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This Report

This Integrated Report to stakeholders for the 2013/14 financial year following the principles of the King Report on Governance (King III) was compiled in terms of the Discussion Paper: Framework for Integrated Reporting and the Integrated Report, as published by the Integrated Reporting Committee of South Africa on 25 January 2011.

It is important to note that this is the third attempt at integrated reporting, and improvements will be made in future reports.

The KwaZulu-Natal Conservation Board

The KwaZulu-Natal Conservation Board is an entity formed in terms of the KwaZulu-Natal Nature Conservation Management Act (Act No 9 of 1997).

The entire operation is conducted by the KwaZulu-Natal Conservation Service, more popularly known as Ezemvelo KZN Wildlife (Ezemvelo). The primary business of the entity is Conservation and Ecotourism. The accounting authority comprises members of the Board, whose terminology is used interchangeably in this report.



Dr Bandile Mkhize
Chief Executive Officer

To Our Stakeholders

"In some quarters the practice of Conservation is considered a 'nice to have', something evaluated outside the 'cut and thrust' of the real economy and priorities of the day. Nothing could be further from the truth!"

Ezemvelo KZN Wildlife lies at the heart of one of KwaZulu-Natal's largest industries (Tourism), and yet our organisation is considered one of the best mechanisms leveraged by government; both to penetrate and help uplift the livelihoods of rural communities, as well as promote the growth of business opportunities underwritten by the 'green assets' of our province.

Many still consider conservation as the practice of looking after wild animals! If so, it ignores our broadening scope of responsibility. We have moved far beyond just managing our Protected Areas and enticing people to visit them. In short, our wider outreach is increasingly geared towards engaging and integrating our greater society into holding dear our natural heritage for the fundamental material benefits it offers everyone.

Our spotlight has increasingly flared beyond our 830 000 ha conservation estate; to the importance of the biodiversity that lies outside of our protected estate. This critical interface between people and nature is in desperate need of protection: After all, it amounts to more than half the total biodiversity that exists inside our parks.

Inevitably, this throws a harsh focus on the ongoing degradation and destruction of biodiversity outside our Protected Areas and the very real impact this is having – and will have – on our economy and people's livelihoods.

By addressing these wider issues, it can be seen that Ezemvelo KZN Wildlife holds a strategic position in influencing real change in our society.

This open letter is born of a belief that our actions and performances are frequently underestimated, even misunderstood. After all, our existence is very much an expression of our government's and therefore our citizen's wishes. Our mandates are conferred on us by law. They are framed by the principles of our Constitution and our performance is a reflection of decisions taken by a democratically elected South African Government.





Conservation, Partnerships & Ecotourism

Ultimately this mandate prescribes the need to protect our green heritage and unveil its riches for the greater good. And we take this responsibility to heart.

For example, it is our government's wish that we expand our conservation footprint beyond the 8.7% of KZN's land mass to include more areas of our province every year, something we term 'Stewardship' and 'Protected Area Expansion'.

Globally, too, the health of our natural environment is considered vitally important for the wellbeing of mankind. These benefits could be viewed as being spiritual, psychological or even in the interests of warding off the effects of Global Warming. However valid, this is just one side of the coin.

The other side reveals that 21st Century Conservation is considered one of the critical government disciplines for improving and uplifting poor / underprivileged people's lives. It talks to the great material and societal value contained in protecting and using our green landscape sustainably.

For this reason, we have been at the coalface of research that uncovers the financial value of these resources and the benefits that accrue from them; things like indigenous forests, healthy soils, clean water and the like. Nurturing these assets provides our people with fuel, food, health and traditional medicine, for example. This, in turn, promotes the wellbeing of our wildlife, enhances tourism and fosters the sustainable economic use of wildlife, such as the hunting industry.

We view all of this as a springboard for creating employment and exposing new business opportunities for our people. These are all by-products of the very conservation industry we now manage.

Our stakeholders are asked to evaluate Ezemvelo KZN Wildlife within this broader picture; to engage with us in the complexities of our greater agenda. 21st Century Conservation demands a broader insight.

As stated, this breadth exposes the sheer scale of the challenges we face. We are all familiar with the devastating rhino poaching epidemic and the colossal resources this consumes. But what of the impact of the poor land-use practices and the pressures of unsuitable developments that threaten the very fabric of our natural environment?

Despite all of this, Ezemvelo KZN Wildlife continues to command huge respect for the manner in which its Integrated Environmental Management (IEM) unit constrains and holds accountable development (both private enterprise and governmental) for unsuitable and potentially damaging proposals to our natural world.





We note, too, how valiantly our staff manages our 66 Protected Areas. Our assessments of the effectiveness of our conservation management illustrate the growing care and professionalism we invest in our work. In modern language our service delivery is improving.

But the pressures are growing! Unsurprisingly, we simply have to rely on others to help fulfil our greater needs. Our emphasis on Partnerships in this Annual Report, speaks of us our recognition that we cannot fulfil our responsibilities without those valued people and organisations that assist us.

It reveals the endemic human and financial restrictions we operate under. Our resources are limited, and in some areas, severely so.

Our expansive outreach often surpasses the financial resources we receive; this despite the Provincial Treasury's extraordinarily supportive role they have played over the years. When all is said and done, the citizens of KZN and South Africa have good reason to take real pride in the many achievements recorded in this Annual Report. Few would deny that Ezemvelo KZN Wildlife remains the finest conservation organisation in the country.

Whatever the odds, we hold close our internationally respected historical legacy and ask you to acknowledge that whatever the pressures, a number of our divisions fight way above their weight and record achievements beyond what is often considered possible.

Dr Bandile Mkhize
Chief Executive Officer

Ezemvelo KZN Wildlife gained an Unqualified Audit from the Auditor-General for the financial year 2013/14. This is the first time since the merger of the Natal Parks Board and the KwaZulu Department of Nature Conservation back in 1997 that this has been achieved.





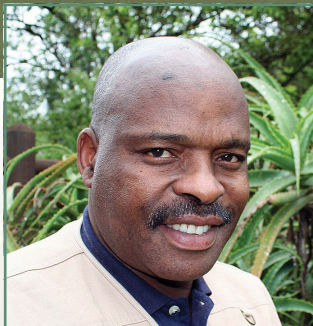
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“If nature is better understood and cared for, it is apparent that human beings will reap significant material benefits from it.”



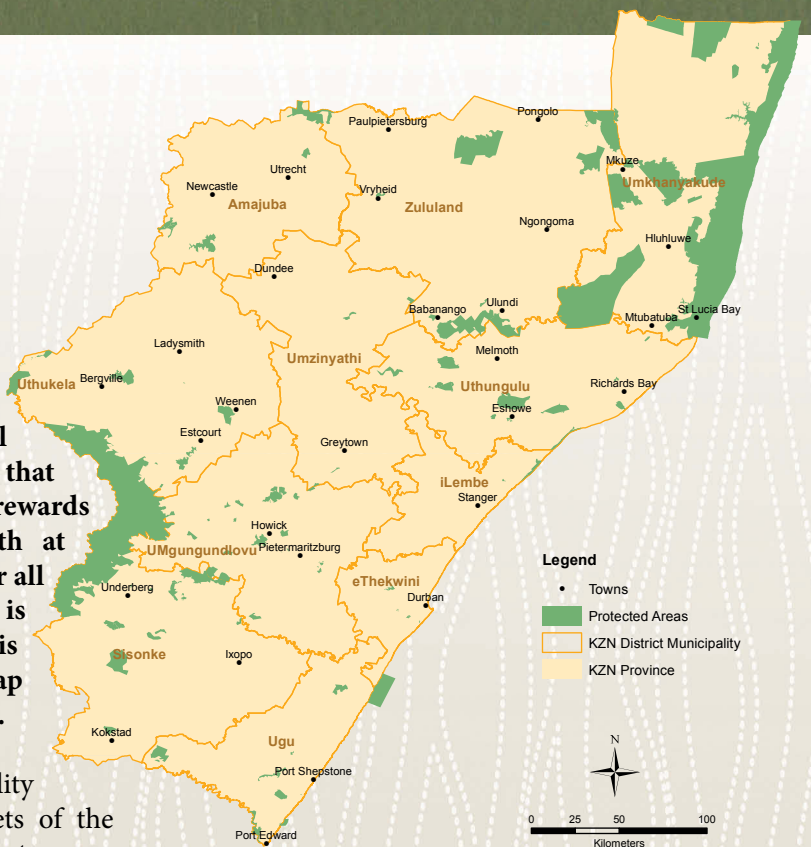


Bheki Khoza
Senior Manager, Conservation & Parks

The modern day practice of conservation has a great deal to do with the understanding that this discipline holds substantial rewards for improving people's lives; both at local community levels as well as for all citizens of our province. If nature is better understood and cared for, it is apparent that human beings will reap significant material benefits from it.

So when we say our main responsibility is to conserve the biodiversity assets of the Province of KwaZulu-Natal, it asks us to grasp that we are effectively oiling and constantly trying to expose a delicate and beautiful business machine that promises so much in sustainable riches.

Our achievements and efforts highlighted hereafter throw some light on these endeavours.



Formal Protected Areas in KwaZulu-Natal

March 2014



*“275 000ha of additional
land will come under
Stewardship in the
medium term future”*



Stewardship



Greg Martindale, KZN
Biodiversity Stewardship Programme Manager

Perhaps the most significant contribution that conservation in KwaZulu-Natal is making towards community upliftment as well as protecting our rapidly diminishing green landscape lies in our Biodiversity Stewardship Programme.

It's a mechanism that emphasises Ezemvelo's partnership with NGO's while encouraging private and communal landowners to pledge areas of their land (safeguarded within various legal agreements), to be incorporated into this Stewardship fold.

Stewardship offers legal ratification for landowners. It provides training, advice and improved management of land outside protected areas. It protects critical biodiversity and crucially it is a tool to help develop businesses for the benefit of local people.

Stewardship helps fulfil Ezemvelo KZN Wildlife's responsibility for broadening its Protected Area footprint every five years as part of the National Development Plan.

KwaZulu-Natal is the only province in South Africa that by the end of the financial year (March 2014) has brought some 9% of its land mass under some form of conservation management. Biodiversity Stewardship has contributed some 100 000ha of this new conservation land.

The programme offers an alternative means of employment and income generation for local people. These business models include community-run tourism, hospitality, hunting, game farming, abattoirs and the like. It is seen as a responsible and long-term alternative from potentially damaging options such as mining, agriculture and traditional livestock usage.



Since its inception in 2008, roughly 62 500ha of land has been secured. By mid-2014, a further 35 000ha will come under its custodianship. This means that 100 000ha of land in KwaZulu-Natal is now sheltered within one category or other of Stewardship. This includes the establishment of 25 Nature Reserves and ten other forms of conservation protection.

A further 177 000ha is currently under negotiation with landowners with this additional estate likely to be secured within the next five or so years. In other words it is accurately anticipated that a total of 275 000ha of additional land will come under Stewardship in the medium-term future.

Stewardship also represents an outstanding example of how Ezemvelo engages in partnership agreements with various conservation NGO's, particularly the Wildlands Conservation Trust, Endangered Wildlife Trust, Botanical Society and WWF-SA.

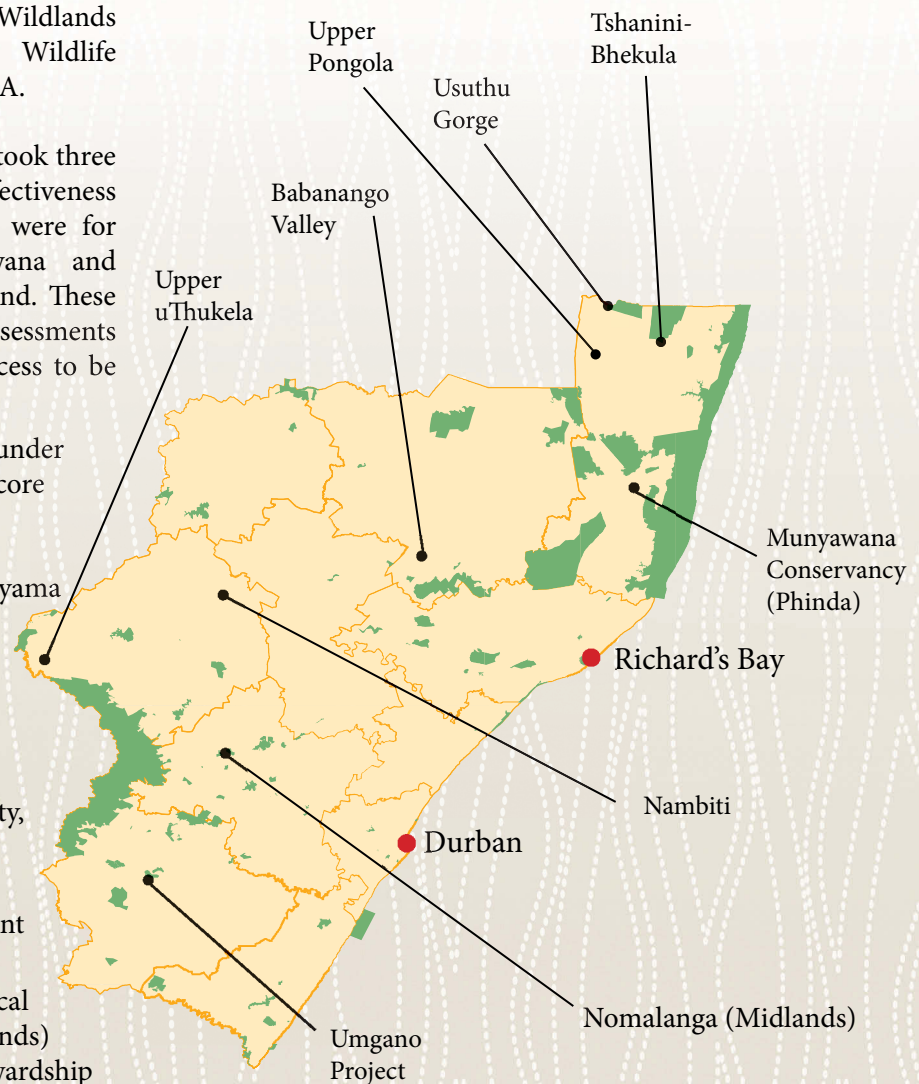
In 2013 our Stewardship Unit undertook three Protected Area Management Effectiveness Assessments of future sites. These were for Thanda Game Reserve, Munyawana and Somkhanda, all in Northern Zululand. These represent the first such Stewardship assessments done in South Africa with this process to be continued for other sites.

These six 'priority Stewardship sites' under negotiation, all demonstrate various core areas of focus, such as:

- Land frequently vested with Ingonyama Trust
- Land frequently acquired through land claim settlement
- Community representation, ownership and beneficiation from proposed business plans (hospitality, hunting, tourism etc.)
- Critical Partnerships with various NGO's for funding and management purposes
- Protection of biodiversity and critical natural resources (water and wetlands) as core components of overall Stewardship plan.

Priority Stewardship Areas

1. Usuthu Gorge
2. Tshanini - Bhékula
3. Upper uThukela
4. Umgano Project
5. Babanango Valley
6. Munyawana Conservancy (Phinda)
7. Nambiti Game Reserve (Ladysmith)
8. Upper Pongola
9. Nomalanga (Midlands)





Northern Protected Areas



Richard Penn Sawyers
Park Manager, Northern Reserves

Tembe Elephant Park and Ndumo Game Reserve were the first State-owned Protected Areas in KwaZulu-Natal to have the Rhino Horn Infusion process undertaken on the resident rhino population. Both have an international border with Mozambique and over the past few years have experienced severe rhino poaching incidents.

The infusion process was undertaken and patented by Project Rhino Rescue and funded by the Peace Parks Foundation. Both white and black rhino, received this treatment. In addition,



the procedure was used as an awareness program amongst the local communities as well as our Rhino Ambassadors. Since then, only one rhino was poached at Tembe during the past financial year. There is no doubt that the deterrence factor has had an influence on the poachers.

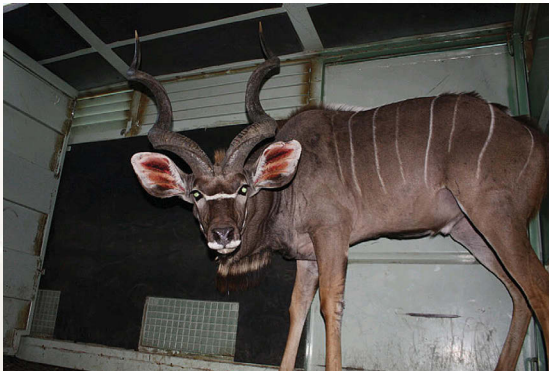


Supplying antelope to the Maputo Special Reserve in Mozambique



JP van Heerden

In collaboration with the Lubombo Trans-frontier Conservation Area (TFCA) initiative, Ezemvelo captured and transported 534 head to the Maputo Special Reserve (MSR) inside Mozambique.



These included giraffe, warthog, impala, kudu, nyala and zebra. This is an excellent program showing co-operation between the two countries.



Rhino Anti-Poaching Successes

Rhino poaching incidences in the northern sections of the region were severe in 2013, peaking at the Tembe Elephant Park in July/August 2013. A total of 14 rhino were slaughtered. In August 2013 the strategy changed and there was an immediate improvement as the compliance staff began to get successful arrests and seizures of firearms used by the poachers. Two poachers were shot; one fatally, in the Parks efforts to curb the poaching.

A total of 14 arrests were made both within and outside of the Park all relating to rhino incidents and poaching. A total of 11 firearms were also seized during the course of the year.

Ndumo Game Reserve (Goldfields) Education Centre

Tshwane University of Technology (TUT) Ndumo Goldfields Community Programme (headed by Cheryl Ogilvy) has proved to be a phenomenal success.

The programme services 14 schools (primary and high) surrounding the Ndumo Game Reserve where topics such as Environmental Education, life sciences, crop production and life skills are taught. A feeding scheme is undertaken for the elderly and young children as well as for HIV positive children and community members.



iSimangaliso Wetland Park World Heritage Site



Tony Conway
Park Manager, iSimangaliso Wetland Park

The iSimangaliso World Heritage Site is divided into four administrative clusters:

- Marine Cluster
(Bhanga Nek, Sodwana Bay, Cape Vidal, St Lucia and Maphelane)
- Mkhuze and Ozabeni Cluster
- Coastal Forest Reserve Cluster
(Kosi Bay, Manzengwenya and Lake Sibiya)
- St Lucia Reserves Cluster
(False Bay, Western Shores, Eastern Shores, St Lucia Estuary).

Marine Cluster

Highlights include the annual turtle monitoring programme, conducted for its 51st consecutive year. More than 3000 loggerhead turtle nests and over 350 leatherback turtle nests were recorded in the 'Maputaland' section of the Park this season (October 2013 to March 2014).

Marine environmental education programmes were implemented both within its neighbouring communities and visitors to the area. This year's international Coastal Cleanup is one example of an annual event which attracted a large number of volunteers who donated their time to assist in cleaning our province's coastline.

Mkhuze and Ozabeni Cluster

One of the most exciting events was the return of lions to iSimangaliso, the first time lions have been seen in Mkhuze since 1971. This has had a significant impact on tourism, raising the platform from an ultimate birding paradise to also a 'Big 5' experience.



A large number of small, dark-colored turtle hatchlings are scattered across a sandy beach. The hatchlings have dark, patterned shells and limbs. They are in various orientations, some facing towards the viewer and others away. The sand is light-colored and textured.

“More than 3000 Loggerhead Turtle nests and over 350 Leatherback Turtle nests were recorded in the ‘Maputaland’ section of the Park this season (October to March)”.



Wild Dog conservation in Mkhuze took a positive turn when both the alpha and beta females reproduced litters which boosted the population from a dwindling six dogs to a thriving pack of 18 wild dogs.

Thirty six elephant cows were darted in Mkhuze with immuno-contraceptives as part of the Humane Society International programme through a generous US Fish and Wildlife Donation to negate the need for more disruptive population management strategies. This contraceptive programme for elephants is to be extended to other sections of the Park.

Ozabeni experienced a major boost in its game populations with oribi, giraffe, warthog, blue wildebeest, waterbuck, nyala and kudu, as well as black and white rhino being reintroduced. This heralds a bright future for this piece of paradise on the sprawling coastal plains.

On the community front an exciting venture is an initiative launched by the community whereby one of the local Induna's has suggested a meeting with bush meat poachers.

We welcome this, as the success of conservation lies with Ezemvelo's ability to harness collaborative initiatives between all stakeholders.

Coastal Forest Reserve Cluster

All illegal activities such as poaching, gillnetting in the Kosi Lakes and fishing without fishing permits were managed and controlled. Gillnetting in the Kosi Lakes being the biggest cause of concern with an average of 1 000m of gillnets seized per month throughout the year. The area remains relatively undeveloped and a "must see" for those with a 4 x 4 vehicle who want to explore an unspoilt paradise.

St Lucia Reserves Cluster

Two orphaned black rhino calves were successfully introduced into the southern section of the Eastern Shores of St Lucia between St Lucia and Cape Vidal.



The annual incema grass harvest by the Bhangazi land claimants took place in May 2013. It was highly successful with 67 tonnes of incema harvested on Eastern Shores. A further 93 tonnes was also harvested at St Lucia and Western Shores of Lake St Lucia.

The upgrade of opening of hides, roads and viewpoints of a section of the Western Shores has enhanced tourism with excellent game viewing. The St Lucia Lake levels have raised substantially allowing boats to be launched once again at Charters Creek and False Bay Park.

The re-opening of camp sites at False Bay Park after many years of closure and the re-supply of water has resulted in this area becoming very popular again to anglers.

Law Enforcement

A number of law enforcement operations took place to combat rhino poaching and illegal netting on the lake.

In a combined operation, by Ezemvelo and various SAPS units, 55 illegal gillnetting boats were confiscated in and around False Bay Park. In addition 47 449m of illegal gillnets were removed.



The APU also carried out 45 boat patrols on Lake St Lucia, during which 2 215km were covered and 19 595m of illegal gillnets were recovered.



Illegal gillnetting was also experienced at Maphelane and the lower St Lucia estuary in the Narrows with 3 830m and 11 863m seized respectively from these two areas.

Outlook for 2014 / 2015

With large sums of money being given to the Rhino Security Programme through generous donations from our government and the Dutch and Swedish governments, this will have a very positive impact on our law enforcement efforts

to minimise rhino losses.

The anti-gillnetting operations will continue to ensure their indiscriminate killing of other species such as crocodiles is halted.

The Marine Section has been refocused and it is hoped in the next financial year the offshore patrols will be established in earnest, with the purchase and refurbishment of sea patrol boats.

The unfenced boundary of the Coastal Forest Reserve (Kosi Bay, Manzengwenya, Lake Sibaya) remain a huge challenge in terms of uncontrolled access, illegal developments and resource use, which will be a focus over the next couple of years.

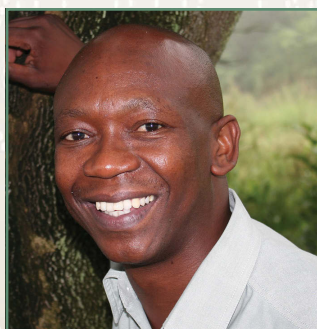
The resident cattle in the Ozabeni Section of the Park remains a major concern, especially since the introduction of large numbers of game, including black and white rhino, where cattle herders can roam freely and compromise rhino security operations. This requires careful negotiation with the affected communities.

end



“The Maloti Drakensberg Park World Heritage Site is the first proclaimed trans-boundary World Heritage Site in South Africa and also the first World Heritage Site in Lesotho.”

Maloti Drakensberg Park World Heritage Site



Oscar Mthimkhulu
Park Manager, Maloti Drakensberg Park WHS

Management

The successful collaboration between the Republic of South Africa and the Kingdom of Lesotho has witnessed the extension of the Maloti Drakensberg Park World Heritage Site to that of a transnational (trans-boundary) World Heritage Site.

This is the first proclaimed trans-boundary World Heritage Site in South Africa and also the first World Heritage Site in Lesotho.

Following the 37th session of the UNESCO World Heritage Committee meeting held in Cambodia in June 2013, the park was renamed the 'Maloti Drakensberg Park World Heritage Site' (MDP WHS). It comprises the Sehlabathebe National Park (6 500ha) in Lesotho and Maloti Drakensberg Park (242 813ha) in South Africa. The South African component of this Park is by far the largest (249 313 ha) and the most significant within the Great Escarpment of Southern Africa.

The MDP WHS is considered an asset of international significance owing to its unique natural and cultural values where it represents one of 29 mixed World Heritage Sites globally. It is also one of four mixed World Heritage Sites in Africa.

In terms of its Mixed World Heritage status, the MDP WHS encompasses:

- **Natural Aesthetic Attributes:** Wilderness, scenery and landscape. Collectively these contain superlative natural phenomena



Maloti Drakensberg Park World Heritage Site



or areas of exceptional natural beauty and aesthetic importance

- **Cultural Attributes:** The Historical and Archaeological characteristics of the Park represent masterpieces of human creative genius. They bear a unique or at least exceptional testimony to a cultural tradition or to a civilization, either living or disappeared
- **Biological Attributes:** This characteristic represents the most important and significant natural habitats for *in-situ* conservation of biological diversity, including threatened species of Outstanding Universal Value from the point of view of science or conservation.

IMP

The Integrated Management Plan (IMP) for the Park was approved by the Minister of the Department of Environmental Affairs. To formalise co-operation between the different spheres of government, a tripartite Memorandum of Understanding (MoU) was signed with the Department of Environmental Affairs, KwaZulu-Natal Member of Executive Council responsible for Agriculture and Environmental Affairs and the Chairperson of the KwaZulu-Natal Nature Conservation Board.

The Park's Outstanding Universal Value is very much intact and managed according to World Heritage Site and UNESCO prescriptions.



Buffer Zone

The retention of the MDP WHS as a World Heritage Site is dependent on a 'Buffer Zone' being established. UNESCO prescribed this Buffer Zone to help protect the 'Outstanding Universal Value' upon which the MDP was proclaimed a World Heritage Site.

Ezemvelo's Technical and Steering Committee, formed six years ago, has achieved a huge amount in identifying all varying land usages within and abutting this Buffer Zone.



While presently standing at anything from 8 to 20km around the park's borders, the final delineation of the Buffer Zone is dependent on funding to engage in the final consultative process involving the necessary organs of state. These include eight affected municipalities and various government departments as well as traditional communities and private and institutional stakeholders.

This funding needed for this consultative process, which amounts to R1million, is critical to this entire process and on completion will ultimately enable the Department of Environmental Affairs to deliver the 'Buffer Zone' to UNESCO for ratification.

Outlook (2014/15)

The 2014/15 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
- Complete Cultural Heritage Management Plan

- Complete Environmental Education and Awareness Plan
- Submit Annual Report as per the World Heritage Convention Act No 49 of 1999

Protected Area Management Effectiveness

For the past four years the average management effectiveness score for the Maloti Drakensberg Park World Heritage Site (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%.

Broken down, the in-house management effectiveness evaluation undertaken by the Park Planning Committee for 2011/12 was 72%, whereas the 2012/13 score was 78%. This financial year (2013/14) Ezemvelo KZN Wildlife's (Ezemvelo) effectiveness has been recorded at 75.16%. The estimated management costs for the Park for 2013/14 (after revenues have been deducted) is R204.58 per ha per annum (R49 713 000/243 000 ha).

Outlook (2014/15)

Freezing of posts and budget cuts made this financial year under review very challenging. We aim to improve management effectiveness by a score of 3% for the 2014/15 financial year.

Invasive Alien Species Plan

For the first time Ezemvelo's Board approved a management plan (MDP WHS Invasive Alien Management Plan) for dealing with invasive alien species in the park. This template is useful in order to help guide potential donors in this eradication process.

However, it is of real concern that there is no reliable funding for this critical ecological management activity, which has been the case for the past 10 years. Almost all this work has been undertaken through finances gained from external job-creation funds.

Outlook (2014/15)

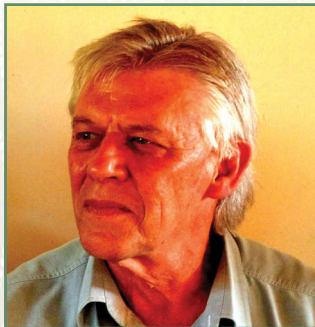
The current Alien Species Plan is not funded. We need to focus on sourcing these funds and to secure a High Altitude Team for the Central and Northern Drakensberg sub-regions.





Kenneth Stainbank
Nature Reserve

East Region



Ken Morty
Regional District Manager, East Region

PROTECTED AREA MANAGEMENT

Integrated Management Plans

Excellent progress continues to be made in respect of providing all the protected areas with comprehensive Integrated Management Plans. To date, 10 of the 23 Protected Areas have completed Integrated Management Plans, as well as four plans in draft.

Management Effectiveness

This year's Protected Area Management Effectiveness assessment was carried out on the 23 terrestrial areas within the region. It was ascertained that of the regions 20 215 ha a total

of 18 665 ha [92.23 %] exceeded the minimum management effectiveness of 67 %.

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.



The Beachwood Nature Reserve Environmental Awareness Centre was destroyed



Alien Plants

Excellent progress has been made during the year by both Ezemvelo staff and project staff funded by the DEA Alien Plant Programme. The annual follow up target of 15 772ha was achieved. An addition 844ha was also cleared. Only 4 443ha of initial alien plant work remains.



Animal Population Monitoring / Patrol / Introductions

Ninety Five game counts were carried out throughout the region. A total of nine zebra were removed from Mbumbazi Nature Reserve. A total of 21 red duiker were introduced to Amatigulu Nature Reserve, and six oribi were introduced to Umtamvuna Nature Reserve.

Fencing

Two major fencing projects were carried out this year:

Vernon Crookes Nature Reserve:

5km of new fence being erected

Umtamvuna Nature Reserve:

2km of new fence being erected

Buildings Maintenance / Upgrades

Very good progress has been made in respect of building maintenance programmes, with extensive work being carried out at Mpenjati, Umtamvuna and Harold Johnson nature reserves, as well as Durban Regional Office.

Training

190 field management staff attended their compulsory two annual practice firearm practise shoots.

Revenue

Revenue earned was R813 767 and exceeded our target by R183 271.



Mpenjati



Umtamvuna Conference Deck

Terrestrial District Management

Numerous damage causing animal call-outs were attended to, mainly relating to lion, hippo and bushpig.

ToPS registrations and Standing permit renewals have fallen behind due to the complexity and time-consuming application process. District conservation is becoming more and more demanding and complex with

Permit applications and Standard Terms and Conditions for animals in captivity.

Partly due to the shortage of staff, investigations into criminal activities, has been neglected, especially with pet shops and other wild animals in captivity. Hopefully a way forward will be found once we have a fully capacitated staff compliment.



Summary of District Management Activities

Key Performance Indicators	Completed 2013/2014
Animal complaints received, inspected and Mitigated	509
Game counts participated in	3
Presentations	89
Stewardship sites visited	7
Conservancies / SOCS sites visited	5
Asset register reviews	44
Staff that attended training courses	45
External meetings attended	193
Ordinance applications received	1 582
ToPS applications received [Ordinary integrated]	305
CITES applications received	120
ToPs registrations and renewals	95
ToPS possession permits	69
Stakeholder advisory communications	123
Ordinance field inspections	609
ToPS field inspections	127
CITES field inspections	103
Ordinance permit / licences recommended [forwarded to permits office]	1 425
ToPS registrations / permits recommended [forwarded to permits office]	213
CITES permits recommended [forwarded to permits office]	125
Ordinance permits / licences rejected	16
ToPS registrations / permits rejected	1
CITES permits rejected	1
Permits / licences / registrations audited	51
Ordinance permit / Licence compliance conditions inspected	138
ToPS registrations / permit conditions inspected	54
CITES permits endorsed	30
Road blocks	77
Reactionary patrols	16
Arrests made	2
Suspects charged	5
AG's	2
Warnings given	28
Court appearances	10
Charged persons convicted	6
Call out / investigations	55



Summary of Protected Area Management Activities

Key Performance Indicators	Targets 2013/2014	Completed 2013/2014
Hectares of follow up/initial treatment completed on alien plant control	11 868	15 772
Hectares of follow up treatment completed on indigenous problem plants	374	374
Hectares erosion work completed	35	30
Km of fire breaks completed	214	224
Hectares of block burns completed	3 984	4 052
Alien problem animals destroyed / captured	0	51
Animals introduced	30	27
Natural mortalities	0	34
Dead removals	35	9
Game counts completed	77	108
Km of roads maintained	92	95
Km of tracks maintained	112	90
Km of paths maintained	1 318	1 721
Km of fences maintained	95	99
Km of new fence constructed	7	8
Vehicles maintained	58	60
Vehicles replaced	1	3
Boats maintained	5	5
Asset register reviews	8	55
BOS undertaken	10	10
Warnings given	0	53
Court appearances	0	5
Charged persons convicted	0	5
Staff that attended training courses	61	43
Road blocks	2	108
OP's	541	589
Fence patrols	748	1 104
Snares removed	0	84
Foot patrols	4 378	5 057
Night patrols	33	41
Gill nets removed	0	71
Meters of gill nets removed	0	8 890

end



“169 commercial and local vessels were inspected (100% of fishing vessels entering Richards Bay and Durban)...”

Marine Compliance Programme

It has been a very successful year in terms of Marine Compliance. There has been a positive exchange of information and communication between the two partners in this process, DAFF (Marine Compliance) and Ezemvelo KZN Wildlife, which has yielded many positive results. These two organizations continue to work together in achieving a common goal of marine conservation.

Inspections

- 169 commercial and local vessels were inspected which was (100% of fishing vessels entering Richards Bay and Durban);
- 247 seine netters fishing in Durban area;
- 7 141 shore patrols were done (annual target 5 130);
- 50 547 point-of-access inspections were conducted;
- R240 000 worth of fines issued to the Marine Living Resources Act transgressors;
- A total of 156 165 awareness material ranging from tide charts, rulers, crayfish measures and fishing regulations were distributed this year;
- Awareness activities carried out include talks, presentations and displays which reached various audiences;
- Quality stakeholder relationships continue.

- Some 285 meetings organised in various marine districts with other Government organizations.



International Beach Cleanup

Through the dedicated efforts of staff and honorary officers, this year saw 5 547 enthusiastic volunteers participating in one of the largest volunteer efforts on behalf of the marine environment. Together they removed 29 820kg of litter from our beaches, reefs, estuaries, rivers and catchments.

Number Volunteers: 5 547

*Distance Covered along Coast: 420km
(Port Edward – Kosi Bay)*

Estuaries/ Rivers 267km

(Umkomaas, uMzimkhulu, Tugela)

Underwater 1km (Sodwana Bay, Aliwal Shoal, Vetches Pier)

Bags of Litter Collected: 11 224 bags

Estimated kg: 30 820kg

On-Shore / Beach Compliance

Staff inspected 50 547 shore, estuarine and boat anglers during the year.





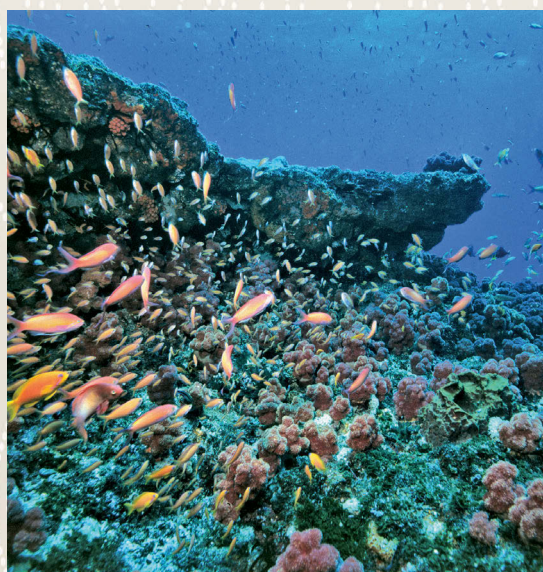
Summary of Marine Inspections

Point Access Inspections	Annual Target	Total
Ski boat recreational	8 320	11 952
Ski boat commercial	1 092	1 084
Ski boat spearfishing	110	114
Estuary boat	2 010	696
Jet ski	234	278
Paddle ski	620	362
Shore line fishing (shore, estuary)	48 400	35 886
Shore entry spearfishing	182	175
Total	60 868	50 547

Marine Protected Areas

It has been a very successful year in terms of managing the two Marine Protected Areas (Aliwal Shoal and Trafalgar) that occur outside of the iSimangaliso Park.

There has been a positive exchange of information and communication between the two partners in this process, DEA (Oceans and Coast) and Ezemvelo KZN Wildlife, yielding very positive results. These two organisations continue to work together side by side in achieving a common goal of marine conservation.



Off-Shore Compliance

Staff monitored and inspected 166 discharges of foreign and local vessels within the Richards Bay and Durban harbours, and 247 beach inspections at the Vetches Pier, Durban.

Financial Management

The regions financial management has been excellent, with monthly reconciliations being implemented. Due to these controls, problems have been identified timeously and budget expenditure has been focussed on regions priorities.

Allocated operating budget was R8 919 037, expenditure was R8 155 874, an under-expenditure of R763 162. The under-expenditure was due to the freezing of expenditure, except for essential services in the fourth quarter of the financial year.

Challenges

- It is essential that all posts are filled as soon as possible.
- Pressures on DCO's are proving insurmountable; especially permit applications pertaining to Animals in Captivity Norms and Standards and the implementation of a wide variety of Provincial and National legislation.
- Infrastructure maintenance / replacement must be performed on a regular basis. Due to unavailability of budget or extremely slow implementation of the procurement / tender processes, staff issues like staff accommodation, fencing, building maintenance, road maintenance are not getting the attention they deserve, putting staff and the resources that we manage under serious threat.

Summary of Marine Protected Area Inspections (Aliwal Shoal & Trafalgar)

Type of Inspections	Annual Targets	Number
Inspected Vessels (Recreational)	300	390
Anglers	5 000	5 432
Divers (Dive Boat Scuba)	160	366
Launching Sites	36	60
Jet Skis	60	109
Spear Fishing (Boat)	36	70
Air Patrols	0	0
Shore Patrols (Vehicle and Foot)	408	1 208
Dive Patrols	6	4
Ski Boat Patrols	96	186
Totals	6 102	7 825

end



“How positive. The uMkhuthali Community Trust is wanting to establish their properties as Stewardship sites.”



West Region



Dennis Mkhabela
Regional District Conservation Manager, West

Natural Resources

Both Chelmsford and Coleford nature reserves witnessed some 1 400 bundles of thatching grass collected by communities neighbouring these reserves.

Private / Communally Owned Protected Areas

(Co-managed with Ezemvelo)

Consultation remains on-going with Zenzeleni Community Trust at Mpophomeni, regarding their portion of land neighbouring Midmar Nature Reserve. This wetland feeds into Midmar Dam and activities currently taking place there are seriously compromising the integrity of the dam's water quality.

The Mabandla, Malenge, Ntsikeni, Mhulumbela and Ithala Game Reserve Community Trusts have been registered and new members appointed.

The Greater Kokstad Municipality

Kokstad wishes to rescind a decision taken in 2008 to consolidate town-land into Mount Currie Nature Reserve. The Council want to utilize the 588ha of land for both farming and housing development. Ezemvelo will make a presentation on the value of the land and potential consequences should the Council's resolution be implemented.

Zulu Waters Game Reserve

Three white rhino had their horns infused with poison and their ears notched and micro-chipped.

Umsuluzi CCA

Eight rhino were moved to Weenen Nature Reserve for security reasons.

The Trust is no longer operating. There is no finalisation of land ownership amongst the former landowners who still reside inside the CCA and make use of the resources. The CCA's



boundary fence has been stolen and there is a breach of the conditions of the MOA between the Trust and Ezemvelo KZN Wildlife.

Stewardship

iNkosi Nzima of the Newcastle District, is keen on turning a portion of his land into a Stewardship site.

The uMkhuthali Community Trust (that owns Enyathi Game Farm, as well as Nkosi Nzima of Kwa-Dlamlenze, tMgano, Fodo, Ebutha, High Over, Riverless, Weblington, Penny Park, Emcakwini and Himeville Common) has requested assistance in setting up their properties as Stewardship sites.

A programme is underway to upgrade the Biodiversity Agreement of the Mgundeni Stewardship Site to that of Protected Environment. Dr Alistair was appointed by WWF-SA as a Consultant to run a Farming Project.

The Coleford Nature Reserve Liaison Committee has been initiated to strengthen relationships with the community surrounding the protected area.

Threatened Species

Monitoring of wattled crane, blue crane, crowned crane, black wildebeest, blesbok, oribi and vultures was conducted during the year.

Himeville Nature Reserve

The crowned crane pair that resides there has successfully raised a single chick.

Coleford Nature Reserve

A wattled crane nest with one egg was observed.

Franklin

Fourteen African grey-crowned cranes were found dead on a land planted to rye grass near Franklin. Illegal hunting by using poison is suspected. No arrests were made.

Ntisikeni

The pair of bearded vultures nesting on the cliff below Ntisikeni successfully produced one chick and it has already fledged.



Mount Ayliff

A captive Cape vulture was confiscated by the SAPS and handed over to the African Birds of Prey Centre for treatment before release.

Buddist Retreat

Three Blue swallow chicks fledged from the nest in an old aardvark hole.

Underberg District

Blue swallow nest sites have been actively monitored this season. (They should soon migrate north towards the central African Highlands).

Weenen Nature Reserve

Seven white rhinos poached in September 2013 and March 2014.

Spioenkop Nature Reserve

Three white rhinos were poached in March 2014. An on the ground rhino count was conducted at Spioenkop, and high risk zones have been identified – namely the R600 road, Mfazomyama and Venter Spruit.

District Management Effectiveness

Highflats and Impendle areas

Bushpig remains a problem animal (crop damage) and investigations were carried out. Advice and assistance was given.

Kwaggashoek Game Ranch

A field trip was undertaken to assess the issue of hybridisation between Livingston eland and Cape eland.

Kokstad

Hunting with dogs is rife in the Kokstad area, and at least 13 people have been arrested, four dogs shot, and 20 dogs seized.



Mount Currie Reserve

Two plains zebra (*Equus guagga*), a male and a female, were introduced to support the female group of four zebra (the stallion zebra died two years ago).

Protected Area Management Effectiveness

Reviews were conducted at Spioenkop, Chelmsford, Weenen, Isandlwana, Ithala, Hlathikhulu Forest, Vryheid Bush Hill, Ntinini, Ophathe, Thugela Drift, Ncandu and Phongola Bush game and nature reserves.

Stakeholder Satisfaction

The Kingsley Holgate expedition ('Izintaba Zobombo') visited the Lubombo area to highlight importance of Lubombo mountain range and rhino conservation. The expedition issued mosquito nets and reading glasses in areas visited.



A Wetlands Day was held at Isibonelesihle Combined School, the theme being 'Wetlands and Agriculture – Partners for Growth'. Staff delivered a presentation to students about the importance of Wetlands.

Upper Mpushini: A complaint was received regarding free ranging blue wildebeest that escaped from private game farms in the Upper Mpushini area. Neighbouring farmers are concerned about a possible Snotsiekte outbreak (*bovine malignant catarrh*).

The Ingqubhe Cultural Ceremony at Chief Bisho's Great Place was conducted by the Dlamini's before the harvesting of the first fruit for the year. The Amakhosi has great support for all conservation initiatives in their area.

The Joint Partners who manage uMsuluzi briefed the Trust on the past year's performance in order to assist the Trust into making an informed decision on whether to continue keeping the managers running the reserve. The managers have offered the Trust a monthly rental of R6 000 – R8 000.

Cites / Tops Permits

Nambithi Private Game Reserve: Wishes to breed cheetahs in captivity and for some to be used for educational purposes. A formal application is awaited.

Ezakheni: Two Rock Pythons were captured near Ezakheni. Both snakes were released into Nambiti Private Game Reserve. (The male was 3,5m and the female 5m long).

Tugela Private Reserve: A compliance inspection was conducted at Wildeperde Vlei at Tugela Private Reserve to assess the suitability of this reserve stocking Sable antelope.

General

- Hyena, leopard and lion complaints were followed up with local communities.
- Weenen Nature Reserve recruited 100 unemployed matriculants from the communities to be Rhino Ambassadors.

Compliance

- In February, Mr Leon Horn of New Hope Farm, Swartberg was charged for poisoning 48 Cape vultures in June 2013. State Advocate, Mr Waldo Smit, will prosecute the case in the Kokstad Regional Court in April.



- Eighteen buffalo in the Paulpietersburg District were tested by the State Vet for Corridor disease because 60 cattle died in Basangoma Commercial Game Ranch



Challenges

Ntsikeni Nature Reserve:

Both the Ntsikeni Nature Reserve's roads and fences are in very poor condition. These fences were erected prior to the introduction of black wildebeest and blesbok, and the current type of fence is no longer suitable to contain these species. There is a great risk of these animals escaping into adjacent farms.



The total fencing area to be replaced is 7km. Nevertheless, four of the 12km road was upgraded with potholes filled with quarry, drainage systems opened, and big rocks were dug out and removed. Visitors utilising the lodges are complaining about the road.

Ntsikeni's old mud house at the entrance gate was demolished and replaced with a timber house.



New timber house erected at the Ntsikeni entrance gate

Three other mud houses used for staff accommodation were also demolished. Whilst 3,5km of new fencing was erected along the Ndawane River boundary at Coleford Nature Reserve, 1,5km kilometres remain outstanding.



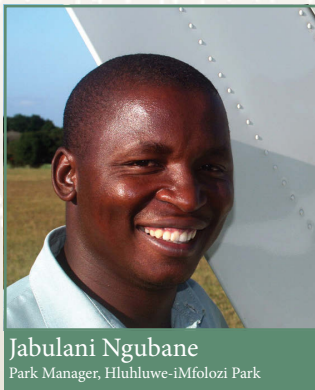
*“There’s so much
beauty in this world ...
We protect and nurture
what is good and beautiful.
May we rely on your support?”*

Ezemvelo KZN Wildlife





Hluhluwe-iMfolozi Park



Jabulani Ngubane
Park Manager, Hluhluwe-iMfolozi Park

HIP Protected Area Expansion Plan

Five AmaKhosi have given their support to create a 'Big 5' expansion initiative involving about 15 000ha being added to the southern side of iMfolozi Game Reserve.

Product Innovation

The pilot project of a 4 x 4 trail in the iMfolozi section of the Park received popular support from the market.

We are also looking to establish a 'Friends of HIP' project whereby the public will be asked to join.

Vulture Restaurant Count Day

The national annual vulture count is conducted each year during September. The count was conducted in the Park before 35 vultures were poisoned next to the corridor exit on Hlabisa side. Poison was put on the elephant carcass and heads chopped off for muthi purposes, the matter is under investigation.

Boundary Fence

A 12km 'Big 5' game fence was erected in the Hluhluwe section of the Park and a further project proposal for the remaining 148km was tabled with the provincial treasury.

Mining Threat

Ezemvelo has expressed concern with the proposal to establish the Fuleni coal mine nearby the Wilderness area of iMfolozi section of the Park. The mine's closest point will be some 40 m from the boundary. Pollution of all sorts will directly impact on the park.

Wilderness Trails

Our Mndinini Trails Camp was revamped.

Donor Funding

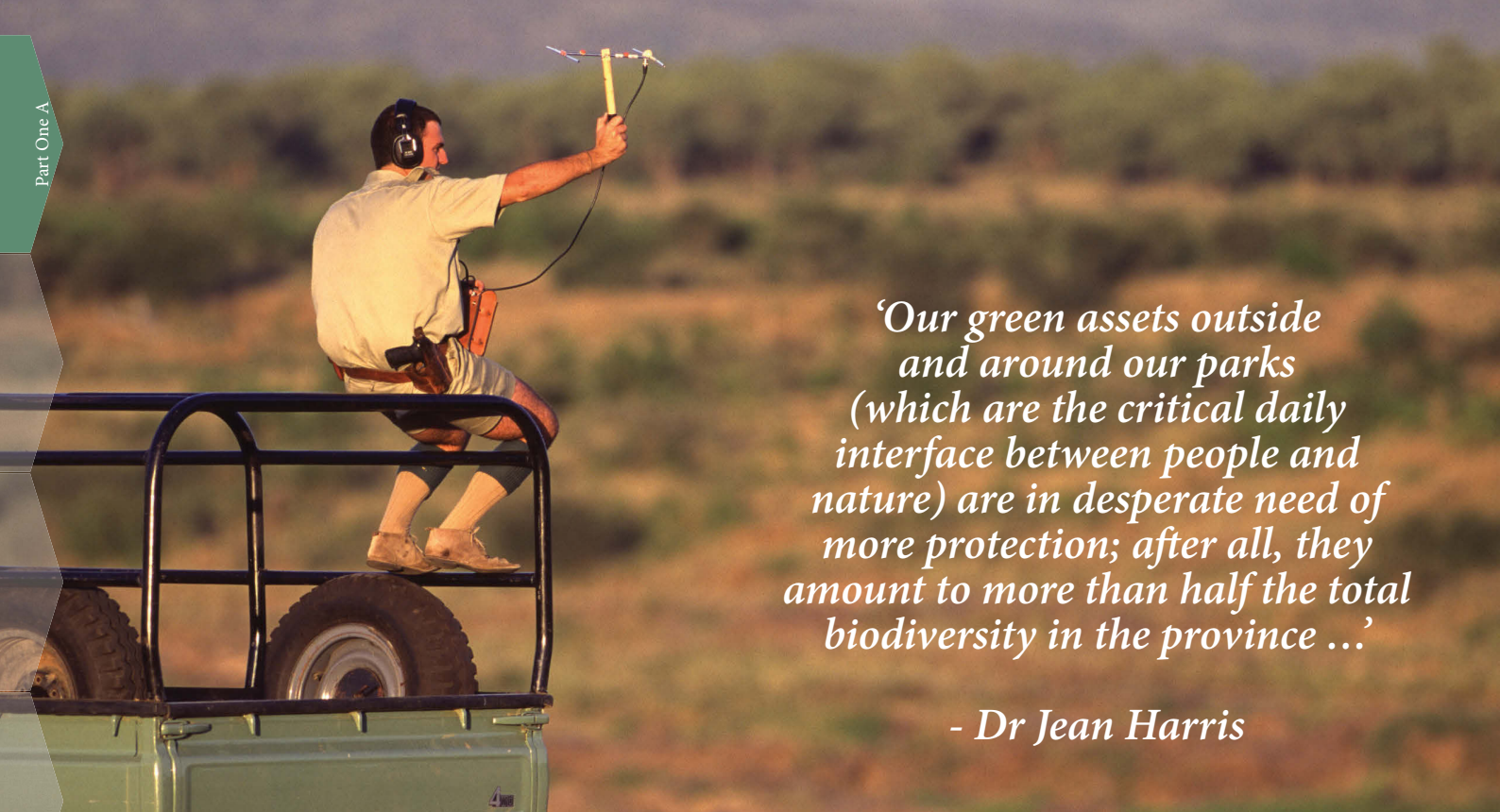
Save the Rhino International funded a Bantam light aircraft. The Honorary Officers built a new hanger. A new Amarok was donated by VW SA.



HiP is our flagship park, which historically brought the white rhino population in Southern Africa back from the brink of extinction.

Every single Southern white rhino population in the world has its genetic origin in HiP.





'Our green assets outside and around our parks (which are the critical daily interface between people and nature) are in desperate need of more protection; after all, they amount to more than half the total biodiversity in the province ...'

- Dr Jean Harris

Scientific Services



Dr Jean Harris
Senior Manager, Scientific Services

Ezemvelo's conservation scientific team has long-since been considered one of the finest in the country. Comprising specialist and professional scientists, technicians as well as planning experts, our work is supported through highly productive Partnerships with outside research organisations and tertiary learning institutions.

Ecosystem Goods and Services

One of the most topical – and vital – studies undertaken (and which continues to be built on)

has been our pioneering efforts in completing an assessment of the value that biodiversity contributes to the economy of the province and the livelihoods of our rural communities.

We have been able to attach a value of some R150 billion to those natural resources (clean water, fresh air; food; traditional medicine and the like) used by the people of KZN. There is no doubt that the costs of managing Protected Areas are far smaller than the value they bring in real monetary forms for these ecological services. Put another way, is society prepared to spend millions of rands in future on man-made infrastructure to replace what the natural environment offers us for free?



Similarly, the value of sustainable use of biodiversity outside protected areas far outweighs the expenditure on its regulation and management by government.

As a follow-up, Ezemvelo has signed a Memorandum of Agreement on Ecological Infrastructure with partners (notably SANBI) to develop a platform for projects on ecological infrastructure in the province. These would be geared towards protecting biodiversity around the uMngeni River to ensure water security for the two big municipalities in the province, i.e. uMngungundlovu District Municipality and eThekweni Metropolitan Municipality.

Already, an investment amounting to \$US7 million has been realised and Ezemvelo is one of the leading implementing agents. The monies would look at helping communities to cope with the effects of climate change within the areas around uMngungundlovu and eThekweni.

IEM Unit



Jenny Longmore
Principal Conservation
Planner

Through our Integrated Environmental Management unit (IEM), we review and comment on all land transformation (development) applications and to offer advice of the wisdom of allowing such developments and the measures that can be put in place to mitigate their negative impacts on the environment.

Over the past five years, this unit has dealt with more than 3 000 applications for development with 200 or so having significant biodiversity concerns. To date Ezemvelo has managed to prevent or mitigate 75% of these developments where significant biodiversity concerns were identified.

Land Cover Mapping

Understanding how much natural habitat remains is critical information for conservation planning and guiding comments on land

transformation applications. Ezemvelo is a national leader in terms of having a sequence of land cover data sets, derived from satellite imagery, that are all collected and analysed using the same methodology, hence placing KZN as the only province where a detailed analysis of trends and rates of habitat transformation is possible.

As of the last assessment, just over half (53.6%) of the province remains in a relatively natural state, although much of that will be somewhat degraded. Based on historical trends, it is predicted that the 50% "persistence threshold" will be reached in 2014 – after this there is likely to be a rapid decline in the probability of landscapes being able to support viable populations of species.

Growing Conservation Science Capacity

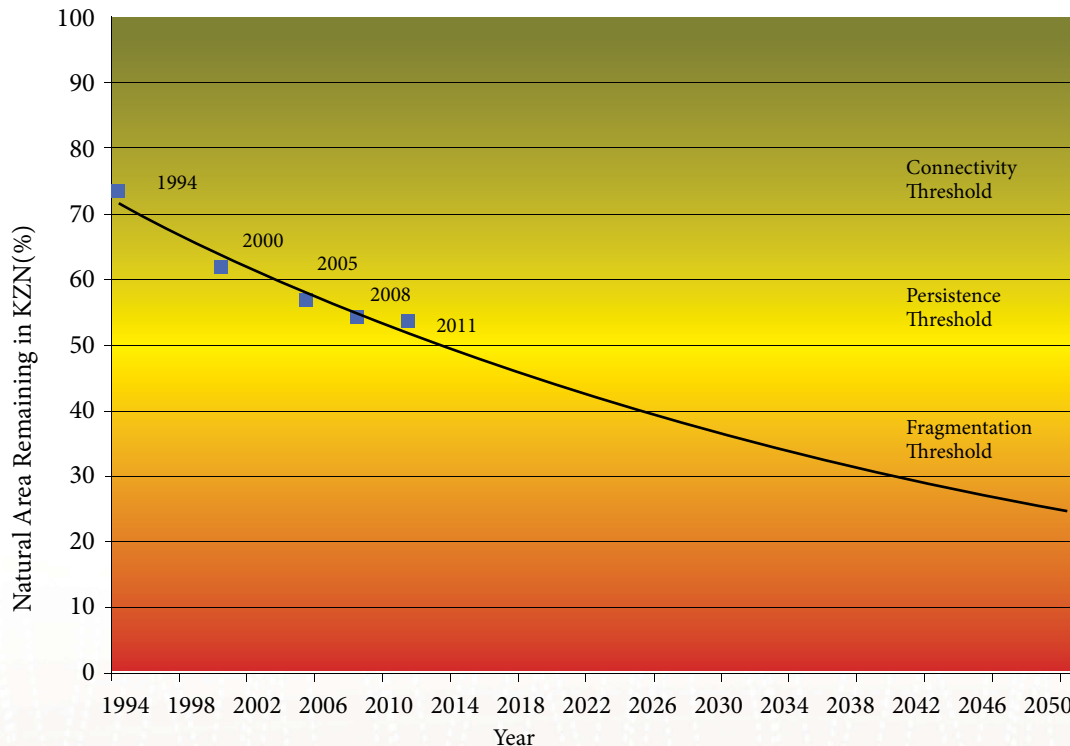


Considerable emphasis is given to encouraging new black scientists to join Ezemvelo. We have a particularly active internship programme within Scientific Services that is trying to build capacity in this 'scarce skills' professional field. This year we offered full bursaries to two matriculants from rural areas in order for them to study Marine Biology at the University of KwaZulu-Natal.

At present we have 16 interns deployed to work alongside our scientists to learn skills and to experience conservation science in practice. While we will be able to retain only a fraction of them, this programme helps build capacity in general for an understanding of the importance of biodiversity.



KZN Predicted Habitat Loss



Tracking Status of Biodiversity

We have a large number of valuable long-term monitoring programmes that track trends and identify threats to key species and habitats, both within and outside protected areas. Compiled over the past 50 years they offer an insight into the status of biodiversity and register responses to changes in species status and threats.

Ezemvelo has some of the longest running programmes in South Africa, such as that for turtles along the Maputaland coast (50 years) and rhino in our parks.

With Board approval, over the past five years we have been documenting these monitoring programmes in the form of monitoring plans that describe in detail the methods we use for such monitoring and surveillance. By doing so we have captured past experiences, recorded roles and responsibilities, and ensured data sets are adequately managed for future use.

To date, 11 such Monitoring Plans have been developed for threatened species. Examples are wild dog, tsessebe, wattled crane, several vulture species (3 tree-nesting vulture species

(white-headed, white-backed and lappet-faced vultures), blue swallow, Karkloof Blue butterfly and two threatened plant species (*Kniphofia leucocephala* and *Protea comptonii*).

Our scientists also react and institute investigations where negative trends are reported in species and habitat condition; conducting research to understand the causes and advise on how management actions can address these problems. Many of these studies involve other research institutions and scientists, who are encouraged and supported to do science in the field of conservation.

Game Counts

About R642 000 was invested this year under review in the logistics surrounding our annual game counts. Such counts help illustrate the state of biodiversity and for the effective management of animal populations. These are co-ordinated by our Scientific Services “Eco-Advice” teams. Where estimates indicated a requirement for animal removals (simulated predator 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, or are donated to other South African conservation agencies, to Community Conservation Areas or for restocking Transfrontier Conservation Areas.

Protected Area Management Effectiveness

As part of a process of continual self-improvement, Ezemvelo undertakes a formal assessment of the management effectiveness of protected areas managed by the organisation each year.

The organisation needs to be able to track trends over time and identify cross-cutting and protected area-specific interventions required to improve management effectiveness. The Board's objective is to ensure that 70% of the Ezemvelo protected area estate (i.e. 381 993 ha) meets or exceeds the national minimum standard of 67% effectiveness.

It is pleasing that at the end of 2013/14 year some 387 050 ha of Protected Area estate is effectively managed at or above the minimum standard of 67% effectiveness. The ongoing fight against rhino poaching, increases in energy costs and land transformation in the buffer zones of Protected Areas are three of several factors placing pressure on the management of Protected Areas.

New Protected Area Management Plans

Seven Management Plans for Protected Areas were completed this year and approved by the Board and are now with the MEC for endorsement. They are: Impendle, Bulwer Forest, uMgeni Vlei, Umhlanga Lagoon, Beachwood, Mpenjati and Mt Currie Management Plans. A further four (Sileza, Fort Nottingham, Weenen and Spioenkop) Management Plans have been completed. The Ramsar Plan for uMgeni Vlei has been submitted to and approved by the National Department.

Biodiversity Sector Plans

Biodiversity Sector Plan reports have now been completed by Ezemvelo for 10 District Municipalities (Ilembe, Amajuba, uMzinyathi, Harry Gwala (Sisonke), uMgungundlovu, uThukela, uThungulu, Zululand, iLembe, uMkhanyakude and Ugu), and a preliminary Biodiversity Plan produced by the Metro eThekweni Municipality under an MOA with Ezemvelo.

Each Plan includes a map of biodiversity priorities, provides land-use planning and decision-making guidelines and has an associated geodatabase with the spatial information. Eight of these plans are aligned to national terminology and processes as defined in collaboration with SANBI. The two older plans will be updated by mid-2014 to align with the new national terminology. The eThekweni Biodiversity Sector Plan revision is being undertaken in partnership with the eThekweni Metro, and the final report will be complete in mid-2014.

Climate Change

Ezemvelo's scientists have completed an Adaptation and Mitigation Plan to counter the effects of climate change on the four biomes existing within the province: forests, grasslands, wetlands and savanna.

Work has already begun on raising funds for the full implementation of a strategy, which includes the overhauling of the way in which Ezemvelo does business. This is to ensure minimising our organisation's carbon footprint.

Marine Expansion

A systematic conservation assessment was undertaken of the marine biodiversity along the KwaZulu-Natal coastline. In partnership with leading research institutions and stakeholders, this resulted in a conservation plan coined "SeaPLAN" for the province. SeaPLAN identified 27 priority areas for marine conservation, and these have been submitted to DEA to form part of the national plan for marine protected area expansion.





Two of the proposals have made progress; the expansion and resonation of the Aliwal Shoal Protected Area to include and protect key habitats and the proposed MPA over the Tugela banks (currently under threat of mining activities).

The national department has placed the achievement of the Aliwal MPA proposal on its target list for the coming year and requested Ezemvelo to proceed with a public participation process.

New Conservation Land

Our scientists prepared motivations to province for the purchase of high biodiversity land, which is currently under threat of development and where the owners are not interested in investing in Stewardship. It is uplifting that Treasury has granted an amount of R60m over the next three years to purchase these properties. Our scientific team is currently engaged in identifying the highest priorities for purchase and proclamation as protected areas in the coming year.

Symposium of Contemporary Conservation Practice

A record 360 delegates (up 20% on 2012) from throughout South Africa as well as eight African countries, Europe, the UK and the US, attended our five-day long 2013 'Symposium of Contemporary Conservation Practice' held at the Fernhill Hotel near Midmar. It was widely hailed as not only the largest annual conservation and environmental debating forum in the country but its findings and research content gained notable acclaim.



International praise recognised the breadth of rigorous study as well as Ezemvelo's scientific expertise, even stating that this was stronger than many conservation agencies around the globe. Further comments identified a



progressive engagement with the expansion of our Protected Area footprint beyond our formal Protected Areas.

We noted the urgency with which delegates called on us to integrate our work with politicians, decision makers, property developers, the mining industry and landowners, for example.

The symposium is a partnership initiative where we are working with prominent NGOs such as Endangered Wildlife Trust and the Wildlands Conservation Trust, as well as with the Environmental Law Association.

It was also encouraging that the Symposium was supported by tertiary institutions such as UKZN and the University of Zululand and that the overall attendance illustrated such a high level of student support.

Norms and Standards for Captive Animals

Ezemvelo has implemented another South African first by establishing a new set of guidelines for people and businesses keeping – or intending to keep – wild animals in captivity – will need to consider.

The ‘Standard Terms and Conditions’ have been hailed as “pioneering”, the first set of such standards ever devised in South Africa for keeping wild animals in captivity.

The new standards apply to such elementary considerations as providing clean drinking water at all times, supplying appropriate and sufficient food, not subjecting animals to physical abuse (such as beating or chaining of animals) or solitary confinement of social species.

They also specify the minimum size and design of enclosures and the minimum furnishings for animal’s behavioural needs as well as preventing over-crowding.”

We hope this more progressive sense of animal husbandry will filter through to other conservation agencies in South Africa where their absence lies in contrast to countries such as the UK, Australia and EU countries.

Cybertracker

Our conservation staff has developed a number of pioneering breakthroughs in the critical art of identifying and communicating vital conservation information from its game reserves and protected areas.

The innovations in the data-gathering systems of the familiar Cybertracker patrol monitoring software, now offers us a critical new tool in monitoring black rhino and other priority species as well as helping combat poaching, amongst other advantages.



The breakthroughs have resulted from the installation of a new system into the hand-held monitoring devices (Trimbles) carried by field rangers on patrol. At the press of a button field information is now captured, downloaded and codified instantly.

To date Ezemvelo KZN Wildlife has invested approximately R5 million on purchasing and supporting 200 Trimbles that are currently being used in all thirteen of Ezemvelo’s rhino reserves.

Integral to this expanded capacity has been the writing of a novel ‘Biological Reporter’ software system that automatically reviews the data, verifies it and instantly generates various reports.

Preliminary results illustrate novel and comprehensive insights into wildlife numbers and their patterns of behaviour that hold potentially dramatic consequences for combating rhino and other poaching, for example.

Benefits have also translated into cost-saving measures. Recently, it took Ezemvelo’s Game Capture unit only four hours to dart 18 black rhino for notching purposes; whereas previously it would have taken two days.





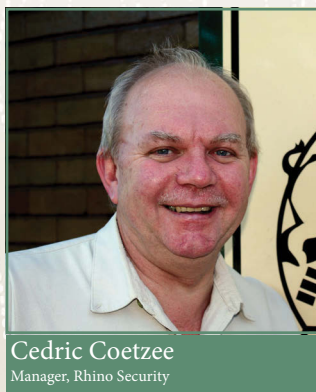
*“This is a war unprecedented
in our conservation history”*

-Tony Conway, Manager, iSimangaliso Wetland Park WHS





Rhino: Poaching & Status



Poaching

The serious escalation in poaching over the past six years is cause for huge concern. Ezemvelo is losing 2.4% of its total estimated population of 3 963 or 28% of the species growth rate. The rate of increase in rhino populations amounts to some 300 animals a year and based on 2013 figures KwaZulu-Natal lost 85 of that potential increase of 300.

In light of the need for greater integration of all stakeholders in this war, rhino poaching was declared a 'Priority Crime', elevating this criminal activity to the status of a transnational crime, such as smuggling, human trafficking, Cash-In-Transit etc.

This 'Priority Crime' status injected an entirely new capability into our law enforcement efforts where the SAPS, including members of its Provincial Tracking Team, Operational Response Services and Detective Services, has combined their overall capabilities with Ezemvelo KZN Wildlife and its aerial ZAP Wing unit in targeting specific criminals and their practices.

This Partnership with the SAPS is an expression of a governmental willingness to combat rhino and other types of poaching as well as the illegal possession of firearms, wildlife parts and the like.



Further developments during the period under review demonstrated this integration of forces further with private rhino owners agreeing to become part of the overall joint operations network formed under the umbrella of Project Rhino KZN.

As a new combined force Ezemvelo undertook six targeted raids (2013/2014) resulting in 16 arrests, three poachers killed and an overall disruption of poaching syndicate operations. Of particular significance has been the enhanced overall intelligence underwriting this combined force.

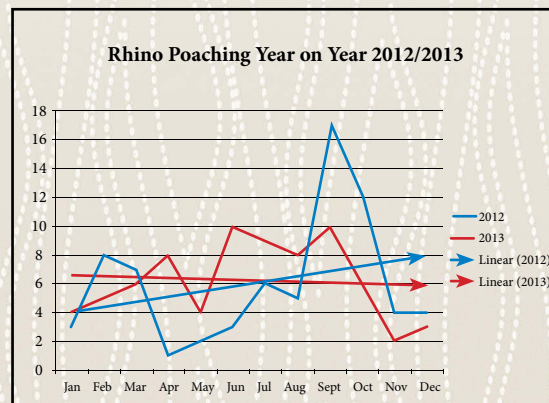
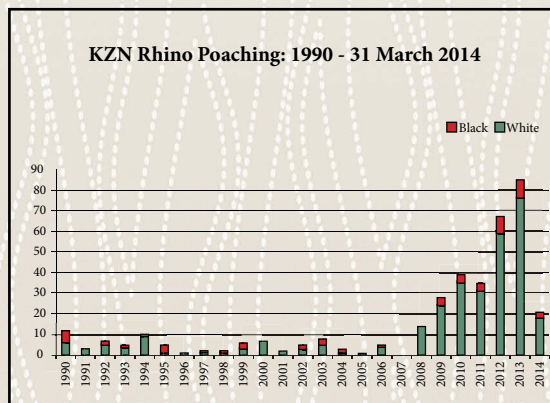
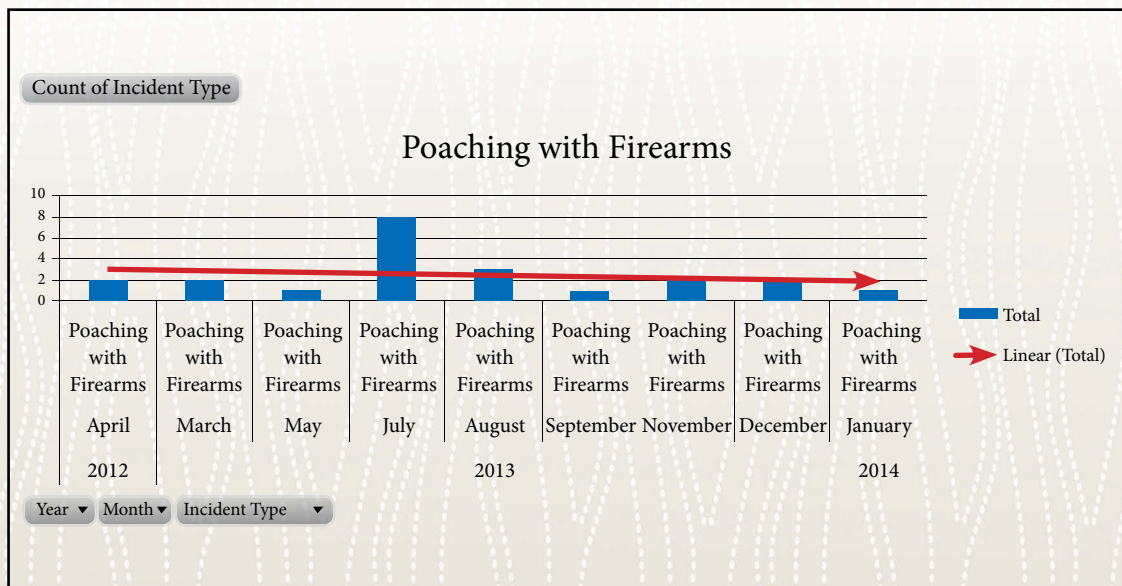
Challenges for the future include the recruitment of rhino security staff to fill vacant posts, security screening and ensuring there is good leadership and discipline in the rhino reserves.

infusion of rhino horn as a devaluation initiative. The principle of the trial was to treat all rhino in the Tembe Elephant Park and Ndumo Game Reserve so as to create a deterrent that poachers would not take the inherent risk, for a treated horn. Whilst the tests and trial is not complete Ezemvelo is satisfied with downward trend in poaching effort at the two rhino reserves.

Challenges

These include the recruitment of rhino security staff to fill vacant posts, security screening and ensuring there is good leadership and discipline in the rhino reserves. There is also a need to be cautious about increased funding for rhino anti-poaching in the Kruger National Park. This enhanced deterrence might well deflect the poaching effort towards KZN. A sustainable funding model for at least five years must be a priority.

Ezemvelo took a brave decision to trial the



Rhino Poaching Mortalities: 2000 - 2013

State Kwazulu-Natal Protected Areas and Private and Communal Ranches

Protected Area	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
iMfolozi	2	1	0	1	0	0	3	0	8	6	18	7	12	16	74
Ndumo	0	0	1	0	0	1	0	0	0	0	3	15	6	1	27
Ophathe	0	0	0	1	0	0	0	0	0	15	8	2	0	0	26
Hluhluwe	0	0	0	0	0	0	0	0	1	0	0	0	18	7	26
Western Shores	0	0	0	0	0	0	1	0	2	0	3	0	3	8	17
Mkhuze	3	1	3	5	1	0	0	0	0	1	0	0	1	4	19
Weenen	0	0	0	0	2	0	0	0	0	0	1	3	3	8	17
Eastern Shores	0	0	0	0	0	0	0	0	3	2	0	0	2	6	13
Ozabeni	0	0	0	0	0	0	0	0	0	0	0	0	2	6	8
Fundimvelo	0	0	1	1	0	0	0	0	0	0	0	0	0	0	2
Tembe	0	0	0	0	0	0	0	0	0	0	0	0	0	14	14
Ithala	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Private / CCA's	2	0	0	0	0	0	1	0	0	4	6	7	19	14	53
TOTAL / year	7	2	5	8	3	1	5	0	14	28	39	34	66	85	297

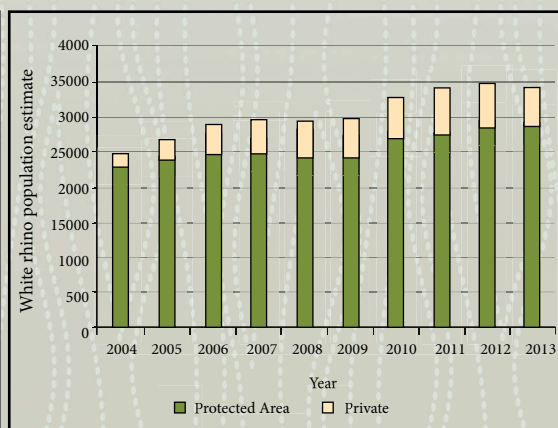
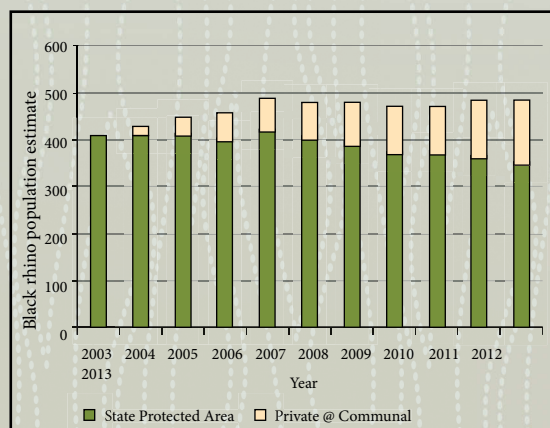
KZN's Rhino Population Status



Tony Conway
Park Manager, iSimangaliso Wetland Park WHS

The only concern is there is an indication of some disinvestment of white rhino in the private sector, which is probably due to the high protection costs that have become unaffordable to some ranchers. See figures below:

Despite the unprecedented poaching the population of rhino in the Province is remaining stable and still growing.





Black Rhino Range Expansion Project (BRREP)

The Black Rhino Range Expansion Project (BRREP), a partnership between Ezemvelo and WWF, is in its tenth year of operation. The aim of the Project is to boost the numbers of black rhino in KwaZulu-Natal, thereby contributing to the South African target of 3 000 black rhino for the country.

Twelve black rhino were captured and translocated into Nambiti Game Reserve outside Ladysmith on behalf of the Black Rhino Range Expansion Programme (BRREP) in 2013. This brings the total number black rhino translocated for BRREP to 123 and in effect established our seventh black rhino population on private and communal land.

A further five black rhino were translocated to the Ozabeni section of the iSimangaliso Wetland Park.

The BRREP greatly assisted Ezemvelo's rhino reserves and BRREP sites with over R1.3 million invested in security and monitoring-related activities and equipment.

KwaZulu-Natal's black rhino population growth over the last ten years has continued. Range expansion is currently the only means whereby Ezemvelo can meet its obligations with respect to the KZN Black Rhino Management Strategy and the National Biodiversity Management Plan for black rhino.



Black rhino numbers on BRREP sites now constitute 28% of the total number of black rhino in KwaZulu-Natal and the range for black rhino in KwaZulu-Natal has increased by 44% from 2 648 sq km to 3 813 sq km.



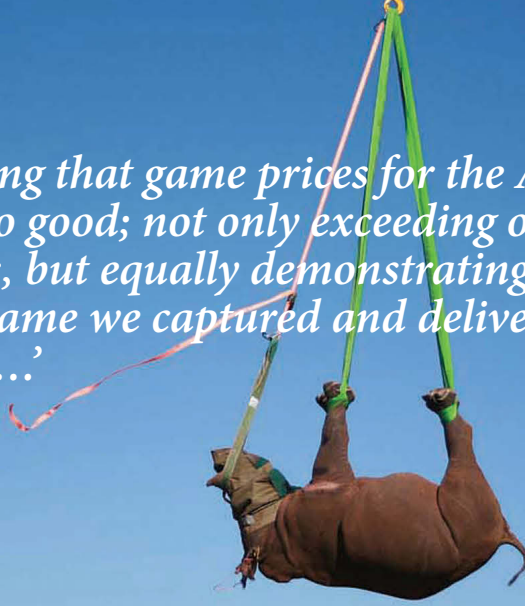
*“Black rhino numbers on BRREP sites
now constitute 28% of the total number
of black rhino in KwaZulu-Natal”*

Biodiversity Conservation

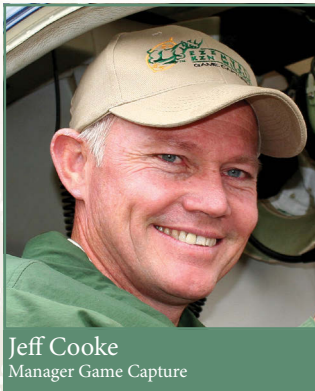


'It was rewarding that game prices for the Annual Auction were so good; not only exceeding our revenue targets, but equally demonstrating the quality of the game we captured and delivered for the auction...'

-Jeff Cooke



Game Capture



Jeff Cooke
Manager Game Capture

The Game Capture Unit had a successful year (2013/14) having achieved all critical objectives. We broke new ground in wildlife relocation by airlifting 30 white rhino out of iMfolozi's wilderness area by slinging them from their feet.

In this instance, the need for the removal of white rhino from deep inside the wilderness area to an area where conventional loading could take place required the use of a helicopter. Owing to the tremendous weights involved, the team needed to come up with the most efficient way of slinging the animals in order to maximise on the lift capabilities of the helicopter.

By using a smaller helicopter it has significantly reduced operating costs.

While this slinging method has been employed before with the smaller and lighter black rhino, white rhino presented a number of challenges, largely because of their size and different physiology.

With white rhino being more sensitive to the immobilizing drug, trial tests were done to ascertain whether being hung upside down would suit their general physiology and at the same time gauge their response to being anaesthetised in this position.

2013/2014

A total of 438 head of game were translocated to support Transfrontier initiatives in both Lesotho and Mozambique. This year's effort brings the total number of animals translocated in support of this national program to 940 animals over the past four years.

It was rewarding that game prices for the Annual Auction were so good. This not only exceeded our revenue targets but also demonstrated the confidence that our buyers have in the quality of the game we provide. In the 2013 season a total of 1 609 animals were sold realising a turnover of more than R21m.

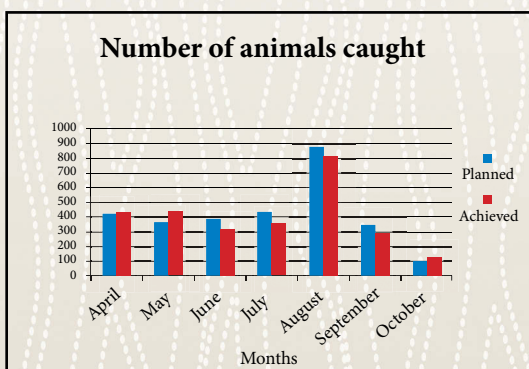


Game Sales

A SALES	TOTAL	
SPECIES	TARGET	ACHIEVED
BLUE WILDEBEEST	R 161 700	R 159 900
BLACK WILDEBEEST	R 40 500	R 40 500
BLESBOK	R 58 500	R 26 100
BUFFALO	R 182 000	R 182 000
DASSIES	R 20 600	R 15 080
GIRAFFE	R 449 500	R 439 000
HIPPO	R 246 000	R 246 000
IMPALA	R 390 550	R 384 775
KUDU	R 64 400	R 64 400
NYALA	R 2 167 850	R 2 167 850
RED HARTEBEEST	R 145 100	R 145 100
SPRINGBOK	R 184 000	R 141 600
WARTHOG	R 47 250	R 46 400
WHITE RHINO	R 16 452 500	R 16 452 500
ZEBRA	R 496 500	R 501 900
TOTALS	R 21 106 950	R 21 013 105

Service Delivery

	Plan	Achieved	Percentage
Total animals captured	2976	2835	95%
Capture mortalities	< 2%	30	1.0%
Boma mortalities	< 2%	42	1.4%
Transport mortalities	< 1%	24	0.8%
Game sold on auction	1732	1609	93%
Game donated with costs	497	438	88% *
Game translocated internally	310	297	96%
Game allocated to custodianship	12	12	100%



Management of Priority Species

A total of 71 rhino and six elephant were immobilised for the purposes of fitting transmitters and identification notches. This assisted Protected Area managers in improving the monitoring and population management of these species.

A total of 97 Tembe Elephant Park and Mkhuzi elephant received contraception to help manage population growth within our protected areas.

Diseases

Bovine Tuberculosis

In June 2013 a total of 269 buffalo (two different herds) were captured near Enselweni to source previously untested herds from the eastern part of the wilderness area. This decision proved correct when the herd TB prevalence was determined to be 35.5% and 20.5% respectively. This relatively high TB prevalence was not unexpected as previously untested herds stabilize at between 40% to 45%. Risk: Remains moderate to high with continued live testing of high risk species and routine inspection of culled animals necessary in order to monitor prevalence and transmission.





Brucellosis

A total of 269 HiP buffalo and 8 Ithala buffalo were sampled for Brucellosis with negative results. This ongoing surveillance will continue during the next years TB Control Programme.

Foot and Mouth (FMD)

In February 2014 the OIE reinstated South Africa as a FMD free country. The area north of iSimangaliso remains within the control or infected zone with movement restrictions affecting game and game products from the Ndumo/Tembe complex.

Post Mortems

Fourty four forensic post mortems were conducted, an increase from 32 in 2012. This corresponds to the increase in rhino poaching from 66 in 2012 to 85 in 2013.

Treatment of free ranging game and domestic stock

Thirty nine treatments were carried out on a variety of species. The majority of these treatments were a result of snare injuries.

Outlook for 2013/2014

There's likely to be a substantial increase in the number of animals allocated for removal in 2014. This includes the capture and removal of white rhino from the iMfolozi Wilderness area, which will require them to be airlifted.

We will also be involved in translocating 30 black rhino from the Eastern Cape in support of the National BRREP.

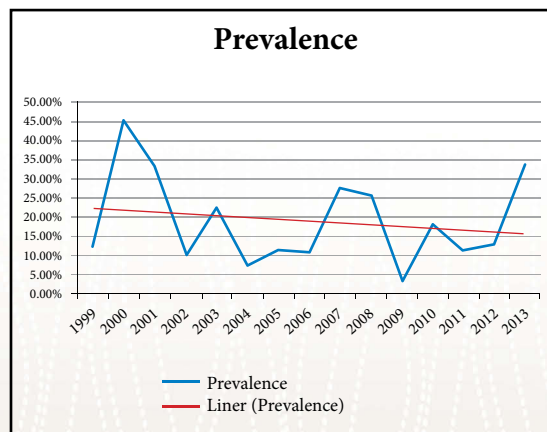


Figure three – Graph indicating average BTB prevalence rates in HiP buffalo over 14 years





Part One

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Our second formal mandate revolves around encouraging people to visit our Protected Areas and thereby fuelling a tourism economy. It is no secret that Ezemvelo offers a wide variety of accommodation in some of the finest conservation landscapes in the country.





Commercial Services



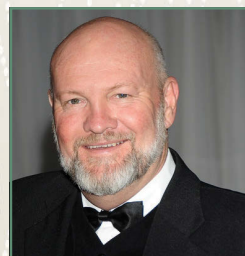
Jeffrey Makwala
Acting Senior Manager
Commercial Services

Overall we recorded an increase in total revenue (ex Cost of Sales) of R8.73 million over the past financial year: R177 844 017 vs R169 577 452. While total revenue generated was 6% below target, it nevertheless recorded a 3% growth over the previous financial year.

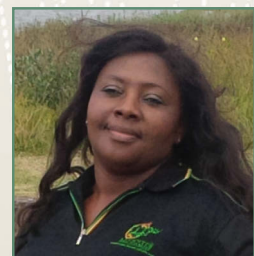
Admissions were 13% better than target while Resale Sales (food, curios, fuel etc.) were 6% up on the previous year.

However our biggest concern lies with our accommodation revenue. As can be seen we

recorded R107.65 million, way below our budgeted figure of R122.6 million. While this was up some R3.15 million on the previous financial year, our performance illustrates serious structural problems, largely around our St Lucia cluster accommodation and ongoing problems with the iSimangaliso Wetland Park Authority.



Ian Porter
Group Hospitality Manager, West



Welile Mtshali
Group Hospitality Manager, East

Resort Operations

2013/2014 presented a considerable challenge for resort operations and most of it, unfortunately, was not positive.

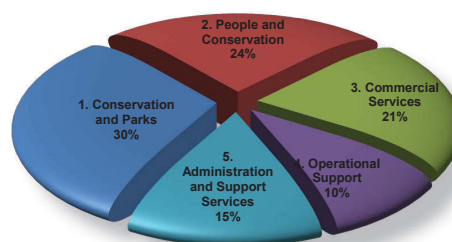
On-going realignments within Ezemvelo finally resulted in Ecotourism reverting to our overall alignment of East and West, headed by two Group Hospitality Managers.

With a depressed international market we focussed on increasing our domestic market share. Traditionally our key high occupancy properties are Mpila Resort; Cape Vidal Resort; Hilltop Resort and Royal Natal National Park. All of their potential revenue growth has been affected by a variety of factors.

These include a re-direction of investment away from our own tourism capacity towards a proposed R9 million community hospitality development at iMfolozi. Unresolved issues with the iSimangaliso Wetland Park Authority have paralysed any new investment in a deteriorating Cape Vidal facility, in particular, as well as Maphelane, Fanies Island and Charters Creek. Royal Natal National Park is engaged in a Public-Private Partnership (PPP) process for the re-development of the hotel site while Mpila has little potential to increase revenue without expanding the product.

While the reintroduction of lion into Mkhuze has already stimulated increased occupancy, this park, as with our Cape Vidal Resort, remains an iSimangaliso facility. We will only be able to undertake the necessary investment to improve revenue once the business issues surrounding the relationship between Ezemvelo and iSimangaliso are resolved.

Expenditure 2013/2014



Challenges

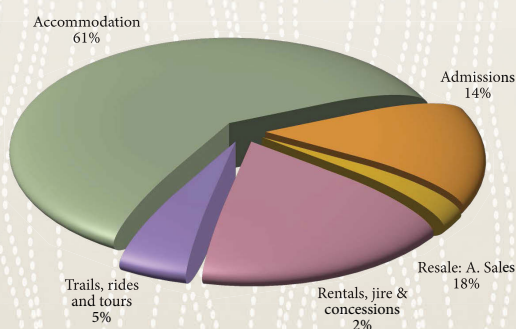
- Lack of capital reinvestment resulting in deteriorating infrastructure, utilities and buildings;
- In most cases the vehicle fleet is old and in many cases well beyond their economic use. There is no capital to replace these;
- Ezemvelo's staff migration process is causing staff uncertainty and has been used as the reason why many critical posts have not been filled;
- Issues surrounding staff employed on long-term contracts remains unresolved;
- Increased costs of electricity, water, gas and fuel are dangerously impacting of operational budgets.

Nevertheless, the challenging financial climate has stimulated budget efficiencies as well as giving rise to a number of new initiatives to increase revenue, improve the experience and reduce expenses.

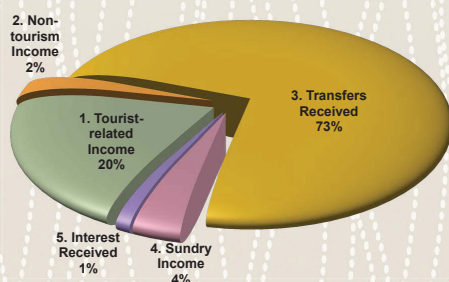
Amongst these are:

- The introduction of hot beverage sales at various sites and the improvement of re-sale efficiencies;
- An increase in in-house maintenance of buildings and equipment (previously outsourced);
- Increasing innovative thinking;
- Stock controls have improved, and
- An increasing focus on staff performance.

Tourism Income 2013/2014



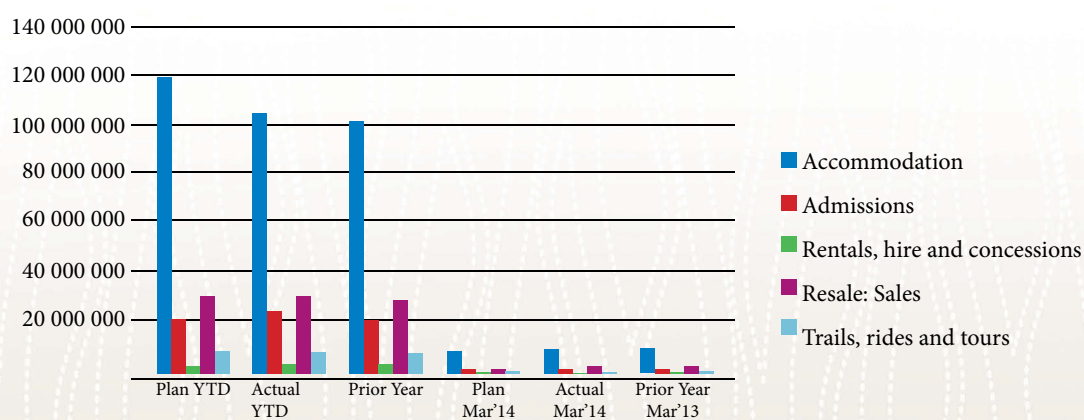
All Income 2013/2014



Our Commercial Services Division recorded an increase in total revenue (ex Cost of Sales) of R8.73 million over the past financial year (R177,884,016.98 vs R169 577 451.86).

Revenue Streams (Including cost of sales)

	Sum of plan Cumulative	Sum of Current Actual Cumulative	Sum of Prior Year Actual Cumulative	Sum of plan Cumulative	Sum of plan	Sum of Prior Year Actual
Report Group Name	Till March 2014	Till March 2014	To March 2013	Till March 2014	March 2014	March 2014
Accommodation	122 502 900.00	107 669 512.07	104 570 612.43	9 548 418.00	10 289 656.02	11 049 491.41
Admissions	22 487 564.00	25 401 045.06	21 748 386.84	2 044 413.00	2 044 599.31	2 144 332.26
Rentals, Hire and Concessions	3 315 474.00	4 129 857.83	4 310 545.76	239 408.00	218 392.27	316 370.86
Resale: A Sales	32 060 443.00	32 309 921.57	30 574 226.38	2 323 862.00	3 291 674.68	3 282 264.94
Trails, Rides & Tours	9 445 300.00	8 373 680.45	8 373 680.45	760 613.00	873 932.57	862 353.50
Grand Total:	183 180 733.00	177 884 016.98	169 577 451.86	14 916 714.00	16 718 254.85	17 654 812.97



While total revenue generated was 6% below our target, it nevertheless recorded a 3% growth over figures for 2012/13. Admissions were 13% better than our target while Resale Sales (food, curios, fuel etc.) were 6% up over the previous year.

end





Marketing

Ezemvelo's resorts and wildlife experiences were profiled at various tourism Indabas, Expos and festivals both nationally and internationally. The European market was specifically targeted through international tourism Expos such as the ITB, Fitur and the world renowned World Travel Market (WTM).

Local tourism events were used to target specifically the emerging middle class market. To advance this, we forged a strategic alliance with Tourism KZN to help reach a larger audience. We have also targeted corporate alliances with such private entities as Kulula, MTN, AmaZulu FC, Total SA and Media 24 to name a few.

In line with the overall growth in domestic tourism, we aim to grow tourist numbers by 10% year on year. The above-mentioned trade shows were used as platform to achieve our objectives.

Commercial Services also entered into various trade exchanges. One such partnership with The Ultimate Braai Master (season 2) saw us combining our marketing campaigns on both a

national and international platform. We valued the exposure of this campaign at R3.6m while value derived was estimated at R5m.

Sizeable revenues were generated out of staging fees for such events as the Midmar Mile and the Midmar December Jazz festival.

Hospitality Standards

Year 2013/2014 saw the formation of the Hospitality Standards Unit in order to develop hospitality standards for all Ezemvelo resorts. So far the department has developed a Customer Care Charter.





Internal Social Responsibility Programme (Community Levy)



Fudiswa Dlamini
Internal Social Responsibility
Programme Manager

One of the critical by-products of our Eco-Tourism enterprise is the Community Levy whereby a percentage of all tourist entrance fees are donated to the resident community. This provides a major source of income for helping advance the local economies of our people.

From 2009 - 2013, forty six projects have been implemented in communities to the total value of R20 287 278.36. Essentially our contribution

revolves around three core areas; uplifting standards and supplying essential equipment to crèches and schools whilst we also assist with furthering business development schemes.

An example of our educational outreach could be seen with the handing over of 20 computers to Mntanenkosi High School last year at Sodwana Bay. Building on a three year relationship with the school (where we built three classrooms in 2010), these computers were an extension to our commitment towards education and overcoming IT illiteracy.

At the end of the financial year in question 25 computers were also donated to Gloucester Primary School in the Gcebeni community in conjunction with the Coastal FET College.

The donation followed a request from the Mayor of Harry Gwala District Municipality Mr Ndobe and Ezemvelo's assistance demonstrated the importance behind government entities working together to improve South Africa's education system. The donations elicited a further request to help establish a local game reserve running in the area. Ezemvelo has agreed to do this.



Educational Projects that benefitted from our Community Levy Programme from 2009 - 2013

No	Project Name	Project Description	Location	Budget
1	Emgcikizeni Adult Centre	Donation of computers, burglar guards and power skirting installation	oPhongolo Local Municipality under Zululand District Municipality	R28 000.00
2	Sthanduxolo Secondary School	Construction of a hall to be used as classrooms	Hibiscus Coast Local Municipality: Ugu District Municipality	R813 678.00
3	Qophumlando Primary School	Purchasing of computers	Newcastle Local Municipality under Amajuba District Municipality	R50 000.00
4	Sunshine Pre-Primary School		uMhlabyalingana Local Municipality: Umkhanyakude District Municipality	R130 00.00
5	Bergville Community Builders	Career guidance exhibition and workshops	uKhahlamba Municipality : uThukela District Municipality	R525 000.00
6	Impendle Eco schools	Environmental Education Impendle schools	Impendle Local : uMgungundlovu District Municipality	R793 852.34
7	Kokstad College	Fencing of school hostels	Greater Kokstad Local Municipality	R156 311.00
8	Mntanenkosi High School	Renovations of 16 classrooms and admin block	uMhlabyalingana Local Municipality Mkhanyakude District Municipality	R1 031 054.80
9	Weenen Combined Primary School	Purchasing of computers and furnishings	uMtshezi Local Municipality	R226 702.37
10	Lingeletu Primary School	Purchasing of computers and furnishings	uBuhlebezwe Municipality Local Municipality : Harry Gwala District Municipality	R180 000.00
11	Hambrook Primary School	Purchasing of computers and furnishings	uKhahlamba Local Municipality : UThukela District Municipality	R278 043.02
12	Tembe Bursary Scheme	Bursary scheme	uMhlabyalingana Local Municipality Mkhanyakude District Municipality	R719 996.83



Early Childhood Development Centres (Crèches)

No	Project Name	Project Description	Location	Budget
1	Hlelokuhle Crèche	Construction of a crèche	uKhahlamba Local Municipality uThukela District Municipality	R665 790.00
2	Vukuzakhe Crèche	Renovations and fencing	Endumeni Local Municipality Amajuba District Municipality	R378 482.00
3	Masiphile Community Centre	Renovations and fencing	Imbabazane Local Municipality uThukela District Municipality	
4	Zamani Disable People's Organisation	Supply wheelchairs, sewing machines and renovations	Mhlathuze Local Municipality: uThungulu District Municipality	R160 000.00
5	Nkosibagcine HIV/AIDS Centre	Supply equipment	Abaqulusi Local Municipality Zululand District Municipality	R16 117.00

TOTAL BUDGET: R1 220 389.00

Other Projects

No	Project Name	Project Description	Location	Budget
1	Mtshengwane Water Project	Construction of 2 x boreholes	Hlabisa Local Municipality: Umkhan-yakude District Municipality	R179 621.00
2	Bhangazi Community Trust	Standing Agreement	Mtubatuba Local Municipality: uMkhanyakude District Municipality	R144 671.94
3	Mpukunyoni Traditional Council	Standing Agreement	Mtubatuba Local Municipality: Um-khanyakude District Municipality	R41 344.84
4	Maizeland Thuthukani Tent Hiring Project	Purchase a tent and hiring equipment	Cele T/C Mzinto Ugu District Municipality	R93 566.00
5	Mistake Farm Siyaphambili Tent Hiring Project	Purchase tents and a hiring equipment	Vulamehlo Local Municipality: Ugu District Municipality	R110 856.09
6	Buthelezi Trucking Services	Purchase 10 ton double diff truck and a start up capital	oPhongolo Municipality: Zululand District Municipality	R1 378 869.00
7	Amadumisa Ritual House and Fencing	Fencing and construction of a ritual house	KwaSani Local Municipality: Harry Gwala District Municipality	R401 790.00
8	Abambo Poly Tunnel	Fencing of a garden	Imbabazane Local Municipality: uThukela District Municipality	R122 080.00
9	Nzimande Crops Project	Repair a tractor	uKhahlamba Local Municipality: uThukela District Municipality	R35 000.00



No	Project Name	Project Description	Location	Budget
10	Nselweni Phase II	Construction of 2 additional units, purchase furniture and 2 x vehicles.	Hlabisa Local Municipality: Mkhanyakude, uThungulu & Zululand District Municipalities	R5 108 397.00
11	Siyanoqoba Tractor Project	Repair a tractor	Indaka Local Municipality: uThukela District Municipality	R35 000.00
12	Inkukhiyasengwa Poultry Project	Establish a poultry breeding enterprise	uKhahlamba Local Municipality: uThukela District Municipality	R450 000.00
13	Thuthukamazizi Bakery	Establish a bakery enterprise	uKhahlamba Local Municipality: uThukela District Municipality	R733 691.00
14	Siyahlomula Garden	Construction of a storeroom, fencing and water installation	Msunduzi Local Municipality: uMgungundlovu District Municipality	R821 930.00
15	Relocation of the Bhengu Family	Construction of a house	eThekweni Metro	R342 934.00
16	Ibhungezi LaseMolweni	Purchase sewing machines and fabric	eThekweni Metro	R95 000.00
17	Didima Bicycle Hiring Project	Purchase mountain bikes, equipment and furniture	uKhahlamba Local Municipality	R200 000.00
18	Siyakhula Poultry Project	Establish a poultry breeding enterprise	KwaSani Local Municipality: Harry Gwala District Municipality	R533 326.31
19	Qalekhaya Furniture Manufacturing	Construction of a warehouse and fencing	uMlalazi Local Municipality: uThungulu District Municipality	R833 493.82
20	Nqabayensimbi Poultry Project Phase II	Establish poultry breeding enterprise	Hibiscus Coast Local Municipality: Ugu District Municipality	R372 480.00
21	Langalibalele Laundry	Establish a laundry	Imbabazane Local Municipality: uThukela District Municipality uKhahlamba Local Municipality	R2 200 000

TOTAL BUDGET: R14 34 251.00
OVERALL EXPENDITURE: R20 287 278.36

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Communications

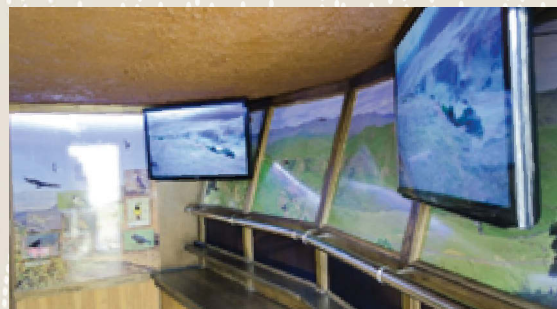
Design Studio

A core component of our Ecotourism effort lies with the visual, information and literary output that externalises the conservation assets we communicate to visitors.

This past financial year witnessed our Design Studio's 40th as Ezemvelo's creative mouthpiece. The Design Studio has been hard at work this year designing and producing over 490 projects, these projects boast 62 modular displays, 136 signs, 851 700 brochures, 2000 full colour information grip maps, 4.2 tons of white bond paper.

Driven by the need to visualise KZN's diverse and spectacular scenery, perhaps the studio's standout achievement this year has been the completion of the new - and spectacular - Giant's Castle 'Vulture Hide' Interpretation Centre. It has created a riveting window for visitors to experience the grandeur of our Drakensberg raptors.

It includes a refurbished hide and new interactive interpretation centre all complete with live-streaming HD coverage. Unsurprisingly, all other resorts in Ezemvelo's hospitality stable now want something similar.





An innovative and proactive job saw the unveiling of a new, resilient signage system that imitates the aesthetics of timber but has a steel substrate that resists damage from termites, for example, as well as damage from weather.



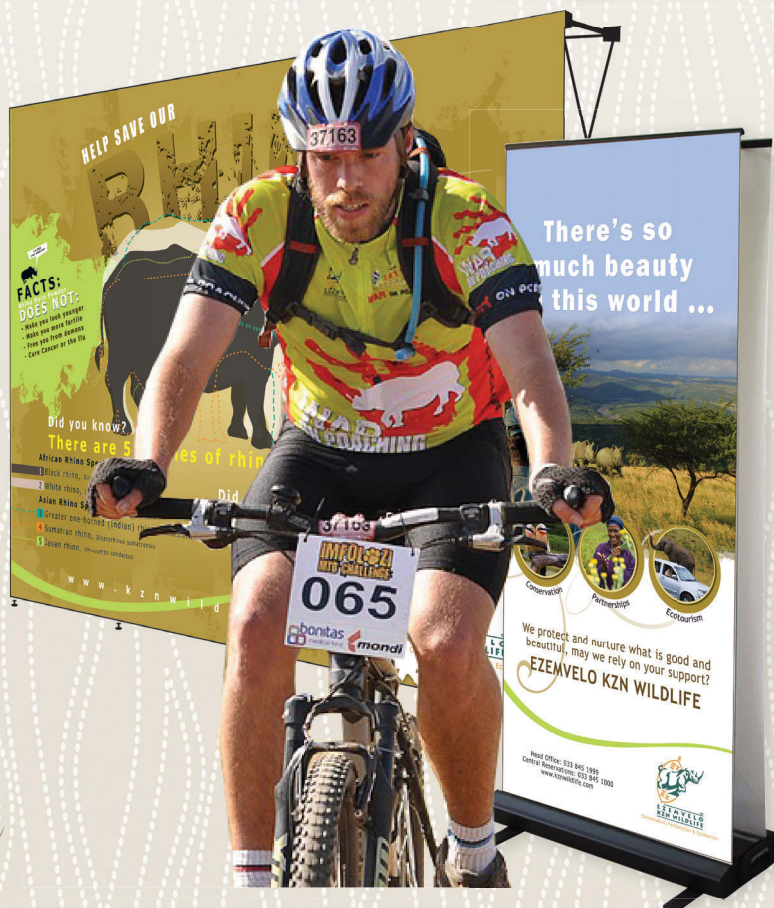
Because of its sad topicality, the studio's reputation has grown owing to its branding and the material developed for Ezemvelo's 'War on Poaching' initiative, which has become widely used across many platforms.

"As with everyone, we feel crushed by this onslaught. But we've done our best to brand this and we're busy with the next phase of the project, which we'll launch mid-2014."

Of course, there is so much more to talk of, but there's no doubt that many of Ezemvelo's

units appreciate and rely on the studio for their diverse needs, such as the annual Game and Rhino auctions and events such as the Tourism Indaba, regional shows and sporting events etc.

All in all, then, the Design Studio is a visual testament to all of Ezemvelo KZN Wildlife's projects and successes.





Part One

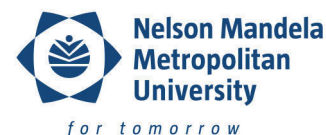
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“The specialist and broad assistance we receive from conservation NGO’s, government and other partners is indispensable to Ezemvelo’s entire operation.”





agriculture
& environmental affairs
Department:
Agriculture
& Environmental Affairs
PROVINCE OF KWAZULU-NATAL



The Mountain Club of South Africa
Established 1919
KwaZulu-Natal Section



environmental affairs
Department:
Environmental Affairs
REPUBLIC OF SOUTH AFRICA



agriculture, environmental affairs
& rural development
Department:
Agriculture, Environmental Affairs
& Rural Development
PROVINCE OF KWAZULU-NATAL



water affairs
Department:
Water Affairs
REPUBLIC OF SOUTH AFRICA

Partnerships

In the 'Letter to Stakeholders' that opened this Annual Report, we spoke of the increasing pressures on Ezemvelo KZN Wildlife and our need to rely on and engage with others to help fulfil our greater responsibilities. Consequently, the specialist and broad assistance we receive from conservation NGO's, government and other partners is indispensable to our entire operation.

This listing below is by no means complete but recognises those we consider topical and fundamental to helping us realise the expanding outreach that determines all that we do.

List of Partners Non-Government Organisations (NGO's)

Wildlands Conservation Trust

Focus on communally-owned land and assist in developing the resources and capacity to manage these sites. They have been particularly helpful in specific areas of funding with our anti-rhino poaching being one such area.

WWF-SA

(World Wide Fund for Nature, South Africa)

Together with Ezemvelo, WWF-SA has driven the Black Rhino Range Expansion Project that has done an outstanding job of introducing black rhino into private and communal land. They have also implemented specific projects in the Upper uMngeni River catchment and in the Enkangala Grasslands Project.

Project Rhino, KZN

This embraces a cluster of NGO members, some of whom are mentioned here. Others not mentioned include the Wilderness Leadership School, the Lawrence Anthony Earth Foundation; Zululand Wildlife Security Initiative; Thanda Foundation; Wilderness Foundation; Space for Elephants Foundation and East Coast Radio's KZN Rhino Watch. Your collective efforts in helping us combat this rhino poaching war are valued by Ezemvelo KZN Wildlife, which, after all, represents one of these members.

Oceanographic Research Institute (ORI)

ORI are working on proposed changes to legislation, sharing knowledge and facilities, facilitating joint research and assistance and



assisting on specific challenges. They carry out detailed studies on critical areas of research and offering independent advice on topical/controversial issues. They also assist with fish tagging and monitoring of fishing along the KwaZulu-Natal coast.

WESSA

WESSA is the environmental watchdog that alerts us to and provides support on environmental issues.

Botanical Society of South Africa

The Botanical Society of South Africa implements specific projects in areas of particular floral importance and assisting in conducting rangeland and biodiversity assessments of Stewardship sites.

EWT (Endangered Wildlife Trust)

EWT implements specific projects and co-ordinates working groups in which Ezemvelo participates around highly threatened species such as wattled crane, vultures, oribi, blue swallow and wild dog. Monitoring and conservation of threatened crane species is jointly undertaken according to an agreed protocol and data sharing arrangements are being developed. SASOL, via the EWT Birds of Prey Programme, provides funding for some vulture monitoring and Birds of Prey activities undertaken by Ezemvelo staff.

Tshwane University of Technology

The Ndumo Goldfields Community Programme demonstrates an overwhelming commitment to the education and overall upliftment of communities surrounding Ndumo Game Reserve. Our appreciation goes to Cheryl Ogilvie who has single-handedly run this programme.

ACT (African Conservation Trust)

Helps Ezemvelo survey and document rock art sites in the Maloti Drakensberg WHS and provide funding for developing an interactive rock art education exhibit at the Didima Rock Art Centre.

They are also assisting Ezemvelo on a soil carbon project as part of incentivising better land management in the Upper uThukela area.

Institute for Natural Resources

This partnership has been developed for providing expert input for managing natural resources. Whilst in its early stages, Ezemvelo is developing a partnership around fresh water conservation issues including joint funding applications, capacity-building for Ezemvelo staff and commenting on issues affecting the conservation of river systems.

Wildlife ACT

Ezemvelo has as MOA with them to assist with monitoring threatened species in Zululand protected areas. These include rare and introduced species, wild dog, cheetah, lion etc.

Birdlife South Africa

Birdlife SA implements specific projects in efforts to identify and conserve Important Bird Areas (IBAs) and threatened bird species such as blue swallow and vulture species and the impacts on them of issues such as wind farms.

Midlands Conservancies Forum (MCF)

MCF implements specific conservation projects in the KwaZulu-Natal Midlands.

Government Partners

SAEON (South African Environmental Observation Network)

This partnership undertakes long-term ecological and global change research and monitoring at two sentinel sites in the Maloti Drakensberg Park WHS (Cathedral Peak) and iSimangaliso Wetland Park WHS. This partnership is facilitating international interest in these living laboratories, resulting in cutting edge integrated science as a contribution to global change issues, as well as contributing meaningfully to capacity building and addressing the scarce skills needs of the country.

SAPS & National Prosecuting Authority (NPA)

Both parties have been overwhelmingly helpful in helping us combat this rhino poaching war. Our sincere thanks and appreciate to them for elevating rhino poaching to a transnational crime and thereby bringing much-needed law enforcement resources to the battlefield.



KZN DAE (KZN Department of Agriculture And Environmental Affairs)

KZN DEA provide expertise and resources to conduct rangeland condition assessments, assessments of prospective biodiversity stewardship sites and provision of general advice and expertise in matters related to agricultural production within biodiversity stewardship sites.

Expanded Public Works Programme

The Department of Works funding is obtained to implement various programmes including the Small-Scale Fisheries Catch Data Monitoring and management programmes.

Ethiopian Wildlife Conservation Authority

'Sister Parks' arrangement between the Maloti Drakensberg Park World Heritage Site and Bale Mountains National Park, Ethiopia, to share expertise and lessons in protected area management. A number of staff exchanges between the countries have taken place under the banner of this partnership, with the assistance to USF&WS and Frankfurt Zoological Society.

DEA (National Department of Environmental Affairs)

The DEA provides technical assistance and co-ordination of the biodiversity stewardship programmes at a national level. Funding is given to enable Ezemvelo to carry out the mandate of monitoring the marine and estuarine environment along the KwaZulu-Natal coast.

Mountain Club Of South Africa (KZN)

The MCSA in conjunction with the South African Air Force has carried out over 250 rescues over the past 50 years. The Department of Forestry, Natal Parks Board and now Ezemvelo KZN Wildlife have had a very strong working relationship with the Mountain Club of South Africa. We have had a fool-proof rescue protocol in place for well over 30 years.

DAFF (National Dept. of Agriculture, Forestry & Fisheries)

Funding to enable Ezemvelo to monitor and report on aspects of marine fisheries management along the KwaZulu-Natal shore. This includes the implementation of the Small-Scale Fisheries Programme on their behalf in KwaZulu-Natal. This also includes a Marine Compliance Programme.

Nelson Mandela Metropolitan University

Assists Ezemvelo and iSimangaliso with the monitoring and reporting on marine turtles in the far north of KwaZulu-Natal.

SANBI (South African National Biodiversity Institute)

Technical assistance and help in co-ordinating biodiversity stewardship programmes at a national level is given, as well as assistance in securing funding through programmes such as the Grasslands Programme. Ezemvelo and SANBI work together to facilitate data sharing and serving of biodiversity data to stakeholders.

Department of Environmental Affairs (Oceans and Coasts: KZN)

Funding is given to enable Ezemvelo to carry out the mandate of monitoring the marine and estuarine environment along the KwaZulu-Natal coast.

Department of Water Affairs

Funding and equipment for the KwaZulu-Natal portion of the National Estuaries Monitoring programme is given.

Crew (SANBI Centre for Rare and Endangered Wildflowers)

Assist in assessments of biodiversity stewardship sites and collection of data for conservation planning.

iSimangaliso Wetland Park Authority

Jointly administer, coordinate and facilitate suitable research in the iSimangaliso Park World Heritage Site.



Peace Parks Foundation

A popular example of our Partnerships with stakeholders can be seen with Ezemvelo KZN Wildlife and the Peace Parks Foundation entering an agreement to help with the establishment of the Maputo Special Reserve inside Mozambique, as well as collaborate on the thorny issues surrounding the land restitution claims of the Bhekabantu community living inside the Mbangweni Corridor.



The Peace Parks Foundation is an entirely logical partner as they operate at the heart of the Lubombo Transfrontier Conservation initiative, involving Tembe Elephant Park, the Maputo Special Reserve and the Futi Corridor in Mozambique. This is all interconnected with the Mbangweni Corridor.

For the year in question, it has been an outstandingly successful partnership. For their part, Peace Parks Foundation has provided well over R1m for the costs associated with the transportation and logistics involved in Ezemvelo's capturing and delivery of more than 1 000 head of game for the Maputo Special Reserve over the past two years.

Peace Parks Foundation also appointed a technical advisor to act as an intermediary between Ezemvelo and our Provincial Department of Agriculture to help in resolving issues pertaining to the Mbangweni Corridor. They also responded to the illegal wildlife trade that is decimating Africa's elephant and rhino by launching the Rhino Infusion Programme as part of a larger strategy to combat wildlife crime.

Ezemvelo KZN Wildlife became the first State conservation body to trial this infusion process with their rhino populations in Tembe Elephant Park, Ndumo Game Reserve and Weenen Nature Reserve.



A photograph showing three men in a lush, green grassy field. One man on the right is wearing a green uniform and a hat, and is using a tool to work on a large rock. Two other men, one in a light blue shirt and one in a blue shirt and a brown hat, are looking on. The field is filled with tall grass and some small plants. A low wall made of large rocks runs across the middle of the field.

“Biodiversity conservation can only remain relevant so long as people receive the benefits that accrue from this discipline.”



Part One

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Community Conservation



Sifiso Keswa
Senior Manager, People & Conservation

Ezemvelo's fourth 'unwritten' mandate goes to the very heart of popularising conservation amongst our communities. We consider it absolutely critical that our rural communities gain insight into the interdependence of biodiversity and sustainable human development.

We aim to impart knowledge of the workings of nature and thereby encourage an appreciation for the benefits that our natural environment offers them, as well as our larger society.

Our Biodiversity Conservation Awareness Programme revolves around a number of community-based initiatives (programmes/projects), particularly those who neighbor your Protected Areas.



These projects aim to raise awareness about biodiversity conservation and facilitate the strengthening of relations between Ezemvelo and the communities neighbouring the protected areas.



S'fundimvelo Environmental Education Programme



Susan Pynne-James
Programme Co-ordinator

Launched in 2011, this focuses on schools situated on the borders of our parks and reserves. A strong focus is given over to environmental literacy and the strengthening of ties between Ezemvelo and the communities. S'fundimvelo currently operates in 15 areas and engages with 125 schools with more than 6 000 participants.

The programme comprises:

- A teacher workshop
- A resource file
- A trip into the local Protected Area

- A 'clean & green your school' programme, and
- Overnight trips.

The Educational Programme is aligned to the Grade 6 National Curriculum syllabus. This year the focus centered on developing curriculum resources and activity books as well as vegetable gardens.

The new CAPS syllabus for Natural Sciences includes the study of photosynthesis, ecosystems, water purification and wetlands. The resource files contain worksheets, games, posters and fact books.

The workshops are hands-on experiences for teachers, completing experiments and activities with pupils. Feed-back has been incredibly positive, with teachers requesting additional workshops and directors of education requesting the S'fundimvelo Environmental Education Officer run these workshops with all the schools in the area!



Teacher workshops have been completed at Giant's Castle, Cathedral Peak, Royal Natal National Park, Vernon Crookes, Hluhluwe-iMfolozi Park, Ulundi, Eshowe and Dube. Introductory teacher workshops were also held in Vernon Crookes, Cobham and Himeville.

Day Trips were conducted in Mkhuze Game Reserve and Cathedral Peak. We developed a practical garden book for vegetable gardening workshops held for teachers and learners. A promising development lies with the EduPlant (a national programme on how to grow organic food) offer to include S'fundimvelo schools in their project. This will provide seeds, trees and other assistance for seven teacher workshops, the first two to be held at Ulundi and Wagendrift.

Mkhize Combined School from the Giant's Castle area was awarded the Ezemvelo Excellency Awards Eco Friendly School award. Much of our efforts depend strongly on the partnerships we embrace. Our schools will soon introduce a fire awareness programme into their primary schools as part of our partnership with Working on Fire (WoF).

Our partnership with the Wildlands Conservation Trust saw twelve children attend Trust's 'Green Heroes Leadership Indaba' held at the Bluff Eco Park in Durban.

Increasing Stakeholder Satisfaction

A Stakeholder Awareness Index was drawn up from our Corporate Scorecard to record our community stakeholder satisfaction levels drawn from various interactions Ezemvelo has with communities, such as at:

- Teachers
- Dept. of Education
- Primary Schools
- High Schools
- Youth Groups

- Women's Groups
- Traditional Authorities
- Traditional Healers
- Community Conservation Areas (CCA's)
- Indigenous Nurseries
- Ezemvelo Cup
- Local Boards, and
- Co-Management gatherings

The aim from 2012 was to increase these levels of satisfaction by some 15%. The stakeholder questionnaire and ratings determine the effectiveness and relevance of the interaction, showing how the meeting or gathering was received by the participants and if it met their expectations.

The first results of the survey were tabled in the first quarter of 2012. This established a base score showing:

Value Score 1	Value Score 2	Value Score 3	Value Score 4	Value Score 5
66%	23%	5%	3%	3%

This means that 66% of the stakeholders were extremely satisfied with the interactions they had with Ezemvelo and only 3% were completely dissatisfied. It can be said that 89% were more than satisfied, 5% were in the middle and only 6% were dissatisfied.

This means that 70% of the stakeholders were extremely satisfied with the interactions that they had with Ezemvelo, 24% satisfied and only 2% dissatisfied. It can be said that 94% were more than satisfied.

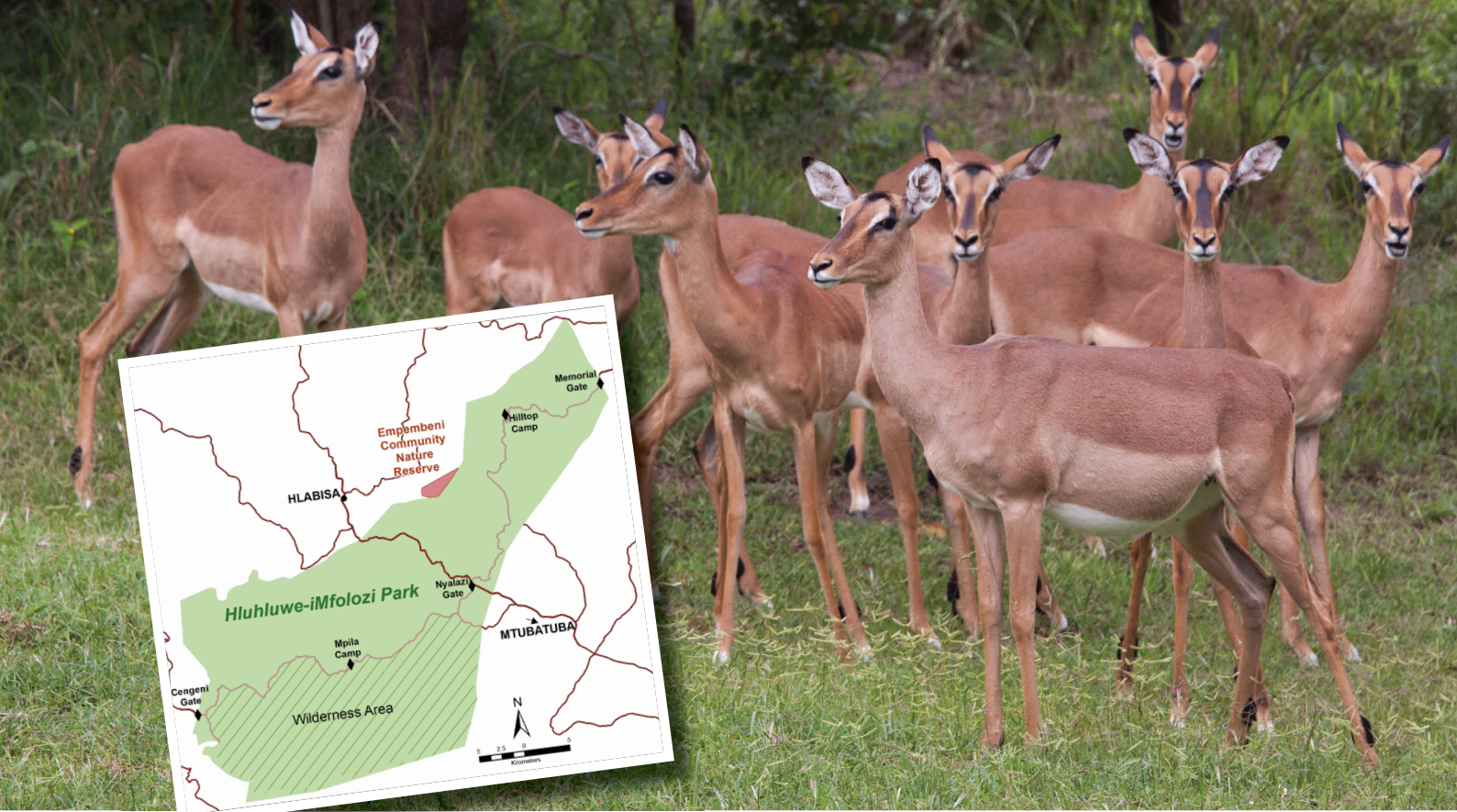
Conclusion

During the year the average of positive responses has increased from 89% to 94%, an increase of 5%. It can therefore be concluded that 94% of the stakeholders with whom Community Conservation interact are more than satisfied. with the performance of Ezemvelo. Dissatisfied stakeholders has devalued from 6% to 2%.

	Value Score 1	Value Score 2	Value Score 3	Value Score 4	Value Score 5
Quarter 1	73%	19%	5%	2%	1%
Quarter 2	71%	21%	5%	3%	0%
Quarter 3	61%	30%	6%	2%	1%
Quarter 4	75%	25%	0%	0%	0%
AVERAGE	70%	24%	4%	1.5%	.5%

The results for 2013/2014 year above:





Empembeni



The long-awaited declaration of a new community game reserve in the heart of Zululand has happened! And for Nkosi Daniel Hlabisa of the Empembeni Traditional Authority, a 14 year-long ecotourism and biodiversity dream has been realised following his original apportionment of this land for conservation purposes back in 2000.

As Nkosi for the 22 000-strong Empembeni Traditional Authority, situated on the northern boundary of Hluhluwe Game Reserve near the town of Hlabisa, he, along with Durban developer and joint owner Henry Frencken, has signed a 99-year lease with Ezemvelo KZN Wildlife.

This ensures that 450ha of their land is not only declared a game reserve but in the process will fuse with KZN's premier game reserve, the Hluhluwe-iMfolozi Park (HiP). (It is anticipated that a further 350ha section of

community land to the south of this reserve will join the Empembeni Game Reserve once it is up and running).

For Ezemvelo's CEO Dr Bandile Mkhize, the proclamation reaffirmed his stance that the state cannot conserve KZN's natural heritage without the support and involvement of KZN's rural communities, both in the ecotourism and conservation industries.

Nkosi Hlabisa has secured the necessary loan finance (through the National Empowerment Fund) to construct a four star, 3 800 sq m tourism lodge, including villas as well as providing a conference room, pool and spa, external dining boma and covered parking.

There are plans to erect a 980 sq m sophisticated tented camp, as well. Only once the construction was completed would the fence boundary with HiP be removed. In the meantime the fences demarcating the Empembeni game reserve have already been erected.

To reinforce the role Partnerships play in Ezemvelo's mandate, both Nkosi Hlabisa and Henry Frencken are considering offering the Wilderness Leadership School access to Empembeni for trails.





Community Awareness

Ezemvelo Cup

Five years after it was launched, Ezemvelo's Chief Executive Officer, Dr Bandile Mkhize's innovative dream of popularising and branding conservation amongst local communities by creating a soccer and netball tournament has reached another level.

In November 2013, he was able to inject further support for the hugely successful event by enlisting the support of Richards Bay Minerals (RBM) that has agreed to take the tournament over and inject R1.5m annually into the event for the next 10 years.

It seems a long time ago, when in 2009 Dr Mkhize asked the ten traditional leaders surrounding KZN's premier game reserve Hluhluwe-iMfolozi Park (HIP) to assemble one team from each community and call each team by the name of a wild animal. There were a few shirts, balls and boots supplied but altogether a humble start. Today some four and a half years later the soccer competition has swept all before it. The 'Ezemvelo Cup', as it was then called, is now part of a provincial fixture list.

Those original 10 teams have mushroomed into 72 – with the support of 64 traditional leaders.

Teams now represent areas throughout the province, from as far afield as Port Shepstone, Underberg, Nkandla, Estcourt, Mtubatuba, Ndumo etc. Total prize money for both the soccer and netball tournaments in 2013 rose to R110 000 while sponsors gravitated to the event; ABI, Alpha Rhodesian & Union Holdings, AmaZulu FC, Assmang Manganese, Boxer Super Stores, Jomo Cosmos, Diakonia Council of Churches (Osnabruck FC), Katanga Security, Lechabile Holdings, Old Mutual, RBM, Sphola Consulting, Springbok Atlas, Thanda Royal Zulu, Total SA and Tronox.

"I have complete confidence that RBM will not only run with this ball but take it to even greater heights. Yes, nearly five years after we began this tournament I still believe this has been the greatest branding exercise for 'Ezemvelo' and conservation that we could ever have created. Its motivation was sponsored by my entrenched belief in 'African Conservation'; that conservation's future success rests on the shoulders of our communities."





Rhino Summit

Ezemvelo held a KZN Rhino Summit in May last year titled: 'Communities as the First Line of Defence' at the University of Zululand, at which some 400-odd people attended, including King Goodwill Zwelithini and the MEC for Agriculture and Environmental Affairs Dr Meshack Radebe, amongst others.

It was considered progressive, brutally honest and very necessary in the fight against rhino poaching as local people were invited to speak freely about their knowledge and insights into the 'war' we are fighting. The point was made that hundreds of thousands of people inhabit areas that lie between and around our protected areas. The majority has no work and aspires to a better life while poverty, ignorance and greed provide breeding grounds for this poaching. The Rhino Summit reinforced the point that the greatest bulwark against poaching lies with our people, those who keep their ears and eyes open; in shebeens, markets, taxis, wherever.

Vulture Awareness

A vulture awareness campaign is being established to create awareness of the critical plight of these endangered birds. Ezemvelo ecologist Sonja Kruger has been consulted

where she suggested two key groups should be addressed; the farmers in the Drakensberg area who lay poisoned bait for jackals and the traditional healers in the Zululand area who still use vultures in traditional medicine.

Southern Maloti Drakensberg Park

Our community conservation officers in the Southern Maloti region are to be supplied with presentation kits as part of a broader conservation awareness programme to be rolled out throughout KwaZulu-Natal. Tribal authorities and the youth will be the first two audiences invited in this region.

Rhino Ambassadors



The Rhino Ambassadors Programme, which began in 2011, saw its forces expand from the original 100 community members around Hluhluwe-iMfolozi Park.

In 2013 the Expanded Public Works Programme (EPWP) provided funding to increase environmental monitors throughout South Africa. This meant Ezemvelo were able to select an additional 300 who patrol Tembe, Ndumo, Hluhluwe-iMfolozi Park and Weenen communities.



The broad responsibilities of the Ambassadors are to inform the community on environmental issues with a strong leaning towards safeguarding our rhino. Their environmental focus includes communicating information on special occasions, such as World Wetlands Day, Arbor Day and Water Week. They also identify environmental projects within communities that Ezemvelo can assist with. These include community vegetable gardens, cleanup campaigns and the organising of sporting events.

A further significant development was the support Ezemvelo received from the Wilderness Leadership School that operates out of Kenneth Stainbank Nature Reserve. With the support of Absa Bank, they sponsored a three month-long training course for twelve of the most deserving Ambassadors that will see them graduate as qualified Field Guides (Level NQF 2). A further 40 were selected for a three week-long life skills programme.

Armed Field Rangers

In September 2013 Ezemvelo contracted Wildlands Conservation Trust (WCT) to train

and hire 50 armed field rangers who have been deployed to private reserves within the province; 20 of them are in Somkhanda, which is a community reserve in Zululand. They are also paid out of the funds from EPWP with an additional supplement paid by WCT.

Challenges

As it applies throughout our organisation, funding remains a significant challenge. As it stands, the money from EPWP is used to pay salaries and there are significant shortfalls for training, uniforms, transportation, information resources etc.

Traditional Healers Liaison Forum

The Forum meets once a year and provides a platform for information sharing. Traditional Healers share their knowledge and Ezemvelo provide information regarding sustainable utilisation and general environmental awareness. The Forum is also used to educate the Traditional Healers about ToPS (Threatened or Protected Species) and which species require permits and how to obtain these permits. The programme also helps with supplying plants and trees when requested by the traditional healers. A 1 000 sausage trees were donated to traditional healers at the People and Parks meeting and 20 000 seedlings were donated by Wildlands Conservation Trust (WCT) annually.

People and Parks

The year saw the drafting of terms of reference for the People and Parks Provincial Forum in KwaZulu-Natal. The Forum is constituted quarterly comprising representatives from Ezemvelo, DAEEA, RLCC, community representatives and ad hoc/non-permanent specialist role-players.

Co-Management

Co-management is an agreement between successful land claimants, now the new land owners, and Ezemvelo for the joint management of land that falls within a protected area. The programme, which began in December 2010, is currently been implemented in four reserves, namely; Ithala Game Reserve, Tembe Elephant Park, Ndumo Game Reserve and Hluhluwe-iMfolozi Park.



This year saw the signing of the Co-management Terms of Reference (TOR). The TOR will serve as a basic foundation on which it can work cohesively and achieve goals. Quarterly meetings are to be held at QEP with the CEO.

A skills development fund has been established to facilitate training of a defined number of land owner beneficiaries. Bursaries have been offered to students from all the co-management areas.

Special Projects

Ezemvelo's Special Projects Unit performs a crucial role in advancing the livelihoods of communities bordering our Protected Areas. The unit sources and manages funding and implements such special projects on behalf of external funders. The unit is also responsible for implementing all Ezemvelo's social responsibility programmes.

The following programmes were implemented inside and outside our Protected Areas:

Invasive Alien Species (IASP):

Clearing of alien vegetation

Working for the Coast (WfC):

Beach clean-up, visitors' facilities upgrades and rehabilitation

Working for Rivers (WfR):

River clean-up and Rehabilitation

Payment for Ecosystems Services:

Donga Rehabilitation in Upper uThukela Catchment

Infrastructure Development:

Development and upgrading of some tourism infrastructure

Expanded Public Works Programme

One of the most significant sponsors for community upliftment lies with those projects supported by the Expanded Public Works Programme (EPWP). Their overall aim is to help create sustainable livelihoods through job creation, training and SMME development.

The table below gives a good indication of the achievements of our Special Project Unit under this programme.

EPWP Deliverables

Programme	No of People	Persondays	FTEs	SMMEs created
DEA IASP	2496	167130	730	145
Working for the Coast	155	15973	70	16
Working for Rivers	250	22000	96	30
Payment for Ecosystems	180	28620	125	25
Parthenium Management	168	7224	32	20
KZN Ongoye Forest	15	150	1	1
KZN Siyaya Coastal Park	48	16857	74	12
KZN HIP Comm Dev & Tourism	81	15669	68	15
TOTAL	3393	273623	1196	264



Job Creation

In the 2013/2014 financial year, 3 393 people were given jobs and 264 SMME's were created. These job interventions were mainly targeting

women with 60% of beneficiaries being women and 40% being youth as per EPWP standards.

Employment

Employment is spread throughout the province in all districts except in uMzinyathi District. This is due to the low number of Protected Areas within that district.

Fig 1: Employment per district Municipality in 2013/2014

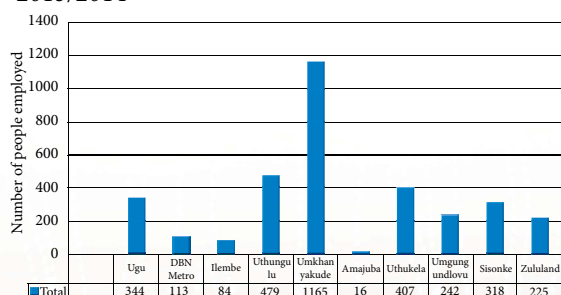
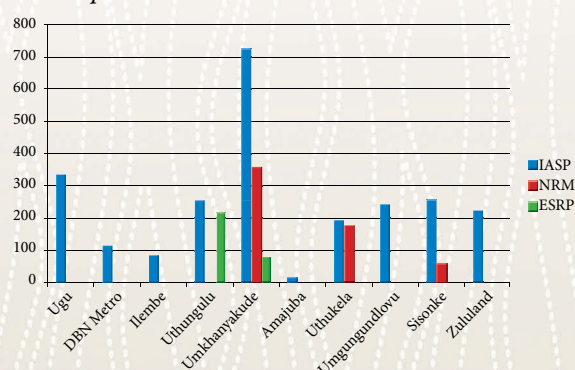


Fig 2: Employment by Programmes in district Municipalities in 2013/2014



The invasive alien species programme employs more people and in most districts. This is in line with the spread of Protected Areas under Ezemvelo KZN Wildlife management. This programmes concentrates only in Protected Areas.

Natural Resources Management Programme

This comprises the Invasive Alien Species (IAS), Working for Rivers (WfR) and Payment for Ecosystems Services (PES) and Parthenium Management.

In the 2013/2014 financial year the clearing of alien vegetation resulted in more than 18 500 ha cleared. The Parthenium project (funded by the National Department) is being focused on: Ndumo, Lubombo, Ophathe, Hluhluwe-iMfolozi Park, Hlathikhulu and Mkhuze Game Reserve.

External Social Responsibility

Ongoye Forest: Construction of entrance gate facility, exhibition centre, visitor facility accommodation, staff accommodation with laundry and storage, restaurant, fencing, development of the picnic sites and erection of signage.

Siyaya: Demolition of the events facility to construct new events facilities.

Umlalazi: Construction of a new entrance gate facility, supporting facilities, a kiosk and a conservancy tank.

Sontuli: The re-development of the kids' education camp continued.

Working for the Coast: Coastal tourism clean-up of 84km, access road maintenance; alien plant clearing; upgrading of visitor facilities; recreational infrastructure development, dune rehabilitation and development of coastal management Programmes.

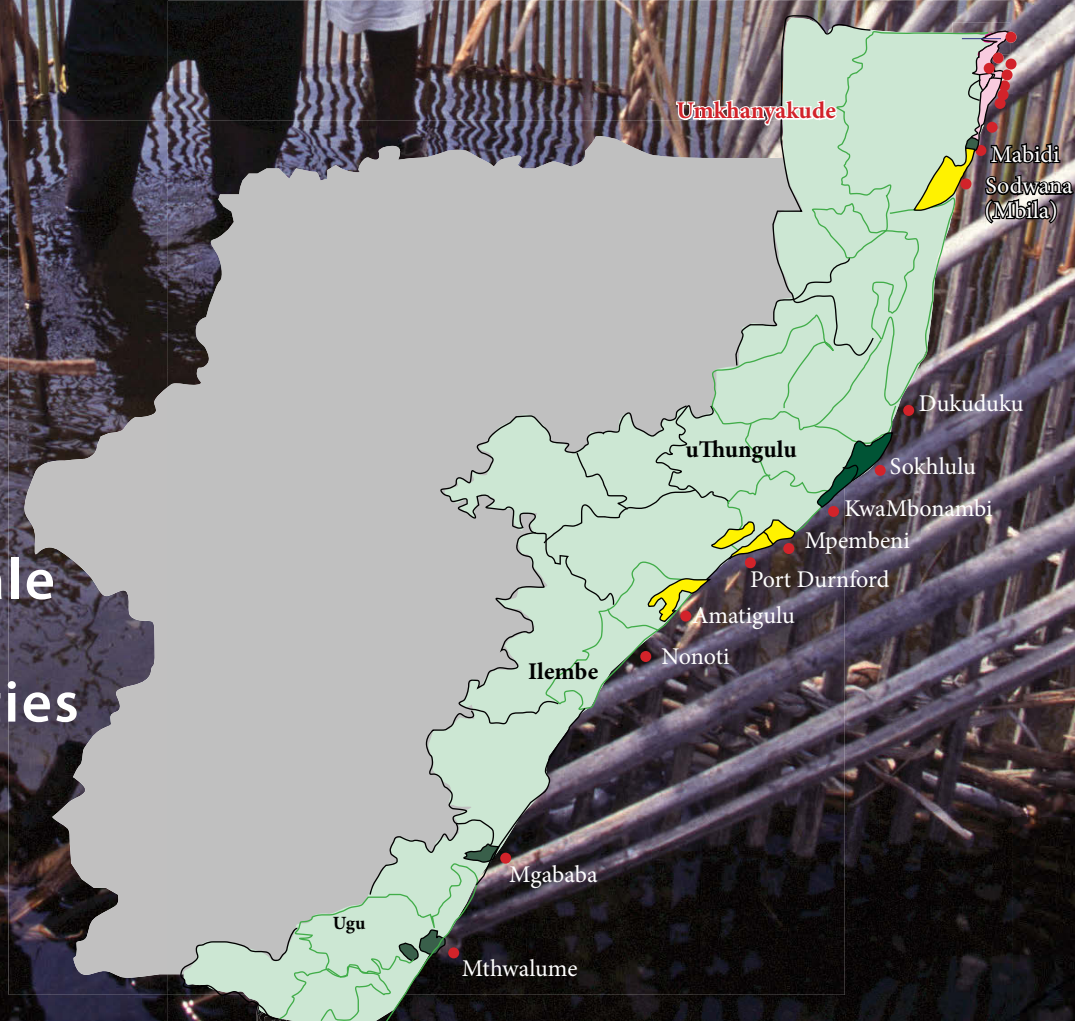


Areas of Implementation

Ezemvelo Cup	People & Parks	Calendar Days	Local Board	S'fundimvelo	Rhino Ambassador	Co-Management	Land Claim	CCA	Other
<p><i>Areas of implementation, across KZN. Villages surrounding Protected Areas include:</i></p> <ul style="list-style-type: none"> • Chelmsford Nature Reserve • Emakhosini- Opathe Heritage Park (EOHP) • Hluhluwe-iMfolozi Park (HiP) • Impendle Nature Reserve • iSimangaliso World Heritage Park • Ithala Game Reserve • Krantzloof Nature Reserve • Mbumbazi Nature Reserve • Midmar Nature Reserve • Ndumo Game Reserve • Ngoye Forest Nature Reserve • Ntsikeni Nature Reserve • Oribi Gorge Nature Reserve • Richards Bay • Sileza Nature Reserve • Tembe Elephant Park • Maloti Drakensberg Park (MDP) • Umlalazi Nature Reserve • Vernon Crookes Nature Reserve • Weenen Nature Reserve <p>Also working in:</p> <ul style="list-style-type: none"> • Eshowe • Nkandla Nature Reserve • Cobham • Enseleni • Willofontein • Hammarsdale • Vryheid • Nongoma • Phongola 	✓	✓	✓	✓	✓	✓	✓	✓	Arbour Day
				✓	✓	✓	✓	✓	Traditional leaders
				✓	✓	✓	✓	✓	uniZulu (rhino summit)
			✓	✓	✓	✓	✓	✓	Farmers Day Nurseries muti forest Rambas wetlands Day
				✓	✓	✓	✓	✓	Cleanup campaign Cleanup river Taxi stickers



Small-Scale Fishery Communities





Small-Scale Fisheries

The Subsistence / Small-Scale Fishing Programme is managed by the east Region and has been for the past 14 years. While it is not managed by the Community Conservation Division, it has been incorporated under this broad umbrella owing to its intense focus on coastal communities.



Gillian Rhodes
Programme Co-ordinator

The Small-Scale Fisheries Unit is funded by the Expanded Public Works Programme through the Department of Agriculture, Forestry and Fisheries. Both the Catch Data Monitors Project and Small-Scale Fisheries Management Project have

been successful in their implementation in 2014/15 and person day targets have been achieved by both projects (98% for the Catch Data Monitors and 100% for the Small-scale Fisheries Management).

Catch Data Monitors Project

This project employs 152 Catch Data Monitors along the coast of KwaZulu-Natal with 44% of people employed during the year were women and 61% youth.

Monitors were employed from 26 fishing communities to collect data from small-scale fishermen involved in shore-based rod and line and brown mussel harvesting. An additional 24 temporary monitors were employed in February and March 2014 to ensure the project met its person day targets. In addition, 98% of the target person days were achieved for 2014/15 and 46% of these were person days were for women employed, 52% for youth and 1% for disabled.

Monitors collected 8 426 datasheets from fishers operating in small-scale harvesting zones from Kosi Bay in the north to Port Edward in the



south. Data such as the number of fish, weight, number of fish etc. is analysed on an annual basis by the Resource Use Ecologist and is used to inform critical fisheries management decisions that ensure the sustainability of our small-scale fisheries.

Information collected during annual mussel stock surveys is used to determine quotas for the small-scale mussel fisheries and translates into the total weight that is recommended to harvest on a monthly basis at each mussel harvesting site along the coast.

Training

With the help of WWF, three annual internal workshops were held for all Monitors in 2014 for South, Central and North Monitors. These revolved around strengthening skills in line fish identification, stock survey techniques, roles and responsibilities of Monitors and Supervisors. Monitors are to be commended for their excellent identification skills following an assessment during this course.

Awareness

Monitors hold small awareness sessions discussing the importance of controls like permits, and bag and size limits and how these have been introduced to ensure that line fish resources are used wisely and sustainably.

District	Community	Number of Monitors
Umkhanyakude	Mvutshane	5
	Mazambane	16
	KwaGeorge	10
	Nkovukeni	13
	Dapha	9
	Mnyayisa	9
	Malangeni	6
	Novunya	4
	Mqobela	6
	Mpukane	5
	Mabibi	6
	Mbila	6
Uthungulu	Dukuduku	2
	Sokhulu	9
	Mbonambi	6
	Mpembeni	6
Ilembe	Port Durnford	2
	Amatikulu	7
	Nonoti	4
	Umgababa	6
Ugu	Mthwalume	8
	Nizmakwe	6
Grand Total	22	151

	Informal no co-management structure
	Formal, co-management structure. Line & intertidal fisheries

Children are included in the Small-scale Fisheries Awareness Programme to introduce them to crucial concepts like sustainability.

KZN Alternatives for Fishers Forum

Marine resources and benefits on the KwaZulu-Natal coast are limited. The need to investigate alternatives to fishing is critical to ensure that dependency on fishing is reduced and to generate alternative incomes. In 2014 three meetings were attended by Co-management Committee Chairpersons, Municipalities and other important stakeholders such as SEDA. Key areas of focus were the establishment of co-operatives, Sokhulu, Mbila and Amatikulu alternative projects.

Challenges

Obstacles to developing partnerships between Ezemvelo and these fishing communities are complex and beyond the control of the Small-scale Fisheries Unit. These include unresolved land claims, disputes regarding the use of the protected area for farming and the lack of progress with the implementation of the small-scale fisheries policy. Communities do not wish to engage in our processes until the issue of fishing rights is resolved through new legislation.

Ezemvelo KZN Wildlife has contracted Isikhungusethu Environmental Services who are investigating past projects and community work to produce recommendations for improved future management. Thus far an interim report has been received and work on the final report will conclude in May 2014.





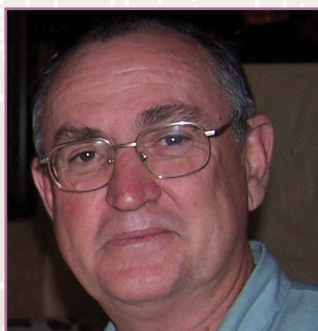
Part One

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F. Achievements and Challenges	89





District Conservation Management and DCO's



Graham Keet
Co-ordinator, District Conservation & Natural Resource Management

In 2013 Ezemvelo encountered some constructive criticism from stakeholders, particularly the KZN Chapter of Wildlife Ranching South Africa, a large private game farming association based in Pongola. The complaint was about a lack of direct communication with Ezemvelo and slow turn-around times with issuing permits.

The issue pointed to one of our organisation's greatest human resource challenges; both

the paucity and in some instances, lack of experience of our District Conservation Officers (DCO's).

This post effectively represents our crucial interface with many stakeholders, such as commercial agriculture, forestry, private game farm owners, right the way through to our local communities.

Owing to financial restraints we have only been able to fill some 22 of the existing 36 DCO posts throughout KwaZulu-Natal. This has put enormous pressure on them to be able to react timeously and thoroughly with what is after all a broadening stakeholder base. It is widely considered harmful to our organisation's reputation amongst such stakeholders as well as hampering our capacity to deal with critical biodiversity considerations.



DCO's play a fundamental role in many regards; such as issuing of permits (Game farming, hunting and registration of new traders etc.) and dealing with changing legislation that pertains to CITES, Threatened or Protected Species regulations (ToPS), Alien Plant Species and the implementation of our Stewardship programme, amongst other duties, such as ensuring compliance, initiating law enforcement, managing damage-causing animals etc.

Our staff shortages mean that a single DCO might sometimes have to deal with an area half the size of the Kruger National Park! Conservation Districts can cover up to three local municipalities.

Overhauling Permits

The permit system is crucial to our overall conservation system as current provincial legislation focuses mainly on protecting biodiversity at the species level and the threats to their continued survival.

On a positive note, we have reacted to the complaints about the slow issuing of permits and are busy overhauling the entire system. We have analysed the work flows of the 440-odd different permits types we are required to implement and are proceeding with a web-based (E-filing) solution. This will allow applicants to manage their own applications online.

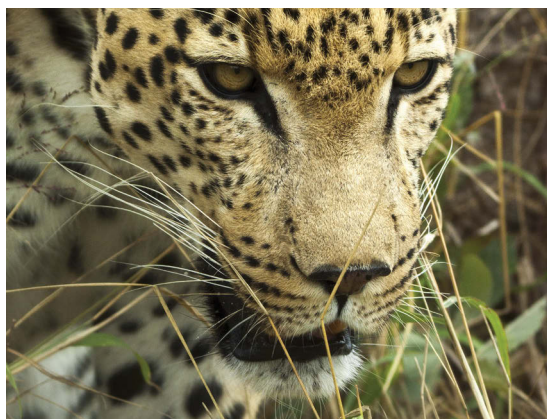
The goal is to have this implemented in a phased approach over three years of which this year was the first. So far the applications have been centralised into a permits office in QEP, and a new application form was developed.

District Management Efficiency

We have also driven a process to develop a comprehensive measurement tool by which DME could be measured for each district. This year the strategy was developed and implemented to produce base line performance "scores" for each District.

Leopard Hunting Advisory Forum

Leopards are listed on the CITES schedule 1. They therefore cannot be legally hunted and



trophies may not be exported unless a "non-detrimental finding" (NDF) has been made. In the case of leopard, RSA has a NDF and in terms of this NDF, KZN has been allocated 10 animals per annum that can be trophy hunted. As demand for hunting far exceeds this number, a Leopard Hunting Advisory Forum has been established to fairly allocate these animals in consultation with affected land owners, Hunting Outfitters and Professional Hunters. Significant progress was made with strengthening the relationship between Ezemvelo KZN Wildlife and the KZN Leopard Hunting stakeholders as well as with Panthera an NGO undertaking research into leopard population dynamics and management. Various conservation/protection initiatives have been implemented and Ezemvelo is co-ordinating the development of an overall management strategy for the province by the Forum.

Hunting

The Hunting Division performed to an exceptional standard this year where Ezemvelo's Mrs Noleen Marshall was recognised for her national contribution. Revenue for hunting in KwaZulu-Natal (depending on the species and number of animals hunted) varies from R1.5 million up to R3 million per annum. The difference has everything to do with whether white rhino are hunted or not. This is based on about 30 to 35 hunts every year.

Aside from white rhino, animals hunted are impala, wildebeest, zebra, nyala, warthog, red duiker, suni and kudu. Hunting revenue forms part of our organisation's annual income. Communities benefit from this revenue if hunts are conducted on community land.





Part One

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Achievements

FIELD STAFF

To all our Field Ranger staff and Anti-Poaching Units who against all the odds continue to uphold our organisation's reputation of commitment and passion in battling this rhino poaching war.

PRIORITY CRIME

To our Rhino Protection Unit for helping elevate rhino poaching to a national 'Priority Crime' status HiP.

For real improvements in anti-rhino poaching measures taken at Hluhluwe-iMfolozi Park (HiP). Their poaching results fly in the face of the park's vulnerability ('Corridor Road') and having the highest density of rhino of all our parks.

CYBERTRACKER

To our technicians & IT staff who made innovative strides in our Cybertracker software technology.

SCIENTIFIC STAFF

To our Scientific Unit who collectively showed great perseverance in finally developing new Norms & Standards for Permits for keeping wild animals in captivity.

SYMPOSIUM

To all staff that made the Symposium of Contemporary Conservation Practice such a success; provincially, nationally and internationally.

IEM UNIT

To our Integrated Environmental Management (IEM) staff that work beyond their call of duty to control development in our Protected Areas.

TURTLE MONITORING

To our Turtle Monitoring staff who made this year's Turtle Programme the most successful year ever.

MARINE COMPLIANCE

To the valiant and sustained efforts of our Marine Compliance staff who continue to diligently carry out huge numbers of inspections of vessels, craft and fishermen along our coastline.

GAME CAPTURE UNIT

To our Game Capture Unit who performed wonders in capturing and translocating so much game for our Transfrontier initiatives and helped support our Partnership with Peace Parks Foundation. They should also be praised for their success in sling-shooting white rhino out of our Wilderness section in HiP.

EZEMVELO CUP

To all Ezemvelo staff that have contributed towards elevating our Ezemvelo Cup soccer and netball tournament to its province-wide status.

2013/2014





Challenges

STAFF REALIGNMENT

To finalise this protracted staff realignment process ('migration') that has caused such considerable stress and upset for our employees and has impacted on our overall service delivery.

COMMERCIAL OPERATIONS

To resolve on-going issues impacting on our Ecotourism sector. These include our ability to generate additional revenue as well as resolve various administrative issues with the iSimangaliso Wetland Park Authority. These have a specific focus on the need to upgrade our Greater St Lucia hospitality venues, such as Cape Vidal, Sodwana bay, Mantuma, Maphelane and Charters Creek resorts.

MALOTI DRakensBERG PARK

To source funding for the consultative process needed to help establish our 'Buffer Zone' surrounding our Maloti Drakensberg Park World Heritage Site. Further sustained funding is also needed for the park's Alien Plant control needs.

GAME FENCING

To source funding for critical game fencing at Spioenkop, Hluhluwe-iMfolozi Park (HiP) and Weenen. New fencing needs to be provided as well on Ithala's northern boundary to stop elephants intruding on community areas.

DCO'S

To address the shortages of District Conservation Officers (DCO) staff.

RHINO SUPPORT

To encourage continued government and outside investment in helping combat the unrelenting attacks on our rhino populations. This is a war unprecedented in our conservation history.

GILLNETTING

Equally, this enforcement concern applies to the rampant gillnetting that is impacting on our lakes and waterways. An indication of the sheer size of this is gauged by our ability to have confiscated and destroyed more than 100km of gillnets during the year under review in iSimangaliso Wetland Park.

FIELD SUPPORT

To find greater resources to support our field operations to help them perform our Biodiversity and compliance operations better.

VEHICLES

To resolve issues pertaining to our depreciating vehicle fleet (outside of our rhino reserves who received a new fleet of vehicles in 2013).

2013/2014







Part Two

Governance Reports

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Corporate Governance Report

Statement of Commitment

Ezemvelo KZN Wildlife's Board is committed to and has adopted the principles of the South African Code of Corporate Practices and Conduct as recommended in the third King Report on Corporate Governance (King III).

The Organisation is taking steps to ensure that this report is compliant with the obligations placed on the Organisation. Ezemvelo subscribes to a governance system in which, most notably, ethics and integrity set the benchmark for compliance. We are constantly reviewing and adapting our structures and processes to enhance effective leadership, sustainability concerns and corporate citizenship. We are cognisant of the need to reflect national and international corporate governance standards, developments and best practice.

The Board believes that it has applied and implemented the main principles of King III in all significant respects for the year under review.

Ezemvelo adopted the principles of King III during the 2012/13 financial year and necessary improvements commenced. It should be noted that adherence to this code is an ongoing process.

The Board recognises its responsibility towards conducting its affairs with prudence, transparency, accountability and fairness, thereby safeguarding the interests of all its stakeholders. The Board recognises that good corporate governance is essential and acknowledges the relationship between governance and risk management practices. One of our top priorities remains the Board and executive management's implementation of sound governance principles.



Internal Control

The system of internal control, which is embedded in all key operations of the Organisation, provides reasonable rather than absolute assurance that the Organisation's business objectives will be achieved within the risk tolerance levels defined by the Board.

Regular management reporting is an important component of Board assurance, providing a balanced assessment of key risks and controls. In addition, Board committees need to focus on specific risks.

The Chief Executive Officer provides quarterly reports to the Board which also receives assurance from the Audit Committee. The latter derives its information, in part, from regular internal and external audit reports on risk and internal control. The internal audit function has a formal collaboration process in place with the Auditor-General to ensure efficient coverage of internal controls. The internal audit function is also responsible for providing independent assurance to the Executive Committee and the Board on the effectiveness of the risk management process of the Organisation.

end

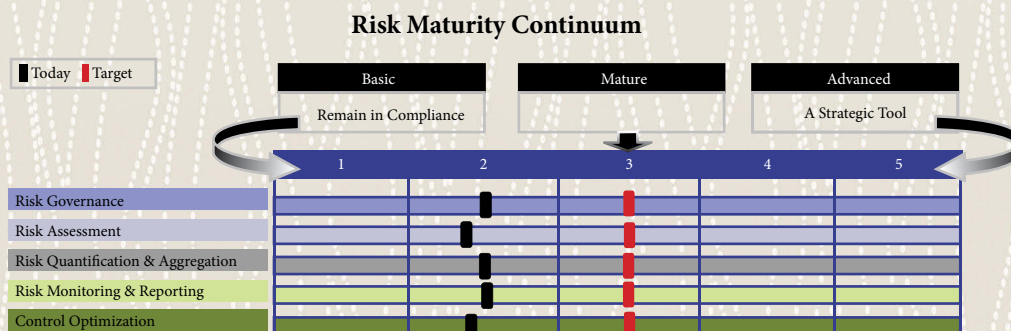


Risk Management Report

Ezemvelo's risk management process sets out to achieve an appropriate balance between mitigating the risks associated with the business activities and delivering on the entities mandate. The Board, which is accountable for the total process of risk management and internal control determines risk appetite and risk tolerance levels, delegates responsibility for such activities to responsible executives through the CEO. Importantly, risk management remains an integral part of executive management's function and includes management of strategic, functional and operational risks. A formal process of business risk assessment is done annually and risks are highlighted and together with further control

actions, and progress against achieving the mitigation actions is reported to the Board and the Audit Committee quarterly.

The Enterprise Risk Model is influenced by the Provincial Treasury model. Annually the risk register is updated and the risks are assessed and the risk profile is determined based on the inherent risk, the control effectiveness, desired effectiveness, the risk gap and the mitigation action aligned to the policy is put in place. A review of Ezemvelo's risk management process was carried out by KPMG and a report was tabled in May 2013. The findings as summarised indicated that Ezemvelo's risk maturity is on average at two.



Ezemvelo's Key Strategic Risks, mitigation actions are developed based on the root causes of the identified risks

Risks	Root Cause
Loss of Biodiversity	Climate change impacts Fires (arson / uncontrolled) Genetic pollution Lack of funding for Invasive Alien species outside Protected Areas Lack of public awareness and support Land claims Land development and transformation of key biodiversity areas Natural disasters Poaching (animals & plants) Unsustainable use of natural resources inside Protected Areas Unsustainable use of natural resources outside Protected Areas
Poor service delivery in the hospitality sector	Poor state of infrastructure and roads Visitor experience
Lack of support from communities adjacent to Protected Areas	Lack of beneficiation of communities from Protected Areas
Improper use of financial resources by Management	(a) Failure by the Debtors and Legal Department to collect outstanding debts of the organisation. (b) Failure by management to adhere to the Credit Control Provisions of the Debtors Policy. (c) Failure to manage escalating utilities costs.
Lack of financial resources	Economic recession Revenue generation Lack of operational budget to source additional funding Management Costs





Internal Audit Report

Achievements

- The 2013/14 Internal Audit Operational Plan
- Approval of the Annual Operational Plan 2013/14 which was a risk- based, 3-year Strategic Rolling Plan (2012/13 to 2014/15)
- Completion of the 2013/14 Operation Plan
- Reduction of backlog on Forensic Cases reported through the Fraud Hotline
- Approval of Fraud Prevention Policy and Fraud Prevention Plan
- Implementation of Fraud Prevention Plan
- Conducted two regional workshops on Fraud Awareness

Challenges

- Delays in turnaround times for investigation of fraud cases. (Increase in number of cases and fewer resources)
- Shortage of skilled resources in IT and Performance Audits

Outlook (2014/15)

- Implement fraud prevention plan
- Implement 2014/15 Internal Audit Operational plan
- Planning for External Quality Assurance Review
- Increase capacity in Forensic Investigation Unit





Human Resources Report

Studentships

Over the past five years, 222 interns have been placed in different Units in order to facilitate work exposure for young unemployed graduates and enhance their employment prospects. Of these students, seven have been permanently employed and 54 placed on Fixed Term Contracts in different Units in the organisation.

Through our partnership with the National Research Foundation (NRF), 23 science students were placed in our Scientific Services Unit. Eight interns were given an additional year's work through Ezemvelo's Graduate Development Programme.

Three interns opted to further their studies after completing their year with Ezemvelo, while four joined various NGO's throughout the country, within the conservation sector. Two found employment in national government and two with local government.

196 learners were employed through our Experiential Learning Programme (Work

Integrated Learning). These fulfilled our MOU's with the University of Zululand (tourism); Mangosuthu University of Technology (conservation) as well as with various FET Colleges.

Work Integrated Learning enables students to graduate in their particular field of study, in our case conservation. Students receive monthly stipends, too. R8 753 592.00 has been spent on stipends in the past 5 years.

Project Studentships

Ezemvelo invests considerable resources into offering Learnerships to matriculants in rural areas neighbouring our Protected Areas and resorts. This Work Based Learning Programme offers theoretical and practical learning. In this case the matriculant leaves us with a NQF Level 2 qualification.

Learnerships undertaken over the past 5 years are:

- Certificate in Nature Conservation
- Certificate in Accommodation Services



- Basic Field Rangers/Community Field Rangers
- Twenty students were hosted under SANBI's 'Groen Sebenza' Project for two years, receiving stipends of between R4 500 to

R7 100 pm. Our annual budget is R66 000.00 (graduates) and R33 000.00 (matriculants). We will offer permanent employment to twelve of them (six graduates and six matriculants).

IMPROVING OUR CAPACITY

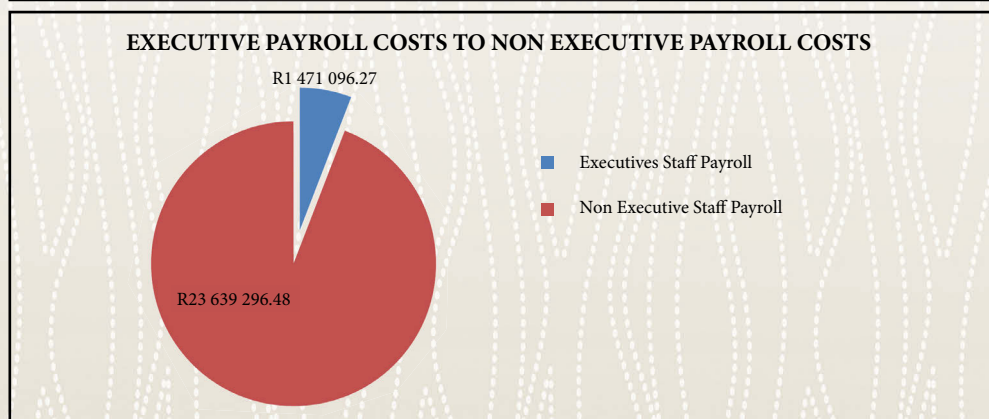
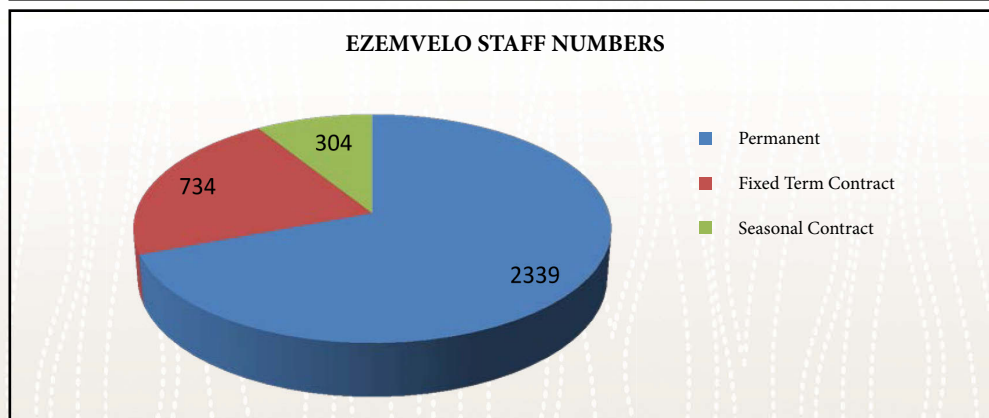
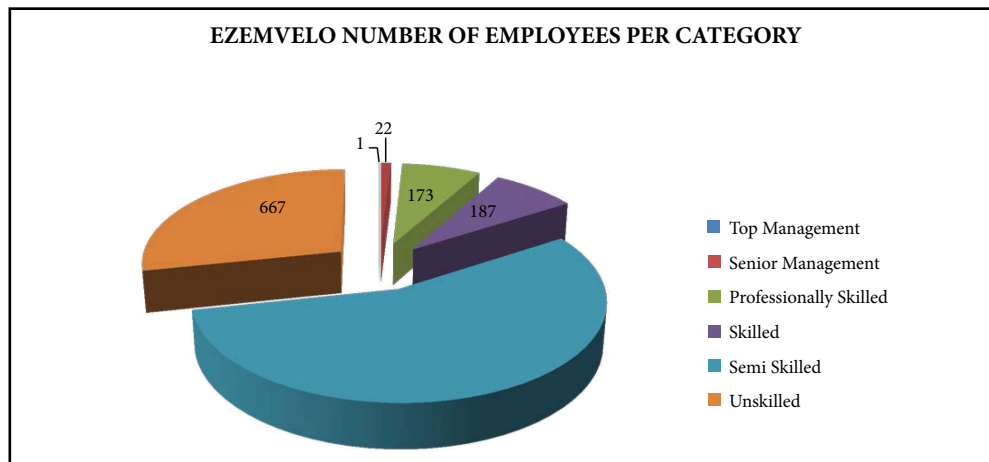
Employee Development

Courses Attended	Type of Training	No. of Attendees
Initiate and Chair Disciplinary Hearings	Skills Development	45
Intro To OHSACT Training	Skills Development	1
ABET English Level 1 and 2	Skills Development	44
Game Meat Examiners	Legal compliance	3
Report writing	Skills Development	37
MCSE 2012 Server Infrastructure	Skills Development	1
Project Management	Skills Development	20
First Aid	Legal compliance	41
Employment Equity W/shop	Skills Development	1
SAP Basics	Skills Development	1
Itil Foundation Version 3 Exam	Skills Development	4
Snr Management People Leadership Programme	Skills Development	13
D1 Basic Report Writer Training	Skills Development	24
Fire Fighting	Legal compliance	22
Policy Workshop Meeting - Wellness Policies	Skills Development	8
4 x 4 Training	Skills Development	9
Shotgun Course	Legal compliance	12
EMI	Legal compliance	10
Firearm re-training	Legal compliance	329
Crime Scene Management	Skills Development	19
First Aid Diving Module	Legal compliance	27
Mentor Workshop	Skills Development	9
MS excel	Skills Development	2
MS Powerpoint	Skills Development	12
Basic Explosives Identification	Skills Development	148
Apex Refresher	Skills Development	43
Facilitating Change	Skills Development	15
Managing Performance Prob.	Skills Development	8
Customer care	Skills Development	348
Total number of people trained		1256

The current demographics of Ezemvelo's permanent staff is depicted as follows:

	MALE					FEMALE					GRAND TOTAL
	African	Coloured	Indian	White	TOTAL	African	Coloured	Indian	White	TOTAL	
Top Management	1	0	0	0	1	0	0	0	0	0	1
Senior Management	8	0	1	3	12	9	0	0	1	10	22
Professionally Skilled	70	2	7	51	130	24	1	3	15	43	173
Skilled	83	1	7	27	118	40	1	8	20	69	187
Semi Skilled	1060	2	6	2	1070	213	9	19	23	264	1334
Unskilled	447	1	0	0	448	229	0	0	0	229	677
TOTAL	1669	6	21	83	1779	515	11	30	59	615	2394





Performance Management

Ezemvelo embarked on a Business Re-Engineering Project involving: Organisation Realignment; Structure Development and Business Process Implementation in the 2013/2014 Financial Year.

The top structure was developed and implemented first and as a result Executive (EXCO)

members had their work plans drafted and signed with the CEO in October 2013.

Performance contracting for all staff will happen once the structure has been implemented across the levels and the migration of staff has been finalised



Legal Services Report

A total of 106 new contracts were drafted, including Partnerships, Leases and Joint Ventures, which were above the annual target. There are currently thirteen pending litigation matters.

Drafting of the KwaZulu-Natal Nature Conservation Bill

KZN Nature Conservation has been governed by two pieces of legislation: the Natal Nature Conservation Ordinance 15 of 1974 and KwaZulu-Natal Nature Conservation Management Act 9 of 1997. Though still under discussion, Legal Services is actively involved in finalising the drafting of a new Bill.

Local Boards

We are hoping to appoint new Local Board members for our Protected Areas.

Victoria Seafood Claim

We managed to settle out of court, with considerable savings to the organisation, a matter where a suspect sued us for arresting him for being in possession of prohibited fish.

Dismissals

Two employees were dismissed with both cases going to court. Legal Services won both cases.

Shareholder Compact Agreement

This agreement is being reviewed with the aim of improving transparency, accountability and sound management within Ezemvelo.

Compliance Policy

A Compliance Policy has been drafted and is ready for Board approval.

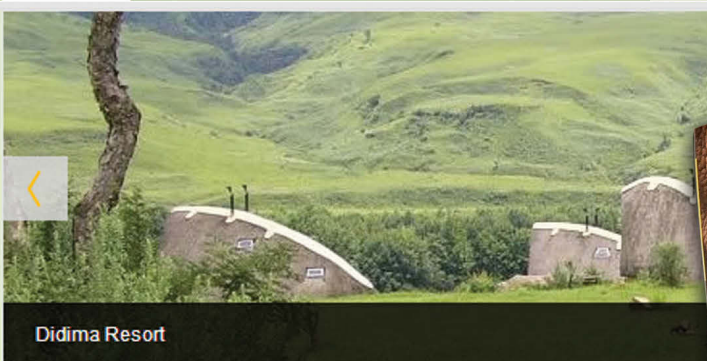
Outlook for 2014/2015

The Contract Management Department is currently working with IT to establish a software system that will assist in improving the process of:

- Capturing new contracts;
- Identifying expired contracts;
- Access to pertinent financial information

We are continuously engaging with the various internal departments i.e. Procurement tender processes and procedures. This will greatly improve our systems and working relationships with relevant stakeholders.





Latest News

Related Articles

Top Resorts



Pay for this war if you want to keep debating
When I called out in 2012 to the world's conservation lobby to implement a controlled trade in rhino horn on the open market I did so for very sound reasons. [\[Read More...\]](#)

TOURISM

“Trade their horns - and save our rhinos”

As Ezemvelo considers its approach to SA Government for 2013 CITES Conference

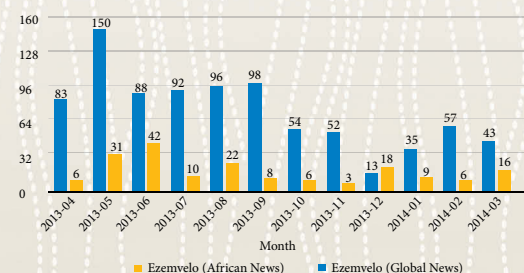
One of the reasons attributed for the poaching of rhinos in South Africa is the lack of a controlled trade in rhino horn on the open market. This is a view that Dr Bantule Mubizi, CEO of Ezemvelo KZN Wildlife, has expressed in a recent article in the Daily News newspaper.

Dr Bantule Mubizi, CEO of Ezemvelo KZN Wildlife, has expressed in a recent article in the Daily News newspaper...

Communications Services Report

The media coverage of Ezemvelo was considered extraordinary, based on some 1 038 articles written on and about the organisation.

This translated to the unpaid Advertising Value Equivalent (AVE) of more than R207 million.



Country spread of Global Mentions

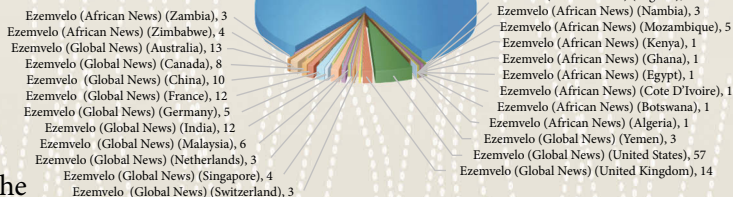
General

Ezemvelo contributed to the success of the ROSCARs Awards function organised by Wild Talk Africa. Ezemvelo hosted thirteen International Film Judges at Hluhluwe-iMfolozi Park.

More than 40 filming applications were processed, most emanating from London, Germany and Japan.

We are in the process of producing short films on Ezemvelo and conservation that will be given to our visitors to enhance their experiences with us.

A 'Conservation for Life' booklet was published, itemising highlights of the organisation as well as collating the CEO's newspaper monthly columns published by The Daily News, Isolezwe and the Zululand Observer.



Comparison of Africa versus international coverage.





Part Three

Executive Reports

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Message from the MEC



Mr Michael Mabuyakhulu (MPP)
MEC for Economic Development, Tourism & Environmental Affairs

At the outset, may I thank and pay credit to my former cabinet colleague, MEC Dr. B.M. Radebe, for the attention and interest he demonstrated in his tenure as the previous MEC of Agriculture

and Environmental Affairs. I noted his real enthusiasm for the work of KZN Ezemvelo Wildlife and his presence at a number of events such as the inauguration of the Rhino Ambassadors, the infusion of poison into rhino horn at Tembe Elephant Park as well as the Symposium of Contemporary Conservation Practice. We all wish him well for the future.

Let me also congratulate the organisation for having achieved an Unqualified Audit Report from the Auditor-General for the financial year 2013/14. I am aware of the great strains the organisation has been under and this notable commitment to good governance with the help of our Treasury is extremely uplifting and appreciated.

I wish to praise KZN Ezemvelo Wildlife for the clarity and comprehensive nature of this Annual Report. It is one thing to have an idea about conservation; another to grasp its scope and the discipline and expertise needed to fulfil its numerous mandates. Having read this thoroughly, it is quite obvious that in a



number of quarters, 'Ezemvelo' commands an outstanding human resource that tells you something of the capabilities and dedication needed to fulfil this complex discipline.

I am comforted by the broad realisation that this organisation situates itself within a very proud national and international reputation. Whatever the challenges that lie ahead, everything must be done to further this proud heritage.

Many of the challenges and hopes of conservation in Kwa-Zulu Natal are well encapsulated in the Chief Executive's 'Open Letter' that serves as a Preface for this Annual Report. I found its overriding appeal instructive. I will, therefore, advise people to read this as it gives one a clear overview of the challenges facing conservation in the 21st century.

The emphasis given over to the increasing focus 'Ezemvelo' is bringing towards making conservation as meaningful as possible to local communities is, of course, critical. I note the exciting and very real prospects inherent in creating employment and uplifting rural livelihoods through your Bio-Diversity Stewardship unit. The challenge is indeed to balance the need to protect our outstanding natural heritage within a sustainable developmental framework. I note, too, Ezemvelo's dependence on engaging in partnerships to achieve this overall end.

With Ezemvelo now sensibly incorporated into the new broader Ministry of Economic Development, Tourism and Environmental Affairs, partnerships and engaging with all stakeholders is critical in rolling out our developmental plans. My own emphasis will be unashamedly to lean towards optimising conservation's potential to contribute towards the greater economic development of Kwa-Zulu Natal. I am absolutely convinced that this province commands the most varied and enticing natural landscape throughout South Africa.

In saying this, I, too, believe Ezemvelo's eco-tourism division needs considerable support in order for it to maximise its overall potential essential for growing the province's economy. There is no denying that tourism is one of our country's major economic engines and Ezemvelo is situated at the heart of it. As much as we must try and encourage our emerging middle class to visit our protected areas, so, too, should we pay attention to the upkeep and appeal of the very same facilities we ask them to visit.



MEC: Mr Michael Mabuyakhulu
MEC for Economic Development,
Tourism & Environmental Affairs



Board Chairman's Report



Comfort Ngidi
Chairman: KwaZulu-Natal Nature
Conservation Board

It is an honour for me as the Chairman of the Board to present the KwaZulu-Natal Nature Conservation Board's Annual Report for the 2013/2014 financial year.

During the year under review, the Board has approved a new 5 year Strategic Plan. This process followed a rigorous process of strategic consultations and guidance from Provincial Treasury and the Department of Agriculture and Environmental Affairs, followed by a Strategic Financial Workshop with Provincial Treasury. One of the main objectives was to ensure that the Board's strategic direction is aligned to

our key stakeholder expectations, and that it clearly speaks to Ezemvelo KZN Wildlife's core mandate and the vast responsibility we carry as part of our overall responsibility.

This report marries our three core mandates (Biodiversity Conservation, Ecotourism and Partnerships). It is uplifting to note our real achievements and the dedication to duty that underwrites the detailed operational reports accompanying this report.

I am pleased to report that the Board has approved a new staff structure which is aligned to the organisation's new strategic direction which embraces our conservation priorities and stakeholder expectations. What remains is the confirmation of appointment / realignment of certain categories of staff in accordance with the new structure. This process is almost complete and I am confident that it will be finalised without further delay.

One of the Board's challenges has been the rectification of the audit qualifications received in prior years. To this end, and in collaboration



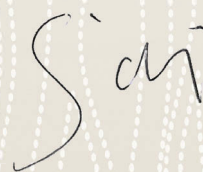
with the Office of the Auditor-General and Provincial Treasury, considerable effort and resources have been streamlined into various initiatives, and I am particularly hopeful that this will result in a clean audit.

The scourge of rhino poaching in KwaZulu-Natal and in South Africa as a whole remains one of the greatest threats to the future existence of the species. I would like to offer my deepest appreciation to our Provincial Government for their ongoing engagement and encouragement, and to Provincial Treasury for the allocation of R60 million for the combatting of rhino poaching.

In a society with so many overwhelming human demands, I acknowledge that our subsidy has not kept abreast with the financial challenges which we face, in particular the escalating yet obligatory salary costs, the ability to fully fund our biodiversity conservation mandate, and the maintenance of our aging tourism facilities.

I am pleased to report that an additional Board Member was appointed on 1 December 2013. May I take this opportunity to welcome Mrs Dudu Ngidi, who represents non-governmental organisations, institutions or groups established for the advancement of nature conservation and environmental protection. I wish her well and assure her of our support.

I thank my fellow Board Members and the CEO, Dr Bandile Mkhize, 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 outgoing MEC for Agriculture, and Environmental Affairs, Dr Meshack Radebe. I also congratulate the incoming MEC for Economic Development, Tourism and Environmental Affairs, Mr M Mabuyakhulu and assure him of the Board's commitment and support.



Mr Comfort Ngidi
Chairman: Kwazulu-Natal
Nature Conservation Board





BOARD AND INDEPENDENT AUDIT COMMITTEE MEMBERS

KwaZulu-Natal Nature Conservation Board
(Left to Right) Back Row: Armstrong Ndlela, Inkosi Mabhudu Tembe, Neli Mthembu, Maurice Mackenzie, Sazi Mhlongo, Duduzile Ngidi, Peter Rutsch. Front Row: Bafana Nkosi, Pat Lebenya-Ntanz, Comfort Ngidi, Dr Bandile Mkhize, Preetha Dabideen.
Not pictured: Professor Thandi Nzama.

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 & Company Attorneys Inc. in Durban. He holds a BA Law, 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. He was appointed by the then MEC in 2008 to lead the Interim Accounting Authority to begin the process of stabilising Ezemvelo KZN Wildlife. He is 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.

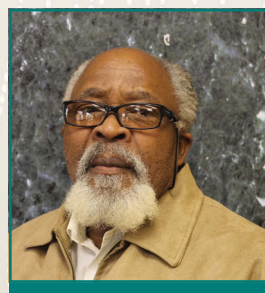
Inkosi Mabhudu Tembe



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 to the University of the Orange Free State, University of Zululand and University of KwaZulu-Natal.

He is 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; 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 involved as a consultant in various business ventures in KwaZulu-Natal, where he applies his vast experience.



Preetha Dabideen



Mrs 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 ADR a UK based Alternate Dispute Resolution Company.

Mrs 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-Ntanzu



Mrs Lebenya-Ntanzu 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-Ntanzu 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, Standing Committee on Public Accounts, Standing Committee on 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 Ndlela



Mr Ndlela 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 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 ILPA, 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, 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



Mrs Mthembu was appointed to the Board in the category “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 then went on to become a Regional Director, Chief Director and Acting Senior General Manager within the Department of Education. In 2005, Mrs 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 SMME’s 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 specializing 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 a Member of the Board of the South African National Biodiversity Institute (SANBI).





Independent Audit Committee Members

Bhekabantu Wilfred Ngubane



Mr Bhekabantu Wilfred Ngubane was appointed as an independent Audit Committee member in January 2013 and as the Chairman on 1 December 2014. He is a partner and CEO of Ngubane & Co Chartered Accountants. He was appointed for his extensive knowledge of the business sector.

He holds a BCompt (Unisa), DipAcc (UDW) and is a Chartered Accountant (SA). He has served on various Audit Committees and various Boards in the past.

Sibusiso Shezi



Mr Sibusiso Shezi was appointed as an Independent Audit Committee member in 2009. He holds a BA (Natal) and LLB (Natal) and is an admitted attorney.

He currently holds the position of Project Executive within the City Manager's Office at eThekweni Municipality in Durban. He has since gained extensive experience in the areas of supply chain management, contract management, fraud detection and recovery, amongst others.



Chief Executive Officer's Report

An Annual Report holds the popular perception of being something dry; a compliance tool that is meant for auditors! Well, it is a compliance tool but it is also an important communication medium, one that should sum up our entire operation and allow us to be seen to be accountable to our stakeholders for what we do.

This year, a real effort has been made to speak in a more integrated, visual and communicative manner. The clarity and structure is welcome. By categorising our work into our three core mandates it makes great sense to see how these taken together try to serve what is described as our fourth 'unwritten' mandate; Community Conservation.

"But before I continue, let me say how genuinely happy I am to learn that Ezemvelo KZN Wildlife has gained an Unqualified Audit from the Auditor General. I believe this is the first time since the merger of the Natal Parks Board and the KwaZulu Department of Nature Conservation back in 1997 that this has been achieved.

This is very positive. Unbeknown to many we have been working furiously on overturning our previous governance status. This is not the forum to explain what we have been up against but it is enough for all staff to appreciate that our organisation has proactively engaged with Treasury and all our stakeholders over the past two years in getting to grips on certain fundamental issues. By far the most important has been the compilation of a complete fixed asset register. It should be noted that 65 000 line items have had to be migrated from an Excel spreadsheet to the SAP module.

Altogether, this has been a huge undertaking. As part of this overall effort we long-since established a specific Task Team and a Project Plan with a dedicated Project Manager to oversee the process. I am extremely grateful to Treasury for responding so willingly to our frankness that we

needed them to provide us with an independent quality assurance to help us resolve prior-year queries raised by the Auditor General. If this engagement was positive then so, too, was the eager involvement of all our stakeholders in grappling with the collation of this fixed asset register. This collation included everything from roads, fences, homesteads and the like in order to gain a true reflection and evaluation of what we actually have on the ground.

We have come a long way. Let me thank our internal audit team and, of course, our CFO Darius Chitate. Collectively, they have been working under sometimes onerous conditions to overturn the faults and omissions of the past. Now it is a case of Ezemvelo building on this and working towards a clean audit for the future.

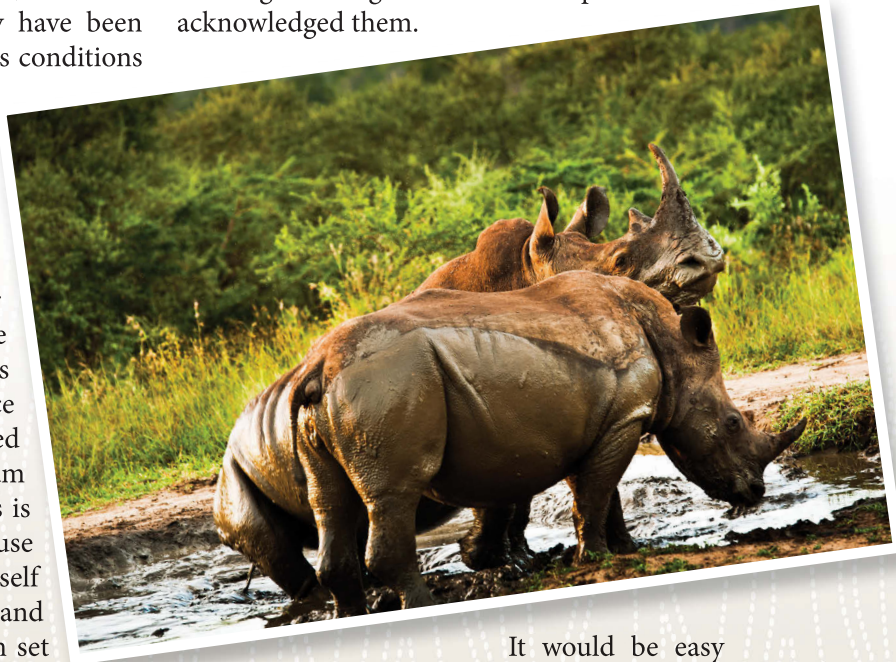
Despite this achievement, the year under review has been a tough one in a number of respects. It frustrates me enormously to have to say once again that we have not finalised our staff restructuring process. I am very well aware of the impact this is having on staff morale and because of this insight I have dedicated myself to clearing this matter up once and for all. The foundations have been set and like a building, it's the finishes that finally count.

The poaching of our rhinos continues and shows no sign of abating. Yet, as our Board Chairman stated, real efforts are being made to help bolster our financial resources. While the debate on whether to trade rhino horn or not intensifies the truth is we are working hard to encapsulate our arguments in favour of this trade. Through our national Department of Environmental Affairs, we aim to present to Cites, when they deliberate here in 2016, a reasonable and well argued rationale for engaging in this process.

In the meantime, we cannot be distracted by what might happen. We have a stern task facing us right now and Ezemvelo KZN Wildlife must invest every conceivable resource we can

muster into this battlefield. And this resource-base includes sustained engagement with our partners.

I know I speak on behalf of everyone when I express my deepest appreciation for the work carried out by Project Rhino KZN and all the NGO's that comprise this cluster operation. As with so many of our other fields of biodiversity expertise, we would be severely compromised without the Partnerships we embrace in the form of private and governmental support. It is right and good that this report has acknowledged them.



It would be easy to focus on our challenges and even our failings. This report has given over a list of some of them. It is testimony to our public acknowledgement of them and that we aim to address them. Yet I choose otherwise; and have very good reason to do this. We have much to be proud of and this report talks to such highlights.

First and foremost my sense of appreciation rests with the professionalism and passion many of our staff bring to our conservation mandate. There are a number of examples. I raise my hat to our small Stewardship Unit who have done wonders in bringing so much more land under conservation in KZN. What impresses me is that these achievements are situated within the context of community upliftment and the promise it holds for future employment for our people.



I look at our Scientific Unit and the outstanding success of our Practical Conservation Symposium held last year. I also note the perseverance and humanity that underwrote the Norms and Standards they compiled over many years for people needing permits to keep captive wild animals. I read of our Integrated Environmental Management Unit (IEM) and the huge effort they invest in ensuring that Development is sensitive to the natural landscape we manage and protect.

If passion is the critical ingredient that drives our organisation, then I ask everyone to realise its extent when I speak of the professionalism and drive our staff bring to fight this rhino war. I am exceptionally proud of what they are doing and the spirit in which they are doing it. I also thank our national government for making the crucial decision to have rhino poaching heightened to its priority crime status. The engagement of the SAPS in this fight is proving invaluable and their goodwill in engaging this fight is well known.

So much about conservation seems to be centred around its terrestrial application so it's rewarding that a great deal is being achieved on the marine front.

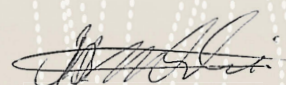
I urge people to take note of the tables that highlight our East section in this report, for example. Our South Coast operation is an unsung region and yet this should not be so. Their Marine Compliance efforts are very noteworthy for their relentless drive to ensure the public; both individually and commercially, comply with sustainable practices.

I also thank another 'hidden' operation, that of our Small-Scale Sea Fisheries unit. They have a difficult task in encouraging coastal

communities to embrace sound subsistence harvesting practices as well as engaging them on finding other ways to enhance their livelihoods. There has been considerable exposure of our Turtle Monitoring enterprise, too. It is wonderful to see that this year was the best ever in the number of Loggerheads and Leatherback turtles recorded and the great work our Monitors perform in helping register this phenomenon.

I have always appealed against thinking and working in silos. If there is an organisation that demands everyone to look from outside in, to understand where everyone's efforts fit into the greater whole, then it lies with Ezemvelo KZN Wildlife staff. We conserve on a very broad scale, much wider than many people appreciate. We partner many organisations in this task and yet our principal drive is formative in its mass human emphasis. We have to continue encouraging and incentivising our communities to appreciate and experience the benefits and wonders of Nature.

This is where our conservation success lies. And that is why I opened this Annual Report with this Letter to our Stakeholders.



Dr Bandile Mkhize
Chief Executive Officer



Profiles: Executive Committee Members

Dr Bandile Mkhize



Dr Bandile Mkhize has been the Chief Executive Officer of Ezemvelo since December 2009. He holds a Doctorate in Philosophy as well as a Masters Degree in the Arts and a Bachelor of Arts Degree. He has extensive experience at senior management level, with over 15 years in senior and executive management positions. He was previously a lecturer at the University of Zululand. He serves on numerous boards including the Black Management Forum, Mpumalanga Gaming Board, Namibian Gambling Commission, Council of the University of Zululand, KwaZulu-Natal Innovation Centre, Intersite Property Management Services, Participative Development Initiative, Southern Africa Wildlife College, the University of Zululand Foundation, Johannesburg Tourism, and the Federated Hospitality Association of Southern Africa.

Darius Chiate



Mr Darius Chitate, Chief Financial Officer is a qualified Chartered Accountant with more than 20 years' experience in financial management. He joined Ezemvelo in March 2006 as Group Financial Manager, a position he held until his appointment as Chief Financial Officer in September 2013. Prior to joining Ezemvelo, he used to be the Chief Financial Officer for one of University of KwaZulu Natal's trusts. His early career was in the private sector, at one of Anglo American Corporation's foreign based operations. He is proud of the leading role that Ezemvelo plays in conservation and also its commitment to do business in such a way as to uplift, acknowledge and educate the communities in which it operates.

Siphiwe Radebe

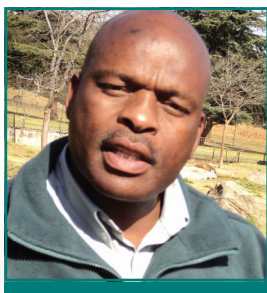


Mr Siphiwe Radebe, Chief Information Officer is an Information Technology Executive with more than 20 years' experience developing and executing IT strategies in alignment with corporate objectives. Siphiwe is an innovative CIO with demonstrated success directing business transformation in large Public Sector



Department. An established record as a leader & business partner who collaborates with other executives to use technology to transform and simplify business processes while delivering bottom line measurable benefits. An energetic leader with passion for people development, track record of recruiting and retaining talent and a demonstrated ability to effectively lead and work in a highly matrixed environment. He also has significant experience in both Private and Public Sector. Over and above strings of IT Certificates Siphwe also hold an MDP and MBA degree to support business.

Bhekisisa Khoza



Mr Bhekisisa Khoza is our Senior Manager, Conservation and Parks and is a long-serving staff member having joined Ezemvelo in 1981. He holds a Nature Conservation Diploma from Chaka Agricultural College, a National Diploma in Nature Conservation, and has completed the Executive Development Programme at UNISA's School of Business Leadership as well as Advanced Project Management training at UCT's Graduate School of Business. He started out as a nature conservation officer, moved up the ranks, and was in charge of various game reserves before becoming an executive member. He remains very passionate about conservation.

Lumka Pani



Ms Lumka Pani is the Executive Manager: Internal Audit and joined Ezemvelo in August 2009. She holds a B.Tech Internal Auditing and is a member of the Institute of IIA. She is currently busy with the Certified Internal Auditor (CIA) certification/examination. She has also completed management programmes through Wits University and the Gordon Institute of Business Science business school. She is an accredited External Quality Assurance Review Assessor by the Institute of Internal Auditors. She has extensive experience in internal auditing having worked in both the private and public sectors. Before joining Ezemvelo she was a Regional Manager Internal Audit at the SA Post Office and worked as a Senior and Internal Auditor at Old Mutual SA.

Sudhir Ghoorah



Mr Sudhir Ghoorah is the Executive Manager: Office of the CEO and joined Ezemvelo in 2008. He holds a Bachelor's Degree in Commerce, specialising in Business Analysis. He has also successfully completed numerous strategy courses and is well versed in the utilisation of the numerous methodologies in this field including the balanced scorecard. During his strategy training, he gained research experience and was instrumental in developing the SAP Business-Edge Methodology. He is currently completing his MBA. He has extensive experience in senior management and is a seasoned project manager with over seven years experience in strategy formulation and implementation as well as business analysis. He is also a member of various provincial structures.



Thandiwe Nkosi



Ms Thandiwe Nkosi is the Chief Human Resources Officer and joined Ezemvelo in July 2012. She holds a Masters Degree in Public Policy Studies, Bachelor of Arts (honours) and a Bachelor of Public Management and Administration which have been augmented by courses in labour/industrial law, organisational development, industrial psychology and personnel management. She was previously employed as the senior manager heading the ministry at KZN Department of Agriculture and Environmental Affairs, Manager Research Strategy and Policy Development at the Department of Education and the KwaZulu-Natal Provincial Legislature; Marketing Researcher at Research International, as well as a research officer at Mc Cann-Erikson. She has vast experience in management and administration having worked in both the private and public sectors before joining the Organisation. She is passionate about good governance.

Dr Jean Harris



Dr Jean Harris, Senior General Manager Scientific Services, joined the organization in 1995. She holds a PhD in Zoology, received several awards for achievements such as Purcell Memorial Prize for best Zoology PhD thesis, and Women of the Year Award, Science & Technology, Shoprite 2003.

She has a substantial International profile: holds 2000 Pew Marine Conservation Fellowship, invited presenter for a post-graduate seminar series (University of California, USA) serves on 2 international programme committees, invited participant in 10 international meetings/symposium over the past 10 years, did publications in international literature and holds a special international doctoral grand for PhD thesis work undertaken in USA and Australia.

She is also involved as project leader in research projects for WWF-SA, NRF and ACEP, Wildlands Trust.

Jeffrey Makwala



Mr Jeffrey Makwala was appointed as Acting Senior Manager Commercial Services in January 2014. He joined Ezemvelo KZN Wildlife on 1 May 2004 as Hospitality Manager Ntshondwe Resort, and from there was appointed as Hospitality Manager Hilltop Resort in May 2010.

Jeffrey's career in the hospitality industry started about 30 years ago and he has a considerable experience in almost every department of the hospitality entity. Apart from completing a number of short courses Jeffrey has a Diploma in Hotel Management and has also completed a Leadership Development Programme with UNISA. He is currently pursuing his Degree in Tourism Management.





Part Four

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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 145 to 172, which comprise the statement of financial position as at 31 March 2014, 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 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 Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and 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.

Opinion

5. 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 2014 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the PFMA.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Significant uncertainty – Organisational structure

7. As disclosed in note 26 to the financial statements, the entity's approved organogram and the migration of personnel to the new structure are subject to review based on the outcomes of a pending investigation. The possible financial effects have been disclosed in note 26.



Restatement of corresponding figures

8. As disclosed in note 2 to the financial statements, the corresponding figures for 31 March 2013 have been restated as a result of an error discovered during 2014 in the financial statements of the KwaZulu-Natal Nature Conservation Board at, and for the year ended, 31 March 2013.

Irregular expenditure

9. As disclosed in note 28 to the financial statements, irregular expenditure to the amount of R5,37 million (2013: R8,80 million) was incurred due to procurement irregularities and non-adherence to supply chain management requirements.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

10. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report, compliance with legislation as well as 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

11. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programme presented in the annual performance report of the entity for the year ended 31 March 2014:
 - Programme 6: Bio-diversity, conservation and ecotourism (on pages 139 to 144).
12. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
13. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information* (FMPPI).
14. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
15. I did not raise any material findings on the usefulness and reliability of the reported performance information for the selected programme.

Compliance with legislation

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



Annual financial statements

17. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and not supported by full and proper records as required by section 55(1)(a) of the PFMA. Material misstatements of non-current assets and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statement receiving an unqualified audit opinion.

Expenditure management

18. The accounting authority did not take effective steps to prevent irregular expenditure, as required by section 51(1)(b)(ii) of the PFMA.

Procurement and contract management

19. Goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by treasury regulation 16A6.1.

Internal control

Leadership

20. Leadership has not adequately exercised oversight of action plans to address significant internal control deficiencies relating to the prevention and detection of irregular expenditure and compliance with laws and regulations.

Financial and performance management

21. There are inadequate controls to facilitate the preparation of financial statements that are free of material misstatement.

OTHER REPORTS

Investigations

22. Provincial treasury is currently conducting an investigation into three cases relating to alleged irregularities in the appointment process and procurement irregularities and mismanagement of KZN Nature Conservation Board resources. The investigations were still ongoing at the reporting date and the expected date of the outcomes of the investigations was not known.

Auditor-General

Pietermaritzburg

31 July 2014



KwaZulu-Natal Nature Conservation Board

Trading as Ezemvelo KZN Wildlife

Annual Financial Statements for the year ended 31 March 2014

General Information

Country of incorporation and domicile	South Africa
Legal form of entity	A Schedule 3C Public Entity established in terms of KwaZulu-Natal Nature Conservation Management Act (No. 9 of 1997), read in conjunction with the Public Finance Management Act (No. 1 of 1999)
Nature of business and principal activities	Biodiversity Conservation, Ecotourism and Partnerships
Accounting Authority	Mr ZC Ngidi - Chairman Prof AT Nzama - Deputy Chairperson Mr JP Rutsch Ms SP Lebenya-Ntanzu Mr BD Nkosi Inkosi MI Tembe Mr SJ Mhlongo Mr SA Ndelela Ms NL Mthembu Ms P Dabideen Mr M Mackenzie Ms BD Ngidi
Accounting Officer	Dr IB Mkhize
Registered office	Queen Elizabeth Park No.1 Peter Brown Drive Montrose PIETERMARITZBURG 3201
Postal address	P O Box 13053 CASCADES 3202
Controlling entity	KwaZulu-Natal Department of Agriculture and Environmental Affairs
Bankers	First National Bank - a division of FirstRand Bank Limited
Secretary	Ms H Sutter



KwaZulu-Natal Nature Conservation Board

Trading as Ezemvelo KZN Wildlife

Annual Financial Statements for the year ended 31 March 2014

Accounting Authority's Responsibilities and Approval

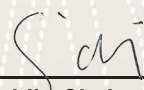
The Board, as the accounting authority of the KwaZulu-Natal Nature Conservation Board, is responsible for the preparation and fair presentation of the financial statements and performance information in accordance with the South African Statements of Generally Recognised Accounting Practice (GRAP) and 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 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 for on its behalf by:



Mr ZC Ngidi - Chairman



KwaZulu-Natal Nature Conservation Board

Trading as Ezemvelo KZN Wildlife

Annual Financial Statements for the year ended 31 March 2014

Audit Committee Report

Audit committee members and attendance

For the period under review the following people served on the Audit Committee, which is expected to meet at least four times per annum as per its approved Charter:

Name of member

BW Ngubane
DM Dold (Ms)
M Mia
JP Rutsch
BD Nkosi
SD Shezi

Number of meetings attended

5 - Chairman since 1st December 2013
4 - Appointment terminated 30th November 2013
5 - Appointment terminated 30th November 2013
6
4 - Appointed 1 July 2013
3

Audit Committee Responsibility

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

The Effectiveness of Internal Control

The entity monitors 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 Committee and the Board in compliance with the PFMA and the recommendations of the King III Report on Corporate Governance. The entity also maintains a Risk Management Process which enables corrective action to be taken timeously.

Evaluation of Financial Statements

The audit 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 committee concur with and accept the audit opinion of the Auditor-General of South Africa on the financial statements, and recommend that the audited annual financial statements should be accepted as read together with the report of the Auditor-General of South Africa.



Mr BW Ngubane - Chairman



KwaZulu-Natal Nature Conservation Board

Trading as Ezemvelo KZN Wildlife

Annual Financial Statements for the year ended 31 March 2014

Accounting Authority's Report

1. Review of activities

The entity recorded a deficit of R 19 940 million (restated 2013: surplus of R 75 142 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 2017. 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 arising since the end of the financial year which could materially affect the annual financial statements.

The Premier of Kwazulu Natal, Honourable, Senzo Mchunu announced during his Inauguration Ceremony that as of the 27 May 2014, Ezemvelo KZN Wildlife will be reporting to the Department of Economic Development, Tourism and Environmental Affairs.

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 were:

Mr ZC Ngidi - Chairman

Prof AT Nzama - Deputy Chairperson

Ms DM Dold

Term of office expired 30 November 2013

Mr JP Rutsch

Ms SP Lebenya-Ntanzu

Mr BD Nkosi

Inkosi MI Tembe

Mr SJ Mhlongo

Mr SA Ndlela

Ms NL Mthembu

Ms P Dabideen

Mr M Mackenzie

Ms BD Ngidi

Appointed 01 December 2013

6. 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.

The entity acknowledges its responsibility to apply the King III Code on Corporate Governance for South Africa.



EZEMVELO KZN WILDLIFE'S PERFORMANCE AGAINST PREDETERMINED OBJECTIVES FOR 2013/14 FINANCIAL YEAR

Support Services Programmes: activities not directly involved in the delivery of services to the public, but rather provide support services to all programmes within the organisation

Programme 1: Administration

The following sub-programmes contribute to the Administration Programme:

FINANCIAL SERVICES



5 Year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Reduce stock holding days to 90	90 days	The average stock holding days for the year was 90.80 days	Annual Performance Target Achieved	N/A	N/A
Collect 95% of all Debtors within agreed terms	95%	93.02%	Annual Performance Target Achieved	Target achieved. Variance is insignificant	Due to the geographical challenges in terms of submission of relevant information for billing, the official month end deadline is the 10 th of each month
Pay 95% of all Creditors within payment terms	95%	An average of 94% of all creditors was paid for the year	Annual Performance Target Achieved	Target achieved. Variance is insignificant	N/A
Decrease and maintain budget variance to less than 10%	<10%	The budget variance for the year is 9% (underspent)	Annual Performance Target Achieved	N/A	N/A

5 Year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
To spend 25% of own generated revenue on maintenance of immovable assets	25%	9% (R20 480 166) of own revenue spent of maintenance of immovable assets this quarter	Annual Performance Target Partially Achieved	The final approved budget allocated for expenditure was not aligned to the strategic target	The infrastructure spend in the new financial year is being aligned to the Treasury Crack Team assessment. This has facilitated expenditure to be prioritised and aligned
To spend 5% of equitable share on asset purchases	5%	3% (R16 861 140) of own revenue was spent of asset purchases	Annual Performance Target Partially Achieved	Due to the asset verification exercise with Treasury, management decided to halt asset purchases, unless critical in the last quarter	Asset purchases for the new financial year has been prioritised based on the Treasury allocated budget
Increase the procurement contribution towards BBBEE to 60%	60%	BEE procurement for the year amounted to 50.88%	Annual Performance Target Partially Achieved	Some of the vendors have not submitted BEE status certificates and by default are considered as non-BEE.	Procurement is following up on the outstanding BEE documentation
Increase the financial management capability maturity score to 3	3	The financial management capability maturity score is 2.63	Annual Performance Target Partially Achieved	The FMCI was only finalised in the last quarter using the Treasury template. A few sections experienced challenges in completing the questions as these are geared towards departments instead of public entities	With the baseline established, Ezemvelo can concentrate on the areas of weakness in the new year and improve the maturity score
Ensure financial compliance to Treasury requirements	Approved budget for 2013/14, Annual SLA and Quarterly budgetary performance reports to DEA	Quarterly Budget performance reports submitted to Department of Agriculture and Environmental Affairs	Annual Performance Target Achieved	N/A	N/A



COMMUNICATION SERVICES

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Issue corporate communications	43	A total of 46 corporate communication were issued for this financial year	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A
Increase our profile through 1500 publications	488	A total of 503 newspaper clippings were collated for the year	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A
Maintain and update website quarterly	4	The website has been maintained (tested) and updated quarterly	Annual Performance Target Achieved	N/A	N/A
Maintain and update intranet quarterly	4	The intranet has been maintained (tested) and updated quarterly	Annual Performance Target Achieved	N/A	N/A

LEGAL SERVICES

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Formalize 400 strategic alliances	140	141 strategic alliances were formalised for the financial year	Annual Performance Target Achieved	N/A	N/A
Update legislation database quarterly	4	Monthly updates have been done on the Legislative Excel database	Annual Performance Target Achieved	N/A	N/A
Develop and implement compliance policy	Implementation of the policy	The compliance policy was approved by the Executive and Risk Committee for recommendation to the Board	Annual Performance Target Partially Achieved	Based on the Board schedule, the Policy will be tabled at the next Board meeting	The policy will then be submitted to the Board for approval on 28 July 2014 and implemented

RISK AND STRATEGIC SERVICES

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Develop and approve Corporate Strategic Plan for 2014-19 cycle	1	The Strategic Plan 2014/19 and the Annual Performance Plan 2014/15 has been submitted to the Executive Authority in January 2014	Annual Performance Target Achieved	N/A	N/A
Generate quarterly Risk Management Reports	4	Quarterly Risk Management Reports complied	Annual Performance Target Achieved	N/A	N/A
Quarterly Performance Management Reports generated	4	Quarterly Reports consolidated from the programme managers submissions have been compiled and confirmation of the supporting documents received	Annual Performance Target Achieved	N/A	N/A
Annual review of Risk Management and Strategic Policy	3	As there was no amendments of the Treasury guidelines relevant for the 2013/14 financial year the policies did not need amendments	Annual Performance Target Achieved	N/A	N/A
Develop Strategic and Functional Risk Register for 2014/15	1	The Strategic Risk Register was finalised and approved with the Strategic Plan 2014/19, the functional risk register is managed via the audit findings and is updated and reported on monthly at the Executive and Risk Committee	Annual Performance Target Achieved	N/A	N/A
Develop and approve the 2014/15 Annual Performance Plan (APP)	1	The Annual Performance Plan for 2014/15 and the Strategic Plan for 2014/19 has been developed and approved	Annual Performance Target Achieved	N/A	N/A



HUMAN RESOURCES SERVICES

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Implement a Health Risk Management Programme	Evaluation of implementation of project plans for disease and incapacity management	A health report has been compiled indicating the health risk of the organisation	Annual Performance Target Achieved	N/A	N/A
Involve 2 340 employees in wellness programmes annually	>2 340	Cumulative achieved is 2 729	Annual Performance Target Achieved	N/A	N/A
Develop and implement a Graduate Recruitment Strategy	Implement graduate development programme	The performance report from mentors has been received. Graduate recruitment strategy implemented for the year	Annual Performance Target Achieved	N/A	N/A
Develop and implement a Retention Strategy	Implementation of Retention Strategy (40%)	The Strategy was not fully implemented as the stay interviews component could not be conducted	Annual Performance Target Partially Achieved	The delay is due to the implementation of the migration process	The culture survey will be conducted once the migration process has been finalised
Annual review of Performance Management Policy	Review of Performance Management Policy	The performance management policy was approved by the Executive and Risk committee for recommendation to the Board Committee and Board	Annual Performance Target Achieved	Target achieved. Variance is insignificant.	N/A
Generate annual performance management Compliance Report	1	The annual performance compliance report has been compiled	Annual Performance Target Achieved	N/A	N/A



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Develop and implement Succession Planning Strategy	Implementation of development plan	The Succession Planning Strategy was not fully implemented	Annual Performance Target Partially Achieved	The reason for variance is due to the delay in implementation of performance management	Successors will be identified once performance management has been implemented in the next financial year
Increase employee satisfaction by 15%	Increase index by 15%	The survey to determine % increase in employee satisfaction was not conducted	Annual Performance Target Partially Achieved	The delay is due to the implementation of the migration process	The survey will be rolled over to the 14/15 financial year
Create 9 421 employment opportunities	2 938	A total of 4 403 work opportunities were created	Annual Performance Target Achieved needed	The performance of this objective is desired to be higher	N/A
Upskill 6 618 employees	1 970	Cumulative total of the number of employees trained over the course of the financial year is 2 985	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A

Enabling Programmes: perform function that while not delivering public services directly, facilitate or enable other programmes to provide these services.

Programme 2: INTERNAL AUDIT

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Perform 50 audits	26	A total of 26 audits were carried out this financial year aligned to the audit plan	Annual Performance Target Achieved	N/A	N/A



Programme 3: BUSINESS DEVELOPMENT

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Develop and implement 21 new services and products	7	7 products and services finalised for this year	Annual Performance Target Achieved	N/A	N/A
Generate R896.3 million through Commercial Operations activities	R216.6 million	The cumulative revenue from all revenue streams (including natural resources, hunting, game sales, permits and licences) for the entire organisation amount to R206.3million for the year	Annual Performance Target Partially Achieved	The cumulative ecotourism revenue figure is R178.295 million for the year which is R10 million greater than the previous financial year, however it is below the planned milestone	Arising from the Treasury workshop, it was agreed that the priority would be maximising revenue and decreasing expenditure. A revenue maximisation strategy is currently being developed to address this challenge

Programme 4: PARTNERSHIPS AND PROJECTS

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Implement Payment for ecosystem services project for Upper uThukela Project	Implement Upper-uThukela PES programme based in contractual agreement with DEA	The project has been implemented in accordance with the contractual agreement, and reported on accordingly	Annual Performance Target Achieved	N/A	N/A
Secure R314 million worth of external funding	R65 million	The cumulative external biodiversity funding received for the 2013/14 financial year amounted to R98 957 391	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Secure R100 million worth of external funding	R50 million	The cumulative external rural development funding received for the 2013/14 financial year amounted to R94 746 764, the achieved target incorporates the underachieved amount from the last financial year	Annual Performance Target Achieved	The performance of this objective is desired to be higher, and addresses the underachievement last financial year	N/A

Programme 5: INFORMATION TECHNOLOGY

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Implement IT Strategy	(a) Implement the IT Governance Framework (b) Finalize development of IT Strategy (c) Implement a Disaster Recovery Plan	(a) The IT Governance Framework has been implemented for the year (b) The Final Draft of the IT Strategy has been developed; in line with the approved Strategic Plan for the new cycle (c) The DRP project is 100% complete and a functional avamar is temporarily situated at the Head Office pending relocation to the Midmar site.	Annual Performance Target Achieved	Target achieved. Variance is insignificant	N/A



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
	(d) Implement Storage Area Network (SAN) Upgrade	(d) The SAN upgrade was 100% completed			
	(e) Implement an Information and Document Management System	(e) A plan for the Information and Document Management System has been developed			
	(f) Implement Unified Communication	(f) All plans for the current year have been implemented			
	(g) Develop Plan to Consolidate Databases for Biodiversity Conservation Systems	(g) This plan was developed			
	(h) Implement Wireless Connectivity Plan	(h) The implementation of The Wireless Connectivity Plan is 50% complete and is still in progress. This milestone makes up to 4% of the overall Objective, accounting for the 2% underachievement			
	(i) Implement IT Structure Realignment	(i) The IT programme has completed all its responsibilities on this project and now relies on the HR programme to finalize the migration process			



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
	(j) Development of OLA	(j) The Service Level Agreement has been developed			
	(k) Finalize IT Structure Realignment	(k) The organisational structure has been finalised as per sign off by the MEC in 2013			

Service Delivery Programmes: programmes which are involved in the direct delivery of services to the public.

Programme 6: CONSERVATION AND ECOTOURISM

5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Sustainably Harvest R76.5 million worth of natural resources in accordance to prescribed norms & standards / implementation tools	R8.3 Million	R18.1 million revenue was generated through the sale of natural resources	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A
Increase number of additional private or communally owned protected areas by 15 sites effectively co-managed with EKZNW	4	4 Co-management agreements have been approved by the Board	Annual Performance Target Achieved	N/A	N/A
Acquire an additional 102 938 ha for formal conservation to achieve 9% of land mass under conservation	32 600 ha	23 209.53 ha proclaimed in this financial year	Annual Performance Target Partially Achieved	A further 9 sites have been approved by the Board in March totalling 2500 ha, but have to be approved by the MEC for proclamation	These will be proclaimed in the new financial year



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Identify and submit to DEA priority focal area targets to achieve the 8% inshore and 3 % offshore target of Marine Protected Areas	Update Marine Spatial Biodiversity Plan	The Marine Biodiversity Spatial Plan was approved	Annual Performance Target Achieved	N/A	N/A
Increase the number of ha under protection that meet the minimum management effectiveness standard to 70%	381 993 ha - 70% (57 sites- excludes ISWP)	The final report has been produced and indicates that 71% of the conservation estate in managed to the national minimum effectiveness standard	Annual Performance Target Achieved	N/A	N/A
Adopt and implement 9 (Biodiversity Management Plans) plans for listed threatened species	2 monitoring plans	The Board have approved 9 plans, and 2 additional plans (wattle crane and wild dogs) carried over from last year have also been approved	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A
Fully comment on 100% of development and land use applications received	75% of environmental authorizations (East) that have the threats to biodiversity fully mitigated	76% of all EAs received in this financial year have had the threats to biodiversity fully mitigated	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A
Increase the level of the public's perception of the value of biodiversity in KZN by 5%, identified through scientific surveys (Biodiversity Awareness Index)	5% Increase from baseline	The final survey and report was not finalised by the end of the financial year	Annual Performance Target Partially Achieved	Initial delays in the procurement were compounded by unforeseen internal interventions, and a new approach had to be found to implement the project	Ezemvelo has entered into a partnership with the University of Zululand to conduct the study. A pilot study has been completed and the study will be completed in the new financial year



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Increase Stakeholder Satisfaction levels by 15% (Stakeholder Satisfaction Index)	Implementation assessment of action plan	The Stakeholder satisfaction increased from 89% to 94%, marking a 5% increase in Stakeholder Satisfaction levels	Annual Performance Target Partially Achieved	The baseline score identified in 2012 indicated that the biodiversity stakeholder satisfaction levels stood at 89%, although target was 15% as set in 2009, an intervention plan was implemented based on the areas identified in the survey assessment	The target set was not realistic, and set before the baseline was determined
Develop 4 Biome Climate Change Adaptation Plans	4 Biome Climate Change Adaptation Plans	The 4 Biome Climate Change Adaptation Plans have been approved and an implementation plan has been drafted	Annual Performance Target Achieved	N/A	N/A
100% compliant with agreements with Department of Agriculture Forestry and Fisheries (DAFF) in regards to Marine Living Resources Act	Compliance, monitoring and awareness: 100% compliant with DEA contractual agreement	The final performance report has been submitted to DAFF and the close out report has been compiled	Annual Performance Target Achieved	N/A	N/A
100% compliant with agreements with Department of Environmental Affairs (DEA) in regards to Marine Living Resources Act	Compliance, monitoring and awareness: 100% compliant with DEA contractual agreement	The final performance report has been submitted to DEA and the close out report has been compiled	Annual Performance Target Achieved	N/A	N/A



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
100% CITES permits processed and implementation of TOPS	100% compliance	The new permits system has been implemented. Annual report on number of permits issued and the turn-around times detailing compliance	Annual Performance Target Achieved	N/A	N/A
Develop and implement Management Plans for 5 overexploited Species	Management Plans for 5 species requiring interventions implemented	The 5 plans were developed and completed in the previous financial year and implementation is currently underway.	Annual Performance Target Achieved	N/A	N/A
Develop Biodiversity Sector Plans for all 11 district Municipalities	3	10 Biodiversity Plans, one per District Municipality has been finalised by Ezemvelo and the Metro has prepared a Biodiversity Plan, which is currently being reviewed through an MOA with Ezemvelo	Annual Performance Target Achieved	N/A	N/A
Invasive Species Management Plans developed for UDP WHS	UDP WHS (IAS) Management Plan approved	The IASP Management Plan for the UDP WHS has been approved by the Board and submitted to DEA and SANBI for comment	Annual Performance Target Achieved	N/A	N/A
Management Plans Developed for 3 RAMSAR Sites	Draft Management Plans for 3 RAMSAR sites finalised	The Management Plans for the 3 sites (Ntsikeni, uKhahlamba and uMgeni Vlei) have been completed and accepted by Department of Environmental Affairs	Annual Performance Target Achieved	N/A	N/A



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
20% of priority estuaries identified for recommendation for DEA to proclaim by 2014	Identify the number of estuaries to be recommended for proclamation within this period	The schedule of identified priority focal estuaries within KZN approved by the Board and submitted to DEA	Annual Performance Target Achieved	N/A	N/A
Valuation of ecosystem services completed for KZN	Valuation updated with new land cover, conducted valuation at District level	Final Report on valuation of the Ecosystem services completed for KZN. This completes the target for the strategic cycle. The action of conducting District level evaluations which was considered is being included in the next strategic cycle	Annual Performance Target Achieved	N/A	N/A
Develop a draft District Management Effectiveness Tool	Draft District Management Effectiveness Index	Draft District Management Effectiveness tool has been finalised and the initial assessment completed	Annual Performance Target Achieved	N/A	N/A
Conduct 1 500 compliance inspections for the purposes of ascertaining the extent of compliance with environmental legislation	1 500 compliance inspections	Annual objective achieved as a result of the following compliance inspections conducted during the year: 291 terrestrial inspections; 169 port inspections; 16 airport inspections; 50 547 point of access inspections; and inspection of 1 035 commercial fish dealers. The cumulative total of inspections conducted is 52 058	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A



5 year Strategic Objective	Annual Target (2013/14)	Achievements and Comments	Delivery status	Reason for Variance	Intervention for variance
Designate 25 relevant officials as Environmental Management Inspectors at Provincial authorities	Designate 25 compliance inspectors	53 Environmental Management Inspectors have been appointed	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A
5 enforcement actions undertaken for non-compliance with environmental legislation	5 enforcement actions undertaken	The overall enforcement actions undertaken for the financial year is 23	Annual Performance Target Achieved	The performance of this objective is desired to be higher	N/A



KwaZulu-Natal Nature Conservation Board

Trading as Ezemvelo KZN Wildlife

Annual Financial Statements for the year ended 31 March 2014

Statement of Financial Position as at 31 March 2014

	Note(s)	2014 R '000	2013 Restated* R '000
Assets			
Current Assets			
Inventories	7	8 331	8 091
Trade and other receivables	8	16 010	9 828
Cash and cash equivalents	9	253 859	245 880
		278 200	263 799
Non-Current Assets			
Property, plant and equipment	4	614 565	640 953
Intangible assets	5	12 894	12 498
		627 459	653 451
Total Assets		905 659	917 250
Liabilities			
Current Liabilities			
Trade and other payables	13	102 492	90 985
Deferred Income	10	29 853	45 454
Provisions	11	79 753	71 383
External projects	12	27 125	26 328
		239 223	234 150
Non-Current Liabilities			
Provisions	11	62 223	58 947
Total Liabilities		301 446	293 097
Net Assets		604 213	624 153
Net Assets			
Reserves			
Revaluation reserve		226 622	226 622
Accumulated reserves		377 591	397 531
Total Net Assets		604 213	624 153



KwaZulu-Natal Nature Conservation Board

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Annual Financial Statements for the year ended 31 March 2014

Statement of Financial Performance

	Note(s)	2014 R '000	2013 Restated* R '000
Revenue	14	727 833	713 034
Cost of sales	15	(26 504)	(24 802)
Gross surplus		701 329	688 232
Other income	16	114 481	155 048
Operating expenses		(860 745)	(784 873)
Non-exchange transaction revenue - Projects	16	80 507	99 503
Non-exchange expenditure - Projects		(64 778)	(91 213)
Operating (deficit) surplus	17	(29 206)	66 697
Interest Income	19	9 629	8 494
Finance costs	20	(363)	(49)
(Deficit) surplus for the year		(19 940)	75 142



KwaZulu-Natal Nature Conservation Board

Trading as Ezemvelo KZN Wildlife

Annual Financial Statements for the year ended 31 March 2014

Statement of Changes in Net Assets

	Revaluation reserve R '000	Accumulated reserves R '000	Total net assets R '000
Balance as 1 April 2012	226 622	322 387	549 009
Adjustments			
Deficit	-	(7 357)	(7 357)
Balance at 31 March 2013 previously reported	226 622	315 030	541 652
Changes in net assets			
Prior year adjustment	-	82 501	82 501
Total changes	-	82 501	82 501
Balance as at 31 March 2013 restated	226 622	397 531	624 153
Changes in net assets			
Deficit for the year	-	(19 940)	(19 940)
Total changes	-	(19 940)	(19 940)
Balance at 31 March 2014	226 622	377 591	604 213
Note(s)			



KwaZulu-Natal Nature Conservation Board

Trading as Ezemvelo KZN Wildlife

Annual Financial Statements for the year ended 31 March 2014

Cash Flow Statement

	Note(s)	2014 R '000	2013 Restated* R '000
Cash flows from operating activities			
Receipts			
Sale of goods and services		312 199	359 280
Grants		523 693	521 756
Interest income		9 629	8 494
Other receipts- Non-exchange revenue		80 507	99 503
		926 028	989 033
Payments			
Employee costs		(579 599)	(517 038)
Suppliers		(236 154)	(200 404)
Finance costs		(363)	(49)
Other cash item - Non-Exchange transaction		(64 778)	(91 213)
		(880 894)	(808 704)
Net cash flows from operating activities	21	45 134	180 329
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(38 183)	(22 218)
Purchase of other intangible assets		(1 522)	-
Asset Adjustments		-	(105 524)
Disposal of property, plant and equipment		1 753	-
Net cash flows from investing activities		(37 952)	(127 742)
Cash flows from financing activities			
Net change to trust funds and external projects	22	797	(4 906)
Net increase/(decrease) in cash and cash equivalents		7 979	47 681
Cash and cash equivalents at the beginning of the year		245 880	198 199
Cash and cash equivalents at the end of the year	9	253 859	245 880



KwaZulu-Natal Nature Conservation Board

Trading as Ezemvelo KZN Wildlife

Annual Financial Statements for the year ended 31 March 2014

Accounting Policies

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

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 cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

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	Useful life
Buildings	50 to 80 years
Plant and machinery	4 to 10 years
Furniture and fixtures	4 to 15 years
Aircraft, Vehicles and Boats	3 to 15 years
Computer Equipment	3 - 5 years
Roads	20 - 50 years
Dams, reservoirs and boreholes	15 - 25 years
Fencing	15 - 20 years

The assets useful lives 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. This is mainly due to the fact that the budget is insufficient to replace the asset and therefore the asset will continue to be used and carried at R 1 until such time that there is sufficient budget to replace the asset.



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Accounting Policies

1.2 Property, plant and equipment (continued)

These useful lives of assets are assessed yearly and where the requirements of GRAP 17 were correctly applied in prior periods, but expectations changed after year end, 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 any 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	Useful life
Computer software	3 - 10 years

1.4 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.



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Accounting Policies

1.4 Financial instruments (continued)

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.

1.5 Related party transactions

Related Parties

Related parties are entities or individuals who exert significant influence in the activities of the entity. Transactions between the entity on terms and conditions that are other than arms length, are disclosed in the financial statements.

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 and 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 first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

1.8 Commitments

Commitments arise when the expenditure is carried over for more than one period. Such commitments may relate to delayed expenditure or due to unforeseen circumstances. Such commitments are used in the carry-over requests of the budget to the Department such that the expenditure may be defrayed with already voted funds from a prior period.

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.



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1.10 Impairment of cash-generating assets (continued)

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 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 post-retirement 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.

1.12 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 24.

1.13 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.



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Accounting Policies

1.13 Revenue from exchange transactions (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.

1.14 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 recognized 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.

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.



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Accounting Policies

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.

1.15 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.

1.16 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.

1.17 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 subscribes 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):

1.18 Value Added Taxation (VAT)

The Revenue Laws Amended Act, 2003 (Act No. 45 of 2003) commenced on 22 December 2003. In terms of these amendments 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.

1.19 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).



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Notes to the Audited Annual Financial Statements

	2014 R '000	Restated 2013 R '000
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2. Prior Period Errors

During the preparation and review of the annual financial statements and transactions for the year, some errors relating to the prior year were identified.

The net effect of these prior period errors on the annual financial statements for the year ended 31 March 2014 were as follows:

Statement of financial position

Trade and other receivables

Previously stated	-	26 824
Rectification of prior period errors	-	(16 996)
	-	9 828

R 15 million related to accruals that were raised in prior years but were not reversed. The balance was a correction to a journal that was processed incorrectly in the prior year.

Intangible Assets

Rectification of prior period errors	-	12 498
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Intangible assets were included under property, plant and equipment in prior years and have now been disclosed separately.

Property, plant and equipment

Previously stated	-	563 588
Rectification of prior period errors	-	77 365
	-	640 953

As a result of the asset clean up to clear the prior year qualifications, errors were identified relating to valuation, existence and completeness.

Trade and other payables

Previously stated	-	94 238
Rectification of prior period errors	-	355
Reclassification of liability	-	(3 607)
	-	90 986

The amount was incorrectly processed to revenue in the prior year instead of payables.

Deferred Income

Previously stated	-	55 442
Rectification of prior period errors	-	(9 988)
	-	45 454

During the process of clearing the qualification for deferred income errors were identified.

Trust Funds and external projects

Previously stated	-	22 721
Reclassification of liability	-	3 607
	-	26 328



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	2014 R '000	2013 R '000
2. Prior Period Errors (continued)		
Accumulated surplus		
Previously stated	-	315 030
Non exchange revenue - Deferred Income	-	9 988
Other income - Trade and other receivables	-	(16 996)
Other income - Trade and other payables	-	(355)
Other Income - PPE	-	119 630
Operating expenses - PPE	-	(29 766)
	-	397 531

See above for explanation of each error.

Disclosure errors

Operating leases - as lessee (expense) - Minimum lease payments due

- within one year
- in second to fifth year inclusive
- later than five years

Restated 2013	Prior Year 2013
1 906	3 650
2 539	7 920
29	1
4 474	11 571

Operating leases - as lessor (income) - Minimum lease payments due

- within one year
- in second to fifth year inclusive
- later than five years

Restated 2013	Prior Year 2013
543	1 328
1 984	4 985
4 972	242
7 499	6 555

During the process of clearing the qualification for leases errors were identified.

Irregular Expenditure

- Opening balance
- Irregular Expenditure - Current year
- Less: Amounts Condoned

Restated 2013	Prior Year 2013
4 005	4 005
6 371	4 463
(1 576)	(1 576)
8 800	6 892

During the process of clearing the qualification for irregular expenditure additional disclosure was required.



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Notes to the Audited Annual Financial Statements

	2014 R '000	2013 R '000
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2. Prior Period Errors (continued)

Cash Flow

Receipts	Restated 2013	Prior Year 2013
Sale of goods and Services	359 280	240 006
Interest Income	8 494	8 386
Other receipts - Non exchange revenue	99 503	89 623
	467 277	338 015

The change in sale of goods and services is due to the adjustment to trade payables -355 and PPE -119630.

The change in Interest income is due to an amount of 108 being remapped to interest income from non exchange revenue.

The change in other receipts is due the correction of the deferred income balances and the remapping of 108.

Payments	Restated 2013	Prior Year 2013
Employee costs	517 038	517 358
Suppliers	200 404	172 739
	717 442	690 097

The change in employee costs is due to an error of 320.

The change in suppliers is due to correction of deferred income, trade payables, PPE write-off and the employee cost error.

Cash flows from Investing activities	Restated 2013	Prior Year 2013
Asset Adjustments	105 524	-

The change is due to the rectification of the prior year PPE errors.

Cash flows from Financing activities	Restated 2013	Prior Year 2013
Net change to trust funds and external projects	4 906	8 513

Reclassification between trade payables and external projects.

Related Parties

The related party note has not been included in the current year as all transactions were at arms length for both the current and prior year and therefore did not require disclosure.



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	2014	2013
	R '000	Restated* R '000

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 rather than a profit centric 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

	2014			2013		
	Cost / Valuation	Accumulated depreciation & accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation & accumulated impairment	Carrying value
Buildings and Structures	1 112 180	(679 046)	433 134	1 110 997	(656 968)	454 029
Plant and machinery	11 053	(6 409)	4 644	9 000	(5 137)	3 863
Furniture, Tools and Equipment	82 530	(66 382)	16 148	75 503	(61 158)	14 345
Aircraft, Vehicles and boats	126 587	(87 536)	39 051	109 853	(70 258)	39 595
Computer Equipment	15 530	(9 092)	6 438	13 284	(6 021)	7 263
Roads	172 656	(93 658)	78 998	172 656	(84 883)	87 773
Dams, Reservoirs and Boreholes	6 133	(4 683)	1 450	5 558	(4 362)	1 196
Fencing	31 500	(11 620)	19 880	31 500	(7 579)	23 921
Work in progress	14 822	-	14 822	8 968	-	8 968
Total	1 572 991	(958 426)	614 565	1 537 319	(896 366)	640 953



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Notes to the Audited Annual Financial Statements

Figures in Rand thousand

4. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2014

	Opening balance	Additions	Disposals	Transfers	Depreciation	Accumulated depreciation on disposals	Closing balance
Buildings and Structures	454 029	1 182	(3 469)	1	(22 077)	3 468	433 134
Plant and Machinery	3 863	2 035	(557)	17	(1 273)	559	4 644
Furniture, Tools and Equipment	14 345	6 088	(6 133)	940	(5 226)	6 134	16 148
Aircraft, Motor Vehicles and Boats	39 595	16 681	(12 744)	53	(17 280)	12 746	39 051
Computer Equipment	7 263	2 237	(3 183)	9	(3 072)	3 184	6 438
Roads	87 773	-	(4 041)	-	(8 774)	4 040	78 998
Dams, Reservoirs and Boreholes	1 196	433	(28)	142	(320)	27	1 450
Fencing	23 921	-	(1 778)	-	(4 040)	1 777	19 880
Work in progress	8 968	9 527	(1 756)	(1 917)	-	-	14 822
Total	640 953	38 183	(33 689)	(755)	(62 062)	31 935	614 565

Reconciliation of property, plant and equipment - 2013 restated

	Opening balance	Additions	Asset adjustments	Transfers	Asset write-offs	Restated depreciation	Closing balance
Buildings and Structures	413 674	116	72 233	-	(1 660)	(30 334)	454 029
Plant and Machinery	2 089	1 539	1 474	-	(4)	(1 235)	3 863
Furniture, Tools and Equipment	9 710	6 340	6 089	445	(429)	(7 810)	14 345
Aircraft, Motor Vehicles and Boats	25 922	5 246	22 954	-	(362)	(14 165)	39 595
Computer Equipment	11 249	3 790	919	-	(295)	(8 400)	7 263
Roads	99 775	-	416	-	(7 144)	(5 274)	87 773
Dams, Reservoirs and Boreholes	547	95	929	-	(9)	(366)	1 196
Fencing	30 384	15	1	-	(4 203)	(2 276)	23 921
Work in progress	2 219	5 076	2 118	(445)	-	-	8 968
Total	595 569	22 217	107 133	-	(14 106)	(69 860)	640 953



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Notes to the Audited Annual Financial Statements

	2014	2013
	R '000	Restated* R '000

5. Intangible assets

	2014			2013		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software, other	19 603	(6 709)	12 894	17 325	(4 827)	12 498

Reconciliation of intangible assets - 2014

	Opening balance	Additions	Transfers	Amortisation	Closing balance
Computer software, other	12 498	1 522	755	(1 881)	12 894

Reconciliation of intangible assets - 2013 restated

	Opening balance	Other changes, movements	Amortisation	Closing balance
Computer software, other	-	17 325	(4 827)	12 498

6. Employee benefit obligations

Defined contribution plan

It is the policy of the entity to provide retirement benefits to all its new employees. At 31 March 2014, there were 1966 (2013: 2007) employees on the Ezemvelo KZN Wildlife Provident Fund. Under this scheme, the entity is under no obligation to cover any unfunded benefits.

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 2014, there were 278 (2013: 292) employees on the Government Employee Pension Fund and 93 (2013: 101) 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 2011. 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 2011. The next valuation is due on 31 July 2014. As at 31 March 2014 the fund is in a sound financial position.



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Notes to the Audited Annual Financial Statements

	2014	2013
	R '000	Restated* R '000

6. Employee benefit obligations (continued)

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 2011. 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 2011. Any shortfalls in benefit plans are the responsibility of the entity. The next valuation is due on 31 July 2014. As at 31 March 2014 the fund is in a sound financial position.

As at 31 July 2011, the actuarial present value of contracted retirement benefits amounted to R465 million, which equates to the actuarial value of planned assets to be used to settle the contracted retirement benefits.

The most significant actuarial assumptions (performed using the Attained Age method) of the most recent valuation were:

- Mortality rates have been based on industry averages.
- Withdrawal rate is estimated at 0,9% per annum based on the fund experience.
- Early retirements equal late retirements – all members will retire at 60.
- A long-term interest rate of 9% per annum has been used to discount future benefit payments.
- Salary increases estimated at 6% per annum
- 3% has been used to discount assumed investment income from equities to present value.
- 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.

Fair value of plan assets

Expected return on plan assets - Market value of assets

Assets distributed on settlements - reserve account

465 258	465 258
(381)	(381)
464 877	464 877

Fair value of plan obligation

Current service cost - past service liabilities in respect of active members

Past service cost - Pensioner liabilities

Past service cost - Value of re-insured pension obligation

Voluntary contribution account liabilities

Value of surplus allocated to active members as DC benefits

Contingency reserves

70 847	70 847
361 139	361 139
3 109	3 109
610	610
6 150	6 150
23 022	23 022
464 877	464 877

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 2012, the fund was 100% funded. Further information on this pension fund is unavailable at present and therefore it has been treated as a defined contribution fund with contributions being charged to income as they are incurred. 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.



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Notes to the Audited Annual Financial Statements

	2014	2013
	R '000	Restated* R '000

6. Employee benefit obligations (continued)

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 66 862 098 million as at 31 March 2016. This unfunded liability is being recognised as an expense over three years.

Post Retirement Medical Liability

Baseline opening balance	58 947	40 543
Model change	(2 655)	-
Interest Cost	5 060	21 648
Current Service Cost	885	5 362
Actuarial gain / (loss)	2 965	3 264
Benefit Payment	(2 979)	(11 870)
	62 223	58 947

The most significant actuarial assumptions are detailed in the table below:

Assumptions

	31.3.2014	31.03.2011
(a) Discount rate	8.6%	9.1%
(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



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	2014	2013
	R '000	Restated* R '000

6. Employee benefit obligations (continued)

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%

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 IAS19 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 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.

7. Inventories

Consumable stores	1 030	1 065
Other goods held for resale	4 440	4 739
Fuel (Diesel, Petrol and gas)	2 861	2 287
	8 331	8 091

8. Trade and other receivables

Trade debtors	13 923	13 384
Deposits	543	1 342
Less: Provision for doubtful debts	(4 477)	(5 257)
Sundry receivables	3 928	359
Non- exchange transaction receivables - Projects	2 093	-
	16 010	9 828

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.

Reconciliation of provision for impairment of trade and other receivables

Opening balance	5 257	4 608
Provision for impairment	-	648
Amounts written off as uncollectible	(780)	1
	4 477	5 257

The creation and release of provision for impaired receivables have been included in operating expenses in the statement of financial performance.



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Notes to the Audited Annual Financial Statements

	2014	2013
	R '000	Restated* R '000

9. Cash and cash equivalents

Cash on hand	1 582	298
Bank balances	42 727	56 258
Short-term deposits	123 501	75 109
Short-term investments	84 796	113 764
Other cash and cash equivalents	1 253	451
	253 859	245 880

10. Deferred Income

Unspent conditional grants and receipts comprises of:

Balance at beginning of period	45 455	46 299
Funds received	73 950	74 484
Disbursements	(89 552)	(75 329)
	29 853	45 454

Conditional grants represent assistance from external sources from which the entity has directly benefited.

11. Provisions

Reconciliation of provisions - 2014

	Opening Balance	Additions	Utilised during the year	Closing balance
Leave Pay Provision	62 147	11 263	(3 215)	70 195
Bonus	6 083	26 274	(25 838)	6 519
Contributory Pension	920	3 836	(3 803)	953
Post Retirement Medical Aid	58 947	3 276	-	62 223
Emergency Rescue Provision	2 233	-	(147)	2 086
	130 330	44 649	(33 003)	141 976

Reconciliation of provisions - 2013

	Opening Balance	Additions	Utilised during the year	Closing balance
Leave Pay Provision	56 460	14 597	(8 910)	62 147
Bonus	5 678	24 602	(24 197)	6 083
Contributory Pension	818	3 559	(3 457)	920
Post Retirement Medical Aid	55 682	3 265	-	58 947
Emergency Rescue Provision	2 233	-	-	2 233
	120 871	46 023	(36 564)	130 330

Non-current liabilities	62 223	58 947
Current liabilities	79 753	71 383
	141 976	130 330

12. External projects

Special Projects	13 694	11 161
Community Levy	9 211	11 558
Community Facilities control account	4 218	3 607
Wildcard and commercial marine licenses	2	2
	27 125	26 328



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	2014 R '000	2013 Restated* R '000
13. Trade and other payables		
Trade payables	62 701	75 576
Deposits received	39 455	14 637
Sundry payables	336	772
	102 492	90 985
14. Revenue		
The amount included in revenue arising from exchanges of goods or services are as follows:		
Sale of goods	33 167	31 357
Accommodation	111 261	108 054
Natural Resource Trade	722	668
Hunting Revenue	1 036	3 334
Licences and permits	3	6
Admission	27 646	23 700
Trails, Rides and Tours	10 999	10 520
Game sales	17 973	12 218
	202 807	189 857
The amount included in revenue arising from non-exchange transactions is as follows:		
Fines	1 333	1 421
State subsidy transfers	523 693	521 756
	525 026	523 177
15. Cost of sales		
Cost of goods sold	26 253	24 700
Cost of services rendered	251	102
	26 504	24 802
16. Other income		
Concession and hire fees earned	5 140	4 749
Agency Services- Marine Coastal Management	5 164	7 374
Debt impairment recovered	5 428	-
Capture cost recoveries	17 192	1 914
Lump sum recoveries	556	354
Donations	3 739	5 935
Provincial Treasury grants	67 121	12 269
Non-Exchange transaction revenue- projects	80 507	99 503
Sundry Revenue	9 758	2 823
Property, Plant and Equipment - Adjustments	383	119 630
	194 988	254 551
17. Operating (deficit) surplus		
Operating (deficit) surplus for the year is stated after accounting for the following:		
Property, Plant and Equipment - Adjustments	383	119 630
Loss on asset writeoff	29	14 105
Amortisation on intangible assets	1 883	-
Depreciation on property, plant and equipment	62 061	69 861
Employee costs	581 790	517 038



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	2014 R '000	2013 Restated* R '000
18. Employee related costs		
Basic salary	369 814	330 491
Medical aid - company contributions	37 178	31 578
Unemployment Insurance Fund (UIF)	3 529	3 205
Workmans Compensation (WCA)	5 728	7 919
Skills Development Levy (SDL)	4 547	3 984
Leave pay provision charge	10 788	8 452
Other personnel costs	11 316	9 120
Post-retirement contributions	51 350	47 387
Subsistence Allowance	2 287	2 234
Overtime payments	5 818	4 427
13th Cheques	27 011	24 754
Car allowance	14 144	10 628
Housing benefits and allowances	38 280	32 859
	581 790	517 038
Remuneration of Chief Executive Officer		
Annual Remuneration including Allowances	1 844	1 414
Contributions to UIF, Medical and Pension Funds	161	150
	2 005	1 564
Chief Financial Officer		
Annual Remuneration including Allowances	1 207	1 020
Contributions to UIF, Medical and Pension Funds	135	171
	1 342	1 191
Chief Operating Officer		
Annual Remuneration including Allowances	853	-
Contributions to UIF, Medical and Pension Funds	87	-
	940	-
Chief Human Resource Officer		
Annual Remuneration including Allowances	1 456	-
Contributions to UIF, Medical and Pension Funds	117	-
	1 573	-



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	2014 R '000	2013 Restated* R '000
18. Employee related costs (continued)		
Executive Manager Office of the CEO		
Annual Remuneration including Allowances	1 073	-
Contributions to UIF, Medical and Pension Funds	144	-
	1 217	-
Chief Information Officer		
Annual Remuneration including Allowances	538	-
Contributions to UIF, Medical and Pension Funds	67	-
	605	-
19. Interest income		
Interest on funds deposited with various institutions	9 629	8 494
20. Finance costs		
Interest	363	49
21. Cash generated from operations		
Surplus/(Deficit) for the year	(19 940)	75 142
Adjustments for:		
Depreciation and amortisation	63 944	69 861
Movements in provisions	11 646	9 459
Changes in working capital:		
Inventories	(240)	(593)
Trade and other receivables	(6 182)	13 547
Trade and other payables	11 507	14 884
Deferred Income	(15 601)	(1 971)
	45 134	180 329
22. Net movement in external projects		
Balance at beginning of the year	(26 328)	(31 234)
Balance at end of the year	27 125	26 328
	797	(4 906)



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	2014	2013
	R '000	Restated* R '000

23. Commitments

Already contracted for but not provided for

• Capital expenditure	24 487	15 273
• Operating expenditure	16 925	25 084
	41 412	40 357

Operating leases – as lessee (expense)

Minimum lease payments due

- within one year	1 612	1 906
- in second to fifth year inclusive	1 524	2 539
- later than five years	29	29
	3 165	4 474

Operating leases – as lessor (income)

Minimum lease payments due

- within one year	537	543
- in second to fifth year inclusive	1 820	1 984
- later than five years	4 599	4 972
	6 956	7 499

24. 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 76 809 million (2013: R 80 351 million).

According to the Department of Land Affairs (DLA), there are an additional 22 claims that have been lodged. The demarcations by DLA 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 legal claims relate to the following matters that remain unresolved as at the end of the current financial year.:



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Notes to the Audited Annual Financial Statements

	2014 R '000	2013 R '000
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24. Contingencies (continued)

Case Description	Legal representation	Extent of Liability	Likelihood
Claim for pothole damages: - W Van Der Riet	Ngcobo Poyo Attorneys	R 50 000	Probable
Housing application: - Hospersa	McGregor Erasmus Attorneys	Unquantifiable	Improbable
Ring fenced leave: - Hospersa	McGregor Erasmus Attorneys	R1 200 000	Improbable
Employees seeking reinstatement : - Z S Khuzwayo	McGregor Erasmus Attorneys	R2 300 000	Improbable
Claim against the contractor for the failure of the road slip on the Cathedral Peak Road: - Vel VKE	Cox Yeats	Unquantifiable	Probable
Claim for the loss of cattle due to TB infection by the buffalo at Opathe: - Volschenk	Austen Smith Attorneys	R 2 250 000	Improbable
Claim for breach of contract: - Adpoint Trading 143	EKZNW Legal Office	R 280 375	Probable
Claim for injuries sustained as a result of being attacked by a hyena at Sontuli camp: - J Hudson	EKZNW Insurance Office	R 1 931 700	Probable

25. 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.

26. Events after the reporting date

Change in reporting structure

The Premier of Kwazulu Natal, Honourable, Senzo Mchunu announced during his Inauguration Ceremony that as of the 27 May 2014, Ezemvelo KZN Wildlife will be reporting to the Department of Economic Development, Tourism and Environmental Affairs.

Suspension of migration to the new organisational structure

In 2009 the entity embarked on an exercise to design a new structure for the organisation. The new organogram was approved and signed off by the MEC in October 2013. As at the reporting date, senior management and a number of other employees had been migrated to the new structure and remunerated accordingly. This expenditure has been included under compensation of employees in note 18 to these financial statements.

An accrual was raised for the back pay in salaries relating to the balance of personnel still to be migrated in terms of the new structure as at reporting date, and this accrual has been included under trade and other payables in note 13 to these financial statements

Following industrial action triggered by a dispute between management and organised labour on the interpretation of the principles of migration in June 2014, it has been decided to temporarily halt the migration process and revert to the status quo position that applied in June 2013, pending the outcome of an investigation currently being undertaken by the Executing Authority into the new structure and migration process.

In terms of this decision, migration related benefits that had been received by employees who had been initially migrated must be recovered.

Financial effect

Pending the outcome of the above investigation, the possible financial impact of this event on the financial statements for the year ended 31 March 2015 will be:



KwaZulu-Natal Nature Conservation Board

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Notes to the Audited Annual Financial Statements

	2014 R '000	2013 R '000
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26. Events after the reporting date (continued)

A reversal of the accrual raised in respect of back-pay at 31 March 2014 in the amount of R2,1 million.

A reduction of R3,8 million in employee costs and a corresponding increase in trade and other receivables relating to the recovery of migration benefits already paid by the reporting date.

27. Fruitless and wasteful expenditure

Opening balance	929	997
CCMA Cases Settled (included legal expenses)	-	299
Penalty interest for late payment of suppliers	32	49
Cellular data card abuse	30	52
COIDA penalty	310	1 056
Expenditure not recovered: CCMA cases and penalties	-	(299)
Expenditure not recovered: Penalties	(32)	(1 173)
Recovery of cellular data card charges from employees	(30)	(52)
Other	9	-
	1 248	929

28. Irregular expenditure

Opening balance	8 800	4 005
Add: Irregular Expenditure - Current year	3 462	6 371
Less: Amounts condoned	(6 892)	(1 576)
	5 370	8 800

Details of irregular expenditure – current year

Deviation from SCM guidelines	Investigation pending	3 462
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Details of irregular expenditure condoned by the Board:

Misplaced documentation of service providers	Investigated, Value for money received	3 640
Deviation from SCM guidelines	Investigated, Value for money received	3 252
		6 892

29. Comparison of budget and actual amounts - budget on cash basis

Receipts	Approved Budget	Final Budget	Actual amounts on comparable basis
Income from Tourism	182 237	177 052	162 290
Income from other activities	11 371	19 922	20 470
Transfer received	606 034	676 728	595 976
Interest	8 300	8 300	9 629
Proceeds on disposal of assets	3 500	3 500	1 873
Sundry Income	27 127	58 046	31 038
	838 569	943 548	821 276
Payments			
Salaries & wages	536 861	557 067	558 487
Goods and services	253 502	303 908	224 512
Interest and Penalties	70	70	365
Capital Payments	48 136	82 503	32 628
	838 569	943 548	815 992



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Notes to the Audited Annual Financial Statements

	2014 R '000	2013 R '000
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29. Comparison of budget and actual amounts - budget on cash basis (continued)

Net Surplus	-	5 284
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Reconciliation between Budget and Statement of Financial Performance

Cash Surplus per Performance Report	5 284
Asset Acquisitions	38 284
Non Exchange Revenue	80 507
Compensation of Employees	(2 192)
Increase in Leave Pay Provision	(11 646)
Depreciation	(63 944)
Disposal assets	(1 922)
Bad Debts	(104)
Non Exchange Expenditure	(64 778)
Sundry Differences	571
	(19 940)

30. 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 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 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 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 2014 was R 16 010 million (2013: R 9 828 restated million) relating to trade and other receivables (Note 7) and R253 859 million (2013: R245 880 million) relating to cash and cash equivalents (Note 8).

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.



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Notes to the Audited Annual Financial Statements

	2014 R '000	2013 R '000
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Investments

The entity limits its exposure to credit risk by investing only in liquid securities and only with approved banks and financial institutions.

Guarantees

There were no guarantees in issue as at 31 March 2014.

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.

The entity makes payments bi-monthly. An assessment is made of the payments due in advance. 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 rated 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.



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Detailed Statement of Financial Performance

	Note(s)	2014 R '000	2013 Restated* R '000
Revenue			
Sale of goods		33 167	31 357
Accommodation		111 261	108 054
Natural Resource Trade		722	668
Hunting Revenue		1 036	3 334
Licences and permits		3	6
Admission		27 646	23 700
Trails, Rides and Tours		10 999	10 520
Game sales		17 973	12 218
Fines		1 333	1 421
State subsidy transfers		523 693	521 756
	14	727 833	713 034
Cost of sales	15	(26 504)	(24 802)
Gross surplus		701 329	688 232
Other income			
Rentals, hire and concessions		5 140	4 749
Management Fees- Projects		5 164	7 374
Recoveries		23 176	2 268
Donations		3 739	5 935
Provincial Treasury grants		67 121	12 269
Non-Exchange Revenue- Projects		80 507	99 503
Sundry income		9 758	2 823
Property, Plant and Equipment - Sundry		383	119 630
		194 988	254 551
Expenses (Refer to page 35)		(925 523)	(876 086)
Operating surplus (deficit) before financing activities	17	(29 206)	66 697
Finance costs	20	(363)	(49)
Interest income		9 629	8 494
		9 266	8 445
(Deficit) surplus for the year		(19 940)	75 142



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Detailed Statement of Financial Performance

	2014	2013
Note(s)	R '000	Restated* R '000
Operating expenses		
Administration and management fees	47 466	41 633
Auditors remuneration	3 950	2 854
Bad debts	104	649
Bank charges	2 592	2 316
Consumables	6 869	9 255
Contracted Services	15 489	7 163
Depreciation and amortisation	63 944	69 861
Employee costs	581 790	517 038
Loss on Asset writeoff	29	14 105
Loss on exchange differences	46	321
Marketing	16 713	11 209
Other consulting and professional fees	23 646	12 973
Non-Exchange transaction Expense- Projects	64 778	91 213
Repairs and maintenance	29 311	29 017
Sundry expenses (including reversals of provisions)	1 085	3 201
Board members remuneration	2 224	1 558
Transport and freight	32 630	32 018
Utilities	32 857	29 702
	925 523	876 086



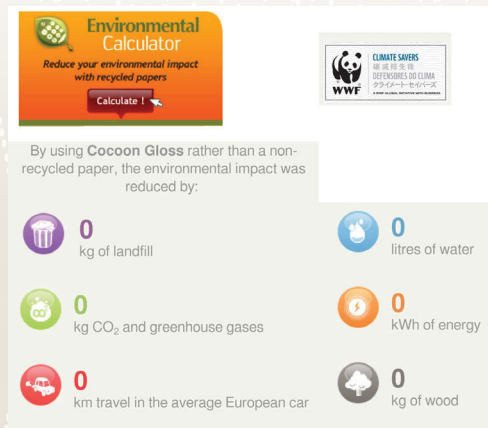


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Please note that every effort has been made to ensure that the information contained in this Annual Integrated Report is correct and up to date. All information provided at the time of print in this report has been approved as complete and accurate by the responsible divisions that submitted.

Should you identify any errors within this report,
please send your comments to
annualreport@kznwildlife.com

