

# ANNUAL REPORT 2017/18



**ADVENTURE PROVINCE**  
*Eastern Cape*  
PARKS & TOURISM AGENCY





# NELSON MANDELA 1918 - 2018

## A TRIBUTE

*The year 2018 marks 100 years since the birth of an icon and hero who dedicated his life to freedom and contributed to the birth of a new nation.*

*The Eastern Cape, beloved first home of Nelson Mandela, uniquely bears testimony to the life of a free-spirited boy from a small rural village who grew into an extraordinary, selfless man and became a world icon...one of the hundreds of reasons to visit this magnificent province!*

*On 18 July 1918 Nelson Rolihlahla Mandela was born into the Madiba clan in the village of Mveza in the Eastern Cape - son of Nonqaphi Nosekeni and Nkosi Mphakanyiswa Gada Mandela, principal counsellor to the Acting King of the aba Thembu, Jangintaba Dalindyebo.*

*In 1920 he and his mother moved from Mveza to the village of Qunu. In Long Walk to Freedom, Mandela wrote that he loved Qunu "in the unconditional way that a child loves his first home."*

*At the Nelson Mandela Youth & Heritage Centre, overlooking Qunu, there's a sloping rock which Rolihlahla and his friends used as a slide - its granite surface polished by generations of children reflecting the carefree days of his youth. Nearby is the site of the primary school where his teacher, following the custom of the time, gave him the Anglicised name, Nelson. His final resting place is here too, in a private garden close to his 1990s homestead.*



100

Nelson Mandela  
Centenary  
2018  
Be the Legacy



Photo credit: www.ustaywildcoast.co.za

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TO EASTERN CAPE PARKS & TOURISM ANNUAL REPORT 2017/18

Kingfisher and boys fishing, Xara River mudflats  
Photo credit: Janette Bennett

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## 2 LIST OF ABBREVIATIONS / ACRONYMS

<b>AGSA</b>	Auditor General of South Africa	<b>METT-SA</b>	Management Effectiveness Tracking Tool – South Africa
<b>AOP</b>	Annual Operational Plan	<b>MTEF</b>	Medium Term Expenditure Framework
<b>APP</b>	Annual Performance Plan	<b>NEM</b>	National Environmental Management (Act)
<b>B-BBEE</b>	Broad Based Black Economic Empowerment	<b>NGO</b>	Non-governmental Organisation
<b>BoD</b>	Board of Directors	<b>NPAES</b>	National Protected Area Expansion Strategy
<b>CEO</b>	Chief Executive Officer	<b>NSSD</b>	National Strategy for Sustainable Development
<b>CFO</b>	Chief Financial Officer	<b>PAES</b>	Protected Area Expansion Strategy
<b>CITES</b>	Convention on International Trade in Endangered Species ( <i>of Wild Fauna and Flora</i> )	<b>PDP</b>	Provincial Development Plan
<b>DAFF</b>	Department of Agriculture, Forestry and Fisheries	<b>PFMA</b>	Public Finance Management Act
<b>DEA</b>	Department of Environmental Affairs	<b>SAT</b>	South African Tourism
<b>DEDEAT</b>	Department of Economic Development, Environmental Affairs and Tourism	<b>SCM</b>	Supply Chain Management
<b>ECPTA</b>	Eastern Cape Parks and Tourism Agency	<b>SMME</b>	Small Medium and Micro Enterprises
<b>ED</b>	Executive Director	<b>SoAIM</b>	State of Area Integrity Management
<b>EPWP</b>	Extended Public Works Programme	<b>TEP</b>	Tourism Enterprise Partnership
<b>GRAP</b>	Generally Recognised Accounting Practice	<b>TR</b>	Treasury Regulations
<b>ha</b>	Hectares	<b>UK</b>	United Kingdom
<b>HCM</b>	Human Capital Management	<b>UNDP-GEF</b>	United Nations Development Program – Global Environmental Facility
<b>ICCA</b>	International Congress and Convention Associations	<b>USA</b>	United States of America
<b>ICT</b>	Information and communications technology	<b>VFR</b>	Visiting Friends and Relatives
<b>MEC</b>	Member of Executive Council	<b>WWF-SA</b>	World Wide Fund for Nature (South Africa)





# 01

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*" I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear." - Nelson Mandela*

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**The Bunga Building**, home of the Nelson Mandela Museum

*School children outside the Nelson Mandela Museum in Mthatha, in the Eastern Cape Province. It is one of two museums dedicated to South Africa's first democratically elected president - the other is in Mandela's home village of Qunu.*

*Photo: Rodger Bosch, MediaClubSouthAfrica.com*

**ADVENTURE PROVINCE**  
*Eastern Cape*  
PARKS & TOURISM AGENCY

REGISTERED NAME:

**Eastern Cape Parks and Tourism Agency**

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EXTERNAL AUDITORS:

**Auditor-General South Africa**

BANKERS:

**First National Bank**

BOARD SECRETARY:

**Ms Xoliswa Mapoma**





**SITHEMBELE MGXAJI**  
ACTING CHAIRPERSON



**SILUMKO NCUME**

**ANDREW MUIR**



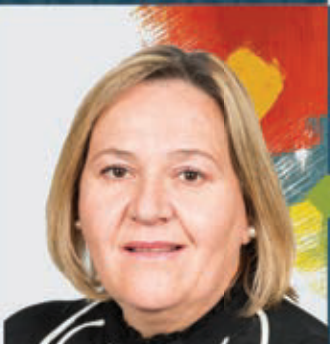
**PAM YAKO**



**ZOLA FIHLANI**



**MICKEY MAMA**



**TRACEY PUTZIER**

**ECPTA  
BOARD  
MEMBERS**



## 3 FOREWORD BY THE CHAIRPERSON

*It is my pleasure to present the 2017/18 Annual Report of the Eastern Cape Parks and Tourism Agency (ECPTA).*

World-class organisations are defined by certain core characteristics: expertise, innovation and a passion for serving internal and external stakeholders, to name a few. These same words fittingly define the ECPTA, a distinguished and growing institution for which I have the privilege of serving as chairperson of the board.

No year is without its challenges, and this one certainly had its share for the tourism and conservation sectors with issues like the extended local drought conditions and wild fires that exacerbated a negative impact on tourism, dropping of rank from the domestic marketing pool as well as continuous rhino poaching incidents plaguing conservation. The South African economy has also been negatively impacted by the global economic slowdown with interest rates on an increase cycle to stem inflationary pressures. There was also a call by Treasury for financial prudence by State-Owned Enterprises and Agencies.

So as to keep afloat through these troubled waters, ECPTA Board and management took proactive steps to prepare for the instability and have responded by delivering more than adequately on their core performance mandate.



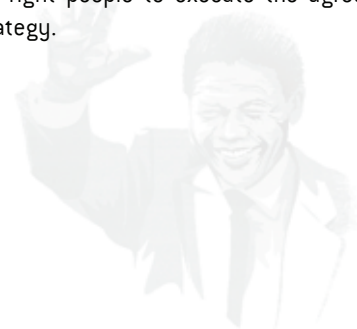
The ECPTA, as a custodian of the province's tourism and conservation spectrum, supports Government's priorities, the National Development Plan and economic growth by

focusing on the organisation's core mandate and vision of responsible tourism and conservation that underpin sustainable development of the Eastern Cape.

This requires a fine balance between containing its cost base and simultaneously investing sufficiently in human capital and systems to ensure that services are delivered efficiently and cost effectively to all stakeholders. The Agency's strategy for the year under review has been centred on vigorously fostering a focus driven approach on resource leveraging.

A focal point at the ECPTA over the last two years has also been on corporate culture change: developing a conducive internal working environment as well as service culture across all areas of the business, supported by processes that enable interaction between ECPTA and its stakeholders to exceed expectations; and build mutually beneficial relationships based on respect, integrity, ethical behaviour and trust.

ECPTA also refocused to ensure that it enables and appoints the right people to execute the agreed Board approved strategy.







New members of the Board and executive management were appointed between 2017 and 2018.

The Board also acknowledged that in order for ECPTA to execute and roll out its approved strategic plan and mandate and to be able to respond appropriately to the needs of all its stakeholders, it was necessary for the organisation's ICT (Information and Communications Technology) systems and processes to be more integrated and streamlined. Thus the Board approved expenditure to go towards updating the current ICT infrastructure. The new streamlined approach allows for ECPTA's head office and reserves to move toward tablet and paperless technology, and more efficiencies will be considered.

The ECPTA Board has resolved to play a leadership role and focus on ensuring that key strategic operational issues are tackled through innovation, collaboration and partnerships with sister entities, government, the private sector and developmental organisations where relevant.

The ECPTA Act review process (through DEDEAT) is nearing the stage of public comment and the organisation remains hopeful that it will soon be promulgated. The envisaged changes will enable ECPTA to better execute its mandate in an agile manner.



**Sithembele Mgxaji**

Acting Chairperson  
Eastern Cape Parks and Tourism Agency

23 August 2018

Even in its current form, ECPTA complies with the Public Finance Management Act (PFMA) and the relevant corporate governance provisions expected of it as a public entity. The Board has ensured that the ECPTA remains financially sustainable and for the period under review, the ECPTA has again received an unqualified audit report and managed to rollout cost-saving measures approved by the Board and implemented by management.

As part of its strategic direction transformation is key on the ECPTA agenda. As such transformation programmes rolled out include: the game transformation programme that seeks to enable previously disadvantaged individuals access to the game farming industry, as well as partnering with trade to introduce new routes that look to unlock the potential of urban and cultural tourism, and fostering excellence and growth of products through quality assurance programmes such as the Lilizela Awards.

On behalf of the entire board of directors, I thank the ECPTA executives for their outstanding leadership and all of the employees for carrying forth the agency's commitment and drive to ensure that the ECPTA delivers on its mandate even during difficult times.

certain core characteristics: expertise, innovation and a passion for serving internal and external stakeholders, to name a few. These same words fittingly define the ECPTA, a distinguished and growing institution for which I have the privilege of serving as chairperson of the board.





## 4 CHIEF EXECUTIVE OFFICER'S OVERVIEW



### *General financial review*

The adjusted budget for the 2017/18 financial year, including other grants and own revenue projections, was decreased from the allocated budget by R1.362 million to R239.615 million. This was due to the projected under achievement of own revenue targets resulting from drought conditions and saturation of the game auction market. Actual revenue from exchange transactions was R1.589million lower than the adjusted estimate, 8% lower than in 2016/17.

Due to over collection on “other grants” the Agency ultimately recorded a total revenue figure of R242.445 million. This is 12% lower than the previous financial year. The statement of financial performance in the financial statements indicates expenditure exceeded revenue, but was down by 5% year-on-year.

### *Spending trends*

The overspent amount includes R5.816 million relating to prior year payables and accruals, and R1.617 million for prior year infrastructure projects completed in 2017/18. Overall, there was a further 7% reduction in goods and services, following on a 33% reduction in the prior year to fund an increase in capital expenditure.

The progressive reduction effectively means that the organisation's baseline budget is increasingly unrealistic. The 7.6% year-on-year increase in compensation of employees is down from the 10% increase recorded in the previous period.

### *Capacity constraints and challenges facing the public entity*

The funding and spending trends outlined here mean that the Agency is under increasing pressure to literally “do more with less”; the increase in employee expenditure is in line with inflation only, and does not allow for the filling of vacant posts. A vacancy rate of almost 24% undermines the organisation's ability to meet mandated obligations.

Chronic underfunding of the Destination Marketing function has resulted in an incremental decline in visibility of the Province in key markets, both internationally and domestically. New cost effective marketing platforms are at the centre of our plans for the coming period.







### New or proposed activities

The Annual Performance Plan (APP) for 2017/18 included three substantial changes to the previous APP:

1. Strategic objective 1.4 (To encourage participation of previously disadvantaged individuals in the conservation and game farming industries throughout the MTEF) was added to provide a mechanism for tracking progress with respect to transformation efforts in the biodiversity economy
2. Acknowledging that revenue generation is a secondary objective contingent on the execution of mandated functions, strategic objective 3.1 was replaced to read: *"To develop provincial nature reserves as tourism products throughout the MTEF"*. The attendant indicators tracked the rollout of the "Reserves as Products" concept based on each of the three niche clusters.
3. In light of the shrinking fiscal allocation from Provincial Government, and in support of the organisational Goal, strategic objective 3.3 (*To mobilise resources for tourism and conservation development on reserves throughout the MTEF period*) was introduced.

### Requests for roll over of funds

The entity has made a request for roll-over of R24.877 million. This amount consists of:

- National Department of Tourism, multi-year projects, of R19.602 million (due to timing of receipt of multi-year grant)
- Commission on Restitution of Land Rights projects R600 thousand.
- Administered Funds R2.909 million.
- Building at Island Nature Reserve R494 thousand
- Fencing projects R737 thousand
- Movables R312 thousand
- Various capital items totalling R223 thousand

### Supply chain management

The ECPTA has not incurred irregular expenditure in either the current or the previous financial year. To sustain this trend, and ensure that there is no regression, processes will be continuously improved.

### Audit report matters in the previous year

There were four fewer findings listed in the Auditor-General's management letter for 2016/17 than in the previous year. More than half were addressed during the course of the year, with the balance addressed through year-end processes. Internal Audit completed follow-up audits of both internal and external audit findings, reporting progress to the Audit and Risk Committee, who then apprised the Board.

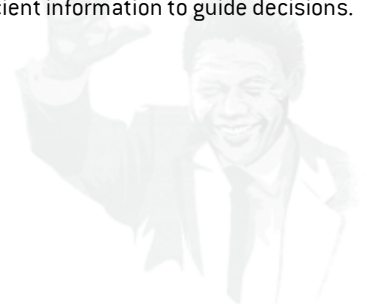
### Future Outlook

There are no signs that the fragile economic outlook, which has defined our operating environment for the past four years, will improve in the coming period. Rather, the constraints to economic growth appear set to become ever more entrenched, exacerbated by unpredictable, sometimes devastating, climate-related events. In such an environment, attempting to address our mandate commitments independently is increasingly reckless.

Further acknowledging that the longevity of the Agency's successes is dependent on the extent to which initiatives are incorporated into the development fabric of the province, ECPTA has consciously worked to establish partnerships and collaborations. These efforts during the year under review resulted in the proportional contribution of additional grants to the ECPTA's annual budget increasing from 6.5% for 2017/18 to 24.1% for 2018/19.

It will be necessary to sustain this level of external and in-kind support for the foreseeable future.

Adjustments to the mechanisms used to measure performance in respect to marketing success will also undergo a review in the coming period. While ECPTA remains convinced that the focus on building the domestic tourism market is correct, measuring relative success by considering the Province's relative ranking does not provide sufficient information to guide decisions.





Over the remainder of the strategic cycle, ECPTA will report both its ranking and the number of domestic visitors to the Province. As provincial data analysis capacity improves, this information will be disaggregated to regional, sub-regional and locality levels to provide the fullness of analysis required to make meaningful decisions.

The poaching scourge experienced over the past five years appears to be on the increase in the Eastern Cape. This is partly due to improved security measures in the Kruger National Park, causing syndicates to shift their focus to new supply sources. The ECPTA stands shoulder to shoulder with law enforcement agencies in the Province, private land owners and donors in defending our natural heritage. These collaborations will need to be reinforced and better funded in future.

#### *Events after the reporting date*

The Entity has no events after the reporting date.

#### *Economic Viability*

The Agency's financial viability has been assessed as good, with the caveat that the net current liability position could negatively impact the Agency's cash flow if allowed to persist.

#### *Acknowledgements and Appreciation*

ECPTA has obtained a third consecutive clean audit opinion. As always, we commend the hard work and dedication of the extraordinary women and men of the Agency who have made this achievement possible:

- the men and women in green who put their lives on the line to protect the province's natural heritage
- the marketing officers who ensure, come rain or shine, that ECPTA's flag flies high at events across the province
- the hospitality staff who keep tourists comfortable by giving them a home away from home when they visit our nature reserves
- the ecologists, planners and development practitioners who work tirelessly to ensure that stakeholders contribute to conservation efforts

because they understand that conservation is good for both people in the community and for the land

- the administration staff who keep the Agency functioning at the highest professional standards

The list continues. Thank you to each of you. We further extend our appreciation to the Board of Directors for their leadership; the Portfolio Committee for their responsiveness to our challenges, and to the MEC for demonstrating political support for our endeavours.



**Vuyani Dayimani**

Chief Executive Officer  
Eastern Cape Parks and Tourism Agency  
Date: 23 August 2018

ECPTA has obtained a third consecutive clean audit opinion. As always, we commend the hard work and dedication of the extraordinary women and men of the Agency who have made this achievement possible:







## 5 STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of our knowledge and belief, we confirm the following:

- (i) All information and amounts disclosed in the annual report is consistent with the annual financial statements audited by the Auditor General.
- (ii) The annual report is complete, accurate and is free from any omissions.
- (iii) The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.
- (iv) The Annual Financial Statements (Part E) have been prepared in accordance with the Generally Recognised Accounting Practice (GRAP) standards applicable to the public entity.
- (v) The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.
- (vi) The accounting authority is responsible for establishing, and implementing a system of internal control has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.
- (vii) The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2018.

Yours faithfully

Chief Executive Officer  
Name: Vuyani Dayimani  
Date: 25 May 2018

Acting Chairperson of the Board  
Name: Sithembele Mgxaji  
Date: 25 May 2018







Photo credit: www.usingwildlife.co.za

Kingfisher and boys fishing, Xora River mudflats  
Photo credit: Janette Bennett



# Goal

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Our goal is to leverage resources for tourism and conservation priorities

# Vision

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Responsible tourism and conservation underpin sustainable development of the Eastern Cape

# Mission

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ECPTA will become the premier conservation and tourism agency by actively pursuing equitable low-carbon growth through innovation and collaboration in these sectors

# Values

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The values that support the actions of the ECPTA are:

## **Respect**

We appreciate and value one another, our stakeholders, our communities and our shareholder

## **Integrity**

We will conduct our business based on sound moral principles

## **Responsibility**

We will be honourable, trustworthy and answerable for all our actions





## 7 LEGISLATIVE AND OTHER MANDATES

The Eastern Cape Parks and Tourism Agency (ECPTA) is listed in Schedule 3-C of the Public Finance Management Act (PFMA), reporting to the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT).

### Constitutional Mandate

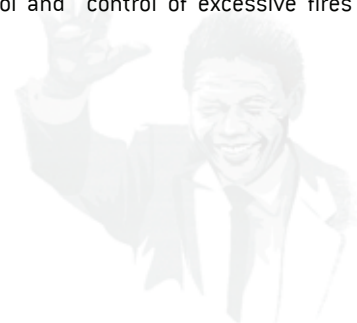
The mandate of the ECPTA is rooted in the Constitution of the Republic of South Africa, Act 108 of 1996, Chapter 2: Bill of Rights (ss 24) – Environment, which states:

Everyone has the right to:

- (b) **have** the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that –
  - prevent** pollution and ecological degradation
  - promote** conservation; and
  - secure** ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.”

### Legislative mandates

Relevant Acts	Key Responsibilities
<i>Cape Nature and Environmental Conservation Ordinance (19 of 1974)</i>	The provincial nature reserves in sections of the old Cape Province were declared under this legislation.
<i>Ciskei Conservation Act, 1987 (Act 10 of 1987)</i>	The Eastern Cape is in the process of proclaiming new provincial environmental legislation where the old (pre-1994 democracy) ordinances remained relevant. This particular ordinance governs the management of biodiversity conservation areas in the former Ciskei.
<i>Eastern Cape Parks and Tourism Agency Act, 2010 (Act 2 of 2010)</i>	(i) develop and manage protected areas (ii) promote and facilitate the development of tourism in the Province
<i>Marine Living Resources Act, 1998 (Act 18 of 1998)</i>	This is the primary legislation governing the management of marine living resources and is applicable to all Marine Protected Areas
<i>National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977)</i>	This legislation governs the building industry and is relevant for all ECPTA infrastructure development projects.
<i>National Environmental Management Act, 1998 (Act 107 of 1998)</i>	This is the national environmental legislation which provides guidance on environmental management as well as the interpretation of Act 2 of 2010
<i>National Forests Act, 1998 (Act 84 of 1998)</i>	This is the primary legislation governing the management of indigenous forests and woodlands. Many state forests have been proclaimed as Forest Nature Reserves in terms of the National Forests Act
<i>National Veld and Forest Fire Act, 1998 (Act 101 of 1998)</i>	This is the primary legislation governing the prevention and control of runaway wild fires. Fire is used as a biodiversity management tool and control of excessive fires is also





Relevant Acts	Key Responsibilities
	important for the management of protected areas and prevention of damage to infrastructure
<i>National Water Act, 1998 (Act 36 of 1998)</i>	This is the primary legislation governing the use of water.
<i>NEM: Biodiversity Act, 2004 (Act 10 of 2004)</i>	This is the primary legislation for the management of biodiversity across the landscape and guides the interpretation of Act 2 of 2010
<i>NEM: Integrated Coastal Management Act, 2008 (Act 24 of 2008)</i>	This is the primary legislation governing the management of the coastal areas and prescribes the management of coastal protected areas
<i>NEM: Protected Areas Act, 2003 (57 of 2003)</i>	This is the primary legislation governing the management of protected areas and guides the interpretation of Act 2 of 2010
<i>NEM: Waste Management Act, 2008 (Act 59 of 2008)</i>	This is the primary legislation governing the management of waste, including in protected areas
<i>Occupational Health and Safety Act, 1993 (Act 85 of 1993)</i>	This is the primary legislation governing health and safety standards in the context of all work environments.
<i>Public Finance Management Act, 1999 (Act 1 of 1999) (as amended)</i>	Chapter 6 of the PFMA applies specifically to Public Entities. It lays out prescripts for the conduct of Accounting Authorities and other officials with respect to fiduciary responsibilities, planning, reporting and conduct.
<i>Tourism Act, 2014 (Act 3 of 2014)</i>	<p>The promotion of responsible tourism practices</p> <p>Provisions for the effective marketing of the province, both domestically and internationally</p> <p>The promotion of quality tourism products and services</p> <p>The promotion of economic growth and development of the sector</p> <p>The establishment of concrete inter-governmental relations to develop and manage tourism</p>
<i>Transkei Environmental Conservation Decree, 1992 (Decree 9 of 1992)</i>	The Eastern Cape is in the process of proclaiming new provincial environmental legislation where the old (pre 1994 democracy) ordinances remained relevant. This particular ordinance governs the management of biodiversity conservation areas in the former Transkei
<i>World Heritage Convention Act, 1999 (Act 49 of 1999)</i>	This is the primary legislation governing the management of World Heritage Sites which in the case of the ECPTA it is applicable to the management of the Baviaanskloof section of the Cape Floral Region World Heritage Site.







### Policy mandates

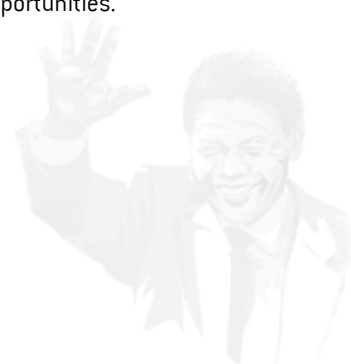
In order to give effect to the electoral mandate of the current administration, 14 key strategic imperatives have been identified, which must be addressed during the current electoral cycle. These outcomes constitute the main policy imperatives of the South African Government, according to which all government initiatives must be aligned:

1. Quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive growth
5. Skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable, effective and efficient local government
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa, a better Africa and a better world
12. An efficient, effective and development-orientated public service
13. Social protection
14. Nation building and social cohesion

The ECPTA's Strategic Plan for 2015/16 – 2019/20 is primarily **focused on achieving Outcomes 10 and 12, and contributes to achieving Outcomes 4 and 6.**

The potential contribution of the ECPTA towards the achievement of these national strategic policy imperatives is detailed below.

National Outcome	ECPTA priorities for the MTSF period
4. Decent employment through inclusive economic growth	<p>Create employment opportunities through Green Job projects for permanent, contract, casual and EPWP appointments by recruiting people from communities near the reserves.</p> <p>Create economic opportunities by creating a demand for goods and services and unlocking opportunities for economic development for entrepreneurs, concessionaires, eco-tourism and cultural tourism linkages.</p> <p>Provide seasonal employment opportunities by providing access to Protected Areas for the harvesting of natural resources from reserves - e.g. thatching grass, marine resources, firewood, game, etc.</p> <p>Create employment opportunities for tour operators and service providers in the tourism industry.</p> <p>Prepare potential tourism entrepreneurs to participate in the mainstream tourism economy by providing access to mentoring and skills development opportunities.</p>





<i>National Outcome</i>	<i>ECPTA priorities for the MTSF period</i>
<i>6. An efficient, competitive and responsive economic infrastructure network</i>	<p>Develop economic infrastructure relating to tourism, reserve operations and public servitudes, including bulk services infrastructure which will directly and indirectly benefit communities who live around Provincial Parks.</p> <p>Support the education curriculum and infrastructure by developing environmental education centres in the reserves.</p> <p>Develop recreational and tourism infrastructure.</p> <p>Develop tourism routes to the benefit of rural and remote communities.</p>
<i>10. Protect and enhance our environmental assets and natural resources</i>	<p>Provision of ecological goods and services - e.g. clean water through catchments management, combating soil erosion, carbon sequestration.</p> <p>Facilitate access to natural resources from reserves - e.g. thatching grass, fish, firewood, venison etc. to communities.</p> <p>Combat poaching, illegal use of natural resources and trade in endangered species</p> <p>Promote environmental education and awareness programmes for sustainable natural resource use</p>
<i>12. An efficient, effective and development-orientated public service</i>	<p>Strengthen the management of ECPTA to ensure optimal socio-economic impact on communities.</p> <p>Increase public access to Provincial Parks and tourism products</p> <p>Strengthen the capacity of communities to effectively participate in biodiversity conservation management and co-management of Provincial Parks.</p> <p>Develop skills and human resource capacity through staff training and the training of communities</p> <p>Collaborate with relevant role-players for the advancement of effective resource management.+??</p>

During 2017/18, ECPTA's strategy aligned to the National Development Plan and the contributing "Nine-Point Plan" to grow the economy and create much-needed jobs.

<i>Components of the Nine-Point Plan</i>	<i>ECPTA current and potential contribution:</i>
<i>1. Revitalising agriculture and the agro-processing value chain</i>	<p>The introduction of game farming as a viable alternative or adjunct to conventional, particularly amongst previously disadvantaged communities is gaining traction. ECPTA actively supports this trend with game donations, game farmer mentorship and conservation awareness</p>





<i>Components of the Nine-Point Plan</i>	<i>ECPTA current and potential contribution:</i>
<i>2. Adding value to our mineral wealth (advancing beneficiation and support to the engineering and metals value chain)</i>	No intended contribution
<i>3. More effective implementation of a higher impact Industrial Policy Action Plan</i>	No intended contribution
<i>4. Unlocking the potential of small, medium and micro enterprises, cooperatives and township enterprises</i>	Both the Tourism and Conservation Industry Transformation initiatives are focused on bringing previously disadvantaged individuals (PDI) and PDI-owned SMMEs into the mainstream of the respective industries  The concept of community benefit is a cornerstone of these transformation efforts
<i>5. Operation Phakisa (Oceans Economy, Mining, Health, Tourism, Basic Education, etc.)</i>	Working with DEDEAT, ECPTA contributes to the readiness of coastal and marine tourism products, activities and services along the coastal and ocean zone  The marketing and promotion of the coast and ocean are increasingly foregrounded
<i>6. Encouraging private sector investment</i>	Secondary consequence of the pursuit of excellence in all endeavours. Fundamental component of resource leveraging and commercialisation efforts
<i>7. Resolving the energy challenge</i>	Actively greening the energy mix on reserves and in administrative offices
<i>8. Moderating workplace conflict</i>	Ensure employment policies and practices are compliant with labour legislation and best practice
<i>9. State reform and boosting the role of state- owned companies</i>	No intended contribution







ECPTA's strategy further finds synergy with a variety of strategy documents, some of which are detailed here:

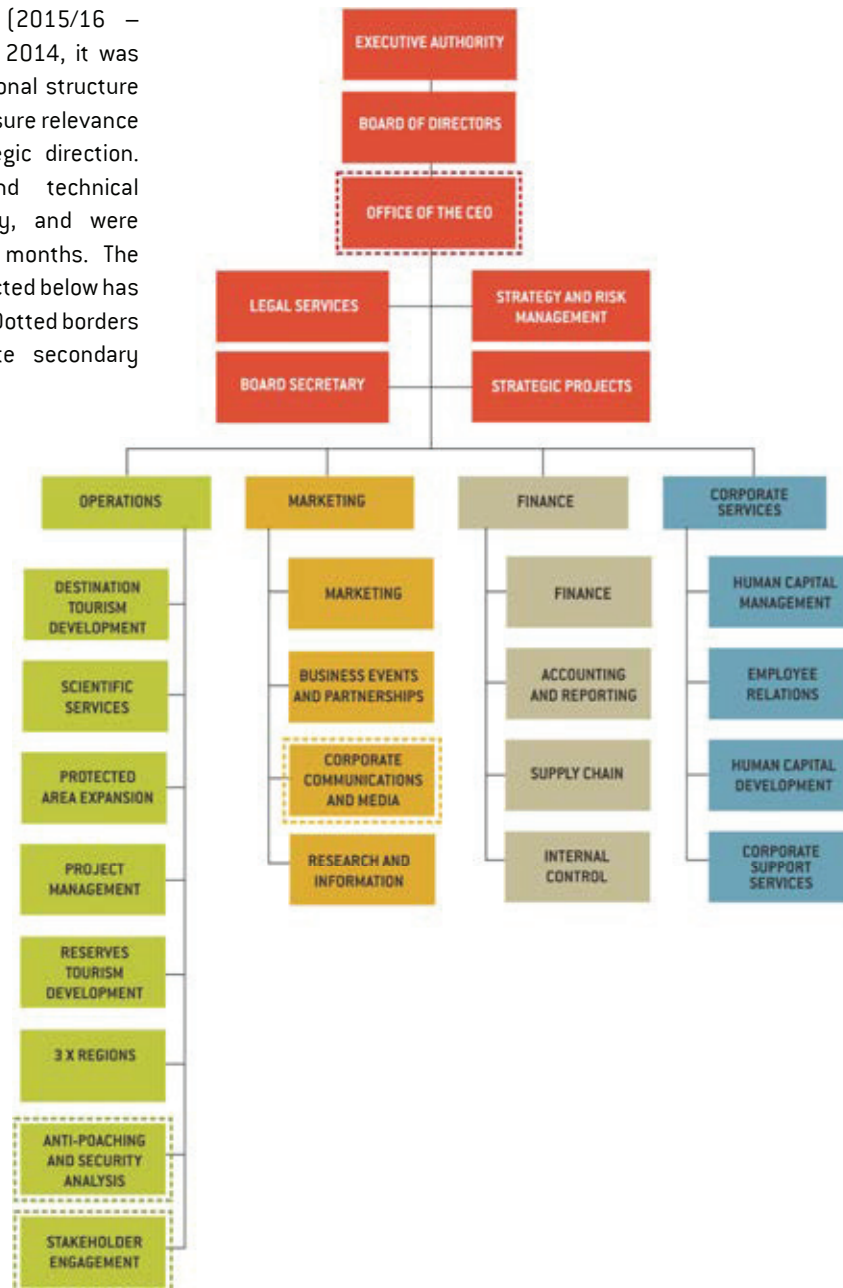
<i>National and Provincial Strategy Documents</i>	<i>Relevance to ECPTA strategy</i>
<i>National Tourism Sector Strategy</i>	Contribute to global competitiveness of South African tourism sector through enhanced service levels and responsive product development
<i>Eastern Cape Tourism Master Plan</i>	<p>Improve and maintain accessibility of tourism facilities</p> <p>Reputation management</p> <p>Tourist safety</p> <p>Service standards</p> <p>Transform and grow the economy</p>
<i>National Strategy for Sustainable Development (NSSD)</i>	The NSSD defines the strategic imperatives of the South African Government as they relate to the interaction between people, the environment and the economy.
<i>Eastern Cape Vision 2030 Provincial Development Plan (PDP)</i>	<p>The PDP includes spatial land utilisation in terms of provincial priorities for development. It identifies the Province's biodiversity endowment as contributing to the Province's competitive edge. The PDP, underpinned by the principle of respecting "eli lizwe silibolekiwe", acknowledges the need to view biodiversity as a natural resource to be protected for the enjoyment of future generations. The interdependence of economic, social and environmental systems is recognised as part of this principle.</p> <p>Of significance to ECPTA in this regard is that tourism is identified as a high-potential economic sector. Strategies suggested for the rapid development of Tourism include:</p> <p>growing the volume and value of eco-tourism, heritage and sports tourism</p> <p>improving access infrastructure</p> <p>building stronger local tourism networks</p>





## 8 ORGANISATIONAL STRUCTURE

When the Strategic Plan (2015/16 – 2019/20) was developed in 2014, it was apparent that the organisational structure would require attention to ensure relevance to the Agency's new strategic direction. Extensive consultation and technical preparation were necessary, and were rolled out a period of 18 months. The organisational structure depicted below has been active since July 2016. Dotted borders for some positions indicate secondary reporting lines to the CEO



# ECPTA EXECUTIVE MANAGEMENT

