECONOMY INITIATIVES

The project team has identified 12 priority sites for potential community biodiversity stewardship agreements, collectively covering 15,400 hectares. These sites are currently undergoing stakeholder consultations to understand community aspirations and determine appropriate stewardship pathways. Once consent forms are signed that signify community interest in biodiversity stewardship, formal biodiversity assessments will be undertaken. To date, four sites (totaling 2,495 hectares) have already undergone biodiversity assessments.

COMMUNITY ENGAGEMENT AND KNOWLEDGE SHARING

Ongoing stakeholder engagements under the GEF 7 project aim to raise awareness, foster partnerships, and ensure inclusive consultation with communities across the landscape.

A collaborative effort between the project team, Ndlambe Municipality, and DALRRD resulted in a successful two-day Farmers Information Day focused on sustainable land use and SMME development. Day One highlighted crop production with a spotlight on a 3-month potato planting trial, including an in-field demonstration of yield estimates facilitated by Potatoes SA. Day Two focused on livestock farming, covering animal health, sustainable grazing practices, and access to markets through mobile auctions, facilitated by Meat Naturally.

SMME DEVELOPMENT AND MARKET ACCESS

The project team supported Indalo Inclusive, the appointed service provider for SMME incubation, in conducting an environmental scan of existing SMMEs. This exercise aimed to identify high-demand commodities and align potential SMMEs with market off-takers. Additionally, the team facilitated engagements with local financing agencies, including SEDFA and ECDC, to explore opportunities for collaboration and support for incubated enterprises.

Wilderness Small Scales Fisheries Programme

ALIGNMENT WITH DISTRICT DEVELOPMENT MODEL (DDM)

The District Development Model (DDM) is a coordinated, district-based planning approach aimed at improving service delivery, local job creation, and community-based contracting. By aligning with integrated development plans and budgets across all three spheres of government, the project contributes to spatial and integrated planning in the Sarah Baartman District Municipality. The project will be formally presented at an upcoming DDM workstream meeting scheduled for April.

BIODIVERSITY ECONOMY FEASIBILITY STUDIES

Two Biodiversity Economy feasibility studies have been initiated. The first of these is the Addo Elephant National Park Game Meat Processing Facility undertaken by Urban Econ Development Consultants. The second is Addo-Amathole Biodiversity Economy Node Tannery and/or Leather Workshop, led by Sustento Development Services.

Inception meetings have been held with both service providers, and finalisation of their contracts is currently being managed by the project team in collaboration with SANParks Legal Services.

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

MANAGEMENT PLANS

The Marakele and West Coast National Parks management plans were revised in 2024/25. The Bontebok National Park, Camdeboo NP, Robben Island MPA, Sout (Oos) estuary and Knysna estuary management plans were approved by the Board and have been submitted to DFFE for Ministerial approval.

A park planning capacity building workshop held at Addo Elephant NP, focussed on the biodiversity site assessment tool and Contract National Park agreements. Several meetings were held in preparation for the park management revisions of the Mountain Zebra NP and Table Mountain NP.

Approved Sout (Oos) estuary and Knysna estuary management plans

Park Planning workshop with park managers held in the Addo Elephant National Park.

MANAGING PARKS EFFECTIVELY

SANParks utilises the internationally recognised Management Effectiveness Tracking Tool (METT), developed by the World Commission for Protected Areas and WWF, to assess and guide the effectiveness of protected area management. This tool supports goal 4.2 of the Convention on Biological Diversity's Programme of Work on Protected Areas by tracking progress and providing strategic guidance to managers.

No METT assessment was done for the period under review because it is done bienually. In the 2023 assessment, SANParks achieved an average METT score of 71%. Of the 20 parks assessed, 19 scored above the 67% threshold, with only one falling below. For marine protected areas (MPAs), the average score was 67%, with four of the six MPAs scoring above the threshold. Lower scores were primarily due to insecure funding and the absence of approved management plans in three MPAs. Since the assessment, Namaqua MPA has had its management plan approved, and a plan for Robben Island MPA is nearing finalisation.

KNP FOCUS ON SUSTAINABLE POPULATIONS OF SPECIES OF SPECIAL CONCERN

Protecting and recovering endangered species, particularly the African rhinoceros, remains an existential priority for KNP. During the reporting year, the park maintained a stable population of over 2,000 rhinos (black and white combined), aligning with our long-term sustainability targets. The 2024/2025 aerial census was successfully conducted in Q3, and the rhino population census report was compiled and submitted in Q4, providing critical data to inform future strategic responses.

Beyond population monitoring, our integrated Strategy encompasses advanced technology deployment, intelligence-driven anti-poaching operations, and inter-agency cooperation. This year's innovations included enhanced real-time surveillance using drone technology, AI-assisted monitoring algorithms and expansion of the Smart Park system to include predictive poaching risk analysis. Co-developed with the private sector and academic institutions, these technologies are instrumental in shifting the paradigm from reactive to proactive conservation.

Furthermore, as part of the anti-rhino poaching campaign, KNP intensified its public awareness and stakeholder engagement initiatives. Educational outreach and community dialogue forums helped to reposition conservation as a shared societal value. Simultaneously, investments in ranger training, wellness and equipment support continued to strengthen the frontline defence against wildlife crime.

Our approach integrates the perspectives of scientists, rangers, policymakers, and communities in shaping a holistic conservation framework. By leveraging collective intelligence and shared responsibility, KNP embodies the spirit of co-creation in addressing one of the most pressing wildlife conservation challenges of our time.

SUB-OUTCOME 3: REHABILITATION OF DEGRADED ECOSYSTEMS

OUTPUT INDICATOR 1: AREA OF LAND CLEARED OF INVASIVE ALIEN SPECIES

Invasive alien species remain a significant threat to biodiversity. In 2024/25, SANParks intensified its control efforts across all parks, including the Kruger to Canyons Biosphere (K2C) and Integrated Zones, supported by the Working for Water programme, corporate donors, and local partnerships.

Targeted species included Acacia spp., Pinus spp., Hakea spp., Prosopis spp., and Opuntia species, with operations ranging from fynbos regions (Table Mountain, Garden Route) to arid and riparian zones (Karoo, Addo, Golden Gate, Kruger).

A notable success was achieved at the Wilderness Lakes in Garden Route National Park, where SANParks collaborated with CapeNature, volunteers, and Gift of the Givers to scale up removal of invasive common carp (Cyprinus carpio). With a specialised boat donated by Oceana, nighttime bow-fishing removed tonnes of carp, improving water clarity and native plant growth while contributing over 320,000 meals to local communities.

Overall, 240,765 hectares were cleared (exceeding targets), creating 7,702 jobs via the Expanded Public Works Programme (EPWP). This included 36,422 hectares of the initial 204,343 hectares of follow-up clearing. Operations were adapted due to weather disruptions and revised infestation mapping, particularly in Marakele National Park. A newly approved Alien and Invasive Species Management Policy (September 2024) and a comprehensive discussion paper (October 2024) provided updated strategic direction.

OUTPUT INDICATOR 2: WETLANDS UNDER REHABILITATION

Rehabilitation was undertaken in 28 wetlands across six national parks: Kruger, Agulhas, Mapungubwe, Golden Gate Highlands, Marakele, and Table Mountain. The programme exceeded its target, addressing an additional eight wetlands for urgent repairs following heavy rains and revised wetland categorisation.

Rehabilitation included the construction of 9,030 m^3 of erosion-control structures comprising concrete, earthworks, gabions, and rock packing. The programme created employment for 519 people and supported 87 SMMEs.

Gabion construction for repair of Oudebaasdamkraal, Tankwa Karoo

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

SANParks continues to implement its Climate Change Preparedness Strategy, beginning with vulnerability assessments and integration into park management systems. Engagements were held with tourism staff to identify adaptation needs and with scientists to upgrade the Biodiversity Information Management System to include climate and invasive species data.

The Climate Change Impact Report outlines a dashboard of key indicators, including temperature and precipitation change, sea surface temperature, extreme events, and natural disasters. These indicators measure SANParks' adaptive capacity. Additional indices such as the Community Temperature Index, ND-GAIN Human Vulnerability Index, Bush Encroachment, and Carbon Footprint will help interpret climate impacts over time.

These indicators inform management and planning, and are embedded into Park Management Plans, with vulnerability assessments completed for Marakele and West Coast National Parks. In Richtersveld National Park, climate vulnerability assessments for 68 plant species revealed a poor overlap between climate-vulnerable and already-threatened species, prompting renewed efforts to update Red List assessments.

SUB-OUTCOME 5: IMPROVED MANAGEMENT OF CULTURAL HERITAGE

CULTURAL HERITAGE INFORMATION SYSTEM

The uploading of heritage inventories onto the Cultural Heritage Information Management System progressed steadily across most parks. As new research emerges, inventories are updated on an ongoing basis. Cultural heritage assessments were completed for Karoo and Namaqua National Parks and contribute to improved METT scores and management practices.

MANAGEMENT OF MOVABLE HERITAGE OBJECTS

Routine curatorial care continued at key facilities including the Mapungubwe Interpretation Centre, Skukuza Museum, Garden Route, Karoo, and Mokala interpretation centres. SANParks collaborated with third-party custodians, Ditsong Museums, Iziko Museums, and the University of Pretoria, to assess object conditions and coordinate heritage conservation.

HUMAN ORIGINS DISPLAY

The acclaimed Origins of Early Southern Sapiens Behaviour exhibition at Cape Point, Table Mountain National Park continued to attract high visitor volumes. Its scheduled closure in 2026 has been extended to 2030, with plans to upgrade and expand its content based on ongoing research.

MUSEUM OF SOUTHERN AFRICAN CIVILISATIONS

The museum project made significant strides, with architectural design and costing completed, paving the way for fundraising and construction. Environmental authorisations are underway. Located in northern KNP, this museum will celebrate the untold stories of Southern Africa and enhance cultural awareness.

DECLARATION OF THULAMELA AS NATIONAL HERITAGE SITE

The Iron Age site of Thulamela in northern KNP was officially declared a National Heritage Site under the National Heritage Resources Act (25 of 1999). This milestone reflects SANParks' commitment to cultural preservation. The process involved extensive consultations with communities and academic institutions. In addition, 114 stone steps and 18 walls at Thulamela were reconstructed and terraces at Masorini that had been damaged by burrowing animals were fully restored with assistance from neighbouring community members.

Reconstructed wall at Thulamela in the Kruger National Park

COMMUNITY ACCESS

The Kruger National Park acknowledges and actively supports the participation of culturally associated communities in the management and preservation of cultural heritage within national parks. SANParks facilitates community access to ancestral heritage sites for the performance of traditional rituals, including grave cleaning, ceremonial practices, and the placement of commemorative plaques.

These activities are conducted in accordance with the SANParks guidelines for burials, scattering of cremated ashes, erecting of memorials, placing of plaques and access to grave sites, ensuring respectful and consistent engagement with heritage practices.

REHABILITATION OF THE CAMPBEL HUT

The rehabilitation of the historic Campbel Hut was a collaborative project between SANParks and the Highveld Honorary Rangers. Given that the structure is over 60 years old, a permit was obtained from the Mpumalanga Heritage Resources Agency (MHRA) in compliance with Section 34 of the National Heritage Resources Act (Act No. 25 of 1999). This section stipulates that no structure older than 60 years may be altered or demolished without authorisation from the relevant Provincial Heritage Resources Authority (PHRA).

The successful restoration of the Campbel Hut reflects SANParks' commitment to the preservation of built heritage in partnership with the broader community and heritage stakeholders.

Before and after refurbishment of the Campbel Hut

HERITAGE TRAILS

The Cultural Heritage Unit, in collaboration with the Tourism Department, is in the process of developing two significant heritage trails: the Rock Art Trail around Berg-en-Dal and the Shilowa Heritage Trail near Mopani Rest Camp. This initiative supports SANParks' transformation objective of elevating and showcasing the indigenous heritage within national parks. It also aims to diversify the tourism offering by integrating cultural heritage experiences into the visitor journey. These trails will promote deeper understanding and appreciation of the archaeological and cultural significance of the landscape, and provide immersive, story-driven experiences that highlight the rich histories of the region's first peoples.

The trails will include interpretive elements at key cultural heritage sites and may lead to the development of dedicated cultural products and tourism experiences. This approach is expected to attract new and diverse markets interested in cultural and heritage tourism. Both trails have undergone pilot testing and guide training has been conducted to ensure the delivery of informed, engaging, and respectful visitor experiences.

The rock art trail

CELEBRATIONS AND MEDIA ENGAGEMENTS

Several cultural and heritage-focused events took place during the financial year, including Heritage Day celebrations at Mapungubwe and Kruger National Parks, the Mapungubwe Lecture, and International Museum Day activities hosted at both Mapungubwe and Skukuza Museums.

The Mapungubwe Lecture drew a significant media presence, offering journalists and attendees an immersive experience into the rich and layered heritage of the Mapungubwe Cultural Landscape. These engagements helped raise public awareness of SANParks' cultural heritage programmes and fostered broader community and stakeholder interest in heritage conservation.

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

HERBIVORE MANAGEMENT

SANParks continued its efforts to monitor and manage herbivore populations across national parks, noting variable trends depending on species and park context.

In Kruger National Park, long-term data indicates that most herbivore populations, excluding mega-herbivores, declined between the late 1970s and mid-1990s, a period marked by intensive management interventions such as culling, water provisioning, fire management and perimeter fencing. Since the relaxation of these measures, most herbivore populations have rebounded and now match or exceed their 1970s levels.

In contrast, smaller parks face persistent challenges. For instance, the bontebok population in Bontebok National Park declined from 250 individuals in 2012 to 98 in 2024. Aerial surveys suggest the population may be stabilising, but ground counts remain inconsistent. Grey rhebok populations have also decreased significantly and are now locally extinct in areas such as Cape Point. These trends raise concerns around the ecological resilience of smaller protected areas.

Field observations in Namaqua National Park indicate that springbok herds appear to be stable, although the last formal census took place in 2018. A new census is scheduled for 2025 to provide updated population data.

On a broader ecological scale, hippos are gaining attention as ecosystem engineers. SANParks collaborated with the University of Florida to research hippo impacts on ecosystems near man-made dams. Camera trap and dung sampling surveys were successfully completed across all planned sites.

Tracking efforts also advanced with the deployment of Sigfox tracking tags on black rhinos and injured white rhinos in Kruger. These tags have improved monitoring and post-treatment follow-up care, aided by the robust Sigfox network in southern KNP that offers reliable coverage and low maintenance.

RHINO CONSERVATION GAINS

SANParks recorded significant progress in rhino conservation during the reporting period. Rhino populations exceeded the national parks' target of 2,600, reaching a total of 3,342 individuals. Growth was observed in both Southern white rhino and South-central black rhino populations, reflecting the success of comprehensive management strategies that include dehorning to reduce poaching threats, intensive anti-poaching operations, strategic relocations and translocations and robust monitoring and identification protocols.

In Addo Elephant National Park, the black rhino population increased by 36.3% since 2021, with an 8.1% biological growth rate recorded in 2024. Monitoring was enhanced using 94 camera traps and 30 AI-enabled collars, with 47 individuals notched for ongoing identification.

In the Karoo National Park, the removal of dominant bulls contributed to improved reproductive performance that resulted in shorter inter-calving intervals and earlier breeding among younger females. These strategies showcase the importance of programmes tailored to specific population dynamics.

Habitats in protected areas supporting rhinos

KRUGER NATIONAL PARK - DEHORNING STRATEGY AND LANDSCAPE-LEVEL RECOVERY

In Kruger National Park, dehorning continues to be a cornerstone in the fight against rhino poaching. Backed by scientific research and applied with increasing strategic focus, the expanded dehorning programme has demonstrated clear results. For the first time in over a decade, the number of rhino births exceeded total losses from both poaching and natural mortality. This marks a major milestone, underscoring the effectiveness of consistent dehorning in reducing poaching incentives and enhancing rhino survival prospects.

Despite operational challenges, such as limited aerial support, the protective benefits of dehorning are evident. It is likely a key factor in enabling Kruger's rhino population to stabilise and maintain numbers recorded in the previous year.

At a landscape level, SANParks is supporting the Greater Kruger Environmental Protection Foundation (GKEPF) in shaping a rhino rewilding strategy, catalysed by African Parks' acquisition of John Hume's rhino population. The initiative seeks to use GKEPF-associated reserves as rewilding nodes to gradually reintroduce rhinos into the broader Kruger landscape, restoring both population structure and ecological functionality lost due to the poaching of over 465 rhinos in the past decade. Recovery targets are aligned with rebuilding populations to 2016 baseline levels.

While these gains are promising, long-term success depends on sustained investment in dehorning operations, intensive monitoring, community partnerships and adaptive management strategies. These are essential to ensure continued recovery and resilience of rhino populations within and beyond Kruger.

ADDO ELEPHANT NATIONAL PARK - WILDLIFE CONSERVATION BOND

South Africa, along with Namibia, is one of only two range states for the South-western black rhino (Diceros bicornis bicornis). SANParks is the primary custodian of this sub-species within Addo Elephant National Park (AENP).

To support population growth and improve conservation impact, SANParks is implementing a Rhino Impact Bond (RIB) at two Eastern Cape sites: AENP and the Great Fish River Nature Reserve. Launched in April 2022, the project is scheduled to run until October 2027.

Now in its third year, the initiative has exceeded key performance milestones that include completion of infrastructure upgrades, recruitment and deployment of conservation personnel, establishment of a central fusion centre for data-driven decision-making and ongoing rhino monitoring and translocation into new, suitable habitats.

The project, that is hosted by United for Wildlife, the Royal Foundation, and the Zoological Society of London, is designed to pilot a scalable, outcomes-based financing model. Its goal is to attract increased public and private investment into the effective management of high-priority rhino populations, demonstrating how conservation outcomes can be tied to performance-based funding.

ELEPHANT MANAGEMENT

SANParks advanced its elephant conservation efforts by improving how it manages ecological impacts and human-wildlife interactions. While elephant numbers remained stable, approximately 30,500 in KNP and 779 in Addo, it was not the population size but movement patterns, especially among bulls, that posed the greatest challenges.

In southern Kruger, elephants increasingly concentrate along park boundaries, particularly near the Crocodile River. This has created zones of high-intensity use, resulting in edge effects, localised ecosystem overuse and heightened tensions with adjacent communities. The 2024 Matsulu incident, in which a bull elephant was euthanised after entering a village, underscored the urgent need for co-developed mitigation strategies with affected communities.

Cross-border movements through Transfrontier Conservation Areas (TFCAs) further complicated matters. Elephants moving from Kruger into Mozambique and KwaZulu-Natal reached areas not equipped to accommodate them, such as Ndumo, escalating human-elephant conflict. In response, SANParks and its partners in Mozambique and Eswatini developed coordinated strategies targeting high-risk individuals and managing transboundary hotspots to reduce conflict and improve coexistence.

Beyond managing conflict, SANParks continued monitoring elephant ecological impacts near Skukuza. By integrating dung decay rate studies, defecation patterns and acoustic research, the team explored innovative ways to influence elephant movements. Experimental use of super-predator vocalisations and scent cues aims to shift behaviour in sensitive ecological areas, focusing on altering movement rather than reducing population numbers.

Additionally, SANParks revised and submitted updated Elephant Management Plans, aligning them with national norms and standards. These plans reflect over a decade of learning and stakeholder engagement and now emphasise adaptive, site-specific management and enhanced regional collaboration. This integrated approach balances ecological sustainability with human wellbeing, ensuring elephants continue playing their ecological role while garnering stronger community support for conservation.

Elephants at Addo Elephant National Park, photo by Johan Barnard

GIRAFFE MONITORING IN KRUGER NATIONAL PARK

Ongoing fieldwork continues to track giraffe population trends in Kruger National Park, focusing on age structure, sex ratios and spatial distribution. Since the early 2000s, giraffe numbers have steadily increased, particularly in the Marula South region, a trend linked to more flexible management policies.

Researchers employed photographic mark-recapture techniques, capturing 452 individual samples (excluding 28 with unknown sex). The data indicates a continued increase in population size, including growth in drier northern areas where conditions are generally less favourable. The next phase of research will enhance demographic modelling, investigate survival rates, and expand monitoring efforts into lesser-studied regions. Sustained data collection remains critical for informed and adaptive conservation planning to ensure the long-term viability of the species.

BUFFALO DYNAMICS IN MOKALA NATIONAL PARK

In August 2023, Mokala National Park was placed under quarantine by the Department of Agriculture, Land Reform and Rural Development (DALRRD) due to suspected Bovine Tuberculosis (bTB) in its buffalo population. A comparative intradermal tuberculin test (CITT) returned a 50% suspected positive result, prompting a detailed investigation.

To verify the disease status, 122 buffalo were culled in September 2024. Post-mortem examinations revealed no lesions typical of bTB, offering a positive outlook. Meanwhile, a separate buffalo family group tested negative for bTB in March 2024 and a movement permit was granted for eight animals to be translocated within the Northern Cape. These developments mark significant progress in disease surveillance, containment, and the continuation of responsible wildlife translocation.

Buffalo Tb testing in Mokala National Park

MANAGING CARNIVORES

SANParks continued its adaptive approach to predator management across national parks. In northern Kruger, lion populations remain under threat from persistent poisoning and snaring. However, strategic supplementation from southern Kruger has helped stabilise numbers. According to the recent 2023 Endangered Wildlife Trust (EWT) survey estimated 105 lions in the northern region, with a density of 2.04 per 100 km^2 that remains below 2005 levels.

The Predator Management South Africa (PMSA) forum plays a vital role in coordinating national responses to carnivore-related human–wildlife conflict. SANParks' contributions include enhanced communication channels, science briefs and engagement with affected landowners. As wildlife conservation bonds, particularly for lions and wild dogs, gain traction, SANParks has urged caution. While they offer funding potential, they also carry risks related to unrealistic expectations, complex metrics, and insufficient benefits to the parks managing the species.

CHEETAH RANGE EXPANSION PROJECT: MOUNTAIN ZEBRA NATIONAL PARK

The cheetah conservation programme at Mountain Zebra National Park recorded strong results in 2024, with several cubs successfully relocated through the national metapopulation management programme led by the EWT. The park currently supports nine cheetahs, with two animals already earmarked for relocation to Pilanesberg National Park. A further three are scheduled for translocation in the coming months, as part of the broader Cheetah Range Expansion Project.

Cheetah in Mountain Zebra National Park

IMPLEMENTATION OF THE WILDLIFE MANAGEMENT PROGRAMME

In alignment with its long-term Vision 2040, SANParks advanced its contribution to South Africa's wildlife economy, emphasising inclusive growth, ecological sustainability, and socio-economic transformation. A key focus area was the evaluation and refinement of the Wildlife Economy Programme (WEP), particularly the transition from Windows 1 and 2 towards the implementation of Window 3.

This shift reflects SANParks' move away from rigid offtake quotas toward adaptive, transparent decision-making frameworks. These frameworks are designed to prioritise both ecosystem integrity and meaningful community empowerment, ensuring that wildlife management not only benefits conservation but also contributes to economic resilience for historically marginalised communities.

The revised Wildlife Utilisation Strategy is now fully aligned with the National Biodiversity Economy Strategy and Vision 2040 principles. It incorporates future-facing concepts such as *thrivability*, *duty of care*, and *inclusive access*, reinforcing SANParks' commitment to equity, long-term ecological resilience, and ethical wildlife use.

During the reporting year, 112 herds of game were delivered to nine wildlife economy beneficiaries. This included 16 animals to one community and 96 herds to eight emerging game farmers. An additional herd of 17 Cape buffalo was delivered to two beneficiaries. A total of 745 animals were delivered to communities and individual emerging game farmers, exceeding the annual target of 500 animal deliveries by 245.

Following the Wildlife Management Committee (WMC) meeting held on 2 December 2024, SANParks began reviewing an expression of interest for participation in Wildlife Economy Window 3.

In further support of provincial conservation partners, SANParks assisted Northern Cape Nature Conservation (DAERL) with the capture and transfer of 5 springbok, 30 gemsbok and 20 Hartmann's zebra from Goegap Nature Reserve between 17–21 March 2025. These animals were delivered to three beneficiaries across the Keimoes, Kenhardt, and Riemvasmaak areas.

Capture and donation of animals for Wildlife Economy Programme in the 2024 – 2025 financial year.

SCIENCE KEEPS SANPARKS FUTURE-FOCUSED

In a rapidly changing world, where environmental challenges intensify, technologies evolve and societal expectations shift, SANParks remains committed to being a learning organisation. As the implementation of Vision 2040 accelerates, SANParks scientists are central to this journey, fostering continuous learning through collaboration with internal teams, stakeholders, academic institutions, and communities.

Most research and scientific capacity are housed within Scientific Services, supported by a small number of specialists in fields such as cultural heritage, veterinary science, and tourism research. This cohort, though comprising only 2.6% of SANParks' workforce, generates a disproportionate share of the organisation's intellectual capital. Their work also contributes to building social and relational capital, strengthening SANParks' networks across the national and global research, conservation, and funding communities.

SANParks scientists support adaptive management and decision-making through creating knowledge, turning science into action, building future capacity, as well as connecting with and contributing to the global science community.

ANNUAL RESEARCH REPORT

To keep pace with a rapidly changing world, SANParks must remain a learning and responsive organisation. SANParks' scientists play a critical role in facilitating deliberate and structured learning by considering the past (reflection), current (experimentation), and future (horizon scanning). These are key factors for adaptation and transformation. The annual research report highlights the depth and breadth of knowledge creation, sharing and reflection. The report reflects many changes, particularly in staffing and leadership, but numerous consistencies are also evident, such as the passion, dedication and wide range of exciting work taking place across disciplines, ecosystems, parks and job functions. This diversity and mix of stability and change has provided a platform for the vibrant science and research function within SANParks to continue to thrive.

The knowledge production in the report encompasses the design and execution of research and monitoring programmes, the analysis and archiving of data, as well as the publication of findings in reputable peer-reviewed journals and reports. Furthermore, SANParks' researchers facilitate external research activities within the parks and also participate in knowledge transfer and application, serving as two-way links between scientific research and management, as well as between science and society. Capacity building includes funding support for South African postgraduate students, particularly those focusing on climate change issues that have affected SANParks over the past year, as well as supervising students at various universities, serving as external examiners for MSc and PhD theses both locally and abroad, and providing a supportive environment for interns. The reports also highlight the visible presence of researchers within the scientific community, which includes networking, collaborating, sharing knowledge, and providing services to the broader scientific community at both national and international levels

CONTRIBUTION OF SCIENCE IN SANPARKS DURING 2024/25

KNOWLEDGE PRODUCTION

48 Peer-reviewed (**63** authorships; **11** as first author)

274 Registered research projects

192 Monitoring programmes completed across **19** NPs

KNOWLEDGE TRANSLATION & CONTRIBUTIONS

> 55 Science Management Engagements (**14** NPs)

> 35 National/International Advisory or Working Group Engagements

Inputs to **> 10** Policy Formulation and/or Legislative Insturments, mostly for DFFE, SANBI and SANParks

9 Television/Documentary interviews,
6 Radio interviews

CAPACITY BUILDING

2 Honours, **12** Masters and **5** PhD postgraduate students supervised or co-supervised across **10** local and **3** international universities

4 MSc dissertations and **3** PhD theses externally examined across **4** local universities

KNOWLEDGE, SHARING/ NETWORKING, COLLABORATION AND SCIENTIFIC SERVICE DELIVERY

58 Journal articles in **38** journals and **1** book chapter peer reviewed

9 Associate editor/guest editor roles in **8** journals

2 Multi-day SANParks conferences organised

> 70 Presentations: conference, symposia, specialist meetings and workshops

CAPACITY BUILDING

Investing in the next generation of conservation scientists is fundamental to long-term success. SANParks supports this through postgraduate internships, mentorship, and supervision of academic research. Staff members also serve as external examiners and guest lecturers at academic institutions.

Within the organisation, young professionals benefit from mentorship programmes and field-based learning opportunities, often funded through SANBI's Groen Sebenza and WWF-SA internships. The nurturing of self-motivated, high-potential individuals is a hallmark of SANParks' talent pipeline, contributing to low staff turnover and long-term retention of skilled professionals.

Grow and Groom event held in the Karoo National Park and the SANParks published Research Report

SAVANNA SCIENCE NETWORK MEETING

The 22nd Annual Savanna Science Network Meeting was held from 3–6 March 2024 at Skukuza Safari Lodge, attracting 230 delegates from 91 organisations across 21 countries. Discussions focused on the sustainability of savanna ecosystems and communities that depend on them.

The event covered topics such as long-term vegetation patterns, artificial intelligence in conservation, freshwater ecosystem resilience and natural–cultural heritage linkages.

Kruger National Parks' hosting of this event reinforced its global stature as a hub for conservation science and collaboration.

Delegates at the Savanna Network Meeting in the Kruger National Park

GARDEN ROUTE INTERFACE AND NETWORKING (GRIN) SYMPOSIUM

Held from 1–3 October 2024 at Villa Castollini in Knysna, the GRIN symposium brought together 103 delegates, with 40% representing SANParks across multiple disciplines and regions. GRIN is a collaboration between SANParks, Nelson Mandela University's Sustainability Research Unit, French CNRS, REHABS International Research Laboratory, and the Southern African Programme on Ecosystem Change and Society.

The event featured ten sessions and approximately 50 presentations and posters, with themes including climate change adaptation, human–wildlife coexistence, science–policy–practice integration, community engagement and transformative conservation across landscapes and seascapes.

Delegates attending the Annual Garden Route Interface and Networking (GRIN)

BIODIVERSITY MONITORING

MARINE ECOSYSTEMS

Marine biodiversity monitoring presented complex and evolving challenges in 2024/2025, with particular concern for penguins, Cape fur seals, whales, dolphins, and the growing impact of orcas on marine food webs.

AFRICAN PENGUINS

The African penguin population continues to decline at an alarming rate, with extinction in the wild predicted by 2035 if current trends persist. The species is under consideration for uplisting to *Critically Endangered* on the IUCN Red List. An 2023 International Review Panel advised the Minister to implement fishing closures around key breeding colonies to reduce food competition with small-pelagic fisheries. Despite compelling evidence, these recommendations remain unimplemented, prompting litigation by environmental NGOs.

SANParks has proposed two urgent strategic priorities for the Department of Forestry, Fisheries and the Environment (DFFE):

1. Revisit and implement the expert panel's recommended closures around breeding colonies.
2. Finalise and fund implementation of the 2nd Penguin Biodiversity Management Plan, addressing key threats including habitat loss, oil spills, disease, and predation.

At Boulders Beach, a no-predation strategy was introduced after camera traps revealed that kelp gulls, mongooses and other species were preying on eggs and chicks. St Croix Island, once home to 17 000 breeding pairs, has seen a 90% collapse in numbers to just 1 200 pairs in 2024, driven by increased ship traffic, underwater noise, and prey depletion.

Boulders African penguin colony and artificial nest maintenance

CAPE FUR SEALS

In May 2024, a Cape fur seal attacked six surfers at Muizenberg. Post-event testing confirmed the animal was infected with rabies. This was the first confirmed case in a marine mammal in South Africa in over three decades. A specialist workshop convened stakeholders from DFFE, state veterinarians, scientists and SANParks to assess the risk and develop a response.

Preventative rabies vaccinations were offered to SANParks staff and small-scale fishers. SANParks also launched the Sixteen Mile Beach Watch in collaboration with West Coast National Park and the Honorary Rangers to monitor marine wildlife mortalities. This initiative underscores the growing importance of One Health, which is the intersection of environmental, animal, and human health.

WHALE AND DOLPHIN STRANDINGS

SANParks continued to support DFFE's response to whale and dolphin strandings. These events, increasingly visible to the public, are also a source of ecological and emotional impact. A 2024 study explored visitor responses to stranded whales and offered recommendations to balance conservation messaging, visitor safety and emotional wellbeing.

ORCA PREDATION

Ongoing research into orca predation highlighted their escalating impact on already vulnerable species such as sharks. As apex predators, orcas are disrupting marine food webs, raising new questions about marine ecosystem resilience and management.

TERRESTRIAL ECOSYSTEMS

FRESHWATER ECOSYSTEMS: CYANOBACTERIA IN ISLAND LAKE

In February 2025, signs of toxic cyanobacteria blooms emerged in Island Lake near the Yacht Club in the Wilderness Section of Garden Route National Park. Within two weeks, the lake surface was fully covered, prompting immediate water-use restrictions.

Analysis identified three toxic species, namely Anabaena, Oscillatoria and Cylindrospermopsis that are all known to produce neurotoxins and hepatotoxins, posing serious health risks. The proliferation was likely driven by a combination of warming temperatures, nutrient cycling, decaying organic matter and low freshwater inflow. The lake was closed as a precautionary measure, with continued monitoring in place.

SPECIES OF SPECIAL CONCERN

CYCADS

To enhance cycad conservation, post-fire monitoring of the Grahamstown cycad population was conducted, leading to the identification of additional individuals. Microchipping of Alexandria cycads also took place in the Woody Cape section of Addo Elephant National Park. In Marakele National Park, cone extraction of Encephalartos eugene-maraisii supported ongoing pollination and volatile compound studies.

WILD GINGER

As part of the KNP traditional medicine programme, several hundred artificially propagated wild ginger (Siphonochilus aethiopicus) plants were distributed to traditional healer groups and a KZN-based propagation project. This effort, supported by SANParks Honorary Rangers and SAPPI, aims to reduce pressure on wild populations through cultivation.

ORCHIDS

In the Garden Route, researchers mapped the Critically Endangered Disa *newdigateae*, once thought extinct. As part of the Millennium Seedbank Project, seed collection was conducted for conservation banking.

PEPPERBARK TREE (WARBURGIA SALUTARIS)

After a year of poor germination, the Skukuza nursery received 5 000 Warburgia seeds from Eston (KZN). Germination has been successful, with new stock now ready for distribution. Additional seedlings germinated by Agricultural Research Council in Nelspruit are also available for community propagation.

SOUTHERN GROUND HORNBILLS

The Mabula Ground Hornbill Project completed its 2024/2025 nest checks across northern and southern Kruger. The population is stable and expanding, with 89% of Kruger occupied by resident groups. The remaining 11% falls within wilderness zones not accessible by road. A ranger notice is being drafted to enhance monitoring in these areas.

SUB-OUTCOME 7: WILDLIFE AND ENVIRONMENTAL CRIMES

STATE OF AREA INTEGRITY MANAGEMENT (SOAIM)

For over a decade, SANParks has used State of Area Integrity Management (SoAIM) assessments to evaluate operational capacity and risk mitigation at park and section level. These biennial assessments help determine whether people, systems, resources, and processes are effectively in place to uphold ecological integrity, safety, and security.

The last 2023, SoAIM assessments were conducted across all parks. Each park identified key corrective actions, which will be monitored quarterly. The next round of assessments is scheduled for 2025.

PARK OPERATIONS: LAW ENFORCEMENT AND AREA INTEGRITY

Environmental crimes and law enforcement challenges vary by region, influenced by geography, border proximity, local socio-economic pressures, and ecosystem type.

SEA, AIR AND MOUNTAIN TASK TEAM

The Sea, Air and Mountain (SEAM) unit continues to be central to TMNP's anti-crime efforts. This highly trained team operates across terrain and threats. Formed in December 2021, SEAM responds rapidly to a wide range of threats, including environmental crime, visitor safety concerns and illegal activities.

The unit was strengthened in March 2025 by 24 new graduates, bringing the team to 40 members. SEAM includes a canine unit trained in detection, tracking, and apprehension. Aerial and marine support has expanded intelligence capabilities, enabling data-driven operations and enhancing collaboration with SAPS, Metro Police, and other security cluster partners.

BARK STRIPPING IN TMNP

Illegal bark stripping for traditional medicine continues to devastate afro-temperate forest areas, particularly Newlands Forest. The most affected species include: Black Stinkwood, Cape Beech, Assegai, Red Alder, and Cape Holly

When trees are stripped of bark, they are often fatally ringbarked, leading to death, pest invasion or disease. In response, SANParks has implemented an integrated strategy that includes day/night special operations and ranger patrols; signage to inform the public and encourage reporting; collaboration with neighbourhood watches and security firms to identify entry points; community outreach and restoration projects; volunteer painting of seed-producing trees with grey PVA paint to deter harvesting and propagation and planting of seedlings grown from harvested seeds.

MAPUNGUBWE NATIONAL PARK (GREATER MAPUNGUBWE TFCA)

The park continues to face high-risk illegal activity, particularly during low water periods along the Limpopo River, which forms a porous border with Zimbabwe and Botswana. Incidents include cigarette smuggling, livestock incursions with the accompanying risk of Foot and Mouth Disease and Anthrax; as well as illegal immigration and movement of contraband.

Collaboration with the Border Management Authority, SAPS, and SANDF has been essential. Additional efforts are underway with conservation authorities to mitigate cross-border movement of people, goods, and livestock.

GOLDEN GATE HIGHLANDS NATIONAL PARK

The park continues to grapple with livestock theft and illegal herding across the Lesotho–South Africa border, as well as arson fires set as cover for livestock movement. Close partnerships with SAPS, SANDF, and Stock Theft Units are helping address this threat.

ABALONE POACHING (COASTAL AND MARINE PARKS)

Despite intensified enforcement under Operation Phakisa, abalone poaching remains a persistent problem. Several multi-agency operations in 2024 led to arrests and confiscation of abalone, vessels, vehicles, and gear that have all been forfeited to the state.

SUCCULENT POACHING (RICHTERSVELD NATIONAL PARK AND BEYOND)

Succulent poaching remains a growing threat, particularly in the Northern Cape. Since 2020, Richtersveld National Park has received more than 200,000 confiscated plants. In June 2024, over 3,000 illegally harvested pygmy porkbush plants were recovered.

To address capacity challenges in plant care, greenhouses were constructed with support from the British Cactus and Succulent Society and the Mesem Study Group. The nursery now serves as a key facility for confiscation care, propagation, and eventual restoration.

SNARING AND FENCE THEFT

Snaring incidents and theft of fencing materials have increased across several parks. These crimes are interconnected in that snaring is often linked to bushmeat poaching and fence theft enables livestock incursions and wildlife escapes. This dual threat undermines conservation and neighbouring community relations.

RANGERS AT OUR SERVICE

SANParks rangers serve as the backbone of park protection. They patrol vast land and seascapes, enforcing regulations, and responding to emergencies. Their tasks vary across parks and include fence and water infrastructure maintenance, invasive species control, visitor safety and incident response, game capture and monitoring, anti-poaching operations (particularly in Big Five parks)

Specialist roles include trackers, pilots and drone operators, canine handlers, and vessel crews. Their courage, skill and dedication remain central to upholding SANParks' conservation mandate.

EXTRAORDINARY EVENTS

GOLDEN GATE HIGHLANDS NATIONAL PARK – WILDFIRES

In July 2024, gale-force winds drove multiple fast-moving wildfires through Golden Gate Highlands National Park, burning over 14,000 hectares of the grassland biome. Despite the scale of the fires, no infrastructure was lost, thanks to proactive firebreaks and fuel-load reduction burns implemented around key facilities.

WEST COAST FLOWER SEASON

Following favourable rains, parks along the West Coast experienced mixed outcomes for the 2024 flower season. West Coast National Park recorded a 12% increase in visitor numbers compared to 2023, with particularly vibrant wildflower displays. The Tankwa Karoo National Park saw a more subdued season due to colder weather, uneven rainfall and flooding that rendered some sections inaccessible.

The coastal section of Namaqua National Park experienced moderate blooms impacted by persistent overcast and cool conditions. Visitor numbers, however, remained strong due to popular activities like the Namaqua Beach Flower Camp and the Namaqua Camino walking trails.

TABLE MOUNTAIN NATIONAL PARK FIRES

Table Mountain National Park (TMNP) has experienced two consecutive record fire seasons, reflecting the increasing influence of climate change on fire regimes. The fire season, traditionally from December to March, now stretches from September to May.

The TMNP Fire Department achieved an 85% containment success rate within 90 minutes of first alert. The use of thermal drone technology for real-time fire monitoring and mop-up operations marked a significant innovation in fire management. Remarkably, for a second consecutive year, no lives or major infrastructure were lost during these events.

COASTAL POLLUTION - FLOTSAM FROM LOST SHIPPING CONTAINERS

In October 2024, shipping containers lost at sea off the KwaZulu-Natal and Eastern Cape coasts spilled their contents across Addo Elephant National Park to the Wilderness Section of Garden Route National Park. Debris included packaged pharmaceutical tablets, instant food items, canvas tarpaulins, as well as tea and sealed plastic containers.

The company, Spill-Tech, was contracted to collect and safely dispose of the materials. Signage was erected at key coastal access points to warn the public of potential health risks, as some items were classified as hazardous.

KGODUMODUMO DINOSAUR INTERPRETATION CENTRE - GOLDEN GATE HIGHLANDS NATIONAL PARK

Golden Gate Highlands National Park is globally recognised for its geological and palaeontological significance, with formations dating back over 200 million years. The park's Elliot Formation, in particular, has yielded some of the most important Late Triassic dinosaur fossils, including eggs containing foetal skeletons - a discovery of global importance.

The recent completion of the Kgodumodumo Dinosaur Interpretation Centre marks a major milestone in the park's public engagement and education strategy. Exhibition materials, meticulously designed and manufactured in New Zealand, have been unboxed and assembled on-site, installed in thematic display zones, supported by interpretation panels explaining the geological timeline and fossil significance.

The centre is expected to become a major attraction and boost geo- and palaeotourism, serve as a STEM learning destination for schools and universities and enhance Golden Gate's status as a hub of heritage-based conservation.

AGULHAS LIGHTHOUSE PRECINCT – AGULHAS NATIONAL PARK

Construction of the Agulhas Lighthouse Precinct (ALP) is nearing completion, with 93% of the project having been completed by March 2025. This R69 million project is strategically located within Agulhas National Park and the precinct is designed to enhance local tourism, stimulate the regional economy, and provide new visitor services linked to South Africa's southernmost point.

Once complete, the facility will include a restaurant and curio store, three vendor stalls for local enterprise, an interpretation centre connected to the historic lighthouse, a conference venue, and a new park reception facility.

The multi-purpose development is expected to anchor future tourism products in the Cape Agulhas Local and Overberg District Municipalities, creating opportunities for community-based businesses and jobs.

This precinct aims to anchor local economic revitalisation in the Overberg region, elevate visitor experiences at Cape Agulhas National Park and create long-term community livelihoods linked to tourism.

SUSTAINABLE RESOURCE HARVESTING PROJECTS

AGULHAS NATIONAL PARK – SUSTAINABLE FLOWER HARVESTING

In September 2022, Agulhas National Park launched a pilot sustainable flower harvesting project aimed at unlocking socio-economic opportunities through the responsible use of natural resources. The project allows for the commercial and cultural harvesting of indigenous flowers across historical cultivation zones. These include Bergplaas, Soetanysberg, Hangnes, Rietfontein, Ratelrivier and Waterford.

Three community-based harvesting entities, representing distinct local villages, currently operate in these areas. The initiative employs 32 harvesters, supports the preservation of traditional ecological knowledge, and promotes biodiversity-friendly harvesting methods.

New methodologies are being developed to guide future expansion and ensure ecological sustainability as demand grows.

GOLDEN GATE HIGHLANDS NATIONAL PARK – GRASS HARVESTING

Golden Gate Highlands National Park continues to support traditional grass harvesting for craft and cultural use, including broom making, mat and hat weaving, as well as thatching.

In 2024, community harvesters collected three grass species of cultural significance. However, their work was disrupted by wildfires in July. SANParks firefighters assisted in relocating harvested bundles to prevent losses, safeguarding both livelihoods and natural resources.

This initiative is one of the few remaining legal access programmes for traditional grass harvesting in South Africa and plays a vital role in sustaining indigenous practices, transferring skills across generations, and maintaining access to culturally important materials.

RICHTERSVELD DESERT BOTANICAL GARDEN – A LIVING REPOSITORY OF ARID BIODIVERSITY

In August 2024, SANParks officially launched the Richtersveld Desert Botanical Garden, the first of its kind located within a South African national park. Situated in |Ai-|Ais/Richtersveld Transfrontier Park, the garden is the culmination of over a decade of conservation efforts and inter-agency collaboration.

Originally established in 2013 as a rescue initiative for threatened plants from mining areas, the garden has since evolved into a critical hub for ex situ conservation, environmental education, cultural heritage interpretation and research on climate-vulnerable species.

The facility now includes greenhouses that house rare and endemic plant collections, interpretive gardens showcasing Richtersveld's unique flora and a cultural education centre for school groups and researchers. Support from partners such as SANBI and local communities has been instrumental in expanding infrastructure and collection diversity. The garden also serves as a repository for confiscated poached plants, aiding recovery and reintroduction efforts.

NEW SPECIES DISCOVERY AND NAMING

Three new plant species from the |Ai-|Ais/Richtersveld Transfrontier Park have been submitted for scientific publication:

1. *Ruschia gariepina* – endemic to the Gariep Bioregion, found along the Orange River.
2. *Mitrophyllum minitum* – the smallest member of its genus, endemic to a single mountain in the Richtersveld World Heritage Site.
3. *Astridia compacta* – a compact-growing species, restricted to hills near Gemsbokvlei and Vyftienmyl Se Berg.

These discoveries underscore the region's global conservation value and the importance of continued botanical exploration.

WILDERNESS ANGLER SUPPORT PROGRAMME – GARDEN ROUTE NATIONAL PARK

To promote inclusive conservation and local economic empowerment, the Wilderness section of Garden Route National Park launched the Angler Support Programme in early 2025. The initiative supports sustainable use of marine resources while improving livelihoods in neighbouring communities.

At a handover event held in March 2025, 44 participants received official fishing permits and beneficiaries also underwent training in responsible fishing practices, compliance with regulations and basic marine conservation principles.

The programme places strong emphasis on empowering women and youth, promoting food security and fostering environmental stewardship.

Ongoing mentoring and skills development will be key to ensuring long-term success. By enabling legal, sustainable access to natural resources, SANParks is strengthening community relations and promoting the resilience of local marine economies.

STRATEGIC BABOON MANAGEMENT – CAPE PENINSULA

The Cape Peninsula Baboon Strategic Management Plan (BSMP) was developed through a multi-stakeholder collaboration between SANParks, CapeNature, and the City of Cape Town, with input from NGOs and local residents. The BSMP outlines an integrated approach to sustainable baboon management that includes population monitoring, fencing and buffer zones, human-waste management, as well as public education and awareness.

A Memorandum of Agreement (MoA) was signed between the City of Cape Town and Shark Spotters, a trusted non-profit organisation, to implement the Baboon Ranger Programme. This expanded programme now includes previously unmanaged troops, representing a major step forward in proactive, humane conflict mitigation.

SANParks is currently formalising its own MoA with Shark Spotters to enhance implementation within Table Mountain National Park (TMNP). The Cape Peninsula Baboon Management Joint Task Team (CPBMJTT) meets monthly to oversee execution of the plan and ensure alignment across agencies.

This coordinated approach reflects SANParks' broader commitment to balancing biodiversity protection with urban–wildlife coexistence.

EARTHSHOT AWARDS - CAPE TOWN

In November 2024, Cape Town had the honour of hosting the prestigious Earthshot Prize Awards Ceremony, marking the first time the event was held on African soil. Founded by Prince William in 2020, the Earth shot Prize recognises ground-breaking solutions to the planet's most pressing environmental challenges.

Hosting the event placed an international spotlight on South Africa's rich biodiversity, particularly Table Mountain National Park (TMNP); elevated the global profile of local conservation efforts and stimulated increased tourism and environmental philanthropy.

Prince William's visit included direct engagement with SANParks rangers and conservation staff, during which he acknowledged the hardships and sacrifices made by frontline personnel. His support helped draw attention to the importance of ranger welfare, the critical role of community engagement in conservation and the value of sustainable tourism as a conservation funding mechanism.

The Earth shot platform catalysed renewed public and private sector support for SANParks and inspired a deeper sense of environmental responsibility both locally and globally.

STRATEGIC PARTNERSHIP: AFD AND RÉUNION ISLAND NATIONAL PARK

In 2019, SANParks and Réunion Island National Park (PNRun) established a landmark partnership through a €1.5 million grant from the Agence Française de Development (AFD). By 2024, the programme had evolved into a mature peer-to-peer learning initiative, designed to address common conservation challenges, and enhance capacity on both sides.

Of the total grant €1,212 730 was allocated to Table Mountain National Park and €287 270 to Réunion Island National Park.

Thematic areas guiding exchange and collaboration include integrity of ecological and evolutionary processes; ecological restoration, with a focus on invasive species and fire management; climate change mitigation and adaptation; the link between natural and cultural heritage; tourism, economic value, and impact; as well as stakeholder engagement and awareness.

During the review period, the partnership prioritised virtual learning, site visits and joint planning aligned with the upcoming TMNP Management Plan 2026–2036. Beyond technical knowledge, the programme strengthens multi-stakeholder governance, builds bridges between conservation authorities and communities, and enhances academic and institutional cooperation.

This collaboration reflects SANParks' commitment to innovation, inclusivity, and international best practice, and offers a replicable model for other transboundary and international protected area partnerships.

ADVENTURE SPORTING EVENTS ACROSS NATIONAL PARKS

SANParks continues to host a range of adventure sporting events that combine physical challenge with environmental appreciation. These events attract local and international participants while promoting conservation tourism.

AUGRABIES FALLS NATIONAL PARK

Augrabies Falls provided a dramatic and scenic backdrop for several high-profile events in 2024.

The Klipspringer Challenge was hosted within the period under review, during a period of elevated Orange River flow. This trail running event featured rugged terrain and panoramic views of the iconic falls, offering runners a unique experience. The grueling 250km Kalahari Augrabies Extreme Marathon is a multi-day ultra-marathon that starts and finishes inside the park, traversing remote desert landscapes. The 2024 event drew global participation, with winners from Germany and Singapore, reflecting its growing international stature.

Augrabies Crusaders Mountain Bike Race is a demanding route through mountainous terrain that showcased the park's potential as a premium adventure sport destination.

These events have boosted post-pandemic tourism, built brand equity for the parks, and reinforced the synergy between sport, conservation, and sustainable economic development.

RICHTERSVELD TRANSFRONTIER PARK – NAMIBIAN CROSSING TRAIL RUN

For the first time since 2016, the Namibian Crossing trail event returned to the |Ai-|Ais Richtersveld Transfrontier Park. Organised by Wildrun, the 200 km stage race over five days takes runners through one of Southern Africa's most remote and rugged desert landscapes. International competitors were drawn by the unique cross-border wilderness experience, reaffirming the park's value as a destination for elite adventure tourism.

GOLDEN GATE HIGHLANDS NATIONAL PARK – DINO CHALLENGE

In March 2024, Golden Gate Highlands hosted the Dino Challenge, a family-friendly trail running and mountain biking event. After years of public interest, the introduction of a cycling route was warmly received. Participants described the experience as "a privilege" to race within such an iconic protected area. The event fostered appreciation for the park's natural beauty and palaeontological heritage.

OTTER AFRICAN TRAIL RUN – GARDEN ROUTE NATIONAL PARK

The Otter African Trail Run remains one of SANParks' most celebrated sport–conservation events. Held in the Tsitsikamma section, the race welcomed over 600 participants in 2024. Upholding its Otter Green Principles, the event strives for minimal environmental impact, support for disadvantaged athletes and empowerment of local communities (e.g., Kurland Running Club and trail taxis).

The event not only showcases the region's ecological splendour, but also promotes inclusive access and conservation values. It has become a flagship example of how adventure sport can drive social cohesion, economic participation, and stewardship of natural resources.

TABLE MOUNTAIN NATIONAL PARK – RECREATIONAL AND COMMERCIAL EVENTS

Table Mountain National Park remains a premier urban nature venue. It hosts an average of 35 large commercial sporting events annually (including trail running, cycling, surfing, swimming, hiking), as well as over 220 open-air functions each year, ranging from cultural events to fitness festivals.

Participant numbers per event range from 30 to 3,000, excluding support teams and spectators. These events generate significant revenue via gate fees and permits, broaden SANParks' audience reach, especially among younger urban users and showcase the park's scenic and recreational value to domestic and international audiences.

To enhance user convenience, activity permits (for horse-riding, dog-walking, paragliding, etc.) became available online via the SANParks website in June 2024. This service contributed to a 30.2% increase in permit sales, generating over R3 million in revenue.

CONCLUSION AND FORWARD OUTLOOK

Through science-based conservation, adaptive management, inclusive partnerships, and innovative public engagement, SANParks continues to fulfil its mandate to protect South Africa's natural and cultural heritage. The activities undertaken during the 2024/2025 period reflect a deepening commitment to ecological integrity, community empowerment, and the sustainable development of the biodiversity economy under the guiding framework of Vision 2040.

SPECIAL PROJECTS PROGRAMMES

EXPANDED PUBLIC WORKS PROGRAMME

In the 2024/25 financial year, the Expanded Public Works Programme (EPWP) created employment opportunities for 10,516 individuals and provided support to 588 SMMEs, with a total of R204 million paid to these small contractors. All EPWP participants were recruited from communities adjacent to national parks, ensuring local benefit and inclusivity. A total of 4,620 Full-Time Equivalent (FTE) jobs were created, representing 1,062,494 person-days of work. The programme also exceeded its training targets, delivering 47,544 training days across various projects. The EPWP continues to contribute meaningfully to youth and gender empowerment. Of the total participants, 6,410 were youth (61%), 6,146 were women (58%), and 463 (4%) were persons with disabilities.

However, budget constraints within the Department of Forestry, Fisheries and the Environment (DFFE) impacted SANParks' implementation plans. The original allocation of R235 million for infrastructure-related projects was redirected to support key biodiversity programmes such as Working for Water, Working for Ecosystems, and Working for Wetlands. Regrettably, the Working for the Coast programme did not receive funding during the year under review.

Working for Water (WfW), Working for Ecosystems (WfE) and Working for Wetlands continued with various activities such as clearing of alien and invasive vegetation, erosion control and bush encroachment and the projects implemented achieved initial land rehabilitation of 40,129 hectares and follow-up rehabilitation of 207,893 hectares. Twenty-eight wetlands were under rehabilitation and achieved the construction of concrete and earth work structures totalling 9,030 cubic meters. The planned initial and follow-up alien invasive plant clearing targets were exceeded:

- Initial alien invasive vegetation cleared: 36,422 (453%)
- Follow-up alien invasive vegetation cleared: 204,343 (153%)

During the review period, adverse weather conditions, including heavy rainfall, affected the planned work areas around the Oudebaaskraal Dam in Tankwa Karoo National Park. As a result, teams were relocated to alternative areas with lower densities to continue implementation.

Similar adjustments were necessary in the Agulhas and Golden Gate Highlands National Parks, where wildfires led to the reassignment of teams to unaffected areas. In Marakele National Park, efforts were intensified with increased removal of invasive pom-pom weed. To optimise impact and resource use, funds were reallocated to projects in Table Mountain National Park (TMNP), which enabled additional hectares of land to be cleared and restored.

A significant milestone during the reporting period was the successful transition of 87 Environmental and Tourism Monitors into permanent employment. This includes 51 Tourism Monitors and 36 Environmental Monitors. Their progression highlights the effectiveness of these programmes in equipping individuals with practical skills and experience, paving the way for sustained employment in the conservation and tourism sectors.

Progress was also made on the Kruger National Park (KNP) and Parks Biodiversity Infrastructure Projects approved for KNP, Kgalagadi, Mokala, Addo, and Tsitsikamma National Parks. All works have commenced, except for the Nyathi guesthouse, which remains pending. In KNP, a key achievement was the finalisation of appointments for 25 SMMEs and 250 EPWP participants.

Table: Overview of EPWP programmes and achievements implemented in 2024/25

EPWP programme	Activities	Implementation Overview	Deliverables Achieved
Working for the Coast (WftC)	Cleaning of beaches, rehabilitation of coastal systems and tourism infrastructure	This programme was not funded, and the three active projects stopped work end of June 2024.	Beach clean-up: 334 km
Environmental Monitors (EMs)	Support for conservation operations in parks and Integrated Zones	The SANParks Environmental Monitor (EM) Programme entered its final year of the three-year project that employed 863 people over this period. EMs are employed in all National Parks to support conservation management functions 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.	543 EMs Employed
Working for Water (WfW)	Clearing of invasive alien vegetation	Alien invasive plant clearing projects were implemented in all national parks, K2C and Integrated Zones. Planned initial and follow-up clearing targets were exceeded following heavy rains and fires that required teams to work in alternative areas with lower densities.	Initial alien invasive clearing: 36,422 ha. Follow-up alien invasive clearing: 204,343 ha
Working for Ecosystems (WfE)	Land rehabilitation projects and bush encroachment control	This programme was implemented in Frontier, Arid, Northern Regions, K2C and Integrated Zones and included erosion control and bush encroachment activities.	Initial land rehabilitation: 3,707 ha. Follow-up land rehabilitation: 3,550 ha
Working for Wetlands	Rehabilitation of wetland systems	Rehabilitation activities took place in 28 wetlands in Mapungubwe, Marakele, Golden Gate, Agulhas, KNP, and TMNP. The focus shifted towards implementing less invasive interventions, while the maintenance of existing structures became necessary due to damage caused by heavy rains.	28 wetland areas worked. Wetland rehabilitation: 9,030 m^3

EPWP programme	Activities	Implementation Overview	Deliverables Achieved
People and Parks (P&P)	Infrastructure development and improving the integrity of protected areas	Following negotiations, the award of the tender for the IAi-IAis Richtersveld project to construct staff houses, shop, laundry, ablution, and store was finalised. The business plan process has not been concluded.	Tender process completed and contractor appointed.
Biodiversity Infrastructure Projects	Tourism infrastructure upgrade and maintenance	The KNP project employed 310 EPWP participants in March 2025, after a delay due to the vetting process for all people working in the park. Work on all construction projects has progressed well. Remaining projects include the renovations of A & B-circle kitchen upgrades, Satara, and Nyathi Guesthouse. Seven units of Mosu Rest Camp, Mokala, were upgraded, while work has started on six of the ten chalets in Addo Main Rest Camp. The tender for the renovations of the Tsitsikamma units served at the Bid Adjudication Committee (BAC) in January 2025.	Renovation of: 7 x Chalets in Mosu Rest Camp, Mokala 13 x Chalets in Nossob Rest Camp, Kgalagadi 1 x Chalet in Stormsriver Rest Camp, Tsitsikamma 8 x Punda Maria Thatch Roofs 10 x B-circle units, Satara Upgrade 12 x Rondawels, Skukuza.
Wildlife Economy	Development of facilities for neighbouring communities	The construction of the fence and entrance gate at Bevhula/Gidjana has experienced significant delays, with the contractor being halted on three separate occasions by community members. Training was implemented, and EPWP employment stopped end of March 2025. The Project Implementation Plan for the Awelani project was submitted to DFFE for review in preparation for the business development. A MoA must still be signed for the five projects transferred to SANParks. A site visit was done at the Makuya project, and the scope of work will be finalised for the EIA process to start.	Fence project at Bevhula/Gidjana is on hold.
Department of Tourism Social Responsibility Programme	Development of tourism infrastructure	The Addo extension of rest camp construction was completed, and units will be commissioned once the bulk electricity supply changeover is completed. The Agulhas Lighthouse Precinct construction progress was impacted by the cash flow challenges experienced by the contractor. This was remedied in Q4. The construction of the Mapungubwe Youth Facility Project started.	Agulhas Lighthouse Construction Progress: 93%. Addo Chalets Construction Progress: 100%. Mapungubwe Youth Facilities: 55%.
Tourism Monitors (TMs)	Employment of youth to support tourism operations	The Tourism Monitors project was funded for 2024/25 and came to an end on 31 March 2025. The programme was very successful and 51 young people were placed in permanent positions.	382 TMs Employed

Table: Social deliverables of EPWP programmes for 2024/25

Programme	No of People	Person days	FTE's	Training	SMME's	Amount paid to SMME's ('000)	Expenditure R'000 (VAT excl.)
Target 2024/25	**5,389**	**1,029,653**	**4,477**	**44,201**	**412**	**R 187.585**	**R 466.401**
DFFE Infrastructure Programmes							
People and Parks	-		-				
Biodiversity Infrastructure Projects	310	10,255	45	125	25	R 0.000	R 28.303
Wildlife Economy (Bevhula/Gidjana)	40	10,320	45	280	4	R 2.333	R 3.228
Sub-Total	**350**	**20,575**	**89**	**405**	**29**	**R 2.333**	**R 31.531**
DFFE Non-Infrastructure Programmes							
Working for the Coast	222	5,469	24	532	20	R 1.421	R 6.545
Environmental Monitors	543	123,797	538	1,574	22	R 1.739	R 35.196
Working for Water	5,411	483,106	2,100	21,280	253	R 112.281	R 181.631
WfE: Land Rehabilitation	1,739	155,073	674	9,091	85	R 38.965	R 53.584
K2C	552	55,343	241	1,353	27	R 11.320	R 15.519
Integrated Zones	510	70,754	308	3,462	33	R 16.480	R 22.530
Umoya	124	1,848	8	231	3	R 0.419	R 0.445
Working for Wetlands	519	45,516	198	7,282	87	R 13.604	R 15.540
Sub-Total	**9,620**	**940,904**	**4,091**	**44,805**	**530**	**R 196.229**	**R 330.990**
Department of Tourism Social Responsibility Programmes							
Tourism Monitors	382	83,867	365	1,144	16	R 2.081	R 22.232
Addo Extension of Rest Camp	44	5,055	22	238	4	R 1.171	R 7.429
Agulhas Lighthouse Precinct	80	9,853	43	872	5	R 1.759	R 14.634
Mapungubwe Youth Facility	40	2,240	10	80	4	R 0.396	R 9.353
Sub-Total	**546**	**101,015**	**439**	**2,334**	**29**	**R 5.407**	**R 53.648**
TOTAL	**10,516**	**1,062,494**	**4,620**	**47,544**	**588**	**R 203.968**	**R 416.169**
Percentage	**195%**	**103%**	**103%**	**108%**	**143%**	**109%**	**89%**

Removal of Eucalyptus, Garden Route

Wetlands rehabilitation in Golden Gate

INFRASTRUCTURE PROGRAMME

Overall, good progress was made with the implementation of various projects during the 2024/25 financial year. Planning was completed for all approved projects, and planned tenders were successfully issued. In KNP, the appointed contractors performed well, contributing significantly to project milestones and expenditure targets. A total expenditure of R 363.7 million was recorded for the different programmes, broken down as follows:

- Infrastructure Programme: R294.8 million
- Department of Tourism projects: R40.6 million
- DFFE Biodiversity Infrastructure projects: R28.3 million

Progress on the High Impact Projects that were approved after an additional R 700 million infrastructure investment allocation in 2023/2024 is as follows:

a) Kruger National Park

- Shangoni Entrance Gate, KNP: The tender for the 36km roads and bridge was advertised and will be closing on 11 April 2025.
- Phalaborwa Activity Hub: The backpacker's lodge (36 beds) construction is 90% complete. The Activity Hub Phase 2 is in the planning stage, waiting for approval pending the approval of the water use licence application.
- Skukuza Rest Camp: Good feedback was received on the six rondavels completed in the pilot project. A total of 28 units have been completed to date. The appointment of the contractors for Phase 3 for 32 units has been done. Upgrading the Wild Fig Guest House was completed, and positive feedback was received. A total of 51 (24%) of the 213 tourism units in Skukuza will be upgraded.
- Sweni Trails Camp replacement was completed.
- Nshawu Guest House, Olifants upgrade was completed.
- Punda Maria Safari Tents Upgrade – One tent completed for progress of 15%.
- Staff Accommodation – construction progress at 99%.

Construction of R27 Entrance Gate, West Coast National Park

b) Table Mountain National Park

- Tokai Precinct Bulk Services – the tender process is far advanced, with the estimated award in April 2025.
- Rhodes Memorial Bulk Services and Rebuild of Tea Room – the tender was issued, and evaluation is underway.
- Signal Hill Development - SANParks facilitated site inspections with various officials within the City of Cape Town, and a letter of support was received on 20 March 2025.
- ·Baboon Priority Electric Fencing - The location of the fence was moved to Boulders Penguin colony, where penguins are under threat of baboons, and a preliminary route for the fence was identified and mapped.

c) Addo Elephant National Park

- The tender for the construction of Le Ndlovu Rest Camp was approved, marking a key milestone in the park's development pipeline.
- The Nyathi Rest Camp upgrade tender was issued with the estimated award expected in April 2025.

- The electrical infrastructure upgrade at Addo Main Rest Camp experienced significant delays due to the Eskom changeover process, which has impacted project timelines.
- In February 2025, the road maintenance tender was awarded by the BAC, but the appointed bidder declined the award, resulting in further delays.
- Renovations to ten accommodation units, representing 15% of the total 66 units, in the Main Camp are progressing well.
- In addition, the Addo Solar Plant tender was advertised at the end of March 2025.

d) West Coast National Park

- Good progress has been made on the construction of the new R27 Gate at the park, with the project currently 25% complete.
- The Duinepos Refurbishment tender evaluation was finalised during the reporting period,
- Tenders for the Park Management Offices and Geelbek facilities were advertised on 31 March 2025.

e) Kgalagadi Transfrontier Park

- Construction of a new ablution facility at Twee Rivieren and the international perimeter fence along the border between Namibia and South Africa is scheduled to commence in the next financial year following the appointment of contractors.

f) Mapungubwe National Park

- The fence construction tender and the Leokwe Rest Camp upgrade tenders were advertised and are currently under evaluation.

There are various other projects for the renovation, upgrade, replacement and new tourism accommodation units, with the planned tourism units and progress to date are summarised below:

Park and Rest Camp	No of Units/ Camp	Planned No Upgrade/ Renovate	% Earmarked	Units Completed	% Completed
KNP Skukuza	213	61	29%	28	46%
KNP Satara	165	37	22%	32	86%
KNP Punda Maria	33	23	70%	12	52%
KNP Sirheni Bush Camp	15	2	13%	2	100%
KNP Mopani	103	3	3%	3	100%
KNP Letaba	123	39	32%	23	59%
KNP Olifants	112	18	16%	9	50%
KNP Tamboti Tented Camp	40	6	15%	3	50%
KNP Sweni Trails Camp	4	4	100%	4	100%
KNP Pretoriuskop	136	3	2%	3	100%
KNP Biyamite Rest Camp	15	15	100%	9	60%
KNP Crocodile Bridge	28	28	100%	23	82%
Kgalagadi Nossob	26	16	62%	16	100%
Addo Main Camp	66	10	15%	0	0%
Addo Nyathi Rest Camp	10	10	100%	0	0%
Tsitsikamma Stormsriver Rest Camp	86	19	22%	4	21%
Mapungubwe Leokwe Rest Camp	18	18	100%	0	0%

Park and Rest Camp	No of Units/ Camp	Planned No Upgrade/ Renovate	% Earmarked	Units Completed	% Completed
Mapungubwe Limpopo Forest Tented Camp	8	2	25%	0	0%
West Coast Duinepos Chalets	11	11	100%	0	0%
Golden Gate Hotel Chalets	34	18	53%	18	100%
Golden Gate Mountain Retreat	8	8	100%	3	38%
Marakele Tlopi Tented Camp	10	10	100%	0	0%
Mokala Mosu Rest Camp	15	15	100%	4	27%
Total	**1279**	**376**	**29%**	**196**	**52%**

Construction progress of some of the other projects is as follows:

a) Kruger National Park

- Skukuza Soccer Stadium Canopy: The scope of work includes the construction of a new canopy over the stadium's grandstand, which was completed.
- Matsulu Fence Upgrade: I-beams and the new fence wire will strengthen nine kilometres of the fence. There were several delays with the appointments of Community Liaison Officers and subcontracting arrangements, as well as the rate of progress, and the local subcontractor's completion is mid-April 2025.

b) Tsitsikamma

- Restaurant Precinct development is 93% complete. The financial difficulties faced by the contractor have caused a delay in the project, as well as performance issues by subcontractors and challenges on-site. The practical completion date has been extended to the end of May 2025.
- Tsitsikamma Electrical Services –The long lead times for bulk supply material have delayed the project, but completion is estimated early in the new financial year.

The projects funded by the Department of Tourism are nearing completion, with good progress achieved:

- KNP Shangoni Gate Development: The entrance gate reception, shop, and ablution facilities are completed. The road infrastructure tender has been issued, and development of the picnic and campsite will commence once road construction is complete.
- KNP Phalaborwa Activity Hub: Phase 2 is currently being implemented, with SANParks contributing R49 million. The Backpackers Accommodation is under construction and scheduled for completion by 31 May 2025.
- Golden Gate Dinosaur Interpretive Centre: The project is nearing completion, with the manufacturing and installation of exhibition items in the final stages. The facility opened to the public in June 2025.
- Agulhas Lighthouse Precinct: Has progressed significantly and reached 93% completion, following previous delays.
- Mapungubwe Youth Facility: Construction is progressing steadily, with completion anticipated by September 2025.
- Addo Rest Camp Extension: The Project is 100% complete, and the new accommodation units are currently in the process of being furnished.

Progress on the projects on the Green Energy Programme was as follows:

- Installation of two solar plants in Kgalagadi was completed.
- The installation of solar water heaters in Arid and Frontier parks was completed.
- The tender for the grid-tied solar plant at Addo Main Camp was advertised.
- In KNP, upgrades and replacements of existing solar infrastructure were prioritised and are largely completed. This includes the installation of new solar plants at Nwanetsi Ranger Post and Vlakteplaas Ranger Post, and the retrofit of solar water heaters, which progressed to the tender stage with bids having been advertised.

Table 2.4.4.1: Report against the originally Tabled Annual Performance Plan until the date of retabling in November 2024.

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

SUB OUTCOME: PROTECTED AREA EXPANSION IN LINE WITH THE NPAES AND SANPARKS LAND INCLUSION PLAN							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual achievement 2024/25Until date of Re-tabling**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for revisions to the outputs / output Indicators / Annual Targets**
Hectares added to national parks	Number of hectares secured for inclusion in National Parks (Revised indicator)	**Target exceeded** Agreements for 5,404,4 ha concluded	**Off target**, with 2,474 ha added to national parks.	10 000ha	100% of the planned activities for Quarter 2 were achieved. These activities are critical to achieving the annual target of securing 10,000 hectares. The finalised activities include: 1. Negotiation Progress Report; 2. Land Inclusion and Planning Committee Meeting.	The target of 10,000 was exceeded by 18,372,159 ha. Actual achievement: Agreements for 28,372.1590 ha concluded	The indicator was revised to ensure compliance with the SMART Principle.

Table 2.4.4.2: A report against the originally tabled Annual Performance Plan.

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

SUB OUTCOME 1: PROTECTED AREA EXPANSION IN LINE WITH THE NPAES AND SANPARKS LAND INCLUSION PLAN							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25fy**	**Reasons for deviations**
Hectares added to national parks	Number of hectares secured for inclusion in National Parks (Revised indicator)	**Target exceeded** Agreements for 5 404,4 ha concluded	**Off target**, with 2,474 ha added to national parks.	10,000ha	**Target exceeded** Agreements for 28,372.1590 ha concluded	The target of 10,000 was exceeded by 18,372,159ha	This overachievement is mainly due to the addition of the large Tankwa Karoo National Park property, totalling over 28,372.1590 ha through a contract national park agreement. Land inclusion remains a dynamic and unpredictable activity, depending on successful negotiations on land acquisitions.

SUB-OUTCOME 2: DEGRADED ECOSYSTEMS REHABILITATED							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25fy**	**Reasons for deviations**
Degraded Ecosystem rehabilitated	Number of hectares receiving initial and follow-up clearing of invasive plant species	**Off target** 24,160 initial ha (77%)	**Target exceeded** with 43,960 initial ha rehabilitated	8,040 ha of receiving initial clearing of Invasive plant species	**Target exceeded** 36,422 initial ha (453%)	The target was exceeded by 28,382 initial ha rehabilitated.	The annual target was exceeded due to work being moved to low-density areas in Tankwa Karoo National Park after the planned high-density work areas were flooded and the areas could not be accessed. Initial alien vegetation clearing of single standing Prosopis trees was done.
		Target exceeded 164,215 follow-up ha (115%)	**Target exceeded** with 155,164 follow-up ha rehabilitated.	133,705 ha of receiving follow-up clearing of Invasive plants species	**Target exceeded** 204,343 follow-up ha (153%)	The target was exceeded by 70,638 follow-up ha rehabilitated.	The annual target was exceeded due to work teams redeployed to lower density areas due to heavy rains in originally planned areas of Tankwa Karoo National Park (37,325 ha more than planned), and revised mapping for pom-pom weed (20,000 ha more than planned) with increased work areas in Marakele National Park.
Degraded Ecosystem rehabilitated	Number of wetlands under rehabilitation.	**Target exceeded** 8,023 m^3 of degraded hectares of wetlands under rehabilitation (111%)	**Target exceeded**, with 9,536 m^3 of degraded wetlands rehabilitated.	20 wetlands under rehabilitation.	**Target exceeded** with 28 wetlands under rehabilitation	Target exceeded by 8 wetlands under rehabilitation.	More wetlands were rehabilitated in Q1- Q3 due to favourable weather conditions and maintenance of some structures to prevent undercutting before the rainy season. These resulted in exceeding the annual target by additional 8 wetlands under rehabilitation.

SUB-OUTCOME 3: CLIMATE CHANGE VULNERABILITY REDUCED AND CLIMATE RESILIENCE IMPROVED							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25fy**	**Reasons for deviations**
Climate change vulnerability reduced, and climate resilience improved.	Climate change vulnerabilities and adaptation objective included in park management plans	**On target.** The Climate Change Preparedness Strategy was approved. **On target.** Climate change vulnerability assessments for KNP and Augrabies Falls NP were compiled	**On target**, with vulnerability assessment reports completed for the Bontebok and Table Mountain national parks.	Climate change vulnerabilities and adaptation objectives included in two park management plans	**On Target** Final climate change vulnerability assessment and adaptation objectives included in park management plans for Marakele and West Coast National Parks	None required	No variance recorded

SUB-OUTCOME 4: IMPROVED MANAGEMENT OF CULTURAL HERITAGE							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Improved management of cultural heritage	Number of projects implemented towards the improved management of cultural heritage.	**On target.** Survey and assessments conducted in two parks (Camdeboo and Augrabies Falls National Parks)	**On target**, with cultural heritage assessments done for Addo Elephant and Tankwa Karoo national parks.	Four projects implemented towards the improved management of cultural heritage	**On target** The four projects listed below were implemented towards the improved management of cultural heritage. Graveyard monument in Addo Elephant National Park upgraded. A cultural heritage assessment was conducted in the Karoo National Park and the report was completed. Cultural Heritage report submitted to SAHRA according to Section 9 of the National Heritage Resource Act no 22 of 1999. A report on the cultural heritage Assessment of the Namaqua National Park has been compiled.	None required	No variance recorded.

SUB-OUTCOME 5: SUSTAINABLE POPULATIONS OF SPECIES OF SPECIAL CONCERN MONITORED, MAINTAINED, AND/OR RECOVERED							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Rhino population managed	Sustainable management of rhino populations maintained	**Off target** There was a 19,58% decline in rhino population trends in core Kruger National Park areas. Target exceeded 7% overall population growth	**Off target**, as the rhino population in KNP decreased by 1.9% per annum. The black rhino population increased by 1.93% (four animals) and white rhinos increased by 37 animals (2.02%) based on a comparison of births to natural mortalities and poaching.	A total population of > 2600 rhinos maintained across National Parks	**On target** SANParks maintained rhino population above 2600 with the 2024/25 census confirming 3, 3421 animals across the National Parks.	None required	No variance recorded.

OUTCOME GOAL 2: IMPROVED 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 Visitor Services unit provides meaning and direction and regulation of visitor experience and coordinates tourism research in the organisation.
- The Revenue and Yield 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 SANParks and its partner parks agencies to support conservation.
- The Business Development unit manages private-public partnerships as part of SANParks' commercialisation strategy.

SANParks Tourism concluded the 2024/2025 financial year with notable achievements across marketing innovation, digital transformation, visitor services and loyalty development. This success positions the organisation for growth in the 2025/2026 financial year. The Tourism division remained steadfast in its commitment to promoting SANParks' offerings, enriching visitor experiences, and supporting sustainable revenue generation.

INTRODUCTION

SANParks Tourism concluded the 2024/2025 financial year with notable achievements across public private partnership growth, marketing innovation, digital transformation, visitor services and loyalty development. This success positions the organisation for growth in the 2025/2026 financial year. The Tourism division remained steadfast in its commitment to promoting SANParks' offerings, enriching visitor experiences, and supporting sustainable revenue generation.

The 2024/2025 financial year marked continued growth and recovery for SANParks Tourism. The Revenue and Yield unit delivered mostly positive results, and where targets fell short, these were attributed to identifiable and short-term factors. The Wild Card loyalty programme performed exceptionally well, bolstered by the successful merger of the formerly separate Wild Card and CRM/Loyalty functions into a unified CRM and Customer Loyalty Department. Marketing efforts focused on targeted campaigns and impactful partnerships, with digital transformation playing a central role. A key milestone was the launch of the SANParks mobile app, developed to serve as the ultimate guide for park visitors.

The Business Development unit continues to manage multiple public private partnership initiatives including key lodges, restaurants and retail concessions. Significant projects were concluded or initiated in Tsitsikamma, Knysna, Table Mountain, Agulhas, West Coast, Marakele, Addo Elephant, Kruger, Golden Gate Highlands, and Namaqua National Parks.

The Visitor Services unit contributed to the expansion and development of interpretation sites in several parks, notably Kruger, Kgalagadi, Golden Gate Highlands and Agulhas. The Visitor Management field was highlighted by universal access landmarks in Kgalagadi and work done for visually impaired visitors to Kruger and Table Mountain, while successful media engagements, digital enhancements and recurring signature fundraising birding weekends highlighted the ongoing growth of the avi-tourism market. Tourism Research continues to be a vibrant source of partnership with academic and research institutions nationally and globally and helps guide SANParks strategic direction for the future.

MARKETING AND STRATEGIC PARTNERSHIPS

Marketing efforts centred on targeted campaigns and high-impact partnerships. Key initiatives such as the *SANParks Sizzlin' Summer* campaign, *Valentine's Day*, and the *March Short Stay Promotion* achieved strong reach and engagement. A lifestyle media tour hosted at Golden Gate Highlands National Park highlighted MICE (Meetings, Incentives, Conferences, and Events) opportunities and key attractions, building anticipation for the upcoming Kgodumodumo Dinosaur Interpretation Centre.

Collaboration with Provincial Tourism Authorities in Mpumalanga, Limpopo, and the Eastern Cape gained traction. A draft Memorandum of Understanding (MoU) was developed to support joint marketing and MICE initiatives.

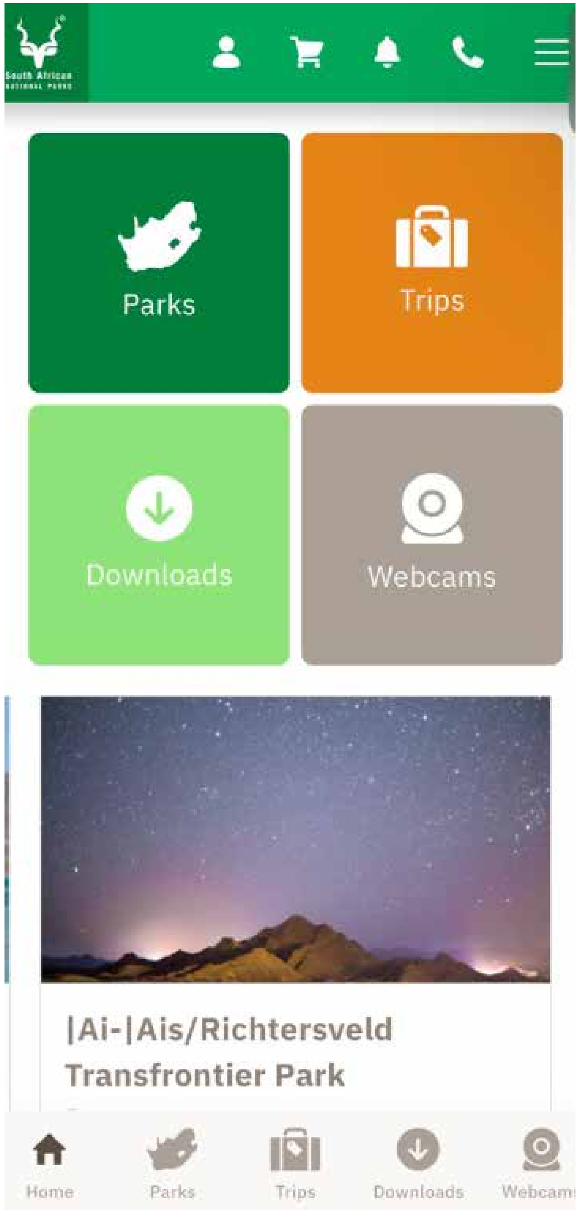
DIGITAL REVENUE AND CONTENT STRATEGY

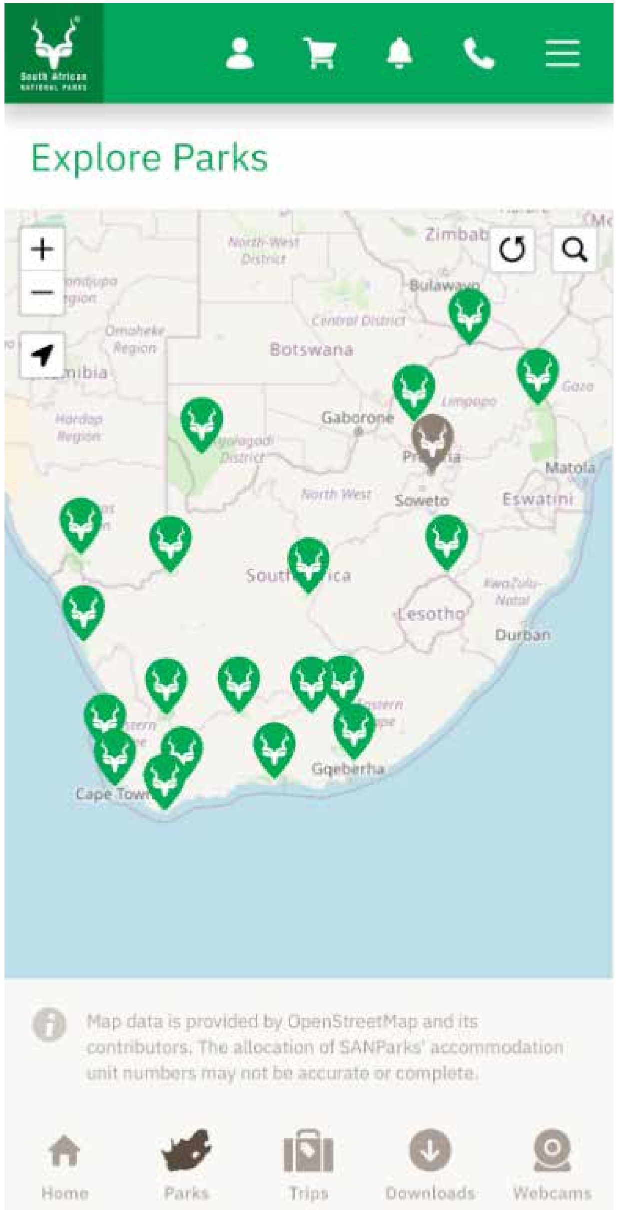
The SANParks Mobile App was launched in February 2025. It is a modern tool designed as the ultimate park guide to enhance the visitor experience. Tips are provided on where to stay, what to do and see, how to get there, what to pack, and travel alerts.

Another major milestone was the monetisation of the SANParks YouTube channel, generating approximately R11 000 following successful platform verification. This marks the beginning of a new digital revenue stream that supports conservation and educational outreach. A comprehensive content strategy is under development to grow reach and maximise long-term income potential.

VISITOR SERVICES AND INTERPRETATION

Visitor Services advanced the development and review of visitor management and interpretation plans across selected parks. Universal access audits were completed at multiple rest camps and visitor sites, with recommendations provided for accessibility enhancements, while the first steps in providing App- based audio description tours of parks were taken to promote accessibility to blind visitors. Progress was also made on several interpretation kiosks and centres, with notable developments at Agulhas, Kruger, and Golden Gate Highlands National Park and Kgalagadi Transfrontier Park. Several tourism research projects were finalised during the year.




Explore Parks
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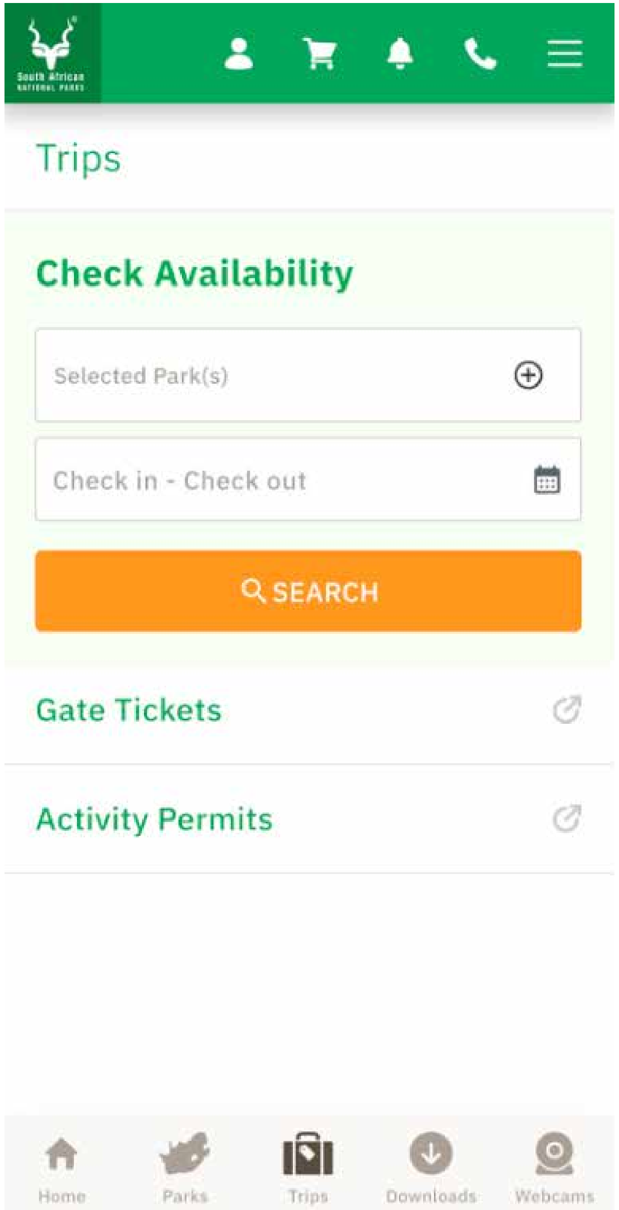
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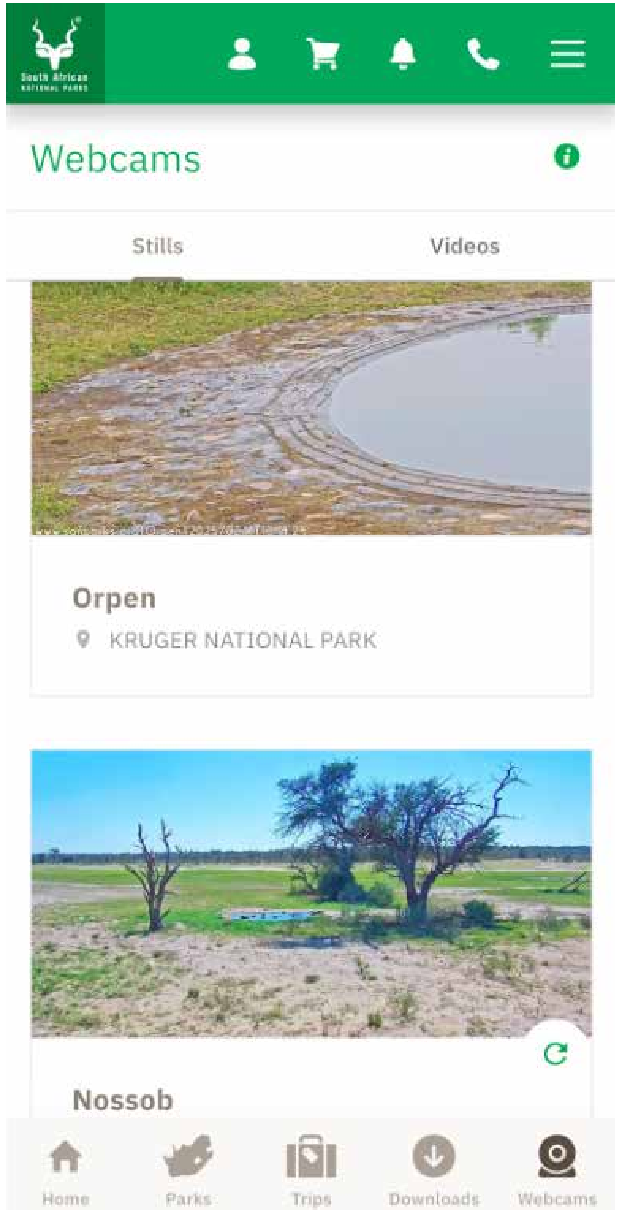
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PERFORMANCE AGAINST TARGETS

Despite strategic and operational progress, overall tourism performance fell 2.2% short of APP visitor targets in the final quarter, representing a shortfall of 140,274 visitors. This was primarily due to the temporary closure of the Table Mountain Aerial Cableway for seven weeks that resulted in the loss of 130,000 tourists in the second quarter. In addition, Tsitsikamma National Park showed a decline of 10,630 visitors driven by severe weather events including prolonged heavy rainfalls and storm surges in Natures Valley. However, strong performance is projected for the first quarter of the 2025/2026 financial period supported by a favourable April holiday calendar.

REVENUE PERFORMANCE

Revenue from Conservation Fees, including Wild Card, increased by 13.2% from R848 million to R960 million, surpassing the budgeted target of R785 million by 22.2%. While Conservation Fee revenue met expectations, accommodation revenue underperformed due to unit closures and maintenance work.

WILD CARD AND LOYALTY PROGRAMME

The *Wild Card* programme concluded the year on a strong note, with revenue rising 13% year-on-year and subscriptions increasing by 6%, surpassing APP targets of 9% and 5%, respectively. To enhance customer engagement, the *Wild Card* and CRM functions were integrated into a new CRM and Customer Loyalty Department. The department's first campaign, a *Black Friday* promotion in Quarter 3, yielded a strong response, highlighting the potential of CRM-driven outreach that the technology behind CRM presents.

A Loyalty Minimum Viable Product (MVP) is in development and scheduled for launch in Quarter 1 of the 2025/2026 financial year. In preparation, all existing *Wild Card* partner agreements were aligned to expire concurrently, and in response to members requests a new *Wild Card* digital magazine will be launched in the coming year.

2.1 SUB OUTCOME: IMPROVED TOURISM PERFORMANCE

Tourism performance reflected resilience, only missing the total tourism revenue relative to last year by 0.3%. Strong recovery of visitor numbers and more international guests contributed to accommodation revenue which remains strained relative to the APP target.

Visitor Numbers

	2019/2020 pre-COVID baseline	2021/2022	2022/2023	2023/2024	2024/2025
Kruger	1,833,061	1,322,817	1,603,521	1,815,404	1,868,416
Parks	4,493,374	2,159,697	3,358,553	4,254,642	4,364,768
Total	**6,326,435**	**3,482,514**	**4,962,074**	**6,070,046**	**6,233,184**

Visitor numbers during 2021/22 reflect the downturn in tourism following the COVID-19 pandemic. Whilst there has been a year-on-year increase in visitor numbers, the 6,233,184 guests during the 2024/25 period remained below the 6,326,435 guests in 2019/20.

CONSERVATION FEES

Revenue from conservation fees (including Wild Card) increased by 13.2%, from R848-million to R960-million. The budgeted amount for Conservation Fees (R785-million) was exceeded by 22.2%.

Top Park Performers: By Volume

Ranking Apr-Mar	Park	2024/2025	% of Total	2023/2024	% of Total
1	Table Mountain	2,972,585	48.5%	2,986,808	49.2%
2	Kruger	1,868,416	30.5%	1,815,404	29.9%
3	Garden Route	476,452	7.8%	446,501	7.4%
4	Addo	230,351	3.8%	223,812	3.7%
5	West Coast	189,231	3.1%	190,589	3.1%

Top Park Performers: Occupancy

Ranking Apr-Mar	Park	2024/2025	2023/2024
1	Kgalagadi	86.4%	87.2%
2	Kruger	75.4%	71.4%
3	Addo	74.3%	72.6%
4	Mountain Zebra	73.6%	70.1%
5	West Coast	66.2%	59.9%

SANParks recorded *Accommodation Unit Occupancy* of 66.8% in the reporting period, compared to 64.9% in the previous year, versus 63.0% in 2022/23, with 57.6% in 2021/22, and 69.4% recorded in 2019/20. Kruger had unit occupancy of 75.4% by end of Q4 2024/25 compared to 71.4% in the previous year, with 68.8% in the 2022/23, versus 61.0% in 2021/22 and 78.0% in 2019/20. Parks had unit occupancy of 52.1% by end of Q4 2024/25, compared to 52.6% in the previous financial year, with 52.8% in 2022/23, versus 51.2% in 2021-2022 and 54.5% in 2019/20.

ACCOMMODATION BED OCCUPANCY

SANParks recorded Accommodation Bed Occupancy of 50.8% in the reporting period, compared to 49.8% in the previous financial year, with 48.8% in 2022/23, versus 45.6% in 2021/22 and 23.7% in 2020/21.

Kruger had bed occupancy of 57.4% by end of Q4 of 2024/25 compared to 54.7% in the previous financial year, with 53.6% in 2022/23, versus 48.4% in 2021/22 and 60.6% in 2019/20.

Parks had bed occupancy of 39.6% by end of Q4 of 2024/25, compared to 40.4% in the previous financial year, with 40.2% in 2022/23, versus 40.4% in 2021/22 and 42.3% in 2019/20.

Top 5 Parks – Bed Occupancy Rate for 12 Months Ended 31 March 2025

RANKING Apr-Mar	PARK	2024/2025	2023/2024
1	Kgalagadi	65.0%	66.0%
2	Addo	60.9%	59.3%
3	Kruger	57.4%	54.7%
4	Mapungubwe	47.3%	47.7%
5	Mountain Zebra	46.3%	42.6%

Top 5 Camps – Bed Occupancy Rate for 12 Months Ended 31 March 2025

RANKING Apr-Mar	CAMP	2024/2025	2023/2024
1	Urikaruus	94.2%	95.1%
2	Kieliekrankie	92.5%	93.5%
3	Grootkolk	91.6%	90.0%
4	Gharaghab	87.1%	90.0%
5	Bitterpan	84.8%	84.1%

CAMPING

Camping Site Nights Sold

For the period under review, a total of 266,511 Camping Site Nights Sold were recorded for SANParks overall, compared to 273,025 in in the previous year, versus 264,482 in 2022/23, versus 283,774 in 2021/22, and 160,122 in 2020/21.

In the case of Parks Division, recorded Camping Site Nights Sold came to 102,983 in the reporting period, compared to 104,961 in the previous financial year, with 101,807 in 2022/23, versus 110,752 in 2021/22, with 97,479 in 2019/20.

While Kruger Division recorded 163,528 this year, compared to 168,064 in the previous financial year, with 163,005 in 2022/23, versus 173,022 in 2021/22, with 162,837 in 2019/20.

Camping Person Nights Sold

For the period under review, a total of 695,775 Camping Person Nights Sold were recorded for SANParks overall, compared to 724,474 in the previous financial year, with 699,096 in 2022/23, versus 755,687 in 2021/22 and 692,870 in 2019/20.

In the case of Parks Division, recorded Camping Person Nights Sold came to 262,915 in the reporting period, compared to 275,646 in the previous financial year, with 268,463 in 2022/23, versus 302,346 in 2021/22 and 265,780 in 2019/20.

Kruger Division recorded 432,860 this year, compared to 448,828 in the previous financial year, with 430,633 in 2022/23, versus 435,341 in 2021/22 and 427,090 in 2019/20.

Campsite Occupancy

SANParks recorded Campsite Occupancy of 49.7% in the reporting period, compared to 51.3% in the previous financial year, with 49.3% in 2022/23, versus 52.9% in 2021/22, and 48.2% recorded in 2019/20.

Kruger had campsite occupancy of 68.4% by end Q4 2024/25, compared to 69.5% in the previous year, with 67.5% in 2022/23, versus 71.9% in 2021/22, and 67.4% in 2019/20.

Parks had campsite occupancy of 34.6% by end Q4 2024/25, compared to 36.2% in the previous financial year, with 34.5% in 2022/23, versus 37.4% in 2021/22 and 32.6% in 2019/20.

Top 5 Parks –Camp Site Occupancy Rate for 12 Months Ended 31 March 2025

RANKING Apr-Mar	PARK	2024/2025	2023/2024
1	Kgalagadi	82.6%	84.6%
2	Kruger	68.4%	69.5%
3	Mapungubwe	61.6%	61.6%
4	Karoo	60.9%	54.3%
5	Mountain Zebra	48.7%	51.8%

Top 5 Camps –Camp Site Occupancy Rate for 12 Months Ended 31 March 2025

RANKING Apr-Mar	CAMP	2024/2025	2023/2024
1	Crocodile Bridge	91.3%	90.8%
2	Lower Sabie	85.3%	88.9%
3	Satara	81.9%	78.5%
4	Berg-En-Dal	81.7%	81.5%
5	Skukuza Rest Camp	81.6%	82.5%

ACTIVITIES

During the reporting period, 313,787 guests participated in Activities in all National Parks, compared to 267,449 in the previous financial year, with 218,618 in 2022/23, versus 130,852 in 2021/22 and 291,562 in 2019/20.

For Kruger, the figure recorded by end of Q4 2024/25 came to 229,403, compared to 184,599 in the previous financial year, with 151,752 in 2022/23, versus 91,861 in 2021/22 and 207,014 in 2019/20.

Parks at the end of Q4 2024/25 figure was 84,384, compared to 82,850 in the previous financial year, with 66,866 in 2022-2023, versus 38,991 in 2021/22 and 84,548 in 2019/20.

DEMOGRAPHICS

Note: Country and province of guests' residence is not captured at the Golden Gate Hotel and Chalets, while at West Coast National Park (WCNP) and TMNP's Boulders and Cape of Good Hope gates limited demographic information is being reported from 01/04/2019.

Composition of Guests by Source Market

Category	Number of Visitors 2024/25 Apr-Mar	% of Total Visitors
SA Residents	2,699,436	53.0%
SADC Nationals	105,766	2.1%
Other Countries	2,261,211	44.9%

International Markets – Top 5 Countries

Ranking	Country	Number of Visitors 2024/25 Apr-Mar	% Share of Total International	2023/2024
1	Germany	386,351	41.1%	346,167
2	Netherlands	70,575	7.6%	68,048
3	United Kingdoms	70,179	7.5%	63,021
4	France	61,346	6.5%	54,930
5	United States	49,254	5.2%	49,720

South African Source Province

Province	Number of Visitors 2024/25 Apr-Mar	% Share of Total Domestic	2023/24
Gauteng	506,643	24.8%	504,873
Mpumalanga	472,980	23.1%	457,765
Western Cape	351,796	17.2%	323,537
Limpopo	286,726	14.0%	307,465
Eastern Cape	199,191	9.7%	196,467
Free State	72,952	3.6%	69,664
KwaZulu-Natal	63,779	3.1%	84,151
Northern Cape	49,376	2.4%	38,757
North West	43,079	2.1%	42,457
Total	**2,046,522**	**100.00%**	**2,025,136**

South African Day/Overnight Split

During the period under review SANParks welcomed 2,669,436 total domestic visitors comprising 78.8% day visitors and 21.2% overnight guests.

Category	Number of Domestic Visitors 2024/25 Apr-Mar	% Share of Total Domestic
Day Visitors	2,062,531	78.8%
Overnight Visitors	433,893	21.2%

South African Black Visitors

Note: Until June 2019 reporting on race demographics of South Africans was based on voluntary disclosure by arriving guests as opposed to observation by the gate officials.

Black domestic guests totaled 729,467 comprising 663,077 day visitors and 66,390 overnight guests. Black guests comprised a total of 27.3% of total South African day visitors and 15.3% of total South African overnight guests. The total Black guests (day visitor and overnight) comprise 41.1% of total South African guests.

Yield: Revenue vs APP

VISITOR NUMBERS
6.233 MILLION
Target was 5% and 2.7% increase was achieved

UNIT OCCUPANCY
66.8%
Target was 0.6% and 1.9% increase was achieved

REVENUE
R2.408 BILLION
Target was 9% and 11.4% increase was achieved

R2.408 BILLION
Revenue
As at end March 2025

Top 5 Parks – Highest Proportion of Black Domestic Visitors as a % of Total South African Visitors

Ranking	Park	Black SA Visitors % of Total SA Visitors 2024/25 Apr-Mar	Number of Black Visitors
1	Mapungubwe National Park	79.0%	27,711
2	Augrabies Falls National Park	45.0%	20,418
3	Kruger National Park	41.0%	544,031
4	Golden Gate Highlands National Park	36.0%	68,466
5	Marakele National Park	29.0%	5,189

3. INTERVENTIONS TOWARDS IMPROVED HOSPITALITY

3.1 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND LOYALTY

To streamline customer acquisition and retention, the previously separate Wild Card and CRM/Loyalty functions were merged under a newly formed CRM and Customer Loyalty Department. The year closed on a high note for the Wild Card programme, with revenue increasing by 13% year-on-year and subscriptions increasing by 6%, exceeding APP targets of 9% and 5%, respectively. The first CRM-supported direct marketing campaign, a Black Friday promotion in Quarter 3, garnered a strong response, signalling the potential of this new digital capability.

Additionally, the SANParks Loyalty Framework, which supports a regenerative tourism proposition, was formally signed off by the CEO in Quarter 4. A Loyalty minimum viable product is under development and scheduled for launch in Quarter 1 of the new financial year as an interim solution until the TPMS project is implemented. In preparation for the new loyalty programme, all existing Wild Card partner agreements have been aligned to expire concurrently. In response to the many requests from wild card members for park information and updates the Wild Card Digital Magazine will be implemented in the new financial year.

A 79.89% improvement in Customer Service Index (CSI) rating was achieved, which is a 1.02%-point increase above the previous year's 78.87%. The year-on-year growth target of 0.5% points was exceeded. The automated post-departure survey and complaint resolution process implemented on the new CRM system contributed to this growth.

The year-on-year APP growth target for annual visitor numbers was 5%. In 2024/25 a total of 84,807 Wild Cards were sold, representing a 5.95% growth.

Wild Card Subcripsions Sold 2024/2025 Financial Year

	2023/24	2024/25	YOY Variance	Target	Target vs. Actual
Quarter 1	19 688	20 430	3.8%	20 672	-1.2%
Quarter 2	23 583	24 283	3.0%	24 762	-1.9%
Quarter 3	19 158	21 631	12.9%	20 116	7.5%
Quarter 4	17 605	18 463	4.9%	18 485	-0.1%
Total	**80 034**	**84 807**	**5.96%**	**84 036**	**0.9%**

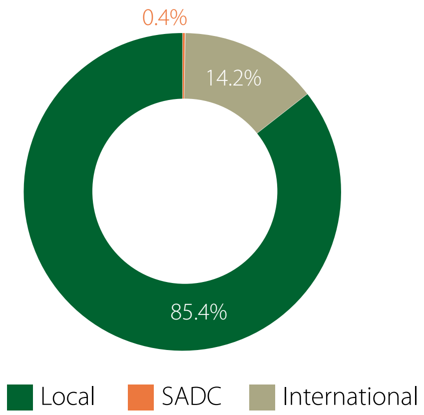
In 2024/25 a total of R164.4m in Wild Card revenue was achieved This represents a 13.16% increase on the R145.2m raised in the previous year.

Wild Card Revenue Raised 2024/2025 Financial Year

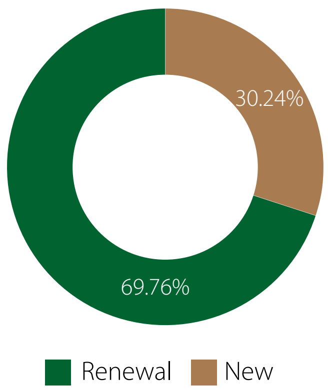
	2023/24	2024/25	YOY Variance	Target	Target vs. Actual
Quarter 1	33 708 485	36 363 422	7.9%	36 742 249	-1.0%
Quarter 2	43 487 987	47 962 341	10.3%	47 401 906	1.2%
Quarter 3	34 818 993	42 099 960	20.9%	37 952 702	10.9%
Quarter 4	33 218 513	37 920 260	14.2%	36 208 179	4.7%
Total	**145 233 978**	**164 345 983**	**13.16%**	**158 305 036**	**3.8%**

Wild Card achieved a 70% membership renewal rate. This retention rate reflects a high level of customer satisfaction with the current value proposition and inspires confidence from a programme sustainability perspective.

Membership Source Regions



Wild Card Retention Rate



Age Ranges				**Gender**	
18-24:	3.96%	**51-59:**	18.55%	**Female:**	33.80%
25-34:	9.21%	**60+:**	43.06%	**Male:**	65.80%
35-50:	25.15%			**Other/Unspecified:**	0.40%

In summary, the 13% year-on-year growth in Wild Card turnover that outperforms Customer Price Index and the tariff increases applied in the previous year, coupled with the 6% growth in membership, is basis for a positive outlook for the programme's future growth. This trajectory is expected to continue into 2025/26 and will be boosted by the rollout of the planned loyalty management initiatives.

4. SUB OUTCOME: NEW AND DIVERSE TOURISM PRODUCTS

1. OVERVIEW OF PPP ROLES AND MANDATE

SANParks' Public-Private Partnership (PPP) framework facilitates sustainable tourism development through private sector partnerships, enhancing visitor experiences while ensuring conservation and socio-economic benefits. Key responsibilities include concession management, infrastructure development, and community beneficiation, aligned with SANParks' strategic objectives. During 2024/25, progress across PPPs displayed both good performance with regards to revenue collection against the budget. Despite the good performance of the PPPs in relation to the revenue generation, the Business Development Unit (BDU) which manages the PPP, faced challenges, including bid cancellations, budgetary constraints (projects to be implemented in collaboration with the infrastructure development (IDP) unit), and contractual delays. Strategic realignment, risk mitigation, and stakeholder collaboration remain critical to achieving timelines.

During the period under review, the cancellation of the bids was necessitated by the need to ensure full compliance with National Treasury regulations. The process brought some level of uncertainty in the management of current PPPs, however, a 12-month extension was approved by the National treasury to mitigate the risk. It is worth noting that following the cancellation, a retendering process has been initiated. Additionally, the BDU aims to ensure that it delivers its objectives as directed by the new SANParks 2040 Vision and the new SANParks five-year strategic plan from 2025/26 financial year to 2029/30 financial year.

2. KEY UPDATES ON THE PPPS

2.1 LODGE CONCESSIONS AND TRANSACTION ADVISORS

LODGE CONCESSIONS RE-TENDER

The Kruger National Park (KNP) Lodge Concessions, first commercialised in 2000, stand as a pioneering example of successful PPPs within SANParks. These concessions have played a transformative role in the evolution of tourism in the park, setting a benchmark for sustainable, inclusive, and commercially viable conservation-based tourism.

Over the years, the lodge concessions have significantly diversified the accommodation offering within KNP, enhancing the visitor experience while contributing meaningfully to SANParks' revenue generation. More importantly, they have created a platform for inclusive economic participation, enabling surrounding communities to benefit through employment, enterprise development, and skills transfer and thereby reinforcing SANParks' commitment to socio-economic upliftment.

With the current concession contracts approaching their end, SANParks initiated a process to retender six lodge concession opportunities, which were advertised in September 2024. Although the process was later cancelled due to an administrative challenge, this pause has provided a valuable opportunity for SANParks to refine and strengthen the offering.

The specifications are being reviewed to ensure alignment with Vision 2040 and the principles of Regenerative Tourism, which emphasise sustainability, resilience, and community empowerment. The revised opportunities are scheduled for re-advertisement in the 2025/26 financial year.

2.2 SKUKUZA SAFARI LODGE AND CONFERENCE CENTRE

The Skukuza Safari Lodge and Conference Centre, officially opened to the public on, 1 March 2024, represents a landmark addition to SANParks' tourism infrastructure. Strategically located within the Skukuza Rest Camp in the heart of the Kruger National Park, the lodge offers guests a unique blend of luxury and wilderness. It provides an immersive bush escape without compromising on comfort or convenience.

Since becoming fully operational in April 2024, the lodge has already demonstrated its potential as a premier destination for both leisure and business tourism. To date, it has successfully hosted 69 conferences, welcoming a total of 5,229 delegates, underscoring its growing appeal as a high-quality conferencing venue within a world-renowned conservation area.

While the current occupancy rate stands at 22%, this is expected to rise as operational systems continue to stabilise. In 2024, SANParks' Business Development Unit, Kruger Technical Services, and Head Office IT collaborated effectively to resolve all pre-opening challenges, ensuring a smooth launch. Ongoing operational oversight is being provided by the Management Committee, appointed by the Managing Executive: Kruger, in accordance with the Management Agreement. This committee remains actively engaged in addressing operational matters to ensure continuous improvement and guest satisfaction.

The Skukuza Safari Lodge is more than just an accommodation facility, it is a strategic investment in regenerative tourism, economic development, and visitor experience enhancement. As operations mature, the lodge is expected to play an increasingly important role in driving revenue, supporting local employment, and positioning Kruger National Park as a leading destination for both eco-tourism and business events.

2.3 TABLE MOUNTAIN AERIAL CABLEWAY COMPANY

The Table Mountain Aerial Cableway Company (TMACC) remains one of SANParks' most iconic and enduring PPP projects. As one of the earliest PPP initiatives established within the organisation, TMACC has played a pivotal role in shaping the model for sustainable tourism partnerships in South Africa.

While its high visitor volumes have brought operational complexities over the years, TMACC has continued to demonstrate resilience and adaptability. During the reporting period, the concessionaire maintained strong operational performance, completed routine maintenance, and upheld its commitments to safety, environmental compliance, and socio-economic development.

TMACC's enduring success underscores the long-term value of well-structured PPPs in delivering world-class visitor experiences, supporting conservation financing, and driving inclusive economic growth. It remains a flagship example of how public-private collaboration can sustainably manage and enhance access to South Africa's most treasured natural assets.

SANParks is currently undertaking a comprehensive re-tendering process for this high-impact opportunity, with a strong emphasis on transparency, sound governance and accountability. Throughout this process, SANParks remains committed to maintaining strategic relationships with all key stakeholders and service providers, recognising that their collaboration is essential to the long-term success and integrity of the project.

2.4 TOKAI MANOR PPP

The Tokai Manor Precinct PPP project progressed with the tender that was advertised and closed on 5 September 2024. Following the evaluation process, it was decided not to proceed with any of the submissions received. Preparations are underway to re-advertise the opportunity in line with SANParks' strategic objective to revitalise the heritage site for sustainable tourism, community engagement, and socio-economic benefit within Table Mountain National Park.

2.5 CAPE POINT AND GROOTE SCHUUR ESTATE

The Cape Point PPP opportunity was advertised during the reporting period as part of SANParks' efforts to enhance tourism infrastructure in Table Mountain National Park. However, the process was not taken forward and the advertisement was subsequently withdrawn following a strategic review. The project remains under consideration as SANParks continues to align its commercial initiatives with broader organisational objectives and long-term conservation priorities.

The Groote Schuur Estate PPP opportunity was advertised and closed on 18 October 2024. Following a strategic review and evaluation of submissions, it was determined that the proposals received did not meet the project's objectives. The opportunity is being prepared for re-advertisement in accordance with SANParks' internal procedures. The Groote Schuur initiative remains central to SANParks' vision of enhancing heritage-based tourism offerings while promoting sustainable development and public access within Table Mountain National Park.

2.6 RESTAURANT AND RETAIL PPPS

During the reporting period, the SANParks Business Development Unit, that is mandated to drive PPPs, prioritised the development of key retail and restaurant initiatives across several national parks. These initiatives are integral to enhancing visitor experience, stimulating local economic development, and generating sustainable revenue streams for conservation efforts.

Retail Developments

- Addo Elephant National Park
- Tsitsikamma section of the Garden Route National Park
- Kruger National Park

Restaurant Developments

- Addo Elephant National Park
- Tsitsikamma section of the Garden Route National Park
- Kruger National Park (specifically at Pretoriuskop, Berg-en-Dal, Lower Sabie, and Skukuza camps)

Integrated Restaurant and Retail Facilities

- Karoo National Park
- Mountain Zebra National Park

2.7 PAFURI RUSTIC CAMP AND PUNDA MARIA TREEHOUSE

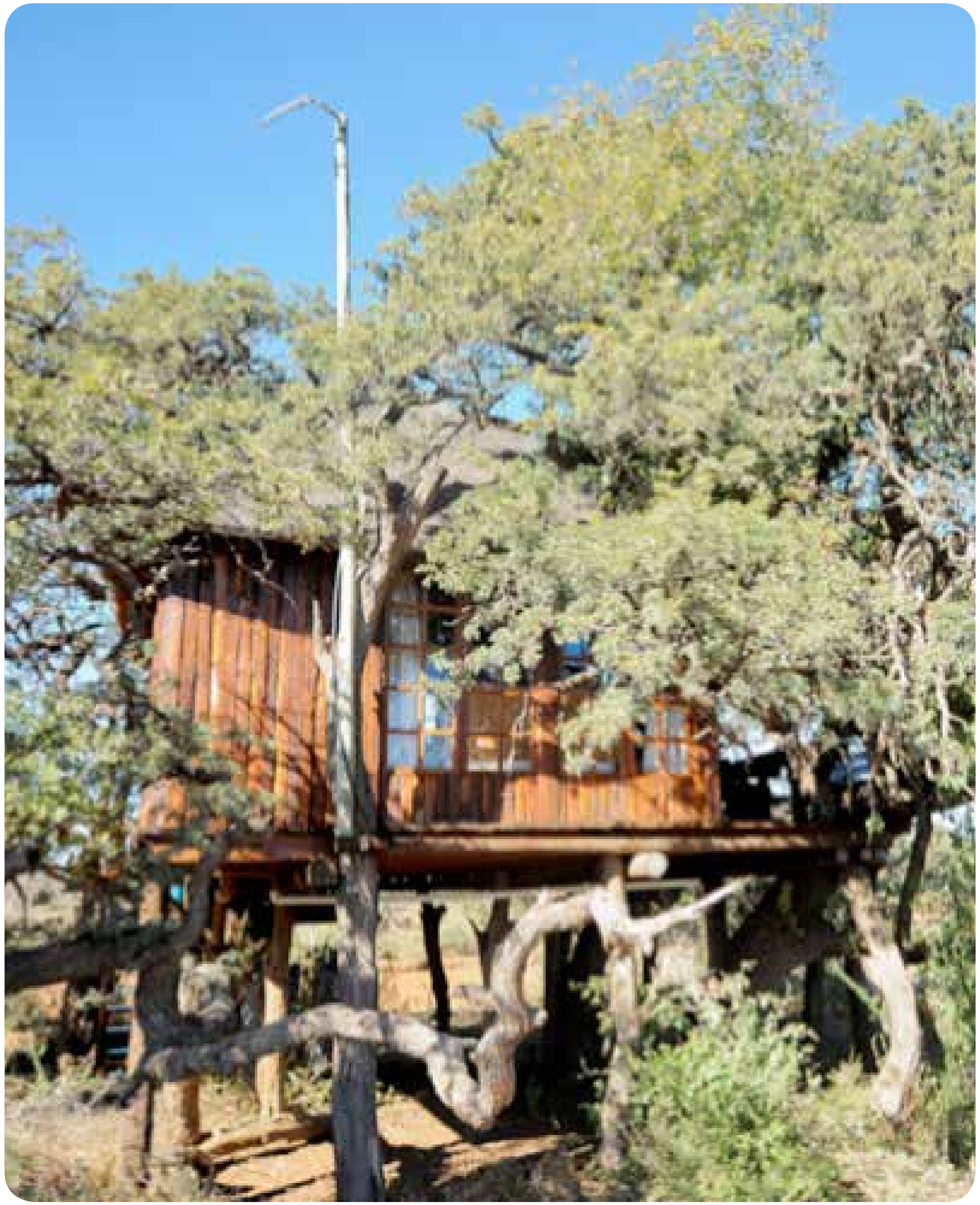
SANParks, as part of its Strategic Plan for Commercialisation, identified the tourism PPP opportunity for the Pafuri Rustic Camp in the Kruger National Park (KNP). Although the Pafuri Border Camp is available for guests overnighting in the Pafuri region, there has been interest in an affordable rustic camp or camping sites that will allow more KNP guests to experience this region. Various consultation sessions took place in 2024 to discuss the proposed product, as well as identify and approve proposed sites.

The Pafuri Rustic Camp PPP is envisioned to include:

- Premium camping site next to Pafuri Picnic Site
- Walking trails camp (depending on market demand)
- Events in the Pafuri region
- Various guided activities in the Pafuri region

PUNDA MARIA TREEHOUSE

Punda Maria Treehouse is a pipeline PPP opportunity for the development, management, operation, and maintenance of a catered Treehouse Camp in the Punda Maria area of the Kruger National Park (KNP), over a 25-year term. The facility is envisaged to have a maximum of ten treehouses, generously spaced to allow for privacy. The objective of the tourism product is to provide visitors to the KNP with a unique experience in treetop accommodation. The requisite tender process will begin upon approval of new sites from KNP.



2.8 SKUKUZA AIRPORT- STRENGTHENING ACCESS TO KRUGER NATIONAL PARK

The Skukuza Airport is a vital mode of effective transportation for visitors to come and enjoy all that KNP has to offer. Skukuza Airport continues to serve as a critical gateway to the Kruger National Park (KNP), significantly enhancing accessibility for both domestic and international visitors. As a vital transportation hub, the airport not only provides direct access to Skukuza Camp but also facilitates seamless travel to a wide network of camps and lodges within and around the park.

In the 2024/25 financial year, the airport recorded a notable increase in passenger traffic, with over 44,731 visitors,utilising this mode of transport. An increase of 8,839 passengers was realised when compared to the previous year. This growth underscores the airport's pivotal role in supporting tourism, improving visitor convenience, and contributing to the park's economic sustainability.

In preparation for the expiration of the current management contract on,28 February 2026, the SANParks Business Development Unit (BDU) has finalised the Request for Proposals (RFP) documentation. The submission is currently under review for approval by National Treasury. Subject to approval, the opportunity is expected to be advertised in July 2025.

2.9 WEST COAST NP

KRAALBAAI

The Kraalbaai Houseboats concession within the West Coast National Park continued to operate during the reporting period under the existing agreement. This concession remains a cornerstone of SANParks' efforts to diversify tourism offerings while maintaining a strong commitment to environmental stewardship.

Throughout the period, SANParks conducted rigorous and ongoing monitoring to ensure full compliance with environmental, operational and safety standards. This oversight is essential to preserving the ecological integrity of the lagoon and surrounding park areas.

The houseboats provide a distinctive and immersive visitor experience, offering guests the rare opportunity to stay on the water within a protected natural setting. As a flagship example of low-impact, high-value tourism, the concession plays a vital role in generating conservation-based revenue, reinforcing SANParks' broader mandate of sustainable park management through innovative PPPs.

GEELBEK

The Geelbek Precinct, located within the West Coast National Park, continues to be recognised as a site of significant cultural, historical, and ecological value. As a cherished heritage destination, it plays a vital role in enriching the park's tourism offering while preserving the unique character of the region.

During the reporting period, SANParks actively advanced its efforts to identify and shape long-term development opportunities for the precinct. These efforts are firmly rooted in the principles of conservation, cultural preservation, and sustainable tourism. The initiative is currently being prepared for re-advertisement, in line with SANParks' internal governance procedures.

This process is being guided by comprehensive internal assessments and ongoing stakeholder engagements to ensure that future development aligns with SANParks' strategic development framework. The revitalisation of the Geelbek Precinct represents a key opportunity to enhance visitor experiences, support local economic participation, and safeguard the heritage of one of South Africa's most iconic coastal landscapes.

2.10 MARAKELE AND PHALABORWA LODGES

MARAKELE LODGE

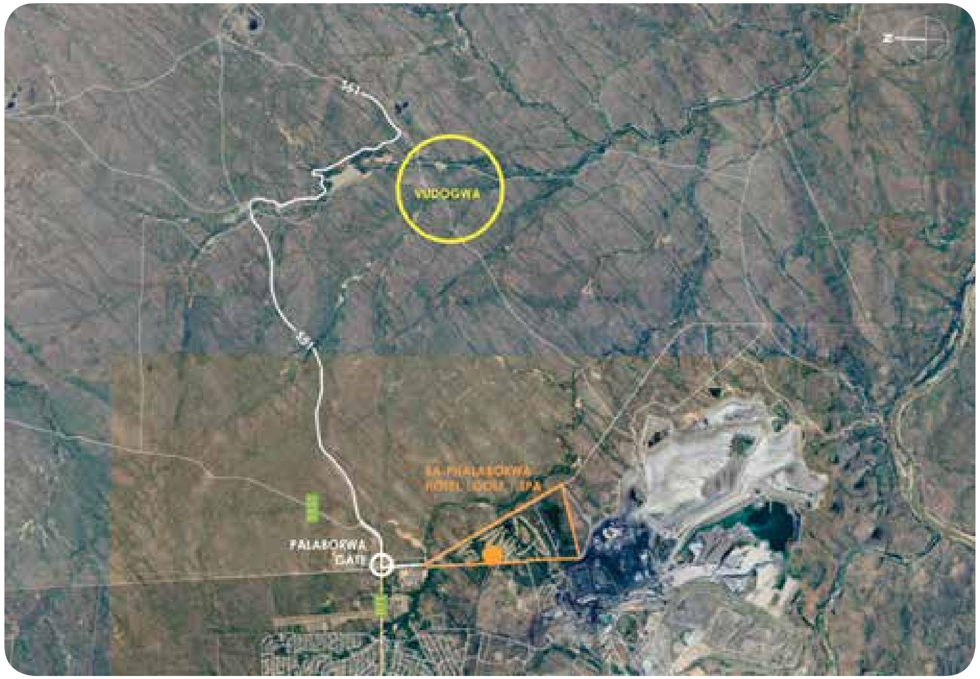
The Marakele Lodge represents a key PPP opportunity within SANParks' tourism infrastructure portfolio. Initially conceptualised to cater specifically to the Halaal market, the scope of the project has since been broadened to appeal to a wider and more diverse visitor demographic. This strategic shift aims to maximise market reach and enhance the lodge's commercial viability. The opportunity is currently being prepared for re-advertisement as part of SANParks' ongoing PPP rollout.

PHALABORWA SAFARI LODGE:

The Phalaborwa Safari Lodge represents a significant new PPP opportunity within the Kruger National Park. A new site has been strategically selected for its accessibility and reliable water resources and has been officially approved, marking a major milestone in the project's development.

In parallel, the concept design for the lodge has received formal approval from the Kruger National Park Development Committee. This dual approval is a critical achievement, enabling the project to transition confidently from the planning phase to the implementation phase.

The next steps in the development process include the finalisation of the PPP Agreement, followed by consensus on the range of visitor activities to be offered at the lodge. Subsequently, the project will proceed to the Environmental Impact Assessment (EIA) phase, which is essential for securing environmental authorisation. Upon successful completion of these steps, the project will move into the construction phase.


VUDOGWA
BA-PHALABORWA
HOTEL | GOLF | SPA
PALABORWA
GATE


Water Channel - 20m SCIENTIFIC BUFFER
Water Channel - 32m NEMA REGULATED
SANParks Dev. category: PRIMITIVE
SANParks Dev. category: LL

PHALABORWA ACTIVITY HUB

Phase 1 of the Phalaborwa Activity Hub is progressing well and has reached a pivotal milestone in its development. Key infrastructure components include the perimeter fence, reception area, internal road network, bulk services and the backpackers lodge that is nearing completion. Notably, environmental approvals for the river crossing have also been successfully secured. This approval represents a critical regulatory milestone, enabling the project to advance without delay into subsequent phases. The completion of these foundational elements lays the groundwork for the full realisation of the Activity Hub, which is envisioned as a vibrant gateway for eco-tourism and community-based activities in the Kruger National Park region.

2.11 NAMAQUA LUXURY MOBILE TENTS

The Namaqua Luxury Mobile Tents PPP opportunity was advertised on 26 January 2024, and a successful bidder was appointed following the evaluation process. A five-year concession contract has been concluded, aimed at enhancing the visitor experience through unique, low-impact accommodation offerings. The initiative adds significant value to Namaqua National Park by supporting eco-tourism, seasonal tourism demand, and sustainable revenue generation, while remaining aligned with SANParks' conservation objectives.

2.12 THESEN ISLAND RESTAURANT AND PADDLE ACTIVITY CENTRE: KNYSNA

The development of the Thesen Island Restaurant and Paddle Activity Centre in Knysna represents a strategically significant PPP opportunity. This initiative is designed to introduce a paddle course as a complementary recreational offering to the existing centre, enhancing the overall visitor experience and diversifying the range of eco-friendly activities available.

This project is not only vital for activating the full potential of the Thesen Island site but also serves as a model for integrated tourism development under the SANParks PPP programme. By combining hospitality and outdoor adventure in a high-traffic, scenic location, the initiative is expected to drive and stimulate local economic activity and strengthen the sustainability of the centre.

2.13 ADDO WELLNESS SPA

Now the third-largest national park in South Africa, Addo Elephant National Park (AENP) has expanded to conserve a wide range of biodiversity, landscapes, fauna, and flora. Situated in the Eastern Cape, the Park is home to more than 350 elephants, as well as 280 Cape buffalo, black rhino, a range of antelope species and the rare flightless dung beetle, making it the perfect destination for the adventurous outdoor enthusiast and nature lovers.

SANParks' BDU has contracted a private party for the wellness spa opportunity that lends itself to provision of a spa and wellness experience that is both outdoor and indoor, as well as mobile for in-house service to the various camps in the Park. The investment opportunity is for eight years, and the private party shall be required to market the product as a nature beauty spa that heals, restores, and energises tired bodies and minds.

2.14 AGULHAS LIGHTHOUSE PRECINCT PPP

The Agulhas Lighthouse PPP opportunity reached a significant milestone with the successful closure of the bidding process on 27 March 2025. A preferred operator has been appointed to develop and operate a restaurant and takeaway facility within this iconic site. A 10-year concession contract has been awarded, marking a major step forward in SANParks' efforts to enhance visitor amenities at the southernmost tip of Africa. This initiative not only elevates the visitor experience through improved hospitality services but also contributes meaningfully to local economic development and job creation.

Importantly, the project supports the long-term preservation and interpretation of the cultural and natural heritage of the Agulhas Lighthouse Precinct.

2.15 GOLDEN GATE HIGHLANDS ZIPLINE ACTIVITY

In the foothills of the Maluti Mountains of the northeastern Free State lies the Golden Gate Highlands National Park, that takes its name from the shades of gold cast on the sandstone cliffs. The 32,690 ha park is home to a variety of mammals and birds but is best known for its geological, geomorphological, and paleontological heritage.

A ten-year year zipline concession was awarded to a private party under a PPP arrangement. The Zipline rider will enjoy the arial view of the golden sandstone heritage from a cable suspended from a high point to the landing section. Although the Park is characterised with snow and windy weather patterns, the facility promises to be a pull factor under favourable weather conditions.

INTEGRATED MARKETING COMMUNICATION

In determining short- to medium-term plans to meet the stated targets for tourism revenue, visitor numbers and accommodation occupancy, the primary marketing focus continues to be on stimulating growth of the six priority parks (Agulhas, Garden Route, Golden Gate Highlands, Marakele, Mapungubwe and West Coast National Parks).

These parks were identified in the organisation's ten-year Tourism Revenue Growth Plan, as having the viability for commercial growth. Several marketing initiatives have been embarked on in this regard, focusing primarily on digital and social media. Prominent travel trade shows and strategic partnerships have further boosted awareness and sales promotions.

TRAVEL TRADE SHOWS

SANParks prioritised meaningful engagement with the travel trade to expand its reach and attract new markets. During the reporting period, the organisation maintained its presence at leading global and regional tourism platforms, including Africa Travel Indaba, ITB Berlin, and WTM London. These platforms allowed SANParks to showcase its unique offerings, build strategic partnerships and engage directly with key stakeholders in the tourism value chain to increase SANParks' reach across key tourism markets.

ACTIVITIES AND ACHIEVEMENTS:

Event	Date/Location	Key Outcomes
Africa Travel Indaba	May 2024, Durban	• Participated in media panel on sustainability • Secured 63 media mentions (40% YoY) • AVE: R2.3 million • Reach: 12.2 million • 100% positive sentiment
WTM London	Nov 2024, London	• Over 10 B2B engagements • Generated leads in influencer marketing, medical tourism, and content partnerships
ITB Berlin	Mar 2025, Berlin	• Held 20 engagements with German tour operators • Initiated MoU discussions with provincial tourism partners • Focus on Kruger refurbishments, MICE, and emerging travel trends

SANParks exhibition stand at Africa Travel Indaba 2024

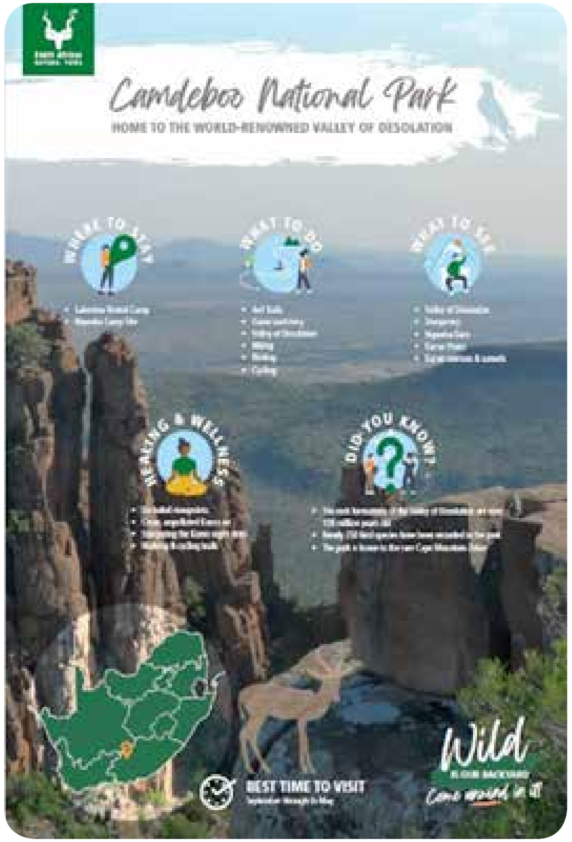
SANParks CEO on SABC Morning Live Interview during Africa Travel Indaba

Virtual Reality Technology Activation at the Africa Travel Indaba

SANParks staff and Minister of Tourism, Patricia de Lille, in a collaborative effort to promote tourism to South Africa at ITB Berlin

WILD IS OUR BACKYARD CAMPAIGN

Phase 3 of SANParks' "Wild Is Our Backyard" repositioning campaign built on the strong brand awareness and engagement achieved in the first two phases, shifting focus towards park-specific awareness to drive leads and conversions.



Wild Is Our Backyard Park Specific Infographics & Features

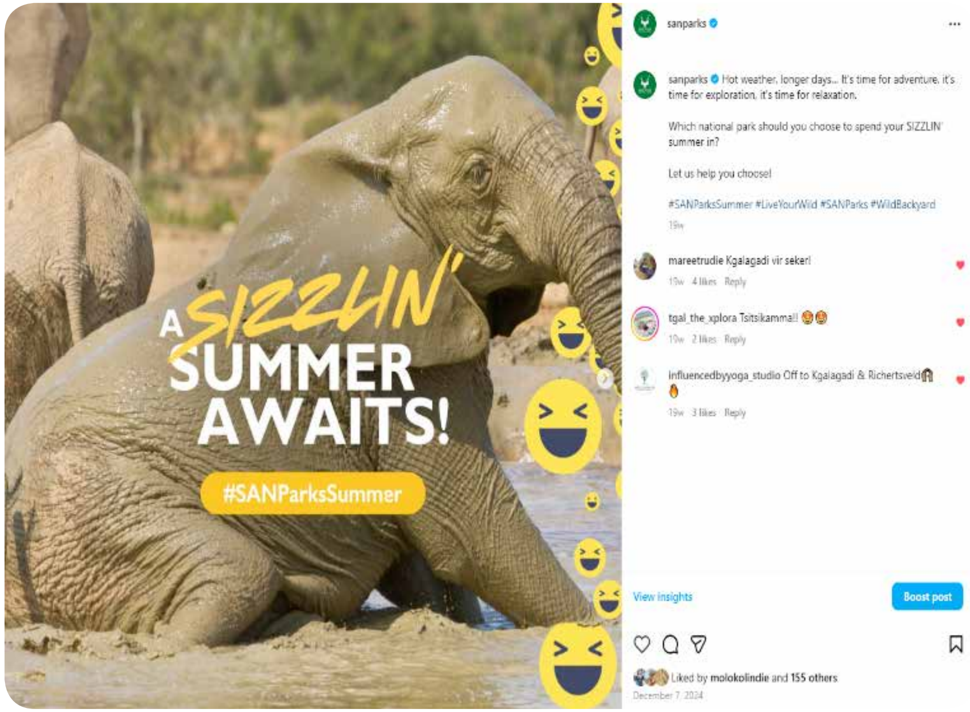
Through "park takeovers" SANParks executed a targeted digital marketing strategy across social media, Google advertising, IOL and Media24 platforms, Outbrain, and Digital Out of Home (DOOH). Content included infographics, short videos, and posts showcasing each park's unique selling points. The campaign delivered strong results, with a 4% increase in social media engagement, a reduced website bounce rate of 9%, a 37% rise in impressions, a 56% increase in clicks and landing page views, and a 229% growth in Google ad impressions. The statistics reflect increased interest and interaction and yielded revenue to the value of R39,255,993.

ONLINE SALES PROMOTION CAMPAIGNS AND SOCIAL MEDIA

Targeted digital campaigns remained a cornerstone of SANParks' domestic marketing strategy to reduce the level of distressed revenue. Seasonal discount promotions deployed across social media platforms were activated for the Flower Season, followed by Long Stay Camping, Black Friday, Sizzling Summer and Valentine's Day. The March-to-March campaign concluded the 2024/2025 financial year. The online campaigns executed during the year under review resulted in reservations to the value of R2, 408 billion.

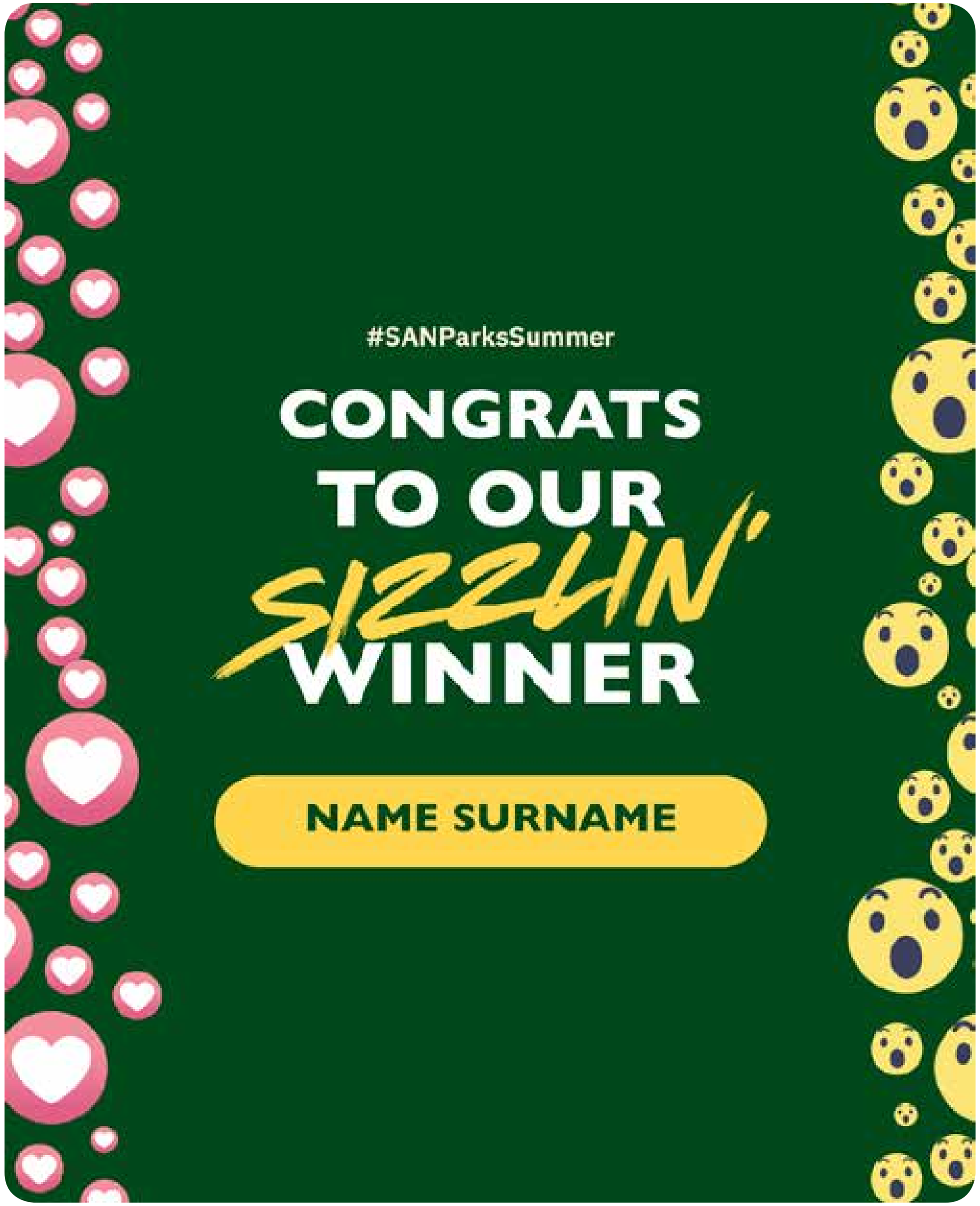
Social media engagement and growth on our social media platforms continued to increase because of SANParks' planned online initiatives to ensure greater reach. Audiences were engaged by means of content integrating both wildlife and lifestyle content in national parks to appeal to the younger emerging market. Compared to the previous year's campaign, there was a 26% increase in total website users,19% rise in page views,12 442 link clicks generated by social media adverts, 899,000 users reached, and 1.19 million impressions delivered.

After a lengthy verification process, the YouTube channel achieved a significant milestone by attaining full monetisation status in 2024. The first revenue pay out was received at the close of the 2024/2025 financial period. Prominent content included wildlife, wellness meditative videos, and park reviews. This achievement aligns with SANParks' broader objective to diversify funding sources and amplify its educational and conservation messaging.



A selection of some of SANParks' campaigns during 2024-2025


Wild
UP TO 30% DISCOUNTS AT SELECTED PARKS & CAMPS* THIS
Valentine's Day
VALENTINE'S DAY SPECIAL OFFER
UP TO
30%
OFF


#SANParksSummer
CONGRATS
TO OUR
SIZZLIN'
WINNER
NAME SURNAME

SUB OUTCOME: IMPROVED RESPONSIBLE TOURISM

6.1 VISITOR INTERPRETATION

The Visitor Services Unit plays a pivotal role in co-creating the future of conservation by enriching the tourism experience. Through a range of interpretation and research initiatives, the unit helps visitors connect more deeply with the natural, cultural, and historical significance of South Africa's national parks.

Its tourism research function collaborates with universities, research institutions and agencies locally and internationally. Many interpretation initiatives are implemented in partnership with the SANParks Honorary Rangers, academic institutions, and contracted service providers. The goal is to deliver compelling insight, storytelling and visual interpretation that brings to life the ecological, biological, cultural, historical, and even quirky aspects of the parks, encouraging exploration and appreciation among visitors.

The Unit's commitment to universal access involves direct engagement with the disability sector and wider public, aimed at making national parks inclusive and accessible to all, regardless of physical, sensory or cognitive abilities.

In the growing field of avi-tourism, the World's largest single eco-tourism market, the Unit works closely with key partners including BirdLife South Africa, birding tour operators, the Southern African Bird Atlas Project (SABAP2), the FitzPatrick Institute, and again, the SANParks Honorary Rangers, who contribute meaningfully to numerous SANParks' operations.

1. OVERVIEW OF TOURISM RESEARCH ACTIVITY

STRATEGIC RESEARCH PROJECTS

In 2024/25, SANParks initiated and advanced several strategic research projects to enhance understanding of its tourism market and strengthen its position within the sector. These projects are conducted internally and in collaboration with local and international research institutions.

Key projects included:

- A study on the socio-economic benefits of tourism commercialisation.
- Research into international source markets to identify growth potential.
- Brand awareness assessments to gauge SANParks' visibility and perception.
- A value-for-money study, benchmarking SANParks offerings against private sector competitors adjacent to parks.

REGISTERED TOURISM RESEARCH PROJECTS

Over 20 tourism research projects were registered during the year by individuals affiliated with various research institutions. These projects explored a wide range of tourism-related topics, contributing to the broader knowledge base informing visitor services and experience planning.

2. VISITOR INTERPRETATION ACHIEVEMENTS AND MILESTONES

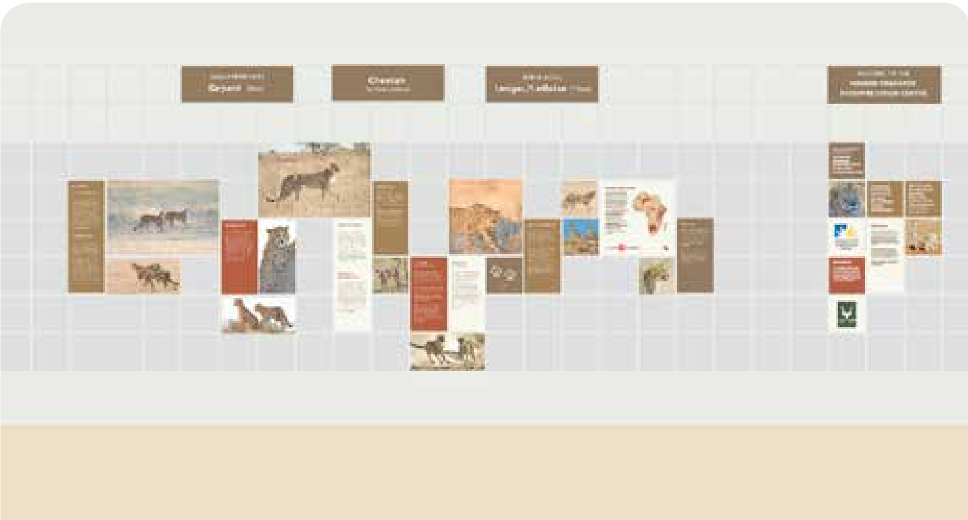
Comprehensive interpretation plans were developed for the following parks, in close collaboration with respective park management teams:

- Marakele National Park
- Mapungubwe National Park
- Mokala National Park
- Table Mountain National Park

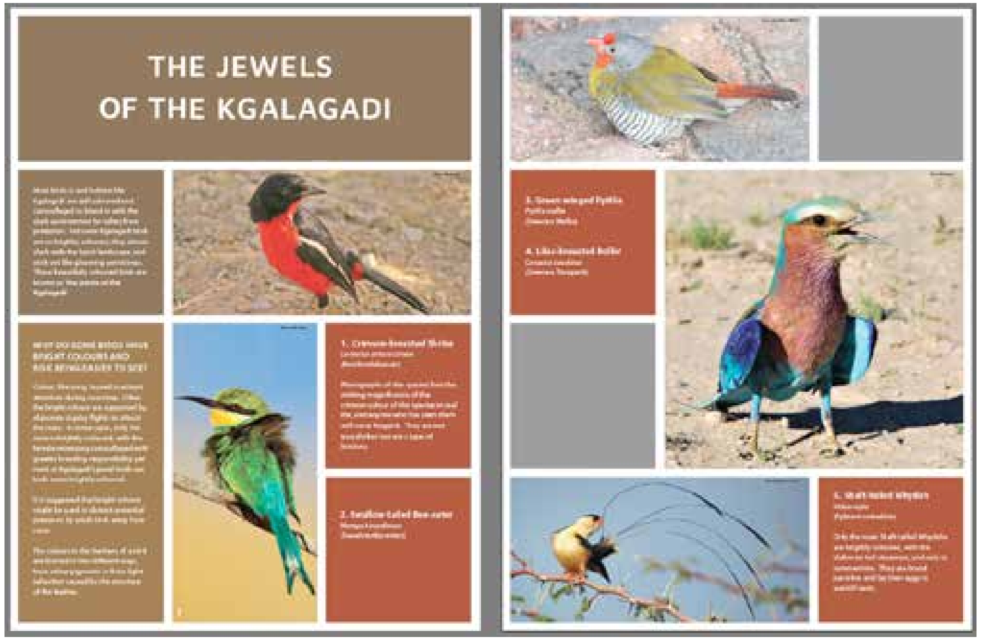
2.1 INTERPRETATION CENTRES AND DISPLAYS

- Marakele National Park: Assessments were conducted for the Lenong Kiosk and Waterberg Cycad Display to enhance educational value and visual appeal.
- Mapungubwe National Park: The Mapungubwe World Heritage Interpretation Centre was reviewed, with recommendations for improved storytelling and visitor engagement.
- Mokala National Park: The Mokala Museum was assessed, with updates initiated to reflect the park's unique biodiversity and history.
- Agulhas National Park: A new interpretive film was developed for the Agulhas Interpretation Centre, highlighting community voices and stories from the region.

- Kgalagadi Transfrontier Park: Research and content were finalised for kiosks at eight picnic sites, with six interpretation panels per site covering four themes with specific location focus, plus two generic recurring information boards per kiosk:
  - Kgalagadi World Record Holders
  - Looking Out for the Little Things
  - Park ecology and location history - what is going on around you and local history- what happened here in the past
  - Park rules and site-specific maps will appear at all eight kiosks
- Nossob Predator Centre: In partnership with the University of the Sunshine Coast, final narratives and display designs were completed. The printing and installation of internal exhibits, focusing on the Park's three 'big cat' specie, and external kiosks, highlighting the remaining 16 predator species, are scheduled for completion in the first quarter of the 2025/2026 financial year.



The entrance wall in the Nossob Predator Centre



A back of hide interpretation display in Kgalagadi

2.2 ADDITIONAL INTERPRETATION MILESTONES

- **Kgalagadi Transfrontier Park – Back-of-Hide Displays**

Interpretation displays for the backs of the wildlife viewing hides at *Mata Mata* and *Nossob* were researched, designed and approved for printing. These displays aim to enrich the experience for visitors while they engage in quiet wildlife observation.

- **Kruger National Park – Roadside Interpretation Kiosks**

The tender process for the installation of interpretation kiosks in KNP received submissions that far exceeded the available budget. As a result, a revised approach was adopted to insource the project. Implementation will begin in the new financial year with support from the Cultural Heritage Unit, Technical Services, Visitor Services and the SANParks Honorary Rangers.

- **Campbell Hut Exhibit**

The narrative content for the Campbell Hut interpretation display has been finalised, and design work is underway. Developed in close collaboration with the East Rand Honorary Rangers, the exhibit will focus on:

- The evolution of tourism in Kruger National Park
- Historical modes of transport used by early visitors
- Nelson Mandela's personal connection to and visits to the park
- Kgodumodumo Dinosaur Interpretation Centre – Golden Gate Highlands National Park

All content development for the interpretation displays at the new *Kgodumodumo Dinosaur Centre* was completed in partnership with the appointed service provider and WITS University's palaentology department. Installation has been finalised and the official launch is scheduled for the first quarter of the 2025/26 financial year, pending the availability of the Ministers of Tourism, as well as Fisheries, Forestry and the Environment.

- **Kgalagadi Interpretation Film**

A documentary film project, developed in collaboration with FOP Films, was undertaken to showcase the rich history and ecology of Kgalagadi Transfrontier Park. The film includes interviews with park staff, both current and former park managers, and community leaders—capturing the park's legacy and community ties.

VISITOR MANAGEMENT MILESTONES DURING 2024-2025

VISITOR MANAGEMENT PLANS

Visitor management plans for Marakele, Mapungubwe, Mokala and Table Mountain National Parks were researched, workshopped, and written by the Visitor Services Unit and respective park managements.

Visitor management signage from Mokala National Park

UNIVERSAL ACCESS MILESTONES

An accessible pathway across a sand dune to the Twee Rivieren Bird Hide in Kgalagadi was completed allowing wheelchair users and other mobility impaired guests to access the facility.

Accessibility images from the Twee Rivieren Hide and paved walkway

UNIVERSAL ACCESS ENHANCEMENTS

Recent updates to the National Building Regulations for Universal Access now stipulate that the surface area of a shower seat in a universally accessible roll-in shower facility must measure 460mm x 480mm. This regulatory change renders a significant portion of SANParks' existing Universal Access (UA) accommodation non-compliant. As a result, many shower seats and associated fixtures will need to be replaced to meet the new specifications.

In response to this, newly refurbished UA units were constructed in Addo Elephant National Park and Kruger National Park, with architects actively engaging the Visitor Services Unit for guidance to ensure compliance and functionality aligned with universal design principles.

AUDIO DESCRIPTION TOURS FOR THE VISUALLY IMPAIRED

Audio description is a tool that transforms visual information into spoken content, enabling blind and visually impaired individuals to experience and enjoy tourism destinations more meaningfully.

As part of a national initiative supported by the Agence Française de Development (AFD), *Kruger National Park* (representing Mpumalanga and Limpopo) and *Table Mountain National Park* (representing the Western Cape) were selected as two of South Africa's nine flagship tourism icons to receive audio descriptive tours.

TABLE MOUNTAIN NATIONAL PARK AUDIO DESCRIPTION TOUR

SANParks facilitated structured recording sessions at Table Mountain National Park, coordinated with park management and guided by knowledgeable park staff and the Park Manager. These recordings cover the Park's major attractions and will be integrated into a free, downloadable mobile app, enabling both blind and sighted visitors to experience the park through expert-led audio narratives.

The tour includes audio description of:

- Table Mountain summit
- Silvermine
- TMNP Park Management Offices
- Boulders Penguin Colony
- Buffelsfontein Visitor Centre
- Cape Point

The finalised app and tour will be made publicly available during 2025, marking a major step in inclusive and accessible tourism.

The Relief sculptures atop Table Mountain offer wonderful tactile opportunities

The smell, sound and proximity to the penguins is a massively rewarding experience for blind people

The Southern Right Whale bones at Buffelsfontein Visitor Centre provide great tactile value for blind visitors

KRUGER NATIONAL PARK AUDIO DESCRIPTION TOUR

Kruger National Park was the second park visited as part of the national audio description initiative, with coordinated site visits conducted across several of the park's main attractions under the guidance of park staff and senior management. The tour route includes Letaba, Satara, Skukuza, and Berg-en-Dal, along with key roads and landmarks linking these camps. Each location was explored in collaboration with the respective Hospitality Services Managers (HSMs), whose interviews form part of the tour content.

The result is a compelling verbal journey that provides blind and visually impaired visitors with vivid descriptions of the landscape, landmarks, and wildlife they may encounter, bringing Kruger to life through sound. The experience is also expected to appeal to sighted visitors seeking a deeper, guided understanding of the park's natural and cultural heritage.

Featured interpretation centres include:

- Letaba Elephant Hall
- Masorini Archaeological Site
- Kruger Museum (Skukuza)
- Rhino Hall (Berg-en-Dal)

Each site offers a strong tactile component and is enhanced by rich interpretive content delivered by knowledgeable park guides—ensuring an inclusive and immersive visitor experience.

UNIVERSAL ACCESS AUDITS

Universal Access Audits were done on the tourism facilities at Marakele, Mapungubwe and Mokala (six camps in total).

Audio describing the Letaba Elephant Hall

Audio describing the Masorini Archaeological Centre with James Tsheoga

Audio describing the Berg-en-Dal Rhino Hall

Skukuza Indigenous Nursery offers a sound, touch, smell and taste experience under the caring guidance of Meurel Baloyi, who first worked with Shakila Maharaj (a blind woman from ShazaCin) in 2013 on a project in Kruger

The UA Tent at Limpopo Forest Tented Camp

A visual and tactile exhibit in the Mokala Interpretation Centre

3. AVI-TOURISM ACHIEVEMENTS

SANParks continued to grow the niche sector of avi-tourism in 2024/25, targeting birding enthusiasts and promoting bird-rich destinations across the national parks system.

- Media Engagement:

  Six bi-monthly interpretation advertorials were published in *BirdLife South Africa*, showcasing birding hotspots in Kruger and Mapungubwe national parks. These features were aimed at inspiring birders to explore these rich avifaunal destinations.

- Signature Birding Events:

  The 27th annual West Rand Honorary Rangers Birding Weekends were successfully hosted in Kruger National Park during January and February 2025. These events attracted several hundred participants and raised substantial funding toward SANParks' approved wish-list items.

- Digital Enhancements:

  The Avi-Tourism and Birding pages on the SANParks website and social media platforms were revamped to improve content, navigation, and engagement. Notable updates included:

  - An enhanced "Rarities Checker" to alert birders of unusual or vagrant species in the parks.
  - Integration with distressed inventory sales, allowing for the promotion of last-minute accommodation linked to seasonal birding events.
  - A seasonal campaign tagline, "March Migration Madness," was deployed across digital platforms to drive bookings during traditionally low occupancy periods by capitalising on the mass congregation and northward migration of bird species.

The Stofdam Hide in Mokala National Park is an example of a universally accessible avi-tourism facility

Thousands of visitors use the boardwalk at Boulders in TMNP every year to see African Penguins at close quarters

4. RELATIONSHIP WITH THE SANPARKS HONORARY RANGERS

The SANParks Honorary Rangers (SHRs) continue to be an indispensable partner in supporting and enhancing SANParks operations. While detailed financial contributions and impact are covered in their own Integrated Report, several key achievements, facilitated in coordination with the Visitor Services Unit, are noteworthy for inclusion:

- 60-Year Milestone:

  The SHRs celebrated 60 years of service to SANParks in 2024, marking six decades of volunteerism and commitment to conservation.

- Annual General Meeting (Indaba):

  The SHRs' Indaba was held in the Wilderness section of the Garden Route National Park. The organisation reported that its contributions to SANParks exceeded R100 million in the previous financial year.

- Strengthened Collaboration:

  A new collaborative agreement between SANParks and the SHRs was formalised and authorised at the 2024 Indaba, reaffirming shared objectives and partnership protocols.

- Training Support:

  The SHRs provided R660,000 in funding to support the initial training of SEAM (Safety and Environmental Awareness Monitors) teams in Table Mountain National Park. This training focused on law enforcement, visitor safety, and environmental monitoring ahead of the busy December season.

- Event and Infrastructure Support:

  Preparatory work was carried out at Golden Gate Highlands National Park for the 2025 mountain bike race and trail run fundraising event. This included the construction of bridges and other trail infrastructure to ensure route readiness.

- Wish-List Fulfilment Process:

  The wish-list system, which aligns park needs with SHR support, continued to function as a key coordination tool. It is jointly managed by SANParks and the SHRs under the oversight of the Joint Liaison Committee, which includes both organisations' executive leadership.

  - All parks have submitted their 2025/26 wish-lists.
  - The Kruger National Park wish-list will be finalised in the first quarter of the 2025/26 financial year.

REVIEW OF ACTIVITIES BY SANPARKS' COMMUNICATIONS DIVISION

The Communications Division at SANParks plays a pivotal role in shaping the organisation's image and ensuring effective communication with both internal and external audiences. This is essential to maintain transparency, foster engagement and promote the organisation's vision and mission.

During the 2024/2025 financial year, SANParks' media presence across traditional platforms (print, broadcast, and online) saw substantial growth with a total of 27,593 media clips (up from 21,769 in 2023/24). Sentiment analysis revealed 100% positive and neutral sentiments, with a notable reduction in negative sentiments to 0%.

Key Themes

The communications efforts have centered around several key themes:

- Biodiversity Conservation: Highlighting efforts to preserve natural ecosystems.
- Community Engagement: Showcasing partnerships and initiatives that support local communities.
- Eco-Tourism: Promoting sustainable tourism practices.

- Safety and Security: Ensuring the safety of visitors and staff.
- Technological Innovation: Introducing new technologies to enhance operations.
- Collaboration: Strengthening partnerships with stakeholders and other organisations.

Key Risks

Despite the successes, SANParks faces several risks:

- Safety Concerns: Ensuring the safety of tourists remains a priority.
- Ethical and Environmental Controversies: Addressing any controversies promptly to maintain credibility.
- Financial and Governance Challenges: Ensuring robust financial management and governance practices.
- Public Relations Issues: Managing infrastructure problems and management failures effectively.

Opportunities

SANParks has several opportunities to enhance its impact and reputation:

- Expanding Eco-Tourism: Promoting sustainable tourism to attract eco-conscious travellers.
- Strengthening Partnerships: Collaborating with local communities and stakeholders for innovative conservation initiatives.
- Technological Innovations: Leveraging new technologies like the Tourism Property Management System (TPMS) and advanced fire management drones.
- Corporate Sponsorships: Partnering with corporate sponsors to enhance funding for conservation efforts.
- Global Leadership: Positioning SANParks as a leader in conservation science through wildlife protection programs and international collaborations.

The Communications Division at SANParks has made significant strides in enhancing the organisation's media presence and public image. By addressing key risks and leveraging opportunities, SANParks can continue to lead in conservation and eco-tourism, ensuring a sustainable future for South Africa's natural heritage.

Table 2.4.4.1: A report against the originally tabled Annual Performance Plan until date of re-tabling in November 2024.

OUTCOME GOAL 2: IMPROVED RESPONSIBLE TOURISM

SUB-OUTCOME 6: IMPROVED TOURISM PERFORMANCE							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual achievement 2024/25** **Until date of Re-tabling**	**Deviation from planned target to actual achievement 2024/25fy**	**Reasons for revisions to the outputs / output** **Indicators / Annual Targets**
Tourism Grading assessments conducted	Number of Tourism Grading assessments conducted.	New indicator	New indicator	10 Tourism Grading assessments conducted. Revised to 13 Tourism Grading assessments conducted.	**Target exceeded.** 10 rest camps graded.	The target was exceeded by grading assessments on 25 Camps. Actual achievement: Tourism grading assessments were conducted on 38 camps.	The annual target of 10 rest camps graded, was achieved in Q3 due to availability of grading assessors. The target was. increased to 13 grading assessments conducted during the mid-term review.

Table 2.4.4.2: A report against the originally tabled Annual Performance Plan.

OUTCOME GOAL 2: IMPROVED RESPONSIBLE TOURISM

SUB-OUTCOME 6: IMPROVED TOURISM PERFORMANCE							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Improvement in Customer Satisfaction Index (CSI)	Percentage improvement in CSI rating	**On target** 0,47 % improvement on the previous year	**Target exceeded** with a 1.5%. improvement on the previous year	0.5%-point improvement on previous year	**Target exceeded.** 1.02%-points improvement on the previous year's closing CSI of 78.87%.	The target was exceeded by 0.52%.	Since the automation of the customer survey and its incorporation into the Customer Relationship Management system, there has been a growth in terms of the feedback from guests.
Visitors to national parks	Percentage increase in number of visitors to national parks year-on year	**Target exceeded** A 42,48% increase was achieved relative to the previous year A total of 4,961,906 visitors were recorded	**Target exceeded**, with a 22.3% increase on the previous year.	5 % increase on previous year 2023/2024	**Off target** An increase of 2.7% was achieved relative to the previous year's visitors to national parks. A total of 6,233,184 visitors to national parks	The target was missed by -2.3% (140,364). 6,233,184 visitors to national parks, this is 2.7% (163,138) above last year's actuals of 6,070,046 visitors.	National Parks visitor numbers increased by 2.7%, that is 2.3% (140,364 less visitors) below the target of 0,6% (6,373,548.30) increase on 2023/24 visitor numbers. A key factor was the seven-week cable car maintenance in Q2, which alone resulted in a loss of 130 000 visitors.

SUB-OUTCOME 6: IMPROVED TOURISM PERFORMANCE							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
							Additionally, Tsitsikamma NP experienced a decline of visitor numbers driven by prolonged heavy rain and storm surges in the park resulting in a decrease of 4,126 camping guests in 'Nature's Valley' camp, a decline of about 669 accommodation guests in 'Storms River' camp, and a decline of 450 guests in activity participation. There was also a decline of 5,385-day visitors due to adverse weather conditions.
Overnight visitors' national parks	Percentage increase in Accommodation Occupancy	**Target exceeded** A 9,55% increase was achieved	**Target exceeded**, with a 1.9% increase relative to the previous year.	0.6% increase on previous year	**Target exceeded.** 1.3%-points improvement on the previous year's 64.9%	The actual occupation rate is 1.3%-points ahead of the APP target of 0.6% growth on 64.9%. An occupancy rate of 66.8% was achieved.	Occupancy Rates are expected to continue to grow in 2025 and beyond, albeit at a slower rate than during the earlier years of post-pandemic recovery before it finally normalises to pre-pandemic levels.

SUB-OUTCOME 6: IMPROVED TOURISM PERFORMANCE							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
New and diverse products	Total Number of new and Diverse Tourism products implemented	**Off target**, with 5 tourism products implemented.	**On target**, five new and diverse tourism products implemented in the year.	Eight tourism products implemented	**Off-target** Two tourism products were implemented.	The procurement processes for 6 tourism products were not concluded.	The procurement processes for 6 products were not concluded. Procurement processes are underway and will be concluded in the next financial year.
Tourism grading assessment conducted	Number of tourism grading assessments conducted.	New indicator	New indicator	Ten tourism grading assessments conducted. Revised to 13 tourism grading assessments conducted.	**Target exceeded.** 38 rest camps graded	Tourism grading assessments conducted on 38 camps resulted in a variance of 25 assessments above the targeted 13.	The annual target of 13 rest camps graded, has been achieved in Q3 due to availability of grading assessors.

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

The 2024/25 financial year marked a pivotal period for SANParks in driving socio-economic transformation through inclusive conservation. Anchored in the visionary principles of Vision 2040 and the Mega Living Landscapes framework, the Socio-Economic Transformation (SET) programme served as a strategic vehicle for aligning conservation efforts with economic empowerment, thereby ensuring that communities adjacent to national parks are both participants in and beneficiaries of the biodiversity economy.

Key milestones included the expansion of the Wildlife Economy, with infrastructure development supported through the Environmental Protection and Infrastructure Programme (EPIP) and the Expanded Public Works Programme (EPWP). These initiatives collectively created 1,200 jobs and supported 50 Small, Medium, and Micro Enterprises (SMMEs). The Skukuza Abattoir processed and distributed 20,000 kilograms of game meat to 10,000 households, while sustainable natural resource harvesting generated R1 million in income for 300 community harvesters.

Greening initiatives saw the distribution of 16,000 trees, and fisheries programmes empowered 200 anglers, contributing to food security for over 5,000 households. Environmental education reached more than 12,000 learners, fostering ecological awareness among the youth. In parallel, eight targeted Corporate Social Investment (CSI) initiatives addressed priorities such as education, water security, and small-scale fisheries, benefiting over 7,500 individuals across several parks.

Strategic partnerships, spanning government, the private sector, and civil society, amplified the impact of these interventions. Active community engagement through Park Forums, consultations with land claimants, and co-management dialogues further entrenched equitable development models. While challenges such as unemployment, poverty and intermittent social unrest persisted, SANParks' inclusive and adaptive approach helped mitigate risks and reinforced its role in advancing South Africa's broader socio-economic transformation agenda.

These achievements embody the aspirations of Vision 2040 that seek to cultivate thriving and equitable conservation economies and the Mega Living Landscapes commitment to resilient, community-led socio-ecological systems. SANParks continues to position itself as a national leader in sustainable development, aligned to the country's National Development Plan.

VISION 2024

Vision 2040 is SANParks' bold and forward-looking strategy to transform South Africa's biodiversity economy by the year 2040. It aims to establish inclusive conservation economies that empower communities, promote equitable access to natural resources, and integrate socio-economic development with ecological sustainability. Developed in response to enduring challenges such as poverty, unemployment, and environmental degradation, Vision 2040 reimagines national parks as engines of economic inclusion and social justice.

At its core, the strategy prioritises human capital development through targeted education, skills training, youth empowerment programmes, job creation, and enterprise development to address systemic socio-economic inequalities. It supports biodiversity-based livelihoods through initiatives like ecotourism, sustainable harvesting, and game meat processing to ensure that historically marginalised communities, particularly those living adjacent to protected areas, realise tangible and sustained benefits.

Vision 2040 also places strong emphasis on co-management models, land claimant benefit-sharing, and the implementation of robust monitoring and evaluation frameworks to drive accountability and measurable impact. By aligning the management of protected areas with South Africa's national development priorities, as well as global commitments like the United Nations Sustainable Development Goals (SDGs), Vision 2040 envisions a future where conservation and community wellbeing are inextricably linked. It ultimately seeks to create resilient landscapes that underpin a just, prosperous, and sustainable South Africa.

MEGA LIVING LANDSCAPES

Mega Living Landscapes (MLLs) is a dynamic, spatially defined framework under Vision 2040, designed to integrate conservation, community livelihoods, and economic opportunity within strategically identified landscapes. It reimagines national parks and their surrounding buffer zones as interconnected socio-ecological systems, where ecological integrity is balanced with tangible social and economic benefits.

This framework enables the development of biodiversity-based enterprises, such as sustainable harvesting, ecotourism, and small-scale fisheries, that generate income and employment for local communities, with a strong emphasis on inclusion of marginalised groups, such as women, youth, and persons with disabilities. Through participatory governance and co-management models, MLLs strengthen community stewardship by empowering residents to influence conservation decisions and equitably share in the benefits of protected areas.

The framework also enhances climate resilience by promoting sustainable resource use, green infrastructure, and climate-smart agricultural practices, helping to address pressing environmental issues such as drought, habitat degradation, and greenhouse gas emissions. Its success is built on multi-stakeholder collaboration, bringing together government, the private sector, NGOs, and communities to co-invest in sustainable development.

Rooted in robust spatial planning, MLLs identify priority areas for targeted interventions, ensuring that conservation efforts simultaneously advance equitable growth, social cohesion, and ecosystem restoration. In doing so, it operationalises the transformative ambitions of Vision 2040 while aligning with South Africa's broader socio-economic and environmental objectives.

The expanded Vision 2040 and MLLs frameworks provide a comprehensive roadmap for SANParks' socio-economic transformation agenda. Vision 2040 articulates a bold and inclusive blueprint for a biodiverse economy that uplifts historically disadvantaged communities while safeguarding South Africa's natural heritage for future generations. MLLs give practical effect to this vision by establishing spatially defined zones where conservation, sustainable livelihoods, and economic opportunities are holistically integrated, creating resilient landscapes that respond to systemic challenges such as climate change, unemployment, and inequality.

Together, these frameworks align SANParks' initiatives with key national and global imperatives, including South Africa's National Development Plan, the United Nations Sustainable Development Goals (SDGs), and the African Union's Agenda 2063. By positioning national parks as catalysts for equitable and thriving socio-ecological systems, they ensure that the benefits of conservation are shared by both people and nature.

3. TRANSFORMATION OF THE BIODIVERSITY ECONOMY

3.1 WILDLIFE ECONOMY AND INFRASTRUCTURE SUPPORT

During the 2024/25 financial year, SANParks made significant strides in advancing its Wildlife Economy Infrastructure Support Programme, aimed at expanding community access to biodiversity-based economic opportunities. Through the Environmental Protection and Infrastructure Programme (EPIP), managed by the Department of Forestry, Fisheries and the Environment (DFFE), SANParks implemented a series of targeted infrastructure projects in communities surrounding Kruger National Park (KNP), including Makuya, Awelani, Mahumani, and Gidjani Bevhula.

With a total investment of R50 million, these projects delivered essential infrastructure, including game handling facilities, skinning and processing units, cold storage depots, and access roads that are all critical for unlocking value in the game meat supply chain. As a result, approximately 2,000 community members directly benefited through improved access to wildlife economy opportunities, while local capacity to participate meaningfully in the sector was significantly enhanced.

The Expanded Public Works Programme (EPWP), also under DFFE, played a pivotal role by creating 1,200 short-term employment opportunities and offering skills training in areas such as construction, facility maintenance, and enterprise management. For example, in Makuya, 150 local workers were trained in game handling and processing, securing contracts worth R1 million with regional abattoirs. In Awelani, the construction of a new processing facility led to the employment of 80 community members, 60% of whom were women, collectively earning R800,000 in wages.

To strengthen local enterprise development, SANParks facilitated technical training, business planning, and market access for SMMEs and community beneficiaries. A dedicated mentorship programme, implemented in partnership with the Small Enterprise Development Agency (SEDA), supported 50 SMMEs, 20 of which secured supply contracts valued at R2 million for game meat and related by-products.

3.2 GAME MEAT PROCESSING AND NATURAL RESOURCE USE

Game meat processing remained a cornerstone of SANParks' efforts to enhance food security and promote rural economic development, in alignment with Vision 2040's commitment to equitable access to biodiversity resources. The Skukuza Abattoir, situated in Kruger National Park (KNP), processed 20,000 kilograms of sustainably sourced game meat through ecological harvesting practices that support conservation objectives. The meat and by-products were distributed to land claimants, local communities, and food relief partners, reaching over 10,000 households across Limpopo and Mpumalanga. This initiative directly addressed food insecurity, with 70% of beneficiaries reporting improved access to protein-rich nutrition.

The Bushbuckridge Tannery contributed to local beneficiation efforts by repurposing animal by-products such as elephant dung, bones and hides for the production of handcrafted goods including paper and leather items. These activities generated R300,000 in revenue for 15 community enterprises, employing 40 artisans, 70% of whom were women, thereby establishing sustainable income streams for rural households.

Sustainable natural resource harvesting further advanced Vision 2040's emphasis on inclusive and ecologically responsible resource use. In Agulhas National Park, SANParks supported flower harvesting projects led by women in the Overberg District Municipality, benefiting 100 individuals and generating R500,000 in income. In Limpopo, community-led initiatives focused on the harvesting of palm leaves, mushrooms, and other indigenous plant species, empowering 200 harvesters, 60% of whom were women, under a permit system that ensured ecological compliance. These initiatives yielded a combined revenue of R400,000, with palm leaf harvesting alone contributing R150,000 for 80 participants.

In collaboration with traditional leaders and conservation authorities, aloe harvesting projects in Kruger and Marakele National Parks were conducted in accordance with best practice ecological practices. These projects generated R200,000 for 50 harvesters, demonstrating the potential of community-led natural resource use to create viable, sustainable livelihoods.

3.3 GREENING AND FOOD SECURITY INITIATIVES

During the review period, SANParks significantly expanded its greening and climate resilience efforts, distributing 16,000 trees across Kruger National Park's Makuleke region, Table Mountain National Park, and surrounding communities such as Rixaka, Cottondale, and Ndindani. This R3 million initiative supported ecological restoration, carbon sequestration, and improved community wellbeing. Over 2,000 trees were planted in schools, clinics, and public spaces to enhance environmental quality and support health and education infrastructure. In Makuleke, 500 indigenous trees were planted around community centres, improving local microclimates, and providing essential shade.

A community training programme, delivered in partnership with NGOs, equipped 150 residents with practical skills in tree care, permaculture, and sustainable land management, helping to ensure the long-term sustainability of these green assets.

In parallel, household and school-based food gardens were established in 20 communities, benefiting 1,000 households and 10 schools. With support from local agricultural departments, these gardens produced a variety of vegetables and indigenous crops, improving food security for over 5,000 individuals. In Rixaka, 50 households reported a 30% increase in access to fresh produce, reducing dependency on external food sources.

In Gingirikani, an agro-processing initiative focused on Kei Apple jam production empowered 25 women entrepreneurs, who collectively generated R150,000 in income through value-added products and market linkages facilitated by SANParks. Complementing these efforts, climate change awareness workshops, conducted in collaboration with the Department of Forestry, Fisheries and the Environment (DFFE), reached 2,000 community members, promoting sustainable farming practices, and building climate resilience at a grassroots level.

3.4 FISHERIES AND OCEAN ECONOMY

SANParks continued to advance its fisheries-linked initiatives in alignment with Vision 2040 and the Mega Living Landscapes framework, addressing critical socio-economic challenges such as poverty, hunger, and unemployment in communities adjacent to marine and freshwater ecosystems.

The Expanded Freshwater Angler Support Project (EFAP) empowered 200 anglers in Kruger National Park (KNP) and Marakele National Park through targeted training, equipment provision, and infrastructure support. In partnership with the Small Enterprise Development Agency (SEDA), SANParks hosted 20 workshops covering business management, marketing, and sustainable resource use, which enabled 50 SMMEs to generate a collective income of R1 million. In KNP, 30 anglers formed a cooperative that secured R300,000 in supply contracts with local restaurants.

The Fish for Food initiative combined invasive species management with food relief, removing non-native carp from key freshwater systems and distributing 10,000 kilograms of processed fish to 5,000 food-insecure households. An impact survey showed that 80% of recipients reported improved access to nutritional food sources.

A Monitoring, Evaluation, and Learning (MEL) workshop, attended by 30 stakeholders including representatives from DFFE, local government, and community leadership, assessed EFAP's socio-economic and ecological impacts. Recommendations included scaling the programme to an additional 100 anglers and introducing digital platforms to improve market access and supply chain efficiency.

In the ocean economy, SANParks commissioned a R500,000 feasibility study to explore abalone aquaculture potential in Hout Bay, engaging 100 stakeholders, including 40 women, in co-designing community-based marine enterprise models. The study projected up to R2 million in annual revenue for local cooperatives, reinforcing the blue economy pathways embedded in the Mega Living Landscapes approach.

Collectively, these initiatives benefited over 1,000 individuals and illustrate SANParks' growing role in linking ecological stewardship with social equity.

4. ENVIRONMENTAL EDUCATION AND SKILLS DEVELOPMENT

Environmental education and skills development remained central to Vision 2040's human capital development agenda, fostering ecological awareness while building a robust pipeline of future conservation professionals. SANParks implemented a range of programmes designed to empower youth and communities with knowledge, skills and opportunities in biodiversity conservation and sustainable development.

Flagship initiatives such as Kids in Parks, Junior Rangers, Wilderness and Adventure Leadership Outdoor Workshops (WALOW), and Heritage Education reached over 12,000 learners from under-resourced schools adjacent to parks such as Mountain Zebra, West Coast, and Agulhas National Parks. These programmes offered immersive, experiential learning on biodiversity, climate change, and the cultural significance of protected areas. Notably, Kids in Parks facilitated 50 school visits, engaging 2,500 learners in hands-on activities such as guided nature walks and wildlife tracking, with teachers reporting a 20% increase in student interest in environmental topics.

Complementary outreach events, including Eco-Study Camps, World Environment Day, and Arbour Day celebrations, extended the reach of SANParks' educational impact to 3,000 community members. In West Coast National Park, 500 residents participated in a climate change awareness programme focused on preserving coastal ecosystems.

Through funding from the Culture, Arts, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA), SANParks implemented R2 million worth of training programmes for 500 unemployed youth and emerging entrepreneurs in disciplines such as tourism, environmental education, biodiversity management and hospitality. In Limpopo, 100 youth completed a six-month ecotourism course, with 30 graduates securing employment at KNP lodges.

A R1.2 million bursary programme supported 37 students pursuing tertiary qualifications in conservation-related fields such as ecology, environmental management, and wildlife biology. Eighty percent of recipients received ongoing mentorship, and ten students secured internships within SANParks.

The Vision Youth Group (VYG) empowered 300 youth through leadership development and community-based conservation projects, including anti-poaching patrols in KNP, promoting a culture of active environmental stewardship. Additional internships, learnerships, and career expos, conducted in collaboration with municipalities and CATHSSETA, created 100 structured opportunities and reached over 1,500 youth across Limpopo, Western Cape and Eastern Cape.

Kids in Parks

Handing out Community Bursaries

5. BIOPROSPECTING AND NATURAL RESOURCE USE

Bioprospecting and the sustainable use of natural resources continued to serve as critical pathways for community beneficiation, aligning with Vision 2040's principle of equitable access to biodiversity assets. SANParks facilitated harvesting projects across Agulhas, Ndindani, Cottondale and Rixaka, supporting the collection of fynbos, thatch grass, mushrooms, wildflowers, lala palm, and Kei Apple. These initiatives empowered 300 harvesters, 60% of whom were women, under permit systems that ensured conservation-compatible extraction practices.

Collectively, these projects generated over R1 million in income, with notable contributions including:

- Fynbos harvesting in Agulhas, which earned R400,000 for 80 harvesters, supplying both local and international markets with sustainable floral products;
- Lala palm harvesting in Ndindani, which yielded R200,000 for 50 participants, supporting traditional craft-based enterprises and cultural preservation.

The Meals on Wheels partnership further strengthened SANParks' impact through combined food relief and enterprise development. It distributed 50,000 units of instant porridge to 10,000 food-insecure households across Kruger, Addo Elephant, and Table Mountain National Parks.

Additionally, the partnership supported Kei Apple jam production, generating R200,000 in revenue for 15 SMMEs, including 10 women-led enterprises that secured supply contracts with regional supermarkets.

To build capacity along the bioprospecting value chain, SANParks partnered with SANBI to deliver training workshops for 100 community members, focusing on the processing, packaging, and marketing of Indigenous plant products. At the Skukuza Abattoir and Bushbuckridge Tannery, game meat and by-products such as leather and elephant dung were processed into marketable goods, generating R500,000 in revenue for 50 artisans across 10 communities.

6. STRATEGIC PARTNERSHIPS

Strategic partnerships remained central to the implementation of Vision 2040, enabling SANParks to scale biodiversity economy projects and anchor the Mega Living Landscapes framework through shared resources, expertise, and implementation capacity. These collaborations strengthened SANParks' ability to deliver inclusive socio-ecological outcomes across priority landscapes.

A key partnership with Wildlife Ranching South Africa (WRSA) and the South African Institute of Auctioneers (SAIA) provided advisory support to 30 emerging wildlife economy enterprises, offering guidance on market access, regulatory compliance, and operational best practices. As a result, participating enterprises secured R1.5 million in contracts for game meat supply and ecotourism services.

The DFFE's Expanded Public Works Programme (EPWP) played a pivotal role, investing R20 million in infrastructure that created 1,200 jobs and delivered game processing and tourism facilities in communities such as Makuya, Awelani, Mahumani, and Bevhula. These developments enhanced local capacity and catalysed participation in the wildlife economy.

Through the Global Environment Facility's GEF 7 Biodiversity Economy Nodes, SANParks advanced landscape stewardship by supporting SMME development and strengthening biodiversity-based value chains. The programme engaged 200 enterprises across targeted landscapes through stakeholder consultations, training workshops and market linkage initiatives, generating R3 million in new revenue for participating SMMEs.

Additional partnerships further broadened SANParks' reach and impact:

- With SANBI, SANParks delivered bioprospecting training focused on indigenous plant value chains.
- Meals on Wheels supported food relief and agro-processing enterprise development in vulnerable communities.
- The Small Enterprise Development Agency (SEDA) contributed to the growth of angler SMMEs through mentoring and technical assistance.
- CATHSSETA invested in formal vocational training, reaching 500 youth with skills programmes in tourism, environmental education, and biodiversity management.

Moreover, Airlink's donation of branded waste stickers, valued at R100,000, enhanced waste management awareness in buffer zone communities, benefitting 5,000 residents by reducing litter and encouraging recycling.

Rooibos harvesting

7. THE PEOPLE AND PARKS PROGRAMME: FOSTERING INCLUSIVE CONSERVATION AND COMMUNITY EMPOWERMENT

The People and Parks Programme remains a cornerstone of SANParks' Socio-Economic Transformation (SET) strategy, grounded in the principle that conservation must catalyse equitable socio-economic development to ensure that South Africa's natural heritage benefits all its people. The programme acknowledges the historical injustices that excluded communities, often through forced removals and restricted access to land and seeks to redefine conservation as a collaborative, community-led endeavour.

By aligning with the national People and Parks framework, SANParks has transitioned from a historically exclusionary conservation model to one centred on participatory governance, land restitution, economic empowerment, and community stewardship. This inclusive approach not only addresses past grievances and fosters trust but also promotes the long-term sustainability of protected areas by positioning communities as key stakeholders in conservation.

VISION, MISSION, AND STRATEGIC OBJECTIVES

The programme's vision is to unlock the full socio-economic potential of protected areas, driving transformation to benefit neighbouring communities. Its mission is to build enduring partnerships among communities, government, and conservation authorities to:

- Restore land rights;
- Create socio-economic opportunities;
- Ensure inclusive decision-making;
- Build capacity for sustainable biodiversity management.

Key strategic objectives include:

- Conserving biodiversity and mitigating threats;
- Promoting fair access and equitable benefit-sharing from biological resources;
- Ensuring sustainable resource use;
- Investing in infrastructure to drive local economic development.

The programme focuses on involving local communities in the management of protected and buffer zones, while promoting biodiversity values and stimulating conservation-linked economic growth.

GOVERNANCE STRUCTURE

The People and Parks Programme is implemented through a multi-tiered governance model operating at local, provincial, and national levels, ensuring inclusive representation and democratic participation. At a local level, Park Forums serve as the primary platforms for community engagement in most national parks. These forums include representatives from traditional councils, villages, youth structures, traditional healers, and local economic development desks. They meet quarterly to discuss shared priorities, provide oversight, and ensure accountability.

These local forums feed into provincial structures, which escalate key concerns and priorities. At a national level, elected community representatives from provincial bodies engage quarterly with SANParks, the DFFE and other relevant authorities to advance programme goals and policy coherence.

Thematic Focus Areas

The programme is structured around five thematic areas:

1. Co-Governance: Empowering communities through representation on boards, co-management committees, and youth inclusion initiatives.
2. Restoration of Land Rights: Facilitating the resolution of land claims and developing co-management agreements that ensure conservation and community benefit.
3. Economic Development: Promoting growth through land rental fees, ecotourism infrastructure, job creation, procurement from local suppliers, and enterprise development.
4. Capacity Building and Awareness: Investing in human capital through bursaries, learnerships, training, and environmental education.
5. Community Stewardship: Strengthening community roles in anti-poaching, conservation efforts, and responsible access to protected areas.

The bi-annual People and Parks Congress serves as a flagship platform, bringing together communities, government officials, and conservation stakeholders to review progress, set priorities and shape programme initiatives in line with community needs.

Key Achievements

The following notable achievements reflect the programme's deepening impact.

- A community representative was appointed to the SANParks Board, reinforcing community voice in strategic decision-making.
- Joint Management Boards (JMBs) were formalised in the Kgalagadi Transfrontier Park, Makuleke region of Kruger National Park and Richtersveld National Park.
- A Joint Management Committee was established in Augrabies Falls National Park to co-manage the Melkbosrand community land.
- Co-management agreements were finalised or advanced in Addo Elephant and Golden Gate Highlands National Parks.
- All national park forums achieved full representation in their respective provincial structures, ensuring a cohesive and responsive governance framework.
- SANParks officials continued to participate actively in all levels of programme structures, enhancing transparency, collaboration, and accountability.

8. ENTERPRISE AND SUPPLIER DEVELOPMENT (ESD)

Enterprise and Supplier Development (ESD) continued to play a pivotal role in advancing SANParks' vision of inclusive economic participation within the conservation landscape. Aligned with Vision 2040's objective of cultivating thriving biodiversity-based economies, SANParks strategically integrated local enterprises into its procurement and operational value chains.

During the period under review SANParks recorded a total procurement spend of R2.18 billion, of which 53% (R1.16 billion) was directed to SMMEs and 45% (R981 million) to local contractors. These activities demonstrate tangible progress toward supplier transformation and economic empowerment. Significantly, R926 million was procured directly from businesses located in communities adjacent to parks, creating a multiplier effect that reinvests conservation revenue into surrounding local economies.

The launch of the Orpen Hub in Kruger National Park (KNP) marked a major milestone in community enterprise incubation. The hub supported 20 community-based businesses across tourism, retail, and service sectors, generating R3 million in revenue and creating 100 jobs, with 60% of beneficiaries being youth.

The SANParks–Sanlam SMME Support Fund, valued at R5 million, was expanded to include beneficiaries from Addo Elephant National Park. This fund supported 30 small enterprises through access to finance, mentorship, and business development services. A notable success story included a women-led catering business in Addo that secured a R500,000 contract to supply park restaurants, leading to the employment of 15 local staff.

To broaden participation, SANParks conducted tender information sessions, contractor training workshops and targeted outreach programmes, reaching over 500 rural entrepreneurs with practical guidance on procurement procedures and opportunities. In addition, concession agreements were structured to include local subcontracting, employment targets, and skills transfer clauses, resulting in the creation of 200 jobs within the tourism and hospitality sectors.

Capacity-building efforts were further strengthened through partnerships with the DFFE, the National Development Agency and various private sector partners. These collaborations enabled 100 SMMEs to complete business management training, equipping them with essential skills for long-term sustainability.

9. CORPORATE SOCIAL INVESTMENT (CSI)

Corporate Social Investment (CSI) remained a critical pillar of SANParks' Socio-Economic Transformation (SET) strategy, embodying the Vision 2040 values of inclusivity, equity, and social impact. In the 2024/25 financial year, SANParks implemented eight high-impact CSI initiatives across national parks, focusing on education, youth and women empowerment, water security, and support for small-scale fisheries. Collectively, these projects benefited over 7,500 individuals, strengthened local stewardship of protected areas, and advanced the Mega Living Landscapes vision of resilient, interconnected socio-ecological systems.

9.1 RICHTERSVELD NATIONAL PARK - SCHOOL UNIFORM SUPPORT PROJECT

To address socio-economic challenges in remote communities, SANParks provided full school uniforms including shoes, bags, and stationery to 420 learners at four schools. The R500,000 investment resulted in a 10% increase in attendance and a 15% improvement in classroom participation, enhancing learner confidence and educational equity. This initiative contributes to Vision 2040's human capital development and community wellbeing goals.

9.2 AGULHAS NATIONAL PARK - COMMUNITY BUS DONATION

A 30-seater bus, valued at R1 million, was donated to benefit six local schools, improving access to environmental education excursions. The bus enabled 1,200 learners to engage in curriculum-aligned park visits, supporting subjects like Natural Sciences and Geography. With a 15% increase in student engagement and R200,000 in annual transport savings, the initiative bolstered conservation awareness and educational enrichment.

Agulhas Community Bus donation

9.3 GARDEN ROUTE NATIONAL PARK - SUPPORT FOR SMALL-SCALE FISHERIES (WILDERNESS SECTION)

Targeting 50 small-scale fishers, this R400,000 programme provided gear, licensing support and 20 capacity-building workshops in partnership with the DFFE. It empowered 10 women and 15 youth, resulting in a 20% income increase, R500,000 in collective earnings, and a 30% rise in regulatory compliance. A cooperative formed under the programme secured R200,000 in local market contracts, promoting sustainable fisheries.

9.4 GARDEN ROUTE NATIONAL PARK - SCHOOL WATER PROVISION (KNYSNA SECTION)

To address water insecurity, SANParks donated 30 water tanks with harvesting systems to 12 schools, ensuring reliable water for 3,000 learners and staff. The R600,000 project led to a 25% reduction in municipal water reliance and a 10% decrease in absenteeism due to water shortages. Workshops on water conservation reached 500 learners and 100 educators, advancing climate adaptation and health resilience.

Knysna Community Water Provision

9.5 GARDEN ROUTE NATIONAL PARK - YOUTH CENTRE AND GYMNASIUM (TSITSIKAMMA SECTION)

SANParks established a R1.5 million Youth Centre in Storms River, featuring a gymnasium and development spaces for youth, women, and persons with disabilities. Over 300 community members participated in life skills, fitness, and entrepreneurship programmes. 15 youth secured internships and community surveys reported a 40% rise in positive social engagement, reducing risky behaviours and promoting empowerment.

Tsitsikamma Youth Centre with a Gymnasium

9.6 AUGRABIES FALLS NATIONAL PARK - WATER ROLLERS FOR THE ELDERLY

To ease the burden of water collection for elderly residents, SANParks distributed 100 Hippo Rollers to 150 seniors, primarily women. The R200,000 intervention resulted in a 50% reduction in physical strain and time spent fetching water. Training on maintenance and volunteer support ensured long-term use, improving wellbeing in this water-scarce region.

Augrabies Community Water Provision

9.7 AUGRABIES FALLS NATIONAL PARK - EMERGENCY WATER RELIEF

Following a storm-related water outage, SANParks provided emergency relief by delivering 50,000 litres of water to 2,000 households. The R150,000 intervention, in partnership with local municipalities, ensured access to clean water during the crisis. 90% of affected households reported adequate access, with local leaders praising SANParks' timely and compassionate response.

Augrabies Fall National Park Community Disaster Management Water Provision during Crisis

9.8 TABLE MOUNTAIN NATIONAL PARK - SMALL-SCALE FISHERIES PROGRAMME

A R400,000 initiative supported 60 small-scale fishers from four communities, providing training, gear, and compliance workshops. 40% of participants were women and 30% youth. The programme led to a 25% increase in licence compliance, 15% growth in household income, and R600,000 in earnings. Three women-led cooperatives secured R150,000 in contracts, demonstrating inclusive economic integration.

10 STRATEGIC PARTNERSHIPS AND COMMUNITY IMPACT

The success of these CSI projects was underpinned by strategic partnerships with the DFFE, SANBI, local municipalities, and NGOs. The Youth Centre in Tsitsikamma collaborated with SANBI on environmental education, while the water tank project aligned with technical standards from the Department of Water and Sanitation. Over 50 stakeholder consultations ensured projects were co-designed with communities, enhancing relevance and ownership.

These initiatives created 100 temporary jobs, including 30 in fisheries and 20 in youth development, and generated R200,000 in direct income for participants. The broader outcomes supported educational access, health resilience, and economic upliftment, advancing Vision 2040's inclusive conservation economy and the Mega Living Landscapes goal of resilient, community-driven development.

11 LESSONS LEARNED

The implementation of Vision 2040 and Mega Living Landscapes in 2024/25 yielded critical insights that will guide future transformation efforts:

- Integrated Planning is Critical: Aligning biodiversity, socio-economic, and infrastructure planning, as seen in EPIP and greening projects, produced resilient, community-embedded outcomes with broader social and ecological benefits.
- Partnerships Multiply Impact: Strategic collaborations with the DFFE, SANBI, Meals on Wheels, and private sector partners like Airlink enhanced the reach and sustainability of initiatives, as evidenced by the success of CSI and fisheries programmes.
- Community Ownership Strengthens Success: Programmes that empowered communities to co-lead, such as sustainable harvesting and land reform dialogues, experienced greater local buy-in and long-term viability, fostering trust and stewardship.
- Skills Development Must be Contextual: Vocational training and mentorship, like CATHSSETA-funded programmes, were most effective when tailored to local landscapes and economic opportunities, ensuring relevance and impact.
- Data and Monitoring Enhance Accountability: Monitoring and evaluation workshops, such as those for the EFAP, highlighted the importance of data-driven planning and adaptation, ensuring that interventions deliver measurable, inclusive conservation outcomes.

These lessons underscore the importance of adaptive, collaborative, and community-centric approaches in achieving Vision 2040's transformative goals and Mega Living Landscapes' vision of thriving socio-ecological systems.

12. CONCLUSION

The 2024/25 financial year marked a pivotal milestone in SANParks' implementation of Vision 2040 and the Mega Living Landscapes framework, delivering a wide-ranging suite of initiatives that accelerated socio-economic transformation across South Africa's national parks. Through programmes spanning wildlife economy infrastructure, sustainable natural resource use, environmental education, and targeted Corporate Social Investment (CSI), SANParks reached over 30,000 beneficiaries, created 2,000 jobs, and facilitated the generation of R10 million in community revenue.

Strategic partnerships with government, the private sector and civil society significantly amplified this impact, while sustained community engagement via Park Forums, land reform dialogues, and stakeholder consultations ensured that transformation was inclusive, participatory, and locally grounded.

The eight CSI initiatives, focused on education, water security and small-scale fisheries, directly benefited 7,500 individuals, reinforcing SANParks' commitment to social equity, and strengthening the resilience of vulnerable communities. Meanwhile, environmental education and skills development laid the groundwork for a conservation skills pipeline and enterprise support , including sustainable harvesting and SMME development, unlocked inclusive economic opportunities rooted in the biodiversity economy.

These achievements directly aligned SANParks' work with the goals of South Africa's National Development Plan, the United Nations Sustainable Development Goals (SDGs) and the African Union's Agenda 2063, positioning the organisation as a key catalyst for sustainable development in protected areas.

As SANParks moves into the next phase of implementation, the lessons, partnerships, and progress of this financial year offer a strong foundation for scaling transformation, deepening co-management, and ensuring that national parks remain engines of equitable growth, ecological sustainability, and community empowerment.

By continuing to advance Vision 2040's bold vision of thriving conservation economies, and Mega Living Landscapes' commitment to resilient, community-led socio-ecological systems, SANParks is helping shape a future where people and nature flourish in harmony and deliver lasting benefits for South Africa and the world.

Table 2.4.4.1: A report against the originally tabled Annual Performance Plan until date of re-tabling in November 2024.

SUB-OUTCOMES 7: TRANSFORMATION OF WILDLIFE ECONOMY THROUGH INCREASED PDI PARTICIPATION							
Output	**Output Indicator**	**Audited Actual Performance 2022/23**	**Audited Actual Performance 2023/24**	**Planned annual Target 2024/25**	**Actual achievement 2024/25 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2024/25**	**Reasons for revisions to the outputs / output Indicators / Annual Targets**
Animals delivered	Number of animals delivered to communities and individual emerging game farmers	**On target** 354 animals were delivered to communities and individual game farmers during the year	**Target exceeded.** A total number of 638 animals were delivered during the year.	750 animals delivered. Revised to 500 animals delivered.	**Target exceeded.** 335 animals were delivered	745 animals were delivered, exceeding the annual target of 500 by 245 animals	The annual target of 750 animals delivered had to be revised down to 500 due to the quarantine restrictions not being lifted in some parks (e.g., KNP, Mokala NP), and non-compliance with fencing standards by the beneficiaries which was delaying the issuing of permits by provinces.

Table 2.4.4.2: A report against the originally tabled Annual Performance Plan.

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.

SUB-OUTCOMES 7: TRANSFORMATION OF WILDLIFE ECONOMY THROUGH INCREASED PDI PARTICIPATION							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Animals delivered	Number of animals delivered to communities and individual emerging game farmers	**On target** 354 animals were delivered to communities and individual game farmers during the year	**Target exceeded.** A total number of 638 animals were delivered during the year.	750 animals delivered. Revised to 500 animals delivered.	**Target exceeded.** 745 animals were delivered	The annual target of 500 was exceeded by deliveries of 245 animals	SANParks optimised the capture and delivery of animals through mass capture operations, which resulted in exceeding the annual target. Furthermore, the annual target was met before the onset of the summer season (November) to limit the risks of hot and dry weather conditions on the welfare of animals.
Job opportunities created	Number of full-time Equivalent employment (FTE) job opportunities created through EPWP.	5,364 FTEs (109%) job opportunities were created through EPWP	**Target slightly exceeded.** 5,150 FTEs were created through EPWP.	EPWP FTEs: 4,620	EPWP FTEs: 4,620 (100%)	The target was achieved despite the late start of the programme in KNP due to delays with the vetting of EPWP participants.	No variance recorded.
	Number of youth, women and people with disabilities employed as a percentage of total EPWP jobs created.	**Target exceeded** Youth EPWP: 8,268 (39%)	**Target exceeded,** with 7,098 (58% of total jobs) youth jobs created through the EPWP programme	Youth EPWP: 55% of total EPWP jobs created.	**Target exceeded** 61% (6,410/10,516) of total EPWP jobs	The target was exceeded by 6% of total EPWP jobs.	Youth EPWP: Environmental Monitors (66%) and Tourism Monitors (94%) focusses on youth employment, and overall projects appointed more young people.

SUB-OUTCOMES 7: TRANSFORMATION OF WILDLIFE ECONOMY THROUGH INCREASED PDI PARTICIPATION							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Job opportunities created	Number of youth, women and people with disabilities employed as a percentage of total EPWP jobs created.	**Target exceeded** Women EPWP: 7,083 (30%)	**Target exceeded**, with 6 483 (53% of total jobs) jobs for women created through the EPWP programme.	Women EPWP: 60% total EPWP jobs created.	**Off target** 58% (6,146/ 10,516) of EPWP jobs created	The target for EPWP jobs created for women was missed by 2%.	The target for Women employed in EPWP was not achieved due to established teams with little turnover, making it challenging to change the team to accommodate more women mid project. SANParks has consistently exceeded this target when it stood at 55% and has achieved 58% through dedicated interventions and instructions to contractors. The increase to 60% has proven challenging for the reasons mentioned above and the increased target was accordingly missed by 2%.
		Target exceeded People with disabilities EPWP: 265 (66%)	**Target exceeded**, with 198 (2% of total jobs) jobs for people with disabilities created through the EPWP programme.	People with disabilities EPWP: 2% of total EPWP jobs created.	**Target exceeded:** EPWP: 4% (464/ 10,516): of EPWP jobs created	The target for People with disabilities was exceeded by 2%.	People with Disabilities EPWP: The target of people with disabilities was exceeded, due to a continued drive and focus on appointing people from this marginalised group. EEA1 forms for all participants are completed for participants with formally recognised disabilities.

SUB-OUTCOME 9: INCREASED ACCESS TO EDUCATION AND SKILLS DEVELOPMENT OPPORTUNITIES							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Increased preferential procurement	Percentage of Procurement Opportunities awarded through Preferential Procurement	**Target exceeded** 90% of procurement spent on designated groups	**Target exceeded**, with 94.28% of procurement spent on designated groups.	80% of Procurement Opportunities awarded through Preferential Procurement	**Target exceeded** 88.46% (R 177,865,420.87 / R 201,062,924.19) awarded to Businesses with B-BBEE Level 1 to 4.	The target was exceeded by 8,46%	The target was exceeded due to positive response from B-BBEE levels 1 to 4 companies and SANPark's efforts in allocating points to B-BBEE levels 1 to 4 companies.
Beneficiaries trained	Number of beneficiaries from targeted groups trained	**Target exceeded** 256 beneficiaries were trained	**Target exceeded**, with 182 beneficiaries that were trained in project management, field guiding, business management, financial management, conflict management and new ventures.	120 beneficiaries trained from targeted groups	**Target exceeded** 263 beneficiaries trained.	Target exceeded by 143 beneficiaries for the period under review.	Target exceeded, due to additional funding received from the DFFE and the National Development Agency (NDA).
Schools accessing parks for academic purposes	Number of schools accessing the national parks for educational purposes	**Target exceeded** A total of 1,086 schools visited National Parks for educational purposes during the year	**Target exceeded**, with 851 schools that accessed national parks for educational purposes.	750 schools accessing national parks for educational purposes	**Target exceeded** 796 school groups accessed the national parks for educational purposes	Target exceeded by 46 school groups for the period under review.	The Walk and Learn Programme, in collaboration with Universities and TVET colleges took place for the first time in Marakele National Park. Mapungubwe National Park hosted the Kids in Parks programme due to additional funding received from the DFFE

SUB-OUTCOME 10: SUSTAINED CORPORATE SOCIAL INVESTMENT TOWARDS COMMUNITY DEVELOPMENT							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Social legacy projects	Number of social legacy projects completed	**On target** Six social legacy projects were implemented during the year	**On target**, with six 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 six marine protected areas • Community swimming pool in Addo • SANParks community bursaries	Six Social Legacy Projects completed	**Target exceeded** The following eight Social Legacy Projects were implemented. 1. Richtersveld National Park Communities School Uniform Project. 2. Agulhas Community Bus. 3. Wilderness Small Scales Fisheries Programme Knysna. 4. Community Water Provision Project Tsitsikamma. 5. Youth Centre with Gymnasium for Storms River Community Augrabies 6. Water Provision Hippo Rollers Project 7. Augrabies Community Disaster Management Water Provision Project. 8. TMNP Small Scales Fisheries Programme.	The target was exceeded by two additional social legacy projects	Two additional CSI projects were implemented due to savings realised during the implementation of the targeted CSI projects

3.4 OUTCOME GOAL 4: SUSTAINABLE AND TRANSFORMED ORGANISATION THROUGH REVENUE. PEOPLE SYSTEMS AND BUSINESS PROCESS:

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 business
- Sound corporate governance
- Effective stakeholder and partnership management

1. ACCOMMODATION

Revenue from Accommodation (including camping) increased by 5.6% from R885-million to R935-million. The budgeted amount for Accommodation (R1.096-billion) was underachieved by -14.7%.

2. CONSERVATION FEES

Revenue from Conservation Fees (including Wild Card) increased by 14.6%, from R848-million to R972-million. The budgeted amount for Conservation Fees (R785-million) was exceeded by 23.8%.

3. ACTIVITIES

Revenue from Activities increased by 7.3% from R110-million to R119-million. The budgeted amount for Activities (R119-million) was underachieved by -0.3%.

4. RETAIL GROSS PROFIT

Revenue from Retail activities increased by 14.5% from R44-million to R51-million. The budgeted amount for Retail Gross Profit (R56-million) was underachieved by -9.2%.

Concession Fees

Revenue from the concession operators increased by 10.6% from R151-million to R167-million. The budgeted amount for Concession Fees (R124-million) was exceeded by 35.1%. The realised figure for April 2019 - March 2020 was R98-million.

5. FACILITIES RENTAL

Revenue from the retail, as well as food and beverage operators increased by 9.4% from R63-million to R69-million. The budgeted amount for Facilities Rental (R61-million) was achieved by 13.2%. The realised figure for April 2019 - March 2020 was R43-million.

Combined, revenue from restaurant, shop, lodge, and other concession operators (Concession Fees + Facilities Rental) totalled R236-million in the period April 2024 to March 2025, 27.9% above the budgeted figure of R185-million. This represents an increase of 10.2% compared to 2023/24 and is 67.5% above the figure realised in 2019/20.

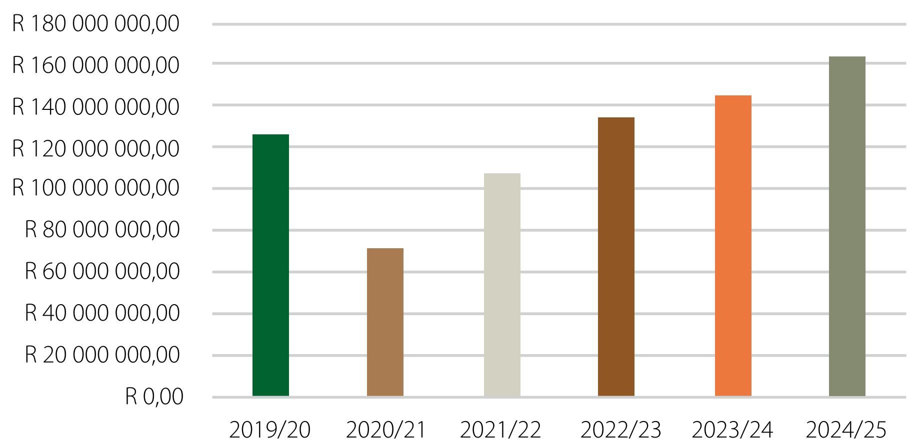
6. OTHER TOURISM INCOME

Revenue from the sundry sources and cancellation fees decreased by -7.6% from R60-million to R55-million, which is 348.5% better than the budgeted amount of R12-million.

Wild Card Revenue

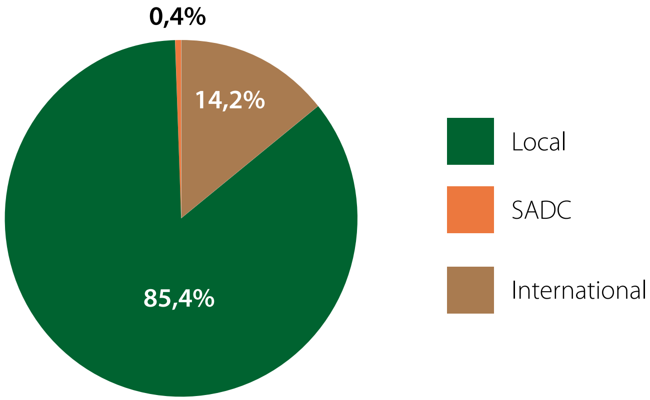
	Revenue			Members		
	2023/24	2024/25	% Change	2023/24	2024/25	% Change
Quarter 1	R33,708,485	R36,363,422	+7.8%	19,688	20,430	+3.8%
Quarter 2	R43,487,987	R47,962,341	+10.3%	23,583	24,283	+3.0%
Quarter 3	R34,818,993	R42,099,960	+20.9%	19,158	21,631	+12.9%
Quarter 4	R33,267,493	R37,920,260	+14.0%	17,642	18,463	+4.7%
TOTAL	**R145,282,958**	**R164,345,983**	**+13.1%**	**80,071**	**84,807**	**+5.9%**

Wild Card Revenue Growth Post Covid



The Wild Card sales statistics are compared to 2019, PRE COVID-19. Total revenue for Q4 - 2024/2025 increased by R14,337,074.00 (+61.0%) compared to pre-Covid-19 for the same period Q4. The total sales for 2024/25 financial year were R164,345,983 (April 2024 to March 2025) +13.1% increase compared to R145,282,958 in the 2023/24 financial year. Memberships sold in the 2024/25 financial year was 84,807 in the 2024/2025 financial (April 2024 to March 2025) +5.9% increase YoY.

Membership Demographics



AGE RANGE
18-24 – 3.96%
25-34 – 9.21%
35-50 – 25.15%
51-59 – 18.55%
Over 60 – 43.06%

SUBSCRIPTIONS
New – 30.24%
Renewal – 69.76.05%

ETHNICITY
African / Black – 14.07%
White – 44.80%
Other – 41.13%

GENDER
Female - 33.80%
Male – 65.80%
Other / Unspecified - 0.40%

OUTLOOK

For the year ended 31 March 2025 the 13% YoY growth in turnover runs far ahead of Customer Price Index and the tariff increases applied. This, underpinned by the 6% growth in members is a sign of overall growth of the Wild Card product. This trajectory is expected to continue into 2025/26, possibly with an additional boost potentially fuelled by the planned rollout of the planned loyalty management initiatives.

7. TOTAL TOURISM REVENUE

For the period under review total revenue from Tourism, a total of R2, 408 billion of tourism revenue was raised, which is 11,4% increase on R2, 162 billion achieved in the previous year.

Tourism Revenue		TOTAL APRIL 2024 - MARCH 2025			TOTAL APRIL 2023 - MARCH 2024			TOTAL APRIL 2019 - MARCH 2020			2024/25 vs 2023/24		2024/25 vs 2019/20
		Actual	Budget	Budget Variance	Actual	Budget	Budget Variance	Actual	Budget	Budget Variance	Actual vs Actual	Budget 2024/25 vs Actual 2023/24	Actual vs Actual
A001 - Conservation Fees	A001 - Conservation Fees	-R 975,216,924	-R 784,817,127	24.3%	-R 848,343,506	-R 700,000,000	21.2%	-R 760,575,265	-R 748,726,487	1.6%	15.0%	-7.5%	28.2%
	A001 - Wild Card Income	-R 112,826,318	-R 100,000,004	12.8%	-R 103,452,490	-R 89,700,000	15.3%	-R 74,817,769	-R 71,925,292	4.0%	9.1%	-3.3%	50.8%
	A002 - Conservation Fees	-R 847,506,840	-R 669,547,096	26.6%	-R 729,796,603	-R 597,501,824	22.1%	-R 676,366,520	-R 666,771,742	1.4%	16.1%	-8.3%	25.3%
	B011 - Entrance Fees	-R 14,883,766	-R 15,270,027	-2.5%	-R 15,094,413	-R 12,798,176	17.9%	-R 9,390,976	-R 10,029,453	-6.4%	-1.4%	1.2%	58.5%
	CONSERVATION FEES	-R 975,551,782	-R 785,412,615	24.2%	-R 848,343,506	-R 700,000,000	21.2%	-R 761,100,215	-R 749,508,861	1.5%	15.0%	-7.4%	28.2%
A005 - Concession Fees	A005 - Concession Fees	-R 236,471,181	-R 184,886,217	27.9%	-R 214,506,309	-R 181,815,241	18.0%	-R 141,167,294	-R 143,363,847	-1.5%	10.2%	-13.8%	67.5%
	A005 - Facilities Rental	-R 69,289,109	-R 61,190,939	13.2%	-R 63,353,980	-R 67,614,234	-6.3%	-R 43,141,607	-R 45,605,293	-5.4%	9.4%	-3.4%	60.6%
	C025 - Concession Fees	-R 167,182,071	-R 123,695,278	35.2%	-R 151,152,329	-R 114,201,007	32.4%	-R 98,025,687	-R 97,758,554	0.3%	10.6%	-18.2%	70.5%
A010 - Retail Gross Profit	A010 - Retail Gross Profit	-R 62,268,536	-R 55,809,799	11.6%	-R 44,235,357	-R 66,716,045	-33.7%	-R 40,273,518	-R 50,425,733	-20.1%	40.8%	26.2%	54.6%
	A010 - Sales - Trading	-R 356,073,746	-R 395,508,416	-10.0%	-R 366,697,479	-R 398,760,808	-8.0%	-R 263,528,970	-R 299,385,679	-12.0%	-2.9%	7.9%	35.1%
	A020 - Cost of Sales - Trading	R 293,805,210	R 339,698,618	-13.5%	R 322,462,122	R 332,044,763	-2.9%	R 223,255,452	R 248,959,946	-10.3%	-8.9%	5.3%	31.6%
B010 - Tourism income	B010 - Tourism income	-R 1,134,867,403	-R 1,227,312,350	-7.5%	-R 1,055,068,668	-R 1,104,610,385	-4.5%	-R 945,105,317	-R 1,047,290,410	-9.8%	7.6%	16.3%	20.1%
	B010 - Accommodation	-R 956,581,319	-R 1,095,562,028	-12.7%	-R 885,086,274	-R 913,919,777	-3.2%	-R 780,043,021	-R 887,739,140	-12.1%	8.1%	23.8%	22.6%
	B011 - Entrance Fees	-R 334,858	-R 595,488	-43.8%	-R 233,284	-R 304,285	-23.3%	-R 524,950	-R 782,374	-32.9%	43.5%	155.3%	-36.2%
	B012 - Trail Fees	-R 39,592,732	-R 46,534,802	-14.9%	-R 38,677,313	-R 64,885,728	-40.4%	-R 39,124,930	-R 44,554,553	-12.2%	2.4%	20.3%	1.2%
	B014 - Drive Fees	-R 78,924,663	-R 72,343,524	9.1%	-R 71,739,176	-R 94,151,363	-23.8%	-R 68,059,015	-R 68,447,194	-0.6%	10.0%	0.8%	16.0%
	ACTIVITIES	-R 118,517,395	-R 118,878,326	-0.3%	-R 110,416,489	-R 159,037,090	-30.6%	-R 107,183,945	-R 113,001,747	-5.1%	7.3%	7.7%	10.6%
	B015 - Sundry Tourism Income	-R 32,688,680	-R 3,421,342	855.4%	-R 29,623,701	-R 22,054,550	34.3%	-R 25,618,322	-R 27,448,012	-6.7%	10.3%	-88.5%	27.6%
	B016 - Cancellations & Forfeitures	-R 26,745,151	-R 8,855,166	202.0%	-R 29,942,204	-R 9,294,683	222.1%	-R 31,735,079	-R 18,319,137	73.2%	-10.7%	-70.4%	-15.7%
	OTHER TOURISM INCOME	-R 59,433,831	-R 12,276,508	384.1%	-R 59,565,905	-R 31,349,233	90.0%	-R 57,353,401	-R 45,767,149	25.3%	-0.2%	-79.4%	3.6%
TOTALS		**-R 2,408,824,043**	**-R 2,252,825,493**	**6.9%**	**-R 2,162,387,125**	**-R 2,053,141,672**	**5.3%**	**-R 1,887,121,394**	**-R 1,989,806,477**	**-5.2%**	**11.4%**	**4.2%**	**27.6%**

Table 2.4.4.1: A report against the originally tabled Annual Performance Plan until date of re-tabling in November 2024.

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

SUB-OUTCOME 11: FINANCIALLY SUSTAINABLE ORGANISATION							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual achievement 2024/25until date of re-tabling**	**Deviation from planned target to Actual Achievement 2024/25**	**Reasons for revisions to the outputs / output** **Indicators / Annual Targets**
Own revenue generated	Percentage of Revenue raised through Tourism Performance	**Target exceeded**, there is a 48% increase year on year	**On target**, with a 21.1% increase on 2022/23 revenue raised.	20% increase on 2023/24 revenue raised. Revised to 9% increase on 2023/24 revenue raised	**Off target** Off target with 8.2% actual increase over last year.	The target was exceeded by 2,4%. A total of R 2,408 billion of tourism revenue was raised, which is 11,4% increase on 2023/24.	The aggressive annual growth target of 20% since the COVID period was premised on the expectation of business recovering and normalising to pre-COVID levels as international routes reopened and tourists started returning to parks. SANParks recovery has been on track to achieve pre-COVID levels by 2025/26. However, based on Q2 performance it became clear that growth is plateauing, and the recovery rate is slowing down. Continuing with the trajectory of previous years would thus be unrealistic. The growth trajectory was accordingly scaled down to 9% year-on-year.

Table 2.4.4.2: A report against the originally tabled Annual Performance Plan.

SUB-OUTCOME 11: FINANCIALLY SUSTAINABLE ORGANISATION							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Own revenue generated	Revenue raised through resource mobilisation.	**Target exceeded.** A total of R140 million was raised through resource mobilisation	**Target exceeded**, with R167 million raised through resource mobilisation.	R 120 million	**Off target** R 101 million raised through resource mobilisation.	The target was missed by about R18.6 million.	Grants successfully negotiated in Q3 and Q4 will be finalised and realised in the new financial year. The $248,022 (R 4,5 million), funding for Climate Adaptation Partnership Exchange was secured and later terminated by the US Department of State due to their revised standards, terms and conditions as of 28 Feb 2025.

SUB-OUTCOME 11: FINANCIALLY SUSTAINABLE ORGANISATION							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Own revenue generated	Percentage of revenue raised through tourism performance	**Target exceeded**, there is a 48% increase year on year	**On target**, with a 21.1% increase on 2022/2023 revenue raised.	9% increase on 2023/2024 revenue raised	**Target exceeded** 11,4% increase on 2023/24. Actual of R2,162,387,125.00 to R 2, 408, 824, 043 (2024/25 actual)	A total of R 2,408 billion of tourism revenue was raised, an 11,4% increase on 2023/24 and 2,4% increase from the annual target of 9% increase.	Combined tracking of advertisements on social media, Google and the use of Customer Relationship Management tool contributed to a 6% increase in revenue from Accommodation from R885-million to R935-million, 14,6% increase from Conservation fees from R848-million to R972-million and Revenue from the concession operators increased by 10.6% from R151-million to R167-million. The strong pro-active promotion of the Black Friday Specials campaign was successful with more than 20, 000 positive responses received on the day of the campaign achieving its goals of raising awareness and driving bookings to the parks.

SUB-OUTCOME 12: TRANSFORMED & CAPABLE HUMAN CAPITAL							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Women in management positions	Percentage of women in management positions	**On target:** 40,4%	**Target exceeded**, with 43.6% of women in management positions.	WM = 42%	**Target exceeded** 43,9% (173/394) Women in management positions.	Target exceeded by 1,9%	The target was exceeded due to a continued drive and awareness to recruit women in management positions.
Percentage with Disabilities	Percentage of People with Disabilities	**Off target:** 1,0%	**Off target**, with 1.0% of total SANParks employees being people with disabilities.	PwD = 1.3%	**On target** 1.3 % (72/ 5228)	None recorded	None required
Payroll spent on skills development	Percentage of payroll spent on skills development programmes	**On target**, R12 256 826 (1%) was spent on skills development programmes	**Target slightly exceeded**, with 1.04% (R12 784 856.40) of payroll spent on skills development	1,5 % of payroll spent on skills development programmes increased	**Target exceeded** 100,01 % of 1,5% (R20,255,118.74/R 19 992,132, 87).	Target exceeded by 0,01%	The target was slightly exceeded due high number of bursary applications received and awarded, as well as payment obligations for bursaries honoured in Q4.

SUB-OUTCOME 13: SOUND CORPORATIVE GOVERNANCE							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
Unqualified Audit	Unqualified Audit opinion	**On target** Unqualified audit opinion received for 2021/22	**On target**, with an unqualified audit opinion received for 2022/23.	Unqualified Audit opinion Report received	**On target**, with an Unqualified Audit opinion Report for received for 2023/24 financial year	None recorded	None required

SUB-OUTCOME 14: EFFECTIVE STAKEHOLDER AND PARTNERSHIP MANAGEMENT							
Output	**Output indicator**	**Audited actual performance 2022/23**	**Audited actual performance 2023/24**	**Planned annual target 2024/25**	**Actual Achievement 2024/25**	**Deviation from planned target to actual achievement 2024/25**	**Reasons for deviations**
SANParks Week free visitors to National Parks	Number of SANParks Week free visitors to National Parks	**Target exceeded** 72,166 visitors recorded during the SANParks Week	**Target exceeded**, with 94,203 free visitors during SANParks week.	80,000 SANParks free visitors to National Parks	**Target exceeded** 91,362 visitors accessed the parks during SANParks week.	The target was exceeded by 11,362 visitors to national parks.	The target was exceeded due to favourable weather conditions in the Cape Region. SANParks also partnered with Metro Rail allowing free train rides to the stations near Cape Point.

4. STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE

OUTCOME GOAL 2: IMPROVED RESPONSIBLE TOURISM

SUB-OUTCOME 6: IMPROVED TOURISM PERFORMANCE

The target of 5% increase in number of visitors to the national parks was missed by -2.3% (140,364). 6,233,184 visitors to national parks, this is 2.7% (163,138) above last year's actuals of 6,070,046 visitors.

The target of 8 tourism products implemented was not achieved as only 2 tourism products were implemented. Procurement of 8 tourism products was not concluded and it will be finalised in the 2025/26 financial year.

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.

SUB-OUTCOMES 7: TRANSFORMATION OF WILDLIFE ECONOMY THROUGH INCREASED PDI PARTICIPATION

The 55% target on EPWP: Women was missed by 2% of EPWP jobs created for women. An emphasis on employing women in the programme will continue in the 2025-26 financial year. A key factor for the non achievement of the target was due to seven weeks closure of the Table Mountain Cable car for maintanance in the second quarter , which alone resulted in a loss of 130 000 visitors affecting the Q3 and Q4 visitor numbers. The sever weather events incleuding prolonged heavy rainfall and storm surges in the Tistsikamma National Park contributed to the decline of the visitor numbers.

In addressing the challenges encountered SANParks will consider building a buffer to address the unforseen circumstances like extreme weather events and fires at high visitor points. Increase the marketing efforts, targeting the increase number of visitotors at all other facilities.

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

SUB-OUTCOME 11: FINANCIALLY SUSTAINABLE ORGANISATION

The target of R120 revenue raised through resource mobilisation was missed by about R18 643 201.

Grants successfully negotiated in Q3 andQ4 will be finalised and realised in the new financial year. The $248,022 (R 4,5 million), funding for Climate Adaptation Partnership Exchange was secured and later terminated by the US Department of State due to their revised standards terms and conditions as of 28 Feb 2025.

IRREGULAR EXPENDITURE,			
RECONCILIATION OF IRREGULAR EXPENDITURE,			
Description	**2024/25**	**2023/24**	**2022/23**
	R'000	**R'000**	**R'000**
Opening balance	664,256	361,602	,
Prior Period Errors	-	-	,
As Restated	664,256	361,602	,
Add: Irregular expenditure confirmed	171,895	533,808	,
Less: Irregular expenditure condoned	-	-	-
Less: Irregular expenditure not condoned and removed	- 765,642	- 231,154	-
Less: Irregular expenditure recoverable	-	-	-
Less: Irregular expenditure not recovered and written off	-	-	-
Closing balance	**70,509**	**664,256**	**361,602**

a) Reconciling notes to the annual financial statement disclosure

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure that was under assessment in 2023/24	-	11,096
Irregular expenditure that relates to 2023/24 and identified in 2024/25	-	-
Irregular expenditure for the current year	171,895	522,712
Total	**171,895**	**533,808**

Irregular expenditure under assessment in 2023/24 pertained to an amendment to the Delegation of Authority that was not effectively approved by the Accounting Authority as it was inadvertently omitted from the Board's resolution and minutes. Management quantified the total amount relating to those transactions in the current year.

b) Details of current and previous year irregular expenditure (under assessment, determination, and investigation)

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure under assessment	4,844.00	-
Irregular expenditure under determination	3,773.00	-
Irregular expenditure under investigation	-	-
Total	**8,617.00**	**-**

2023/2024 Financial Year

Irregular expenditure mainly related to non-compliance with Local Content Requirements and Contract extensions and deviations not actioned according to SCM prescripts.

The expenditure relating to non-compliance with Local Content Requirement, which makes up 43% of the total for the year, was removed by the Board towards the end of the 2023/24 Financial Year. The other significant portion of irregular expenditure relates to contract deviations and extensions which has been referred to the Accounting Authority for further action.

Furthermore, an amendment to the Delegation of Authority that was not effectively approved by the Accounting Authority as it was inadvertently omitted from the Board's resolution and minutes. Management quantified the total irregular expenditure emanating from transactions approved by the incorrect delegate, which makes up 2% of the total for the year.

2024-25 Financial Year

The majority of the irregular expenditure relates to contract expiries and proper processes not been in place for deviations.

Included in the amount of R172 million for the 2024/2025 FY is an amount of R66 million which relates to ICT services, emanating from an expired contract with DataCentrix. SANParks awarded a new tender for the provision of ICT Services . However, the existing service provider which was Datacentrix contested the appointment and instituted legal action. The outcome of the judgement stated that DCX should continue to provide services, under the same terms and conditions for a period of 12 months during which a new tender process must be finalised. Furthermore R78 million relates to irregular expenditure incurred from Total Energies for the purchase of Fuel. This was as a result of deviation processes not adequately followed. This amount was subsequently removed by the Board.

c) Details of current and previous year irregular expenditure condoned

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure condoned	-	-
Total	**-**	**-**

d) Details of current and previous year irregular expenditure removed - (not condoned)

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure NOT condoned and removed	- 765,642	- 231,154
Total	**- 765,642**	**- 231,154**

R765 million worth of irregular expenditure was removed by the Board during the financial year. This was removed in line with the PFMA Compliance and Reporting Framework and relates to matters from the 2019/2020 up to the 2024/2025 Financial Year.

e) **Details of current and previous year irregular expenditure recoverable**

Description	2024/25 R'000	2023/24 R'000
Irregular expenditure recovered	-	-
Total	**-**	**-**

f) **Details of current and previous year irregular expenditure not recoverable and written off (irrecoverable)**

Description	2024/25 R'000	2023/24 R'000
Irregular expenditure written off	-	-
Total	**-**	**-**

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	2024/25 R'000	2023/24 R'000
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	2024/25 R'000	2023/24 R'000
None	-	-
Total	**-**	**-**

i) **Details of current and previous year disciplinary or criminal steps taken as a result of irregular expenditure**

Disciplinary steps taken	2024/25 R'000	2023/24 R'000
Disciplinary steps taken	96,982	289,871
Total ,	**96,982**	**289,871**

Disciplinary action is still being taken for irregular expenditure amounting to R335 thousand relating to the 2024/2025 Financial Year and and R1.7 million for the 2023/2024 financial year.

Fruitless and wasteful expenditure		
Reconciliation of Fruitless and Wasteful expenditure		
Description	**2024/25 R'000**	**2023/24 R'000**
Opening balance	64	57
Prior Period Errors	- 57	,
As Restated	7	57
Add: Fruitless and Wasteful expenditure confirmed	21	7
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	**28**	**64**

a) **Reconciling notes to the annual financial statement disclosure**

Description	2024/25 R'000	2023/24 R'000
Fruitless and Wasteful expenditure that was under assessment in 2022/2023	-	-
Fruitless and Wasteful expenditure that relates to 20223/2024 and identified in 2024/2025	-	-
Fruitless and Wasteful expenditure for the current year	21	7
Total	**21**	**7**

b) Details of current and previous year Fruitless and Wasteful expenditure (under assessment, determination, and investigation)

Description	2024/25	2023/24
	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	50468	2,218,935,950.66
Invoices paid within 30 days or agreed period	28754	1,311,397,618.69
Invoices paid after 30 days or agreed period	21401	905,073,141.26
Invoiced older than 30 days or agreed period (unpaid and without dispute)	N/A	N/A
Invoiced older than 30 days or agreed period (unpaid and in dispute)	313	2,465,190.71

Reasons for late payment of invoices.

1. Supplier put on hold due to unresolved disputes, e.g. charging vat whilst not being vat registered.
2. Incorrect billing that needed to be resolved.
3. Disputes on service delivered/goods delivered
4. Incorrect vendor details submitted, e.g. banking details.

5. EXPENDITURE AND REVENUE ANALYSIS

LINKING PERFORMANCE WITH BUDGETS

		Financial year 2024-2025	
Programme/activity/objective	Budget	Actual Expenditure	(Over)/Under Expenditure
Protected areas expansion aligned with the National Protected Area Expansion Strategy (NPAES) and SANParks land inclusion plan	523,978,102	520,386,231	3,591,871
Effective and efficient management of national parks	992,403,605	992,375,352	28,253
Degraded ecosystems rehabilitated	91,603,484	90,335,475	1,268,009
Climate change vulnerability reduced and climate resilience improved	83,545,880	80,570,590	2,975,290
Improved management of cultural heritage	64,462,547	64,051,668	410,878
Sustainable populations of species of special concern monitored and maintained	86,595,272	85,669,953	925,320
Contribution to improved wildlife populations of African range states sustained	20,350,498	19,554,481	796,018
Wildlife crime in national parks reduced	25,617,608	25,005,567	612,041
Improved tourism performance	742,407,926	741,729,883	678,043
Transformation of wildlife economy through increased PDI participation	161,191,876	159,162,251	2,029,625
Sustained corporate social investment towards community development	124,566,406	116,042,895	8,523,511
Financially sustainable organisation	380,944,693	379,878,385	1,066,308
Efficient, innovative systems and business processes supportive of SANParks core business	265,593,842	264,760,951	832,892
Effective stakeholder and partnership management	271,068,284	252,520,318	18,547,967
Total expenditure	**3,834,330,024**	**3,792,044,000**	**42,286,024**

		Financial year 2023-24	
Programme/activity/objective	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
Protected areas expansion aligned with the National Protected Area Expansion Strategy (NPAES) and SANParks land inclusion plan	115,184,447	228,399,424	-113,214,977
Effective and efficient management of national parks	902,349,433	753,819,282	148,530,151
Degraded ecosystems rehabilitated	87,241,413	84,134,516	3,106,898
Climate change vulnerability reduced and climate resilience improved	79,567,504	76,733,895	2,833,610
Green energy programme developed for SANParks	23,889,250	23,038,490	850,759
A framework towards improved management of cultural heritage developed	61,392,902	59,206,538	2,186,364
Sustainable populations of species of special concern monitored and maintained	82,471,688	79,534,653	2,937,035
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	24,705,297	912,311
Improved tourism performance	188,397,472	181,688,139	6,709,333
Improved responsible tourism	273,236,011	263,505,353	9,730,658
Transformation of wildlife economy through increased PDI participation	153,516,072	148,048,958	5,467,114
Improved participation of PDIs in SANParks business	48,510,996	46,783,391	1,727,605
Increased access to education and skills development opportunities	88,059,626	84,923,590	3,136,036
Sustainable corporate social investment towards community development	118,634,673	114,409,778	4,224,895
Improved participation of land claimants in SANParks' business	76,416,122	73,694,741	2,721,380
Financially sustainable organisation	362,804,469	349,884,041	12,920,428
Transformed and capable human capital	83,753,273	80,770,597	2,982,676
Sound corporate governance	293,041,670	282,605,680	10,435,990
Efficient, innovative systems and business processes supportive of SANParks core business	118,634,673	114,409,778	4,224,895
Effective stakeholder and partnership management	258,160,271	248,966,500	9,193,771
Appropriate and well-maintained infrastructure	101,193,973	97,590,188	3,603,785
Total expenditure	**3,575,343,447**	**3,448,016,000**	**127,327,447**

	Financial Year 2024/2025			Financial Year 2023/2024		
Sources of revenue	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	2,604,171	2,825,955	-221,784	2,459,441	2,593,482	-134,041
Sales - fauna and flora	14,316	7,333	6,983	4,000	10909	-6,909
Other operating income	137,441	100,906	36,535	27,002	42,738	-15,736
Interest received	137,685	128,220	9,465	70,631	104,003	-33,372
TOTAL REVENUE FROM EXCHANGE TRANSACTIONS	**2,893,613**	**3,062,414**	**-168,801**	**2,561,074**	**2,751,132**	**-190,058**
Government grants and other funding	905,106	998,387	-93,281	973,422	896,727	76,695
Donations	35,611	33,199	2,412	40,951	27,513	13,438
TOTAL REVENUE FROM NON-EXCHANGE TRANSACTIONS	**940,717**	**1,031,586**	**-90,869**	**1,014,373**	**924,240**	**90,133**
TOTAL REVENUE	**3,834,330**	**4,094,000**	**-259,670**	**3,575,447**	**3,675,372**	**-99,925**

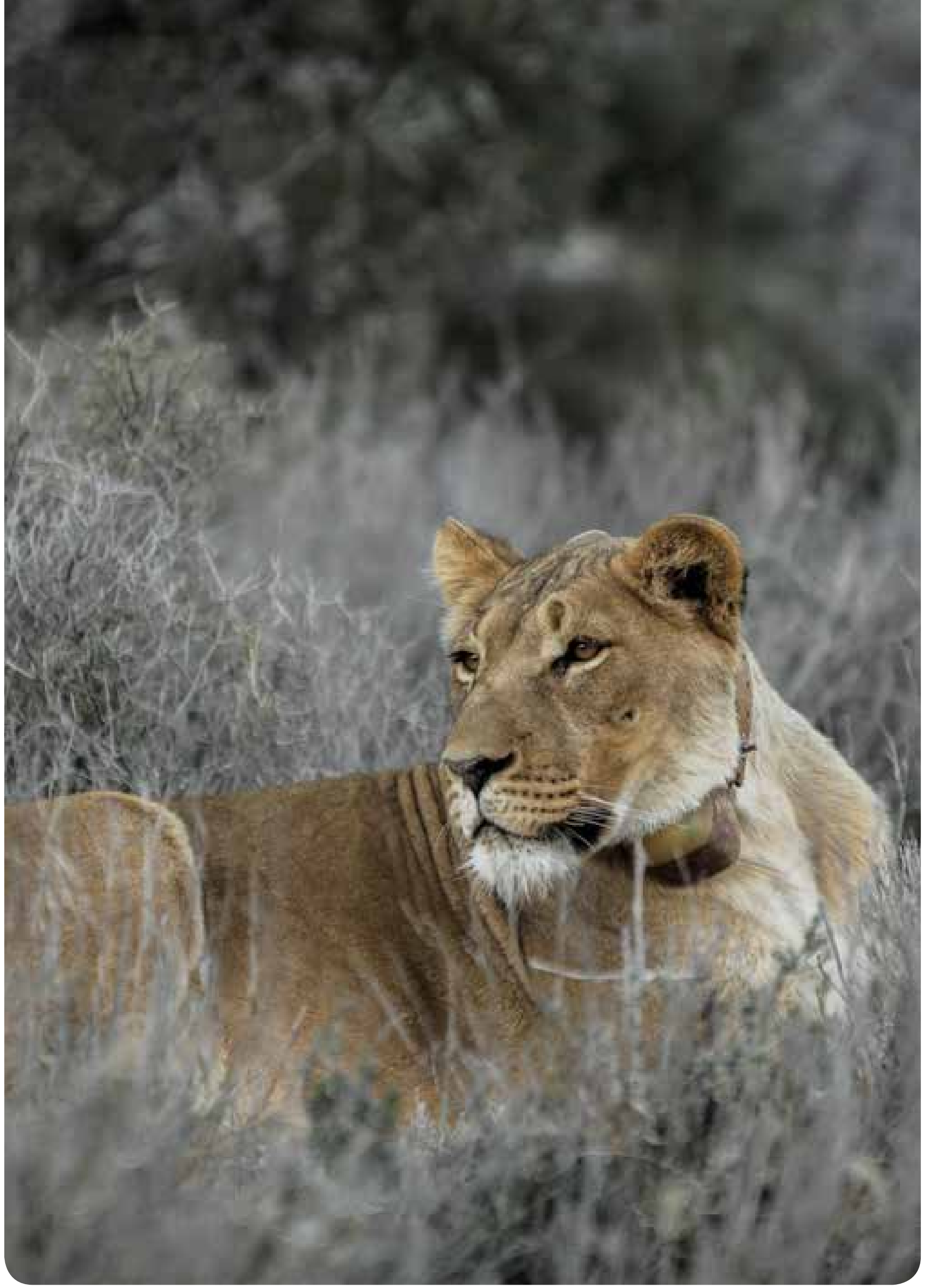
Material differences between budget and actual amounts are as follows:

- Revenue from exchange transactions reflects an overachievement driven by a significant increase in visitor numbers across SANParks.
- Government grants and other funding is primarily attributed to increased spending on grant funding allocated for infrastructure projects, which contributed to higher-than-anticipated receipts. Grants for projects generate income based solely on the performance and progress of the respective projects.
- Donations are below budget, due to the receipt of fewer donations than anticipated.

	Financial Year 2024/2025			Financial Year 2023/2024		
Expenditure	Estimate (R'000)	Actual Amount Collected (R'000)	(Over)/Under Collection (R'000)	Estimate (R'000)	Actual Amount Spent (R'000)	(Over)/Under Spending (R'000)
Employee related costs	1,793,823	1,768,410	25,413	1,610,059	1,523,680	86,379
Depreciation and amortisation	155,655	162,884	-7,229	146,826	142,575	4,251
Finance Costs	8,272	6,812	1,460	4,872	10,105	-5,233
Operating lease payments	53,427	28,669	24,758	49,667	33,355	16,312
Cost of sales	344,513	346,681	-2,168	332,045	371,007	-38,962
Operating expenses	1,478,660	1,442,151	36,509	1,431,876	1,278,766	153,110
Loss on disposal of assets	-20	4,270	-4,290	102	2,060	-1,958
TOTAL EXPENDITURE	**3,834,330**	**3,759,877**	**74,453**	**3,575,447**	**3,361,548**	**213,899**

Employee-related costs reflect a favourable variance, mainly due to unfilled vacancies that were budgeted for the full financial year but only filled towards the latter part of the reporting period.

- Depreciation reflects an overspending variance, primarily due to higher-than-anticipated acquisitions of new assets.
- Finance costs reflect a favourable variance, primarily due to savings realised from late delivery of vehicles.
- Operating lease payments reflect a favourable variance against budget, primarily due to certain lease agreements and operational commitments coming to an end during the reporting period. In addition, there were delays in finalising and implementing new lease contracts for operational requirements, resulting in temporary cost savings.
- Cost of sales reflects a variance, having exceeded the budget largely due to the fluctuation in fuel prices during the reporting period.
- Operating expense indicates a favourable variance, with actual spending below budget. This saving is primarily attributed to lower-than-anticipated expenditure on consumable stock, as well as the delayed implementation of certain contracts related to software licensing and support costs.
- The loss on disposal of assets reflects a variance, resulting from a higher number of assets being written off or disposed of than originally anticipated. This was necessitated by the poor condition of these assets, which rendered them uneconomical to maintain or repair.



6. CAPITAL INVESTMENT

The table below reflects infrastructure projects where expenditure was incurred according to the planned implementation for 2024/25.

Infrastructure project	Financial Year 2023/24			Financial Year 2024/25			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
KRUGER NATIONAL PARK							
IP4 MR Electrical Infrastructure Upgrade	R 5,000,000	R 4,882,910	R 117,090	R 117,090	R 68,225	R 48,865	31-Mar-25
IP6 KNP Tourism Accommodation	R 20,804,544	R 19,880,640	R 923,904	R 13,037,069	R 10,368,360	R 2,668,708	31-Mar-26
IP6 KNP Staff Housing	R 25,338,481	R 29,282,141	-R 3,943,660	R 4,056,340	R 3,110,429	R 945,911	31-Mar-26
IP6 KNP Electrical Infrastructure	R 8,666,988	R 7,101,586	R 1,565,401	R 3,732,148	R 3,249,462	R 482,687	31-Mar-26
IP6 KNP Civil Infrastructure		R 0	R 0	R 7,090,744	R 5,970,459	R 1,120,285	31-Mar-26
IP6 KNP Roads		R 0	R 0	R 8,382,617	R 5,225,714	R 3,156,903	31-Mar-26
IP6 KNP Support Infrastructure	R 1,990,973	R 1,288,307	R 702,665	R 673,409	R 0	R 673,409	31-Mar-26
IP6 KNP Shangoni Gate Development		R 0	R 0	R 5,091,877	R 0	R 5,091,877	31-Mar-26
IP6 KNP Phalaborwa Activity Node	R 21,099,360	R 20,807,804	R 291,555	R 6,469,447	R 4,955,896	R 1,513,552	31-Mar-26
IP6A KNP - Tourism Accommodation Upgrade	R 6,731,250	R 5,045,257	R 1,685,993	R 63,528,557	R 60,250,472	R 3,278,085	31-Mar-26
IP6A KNP - Staff Accommodation Upgrade	R 7,690,000	R 8,285,753	-R 595,753	R 65,183,535	R 65,119,112	R 64,423	31-Mar-26
IP6A KNP - Civil Infrastructure Upgrade	R 2,403,000	R 2,261,149	R 141,851	R 8,746,351	R 8,664,604	R 81,747	31-Mar-26
IP6A KNP - Corporate Infrastructure Upgrade	R 2,403,000	R 2,222,062	R 180,938	R 2,839,079	R 2,037,040	R 802,039	31-Mar-26
IP6A KNP - Roads Upgrade				R 3,341,067	R 2,791,404	R 549,663	31-Mar-26
Sub-Total: Infrastructure Programme	**R 102,127,595**	**R 101,057,610**	**R 1,069,985**	**R 192,289,331**	**R 171,811,177**	**R 20,478,154**	
Department of Tourism							
NDT - KNP Shangoni Gate Development	R 11,722,192	R 8,170,632	R 3,551,560	R 177,578	R 0	R 177,578	31-Mar-26
Sub-Total	**R 11,722,192**	**R 8,170,632**	**R 3,551,560**	**R 177,578**	**R 0**	**R 177,578**	
Total KNP	**R 113,849,787**	**R 109,228,241**	**R 4,621,546**	**R 192,466,909**	**R 171,811,177**	**R 20,655,732**	

Infrastructure project	Financial Year 2023/24			Financial Year 2024/25			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
PARKS DIVISION							
IP1 West Coast: Kraalbaai Day Visitor Site	R 64,334	R 30,000	R 34,334	R 1,286,689	R 184,470	R 1,102,219	31-Dec-26
IP1 Agulhas Lighthouse Precinct Development	R 7,113,673	R 3,678,514	R 3,435,159	R 15,213,578	R 6,362,640	R 8,850,938	30-Jun-25
IP3 + IP6A Golden Gate Hotel Chalets Upgrade	R 3,702,199	R 2,990,114	R 712,085	R 4,233,330	R 3,617,438	R 0	Completed
IP3-5 Tsitsikamma Restaurant & Precinct Development	R 24,793,310	R 18,078,335	R 6,714,975	R 22,913,302	R 21,590,937	R 1,322,365	30-Jun-25
IP4 & 6 Addo Lendlovu Community Lodge	R 1,369,885	R 913,429	R 456,456	R 1,324,213	R 845,748	R 478,465	31-Mar-27
IP5 Addo Construct Wastewater Plant	R 790,293	R 0	R 790,293	R 790,293	R 105,897	R 684,396	31-Mar-26
IP4 Bontebok Die Stroom Swimming pool & Day Visitor Site	R 256,215	R 58,186	R 198,029	R 379,958	R 255,393	R 124,565	31-Dec-26
IP4 West Coast Geelbek Activity Node	R 387,435	R 35,000	R 352,435	R 385,685	R 222,423	R 163,262	31-Dec-26
IP4 West Coast Upgrade R27 Entrance Gate	R 128,289	R 39,551	R 88,738	R 2,847,262	R 1,938,462	R 908,800	31-Mar-26
IP4 & 6 West Coast Park Management Offices	R 432,890	R 197,268	R 235,622	R 709,539	R 595,245	R 114,295	31-Dec-26
IP4&5 Kgalagadi Construct Dawid Kruiper Rest Camp	R 21,638,881	R 6,744,625	R 14,894,256	R 2,077,836	R 2,077,836	R 0	31-Jul-26
IP4 Kgalagadi Water Purification Plants	R 75,327	R 0	R 75,327	R 75,336	R 0	R 75,336	31-Mar-26
IP4 Mokala Upgrade Lilydale Water & Sewer infrastructure	R 132,397	R 0	R 132,397	R 130,326	R 0	R 130,326	31-Mar-26
IP4 Mapungubwe: Expand Mazhou Camp Site	R 0	R 0	R 0	R 88,425	R 0	R 88,425	30-Jun-25
IP5 Kgalagadi Construct Craig Lockhardt Camp Site	R 195,716	R 0	R 195,716	R 1,957,161	R 866,847	R 1,090,314	31-Aug-25
IP6 Addo Main Camp Electrical Upgrade	R 789,141	R 343,202	R 445,939	R 7,548,204	R 3,154,679	R 4,393,525	31-Aug-25
IP6 Knysna Floating Jetty	R 127,796	R 107,884	R 19,912	R 193,652	R 103,674	R 89,978	31-Mar-27
IP6 Kgalagadi Mata Mata Solar Plant	R 6,000,000	R 0	R 6,000,000	R 10,067,930	R 10,022,108	R 45,822	31-Jul-25
IP6 Kgalagadi Nossob Solar Plant	R 6,000,000	R 0	R 6,000,000	R 10,067,930	R 7,990,209	R 2,077,721	31-Jul-25
IP6 Installation of solar geysers				R 1,750,000	R 1,198,522	R 551,478	31-Mar-26
IP6 Mapungubwe Staff Accommodation	R 375,000	R 103,452	R 271,548	R 1,109,482	R 434,857	R 674,626	31-Dec-25
IP6 Tsitsikamma Fill Slope Failure	R 1,152,619	R 1,145,700	R 6,919	R 2,696,362	R 2,457,337	R 0	Completed
IP6 Tsitsikamma Electrical Infrastructure Upgrade	R 201,250	R 197,618	R 3,632	R 3,873,041	R 2,381,337	R 1,491,703	30-Jun-26
IP6A Mokala Motswedi Camp Site expansion				R 70,000	R 22,127	R 47,873	31-Dec-26
IP6A Addo Nyathi Rest Camp Upgrade				R 2,030,000	R 945,171	R 1,084,829	31-Mar-26
IP6A Twee Rivieren Camp Site Ablution Facility Replacement				R 176,049	R 50,414	R 125,636	31-Mar-26
IP6A Agulhas Rest Camp Upgrade				R 912,500	R 129,467	R 783,033	31-Mar-26

Infrastructure project	Financial Year 2023/24			Financial Year 2024/25			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
IP6A Duinepos rest camp refurbishment				R 507,500	R 384,888	R 122,612	31-Mar-26
IP6A Mapungubwe Leokwe Rest Camp upgrade				R 318,750	R 0	R 318,750	31-Mar-26
IP6A Tsitsikamma Otter Trail Huts Sewer upgrade				R 250,000	R 0	R 250,000	31-Mar-26
IP6A TMNP Tokai Bulk Services Infrastructure				R 1,040,147	R 228,378	R 811,769	31-Mar-26
IP6A TMNP Rhodes Memorial Repair & upgrade				R 900,000	R 885,045	R 14,955	31-Mar-26
IP6A Agulhas Lighthouse Interpretive Centre display				R 5,200,000	R 4,674,111	R 525,889	31-Mar-26
IP6A Dinosaur Interpretive Centre Display				R 4,500,000	R 1,968,483	R 2,531,517	31-Mar-26
IP6A Kgalagadi Park Perimeter fence (Namibia)				R 450,000	R 122,428	R 327,572	31-Mar-26
IP6A Mapungubwe Park perimeter fence construction				R 703,200	R 0	R 703,200	31-Mar-26
IP6A Tsitsikamma Asbestos removal				R 125,000	R 0	R 125,000	31-Mar-26
IP6A Tsitsikamma Suspension bridges upgrade				R 1,050,000	R 948,278	R 101,722	31-Mar-26
IP6A Diepwalle, Tented Camp & Garden Of Eden Electrical Works				R 375,000	R 268,929	R 106,071	31-Mar-26
IP6A Tankwa Karoo Oudebasdamkraal Repairs				R 975,000	R 209,310	R 765,690	31-Mar-26
IP6A Camdeboo Tented Camp electrical infrastructure				R 75,000	R 0	R 75,000	31-Mar-26
IP6A Richtersveld Replace Asbestos Houses				R 425,000	R 80,952	R 344,048	31-Mar-26
IP6A Marakele Etikeng Staff housing				R 250,000	R 0	R 250,000	31-Mar-26
IP6A Planning Staff Houses: MPA				R 75,000	R 18,000	R 57,000	31-Mar-26
IP6A Mokala Lilydale – Wastewater plant				R 225,000	R 0	R 225,000	31-Mar-26
IP6A GRNP Regional Offices Extension				R 525,000	R 414,411	R 110,589	31-Mar-26
IP6A Addo Tar Road Maintenance				R 748,826	R 333,110	R 415,716	31-Mar-26
IP6A Mountain Zebra Tar Road Maintenance				R 334,938	R 196,360	R 138,578	31-Mar-26
IP6A Table Mountain Tar Road Maintenance	R 3,995,109	R 94,951	R 3,900,158	R 195,008	R 66,907	R 128,101	31-Mar-26
IP6A Kgalagadi Roads Upgrade				R 450,000	R 421,346	R 28,654	31-Mar-26
IP6A Mapungubwe roads upgrade				R 1,125,000	R 1,102,338	R 22,662	31-Mar-26
IP6A Tankwa Karoo Solar system Upgrade				R 62,500	R 0	R 62,500	31-Mar-26
IP6A Addo PV Solar Plant				R 750,000	R 440,456	R 309,544	31-Mar-26
Ivory Fund: Kabouga Fence construction, Addo	R 10,322,826	R 10,322,674	R 152	R 2,536,828	R 2,067,688	R 0	Completed
Construction of Hartebeesbult fence, Marakele				R 3,131,685	R 2,999,297	R 0	Completed

Infrastructure project	Financial Year 2023/24			Financial Year 2024/25			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
Sub-Total	**R 90,044,584**	**R 45,080,501**	**R 44,964,083**	**R 122,212,465**	**R 85,383,950**	**R 35,372,069**	
Department of Tourism							
Golden Gate Dinosaur Centre	R 5,176,252	R 3,931,845	R 1,244,407	R 9,008,784	R 8,946,997	R 61,787	20-Jun-25
Addo Extension of Rest Camp	R 13,740,224	R 12,358,298	R 1,381,926	R 7,270,593	R 7,428,642	-R 158,049	31-May-24
Mapungubwe Youth Facilities	R 980,014	R 585,155	R 394,858	R 19,383,777	R 9,746,946	R 9,636,831	31-Dec-25
Agulhas Lighthouse Precinct Development	R 16,475,277	R 13,329,823	R 3,145,454	R 14,228,576	R 15,061,520	-R 832,944	30-Jun-25
Sub-Total	**R 36,371,765**	**R 30,205,121**	**R 6,166,645**	**R 49,891,730**	**R 41,184,106**	**R 8,707,625**	
Parks Division	**R 126,416,350**	**R 75,285,622**	**R 51,130,727**	**R 172,104,195**	**R 126,568,056**	**R 44,079,694**	
TOTAL	**R 240,266,137**	**R 184,513,864**	**R 55,752,273**	**R 364,571,104**	**R 298,379,232**	**R 64,735,426**	
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

Infrastructure project	Financial Year 2023/24			Financial Year 2024/25			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
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**	
Department of Tourism,							
DT - KNP Shangoni 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

Infrastructure project	Financial Year 2023/24			Financial Year 2024/25			Expected Completion Date
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure	
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
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 2024 MTEF allocation totals R 1.166 billion – the 2023 MTEF budget was reduced with R 67 million that was redirected to the operational grant.
- 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 91.963 million for 2024/25 – the original allocation of R 136.262 was reduced by R 44.299 million that was redirected to SANParks operational grant. This 2024/25 allocation is 10% of the Level of Service backlog and recapitalisation needs identified in the 5-Year Maintenance and Recapitalisation Management Plan for SANParks' Infrastructure Plant (2022). Over the past four years, the capital funds received equates to 35% of the needs, with a growing backlog. The infrastructure investment funds received are used for major upgrades and some strategic new infrastructure. The table below reflects the recapitalisation needs for the four-year period since the approval of the 5-Year Maintenance and Recapitalisation Plan in March 2022.

Year	Backlog Level of Service & Recapitalisation (5-Yr Plan) R'000	Infrastructure Investment Allocation R'000	% of Needs
2022/23	R 783,319	R 124,901	16%
2023/24	R 782,029	R 830,406	106%
2024/25	R 950,132	R 91,963	10%
2025/26	R 844,106	R 119,225	14%
Total	**R 3,359,586**	**R 1,166,495**	**35%**

Infrastructure projects that are currently in progress

Planning was completed for approved projects in the 2023 – 2026 cycle of projects and twenty-nine construction tenders issued to commit R 360 million. Progress on the high impact projects is as follows:The upgrade of 28 rondavels in Skukuza Rest Camp was completed, and site handover was done for another 32 units. The replacement of Sweni Trails Camp was completed. The various projects for the upgrade and construction of staff houses were nearing completion at 99%. Construction is still underway at the KNP Phalaborwa Activity Hub and Punda Maria Tented Camp, and the tender was issued for the major KNP Shangoni Entrance Gate development of an estimated R 10 million.

At Table Mountain National Park, the tenders for Tokai Precinct bulk services infrastructure and upgrade of Rhodes Memorial closed, while support was given for the proposed Signal Hill bulk services and road infrastructure development by the City of Cape Town. Tenders were issued for the upgrade of tourism units (Leokwe Rest Camp) and road infrastructure in Mapungubwe National Park and World Heritage Site. In Kgalagadi, construction of the Craig Lockhardt Camp site continued, contractors were appointed for the Twee Rivieren camp site ablution and upgrade Namibia perimeter fence. In Addo, the award of the tender for the Le Ndlovu Community Lodge was finalised, and tenders issued for the upgrade of Nyathi Rest Camp, maintenance of road infrastructure and installation of a grid-tied solar plant. Good progress was made on the construction of the R27 Entrance Gate at West Coast National Park, the tenders to construct park management office renovation of Duinepos chalets and development of Geelbek Activity Node were issued.

During the past year, the progress on the projects funded by the Department of Tourism increased to 95% with the completion of the additional eight chalets in Addo Main Camp, and the Dinosaur Interpretation Centre. The construction of the Agulhas Lighthouse Precinct development was not completed as planned with the main delay caused by the cash flow challenges experienced by the contractor. Construction started on the Mapungubwe Youth Facilities.

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 re-capitalisation of upgraded infrastructure to the value of R 211 million were completed and capitalised. The assets were recapitalised are mainly tourism units including the rondavels in Skukuza, Nshawu guesthouse, Wild Fig Guesthouse, Satara bungalows and Punda Maria luxury tents. New infrastructure included the replacement of Sweni Trails Camp and Phalaborwa Activity Hub civil infrastructure, i.e., golf cart roads. Many projects to upgrade and construct new staff houses were completed and capitalised. Recapitalisation of the upgraded Golden Gate Highlands National Parks Hotel Chalets (R4.086 million) and Nossob Rest Camp (R5.913 million) were completed, and assets created for the new solar water heaters installed in Mountain Zebra, Addo, Augrabies and Kgalagadi to the value of R1.1 million.

Plans to close down or down-grade any current facilities

No facilities were downgraded or closed in 2024/25.

Progress made on the maintenance of infrastructure

The maintenance expenditure for 2024/25 was R 236.908 million, with systematic maintenance of property and buildings R 167 million, including R 27.8 million veld maintenance (fire management). The expenditure on infrastructure maintenance was R 204 million, while the budget required was R 302 million. The operational budget is not adequate for the maintenance needs of the infrastructure plant, and the maintenance backlog year-on-year adds to the recapitalisation needs.

Developments relating to the above that are expected to impact on the public entity's current expenditure

The completion of the Dinosaur Interpretation Centre, new chalets in Addo and the upgraded Skukuza rondavels, Sweni Trails Camp and various guesthouses 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 infrastructure planning and the implementation maintenance, upgrades and new infrastructure projects will require operational and project funding, and funding of a structure to support infrastructure management.

The current state of the SANParks' capital assets

The asset portfolio health grade percentage for above ground infrastructure was determined as 56.86% of "Good" overall. Capital investment funding, including the additional R 700 million received in 2023/24, is used to upgrade/re-capitalise priority infrastructure to address the R 3.4 million level of service backlog.

Major maintenance projects that have been undertaken during the period under review

All Parks continued with normal maintenance and renovations programmes to address tourism accommodation, staff accommodation, roads, and bulk services infrastructure, within approved operational budgets. Maintenance of roads in Kruger utilising infrastructure investment funding started in Q4 of 2024/25, while several tenders were issued to address maintenance needs of roads in Addo, Mountain Zebra, Table Mountain, Kgalagadi and Mapungubwe. A tender process has started to secure the services of a facilities management supplier for two rest camps in Kruger as a pilot project.

Progress made in addressing the maintenance backlog

The 5-Year Maintenance and Recapitalisation Management Plan developed was approved in March 2022 included maintenance budgets for the period 2022 - 2026. Over the 3-year period since the plan was approved, R 528 million has been expended on maintenance, while the budget needs totalled R 865 million, i.e., 61%. There was an increase in the operational maintenance budgets to reduce backlog, but more funding is needed.

Upgrade rondavels in Skukuza Rest Camp

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 and the shareholder represantative (DFFE), 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 has appropriate risk management, internal controls and complies with applicable laws and considerted 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:

a. 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.

b. Human Capital Management Committee, which assists the Board in matters relating to human resources, remuneration, transformation, and ethics.

c. 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.

d. 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.

e. 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

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.

Board Members Meeting Attendance for the period 01 April 2024 to 31 March 2025

Member	Meetings Attended	Appointment Date	Termination Date
Ms Pamela Yako (Chairperson)	19/19	01 October 2021	-
Ms Nandi Mayathula-Khoza	16/19	01 October 2021	-
Ms Zukisa Ramasia	18/19	01 October 2021	-
Ms Yolan Friedmann	19/19	01 October 2021	-
Ms Hulisani Mushiane	17/19	01 October 2021	-
Chief Livhuwani Matsila	14/19	01 October 2021	-
Mr Brian Ngobeni	17/19	01 October 2021	-
Mr Edgar Neluvhalani	15/19	01 October 2021	-
Mr Lourence Mogakane	19/19	Reappointed on 01 October 2021	-
Mr Jeoffrey Mashele	12/19	Reappointed on 01 October 2021	-
Ms Bulelwa Koyana	18/19	Reappointed on 01 October 2021	-
+ Ms Flora Mokgohloa	13/18	01 January 2022	-

+ Representative of the Department of Forestry, Fisheries, and the Environment Representative

5. RISK MANAGEMENT

The Enterprise Risk Management Framework and Enterprise Risk Management Policy, which aim to improve and sustain organisational performance by maintaining an effective, efficient and transparent risk management system, are in place Enterprise Risk maturity self-assessment was conducted in the previous financial year using the Attribute-Based Maturity Index Model (ABMI), which indicated an improvement from 50.8% to 54.84%, i.e. Level 3 maturity in a 6-point scale.

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.

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 2024/2025 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 page 151.

14. B-BBEE 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	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	B-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

15. AUDIT AND RISK COMMITTEE (ARC)

Member	Meetings Attended	Appointment Date	Termination Date
Mr Jeoffrey Mashele (Chairperson)	9/10	20 October 2021	-
Ms Bulelwa Koyana	10/10	20 October 2021	-
Mr Lourence Mogakane	10/10	20 October 2021	-
Mr Brian Ngobeni	10/10	20 October 2021	-
Mr Edgar Neluvhalani	9/10	20 October 2021	-
+Ms Andiswa Jaas	6/10	01 January 2022	-
Mr Thomas Kgokolo	6/10	23 November 2022	08 March 2025
Mr Makhubalo Ndaba	9/10	23 November 2022	-

+ Representative of the Department of Forestry, Fisheries, and the Environment Representative

16. CONSERVATION AND SOCIO-ECONOMIC TRANSFORMATION COMMITTEE (CSET)

Member	Meetings Attended	Appointment Date	Termination Date
Ms Yolan Friedmann (Chairperson)	4/4	20 October 2021	-
Ms Nandi Mayathula Khoza	3/4	20 October 2021	-
Ms Zukisa Ramasia	4/4	20 October 2021	-
Ms Hulisani Mushiane	4/4	20 October 2021	-
Mr Lourence Mogakane	4/4	20 October 2021	-
Mr Brian Ngobeni	0/4	20 October 2021	18 April 2023
+ Ms Flora Mokgohloa	2/4	01 January 2022	-

+ Department of Forestry, Fisheries, and the Environment Representative

17. TOURISM COMMITTEE

Members	Meetings Attended	Appointment Date	Termination Date
Ms Zukisa Ramasia (Chairperson)	4/4	20 October 2021	-
Ms Yolan Friedmann	4/4	20 October 2021	-
Ms Bulelwa Koyana	4/4	20 October 2021	
Ms Hulisani Mushiane	3/4	20 October 2021	-
Mr Jeoffrey Mashele	4/4	20 October 2021	-
Mr Edgar Neluvhalani	4/4	20 October 2021	-

18. HUMAN CAPITAL MANAGEMENT COMMITTEE (HCMC)

Member	Meetings Attended	Appointment Date	Termination Date
Ms Nandi Mayathula-Khoza (Chairperson)	7/7	20 October 2021	-
Ms Zukisa Ramasia	7/7	20 October 2021	-
Ms Bulelwa Koyana	7/7	20 October 2021	-
Chief Livhuwani Matsila	7/7	20 October 2021	-
Mr Edgar Neluvhalani	6/7	20 October 2021	-
+Ms Flora Mokgohloa	7/7	01 January 2022	-
Mr Makhubalo Ndaba	7/7	23 November 2022	-

+ Department of Forestry, Fisheries, and the Environment Representative

19. LAND CLAIMS COMMITTEE

Members	Meetings Attended	Appointment Date	Termination Date
Chief Livhuwani Matsila (Chairperson)	5/5	27 January 2022	-
Mr Lourence Mogakane	5/5	27 January 2022	-
Mr Brian Ngobeni	5/5	27 January 2022	-
Ms Hulisani Mushiane	4/5	27 January 2022	-
Ms Yolan Friedmann	5/5	27 January 2022	-

Part D

HUMAN CAPITAL MANAGEMENT

INTRODUCTION

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.

As SANParks reimagines conservation as a catalyst for social transformation, economic inclusion, and environmental sustainability, the role of Human Capital has emerged as a key enabler of this shift. In 2024/25, our focus was on building a capable, resilient, and purpose-driven workforce, one that reflects the spirit of Vision 2040 and advances Outcome Goal 4 of the Annual Performance Plan.

Human Capital has been instrumental in embedding a culture of equity, purpose, and belonging where employees are not merely recipients of change, but co-creators of a more inclusive and sustainable conservation future. Through progressive labour relations, strategic talent development, innovative performance systems, and a renewed emphasis on wellness and inclusion, we are cultivating a workforce that is adaptive, empowered, and aligned with the values of a democratic South Africa.

This section highlights key achievements and forward-looking efforts, reinforcing our belief that the future of conservation is a shared endeavour—anchored in people.

1. WORKFORCE OVERVIEW AND PERSONNEL COSTS

Total personnel expenditure for 2024/25 amounted to R1.74 billion, a year-on-year increase of R409.9 million. This was partly driven by costs related to the termination of 188 employees, which included severance, recruitment, and capacity restoration. Despite the cost implications, this presented a strategic opportunity to realign talent, inject new energy, and improve organisational agility.

Personnel Distribution by Salary Band (2024/25)

Occupational Level	Personnel Expenditure	% of Total	No. of Employees	Avg. Cost per Employee
Top Management	R18.5m	1.2%	7	R2.64m
Senior Management	R93.7m	6.2%	61	R1.54m
Mid-Management	R283.5m	18.7%	341	R831k
Junior Management	R265.2m	17.5%	635	R418k
Semi-Skilled	R570.5m	37.6%	2,099	R272k
Unskilled	R287.6m	18.9%	1,255	R229k
Total	**R1.52bn**	**100%**	**4,398**	**R345k**

2. WORKFORCE CHANGES AND EMPLOYMENT TRENDS

During the year, SANParks appointed 325 new employees, reflecting strategic growth and targeted succession planning. The overall workforce grew to 4 152 employees, from 4 046 at the beginning of the year.

Employment Movement Summary

Level	Start	Appointments	Terminations	End
Top Management	7	0	0	7
Senior Management	50	7	4	59
Mid-Management	294	38	21	315
Junior Management	573	45	36	595
Semi-Skilled	1,724	152	80	1,988
Unskilled	1,398	83	47	1,189
Total	**4,046**	**325**	**188**	**4,152**

3. LEARNING, DEVELOPMENT AND TALENT PIPELINE

Skills Development Investment

- In 2024/25, SANParks invested R20 million (1.05% of payroll) in skills development, reaching 2 403 employees through various interventions including short learning programmes, workshops, and structured on-the-job training.
- 71 dependents of employees received financial assistance for tertiary education.
- 142 employees received bursaries to pursue formal qualifications.

Strategic Partnerships

- Southern African Wildlife College (SAWC): 18 rangers received bursaries to attend leadership programmes. Additional SANParks rangers were trained through SAWC's accredited courses funded to the value of R4.45 million.
- African Leadership University (ALU): Three conservation professionals completed leadership training, with two qualifying for an international training module in Mauritius.

Graduate and Internship Programmes

- 3.9% of workforce (174 interns) participated in graduate or work-integrated learning programmes.
- 17 interns were hosted in collaboration with CSIR under the National Cleaner Production Centre South Africa programme.

4. EMPLOYEE RELATIONS, EQUITY AND TRANSFORMATION

Labour Relations

- A historic three-year collective agreement was signed with HOSPERSA and NUPSAW, introducing salary increases and condition improvements through to 2027.
- 92% success rate at CCMA hearings (33 of 36 cases ruled in SANParks' favour)
- 296 disciplinary cases were managed with due process and transparency.

Trade Union Engagement

- 70% of SANParks employees are represented by four recognised trade unions.
- Regular engagements fostered labour peace and productivity.

Employment Equity and DEIB

- SANParks advanced transformation through targeted recruitment, disability inclusion, and the promotion of equity and belonging. Notable progress includes:
  - A new partnership with South African National Deaf Association (SANDA)
  - Inclusive design and accommodation training
  - Disability disclosure and awareness campaigns

Female Representation vs Targets

Race	Actual	Target
African	1,913	1,772
Coloured	399	391
Indian	9	17
White	78	126

5. PERFORMANCE MANAGEMENT AND SYSTEMS MODERNISATION

The automation of the Performance Management System (PMS) for employees in Bands E to F via the Employee Self-Service (ESS) platform marked a key milestone. This digital shift enhances transparency, accountability, and efficiency and will be progressively rolled out to additional levels.

6. EMPLOYEE WELLNESS AND ORGANISATIONAL CULTURE

The Employee Wellness Programme (EWP) achieved a 7.6% utilisation rate, surpassing both the previous year and the national average (6.9%). Key wellness themes included mental health (23.8%), workplace stress (22.7%), and relationship issues (10.3%). 21.6% of usage came from management innovative programmes launched:

- Vegetable seed sharing and ploughing initiatives
- Community wellness and nutrition campaigns
- Wellness days and webinars
- Sporting codes and team challenges promoted physical health and morale.

7. EMPLOYMENT AND VACANCY SNAPSHOT

Vacancy Rate (2024/25): 11.95%

Level	Approved Posts	Filled Posts	Vacancies	Vacancy %
Top Management	7	7	0	0.00%
Senior Management	68	59	9	13.24%
Mid-Management	356	315	41	11.52%
Junior Management	665	595	70	10.53%
Semi-Skilled	1,983	1,807	176	8.88%
Unskilled	1,640	1,369	271	16.52%

SANParks continued to experience recruitment challenges in specialised and senior roles, particularly within the ranger corps and supervisory functions.

8. HUMAN CAPITAL ADMINISTRATION AND AUTOMATION

The introduction of the HCM Self-Service Portal significantly improved payroll and administrative processes, streamlining employee inquiries and enhancing service levels.

9. EXIT ANALYSIS AND ATTRITION MANAGEMENT

A total of 188 employees exited the organisation in 2024/25, with retirements (33.5%) and resignations (29.3%) as the leading causes.

Reason	No.	%
Retirement	63	33.5%
Resignation	55	29.3%
Dismissal	29	15.4%
Deceased	22	11.7%
Ill Health	12	6.4%
Early Retirement	5	2.7%
Others	2	1.1%
Total	**188**	**100%**

These exits were handled in accordance with fair labour practices, with many triggering succession planning interventions.

Part E

FINANCIAL INFORMATION

FINANCIAL REPORT

FINANCIAL RESULTS

For the year ended 31 March 2025, South African National Parks (SANParks) demonstrated notable financial resilience and performance improvement compared to the previous financial year, despite ongoing economic, political, and environmental challenges in South Africa. The entity recorded a surplus of R311 million, up from the previous year's restated surplus of R258 million, highlighting enhanced operational efficiency and revenue growth.

Total revenue increased significantly from R3,68 billion in 2024 to R4,10 billion in 2025. This is the first time in its history that SANParks has reached and exceeded R4 billion in revenue, and this is quite a momentous occasion for SANParks. This improvement was driven by a strong performance in tourism and tourism related revenue which generated R2,83 billion, an increase of R232 million year-on-year. This growth is indicative of a rebound in domestic and international tourism, possibly linked to post-pandemic recovery trends and successful marketing initiatives.

Additionally, government grants and other funding increased from R896 million to R998 million. This increase is mainly due to infrastructure grant revenue that was recognised in line with actual expenditure incurred on infrastructure improvement projects. The utilisation of these funds reflects SANParks' commitment to addressing critical infrastructure needs across its national parks, supporting both conservation operations and enhanced visitor amenities.

Total expenditure rose from R3,45 billion to R3,76 billion, primarily due to higher employee related and operating expenses. Employee related costs increased from R1,52 billion to R1,77 billion due to an increase in the staff establishment of the annual increment and the payment of ex gratia bonuses to employees. The increase is also due to the filling of vacancies that were budgeted for but filled towards the latter part of the financial year. The increase in operating expenses is directly aligned to SANParks' strategic decision to strengthen its Information Technology (IT) capacity in support of the Vision 2040 initiative. The organisation has been actively investing in the recruitment and deployment of skilled IT personnel to implement and support a robust IT infrastructure across all parks. This includes the rollout of integrated digital systems to enhance operational efficiency, improve data management, and elevate the overall visitor experience through digital innovation. Despite these increases, SANParks managed to contain costs effectively and maintain a healthy cash position, ending the year with R2,66 billion in cash and cash equivalents.

Given the broader national context marked by energy instability, constrained public funding, and climate-related pressures on ecosystems, SANParks' ability to grow its net assets from R3,34 billion to R3,65 billion is commendable. This reflects sound financial stewardship, prudent cost management, and strategic allocation of resources aligned with its conservation mandate.

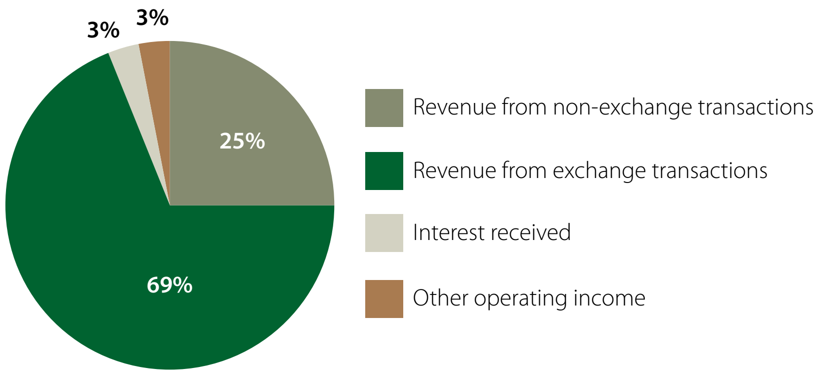
In summary, SANParks has improved its financial sustainability and operational effectiveness in 2025, showing adaptability and strength amid South Africa's evolving environmental and socio-economic landscape.

KEY REVENUE COMPONENTS

Total revenue for the year is R4,10 billion (R3,68 billion – 2023/2024) and indicates a 11% increase from the previous year. Revenue from exchange transactions for the current year totals R3,07 billion (R2,75 billion – 2023/2024) and is 12% more than the previous year due to a growth in tourism. Revenue from exchange transactions currently makes up 75% of total revenue.

Revenue from non-exchange transactions amounts to R1,03 billion (R924 million – 2023/2024) and is 11% more than previous year, due to more spending on infrastructure projects.

Revenue

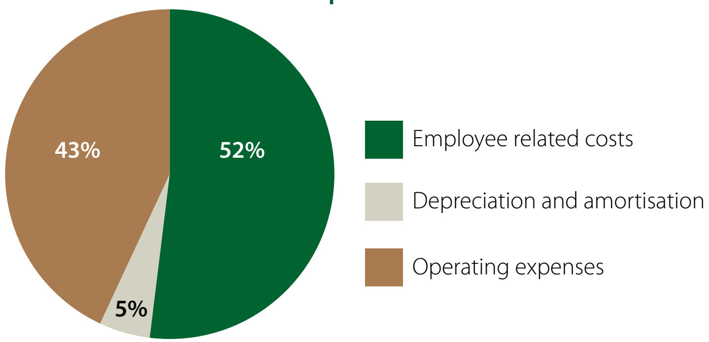


KEY EXPENDITURE COMPONENTS

Total expenditure increased by 9% YoY while employee-related costs increased by 16% compared to the previous financial year mainly because of the annual increment and payment of ex gratia bonuses to employees. The increase is also due to the filling of vacancies that were budgeted for but filled towards the latter part of the financial year.

SANParks' main expenses are human resources and operating expenditure. The income to cost ratio is 1.09: 1, which results in a net surplus margin of 8%. This means that SANParks' total revenue is sufficient to cover its operational needs.

Expenditure



FINANCIAL ANALYSIS

Non-current assets represent Receivables, PPE, Intangible and Heritage Assets used in the organisation's operations. Total non-current assets amount to R3,79 billion compared to the previous year's R3,45 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 R2,66 billion (R2,76 billion – 2023/2024), which indicates a 4% decrease in the current year mainly as a result of spending on infrastructure projects. Cash reserves available are committed and set aside for capital and special projects.

Non-current liabilities amount to R823 million (R744million – 2023/2024). The increase of 11% is mainly due to an increase in employee benefit obligation, and finance lease obligation.

Current liabilities are R2,32 billion (R2,44 billion - 2023/2024) and is 5% less than the previous year, mainly due to decrease in unspent conditional grants as a result of more projects that are being completed.

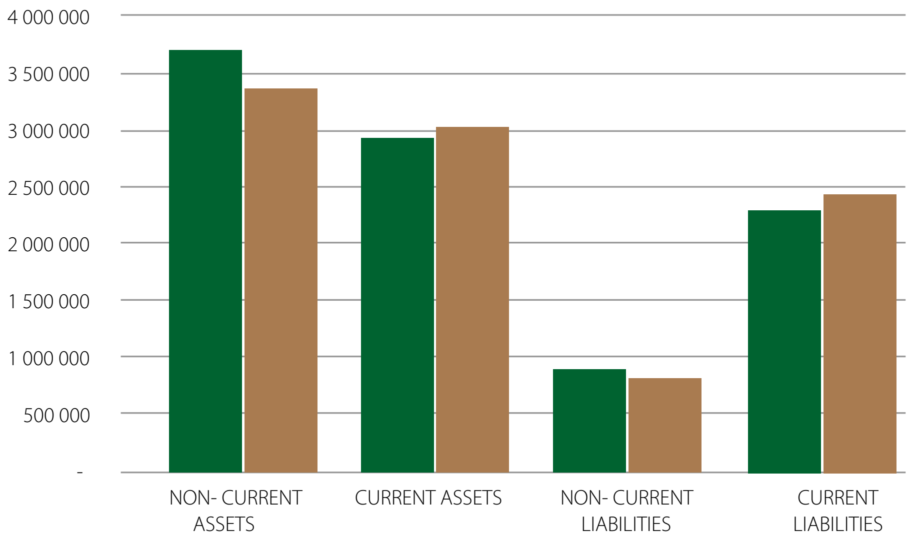
As indicated by the working capital ratio of 1.30: 1, SANParks' current assets exceed its current liabilities, which means that SANParks' current assets are sufficient to pay-off its current liabilities.

The acid test ratio is 1.26: 1, which indicates SANParks ability to meet its current obligations using its liquid assets.

SANParks witnessed a growth in the corporate giving, international donations as well as individual trusts giving this past financial year. We are appreciative of the generosity of all our donors and funders. These funds have a positive contribution in the management of conservation estate including anti-poaching activities.

New resource mobilisation approaches have been explored in the 2024/2025 financial year by reaching out to corporates and businesses in an effort to enhance and enter into business coalitions. SANParks will continue strengthening reporting, monitoring, evaluation systems to ensure it demonstrates the impact of the donor funds. The SANParks Honorary Rangers, Peace Parks Foundation, WWF, and many other organisations remain our pillar of strength in advancing our resource mobilisation efforts and contributing to the realisation of our public good mandate.

Net Assets



	Non- current Assets	Current Assets	Non -current Liabilities	Current Liabilities
2024-2025	3 788 211	3 002 860	823 377	2 317 370
2023-2024	3 450 784	3 074 963	743 949	2 442 431

IN CONCLUSION

The 2024/2025 financial year concludes with SANParks best financial performance since the 2019/2020 financial year. 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 potentially 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 214 to 308, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information 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 2025 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.

Responsibilities of the Accounting Authority for the financial statements

6. The Accounting Authority is responsible for the preparation and fair presentation of the financial statements in accordance with the 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.

7. 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

8. 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.

9. 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 7, forms part of my auditor's report.

REPORT ON THE ANNUAL PERFORMANCE REPORT

10. 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.

11. I selected the following material performance indicators related to outcome goal 1: sustainable biodiversity and cultural heritage across land and sea, which delivers benefits for the people of South Africa and the world, now and in the future, presented in the Annual Performance Report for the year ended 31 March 2025. 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 secured for inclusion in national parks
- Number of hectares receiving initial clearing of invasive plant species
- Number of hectares receiving follow-up clearing of invasive plant species
- Number of wetlands under rehabilitation
- Climate change vulnerabilities and adaptation objectives included in park management plans
- Number of projects implemented towards the improved management of cultural heritage
- Sustainable management of rhino populations maintained

12. 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.

13. 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 is 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 taken to improve performance.

14. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.

15. I did not identify any material findings on the reported performance information for the selected indicators.

REPORT ON COMPLIANCE WITH LEGISLATION

16. 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.

17. 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.

18. 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.

19. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Expenditure management

20. Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R171 895 000, as disclosed in note 31 to the annual financial statements, as required by section 51(1)(b)(ii) of the PFMA. The majority of the irregular expenditure related to the use of expired contracts and unjustified deviations, with two contracts contributing significantly to the total amount.

Consequence management

21. Investigations were not conducted into all allegations of financial misconduct committed by officials, as required by treasury regulation 33.1.1.

Revenue management

22. Effective and appropriate steps were not taken to collect all revenue due, as required by section 51(1)(b)(i) of the PFMA.

OTHER INFORMATION IN THE ANNUAL REPORT

23. 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.

24. My opinion on the financial statements and my reports on the audit of the Annual Performance Report and 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.

25. 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.

26. I did not receive the other information prior to the date of the auditor's report. When I do receive and read the information, if I included 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

27. 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.

28. 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.

29. Management did not ensure that there are adequate oversight controls in place to prevent, identify and record irregular expenditure.

30. Management did not implement effective measures to ensure the collection of all revenue and long-outstanding debt.

31. Management did not ensure that all reported allegations of financial misconduct were adequately investigated, and that disciplinary action was taken where appropriate.

Auditor-General

Pretoria

01 August 2025

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 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulation 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 2020/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 2020/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1

Legislation	Sections or regulations
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

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, one of which resigned of 08 March 2025. Members of management, as internal and external audit representatives are permanent invitees to Audit and Risk Committee meetings.

During 2024/2025, the Committee reviewed SANParks' financial reports and both internal and external audit reports. The chairperson of the Committee reported to the Board every quarter on how the committee discharged its responsibilities contained in the Auditor 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 achieved by means of the risk management process, 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 2024/2025 financial year, the Internal Audit unit concluded 85% of its planned audits.

The internal audit function has undergone an external quality assessment review which indicated that the function is "generally conforming" with the International Standards for the Professional Practice of Internal Auditing. As part of the assessment, a gap analysis was conducted against the Global Internal Auditing Standards, which came into effect on the 9th of January 2025. The gaps identified will be addressed during the 2025/2026 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 as most of the audits were concluded with the "Some Improvement Required" conclusion.

To ensure that the designed controls within the organisation function as intended; there is a need to strengthen and capacitate the following areas:

- Infrastructure projects and maintenance,
- Occupational health and safety,
- Supply chain management (specifically contracts management),
- Internal financial controls
- Third party risk management

Management has identified the need to improve and implement continuous monitoring within the organisation 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

The committee also oversees the risk management process, it considered the strategic risk register every quarter during the financial year.

The implementation of planned mitigations maintained the residual ratings of the majority of the 2024/2025 strategic risks. The committee noted, that despite some implementation of planned mitigations, SANParks' exposure to risks relating to financial sustainability, insufficient maintenance and recapitalisation of infrastructure, and inefficiencies in business processes, is of concern. The management of these risks remains a priority and have been included in the 2025/2026 strategic risk register.

An internal audit review and follow up audit conducted during the year revealed significant improvement in SANParks' enterprise risk management controls. The follow-up Internal Audit review, based on the previous year's audit, concluded that all the corrective actions have been implemented and the controls are effective.

The Committee was 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 2025/26 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

Chairperson of the Audit and Risk Committee

GENERAL INFORMATION

Country of incorporation and domicile	South Africa
Legal form of entity	Schedule 3A National Environmental Management: Protected Areas Act, 57 of 2003,
Nature of business and principal activities	SANParks mandate is to conserve, protect, control, and manage national parks and other pre-defined protected areas and their biological diversity (biodiversity).
Registered office	643 Leyds Street Muckleneuk Pretoria South Africa 0002
Business address	643 Leyds Street Muckleneuk Pretoria South Africa 0002
Postal address	PO Box 787 Pretoria 0001
Controlling entity	Department of Forestry, Fisheries and the Environment (DFFE) 473 Steve Biko Road Arcadia Pretoria 0083
Bankers	First National Bank 1 First Place 7th Floor Bank City Johannesburg 2000
Auditors	Auditor General of South Africa (AGSA) 300 Middel Street New Muckleneuk Pretoria 0002
Acting Secretary	Ms Nnaniki Rampedi

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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 2025 and its financial position as at 31 March 2025.

Ms Hapiloe Sello
Chief Executive Officer

Ms Pam Yako
Accounting Authority

Pretoria

31 July 2025

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025

	Note(s)	2025 '000	2024 Restated* '000
Assets			
Current Assets			
Inventories	2	90,080	85,145
Receivables from exchange transactions	3	251,415	228,586
Cash and cash equivalents	4	2,661,365	2,761,232
		3,002,860	**3,074,963**
Non-Current Assets			
Receivables from exchange transactions	3	219,451	250,004
Property, plant and equipment	5	2,651,615	2,329,066
Intangible assets	6	8,441	10,847
Heritage assets	7	908,704	860,867
		3,788,211	**3,450,784**
Total Assets		**6,791,071**	**6,525,747**
Liabilities			
Current Liabilities			
Finance lease obligation	10	23,003	8,704
Payables from exchange transactions	11	424,361	326,823
Accrued leave	12	89,944	81,515
Employee benefit obligation	13	42,797	38,235
Unspent conditional grants and receipts	14	984,807	1,373,291
Provisions	15	191,979	130,428
Reservation deposits	16	560,479	483,435
		2,317,370	**2,442,431**
Non-Current Liabilities			
Finance lease obligation	10	86,563	25,421
Employee benefit obligation	13	522,395	468,524
Provisions	15	214,419	250,004
		823,377	**743,949**
Total Liabilities		**3,140,747**	**3,186,380**
Net Assets		**3,650,324**	**3,339,367**
Accumulated surplus		3,650,324	3,339,367
Total Net Assets		**3,650,324**	**3,339,367**

STATEMENT OF FINANCIAL PERFORMANCE

	Notes	2025 '000	2024 Restated* '000
Revenue			
Revenue from exchange transactions			
Tourism, Retail, Concession and Other	17	2,825,955	2,593,482
Sales - fauna and flora	18	7,333	10,909
Other operating income	19	109,906	42,738
Interest income	20	128,220	104,004
Total revenue from exchange transactions		**3,071,414**	**2,751,133**
Revenue from non-exchange transactions			
Transfer revenue			
Government grants and other funding	21	998,387	896,728
Donations	22	33,199	27,513
Total revenue from non-exchange transactions		**1,031,586**	**924,241**
Total revenue		**4,103,000**	**3,675,374**
Expenditure			
Employee related costs	23	(1,768,410)	(1,523,680)
Depreciation and amortisation	24	(162,884)	(142,575)
Finance costs	25	(6,812)	(10,105)
Operating lease payments	26	(28,669)	(33,355)
Cost of sales	27	(346,681)	(371,007)
Gain/(Loss) on disposal of assets	28	(4,270)	(2,060)
Operating expenses	29	(1,442,151)	(1,365,234)
Total expenditure		**(3,759,877)**	**(3,448,016)**
Surplus (deficit)		**343,123**	**227,358**
Actuarial (gains)/losses		32,167	(30,949)
Surplus for the year		**310,956**	**258,307**

STATEMENT OF CHANGES IN NET ASSETS

	Accumulated surplus '000	Total net assets '000
Opening balance as previously reported	2,994,594	2,994,594
Adjustments		
Prior year adjustments 41	86,466	86,466
Balance at 01 April 2023 as restated*	**3,081,060**	**3,081,060**
Changes in net assets		
Surplus for the year	258,307	258,307
Total changes	258,307	258,307
Restated* Balance at 01 April 2024	**3,339,368**	**3,339,368**
Changes in net assets		
Surplus for the year	310,956	310,956
Total changes	310,956	310,956
Balance at 31 March 2025	**3,650,324**	**3,650,324**

Note(s)

CASH FLOW STATEMENT

	Note(s)	2025 '000	2024 Restated* '000
Cash flows from operating activities			
Receipts			
Cash receipts from exchange transactions		2,909,366	2,644,090
Cash receipts from non-exchange transactions		615,914	1,485,562
Interest income		128,220	104,004
		3,653,500	**4,233,656**
Payments			
Employee costs		(1,677,810)	(1,518,297)
Suppliers		(1,640,052)	(1,659,236)
Finance costs		(23)	(7,037)
		(3,317,885)	**(3,184,570)**
Net cash flows from operating activities	32	**335,615**	**1,049,086**
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(393,366)	(297,565)
Proceeds from sale of property, plant and equipment	5	419	2,416
Proceeds from sale of intangible assets	6	-	2
Purchase of heritage assets	7	(20,620)	(3,350)
Proceeds from sale of heritage assets	7	-	120
Net cash flows from investing activities		**(413,567)**	**(298, 377)**
Cash flows from financing activities			
Finance lease payments		(15,126)	8,858
Finance costs		(6,789)	(3,068)
Net cash flows from financing activities		**(21,915)**	**5,790**
Net increase/(decrease) in cash and cash equivalents		**(99,867)**	**756,499**
Cash and cash equivalents at the beginning of the year		2,761,232	2,004,733
Cash and cash equivalents at the end of the year	4	**2,661,365**	**2,761,232**

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	2,630,146	11,648	**2,641,794**	2,825,955	**184,161**	
Sales - fauna and flora	5,500	8,816	**14,316**	7,333	**(6,983)**	
Other operating income	137,441	-	**137,441**	109,906	**(27,535)**	
Interest income	96,895	40,790	**137,685**	128,220	**(9,465)**	
Total revenue from exchange transactions	**2,869,982**	**61,254**	**2,931,236**	**3,071,414**	**140,178**	**Note 42 (A)**
Revenue from non-exchange transactions						
Transfer revenue						
Government grants and other funding	905,106	-	**905,106**	998,387	**93,281**	Note 42 (B)
Donations	35,611	-	**35,611**	33,199	**(2,412))**	Note 42 (C)
Total revenue from non- exchange transactions	**940,717**	**-**	**940,717**	**1,031,586**	**90,869**	
Total revenue	**3,810,699**	**61,254**	**3,871,953**	**4,103,000**	**231,047**	
Expenditure						
Employee related costs	(1,761,109)	(32,714)	**(1,793,823)**	(1,768,410)	**25,413**	Note 42 (D)
Depreciation and amortisation	(137,319)	(18,336)	**(155,655)**	(162,884)	**(7,229)**	Note 42 (E)
Finance costs	(8,272)	-	**(8,272)**	(6,812)	**1,460**	Note 42 (F)
Operating lease payments	(53,427)	-	**(53,427)**	(28,669)	**24,758**	Note 42 (G)
Cost of sales	(377,322)	-	**(377,322)**	(346,681)	**30,641**	Note 42 (H)
Operating expenses	(1,473,270)	(10,204)	**(1,483,474)**	(1,442,151)	**41,303**	Note 42 (I)
Total expenditure	**(3,810,719)**	**(61,254)**	**(3,871,973)**	**(3,755,607)**	**116,346**	
Operating surplus	**(20)**	**-**	**(20)**	**347,393**	**347,413**	
Gain/(Loss) on disposal of assets	20	-	**20**	(4,270)	**(4,290)**	Note 42 (J)
Surplus for the year	**-**	**-**	**-**	**343,123**	**343,123**	
Actuarial (gains)/losses	-	-	**-**	32,167	**32,167**	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**-**	**-**	**-**	**310,956**	**310,936**	

SIGNIFICANT 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.

SIGNIFICANT 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:

(a) 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.

(b) 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.

SIGNIFICANT 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.

SIGNIFICANT ACCOUNTING POLICIES

1.4 INVENTORIES (CONTINUED)

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 perfomance.

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 the entity and a financial liability or a residual interest of another the entity.

A concessionary loan is a loan granted to or received by the 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.

SIGNIFICANT 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:

SIGNIFICANT ACCOUNTING POLICIES

1.5 FINANCIAL INSTRUMENTS (CONTINUED)

Class	Category
Trade and other payables from exchange transactions	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

SIGNIFICANT 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.

SIGNIFICANT 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.

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.

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 and infrastructure	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 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.

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.

SIGNIFICANT ACCOUNTING POLICIES

1.6 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

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 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.

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.

The entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

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.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred. 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.
- 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.

SIGNIFICANT ACCOUNTING POLICIES

1.7 INTANGIBLE ASSETS (CONTINUED)

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

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.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

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.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Patents, trademarks and other rights	Straight-line	Indefinite
Computer software	Straight-line	3 to 5 years

The entity has assessed certain intangible assets as having indefinite useful lives based on a combination of legal, operational, and economic factors that indicate there is no foreseeable limit to the period over which the assets are expected to generate economic or service potential. Key factors considered:

Management's Intention and Usage

The entity has no plans to dispose of or alter the use of the assets. In cases of trademarks, Patents and other rights, they are expected to continue to provide service potential without foreseeable degradation or replacement.

The assets are expected to generate recurring value through tourism, conservation efforts, education, and environmental sustainability. This ongoing utility indicates that their benefits is not limited to a specific time frame.

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements.

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 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.

SIGNIFICANT ACCOUNTING POLICIES

1.8 HERITAGE ASSETS (CONTINUED)

The entity' classes of Heritage Assets include:

- Conservation areas such as National Parks.
- Archeological 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 spititrual 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.

SIGNIFICANT 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.

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

SIGNIFICANT ACCOUNTING POLICIES

1.8 HERITAGE ASSETS (CONTINUED)

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 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.

SIGNIFICANT 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.

SIGNIFICANT 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.

SIGNIFICANT 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 entity.

SIGNIFICANT 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.

SIGNIFICANT 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.

SIGNIFICANT 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:

SIGNIFICANT 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.

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:

SIGNIFICANT ACCOUNTING POLICIES

1.12 EMPLOYEE BENEFITS (CONTINUED)

- 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.

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:

SIGNIFICANT ACCOUNTING POLICIES

1.12 EMPLOYEE BENEFITS (CONTINUED)

- 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;
- 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.

SIGNIFICANT ACCOUNTING POLICIES

1.13 PROVISIONS AND CONTINGENCIES (CONTINUED)

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:

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).

SIGNIFICANT ACCOUNTING POLICIES

1.14 SERVICE CONCESSION ARRANGEMENTS: ENTITY AS GRANTOR (CONTINUED)

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:

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:

SIGNIFICANT ACCOUNTING POLICIES

1.15 REVENUE FROM EXCHANGE TRANSACTIONS (CONTINUED)

- 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.

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.

SIGNIFICANT ACCOUNTING POLICIES

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:

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

SIGNIFICANT ACCOUNTING POLICIES

1.16 REVENUE FROM NON - EXCHANGE TRANSACTIONS (CONTINUED)

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.

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.

SIGNIFICANT ACCOUNTING POLICIES

1.17 ACCOUNTING BY PRINCIPALS AND AGENTS (CONTINUED)

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.

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.

SIGNIFICANT ACCOUNTING POLICIES

1.18 STATUTORY RECEIVABLES (CONTINUED)

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.
- 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.

SIGNIFICANT ACCOUNTING POLICIES

1.18 STATUTORY RECEIVABLES (CONTINUED)

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.

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).

SIGNIFICANT ACCOUNTING POLICIES

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.

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.

SIGNIFICANT ACCOUNTING POLICIES

1.23 RELATED PARTIES (CONTINUED)

Management are those persons responsible for planning, directing and controlling the activities of the 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).

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.

SIGNIFICANT ACCOUNTING POLICIES

1.25 LIVING AND NON-LIVING RESOURCES (CONTINUED)

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.

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 amedments 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 Fianace. 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 may impact the recognition of transactions of SANParks.

SIGNIFICANT ACCOUNTING POLICIES

1.26 NEW STANDARDS AND INTERPRETATIONS (CONTINUED)

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, impairment 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 2024 to 31 March 2025.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

2. INVENTORIES

	2025 '000'	2024 '000'
Consumables	41,607	47,401
Retail goods and fuel	48,473	37,744
	90,080	**85,145**
Inventories recognised as an expense during the year	455,093	471,592

Inventory pledged as security

There is no Inventory pledged as security.

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS

	2025 '000'	2024 '000'
Trade debtors	54,842	60,129
Prepayments	507	33,501
Creditors with debit balances	2,589	687
Prepayments (non-current)	5,032	-
Staff debtors and other	18,345	20,114
VAT Accrual	2,160	-
Impairment of accounts receivable	(19,007)	(16,273)
Concession assets (current)	191,979	130,428
Concession assets (non-current)	214,419	250,004
	470,866	**478,590**
Non-current receivables	219,451	250,004
Current receivables	251,415	228,586
	470,866	**478,590**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '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

	2025 '000'	2024 '000'
Current (0 - 30 days)	31,077	29,306
31 - 60 days	1,292	2,817
61 - 90 days	294	1,041
91 - 120 days	460	5,653
Over 120 days	21,719	21,312
	54,842	**60,129**

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 2025,R 2,046 (March 2024:R 9,511) were past due but not impaired.

A review of staff debtor balances was conducted as part of the financial reporting process. The assessment included an evaluation of the aging of receivables, repayment history, and current employment status of the respective staff members. Based on this review, management is satisfied that all staff debtor balances are recoverable, and no indicators of impairment were identified as at the reporting date.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS (CONTINUED)

The ageing of amounts past due but not impaired is as follows:

1 month past due	1,292	2,817
2 months past due	294	1,041
3 months past due	460	5,653

Trade and other receivables impaired

As of 31 March 2025, current trade and other receivables of R 18,831 (March 2024: R 16,273) were impaired and provided for.

The amount of the provision was R 18,831 as of 31 March 2025 (March 2024: R 16,273).

The ageing of these trade and other receivables is as follows:

3 to 6 months	2,558	1,701
Over 6 months	16,273	14,572

Reconciliation of provision for impairment of trade and other receivables

Opening balance	16,273	14,572
Provision for impairment	2,558	1,701
	18,831	**16,273**

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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

4. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

	2025 '000'	2024 '000'
Cash on hand	328	250
Bank balances	179,913	439,410
Short term investments	2,481,124	2,321,572
	2,661,365	**2,761,232**
Cash and cash equivalents held by the entity that are not available for use by the economic entity	984,807	1,373,291

Cash and cash equivalents held by the entity and not available for use relates to unspent conditional grants subject to strict conditions by each respective donor.

Short term investments

	2025 '000'	2024 '000'
Notice account: Standard Bank	20,697	19,164
Corporation for Public Deposits - Reserve Bank	2,460,427	2,302,408
	2,481,124	**2,321,572**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

5. PROPERTY, PLANT AND EQUIPMENT

	2025			2024		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Buildings and infrastructure	2,670,120	(758,447)	1,911,673	2,461,021	(686,332)	1,774,689
Vehicles and mechanical equipment	763,807	(490,614)	273,193	660,474	(455,398)	205,076
Furniture and office equipment	371,657	(244,777)	126,880	332,371	(222,796)	109,575
Aircraft	110,965	(104,817)	6,148	110,299	(98,930)	11,369
Work in progress	333,721	-	333,721	228,357	-	228,357
Total	**4,250,270**	**(1,598,655)**	**2,651,615**	**3,792,522**	**(1,463,456)**	**2,329,066**

Reconciliation of property, plant and equipment - March 2025

	Opening balance	Additions	Disposals	Transfers	Depreciation	Impairment loss	Total
Buildings and infrastructure	1,774,689	3,331	(1,291)	205,405	(70,117)	(344)	1,911,673
Vehicles and mechanical equipment	205,076	115,850	(2,620)	10,208	(55,110)	(211)	273,193
Furniture and office equipment	109,575	40,853	(771)	6,384	(29,009)	(152)	126,880
Aircraft	11,369	1,035	(7)	-	(6,242)	(7)	6,148
Work in progress	228,357	327,361	-	(221,997)	-	-	333,721
	2,329,066	**488,430**	**(4,689)**	**-**	**(160,478)**	**(714)**	**2,651,615**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '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	210,848	-	(149,581)	(31,421)	-	228,357
	2,178,516	**293,965**	**(4,485)**	**-**	**-**	**(138,930)**	**2,329,066**

Pledged as security

No property plant and equipment are pledged under security.

Assets subject to finance lease (Net carrying amount)

	2025	2024
Motor vehicles	164,828	32,760
Furniture and Office equipment	-	-
	164,828	**32,760**

Property, plant and equipment in the process of being constructed or developed

	2025	2024
Buildings	333,721	228,357

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

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	2025 '000'	2024 '000'
Buildings and infrastructure	153,983	120,701
Vehicles and mechanical equipment	67,894	62,438
Furniture and office equipment	40	29
	221,917	**183,168**

Development of property,plant and equipment assets are not taking a significantly longer period of time to complete than expected

6. INTANGIBLE ASSETS

	2025			2024		
	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	53,111	(47,406)	5,705	54,768	(46,657)	8,111
Total	**55,847**	**(47,406)**	**8,441**	**57,504**	**(46,657)**	**10,847**

Reconciliation of intangible assets - March 2025

	Opening balance	Amortisation	Total
Patents, trademarks and other rights	2,736	-	2,736
Computer software	8,111	(2,406)	5,705
	10,847	**(2,406)**	**8,441**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

Reconciliation of intangible assets - March 2024

	Opening balance	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
	14,773	**(2)**	**(279)**	**(3,645)**	**10,847**

Restricted title

There are currently no restriction on intangible assets.

7. HERITAGE ASSETS

	2025			2024		
	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	714,483	-	714,483	666,646	-	666,646
Total	**908,704**	**-**	**908,704**	**860,867**	**-**	**860,867**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

7. HERITAGE ASSETS (CONTINUED)

Reconciliation of heritage assets March 2025

	Opening balance	Additions	Total
Collections	19,854	-	19,854
Monuments	174,367	-	174,367
Conservation areas	666,646	47,837	714,483
	860,867	**47,837**	**908,704**

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

	2025 '000'	2024 '000'

7. HERITAGE ASSETS (CONTINUED)

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
- Archaelogical site
- 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)

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

	2025 '000'	2024 '000'

7. HERITAGE ASSETS (CONTINUED)

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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

7. HERITAGE ASSETS (CONTINUED)

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:

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, Graves sites of historical significance, 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).

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025	2024
	'000'	'000'

7. HERITAGE ASSETS (CONTINUED)

Other heritage assets per park	Description
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, Graves sites of historical significant, Rock arts, Historical structure.
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

	2025 '000'	2024 '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

	2025 '000'	2024 '000'

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:

- Terrestial 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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

9. LIVING RESOURCES (CONTINUED)

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 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

10. FINANCE LEASE OBLIGATION

	2025 '000'	2024 '000'
Minimum lease payments due		
- within one year	32,862	11,902
- in second to fifth year inclusive	102,113	30,138
	134,975	**42,040**
less: future finance charges	(25,409)	(7,915)
Present value of minimum lease payments	**109,566**	**34,125**
Present value of minimum lease payments due		
- within one year	23,003	8,704
- in second to fifth year inclusive	86,563	25,421
	109,566	**34,125**
Non-current liabilities	86,563	25,421
Current liabilities	23,003	8,704
	109,566	**34,125**

It is SANParks policy to lease certain motor vehicles and equipment under finance leases.

The average lease term was 3-5 years and the average effective borrowing rate was 10% (March 2024: 10%).

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

	2025 '000'	2024 '000'

11. PAYABLES FROM EXCHANGE TRANSACTIONS

	2025 '000'	2024 '000'
Trade payables	197,762	136,833
Payments received in advance	119,890	110,531
VAT payables	19,648	7,488
Debtors with credit balances	1,669	-
Accrued expenses	59,544	62,395
Deposits received	3,508	1,957
Other payables	22,340	7,619
	424,361	**326,823**

Trade Payables Age Analysis

	2025 '000'	2024 '000'
Current (0-30 days)	197,333	138,973
31 - 60 days	13	1,959
61 - 90 days	7	51
91 - 120 days	153	(1,986)
120 days and more	256	(2,162)
	197,762	**136,835**

12. ACCRUED LEAVE

	2025 '000'	2024 '000'
Opening balance	81,515	76,560
Remeasurements	8,429	4,955
	89,944	**81,515**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

13. EMPLOYEE BENEFIT OBLIGATIONS

The amounts recognised in the statement of financial position are as follows:

	2025 '000'	2024 '000'
Carrying value		
Present value of the defined benefit obligation-wholly unfunded	506,759	537,280
Net interest expense	60,244	57,775
Service cost	(33,978)	(57,347)
Remeasurements	32,167	(30,949)
	565,192	**506,759**
Non-current liabilities	(522,395)	(468,524)
Current liabilities	(42,797)	(38,235)
	(565,192)	**(506,759)**

Changes in the present value of the defined benefit obligation are as follows:

	2025 '000'	2024 '000'
Current-service cost	4,109	5,310
Benefits paid	(38,087)	(34,348)
Interest cost	60,244	57,775
Remeasurements	32,167	(30,949)
Curtailment	-	(28,309)
	58,433	**(30,521)**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

13. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

Net expense recognised in the statement of financial performance are as follows:

	2025 '000'	2024 '000'
Service cost	4,109	(22,999)
- Current service cost	4,109	5,310
- Past service cost	-	(28,309)
- Curtailment	-	(28,309)
Net interest on the net defined benefit liability (asset)	60,244	57,775
Remeasurements of the net defined benefit liability (asset)	32,167	(30,949)
- Actuarial gains and losses arising from:	32,167	(30,949)
- Changes in financial assumptions	32,167	(30,949)
	96,520	**3,827**

Component of actuarial gains and losses

	2025 '000'	2024 '000'
Financial assumption changes	19,332	(23,005)
Demographic assumption changes: none	-	-
Subsidy inflationary increases higher than assumed	17,509	17,954
Changes to membership profile different from assumed	(4,526)	(25,774)
Actual benefits vested, lower than expected	(148)	(124)
	32,167	**(30,949)**

Key assumptions used

Assumptions used at the reporting date:

	2025	2024
Discount rates used	10.80 %	12.34 %
Medical cost trend rates	6.80 %	7.93 %

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS (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 10.8% per annum has been used. The corresponding index-linked yield at this term is 3.7%. 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 2025.

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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

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:

	One percentage point/year increase	One percentage point/year decrease
Medical aid contribution inflation rate	620,289	517,480
Discount rate	518,308	620,076
Post-employment mortality	545,968	584,484
Average retirement age	-	577,647

Sensitivity analysis on current service and interest costs for year ending 31/03/2025

	One percentage point/year increase	One percentage point/year decrease
Medical aid contribution inflation rate	71,049	58,571
Discount rate	63,191	65,580
Post-employment mortality	62,199	66,508
Average retirement age	-	65,775

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

13. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

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 obiligated to cover this expense for an extended period. The expected contribution for the financial year is R43 million.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

14. UNSPENT CONDITIONAL GRANTS AND RECEIPTS

Unspent conditional grants comprises of:

	2025 '000'	2024 '000'
Unspent conditional grants and receipts		
Infrastructure grant	662,409	800,509
Special projects and Expanded Public Works Programme	222,654	479,849
Land grant	97,209	89,973
NDT - Grant Income	2,535	2,960
	984,807	**1,373,291**

Movement during the year

	2025 '000'	2024 '000'
- Infrastructure Grant - Department of Forestry, Fisheries and the Environment (DFFE)		
Opening balance beginning of the year	800,509	211,832
Funds received during the year	79,967	722,092
Interest received during the year	76,765	47,201
Funds utilised during the year	(294,832)	(180,616)
	662,409	**800,509**
- Infrastructure Grant - National Department of Tourism (NDT)		
Opening balance beginning of the year	2,960	9,138
Interest received or paid back during the year	(424)	273
Funds utilised during the year	(1)	(6,451)
	2,535	**2,960**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

14. UNSPENT CONDITIONAL GRANTS AND RECEIPTS (CONTINUED)

	2025 '000'	2024 '000'
Special Projects and Expanded Public Works Programme (EPWP)		
Expanded Public Works Programme (EPWP)	46,122	275,984
Special projects	124,022	151,326
Expanded Public Works Programme (EPWP) - Implementing agent	52,510	52,539
	222,654	**479,849**
- Expanded Public Works Programme (EPWP)		
Opening balance beginning of the year	275,419	322,699
Funds received during the year	125,253	341,010
Interest received during the year	532	-
Funds utilised during the year	(355,082)	(387,725)
	46,122	**275,984**
- Special Projects		
Opening balance beginning of the year	151,891	130,982
Prior year error	-	343
Transfer to income received in advance	-	681
Funds received during the year	74,241	117,169
Interest received during the year	25,681	6,298
Interest paid back during the year	(5,263)	-
Funds utilised during the year	(122,528)	(104,147)
	124,022	**151,326**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

14. UNSPENT CONDITIONAL GRANTS AND RECEIPTS (CONTINUED)

- Expanded Public Works Programme (EPWP) - Implementing agent

	2025 '000'	2024 '000'
Opening balance beginning of the year	52,539	51,926
Funds received during the year	-	57,418
Interest received during the year	13,663	1,973
Funds utilised during the year	(13,692)	(58,778)
	52,510	**52,539**

Land Grant

	2025 '000'	2024 '000'
Opening balance beginning of the year	89,972	65,589
Funds received during the year	22,430	21,463
Interest received during the year	5,795	6,273
Funds utilised during the year	(20,989)	(3,353)
	97,208	**89,972**

15. PROVISIONS

Reconciliation of provisions - March 2025

	Opening Balance	Remeasurements	Total
Concessionaires provision	250,004	(35,585)	214,419
Concessionaires provision (current)	130,428	61,551	191,979
	380,432	**25,966**	**406,398**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

15. PROVISIONS (CONTINUED)

Reconciliation of provisions - March 2024

	Opening Balance	Remeasurements	Total
Concessionaires provision	302,888	(52,884)	250,004
Concessionaires provision (current)	-	130,428	130,428
	302,888	**77,544**	**380,432**

	2025	2024
Non-current liabilities	214,419	250,004
Current liabilities	191,979	130,428
	406,398	**380,432**

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.

16. RESERVATION DEPOSITS

	2025	2024
Opening balance	483,435	438,241
Movement during the year	77,044	45,194
Closing balance	**560,479**	**483,435**

Reservation deposits relate to deposits made by customers for future bookings.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

17. TOURISM, RETAIL, CONCESSION AND OTHER

	2025 '000'	2024 '000'
Retail sales		
Retail sales	356,074	366,697
	356,074	**366,697**
Tourism income		
Accommodation	976,304	904,301
Drive fees	78,925	71,739
Trail fees	39,593	38,677
Other tourism related activities	59,434	59,566
	1,154,256	**1,074,283**
Concession income		
Facilities rental*	69,289	63,354
Concession fees received	167,182	151,152
	236,471	**214,506**
Conservation income		
Wild card income	145,992	132,801
Conservation fees	847,507	729,797
Entrance fees	15,219	15,328
	1,008,718	**877,926**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

17. TOURISM, RETAIL, CONCESSION AND OTHER (CONTINUED)

	2025 '000'	2024 '000'
Other income		
Rent received	16,300	17,410
Services rendered	54,136	42,660
	70,436	**60,070**
	2,825,955	**2,593,482**

*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

18. SALES - FAUNA AND FLORA

	2025 '000'	2024 '000'
Sales - fauna and flora	7,333	10,909

The sale of fauna and flora is used for biodiversity and to improve representative conservation estate.

19. OTHER OPERATING INCOME

	2025 '000'	2024 '000'
Sales - non-retail	3,544	3,119
Fines	879	706
Course fees	1,516	1,609
Commission received	13,828	1,054
Water and electricity	31,271	22,807
Rebates received	673	542
Location fee for filming right	4,683	3,814
Other income	53,062	8,674
Exchange rate difference income	450	413
	109,906	**42,738**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

20. INTEREST INCOME

Interest revenue		
Interest Received	5	8
Interest charged on trade and other receivables	3,104	258
Interest Received Investments	112,872	65,691
Interest Received Bank	12,239	38,047
	128,220	**104,004**

21. GOVERNMENT GRANTS AND OTHER FUNDING

Operating grants		
Roads	16,470	15,760
Conservation	226,543	216,810
Land grant	20,989	3,353
Infrastructure grant - DFFE	294,834	187,068
Expanded Public Works Programme Grant	317,023	369,590
Special projects income	122,528	104,147
	998,387	**896,728**

22. DONATIONS

Donations	33,199	27,513

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

23. EMPLOYEE RELATED COSTS

	2025 '000'	2024 '000'
Salaries and wages	1,339,650	1,180,438
Social contributions	209,452	186,652
Other salary related costs	154,955	122,197
Post-retirement benefits	64,353	34,393
	1,768,410	**1,523,680**

Included in employee related costs are related parties transactions pertaining to key management personnel remuneration as detailed in note 34 .

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 R65 million for 2 466 employees to the retirement fund (2024: R56 million for 2 330 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 R47 million for 2 191 employees (2024: R44 million for 2 239 employees)

24. DEPRECIATION AND AMORTISATION

	2025 '000'	2024 '000'
Property, plant and equipment	160,478	138,930
Intangible assets	2,406	3,645
	162,884	**142,575**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

25. FINANCE COSTS

	2025 '000'	2024 '000'
Finance leases	6,789	3,068
Bank charges	23	7,037
	6,812	**10,105**

26. LEASE RENTALS ON OPERATING LEASE

	2025 '000'	2024 '000'
Earthmoving equipment		
Contractual amounts	14,819	23,131
Office equipment and rentals		
Contractual amounts	13,850	10,224
	28,669	**33,355**

27. COST OF SALES

	2025 '000'	2024 '000'
Retail cost of sales	293,792	322,444
Accomodation	19,723	19,214
Wild Cards	33,166	29,349
	346,681	**371,007**

28. GAIN/(LOSS) ON DISPOSAL OF ASSETS

	2025 '000'	2024 '000'
Loss on disposal of assets	(4,270)	(2,060)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

29. OPERATING EXPENSES

	2025 '000'	2024 '000'
Assessment rates and municipal charges	129,689	97,582
Auditors remuneration	11,429	13,566
Bank charges	42,915	37,815
Consulting and professional fees	110,197	45,809
Consumables	108,669	100,585
License fees	77,105	31,330
Insurance	103,163	61,753
EPWP and other project expenditure	210,643	270,581
Information and communication technology expenses	113,747	183,591
Motor vehicle expenses	52,903	49,511
Fuel and oil	84,930	113,089
Promotions	22,412	18,966
Repairs and maintenance	176,740	140,816
Staff welfare	82,769	65,140
Telephone and fax	15,375	13,660
Other operating expenses	59,301	80,077
Impairment of financial assets	3,448	1,702
Special projects expenses	32,535	31,631
Game capture expenses	4,181	8,030
	1,442,151	**1,365,234**

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

	2025 '000'	2024 '000'

30. AUDITORS' REMUNERATION

Internal audit fees	4,781	6,553
External audit fees	6,648	7,013
	11,429	**13,566**

31. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

Irregular Expenditure	171,895	533,808
Fruitless and wasteful expenditure	21	8
Total	**171,916**	**533,816**

Irregular and Fruitless & Wasteful Expenditure

2024/25: The majority of the irregular expenditure relates to instances where contracts had expired and appropriate procurement processes were not followed to regularise deviations in accordance with applicable legislation.

2023/24: The irregular expenditure relates to non-compliance with Local Content requirements, as well as instances where appropriate deviation processes were not followed in line with procurement regulations.

Included in irregular expenditure for the 2024/2025 financial year is an amount of R66 million which relates to ICT services, emanating from an expired contract with DataCentrix. SANParks awarded a new tender for the provision of ICT Services. However, the existing service provider which was Datacentrix contested the appointment and instituted legal action. The outcome of the judgement stated that DCX should continue to provide services under the same terms and conditions, for a period of 12 months during which a new tender process must be finalised.

2024/25: Fruitless and wastfel expenditure incurred is mainly as a result of interest, fines and penalties incurred during the year.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

32. CASH GENERATED FROM OPERATIONS

	2025 '000'	2024 '000'
Surplus	**310,956**	**258,307**
Adjustments for:		
Depreciation and amortisation	162,884	142,575
Gain/Loss on sale of assets	4,270	2,060
Finance costs	2,293	3,068
Movements in retirement benefit liabilities	58,433	(30,521)
Movements in concession provisions	25,966	(52,884)
Movement in leave provision	8,429	4,955
Other non-cash items	(26,503)	55,534
Donation received	-	(19,462)
Changes in working capital:		
Inventories	(4,935)	(22,725)
Receivables from exchange transactions	7,724	49,845
Payables from exchange transactions	97,538	32,357
Unspent conditional grants and receipts	(388,484)	580,783
Reservation deposits	77,044	45,194
	335,615	**1,049,086**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

33. RISK MANAGEMENT

Financial risk management

The entity' 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.

The entity' overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the entity' financial performance. Risk management is carried out under policies approved by the Accounting Authority. The board 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.

Liquidity risk

Liquidity risk is the risk of SANParks not having sufficient funds to meet its financial obligations as they fall due. The entity 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 the entity financial liabilities into relevant maturity groupings based on the remaining period from 31 December 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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

33. RISK MANAGEMENT (CONTINUED)

At 31 March 2025	Within 1 year R'000	Later than 1 year and not later than 5 years R'000
• Finance Lease Obligation	32,862	102,113
• Trade and Other Payables	197,762	-
• Accrued Expenses	59,544	-
• Other Payables	22,340	-
• Concession Liability	191,979	214,419
• Payables - Deposits Received	3,508	-

At 31 March 2024	Within 1 year R'000	Later than 1 year and not later than 5 years R'000
• Finance Lease Obligation	11,902	30,138
• Trade and Other Payables	136,835	-
• Accrued Expenses	62,395	-
• Other Payables	7,619	-
• Concession Liability	130,428	250,004
• Payables - Deposits Received	1,957	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

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.

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 2025	March 2024
Cash and cash equivalents	2,661,365	2,761,232
Receivables from exchange transactions	54,842	60,129
Concession asset	406,398	380,432

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.

The entity' 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

34. 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. Refer to Note 14.

Key management information

Class	Description	Number
Non-executive board members	Accounting Authority	13
Executive management	EXCO	11

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

34. RELATED PARTIES (CONTINUED)

REMUNERATION OF MANAGEMENT

Management class: Board members

March 2025

Name	Fees for services as committee members R'000	Total R'000
Ms P Yako(Chairperson)	321	321
Ms N Mayathula-Khoza	243	243
Ms Z Ramasia	288	288
Ms Y Friedmann	299	299
Ms H Mushiane	204	204
Chief L Matsila	166	166
Mr B Ngobeni	207	207
Mr E Neluvhalani	238	238
Mr L Mogakane	275	275
Mr J Mashele	179	179
Ms B Koyana	267	267
Mr T Kgokolo	35	35
Adv M Ndaba	94	94
	2,816	**2,816**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

34. RELATED PARTIES (CONTINUED)

March 2024

Name	Fees for services as committee members R'000	Total R'000
Ms P Yako(Chairperson)	208	208
Ms N Mayathula-Khoza	192	192
Ms Z Ramasia	273	273
Ms Y Friedmann	211	211
Ms H Mushiane	227	227
Chief L Matsila	176	176
Mr B Ngobeni	190	190
Mr E Neluvhalani	231	231
Mr L Mogakane	250	250
Mr J Mashele	221	221
Ms B Koyana	262	262
Mr T Kgokolo	58	58
Adv M Ndaba	107	107
	2,606	**2,606**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

34. RELATED PARTIES (CONTINUED)

Management class: Executive Management

March 2025 Name	Basic salary R'000	Other short-term employee benefits R'000	Total R'000
Ms H Sello - CEO	3,283	339	3,622
Ms L McCourt - COO	2,504	261	2,765
Mr PS Mokoena - ME Parks and (Acting ME Tourism - 1 March 2025)	2,307	244	2,551
Mr OME Mthimkhulu OME - ME KNP	2,283	237	2,520
Ms PNT Makukule - CFO*	978	249	1,227
Mrs KV Silubane - Acting CFO - 1 September 2024	1,685	225	1,910
Dr H Hendricks - ME Conservation Services	2,222	368	2,590
Ms N Nyilenda - ME Tourism**	2,118	228	2,346
Mr L Makhadi - CAE	1,685	175	1,860
Ms M Umlaw - Head HCM	1,971	203	2,174
Ms SKA Ntshanga - Head SET	1,358	143	1,501
Mr JP Louw - Head Corporate Communication	1,856	193	2,049
	24,250	**2,865**	**27,115**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

34. RELATED PARTIES (CONTINUED)

March 2024

Name	Basic salary R'000	Other long- term benefits R'000	Total R'000
Ms H Sello - Appointed CEO - 01 April 2023	3,339	-	3,339
Ms L McCourt - COO	2,523	-	2,523
Ms R Pillay - Acting CFO (Jan to Aug 23)	770	-	770
Mr PS Mokoena - ME Parks	2,324	3	2,327
Mr OME Mthimkhulu - ME KNP	2,157	-	2,157
Ms PNT Makukule - Appointed CFO - 01 September 2023	1,563	-	1,563
Dr H Hendricks - Appointed ME Conservation Services - 01 August 2023*	2,224	-	2,224
Mr G De Kock - Acting ME Tourism (April 2023 - Sep 2023)	826	-	826
Ms N Nyilenda - Acting ME Tourism (Nov23 to Feb24), Appointed Mar 2024	903	-	903
Mr JP Louw - Head Corporate Communication	779	-	779
Mr L Makhadi - CAE	1,701	-	1,701
Ms M Umlaw - Head HCM	1,861	-	1,861
	20,970	**3**	**20,973**

*Ms PNT Makukule - CFO - On sabbatical leave from August 2024.

**Ms N Nyilenda - ME Tourism - On maternity leave as of February 2025.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

35. COMMITMENTS

Authorised capital expenditure

	2025 '000'	2024 '000'
Already contracted for but not provided for		
• Property, plant and equipment	343,734	409,466
Not yet contracted for and authorised by members		
• Property, plant and equipment	86,194	53,913
Total capital commitments		
Already contracted for but not provided for	343,734	537,854
Not yet contracted for and authorised by members	86,194	53,913
	429,928	**591,767**

Total commitments

	2025 '000'	2024 '000'
Total commitments		
Authorised capital expenditure	429,928	591,767

Operating leases - as lessee (expense)

	2025 '000'	2024 '000'
Minimum lease payments due		
- within one year	31,914	4,214
- in second to fifth year inclusive	104,183	5,527
	136,097	**9,741**

Operating lease payments represent rentals payable by the SANParks for certain of its office equipments, office accomodation and earthmoving equipment. No contingent rent is payable.

The lease terms typically average between 36 to 60 months, with no options for renewal or purchase at the end of the lease term. The lease payments are made on a monthly basis.

Escalation for certain leases are based on CPI, while majority of the lease have no escalation clause. There are no restrictions imposed by the lease arrangements, nor any significant obligations beyond the monthly payments.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

36. CONTINGENCIES

Contingent Liabilities

Claim for outstanding property rates over those parts of Kruger National Park falling within the Ehlanzeni District area of jurisdiction. SANParks raised a special plea that Ehlanzeni cannot institute a court action without first having invoked the Intergovernmental Relations Framework Act designed to minimise legal dispute between government agencies. Since then, the matter has been dormant and has never been actively pursued at court.

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. However, subsequently two summonses were withdrawn.

Estimated liability R300,819 (March 2024: 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.

Petrus Zeelie

The suit was instituted in 2022 to review SANParks decision to terminate access agreement to Kruger National Park. Legal is not in position to estimate liability.

Table Mountain Aerial Cable Company (TMACC)

The matter was referred to arbitration on 11 November 2024 to determine the value of assets for the Cable Way Business.

Value placed by SANParks is R365,670,003 as of 25 November 2025 (valuation done in June 2024). Value as claimed by TMACC as per 2019 valuation is R1.7 billion. SANParks valuation was based on an incomplete asset base and as such, would be inappropriate to estimate the future potential outflow based on the said value..

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 R4,198,191 plus legal costs that LSD is not in a position to estimate.

Estimated liability R4,198,191 (March 2024: R4,198,191).

Deborah Bacher

On 14 January 2025, Deborah interdicted SANParks from removing alien trees in Table Mountain National Park. Main application to be heard on a semi urgent basis for the review and set aside SANParks' decision to remove alien trees.

Legal is not in position to estimate liability.

Tsakatha and Others.

SANParks were served with summons on 13 February 2025 by Tsakatha and Others for re-fencing of areas in the open area in Kruger National Park (GLTFCA Agreement). Letaba Ranch and Mthimkhulu Reserves. The potential financial implication is the value of fencing the affected section of the Kruger National Park.

Legal is not in position to estimate liability.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

36. CONTINGENCIES (CONTINUED)

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 2024: 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 R563 million. (March 2024: 569 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 R5,643,025.

Estimated liability R5,643,025 (March 2024: R4,077,786)

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 R584,955 in total should the case lodged be ruled in favour of applicants.

Estimated liability R584,955 (March 2024: R330,200)

CONTINGENT ASSETS

Madyayimile

Madyayimile instituted various claims in terms of a JBCC agreement entered into between the parties amounting to R11,000,000. The matter was referred to arbitration and the parties agreed to settle. Parties agreed that Madyayimile pays SANParks R360,000 however Madyayimile has defaulted causing SANParks to bring an application to make the arbitration award an order of court.

Estimated asset R360,000 (March 2024: R360,000)

37. EVENTS AFTER THE REPORTING DATE

Datacentrix Review Application

Datacentrix brought a review application before the court in April 2024 to set aside the decision to award a bid to Gijima and any contract concluded pursuant to the award.

As at year-end, SANParks had disclosed a pending legal case as a contingent liability. The case involved a legal claim filled against SANParks, and at the time, the outcome and potential financial impact were uncertain. Accordingly, no provision had been recognised in the financial statements for the year ended 31 March 2025.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

37. EVENTS AFTER THE REPORTING DATE (CONTINUED)

Subsequently, after year-end, on 11 April 2025, the court issued a ruling in favour of Datacentrix, requiring SANParks and Gijima to equally bear the applicant's legal costs. While the ruling confirms SANParks's obligation to pay these legal fees, the Legal Unit is currently unable to reliably estimate the total amount of legal costs to be incurred. DCX is the dominus litis in this matter and, as such, retains the rights to determine when to proceed with the taxation of their costs. Until such time as SANParks receives a formal tax application from DCX, accompanied by their bill of costs, we are not in a position to estimate their costs. Notably, SANParks is also not privy to the rates charged by their legal representatives, nor the basis on which those costs have been calculated. As a result, no adjustment was made either to the payable or provision line item in the Annual Financial Statements as of 31 March 2025. However, SANParks will continue to assess the situation and recognise a provision or payable once a reliable estimate becomes available.

38. GOING CONCERN

We draw attention to the fact that at 31 March 2025, the entity had an accumulated surplus (deficit) of 3,650,324 and that the entity's total assets exceed its total liabilities by 3,650,324.

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.

The ability of the entity to continue as a going concern is dependent on a number of factors. The most significant of these is that for the 2024/25 financial year SANParks' self-generated revenue increased by 12%, 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 continue to monitor expenditure and implementing cost curtailment measures to mitigate financial risk.

39. 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

39. PUBLIC PRIVATE PARTNERSHIP PROGRAMME - PPP FEE INCOME (CONTINUED)

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:

Concession Operations	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	01 October 2025
Kruger Mpanamana	Shishangeni Lodge (Pty) Ltd	1 January 2002	31 October 2025
Kruger - Jakkalsbessie	Jakkalsbessie Lodge (Pty) Ltd	1 December 2002	31 March 2026
Kruger - Jock of the Bushveld	Mitomeni River Lodge (Pty) Ltd	1 July 2001	31 March 2026
Kruger - Lwakahle	Lukimbi Safari Lodge (Pty) Ltd	1 November 2001	31 March 2026
Kruger - Mluwati	Imbali Safari Lodge (Pty) Ltd	1 January 2002	31 March 2026
Kruger - Nwanetsi	Singita Lebombo (Pty) Ltd	1 March 2002	30 Septmber 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	30 June 2028
West Coast - Houseboats	Kraalbaai Houseboats (Pty) Ltd	1 September 2018	12 December 2039
Namaqua - Luxury Beach Camp Mobile Tents	Chief Luxury Mobile Tented Camp	23 July 2023	22 August 2029
Kruger - Shalati Train Skukuza	Thebe Tourism	1 December 2020	20 December 2046

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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

39. PUBLIC PRIVATE PARTNERSHIP PROGRAMME - PPP FEE INCOME (CONTINUED)

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.

Concession Operations	Commissioning date	Termination date
The Park Shop (South) - Tourvest	1 February 2013,	31 March 2026
Cattle Baron Restaurant - Tourvest (Addo)	1 April 2014	31 March 2026
IT Safaris	01 September 2021	01 March 2030
Town Talk Trading Enterprises t/a Big Tree Curio Shop	1 December 2019	31 October 2025
Jobojali cc T/a Salt and Pepper Restaurant	1 December 2013	31 March 2026
The Park Shop (North) - Tourvest	1 February 2013	31 March 2026
Royal Ibhubesi Safari Company - Bush Braai	1 March 2018	30 September 2026
Tindlovu Bush Café	1 May 2016	31 January 2032
Select Events and Venues CC	1 December 2013	31 March 2026
Renvir (Pty) Ltd - Mugg and Bean Lower Sabie	1 March 2014	31 March 2026
Eysbos (Pty) Ltd - Wimpy Pretoriuskop	1 March 2014	31 March 2026
Cattle Baron Restaurant - Tourvest (Tsitsikamma)	1 August 2014	31 March 2026
Tourvest Holdings (Pty) Ltd	1 October 2016	30 May 2032
Boulders Penguin Sanctuary	1 December 2019	25 January 2032
Cattle Baron Restaurant - Tourvest (Skukuza)	1 October 2014	31 March 2026
Kruger Park Bush Braais	1 November 2022	31 January 2031
Kruger North Restaurant Group (Pty) Ltd (Letaba)	1 November 2021	01 December 2031
Cattle Baron Restaurant - Tourvest (Satara)	1 December 2021	01 December 2031
Kruger North Restaurant Group (Pty) Ltd (Olifants)	01 November 2021	01 December 2031
Tourvest Holdings (Pty) Ltd (Nkhulu)	1 August 2019	15 June 2028
The Park Shop (South) - Tourvest	1 February 2013	31 March 2026

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

39. PUBLIC PRIVATE PARTNERSHIP PROGRAMME - PPP FEE INCOME (CONTINUED)

Concession Operations	Contracting Party	Commissioning Date	Termination Date
Kruger National Park	Skukuza Airport Management Co	01 June 2014	28 February 2026
	AM Spa	22 May 2017	30 September 2027
Garden Route National Park	Wilderness River Safari	01 April 2022	03 January 2032
	Knysna gorge Zip Lines	01 September 2020	14 September 2030
	Segway Tours	01 March 2025	01 January 2035
Table Mountain National Park	Table Mountain Aerial Company	01 November 1926	25 November 2025
	Cape Town Abseiling - Game Trackers	01 September 2022	01 December 2027
	Cape Point Concession - Thebe Tourism	01 May 1995	31 July 2026
Kruger National park	Skukuza Golf Course	01 February 2023	31 January 2043
Addo Elephant National Park	Riverbend Country Lodge	01 June 2004	30 September 2079
Marakele	Marakele (Pty) Ltd	02 November 2000	01 December 2030
Kgalagadi National Park	Ixhaus Lodge	01 May 2007	30 April 2026
Garden Route National Park	Tsitsikamma Tree Top Canopy Zipline	01 February 2024	01 January 2034
Garden Route National Park	Black Water Tubing	01 March 2025	01 January 2035
Augrabies (Retail and Resturant)	Augrabies Falls Lodge and Camp	21 March 2024	31 December 2033
Kruger and Garden Route	Seasonal Mobile Tented Camp	01 July 2023	01 June 2032

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

40. 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 manages a network of national parks across South Africa, grouped into four primary geographic regions based on management structure, park location, and operational oversight. These regions form the basis of segment reporting:

- Northern Region (e.g. Kruger National Park, Mapungubwe)
- Frontier Region (e.g. Addo Elephant, Mountain Zebra, Camdeboo)
- Cape Region (e.g. Table Mountain, Agulhas, Karoo)
- Arid Region (e.g. Kgalagadi, Augrabies Falls, Richtersveld)

Each region is managed independently with its own operational and financial accountability, enabling management to evaluate performance and allocate resources effectively.

All regions provide core services such as biodiversity conservation, eco-tourism, environmental education, and infrastructure maintenance.

For disclosure purposes, revenue and expenditure is grouped in terms of reporting cost centres (e.g. Corporate, Parks and KNP) as it would not be cost efficient to group in terms of their respective regions of operation.

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

	2025 '000'	2024 '000'

40. SEGMENT INFORMATION (CONTINUED)

Segment surplus or deficit, assets and liabilities

March 2025

	Corporate R' 000	Kruger R' 000	Parks R' 000	Total
Revenue				
Retail activities	56	255,602	100,416	356,074
Tourism and other income	52,631	847,417	324,644	1,224,692
Conservation fees	145,993	306,987	555,738	1,008,718
Interest income	128,189	31	-	128,220
Concession fees	-	137,901	98,570	236,471
Sale of fauna and flora	7,333	-	-	7,333
Other operating income	58,541	38,414	12,951	109,906
Revenue from non-exchange transactions	1,028,729	676	2,181	1,031,586
Total segment revenue	**1,421,472**	**1,587,028**	**1,094,500**	**4,103,000**
Entity's revenue				**4,103,000**
Expenditure				
Employee Related Costs	655,794	653,187	491,596	1,800,577
Depreciation and Amortisation	46,792	50,314	65,778	162,884
Operating Leases	4,069	6,711	17,889	28,669
Cost of sales	41,732	219,942	85,007	346,681
Finance costs	152	900	5,760	6,812
Loss/(Gain) on Disposal of assets	133	(368)	4,505	4,270
Operating Expenses	756,124	421,914	264,113	1,442,151
Total segment expenditure	**1,504,796**	**1,352,600**	**934,648**	**3,792,044**
Total segmental surplus/(deficit)				**310,956**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

40. SEGMENT INFORMATION (CONTINUED)

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	62,747	751,131	320,475	1,134,353
Conservation fees	133,035	267,712	477,179	877,926
Interest income	103,986	18	-	104,004
Concession fees	-	122,495	92,011	214,506
Sales of fauna and flora	10,909	-	-	10,909
Other operating income	5,466	28,839	8,433	42,738
Revenue from non-exchange transactions	901,194	3,313	19,734	924,241
Total segment revenue	**1,217,352**	**1,438,108**	**1,019,914**	**3,675,374**
Entity's revenue				**3,675,374**
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	786,378	326,471	252,386	1,365,235
Total segment expenditure	**1,330,025**	**1,233,456**	**853,586**	**3,417,067**
Total segmental surplus/(deficit)				**258,307**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

41. PRIOR-YEAR ADJUSTMENTS

Presented below are those items contained in the statement of financial position, statement of financial performance and cash flow statement that have been affected by prior-year adjustments:

Property, Plant and Equipment

During the current financial year it was noted that intangible asset was incorrectly accounted for in property, plant and equipment work in progress. The reclassification further affected the cash flow by the same figures of R6,616,000.

Irregular, Fruitless and Wasteful Expenditure

Prior year irregular expenditure figures were restated from R523,106,000 to R533,808,000 due to irregular expenditure that was under assessment and irregular expenditure identified in the 2024/2025 FY but related to 2023/2024.

Prior year fruitless and wasteful expenditure were restated due to reclassification of items from fruitless and wasteful to irregular expenditure.

Intangible assets and Operating expenses

During the current financial period, management identified an error which relates to IT operating expenses incorrectly capitalised as an intangible asset in the statement of financial position. The treatment was not in accordance with the requirements of GRAP 31 - Intangible Assets, which stipulates that only costs directly attributable to the development of an identifiable asset that meets the recognition criteria may be capitalised

The error resulted in an overstatement of intangible asset and understatement of operating expenses by R86,467,000. The total compromises R55,532,000 relating to 2022/23 financial year and R30,935,000 for the 2023/24 financial year. The error further affected the cash flow for both cash flow from operating activities and cash flow from investing activities.

Statement of financial position

March 2024

	Note	As previously reported	Correction of error	Re-classification	Restated
Property, plant and equipment		2,335,682	-	(6,616)	2,329,066
Intangible assets		90,698	(86,467)	6,616	10,847
		2,426,380	**(86,467)**	**-**	**2,339,913**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2025 '000'	2024 '000'

41. PRIOR-YEAR ADJUSTMENTS (CONTINUED)

Statement of financial performance

March 2024

	Note	As previously reported	Correction of error	Restated
Operating expenses		1,278,767	86,467	1,365,234

Cash flow statement

March 2024

	Note	As previously reported	Correction of error	Restated
Cash flow from operating activities				
Suppliers		(1,628,303)	(30,935)	(1,659,238)
Cash flow from investing activities				
Purchase of intangible assets		(30,935)	30,935	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

42. BUDGET DIFFERENCES

Material differences between budget and actual amounts

A. Revenue from exchange transactions reflects an overachievement which is driven by a significant increase in visitor numbers across SANParks.

B. Government grants and other funding is primarily attributed to increased spending on grant funding allocated for infrastructure projects, which contributed to higher-than-anticipated receipts. Grants for projects generate income based solely on the performance and progress of the respective projects.

C. Donations are below the budget, due to the receipt of fewer donations than anticipated.

D. Employee-related costs reflect a favourable variance, mainly due to unfilled vacancies that were budgeted for the full financial year but only filled towards the latter part of the reporting period.

E. Depreciation reflects an overspending variance, primarily due to higher-than-anticipated acquisitions of new assets.

F. Finance costs reflect a favourable variance, primarily due to savings realised from late delivery of vehicles.

G. Operating lease payments reflect a favourable variance against the budget, primarily due to certain lease agreements and operational ,commitments coming to an end during the reporting period. in addition, there were delays in finalising and implementing new lease contracts for operational requirements, resulting in temporary cost savings.

H. Cost of sales reflects favourable variance, with actual spending below budget. The saving is primarily attributed to lowerthan-anticipated expenditure on both sale of accommodation and wild card.

I. Operating expense indicate a favourable variance, with actual spending below budget. This saving is primarily attributed to lower-than-anticipated expenditure on consumable stock, as well as the delayed implementation of certain contracts related to software licensing and support costs.

J. The loss on disposal of assets reflects variance, resulting from a higher number of assets being written off or disposed of than originally anticipated. This was necessitated by the poor condition of these assets, which rendered them uneconomical to maintain or repair.

South African
NATIONAL PARKS

Contact

Telephone Number: +27 (0)12 426 5000
Fax Number: +27 (0)12 426 5500

Postal Address
South African National Parks
PO Box 787
Pretoria, 0001, South Africa

Street Address
643 Leyds Street
Muckleneuk, Pretoria
Email: JP.Louw@sanparks.org

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