

Eastern Cape Parks and Tourism Agency
(ECPTA)

Strategic Plan

For the fiscal years 2011 – 2014

October 2010

FOREWORD

The economist Michael Porter states that “A strategy delineates a territory in which a company seeks to be unique.” This is very true of the strategy of the Eastern Cape Parks and Tourism Agency (ECPTA).

Our uniqueness in this regard emanates from our strategic intent to combine our tourism and biodiversity conservation mandates and focus our unique combination of capabilities, skills and resources towards achieving our strategic objectives. This unique combination provides us with both a competitive and comparative advantage in giving effect to the strategic direction, imperatives and objectives as expressed by our shareholder. The ECPTA has identified the following strategic goals to achieve its mandate:

- secure key biodiversity in the Province;
- serve as a key catalyst for all aspects of tourism in the Eastern Cape; and
- establish and maintain an efficient institution

We are confident that the above strategic goals will instill shareholder and stakeholder confidence in the Eastern Cape Parks and Tourism Agency.

Through the realisation of these goals, the execution of the ECPTA strategy will increase the number of visitors to the province, expand the tourism and bio-diversity asset base, increase revenue and ultimately produce positive socio-economic impacts for the people of the Eastern Cape.

Accordingly, the ECPTA is united in its shared understanding of the enormity of the strategic challenges facing us, but more importantly we are united in our commitment towards meeting these challenges head-on and achieving our strategic objectives through the efficient application of our resources.

Vuyo Zitumane
Chairperson of the Board of Directors

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Eastern Cape Parks and Tourism Agency under the guidance of the Chairperson of the Board of Directors
- Takes into account all the relevant policies, legislation and other mandates for which the Eastern Cape Parks and Tourism Agency is responsible, and
- Accurately reflects the strategic goals and objectives which the Eastern Cape Parks and Tourism Agency will endeavour to achieve over the period 2011 – 2014.

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ACRONYMS

Acronym	Description or Details
APP	Annual Performance Plan
CEO	Chief Executive Officer
CLARA	Communal Land Rights Act
DBSA	Development Bank of Southern Africa
DEA	Department of Environmental Affairs
DEDEA	Department of Economic Development and Environmental Affairs
ECPTA	Eastern Cape Parks and Tourism Agency
EKZN	Ezemvelo KwaZulu Natal Wildlife
EPWP	Expanded Public Works Programme
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IDP	Integrated Development Plan
LED	Local Economic Development
MEC	Member of the Executive Council
METT	Management Effectiveness Tracking Tool
MDTP	Maloti-Drakensberg Transfrontier Project
MPA	Marine Protected Area
MTEF	Medium Term Expenditure Framework,
MTSF	Medium Term Strategic Framework
NBF	The National Biodiversity Framework
NBSAP	The National Biodiversity Strategy and Action Plan
NEMBA	NEM: Biodiversity Act, 2004 (Act 10 of 2004)
NEMPAA	NEM: Protected Areas Act, 2003 (Act 57 of 2003)
NPAES	The National Protected Area Expansion Strategy
NSBA	The National Spatial Biodiversity Assessment
NSSD	National Strategy for Sustainable Development
NTSS	National Tourism Sector Strategy
PA	Protected Area
PFMA	Public Finance Management Act, No.1 of 1999
PGDP	Provincial Growth and Development Plan
PPP	Public-Private Partnerships
RSA	Republic of South Africa
SANParks	South African National Parks Board
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SMME	Small, Medium and Micro Enterprise
SWOT	Analysis of Strengths, Weaknesses, Opportunities and Threats

Note: In this Strategic Plan, the term "Provincial Parks" is used to refer to all land currently managed by the Eastern Cape Parks and Tourism Agency for the purposes of biodiversity conservation

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Part A

Strategic Overview

PART A: STRATEGIC OVERVIEW

1. Vision

The Vision of the Eastern Cape Parks and Tourism Agency (ECPTA) is:

A Province where Biodiversity Conservation and Tourism Management underpin sustainable development

2. Mission

The Mission of the ECPTA is:

To be the premier entity for managing biodiversity and tourism

3. Values

The values which underpin the actions of the ECPTA are:

Commitment

We pledge our sincere and steadfast commitment in all engagements and in the achievement of our objectives

Accountability

We will take responsibility for all our actions and disclose results in a transparent manner

Integrity

We will conduct our business based on sound moral principles

Responsibility

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

4. Legislative and other mandates

4.1 Constitutional mandates

The constitutional mandate of the ECPTA is rooted in the Constitution of RSA, 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 –*
 - (i) prevent pollution and ecological degradation*
 - (ii) promote conservation; and*
 - (iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.”*

4.2 Legislative mandates

Relevant Acts	Key responsibilities
Eastern Cape Parks and Tourism Agency Act (Act no. 2 of 2010)	(a) Manage biodiversity in protected areas in the Province; (b) Manage tourism in the Province
National Environmental Management Act, 1998, (Act 107 of 1998)	This is the national environmental legislation which provides guidance on environmental management as well as the interpretation of Act 2 of 2010
NEM: Protected Areas Act (NEMPAA), 2003 (Act 57 of 2003)	This is the primary legislation governing the management of protected areas and guides the interpretation of Act 2 of 2010
NEM: Biodiversity Act (NEMBA), 2004 (Act 10 of 2004)	This is the primary legislation for the management of biodiversity across the landscape and guides the interpretation of Act 2 of 2010
NEM: Waste Management Act, 2008 (Act 59 of 2008)	This is the primary legislation governing the management of waste in protected areas
NEM: Integrated Coastal Management Act, 2008 (Act 24 of 2008)	This is the primary legislation governing the management of the coastal areas and prescribes the management of coastal protected areas
National Forests Act, 1998 (Act 84 of 1998)	This is the primary legislation governing the management of forests areas proclaimed in terms of the NFA
National Veld and Forest Fire Act, 1998 (Act 101 of 1998)	This is the primary legislation governing the management of fire. Fire is used as a biodiversity management tool and thus is important for the management of protected areas
Marine Living Resources Act, 1998 (Act 18 of 1998)	This is the primary legislation governing the management of marine living resources and is applicable to all Marine Protected Areas
World Heritage Convention Act, 1999 (Act 49 of 1999)	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 WHS.
Cape Nature and Environmental Conservation Ordinance (19 of 1974)	Because portions of the Baviaanskloof extend into the Western Cape Province this legislation is applicable for the joint management of those relevant areas
Ciskei Conservation Act (10 of 1987)	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.
Transkei Environmental Conservation Decree (9 of 1992)	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
Communal Land Rights Act (CLARA)	Regulates the management of Protected Areas which are under the jurisdiction of Traditional Authorities
Provincial Growth and Development Plan (PGDPS)	The PGDP refers to the provincial integrated growth and development plan which includes spatial land utilisation in terms of provincial priorities for development. It acknowledges the need to view biodiversity conservation as a natural resource for rural development and diversification of economic development.
National Strategy for Sustainable Development (NSSD)	Defines the strategic imperatives of the South African Government as they relate to the interaction between people, the environment and the economy.
Occupational Health and Safety Act	This is the primary legislation governing health and safety standards in the context of all work environments.
National Water Act	This is the primary legislation governing the use of water.
National Building Regulations of South Africa	This legislation governs the building industry and is relevant for all ECPTA infrastructure development projects.

4.3 Policy mandates

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

1. Improved 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 economic growth
5. A 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. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and World
12. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

The ECPTA's Strategic Plan 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.

Policy directive:	ECPTA potential contribution:
4. Decent employment through inclusive economic growth	<ul style="list-style-type: none"> • Create employment opportunities through Green Job projects for permanent, contract, casual and EPWP appointment by recruiting people from communities near the reserves. • Create economic opportunities by creating a demand for goods and service and unlocking opportunities for economic development for entrepreneurs, concessionaires, eco-tourism and cultural tourism linkages. • Provide seasonal employment opportunities by providing access for the harvesting of natural resources from reserves - e.g. thatching grass, marine resources, firewood, game, etc. • Create employment opportunities for tour operators and service providers in the tourism industry.
6. An efficient, competitive and responsive economic infrastructure network	<ul style="list-style-type: none"> • 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. • Support the education curriculum and infrastructure by developing environmental education centres in the reserves. • Develop recreational and tourism infrastructure. • Develop tourism routes to the benefit of rural and remote communities.
10. Environmental assets and natural resources that are well protected and continually enhanced	<ul style="list-style-type: none"> • Provision of ecological goods and services - e.g. clean water through catchments management, combating soil erosion, carbon sequestration. • Facilitate access to natural resources from reserves - e.g. thatching grass, fish, firewood, venison etc to communities. • Combat poaching, illegal use of natural resources and trade in endangered species • Promote environmental education and awareness programmes for sustainable natural resource use.

Policy directive:	ECPTA potential contribution:
12. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> • Strengthen the management of ECPTA to ensure optimal socio-economic impact on communities. • Increase public access to Provincial Parks and tourism products • Strengthen the capacity of communities to effectively participate biodiversity conservation management and co-management of Provincial Parks. • Develop skills and human resource capacity through staff training and the training of communities Collaborate with relevant role-players for the advancement of effective resource management.

4.4 Relevant court rulings

The Eastern Cape Parks and Tourism Agency is currently not subject to any court rulings requiring it to perform particular actions or functions.

5. Situational Analysis

The ECPTA was established in July 2010 as a result of the merger of the Eastern Cape Parks and Eastern Cape Tourism Boards. The mandate of the Eastern Cape Parks and Tourism Agency is contained in its founding legislation, which is the Eastern Cape Parks and Tourism Agency Act, No. 2 of 2010. The objects of the Agency are to manage biodiversity in protected areas and manage tourism in the Province.

The ECPTA is an important component in the advancement of the developmental agenda of the current Government Administration and the current programmes of action contained in the MTSF. The ECPTA operates within the current spatial economy which is characterised by high levels of poverty, limited economic growth and limited service delivery as a result of the legacy of Apartheid.

In order to address the challenges characteristic of the spatial economy of the Eastern Cape, the business case of the ECPTA has been designed to utilise the synergy between biodiversity conservation and tourism in order to address the following challenges:

- Employment creation
- Economic development
- Rural development
- Sustainable natural resource use
- Secure patterns of economic development

In terms of the spatial economy the majority of those living below the minimum levels (ML) are locked into rural areas of the Eastern Cape. These areas of high need however overlay with areas of high economic potential due to their massive tourism and biodiversity values.

The location of Protected Areas and tourism opportunities within areas of high need, reinforces the need for the ECPTA, in partnership with other role players and organs of state, to use its resources to unlock the development potential contained in its Provincial Parks and areas with high tourism potential.

The effective management of protected areas will contribute towards the preservation of natural ecosystems essential to maintain the integrity of the environment in support of addressing the challenges. The benefits derived from tourism as a sector could assist in unlocking development in the rural economy, which constitutes a critical non-farming rural development initiative.

5.1 Performance environment

The Merger Business Case addressed a number of strategic challenges identified by the shareholder. These include overlaps and duplication in operations, insufficient strategic alignment, need to improve effectiveness and impact and the need to enhance oversight and strategic coordination.

The new strategic direction responds directly to address shareholder and stakeholder confidence in the ECPTA. In order to gain confidence in the ECPTA it will deliver on the following key outcomes:

- socio-economic impact,
- transformation of the conservation and tourism industries,
- improves intergovernmental coordination and
- increase own revenue generated.

The successful achievement of these key outcomes will result in improved conservation and tourism products.

The ECPTA offers essential services to domestic and international clients like access to natural resources, providing ecosystem goods and services as well as the marketing of unique tourism experiences. The current record of clients utilising the tourism products in the Province is alarming low. This has translated into low occupancy levels of visitors to eco-tourism facilities in Provincial Parks. The aforementioned factors of low visitor numbers and occupancy levels translate into insufficient own revenue being generated.

Inappropriate infrastructure and tourism products further reduce the ability of the sector to positively impact the lives of those living in the Province. In response to these challenges, the primary intention of this strategic plan is to create enabling infrastructure and tourism products that will advance the strategic imperatives of our shareholder.

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats	SO #	Strategic objective 1
<p>Management effectiveness monitoring is being implemented. Some landowners have committed to co-management models.</p> <p>Limited local socio-economic opportunities have been created.</p>	<p>Some protected areas are not legally secured, there are gaps in assignments and some boundaries are not defined.</p> <p>Inadequate skills and budget for effective biodiversity management.</p> <p>No concept development plan (CDF) for reserves. Outdated reserve management plans with weak alignment to resources.</p> <p>Infrastructure in Provincial Parks is inadequate and poorly maintained.</p> <p>Current management models do not respond adequately to land claim settlement agreements.</p>	<p>Effective management of Provincial Parks will contribute to meeting international obligations for biodiversity conservation.</p> <p>The alignment of biodiversity conservation and tourism by the ECPTA presents a real opportunity to create an understanding of the values and benefits of biodiversity to non-conservation stakeholders.</p> <p>The ECPTA has the potential to become a leading entity in managing biodiversity through management partnerships with local communities and landowners.</p>	<p>Pressures on biodiversity in Provincial Parks are increasing due to the spread of alien invasive species, uncontrolled wild fires, erosion, poor catchment management, illegal hunting, and unsustainable harvesting of natural resources.</p> <p>Slow pace of land claim settlement and weak landowner institutions threatens implementation of effective biodiversity conservation management.</p> <p>Community compliance in no-take zones will not be realised if alternative LEDs are not facilitated.</p>	1.1	To strengthen management effectiveness in protected areas.
<p>A number of Provincial Parks in a range of biomes across the Province. 438 000 ha of land area under conservation.</p> <p>The ECPTA has the power to operate beyond the boundaries of Provincial Parks</p>	<p>The current Provincial protected area network is fragmented and does not meet national targets.</p> <p>Most reserves are very small and do not cover environmental gradients and corridors well.</p>	<p>National support for stewardship programmes provides opportunities for securing Critical Biodiversity Areas throughout the Province.</p> <p>Some landowners are willing to participate in stewardship programmes or to sell their land to</p>	Land transformation.	1.2	To expand the provincial protected area system.

¹ Strategic objectives have been included here to demonstrate the link between the SWOT and the strategy.

Strengths	Weaknesses	Opportunities	Threats	SO #	Strategic objective 1
	The current protected area system is not adequate to ensure the long-term persistence of the Province's biodiversity.	ECPTA.			
Biodiversity within the protected areas provides ecological goods and services which could increase own revenue generation opportunities.	Lack of skills and resources constrains within the Agency reduces the potential of realising this potential opportunity.	Realising the economic value of ecological goods and services can provide significant revenue for the Agency.	Institutional mechanisms and partnerships to realise revenue from ecological services do not currently exist.	1.3	To grow revenue from biodiversity.
Provincial Parks are available as a product to enhance the tourism market. Provincial Parks are affordable and good value for money. Sufficient institutional knowledge and experience Diverse biodiversity tourism offerings available.	State of tourism products is substandard. Insufficient budget for development and marketing, and a lack of understanding of the tourism cycle. Resistance to change. Inability to sustain new initiatives. Maintenance of infrastructure is not prioritised. Information distribution and communication is inadequate and poorly planned. Inappropriately structured and lack of accessibility to achieve tourism objectives	Changes in technology have led to important changes in the way the tourism industry does business, presenting new marketing opportunities and business opportunity channels. 800kms of unspoilt coastline. Provision of packaging of diverse product offerings at good value for money experiences.	Lack of destination appropriate management system. Lack of synergy of provincial products and ineffective regional tourism integration. Risk of loss of market share if new developments in information technology are not incorporated into marketing strategy. Fragmentation within the provincial tourism sector	2.1	To promote the Province as a preferred tourism destination.
Local socio-economic opportunities have been created through labour-intensive projects,	Support for tourism and other business development opportunities. Lessons-sharing	Potential to take advantage of synergies between Provincial Parks, tourism and other local economic	The distribution of socio-economic benefits may be inequitable if specific attention is not paid to transformation,	2.2	To enhance Provincial tourism transformation.

Strengths	Weaknesses	Opportunities	Threats	SO #	Strategic objective 1
recruitment of staff from local areas and the use of SMMEs in procurement by Provincial Parks.	and networking is currently limited.	opportunities to stimulate the growth and transformation of the tourism sector, in particular its small business component in providing alternative livelihoods to beneficiaries.	support for SMMEs and co-operatives.		
<p>Reserve income generating potential.</p> <p>Donor funding can be secured through partnership projects and programmes.</p> <p>Approved provincial Tourism Master Plan.</p> <p>The natural resources and heritage in the Province are major tourist attraction.</p> <p>Nature based adventure and heritage tourism is becoming increasingly popular and provides opportunities for increased commercial activities linked to Provincial Parks.</p>	<p>Lack of an appropriate turnaround strategy for business development and revenue generation.</p> <p>The tourism sector requires more effective regulation to protect tourists and safeguard the reputation of the Province as a tourism destination.</p> <p>Poor service standards and ineffective delivery in the tourism industry limits its growth potential.</p> <p>The Agency's tourism assets and infrastructure are poorly managed and in need of upgrading.</p> <p>Marketing of the destination is not consistent with the products and offerings.</p>	<p>Potential to take advantage of synergies between parks and tourism.</p> <p>Possibilities for concessioning and investment opportunities in Provincial Parks.</p> <p>Expansion of coastline tourism products.</p> <p>ECPTA is enabling legislation to enforce compliance in the tourist industry.</p> <p>Tourism industry is being recognised as a major contributor to socio-economic development by government.</p>	<p>Exceptionally poor visitor figures to the Provincial Parks have translated into a lack of revenue, which compromises the Agency's ability to sustain biodiversity, protected area integrity, maintain quality hospitality management of facilities and generate socio-economic benefits for communities.</p> <p>Delays in approving the regulations that enforces compliance.</p> <p>Growth in visitor numbers to the Province and to Provincial Parks is constrained by poor quality tourism products</p>	2.3	To enhance Provincial tourism product development.
Provincial Parks have a number of unique features that can assist in marketing of the Province - historical heritage, iconic landscapes,	<p>The Agency's tourism assets and infrastructure are poorly managed and in need of upgrading.</p> <p>Limited accessibility.</p>	Tourism globally is one of the largest industries in the world and is growing annually at an average rate of 4%.	Growth in visitor numbers to the Province and to Provincial Parks is constrained by poor transport infrastructure e.g. limited air access.	2.4	To facilitate infrastructure development for tourism growth.

Strengths	Weaknesses	Opportunities	Threats	SO #	Strategic objective 1
international status (Baviaanskloof is one of eight areas making up the Cape Floristic Kingdom and is a World Heritage Site) and cultural significance.	Marketing offering on product and destination outstrips reality.	Although subject to macro-economic fluctuations, the industry has long-term resilience.			
Strategic and beneficial linkages exist with a number of peer organisations. Sufficient capacity to facilitate stakeholder relations.	Ineffective intergovernmental relations. Limited application of PPP opportunities due to the fact that 80% of Provincial Parks are under land claims. Non-assignment of forest nature reserves to the ECPTA as management authority.	Partnerships can assist the ECPTA to deliver its mandate, leveraging resources and opportunities that would not be available otherwise.		3.1	To utilise partnerships with key stakeholders successfully to achieve specific outputs.
The Agency creates confidence through the implementation of good corporate governance practices supported by adequate policies, unqualified audit reports and compliance with relevant legislation.	Inconsistent application of existing policies and legislation.	Adherence to relevant corporate legislation will ensure that the reputation gains envisaged in the merger business case are achieved.	Funding of legislative compliance requirements.	3.2	To ensure effective corporate governance.
The Agency has dedicated staff and leadership.	The current human resource utilisation model does not provide optimal support to its mandate. No change management plan is in place to address the potential negative spin-offs of the merger on staff. Staff shortages in key specialist skill areas like stakeholder	The Agency is in a unique position to pursue innovation to achieve its mandate.	Inadequate financial resources to invest in the organisational architecture.	3.3	To ensure that the organisational architecture supports Agency strategy

Strengths	Weaknesses	Opportunities	Threats	SO #	Strategic objective 1
	management, conservation planning, research, scientific services, infrastructure and commercialisation.				
<p>A certain amount of donor funding has been secured for partnership projects and programmes.</p> <p>The ability to sell game, hunting packages and attract visitors to the Provincial Parks</p>	<p>The Agency's financing is inadequate to implement its legal mandates.</p> <p>Lack of an appropriate turnaround strategy for business development and revenue generation.</p> <p>Inadequate Monitoring and Evaluation Systems</p>	<p>The ECPTA as a new entity has the potential to take advantage of synergies between Provincial Parks and tourism to achieve improvement in revenue generation and upgrade its asset base.</p>	<p>Poor visitor figures have translated into a lack of own revenue which reduces its ability to sustain biodiversity conservation and protected area integrity, and to generate socio-economic benefits for communities.</p>	3.4	<p>To maintain efficient financial management that will support the growth of own revenue.</p>

5.2 Organisational environment

The current interim organisational structure will be applicable during the inception phase of the newly established ECPTA (see Fig 1.). According to the transitional arrangements as stipulated in the ECPTA Act 2 of 2010, the interim structure will be replaced by a permanent organisational structure within the allocated timeframes and provisions of the Act.

5.3 Description of the strategic planning process

Date	Participants	Purpose	Outcomes
12 July 2010	Board of Directors	Presentation to outline strategy concept for ECPTA	Board of Directors approved strategy concept
29 July 2010	Senior Management: Business Development and Tourism	Analysis of core mandate and legislative compliance Situational analysis Prioritise 5yr strategic plan	List of deliverables for Business Development and Tourism
3 August 2010	Senior Management: Marketing and Communication	Analysis of core mandate and legislative compliance Situational analysis Prioritise 5yr strategic plan	List of deliverables for Marketing and Communication
5 August 2010	Senior Management: Conservation	Analysis of core mandate Situational analysis Prioritise 5yr strategic plan	List of deliverable Biodiversity Conservation
16 August 2010	Human Resources	Analysis of key legislation Situational analysis Identify key HR services for an integrated HR Strategy Delegation and training of reserve staff-HR functions Retention strategy	Integrated Human Resources Strategic priorities
17 August 2010	Financial Management	Analysis of key legislation Situational analysis Identify key finance services ICT priorities and services	Financial Management procedures and protocols ICT priorities
19 August 2010	Joint consultation: Business Development and Tourism & Marketing and Communication	Consolidate strategic focus areas for Business Development & Tourism, Marketing and Communication	First draft of key strategic objectives: Tourism
27 August 2010	Senior Management	Circulate draft 1 of strategic plan	Senior management provide input to draft 1
16 & 17 September 2010	Senior Management	Presentation of draft 1 and workshop the Annual Performance Plan	Draft 2 of Strategic Plan and Draft 1 of Annual Performance Plan (APP)
20 September 2010	Board of Directors	Consultation with Board of Directors	Amendments to draft 2 of the strategic plan and Draft APP
30 September 2010	DEDEA	Final submission to DEDEA	5 Year Strategy Documents

6. Strategic Goals of the ECPTA

The ECPTA undertakes best practice conservation and tourism management in partnership with stakeholders for the benefit of all in the Province. The core business of the ECPTA is biodiversity conservation in Provincial Parks and the management of tourism in the Province. The Agency's strategic goals encompass the following:

- Compliance with industry norms and standards for the management of biodiversity conservation and tourism to establish the Agency as a reputable organisation in the industry;
- Effective partnerships within the respective industries, communities and government to enable the Agency to deliver on its mandate whilst, benefiting from the synergy that exists between biodiversity conservation and tourism; and
- Mobilising resources effectively and efficiently from a range of sources to improve the Agency's financial sustainability, whilst increasing its socio-economic impact within the Province.

The broad strategic direction of the Agency strategy is set out in Fig 2. below:

The Agency has three Strategic Goals:

Strategic Goal 1

To secure key biodiversity in the Province

Strategic Goal 2

To serve as a catalyst for all dimensions of tourism the Province

Strategic Goal 3

To establish an efficient and effective institution

More detail on these Strategic Goals is provided below:

Strategic Goal 1	Securing biodiversity
Objective statement	To secure key biodiversity in the Province
Baseline	<p>The current protected area system is not adequate to ensure the long-term persistence of biodiversity in the Province. Most of the protected areas are very small and do not include sufficient environmental gradients and corridors to contribute to the Provincial network. The current protected areas network is fragmented and does not meet the national target of land protected for biodiversity conservation.</p> <p>The ECPTA scored below the national mean in the METT-SA 2010 assessment, and consequently below the standard for sound management of protected areas. In this regard some protected areas are not legally secured; there are gaps in assignments and some boundaries are not defined.</p> <p>Reserve management plans are outdated, and are weakly aligned to resource. The state of infrastructure in Provincial Parks also inhibits effective management of biodiversity, consequently limiting the benefits to communities. The current management models do not respond adequately to land claim settlement.</p> <p>There are inadequate skills and budget for effective biodiversity management.</p>
Justification	<p>A key aspect of the core business of the Agency is the conservation of biodiversity in Provincial Parks. To do this effectively, a management system for protected areas needs to be put in place that identifies and secures Critical Biodiversity Areas in the landscape.</p> <p>Protected areas need to be effectively managed to ensure the persistence of their biodiversity by facilitating compliance with acceptable norms and standards of relevant provincial and national legislation, as well as with international conventions. The effective management system contributes towards the responsible utilisation of natural resources. Protected areas are environmental assets and their effective management results in benefits for the all in the Province.</p> <p>As custodian of a significant protected areas estate, the ECPTA is a key provider of ecological goods and services. Realising the economic value of these goods and services will provide a significant revenue stream for the ECPTA.</p>
Links	<p>This strategic objective supports the Kyoto Protocol and Copenhagen Accord, to which South Africa is a signatory. Achievement of this strategic objective contributes to the achievement of Outcome 10 of the Electoral priorities: “Protect and enhance our environmental assets and natural resources” and Outcome 4: “Decent employment through inclusive economic growth”</p> <p>MTEF Strategic Priorities: Sustainable resource management and use National legislation and policy:</p>

Strategic Goal 1	Securing biodiversity
	<p>The White Paper on the Conservation and Sustainable Use of South Africa's Biological Diversity (1997)</p> <p>The National Environmental Management: Biodiversity Act (Act 10 of 2004)</p> <p>The National Environmental Management: Protected Areas Act (Act 57 of 2003)</p> <p>The National Biodiversity Strategy and Action Plan (NBSAP) (2005)</p> <p>The National Biodiversity Framework (NBF)</p> <p>The National Spatial Biodiversity Assessment (NSBA)</p> <p>The National Protected Area Expansion Strategy (NPAES)</p>

Strategic Goal 2	Catalysing tourism
Goal statement	To serve as a catalyst for all dimensions of tourism in the Province
Baseline	<p>The Eastern Cape received the second highest (19%) of the tourist domestic market in the previous year. The foreign arrivals to the Province however is the second lowest (3.7%) of the market; dropping over the past few years.</p> <p>Growth in visitor numbers to the Province and to Provincial Parks is constrained by the poor quality of tourism products. The poor visitor figures have translated into a lack of revenue, which compromises the ECPTA's ability to sustain biodiversity, maintain quality hospitality services and management of facilities. Black participation in the tourism sector, both as visitors and tourism operators, remains limited.</p>
Justification	<p>Increased visitor numbers, both to the Province and Provincial Parks, will generate revenue to the benefit of the ECPTA, communities surrounding parks and the economy of the Province.</p> <p>Constraints to increased visitor numbers and transformation include the lack of a destination management system, lack of synergy between provincial products, ineffective regional tourism organisations, poor infrastructure, inadequate marketing and visitor information, and limited support for transformation.</p>
Links	<p>Government priorities 2010: Rural development, job creation</p> <p>MTEF Strategic Priorities: A comprehensive rural development strategy linked to land and agrarian reform and food security (with specific mention of tourism as an economic activity in rural areas; Building cohesive, caring and sustainable communities (with specific mention of tourism in relation to building national pride).</p> <p>National Tourism Sector Strategy, Provincial Tourism Master Plan</p> <p>MTEF Strategic Priorities: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.</p>

Strategic Goal 3	Efficient and effective institution
Goal statement	To establish and maintain an efficient and effective institution
Baseline	<p>The ECPTA is a newly established entity that has been created through a merger of the Eastern Cape Parks and Eastern Cape Tourism Boards. The institutional structures, culture, system and processes have not yet been rationalised to respond to the new mandate and strategic direction.</p> <p>The Agency has worked in partnership with stakeholders and other organisations at all levels. However this option to enhance operations has not been fully utilised and the achievement thereof has been identified as a key strategic imperative for this strategic plan.</p> <p>The corporate governance performance of the respective legacy public entities has been measured effectively through the unqualified audit reports obtained for the previous financial year. The Agency is at a level of 25% in respect of compliance with key legislation</p>

Strategic Goal 3	Efficient and effective institution
	for conservation, tourism and administration. . The financial position in terms of the ratio of salaries to total revenue (88:12) is a matter of concern to the Board of the Directors. The level of own revenue generated is regarded as inadequate in relation to the potential of own products.
Justification	<p>The ECPTA is in the second phase of the merger, and at this point a number of strategic initiatives need to be implemented to establish an efficient and effective organisation.</p> <p>These include enhancing the revenue generation capability and financial mechanisms so that it becomes financially sustainable. The ECPTA need to improve internal systems and controls to create operational efficiencies that will result in reduced cost of operations. The effective management of strategic partnerships will be critical to create synergy to implement the core mandate and contribute towards the electoral priorities in the Province.</p> <p>The organisational architecture of the ECPTA will focus on the effective organisational design, systems and people management. It will address aspects of change management and transformation as a comprehensive initiative to maintain a high level of satisfaction for both the internal and external clients. The organisational architecture will be driven by the core value system of the ECPTA.</p>
Links	Government Outcome 2010: "An efficient and development oriented public service." Public Finance Management Act, PGDP, DEDEA Policy Speech 2009, MTEF Strategic priority: Building a developmental state including improvement of public services.

Part B

Strategic Objectives

PART B: STRATEGIC OBJECTIVES

7. Strategic Goals and Objectives

The table below sets out the strategic objectives of the ECPTA against the relevant Strategic Goal.

Strategic Goal	#	Strategic objective short title	Strategic objective statement
1. To secure key biodiversity in the Province	1.1	Management effectiveness	To strengthen management effectiveness in protected areas
	1.2	Protected area system	To expand the Provincial protected area system
	1.3	Revenue from biodiversity	To grow revenue from biodiversity
2. To serve as a catalyst for all dimensions of tourism in the Province	2.1	Tourism marketing	To promote the Province as a preferred tourism destination
	2.2	Industry transformation	To enhance Provincial tourism transformation
	2.3	Tourism products	To enhance Provincial tourism product development
	2.4	Tourism infrastructure	To facilitate infrastructure development for tourism growth
3. To establish and maintain an efficient and effective institution	3.1	Partnerships	To utilise partnerships with key stakeholders successfully to achieve specific outputs
	3.2	Corporate governance	To ensure effective corporate governance
	3.3	Supportive architecture	To ensure that the organisational architecture supports Agency strategy
	3.4	Financial sustainability	To maintain efficient financial management that will support the growth of own revenue

Goals, objectives, indicators and targets:

Strategic Goal	#	Strategic objective short title	Strategic objective statement		Performance Indicator	Audited/Actual performance			Est. Performance 2011	Medium-term Target		
						2008	2009	2010		Year 1 2012	Year 2 2013	Year 3 2014
1. To secure key biodiversity in the Province	1.1	Management effectiveness	To strengthen management effectiveness in protected areas	1.1.1	METT-SA score achieved in Protected Areas according to defined categories	N/a	N/a	N/a	34	45	50	55
	1.2	Protected area system	To expand the Provincial protected area system	1.2.1	Provincial NPAES target ('000ha)	N/a	N/a	N/a	438	+10	+20	+30
	1.3	Revenue from biodiversity	To grow revenue from biodiversity	1.3.1	Revenue from hunting packages	N/a	N/a	N/a	R0	R1.8m	R2.0m	R2.2m
				1.3.2	Revenue from game sales	N/a	N/a	N/a	R7m	R6.9	R5.6m	R6.2m
				1.3.3	Revenue from culling	N/a	N/a	N/a	R3m	R0.3m	R0.4m	R0.5m
				1.3.4	Revenue from ecological services	N/a	N/a	N/a	R0	R0	R0	R15m
	2. To serve as a catalyst for all dimensions of tourism in the Province	2.1	Tourism marketing	To promote the Province as a preferred tourism destination	2.1.1	Domestic provincial tourism income maintained	R3.4b	R4.4b	R4.2b	R4.3b	R4.3b	R4.3b
2.1.2					International provincial tourism income maintained	R3.5b	R3.8b	R3.4b	R3.5b	R3.5b	R3.5b	R3.7b
2.1.3					% Domestic tourism market share	17%	17%	19%	21%	21%	22%	22.5%
2.1.4					% International tourism market share	5.7%	4.2%	3.7%	4.3%	4.3%	4.3%	4.4%
2.1.5					% Geographical growth across the Province	N/a	N/a	N/a	New indicator	1.5%	1.7%	2.2%
2.1.6					% Recognition of destination brand within conservation and tourism industry	N/a	N/a	N/a	No baseline	3%	4.5%	6%
2.1.7					% Increase in reserve occupancy levels	N/a	N/a	9%	10%	20%	30%	45%
2.2		Industry transformation	To enhance Provincial tourism transformation	2.2.1	Tourism Charter scorecard result	No baseline			New indicator	60%	70%	89%
				2.2.2	% Change in demographic profile of visitors to reserve	No baseline			8,5%	15%	20%	30%
				2.2.3	% Change in demographic profile of professional hunters	No baseline			0.5%	1%	2%	3%
2.3		Tourism products	To enhance Provincial tourism product development	2.3.1	Revenue from on-reserve hospitality	N/a	N/a	R3.4m	R2.5m	R3m	R3.5m	R4m
				2.3.2	% Improvement in Customer Satisfaction Index	N/a	N/a	N/a	N/a	30%	50%	60%
				2.3.3	Number of registered tourism products	N/a	N/a	N/a	1 900	2 500	3 500	4 000

Strategic Goal	#	Strategic objective short title	Strategic objective statement	Performance Indicator	Audited/Actual performance			Est. Performance 2011	Medium-term Target			
					2008	2009	2010		Year 1 2012	Year 2 2013	Year 3 2014	
				2.3.4	% Graded tourist accommodation establishments on reserves	N/a	N/a	N/a	New indicator	50%	60%	90%
				2.3.5	Minimum grading of tourist products in the Province	N/a	N/a	N/a	New indicator	3 star	3 star	3 star
	2.4	Tourism infrastructure	To facilitate infrastructure development for tourism growth	2.4.1	Progress against infrastructure improvement plan	N/a	N/a	N/a	New indicator	90%	90%	90%
3. To establish and maintain an efficient and effective institution	3.1	Partnerships	To utilise partnerships with key stakeholders successfully to achieve specific outputs	3.1.1	Funds leveraged from partners for biodiversity management and protected area development initiatives	N/a	N/a	R20m	R20m	R25m	R28m	R30m
				3.1.2	Funds leveraged from partners for tourism initiatives	N/a	N/a	R3m	R3m	R5m	R5m	R5m
				3.1.3	Number of partnership agreements	N/a	N/a	7	7	10	10	10
	3.2	Corporate governance	To ensure effective corporate governance	3.2.1	Legislative compliance with key identified pieces of legislation	N/a	N/a	25%	25%	100%	100%	100%
				3.2.2	Average performance assessment score for the Board effectiveness	N/a	N/a	N/a	N/a	3	3.5	4
				3.2.3	Unqualified audit report	N/a	N/a	100%	100%	100%	100%	100%
				3.2.4	Matters of emphasis	N/a	N/a	10	10	No more than 5	No more than 3	0
				3.2.5	Percentage of strategic risks reduced to an acceptable level	N/a	N/a	N/a	20%	30%	60%	80%
				3.2.6	Reduce the carbon footprint	N/a	N/a	N/a	N/a	30%	50%	70%
				3.2.7	% Stakeholder satisfaction	N/a	N/a	N/a	20%	35%	40%	60%
3.3	Supportive architecture	To ensure that the organisational	3.3.1	Transformed organisational structure	N/a	N/a	N/a	N/a	40%	60%	80%	

Strategic Goal	#	Strategic objective short title	Strategic objective statement	Performance Indicator	Audited/Actual performance			Est. Performance 2011	Medium-term Target			
					2008	2009	2010		Year 1 2012	Year 2 2013	Year 3 2014	
			architecture supports Agency strategy	3.3.2	Average performance score for the organisation	N/a	N/a	2.9	2.9	3	3.5	4
				3.3.3	% Organisational operations efficiently and effectively supported by ICT systems	N/a	N/a	N/a	0	20%	40%	60%
				3.3.4	% Improved staff satisfaction	N/a	N/a	N/a	N/a	60%	70%	80%
	3.4	Financial sustainability	To maintain efficient financial management that will support the growth of own revenue	3.4.1	% Efficiencies gained on expenditure of operational budget	N/a	N/a	N/a	0	3%	3%	3%
				3.4.2	% Budget variance maintained	N/a	N/a	5%	5%	5%	5%	5%
				3.4.3	Revenue increased from Commercialisation initiatives	N/a	N/a	N/a	N/a	R6m	R20m	R25m
				3.4.4	% Increase of own revenue generated ratio to grant allocation	N/a	N/a	12%	12%	15%	25%	30%

8. Programme 1: Conservation

The purpose of the Conservation Programme is the efficient and effective management of a system of protected areas in the Eastern Cape with an emphasis on the conservation of biodiversity and the sustainable use of natural resources within the Provincial Parks. This is undertaken with a view to linking biodiversity conservation and local socio-economic development through stakeholder engagement and partnerships.

The Programme is responsible for conservation planning, management of species and ecosystems, park management, environmental management (including waste management), stakeholder engagement and partnerships, visitor access and services, infrastructure development and maintenance, social responsibility (including labour intensive programmes), research, monitoring and knowledge management, compliance with legislation and law enforcement, risk management and environmental impact assessment.

8.1 Strategic objectives: Conservation Programme

The Conservation Programme is responsible for the implementation of Goal 1: "To secure key biodiversity in the Province", and the related strategic objectives (set out below):

Goal 1. To secure key biodiversity in the Province	1.1	Management effectiveness	To strengthen management effectiveness in protected areas
	1.2	Protected area system	To expand the Provincial protected area system
	1.3	Revenue from biodiversity	To grow revenue from biodiversity

The baseline, justification and links associated with these strategic objectives are set out below.

Strategic Objective 1.1	Management effectiveness
Objective statement	To strengthen management effectiveness in protected areas
Baseline	<p>The effective management of protected areas is measured according to the METT-SA assessment criteria. In the recent METT-SA assessment report the Eastern Cape scored an overall average of 34%, which is below the national average of 49%.</p> <p>The METT-SA assessment tool evaluates the context, planning, inputs, process and outcomes of effective protected areas management. Some of the ECPTA protected areas are not legally secured; there are gaps in the assignments and boundaries are not clearly defined. Infrastructure is inadequate and poorly maintained. Certain protected areas have outdated reserve management plans and no concept development plan. The current reserve management model does not relate adequately to the change of land ownership as a result of the land claim settlement. Inadequate skills and budget impacts negatively on the effective biodiversity management of protected areas.</p>
Justification	<p>The ECPTA must increase its METT-SA score progressively over the MTEF period from 34% to an acceptable level of 45% and ultimately to 55%. It is our intention to address priority areas in the METT-SA assessment to systematically improve the overall average for management effectiveness of protected areas.</p> <p>The effective management of protected areas will contribute to meeting international obligations and national targets for biodiversity conservation. The ECPTA has the potential to become a leading entity in managing biodiversity.</p>
Links	<p>Effective management of reserves will result in securing biodiversity in reserves, which will contribute to the goal of securing key biodiversity in the Province. Achievement of this strategic objective contributes to the achievement of Outcome 10: "Protect and enhance our environmental assets and natural resources"</p>

Strategic Objective 1.2	Protected area system
Objective statement	To expand the Provincial protected area system
Baseline	<p>There are currently 438,000 ha under conservation. The current Provincial protected area network is fragmented and does not meet national targets. Most protected areas are very small and do not cover environmental gradients and corridors to create an effective network of protected areas.</p>
Justification	<p>National targets have been set in the National Protected Area Expansion Strategy (NPAES)(2007), to ensure that the protected area system is able to ensure the long-term persistence of the country's biodiversity. The ECPTA, together with SANParks, is responsible for meeting NPAES targets for the Eastern Cape Province.</p>
Links	<p>Expanding the protected area system in the Province will contribute to achieving the NPAES targets and to securing key biodiversity in the Province. Achievement of this strategic objective contributes to the achievement of Outcome 10: "Protect and enhance our environmental assets and natural resources."</p>

Strategic Objective 1.3	Revenue from biodiversity
Objective statement	To grow revenue from biodiversity
Baseline	Biodiversity, including within the protected areas provides ecological goods and services. There is however no database of ecological goods and services.
Justification	<p>The term "ecological goods and services" refers to the benefits resulting from the ecological functions of healthy ecosystems, and available to all living organisms. There is a growing recognition that ecological goods and services provide society with important health, social, cultural, and economic benefits.</p> <p>Ecological goods (such as clean air and water) and services (such as the maintenance of biodiversity, soil and vegetation rehabilitation, and greenhouse gas mitigation) demanded by society can be provided at a cost. The development of ecological goods and services allow for public and private rural landowners to be compensated.</p> <p>As custodian of a significant protected areas estate, the ECPTA is a key provider of ecological goods and services to the Province. Realising the economic value of these goods and services will provide a significant revenue stream for the ECPTA.</p>
Links	This strategic objective supports the Kyoto Protocol and Copenhagen Accord, to which South Africa is a signatory. This strategic objective contributes to the achievement of Outcome 10: "Protect and enhance our environmental assets and natural resources", and Outcome 4: "Decent employment through inclusive economic growth". It will also contribute to growing the financial sustainability of the Agency, which is crucial to its ability to deliver on its mandate.

8.2 Resource considerations: Conservation Programme

Conservation	Current	MTEF Period		
	2010/11	2011/12	2012/13	2013/14
Goods and Services	10,361	15,861	17,447	19,192
Compensation of Employees	49,292	70,980	76,659	82,792
Capital Expenditure	-	10,750	22,653	25,482
Total Expenditure	59,653	97,591	116,759	127,465

The average budget allocation for operational expenditure is 22% in ratio to 78% compensation of employees. This department is considered labour intensive at operational level within reserves and requires a great presence of staff. However high levels of staff are still to be recruited at operational and professional level.

The operational budget of 22% is insufficient and the conservation programme is required to make strategic priorities in order to manage protected areas within the prescripts of key legislation:

- Improve the METT-SA scores
- Expand protected areas network system
- Improve conservation infrastructure with priorities in staff accommodation.

8.3 Risk management: Conservation Programme

#	Possible Risk	Mitigation
1.	Legal status of protected areas	Appropriate assignments, delegation, proclamation of protected areas
2.	Pressures on biodiversity due to increasing spread of alien invasive species, erosion, illegal hunting and unsustainable harvesting of natural resources	Improve management plans
3.	Current management model does not respond adequately to the land claims settlement agreements	Adapt management model
4.	Current Provincial protected areas network is fragmented and inadequate to ensure long-term persistence of biodiversity	Implement National Protected Areas Expansion Strategy (NPAES)
5.	Lack of skills	Incorporate skills and capacity requirements to the HRD plan
6.	Limited resources	Implement partnership projects

9. Programme 2: Tourism

The Tourism Programme comprises the functions of tourism development and management. It includes critical components of marketing and business development.

The Marketing and Communications Department is responsible for promoting the Province as a tourism destination. Marketing and promotion takes a variety of forms and include the provision of user-friendly visitor information centres as well as credible statistical information on tourism in the Province to the tourism sector and government. The information system on tourism assists with the assessment of contributions that tourism makes to the provincial growth and economic development.

The ECPTA has identified that constraining factors for tourism growth in the Province are poor quality infrastructure and limited tourism products. The Business Development and Tourism Department is responsible for stimulating Provincial tourism product development, and facilitating infrastructure development for tourism growth. It is also responsible for assisting in growing the revenue of the ECPTA through facilitating revenue generating activities and securing investment for tourism development initiatives.

This Department is also responsible for facilitating transformation in the tourism sector. This means facilitating increases in the number of previously disadvantaged tourism operators, SMMEs and co-operatives in the industry, as well as increasing the number of black visitors to the Province and Provincial Parks.

9.1 Strategic objectives: Tourism Programme

The Tourism Programme is responsible for the implementation of Goal 2: “To serve as a catalyst for all dimensions of tourism in the Province”, and the related strategic objectives (set out below):

Goal 2. To serve as a catalyst for all dimensions of tourism in the Province	2.1	Tourism marketing	To promote the Province as a preferred tourism destination
	2.2	Industry transformation	To enhance Provincial tourism transformation
	2.3	Tourism products	To enhance Provincial tourism product development
	2.4	Tourism infrastructure	To facilitate infrastructure development for tourism growth

The baseline, justification and links associated with these strategic objectives are set out below.

Strategic Objective 2.1	Destination marketing
Objective statement	To promote the Province as a preferred tourism destination
Baseline	<p>The Province has huge potential as a preferred tourism destination, which boasts unspoiled coastlines, family entertainment and affordable tourism activities.</p> <p>The lack of information, inadequate tourism products, inappropriate infrastructure development and poorly planned tourism activities do not support the potential of the Province.</p>
Justification	<p>Marketing is key to increasing visitor numbers to the Province. This will be done through creating awareness of tourism opportunities, promoting the Province and Provincial Parks and providing credible visitor information.</p> <p>The destination marketing of the Province must respond to the needs of the market and align to market trends nationally and internationally.</p>
Links	<p>Effective promotion of the Province as a tourism destination will lead to increased visitor numbers, with consequent positive impacts on socio-economic development and on Agency revenue.</p> <p>This strategic objective contributes to the achievement of Outcome 4: “Decent employment through inclusive economic growth”</p>

Strategic Objective 2.2	Industry transformation
Objective statement	To enhance Provincial tourism transformation
Baseline	Incomplete data on industry transformation
Justification	<p>The ECPTA, as part a public entity of DEDEA is tasked with transforming the economic landscape of the Province.</p> <p>At present, only 56% of households in the Eastern Cape derive income from salaries, the labour absorption rate of the economy is 31.4% with the unemployment rate at 26.8% - as at the of March 2010.</p> <p>The transformation of the tourism industry will be measured against the national tourism charter, which includes a comprehensive value chain of the tourism industry. The ECPTA will establish market standards and support emerging entrepreneurs to maintain and improve service according industry norms and standards.</p>
Links	This strategic objective contributes to the achievement of Outcome 10: "Protect and enhance our environmental assets and natural resources", and Outcome 4: "Decent employment through inclusive economic growth"

Strategic Objective 2.3	Tourism products
Objective statement	To enhance Provincial tourism product development
Baseline	<p>The tourism assets for the ECPTA are the hospitality and eco-tourism products in Provincial Parks. The current status of these tourism products indicates that it is poorly managed and requires urgent infrastructural upgrading.</p> <p>The product information must be updated to include all tourism offerings across the geographic distribution of the Province.</p>
Justification	<p>The tourism industry is growing in stature in South Africa because of its potential for rural development and the creation of sustainable jobs.</p> <p>The establishment of ECPTA has created the potential to take advantage of the synergies that exists between Provincial Parks and tourism to the improve revenue generation potential.</p> <p>The development of tourism products will enhance the uniqueness of all areas in the Province and provide the tourists with an integrated experience.</p>
Links	This strategic objective contributes to the achievement of Outcome 10: "Protect and enhance our environmental assets and natural resources", and Outcome 4: "Decent employment through inclusive economic growth"

Strategic Objective 2.4	Tourism infrastructure
Objective statement	To facilitate infrastructure development for tourism growth
Baseline	The tourism infrastructure in the Province is poorly managed and requires extensive upgrading. These infrastructure developments must be aligned to the tourism product development initiatives to provide easy access.
Justification	The growth in visitor numbers to the Province is constrained by poor transport infrastructure (road, rail and air). The inadequate infrastructure system impedes socio-economic development especially in remote rural communities. Limited accessibility to Provincial Parks limits tourism growth and revenue generation by the ECPTA.
Links	The achievement of Outcome 10: "Protect and enhance our environmental assets and natural resources", and Outcome 4: "Decent employment through inclusive economic growth"

9.2 Resource considerations: Tourism Programme

The budget allocation below comprises both Marketing & Communication and Tourism and Development for the purpose of this strategic plan.

Marketing and Communication	Current	MTEF Period		
	2010/11	2011/12	2012/13	2013/14
Goods and Services	7,422	9,213	10,134	11,148
Compensation of Employees	3,109	4,477	4,835	5,222
Capital Expenditure	-	250	250	250
Total Expenditure	10,531	13,940	15,219	16,619

Tourism and Business Development	Current	MTEF Period		
	2010/11	2011/12	2012/13	2013/14
Goods and Services	6,992	8,679	9,547	10,502
Compensation of Employees	7,650	11,016	11,897	12,849
Capital Expenditure	-	2,500	5,000	5,500
Total Expenditure	14,642	22,195	26,444	28,851

- The above combined budget allocations will be utilised for promotion of Tourism and the Province.
- Marketing and Communication will focus on initiatives for the growth of the domestic tourism market. It is the ECPTA's express intention to maintain its international/provincial market share given the possible global economic changes.
- It is important that the appropriate development tourism products and infrastructure are developed to respond to the market needs.
- The transformation of tourism in the Province will facilitate change to the geographic growth of tourism and consolidate development initiatives.

9.3 Risk management: Tourism Programme

#	Possible Risk	Mitigation
1.	Poor state of tourism products	Prioritise tourism product development
2.	Insufficient regulations in the tourism sector	Align provincial regulations to national norms and standards
3.	Fragmentation within the provincial tourism sector	Implement provincial tourism master plan
4.	Lack of destination management system	Develop and implement provincial destination management system
5.	Insufficient infrastructure development for the Province	Establish partnerships to development infrastructure

10. Programme 3: Corporate Services

The Corporate Services Programme is responsible for the transversal administrative management capacity of the ECPTA which includes human resource, financial management and monitoring of compliance with key legislation.

The programme comprises the following functional areas:

- Office of the Chief Executive Officer,
- Strategic Planning and Monitoring
- Risk Management,
- Legal and Compliance,
- Finance,
- Information Communication and Technology
- Human Resources Management

The Office of the CEO facilitates the coordination between the Board of Directors, Shareholder, Executive Directors and stakeholders. The Board of Directors serves as the Accounting Authority for the ECPTA in terms of the Public Finance Management Act. The CEO is responsible for the formulation of policy as a member of the Board of Directors and accountable for the implementation of policy and strategy as the most senior executive manager in the organisation.

As the administrative head of the ECPTA, the CEO is also responsible for providing strategic leadership to executive management; corporate positioning of the Agency, risk management and corporate legal compliance. The Office of the CEO monitors compliance with legislation, strategic plans, performance reports and risk management. The Office of the CEO ensures that effective planning and reporting systems are established, and that external partnership networks are developed and managed.

The Financial Management Department provides strategic and managerial input on financial and administrative issues necessary to ensure the commercial effectiveness, financial viability and sound corporate governance of the Agency. It ensures the provision of systematic financial management systems and information to co-ordinate the organisation's budget and resource requirements. This includes ensuring compliance with regulatory provisions as well as taking appropriate steps to ensure that expenditure occurs within the approved budget. Systematic financial management systems entail the maintenance of a procurement system that is fair, equitable, transparent and cost-effective; and also ensure that effective and appropriate steps are taken to prevent unauthorised, irregular or fruitless and wasteful expenditure.

The Information Communication and Technology (ICT) division provides for the infrastructure and technological support to facilitate this process and ensure that it is effectively, efficiently and economically executed.

The Human Resources Department ensures that the Agency has the right number of people, within the right composition and with the right competencies, in the right places who are fairly and equitably remunerated to enable it to deliver on the mandates and achieve its strategic goals and objectives. The department is responsible for ensuring the delivery of professional excellence in the disciplines of human resource administration, training and development, organisational transformation, occupational health and safety, employee wellness and labour relations.

10.1 Strategic objectives: Corporate Services Programme

The Corporate Services Programme leads the organisation in the implementation of the Strategic Plan, and in particular Goal 3: “To establish and maintain an efficient and effective institution”, and the related strategic objectives (set out below):

Goal 3. To establish and maintain an efficient and effective institution	3.1	Partnerships	To utilise partnerships with key stakeholders successfully to achieve specific outputs
	3.2	Corporate governance	To ensure effective corporate governance
	3.3	Supportive architecture	To ensure that the organisational architecture supports Agency strategy
	3.4	Financial sustainability	To maintain efficient financial management that will support the growth of own revenue

The baseline, justification and links associated with these strategic objectives are set out below.

Strategic Objective 3.1	Partnerships
Objective statement	To utilise partnerships with key stakeholders successfully to achieve specific outputs
Baseline	The previous ECPB and ECTB currently have seven partnership agreements, combined.
Justification	<p>The resources of the ECPTA are limited, while the need for its services is almost unlimited. In order to meet its mandate the ECPTA identified the critical role of effective partnerships to create synergy in the sectors of biodiversity conservation and tourism</p> <p>The ECPTA will seek and maintain partnerships that increase the opportunity to expand the capacity of services to meet national norms and standards. The successful utilisation of partnerships for effective Public-Private-Partnerships will receive high priority attention. It is projected that sustainable partnerships will increase the resource base significantly and facilitate the generation of own revenue.</p>
Links	<p>The ECPTA will contribute towards the achievement of National Cabinet’s Outcomes 4 and 10.</p> <p>Public-Private-Partnerships in South Africa are governed by the Public Finance Management Act (PFMA), Treasury Regulations and Treasury Practice Notes.</p>

Strategic Objective 3.2	Corporate governance
Objective statement	To ensure effective corporate governance
Baseline	<p>The previous ECPB and ECTB received unqualified audit reports in the previous financial year. This becomes the basis for internal systems and controls for performance and financial management to ensure effective corporate governance within ECPTA.</p> <p>The Interim Board of the ECPTA has undergone training on King III to improve their leadership and oversight capacity.</p>
Justification	<p>The Report for Corporate Governance for South Africa and the Code of Governance Principles (colloquially known as King III or King 3) were released on 1 September 2009. The King III Report and Code describe the responsibilities, conduct, systems and controls necessary to achieve “clean governance”.</p> <p>The ECPTA will monitor compliance with key legislation as a direct response to ensure that it operates within the appropriate legal framework. Unqualified audit opinion by the Auditor General will support the credibility of the internal processes and control and create shareholder and investors confidence. The effective management of the risk profile will ensure that the ECTPA mitigates against possible risks that may impact on the achievement of the strategic plan and maintain an acceptable level of risk tolerance.</p> <p>Effective stakeholder management and improved stakeholder satisfaction is critical to remain relevant in the sector and responsive to the needs of the Province.</p>
Links	<p>PGDP 2004 – 2014: Public sector and institutional transformation.</p> <p>Outcome 12: “An efficient, effective and development orientated public service”</p>

Strategic Objective 3.3	Supportive architecture
Objective statement	To ensure that the organisational architecture supports Agency strategy
Baseline	The ECPTA is a new public entity, assigned with new functions and requires an organisational architecture to support its new strategic dimensions.
Justification	<p>The organisational architecture is based on the development of an appropriate organisational structure, systems and staff.</p> <p>It is important to recruit and assign staff with the appropriate skills and capacity in the right positions. Staff satisfaction will be an important indicator to the change in organisational culture and performance. It is important that all staff identify their unique roles and responsibilities to ensure that the ECPTA achieves its strategic objectives. To this extent the performance of each staff member will impact on the overall performance of the ECPTA.</p> <p>The ICT systems and support will be critical to evolve the ECPTA into an institution that can respond to market trends and deliver efficient services to its stakeholders and clients.</p>
Links	Outcome 12: “An efficient, effective and development orientated public service”

Strategic Objective 3.4	Financial health
Objective statement	To maintain efficient financial management that will support the growth of own revenue
Baseline	Annual own revenue is 10.8% of the annual grant allocation
Justification	It is essential that the ECPTA reduces the level of dependency on the Grant allocation from DEDEA to operate. The MEC of DEDEA has noted, with concern, the financial viability and return on investment from public entities.

	<p>The ECPTA has identified own revenue opportunities to change the ratio of own revenue to Grant allocation. A progress increase is projected over the MTEF period of R48m in year one to R87.9m by year three (2014).</p> <p>Financial management will be monitored closely to ensure that appropriate systems and controls create internal efficiencies. These management initiatives will ensure good value for money.</p> <p>The potential to deliver on the mandate of ECPTA is dependent on its ability to increase own revenue and effective management of resources and assets.</p>
Links	<p>Sections 51 and 52 of the PFMA Treasury Regulations 29.1 PGDP 2004 – 2014: Public sector and institutional transformation Outcome 12: An efficient, effective and development orientated public service</p>

10.2 Resource considerations: Corporate Services Programme

Office of the CEO	Current	MTEF Period		
	2010/11	2011/12	2012/13	2013/14
Goods and Services	2,724	3,381	3,719	4,091
Compensation of Employees	2,661	3,832	4,138	4,469
Capital Expenditure	-	250	250	250
Total Expenditure	5,385	7,463	8,107	8,810
Human Resources	Current	MTEF Period		
	2010/11	2011/12	2012/13	2013/14
Goods and Services	2,313	2,871	3,158	3,474
Compensation of Employees	3,559	5,125	5,535	5,978
Capital Expenditure	-	250	250	250
Total Expenditure	5,872	8,246	8,943	9,702
Financial Management	Current	MTEF Period		
	2010/11	2011/12	2012/13	2013/14
Goods and Services	12,385	12,373	13,611	14,972
Compensation of Employees	10,202	14,691	15,866	17,135
Capital Expenditure	621	1,000	1,000	1,000
Total Expenditure	23,208	28,064	30,477	33,107

The budget allocation in the Corporate Service programme includes the following:

- Office of the CEO
- Human Resource Management
- Financial Management & ICT

Strategic priorities for the programme:

- Expand the revenue base for the ECPTA
- Seek and maintain effective partnership agreements to create synergy for programmes and resources utilisation
- The organisational architecture of the newly established ECPTA will address transformation issues of organisational structure development, change management and appropriate internal business systems.
- The development and utilisation of relevant ICT systems to respond to internal and external client requirement to do business more effectively.

10.3 Risk management: Corporate Services Programme

#	Possible Risk	Mitigation
1.	Insufficient of own revenue generated	Expand revenue targets
2.	Inadequate funding	Engage in partnership agreements
3.	Shortage of specialist skills	Integrated HR strategy implemented
4.	Limited public-private-partnerships	PPP agreements concluded

Part C

Links to other plans

Region	Nature Reserve	Facilities	Carrying Capacity	Road Conditions	State of Facility	Intervention	Estimated Cost	Opportunity
Eastern	Dwesa	7 chalets	4 X 2 sleeper 3 X 4 sleeper	60km stretch from Willowvale to Dwesa is very poor	The structure of the chalets is sound. However a major refurbishment is urgently required, this includes both infrastructural and decorative improvements.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.	R700 000	This is flagship nature reserve and has the potential to become an extremely popular tourist and adventure destination. Activities are limited and this aspect needs to be urgently explored. Activities such as clearly marked guided forest walks (trees descriptions), hiking trails, bird watching (bird lists) guided game drives, water sport (surfing and canoeing etc) will enhance the experience and increase length of stay. This product must be promoted as a coastal back to nature experience.... no televisions etc.
		Campsite	20 sites X 6		The Campsite needs upgrading (ablution facilities, demarcation of sites, braai facilities, water supply, waste management system and fitted tables & chairs). The campsites, if demarcated, could reach up to 30 sites.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.	R300 000	

Region	Nature Reserve	Facilities	Carrying Capacity	Road Conditions	State of Facility	Intervention	Estimated Cost	Opportunity
	Hluleka	7 chalets	7 X 4 sleeper	60km stretch from Libode to the Hluleka is very poor (Only high clearance vehicles)	New facility. Landscaping still required	Accurate costings for the landscaping to be obtained and implemented.	R250 000	This is ECPTA's upmarket facility. Activities are limited and this aspect needs to be urgently explored. Activities such as clearly marked hiking trails, bird watching (bird lists), water sport (surfing, & canoeing etc) will enhance the experience and increase length of stay. It is highly recommended that Hluleka form part of the Wild Coast hiking trails. This will require the building of an ablation facility for the recently refurbished hikers huts. This can then be actively promoted to hiking clubs etc. Televisions should be placed in all chalets to attract the market that are aligned to a more upmarket facility. Serious consideration needs to be given to the usage of the recently built (but not fully completed or fitted) 'environmental centre'. This building will best serve to further entertain our target market for this product - a fully equipped games room including table tennis, snooker table, darts, soccer game etc. would serve to better entice our holiday makers.

Region	Nature Reserve	Facilities	Carrying Capacity	Road Conditions	State of Facility	Intervention	Estimated Cost	Opportunity
	Silaka	18 chalets	15 X 4 sleeper 2 X 2 sleeper 1 X 6 sleeper	2km stretch from Second Bridge to Silaka needs upgrading	Upgrading of water and power supply is urgently required. Decorating needs attention. Furniture, crockery and cutlery to be replaced.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.	R600 000	The proximity of Silaka to Port St Johns offers an ideal opportunity to build a bush conference facility integrated with the existing chalets. Again, activities are limited and need to be explored - for example: fishing rods for hire and bait for sale. Mountain biking trails with mountain bikes for hire and horse beach rides must be investigated. Establish relationship with the local tourism agencies at Port St Johns to encourage usage of Silaka.
Eastern	Mkhambathi	6 cottages		External Road is very bad and a high clearance LDV is required	These cottages need major infrastructural upgrades particularly water supply and sewerage. Furniture, linen, crockery and cutlery also needs attention.	Date for closure to be established due to concession.	R900 000	Mkhambathi is located in one of the most scenic settings along the wild coast. The development of a waterfall hiking trail should be explored ideally on horseback. This product is also very much a back to nature product.
		Riverside lodge	1 X 20 sleeper		Maintenance is required. Linen and furniture also need replacing.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.	R300 000	
		Gwe Gwe Rondavels	6 X 2 sleeper		Urgent overall maintenance required.		R350 000	
	Ongeluksnek	Gateway lodge	1 X 12 sleeper	50km stretch from Matatiele to Ongeluksnek is very bad. High clearance vehicle is required	Minor maintenance required	Maintenance to be implemented	R100 000	The activities at Ongeluksnek have been well identified and include guide horse riding, guided rock painting walks, mountain biking, hiking trail, 4x4 trails and guided historic tours. Community members are been trained as guides.

Region	Nature Reserve	Facilities	Carrying Capacity	Road Conditions	State of Facility	Intervention	Estimated Cost	Opportunity
		Bush campsite	6 sites X 6		Minor maintenance required	Maintenance to be implemented	R50 000	This is a relatively new product on the market and now needs to be aggressively promoted. Links must be explored with local tourism offices in the area as well neighbouring Free State and Lesotho.
Central	Double Mouth	Campsite	30 sites X 6		Rehabilitation of sites and improvement of water infrastructure is required.	Maintenance to be implemented	R200 000	This site has the potential to be appeal to the young outdoor, adventure market and camping families with children. Seasonal packages to be developed to include customised activities like drumming sessions, fire dancing, water safe activities, surfing competitions, beach volleyball etc. The addition of children activities & playground will entice this target market. (jungle gym, swings etc - possible sponsorship)
	Thomas Baines	Camping	5 sites X 6		Suitable			Promote as an environmental education centre and actively market as such to government departments and academic institutions. The locality is well suited to this objective - Grahamstown being known as the academic centre in the Eastern Cape.
		Boys Dorm	1 X 30		The center needs major structural and infrastructure maintenance.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.	R200 000	
		Girls Dorm	1 X 30					

Region	Nature Reserve	Facilities	Carrying Capacity	Road Conditions	State of Facility	Intervention	Estimated Cost	Opportunity
		Teachers room	1 X 3					Leverage can be made from the Sci-festival and the National Arts Festival. Sponsors to be approached for the development of the facility as well as educational material which will be aligned to the school curriculum. It has the potential to become the environmental and research institute.
Central	Great Fish River	Mvubu Chalets	6 X 4 sleeper	100km stretch from both entries in Peddie and Alice need upgrading as well as the internal road from the office to Mvubu Lodge.	Due for urgent overall maintenance. Including electrical and structural requirements. The furniture, linen, crockery and cutlery for this facility need replacement.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.	R500 000	Great Fish is the most suitable product for packaging of weekend bush tours. A relationship has already been established with a Tour Operator for the development of customised packages. A guided hiking trail should also be developed to include overnight stays at each of the facilities. The packages to be developed will include guided game drives and evening entertainment such as traditional dancing, all meals included, as well as specialist discussions on topical subjects.
		Mvubu Lodge	4 X 2 sleeper		Due for overall maintenance.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.		
		Mbabala Lodge	1 X 10 sleeper		Closed. Urgent water supply required.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.	R200 000	
		Nottingham Lodge	1 X 10 sleeper		Minor maintenance required.	Maintenance to be implemented	R100 000	

Region	Nature Reserve	Facilities	Carrying Capacity	Road Conditions	State of Facility	Intervention	Estimated Cost	Opportunity	
	Mpofu	Mpofu Lodge	1 X 10		Major structural and electrical maintenance required.	Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.	R250 000	Mothballing needs to be considered.	
		Ntloni Lodge	1 X 8 sleeper	The internal road to the Lodge needs upgrading.	Minor maintenance and replacement of linen required.		R300 000		
	Fort Fordyce	Hurriss Hut	1 X 4 sleeper	Road is fair.	The facility needs maintenance.	Maintenance to be implemented	R100 000	Mothballing needs to be considered.	
		Loerie's Rest	1 x 12 sleeper		Now occupied by the Reserve Manager.				
		Maqoma Den	4		To be phased out.				
Central	Tsolwana	Indwe Lodge	1 X 8 sleeper	60 km stretch from Whittlesea to Tsolwana in poor condition.	Recently maintained. Linen required.	Maintenance to be implemented	R100 000	Mothballing needs to be considered.	
		Tibet Park Lodge	1 X 14 sleeper		The Lodge requires major maintenance.		Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.		R300 000
		Otterford Lodge	1 X 10 sleeper		Due for maintenance. Furniture, linen, crockery and cutlery must be replaced.		Comprehensive assessment to be conducted and accurate costing to be obtained and implemented.		R300 000
	Commando Drift	Lakeview Chalet	1 X 4 sleeper	Poor road conditions. High clearance vehicle is required.	Minor maintenance is required.	Maintenance to be implemented	R50 000	Water based activities must be explored.	
		Fish Eagle Cabins	3 X 2 sleeper		Minor maintenance is required.		Maintenance to be implemented		R50 000

Region	Nature Reserve	Facilities	Carrying Capacity	Road Conditions	State of Facility	Intervention	Estimated Cost	Opportunity
		Commando Hut	1 X 6 sleeper					
		Campsite	8 sites X 6					
	Oviston	Komweer Lodge	1 X 9 sleeper		Maintenance required. Furniture to be replaced as well as linen, crockery and cutlery.	Maintenance to be implemented	R300 000	Mothballing needs to be considered.
		Apies Bay Cabin	1 X 4 sleeper		Maintenance is required.	Maintenance to be implemented	R50 000	
		Ihodi Campsite	2 sites X 4					
Western	Baviaanskloof	Komdomo Campsite	22 sites X 6	70km stretch from Komdomo to Geelhoutbos is very poor. High clearance LDV is required.	Suitable			Aggressively marketed as a unique wilderness camping site. The Interpretive Centre needs to be developed and marketed as an experiential centre exposing its world heritage status. A proposal must be developed including design, visual material, educational information and related costs. The experience will include a guided walk to view the rock art and a guided drive through the reserve to a view site and perhaps even a cable car ride. Activities such as bungee jumping and abseiling need to be explored.
		Rooihoek Campsite	6 sites X 6		Upgrade is required.	Maintenance to be implemented	R100 000	
		Doodsklip Campsite	5 sites X 6		Upgrade is required.	Maintenance to be implemented	R100 000	
		Bergplaas Trail Hut	1 x 12 sleeper		Upgrade is required.	Maintenance to be implemented	R100 000	
		Groendal	Campsite	6 sites X 6	Good roads.	Upgrade and ablution block required.	Maintenance to be implemented	R300 000