



**E Z E M V E L O
K Z N W I L D L I F E**

Conservation, Partnerships & Ecotourism



PROVINCE OF KWAZULU-NATAL
ISIFUNDAZWE SAKWAZULU-NATALI



ANNUAL INTEGRATED REPORT

2015/2016

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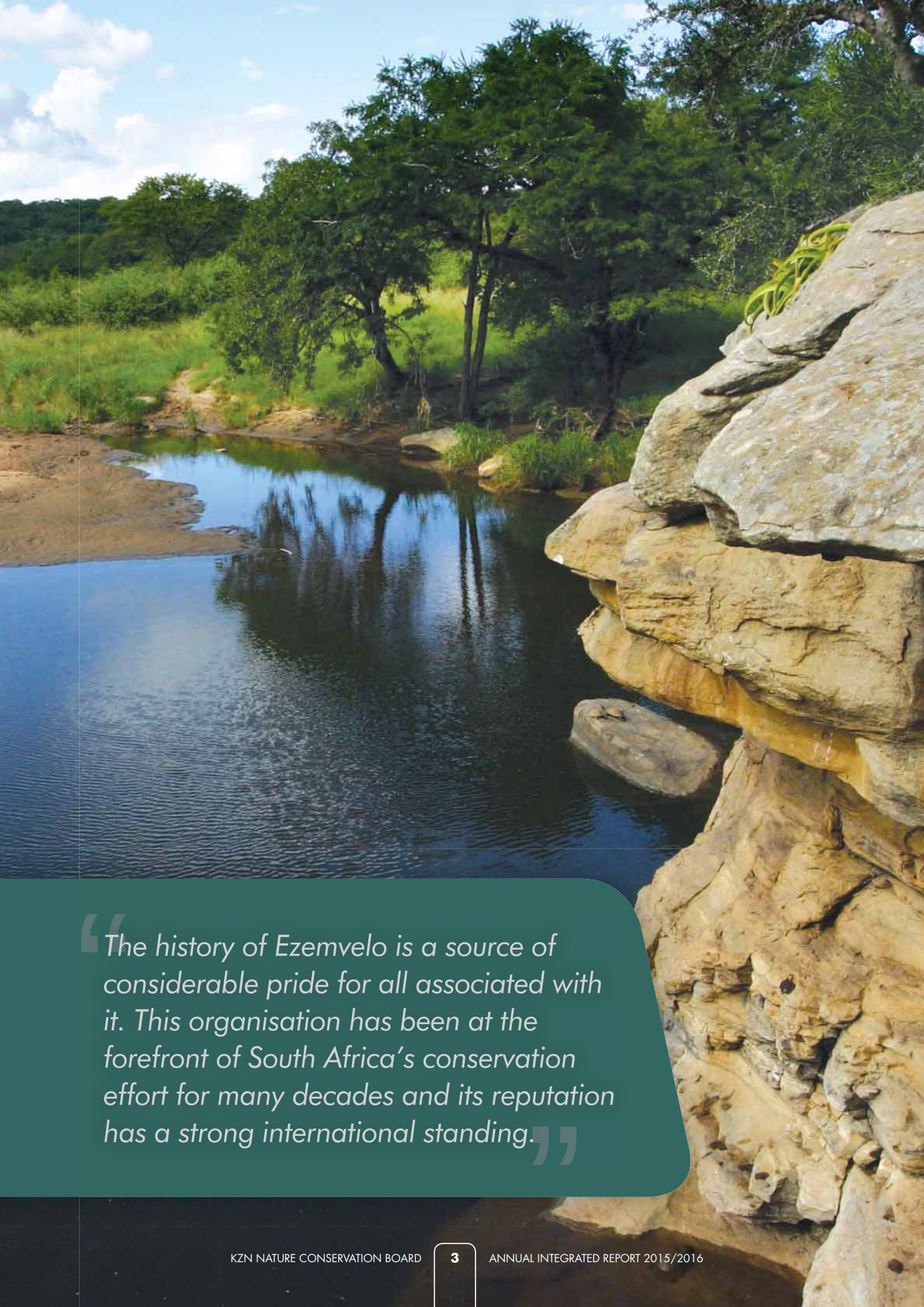


PART 1:

Overview

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“The history of Ezemvelo is a source of considerable pride for all associated with it. This organisation has been at the forefront of South Africa’s conservation effort for many decades and its reputation has a strong international standing.”

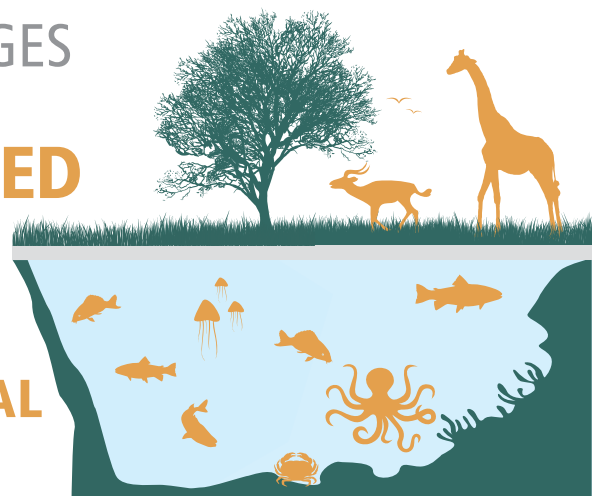
FEATURES

- Ezemvelo's mandate is derived from the KwaZulu-Natal Nature Conservation Management Act (Act No.9 of 1997), which is to direct the management of nature conservation within the province, including Protected Areas (PAs). This includes the development and promotion of ecotourism facilities within the PAs.
- Ezemvelo manages more than 114 PAs, of which 110 are terrestrial and four are coastal and marine reserves.
- Ezemvelo is pioneering the debate for legalising the sale of rhino horn as a means to curb poaching.
- The first valuation of the holistic ecosystems goods and services offered in KwaZulu-Natal (KZN) was performed by our Scientific Services Division in conjunction with an independent resource economist. This valuation is benchmarked against published scientific papers such as "the value of the world's ecosystems' services and natural capital". The valuation reveals an amount of R149.7 billion per annum. Ezemvelo's annual provincial budget allocation is 0.34% of the value of ecosystems' goods and services.
- Ezemvelo, as a state-owned entity, remains committed to deliver on the priorities of Government, which includes job creation. This is achieved by the organisation either entering into partnerships or implementing programmes that enable job creation. These programmes are also aligned with further conservation efforts.
- Community development has been high on Ezemvelo's agenda, as conservation must create tangible benefits to people, especially for those who reside in the buffer zones i.e. adjacent to PAs.
- Management plans continue to be implemented by Ezemvelo to stabilise key species, many of which have been considered vulnerable or were once on the brink of extinction. Examples of such species include vultures, white and black rhino, loggerhead turtles and wattled cranes.
- Ezemvelo is entrusted with the responsibility for managing the Maloti Drakensberg Park World Heritage Site as well as performing conservation and ecotourism activities within the iSimangaliso Wetlands Park World Heritage Site. The organisation also manages a number of Ramsar sites (wetlands of international importance), such as Ndumo Game Reserve, Kosi Bay and Lake Sibaya.
- Ezemvelo is considered to be one of the leading conservation authorities in South Africa by its peers.
- Ezemvelo is forging a distinctive identity in the field of Community Conservation as part of its integrated approach to enable job creation, as well as environmentally sensitive land-use activities.
- Ezemvelo is cognisant that conservation is a land use in direct competition with other land uses.

THE ORGANISATION MANAGES

114 PROTECTED
AREAS

OF WHICH **110** ARE
TERRESTRIAL, **4** ARE **COASTAL**
AND **MARINE RESERVES**



APPROVAL OF THE ANNUAL INTEGRATED REPORT

Ezemvelo is committed to integrated reporting and disclosure. This will be enhanced in subsequent years to enable stakeholders to make an informed assessment of our ability to deliver services in a sustainable manner.

SCOPE AND BOUNDARY OF THIS REPORT

The Annual Integrated Report covers the performance, financial and non-financial aspects of Ezemvelo for the year ended 31 March 2016. The entity operates in the province of KwaZulu-Natal within the Republic of South Africa.

Our financial reporting complies with Generally Recognised Accounting Practice (GRAP). Management has also considered the draft guidelines on integrated reporting provided by the Integrated Reporting Committee of South Africa.

ASSURANCE

Assurance of this Annual Integrated Report is provided by the accounting authority and management of Ezemvelo. The Auditor-General has provided external assurance on the financial and non-financial performance reports and the report appears on page (114).

APPROVAL OF THE ANNUAL INTEGRATED REPORT

The accounting authority acknowledges its responsibility to ensure the integrity of the Annual Integrated Report. The members of the accounting authority are satisfied with the content and have approved this Annual Integrated Report.



Z.C. NGIDI
Chairman



CORPORATE PROFILE AND ACTIVITIES

BRIEF HISTORY

The history of Ezemvelo is a source of considerable pride for all associated with it. This organisation has been at the forefront of South Africa's conservation effort for many decades and its reputation has a strong international standing as well. The success of Ezemvelo can be attributed to a pioneering history as well as an ongoing adherence to strategies and plans that are in line with international best practice.

Ezemvelo is the result of a merger between two former conservation bodies following the country's democratic elections in 1994; the Natal Parks Board (formed in 1947); and the former KwaZulu Directorate of Nature Conservation (formed in 1972). Both contributed equally innovatively to the subsequent formation of the KwaZulu-Natal Nature Conservation Board, with its operational body being the KwaZulu-Natal Nature Conservation Service.

The amalgamation was formalised in terms of the KwaZulu-Natal Nature Conservation Management Act (Act No.9 of 1997). The entity is a Schedule 3C public entity in terms of the Public Finance Management Act (Act No. 1 of 1999), reporting to the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs.

CORPORATE IDENTITY

Modern day conservation is particularly challenging owing to the dynamic economic and social environment we live in. This challenge is compounded by the escalating pressures of a developing society. Our vision, mission and values have been worded to encapsulate these challenges as well as help distinguish us in all facets of our business.

We seek to fulfil our vision, mission and core values by focusing on Conservation, Ecotourism and Partnerships.



VISION

"To be a world-renowned leader in the field of biodiversity conservation".

MISSION

"To ensure effective conservation and sustainable use of KwaZulu-Natal's biodiversity in collaboration with stakeholders for the benefit of present and future generations".

CORE VALUES

- **Passion** – We shall be passionate in what we do.
- **Respect** – We shall perform our duties in a professional, ethically manner.
- **Trust** – We shall act transparently with integrity and honesty in all we do.

- **Innovation** – We shall embrace a culture of learning, adaptation and creativity at all times.
- **Excellence** – We shall strive to apply best practices to achieve the highest quality and standards at all times.

AIMS OF EZEMVELO

Ezemvelo, in terms of the KZN Nature Conservation Management Act 9 of 1997, is mandated to:

- a) Direct the management of
 - i. nature conservation within the province;
 - ii. protected areas; and
 - iii. the development and promotion of ecotourism facilities within the protected areas.
- b) Ensure the proper efficient and effective management of the Conservation Service.

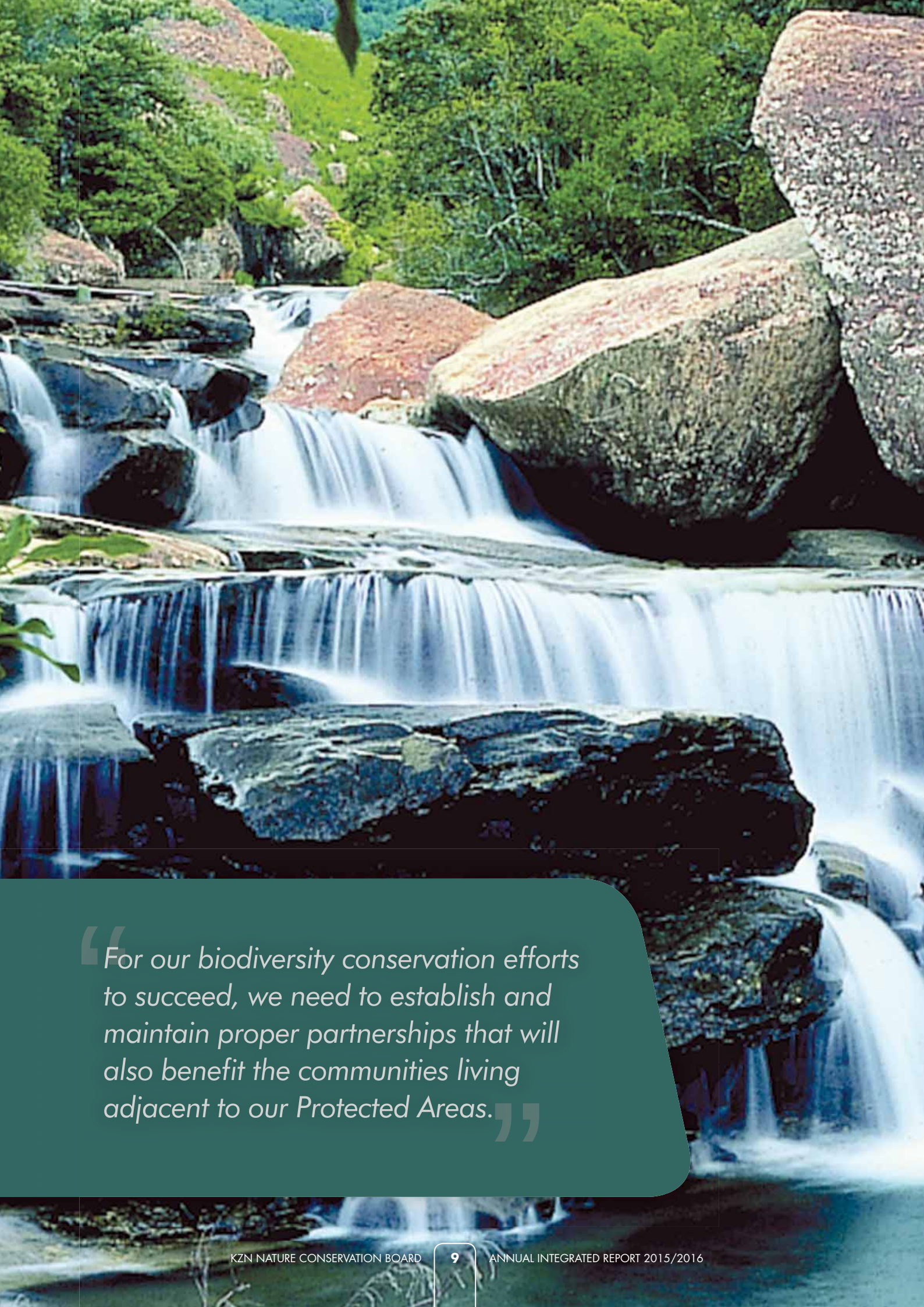


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“For our biodiversity conservation efforts to succeed, we need to establish and maintain proper partnerships that will also benefit the communities living adjacent to our Protected Areas.”



Message from the MEC

MR. SIHLE ZIKALALA, MPP

“We are again humbled and delighted by the cooperation and commitment of various security agencies and departments that work tirelessly in support of our fight against all forms of poaching including rhino poaching. Ezemvelo KZN Wildlife works closely with various stakeholders including the private rhino owners to fight rhino poaching”

Let me start by expressing my sincere appreciation to Ezemvelo KZN Wildlife for a sterling work that was done in 2015/16 financial year. We are again humbled and delighted by the cooperation and commitment of various security agencies and departments that work tirelessly in support of our fight against all forms of poaching including rhino poaching. Ezemvelo KZN Wildlife works closely with various stakeholders including the private rhino owners to fight rhino poaching.

The Provincial SAPS Commissioner, in consultation with the National SAPS structures, has noted rhino poaching as a priority crime and decided to establish a multi-agency forum to focus on rhino crime. This Forum has proven, ever since its inception, that information sharing is very critical in our fight against these poaching syndicates. The Forum has representation from SAPS, SANDF, State Security Agency (SSA), Directorate of Public Prosecutions (DPP), private sector and Ezemvelo.

It is from this formal structure that the strategies aimed at combating rhino crimes are coordinated and syndicates' plans thwarted. A total of 79 poachers were arrested and more than 39 firearms confiscated during the year under review.

Coming to our core mandate, it is thrilling to note that we acquired a total of 2876 ha during the year under review and this has increased the number of Protected Areas under our management. Some of these additional protected areas have intrinsic biodiversity and they contain sites with high cultural heritage significance. I hope that these newly acquired areas will help improve the financial position of local communities through opening up tourism related opportunities.

One of the challenges faced by Ezemvelo is the completion of the Buffer Zone Policy. The process has been slow and has taken a very long time. We are, however, happy to note that

the process began taking shape in 2015/16 financial year. Various stakeholders were consulted and their inputs integrated in the draft discussion document.

Ezemvelo, as the Management Authority of the Maloti-Drakensberg Park World Heritage Site has an obligation to establish a buffer zone around the World Heritage Site. A buffer zone is defined as "an area surrounding the nominated property which has complementary legal and/or customary restrictions placed on its use and development to give an added layer of protection to the property".

The Buffer Zone Policy seeks to address issues of co-operative governance. The organization has made a commitment to finalize the Buffer zone development process in the 2016/17 financial year.

One of the exciting developments that happened during the 2015/16 financial year was the serious discussions and engagements that involved the Co-Management structures

of HiP, Ndumo, Tembe and Ithala. These Co-Management structures reminded us of our core pillars that are conservation, eco-tourism and partnerships. For our biodiversity conservation efforts to succeed, we need to establish and maintain proper partnerships that will also benefit the communities living adjacent to our Protected Areas. We value the role that Co-Management structures can play in keeping us focused and hope that any differences amongst the affected stakeholders do not affect the functioning of these structures.

Finally, we would like to congratulate the Board Members, the Management and entire staff for Ezemvelo Wildlife for the sterling work in delivering on the mandate.



MR. SIHLE ZIKALALA
MEC





Chairman's Report

MR. COMFORT NGIDI

"The vision of our organisation is to be a world-renowned leader in the field of biodiversity management, and in line with this vision, our mission is to ensure effective conservation, the sustainable use of biodiversity, and to promote ecotourism within KwaZulu-Natal in collaboration with stakeholders for the benefit for present and future generations."

I am proud to present the Annual Report for the KwaZulu-Natal Nature Conservation Board for the 2015/2016 financial year.

The vision of our organisation is to be a world-renowned leader in the field of biodiversity management, and in line with this vision, our mission is to ensure effective conservation, the sustainable use of biodiversity, and to promote ecotourism within KwaZulu-Natal in collaboration with stakeholders for the benefit for present and future generations. It was against this backdrop that the Board reviewed its Annual Performance Plan and Strategic Plan during the year under review, to ensure that we continue to focus on our strategic direction and that we meet the needs and expectations of our stakeholders.

I am pleased to report that the Board has recommended the approval of the amended staff structure to the MEC for

Economic Development, Tourism and Environmental Affairs. The structure is aligned to the organisation's strategic direction which embraces our conservation priorities and stakeholder expectations.

The Board has dealt with a number of challenges over the year, in particular I must mention the severe budget cuts which we are currently facing, not only as an organisation but as the Province as a whole. We have no option but to join our collective minds to find solutions to the challenges that lie ahead.

Of grave concern to the Board as a result of the budget cuts, is Ezemvelo's inability to fill critical vacancies to support our Biodiversity Conservation mandate. This is particularly hardest felt in our protected areas as our diminishing law enforcement troops struggle to fight the scourge of rhino poaching on the

ground. I am ever hopeful that as we continue in our endeavour to generate additional revenue that we will be able to find the means to relieve the situation.

While we have serious challenges on one hand, we have successes on the other. One of these being the resolution of prior years' audit qualifications and the achievement of an unqualified audit report for the second consecutive year. I would like to thank our Chief Executive Officer, Dr. D Mabunda and staff, as well as our colleagues at the Auditor-General and Provincial Treasury, for the collaboration and initiatives that have brought about the positive change. I am confident that this trend will continue into the future.

I thank my fellow Board Members, and our Chief Executive Officer - Dr. David Mabunda, who have displayed commitment

towards carrying out the work of the Board and serving the people of our Province. I also acknowledge the support of the Provincial Government and the outgoing MEC for Economic Development, Tourism and Environmental Affairs Mr. M. Mabuyakhulu. I also congratulate the incoming MEC for Economic Development, Tourism and Environmental Affairs, Mr. S. Zikalala and assure him of the Board's commitment and support.



MR. COMFORT NGIDI
Chairman



BOARD MEMBERS

THE FOLLOWING INDIVIDUALS ARE MEMBERS OF THE BOARD:



COMFORT NGIDI
BOARD CHAIRMAN



PROFESSOR THANDI NZAMA
DEPUTY BOARD CHAIRPERSON



INKOSI MABHUDU TEMBE



SAZI MHLONGO



PETER RUTSCH



MAURICE MACKENZIE



PREETHA DABIDEEN



PAT LEBENYA



ARMSTRONG NDELELA



BAFANA NKOSI



DUDUZILE NGIDI



NELI MTHEMBU

COMFORT NGIDI

Board Chairman

Mr. Ngidi is the Chairman of the Board and was appointed on 1 November 2009. He was appointed to the Board in the category "to enhance the competence of the Board". He is the Chairman of the Chairperson's Committee. He is a practicing attorney and Director of Ngidi and Company Attorneys Inc. in Durban. He holds a BA in Law, an LLB (UDW), a Certificate in Corporate Governance (Wits Business School), and is a former part-time law lecturer at the University of Zululand. He is a labour and commercial law specialist and has acted as a legal advisor to various Government Departments both provincially and nationally. He has chaired various bodies within KwaZulu-Natal. For example, he was the founding Chairperson of the KwaZulu-Natal Rental Housing Tribunal and the KwaZulu-Natal Public Transport Licensing Board. In 2008 he was appointed by the then MEC to lead the Interim Accounting Authority to begin the process of stabilising Ezemvelo KZN Wildlife. He is also the former Chairperson of the South African Marine Safety Association of South Africa (SAMSA).

PROFESSOR THANDI NZAMA

Deputy Board Chairman

Professor Nzama was appointed to the Board on 1 November 2009, and appointed Deputy Chairman on 1 June 2010. She fills the category of "persons with extensive knowledge of the protection and management of heritage resources". She is a Member of the Chairperson's Committee and a Member of the Biodiversity Conservation and Community Affairs Committee. She is a senior lecturer and the HOD in the Department of Recreation and Tourism at the University of Zululand. She holds a PhD (Geography), MSc (Geography), MA (Geography), MEd, BEd, BA Hons (Geography) and BPaed.

She is a member of a wide variety of academic committees and bodies, including professional and scientific organisations. She has published numerous publications in journals, monographs and books, and was the recipient of the Research Roll of Honour and Certificate of Recognition for Research Service from the University of Zululand. She is also a board member for the iSimangaliso Wetland Authority and a board member for Tourism KwaZulu-Natal.

INKOSI MABHUDU TEMBE

Inkosi Tembe is the Traditional Leader of the Tembe Traditional Authority, and was appointed to the Board to represent the House of Traditional Leaders on 1 November 2009. He is a Member of the Biodiversity Conservation and Community Affairs Committee. He is the Chairperson of the Local House of Traditional Leaders for the Mkhanyakude District, and an Executive Committee Member at the Provincial House of Traditional Leaders.

He has studied psychology at the University of Pretoria and is a national board member of the Union Development Programme. He is a past Member of the iSimangaliso Wetland Park Authority Board.

SAZI MHLONGO

Mr. Mhlongo is a traditional healer and retired high school principal. He was appointed to the Board on 1 November 2011 in the category "community-based organisations in rural areas in KZN". He is a Member of the Biodiversity Conservation and Community Affairs Committee. He holds a BA degree. He is the National Chairperson of the Traditional Healers in South Africa and has delivered papers on traditional healing at the University of the Orange Free State, University of Zululand and University of KwaZulu-Natal.

He is also a member of the KwaZulu-Natal Provincial Aids Council and has been extensively involved in the education of traditional healers in respect of HIV/Aids.

PETER RUTSCH

Mr. Rutsch was appointed to the Board on 1 December 2012 in the category "persons with knowledge and experience of environmental law". He is a Member of the Biodiversity Conservation and Community Affairs Committee and the Audit Committee. He holds a BA LLB and a Post Graduate Diploma in Environmental Law. He is a practicing attorney and has been extensively involved with local communities particularly in the Maputaland area of KwaZulu-Natal, where he was and still is instrumental in promoting the interrelationship between traditional and other communities and conservation authorities.

He has provided extensive legal advice on land restitution; establishment of community conservation reserves; the acquisition of equity shares in tourism lodges for community members; and the legal arrangements for the establishment of conservation entities, trusts, and tourism, community and conservation projects.

MAURICE MACKENZIE

Mr. Mackenzie was appointed to the Board on 1 December 2012 in the category "to enhance the competence of the Board". He is the Chairman of the Biodiversity Conservation and Community Affairs Committee, and a Member of the Chairperson's Committee and the Corporate Support Services and Remuneration Committee.

He was a Member of the Provincial Parliament for 11 years and during this time served as a Member of the Conservation Portfolio Committee. He was Chairman of the Wilderness Leadership School for seven years, and Governor for 6 years. Since then, Maurice was appointed as the advisor to the then MEC, and Head of Department of Agriculture and



Environmental Affairs, a position he held for 4 years. He has been a farmer for 40 years and more recently was appointed as a consultant for the Peace Parks Foundation where he is involved in the restoration of the RAMSAR Wetland at Ndumo Game Reserve. He is also involved in various business ventures in KwaZulu-Natal, where he applies his vast experience.

PREETHA DABIDEEN

Ms. Dabideen was appointed to the Board on 1 December 2012 in the category "to enhance the competence of the Board". She is the Chairman of the Finance and Business Operations Committee and a Member of the Chairperson's Committee. She holds a BProc and various additional qualifications in commercial law, insolvency law and business rescue. She has been practicing as an attorney in Durban for the past 18 years. She is a member of the KwaZulu-Natal Municipal Bids Appeal Tribunal. In 2005 she was appointed to the KwaZulu-Natal Housing Tribunal, and in 2008 she was appointed Deputy Chairperson. She is an internationally accredited Commercial Mediator with a UK based Alternate Dispute Resolution company.

Ms. Dabideen has extensive experience in liquidation which led to her appointment as a Liquidator on the Master of the High Court's Insolvency Panel where she is regularly involved in the liquidation of corporate entities. She is also a Member of the Board of the Agricultural Development Agency.

PAT LEBENYA

Mrs. Lebenya was appointed to the Board on 1 December 2012 to represent the Provincial Tourism Authority. She is a Member of the Finance and Business Operations Committee. She holds a Diploma in Business Management and has held various leadership roles within provincial and national political structures.

Mrs. Lebenya was a Member of Parliament in the National Assembly for five years. During this time she sat on various Portfolio Committees, including Public Enterprises, Finance, the Standing Committee on Public Accounts, the Standing Committee on the Auditor-General, Trade and Industry, Women, Youth, Children and People with Disabilities, and Sports and Recreation. She is currently a Member of the Board of Tourism KZN.

ARMSTRONG NDELELA

Mr. Ndelela was appointed to the Board on 1 December 2012 in the category "persons with extensive knowledge and experience of labour matters". He is the Chairman of

the Corporate Support Services and Remuneration Committee and a Member of the Chairperson's Committee and Finance and Business Operations Committee. He holds a BA, a Post Graduate Diploma in Industrial Relations, and a Management Development Programme (MDP) Certificate from the University of Pretoria.

He is a businessman with a varied business interest in property development, financial services and mining. He is also highly experienced in land reform and project structuring and finance. He is an accredited Healthcare Broker, and is registered with the Financial Services Board. He is also a Member of the Board of the Agricultural Development Agency.

BAFANA NKOSI

Mr Nkosi was appointed to the Board on 28 February 2013 in the category "persons with extensive knowledge of the business sector". He is a Member of the Finance and Business Operations Committee and the Audit Committee. He holds a BCom, a CIS and an ILPA certificate, and has extensive experience in the healthcare funding industry, which includes strategy and benefit design, financial management and investment of funds. He has held executive and non-executive directorships at various Healthcare funders.

He has served on the Board of Healthcare Funders of Southern Africa, as well as on the boards of Clinix Hospitals, Prescient Investment Managers, Louis Pasteur Hospital and the International Federation of Health Plans. Mr. Nkosi is a Fellow of the Institute of Life and Pension Advisors, the Institute of Chartered Secretaries and the Institute of Business Management.

NELI MTHEMBU

Ms. Mthembu was appointed to the Board in the category "persons with extensive knowledge of organised agriculture". She is a Member of the Corporate Support Services and Remuneration Committee. She has an extensive career lasting more than 30 years in education, as an educator, lecturer, and rector at various educational institutions. She has also filled the roles of Regional Director, Chief Director and Acting Senior General Manager within the Department of Education. In 2005, Ms Mthembu purchased a 220 hectare farm in the Mzinyathi District and has since been involved in stock farming, poultry farming and more recently in tunnel farming for vegetables.

She is a member of the local SMMEs Farmers' Association and has been involved in skills development with local farmers. Her farm is one of the main providers of employment in her area. She is also a past member of the Board of the Pietermaritzburg Museum.

DUDUZILE NGIDI

Mrs. Ngidi was appointed to the Board on 5 December 2013 to represent persons from NGO's, institutions or groups established for the advancement of nature conservation or environmental protection within the province. She is a Member of the Biodiversity Conservation and Community Affairs Committee. She has over 20 years' experience in the environmental management field, with vast experience in environmental compliance, conservation planning, environmental impact assessments and environmental policy, procedures and guidelines. She holds a MSc in Environmental

Science from the University of Aberdeen (Scotland), BSc Honours in Plant Pathology, BSc in Botany and Psychology, and a Higher Diploma in Education specialising in High School Mathematics, amongst other diplomas and courses.

She is a registered Professional Natural Scientist with the South African Council for Natural Science Professions. Mrs Ngidi is also a Member of the Board of the South African National Biodiversity Institute (SANBI).

AUDIT AND RISK COMMITTEE



BW NGUBANE



NJABULO MCHUNU



NOMPUMELELO MTHEMBU

BW NGUBANE

Mr. Bhekabantu Wilfred Ngubane was appointed as an independent Audit and Risk Committee member in January 2013 and as the Chairman on 1 December 2014. He is a partner and CEO of Ngubane and Co Chartered Accountants. He was appointed for his extensive knowledge of the business sector. He holds a BCompt (Unisa), DipAcc (UDWV) and is a Chartered Accountant (SA). He has served on various Audit Committees and various Boards in the past.

NJABULO MCHUNU

Mr. Mchunu was appointed as an independent member of the Audit and Risk Committee on 1 November 2014.

Mr. Mchunu is a Chartered Accountant and Registered Auditor and is currently an Associate Director in a consulting company. He has extensive experience in private and public sector where he held the positions of Internal Auditor and Divisional

Accountant for Richard Bay Minerals, Accountant at Sasol, and Manager Commercial Assurance at BHP Billiton Energy Coal South Africa. He served his articles with the Office of the Auditor-General in Durban.

NOMPUMELELO MTHEMBU

Ms. Mthembu was appointed as an independent member of the Audit and Risk Committee on 1 November 2014. She holds a B Com degree, a Post-graduate Diploma in Business Management and a Master of Business Administration.

Ms Mthembu is the Marketing Director of a Marine Conservation Theme Park. She previously owned a strategic marketing & communications consultancy and has extensive experience in the manufacturing and financial services industries, including Investec Bank, Old Mutual and Ithala Development Finance Corporation. She serves on the boards of Morgan Advanced Materials (Pty) Ltd and the Pietermaritzburg YMCA.





Message from the CEO

DR. M.D. MABUNDA

"I am proud to say that, during the year under review, the organisation successfully managed to steer itself through difficult condition that had oppressed some of our staff members who had been on various forms of contract employment for years."

At the outset of this report I feel that I should begin by expressing my heartfelt gratitude to the KwaZulu-Natal Provincial Government and our KwaZulu-Natal Nature Conservation Services Board for having shown their trust in my capabilities and requested me to stay on as the Chief Executive Officer of this noble organisation until November 2018.

It was the request I considered turning down but the conservation bug in me whispered in my ear and told me not to let this rare opportunity of leading an organisation with such a rich history pass by. I am a conservationist through and through; I love looking after the beauty of our natural environment and its people.

Above all, my short stay as an Acting CEO had given me an opportunity to interact with men and women of this organisation who regard the organisation more important than themselves. I could not let them down.

Obviously, the space given to me to highlight the achievements and challenges will never be enough particularly if one considers all the excellent work that has been done by the different Units of this organisation. It is thus prudent of me to begin this report by taking off my hat to all officials who somehow managed to do more with very little and always-dwindling resources. The role played by our external stakeholders including our sponsors cannot be underestimated. Our Honorary Officers ensured that we achieved a lot as they voluntarily put their resources towards assisting us to achieve our mandate. They have become our compass that keeps us focused.

During the year under review, the Ezemvelo organisational structure that was approved in 2013 was reviewed and amended in order to ensure that it supports the strategy and priorities of the organisation. The amended structure has been supported by the Board and referred to our MEC for Economic Development, Tourism and Environmental Affairs for approval.

The introduction of our Self-Service System, a system that allows employees to apply for their leave online, was well received. The system also allowed Managers to approve/decline the leave applications immediately, as they are able to access the employees leave status. Once the application is approved, the system updates information instantly.

I am however aware that the system is going through its teething problems as can be expected with any new system. The main challenge is that not all employees have access to computers and some are not as computer literate as they should be. Our IT Division is currently looking at the ways of addressing these challenges. I trust that the solution that they will come up with will be affordable, as the organisation's financial resources are very limited.

Ezemvelo is a big organisation and because of its size it should be expected that, now and then, we will experience minor challenges. Shortage of resources including human resources and tools of trade will always rate amongst the biggest challenges faced by our organisation. The precarious financial situation faced by our country characterized by slow economic growth is responsible for the squeeze.

Living within our means and tightening the belt are good ingredients required for any institution to navigate its future through difficult socio-economic times. I am proud to say that, during the year under review, the organisation successfully managed to steer itself through difficult condition that had oppressed some of our staff members who had been on various forms of contract employment for years.

Through our project that we dubbed "Operation Lungisa" we managed to absorb and made permanent 385 employees who were employed on level A to D of the Patterson grading system. The affected employees can now plan their lives better than before, enjoy fringe benefits that come with permanent employment such as pension and medical aid or even apply for credit from financial institutions. The absorption of these employees also ensured that Ezemvelo complied with the clause of the recently amended Labour Relations Act, which places restrictions on the employment of temporary workers.

Ezemvelo has been dogged, for years now, by its achilles heel of not spending the maintenance and capital budget due to an ineffective and inefficient Supply Chain Management (SCM) system. I took a conscious decision, after coming under heavy criticism for non-spending, that SCM systems and processes will be prioritized. I arranged training for both SCM staff and the relevant Bid Committees through the National School of Government (PALAMA) based in Pretoria. The results of this training have been that for the first time we managed to spend our entire budget.

Coming to our core mandate, it is thrilling to note that we acquired a total of 2876 ha during the year under review and this has increased the number of Protected Areas under our management. Some of these additional protected areas have intrinsic biodiversity and they contain sites with high cultural heritage significance. I hope that these newly acquired areas will help improve the financial position of local communities through opening up tourism related opportunities.

2876ha
WAS ACQUIRED
BY EZEMVELO
DURING THE YEAR UNDER REVIEW
AND THIS HAS INCREASED THE
NUMBER OF PROTECTED AREAS
UNDER OUR MANAGEMENT.



I am proud to announce that our Ecosystems goods and services programme is currently undertaking three studies that are close to my heart. The findings at the completion of these studies will help us to better understand the value of ecosystems and the service that they provide to the society at large. These three studies are;

- The assessment of ecosystem value of protected areas adjacent to community areas. Kamberg Nature Reserve is used as a case study;
- Identifying the socio-economic drivers contributing to ecosystems loss and consequently the reduction in the goods and services from these ecosystems, and;
- Study on Mapping the Recreational Value of Protected Areas Using Statistical modeling and InVEST

The five-year Climate Change Adaptation and Mitigation Plan completed in the previous financial year (2014/15) has seen about four projects concluded in the current financial year. These included a development of Baseline on Ezemvelo's Carbon Footprint using head office (QEP) as the initial study site; an Investigation of the potential to harvest rain water from thatched roofs in Mkhuze Game Reserve, both as a means to decrease utility spend, and also to harness natural water sources in the light of water scarcity, particularly in areas where water scarcity is endemic; the Development of laundry guidelines for efficient water use; and the expansion of the rainwater harvesting study at St. Lucia.



The conclusion of these products could not have come at a more opportune time as the severe drought took its toll on almost every aspect of the provincial economy. Water points in certain areas ran dry. Other areas such as Ndumo had to make use of tractors to transport domestic water for survival. The veld has visibly deteriorated and we lost a number of animals, either by getting stuck in mud or through nutritional stress. Sustainable water supply remains a major concern with water levels dropping fast. Ezemvelo will continue to do everything possible to counter this disastrous situation. Ezemvelo flew KZN's flag high by keeping tourism facilities like Hiltop open even though we had to transport water on a daily basis. I salute our Conservation officers who were always on high alert throughout the year to rescue large distressed mammals.

A number of unsavory incidents involving animals in captivity were witnessed during the 2015/16 financial year. These were followed by an outcry from various interested parties. Let me assure you that Ezemvelo will continue to implement, without fear or favour, the Procedures and Standard terms and conditions for keeping wild animals in captivity. We will not hesitate to shut down those facilities that do not adhere these standards and procedures.

There are a number of real positives coming from our eco-tourism initiatives. It is pleasing to note that we have had a 2.4% increase of our overnight visitors. This translates to 3426 more visitors that we hosted during the year under review. Like everyone else in tourism, some of our Resorts did not enjoy the occupancy rate that we had hoped for due to a number of factors such as new visa regulations. I am however glad to announce that the organisation continues to realize an increase in its revenue even though the occupancy level was below its expectations. I trust that our occupancy level will improve in the near future as we have developed a revenue generation strategy that has resulted in the formulation of plans for marketing, benchmarking, standardizing of our gate tariffs, grading and maintenance of facilities

I am proud to announce that the repair of the 66km main road that links the Memorial Gate and Mpila Resort has been completed. The terrible condition of this road had caused sleepless nights for a number of Ezemvelo officials as well as our guests who visit HiP. We again invite our loyal customers who might have decided to delay visiting HiP due to its poor road condition to start making their bookings.

The road inside Giants Castle was also completed and this has improved our visitor experience, as they are now able to appreciate nature instead of avoiding potholes.

Our focus has not only been on road construction. More than R23 million was invested on furniture replacement, infrastructure

upgrade, thatch work and new vehicles. One of the reasons for focusing on our infrastructure improvement is to ensure that Ezemvelo develops a standard for all our Resorts and also maintains its 3 Star grading for its top ten facilities.

Ezemvelo is currently streamlining its approaches for dealing with rhino poaching activities. The demand for rhino horn remains the driver for poaching efforts. We however continued our constant quest to combat the scourge of rhino poaching. During the year under review, 84 rhinos were poached in areas under Ezemvelo management whilst 26 rhinos were poached in private game reserves within the province.

Nobody can be happy reading these figures. We are certainly saddened by such a loss of our natural heritage. To show our anger, we have reacted by introducing new methods to fight this organised army of poachers. Some of the projects that we introduced during the year under review included projects aimed at monitoring the presence of our rhino populations, and establishing early detection of poaching attempts. These projects are implemented in partnership with the Peace Parks Foundation.

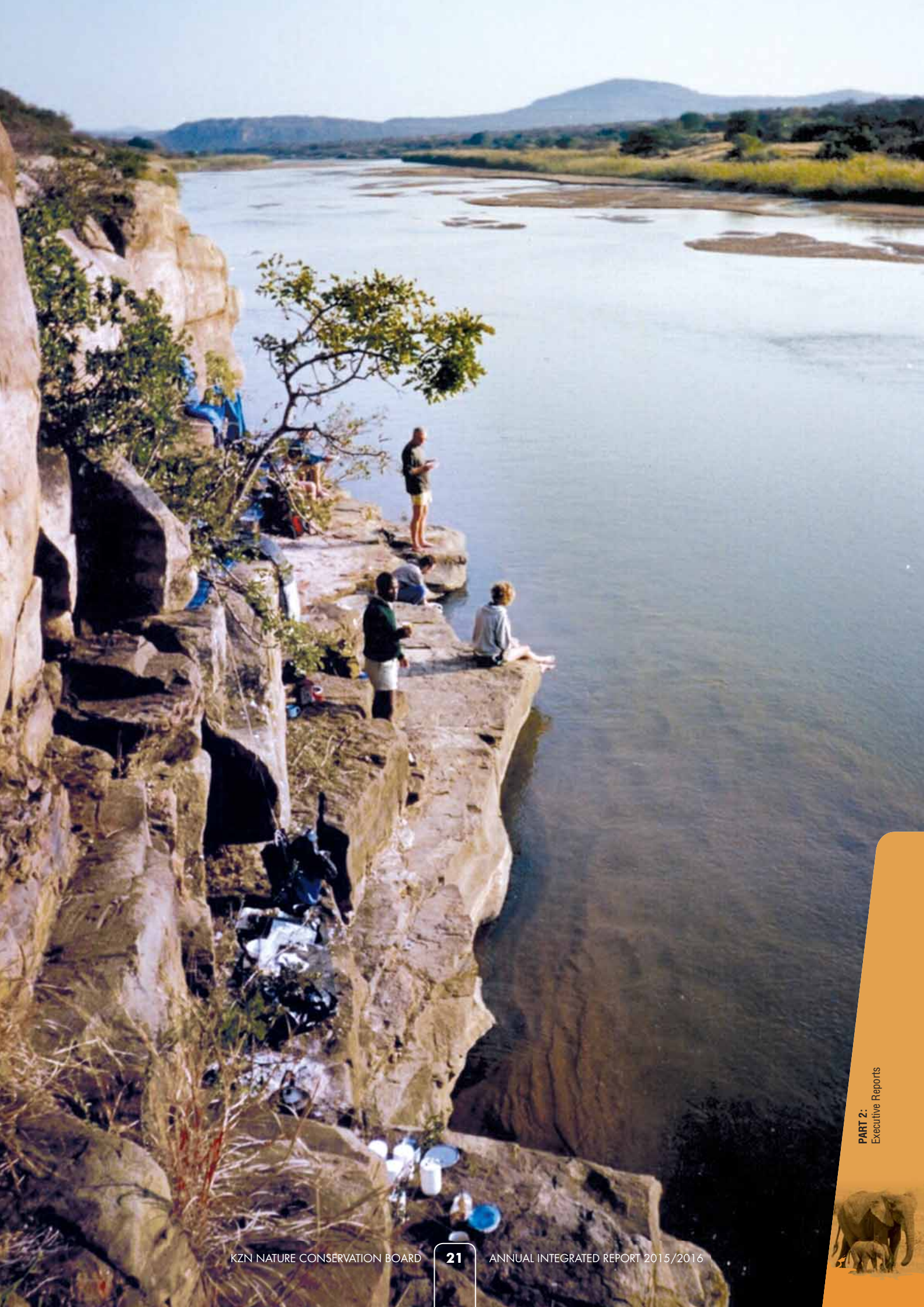
We further introduced Unmanned Ariel Vehicles (UAVs). The UAVs will be deployed in high risk poaching areas and are operated by qualified UAV Pilots. All these new initiatives were introduced in addition to our old and trusted methods. We should, however, not lose sight of the fact that the success of our anti-rhino poaching strategies in all our 10 rhino reserves is largely due to foot patrols by our Rangers. I am certain that without their commitment and dedication, the figures could have been a lot higher.

We shall always be indebted to the role played by various government security structures. They are always there when we need them. We are also grateful to the SANDF for the deployment of troops who patrol along the borders of Protected Areas neighboring countries like Mozambique and Swaziland.

Like I did last year, let me also conclude by saluting my colleagues in their efforts to keep this organisation at the top of its game despite numerous challenges that have been again articulated in this report. Going through this report has again reminded me of how passionate you are about this organisation in particular and biodiversity conservation in general.



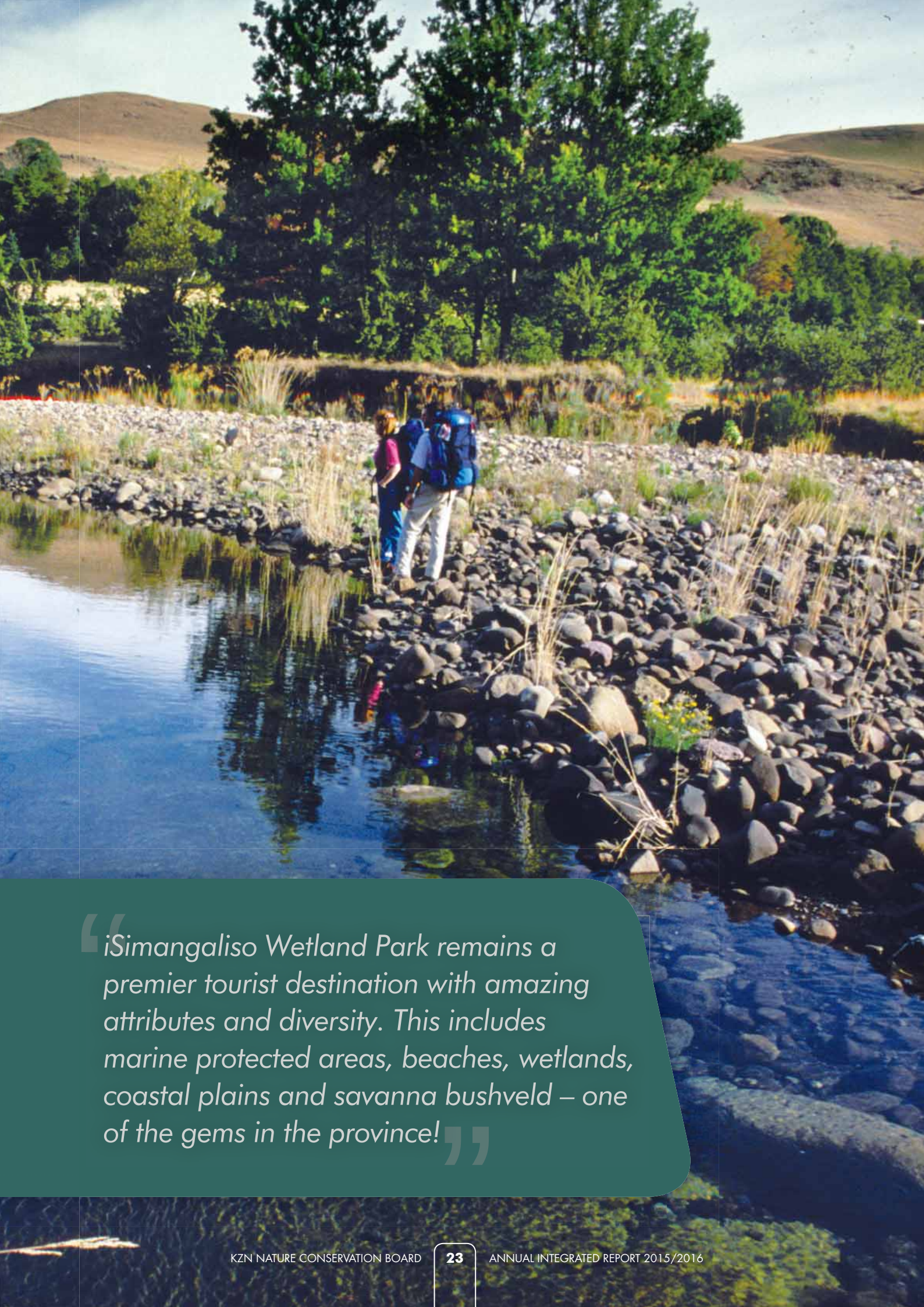
DR. M.D. MABUNDA
CEO



PART 3:

Achievements and Challenges

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“iSimangaliso Wetland Park remains a premier tourist destination with amazing attributes and diversity. This includes marine protected areas, beaches, wetlands, coastal plains and savanna bushveld – one of the gems in the province!”

A. CONSERVATION AND PARKS

HLUHLUWE IMFOLOZI PARK

INTRODUCTION

This past year the park highlights achievements and specific challenges experienced during 2015/ 2016, as well as the outlook for 2016/2017. Hluhluwe iMfolozi Park is committed to the National and Provincial priorities of Government, ensuring a mandate of sustainable conservation whilst incorporating economic development. Our stakeholders and role players will find the report an accurate reflection of activities conducted throughout this past fiscal year of 2015/2016. Ezemvelo prides itself in linking people and parks through transforming the conservation landscape to achieve the ultimate goal of conservation.

STRATEGIC PARTNERSHIPS

HIP PROTECTED AREA EXPANSION PLAN

The initial stages of fencing iMfolozi Big Five reserve already commenced on phase 1 and 2 sites and Ezemvelo KZN Wildlife, Ingonyama Trust Board and Inproderve signed the Memorandum of Agreement for the management of iMfolozi Big Five.

CO-MANAGEMENT

In line with The Restitution of Land Rights Act, 1994 ("Restitution Act") gives effect to the right to restitution by providing for restitution of rights of land to persons and communities who were dispossessed of those rights as a result of past racially discriminatory laws and practices. Section 25(7) provides for a person or community dispossessed of property after 19 June 1913 as a result of past racially discriminatory laws or practices is entitled restitution or equitable redress. The Park now enjoys full support from the land owners after long negotiations and beneficiation model. (This paragraph is a lot of legal speak and not much detail as to developments in the past financial year, if any. I.e, something to the effect of: "In line with The Restitution of Land Rights Act, 1994, X (number) land restitutions were finalised." Followed by rest of the content from "Section 25(7)".

HIP BIODIVERSITY

CONSERVATION AWARENESS.

A community-based project of environmental monitors around the park is ongoing providing rural communities with the opportunity for active engagement in today's conservation issues.



RHINO PROTECTION

There is a direct correlation between rhino poaching and availability of funds to support anti-rhino poaching interventions. This was evident in 2015 when funding from treasury was reduced. The Park relied on donor funding and statistics show that in 2015 iMfolozi Game Reserve reduced rhino poaching by 44% when compared to 2014 - whereas in Hluhluwe poaching increased by more than 50% compared to the 2014 calendar year.



POACHED RHINO IN IMFOLOZI.

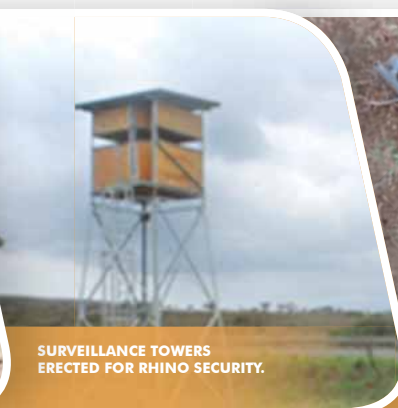


TROOP BRIEFING BEFORE DEPLOYMENT.

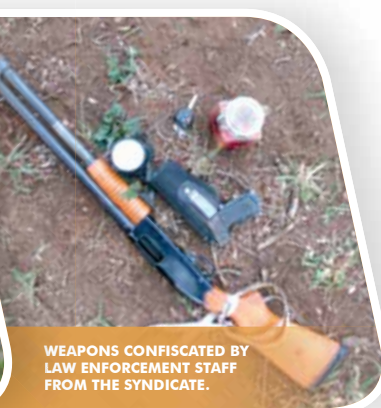
Three canine kennels were constructed within the park through donor funding to house three dogs that will be used to combat rhino poaching.



CANINE KENNELS CONSTRUCTION IN PROGRESS.



SURVEILLANCE TOWERS ERECTED FOR RHINO SECURITY.



WEAPONS CONFISCATED BY LAW ENFORCEMENT STAFF FROM THE SYNDICATE.

VULTURE RESTAURANT COUNT DAY

The national annual vulture count is conducted each year during September. The count is aimed at establishing the population numbers, growth, nesting site and detect any threat that can put the population under pressure.



VULTURE TAGGING DURING COUNT.



VULTURE HIDE IN GIANTS CASTLE.



PROJECTS FOR THE PARK

The park enjoys financial support from the Friends of the park - local and international donors. External funding exceeded R3 million for different projects in the park. The construction of two staff accommodation units commenced in iMfolozi

Game Reserve, with 16 new units yet to be completed. WWF sponsored the salary of a rhino monitor for the park and as a result the confidence level on our rhino population was boosted. Save the Rhino International donated law enforcement equipment to the value of R400 000 to the park.



6 QUAD BIKES WERE DONATED TO THE PARK BY AWF.

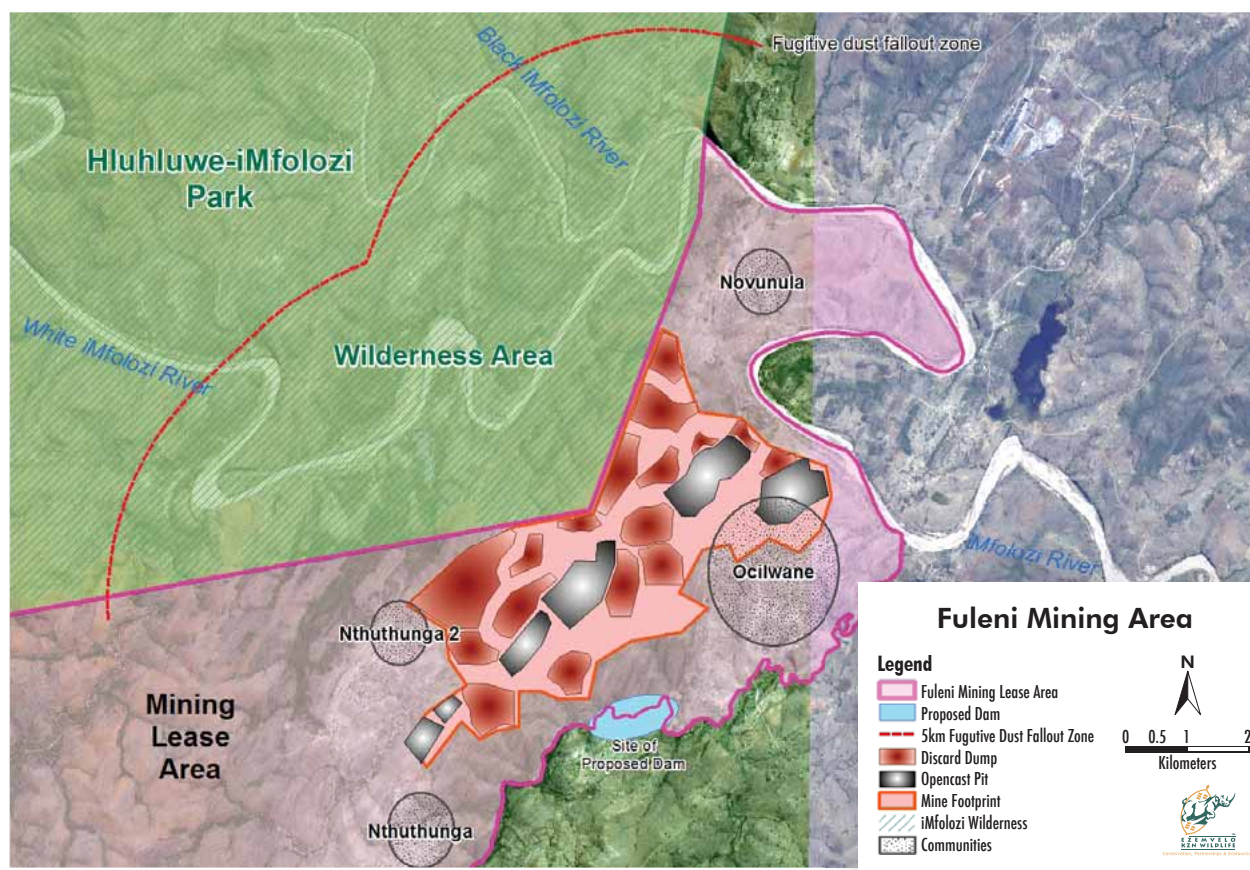


FOOD PARCELS DONATED BY SPAR TO LAW ENFORCEMENT STAFF.

MINING THREAT ON THE PERIPHERAL

The proposed Fuleni coal mine is cause for some concern. Plans reveal it will be situated less than 100 metres from the Hluhluwe-iMfolozi Park (HiP), adjacent to the wilderness area within the iMfolozi section of the reserve. The Draft Environmental Impact Assessment Report (DEIAR), prepared for the mine, identifies a wide range of significant and irreversible impacts the mining activities will have on the surrounding environment and the

communities that live in the region. As a result, communities are up in arms and strongly opposing the mine, with tensions now reaching a boiling point. As trustees of the HiP and the primary trustees of biodiversity in KwaZulu-Natal, Ezemvelo has both a general duty regarding biodiversity and a specific vested duty regarding the HiP. Ezemvelo therefore has a direct interest in the proposed operation of open cast mining within the immediate surrounds of its protected area. Ezemvelo's official objection to the proposed Fuleni mine was lodged with the DMR on 03 August 2015.



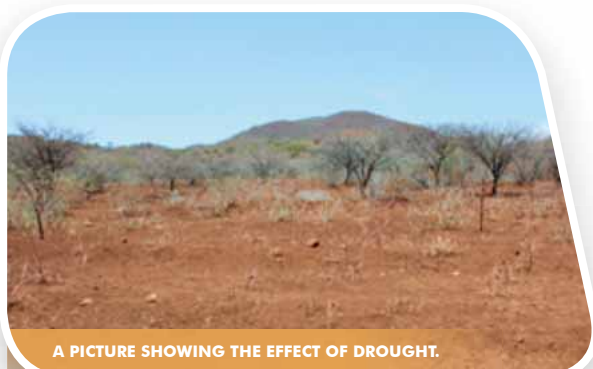
PROPOSED FULENI MINE ON THE BOUNDARY OF THE PARK.

WILDERNESS AREA

The KwaZulu-Natal province has a proud record of wilderness conservation for over 50 years. Wilderness conservation was formally adopted by the Natal Parks Board in 1958 by administratively designating a wilderness area in the southern part of the iMfolozi Game Reserve, as recorded in the eleventh annual report, April 1958 – March 1959. The wilderness resource encompasses two central concepts, namely naturalness and solitude. Naturalness encompasses biodiversity conservation, which for Ezemvelo KwaZulu-Natal Wildlife's (EKZNW) purpose forms the central part of the wilderness concept and definition. Both elements need to be present, protected by law and managed effectively to provide visitors with a high quality wilderness experience. This dream was made a reality last year when the boundaries of the iMfolozi wilderness area were finally proclaimed.

DROUGHT

The current drought in the province, especially on the North coast and Zululand areas, is of serious concern to Ezemvelo KZN Wildlife and all affected parties, with severe risk to both humans and game animal being present. The last year's rainfall is the lowest rainfall recorded in the past 65 years, according to the organisation's records maintained since 1951. A recent ecologist's report summarises the situation as follows: "Droughts are normally the manifestation of a consecutive sequence of below average years, and not just a single year, the record from 2001 to present indicates an extended below average phase."



A PICTURE SHOWING THE EFFECT OF DROUGHT.



HIP HELPED NEARBY SCHOOLS WITH CLEAN WATER THROUGH SPONSORSHIP.

HUMAN WILDLIFE CONFLICT

During 2015/2016 financial year, 139 valid claims were processed by Hluhluwe iMfolozi Park management totaling the amount of **R1 125 796.13**. This was paid to claimants around ten Traditional Authorities, as a result our relationship with our communities improved dramatically and ease tensions around the Park.

Table Showing processed claims:

SPECIES	NO OF CLAIMS	PROCESSED
Lion	45	paid
Wild Dogs	93	paid
Elephant	1	Paid
Cheetah	0	N/A
Buffalo	0	N/A

AWARDS

Hluhluwe iMfolozi Park confirmed its popularity to clients and the public by scooping the MPR Africa Diamond Award. The park secured the award after a survey of companies and organisations doing the most to stimulate the economic growth and development of the KwaZulu-Natal province under National Parks and Game Reserves. The park is taking this award to its already well-decorated cabinet, dating back to more than a century of accolades.



DIAMOND AWARD COLLECTED BY THE PARK MANAGER.



FIELD RANGERS PATROLLING INSIDE THE GAME RESERVE.



A. CONSERVATION AND PARKS

MALOTI-DRAKENSBERG PARK

WORLD HERITAGE SITE

INTRODUCTION

The KwaZulu-Natal Nature Conservation Board (later referred to as the Board) is the appointed Management Authority of the Maloti-Drakensberg Park World Heritage Site.

This report forms part of the KwaZulu-Natal Nature Conservation Board's Annual Integrated Report 2015/2016. This section of the report is submitted in compliance with Section 42 of the World Heritage Convention Act (Act No. 29 of 1999). The management of the site is guided by the approved Integrated Management Plan (IMP). The Integrated Management Plan for Maloti-Drakensberg Park World Heritage Site (MDP WHS) is the primary and overarching management document for the World Heritage Site. The Integrated Management Plan (IMP) forms the framework within which the Park is managed.

All reports for the current financial year (2015/2016) indicate that this was not an easy year for the KwaZulu-Natal Nature Conservation Board. However, as an Authority we feel that we have succeeded in meeting our obligations in terms of the convention, the operational guidelines and fulfilment of performance indicators for the World Heritage Site. A five-year independent review of the overall performance is not applicable at this point in time due to the fact that our IMP was approved in 2013.

We would also like to confirm that all procurement activities for the park were conducted through the Board's Supply Chain Management systems and that during the current financial year (2015/2016), the Board did not acquire any land or rights in land by contract or otherwise.

The KwaZulu-Natal Conservation Board would like to express its profound and sincere appreciation for the unwavering

support from the CEO and his staff for the hard work and staff from the Department of Environmental Affairs for their support.

INTEGRATED MANAGEMENT PLAN IMPLEMENTATION

The IMP for MDP WHS is the primary and overarching management document for the World Heritage Site. It was developed in 2011 and approved by the Minister of Environmental Affairs in July 2013 for the period 2013 to 2018. The protected area's management objectives are operationalised and reflected through an Annual Plan of Operation (APO) in Table 1. The Board is committed to the implementation of this plan.

LEGAL COMPLIANCE AND LAW ENFORCEMENT

The authority is still experiencing challenges with regard to the inconsistency in the interpretation of boundaries including the international boundary. The most prevalent illegal activities in the park include cattle incursions, illegal entry and arson. A number of illegal incidents in different categories were also recorded in the park (Figure 1 and 2). A high number of illegal incidents occurred in August and September 2015. A total of 158 illegal incidents recorded in the park. Most frequent illegal activities include illegal entry, cattle incursions, prohibited activity, poaching, search and rescue, theft and damage to property. 501 head of cattle, 251 goats and 152 sheep were impounded inside the park. One firearm (7.65mm) and two rounds of ammunition were seized. One snake bite was reported. Two robberies were reported where one of our resort managers was shot. 10 search rescue operations reported.

Figure 1: Total reported incidents for the period April 2015 to March 2016

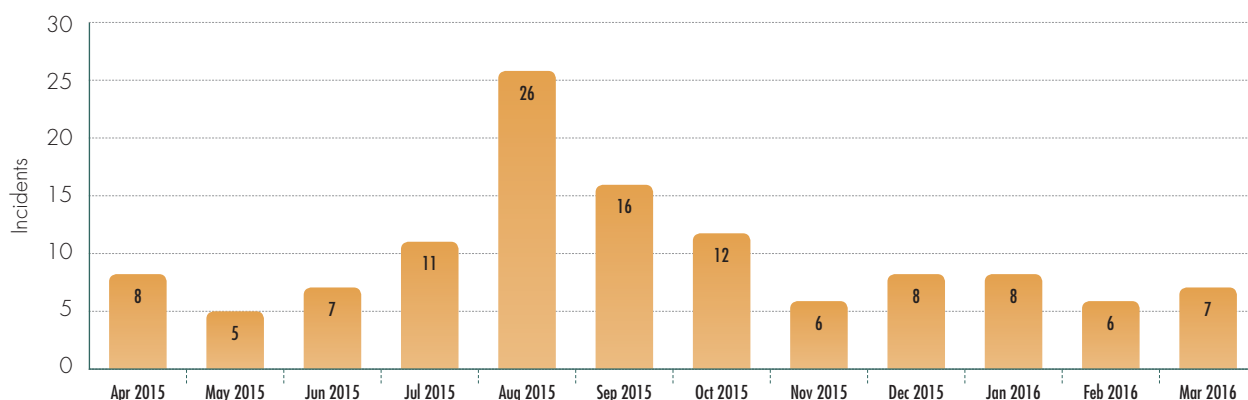
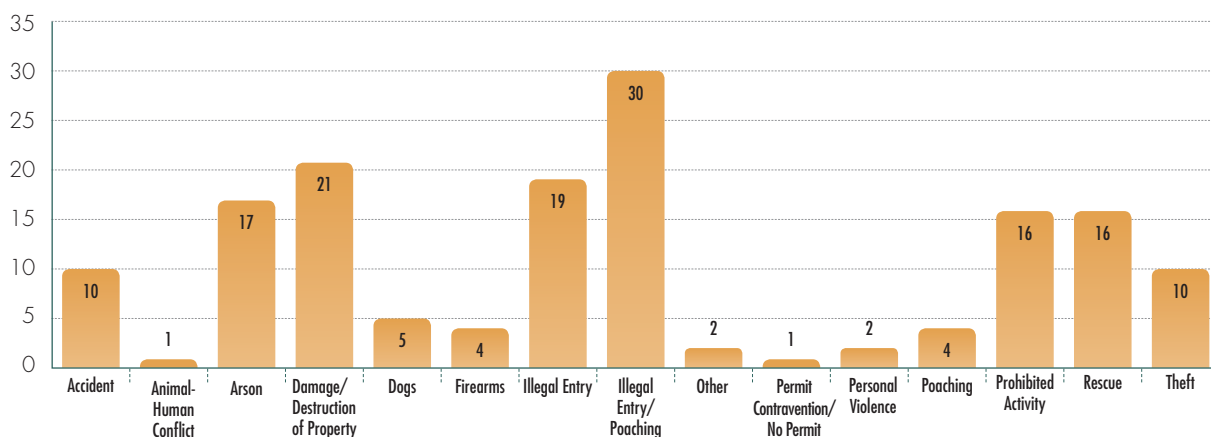


Figure 2: A number incident categories for the period of April 2015 to March 2016.



STAKEHOLDER ENGAGEMENT

The KwaZulu-Natal Nature Conservation Board was declared by the Department of Environmental Affairs as the Management Authority for the MDP WHS for a period of 5 years. As part of the Board's commitment towards stakeholder engagement a number of Neighbour Relations Liaison Forum meetings were held quarterly. Meetings were held with Traditional Authorities, the Local Board, local and provincial authorities as well as

interested and affected parties. As the management authority for the park, we planned to launch COMPACT programme in and the around the property. COMPACT refers to Community Management of Protected Areas Conservation Project.

OUTLOOK (2016/2017)

To launch COMPACT replication programme in the park.



HONORARY OFFICERS

There are currently 91 Honorary Officers active in the Park. There are eight Honorary Life Members. Membership in the Park remains relatively stable. This has been a very successful year for the Park. Not only did they manage to complete projects and to sustain others but they also managed to provide funds for much needed work in the Park. The bulk of this was from the sale of pamphlets at the Visitor's Centre and Thendele. The new tree donation project initiated by Officer-in-Charge Royal Natal and managed by the Honorary Officers bought in an additional amount of R3000. At Royal Natal, Memorial plaques will no longer be put on benches but on newly planted trees - a wonderful way of recording memories and one that should last for 100 years or more. All those who committed themselves whole heartedly to make this a reality are appreciated by Park Management. The following activities were undertaken by the Honorary Officers.

• ALIEN PLANT ERADICATION

The Southern Drakensberg Honorary Officer Group have had two alien plant eradication days where alien plants were eradicated in the Sani Valley. The focus has been on clearing the wattle trees at the South African Police Sani Pass Border Post. Honorary Officers have assisted on an *ad hoc* basis with ring barking pine trees in the Monks Cowl and Culfargie unit. Approximately 30 pine trees were eradicated in the Breakfast Stream area in a single day. At Royal Natal a project that occupied much of this year was the tree afforestation of the Mahai campsite. An additional 50 trees were planted and the protective hessian of 40 trees was replaced by wire. An irrigation system was installed to maintain the arums during the dry winter months.

• SANI PASS CLEAN UP

The 18th Sani Pass Clean Up took place during April 2015. 118 school children took part in the clean-up with approximately one ton of litter being removed.

• EVENTS

The Southern Drakensberg Honorary Officers manned water tables at the Transfrontier Mountain Trail Bike race, the Giants Cup Trail Event and the Giants Cup Trail Uncut and Corporate Event. Monks Cowl Honorary officers hosted and sponsored children from the Children of Fire Organisation. This is an organisation for children who have been badly burnt by fire in various incidents and have suffered much trauma. As always, the Royal Natal Mont-Aux-Sources Mountain Challenge was a highlight of the year. This race is a challenge for the runners and Honorary Officers. The Honorary Officers participated in manning the check and refreshment points that stretch from the Visitor's Centre to the top of the Tugela Falls.

• MAINTENANCE:

The Kamberg Honorary Officer Group assisted the Officer-in-Charge Kamberg in preparing for the laying of a water pipeline to the entrance gate picnic site. The Group has also assisted in purchasing new curtains for the chalets, purchasing materials to repair the entrance road, constructed and supplied two braai stands. Curtains have been made by the Southern Drakensberg Honorary Officer Group for the Pholela Mountain Hiking Hut. The Kamberg Honorary Officer Group facilitated a surveyor to give a status report on the undercutting of the Eland and Highmoor dam walls. The Kamberg Honorary Officer Group purchased and donated a data projector for the Kamberg Rock Art Centre.

• FUND RAISING

The Southern Drakensberg Honorary Officers organised a wilderness weekend seminar which was presented by members of the Wilderness Action Group. The Southern Drakensberg Honorary Officers maintain two donation boxes at the Underberg Spar and the Drakensberg Gardens Leisure Resort. The Kamberg Honorary Officers raised funds through doing the catering at the two Wings, Wheels and Whistles event in Pietermaritzburg and assisted at the Weenen Mountain Bike Event.

• BIOLOGICAL MONITORING

The Southern Drakensberg Honorary Officers have been involved in assisting the District Conservation Officer Underberg and the Park Ecologist in carrying out oribi, Cape Parrot, Wattled crane and vulture monitoring throughout the year.

• VULTURES

The Monks Cowl Honorary Officers participated in 2 vulture nesting surveys during the year. The South African Air Force (SAAF) assisted with the transport of the team to Vultures Retreat. On 5th September 2015, Monks Cowl Honorary Officers also counted vultures and other raptors on International Vulture Awareness Day. The chairman of the Monks Cowl Honorary Officers has collected carcasses for the Bergview Vulture Restaurant throughout the year, entirely at his own cost. A record has been kept by Honorary Officers Monks Cowl of Ground Hornbill sightings in the area. A previously used nesting site on a cliff has also been monitored for nesting activity.

• LAW ENFORCEMENT

The Southern Drakensberg Honorary Officers have started a "whatsApp" to offer immediate assistance in reporting snaring or poaching. The Kamberg Honorary Officers worked a total number of 483 hours doing patrols at Kamberg.

• EDUCATION

The Southern Drakensberg Honorary Officers submit articles to the Mountain Echo local Newspaper on Honorary Officer activities. Leave No Trace is given by Honorary Officer and the Sani Search Volunteers to pupils who hike during the year. The Chairman of the Monks Cowl Honorary Officer group together with the Officer-in-Charge Monks Cowl have regularly contributed to conservation related articles in the Champagne News which has local as well as international readership.

• RECYCLING BINS

A donation of 6 old fuel drums by the Honorary Officers has enabled the separation and recycling of waste to commence at Monks Cowl, which has been very rewarding. Flood warning signs for the low water bridge is complete. Several rubbish clean ups were conducted during the year along the Mahai River.

• TRAILS/ FOOTPATHS

Monks Cowl Honorary Officers have worked closely with the SAAF and Ezemvelo staff to put in place all remaining rock signs on the extensive trail system that exists. Monks Cowl and Culfargie are the only units in the Park to have accomplished this thanks to the combined effort of the SAAF and Honorary Officer group.

• REMOVAL OF ELAND FENCE.

In a massive combined EKZNW, SAAF and Monks Cowl Honorary Officer effort, the old eland fence running down Shada Ridge was taken down off the ridge. The fence had become unnecessary since our organisation took over from the Department of Forestry. Helicopters were used and the cost of the exercise to the SAAF was in the region of R 460 000.

BUFFER ZONE PROTECTION AND REGIONAL MANAGEMENT

As an authority for the site, one of the major obligations is to establish a buffer zone around the World Heritage Site. A buffer zone is defined as "an area surrounding the nominated property which has complementary legal and/or customary restrictions placed on its use and development to give an added layer of protection to the property". As a result of this obligation, the authority has commenced a stakeholder engagement and participation process. The Buffer Zone Policy aims to address issues of co-operative governance and Norms and Standards for the management of protected areas.

OUTLOOK (2016/2017)

The 2016/17 financial year goal is to meet the World Heritage Committee conditions with regard to the Maloti

Drakensberg Park World Heritage Site inscription. The park management is required to finalise buffer delineation and consultation process and submit a report to the World Heritage Committee in December 2016.

ECO-CULTURAL TOURISM

The management authority of the Maloti-Drakensberg Park World Heritage Site (MDP WHS), has embarked on a process to develop a tourism strategy to unlock the economic potential of the site. This has culminated in the formulation of the UNESCO-endorsed Maloti-Drakensberg Park Sustainable Tourism Strategy (2016- 2025). The plan has been developed in close collaboration with the Lesotho. The main purpose for the strategy is to develop heritage-based tourism that is based on the Outstanding Universal Value of the properties.

OUTLOOK (2016/2017)

The 2016/17 financial year goal is to finalise Sustainable Tourism Strategy.

CONSERVATION MANAGEMENT

The Ezemvelo KwaZulu-Natal Wildlife management effectiveness score is a required minimum standard of 72%. The National minimum required score is 68%. For the past five years the average management effectiveness score for the MDP WHS has been set at 75.23%. This shows a healthy increase over the park's assessment in 2010/11 which was recorded at 64.3%. In 2011/12 the score was 72%, in 2012/13 it was 78% and the 2013/14 score was 75.16%. However, the score for 2015/16 is 57.38% - a significant decrease of 22.36% on the previous year's score. The new METT-SA system Version 3 attributed significantly to the decline. Other protected areas have reported similar declines. However, in real terms it is likely that the score has declined due to lack of staffing, insufficient budget for maintenance, and lack of budget for critical management functions (fire and alien plant control, path maintenance).

OUTLOOK (2016/2017)

Freezing of posts and budget cuts made this financial year under review very challenging.

Despite these challenges, we aim to improve management effectiveness score to 70% for the 2016/17 financial year.

FIRE - is one of the most important ecosystem drivers requiring management to maintain the biodiversity of the MDP WHS. The application and management of fires aims to achieve the fire management objectives of each protected area that make up the MDP WHS. Through a process of adaptive management, the fire management strategies are evaluated and revised to ensure best fire practice for the World Heritage Site.



OUTLOOK (2016/2017)

Unscheduled wild fires and freezing of posts made this financial year under review very challenging. The 2016/17 financial year goal is to continuously implement our Fire Management Plan and monitor results.

INVASIVE ALIEN SPECIES - invasive and alien species have been identified globally as one of the most significant threats to biodiversity, second only to habitat destruction. Invasive alien plants are the biggest threat to South African protected areas. The authority has developed an Invasive Alien Species Management Plan, which sets up objectives and targets for the park. A total of R2.8 million to clear an area of 17 636ha (7.3%) was granted by the Department of Economic Development, Tourism and Environmental Affairs Alien Invasive Species Programme. A total of 14 875 person days was achieved through this programme and significant progress has been made. Almost all work undertaken in the last 11 years has been from external job-creation funds. Whilst approximately R3 Million/annum is being spent, creating many job opportunities (14 875 jobs created in 2015/2016), it is estimated that the required budget to achieve alien species targets is at least five times larger.

OUTLOOK (2016/2017)

The current Alien Species Plan is not funded. We need to focus on sourcing funds for this initiative.

NATURAL RESOURCE MANAGEMENT – the authority has policies and guidelines to regulate natural resource utilisation inside the park. There is a number of monitoring programmes that have been implemented to ensure sustainable resource utilisation.

CULTURAL HERITAGE MANAGEMENT – the Cultural Heritage Management Plan is currently being reviewed with the assistance and support of Amafa AkwaZulu-Natali. Routine cultural heritage sites monitoring is in place. However, it is critical to improve the authority's institutional capacity with regard to cultural heritage management.

OUTLOOK (2016/2017)

Currently the management authority lacks institutional capacity with regard to cultural heritage management. We need to focus on sourcing funds to secure institutional capacity in cultural heritage management.

ENVIRONMENTAL AWARENESS PROGRAMME - an Environmental Awareness Plan has been created. The S'fundimvelo Environmental Education Programme is also implemented in neighbouring schools around the park. This programme is aligned to the Grade 6 National Curriculum syllabus. In 2015/16 financial year, S'fundimvelo conducted 15 day trips from nine (9) schools around Giants Castle, which covered more than 700 pupils. Furthermore, four (4) overnight

trips with more than 200 primary and high school learners with 20 teachers was undertaken. Thus making a total of 13 schools and 920 participants. The purpose of these trips is to expose learners and teachers into a protected area and educate them about the importance of nature conservation, while increasing the future potential sustainable tourism.

OPERATIONAL MATTERS

The park has a serious lack of resources, both human and financial, to effectively deal with the operations and infrastructure maintenance backlog. There is serious budget shortfall for **hiking trails maintenance, boundary fence, roads and tracks and staff accommodation**, which needs URGENT attention for the park to succeed in achieving its objectives. A significant amount of effort has been directed towards applying the best management principles; this has yielded good results in many instances. However, there is still a lot to be accomplished in the coming years.

OUTLOOK (2016/2017)

The current condition of our hiking trails, roads, fences and staff accommodation is disastrous. We need to URGENTLY secure funds to improve our infrastructure.

PRIORITIES FOR STRATEGIC OUTCOMES

The purpose of prioritising activities is to direct funds and resources to the most important activities. As a result, priorities are placed in an order of three categories which have been determined in Table 1 as follows:

Priority 1 (red):

a management target that is central to the responsibilities and mandate of Ezemvelo KZN Wildlife, or that address an aspect of management that is fundamental to the protection of the values and purpose of the MDP WHS.

Priority 2 (green):

a management target that addresses an aspect of management that contributes towards community involvement and support for the conservation of the MDP WHS, which is a key principle of effective protected area management.

Priority 3 (yellow):

a management target that indirectly contributes towards the protection of biodiversity or the development of social and/or economic benefits and opportunities for the MDP WHS and/or its surrounding local communities.

The priorities are presented in the table below using the colour system above, which depicts the level of priority shown for the particular strategic outcome. In addition, a date is indicated

in the priorities column for each strategic outcome, which is intended to convey the end date by which the management target must have been achieved.

BUDGET

The figures presented in this report were extracted from the audited financial statements as presented in the KwaZulu-Natal Nature Conservation Board's Annual Integrated Report 2015/2016.

The estimated present (2015/16) management cost for the park after revenues have been deducted is **R228.25** per ha per annum (R55 465 000/ 243 000 ha). This is slightly less compared to the last financial year.

Appendix 1A shows the income and expenditure trends for the park over sixteen financial years (April – March) from 2000/01 to 2015/16. The figures represent only income and expenditure (salaries and operating expenses) of the conservation management and tourism operations components.

Other park expenditure from corporate components e.g. major technical works, capital expenditure, special projects and donor funding are not included here as these figures are not readily available for the park specifically. The figures therefore do not reflect the total expenditure for the Park.

CONSERVATION MANAGEMENT: 2000/01 TO 2015/16

Expenditure on Conservation Management increased from R14.6m to R58.6m over the last sixteen years. The main contributing factor to this increase was the improvement of staff conditions of service over the period. Since the year 2000, not only have basic salaries been increased at a higher than inflation rate, but other benefits have been introduced such as payment for overtime, standby allowances, night shift allowances, housing allowances and medical aid. Of concern at present, however, is the fact that personnel-related expenses account for more than 84% of the total conservation

management expenditure budget. This is significantly higher than generally accepted norms and this trend has been the experience since the start of this reporting period. This also indicates that the current conservation operating expenditure budget is under-funded.

ECOTOURISM OPERATIONS: 2000/01 TO 2015/16

Income increased from R11.9m to R34m this is relatively low compared to the last financial year income of R37.9m. Financial performance varies greatly from resort to resort and as such, individual business plans are to be compiled to chart a strategic way forward in improving these figures.

It is felt that with more focus and innovation, the Ecotourism Operations within the park will be able to generate a more substantial financial contribution to conservation operations. The potential is certainly there for a significant improvement in these figures.

The Operating Surplus from Ecotourism Operations declined from R4.9m to R3.1m over the period. This is of serious concern particularly when taking into account the revenue growth for the period as highlighted above. It must be noted that the 2015/16 year shows increase compared to the last financial year but a significant fall in operating surplus over previous years. This recent slide can be attributed to poor revenue growth and a failure to market and promote the MDP WHS facilities, coupled with ballooning costs.

EXTERNAL FUNDING

The park has benefited enormously over the years from external investment. Some examples are the Invasive Alien Species Programme and Working on Fire programme. External funding is likely to play a greater role moving forward considering the number of unfunded projects that have been identified. It is **imperative that sufficient funding is obtained** over the next few years in order for the infrastructure to be effectively maintained and sustained.



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.2.1 Framework for Legal Compliance, Law Enforcement and Stakeholder Engagement [MDP WHS IMP Page 79]						
Legal Compliance and Law Enforcement	Comply with and enforce legislation pertaining to the protection, development and management of the park.	Confirmation, demarcation and interpretation of the exact boundaries of the park.	Survey those sections of the park that have not yet been surveyed and implement a phased programme for the demarcation of all boundaries.	Survey report for relevant sections.	The following areas (Management Units) within the park were surveyed: Sani Top at Cobham, Garden Castle, Royal Natal and Cathedral Peak. Part of Cobham (Ikanti) and Lotheni still need to be surveyed. Three meetings were held with the Mqatshezi Grazing Forum. The Park Manager met with Mr. Duma from Mqatshezi. A separate meeting with the Mqatshezi Grazing Forum and Ingonyama Trust Board will be set for the 2016/17 financial year.	Year 2
			Negotiate a joint understanding with Lesotho on the exact boundary with South Africa.	Memorandum of Understanding regarding the Lesotho / South African Boundary.	The assistance of the Department of Environmental Affairs is required in this regard. [Land Surveyor General Report – the Department of Environmental Affairs has been requested to facilitate the process of appropriate western boundary demarcation (Lesotho and RSA)].	Year 2
			Ensure that the title deeds reflect the World Heritage status.	Title deeds that reflect the protection status of the park.	The process of appointing a service provider has been finalised. The service provider is expected to provide a list of parcels of land that constitute the Maloti-Drakensberg World Heritage Park for the purpose of having the Title Deeds of the said properties endorsed with this protected area status.	Year 3
		Consolidate and facilitate proclamation of wilderness areas.	Initiate a process to proclaim candidate wilderness areas.	Increase in proclaimed wilderness areas.	The baseline view shed analysis, measuring the location and extent of visual impact of human disturbance, has been completed. The amalgamation of the modelled surfaces into a sensitivity index still has to be completed. A field verification exercise will then be initiated before the zonation is finalised.	Year 3

TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.2.1 Law Enforcement [MDP WHS IMP Page 80]						
Legal Compliance and Law Enforcement	Comply with and enforce legislation pertaining to protection, development and management of the park.	Address security issues and illegal activities to ensure the integrity of the park, in participation with stakeholders, security services and the justice system.	Work collaboratively with external security stakeholders to implement the MDP WHS security strategy.	<ul style="list-style-type: none"> Regular patrols covering strategic areas in the park. Prosecution of any offender caught committing an offence. Regular documented reports on security incidents. 	There is currently a low number of law enforcement staff due to the freezing of vacant posts, hence law enforcement operations are hindered due to the resource constraints. There are a significant number of Field Ranger and Officer in Charge (OIC) posts that are currently vacant and urgently need to be filled. That has a significant impact on the number of patrols conducted. Most Field Rangers within the Park have undergone EMI training and are now designated EMI's.	Ongoing
			Implement a Cyber Tracker based programme of patrols of the park and its boundaries.		<p>Routine law enforcement patrols are conducted throughout the park, and meetings are held on a quarterly basis with local SAPS. All illegal incidents are reported centrally using the EKZNW incident report format.</p> <p>Case Management: A Law Enforcement and Prosecution Officer post has been identified and included in a new structure. Law enforcement designated staff members attended 10 South African Police Service and Rural Safety Committee and policing forums monthly meetings.</p> <p>A total of 158 illegal incidents recorded in the park. Most frequent illegal activities include illegal entry, cattle incursions, prohibited activity, poaching, search and rescue (not an illegal incident), theft and damage to property. 501 head of cattle, 251 goats and 152 sheep were impounded inside the Park. One firearm (7.65mm) and two round of ammunition seized. One snake bite reported. Two robbery reported where one of our Resort Manager was shot. 10 rescue operations reported.</p> <p>143 patrols were carried in Pholela Biosphere.</p> <ul style="list-style-type: none"> 18 arrests made 12 suspects charged 4 court appearances 3 charged persons convicted (At Lotheni, three charged persons were convicted and each paid a R2000 fine each). 2 cases opened: under investigation. Results of court appearances unknown. In the case of illegal entry into the Park, the accused were repatriated to Lesotho. 	



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.2.1 Law Enforcement [MDP WHS IMP Page 80]						
Legal Compliance and Law Enforcement	Comply with and enforce legislation pertaining to protection, development and management of the park.	Address security issues and illegal activities to ensure the integrity of the park, in participation with stakeholders, security services and the justice system.	Implementation of the Reaction unit.	Functional reaction unit.	Three posts have been identified in staff establishment for law enforcement and prosecution officers, and suitable candidates have been identified but not appointed due to the restructuring process and freezing of posts.	Year 2
			<ul style="list-style-type: none">Develop and implement a Park Air Space Norms and Standards.Develop a joint position statement on air space use over world heritage sites with iSimangaliso Wetland Park.Formalise relations and operating rules for military and police use of air space, as well as for stock theft pursuit.	Documented Air Space Norms and Standards	<p>Within the financial year of 2015/2016, ten (10) flight applications were received and processed, requesting to fly over the park.</p> <p>Most of these applications were for high altitude training, research and filming. Interim decision making process and guidelines with respect to aircraft use within the air space of the Maloti-Drakensberg Park World Heritage Site is in place.</p> <p>Five (5) incidences of aircraft were recorded overflying Cobham illegally. Registration numbers were unidentifiable.</p>	Year 2
Table 6.2.1 Stakeholder Engagement [MDP WHS IMP Page 80]						
Stakeholders' Engagement	Maintain effective linkages with affected communities and other stakeholders in order to ensure collaboration management.	Constructive stakeholder involvement in the park management through an effectively functioning local board and liaison forums	<p>Regular meetings of a functional MDP WHS Local Board.</p> <p>Regular meetings of the Liaison Forums for the separate management units within the MDP WHS.</p>	Quarterly meetings of the Local Board and Liaison Forum.	<p>The Local Board members have been appointed, term of office will expire in March 2018. Local Board inaugural meeting was held in September 2015.</p> <p>The Neighbour Relations Liaison Forum meetings are taking place on a quarterly basis for different Management Units (15) within the park.</p>	Ongoing
		Provision of support to the community in developing its capacity to make inputs into the management of the park	Ongoing development and mentorship programme for the MDP WHS Local Board for new members.		Implemented mentorship programme for the MDP WHS Local Board.	<p>Training for Local Board was conducted in December 2015.</p> <p>South MDP WHS Officers –in-Charge attended six Drakensberg Honorary Officer meetings.</p>
		Provision of support to the community through externally funded projects and the Community Levy Fund.	Facilitation of development projects in the community through the Community Levy Fund in line with the Conservation Partnership Policy of EKZNW.	Community development projects reflected in the Annual report and audit report of Community Levy Fund.	<p>No project proposals were received and processed in 2015/16 financial year.</p> <p>The planning phase for Busingatha Lodge is being finalised.</p> <p>Siyakhula Poultry Farming Project is now complete. Awaiting for a date to be set by the Chief Executive Officer for the official handover.</p>	Ongoing

TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.2.1 Stakeholder Engagement [MDP WHS IMP Page 80] ...continued						
Stakeholders' Engagement	Maintain effective linkages with affected communities and other stakeholders in order to ensure collaboration management.	Engage internal and external stakeholders in an effort to brand the MDP as a World Heritage Site.	Develop and implement an MDP WHS branding strategy including a communication strategy to communicate the IMP to communities, visitors and other stakeholders.	Documented branding strategy.	This target has not been achieved , however, the park is part of a UNESCO World Heritage Centre and the African World Heritage Fund - 'Sustainable tourism capacity building in four African World Heritage destinations'. A draft sustainable tourism strategy (2016-20125 has been developed.	Year 1
Table 6.4.1 Framework for Buffer Zone Protection and Regional Management [MDP WHS Page 84]						
Buffer Zone Protection and Regional Management	Protect the Park values from activities, processes or land uses outside of its boundaries, which may threaten it, through an established buffer zone which is accepted by the broader communities and stakeholders.	Prioritisation of key buffer zone area within the provincial protected Area Expansion plan.	Focus efforts of the Biodiversity Stewardship and Protected Area Expansion Programme on priority areas in the buffer zone around MDP WHS's boundaries.	Legal protection of key buffer zone areas through establishment of biodiversity management plans or protected environments.	The KwaZulu-Natal Biodiversity and Protected Area Bill make provision for the MEC to declare a buffer zone. The farms, Wostijn, Diedlof and Maatschapi in the Northern MDP have expressed interest in joining the Stewardship Program. There is also support for a Conservancy from the Champagne Ratepayers Association.	Annually
		Maintain the Transfrontier linkages between the park, authorities and communities of the bordering Lesotho	Maintain collaborative Transfrontier structures through regular meeting with the Joint Management Committee. Work collaboratively with the MDTP to achieve joint objectives of Maloti-Drakensberg Transfrontier Conservation Area Conservation and Development Strategy (2008-2028).	<ul style="list-style-type: none"> Quarterly meetings of the Joint Management Committee. Achievement of objectives and outcomes of the Maloti-Drakensberg Transfrontier Conservation Area Conservation and Development Strategy (2008-2028). 	<p>Joint Management Committee meetings are taking place annually, not on a quarterly basis due to financial constraints. South MDP WHS management organised and attended the joint sub-regional annual fire workshop at Sehlabathebe National Park.</p> <p>The six monthly inaugural meeting between Sehlabathebe and Garden Castle (EKZNW) was held at Sehlabathebe National Park (Lesotho) in May 2015. The second meeting was held at Kamberg during October 2015.</p> <p>EKZNW contributes to MDTP through annual financial obligations as a Lead Agent in South Africa. EKZNW is represented in various working groups such as Cultural Heritage Working Group, Protected Area and Biodiversity Working Group, National Coordination Committee, Bilateral Coordination Committee, Bilateral Security Working Group, and Tourism Working Group. MDTP is also facilitating the establishment of a Community Conservation Area in Witsieshoek which will form a buffer on the Free State side.</p>	Ongoing



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.4.1 Local and Regional Planning [MDP WHS Page 85]						
Buffer Zone Protection and Regional Management	Protect the park values from activities, processes or land uses outside of its boundaries, which may threaten it, through an established buffer zone which is accepted by the broader communities and stakeholders.	Ensure tourist infrastructure to access the MDP WHS (access roads) safely are identified and maintained.	Liaise with the South African National Roads Agency in determining agreed upon access roads to MDP WHS that require upgrade and maintenance.	Adoption of agreed upon access routes to the various protected areas within the MDP WHS. Upgrade and maintenance of degraded access routes.	There is a formal and continuous engagement with the Local Department of Transport to maintain and repair access roads to iNjesuthi, Cathedral Peak, Kamberg, and Cobham. Minor maintenance has been carried out but major repairs have been requested to be attended to. Officer-in-Charge Vergelegen contacted the Department of Transport and the road up to the entrance gate was graded on two occasions. The road was also re-gravelled. Request to open drains has been made to open up blocked drains. The Authority has engaged Provincial Treasury to secure funding but there has been no formal response to the request.	Year 1 thereafter Annually
		Declaration of the park buffer as the buffer for the World Heritage Site.	Submit proposed buffer zone requirements to UNESCO for approval.	Gazetted buffer zone.	The buffer delineation has been finalised. The Authority has embarked on a public participation process to finalise the process with a view to establish regulatory measures to guide land use planning in the buffer area. An environmental lawyer and professional public facilitator have been appointed to guide the process.	Year 1
		Evaluate and respond to development applications within the park buffer through a coordinated and consistent process.	Implement the standard policy to guide responses to development applications in the MDP WHS buffer area.	Consistent documented responses to development applications.	Formal comments on all land use change applications received and formal responses were provided. A total of 19 applications were received and processed in the 2015/16 financial year. Some of these applications are overlapping from the previous years.	Ongoing
Table 6.5.1 Framework for Eco-cultural Tourism [MDP WHS Page 88]						
Eco-cultural Tourism Development	Respect and give access to the park's biodiversity, cultural and wilderness values in order to sustainably capitalise on the tourism potential for the park and its surrounding areas.	Integrate park tourism activities with tourism strategies and plans for the region.	Capture visitor information and statistics.	An understanding of annual tourist numbers.	Visitor numbers for over-nighting guests are fairly accurate. However, a challenge on day visitor numbers credibility still exists. The Authority is working on a credible and consistent recording approach for the park.	Daily

TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.5.1 Framework for Eco-cultural Tourism [MDP WHS Page 88] ...continued						
Eco-cultural Tourism Development	Respect and give access to the park's biodiversity, cultural and wilderness values in order to sustainably capitalise on the tourism potential for the park and its surrounding areas.	Integrate park tourism activities with tourism strategies and plans for the region.	Develop and implement a Park Tourism plan including strategies to address the following: <ul style="list-style-type: none"> Branding and marketing Linkages with other bioregional tourist initiatives Income generation opportunities, legislative and zonation constraints of new developments and activities 	MDP WHS Tourism Plan.	This target has not been achieved , but the process to develop the plan has been initiated. The park participated in UNESCO World Heritage Centre and the African World Heritage Fund - ' Sustainable tourism capacity building in four African World Heritage destinations '. This was a year-long programme. Consequently, a draft sustainable tourism strategy (2016-2025) has been developed.	Year 2
		Implement standards developed for signage	Implement a phased programme for replacing signage with the standardised formats	Appropriate signage, located at all access routes to the park. Trail signage that conforms to EKZNW standards.	A total of 16 entrance sign boards were erected at different entrance gates in the park. The new sign boards were amended to reflect the new park name. Furthermore, 100 "Unauthorised Entry" sign boards were erected along the eastern boundary fence where illegal entry into the Park occurs. The Alkunta Project Proposal is currently being formulated in collaboration with the MDP Management Committee. All access road signage has been assessed with a view to prepare a proposal for funding. EKZNW Maloti-Drakensberg Park Visitor Information Directory - Trail signage standards and guidelines have been developed.	Year 1
		Ensure that energy efficiency measures are implemented in all resorts.	Implement a phased programme to retrofit all resort infrastructures with energy efficient technology.	Increase in energy efficient technology in resorts.	This project has been initiated and project proposals have been submitted to potential funders. This has been incorporated into the Climate Change Adaptation Response Plan. A meeting was held with Professor Smith of the University of KwaZulu-Natal to investigate the possibility of establishing hydro power within the Park focusing at Monk's Cowl and Injesuthi management units.	Year 4
		Development of Transfrontier activities and travel in line with new vision for Transfrontier Conservation Areas (Walking-based lower carbon footprints tourism activities) in South Africa.	Develop a detailed project proposal and costing for establishment of a world class trekking route.	Submitted proposal for trekking route.	The proposal was completed and submitted to the Maloti-Drakensberg Transfrontier Programme and is now awaiting further processing and funding. Park management in collaboration with Alkunta project is currently looking at the possibilities of establishing Pilgrimage Hiking Trail in the park. A draft Memorandum of Understanding has been drawn up for consideration.	Year 1



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.5.1 Framework for Eco-cultural Tourism [MDP WHS Page 88] ...continued						
Eco-cultural Tourism Development	Respect and give access to the park's biodiversity, cultural and wilderness values in order to sustainably capitalise on the tourism potential for the park and its surrounding areas.	Development of indigenous gardens around resorts.	Implement a phased programme to remove alien plants from resort gardens. Implement a phased programme to interpret natural vegetation around resorts.	Reduction in alien plants in camp gardens. Interpretation material for resort gardens.	Giant's Castle Resort indigenous garden manual has been developed. Interpretation material for resort gardens is still to be developed. Alien trees are removed on an as and when basis within intensive use areas in the park.	Year 2
Table 6.6.1 Framework for Conservation Management – Fire Management [MDP WHS Page 94]						
Conservation Management	Conserve the full range of Biodiversity in the park including the natural; processes that maintain it.	Implement a comprehensive five-year fire management plan for the park.	Implement the 5 - year fire management plan that addresses the biological, legal and operational requirements.	Implementation of the fire management plan.	The fire management plan was successfully implemented during the fire season (March to September). An annual fire report has been produced which incorporates Sehlabathebe National Park in Lesotho.	Ongoing
		Ensure adequate fire safety within the park.	Maintain a system of firebreaks within the MDP WHS that are legally compliant and of adequate extent. Become a paid up member of the local Fire Protection Association, or if one does not exist, champion the creation of one (three outstanding management units).	Compliance with the National Veld and Forest Fire Act No. 101 of 1998.	Mandatory and strategic firebreaks are in place. A total of 1 170 km of firebreaks were completed. Scheduled burn 12.7% (30 471 ha) Invasive fire (non-scheduled) 0.2% (470ha) Lightning (non-scheduled) 0.8% (1 924ha) Runaway (non-scheduled) 0.8% (2001ha) Arson (non-scheduled) 9.8% (23 511 ha) Accidental (non-scheduled) 1.5% (3 592ha) Firebreaks 0.4% (868ha) Unknown 0.2% (435ha) Total area burnt 26.3% (63 273ha). Six Fire Awareness Presentations were given to schools in the Park. A very successful Fire Awareness Day was held at Lotheni with over 150 community members attending. All management units (15) are full members of the local Fire Protection Association and have paid up annual subscription fees. The Park has been allocated three Working on Fire teams. These teams are allocated a budget of R2 m each per annum by DEA. This equates to R6m per annum.	Ongoing

TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.6.2 Framework for Conservation Management – Wilderness Management [MDP WHS Page 96]						
Conservation Management	Conserve the full range of Biodiversity in the park including the natural processes that maintain it.	Maintain the wilderness character of naturalness and solitude of the zoned wilderness areas in the MDP WHS. [Table 6.6,2]	- Manage managerial and recreational impacts on the Wilderness areas to maintain Wilderness character-Remove all evidence of the presence of man (e.g. infrastructure). Undertake an audit of management and tourism-caused noise, and implement strategies to minimise noise generation and propagation, and make recommendations for future monitoring	Implemented Wilderness Management Plan	<p>The Limits of Acceptable Change process of monitoring visitor impacts has been initiated. Protocols for monitoring visitor impacts on trails and caves have been developed and implemented.</p> <p>The location of infrastructure in wilderness has been mapped and the removal of infrastructure will be included in annual work plans.</p> <p>Viewshed project takes into account the impacts of noise to some extent. No further noise identification and, monitoring or mitigation project has been implemented.</p>	Year 2 thereafter ongoing
		Consolidate and facilitate proclamation of wilderness areas	Initiate a process to proclaim candidate wilderness areas.	Increase in proclaimed wilderness areas.	The baseline view shed analysis, measuring the location and extent of visual impact of human disturbance, has been completed. The amalgamation of the modelled surfaces into a sensitivity index still has to be completed. A field verification exercise will then be initiated before the zonation is finalised.	Year 2 thereafter ongoing
Table 6.6.3 Framework for Conservation Management – Invasive Plant Control and Soil Erosion [MDP WHS Page 99]						
Conservation Management	Conserve the full range of Biodiversity in the park including the natural processes that maintain it.	Development and implementation of an invasive species control plan for the park and within a 2km area (buffer) of the boundary.	<ul style="list-style-type: none">- Develop a detailed inventory of the listed invasive species.- Map the areas and extent of invasive species infestations.- Describe previous efforts to control and eradicate invasive plants.- Outline the measures required to monitor, control and eradicate the listed invasive species.- Identify measurable indicators of progress and success in implementing the invasive species control plan.- Determine priority areas for implementation of control.	Compliance with the National Environmental Management Biodiversity Act No. 10 of 2004.	<p>An Alien Invasive Species Plan is currently in place for the park.</p> <p>High altitude pine infestation mapping and eradication from Didima Gorge to iNjesuthi River has been undertaken by the Vertical Endeavour team (Volunteer Group).</p> <p>A High Altitude Team is based at Cathedral Peak and at Injesuthi and a third team is based at Monk's Cowl. The teams are responsible for alien plant eradication from Cathedral Peak to Injesuthi. A Service Level Agreement has been signed between FFA Operations (Pty) Ltd T/a Working on Fire (VWoF) and EKZNW.</p>	Year 1
		Achievement of a significant reduction in levels of invasive plant infestations in the park.	Implement Invasive alien plant: Monitoring, control and eradication plans for each management unit to facilitate concerted, sustained control efforts in prioritised areas of invasive plant infestation.	Reduction in infestations of prioritised invasive plants in five years.	Alien trees are removed on an as and when basis within intensive use areas in the park.	Ongoing
			All tourism nodes and management nodes will be assessed for alien species, and all prioritised alien plants will be control.		Not achieved - this will be undertaken in the next financial year.	Year 1



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.6.3 Framework for Conservation Management – Invasive Plant Control and Soil Erosion [MDP WHS Page 99] ...continued						
Conservation Management	Conserve the full range of Biodiversity in the park including the natural; processes that maintain it.	Achievement of a significant reduction in levels of invasive plant infestations in the park.	Develop partnerships with Working for Water and other strategic programmes. Negotiate for funding for initial treatments (R10m/ annum), including a 2km buffer to the park (R10m/ annum).	Funded Projects to facilitate alien and invasive plant control.	<p>Working on Fire's High Altitude Team (HAT) is working in the Park. An amount of R1.4m has been allocated to teams. Operational costs will be borne by HAT. EKZNW, being the base partner, is responsible for providing accommodation, a store room, ablutions, an interaction room with necessary gas and or electricity as well as access to communications (Telephone, Fax and Email) for the Crew Leaders to ensure effective reporting.</p> <p>For these additional expenses, budgets will have to be adjusted accordingly. The HAT teams are available to work through the entire financial year.</p> <p>Direct working costs as well as training costs are the responsibility of HAT. An Annual Plan of Operations is agreed upon and timeous pre- and post-progress inspections are conducted.</p> <p>Partnerships is maintained by a signed Service Agreements and regular communication between HAT (WoF) and EKZNW.</p> <p>Vertical Endeavour High Altitude Team work on an ad hoc basis in the Park. Alien plant species have been mapped and significant progress made. This healthy partnership will continue to receive support.</p> <p>A total of R2.8m to clear an area of 17 636ha (7.3%) was granted by the Department of Economic Development, Tourism and Environmental Affairs Alien Invasive Species Programme. A total of 14 875 person days was achieved through this programme and significant progress has been made. SANBI teams have also targeted specific alien plants. The MDP WHS Honorary Officers carried out three alien plant eradication days in the lower reaches of the Sani Pass.</p>	Year 2
Table 6.6.3 Framework for Conservation Management – Soil Erosion [MDP WHS Page 99]						
Conservation Management	Conserve the full range of Biodiversity in the Park including the natural; processes that maintain it.	Implementation of procedures to identify, rehabilitate and manage areas that have been significantly impacted by accelerated human caused soil erosion.	Implement soil erosion control and rehabilitation measures, focusing strategically on key areas such as those impacting on watercourses or that are growing larger.	<p>A detailed map depicting areas of soil erosion within the park.</p> <p>Implementation of soil erosion control measures in areas of accelerated soil erosion.</p>	Due to financial constraints, only 125km out of a total of 1550km of hiking trail have been maintained in the park. This equals 8% maintenance.	Ongoing

TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.6.4 Framework for Conservation Management – Alien Animal Control and Resource Utilisation [MDP WHS Page 103]						
Conservation Management	Conserve the full range of Biodiversity in the Park including the natural; processes that maintain it.	Implementation of procedures to manage alien animals found within the MDP WHS.	Develop and implement an equitable policy for keeping personal and official domestic animals and livestock in the Park that includes procedures for dealing in a consistent manner with alien animals that stray into the park. This policy must clearly address: <ul style="list-style-type: none"> - Threats to biodiversity conservation as a priority. - Reducing the numbers of such animals to an absolute minimum. - Designating areas where these animals must be kept. They must not be allowed to roam or feed in the park (except for official patrol horses when on patrol) or interfere in any way with tourists. - The proper and hygienic care of these animals. - Minimum standards (aesthetic acceptability, sizes, neatness and cleanliness) of facilities housing these animals e.g. stables, camps, cages etc. - Disciplinary measures for staff transgressing these regulations. - Community awareness. 	<ul style="list-style-type: none"> Control of alien animals found in park. Awareness of communities of the implemented strategy. 	<p>Standard Operating Procedure - Confiscation of stray livestock in the Maloti-Drakensberg Park World Heritage Site is in place.</p> <p>Horse care and stable management guidelines have been developed. Horse care, stable management and correct horse riding procedures will be covered in a planned horse riding training course.</p> <p>Horse sickness vaccinations were done in September 2015. Horses were dewormed in May, June, July, August and September 2015 in the park.</p> <p>Horse registers maintained as well as horse rotation register.</p> <p>An Environmental Awareness Plan has been produced and agreed upon.</p> <p>S'fundimvelo Environmental Education Programme is implemented in neighbouring schools around the Park, this programme is aligned to the Grade 6 National Curriculum syllabus.</p>	Year 2 Ongoing
			Develop and implement a management strategy that will minimise the negative impact of alien fish, specifically trout.	Reduction of alien and invasive fish species in MDP WHS.	Trout have demonstrated impacts on biodiversity globally and locally. However, it is also acknowledged that trout have some economic value to the Park (although very limited); trout fishing has heritage value to sectors of society. The park therefore acknowledges that trout have historically and are continuing to have impacts on aquatic systems but recognise that no large scale eradication is feasible or indeed possibly even desirable. Consequently, a number of natural barriers to the upstream movement of trout have been identified and these can serve as places above which eradication operations can take place in future if the need arises; eradication of trout from rivers without natural barriers is impossible because of constant reinvasion from outside the park.	Year 3



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.6.4 Framework for Conservation Management – Alien Animal Control and Resource Utilisation [MDP WHS Page 103]						
Conservation Management	Conserve the full range of Biodiversity in the Park including the natural; processes that maintain it.	Implementation of procedures to manage alien animals found within the MDP WHS.	The grazing concession in the south of the park must be reviewed, confirmed, clarified and documented to allow the relevant manager to effectively monitor compliance and biodiversity impact.	Reviewed and documented grazing concession.	The Ikhamti/Mqatsheni and Cathedral Peak Grazing Concession Agreements are currently being revised with Regional Land Claims Commission and Ingonyama Trust Board. The Park Manager met with Mr. Duma from Mqatsheni. A separate meeting with the Mqatsheni Grazing Forum and Ingonyama Trust Board will be set for the 2016/17 financial year.	Year 1
Table 6.6.4 Framework for Conservation Management – Resource Utilisation [MDP WHS Page 103]						
Conservation Management	Conserve the full range of Biodiversity in the Park including the natural; processes that maintain it.	Ensure that if extractive resources use is undertaken, it is done legally and conforms to EKZNW policy.	Raise awareness on the park approach to sustainable extractive natural and cultural resource use in the park.	A communicated approach to extractive resource use.	Resource use returns are submitted on a monthly basis and report on the State of Biodiversity produced for the park. 2 372 bundles of thatch grass were harvested. The demand for thatch grass has declined over the years. 15 bundles of incema grass were harvested.	Ongoing
			Manage resource use in accordance with the Park Resource Use Guidelines and Park zonation plan.	Documented resource use application and records.	Biological returns were analysed and a report produced (State of biodiversity report).	Ongoing
		Ensure that if bio prospecting is undertaken, it is done legally and conforms to Ekznw policy.	Only allow the collection of biological materials or samples if the appropriate permits or permission has been given in accordance with national as well as Ekznw policy.	Records of permits for bio prospecting.	Not applicable – bio prospecting permits are issued by the Department of Environmental Affairs (DEA) responsibility. EKZNW is responsible to control and issuing relevant collection permits within the Park where bio prospecting permits have been issued by DEA.	Ongoing
Table 6.6.5 Framework for Conservation Management – Wildlife Management [MDP WHS Page 107]						
Conservation Management	Conserve the full range of Biodiversity in the Park including the natural; processes that maintain it.	Development and implementation of a strategy for management of the wildlife in the MDP WHS in accordance with EKZNW policies and norms and standards.	- Develop a Disease Control Contingency Plan. - Develop operational guidelines for the management of feeding sites for vultures.	Disease Control Contingency Plan. Guidelines for vulture feeding sites.	A Draft Disease Risk Management Protocol is in place. Adopted – Endangered Wildlife Trust Guidelines for establishment of vulture feeding sites. A feeding site management plan will be developed for Giant's Castle and Cathedral Peak. In February 2016, Officers in Charge of Garden Castle, uMkhomazi, Vergelegen and Kamberg attended a Poison Incident Training Course run by the Endangered Wildlife Trust.	Ongoing

TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.6.5 Framework for Conservation Management – Wildlife Management [MDP WHS Page 107] ...continued						
Conservation Management	Conserve the full range of Biodiversity in the Park including the natural processes that maintain it.	Development and implementation of a strategy for human-wildlife conflict that comply with provincial and national norms and standard.	<ul style="list-style-type: none"> - Annually meet with stakeholders, as required in the Drakensberg Eland Management Strategy to discuss permits, fencing and human-wildlife conflict. - Undertake preventative measures, such as boundary fence construction and maintenance, and removal of all exotic fruit and oak trees to minimise the need for human- animal conflict control. - Implement the human - wildlife conflict control strategy for the park. 	<ul style="list-style-type: none"> - Minutes of annual stakeholder meetings as per the Drakensberg Eland Management Strategy requirements. - Effective procedures and good working relationships with hospitality staff and neighbours in dealing with damage causing animals. 	<p>The Annual sub-regional Eland Management (South and Central MDP WHS) meeting with the Farmers Associations were held.</p> <p>On 12 August 2015, an Eland Meeting was held at Kamberg regarding eland management.</p> <p>A Strategy to address Human-Wildlife conflict pertaining to Baboons in the park is currently in place.</p> <p>Cobham and Garden Castle staff reacted 40 times to chase eland off farm land neighbouring the park.</p> <p>EKZNW Human- Wildlife Conflict Management Strategy is currently in place.</p> <p>An Environmental Awareness Plan has been produced and agreed upon.</p> <p>Animal proof bins have been installed in various camps and staff accommodation units.</p>	Ongoing
		Capacitate managers as well as Community Conservation Officers to deal with human-animal conflict in neighbouring communities and landowners.	Trained staff members to deal effectively with human and animal communities	Training and awareness presentations are currently on-going.		Ongoing



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.7.1 Framework for Cultural Heritage Resource Management [MDP WHS Page 109]						
Cultural Heritage Management	Promote the conservation management and public appreciation of all cultural and heritage resources within the park in accordance with statutory regulations.	Manage the globally significant cultural heritage and living heritage to ensure their preservation for present and future generations.	<ul style="list-style-type: none"> - Review the Cultural Heritage Management Plan including a monitoring programme for the park in accordance with the relevant legislations: World Heritage Act and NHRA. - Develop specialist institutional capacity to ensure and champion the effective heritage management process of the park's diverse cultural heritage. - On-going survey for new cultural heritage sites. - Develop control mechanisms for research and tourism. 	<ul style="list-style-type: none"> - An implemented Cultural Heritage Management Plan for the park. - Institutional capacity exists to manage cultural heritage. - Identification and documentation of various types of heritage resources within the park. - Ensure a working partnership and management of stakeholders. 	<p>A Draft Cultural Heritage Management Plan has been produced.</p> <p>A Rock Art Clustering Programme is currently in place and being implemented. Finalisation of the condensed report needs further refinement. At this stage, rock art monitoring cards are being used until the electronic monitoring form is finalised.</p> <p>The Cultural Heritage Specialist post is still vacant due to financial constraints.</p> <p>A Built Environment and Public Memorial Survey report was completed.</p> <p>Quarterly Cultural Heritage Management and Amafa/EKZNW Liaison meetings are taking place.</p> <p>MDTP Cultural Heritage Working Group is also active and meets quarterly, this working group focusing largely on Maloti-Drakensberg Park.</p>	Year 1 and ongoing
Table 6.8.1 Framework for Environmental Education and Awareness [MDP WHS Page 111]						
Environmental Education and Awareness	Create awareness, understanding and appreciation of the park's natural, cultural and wilderness values.	Development and implementation of a park specific environmental education and awareness programme.	<ul style="list-style-type: none"> - Develop and implement an environmental awareness programme specifically for MDP WHS's neighbouring communities, visitors and special interest groups. - Develop and implement an interpretation programme in a standard format for each management unit within the park. 	Implemented park specific environmental education and awareness programme.	<p>An Environmental Awareness Plan has been produced and agreed upon.</p> <p>Six (6) Fire Awareness Presentations were given to schools in the Park. A very successful Fire Awareness Day was held at Lotheni with over 150 community members attending.</p> <p>Four (4) schools were given presentations on water and wetland conservation.</p> <p>Two (2) schools were given presentations on illegal hunting.</p> <p>A Vulture Awareness Day was held at Himeville Nature Reserve. Four schools attended.</p> <p>A Biodiversity Conservation Day was held at Cobham. Four schools attended.</p> <p>The Management Unit specific plan have been developed for 2016/17 financial year.</p>	Year 3

TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.9.1: Framework for Research, Ecological Monitoring and Reporting [MDP WHS Page 114]						
Research, monitoring and reporting	Facilitate adaptive management through the assessment of management intervention and the provision of information for achieving the objectives of the park.	Comply with legislative requirements for reporting in terms of NEMPA, WHCA and the Ramsar Convention.	<ul style="list-style-type: none"> - Prepare and submit the following reports: <ul style="list-style-type: none"> - Annual report to the Minister on the status of the WHS. - Six yearly report to the WHS Committee on the status of the WHS. - Reporting on the status and integrity of the Ramsar Site. 	Legislative compliance in terms of reporting.	Annual Report for 2015/2016 in terms of World Heritage Convention Act – section 42 has been produced.	As Required
		Provide opportunities for both applied and theoretical research in the MDP WHS	<ul style="list-style-type: none"> - Develop a standard for assessment of research requests. - Investigate the potential in or near the Park for the development of a permanent research facility in the South. - Maintain a prioritised park biodiversity and cultural heritage research project list. - Develop a park bibliography, reference library facilities and procedures to maintain hard and digital copies of all Park related research work, all documents listed as management supporting documentation. Strict curation rules must apply and the ultimate responsibility for the curation of this library must be allocated to the most senior reserve management position and the Ecological Advice Co-ordinator at the uKhahlamba Regional Office. 	<ul style="list-style-type: none"> - Guidelines for assessment of research projects. - Prioritised research list. Accessible research records and supporting documentation.	EKZNW research application and approval process is in place and being fully implemented. Protocol has been updated to fully meet the requirements of the ToPs, BABS and administration of World Heritage Sites regulations. The priority research list has been finalised. There is a priority research project list available on the EKZNW website, but will never be finalised – it is a living document that is continuously updated. The Maloti-Drakensberg Park World Heritage Site Reference list has been completed. This is a living database that is continuously updated as new references are found or as new publications are released.	Year 2 then Annually



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.9.1: Framework for Research, Ecological Monitoring and Reporting [MDP WHS Page 114] ...continued						
Research, monitoring and reporting	Facilitate adaptive management through the assessment of management intervention and the provision of information for achieving the objectives of the park.	Critical ecological processes and functions are maintained within the MDP WHS.	<ul style="list-style-type: none"> - Implement a monitoring programme for water quality below all water treatment plants. - Work collaboratively with SAEON on catchment monitoring and fire exclusion plots. 	Monitoring and water quality reports.	<p>Water samples are collected for testing on a monthly basis at Royal Natal, Didima, Injesuthi Monk's Cowl and Giant's Castle and water quality reports are produced.</p> <p>The Water Technician from Midmar monitors water quality throughout the park on a monthly basis.</p> <p>Officer-in-Charge Kamberg takes water samples and are posted direct to the Department of Water and Sanitation.</p> <p>A water quality surveillance protocol for the Park is being considered for the 2015/2016 financial year.</p> <p>A Memorandum of Agreement between EKZNW and SAEON (monitoring project and equipment worth over R2m) is in place.</p>	Ongoing
		Rare and endangered species management is undertaken using the best available scientific knowledge.	Adopt procedures for the management of rare and endangered species within the park, particularly those for which specific conservation targets have been set, based on available literature and known best practices (Eland, Oribi and all Crane and Vulture species).	Maintenance and increase in population numbers of rare and endangered species within the park.	<p>The Eland and Bearded and Cape Vulture Management Plan are in place and actions are implemented according to existing plans. Monitoring plans are being developed.</p> <p>Provincial Crane, Oribi and Cycads Management Plans are in place and monitoring is conducted according to existing plans.</p>	Ongoing
				Monitoring of flagship species.	<p>The Oribi, Crane, Eland, Otter and Bearded and Cape Vulture annual monitoring programme is in place.</p> <p>Oribi counts were carried out in August. Eland counts were carried out during November and December. Annual game observation counts were carried out from April to June. Bearded vulture nest monitoring was carried out in September. A remote camera was installed at a Bearded vulture nest at Cobham a couple of years ago. This year the camera recorded successful breeding of a Bearded vulture.</p> <p>These species have an approved management plan (not Otter) and monitoring is conducted in accordance to specific schedules (monitoring calendar). These species are monitored at specific times of the year.</p>	Ongoing

TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.9.1: Framework for Research, Ecological Monitoring and Reporting [MDP WHS Page 114] ...continued						
Research, monitoring and reporting	Facilitate adaptive management through the assessment of management intervention and the provision of information for achieving the objectives of the park.	Processes are established to determine the success of management interventions in protecting the ecosystems, communities and species of the park.	Develop and implement surveillance and monitoring plans for key management interventions in accordance with the EKZNW policies and norms and standards.	<ul style="list-style-type: none"> - Surveillance and monitoring plans for key threatening processes. - Monitoring plans for key rare and endangered species. 	The following plans and programmes are in place: <ul style="list-style-type: none"> o Fire Management Plan o Wilderness Management Plan o Alien Invasive Species Plan o Trails Maintenance Manual o Provincial Crane, Oribi and Cycads Management Plans o Oribi, Eland, Otter and Bearded and Cape Vulture monitoring programme o Brotherton Plots o Burgess Plots o SAEON Long-term catchment research and surveillance o Fixed Point photographs 	Ongoing
Table 6.10.1 Framework for Operational Management – Financial and Human Resources, and Facilities and Infrastructure [MDP WHS Page 119]						
Operational Management	Provide adequate human resources, equipment and funding to enable the effective protection, development and management of MDP WHS.	Develop a five-year financial plan that identifies the resource needs to achieve the objectives for the park.	<p>Undertake an assessment of past income and expenditure trends in the park.</p> <p>Develop a five-year projection of income and expenditure targets that will allow for the effective achievement of the park's objectives.</p>	Adequate funding to achieve the objectives of the park.	The park Strategic Plan and Annual Financial Plan in terms of World Heritage Convention Act – section 36 and 37 were produced to secure funds.	Year 1
		Ensure that the park is adequately staffed for its effective management and operation.	<ul style="list-style-type: none"> - Employ sufficient, appropriately skilled staff to meet the management and operational requirements of the park. - Undertake regular training and skills development to ensure that staff members able to effectively complete their duties. 	Appointment of staff in all positions in the park.	<p>Park staff establishment is not adequately resourced. There are also staff incapacity challenges and frozen vacant posts. Five Field Rangers are on secondment to Hluhluwe-Imfolozi Park.</p> <p>Park staff establishment is 565 posts excluding support services. Out of 565 posts only 395 filled, 170 positions are vacant (30% vacancy rate). Approximately 425 staff employed on fixed term (seasonal) contract. Total employment on permanent and seasonal/fixed term contract is 820 excluding Working on Fire and Joint Venture Programmes.</p> <p>Incorporate training and development needs in the work plan (chain saw, brush cutter, GIS, First Aid, firearm competency, conflict management and disciplinary hearings) for HR Training Centre.</p> <p>Training received during the year was EMI and First Aid. Routine annual shooting practices were carried out.</p>	Year 2



TABLE 1: MDP WHS IMP - Objectives and Strategic Outcomes – Annual Plan of Operation ...continued

KEY PERFORMANCE AREA	OBJECTIVE	STRATEGIC OUTCOME	MANAGEMENT ACTIVITIES	MANAGEMENT TARGETS	PROGRESS	PRIORITY
Table 6.10.1 Framework for Operational Management – Financial and Human Resources, and Facilities and Infrastructure[MDP WHS Page 119] ...continued						
Operational Management	Provide adequate human resources, equipment and funding to enable the effective protection, development and management of MDP WHS.	Ensure that all facilities and infrastructure in the park are adequately maintained.	Develop and implement a schedule maintenance programme to maintain facilities and infrastructure in a condition that meets relevant environmental, health and safety requirements.	Regular scheduled maintenance of all facilities and infrastructure.	A Facility Maintenance Schedule is in place but is not operationalised due to budget constraints and as result it is therefore limited. Occupational Health and Safety Compliance Register is in place.	Ongoing
		Ensure that existing and new roads, tracks and paths in MDP WHS are maintained.	<ul style="list-style-type: none"> - Maintain roads, tracks and paths according to standards that ensure safety and avoid environmental harm such as erosion. - Undertake regular assessments of the condition of roads, 4x4 tracks and specifically paths to determine and implement scheduled maintenance needs. 	Rehabilitation and maintenance of roads, tracks and paths that are unsafe or are causing environmental damage.	A road and trails maintenance plan is in place but is not operationalised due to budget constraints.	Ongoing
		Service infrastructure and practices in MDP WHS must not cause environmental harm.	<ul style="list-style-type: none"> - Where service infrastructure, including that for water supply, electricity and sewerage is causing environmental harm, ensure proper maintenance is being undertaken and if necessary, upgrade infrastructure or modify practices to address this. - Develop an integrated waste management plan for the park. - Develop, install and maintain effective standardised solid waste receptacles for the park that are animal proof. - All sewage systems in the park must be investigated for legal compliance and a phased programme to upgrade existing systems and septic tank/French drain systems must be implemented. - Develop a phased programme to install standardised (reliable and tested) water- and energy-saving devices throughout the park. - Conduct an assessment of all landfill sites and implement a rehabilitation programme. Assessment of all redundant infrastructures in the park. 	Appropriately functioning service infrastructure and systems that do not cause harm to the environment.	<p>A road and trails maintenance plan is in place but is not operationalised due to budget constraints.</p> <p>A concept Integrated Waste Management plan has been developed. All refuse in the park is transported to the local municipal dumps.</p> <p>Animal proof bins have been installed throughout the Park in resort facilities.</p> <p>All raw sewage plants in the park are monitored on weekly bases, water samples are collected weekly for testing.</p> <p>Problems with the sewerage plant at Royal Natal are due to be rectified in the new financial year.</p> <p>Water and energy saving mechanisms have been incorporated in a climate change and adaptation response plan.</p>	Year 2 and scheduled maintenance ongoing

APPENDIX 1A

MDP WHS Historical Expenditure and Revenue (Excluding externally funded projects):

Financial Year	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's	R000's
CONSERVATION																
Salaries and Related Expenses	-13 229	-15 281	-15 367	-18 414	-18 934	-19 828	-21 507	-23 992	-25 397	-27 683	-35 336	-39 468	-43 906	-46 418	-48 524	-50 829
Operating Expenses	-1 396	-1 555	-2 472	-4 077	-6 167	-5 342	-5 100	-5 500	-5 494	-5 988	-6 013	-6 286	-6 557	-8 987	-7 381	-7 780
Actual Conservation expenses	-14 625	-16 836	-17 839	-22 491	-25 101	-25 170	-26 607	-29 492	-30 891	-33 671	-41 349	-45 754	-50 463	-55 405	-55 905	-58 609
ECOTOURISM OPERATIONS																
Income	11 906	13 547	19 768	22 841	23 532	24 323	28 989	30 051	34 167	37 242	29 645	33 230	33 588	33 423	37 962	34 015
Salaries and Related Expenses	-4 393	-3 586	-6 483	-8 590	-8 484	-9 257	-10 257	-10 597	-12 246	-13 348	-15 460	-16 741	-17 549	-17 704	-18 308	-17 788
Operating Expenses	-2 520	-3 072	-3 962	-6 134	-6 838	-8 005	-10 601	-9 747	-10 170	-11 085	-10 784	-11 659	-15 289	-13 118	-20 583	-13 083
Actual Operating Surplus	4 994	6 889	9 322	8 116	8 210	7 060	8 131	9 707	11 751	12 809	3 401	4 830	750	2 601	-929	3 144
Grand Total	-9 632	-9 947	-8 517	-14 375	-16 891	-18 110	-18 476	-19 785	-19 140	-20 863	-37 948	-40 924	-49 713	-52 804	-56 834	-55 465

*APPENDIX 1B

MDP WHS Projected Total Expenditure and Revenue: 2013 - 2018

Financial Year	'13/14	'14/15	'15/16	'16/17	'17/18	'18/19
	R000's	R000's	R000's	R000's	R000's	R000's
CONSERVATION						
Salaries and Related Expenses	-46 418	-48 524	-50 829	-48 353	-51 254	-54 330
Operating Expenses	-8 987	-7 381	-7 780	-4 118	-4 407	-4 715
Total:	-55 405	-55 905	-58 609	-52 472	-55 661	-59 045
ECOTOURISM OPERATIONS						
Income	33 423	37 962	34 015	46 580	49 375	52 337
Salaries and Related Expenses	-17 704	-18 308	-17 788	-9 120	-9 767	-10 461
Operating Expenses	-13 118	-20 583	-13 083	-14 587	-15 463	-16 390
Total:	2 601	-929	3 144	22 873	24 145	25 486
Operating Total	52 804	56 834	55 465	29 599	31 517	33 559
Average Operating Cost Per Hectare	217,30	233,88	228,25	121,81	129,70	138,10
Projects (Refer to Appendix 3B)	12 795	68 717	55 418	51 744	54 663	54 663
Total Funding Required	65 599	125 551	110 883	81 343	86 180	88 222
CURRENT FUNDING SOURCES						
EKZNW State Subsidy	52 804	56 834	55 465	29 599	31 517	33 559
DEA	450	6 000	6 000	6 000	6 000	6 000
N3 Gateway	350					
DWA	6 000	0	0	0	0	0
Wildlands Conservation Trust	50		250	80	80	80
Total Current Funding	59 654	62 834	61 715	35 679	37 597	39 639
Shortfall	5 945	62 717	49 168	45 664	48 583	48 583
Inflation Estimate	6,00%	3,90%	4,60%	6,20%	5,80%	5,80%

* Available on Request



A. CONSERVATION AND PARKS

NORTHERN PROTECTED AREAS

STAFF MANAGEMENT

Management of the Protected Areas (PA) within the region has fortunately stabilised with all managers having been appointed on a permanent basis in 2015.

These appointments were undertaken after each post affected by the "migration reversal" was advertised and interviews held.

Six vacant Field Ranger positions were also filled in 2016, which has improved the situation in the field. There are still a number of vacancies, however it is doubtful if these posts will be filled in 2016 due to the budget cuts imposed on the organisation.

BIODIVERSITY MANAGEMENT

An accurate record relating to performance was kept and consolidated for all of the stations with the Northern Protected Areas region. Targets were set and included in a Regional Annual Operations Plan and this formed the basis from which the station managers operated. Targets were set at the annual management meetings, which consisted of the PA manager and his/her section rangers, the district ecologist and the Park Manager. The Chairman of the Co Management Committees and Local Boards were also invited to attend these meetings.

Targets versus actual performance in 2015/2016:

- Compliance and Law Enforcement

KEY PERFORMANCE AREA DESCRIPTION	TARGET NUMBER	ACTUAL	PERCENTAGE ACHIEVED
Road Blocks	88	96	109%
Observation / Listening Points	2040	1858	91%
Reaction Patrols	32	61	191%
Fence Patrols	979	1197	122%
Rhino Monitoring Patrols	1705	2699	158%
Foot Patrols	6854	8935	130%
Vehicle Patrols	2974	2943	99%
Totals	14 672	17 789	

COMMENTS:

Protected Areas management staff throughout the region have been highly active throughout the year. This is reflected in the

return as shown above. Further, although a total of 6 rhino poaching incidences were reported, only 3 occurred in the 2015/2016 Financial Year (April 2015 to March 2016). This is a significant reduction when compared to previous years, especially considering that three of these Protected Areas have international borders with Mozambique and Swaziland.

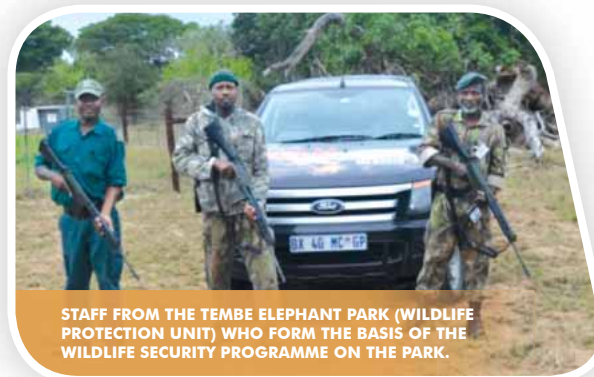
In July 2015, staff from the Tembe Elephant Park assisted the SAPS (Hawks and Special Task Force) with an operation in the eastern section of the protected area. This operation resulted in the arrest of two suspected rhino poachers from Mozambique. The case was managed by the SAPS and was concluded in February 2016, resulting in each suspect being sentenced to 26 years imprisonment each. An excellent result under the circumstances.

A number of illegal incursions were experienced at both the Tembe Elephant Park and Ndumo Game Reserve, however these were managed by the staff at the Protected Areas will immediate follow up and disruption activities in an effort to make the illegal entrants feel very uncomfortable.

Special emphasis on rhino monitoring at the Ithala GR and Phongolo NR has proven to be highly successful and every individual animal in these Protected Areas are known and notched. This excludes a number of A & B calves which will be notched once they become old enough.

Foot patrols have proven to be the most effective method of patrol and management has focused their efforts in this regard.

Reaction patrols were considerably higher than expected due to staff being acutely aware of the rhino poaching threat. Staff thus left nothing to chance when incidences and/or information was received. In general, a very pleasing result was achieved.



STAFF FROM THE TEMBE ELEPHANT PARK (WILDLIFE PROTECTION UNIT) WHO FORM THE BASIS OF THE WILDLIFE SECURITY PROGRAMME ON THE PARK.

- Arrests and Serious Wildlife Crime Reported
(Including Rhino Poaching)

KEY PERFORMANCE AREA DESCRIPTION	TARGET NUMBER	ACTUAL	PERCENTAGE ACHIEVED
Arrests made whilst on patrol	15	15	100%
Convictions (Court)	6	1	17%
Serious Wildlife Crimes Reported	9	18	200%
Totals	30	34	

COMMENTS:

All of the arrests made whilst staff were on patrol were for poachers involved in the bush meat sector. This is an ongoing problem, one which has been an issue for many years in the rural areas of KZN, where poor communities live adjacent to the Protected Areas.

The conviction rate was disappointingly low, but this is due to delays by the Department of Justice and is out of our hands. Communication with the courts is however good and managers have identified the problem and are working on the issue in an effort to speed the process up. Although only one court case has been concluded (all bush meat related) the remaining 5 cases are still pending and should be concluded with the next financial year.



COMMUNITY CONSERVATION RESERVES (CCR) AND CONSERVATION AWARENESS

USUTHU GORGE CCR

A new Board of Trustees was elected to represent the CCR and community in 2015. There was much unhappiness between the Wildlands Conservation Trust (WCT) and community which resulted in a complete breakdown in the relationship. The WCT stopped the day to day management of the CCR on 1 April 2015 and this further aggravated the situation.

Ezemvelo management intervened as it was perceived that the lack of management and support to the CCR would create an unacceptable risk to the Ndumo Game Reserve.

To this end, liaison meetings have been held and a way forward discussed and agreed upon between Ezemvelo, Wildlands Conservation Trust and the Usuthu Gorge Community Conservation Trust.

The Usuthu Gorge Community Conservation Reserve is of critical importance to the biodiversity of the area and forms a link to Swaziland in terms of the Lubombo Trans-Frontier Area (LTFCA).

There are a number of challenges facing management, however these have been identified and are being addressed.

Staff are once again receiving a monthly salary and the day to day patrolling of this area continues with support from the Ndumo Game Reserve.

BHEKULA COMMUNITY CONSERVATION RESERVE

A legal Trust called Bhekula Community Conservation Trust has been registered and the Trustees have all received some form of training in terms of Trustee management for the CCR. There has been an application made by the Trustees to have Ezemvelo as their Management Agent. This is an extremely positive move by the Board of Trustees and negotiations are currently underway in order to realise this request.

The CCR is currently being mentored by the Wildlands Conservation Trust.

NTSHININI CCR

This is an area which is directly adjacent to the Bhekula CCR. Unfortunately, the Trustees are not ready for a full commitment as yet. Progress is thus slow, however there is a very real intension within the Trustees to move forward in this regard. The CCR is currently being mentored by the Wildlands Conservation Trust.



KWASANGUYE COMMUNITY CONSERVATION AREA

This is currently not a registered CCR however, there is an established Board of Trustees who are extremely active and effective.

The KwaSanguye Trust is also involved in a commercial agriculture venture on their property which is approximately 2500 ha in extent. Unfortunately, the Trust has been managed poorly for a variety of reasons. However, a concerted effort to improve relations is currently underway.

The Ezemvelo Game Capture Unit assisted management with the removal of 5 Wild Dogs which had exited the HiP (Hluhluwe iMfolizi Park) and had inhabited the property. The community tolerated these animals for about 2 years, however due to the huge game losses due to these wild dogs, a request to have them removed was made. The removal took place in February 2016.

Work on a Memorandum of Understanding is current being undertaken after which a more structured approach between Ezemvelo and the Board of Trustees can be formulated in terms of biodiversity management.

This is an exciting concept and will undoubtedly improve the area in terms of biodiversity management and area.

NDUMO EDUCATION CENTRE (NDUMO COMMUNITY PROJECT (TUT))

The Ndumo Community Project is an extremely positive programme that focuses on the community adjacent to the Ndumo Game Reserve. The programme is managed by Ms Cheryl Ogilvie from the Tshwane University of Technology in Pretoria (TUT). Nature Conservation students in their third year or whilst doing their B.Tech degrees are stationed at the Education Centre, from which they serve the adjacent communities.

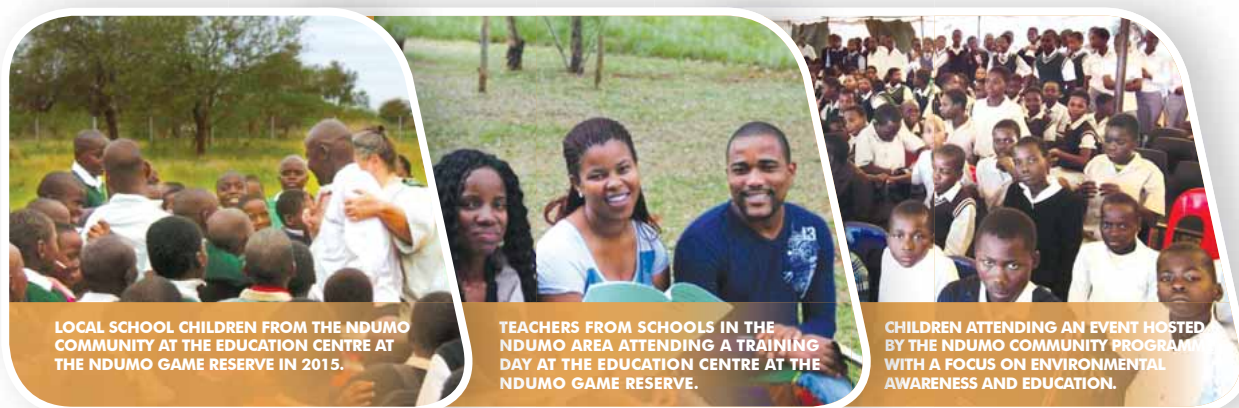
The outreach programmes are extensive and have a very positive effect on the Protected Area.

Whilst the programme is intensive, the table below gives details of contacts and activities which were undertaken in the 2015/2016 Financial Year.

KEY PERFORMANCE AREA DESCRIPTION	TARGET NUMBER	ACTUAL	PERCENTAGE ACHIEVED
Number of Presentations	210	233	111%
Number of Tours to the Ndumo Game Reserve	21	33	157%
Number of Special Calendar Day Events	19	5	17%
Number of Awareness Tools Developed	10	20	200%
Number of Schools Visited	15	20	133%
Number of Learners reached	2200	2500	114%
Number of Teachers reached	45	56	124%

Although the figures above indicate a total of 15 schools targeted, multiple visits were undertaken to each school, which increases effectiveness substantially.

The programme also supports a feeding initiative. The team distribute a nutritious product known commercially as ePap, to the children within the Ndumo communities. There is a focus on young children and orphans. The product is donated and transported from Gauteng to Ndumo free of charge.



LOCAL SCHOOL CHILDREN FROM THE NDUMO COMMUNITY AT THE EDUCATION CENTRE AT THE NDUMO GAME RESERVE IN 2015.

TEACHERS FROM SCHOOLS IN THE NDUMO AREA ATTENDING A TRAINING DAY AT THE EDUCATION CENTRE AT THE NDUMO GAME RESERVE.

CHILDREN ATTENDING AN EVENT HOSTED BY THE NDUMO COMMUNITY PROGRAM WITH A FOCUS ON ENVIRONMENTAL AWARENESS AND EDUCATION.

WILD DOG MANAGEMENT

TEMBE ELEPHANT PARK

Unfortunately, the lion numbers at the Tembe Elephant Park developed into a problem for the resident Tembe Wild Dog Pack in 2015. This resulted in the pack becoming restless and the developed a knack for exiting the Park. This in turn resulted in the community suffering large domestic stock losses. Despite several attempts to capture these animals, they could not be caught. This resulted in the communities living on the western boundary approaching management and demanding the immediate removal of the Wild Dogs from the park.

Management consulted with a number of specialist groups and senior management and the decision to have this pack of 8 animals relocated was made.

NTONJANENI

A pack of 12 Wild Dogs dispersed from the HiP about two years ago. Numerous discussions and attempts were made by Ezemvelo staff to convince the local land owners to allow these animals to remain on their properties. Unfortunately, in February 2016 a decision was taken by the Trustees of the KwaSanguye Conservation Committee to have these Wild Dogs removed as they were a cause of severe damage to their game populations. With this in mind, in April 2016 five of the remaining six Wild Dogs were removed live and placed in a holding boma at the Tembe Elephant Park.

True to their nature of being expert escape artists, these animals continuously attempted to get out. Fortunately, we were able to contain them until permits were obtained and the pack was re located to the North West and a new safe home.

LOCAL BOARDS

Local Boards have been re-established at Ithala, Ndumo and Tembe. These structures are all up and running on the respective stations with regular meetings taking place.

Although there was some concern regarding dual functions between the Local Boards and Co Management structures, this is seemingly not an issue in practice.

CO MANAGEMENT

Co Management Committees are well established at Ithala, Ndumo and Tembe. Regular meetings and communications are taking place. There has been some disruption at a Provincial Steering Committee level and this is currently being managed with input from National.

The recent successful claim on the Phongolo NR and surrounds by the Ntshangase community has initiated the formation of

an addition Co Management structure for the Region. Regular meetings are being held between the Trustees, RLCC and Ezemvelo in order to set the foundation and structure of the committee. There is currently an excellent working relationship between the various role players.

TEMBE ELEPHANT PARK

Management at the Tembe Elephant Park has focused on rhino and other key species' security as there is an ongoing poaching threat from Mozambique.

Unfortunately, the lion population has increased quickly and this has resulted in management having to reduce numbers. Live removal has been the preferred method and animals from the park have been translocated as far afield as Rwanda. Other Protected Areas, both private and State-owned, have received Tembe Elephant Park lions due to the fact that they are disease free.

Unfortunately, there is not a huge demand for lion at auction, and as such staff have gone the extra mile to find suitable homes for the excess animals. A total of 18 animals were removed from the Park in 2015/2016.

In terms of the scourge of rhino poaching currently enveloping South Africa, the Tembe Elephant Park, lost two animals to poaching. The official records indicate that the Park lost 5 to poaching however three of the carcasses found were from the previous year.

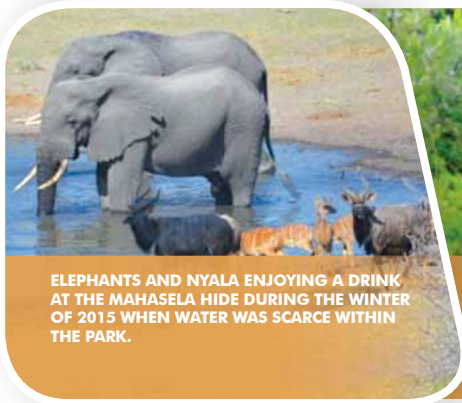
The population of Nyala on the park is cause for concern due to the damage that is being caused to the sand forest. Management is taking active steps towards reducing the number of animals. The current removal figure is 1000 animal units for dead offtake. Unfortunately, the Park is situated north of the "red line" (Foot and Mouth Disease) and as such animals cannot be removed live. The resultant meat is also not permitted to be transported across the "Red Line".

The elephant population remains stable with an average of 7 mortalities per annum and a vastly reduced recruitment due to the contraception programme presently in place on the Park. The contraception programme is in its sixth year and is working well.

The wild Mozambique animals are still crossing the SA/ Mozambique border and this is causing problem amongst the local communities. A small herd of 9 animals (Bulls) moved into the country late in 2015 and were spotted some 35km from the border near Mseleni.

There is a very obvious threat to humans and property in this regard. It is thought that the severe drought, lack of food and





ELEPHANTS AND NYALA ENJOYING A DRINK AT THE MAHASELA HIDE DURING THE WINTER OF 2015 WHEN WATER WAS SCARCE WITHIN THE PARK.



TEMBE ELEPHANT PARK LIONS ARE SOUGHT AFTER DUE TO THEM BEING DISEASE FREE AND LARGE IN STATURE.



WILD DOG PACK AT THE TEMBE ELEPHANT PARK IN 2015. UNFORTUNATELY, THE LION IN THE PARK HAVE INCITED THESE ANIMALS TO EXIT THE PARK FROM TIME TO TIME, FORCING MANAGEMENT TO REMOVE THE PACK DUE TO COMPLAINTS FROM THE NEIGHBOURING COMMUNITIES.

water in Mozambique are the main contributing factors in this regard. Young bulls also enjoy exploring and this is always a problem when trying to manage these animals.

The former MEC, Economic Development, Tourism and Environmental Affairs, Mr. M Mabuyakhulu, approved a fencing budget of R5 million to erect a fence (15km) along the SA/Mozambique border in an effort to stop these animals entering SA and the associated community areas.

A number of these animals have also broken their way into the Tembe Elephant Park during the course of the year. This has created problems for local management in that they have caused severe damage to the boundary fences, which need to be repaired immediately. Whilst being the Park they are often aggressive towards staff and visitors, which is not a desirable situation.

The presence of the alien weed *Parthenium Sp* (Famine weed) along road edges and the airfield has been introduced by vehicles entering the Park from affected areas. Management has treated the known areas and hopefully the problem, although present and a threat, can be contained into the future.

NDUMO GAME RESERVE

The eastern boundary threat to the Ndumo Game Reserve has been addressed by management to a certain degree. There is currently an initiative to have the eastern boundary fence re-erected on request by the community.

The reasons for the community wanting the fence re-erected differ from those associated with biodiversity, however, there will be a mutual understanding in this regard. This will hopefully secure the integrity of the Protected Area into the future.

The southern boundary is also under threat due to the massive development which is taking place currently at Ndumo.

This is being carefully monitored and managed whenever an issue arises.

The hardening of the access road leading to Ndumo Game Reserve has been a marked improvement.

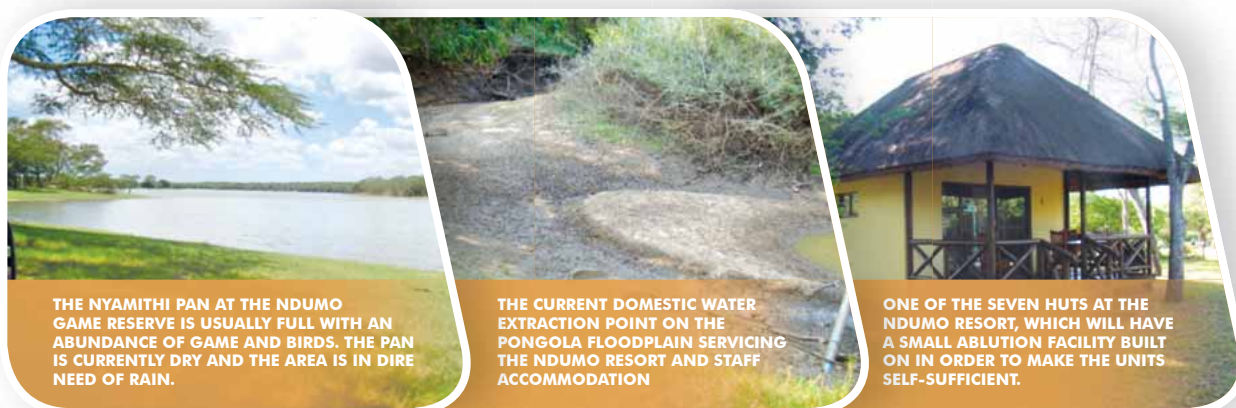
The recent scourge of rhino poaching at the Ndumo Game Reserve (2012-2014) has been drastically reduced with only one animal being poached in 2015. Staff have worked tirelessly to contain the flux of Mozambique Nationals from entering the Park in order to poach rhino. There are currently discussions underway about introducing white rhino back into the Protected Area.

The drought has had a negative effect on the antelope in the reserve with high numbers succumbing to the dry conditions. With this in mind the annual culling programme has been slowed down in order to reassess the population of both Nyala and Impala present on the reserve.

The Blue Wildebeest number have risen sharply over recent years and an attempt to have these animals removed live and translocated to the Maputaland Special Reserve in Mozambique was not approved at the annual Animal Population Committee.

The domestic water situation at the Ndumo Game Reserve is dire. Water has been transported from an external extraction point since April 2015. The station extraction point has been dry for over a year. Efforts have been made via the National Drought Relief Fund to source funding in order to move the extraction point to a more reliable site on the southern boundary. This has not been achieved as yet.

Ndumo Game Reserve is renowned for its natural water bodies. The Nyamithi Pan is an attraction to most visitors to the reserve. The pan is virtually dry at the moment and will in all likelihood remain that way for the winter.



There is a plan to upgrade the current camp on station. In summary the present hutted accommodation will have a small ablution facility built on where a shower, toilet and hand basin will be installed. An ablution block specifically for the campsite will also be constructed.

The curio-shop will also receive a facelift. The funding amounting to R5.4m is from EDTEA. The concept plan has already been signed off by EDTEA and the consultants have been appointed.

The programme is intended to provide benefits and opportunities for the local community and ex land owners of the reserve.

ITHALA GAME RESERVE

The continued drought which is being experienced throughout the country is having a negative effect on the Ithala Game Reserve.

Domestic water supplies for guests and staff has to be transported into the reserve at great cost. Unfortunately, boreholes and streams which normally supply water have dried up. This has been addressed via the National Drought Relief Fund and it is hoped that new more productive boreholes will be drilled in the near future.

The management of rhino has been of the highest standard and the reserve has not experienced any rhino poaching over the past year. The monitoring of this key species is a top management priority and has shown excellent results in the protection and conservation of these animals.

The management on the reserve have initiated a number of projects aimed at improving beneficiation towards the land owners and adjacent communities. Of note has been the hunting initiative from which the Trustees benefit. In 2014 funds amounting to R1 34k was handed over to the Co Management Committee as a direct result of the hunting programme and

in 2015 an amount of R183 000 is currently available to be handed over.

The elephant expansion programme has gained momentum, with partners Act and HIS becoming active and willing partners.

Communities north of the Pongola River are currently being approached in an effort to get buy in from grass roots level in terms of the initiative. The programme has received support from the EXCO, Board and local community leadership.

The programme is designed to increase the land available for elephant north of the Pongola River by between 15000ha to 25000ha. The current elephant population at Ithala Game Reserve is estimated to be in the region of 150 animals and the ECC currently is 90 units. Unfortunately, the translocation of elephant is non-existent due to inadequate land available and it is therefore extremely difficult to find homes for excess animals.

A contraception programme at the Ithala Game Reserve was introduced in 2014, however, this will take a few years to take effect. The population at Ithala GR is young and as such, unlike that at Tembe EP, natural mortality is low ensuring that the population grows steadily each year. This is not a desirable situation.

The road infrastructure on the reserve for both public and management is degrading rapidly. A lack of funding over the past three years has resulted in no maintenance taking place. It is foreseen that road closures will be forced on management within the foreseeable future. Already certain roads have been designated as 4x4 tracks which were historically acceptable for the average motor car. This is of major concern to management in that it will have an adverse effect on the revenue-earning potential of the reserve should road closures be implemented.



PHONGOLO NATURE RESERVE

The management and monitoring of the rhino population at the Phongolo Nature Reserve has remained at an extremely high standard throughout the year. There is a monitor in place and this has assisted management tremendously.

Unfortunately, the persistent drought in the area is extremely severe with grazing almost non-existent. Authority to provide subsistent feed has been received and funding sourced.

Management undertook game counts in 2015 and it was decided to remove as many of the herbivores as possible as soon as possible. This was highlighted at the annual Animal Population Committee in January 2016 and the Ezemvelo Game Capture Unit were requested to remove the game numbers as soon as possible. It was also decided that the annual hunting programme be cancelled in 2016 due to the drought and subsequent poor condition of the game due to a lack of food.

A successful land claim was awarded to the Ntshangase community for the entire Phongolo Nature Reserve. Numerous meetings have taken place between the community and Ezemvelo management in an effort to set up a Community Trust and Co Management Committee. It is not envisaged that the land use will alter in any way and the Ntshangase Trust have indicated that they would like Ezemvelo to continue to act as the Management Agents for the area. There are still some outstanding issues with the claim on the neighbouring privately owned property.

Three field ranger posts were successfully filled during the course of the year, however there is still a severe problem with staff shortages at the Hlatikhulu Forest Nature Reserve and the Pongolapoort Nature Reserve. Unfortunately, illegal hunting is taking place in these areas and management are battling to control these activities due to staff shortages.

The illegal gillnetting on the Jozini Dam is on the increase and management are communicating with the Department of

Water Affairs and Sanitation in an effort to have some sort of control re-established on the water surface.

A number of informal agreements with neighbours have been formalised over the past year which is making management more efficient.

The resident elephant population on the Pongola Game Reserve (Private) south of the nature reserve has moved north due to the drought and lack of food. Approximately 70 animals spent some time on the Phongolo Nature Reserve in 2015/2016 before moving north into Swaziland. Initially when these animals were introduced into the area, the thinking was that with the development of the TFCA that the area, including that in Swaziland would be available for this population. Unfortunately, the TFCA has never been realised. According to reports the Swaziland authorities welcome the presence of these animals in their Big Six Protected Area.

The Pongola Game Reserve is currently in the final stages of having their Private Owners Elephant Management Plan completed. Unfortunately, the elephant populations cannot be managed effectively without a signed off management plan being in place.

There are major plans to increase the rail traffic between South Africa and Swaziland. This will unfortunately adversely affect the Protected Area. Management and the Planning Division are currently in negotiations with Transnet in an effort to minimise the effects on the biodiversity of the area.

The current railway infrastructure is routed directly thorough the reserve and is responsible for numerous game deaths including rhino and elephant. This is cause for great concern.

There is also an initiative to upgrade the infrastructure and facilities within the Golela village/border post. This is an initiative by EDTEA. The planning phase is currently ongoing and Ezemvelo Management and Planning divisions are included in these planning sessions.



GRAZING FOR HERBIVORES IS ALMOST NON-EXISTENT AT THE PHONGOLO NATURE RESERVE, RESULTING IN THE MAJORITY OF ANIMALS BEING REMOVED LIVE IN 2016 BY THE EZEMVELO GAME CAPTURE UNIT.



HUNTING AT THE PHONGOLO NATURE RESERVE HAS BEEN CANCELLED IN 2016 DUE TO THE DROUGHT AND SUBSEQUENT POOR CONDITION OF THE ANIMALS.



TRANSNET HAVE PLANS TO INCREASE RAIL TRAFFIC BETWEEN SA AND SWAZILAND AND HAVE IDENTIFIED A ROUTE DIRECTLY THROUGH THE PROTECTED AREA. THE PRESENT INFRASTRUCTURE IS RESPONSIBLE FOR NUMEROUS GAME MORTALITIES WHICH IS OF CONCERN.

EMAKHOSINI OPHATE HERITAGE PARK

The management staffing situation has finally been resolved and normality has been restored on the Protected Area.

The ongoing drought has also affected the EOHP. Unfortunately, the incident of illegal grazing on the eMakhosini section of the PA has been uncontrollable. Cattle from the entire area have been pushed on the PA due to a lack of feed outside. Illegal hunting has also been severe. However, staff in the field have had good results over the year.

A number of private farms have been purchased by Ezemvelo in 2015, which are contiguous the eMakhosini section. This has been in line with the organisations PA Expansion programme. The farm "eMakaseni" is being targeted as a possible hunting concession area, however plans in this regard have not been finalised.

On the Ophate GR section, a number of cattle were impounded in October 2015 and this resulted in the community causing extensive damage to the boundary fence. This has been addressed by management with the local community leadership and the situation has once again normalised. Water for animals is still a concern, however good rains in March 2016 have ensured that the dams are currently full and should remain so for much of the dry winter months.

Management has also made good strides with the KwaSanguye Community Conservation Trust, who are immediate neighbours to the Ophate Game Reserve. This is a community-driven agricultural and conservation project and it is in the interests of all stakeholders to improve relations with this community.

In February 2016, 5 Wild Dogs, which had exited the HiP some 24 months previously were removed from the KwaSanguye Community area after management had been approached in this regard.

Relations with AMAFA are excellent and regular management meetings are held between AMAFA, Ezemvelo and Mondi Forest in order to discuss mutual problems. Efforts have been made without success to get the private land owners to meet on a regular basis to discuss mutual problems.

Currently the entire eMakhosini Ophate Heritage Park (EOHP) does not have an Integrated Management Plan (IMP). This has been due to problems mainly from the eMakhosini section of the Park. Management have decided to develop an IMP for the Ophate Game Reserve section of the Park with a view to including the eMakhosini section when reviewing in 5 years time. It is envisaged that the IMP for the Ophate Game Reserve should be finalised in September 2016.



WILD DOGS WHICH ESCAPED FROM THE HIP TOOK UP RESIDENCE ON THE KWASANGUYE COMMUNITY CONSERVATION AREA ADJACENT TO THE OPHATE GAME RESERVE. THESE ANIMALS WERE REMOVED LIVE BY THE EZEMVELO GAME CAPTURE UNIT IN FEBRUARY 2016, UPON REQUEST BY THE KWASANGUYE TRUST.



A. CONSERVATION AND PARKS

ISIMANGALISO WETLAND PARK

WORLD HERITAGE SITE

ANNUAL REVIEW OF 2015/16

iSimangaliso Wetland Park remains a premier tourist destination with amazing attributes and diversity. This includes marine protected areas, beaches, wetlands, coastal plains and savanna bushveld – one of the gems in the province!

The **drought** in the park has however dominated management's agenda during the reporting period, with uMkhuze Game Reserve the most dramatically affected from a food security perspective.

Despite more than 80mm of rain being recorded in certain sections of uMkhuze Game Reserve in December, the current drought still remains a cause for concern for management and the public. The visual and tangible effects of the drought have been quite dramatic, with a number of herbivores (400+ including 35 white rhino) succumbing to the low availability of food as well as its poor nutritional quality. 44 white rhino were translocated out of uMkhuze to the Eastern Shores and Western Shores of St Lucia due to limited food resources in uMkhuze, and to relieve the pressure on the little grass that was left for grazing in the reserve.

It is therefore important to put this all into perspective as per below.

uMkhuze Game Reserve falls within a semi-arid area that is prone to drought. In semi-arid systems situated in sub-tropical latitudes, the hot wet season (summer) is responsible for the majority of plant production, although winter rain can contribute significantly to carrying animals through a low production period. Fortunately uMkhuze Game Reserve has a well maintained rainfall record spanning 65 years since 1951. This allows a better understanding of the rainfall patterns over time and gives an indication of the severity of the drought in terms of precipitation.

The important question now is - 'where does the 2015/2016 rainfall observation fall, to date (31 March 2016), in relation to the long term statistics?' It is quite obvious that uMkhuze has had the lowest rainfall in the 2015 calendar year since records began 65 years ago. This is further exacerbated by the preceding 15 years of predominantly below wet season mean rainfall – with 2015 being the worst on record. The graphs and figures below (Fig 1, 2, 3 & 4) demonstrate all this vividly.

Figure 1: Mean monthly rainfall 1951-2015 against actual for 2015 recorded at Mantuma – uMkhuze

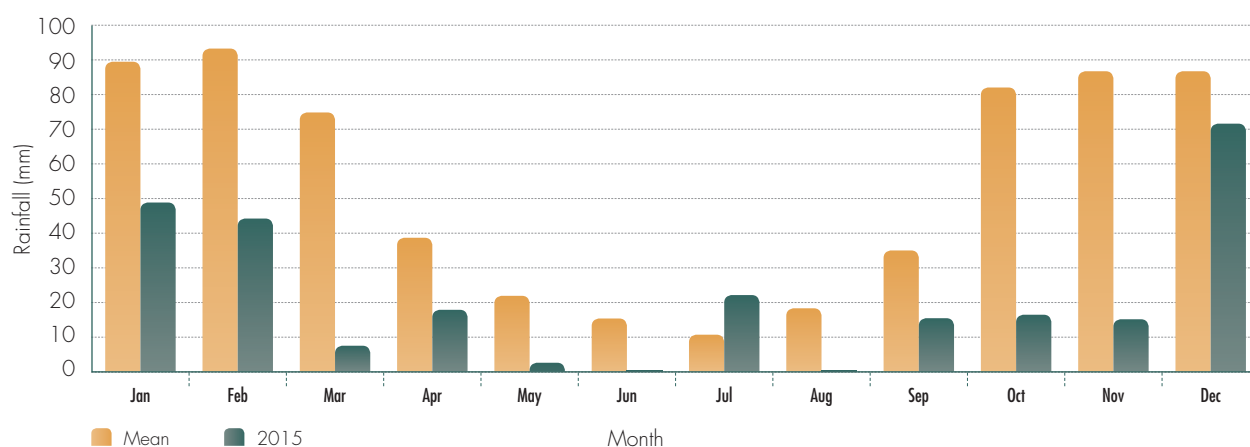


Figure 2: Mean monthly rainfall 1951-2016 against actual for 2016 recorded at Mantuma – uMkhuze

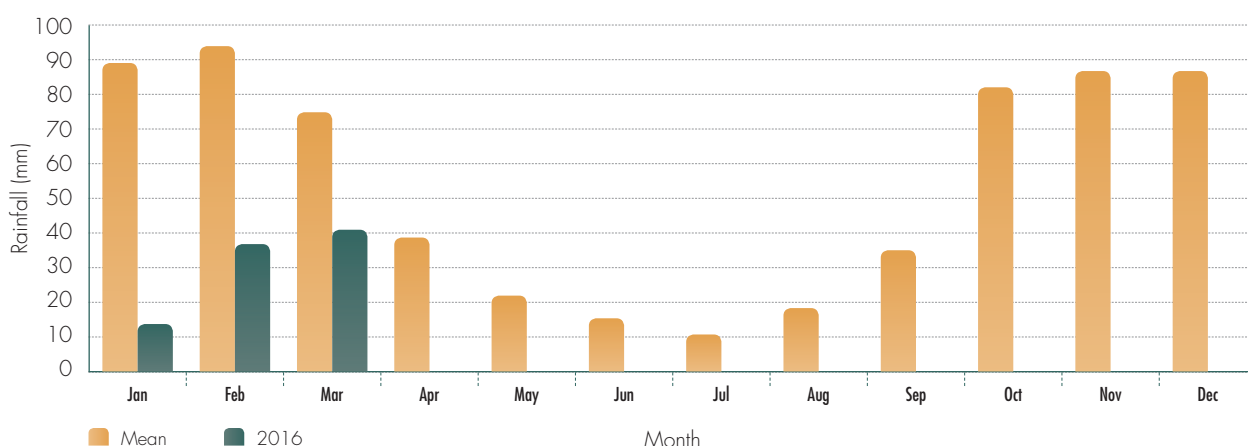
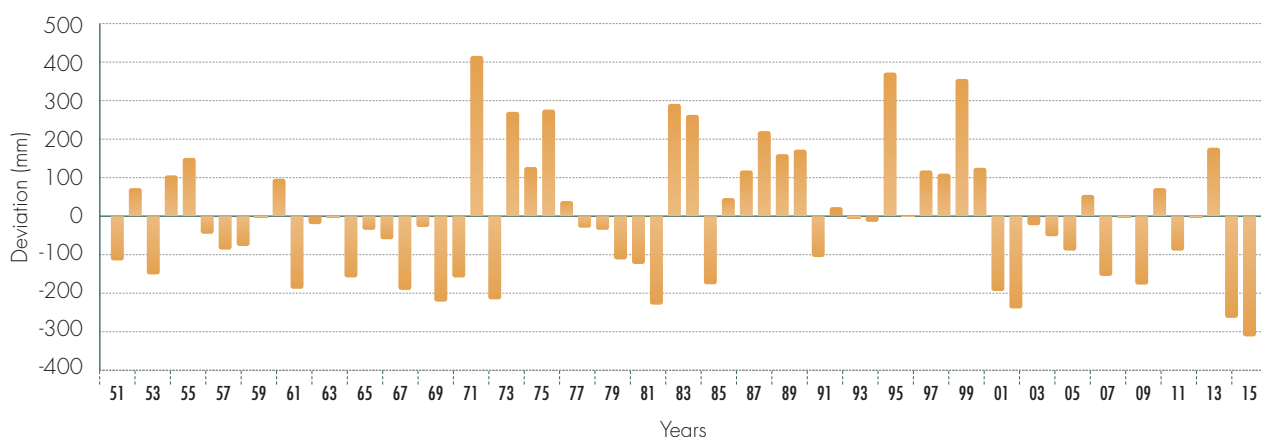


Figure 3: Rainfall deviations from the wet season mean (Oct - Mar) recorded at Mantuma - uMkhuze



The situation has worsened over time with natural water sources drying up, but fortunately there is still water in some sections of the both the Mkhuze and Msunduze Rivers inside the parks; however, it is foreseen that this will also dry up very soon. This will leave a only a few artificially supplemented pans as the remaining semi-natural water. The water for these pans comes from the same system that supplies water to staff and visitor accommodation at Mantuma, as well as water to the various field ranger picket camps via water tanker. This does, however, place additional stress on the fast-sinking water-table and management's ability to sustainably supply sufficient water to ensure the effective operation of both camps and management infrastructure. The current impact of the drought has also had a serious and significant impact on the operational funding of uMkhuze Game Reserve in particular.

Lake St Lucia has been similarly affected by the drought situation, as the drought in the region continued unabated, but with some light relief in terms of rainfall mainly in the southern areas of St Lucia Lake, at the end of the reporting period.



FIGURE 4: NSUMU PAN (UMKHUZE) AT THE LOWEST LEVEL REACHED DURING EARLY 2016.

By early March most of the North Lake had dried up with some freshwater seepage areas along the eastern shoreline available for hippos, crocodiles and other lake organisms. There were isolated compartments of water just south of Bird and Lane Islands and in Dead Tree Bay. Catalina Bay had only a small isolated compartment of water left in centre of the bay. The Charter's Creek part of Catalina Bay had dried up and Makakatana Bay had also dried up (See Figure 5.).



All this while the Narrows had sufficient body of water in which large numbers of hippos, crocodiles, fish and other organisms were able to exist. This was being fed by the Mfolozi River during December and from the Mphate River, whenever there was a rainfall event.

Then in the second and third weeks of March, good rains fell on the lake and surrounding areas and in the Mfolozi catchment. The Mfolozi water then pushed through into the St Lucia Bay via the back and beach canals and flowed upstream into the Narrows and finally into Makakatana Bay. Strong south winds then pushed a little of this water into the southern part of the Charter's Creek Bay.

See maps below.

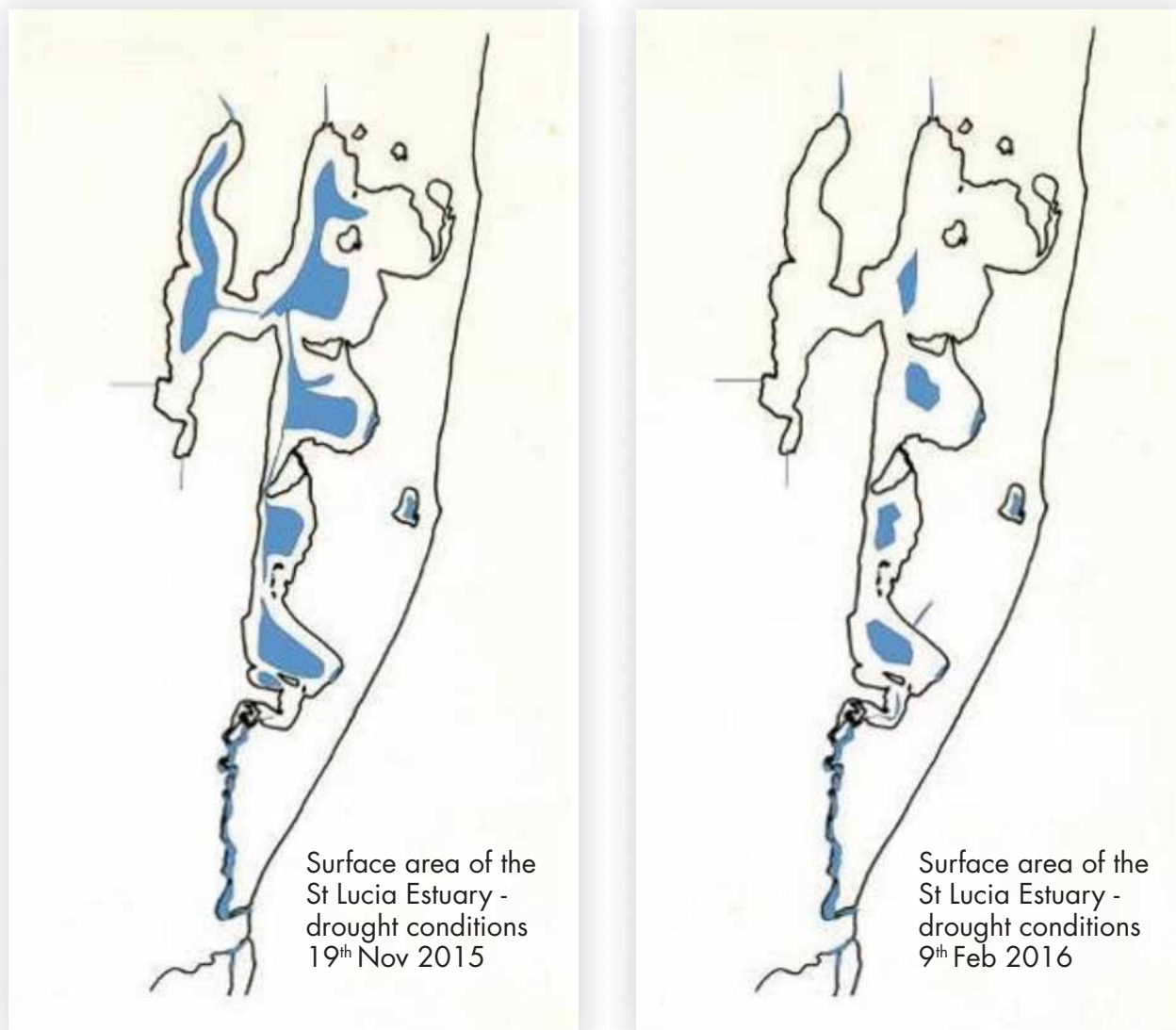
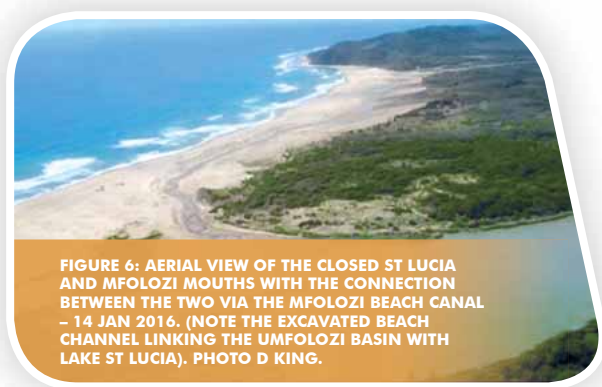


Figure 5: State of Lake St Lucia in November 2015 and February 2016

Throughout this past quarter, both the St Lucia and the Mfolozi mouths were closed. However, on 16 March, after good rainfall in its catchment, the Mfolozi River flowed strongly into the Mfolozi Bay and through the back and beach canals into the St Lucia Bay (Figure 6). As a result of this, water again back-flooded onto the low lying sugar fields on what once had been part of the Mfolozi Swamps. Then, in accordance with a cane farmers-led court interdict issued in December 2015, the iSimangaliso Wetland Park Authority re-opened the closed Mfolozi mouth canal (dug in December 2015) to allow the accumulated Mfolozi water in the sugar fields to drain away to the sea. At the angle of this mouth canal most of the Mfolozi water continued to flow through into the St Lucia Bay, but some water did flow out to sea. The mouth canal closed naturally the next day and the iSimangaliso Wetland Park Authority again re-opened it. At high tide in the evenings sea water then flowed in through the mouth and beach canals and into the St Lucia Bay, bringing some relief to the estuary.



Lake Sibiya is also at its lowest in living memory and a cause for concern to the local communities that rely on it as a domestic water supply.

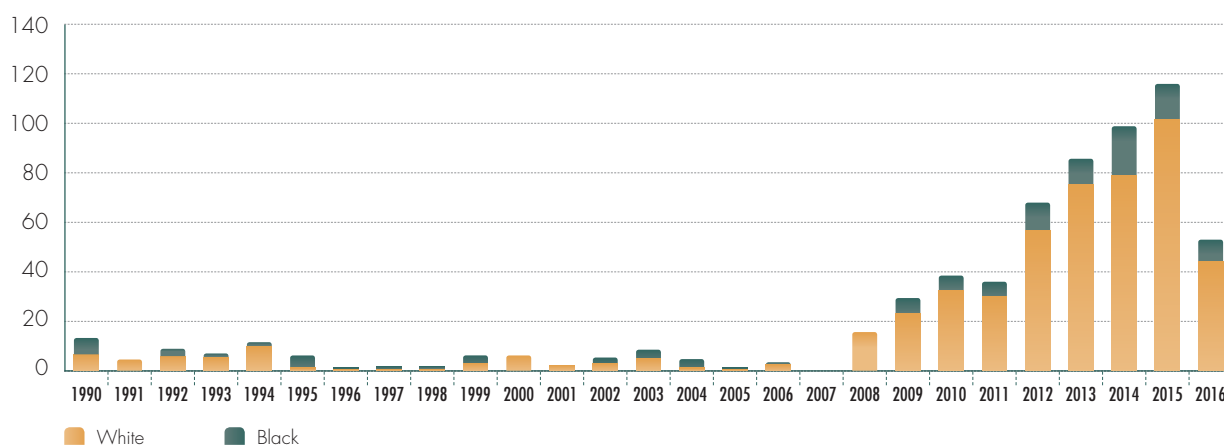
The **rhino poaching** has indeed also been another serious issue in the park and has been a cause of great concern during the reporting period as demonstrated by Figure 7 below. This also resulted in a local extinction in Ozabeni where most of the rhino were poached with those remaining being translocated for safety to Western Shores. Staff have worked tirelessly to protect these animals – day and night.

Figure 7: Rhino poached in iSimangaliso from 2008 to 30th April 2016

SECTION	2008	2009	2010	2011	2012	2013	2014	2015	2016	TOTAL
Western Shores	2	0	3	0	3	8	3	13	3	35
uMkhuze	0	1	0	1	1	4	8	23	9	47
Eastern Shores	3	2	0	0	2	6	1	3	1	17
Ozabeni	0	0	0	0	2	6	24	10	0	42
TOTAL	5	3	3	1	8	24	36	49	13	142

The rhino poaching statistics for the whole Province of KZN are reflected in the Figure 8 below, which is showing an alarming trend and all efforts are being implemented to reduce the “poaching rate”.

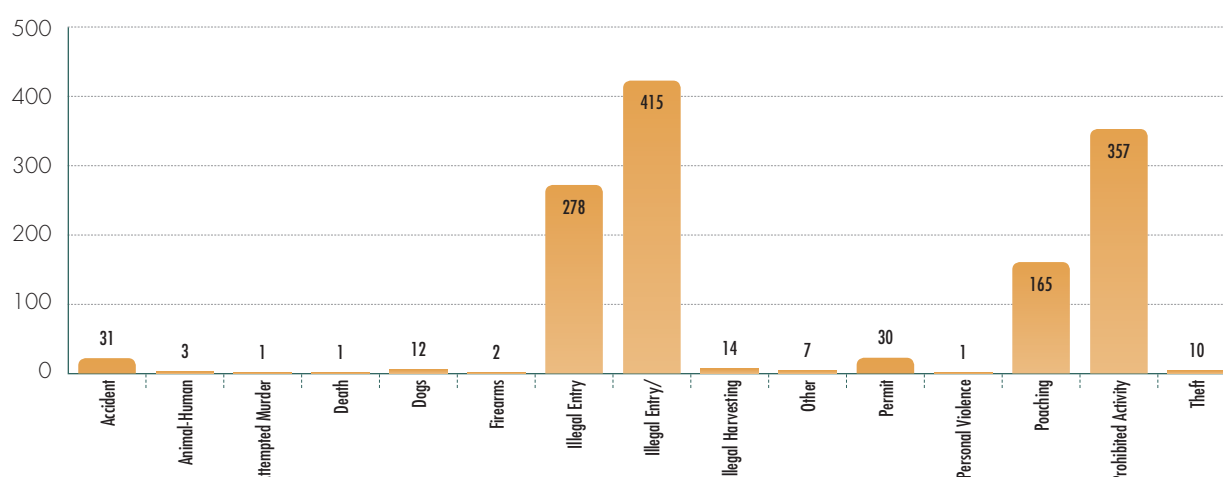
Figure 3: KZN Rhino poaching figures from 1990 to 30th April 2016



A number of rhino security interventions have been implemented in the iSimangaliso Wetland Park, with the most significant being the dehorning of all the rhino on Western Shores. This strategy has proved effective to date.

The **bushmeat poaching** and other illegal activities have also been a cause of concern with the number of incidents reflected in Figure 8 below. uMkhuze has been the most affected.



Figure 9: Number of incidents in iSimangaliso from April 2015 to March 2016


On a positive note, the most recent **sea turtle monitoring** season was fruitful. The season started on 1 November 2015 and ended on 15 March 2016 and covered the stretch of beach from Sodwana Bay to the South African/Mozambique border. The data is presented in the table below.

Figure 10: Results of the 2015-16 sea turtle monitoring season in northern iSimangaliso.

NESTING SEASON 2015/2016	LOGGERHEAD TURTLES	LEATHERBACK TURTLES
(a) NUMBER OF TRACKS	5958	456
(b) NUMBER OF TAGS	851	92
(c) NUMBER OF DISTINCT INDIVIDUALS	606	63
(d) NUMBER OF NEW INDIVIDUALS	241	30
(e) NUMBER NESTED	3591	423
(f) NUMBER NOT NESTED	2165	27
(g) NUMBER OF NESTS NOT SPECIFIED	200	5
(h) NUMBER OF CALLUSES	112	12
(i) NUMBER OF PIT TAG ENCOUNTERS (REPEATS)	345	22
(j) NUMBER OF NOTCHES	45	Not applicable

NOTE: EXPLANATION OF PARAMETERS IN TABLE ABOVE:

- (a) Number of tracks:** number of recorded emergences irrespective of nesting or turning around without nesting.
- (b) Number of tags:** number of turtles identified by their tags including repeated nesting/emergences.
- (c) Number of distinct individuals:** number of individuals identified throughout the season.
- (d) Number of new individuals:** individuals that were untagged and were tagged for the first time in this season.
- (e) Number nested:** number of emergences that resulted in a turtle nesting.
- (f) Number not nested:** number of emergences where turtles returned prematurely to the sea before nesting.

- (g) Number of nests not specified:** number of tracks reported without specifying if the animal nested or not.
- (h) Number of calluses:** number of previous tag scars reported.
- (i) Number of PIT tags encounters (repeats):** number of PIT tags reported for the season with the number of tags reported more than once in brackets.
- (j) Number of notches:** number of individuals reported with a/pair of marginal scutes (shell plates) missing possibly due to notching.

Overall, there have been 5958 loggerhead emergences recorded for this season, which is down from last year's number 6481. This is most likely attributable to this season starting later in the year (the previous seasons always started on 15 October)

and this is reflected in all the nesting parameters above. There were 606 distinct individuals that were recorded as contributing to the nesting effort, of which 241 were new to the programme this season. Of the 5958 loggerhead emergences, 3591 nesting events were recorded. This represents a nesting success of approximately 60% which is a bit better than the almost 50% levels that are the expected with this species – an overall 93% nesting success that is typical for this species.

Leatherbacks fared better this season in terms of the 456 emergences compared to last season's 426 emergences, despite the reduced monitoring duration for this season. The other nesting parameters also compare quite favourably. There were 63 distinct individual leatherbacks that contributed to the nesting effort this season, of which 30 were new to the programme. There were 423 nesting events recorded.

Monitoring of other priority species in the park is an ongoing precedence and includes 10 satellite collars on elephant breeding herds and dominant bulls, wild dog daily checking, lion monitoring and of course given the threat regular checks on rhino, especially the critically endangered black rhino. Whilst there has been a marked increase in the bush meat poaching through snaring, vigilant monitoring of the uMkhuze priority species, done in conjunction with Wildlife Act Team, has resulted in minimising the effect that this used to have on species such as wild dog and cheetah. There are currently two wild dog packs at uMkhuze, totalling 19 individuals. The current cheetah population stands at 15 individuals. The reintroduction of lions to uMkhuze in November 2014 can thus far be deemed successful, with a total of six cubs born and five surviving to date. This brings the total population of lions to 13 after the initial reintroduction of 9 lions. Three mortalities were recorded to date, of which two were due to suspected snaring and one a natural mortality due to fighting. Though the effective monitoring of elephant remains a challenge, anecdotal records suggests that the implementation of the second year of contraception has resulted in a marked decrease in the number of newly born elephant calves recorded. The current elephant population at uMkhuze is estimated at 110.

The elephant on Eastern Shores and Western Shores are also doing well, and have been contracepted to reduce their rate of recruitment. The current elephant population is sitting at about 100 animals.

CHALLENGES

Drought has been the biggest challenge during the reporting period with many animals dying and the situation likely to get worse in the winter of 2016. Request for supplementary funding to mitigate the effects have not been forthcoming as yet. The pumping of water to artificial water-points has been

effective, but is not sustainable with rapid drying up of rivers and dropping water-tables.

Poaching on a wide scale has been an ongoing concern and a big challenge to the Park, including rhino poaching, bushmeat snaring and illegal gillnetting. 80% of the park resources in terms of manpower and budget are spent on the law enforcement and compliance components alone.

The **bushmeat poaching** in uMkhuze, Ozabeni and Western Shores continues in its traditional fashion, but staff have done a good job in maintaining it at a sustainable level. The challenge as always has been the judicial system and uncooperative police, who quite frankly see bushmeat poaching crime as petty and will look for any opportunity to arrest our law enforcement staff – and have on a number of occasions.

Illegal gillnetting remains a major challenge in the estuarine and fresh water lake systems (mainly St Lucia and Kosi bay) with over 50 kilometres of illegal gillnets recovered during this reporting year.

uMkhuze was served with a **Veterinary Quarantine Notice** on 13 November 2015 by the State Veterinarian uMkhanyakude. The implications of this are far-reaching and include the following:

1. No permits for the movement of animals and or their products that are not exempted from this quarantine will be issued until such time that an approved Disease Management Plan is in place. This plan has been drafted but not yet approved by the State Vet.
2. As such no further donations of any kind and or meat sales may be conducted without a permit from the State Vet. This however can be overcome easily with timeous communication with the State Vet for any donation requests and or meat sales, given that the Disease Management Plan is in place.
3. No more live sales of game coming from uMkhuze will be allowed, which will have significant impact on expected revenue.
4. All carcasses from biltong hunts at Mkhumbi would require inspection by a qualified meat inspector before permits can be applied for to release these to the hunters. This will place tremendous strain on the limited resources at uMkhuze.

Vigilant surveillance for unauthorised developments

in the Coastal Forest Reserve Section of the park has been a major challenge to staff, with its unfenced and unmarked boundaries. This is further complicated by communities residing in the park, which makes distinguishing between residential and commercial developments quite difficult. The number of illegal and unauthorised developments has been greatly reduced thanks to diligent monitoring by staff.



There have been some violent protests over service delivery in the Coastal Forest Reserve, which resulted in a court interdict and civil and criminal cases to be heard in court in 2016. This has been unfortunate and mending relationships is high on the agenda.

The **Marine section** has limped along with only three out of seven officers and in general compliance has been maintained to a reasonable degree at the major beach resorts. The filling of the Bhanga Nek turtle monitoring station post was a huge relief as it is a priority station for monitoring a priority species.

There have also been huge improvements to the boat and vehicle fleet in this section.

Over a hundred fishing competitions have been held along the 200 kilometre coastline of iSimangaliso, which include "on shore" and "offshore" events.

OUTLOOK FOR 2016-17

The well **below average summer rains** for the last decade is going continue to be a problem in areas such as uMkhuze, Makhasa, Lake Sibaya (See photo below – Figure 11.), Western Shores and False Bay Park. Plans are already in place to consider additional artificial supplies to animals during the 2016 winter, when all natural sources will have dried up completely.

It is also hoped that the additional funding requested will be forthcoming before it is too late.



FIGURE 11: DROUGHT-STRICKEN LAKE SIBAYA – FRAGMENTING!

Another exciting project is the progress being made by iSimangaliso's contractor, Cyclone Engineering, to establish their site for removing dredge spoil that will be placed artificially in the mouth of the Lake St Lucia estuary. This is the **largest wetland rehabilitation project in Africa** and part of iSimangaliso's efforts towards the hydrological and ecological restoration of the Lake St Lucia system. The budget allocated to date through World Bank (GEF) funding is R35 million.

The **rhino poaching, bushmeat hunting and gillnetting remain a huge challenge** and resources and special operations will need to be intensified. Budget cuts and the "not filling" of critical posts will seriously affect managements' efficacy to deal with law enforcement and compliance operations. The basing of one of the rhino security helicopters at uMkhuze has been a huge boost to morale and will assist enormously in rhino anti-poaching operations.

The filling of all critical posts and the finalisation of the restructuring is a priority in order to restore stability in the workplace and to enhance performance of staff.

Community conservation will continue to be a major focus in iSimangaliso to maintain good relations with our neighbours. The uMkhuze Environmental Camp and The St Lucia Crocodile Centre continues to play a huge **environmental awareness** role in the park. The **Community Conservation Officers** in the park play a crucial role in maintaining good relations with the local communities, Izinduna and Amakhosi. Their engagement with all the adjacent schools is very valuable and ensures that the "next generation" has a much better understanding of the importance of the natural environment and all its resources – no matter how big or how small.

Issues around poaching and gillnetting are always their primary focus.

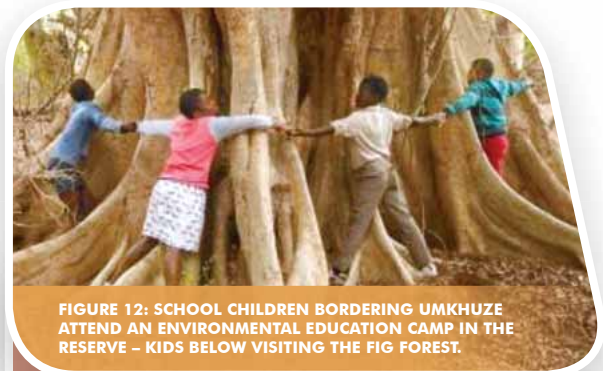
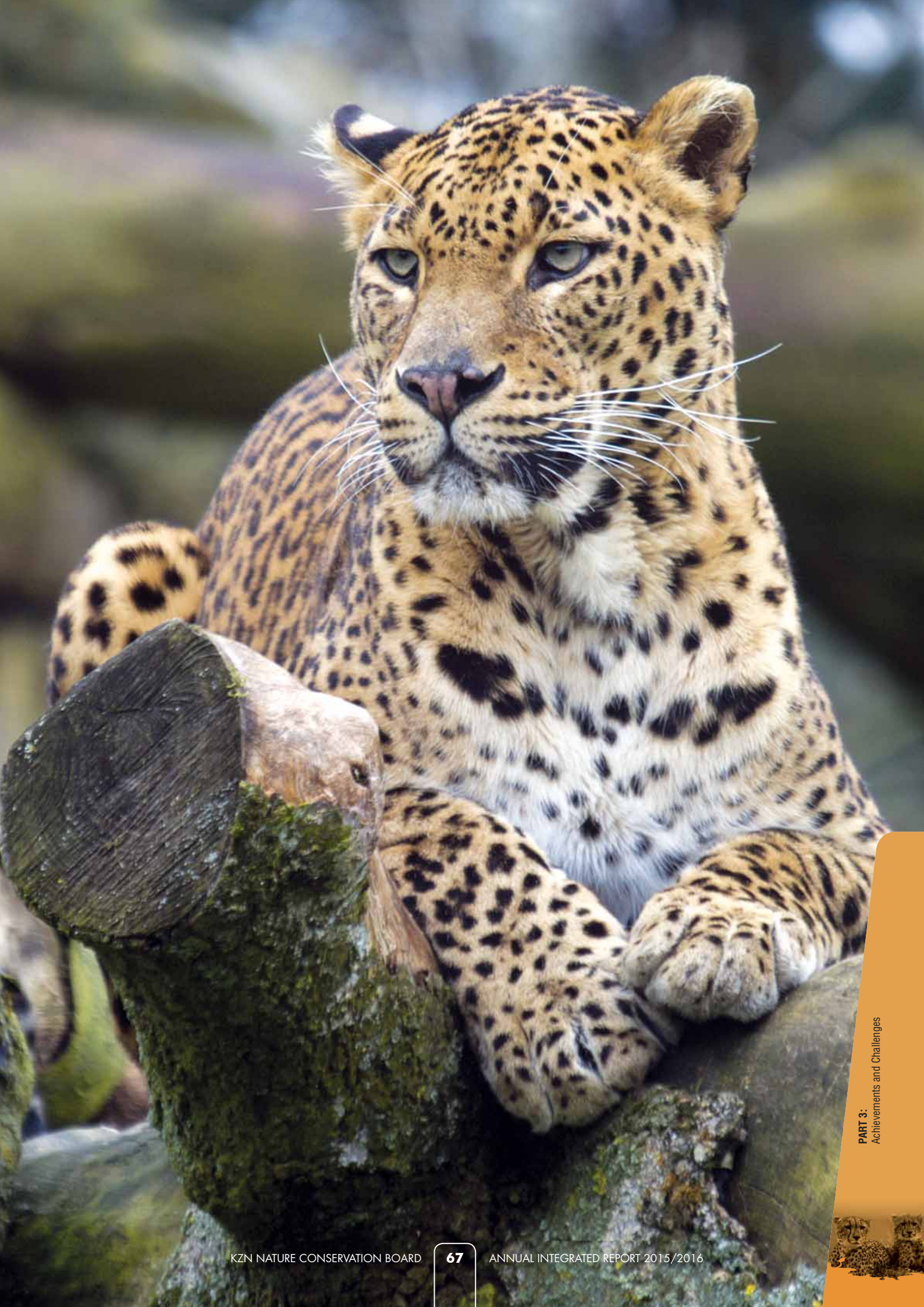


FIGURE 12: SCHOOL CHILDREN BORDERING UMKHUZE ATTEND AN ENVIRONMENTAL EDUCATION CAMP IN THE RESERVE – KIDS BELOW VISITING THE FIG FOREST.



WHITE RHINO - WESTERN SHOES AT SUNSET - PHOTO CHANTAL DICKSON.



A. CONSERVATION AND PARKS SCIENTIFIC SERVICES

REVIEW OF 2015/16

SPECIES AND ECOSYSTEM MONITORING AND RESEARCH

Species monitoring and research is a core function within Protected Areas. This task is conducted and facilitated by Ezemvelo's Ecological Advice scientists and technicians and taxa experts, together with field management staff and often in collaboration with external partners. The work is aimed at understanding population trends and threats, ecosystem functioning, provision of management decision-support and contribution to the effectiveness of management of the Protected Areas and natural resources, both inside and outside Protected Areas.

The monitoring and management of game populations in Protected Areas is a key component of maintaining their ecological integrity. Our Protected Areas are relatively small when compared to the likes of Kruger National Park, and are generally enclosed by fences, which affects natural processes of game migration and dispersal. A number of species become "overabundant" relative to the available resources and thus the need for game population monitoring and management. At the same time, we focus also on monitoring the status of highly threatened species such as black rhino and white rhino, as well as species that can have profound impacts on ecosystems such as elephant and large predators such as lion.

About R797 000 was invested this year under review in the logistics related to our annual game counts. These counts ranged from walked line-transect counts to total area helicopter counts, each with its own pros and cons. Where estimates indicated a requirement for animal removals, these were proposed through the Animal Population Control Committee for either dead removals or live translocations. Animals that are removed live are sold through the Ezemvelo annual game auction, contributing to the organisation's revenue, or are donated to other South African conservation agencies, to Community Conservation Areas or for restocking Transfrontier Conservation Areas. This year, the final budget for animal population monitoring represented a healthy increase (~18%) over the previous year, which was a positive indication of the organisation's commitment to the game monitoring and management programme. On the whole, game counts were undertaken as planned and without major problems.

Eco-advice prepared reports on the impacts of the drought and attended work sessions to assess the challenges and ways to deal with it. For example, in the uMkhuze section of iSimangaliso gave recommendations on mitigating measures and some new ways of dealing with lack of water and grazing. When the recommendation to remove most of the white rhino from uMkhuze was approved, the research team assisted in the capture (photos) and the cutting off of the horns.



RHINO DE-HORNING OPERATION.

Annual monitoring of the turtles nesting on the beaches of northern iSimangaliso proved fruitful this year. Leatherback turtles, which are critically endangered, revealed a substantial increase in sitings this year, and loggerhead turtle emergences were just under 6 000. No turtles were reported poached this year and almost fifty families from seven impoverished communities benefitted from the salaries of the turtle monitors. This project is the longest continuous such venture in the world, and is well known in international turtle conservation circles. A report outlining the achievements of the turtle monitoring was produced by Professor Ronel Nel of the Nelson Mandela Metropolitan University and provides global context for this success.



A number of surveys and monitoring projects for herpetological and invertebrate fauna were conducted.

Highlights include the decadal monitoring of underground **herpetofauna** at Ndumo Game Reserve, annual Millar's tiger moth monitoring at Entumeni Nature Reserve, annual monitoring of dwarf chameleons in Chameleon Park in Durban, triennial monitoring of the Karkloof blue butterfly, and a survey of orthopteran fauna above 3000m altitude. Ground-truthing activities for distribution models of a number of threatened species were undertaken, including the Endangered Pennington's protea butterfly *Capys penningtoni* and two Vulnerable butterfly species, the Estcourt blue *Lepidochrysops pephredo* and Dingaan's widow *Dingana dingana*.



UNDESCRIBED SPECIES OF WINGLESS GRASSHOPPER FROM NKANDLA FOREST RESERVE.



THE FIRST RECORD OF ENDANGERED LONG-TOED TREE FROG *LEPTOPELIS XENODACTYLUS* FROM FORT NOTTINGHAM NATURE RESERVE.

A "bioblitz" survey of fauna was organised for the Fort Nottingham Nature Reserve and adjacent stewardship site, which will assist in increasing the management effectiveness score for the reserve. The blitz will also be an important contribution to the baseline knowledge of what wildlife occurs in the reserve.



PARTICIPANTS IN THE BIOBLITZ SAMPLING INVERTEBRATES AT FORT NOTTINGHAM NATURE RESERVE.

The development of a Biodiversity Management Plan, in collaboration with the Endangered Wildlife Trust Threatened Amphibian Programme, provided an assessment of the conservation status of *Hyperolius pickersgilli* and aimed to improve protection as part of meeting international biodiversity objectives (i.e. Aichi targets) through applied conservation action. *Hyperolius pickersgilli* is critically endangered according to the IUCN Red List. The project was to ensure that through the BMP, co-operation between and combined action of the various role-players in whose hands the future of *Hyperolius pickersgilli* lies will be assured, and the frog species eventually will be rescued from extinction and ultimately be brought out-of-danger in perpetuity. Apart from the Endangered Wildlife Trust and Ezemvelo KZN Wildlife, the following organisations and people provided input to the BMP: North-West University, the Pan-African Association of Zoos and Aquaria, the National Zoological Gardens of South Africa, the South African Association for Marine Biological Research, the Airports Company of South Africa, the National Department of Environmental Affairs, the Provincial Department of Agriculture, the Institute of Natural Resources, Johannesburg Zoo, Mondi, Mount Moreland Conservancy, Richards Bay Minerals, Simbithi Eco-estate, Tongaat-Hullett, Transnet, Tronnox, uShaka Marine World, and members of the public. The BMP is now with the National Minister of Environmental Affairs, after having been through further public participation and having been approved by Working Group 1.

The annual crane aerial surveys in KwaZulu-Natal have been carried out for 22 years, recording all three crane species. During 2015, a total of 1 434 Blue Cranes, 3 221 Grey Crowned Cranes and 291 Wattled Cranes were recorded. Additional sightings included 70 Oribi, 87 Denham's Bustards, 246 Bald Ibis and 20 Secretary Birds. The 291 Wattled Cranes sighted during the 2015 aerial survey is the second highest recorded count for the species in the province since the aerial survey commenced. The trends for all three crane species in the province are positive with counts over the last 12 years showing stable and increasing populations of all three species.

The Zululand Tree Nesting Vulture Survey has been carried out for 10 years, recording the nesting productive success of African White-backed, White-headed and Lappet-faced vultures. Whilst the nesting numbers of the African White-backed vultures at HIP and Thula Thula Private Game Reserve have remained relatively stable, the nesting numbers at Phongolo Nature Reserve and surrounding private properties and uMkhuze Game Reserve are declining. This can be attributed to poisoning events. Similarly, for the Lappet-faced Vulture, whilst the nesting numbers at HIP have remained fairly stable, elsewhere they are declining and this can be attributed to poisoning. The White-headed Vulture



is in serious trouble with only 3 active breeding pairs recorded in 2015. This is down from 17 in 1997, and 8 in 2010. The reason for the decline in HIP (5 pairs in 2010) is unknown, whereas the pair that bred regularly at Phongolo Nature Reserve is known to have been poisoned. On a positive note, the pair at uMkhuze Game Reserve successfully raised a chick for the first time in 10 years.



Ezemvelo manages a Marine Research and Monitoring programme, which is funded by the department of Agriculture, Forestry and Fisheries. This research programme involves the Oceanographic Research Institute, whose task it is to undertake some of the research work under a Memorandum of Agreement. Research outputs from this programme has enabled sustainable marine resource use, including enabling the monitoring of offshore and inshore resource stock to assess the status of marine living resources. One of the main research areas looks at the potential of commercially harvesting east coast rock lobster to support the current roll-out of small scale fisheries policy.

The five research and monitoring projects are:

- Feasibility of small scale commercial fisheries of the East Coast rock lobster in KwaZulu-Natal
- The Mabibi Redbait Participatory Experiment
- National Marine Linefish System – KwaZulu Recreational Linefish Data
- Kosi Bay fisheries and fish stock monitoring
- Statistics of Recreational inshore Invertebrate and Commercial Oyster Fisheries in KZN

BIODIVERSITY INFORMATION MANAGEMENT AND DISSEMINATION

The corporate Ezemvelo Biodiversity Database contains a very large dataset of distribution records for animal and plant species in KZN, and is a seminal foundational resource which is used in producing the State of Biodiversity Report, the KZN

Biodiversity Plan, the Biodiversity Sector Plans, the Protected Area Integrated Management Plans, checklists for Protected Area visitor guides, etc. The database is widely consulted by the IEM team when setting terms of reference for Environmental Impact Assessments and when commenting on development applications. Maintenance and updating of information in the database occurs continuously as time allows. This includes keeping the taxonomy and conservation status of species up-to-date, the checking and addition of new records from a variety of sources (including permit returns, biodiversity surveys, the published literature, and records from external specialist organisations), and addition of species' names. This year, around 4500 new animal distribution records and 3520 plant distribution records were added to the Biodiversity Database. In addition, much effort has been put into improving the accuracy of the already captured information from the Killick Herbarium specimens, with just over 2000 vouchers being checked and digitally captured in preparation for incorporation into what is fast becoming the South African national standard herbarium database platform – BRAHMS.

A number of important GIS coverages were also updated and made available. These include the Terrestrial Critical Biodiversity Area and Ecological Support Area Priority Area coverages, and the revision of the provincial landscape corridor network (using SPOT 5 2011 imagery as reference) and formal Protected Area coverages. Finally, the new revision of the national vegetation map accepted in its entirety, the EKZNW developed vegetation map as the update for KZN.

Ongoing development and maintenance of the corporate databases is important in order to take into account changes in legislative and operational requirements, improve user accessibility, and address a multitude of technical issues resulting in software version upgrades. Key databases maintained and amended include the Development Applications Register for the IEM Division, and the Permits database for the Professional Hunting and Permits Division, the upgrading of the Geospatial Meta-database, and ongoing support being provided for the Biodiversity Database, Animal Population Management Database (APMD), the Stockpile Register, the Micro-track Database (a register of microchips used in KZN) and the Compliance Database. All of these updates/upgrades are being conducted within a larger planning framework wherein it is expected that we will have significant database integration by the end of the current APP 5-year planning cycle.

The dissemination of key spatial planning and biodiversity datasets to a wide range of stakeholders is a key service provided by Ezemvelo. The following table gives a simplified breakdown of the various types of data requested across generalised stakeholder groupings.

GENERALISED STAKEHOLDER CATEGORIES	DATA CATEGORY			
	IMAGERY	DATA RECORD REQUESTS	SPATIAL REFERENCE DATA	SPATIAL PLANNING PRODUCTS
Consultant	2	12	31	39
District Municipality	0	0	0	8
Government Departments	0	0	4	17
Local Municipality	0	0	2	8
Non-Government Organisation	2	1	7	4
Researcher	0	1	1	0
Student/University	1	1	9	0
Private	0	1	6	2
Total	5	17	60	79

In an effort to make our data more accessible to our external stakeholders, two additional data dissemination strategies were strengthened. The first involved the revision of the Data Dissemination Disk, which is a collection of all biodiversity related spatial data and guideline documents relevant for development SDF and IDP spatial planning products (available on request at data@kznwildlife.com). In addition, we have been working closely with SANBI to aid in the distributing our data via their BGIS website (BGIS.SANBI.ORG). The website has undergone a significant revision, and we have been working closely with the SANBI team in improving the sites functionality, look and feel.

BIODIVERSITY CONSERVATION SPATIAL PLANNING

Over the last 10 years, a number of key biodiversity spatial planning products have been developed by Scientific Services to facilitate the achievement of Ezemvelo's mandate. Whilst these products are important in and of themselves, little would be achieved if these were not integrated into mainstream spatial planning. The 2015/2016 financial year saw a strong focus on integration and implementation of the products already available. This was driven primarily by the need to

address four key strategic spatial planning considerations: development of the KZN Spatial Land-Use Management Act (SPLUMA) regulations, the revision of the Provincial Growth and Development Strategy/Plan, and the provision of technical and GIS support to stakeholders involved in the generation of the rural land-use schemes and SDF/IDP reviews.

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) requires that all municipalities in South Africa must adopt and approve a single land-use scheme for its entire area (wall to wall land-use scheme) within five years from the date of commencement of SPLUMA. Working jointly with the KZN Department of Agriculture (KZN DARD), zones which identify high priority extensive rangeland and high-priority biodiversity areas with the same management objectives (protection from extensive development, alien species control and proper fire management) are identified. This joint surface is submitted to the relevant local municipality for incorporation into their rural policy/land-use scheme. This is a work in progress and is continually being updated with the input from KZN DARD. The concept has however received good feedback from the municipalities and these identified Agro-Biodiversity Areas have been incorporated into several draft schemes.



PROTECTED AREA EXPANSION

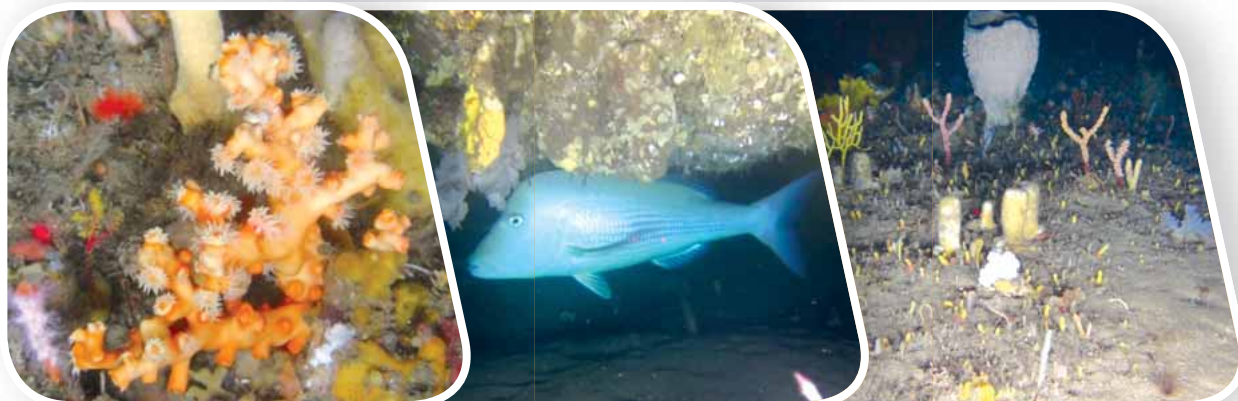
For the first time in many years Ezemvelo has directly acquired land to expand the Protected Area estate; the majority of this was made possible by a specific grant from KZN Treasury. A total of 2876 ha were acquired in 2015/16 for R29.2 million. The acquisitions in the Ulundi area (Koningskroon, Dorstfontein) have intrinsic biodiversity and Protected Area consolidation value, but also contain sites of high cultural heritage significance. The combination of biodiversity and heritage significance will create economic opportunities through the development of tourism and associated businesses, and the acquisitions are directly linked to developing the biodiversity economy as per the national Biodiversity Economy Strategy. The acquisition in the Drakensberg area (Constantia) is part of KZN's commitment to UNESCO to establish a buffer area for Sehlabathebe National Park (part of the transnational Maloti Drakensberg Park World Heritage Site), as well as to secure strategic water resource areas for the country.

The smaller acquisitions of Fairview and Wahrenoonga (in collaboration with Wildlands Conservation Trust) directly protect highly threatened vegetation types and species.

PROPERTY NAME	AREA (HA)	PRICE (R)	STATUS	PURPOSE
Sub 3 (of 1) of Koningskroon 447	262.98	4 200 000	Sale agreement signed, transfer completed	Consolidate EOHP
Rem of Koninskroon 447	436.87	21 000 000	Sale agreement signed, transfer completed	
Portion 2 of Koningskroon 447	699.85			
Rem of Dorstfontein 526	341.91			
Constantia 22	1069.52	2 000 000	Sale agreement signed, transfer completed	Protect important catchment for water production; expansion of MDPWHS; buffer zone for Sehlabathebe National Park.
Rem of Portion 4 of Wahrenoonga 13458	35.91	Donation	Transfer completed	Threatened vegetation and species (Karkloof Blue butterfly).
Rem of Portion 14 (of 3) of Vaal Hoek 953	1.99			
Remainder of Portion 2 of Fairview 15590	27.14	2 000 000	Sale agreement signed, transfer to happen in 2016/17	Threatened vegetation type on South Coast.
TOTAL	2876.17	29 200 000		



NEWLY ACQUIRED CONSTANTIA FARM NOW FORMS PART OF THE PROTECTED AREA NETWORK OF KWAZULU-NATAL. SIGNIFICANT CULTURAL HERITAGE (ROCK ART) IS ALSO CONSERVED.



FRAGILE REEFS AND THREATENED FISH SPECIES FILMED ON DEEP REEFS WITHIN THE PROPOSED UTHUKELA MARINE PROTECTED AREA, ADJACENT TO AMATIKHULU AND MLALAZI NATURE RESERVES MANAGED BY EZEMVELO, AS PART OF THE NATIONAL PHAKISA MPA EXPANSION INITIATIVE.

Over the last 10 years, Ezemvelo has developed a KZN Coastal and Marine Biodiversity Conservation Plan, for which the Technical Report has now been finalised. This product outlines the methodology, data, stakeholder engagement and provides an assessment of coastal and marine biodiversity conservation status as well as priority areas needing additional protection. Resulting from these outcomes and further stakeholder consultations Ezemvelo developed a Marine Protected Area Expansion Plan, which was contributed to the national Department of Environmental Affairs. This product was timeous and contributed significantly in the Phakisa process for “unlocking the potential of the oceans” being driven by the Office of the President. Four of the focus areas identified by Ezemvelo have been included in the proposed network of representative marine Protected Areas, aimed at increasing protection of the ocean space to 5%, one of 10 initiatives being pursued by the Phakisa Process for Protection and Governance. Ezemvelo staff have been actively involved in the roll-out of this initiative, being represented on the Task Team, providing technical GIS and data support, and facilitating stakeholder engagements. This initiative has recently (3 February 2016) gazetted a representative proposed marine protected area network consisting of 22 proposed MPA for South Africa. This involved the preparing of both the declaration and regulations notices as well as the mapping of the proposed MPAS. Ezemvelo has been involved in the public comment period assisting with public workshops within KZN and facilitating the establishment of Marine Protected Area Forums.

A related Phakisa initiative is to increase the knowledge of the ecosystems and species in the offshore environment. Ezemvelo has led a collaborative project (funded by the National Research Foundation’s African Coelacanth Ecosystem Programme) to validate and map the biodiversity on the continental shelf of the province. This is being conducted in partnership with a number of key organisations such as SANBI, UKZN, NMMU, SAIAB, SAEON and the Oceanographic Research Institute. It is augmented by the implementation of the

Wildlands Ocean Stewards project, funded by Grindrod and Wildlands through The Blue Fund, which aims to build science capacity for conservation of the offshore marine environment, and provides a platform for this offshore research. A short video was produced about this initiative and can be viewed at <http://saiab.co.za/home.htm>



OCEAN STEWARDS INTRODUCTORY DAY AT GRINDROD - INSPIRING A NEW GENERATION OF MARINE SCIENTISTS.

PROTECTED AREA MANAGEMENT EFFECTIVENESS

For the first time in 2015/16 the METT-SA Version 3 was used to assess the management effectiveness of Ezemvelo Protected Areas; this change was based on a request from DEA to standardise the assessment tool being used across the country. Assessments conducted for the preceding four years were undertaken using METT-KZN. Although the two management effectiveness assessment tools cover the same spheres of management, there are large differences in the questions and the scoring system used and unfortunately, therefore, it is not possible to compare trends in effectiveness between 2014-2015 and 2015-16, because of the change. The score for every protected area declined in 2015/16, with an average decline in scores of 20.38% across the Ezemvelo protected area estate. It is, however, not possible to distinguish between any genuine declines in scores from those resulting merely from a change in method. However, based on continuing difficulties in filling posts (many conservation



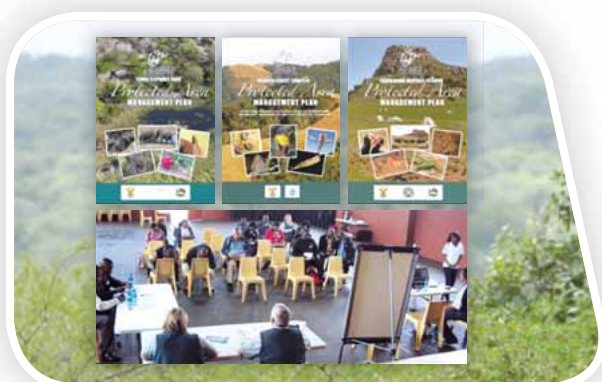
manager, ecologist and field ranger posts are vacant) and continuing land transformation in the buffers of protected areas, there are likely to have been at least some real declines in scores.

Whilst the scoring system has changed, with questions framed in such a way as to be more difficult to score highly, the national target score of 67% was however not adjusted downward. Accordingly, only one protected area (Hluhluwe-iMfolozi Park) scored above the minimum score. This means that the percentage by area of the Ezemvelo protected area estate that met the minimum standard was 18.6%. The average score obtained was 40.1%, but considering the size of each protected area, the weighted average score was 55.5%. The latter gives a more accurate indication of the average management effectiveness spatially across the province.

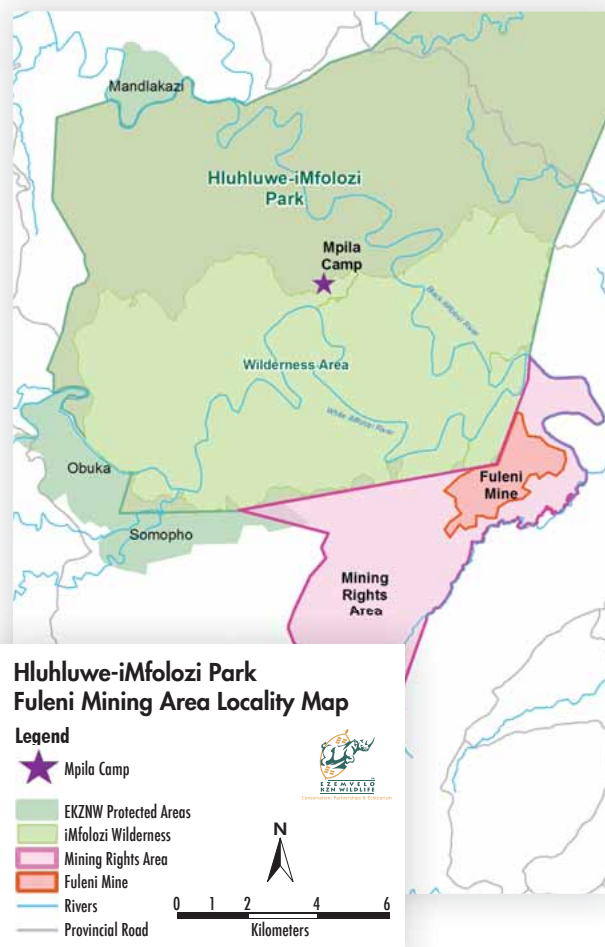
PROTECTED AREA MANAGEMENT PLANNING

Ezemvelo has adopted an overarching Protected Area management planning strategy that focuses on the development of Protected Area management plans in consultation with stakeholders. The process has been designed to meet the statutory requirements of the National Environmental Management: Protected Area Act (No. 57 of 2003) and other relevant legislation. The management planning process requires participation from a wide range of stakeholders including municipalities and local communities.

During the 2015/2016 period the Protected Area Management Planning (PAMP) Unit developed two new plans, the Nkandla Forest Complex management plan and the Isandlwana Heritage Reserve management plan. The Isandlwana Heritage Reserve is managed in partnership with AMAFA and the Mangwebuthanani Community and this plan has been developed in close consultation with these stakeholders. Both management plans have been approved by the Board and are currently prepared for submission to the MEC. Furthermore the Tembe Elephant Park management plan has been revised in consultation with trans-boundary and local stakeholders, and the plan has been approved by the Board and prepared for submission to the MEC.



INTEGRATED ENVIRONMENTAL MANAGEMENT



A mandated function of Ezemvelo is to comment on land transformation applications, and the impact these may have on biodiversity, and the ecosystem services the natural assets provide to the province. Significant effort has been focused on addressing major concerns related to the proposed Fulemi coalmine, which would be situated less than 100m from the Hluhluwe-iMfolozi Park (HiP), adjacent to the Wilderness Area within the iMfolozi section of the reserve. Ezemvelo has consulted widely, and concluded that the proposed Fulemi mine will irreversibly compromise and may even destroy the Hluhluwe-iMfolozi Park, one of South Africa's flagship Protected Areas. The damage to HiP, the surrounding environment, and the communities that live in the region would be unacceptable if the mining went ahead as proposed. Ezemvelo has actively engaged in the various application processes that are underway, namely the mining rights and environmental authorisation application processes. Where Ezemvelo did not have the in-house expertise to review specific specialist reports produced as part of the DEIAR - such as: economics, hydrology, noise and dust - external specialist reviews were commissioned. An environmental journalist was contracted to communicate the threats of the proposed Fulemi mine to civil society. Ezemvelo has worked closely with Rhino Ambassadors

from the communities that will be effected by the mine. The Rhino Ambassadors have provided invaluable assistance in fostering a mutually supportive relationship between Ezemvelo and affected communities, at a time when tensions on the ground are high and the community is divided between those in favour of the mine and those that are vehemently opposed to the mine. The Ezemvelo Board issued a Position Statement outlining that the organisation has a legal duty and moral responsibility to oppose any such application for mining within the immediate surrounds of the Hluhluwe iMfolozi Park. Ezemvelo's official objection to the proposed Fuleni mine was lodged with the Department of Mineral Resources and Department of Economic Development, Tourism and Environmental Affairs.

ECOSYSTEMS GOODS AND SERVICES PROGRAMME

With the Ecosystems Goods and Services now resourced with a Scientist and a Technician, a number of projects underway include assessing ecosystems value of protected areas to adjacent community areas. Kamberg Nature Reserve is being used as a case study in point; the second being the identification of the socio-economic drivers contributing to ecosystems' loss and consequently the reduction in the goods and services from these ecosystems; and finally the study on Mapping the Recreational Value of Protected Areas Using Statistical modelling and InVEST. The three studies will provide additional support to illustrate the value of ecosystems and the services they provide to society. Additionally, this work will highlight the importance of considering the consequence of inaction to ecosystems and the goods and services. Together with the recently developed internal newsletter, ECOWAVE, these initiatives will raise the profile of biodiversity and ecosystems to human wellbeing.

CO-HOSTING OF THE BIODIVERSITY ECONOMY INDABA

The Biodiversity Economy Indaba in 2015 was a culmination of a two-year process led by the Department of environmental affairs to develop a national biodiversity economy strategy. The strategy, which seeks to unlock economic development within biodiversity and facilitate the repositioning of biodiversity as a significant contributor to economic development, was equally being launched at this Indaba held from 5 to 7 November 2015 at the International Convention Centre (ICC). Not only was Ezemvelo involved with the Office of the Premier, the Office of the MEC and the Department of Environmental Affairs to ensure the successful hosting of the event, but also formed part of the initial drafting of the National Biodiversity Economy Strategy (NBES). The strategy was officially launched at an event to identify, negotiate with and donate 4 Rhinos to the Nambithi Community Trust, who are the owners of the Nambithi Game Reserve.

The handover of the animals, initially scheduled to be presided over by the President of the Republic, was presided over by the Honourable Member of Executive Council (MEC) for Finance in KwaZulu-Natal, Ms Belinda Francis Scott. This donation has set Ezemvelo on a pedestal and as pioneer in stimulating the inclusive biodiversity economy benefit fair and equitable benefit sharing to communities. This biodiversity economy work will soon be announced by the President of the Republic of South Africa.

CLIMATE CHANGE IMPLEMENTATION PLAN

The five-year Climate Change Adaptation and Mitigation Plan completed in the previous financial year (2014/15) has seen four products concluded in the current financial year. These included a development of Baseline on Ezemvelo's Carbon Footprint using head office (QEP) as the initial study site; an Investigation of the potential to harvest rain water from thatched roof in Mkhuze Nature Reserve, both as means to decrease utility spent, and also to harness natural water sources in the light of water scarcity, particularly in areas where water scarcity is endemic; the Development of laundry guideline for efficient water use; and the expansion of the rainwater harvesting study at St. Lucia. The above projects are undertaken to help Ezemvelo to adhere and implement the set targets to reduce carbon footprint.

Additionally, Ezemvelo is contributing to the national work on Climate Change through the Ministerial Technical Working Group 10 called the Intergovernmental Climate Change Committee (WG 10). The work of the WG10 committee has focused on both preparations for South Africa's representation to the UNFCCC - COP 21 in Paris, and post COP, the implementation of internationally agreed targets including plan of work on compliance and identifying the necessary legislative tools to enforce Climate Change Policy. Ezemvelo has also continued to contribute to related national work on developing a Climate Change Bill to enable coordinated and focused work helping stakeholders (private and public institutions) to comply and implement climate change targets.

ENVIRONMENTAL AWARENESS MONITORING AND EVALUATION

Ezemvelo has for many years implemented a number of environmental awareness initiatives around the province. As much as extensive and important work has been implemented in relation to this, this work has continued with little coordinated monitoring and evaluation to track awareness and attitude change as a consequence of awareness initiatives. This year has witnessed the initiation of a partnership between Scientific Services and the Ukhahlamba Drakensburg Park management team to develop a structured awareness monitoring and evaluation programme. Through this partnership a targeted and measurable plan of work on environmental awareness,



including well defined indicators and timescale monitoring circles, now exist. The approach is currently being considered for use in other parks and Protected Areas across the province, and will enable future reporting and assessment of the effect of awareness on attitudes and behavioural change.

SYMPOSIUM OF CONTEMPORARY CONSERVATION PRACTICE

The 2015 Symposium of Contemporary Conservation Practice was hosted by Ezemvelo at the Fern Hill Conference Centre in Howick in November. This Symposium is organised annually in partnership with Wildlands, the Endangered Wildlife Trust, the Environmental Law Association, the University of KwaZulu-Natal and the University of Zululand. Over 350 delegates from 90 organisations attended. There are many challenges facing conservation currently, and this Symposium offers an opportunity for the conservation community to share information and discuss solutions to critical issues. Its aims are to promote partnerships between government agencies, conservation authorities, non-governmental organisations, legal practitioners, communicators and other relevant professionals and stakeholders. It has become a unique conservation information-sharing and discussion platform that covers the full context of the practice of management of our natural assets, and not only the science that is needed to underpin the management decisions.

One of the key challenges is that of communication of information and knowledge in a way that enables decision-makers to act decisively and galvanise action amongst stakeholders. The Symposium theme in 2015 was "Communication for Conservation", the impact of which was significantly boosted by the attendance of science communicator Nancy Baron as a key-note speaker, and Pulitzer prize-winning author Kenneth Weiss as the guest speaker. The programme also contained sessions to examine some of the most controversial contemporary wildlife management and utilisation issues, such as canned lion trophy hunting, as well deliberating about problems such as illegal trade and rhino poaching.

CHALLENGES AND DEVELOPMENT:

Drought remains a significant challenge in the Protected Areas, necessitating the preparation of drought mitigation plans and implementation of interventions. Many rhino have been moved from marginal areas, and had their horns cut off, so pressures there may be reduced. If we have good rains then the impacts of the drought may lessen. If, however, we do

not receive good rains very soon and if we do not get good rains next wet season then we will face severe water and grazing challenges in the northern reserves and the estuaries will also struggle. Nsumo pan in uMkhuze may dry up and, if this should happen, several dozen hippo may die. Several hundred hippo are also trapped in shallow isolated pans in the north east of Lake St. Lucia where there is a small freshwater inflow. If this stops flowing all these hippo may perish.

The value of natural intact ecosystems to human wellbeing is still not widely understood, and transformation of natural habitats is continuing at an alarming rate. More work on ecosystem services needs to be focused on, and additional capacity and resources are needed to support this. Working with external stakeholders such as government departments, municipalities, private sectors and communities needs to be done to mainstream this work and to highlight biodiversity priorities to provincial planning and decision making.

Due to budget constraints, the 2016/17 budget for population monitoring work in Protected Areas has been cut by about 5.5%. A total of R753 000 has been allocated in the 2016/17 financial year for game population counts. Careful planning and adjustment of monitoring activities will be required to ensure that key species are monitored within the budget, and some reduction in monitoring effort may result.

The Management Effectiveness scores declined across all Protected Areas in 2015/16, and only one Protected Area (or 18.6% of the area managed by Ezemvelo) met the minimum Management Effectiveness score. However, the drop in scores is likely to be primarily due to the change in scoring method, and is not necessarily a reflection of any real reduction in management effectiveness. Continuing difficulties in filling vacant posts and rapidly changing land use surrounding protected areas, together with large budget cuts for the next three financial years at least, are likely to result in real changes in scores if not addressed urgently.

Significant challenges with regard to staff capacity in other critical areas of work remain. Certain key scientific services posts that are critical for effective operations have remained vacant. Examples include the District Ecologist Ethewini and Ugu post, three IEM Planner posts (important for commenting on land use change applications), the Terrestrial Conservation Planner post, and several critical Scientific Technician posts. On a positive note, the scientific services fixed-term contract staff have now been converted to permanent employees.

Internal capacity for the Climate Change portfolio needs to be strengthened as a matter of priority in order that Ezemvelo is positioned and resourced to address actions required to meet targets, and to engage effectively with national and provincial initiatives in this regard.

Unfortunately, the Department of Agriculture, Fisheries and Forestry has decided to terminate the long-standing contract it has had with Ezemvelo to implement inshore fisheries management in the province of KwaZulu-Natal. This includes the implementation of the Small-scale Fisheries in the province, for which Ezemvelo established a unit almost 20 years ago. This development is likely to have significant impact on management of the marine resources, but also associated impact on other coastal conservation actions (such as beach cleaning, estuary mouth management and dune protection). Of concern is the long-term research and monitoring being undertaken by Ezemvelo on resource species and fisheries, as this work is also funded by a (separate) contract with DAFF. Should these funds be withdrawn this would jeopardise the collection of the data by Ezemvelo and partners such as the Oceanographic Research Institute. It is hoped that engagement between the provincial department and the national department at principal level will eventually help to avert such a negative development.

OUTLOOK 2016/2017:

Routine monitoring of habitats and species will continue to be a focus, and will contribute to the annual State of Biodiversity report, and the 5-year Biodiversity Outlook report, which is due at the end of the fiscal cycle. A key activity in this regard for the coming year will be the undertaking of the Earthwatch partnered line-transect game counts in Hluhluwe-iMfolozi Park. This model of paying-volunteers has proven extremely beneficial to the HiP Eco-Advice team in that the entire cost of the count is covered, while often there is surplus funding to replace old equipment and undertake maintenance of research facilities. These kinds of partnerships are critical to ensuring the sustainability of our conservation efforts in the current challenging economic climate. The Scientific Services team will be on the lookout for similar potential partnerships that can subsidise our monitoring activities into the future.

An important activity this year will be the implementation of management systems for properties (new protected areas) acquired in this last year. Given the tough financial situation, innovative ways of managing these properties will be explored and tested.

The requirement to review the Ezemvelo Norms and Standards for the development of Protected Area Management Plans arose during the previous financial year due to changes in legislative requirements, such as the Alien and Invasive Species regulation and other operational requirements. The most important of these requirements being the need to align management plans with management effectiveness. Twenty-four Ezemvelo Protected Areas critically require management plans due to specific threats and circumstances, and fourteen plans require review. The draft norms and standards includes a guideline for the review of management plans that will enable management teams to facilitate the review themselves, thus enabling the PAMP Unit to focus on the development of new plans. These documents will be consulted with key management and Eco-advice staff during 2016/2017, before submission to internal committees for approval. Other projects for the 2016/2017 financial year include the training of 3 management teams on the review for management plans and support these teams through the process. Priorities for the development of new plans include Queen Elizabeth Park, Hlatikulu Forest Reserve and Ophathe Game Reserve. The number of new plans and revised plans are dependent on staff capacity and availability of financial resources, the above-mentioned strategies and interventions are intended to partially mitigate these constraints.

The impact of the proposed Fuleni mine, should it be approved, remains a major concern for the coming year. An independent assessment of alternative, sustainable land use options to the proposed Fuleni coalmine has been commissioned by Ezemvelo. The assessment will rigorously compare mining to other reasonable or feasible land uses in the region and will put forward the optimum sustainable land use in the region. It is Ezemvelo's intention to make this report available to decision makers in the interests of promoting a well informed decision in the interest of all South Africans and the international community.



A. CONSERVATION AND PARKS

RHINO SECURITY UNIT

REVIEW 2015 / 2016

The rhino poaching threat in SA is impacting all 9 provinces and the Kruger National Park (KNP) with three thousand nine hundred and ninety three rhino has been illegally hunted in SA from 1 January 2000 to 31 December 2014. The highest number of incidents two thousand four hundred and twenty four having occurred in the KNP. The poaching activity is being driven by an international illegal trade and demand and for rhino horn and the effect of the international demand is also notable in neighbouring countries, European countries, Australasia and America. The criminal activities are being coordinated at all levels internationally nationally, provincial and local levels by organised crime elements and with neighbouring countries like Mozambique and Zimbabwe been used by organised crime structures to target neighbouring provincial rhino population of which Mpumalanga, Limpopo, North West and KwaZulu/Natal are the most prominent provinces. Citizens of these neighboring countries are recruited as poachers and couriers, because of their supreme knowledge of war affairs and nature elements. In KwaZulu-Natal the current threat to the rhino population is divided into two categories. Rhino poaching does not have any form of subsistence harvesting at all, and is high value contraband such as drugs, diamonds and drugs. It must be compared to the "Blood Diamond" trade but only more value per gram to carat.

- The first category is the traditional method of poaching rhino by means of walk and stalk using firearms, poison and snaring (capturing) of rhino.
- The second category is the modern method of poaching rhino by means of drugs/tranquilizers, de-horning, permit fraud, pseudo Hunting and dealing in rhino stockpiles.

A joint operations strategy and plan (Operation Rhino) is implemented that involves state and private law enforcement agencies, which will use the various threat analysis, and combined capacity and resources in KZN to undertake twelve month rhino anti-poaching crime prevention operation. This operation will be reviewed and updated on an annual basis. The initiative ensures that with available resources the value chain conduit is increased thus improving effective impact on poaching syndicates (See graphic 1 below). There is a need to disrupt and disturb poaching syndicate members and operations that put their operations at greater risk of being detected, intercepted, and disbanded. Taking into account that the information and intelligence is informing us that the syndicates operate in some form of structure reliant on supply

of intelligence, information, insurgence access and escape to and from rhino reserves, use of firearms and money, key projects have been identified to disrupt these syndicate operatives, supply lines, restrict access and escape routes, and deter access to suitable targets (infusion of horns).

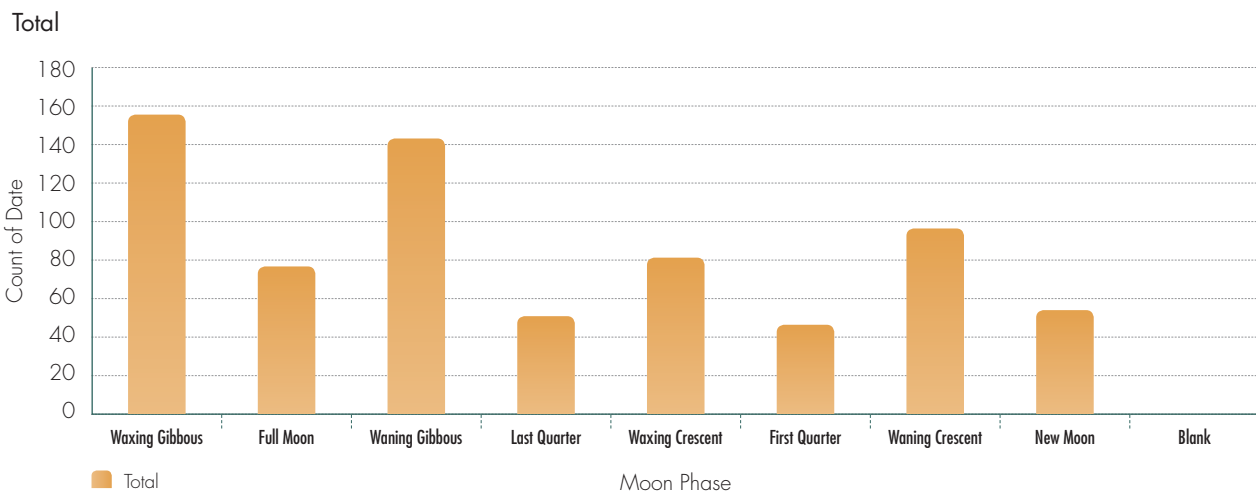
CHALLENGES AND DEVELOPMENTS

The KwaZulu-Natal Rhino Security and Intervention Programme (Operation Rhino) 2014 to 2017 with a planned budget that was approved by Ezemvelo Executive Committee 27 June 2014, and the Annual Operations Plan for 2015, which was developed and implemented in 1 April 2015.

The implementation of rhino security interventions are very costly to ensure the actions reduce poaching risk with the need to ensure early detection of potential poaching effort, and rapid response in regard to a poaching incursion and or incident. The mitigation of risk must take into effect the need to reduce the deflection of poaching effort to more vulnerable rhino populations. This has been recognized by the National Strategy which caters for SAPS and other State Security Departments pooling resources to establish the "Operation Rhino Operations Plan" which is being implemented from the National SAPS Head Quarters, which has its Mission Area Joint Operations Centre (MAJOC), in Skukuza, Kruger National Park, and the Tactical Joint Operations Centre (TajOC) centers being established at Phalaborwa, Mpumalanga, and Hluhluwe. This National initiative is funded and resources from the SAPS Head Office and has representation of various units, including Detectives and Reaction Units.

The resourcing of capacity at the Ezemvelo rhino reserves needs to ensure that its field staff can meet the rising poaching effort which is increasing in KwaZulu-Natal, as the demand increases and other rhino stocks come under threat, the KwaZulu-Natal high densities become a very high risk populations. This of particular requirement in the filling of field staff vacancies which are critical to ensure protection of rhino reserve integrity. At the end of the Strategic year Park Management reported fifty two key vacancies at rhino reserves, this puts incredible stress on existing resources which are now having incursions seven days a week, twenty four hours a day, and not only on a full moon period.

All Incursions Reports per Moon Phase 01 January 2015 to 31 December 2015



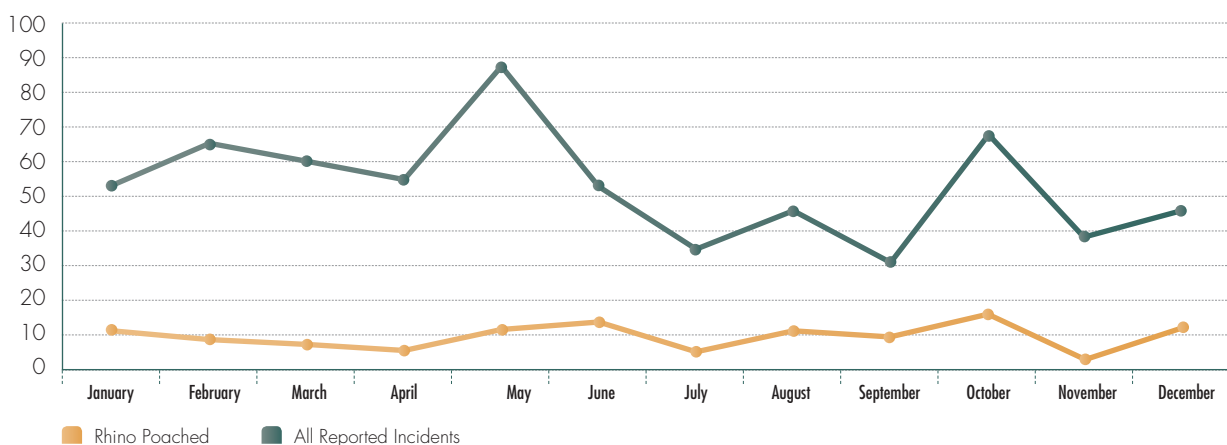
The Operational Plan 2015 was implemented with:

- Provincial Priority Committee Rhino Poaching set up and monthly meetings.
- Joint Operations Command having been set up by SAPS in November 2015 known as Operation Rhino 6, with the Tactical Joint Operations Centre being Hluhluwe.
- The establishment of a information and intelligence system was implemented with the relative state security agencies, and is known as the KwaZulu-Natal Intelligence Coordinating Committee Rhino Poaching (ICC RP).
- Joint Special Operations are implemented and managed through Operation Rhino 6.
- With the assistance the gates of Ezemvelo Rhino Reserves were improved together with the vulnerable corridor roads, gate cameras and observation towers.

- All rhino crime cases were moved from SAPS General Detectives to SAPS Stock Theft Unit and Endangered Species.
- The Rhino Standard Operating Procedures (SOPs) were reviewed distributed for implementation.
- Supplementary budget was motivated for and submitted for the funding of the special and tactical operations, only funding for the funding of helicopter air response was funded.

The poaching effort measured against the number of reported and located poaching incursions and or attempts, provides a indication of effectiveness rhino reserves and joint operations anti-poaching effort.

All Incursions Measured With Rhino Poaching Mortalities 01 January 2015 to 31 December 2015



The national rhino data is noted as the calendar year and so as not to cause discrepancies in info being quoted on rhino poaching stats this format will continue in this report, so as to remain consistent with releases from the National Ministry.

KwaZulu-Natal Summary Rhino Poaching and Arrest Statistics 01 January to 31 December 2016

2015 Total number of Rhino Poached:	116
2015 Total number of White Rhino Poached:	102
2015 Total number of Black Rhino Poached:	14
2015 Number of Rhino Poached in Ezemvelo State Parks:	88
2015 Number of Rhino Poached in Private / CCA Parks:	28
2015 Number of rhino poaching related arrest incidents made within KwaZulu-Natal	54
2015 Number of people arrested for suspected rhino poaching related incidents:	79
2015 Number of firearms recovered	39
Number of Conviction Cases (Total: 2008 - 2015)	16
Number of People Convicted (Total: 2008 - 2015)	31
Number of Years Imprisonment for Convicted Persons (Total: 2008 - 2015)	248
Rand value Fines Issued for Convicted Persons (Total: 2008 - 2015)	R 566 256.00
2015 Total % Poaching vs Population	3.18%
2015 Total % Poaching vs Population White Rhino	3.24%
2015 Total % Poaching vs Population Black Rhino	2.76%

The demand for rhino horn remains the driver for poaching effort, and whilst there were fluctuations month on month the threat remains high and constant throughout the year. The estimated price of illegal rhino horn is extremely high, and continues to increase as enforcement at operation level improves, the higher the risk to poachers getting arrested the higher the payment to undertake the unlawful tasks. It is this reward for demand that maintains the high risk.

The disruption and joint operations strategy did have a positive impact on reducing poaching effort over the year, but it is critical that these operations are supported by the investigation and arresting of higher criminal level in the syndicates, otherwise the syndicates just wait for increased price in illegal horn to provide incentive and or weak point in the anti poaching defenses.

Ezemvelo in partnership with Peace Parks Foundation (PPF) engaged in a number of projects to improve the monitoring presence of our rhino populations, and establishing early detection of poaching effort.

The project for tracking involves a test group of rhinos being fitted with sensors and the relevant reserves being equipped with tracking systems, in order to provide staff with enhanced capability to monitor the daily movement of rhino throughout these areas. This new tracking technology further assists in improving response times to incidents of poaching hopefully leading to more rhinos saved, as well as more arrests and convictions.

The tracking and rapid response systems is being thoroughly tested so as to identify successes or shortcomings, and then to adapt methodology and practices accordingly before rolling it out to the larger rhino populations. Throughout the process, the well-being of the animals remain the first priority, and all of the rhinos fitted with sensors will be individually supervised so as to ensure the absence of any adverse effects on their health and daily activities.

Surveillance technologies with the use of Unmanned Aerial Vehicles (UAVs) we also introduced during the year, which was a joint project Ezemvelo, Peace Parks Foundation and Air Shepard. The UAV operations will see a variety of aerial platforms flown in high risk poaching areas by qualified and CAA licensed UAV pilots. The UAV's are fitted with cameras and sensors that deliver real-time data directly to a central command centre, where trained visual data analysts interpret the data – providing actionable support and information to operations staff. These UAVs can cover vast poaching hotspot areas silently and safely from the sky, using clear infrared and thermal imaging technology at night, which is when most incursions occur. Much of the value of UAV support, though, lies in increased safety.

The radio networks of all Ezemvelo rhino reserves were upgraded from analog to digital which was funded and implemented with Peace Parks Foundation. This has allowed improved communications and security on the communications network of these high security risk areas.

The Department with support from Provincial Treasury funded three helicopters for the aerial surveillance and support of all KZN rhino reserves, with the change over from short term contracts, the funding has allowed for eighteen month project to be awarded, which started in March 2016, after the last contract ended in October 2015. This resulted in a gap in aerial support which would have weakened our responses, and with this being detected by poaching syndicates, poaching mortalities increased from November 2015.

In partnership with Wildlands Conservation Trust and Endangered Wildlife Trust the introduction of a Detection Dog for the use at gate and operations searches, the Detection Dog operates with the Tactical Operations Centre being deployed to rhino reserve gates to undertake searches of public, and official vehicles for the detection of wildlife products, and or firearms.

KwaZulu-Natal Summary Rhino Poaching Statistics 01 January 19090 to 31 December 2016

KZN Rhino Poaching Stats 01 January 1990 to 31 December 2015

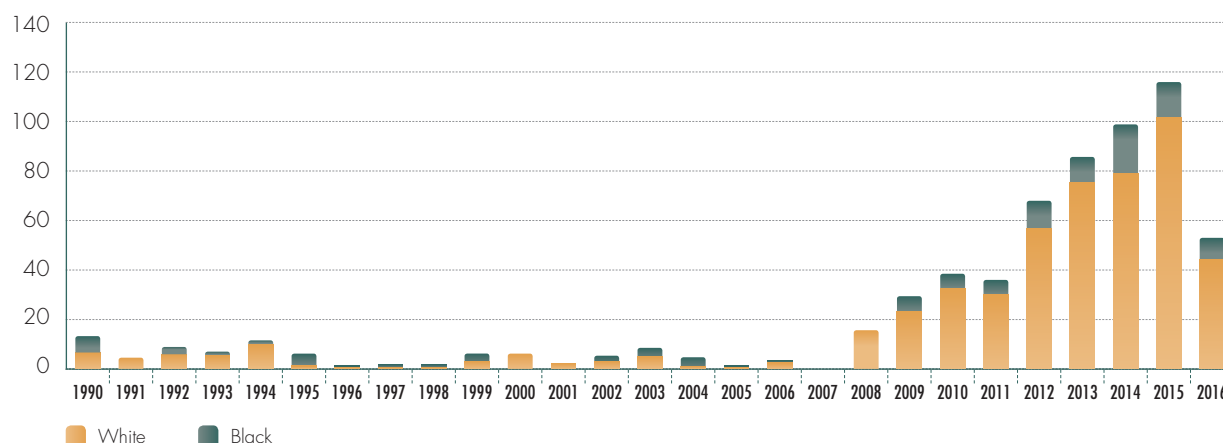


Figure 7: Rhino poached in iSimangaliso from 2008 to 30th April 2016

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
White	6	3	5	4	9	1	1	1	1	3	7	2	3	5	1	1	4	0	14	24	35	31	59	77	80
Black	6	0	2	1	1	4	0	1	1	3	0	0	2	3	2	0	1	0	0	4	4	4	8	9	19
Total	12	3	7	5	10	5	1	2	2	6	7	2	5	8	3	1	5	0	14	28	39	35	67	86	99

The rhino poaching mortalities in KZN continued to increase year on year, with the total of one hundred and sixteen being 3.18% of the Provinces total populations, with estimates of the growth rate being estimated between 4% and 5% the poaching rate has not reached the tipping point of more rhino being poached than births.

OUTLOOK FOR 2015 / 2016

ZONING OF RISKS AREAS – INTENSIVE PROTECTION ZONE (IPZ) CONCEPT OF OPERATIONS

The rhino reserves are presently zoned geographically taking into account threat from other countries and or external threats. This is to be reconsidered to ensure key rhino stocks are afforded priority protection. The principle is to ensure that the IPZ is fully resourced to ensure early detection and maximum early response.



TACTICAL OPERATION CENTRE – JOINT COLLECTION OF INTELLIGENCE, PLANNING AND COORDINATION OF COUNTER OPERATIONS

The displacement of rhino poaching effort from one population to the next is not sustainable and requires a joint co-ordinated effort to ensure a uniform and consistent the establishment and continued development of the Hluhluwe Joint Tactical Operations Centre. This includes the establishment of a helicopter and fixed wing reaction and suppression capability.

RANGER CAPACITY

The continuation and focus on well trained, equipped and disciplined law enforcement field staff, to be maintained with

all vacancies filled and a succession ability to undertake take recruitment and placement within a reasonable period that will not significantly impact on operations. This must include the ability of specialist functions of tracking detecting and engaging poaching gangs who are armed.

GOOD COMMUNICATIONS NETWORKS

The improvement of the radio and other connective networks need to be reliable and allow for efficient voice and data communication throughout the rhino reserves, and must even have the ability to communicate with Tactical Operations Centres that provide support response and tactical information. The access to poaching and intelligence is also to improve to ensure effective anti-poaching planning for field operations.



CANINE TRACKING AND DETECTION

The development of canine tracking and detection capacity will continue with the development of patrol canine tracking abilities at Section Rangers level, and the canine detection ability to assist in the searching for rhino horn and firearms.

TECHNOLOGY SUPPORT

The use and development of technology so as to enhance communication, information analysis and detection capability is to continue with strategic partners. This requires the setting up of research and development projects that are assessed and profiled for effectiveness under which circumstances.

INVESTIGATIONS AND PROSECUTIONS

The investigating and prosecutions of criminal levels above one and two remain a problem, in that with the exception of one arrest all were at level one. This was taken up and noted at a Provincial Level and remedial actions have been identified that special investigation projects must be registered and managed at the Provincial or National SAPS Offices. The Provincial Stock Theft detectives took over the management and investigation of rhino crimes scenes and crime.



A. CONSERVATION AND PARKS PEOPLE AND CONSERVATION

A. COMMUNITY CONSERVATION UNIT

The mission of Community Conservation Unit is to enhance the conservation of biodiversity in KwaZulu-Natal through engaging with communities to create awareness of the interdependence of biodiversity and sustainable human development.

This mission is achieved through the creation of working partnerships with communities throughout the province thus ensuring sustainable use of resources and fostering biodiversity conservation value in society.

These partnerships are created and nurtured through various programmes which are implemented on a yearly basis.

1. THE PEOPLE AND PARKS PROGRAMME

The People and Parks Programme is a national programme nested under the National Department of Environmental Affairs. The aim of the People and Parks Programme is to ensure that protected areas are relevant to communities, especially those who are living adjacent to protected areas. Ezemvelo KZN Wildlife is the facilitator for the People and Parks Provincial Forum.

The programme focuses on bringing communities who have different interests in protected areas, for example, Traditional Healers, Land Claimants and natural resource users, together to focus on how Ezemvelo can accommodate their needs and how they can accommodate the need for Biodiversity Conservation.

2. S'FUNDIMVELO ENVIRONMENTAL EDUCATION

In 2015/2016 S'fundimvelo Environmental Education conducted day trips which covered more than 700 pupils in the Maloti Drakensberg Park World Heritage Site. Overnight trips were facilitated with more than 200 primary and high school learners with 20 teachers from South Coast, eThekweni and Pietermaritzburg. S'fundimvelo Environmental Education Programme also held a teachers environmental education excursion with 40 teachers from eNtsheni over 3 days in Zululand (uMlalazi, St Lucia and Hluhluwe Imfolozi Park). One cluster garden workshop was done and nine Natural Science Cluster Workshops involving 62 schools. Two Happy

Earth events were also achieved which covered over 4000 people, a Gold Certificate was attained. A wetlands day was also celebrated where more than 500 learners and teachers were educated about the importance of wetlands and water conservation hence the drastic water shortage in the country. In 2015/16 financial year a total of 32 events were achieved reaching over 9000 people.

3. BIODIVERSITY CONSERVATION AWARENESS PROGRAMME

Biodiversity conservation awareness is still one of the key mandate for the organisation. Community Conservation Unit conducts the awareness's throughout the province to communities mostly the ones that surround the protected areas. The main aim is to increase people's perception on biodiversity conservation. Environmental Calendar Days were celebrated throughout the year to continue to educate the community about biodiversity conservation. Days commemorated include, World Wetland Day, Biodiversity Day, Leap Day for Frogs, World Environment Day, World Habitat Day, Arbour Week etc. The Garden show was perfect for the arbour week because the Community Conservation Stand showcased a natural forest which was best at connecting humans to nature. Environmental issues changes over time, one of the aspect that Community Conservation needed to concentrate on was drought and water saving awareness World Water Day and World Meteorological Day was one of the important days in the environmental calendar this financial year. The Community Conservation Officers were also capacitated and updated on environmental information to ensure that the message passed on to communities is the correct one.

4. ENVIRONMENTAL MONITORS PROGRAMME

The community Rhino Monitors programme is funded by the National Department of Environmental Affairs within the Environmental Protection and Infrastructure Programme. The programme is implemented using the Expanded Public Works Programme Model. The programme is aimed at strengthening relations with the communities neighbouring Ezemvelo's Protected Areas. It provided 401 individuals green jobs. All participants were recruited from the communities surrounding Ezemvelo's Protected Areas namely: Ndumo, Tembe, Hluhluwe Imfolozi Park and Veenen.

An Environmental Educators training was provided for the Community Rhino Monitors to expand their knowledge of conservation and how to unpack it to their local communities.

B. KZN BIODIVERSITY STEWARDSHIP PROGRAMME

Biodiversity Stewardship provides a new cost effective way for government to carry out its existing conservation mandate, by getting landowners to commit to conserving and managing the biodiversity on their own land.

South Africa has much valuable biodiversity outside of protected areas, but this is disappearing at an alarming rate. It has been recognised that in order to effectively conserve South Africa's biodiversity, conservation efforts must focus outside of formerly protected reserves, considering 80% of the country's scarcest and threatened habitats are privately owned.

It is clearly not possible for government to purchase all the land identified as high priority in terms of habitat or threatened ecosystems to add it to our system of state-owned protected areas. This requires a new approach to conservation extension and a shift away from reactive extension to proactive extension where stewardship is encouraged. This includes private farms, communal lands and land owned by national / provincial government departments, municipalities, parastatals like Eskom and Spoornet and private companies.

It has been determined in a Cape Nature and Ezemvelo KZN Wildlife study, that the biodiversity stewardship cost of establishing protected areas (PAs) is 70 – 400 times less costly to the state than purchase. It was further determined that the biodiversity stewardship cost of managing a protected area is 4 – 17 times less costly to the state than state management. To this end, the KZN Biodiversity Stewardship Programme has in the last 5 years more than doubled its contribution to the protected area network since its establishment in 2006 from 2399 hectares for 5 PAs by 2010 to an additional 49651 hectares for an amazing 21 additional PAs.

KZN Wildlife is therefore committed to sufficiently resourcing the KZN Biodiversity Stewardship Programme. This includes strengthening partnerships between provincial biodiversity stewardship programmes and NGOs.

This was the case in the most recent Memorandum of Agreement between a new NGO Conservation Outcomes and KZN Wildlife. The understanding will endeavour to give additional support to land reform biodiversity stewardship sites, given the complexity of creating and supporting these agreements.

Suitable incentives to support the uptake, effective management of sites and long-term commitment of landowners to biodiversity stewardship will continue to be invested. The programme is reliant on national support from DEA and SANBI, especially in relation to policy and technical matters.

The community of practice for biodiversity stewardship should be strengthened and expanded.

C. GAME CAPTURE OVERVIEW 2015/2016 CORPORATE OBJECTIVE ONE

Sustainably harvest R74 million worth of revenue from natural resources from PAs in accordance to prescribed norms and standards.

GAME SALES

The game capture unit is responsible for undertaking the capture and delivery of all game allocated to game sales. In the 2015 season a total of 2004 animals were sold realising a turnover of R 21 359 750.00.

CORPORATE OBJECTIVE TWO

Increase the number of hectares under protection to 70% to meet the minimum management effectiveness standard.

GAME CAPTURE SERVICE DELIVERY

The game capture unit was responsible for the capture of 2835 animals.

TABLE ONE – TARGETS ACHIEVED AGAINST PLAN

NESTING SEASON 2015/2016	TARGET	ACHIEVED	PERCENTAGE
Total animals captured	2942	2835	96%
Capture mortalities	< 2%	38	1.3%
Boma mortalities	< 2%	15	2.1%*
Transport mortalities	< 1%	9	0.3%
Game sold on auction	2197	2004	91%
Game donated with costs	293	242	83%
Game translocated internally	57	119	208% *



- *The higher than expected boma mortality rate is due to the increased number of injured and orphaned rhino that were captured for treatment and subsequently succumbed whilst at the facility.
- *The overachievement listed under internal translocations is due to the emergency removal of all the white rhino at uMkhuze Game Reserve in response to the severe drought conditions.

PRIORITY SPECIES MANAGEMENT

A total of 56 rhino and 41 elephant were immobilised for the purpose of fitting transmitters and identification notches.

This has become an increasingly important management tool in the fight against the increasing poaching threat.

In addition to the above, a total of 300 elephant were contracepted during the year under review. This population management tool has now been implemented in all of our elephant reserves within the province.

CORPORATE RISK REGISTER

- LOSS OF BIODIVERSITY

DISEASE MANAGEMENT

Bovine Tuberculosis (BTB)

A total of 284 buffalo from three different herds were captured and tested during the year with TB prevalence rates ranging between 12.8% and 36%. This scenario was not totally unexpected as most of the animals tested were from previously untested herds.

A total of 36 warthog in uMkhuze Game Reserve were lethally sampled for BTB. Although the final results are still pending BTB was confirmed in at least one animal which confirms that the disease is still present.

It is important that the existing TB control programme in HiP (and the newly identified interventions in uMkhuze) continue to be implemented in order that we can show the Department of Veterinary Services our commitment and willingness to proactively manage this risk.

Risk: The Directorate of Animal Health has been forced to impose formal quarantine restrictions on HiP and uMkhuze Game Reserve due to BTB. With the exception of white rhino, zebra and wild dog, movement restrictions now apply to all other species and their products. These restrictions impact on both the live and dead disposal of these species which will affect revenue targets.

Brucellosis

Ongoing sampling of the buffalo in HiP and on the eastern shores confirms the absence of the disease. Brucellosis is

however present in at least 10 out of 51 cattle dip tanks in the Hluhluwe State Vet area and buffalo are still at risk from contact with diseased cattle.

Risk: The impact on buffalo population performance is minimal. There are, however, zoonotic implications for staff handling infected material and additional constraints on the movement of buffalo out of Protected Areas.

Foot and Mouth Disease (FMD)

Eleven serum samples collected from buffalo in Tembe Elephant Park tested negative for FMD. In spite of this, attempts at declaring Tembe as a FMD free area and thus allowing movement of cloven hoofed game out of the area have been unsuccessful.

In February 2014 the OIE reinstated South Africa as a FMD free country. The area north of iSimangaliso still however remains within the control or infected zone with movement restrictions affecting game and game products from the Ndumo/Tembe complex. In order to maintain this free status Department of Agriculture Forestry and Fisheries have completed the construction of a foot and mouth control fence extending from the Swaziland border to the Coastal Forest Reserve, approximately twenty kilometres south of the Mozambique border. Additional control measures including livestock movement control and check points have as yet not been implemented.

Risk: Until such time as adequate control measures are implemented along the Mozambique border, the risk of another outbreak and subsequent spread to wildlife populations remains at a high level.

Forensic Post Mortems

The Organisation's Vet conducted a total of 71 forensic post mortems on rhino that were poached during the year under review. This veterinary activity has continued to increase exponentially over time and has virtually become a full time activity.

Treatment of free ranging game and domestic stock

A total of 47 treatments were carried out on a variety of species during the year. The majority of these treatments were as a result of snare and bullet wound injuries.

CONCLUSION

The game capture unit has had a successful year, having achieved all critical objectives. The game prices achieved for game sold compared well with the national average and our clients continue to appreciate our high level of customer service, with many repeat customers returning year after year.

The challenges around the filling of vacancies continued during the year, which placed an additional burden on an ever shrinking staff complement.

OUTLOOK FOR 2016/2017

The outlook for 2016 is expected to be a challenging one with, persistent austerity measures further reducing the amount of financial and human resources available to the unit. The severe drought conditions are also expected to have a major influence on the unit's activities.

The escalating poaching levels, along with the associated management interventions, are expected to increase during year.

The unit will once again be instrumental in translocating a new population of critically endangered black rhino to a new and as yet undisclosed property in support of the highly successful Black Rhino Range Expansion Programme.

The game sales programme for the upcoming year is expected to be a busy one with an estimated 2200 head of game being offered for sale.

D. WEST REGION

Significant resources were allocated towards the upgrades of infrastructure such as staff accommodation, the workshops and gate at Midmar Nature Reserve, road work at Queen Elizabeth Park and the sourcing of material for road work at Impendle Nature Reserve.

The Annual burn for 2015 was conducted on time in all 14 protected areas. The Municipal Burning Certificates were obtained for all the protected areas. Several arson fires were reported at the Bulwer Five and at Impendle Nature Reserve but apart from this the fire season went well.

As part of the land acquisition strategy, Wahroonga Nature Reserve was acquired which is a grassland park with the main aim of protecting the butterflies.

E. EAST REGION

Fire Management: Fire management was carried out to an extremely high standard during the year. All fire break preparation / burning was completed by the end of June and block burns were completed by the end of September, with a total length of firebreaks prepared being 424 km and total area of block burns completed was 3,394 ha.

Control of Alien Plant Species: The annual follow up target of 13,274 ha was exceeded, with a total of 14,795 being cleared.

Animal Population Monitoring: A total of 89 game counts were carried out throughout the region. All the data has been recorded and filed.

Buildings Maintenance / Up-upgrades: Significant progress has been made in maintaining the buildings at Dlinza, Ntumeni, Beachwood and Krantzklouf Nature Reserves.



B.COMMERCIAL OPERATIONS

INTRODUCTION

Despite the recent global economic downturn and declining local socio-economic conditions exacerbated by unfavourable weather patterns, the tourism industry, particularly ecotourism, has continued to positively contribute to the country's economic growth. As a multifaceted industry with a dynamic multiplier effect, mainly on regional economies, ecotourism has had major contribution towards sustainability and improvement of many lives of those from communities adjoining the Ezemvelo KZN Wildlife nature resorts. Most of these communities are situated in remote areas, secluded from the mainstream of the economy, and are thus dependent on entities like Ezemvelo for employment.

However, it goes without saying that Ezemvelo has not been immune to the current challenges - particularly the effects of the severe drought, that became a problem around 2014, and that has affected most parts of the midlands to Northern KwaZulu-Natal areas. Territories such as Hluhluwe, iMfolozi, Mtubatuba, Umhlabuyalingana, Hlabisa and Jozini, where most of our ecotourism prime resorts are situated, have been impacted. While this situation might have negatively affected ecotourism performance, lower regional rainfalls, as well as dwindling levels of river systems that are passing through our resorts, have resulted in escalated animal health problems and increased mortality.

Despite challenges, Ezemvelo has been fruitful. As there were two (2) Easter holiday seasons, including a reasonable reduction in the average fuel price for the period under review, Ezemvelo has recorded a slight increase of 0.3% (from 710 354 to 712 363) in the total number of visitors to its resorts, compared to last year. Furthermore, this has resulted in an average increase of 0.3 percentage points (from 39.7% to 40.0%) in the overall organisation's accommodation occupancy rate (units and camping combined).

While ecotourism indicators have shown stable performance for the period under review, game and hunting sales were less than budget, mainly due to the above mentioned drought conditions.

KEY ACHIEVEMENTS

The following key achievements for the year under review can be noted:

- The tarred road within both Hluhluwe iMfolo and Giants Castle resorts have been completed. This has improved

visitors' safety when driving inside the resorts, it has enhanced visitors' experience .

- The Hilltop camp in the Hluhluwe iMfolo Resort has commenced the project of installing eco-friendly air-conditioners in all facilities, including, reception and restaurant.
- Through UNESCO support, significant progress was made in rolling out of the tourism strategy for the Maloti Drakensberg Park (MDP), as a cultural heritage site.
- Through the support of the N3TC and Wildland Trust, a new vulture-hide was opened at Giants Castle resort.
- Continuous engagements with some of our travel trade partners, as such the Southern African Tourism Services Association (SATSA), have strengthened the relationship between Ezemvelo and the travel trade sector.
- The final business plan for a community-owned initiative - Bhambatha Lodge - was completed and submitted to the Department Economic Development, Tourism and Environmental Affairs for funding. The required funding is estimated at R56 million to develop the whole precinct. The development will entail the construction of 10 chalets, a conference centre, road upgrades, storm water and sanitation infrastructure, fencing of the reserve, walkways and removal of alien plants in the area.

SALES AND MARKETING

The South African ecotourism industry remains a highly competitive business to operate, with not only other African countries to compete with, but also other provinces within the country as well. The multifaceted nature of ecotourism, with many distinctive and attractive safari products for tourists to choose from, elevates sales and marketing initiatives to form an integral part of our Ezemvelo business model.

SALES AND MARKETING STRATEGY

Considering the competitiveness of the ecotourism market, Ezemvelo has embarked on the process of developing an integrated 5 Year Sales and Marketing Strategy, in order to position its products and services advantageously. This so that they are known and accessible to a key and relevant customer-base.

The objective of this strategy is to serve as a guideline to unlock initiatives that will assist the organisation to meet its ecotourism objectives in the following key areas:

- Establish product differentiation that will cater to various market segments;

- Identify consumer needs and preferences in line with the Ezemvelo KZN Wildlife brand;
- Create a competitive advantage on Ezemvelo KZN Wildlife product offerings and experiences;
- Enhance customer satisfaction and retention.

In return, the strategy is expected to yield better revenue growth in the near future, as more appropriate strategic ecotourism initiatives are being undertaken. It is envisaged that the strategy document should be completed by the middle of the next financial year, after more consultation with relevant stakeholders.

TRAVEL TRADE POLICY

In an effort to ensure Ezemvelo remains responsive to the needs of our trade market, the organisation has embarked on the process of reviewing its current Travel Trade Policy. Consultation with our strategic trade partners is currently underway, and in conjunction with this, the current policy is being benchmarked with that of other key role players in the market. The entire policy review process will ensure that Ezemvelo trade tariffs, as well as commissions structures, are mutually beneficial to both the organisation and its trade partners.

Furthermore, while this policy is expended to optimise mechanisms for our ecotourism revenue generation, the policy will also enable new entrants into the travel trade business, thereby contributing to SMME development in the ecotourism sector and thus contributing to local economic transformation.

As Ezemvelo is a state-owned entity that is not registered for Value Added-Tax (VAT), it has been a challenge for our trade partners to claim a tax rebate from South African Revenue Services (SARS). This has therefore prompted the organisation to engage the KZN Provincial Treasury to urgently assist in finding a workable solution.

A revised Travel Trade Policy is expected to be completed and published by the middle of the next financial year.

CUSTOMER FEEDBACK SYSTEM

The organisation has embarked on the process of developing a Customer Feedback System. This is a web-based customer feedback mechanism that uses various service offerings of the business, starting from when a customer makes a reservation, to the time of their departure, in order to measure organisational Customer Satisfaction Index (CSI).

While this has enabled the organisation to better understand its customers' needs, it will also assist management to efficiently monitor customer' satisfaction levels against its service offering.

This process will ultimately allow management to formulate effective and relevant strategies that will enhance service offerings at resorts.

EZEMVELO LOYALTY PROGRAMME

Ezemvelo has three (3) loyalty programme products, namely the Rhino-Card, Kids Club and WildCard. As WildCard is a product owned by the South African National Parks (SANParks), both data and revenue generated through this programme is managed and administered by this entity, Ezemvelo does, however, receives some proceeds from the programme.

In an effort to optimise customers' benefits from Ezemvelo ecotourism experience, the organisation is currently in the process of remodelling its entire loyalty programme (mainly Rhino-Card and Kids Club). This undertaking is therefore expected to improve both the frequency of customers who are repeat visits, as well as introducing more visitor numbers to the resorts.

ECOTOURISM PERFORMANCE

Emanating from this years' corporate strategic objectives, the ecotourism business unit had three (3) strategic objectives, namely, to position Ezemvelo as a wildlife destination of choice; increase visitor numbers to Ezemvelo resorts; as well as optimise revenue generation. Although annual targets set on the Annual Performance Plan were initially achievable, some of the unfavourable external factors that were beyond management's control, such as severe drought, made it almost impossible to achieve some of these goals.

In order to illustrate a complete picture of Ezemvelo ecotourism performance, more performance indicators have been provided.

VISITOR NUMBERS TO EZEMVELO RESORTS

For the period under review, there were 712 363 total visitors to Ezemvelo resorts. This is a slight increase of 0.3% (from 710 354 to 712 363) when compared to the same period of the previous financial year.

For the same reporting period, day visitors accounted for 79.5% (566 456) of the total number, while the remaining 20.5% (145 907) were overnight visitors to Ezemvelo resorts. Please note that day visitor numbers exclude numbers from Sodwana Bay, Cape Vidal, and uMkhuze resorts, as these are accounted for by iSimangaliso Wetlands Park, which is a separate entity, even though Ezemvelo owns and operates tourism facilities in the park.



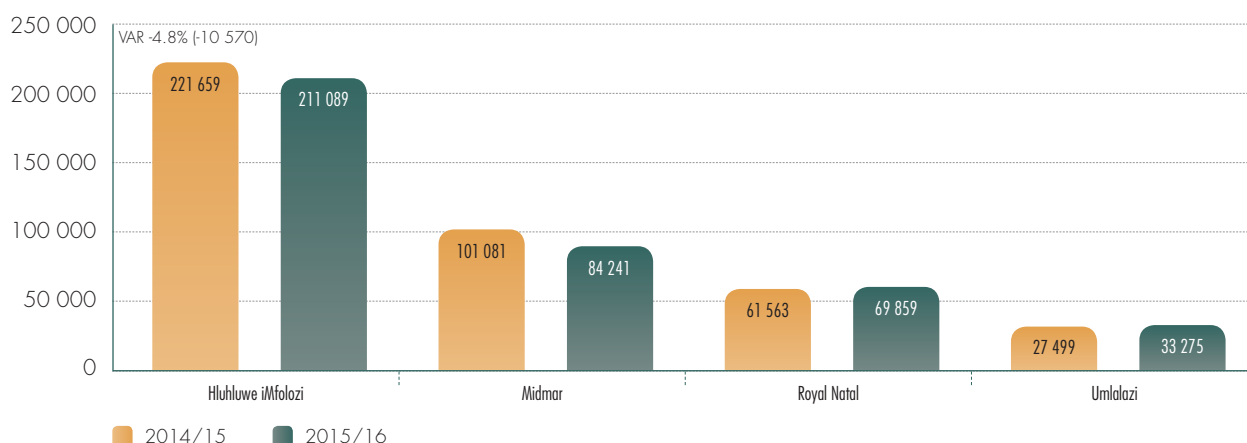
DAY VISITORS

For the period under review, there were 566 456 day visitors to Ezemvelo resorts. This is 6.8% (equivalent to 41 168) less than the set annual target of 607 624 (7% increase from baseline), and 0.3% (from 567 873 to 566 456) decrease when compared to the same period of the previous financial year. This performance can mainly be attributed to a severe drought that has affected most parts of the midlands to Northern KwaZulu-Natal areas, which is where most of our ecotourism prime resorts are situated.

Ezemvelo resorts that have recorded the highest number of day visitors were Hluhluwe iMfolozi (211 089), Midmar (84 241), Royal Natal National Park (69 859), and Umlalazi (33 275), as illustrated in the figure below. However, the resorts with the most improved day visitor numbers when compared to the previous financial year were Ndumo (104.9%), St. Lucia (74.4%), Weenen (69.9%), and Mapelane (56.8%), as illustrated on the table below.

RESORTS	2014/15	2015/16	VARIANCE	% VARIANCE
Ndumo	1 121	2 297	1 176	104.9%
St Lucia	18 197	31 730	13 533	74.4%
Weenen	2 153	3 658	1 505	69.9%
Mapelane	924	1 449	525	56.8%
Lotheni	294	367	73	24.8%
Umlalazi	27 499	33 275	5 776	21.0%
Wagendsdrift	15 297	18 503	3 206	21.0%
Amatigulu	2 333	2 659	326	14.0%
Royal Natal	61 563	69 859	8 296	13.5%
Chelmsford	27 118	30 324	3 206	11.8%
Injisuthi	696	741	45	6.5%
Monks Cowl	22 018	23 363	1 345	6.1%
Giants Castle	10 796	10 710	-86	-0.8%
Hluhluwe iMfolozi	221 659	211 089	-10 570	-4.8%
Cathedral Peak	8 971	8 356	-615	-6.9%
Kamberg	1 240	1 064	-176	-14.2%
Midmar	101 081	84 241	-16 840	-16.7%
Oribi Gorge	4 044	3 332	-712	-17.6%
Kosi Bay	15 001	10 976	-4 025	-26.8%
Spioenkop	14 829	10 693	-4 136	-27.9%
Ithala	11 039	7 770	-3 269	-29.6%
Grand Total	567 873	566 456	-1 417	-0.2%

Top 4 Resort with Highest Day Visitor Numbers



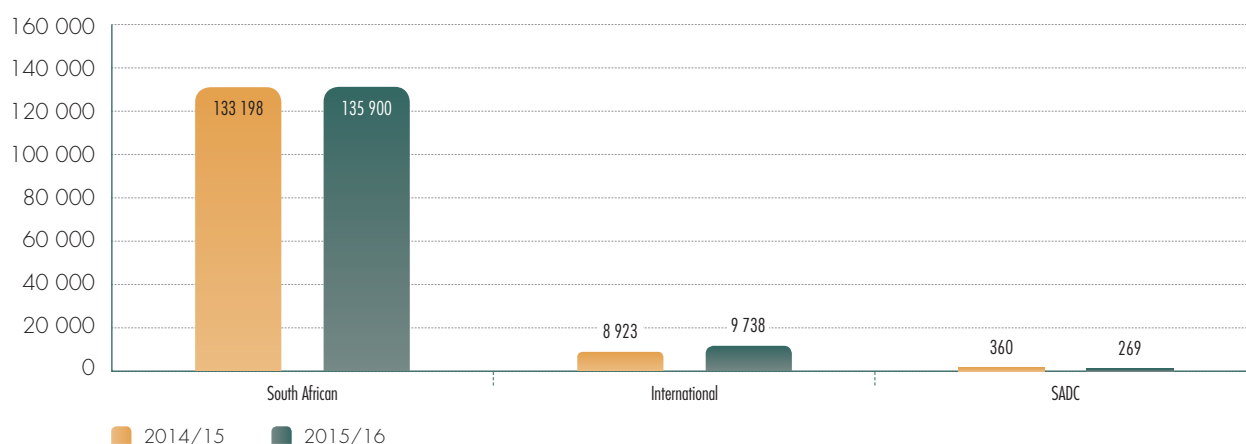
OVERNIGHT VISITORS

For the period under review, there were 145 907 overnight visitors to Ezemvelo resorts. This is an increase of 2.4% (equivalent to 3 426) when compared to the same period of the previous financial year.

South Africans remain the majority (93.1%) of overnight visitors to Ezemvelo resorts, with a total of 135 900 for the period under review. This is an increase of 2.0% (equivalent to 2 702) when compared to the same period of the previous financial year. Despite an average monthly inflationary increase of 3.4% over the reporting period (data source: trade economics, 2016), most local travellers have taken advantage of an average fuel drop of 9.1% and 15.0% in petrol and diesel prices respectively.

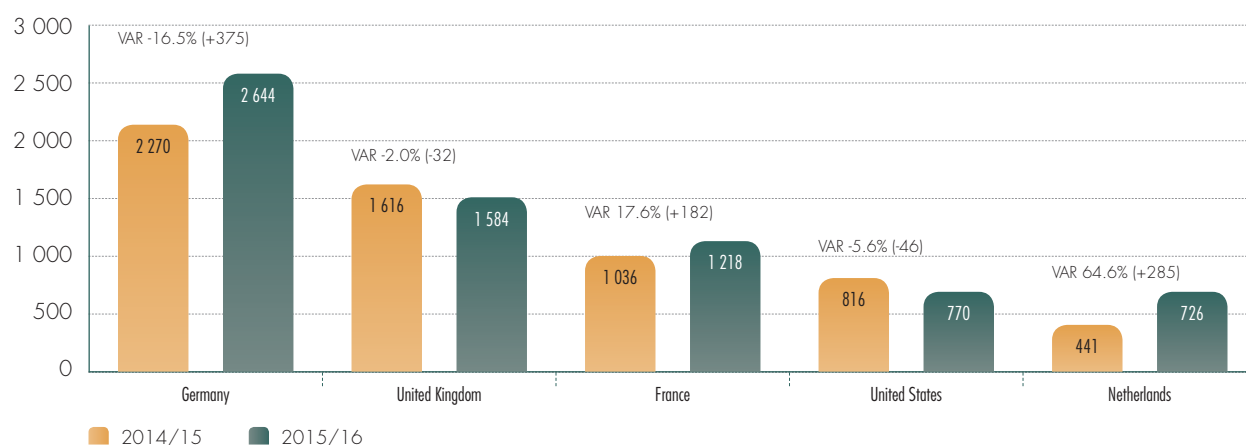
For the same reporting period, the total number of international overnight visitors (accounted for 6.7% of the total) was 9 738, which is an increase of 9.1% (equivalent to 815) when compared to the previous financial year. This performance can mainly be attributed to a sizable depreciation of our local Rand currency against major international currencies such as the US Dollar (30.3%) British Pound (28.4%), and Euro (31.0%), hence enabling cheaper tourism travel for foreign markets into South Africa. However, the number of overnight visitors from SADC countries remained a minority (0.2%) with a total of 269, and declined 25.3% (equivalent to 91) when compared to the previous financial year, as illustrated by the figure below.

Overnight Visitors Numbers per Category



It is also worth noting that, out of 9 738 international overnight visitors, the number of German citizens was the highest, with a total of 2 644, followed by the British (1 584), the French (1 218), the Americans (770) and the Dutch (726). The table below illustrates year-on-year numbers of the above mentioned visitors to Ezemvelo resorts.

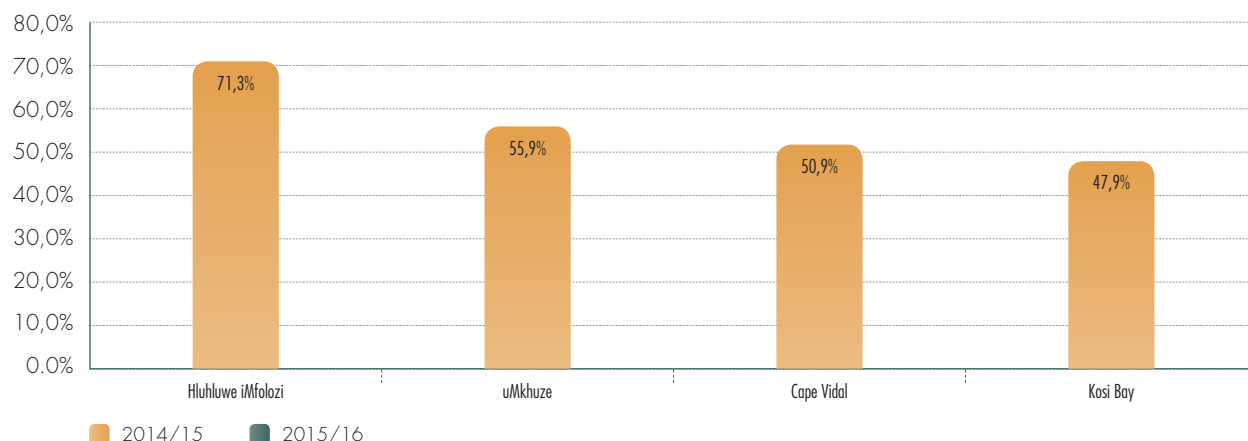
Number of Overnight International Visitors per Country



OCCUPANCIES AT EZEMVELO RESORTS

For the period under review, the average accommodation occupancy rate (units and camping combined) for Ezemvelo resorts was 40.0%. This is 5.7 percentage point below the set annual target of 45.7% (6% increase from baseline), however there was a slight improvement of 0.3 percentage points (from 39.7% to 40.0%) when compared to the previous financial year. Ezemvelo resorts which recorded the highest average accommodation occupancy for the reporting period were Hluhluwe iMfolozi, Mantuma (55.9%), Cape Vidal (50.9%) and Kosi Bay (47.9%), as illustrated by the figure below.

Resorts with the Highest Average Accommodation Occupancy

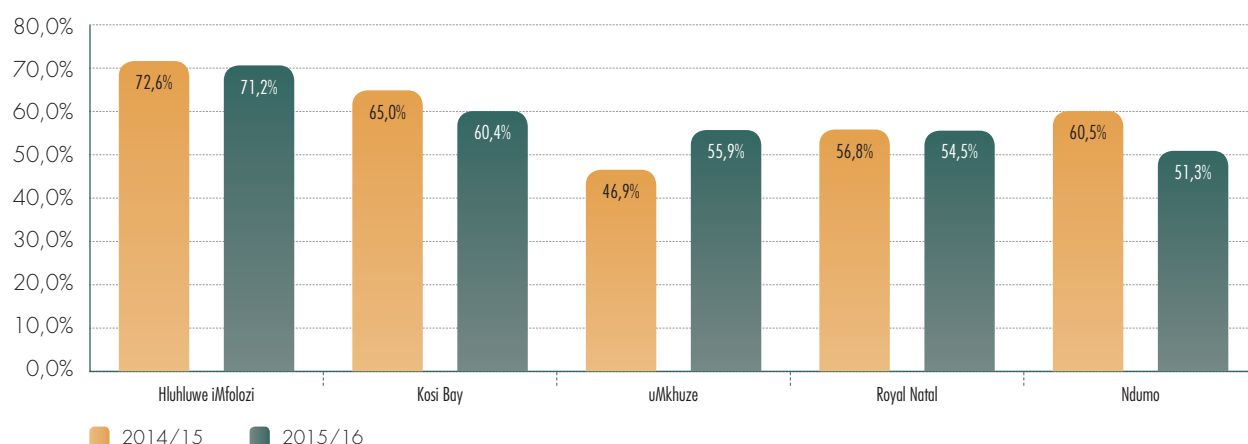


UNITS AND CAMPING OCCUPANCY

The average unit occupancy for Ezemvelo resorts remained unchanged at 48.4% when compared to the previous financial year. However, for the same reporting period, the average camping occupancies slightly improved by 0.7 percentage points (from 15.0% to 15.7%).

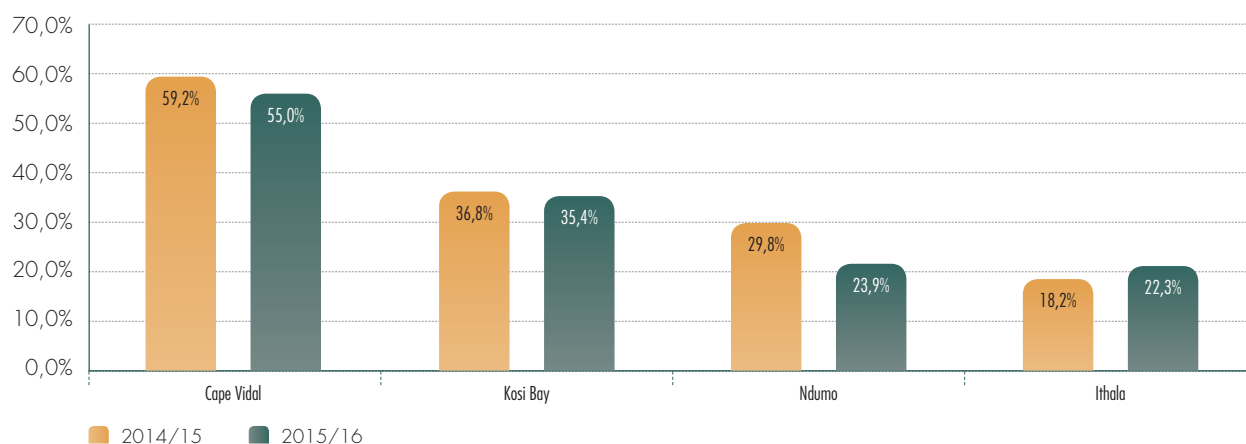
The resorts which recorded the highest unit accommodation occupancies for the reporting period were Hluhluwe iMfolozi (71.2%), Kosi Bay (60.4%), uMkhuze (55.9%), Royal Natal (54.5%) and Ndumo (51.3%), as illustrated by the figure below.

Resorts with the Highest Unit Occupancy



On the other hand, the resorts which recorded the highest camping occupancies for the reporting period were Cape Vidal (55.0%), Kosi Bay (35.4%), Ndumo (23.9%) and iThala (22.3%), as illustrated by the figure below.

Resorts with the Highest Camping Occupancy



GRADING OF TOURISM FACILITIES AND STANDARDS

GRADING OF TOURISM FACILITIES

For the period under review five (5) Ezemvelo resorts were graded, of which all were repeated grades to retain their 3-star grading. These resorts include Giants Castle, Thendele (at Royal Natal), Hilltop (at Hluhluwe iMfolozi), Mpila (at Hluhluwe iMfolozi) and Ntsondwe (iThala).

While it is the organisational long-term goal to have all of Ezemvelo tourism facilities, including camping, graded up to a 3-star level, the medium-term focus is to complete the grading process on those facilities which are ready to be rated, considering the entity's financial constraints.

HOSPITALITY STANDARDS

In an effort to improve the quality of tourism products and services, Ezemvelo has embarked on the process of developing its own hospitality standard by using guidelines provided by the Tourism Grading Council of South Africa (TGSA). This will therefore be used to appropriately upgrade all Ezemvelo tourism facilities, prior to any star grading being undertaken.

The specification document to standardise all tourism consumables has been completed, however this will only be incorporated into the Standards Manual once an approval has been completed.

TRADE OF NATURAL RESOURCES

Responsible wildlife sales and controlled hunting have always been part of Ezemvelo's conservational methods of controlling excess fauna in our game reserves, thereby creating a

balanced ecosystem. On the other hand, these undertakings have enabled the organisation to raise the much-needed revenue in order to sustain both its mandatory and legislative conservation obligations.

WILDLIFE SALES

For the period under review, Ezemvelo has sold 2 123 animals of various species to qualifying buyers, through game auctions and expression of interest by the public. In order to avoid unnecessary wildlife mortalities as a result of the drought, 409 (19.3%) of the sold stock was sold through the expression from qualifying members of the public.

CONTROLLED HUNTING

For the period under review, about four (4) controlled hunting safaris/expeditions were undertaken in four (4) of Ezemvelo game reserves, namely uMkhuze, Phongola, iThala and Spioenkop. As a result of the drought at the abovementioned game reserves, a moratorium against hunting of some species was undertaken.

OUTLOOK FOR 2016/17

SALES AND MARKETING STRATEGY

Once the Sales and Marketing Strategy has been completed and approved, several key strategic initiatives will be drawn from the plan for execution.

Amongst other initiatives, the strategy will enable the organisation to roll out an effective social media strategy that will cover platforms such as Facebook; Twitter and Instagram, to mention but a few.



HUNTING ACCOMMODATION FOR ECOTOURISM

As part of our revenue maximisation strategy, accommodation facilities which were previously reserved only for hunting visitors will now be available to the public out of hunting season. As such, these facilities have been included in the reservation and booking system.

PRICING STRATEGY

An internal tariff committee will be revising the single tier pricing model after more due diligence and sensitivity analyses have been completed, to ensure fair pricing of our product. This to ensure increased revenue generation benefits going forward. While the main focus of the model will be based on the origin of visitors (i.e. RSA; SADC and international), seasonal pricing

will also be considered based on the demand and supply of the product as is currently the case.

TRAVEL TRADE POLICY

At the time of reporting, the current Travel Trade Policy was at the final stage of being revised, hence this is expected to be completed and published by the end of September 2016. However, as the VAT issue is dependent on the response from the Provincial Treasury, management will do its utmost to expedite the resolution of this matter.

FACILITIES STAR GRADING

While continuing with the process of grading some of the identified tourism facilities, next years' focus will be to formalise, document and implement the organisational hospitality standards for all tourism products and services.



Furthermore, a comprehensive analysis will be undertaken to determine the status of all our tourism products and services. This exercise will assist the organisation in identifying suitable improvements to be undertaken prior to the grading exercise. In addition, this will assist management in identifying those facilities that are ready for immediate grading, and then prioritise depending on availability of required resources.

CUSTOMER FEEDBACK SYSTEM

Upon completion of the Customer Feedback System, this facility will be linked with our central reservation for database synchronisation. This will therefore limit any manual interaction with the system, hence enabling automation of customer feedback upon check-out at the resort.

The system will first be piloted at some of the busiest resorts

before it can be rolled-out on a full scale. Plan is to have the Customer Satisfaction Index for each resort, such that necessary operation interventions can be undertaken for resorts with lower score and/or high number of complaints.

While the system is expected to improve management responses to customers' queries, this will also enhance the level of our service level offering at all key points of the ecotourism business.

WILDCARD PROGRAMME

Although the Ezemvelo has been receiving sales proceeds from the SANParks WildCard programme, a formal allotment agreement between the two parties is still to be concluded. Completion and signing of this agreement will be prioritised, in order to improve governance in this regard.



C.HUMAN RESOURCES

INTRODUCTION

The Ezemvelo human resources department is made up of various divisions which focus on specific aspects of human resource management. These include organisational development and performance management, HR administration, HR development, employee wellness, health and safety, recruitment management and employment relations and have been reported on separately.

1. EMPLOYMENT RELATIONS - deals with disciplinary hearings, appeal hearings, grievances, and CCMA cases.

The employment relations division is responsible for the management of grievances, discipline, collective bargaining and dispute resolution. In addition to the above functions, the division is responsible for ensuring that the labour relations environment is stable and that conflict between management and employees is minimised.

APPOINTMENTS

The senior manager of employment relations was appointed on the 1st June 2015. A human resource officer was absorbed through the Operation Lungisa project bringing, the total number of employees within the unit to five (5) i.e. one senior manager, two ER practitioners, one human resources officer and the secretary.

GRIEVANCES

In addition to long outstanding grievances reported in the previous financial year relating to migration, the following grievances were received:

Grievances

NATURE OF GRIEVANCE	NUMBER OF GRIEVANCES
Discrimination and victimisation	1
Dissatisfaction with current supervisor	1
Challenging the report of OHP	1
Non-payment of salary adjustment	1
Dissatisfaction with payment of acting allowance for 1 year only	1
Dissatisfaction with comments made by the SM:ER	1

DISCIPLINARY CASES

The following disciplinary cases were handled in 2015/ 2016. There seems to be an increase in cases of absenteeism, alcohol abuse and negligence. A joint effort between the employment relations team and employee health and wellness teams is required to deal with these cases.

Disciplinary Hearings

NATURE OF MISCONDUCT	NUMBER OF MISCONDUCT
Absenteeism	9
Misappropriation of EKZN property	4
Bringing organisation into disrepute	1
Negligence	6
Leaving the place of work unauthorised	3
Alcoholism	7
False evidence	2
Unprotected strike	1 incident involving 26 employees
Refusal to carry lawful instruction	2
Improper performance of duties	1
Failure to report damages	1
Breach of employees duty of good faith	1
Gross negligence	2
Inciting workers to participate in unprotected strike	1

APPEALS

An Appeals Committee was appointed in 2015. The following appeals were referred to the Appeals Committee during the last financial year:

Appeal Hearing

NATURE OF APPEAL	NUMBER OF APPEALS
Dismissals	4

CCMA CASES

The following cases were referred to the CCMA:

CCMA Cases

NATURE OF DISPUTE	NUMBER OF DISPUTES
Probation issue	1
Suspension	2
Discrimination	1
Non-renewal of contract	2
Unfair dismissals	3
Unfair conduct and promotion	1
Failure to pay acting allowance	1

Labour Court Cases

NATURE OF DISPUTE	NUMBER OF CASES
Review of arbitration award	2

COLLECTIVE BARGAINING

The meetings of the Consultative Forum and the Bargaining Forum were held and parties were able to finalise the absorption of fixed term contract employees through the Operation Lungisa project. Furthermore, the organisational structure was adopted. Annual negotiations took place in March 2016 amid financial constraints imposed by Provincial Treasury.

OUTLOOK 2016/ 2017

Although the organisation is experiencing financial constraints occasioned by the cost cutting measures imposed by Treasury, there is a need to conduct training on labour relations more especially on handling discipline. This will assist presiding officers in ensuring that there is consistency in applying sanctions.

A draft constitution of the Bargaining Forum has been presented to Organised Labour. It should be adopted in order to streamline orderly collective bargaining. The recognition agreement will be amended to align it with the amendments to the Labour Relations Act.

2. RECRUITMENT - deals with recruitment and selection. This unit is responsible for recruitment and selection process in Ezemvelo KZN Wildlife to ensure that the recruitment process is carried out in a systematic and equitable manner.

CHALLENGES AND DEVELOPMENTS:

The organisation took a decision to decentralise HR function to east and west regions on the 1st October 2015 to ensure

that the regions are serviced efficiently. This initiative has improved service and staff morale.

In 2015/2016, the Office of the Premier and the Department of Treasury issued a moratorium on the filling of vacant positions. However, the Treasury circular 15/P/1 allowed for positions that were already in the process of being filled to be finalised. This moratorium created challenges as the organisation had a number of positions that became vacant as a result of exits and through natural attrition.

Numerous submissions to request for approval to fill the positions have been made to the Department of Treasury with no success.

KEY APPOINTMENTS FOR 2015/16

Executive Appointments:

- Managing Executive: Commercial Services
- Senior Manager: Employment Relations
- Senior Manager: Supply Chain Manager
- General Manager: Internal Audit
- Manager: Marketing and Sales
- Manager: Water Care

LAW ENFORCEMENT APPOINTMENTS

- 19 field rangers were deployed to the east region and 6 field rangers were deployed to the west region.

POVERTY ALLEVIATION PROGRAMME

- 179 job opportunities were created through various poverty alleviation projects.

OUTLOOK FOR 2016/17

Further budget cuts from the Treasury Department will result in critical positions not being filled.

3. HR DEVELOPMENT - deals with employee training and development, the Workplace Skills Plan, learnership, internship and experiential learning programmes, the Management Development Programme, AET, and the Apprenticeship Programme.

EMPLOYEE TRAINING AND DEVELOPMENT

The Annual Training Report (ATR) for the financial year 2014/15 and Workplace Skills Plan (WSP) for the financial year 2015/16 was accepted and approved by the CATHSSETA, which resulted in the organisation receiving a 20% mandatory of the 1% paid as a skills levy. Furthermore, a total amount of R172, 000.00 was received as a discretionary grant after a successful application.

A total number of 994 employees were trained in the year in technical skills, staff development (soft skills) and legal



compliance training. Great emphasis was placed in two areas, completing the Adult Education and Training (AET) Programme, which was started in 2014. 30 employees were put through the programme and obtain their certificates up to Level 4 English and Numeracy. The second area was that in technical skills for handymen. 40 learners went through basic carpentry and basic electricity training with the uMgungundlovu TVET College.

As part of our contribution to job creation, skills development and alleviation to unemployment within our neighboring communities, Ezemvelo was involved in two key projects. The first was the National programme called Groen Sebenza. The organisation hosted 20 learners and 60% (12) of its pioneers were absorbed into permanent positions at the end of the programme. The second project was a partnership with the South African Wildlife College. 25 young people were selected, trained as field rangers and employed against permanent positions at the end of the programme.

Ezemvelo continues to ensure that skills in the biodiversity and tourism sector are adequately planned for, trained accordingly and harvested timeously by partaking in the relevant forums that examine such issues. Some of these forums are: the National Project Steering Committee for Work Integrated Learning for Careers in Biodiversity facilitated by WWF in partnership with Green Matter, the KwaZulu Natal Tourism HRD Strategy and Skills Forum and by attending Regional Career Exhibitions.

No new bursaries were offered in this financial year. However, the amount of R369, 735.88 was spent as tuition towards existing bursaries. The organisation hosted a total of 113 learners for internships and work integrated learning opportunities. This assists young people to either gain the necessary work experience to make them more employable and or an opportunity to do the work required in order for them to meet the requirements to obtain their qualifications.

CHALLENGES AND DEVELOPMENTS

HR has since engaged with the business development division to discuss how the Midmar Training Centre can be made into a centre of excellence and become revenue generating so it becomes a self-sustaining centre in future. A proposal will be put together in how this can be done and explore the different options available in the market.

The Skills Audit Project expected for this financial year was unsuccessful. The data received was found not to be credible and could not be used to produce a training strategy.

OUTLOOK 2016/17

Working together with the OD team in collecting skills information through job profiles, initiate AET training for the next group of learners and continue with the roll out of the much needed technical training for the organisation's handymen.

4. ORGANISATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

- deals with job evaluation, organisation design, employee performance in the organisation.

ORGANISATIONAL STRUCTURE

In the year under review, the Ezemvelo organisational structure that was approved in 2013 was reviewed and amended in order to ensure it supports the strategy and priorities of the organisation. The amended structure is awaiting support from the Board and approval by the MEC.

PERFORMANCE MANAGEMENT

Performance Management was implemented in 2015 starting with the Managing Executives. All the Managing Executives signed their performance contracts and performance reviews were conducted at the end of the last quarter of 2015/16 financial year. The plan was to cascade the performance management process to the lower levels in 2016/17 financial year.

OUTLOOK FOR 2016/17

Once the organisational structure is approved, all the profiles for the A and B band positions will be reviewed.

Performance management will be cascaded up to level C band employees once the management executives have signed their contracts.

5. HUMAN RESOURCES ADMINISTRATION

- deals with payroll management, payroll creditors, leave management, medical aid, union membership, and the pension/provident funds.

CURRENT DEMOGRAPHICS

The current demographics of Ezemvelo's permanent staff for financial year 2015/2016 are depicted as follows:

	[F] FEMALE					[M] MALE					GRAND TOTAL
OCCUPATIONAL LEVEL	ASIAN	BLACK	COLOURED	WHITE	TOTAL	ASIAN	BLACK	COLOURED	WHITE	TOTAL	
Top Management	0	0	0	0	0	0	4	0	0	4	4
Senior Management	0	5	0	1	6	2	7	0	3	12	18
Professionally Skilled	3	33	2	12	50	6	71	1	43	121	171
Skilled	10	46	1	19	76	6	77	3	21	107	183
Semi-Skilled	19	265	9	18	311	8	1019	2	2	1031	1342
Unskilled	0	269	0	0	269	0	454	1	0	455	724
TOTAL	35	641	12	58	746	23	1646	8	73	1750	2496

TOTAL ENGAGEMENTS AND EXITS

A total of 378 employees were engaged during this financial year. At the same time, the entity lost various skills to a total of 180 employees who exited as at the end of March 2016. of this number, a total of 80 employees exited the organisation due to retirement.

IMPLEMENTATION OF THE SELF-SERVICE SYSTEM

The current HR system did not allow for employees to apply online for leave and for managers to identify employees' leave balances prior to authorisation. The challenges were that leave forms were getting lost; managers approving leave without knowing employees' leave balance and incorrect capture of application forms. HR has identified that by implementing the self-service system it will enhance the controls of leave management and give a true reflection of absenteeism at any given time.

It is the aim to go paperless in the future. This system allows employees to apply for their leave online, and for managers to approve/decline the leave application immediately as they will be able to access the employees leave status, and on approval the leave system will be updated immediately.

The challenge is that not all employees can use this system as not all employees have access to computers and the infrastructure of the organisation does not permit for all employees to be online. Human resources and information technology divisions are still looking into this. This system also allows employees

to view, download and print only their own pay slips and IRP5's, which will lead to reduced use of paper and to view only their personal details, i.e. job details and banking details.

Benefits of this system: Managers can manage their teams effectively by having the leave system on line which in turn will identify a more accurate leave liability.

FUNERAL COVER

Following labour negotiations regarding a funeral benefit scheme for all permanent employees, the organisation has reached an agreement which qualifies all permanent employees and their beneficiaries to receive a funeral benefit as prescribed in the policy with effect from 1 October 2015. Road-shows took place during November 2015 giving full explanation to employees on the benefits.

Briefly, the benefits are as follows:

Benefit scale	
Member	R30 000
Spouse	R30 000
Children aged 14 and older	R30 000
Children aged 6 – 13 years	R15 000
Children aged 0 – 5 years*	R 7 500

*Unlimited stillbirths

The total premium amounts to R66.20, of which the employer contributes R44.14 and the employee contributes R22.06, which is a 2/3: 1/3 contribution.



ANNUAL COST OF LIVING

The annual cost of living adjustments were implemented according to the agreement signed at the Public Service Bargaining Service Chamber.

ROADSHOWS

Road-shows were carried out for the medical aid, retirement funds and funeral benefits. The purpose of these road-shows were to advise employees regarding the new tariffs and different options and benefits that members could opt for medical aid, advising employees that are close to retirement how to go about handling their financial well being, and also to advise staff the benefits that are due to them and their families at time of death.

OPERATION LUNGISA

A total of 385 contract employees were identified by a task team that was appointed by the CEO to be absorbed as permanent employees as part of Operation Lungisa exercise.

Seventeen of these employees were not absorbed as these employees are between the age of 55 to 65 and the organisation is in the process of getting advice from lawyers to deal with the absorption of these employees.

Twenty-one of these employees from Midmar were dismissed by the organisation due to misconduct.

One employee was not engaged due to his assessments not being finalised.

The balance of the employees has all been absorbed between the months of October 2015 to May 2016. These employees were absorbed with the salaries they were earning as contract staff and the organisation is looking into funding to bring them in line with their job title and grade.

MIGRATION REVERSAL

During the migration process 68 employees were migrated and 33 of these employees gained financially. The MEC had instructed all employees to be returned to their previous positions and for employees that gained financially to refund the monies to the organisation.

All employees have since returned to their previous jobs. For the employees that have not returned due to various reasons were given letters to act in those positions.

For the employees that had to refund the monies to the organisation:

- 10 employees requested to utilise their accumulative leave to offset the monies owed to the organisations.

- 2 employees have exited the organisation. The matter was handed over to the legal division to communicate with these employees to recover monies.
- 9 employees are owed money as their migrated salary was different to the job grading results, hence their acting allowance calculation shows that they are owed more money than they have to refund the organisation. The organisation have since paid them.
- 12 employees are currently paying back via the payroll to the organisation.

DECENTRALISATION OF HUMAN RESOURCES FUNCTION

The human resources function was decentralised to ensure effective service delivery. While the organisation made a good decision to decentralise, there are some challenges being experienced with such move.

CHALLENGES AND DEVELOPMENTS

The challenge with decentralisation of HR is that, although the manpower in the Payroll and Benefits office has decreased, operationally the volume of work has not changed. Due to the cost cutting measures, Human Resources is unable to fill vacant positions within the Payroll Unit.

The Employee Self Service System cannot be extended to all employees throughout the organisation due to limited infrastructure. As a result, implementation will be limited to head office and the regional offices only.

OUTLOOK 2016/17

The investigations into an integrated Human Resource System will continue in the year 2016/17.

6. EMPLOYEE HEALTH AND WELLNESS

- deals with employee health and wellness, occupational health, and health and safety issues.

The unit is responsible for supporting employee wellbeing and ensuring the organisation implements employee health and wellness solutions.

As part of employee health and wellness programmes aimed at creating awareness, a total of 1 366 employees were reached during the period under review; this included the following:

- Financial literacy,
- Substance abuse awareness and
- Onsite screening through the wellness days.

The month of December is aimed at creating awareness around World Aids Day; a total of 238 employees attended the World Aids Day event.

A total of 256 cases were attended through the general Employee Assistance Counselling Programme which also included trauma counselling.

A total of 1406 employees went through the Medical Assessment Programme. Amongst them there were +/- 398 new contracts that went through the pre-employment medical examinations for absorption on permanent basis by the organisation. Some were also pre-employed for the fire season. Assessments formed part of continuous periodic medicals as well. This programme proved to be effective in proactively complying with legislation and will assist the organisation in knowing the health risk profile of its workforce. For an effective absenteeism management and incapacity management a total of 300 cases were attended.

CHALLENGES AND DEVELOPMENTS

The Medical Assessment Programme, especially pre-employment medicals, seem to have been received positively within various divisions of the organisation. This programme is aimed at assisting the organisation to ensure proper placements of employees and to identify their health risks. This is evident by an increase in the Medical Assessment Programme conducted during 2015/2016.

OUTLOOK FOR 2016/17

The need for an absenteeism management tool within the organisation has been identified to inform the organisation on how to proactively manage the high absenteeism rate. An absenteeism management and incapacity policy has been approved to mitigate the risks, which will guide the organisation in managing absenteeism.

The organisation is in need of creating awareness around substance abuse within the organisation, as there has been an increase in cases of substance abuse. In mitigating the risk, an approved substance abuse policy will then be implemented alongside the awareness workshops on substance abuse.

7. HEALTH AND SAFETY - deals with employee health and safety in the workplace.

The objective of the Occupational Health and Safety Act is to provide for the health and safety of persons at work. The Occupational Health and Safety Act envisages the identification, evaluation and management of risks in the workplace. The objective of continuous health and safety

audits is to determine the compliance level of Ezemvelo KZN Wildlife with specified legal requirements, and to assess the implementation of the safety management programme. This last with regard to ensuring continuous improvement of the organisation's health and safety performances as well as to ensure legal compliance with Occupational Health and Safety Act 85 of 1993 and its related regulations.

SCHEDULED AUDITS

Out of 110 protected areas there were 53 scheduled audits including monitoring and evaluation conducted and another 16 construction site audits were also conducted during financial year 2015/2016. The Department of Labour (DoL) has visited 9 stations during the 2015/16 period and all the 9 stations were found to be 100% compliant by the Department of Labour (DoL) inspectors.

INCIDENTS

During financial year 2015/2016, there were about 13 Injury on Duty incidents, which were closed and paid out. Out of 11 Occupational Disease cases recorded, 9 have been closed, 3 are still pending.

RISK ASSESSMENTS CONDUCTED

Risk assessments were conducted for 21 stations during the 2015/16 period, all 21 managers were given mitigating systems.

DISASTER MANAGEMENT

Ezemvelo KZN Wildlife has experienced the drought disaster which has forced the organisation to change the way it does business. A number of applications were made to mitigate the drought in the drought affected areas. Cooperative Governance and Traditional Affairs (COGTA) has agreed to assist Ezemvelo KZN Wildlife in managing this disaster.

CHALLENGES AND DEVELOPMENTS

The main challenges encountered managing compliance consistency at the stations as result of staff shortages.

OCCUPATIONAL HEALTH AND SAFETY OUTLOOK

Occupational health and safety is monitored on a monthly basis, but because of the shortage of staff the turn-around time for getting back to the stations is taking too long. The restriction of mileage is also a big problem, as Ezemvelo is stretched out over a vast tract of land the officers are only able visit 3 to 4 stations monthly instead of visiting a minimum of 5 stations. This lack of check-up visits is the reason why most of Ezemvelo's stations are not compliant with Occupational Health and Safety Act. The risk of having non-complaint stations is high due to the entity being a tourism organisation.



This is reflecting negatively on our international guests who visit our stations.

The occupational health and safety department should be able to support the whole organisation with their occupational health and safety (OHS) needs e.g. first aid kits, posters, and samples of the type of uniform required to wear during fire season.

This will prevent the purchasing of sub-standard working equipment, especially during fire season. Staff should not be put at risk of getting injured by fires. All occupational

health and safety officers are required to be registered with professional bodies e.g. South African Council for Projects and Construction Management Professions (SACPCMP), the Institute for Occupational Safety Management (IOSM) and South African Institute of Occupational Safety Health (SAIOSH) as required by the construction regulations. These officers should attend workshops and get regular training to keep them up to date with the new regulations. The office should be equipped with educational videos containing Health and Safety Awareness information, as well as that required to enable managers to explain safety matters to their staff in the field.



REVIEW 2015/2016

Occupational health and safety has supported the entity very well and have managed to develop relationships with other stakeholders e.g. Cooperative Governance of Traditional Affairs (COGTA), Department of Labour (DOL). Most of the reported Injury on Duty (IOD) claims have been solved and

the cases closed. As a unit we are hoping to achieve and maintain 100% with complaint stations. We wish to educate managers about the importance of health and safety thus allowing them to be able to avoid any issues that will make their stations non-compliant.



D. CORPORATE SUPPORT SERVICES

INTRODUCTION

Corporate Support Services (CSS) is one of the strategic divisions supporting the core business of conservation and hospitality functions. It consists of the following division:

- o Legal
- o Information Technology
- o Technical services
- o Partnerships and Project Management.

These units in this division operate mainly from the head office except, for Technical Services, which is also represented within regions.

Achievements attained under corporate Support Services programme for the financial year 2014/15 are highlighted below:

1. LEGAL

Despite the many challenges encountered during the year under review, the legal office managed to achieve, and sometimes exceeded, expectations in its key results areas.

During the year the legal office assisted in drafting 107 contracts including partnerships, leases and joint ventures.

There were 16 litigation matters of which 8 were resolved and now closed.

2. IT

The information technology unit's main function is to continuously drive and to improve business operational efficiencies and effectiveness. Improving ICT general controls and governance was a priority, along with finalising the following system:

2.1. SYSTEM INTEGRATION – APEX TO SAP_FI INTERFACE

The goal was to enhance efficiencies and mitigate potential fraud risks in the revenue management process through minimising manual processing by introducing a fully automated and encrypted interface for revenue, payments, deposit ledger, front office ledger and debtors ledger movements into the SAP_FI module. All development work and beta testing has been successfully concluded and the interface is now been put into the live production environment.

2.2. PERMITS - ELECTRONIC SUBMISSIONS

The goal was to contribute towards efficiencies in the permitting application process by introducing an electronic application process. The current web booking platform was enhanced to include a web portal that will enable stakeholders to electronically submit permit applications in a secure environment. The site has been developed and published into the production environment.

2.3. SHAREPOINT IMPLEMENTATION

The goal was to provide a browser based collaboration and document management platform for all IT users of Ezemvelo KZN Wildlife.

2.4. ESS LEAVE SYSTEM

A new automated leave system has been implemented. This will help reduce the risk of leave forms going missing and uncaptured. The projects were initiated in 2014/15 and are carried over to 2015/16.

2.5. OTHER INFRASTRUCTURE

Projects were the following:

- o Deployment of Microsoft Office 365
- o Pilot Nova cloud based property management system
- o 22 new satellite sites to provide Internet connectivity and telecommunication
- o IT Service desk system.

3. TECHNICAL SERVICES

3.1. MECHANICAL AND TRANSPORT

3.1.1 For the financial year 2015/16 the mechanical and transport division purchased 51 new replacement NCS vehicles and 21 motor vehicle allowance vehicles. This will help to alleviate the repair costs to our aging fleet.

Light Delivery vehicles	37
Tractors	2
Trucks	2
Sewerage Tankers	3
Sedans	3
Buses	2
Trailers	2
Total	51

3.1.3 Mechanical and transport assisted in the rollout of the digital radio systems in all the vehicles.

3.1.4 Asset disposal is still a challenge and no motor vehicles were sold on public auction this year.

3.2 WATER CARE MANAGEMENT

3.2.1 Although we only appointed a water care manager in the midyear, the following projects were successfully implemented in 2015/16:

- Microbiological compliance improved from 30% to 60% through on the job training of operators on how to monitor water treatment facilities, distribution of on-site analytical instruments (turbidity and chlorine) and distribution of disinfection chemicals.
- Refurbishment of Mganu water treatment plant to efficient operations, producing water quality that meets required quality standards in every aspects.
- Refurbishment of Mahai Waste Water treatment facility to ensure discharged effluent meets the required standards as stipulated by the Department of Water and Sanitation.
- Refurbishment of sand filter in a water treatment plant at Hilltop.

3.3 ROADS

The following projects were successfully completed during the 2015/16 financial year

- HIP Paved Roads Pavement 68KM
- Giants Castle Paved Roads 8KM
- Ntsikeni Nature Reserve Gravel Roads 11KM.

3.4 CONSTRUCTION PROJECTS

- Electrical repairs done to 10 resorts.
- 1 game capture Boma roof repairs.
- Completed construction of 16 new staff accommodation units at Hluhluwe Anti-Poaching Unit and Nkandla forest Kamberg complete cottage repairs.
- Nhlonhlana Bush Lodge boardwalk and structural repairs.
- Ntshondwe concrete slabs waterproofing.

4. PARTNERSHIPS AND PROJECTS MANAGEMENT UNIT REPORT

This is a self-contained unit within Ezemvelo KwaZulu Natal Wildlife. The aim of its establishment was to source and manage funding, implement special projects on behalf of external funders, undertake projects to uplift the socio-economic status of communities bordering the Protected Areas. The unit is also responsible for implementing all social responsibility programmes.

4.1 EXPANDED PUBLIC WORKS PROGRAMME

Ezemvelo KZN Wildlife in partnership with different government departments continues to implement programmes under the Expanded Public Works Programme. The aim of Expanded Public Works Programme (EPWP) is to create sustainable livelihoods for the poorest of the poor in rural areas. This was achieved through job creation, training and SMME development. The table below presents deliverables achieved by the Partnerships and Projects Management Unit under EPWP.

PROGRAMME	NO OF PEOPLE	PERSONDAYS	FTEs
DEA IASP	2342	163864	715
Working for the Coast	149	51959	227
Working for Rivers	219	12358	54
Payment for Ecosystems	216	17183	75
Parthenium Management	258	9236	41
KZN Ongoye Forest	29	572	3
KZN Siyaya Coastal Park	41	17731	78
KZN HIP Comm Dev & Tourism	51	1122	5
TOTAL	3305	274025	1198

Table 1: EPWP deliverables



4.2 COMMUNITY LEVY

The overall mandate of the Community Levy Programme is to drive the social responsibility of Ezemvelo of ploughing back tourism revenue to communities. This is done by establishing people-owned projects in the manner that ensures contribution to job creation, skills development and the economic upliftment of the communities.

Ezemvelo's main focus currently is on developmental projects with a potential for long term sustainability and that promotes the core mandate of the organisation.

ACHIEVEMENTS

In 2015/16 financial year eight (8) projects including projects that rolled over from the previous years have been implemented in communities living adjacent to protected areas to the value of R 7 512 353.81.

NO	PROJECT NAME	PROJECT DESCRIPTION	LOCATION	BENEFICIARY COMMUNITIES
1	Qalekhaya Furniture Project	Establish a furniture manufacturing enterprise	Ward 13 Umlalazi Local Municipality. Ezindophini under Mpungose Traditional Council	KwaMpungose Traditional Council, the project supplies all types of school furniture to schools in KZN.
2.	Inqubeko Sewing Project	Establish a sewing enterprise	Magangangozi under Amangwane Traditional Council in Okhahlamba Local Municipality	Amangwane Traditional Council and uThukela District. The project schools and other institutions with uniform in the uThukela District.
3	Siyakhula Poultry Project	Establish a poultry farming enterprise	KwaPitela, Ward 1 KwaSani Local Municipality	Maguzwana Traditional Council and KwaSani Local Municipality
4	Nselweni Lodge	Construction of 2 x additional units, purchase furniture and furnishings, purchase game viewing vehicle and a bakkie	UMkhanyakude District and UThungulu	The enterprise is 100 % owned by the ten rural communities neighbouring Hluhluwe Imfolozi Park under the leadership of the ten Amakhosi. The ten communities are Zungu, Mandlakazi, Hlabisa, Mpukunyoni, Mdletsheni, Mpembeni, Mhlana, Somopho, Obuka and Kwa Ximba.
5	Siyathuthuka Crèche	Purchase equipment and furniture for the crèche	Maguzwana Traditional Council	Maguzwana Traditional Council
6	Thendele Crèche	Renovate the existing building and construct a new kitchen	Thendele Community under Mpofana Local Municipality	Thendele Community

E.INTERNAL AUDIT

1. INTRODUCTION

The Audit Services Division within Ezemvelo comprises of two sub-units, namely the Internal Audit Unit and the Forensic Investigation Unit.

2. REVIEW OF 2015/16

2.1. AUDIT SERVICES

The Audit Services sub-unit continues to provide independent and objective assurance and consulting services in the areas of internal controls, risk management and governance processes. To protect its independence as an Assurance Provider, the Unit reports functionally to the Audit and Risk Committee and operationally to the Chief Executive Officer, in line with the IIA Standards. On an annual basis the Unit develops a risk-based Annual Audit Plan, which goes through an extensive consultative process with various stakeholders involved in the audit process for input prior to its approval by the Audit and Risk Committee. As such, the sub-unit, through the approved 2015/16 Annual Audit Plan, planned 25 internal audits that covered various areas such as Information Technology, Corporate Governance, Finance, Human Resources Management, Performance Information and Biodiversity Management. The unit managed to finalise and table 21 audit reports as at the end of the 2015/16 financial year. The balance of the audit reports were at various phases of execution and completion at the end of 2015/16 and the others had been deferred for various reasons. On a continuous basis, the Unit followed up on the progress the Executive Management team had achieved in addressing the audit issues raised in both Auditor-Generals' Reports and Internal Audit Reports.

2.2. FORENSIC INVESTIGATIONS

The Forensic Investigation Unit provides services relating to the investigation of incidents of fraud and corruption reported through the existing Fraud Hotline and other platforms within the organisation. During the period under review, the Unit investigated and reported on sixteen (16) cases. A total of seven (7) cases were referred to management for action, as a forensic investigation was not required to resolve the matters. A new process was also introduced wherein follow-ups had been performed by the Unit to keep track of the implementation of recommendations emanating from the investigation reports. Further, follow-ups were performed to keep track of and receive feedback on the implementation of remedial action by management in addressing cases that had been reported through various mechanisms, but did not require

forensic investigation. We also formalised a process with the KZN Provincial Treasury, wherein quarterly feedback on the status of the investigations being done on the alleged fraud and corruption matters relating to Ezemvelo is provided to the organisation. On a regular basis the Audit and Risk Committee is appraised on the status of both the investigations performed by the internal team, Provincial Treasury's Forensic investigation team as well as the follow-up process on implementation of recommendations and actions emanating from the completed investigations. Also of significance is that during the period under review, the unit, in collaboration with Audit Services and Risk Management, embarked on a gap analysis exercise to review the status of the adequacy and effectiveness of the existing fraud prevention strategies in place within the organisation.

3. CHALLENGES

Due to budget constraints, filling of vacant positions posed a challenge to the entire branch. As such, the necessary manpower to implement the annual audit plans as well as implementing forensic investigations on reported cases is severely limited. The use of service providers assisted in implementing some of the specialised audits. The use of consultants to implement Forensic investigations was not required, as the nature and complexity of the cases did not require any additional expertise to that the Unit already possessed.

4. OUTLOOK FOR 2016/17

The Internal Audit Unit, through the Audit Services sub-unit, will continue to build capacity around the specialised audits, which is an area that requires attention. Due to the continued budget constraints, other cost effective ways to provide the internal staff with necessary training and exposure will be explored. The implementation of any specialised audits will also be impeded severely due to budget cuts, and consequently these have been scaled down on the annual audit plan. The Unit will continue to provide assurance services covering the areas relating to internal controls, risk management and governance processes in a form of full scope audits and through follow-ups utilising the audit log. The Unit also intends to revive the quality assurance improvement programme, which will pave the way for a quality review by IIA to be performed. With regard to the Forensic Investigation sub-unit, we will continue to conduct investigations and follow-up on the implementation of recommendations emanating from the forensic investigation reports.



F.COMMUNICATION SERVICES

The Communication Services Unit strives to effectively create awareness of and communicate to the stakeholders regarding KwaZulu-Natal's biodiversity and Protected Areas, in support of the core business of Ezemvelo. The Unit is responsible for both internal and external communications.

FILMING

Our Protected Areas continue to attract national and international film producers. During the year under review, more than 65 filming applications were received and processed. These raised revenue amounting to R376 250. More than 50% of this amount was for overseas-based market. HiP continues to be a preferred destination for a number of film companies. The biggest shoot that took place this year, however, happened at uMlalazi Nature Reserve. The Reserve hosted a cast and crew of more than 120 people, who were participating in the production of a television series entitled "Roots-Night 1"

EXCELLENCY AWARDS

17 Ezemvelo employees were honoured during the 2015 Excellency Awards ceremony. Old Mutual was again our

main sponsor. These awards were in recognition of the outstanding role these employees played during the year under review. Mr Dumisani Zwane, who works for our Game Capture Unit, received the Employee of the Year Award. The organisation also recognised the role played by three external individuals. These individuals were Mr Harold Liste, who received an individual award, Dr Elsa Pooley, who received a Lifetime Achiever Award and Minosh Pillay who received an Environmental Journalist Award.

MEDIA COVERAGE

The organisation continues to get favourable coverage by a number of newspapers in the country and abroad. More than 2100 articles were written about the organisation during the period under review internationally.

Below is the media coverage during the year under review.

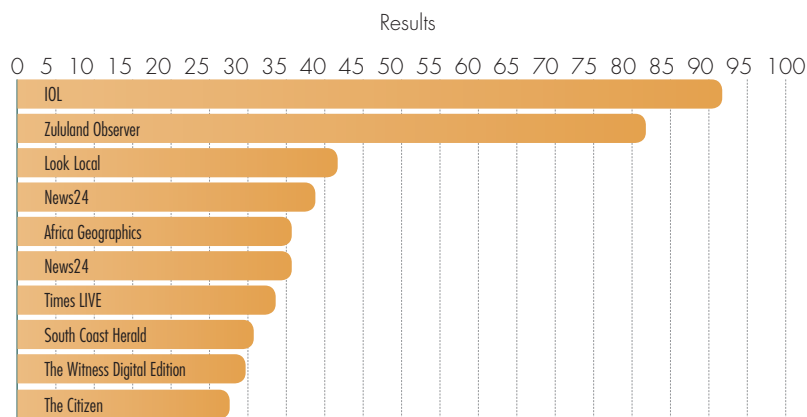
TOP LOCATIONS.

The darker the shade, the more articles from that country.



COUNTRIES	EZEMVELO GLOBAL NEWS
South Africa	1,211
United States	537
Australia	147
United Kingdom	43
India	12
Canada	12
Germany	12
Total	2,107

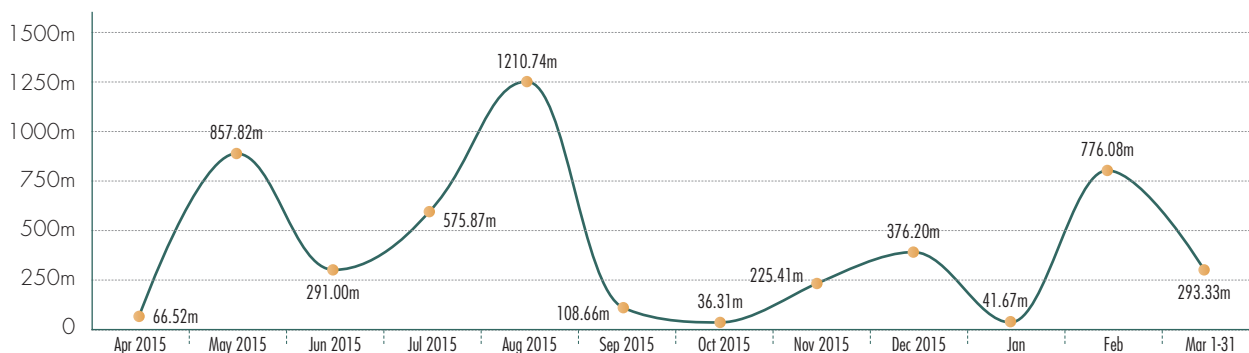
TOP SOURCES



PUBLICATION	EZEMVELO GLOBAL NEWS
IOL	92
Zululand Observer	82
Look Local	42
News24	39
Africa Geographics	36
News24	36
Times LIVE	34
Total	450

POTENTIAL REACH

The highest potential reach was achieved by articles published in August 2015. Total potential reach for the entire period was 4.859 Billion. The AVE was ZAR 329,237,551.

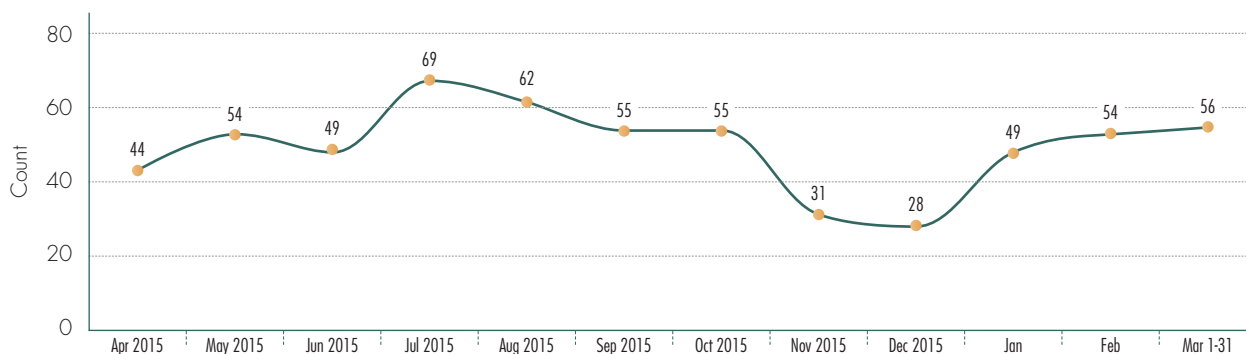


● Ezemvelo Global News

SOCIAL MEDIA ANALYSIS

Social Mentions Trended

○ There were 605 social media mentions of Ezemvelo Wildlife between April 2015 and March 2016. Mentions peaked in July 2015

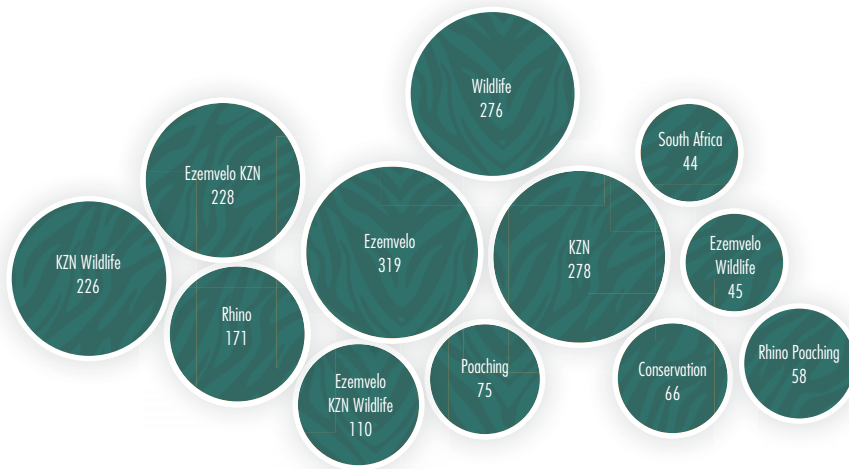


● Ezemvelo Global News



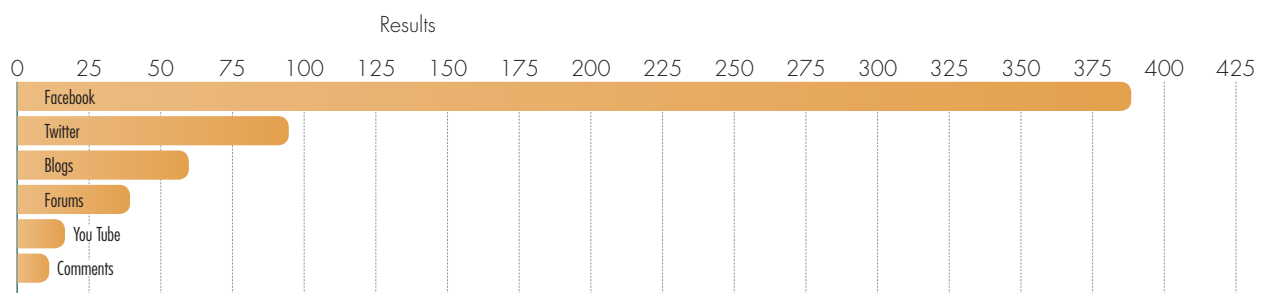
TRENDING THEMES

The larger the bubble, the more prominent the theme.



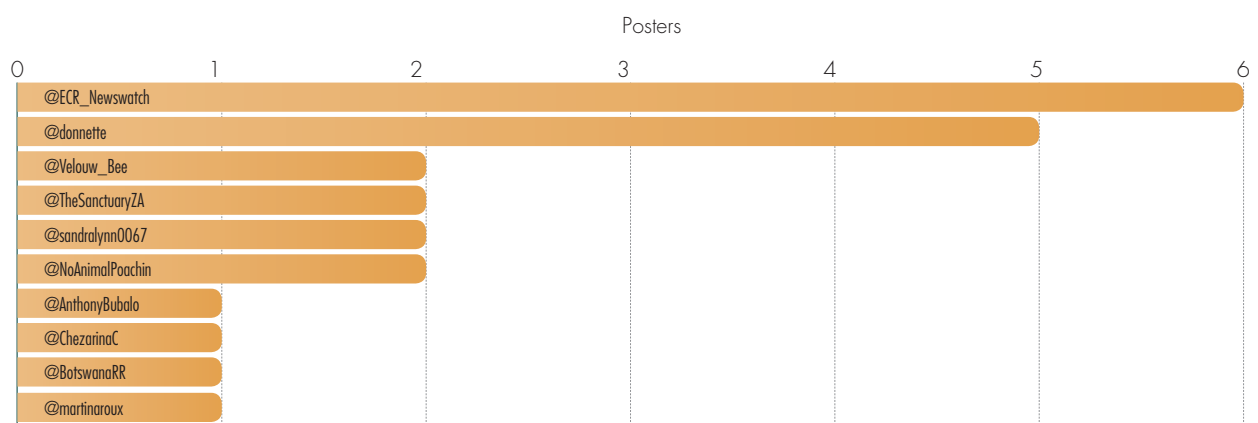
CONVERSATIONS BY CHANNEL

- Facebook had the highest number of mentions, contributing 58% of the total mentions.



TOP POSTERS

Top Posters on Twitter and Facebook



- Twitter



PART 4:

Annual Financial Statements

The reports and statements set out below comprise the audited annual financial statements presented to the provincial legislature:

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“To enhance business processes, systems, decision rights and accountability management to deliver on good governance.”

Auditor-General Report

REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE ON THE KWAZULU-NATAL NATURE CONSERVATION BOARD

REPORT ON THE FINANCIAL STATEMENTS

INTRODUCTION

1. I have audited the financial statements of the KwaZulu-Natal Nature Conservation Board set out on pages 131-155, which comprise the statement of financial position as at 31 March 2016, the statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

ACCOUNTING AUTHORITY'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR-GENERAL'S RESPONSIBILITY

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

OPINION

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the KwaZulu-Natal Nature Conservation Board as at 31 March 2016 and its financial performance and cash flows for the year then ended, in accordance with the SA Standards of GRAP and the requirements of the PFMA.

EMPHASIS OF MATTER

7. I draw attention to the matter below. My opinion is not modified in respect of this matter.

SIGNIFICANT UNCERTAINTIES

8. With reference to note 22 to the financial statements, there is a lodgement against the state by land claimants in which the entity is the user of the land. There remains significant uncertainty as to the identity of the new owners as the title deeds have

not been finalised. The ultimate outcome of the matter cannot presently be determined and no provision for any liability that may result has been made in the financial statements.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

9. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

PREDETERMINED OBJECTIVES

10. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for programme 6 - operations presented on pages 123-130 in the annual performance report of the entity for the year ended 31 March 2016.
11. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for Managing Programme Performance Information (FMPPPI).
12. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
13. I did not raise any material findings on the usefulness and reliability of the reported performance information for the selected programme.

ADDITIONAL MATTERS

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

ACHIEVEMENT OF PLANNED TARGETS

15. The annual performance report on pages 123-130 refers to information on the achievement of the planned targets for the year. This information should be considered in the context of the conclusions expressed on the usefulness and reliability of the reported performance information in paragraph 13 of this report.

ADJUSTMENT OF MATERIAL MISSTATEMENTS

16. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of programme 6 - operations. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

COMPLIANCE WITH LEGISLATION

17. I performed procedures to obtain evidence that the entity had complied with applicable legislation regarding financial matters, financial management and other related matters. My material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

EXPENDITURE MANAGEMENT

18. Effective steps were not taken to prevent irregular expenditure of R11,3 million disclosed in note 25 of the annual financial statements, as required by section 38(1)(c)(ii) of the PFMA and treasury regulation 9.1.1.



19. Effective steps were not taken to prevent fruitless and wasteful expenditure of R252 000 disclosed in note 24 of the annual financial statements, as required by section 38(1)(c)(ii) of the PFMA and treasury regulation 9.1.1.

PROCUREMENT AND CONTRACT MANAGEMENT

20. Invitations for competitive bidding were not always advertised on the CIDB website, as required by CIDB regulation 24.

INTERNAL CONTROL

21. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on compliance with legislation included in this report.

LEADERSHIP

22. The action plans put in place to address significant internal control deficiencies relating to the prevention of irregular, fruitless and wasteful expenditure and compliance with legislation did not have adequate impact to prevent the recurrence of the internal control deficiencies.

FINANCIAL AND PERFORMANCE MANAGEMENT

23. The controls over compliance with supply chain management prescripts were inadequate to prevent irregular and fruitless and wasteful expenditure.

OTHER REPORTS

24. I draw attention to the following engagements that could potentially have an impact on the entity's financial, performance and compliance-related matters. My opinion is not modified in respect of these engagements that are either in progress or have been completed.

INVESTIGATIONS

25. Provincial treasury is currently investigating two cases relating to miscellaneous irregularities as well as an allegation of corruption relating to the appointment of a service provider. These investigations cover the period April 2012 to March 2014. These investigations were ongoing at the date of reporting and the outcome is unknown.

26. Management of the board is currently investigating six cases relating to alleged irregularities, fraud and corruption. These investigations cover the period April 2014 to March 2016. These investigations were ongoing at the date of reporting and the outcome is unknown.

Auditor-General

Pietermaritzburg
29 July 2016



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

General Information

COUNTRY OF INCORPORATION AND DOMICILE
NATURE OF BUSINESS AND PRINCIPAL ACTIVITIES
ACCOUNTING AUTHORITY

South Africa
Biodiversity Conservation, Ecotourism and Partnerships
Mr ZC Ngidi - Chairperson
Prof AT Nzama - Deputy Chairperson
Mr JP Rutsch
Ms SP Lebenya
Mr BD Nkosi
Inkosi MI Tembe
Mr SJ Mhlongo
Mr SA Ndlela
Ms NL Mthembu
Ms P Dabideen
Mr M Mackenzie
Ms BD Ngidi

ACCOUNTING OFFICER
REGISTERED OFFICE

Dr MD Mabunda
Queen Elizabeth Park
No. 1 Peter Brown Drive
Montrose
PIETERMARITZBURG

POSTAL ADDRESS

3201
P O Box 13053
CASCADES
3202

CONTROLLING ENTITY

KwaZulu-Natal Department of Economic Development,
Tourism and Environmental Affairs

BANKERS
SECRETARY

First National Bank - a division of FirstRand Bank Limited
Ms H Sutter



Accounting Authority's Responsibilities and Approval

The Board, as the accounting authority of the KwaZulu-Natal Nature Conservation Board, is responsible for the preparation and fair presentation of the financial statements and performance information in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP) and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA) and the KwaZulu-Natal Nature Conservation Act, 1997 (Act No. 9 of 1997).

Accordingly the Board:

- has reviewed the annual financial statements and performance information of the entity,
- has a reasonable basis to concur that the annual financial statements and performance information are free from material misstatement and thus fairly present the financial position, the performance and cash flows of entity,
- is not aware of any material breakdown in the internal controls of the entity or any changes to such controls that may affect the effectiveness of the internal controls,
- has ensured that internal controls are established and maintained during the current year, and there is a functioning system of risk management,
- has ensured, in conjunction with the Audit and Risk Committee, that any significant breakdown in controls are addressed and where relevant are reported to Treasury and the Auditors,
- has ensured that the financial statements are prepared by applying appropriate accounting policies in accordance

with the South African Statements of Generally Recognised Accounting Practice (GRAP), and in a manner required by the PFMA,

- has ensured that accounting policies have been consistently applied per major class of transactions and balances and are supported by reasonable and prudent judgements and estimates,
- has ensured that any deviations from GRAP have been sufficiently disclosed in the notes to the financial statements,
- has assessed the entity's ability to continue as a going concern and there is no reason to believe that the entity will not be a going concern in the year ahead.

The Auditor-General has audited the financial and non-financial performance and their report is presented as part of this report.

The financial statements and performance information were approved by the Board and signed on its behalf by:



Mr ZC Ngidi
Chairman of the Board

Audit and Risk Committee Report

AUDIT AND RISK COMMITTEE MEMBERS AND ATTENDANCE

For the period under review the following people served on the Audit and Risk Committee, which is expected to meet at least four times per annum as per its approved charter. The Audit and Risk Committee met 6 times during the year.

NAME OF MEMBER	NUMBER OF MEETINGS ATTENDED
BW Ngubane - Chairman	6
NF Mchunu	6
N Mthembu	4
JP Rutsch	6
BD Nkosi	6

AUDIT AND RISK COMMITTEE RESPONSIBILITY

The committee has complied with its responsibilities as set out in the Audit and Risk Committee Charter. The entity has a fully functional Internal Audit Division. The Head of Internal Audit reports functionally to the Audit and Risk Committee and administratively to the Chief Executive Officer.

THE EFFECTIVENESS OF INTERNAL CONTROL

The entity monitors the effectiveness and efficiency of its internal control over financial and risk management through its Internal

Audit unit. This Internal Audit unit reports to the entity's Audit and Risk Committee and the Board in compliance with the PFMA and the National Treasury Regulations. The entity also maintains a Risk Management Process which enables corrective action to be taken timeously.

EVALUATION OF FINANCIAL STATEMENTS

The Audit and Risk committee has:

- reviewed the audited annual financial statements to be included in the annual report;
- reviewed the Management Report prepared by the Auditor-General of South Africa and management's response thereto and;
- reviewed the entity's compliance with legal and regulatory provisions;

The Audit and Risk committee concurs with the audit opinion of the Auditor-General of South Africa.



Mr BW Ngubane
Chairman of the Audit & Risk Committee

Accounting Authority's Report

1. REVIEW OF ACTIVITIES

The entity recorded a surplus of R 24,5 million (2015: Restated surplus of R 48,6 million).

2. GOING CONCERN

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

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 the entity continues to receive funding for on-going operations from the relevant government authority. To this end the amounts voted by legislature to conservation within the Medium Term Expenditure Framework (MTEF) are expected to be received over the next three financial years ending 31 March 2019. Strategies and plans to improve the financial

position of the organisation are continually being developed, implemented and monitored.

3. SUBSEQUENT EVENTS

The members are not aware of any matter or circumstance that has arisen since the end of the financial year which could materially affect the annual financial statements.

4. PRIOR PERIOD ERRORS

The impact of prior period errors on the results of the entity is reflected in note 2 to the annual financial statements.

The annual financial statements have been prepared in accordance with the prescribed Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board.

5. ACCOUNTING AUTHORITY

For the period under review the Board members and members of the Board committees were:

NAME	NO. OF MEETINGS ATTENDED	NO. OF MEETINGS
Board		
Mr. ZC Ngidi - Chairman	5	5
Prof AT Nzama - Deputy Chairperson	5	5
Mr JP Rutsch	5	4
Ms SP Lebenya	5	5
Mr BD Nkosi	5	5
Inkosi MI Tembe	5	5
Mr SJ Mhlongo	5	5
Mr SA Ndlela	5	5
Ms NL Mthembu	5	5
Ms P Dabideen	5	5
Mr M Mackenzie	5	5
Ms BD Ngidi	5	5

Accounting Authority's Report

NAME	NO. OF MEETINGS ATTENDED	NO. OF MEETINGS
CSS		
Mr SA Ndlela - Chairperson	6	6
Mr M Mackenzie	6	6
Ms NL Mthembu	6	4
Finance		
Ms P Dabideen - Chairperson	5	5
Mr BD Nkosi	5	5
Ms SP Lebenya	5	5
Mr SA Ndlela	5	5
Biodiversity		
Mr M Mackenzie - Chairperson	4	3
Mr JP Rutsch	4	4
Inkosi MI Tembe	4	3
Mr SJ Mhlongo	4	4
Ms BD Ngidi	4	2
Prof AT Nzama	4	4



Accounting Authority's Report

for the year ended 31 March 2016

	REMUNERATION	ALLOWANCES	TOTAL PACKAGE 2016	TOTAL PACKAGE 2015
6. MEMBER EMOLUMENTS				
AUDIT AND RISK COMMITTEE				
Mr BW Ngubane - Chairman	129 680	-	129 680	121 752
Mr NF Mchunu	79 970	-	79 970	31 028
Ms N Mthembu	48 942	-	48 942	31 028
Mr JP Rutsch	79 970	-	79 970	79 970
Mr BD Nkosi	79 970	-	79 970	69 813
	418 532	-	418 532	333 591
BOARD MEMBERS				
Mr ZC Ngidi - Chairman	962 782	1 900	964 682	861 878
Prof AT Nzama - Deputy Chairperson	435 111	20 334	455 445	552 731
Mr JP Rutsch	204 073	5 623	209 696	305 856
Ms SP Lebenya	230 887	-	230 887	275 089
Mr BD Nkosi	239 687	-	239 687	277 708
Inkosi MI Tembe	181 583	40 466	222 049	307 509
Mr SJ Mhlongo	223 687	2 049	225 736	285 910
Mr SA Ndlela	315 007	-	315 007	336 899
Ms NL Mthembu	213 575	18 064	231 638	290 637
Ms P Dabideen	264 159	-	264 159	302 661
Mr M Mackenzie	331 807	46 666	378 473	418 993
Ms BD Ngidi	238 663	-	238 663	260 461
	3 841 021	135 102	3 976 122	4 476 332
	4 259 553	135 102	4 394 654	4 809 923

7. CORPORATE GOVERNANCE

GENERAL

The Accounting Authority is committed to business integrity, transparency and professionalism in all its activities. As part of this commitment, the Accounting Authority supports the highest standards of corporate governance and the on-going development of best practice.

Pre-Determined Objectives / Strategic Plan Report

Annual Predetermined Objective Performance Report for 2015/16

This report is based on the Annual Performance Plan of Ezemvelo KZN Wildlife and provides for a status on the progress made with regards to the achievement of the targets set.

The report is set out to present the Programme of the Ezemvelo, the related Goals, Objectives and Performance Indicators. The progress is further described as 'Achieved, Partially Achieved or Not Achieved' in relation to the set targets. The report also describes the variances and interventions designed to address challenge areas.

ADMINISTRATION PROGRAMME

PROGRAMME 1: ADMINISTRATION (SUPPORT SERVICES)

These are group of functions gathered under a single programme which are not directly involved in the delivery mandate, but rather provide support services to all programmes within the organisation. The administration programme is mainly made up of the Office of the Chief Executive Officer, and is comprised of functions such as Communications, Risk Management, Board Secretariat and Strategic Planning and Control.

Contributing to Goal: To enhance business processes, systems, decision rights and accountability management to deliver on good governance.

Associated Strategic Objective: Improve service delivery of Ezemvelo KZN Wildlife

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
1	% achievement of annual performance targets.	80%	For the year, 48% of the performance indicators were fully achieved whilst 39% were partially achieved.	Annual Performance Target Partially Achieved.	A combination of factors affected the delivery against the APP targets. Each one is described relevant to the performance indicator in this report.	A performance management system has been procured to enable an improved monitoring and evaluation process that would assist with real time tracking of progress and early detection of challenges.

ENABLING PROGRAMMES

The function that are performed by these programmes, while not delivering on the mandate directly, facilitate or enable other programmes to provide delivery services;

PROGRAMME 2: FINANCIAL SERVICES

This programme is designed to monitor and evaluate the adequacy and efficiency of planning, organising and performance delivery based on the financial performance. It must be noted that Financial Services performs financial as well as supply chain management functions.

Contributing to Goal: To enhance business processes, systems, decision rights and accountability management to deliver on good governance.

Associated Strategic Objective: Improve financial management

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
2	Maturity Index Assessment rating.	2.5	The entity carried out internal improvement such as revision of policies however, the maturity assessment could not be performed.	Annual Performance Target Partially Achieved.	The achievement of this target was dependent on Treasury's model for public entities to assess maturity level. The model was not available during the financial year.	National Treasury is being engaged and the indication is that the model is in the process of being finalised, thereafter, an assessment is going to be performed.
3	% of creditors paid within agreed terms.	95%	96% of creditors were paid within agreed terms.	Annual Performance Target Achieved.	N/A	N/A
4	% budget variance.	<10%	17% underspent.	Annual Performance Target Partially Achieved.	Under achievement was due to laborious supply chain management processes and a lack of procurement plans.	Procurement plans are being put in place well in advance for the next financial year.
5	% of own generated revenue ear-marked for maintenance of immovable assets.	10%	8% of revenue was spent on infrastructure maintenance.	Annual Performance Target Partially Achieved.	The underachievement is due to the lack of maintenance plans linked to procurement plans, which resulted in delays.	Long terms maintenance plans and procurements plans are being compiled to improve planning and enable faster execution.
6	% of budget allocated to capital infrastructure spend.	2%	6% was spent on Capital infrastructure.	Annual Performance Target Achieved.	The overachievement is due to the clearance of backlog from the previous financial year.	N/A
7	% procurement contribution towards BBBEE (targeted businesses).	56%	40%	Annual Performance Target Partially Achieved.	Incomplete information on the supplier database is a major contributor to this underachievement as the status of some suppliers could not be verified.	An update of the supplier database will be conducted to ensure complete information set is available.

PROGRAMME 3: HUMAN RESOURCE SERVICES

The Human Resource Services Programme provides the organisation with holistic, effective and efficient management of human resources including organisational structural alignment and performance management of employees.

Contributing to Goal: To enhance business processes, systems, decision rights and accountability management to deliver on good governance.

Associated Strategic Objective: Promote a good corporate culture

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
8	% implementation of the Human Resource Plan.	18%	As planned 18% of the HR plan has been implemented.	Annual Performance Target Achieved.	N/A	N/A

PROGRAMME 4: INFORMATION SERVICES

The Information Services Programme is designed to develop, implement, monitor, evaluate and improve the effectiveness and efficiencies of the information and Communication Technology (ICT) infrastructure and systems of Ezemvelo. This is achieved by proper planning, building and managing ICT infrastructure and systems.

Contributing to Goal: To enhance business processes, system, decision rights and accountability management to deliver on good governance.

Strategic Objective: Promote knowledge management and technological efficiencies

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
9	% of IT strategy implemented.	60%	52%	Annual Performance Target Partially Achieved.	The late receipt of carryover budget at the beginning of the financial year contributed significantly to delays in the initiation of the project.	Deployment of Microsoft Office 365 and Microsoft Lync will take place in the new financial year.

PROGRAMME 5: AUDIT SERVICES

The Audit Services Programme provides effective and efficient internal audit and forensic services through the provision of assurance on governance, risk and internal controls. This is done by developing a plan that is aligned to the key risks of the organisation, executing the audits and reporting timeously to all relevant stakeholders.

Contributing to Goal: To enhance business processes, system, decision rights and accountability management to deliver on good governance.

Associated Strategic Objective: Promote good governance

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
10	Number of audits performed.	25	21 Audits were carried out during the financial year.	Annual Performance Target Partially Achieved.	Resource shortages and re-prioritization of certain audit resulted in the under-achievement.	The remaining audits would be carried over to the new financial year as approved by the Audit Committee.

SERVICES DELIVERY PROGRAMMES

The programme and sub-programme under this category are involved in the direct delivery of services to the public.

The programme and its' sub-programme are directly linked to Ezemvelo's mandate, and its function is to ensure that the conservation of the indigenous biodiversity in Kwa-Zulu Natal both within and outside of protected areas is managed effectively, economically and efficiently for the benefit of people. It is worth noting that protected area management includes the management of visitor experience. The programme and sub-programmes also ensures efficient, economic and effective management of biodiversity through openness and accessibility, with stakeholders, to optimise opportunities and sustainable use of biodiversity. All conservation efforts are based on scientific advice, analysis and interpretation.

PROGRAMME 6: OPERATIONS

Contributing to Goal: Position Ezemvelo as the wildlife destination of choice

Contributing to Goal: Improve the state of biodiversity in KZN, to safeguard ecosystem, species, and genetic diversity and enhance the services provided to the people.

Please note that the objectives are set as per the sub-programme.

SUB-PROGRAMME: COMMERCIAL SERVICES

Commercial Services is the sub-programme that guides investment based on returns through proper analysis of business intelligence by making informed decisions in order to enable Ezemvelo to capitalize on additional income from commercial operations. This is achieved through revenue generation activities, providing assurance of service standards, developing and implementing new services and products.

Associated Strategic Objective: Position Ezemvelo as a wildlife destination of choice and optimize revenue generation

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
11	% increase in the number of day visitors to Ezemvelo protected areas.	7%	In comparison to the 2014/15 baseline, the total number of visitors to Ezemvelo resorts declined by 0.2%.	Annual Performance Target Not Achieved	Poor local economic conditions and the impacts of the drought resulted in the reduction in visitor numbers	The sales and marketing strategy is being sharpened with the aim of increasing visitor numbers.
12	% increase in the occupancy rate of Ezemvelo resorts.	6%	The actual occupancy for the year under review increased by 0.2%.	Annual Performance Target Not Achieved	Poor local economic conditions and the impacts of the drought resulted in the reduction in occupation levels	The sales and marketing strategy is being sharpened with the aim of increasing occupancy rates.
13	Rand value of revenue achieved from commercial services (increase of own revenue).	R216 million	A cumulative of R229.4 million was generated in revenue.	Annual Performance Target Achieved	N/A	N/A
14	Number of resorts with a 3-star rating.	3	Hilltop, Giants Castle and Thendele Resorts achieved 3-star rating.	Annual Performance Target Achieved.	N/A	N/A

SUB-PROGRAMME: PARKS MANAGEMENT

This sub-programme is responsible for the efficient and effective management of the conservation estate.

Associated Strategic Objective: Manage protected areas effectively

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
15	% of invasive alien plant maintenance areas cleared and decrease of uncleared areas (of mapped areas).	100% of maintenance areas cleared and 5% decrease of uncleared areas.	100% of maintenance areas cleared and 17% decrease of uncleared areas.	Annual Performance Target Achieved.	1 927ha (against the planned 560ha) decrease of uncleared area was achieved due to resource availability.	N/A
16	% of protected area network that meet the minimum management effectiveness standard (67%).	85%	18.6% of the protected area network met the minimum effectiveness standard.	Annual Performance Target Not Achieved.	The under achievement was due to the utilisation of the new prescribed assessment mechanism, the METT Version 3, to assess protected areas.	The entity is gearing up to comply with the new assessment mechanism for the new financial year.

SUB-PROGRAMME: PEOPLE AND CONSERVATION

The People and Conservation sub-programme manages biodiversity outside the protected area estate, and includes biodiversity awareness.

Associated Strategic Objective: Manage biodiversity outside of protected areas

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
17	% of KZN under formal protected area network.	9.4% (886 993 ha)	9.24% (872 183 ha) have been achieved.	Annual Performance Target Partially Achieved.	The under-achievement is due to 12 sites totalling 43607 ha which is pending proclamation by the MEC.	The entity has confirmed that the process of proclamation is under way and should be finalised in the new financial year.
18	Number of biodiversity awareness activities conducted.	8	11 awareness activities were conducted.	Annual Performance Target Achieved.	The over-achievement was because the entity celebrated environmental days according to the internal environmental day's calendar.	N/A
19	Number of stewardship sites proclaimed.	5	14 sites were proclaimed.	Annual Performance Target Achieved.	The over-achievement was due to the higher than anticipated demand from land owners.	N/A
20	Target threshold of mortality rate of endangered species (rhino poaching).	2% White rhino and 1% Black rhino	3.3% for white rhino and 3.0% for Black rhino was the mortality rates for 2015/16.	Annual Performance Target Partially Achieved.	Despite numerous interventions, the rate of poaching is increasing as syndicates become more resilient to anti-poaching efforts.	The rhino intervention strategy is being constantly reviewed to ensure maximum protection and survival of the species.
21	Number of enforcement actions undertaken for non-compliance with environmental legislation.	5	143 compliance actions (investigations finalised and handed over to the National Prosecution Agency) undertaken for the financial year.	Annual Performance Target Achieved.	The over-achievement is due to the marine related enforcement action.	N/A
22	Number of compliance inspections conducted.	1 500	42 200 compliance inspections carried out for the financial year.	Annual Performance Target Achieved.	The over-achievement is due to the marine related compliance inspection conducted.	N/A
23	Number of permits processed within timeframes.	1400	4726 permits were processed in this financial year.	Annual Performance Target Achieved.	The over-achievement is due to the indicator being new, hence non-availability of historical data for proper baseline determination at the planning stage.	N/A

SUB-PROGRAMME: SCIENTIFIC SERVICES

This sub-programme is responsible for providing scientific advice, analysis and interpretation.

Associated Strategic Objective: Mitigate threats to biodiversity

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
24	% of all land use transformation applications received commented on within timeframes.	25%	0% of land use change applications were commented on within timeframes.	Annual Performance Target Not Achieved.	The focus was on clearing the backlog of applications, which was addressed during this financial year.	The process of commenting on land use transformation applications is being reviewed and additional resources shall be allocated to the team based on budget availability.
25	% of environmental authorisations (EAs) that have threats to biodiversity fully mitigated.	75%	55% of EAs mitigated threats to biodiversity.	Annual Performance Target Partially Achieved.	The under-achievement is based on EAs that have been issued without Ezemvelo comment due to delays in processing such.	The process of commenting on land use transformation applications is being reviewed and additional resources shall be allocated to the team based on budget availability.
26	Number of biodiversity management plans for threatened species developed.	1	Biodiversity Management plan for the Pickersgill's reed frog has been developed.	Annual Performance Target Achieved.	N/A	N/A
27	Number of district municipalities engaged with during the IDP review process to ensure that the biodiversity sector plan layers are considered.	2 Districts	6 District Municipalities have been engaged with and have received the biodiversity sector layers (SDF) electronically.	Annual Performance Target Achieved.	Since the SDF was developed for the Province, it was deemed efficient to engage with the 6 District Municipalities at the same time, hence the over-achievement.	N/A



SUB-PROGRAMME: INFRASTRUCTURE AND SPECIAL PROJECTS

This sub-programme is responsible for sourcing external funding for unfunded mandates, delivering on governmental key priorities and managing the organisations infrastructure needs.

Associated Strategic Objective: Contribute towards government priorities in relation to rural development, creating work opportunities and a healthy environment.

NO	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET (2015/16)	ACHIEVEMENTS AND COMMENTS	DELIVERY STATUS	REASON FOR VARIANCE	INTERVENTION FOR VARIANCE
28	Number of rural development community-based projects initiated.	15	4 rural development projects achieved in the financial year.	Annual Performance Target Partially Achieved.	Since Ezemvelo has moved to the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), community based rural development projects are no longer initiated by the entity in terms of the rural development mandate.	The strategy and annual performance plan are being revised for alignment with EDTEA's departmental priorities.
29	Number of employment (work) opportunities created annually.	1 300	12 778 work opportunities were created during the year.	Annual Performance Target Achieved.	The over-achievement is based on the current agreements the entity has with various funders. The target would be revised upwards for better alignment with relevant delivery agreement.	N/A
30	Rand value of external funding secured.	R157 million	A cumulative of R128.8 million was achieved for the year under review.	Annual Performance Target Partially Achieved.	The under-achievement was due to the entity moving to EDTEA, causing some procedural delays.	Planned target will be reassessed
31	Number of Fixed Term Equivalents (FTEs) created.	250	The cumulative FTE's created during this year is 848.	Annual Performance Target Achieved.	The over-achievement is based on the current agreements the entity has with various funders. The target would be revised upwards for better alignment with relevant delivery agreement.	N/A

Statement of Financial Position

at 31 March 2016

FIGURES IN RAND THOUSAND	NOTES	MARCH 2016	RESTATED MARCH 2015
ASSETS			
CURRENT ASSETS			
Inventories	8	14 311	11 865
Trade and other receivables	9	24 269	25 058
Cash and cash equivalents	10	303 895	340 733
		342 475	377 656
NON-CURRENT ASSETS			
Property, plant and equipment	4	743 246	640 762
Intangible assets	5	10 420	12 438
		753 666	653 200
TOTAL ASSETS		1 096 141	1 030 856
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	14	113 510	114 297
Deferred Income	11	94 971	58 065
Provisions	12	63 369	60 333
External projects	13	28 650	29 889
		300 500	262 584
NON-CURRENT LIABILITIES			
Provisions	12	67 890	65 027
TOTAL LIABILITIES		368 390	327 611
NET ASSETS		727 751	703 245
NET ASSETS			
Reserves			
Revaluation reserve		226 622	226 622
Accumulated surplus		501 129	476 623
TOTAL NET ASSETS		727 751	703 245



Statement of Financial Performance

for the year ended 31 March 2016

FIGURES IN RAND THOUSAND	NOTES	MARCH 2016	RESTATED MARCH 2015
Revenue	15	876 625	885 914
Other Income	16	172 759	188 967
TOTAL REVENUE		1 049 384	1 074 881
		-	-
Operating expenses	17	(379 805)	(421 817)
Employee Related Costs	18	(644 972)	(604 426)
Finance Costs		(101)	(38)
SURPLUS FOR THE YEAR		24 506	48 600

Statement of Changes in Net Assets

for the year ended 31 March 2016

FIGURES IN RAND THOUSAND	REVALUATION RESERVE	ACCUMULATED SURPLUS	TOTAL NET ASSETS
Balance as at 31 March 2014 previously reported	226 622	377 594	604 216
Prior year adjustments	-	50 429	50 429
BALANCE AT 31 MARCH 2014 RESTATED	226 622	428 023	654 645
Surplus for the year	-	47 469	47 469
Balance as at 31 March 2015 previously reported	226 622	475 492	702 114
Prior year adjustments	-	1 131	1 131
BALANCE AT 31 MARCH 2015 RESTATED	226 622	476 623	703 245
Surplus for the year	-	24 506	24 506
BALANCE AT 31 MARCH 2016	226 622	501 129	727 751



Cash Flow Statement

for the year ended 31 March 2016

FIGURES IN RAND THOUSAND	NOTES	MARCH 2016	RESTATED MARCH 2015
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
Sale of Goods and Services		273 973	269 012
Grants		649 726	657 895
Interest income		18 789	9 386
Other receipts- Non-exchange revenue		105 239	126 172
		1 047 727	1 062 465
PAYMENTS			
Employee costs		(644 972)	(604 426)
Suppliers		(201 217)	(200 912)
Finance costs		(101)	(38)
Other cash item - Non-Exchange transaction		(103 127)	(116 176)
		(949 417)	(921 552)
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	98 310	140 913
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	4	(139 659)	(56 706)
Purchase of intangible assets	5	(128)	(1 027)
Disposal of property, plant and equipment		5 878	1 515
NET CASH FLOWS FROM INVESTING ACTIVITIES		(133 909)	(56 218)
CASH FLOWS FROM FINANCING ACTIVITIES			
Net change to trust funds and external projects	20	(1 239)	2 764
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		(36 838)	87 459
Cash and cash equivalents at the beginning of the year		340 733	253 274
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	10	303 895	340 733

Accounting Policies

1. PRESENTATION OF AUDITED ANNUAL FINANCIAL STATEMENTS

The audited annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These audited 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.

1.1 BIOLOGICAL ASSETS

The entity recognises biological assets or agricultural produce when, and only when:

- the entity controls the asset as a result of past events;
- it is probable that future economic benefits or service potential associated with the asset will flow to the entity; and
- the fair value or cost of the asset can be measured reliably.

The biological assets are not recognised in the statement of financial position, as the fair value or cost of the assets cannot be measured reliably. The status and trend of Biodiversity assets in the province is monitored from a broad (ecosystem) to fine (species) levels, through a number of programmes which are both formal and informal.

1.2 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.

The value 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 or fair value of the item can be measured reliably.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses. Where an asset was previously impaired, it may be revalued up to its original cost or fair value as determined at initial measurement. Buildings and structures are carried at revalued amount, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are made with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period. When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset. The revaluation surplus in equity related to a specific item of property, plant and equipment is transferred directly to retained earnings when the asset is derecognised. Buildings and structures are revalued every five years. The most recent revaluation was performed during 2011/2012 financial year.

The useful lives of items of property, plant and equipment have been assessed as follows:

ITEM	AVERAGE USEFUL LIFE
Buildings	20 to 100 years
Plant and machinery	1 to 15 years
Furniture and fixtures	1 to 15 years
Aircraft, Vehicles and Boats	3 to 40 years
Computer equipment	1 to 15 years
Roads	5 to 50 years
Dams, Reservoirs and Boreholes	15 to 25 years
Fencing	5 to 20 years



Accounting Policies *...continued*

The useful lives of assets are re-assessed on a yearly basis and adjusted where required, however the above estimated useful lives are the accepted norm and in certain instances the assets would be fully depreciated as they are at the end of their useful lives but still be in use.

These useful lives of assets are assessed yearly. Where the requirements of GRAP 17 were correctly applied in prior periods, but expectations changed during the year, then the adjustment will result in a change in accounting estimate (i.e. an adjustment to depreciation) and not an error. However, if the requirements of GRAP 17 were not correctly applied in prior periods, the adjustment results in an error in accordance with GRAP 3.

Adjustments are not made to assets that are not significant to the organisation's operations and service delivery objectives. If the assets are significant to the organisation's operations, service delivery objectives and are material, then appropriate adjustments will be made.

1.3 INTANGIBLE ASSETS

An intangible 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.

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.

Intangible assets are carried at cost less accumulated amortisation and any impairment losses.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

ITEM	AVERAGE USEFUL LIFE
Computer software, other	3 to 10 years

1.4 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.

RECOGNITION

The entity recognises a heritage asset as an asset when 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 can be measured reliably.

Where the entity holds a heritage asset, but on initial recognition, it does not meet the recognition criteria because it cannot be reliably measured, information on such a heritage asset is disclosed in the note.

Accounting Policies *...continued*

1.5 FINANCIAL INSTRUMENTS

CLASSIFICATION

Classification depends on the purpose for which the financial instruments were obtained/incurred and takes place at initial recognition. Classification is re-assessed on an annual basis, except for derivatives and financial assets designated as at fair value through surplus or deficit, which shall not be classified out of the fair value through surplus or deficit category.

The entity classifies financial assets and financial liabilities into the following categories:

TRADE AND OTHER RECEIVABLES

Trade receivables are measured at initial recognition, at fair value and are subsequently measured at amortised cost. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or deficit when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the amount at initial recognition.

TRADE AND OTHER PAYABLES

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

1.6 LEASES

Leases of assets under which all the risks and rewards of ownership are effectively retained by the lessor are classified as operating leases. Payments received and paid under operating leases are charged to the statement of financial performance over the period of the lease.

1.7 INVENTORIES

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 or net realisable value.

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.

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.

The cost of inventories is assigned using the weighted average cost.



Accounting Policies *...continued*

1.8 COMMITMENTS

Items are classified as commitments where the entity commits itself to future transactions that will normally result in the outflow of resources.

Commitments are not recognised in the statement of financial liability, but are included in the disclosure notes in the following cases:

- approved and contracted commitments;
- where the expenditure has been approved and the contract has been awarded at the reporting date; and
- where disclosure is required by a specific standard of GRAP.

1.9 EVENTS AFTER THE REPORTING PERIOD

Events after the 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:

- (a) those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- (b) those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The entity shall adjust the amounts recognised in its financial statements to reflect adjusting events after the reporting date.

The entity shall not adjust the amounts recognised in its financial statements to reflect non-adjusting events after the reporting date.

1.10 IMPAIRMENT OF CASH-GENERATING ASSETS

Cash-generating assets are those assets held by the entity with the primary objective of generating a commercial return. When an asset is deployed in a manner consistent with that adopted by a profit-orientated entity, it generates a commercial return.

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.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Useful life is either:

- (a) the period of time over which an asset is expected to be used by the entity; or
- (b) the number of production or similar units expected to be obtained from the asset by the entity.

1.11 IMPAIRMENT OF NON-CASH-GENERATING ASSETS

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 service amount of the asset. If there is any indication that an asset may be impaired, the recoverable service amount is estimated for the individual asset. If it is not possible to estimate the recoverable service amount of the asset, the recoverable service amount of the cash-generating unit to which the asset belongs is determined.

The recoverable service amount is the higher of a non-cash generating asset's fair value less costs to sell and its value in use. The value in use for a non-cash generating asset is the present value of the asset's remaining service potential.

Accounting Policies *...continued*

If the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in surplus or deficit.

1.12 EMPLOYEE BENEFITS

SHORT-TERM EMPLOYEE BENEFITS

The cost of short-term employee benefits is recognised in the period in which the service is rendered and is not discounted.

Post Employment Benefits

DEFINED CONTRIBUTION AND BENEFIT PLANS

Payments to defined contribution and benefit plans are charged as an expense as they fall due. Payments made to industry-managed (or state plans) retirement benefit schemes are dealt with as defined contribution plans where the entity's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

OTHER POST RETIREMENT OBLIGATIONS

The entity provides post-retirement health care benefits upon retirement to some retirees. The entitlement to postretirement health care benefits is based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment. Independent qualified actuaries carry out valuations of these obligations. The entity also provides a gratuity and housing subsidy on retirement to certain employees. An annual charge to income is made to cover both these liabilities.

1.13 PROVISIONS AND CONTINGENCIES

Provisions are recognised when:

- the 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. 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.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 22.

1.14 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. 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.



Accounting Policies *...continued*

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.

RENDERING OF SERVICES

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed. 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.

INTEREST

Revenue arising from the use by others of entity 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 the revenue can be measured reliably.

1.15 REVENUE FROM NON-EXCHANGE TRANSACTIONS

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an 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.

TRANSFERS

The entity recognises an asset in respect of transfers when the transferred resources meet the definition of an asset and satisfy the criteria for recognition as an asset.

Transfers received in respect of projects to which conditions are attached, are treated as liabilities (external projects/ deferred income) and subsequently recognised as revenue in the periods that expenditure has been incurred, in accordance with the project business plans.

Transferred assets are measured at their fair value as at the date of acquisition.

Accounting Policies ...continued

PERMITS AND FINES

Permits and fines are recognised as revenue when the receivable meets the definition of an asset and satisfies the criteria for recognition as an asset.

Where the entity collects fines in the capacity of an agent, the fine will not be revenue of the collecting entity.

GIFTS AND DONATIONS, INCLUDING GOODS IN-KIND

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

1.16 COMPARATIVE FIGURES

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

Changes in accounting policies and fundamental errors are also restated in the prior year figures.

1.17 FRUITLESS AND WASTEFUL EXPENDITURE

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

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense and, where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.18 IRREGULAR EXPENDITURE

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including -

- (a) this Act; or
- (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- (c) any provincial legislation providing for procurement procedures in that provincial government.

The Board also adheres to National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA (effective from 1 April 2008):

1.19 VALUE ADDED TAXATION (VAT)

The Revenue Laws Amended Act, 2003 (Act No. 45 of 2003) commenced on 22 December 2003. In terms of this Act, with effect from 1 April 2005, Ezemvelo KZN Wildlife, which is listed in Schedule 3C of the Public Finance Management Act, 1999 now falls within the definition of "public authority" as defined in section 1 of the VAT Act. Ezemvelo KZN Wildlife was consequently deregistered for VAT purposes.

1.20 TAXATION

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



Notes to the Audited Annual Financial Statements

for the year ended 31 March 2016

2. PRIOR PERIOD ERRORS

The comparative years figures have been amended to account for the errors.

Below is a description of each individual prior period error indicating the total effect of the prior period errors on the amounts previously disclosed.

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
STATEMENT OF FINANCIAL POSITION		
TRADE AND OTHER RECEIVABLES		
Previously stated	-	24 831
Processing errors	-	227
	-	25 058
PROPERTY, PLANT AND EQUIPMENT (PPE)		
Previously stated	-	640 494
Depreciation error	-	(52)
Asset Take-on - Land	-	320
	-	640 762
EXTERNAL PROJECTS		
Previously stated	-	30 525
Processing errors	-	(636)
	-	29 889
ACCUMULATED SURPLUS		
Previously stated	-	475 492
Revenue - Trade and other receivables	-	239
Operating expenses - Trade and other receivables	-	(12)
Other income - External projects	-	636
Operating expenses - PPE	-	(52)
Other income - PPE	-	320
	-	476 623

Figures in Rand thousand	RESTATED 2015	PRIOR YEAR 2015	DIFFERENCE
CASH FLOW			
RECEIPTS			
Sale of goods and Services	269 012	268 056	956
The change in sale of goods and services is due to the adjustment to PPE and external projects.			
CASH FLOWS FROM INVESTING ACTIVITIES			
Asset Additions	56 706	56 386	320
The change is due to the adjustment to PPE.			

Figures in Rand thousand	RESTATED 2015	PRIOR YEAR 2015	DIFFERENCE
DISCLOSURE			
IRREGULAR EXPENDITURE	7 771	2 952	4 819

Condoned Irregular Expenditure has been reversed as a result of approval at the incorrect level as raised by Provincial Treasury in the current year resulting in a R 4,8 million increase in the closing balance.

Notes to the Audited Annual Financial Statements

...continued

for the year ended 31 March 2016

3. BIOLOGICAL ASSETS

FAUNA AND FLORA

The biological assets of the entity comprise of a wide range of species of fauna and flora. These species are managed for conservation purposes and their sale is for species control and meta population management rather than a profit motive. It is intrinsically challenging to determine the numbers of species of the various flora as well as separate them by their major classes. At the same time the species of fauna are freely roaming and are managed through various ecosystem and species level of monitoring programmes. Therefore for both fauna and flora the estimation of the species numbers as well as their values is not reliable, and consequently we have not disclosed this information in the statement of financial position.

4. PROPERTY, PLANT AND EQUIPMENT

Figures in Rand thousand	2016			2015		
	COST / VALUATION	ACCUMULATED DEPRECIATION & ACCUMULATED IMPAIRMENT	CARRYING VALUE	COST / VALUATION	ACCUMULATED DEPRECIATION & ACCUMULATED IMPAIRMENT	CARRYING VALUE
Land	27 472	-	27 472	320	-	320
Buildings and Structures	1 150 609	(742 694)	407 915	1 142 107	(697 091)	445 016
Plant and machinery	15 222	(8 572)	6 650	12 811	(8 051)	4 760
Furniture, Tools and Equipment	100 262	(74 120)	26 142	89 975	(72 082)	17 893
Aircraft, Vehicles and boats	164 670	(75 139)	89 531	130 890	(106 761)	24 129
Computer Equipment	20 475	(11 870)	8 605	18 768	(12 209)	6 559
Roads	193 447	(99 552)	93 895	172 656	(94 909)	77 747
Dams, Reservoirs and Boreholes	6 820	(4 872)	1 948	6 496	(5 225)	1 271
Fencing	32 472	(17 945)	14 527	32 070	(13 202)	18 868
Work in progress	66 561	-	66 561	44 199	-	44 199
TOTAL	1 778 010	(1 034 764)	743 246	1 650 292	(1 009 530)	640 762



Notes to the Audited Annual Financial Statements

...continued

for the year ended 31 March 2016

4. PROPERTY, PLANT AND EQUIPMENT ...continued

Figures in Rand thousand	OPENING BALANCE	ADDITIONS	DISPOSALS	TRANSFERS	DEPRECIATION	ACCUMULATED DEPRECIATION ON DISPOSALS	TRANSFER - DEPRECIATION	WRITE UP - DEPRECIATION	CLOSING BALANCE
RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2016									
Land	320	27 152	-	-	-	-	-	-	27 472
Buildings and Structures	445 016	4 460	(2 368)	6 415	(47 443)	1 458	(1 16)	493	407 915
Plant and Machinery	4 760	1 810	(177)	778	(2 146)	151	-	1 474	6 650
Furniture, Tools and Equipment	17 893	11 102	(1 247)	433	(8 092)	1 207	-	4 846	26 142
Aircraft, Motor Vehicles and Boats	24 129	35 286	(1 522)	17	(18 690)	1 002	-	49 309	89 531
Computer Equipment	6 559	2 591	(929)	44	(4 274)	833	-	3 781	8 605
Roads	77 747	9 854	(1 933)	12 870	(6 246)	1 137	126	340	93 895
Dams, Reservoirs and Boreholes	1 271	328	(3)	-	(431)	-	-	783	1 948
Fencing	18 868	33	-	369	(4 733)	-	(10)	-	14 527
Work in progress	44 199	47 043	(3 487)	(21 194)	-	-	-	-	66 561
TOTAL	640 762	139 659	(11 666)	(268)	(92 055)	5 788	-	61 026	743 246

Figures in Rand thousand	OPENING BALANCE	ADDITIONS	DISPOSALS	TRANSFERS	DEPRECIATION	ACCUMULATED DEPRECIATION ON DISPOSALS	TRANSFER - DEPRECIATION	WRITE UP - DEPRECIATION	CLOSING BALANCE
RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2015									
Land	-	320	-	-	-	-	-	-	320
Buildings and Structures	461 586	6 399	(1 704)	2 790	(25 203)	911	237	-	445 016
Plant and Machinery	4 591	1 765	(50)	43	(1 615)	26	-	-	4 760
Furniture, Tools and Equipment	16 261	6 461	(153)	1 138	(6 019)	143	(2)	64	17 893
Aircraft, Motor Vehicles and Boats	38 712	4 185	(404)	521	(19 131)	246	-	-	24 129
Computer Equipment	6 590	3 406	(9)	(159)	(3 612)	8	175	160	6 559
Roads	82 760	-	-	-	(5 013)	-	-	-	77 747
Dams, Reservoirs and Boreholes	1 436	-	(90)	453	(377)	84	(235)	-	1 271
Fencing	20 143	146	-	424	(1 845)	-	-	-	18 868
Work in progress	17 101	34 024	(523)	(6 403)	-	-	-	-	44 199
TOTAL	649 180	56 706	(2 933)	(1 193)	(62 815)	1 418	175	224	640 762

Roads with a cost of R 29,7 million (2015: R 31,6 million) and a book value of R 13,5 million (2015: R 15,2 million) will be derecognised upon completion of the current construction.

Notes to the Audited Annual Financial Statements

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for the year ended 31 March 2016

5. INTANGIBLE ASSETS

Figures in Rand thousand	2016			2015		
	COST / VALUATION	ACCUMULATED DEPRECIATION & ACCUMULATED IMPAIRMENT	CARRYING VALUE	COST / VALUATION	ACCUMULATED DEPRECIATION & ACCUMULATED IMPAIRMENT	CARRYING VALUE
Computer software	22 219	(11 799)	10 420	21 824	(9 386)	12 438

RECONCILIATION OF INTANGIBLE ASSETS - 2016

Figures in Rand thousand	OPENING BALANCE	ADDITIONS	TRANSFERS	DEPRECIATION TRANSFER	CLOSING BALANCE
Computer software	12 438	128	268	(2 414)	10 420

RECONCILIATION OF INTANGIBLE ASSETS - 2015

Figures in Rand thousand	OPENING BALANCE	ADDITIONS	TRANSFERS	AMORTISATION	TRANSFER-DEPRECIATION	CLOSING BALANCE
Computer software	12 695	1 027	1 193	(2 302)	(175)	12 438

6. HERITAGE ASSETS

EKZNW is the management authority of the Ukhahlamba/Drakensberg Park World heritage Site (UDPWHS) in terms of section 8 of the World Heritage Convention Act 49 of 1999 on behalf of the Water and Environmental Affairs National Department for a period of 5 years ending in 2019.

The 242 814 hectares UDPWHS is considered a Heritage Site due to the areas unique richness of the biological diversity, its endemic and endangered species, its natural beauty and its masterpieces of Bushman rock paintings.

- The rock art of the Ukhahlamba/Drakensberg is the largest and most concentrated group of rock paintings in Africa, south of the Sahara and is outstanding both in quality and diversity of subject.
- The San people lived in the mountainous Ukhahlamba/Drakensberg area for more than four millennia, leaving behind them a corpus of outstanding rock art which throws much light on their way of life and their beliefs.
- The site has exceptional natural beauty with soaring basaltic buttresses, incisive dramatic cutbacks and golden sandstone ramparts. Rolling high altitude grasslands, the pristine steep-sided river valleys and rocky gorges also contribute to the beauty of the site. The site's diversity of habitats protects a high level of endemic and globally threatened species, especially of birds and plants.

Due to the nature of the above we could not establish a fair value/ deemed cost nor a replacement cost for these heritage assets acquired as the management authority.

7. EMPLOYEE BENEFIT OBLIGATIONS

DEFINED CONTRIBUTION PLAN

It is the policy of the entity to provide retirement benefits to all its employees. At 31 March 2016, there were 2122 (2015: 1874) employees on the Ezemvelo KZN Wildlife Provident Fund. Under this scheme, the entity is under no obligation to cover any unfunded benefits.



Notes to the Audited Annual Financial Statements

...continued

for the year ended 31 March 2016

7. EMPLOYEE BENEFIT OBLIGATIONS ...continued

DEFINED BENEFIT PLAN

In addition to the defined contribution plan, the entity has two defined benefit plans that are governed by the Pension Funds Act, 1956 (Act no. 24 of 1956). At 31 March 2016, there were 240 (2015: 265) employees on the Government Employee Pension Fund and 83 (2015: 86) employees on the Natal Parks Board Pension and Gratuity Pension Scheme.

NATAL PARKS BOARD PENSION AND GRATUITY PENSION SCHEME

The Natal Parks Board Pension and Gratuity Pension Scheme, which is administered by Old Mutual, is a fully funded defined benefit plan governed by the Pension Funds Act. Only employees of the former Natal Parks Board belong to this scheme.

Actuarial valuations are performed every three years. An actuarial valuation of this scheme was performed at 31 July 2014. In the opinion of the actuary, the fund is in a sound financial position. The actuary reassessed the valuation to take account of changes which were likely to occur subsequent to 31 July 2014. Any shortfalls in benefit plans are the responsibility of the entity. The next valuation is due on 31 July 2017. As at 31 March 2016 the fund was in a sound financial position.

As at 31 July 2014, the actuarial present value of contracted retirement benefits amounted to R578,5 million, which is lower than the actuarial value of planned assets which amounts to R 601,2 million leaving a surplus of R 22,7 million, which was to be allocated between the different stakeholders by the trustees.

The most significant actuarial assumptions (performed using the Attained Age method) of the most recent valuation were:

- Long term interest rate of 9% per annum and a 7.5% per annum for solvency.
- Long term increase assumption of 6% per annum.
- A long-term inflation rate of 5% per annum has been assumed.
- Promotional salary increases are assumed to take place in accordance with rates set out in Annexure IV of the valuation.
- Withdrawals are assumed to take place in accordance with rates set out in Annexure IV of the valuation.
- Deaths before retirement are assumed to take place in accordance with rates set out in the Annexure IV of the valuation.
- Deaths before retirement are assumed to take place in accordance with rates set out in the Annexure IV of the valuation.
- Pensions will be valued on retirement at an interest rate of 5.5% per annum. The difference between this rate and the investment return actually earned (assumed to be 9% per annum), represents a provision for pension increases in terms of the pension increase policy. On a solvency (discontinuance matching) basis a rate of 4.9% has been used to value the pensions payable at retirement.
- All members will retire at the age of 60 and members over age 60 are deemed to have retired on the valuation date.
- All members will be married at retirement with husbands being 5 years older than wives.
- A discount rate of 3% per annum has been used to quantify the value of deferred pension for the purposes of calculating the statutory minimum benefit.
- The salaries reflected on the latest salary return have been increased by 4.5% to reflect an assumed proportional increase for the period from date of last salary increase date to the current valuation date.

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
ASSETS		
Expected return on plan assets - Market value of assets	601 155	601 155
Assets distributed on settlements - reserve account	-	-
	601 155	601 155
MEMBER LIABILITIES AND CONTINGENCIES RESERVES		
Current service cost - past service liabilities in respect of active members	97 415	97 415
Past service cost - Pensioner liabilities	410 201	410 201
Past service cost - Value of re-insured pension obligation	2 505	2 505
Value of DC voluntary contribution accounts and DC surplus allocated to active members.	8 203	8 203
Contingency reserves	60 126	60 126
	578 450	578 450

Notes to the Audited Annual Financial Statements

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for the year ended 31 March 2016

7. EMPLOYEE BENEFIT OBLIGATIONS ...continued

GOVERNMENT EMPLOYEE PENSION FUND

Former employees of the KwaZulu-Natal Directorate of Nature Conservation are members of the Government Employee Pension Fund governed by the Pension Funds Act 1956 (Act no.24 of 1956). This multi-employee state fund is a defined benefit plan. According to the actuarial valuation at 31 March 2014, the fund was 121.5% funded. The employer continues to allow employees on this fund to migrate to the Ezemvelo KZN Wildlife Provident Fund. This does not pose any financial risk to the organisation.

POST RETIREMENT MEDICAL AID PLAN

The Board commissioned an independent valuation, based on actuarial valuation principles, of the post retirement medical aid obligation at 31 March 2014. A valuation conducted by actuaries (Old Mutual Actuaries) in April 2014 reflected an estimated obligation of R 67,8 million as at 31 March 2016. This unfunded liability is being recognised as an expense over three years.

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
POST RETIREMENT MEDICAL LIABILITY		
Baseline opening balance	65 027	62 223
Interest Cost	5 508	5 201
Current Service Cost	866	907
Benefit Payment	(3 511)	(3 304)
	67 890	65 027
The most significant actuarial assumptions are detailed in the table below:		
ASSUMPTIONS	31 March 2016	31 March 2015
(a) Discount rate	8.6%	8.61%
(b) Medical inflation	7.7%	7.7%
(c) Retirement age	65	65
(d) Proportion continuing membership at retirement	100%	100%
(e) Proportion of retiring members who are married	80%	80%
(f) Age of spouse	3 years older than wives	3 years older than wives
(g) Mortality of in-service members	In accordance with SA 85-90 (Light) ultimate table	In accordance with SA 85-90 (Light) ultimate table
(h) Mortality of continuation members	In accordance with PA (90) ultimate male and female tables	In accordance with PA (90) ultimate male and female tables
(i) Annual rate of withdrawal owing to resignation before retirement	According to scales below	According to scales below
ANNUAL RATE OF WITHDRAWAL - FROM AGE	Male	Female
20	16%	24%
25	12%	18%
30	10%	15%
35	8%	10%
40	6%	6%
45	4%	4%
50	2%	2%
55+	0%	0%

Notes to the Audited Annual Financial Statements

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for the year ended 31 March 2016

7. EMPLOYEE BENEFIT OBLIGATIONS ...continued

A discount rate of 8.6% per year has been used to place a present value on future benefit payments. This is consistent with the GRAP 25 requirement that the discount rate used should be the long term government bond yield. The rate of 8.6% is the gross redemption yield on the R186 government bond as at 31 March 2014.

An expected long term rate of increase to the medical aid subsidy of 7.7% per year has been used to value the liabilities. The medical inflation assumption has been set as follows: The base inflation rate CPI has been set as the difference in the yields on the R186 and the inflation-linked R197 bond after deducting an inflation risk premium of 0.5%. In addition to this, a medical inflation premium of 1.5% has been added to obtain the medical inflation rate of 7.7%. This medical inflation premium makes allowance for affordability in the environment of lower real returns anticipated by the market.

No mortality experience investigation for Ezemvelo KZN Wildlife has been conducted as the size of the membership is insufficient to justify such an investigation.

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
8. INVENTORIES		
Consumable stores	5 809	4 323
Other goods held for resale	4 671	4 683
Fuel (Diesel, Petrol and gas)	3 831	2 859
	14 311	11 865
Stock Losses	704	189
9. TRADE AND OTHER RECEIVABLES		
Trade receivables from exchange transactions	11 496	21 234
Less: Provision for impairment	(3 447)	(3 913)
Deposits	624	544
Prepayments	9 744	1 042
Other receivables	5 852	3 993
Non- exchange transaction receivables - Projects	-	2 158
	24 269	25 058

FAIR VALUE OF TRADE AND OTHER RECEIVABLES

Trade and other receivables have not been discounted in order to split the interest and capital portion as at the end of the current year. An adequate provision has been made for all the doubtful debts which reduced the relevant amount.

AGING OF TRADE RECEIVABLES FROM EXCHANGE TRANSACTIONS		
Current	3 180	11 588
30 days	481	625
60 days	531	-
90 days	601	21
120 days	83	3
+ 120 days	6 620	8 997
Total	11 496	21 234
RECONCILIATION OF PROVISION FOR IMPAIRMENT OF TRADE AND OTHER RECEIVABLES		
Opening balance	3 913	4 477
Recoveries	(1 499)	(564)
Provision for impairment	1 033	-
	3 447	3 913

The creation and release of provision for impaired receivables have been included in operating expenses in the statement of financial performance.

Notes to the Audited Annual Financial Statements

...continued

for the year ended 31 March 2016

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
10. CASH AND CASH EQUIVALENTS		
Cash on hand	1 157	1 130
Bank balances	53 868	89 296
Short-term deposits	117 243	170 463
Short-term investments	131 079	78 614
Other cash and cash equivalents	548	1 230
	303 895	340 733
A guarantee for R 991 433 in favour of Eskom is held by First National Bank Limited.		
11. DEFERRED INCOME		
UNSPENT CONDITIONAL GRANTS AND RECEIPTS COMPRISES OF:		
Balance at beginning of period	58 065	29 049
Funds received	187 734	494 884
Disbursements	(150 828)	(463 538)
Unspent funds returned to funder	-	(2 330)
	94 971	58 065
Conditional grants represent assistance from external sources from which the entity has directly benefited.		

12. PROVISIONS

RECONCILIATION OF PROVISIONS - 2016

Figures in Rand thousand	OPENING BALANCE	ADDITIONS	UTILISED DURING THE YEAR	CLOSING BALANCE
Leave Pay Provision	57 319	10 043	(7 103)	60 259
Contributory Pension	986	3 545	(3 449)	1 082
Post Retirement Medical Aid	65 027	2 863	-	67 890
Emergency Rescue Provision	2 028	-	-	2 028
	125 360	16 451	(10 552)	131 259

RECONCILIATION OF PROVISIONS - 2015

Leave Pay Provision	54 822	7 161	(4 664)	57 319
Contributory Pension	953	3 999	(3 966)	986
Post Retirement Medical Aid	62 223	2 804	-	65 027
Emergency Rescue Provision	2 186	-	(158)	2 028
	120 184	13 964	(8 788)	125 360

Non-current liabilities	67 890	65 027
Current liabilities	63 369	60 333
	131 259	125 360



Notes to the Audited Annual Financial Statements

...continued

for the year ended 31 March 2016

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
13. EXTERNAL PROJECTS		
Special Projects	10 370	13 850
Community Levy	11 334	10 321
Community Facilities control account	6 944	5 716
Wildcard and commercial marine licenses	2	2
	28 650	29 889
14. TRADE AND OTHER PAYABLES		
Trade payables	73 746	69 081
Deposits received	32 027	36 006
Other payables	7 737	9 210
	113 510	114 297
15. REVENUE		
THE AMOUNT INCLUDED IN REVENUE ARISING FROM EXCHANGES OF GOODS OR SERVICES ARE AS FOLLOWS:		
Sale of goods	34 047	33 207
Accommodation	124 594	120 602
Natural Resource Trade	683	812
Hunting Revenue	1 131	1 922
Licences and permits	6	6
Admission	36 248	30 947
Trails, Rides and Tours	12 256	12 350
Game sales	16 602	26 921
	225 567	226 767
THE AMOUNT INCLUDED IN REVENUE ARISING FROM NON-EXCHANGE TRANSACTIONS IS AS FOLLOWS:		
Fines	1 332	1 252
State subsidy transfers	649 726	657 895
	651 058	659 147
	876 625	885 914
16. OTHER INCOME		
THE AMOUNT INCLUDED IN OTHER REVENUE ARISING FROM EXCHANGE TRANSACTIONS ARE AS FOLLOWS:		
Concession and hire fees earned	4 656	5 168
Capture cost and transport recoveries	21 224	23 762
Donations	10 429	7 024
Agency Services- Marine Coastal Management	5 094	5 121
Provincial Treasury grants	17	703
Other Revenue	7 311	11 631
Interest Income	18 789	9 386
	67 520	62 795
THE AMOUNT INCLUDED IN OTHER REVENUE ARISING FROM NON-EXCHANGE TRANSACTIONS IS AS FOLLOWS:		
Funder revenue	105 239	126 172
	172 759	188 967

Notes to the Audited Annual Financial Statements

...continued

for the year ended 31 March 2016

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
17. OPERATING EXPENSES		
Administration and management fees	51 918	55 248
Auditors remuneration	4 731	2 875
Bank charges	2 880	2 911
Bad Debts	1 033	677
Consulting and professional fees	12 264	13 138
Consumables	10 251	9 976
Contracted Services	14 052	18 092
Depreciation	33 438	65 120
Marketing	6 955	11 853
Subscriptions and membership fees	1 388	3 214
Board members remuneration	4 826	5 708
Transport and freight	32 121	33 922
Electricity	22 838	20 326
Gas	5 382	6 141
Sewerage and waste disposal	575	379
Water	3 911	1 368
Refuse	181	164
Utilities - generator diesel	2 029	1 811
Loss on exchange differences	211	326
Loss on Disposal of assets	5 556	1 025
Loss on Asset write-off	167	-
Repairs and maintenance	32 787	24 971
Non-exchange expenditure- projects	103 127	116 176
Sale of goods	26 786	26 008
Cost of services rendered	398	388
	379 805	421 817
18. EMPLOYEE RELATED COSTS		
Basic salary	418 885	388 761
Medical aid - company contributions	43 604	40 716
Unemployment Insurance Fund (UIF)	3 733	3 587
Workmans Compensation (WCA)	4 578	5 890
Skills Development Levy (SDL)	5 084	4 757
Leave pay provision charge	7 103	5 768
Other personnel costs	11 336	10 882
Post-retirement contributions	55 367	51 788
Subsistence Allowance	3 238	3 401
Overtime payments	9 532	7 481
13th Cheques	30 031	28 218
Car allowance	14 051	14 530
Housing benefits and allowances	38 430	38 647
	644 972	604 426



Notes to the Audited Annual Financial Statements

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for the year ended 31 March 2016

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
REMUNERATION:		
CHIEF EXECUTIVE OFFICER		
Annual Remuneration including Allowances	2 627	1 552
Contributions to UIF, Medical and Pension Funds	69	160
	2 696	1 712
The remuneration of the CEO includes the remuneration of the suspended CEO and the newly appointed CEO.		
CHIEF FINANCIAL OFFICER		
Annual Remuneration including Allowances	1 242	1 174
Contributions to UIF, Medical and Pension Funds	159	160
	1 401	1 334
19. CASH GENERATED FROM OPERATIONS		
Surplus/(Deficit) for the year	24 506	48 600
ADJUSTMENTS FOR:		
Depreciation and amortisation	33 438	64 896
Movements in provisions	5 899	5 176
CHANGES IN WORKING CAPITAL:		
Inventories	(2 446)	(3 534)
Trade and other receivables	789	(8 882)
Trade and other payables	(782)	5 641
Deferred Income	36 906	29 016
	98 310	140 913
20. NET MOVEMENT IN EXTERNAL PROJECTS		
Balance at beginning of the year	(29 889)	(27 125)
Balance at end of the year	28 650	29 889
	(1 239)	2 764
21. COMMITMENTS		
ALREADY CONTRACTED FOR BUT NOT PROVIDED FOR		
◦ Capital expenditure	20 381	24 282
◦ Operating expenditure	242 607	213 109
	262 988	237 391
OPERATING LEASES – AS LESSEE (EXPENSE)		
MINIMUM LEASE PAYMENTS DUE		
- within one year	1 496	1 499
- in second to fifth year inclusive	644	607
- later than five years	28	28
	2 168	2 134
OPERATING LEASES – AS LESSOR (INCOME)		
MINIMUM LEASE PAYMENTS DUE		
- within one year	412	454
- in second to fifth year inclusive	631	996
- later than five years	3 300	3 348
	4 343	4 798
Operating leases comprise of rentals.		

Notes to the Audited Annual Financial Statements

...continued

for the year ended 31 March 2016

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
22. CONTINGENCIES		
CONSERVATION LAND		
The Board has capitalised its buildings. However, the land relating to these buildings is state land. In terms of the KwaZulu-Natal Nature Conservation Management Act 9 of 1997, the Board has an implicit right of use of the land for an indefinite period. To date, land claims relating to Ithala Game Reserve, Hluhluwe Imfolozi Park Corridor, Ndumo Game Reserve, and Tembe Elephant Park totalling 91 096 hectares have been settled and co-management agreements entered into with the claimants. In terms of the land settlement agreements, the immovable assets situated on this land could be transferred to the new owners. However, there remains significant uncertainty as to the identity of the new owners as the title deeds have not been finalised.		
The total value of immovable assets situated in these areas is estimated at R 73,7 million (2015: R 80,3 million).		
According to the Department of Rural Development and Land Reform (DRDLR), an additional 22 claims have been lodged. The demarcations by DRDLR have not yet been finalised and thus it is difficult to ascertain the actual land under claim as well as the assets on that land.		
LEGAL CLAIMS		
The Financial implications of the current cases are:		
Probable		R 2,081,699
Improbable		R1,000,000
23. GOING CONCERN		
The audited 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.		
24. FRUITLESS AND WASTEFUL EXPENDITURE		
Opening balance	155	1 248
Fruitless and Wasteful Expenditure	252	668
Fruitless and Wasteful Expenditure Condoned	(231)	(1 761)
	176	155



Notes to the Audited Annual Financial Statements

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for the year ended 31 March 2016

Figures in Rand thousand	MARCH 2016	RESTATED MARCH 2015
25. IRREGULAR EXPENDITURE		
Opening balance	7 771	5 370
Irregular Expenditure	11 317	5 386
Irregular Expenditure Condoned	(209)	(2 985)
	18 879	7 771

26. FINANCIAL INSTRUMENTS

OVERVIEW

The entity has exposure to the following risks from its use of financial instruments.

- Credit risk
- Liquidity risk
- Market risk
- Interest rate risk

This note presents information about the entity's exposure to each of the above risks, the entity's objectives, policies and processes for measuring and managing risk, and the entity's management of capital. Further quantitative disclosures are included throughout these financial statements.

In terms of Treasury Regulations 27.2.1, issued in terms of the PFMA, the accounting authority must ensure that a risk assessment is conducted regularly to identify emerging risks in the entity. The Board has established the Audit committee which is responsible for developing and monitoring the entity's risk management policies.

The entity's risk management policies are established to identify and analyse the risks faced by the entity, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the entity's activities. The entity, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Audit and Risk committee oversees how management monitors compliance with the entity's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the entity. The Audit and Risk committee is assisted in its oversight role at operations level by Internal Audit. Internal Audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit and Risk committee.

CREDIT RISK

Credit risk is the risk of financial loss to the entity if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the entity's receivables from customers and cash and cash equivalents. The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at 31 March 2016 was R 24,3 million (restated 2015: R 25 million) relating to trade and other receivables (Note 9) and R 303,9 million (2015: R 340,7 million) relating to cash and cash equivalents (Note 10).

TRADE AND OTHER RECEIVABLES

The entity's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The composition of the entity's customer base, including the default risk of the industry and country in which the customers operate, has less of an influence on credit risk.

Notes to the Audited Annual Financial Statements

...continued

for the year ended 31 March 2016

26. FINANCIAL INSTRUMENTS ...continued

INVESTMENTS

The entity limits its exposure to credit risk by investing only in liquid securities and only with approved banks and financial institutions.

GUARANTEES

A guarantee for R 991 433 in favour of Eskom is held by First National Bank Limited as at 31 March 2016.

LIQUIDITY RISK

Liquidity risk is the risk that the entity will not be able to meet its financial obligations as they fall due. The entity's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the entity's reputation.

Monies are transferred to the current account to meet the weekly obligations. Any surpluses are invested on a month to month basis at the most optimum rate.

It is the policy of the entity not to borrow monies. There are thus no credit facilities available.

MARKET RISK

Market risk is the risk related to changes in market prices which could affect the entity's income. The policy of the entity is not to invest in any equity related instruments, as such there is no market risk exposure.

All surplus cash is invested in financial institutions at optimal interest rates and periods approved by senior management. Interest rates have not been volatile in the year under review.

CURRENCY RISK

The entity has exposure to currency risk relating to the amount that has to be paid to Microsoft for software licences in United States dollars (US\$).

INTEREST RATE RISK

It is the policy of the entity not to borrow monies, resulting in no risk related to changes in the interest rate.

FAIR VALUES

The fair values of financial assets and liabilities are the same as the carrying values reflected in the statement of financial position.



Legislation Applicable to Ezemvelo

THE FOLLOWING LEGISLATION IMPACT ON THE OPERATIONS OF THE ENTITY:

- Constitution of the Republic of South Africa Act (Act No. 108 of 1996)

FOUNDING LEGISLATION

- KwaZulu-Natal Nature Conservation Management Act (Act No. 9 of 1997)

BIODIVERSITY CONSERVATION AND HERITAGE

- National Environmental Management Act (Act No. 107 of 1998)
- World Heritage Convention Act (Act No. 49 of 1999)
- National Forest Act (Act No. 84 of 1999)
- National Water Act (Act No. 36 of 1998)
- Marine Living Resources Act (Act No. 18 of 1998)
- KwaZulu-Natal Heritage Act (Act No. 10 of 1997)
- Conservation of Agricultural Resources Act (Act No. 43 of 1983)
- NEMA: Protected Areas Management Act (Act No. 57 of 2003)
- NEMA: Biodiversity Act (Act No. 10 of 2004)
- Natural Scientific Professions Act (Act No. 27 of 2003)
- Natal Nature Conservation Ordinance (Act No. 15 of 1974)
- Veld and Forest Fire Act (Act No. 101 of 1998)
- National Heritage Resources Act (Act No. 25 of 1999)
- Environment Conservation Act (Act No. 73 of 1989)
- KwaZulu Nature Conservation Act (Act No. 29 of 1992)

EMPLOYMENT AND ECONOMIC EMPOWERMENT

- The Labour Relations Act (Act No. 66 of 1995)
- Employment Equity Act (Act No. 55 of 1998)
- Skills Development Act (Act No. 97 of 1998)
- Skills Development Levies Act (Act No. 9 of 1999)

- Unemployment Insurance Act (Act No. 63 of 2001)
- Basic Conditions of Employment Act (Act No. 75 of 1997)
- Promotion of Equality and Prevention of Unfair Discrimination Act (Act No. 4 of 2000)
- COIDA (Act No. 130 of 1993)
- Occupational Health and Safety Act (Act No. 85 of 1993)
- Broad-based Black Economic Empowerment Act (Act No. 53 of 2003)
- Finance and Information
- Public Finance Management Act (PFMA) (Act No. 1 of 1999)
- Promotion of Access to Information Act (Act No. 2 of 2000)
- Electronic Communications and Transactions Act (Act No. 25 of 2002)
- Income Tax Act (Act No. 61 of 1957)
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)
- Protected Disclosures Act (Act No. 26 of 2000)
- Vat Act No. 89 of 1991
- Treasury Regulations

LAND AND ROADS

- Development Facilitation Act (Act No. 67 of 1995)
- Restitution of Land Rights Act (Act No. 22 of 1994)
- Municipal Demarcation Act (Act No. 27 of 1998)
- Expropriation Act (Act No. 63 of 1957)
- National Road Safety Act (Act No. 9 of 1972)
- National Road Traffic Act (Act No. 93 of 1996)
- National Roads Act (Act No. 54 of 1971)
- Land Affairs Act (Act No. 101 of 1987)

SUNDRY

- Criminal Procedure Act (Act No. 51 of 1977)
- Firearms Control Act (Act No. 60 of 2000)
- Liquor Act (Act No. 49 of 2003)
- Promotion of Administrative Justice Act (Act No. 3 of 2000)





Conservation, Partnerships & Ecotourism

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