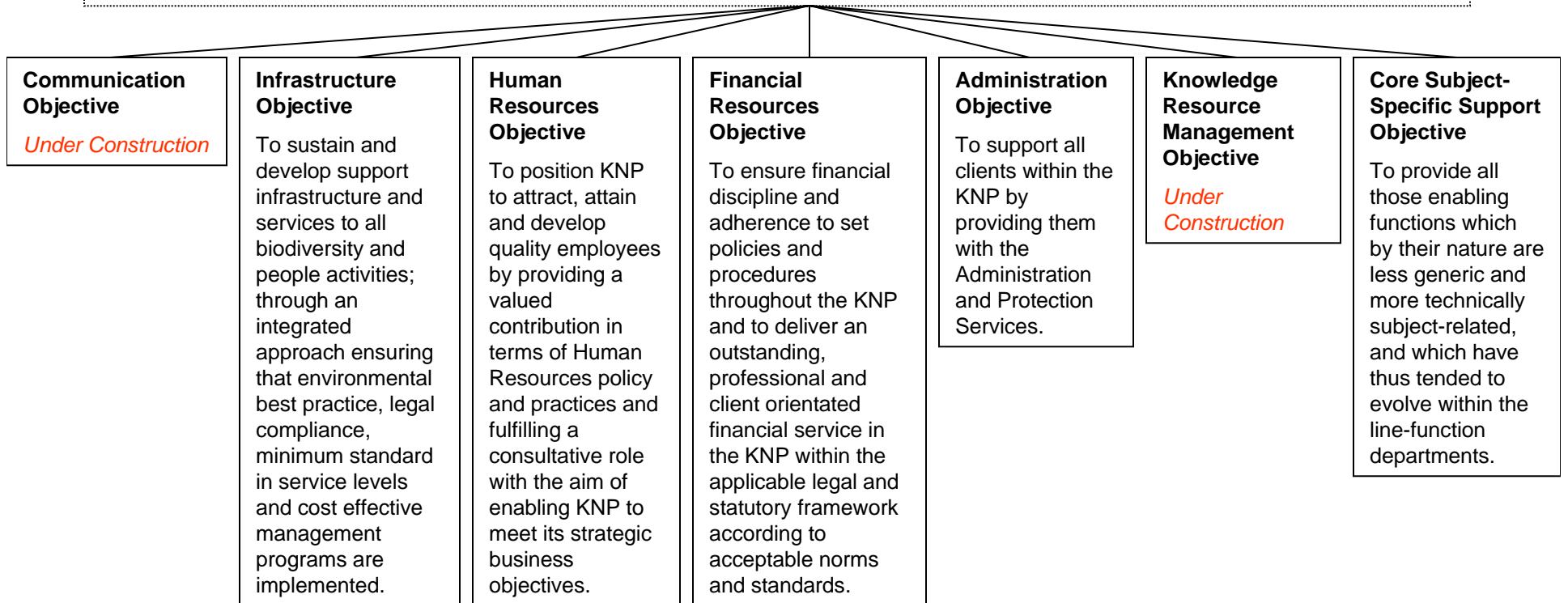


## Enabling Objectives

To provide cross-cutting support services which enable KNP to achieve the line function biodiversity and people objectives, and balance these effectively.

*NB : must be cross-linked to and is subject to growth depending on further demands from the other three objectives.*



**Communication Objective**

*Under Construction*

*Under Construction*

*Under Construction*

*Under Construction*

*Under Construction*

*Under Construction*

## **Infrastructure Objective**

To develop and sustain support infrastructure and services to all biodiversity and people activities through an integrated approach ensuring that environmental best practice, legal compliance, minimum standard in service levels and cost effective management programs are implemented.

### **Infrastructure Management Objective**

To upgrade and develop existing and new infrastructure to balance the requirements defined by market research as well as replacement programs through a cost effective and environmentally sensitive management process.

### **Services Provisioning Objective**

To improve the standard of service delivery through an integrated process balancing environmental impacts, higher standards in service levels and cost effectiveness.

### **Legal Compliance Objective**

To have a thorough understanding of, and where necessary comply with, the legal and statutory framework that influences and regulates the provision of support services and the development and management of infrastructure.

### **Sustainable Utilization Objective**

To rationalize and optimize all natural resource usage without compromising the environment, services level standards or long-term infrastructure management, through research, auditing and product development.

### **Capacity Building for Local Communities Objective**

Through the development of emerging contractors, to transfer appropriate technical and managerial skills within the framework of sustainable development inside the park and within neighbouring surrounding regions.

### **Green Procurement and Waste Management Objective**

To implement the Zero Waste Philosophy such that sustainable practices are implemented and non-sustainable products and materials are eliminated through waste avoidance, reduction, minimization, sorting, recovery, re-use, repair, re-manufacture, sustainable recycling, and composting to ensure minimal disposal.

## **Infrastructure Management Objective**

To upgrade and develop existing and new infrastructure to balance the requirements defined by market research as well as replacement programs through a cost effective and environmentally sensitive management process..

### **Infrastructure upgrading program**

Through an integrated process combining market research and infrastructure upgrading assessments, to compile and implement an infrastructure upgrading and replacement program.

### **Sustainable funding for infrastructure upgrading**

To develop a sustainable funding program for the renovation, refurbishment, upgrading and replacement programs within the framework of limited internal resources and the financial regulations.

### **Integrated geographical information system**

To populate the technical geographical information system that will be shared with all users, ensuring data integrity and cost effective integration to assist decision making.

## **Services Provisioning Objective**

To improve the standard of service delivery through an integrated process balancing environmental impacts, higher standards in service levels and cost effectiveness.

### **Service delivery standards**

To maintain and improve the integrity of service provisioning within the framework of sound environmental and cost effective management practices.

### **Aligning service delivery with customer needs**

Through an integrated process, to execute research and pilot studies to improve or re-engineer service delivery within the framework of sound environmental and cost effective management practices.

### **Limiting impacts**

To limit the associated ecological impacts of certain services through research and adaptive management.

To acknowledge the causal effects of roads on woody encroachment due to excessive runoff and evaluate alternative road-construction options to limit these effects

To evaluate the effect of spreading thatching grass seeds along road corridors through transportation

To consider and combat the spread of alien plant propagules through construction materials

### **Expanding technical capacity of staff**

To design and implement a multi-skilling development program for existing staff through the evaluation of skills required at the lowest service delivery level combined with a skills audit, to ensure cost effective service delivery.

## **Legal Objective**

To have a thorough understanding of, and where necessary comply with, the legal and statutory framework that influences and regulates the provision of support services and the development and management of infrastructure.

### **Legal compliance**

To ensure legal compliance of all services and infrastructure with applicable legislation

To have an audit done of all legislation, contractual conditions and policies to determine compliance as well as legal accountability.

To improve understanding and awareness amongst management of the legal responsibilities associated with the applicable legislation and conditions.

To design and implement auditing or monitoring programs to ensure and/or measure compliance.

### **Liaison and co-operation with statutory organs**

To assist in the execution of and compliance with applicable legislation within and outside KNP boundaries to facilitate meeting our biodiversity conservation goals.

### **Influencing legislation**

To actively participate in all forums to ensure that existing (through amendments and revisions) and future legislation fulfills our mandate and aspirations to provide quality support services and infrastructure within a protected conservation area.

## Sustainable Utilization Objective

To rationalize and optimize all natural resource usage without compromising the environment, services level standards or long- term infrastructure management, through research, auditing and product development. [xref: balancing](#)

### Reduction in water consumption

To reduce the water consumption per capita through the completion of water balances, water saving device installation programs and water loss programs with the assistance of water audits and monitoring programs.

### Reduction in electricity consumption

To reduce the power consumption per capita through the implementing of electricity saving installation programs, research, optimization of environmentally friendly power supply units and optimization of energy efficient infrastructural designs.

### Reduction in usage of natural resources

To execute a thorough research study of all soil stabilizers, building materials and seal alternatives to ensure that the need for non-renewable natural resources are limited and renewable resources are used sustainably.

### Appropriate usage of unnatural woody resources

To evaluate possible uses and control measures for unnatural woody encroachment along the road verges.

[xref: limiting impacts objective under service provisioning](#)

## Capacity Building for Local Communities Objective

Through the development of emerging contractors, to transfer appropriate technical and managerial skills within the framework of sustainable development inside the park and within neighbouring surrounding regions. xref: direct human benefits

### Creating an enabling environment

To determine the barriers hindering small and developing contractors from entering and/or succeeding in the KNP contracting market and put in place suitable procurement and contracting documentation as well as a support structure (technical and management) to facilitate success.

### Contractor Development Program

To extend the existing program to those communities that were not involved in the previous two programs and enhance the existing program to incorporate the lessons learned from the previous programs.

### Alignment of construction and renovation work to promote SMMEs

To structure the construction and renovation activities in such a manner that emerging and developing contractors are able to successfully participate in the different construction activities.

## Green Procurement and Waste Management Objective

To implement the Zero Waste Philosophy such that sustainable practices are implemented and non-sustainable products and materials are eliminated through waste avoidance, reduction, minimization, sorting, recovery, re-use, repair, re-manufacture, sustainable recycling, and composting to ensure minimal disposal.

### Waste Stream Analysis

To determine the current waste stream through the identification and categorization of products and materials, as a means to establish a benchmark from which alternative eco-friendly products, materials and processes may be developed. Include waste site and incinerator analysis

### Green Procurement

To implement the 'cradle-to-grave' principle through researching and adopting feasible alternative products, materials and processes to avoid and reduce waste and pollution.

### Energy and materials

To promote the efficient flow of energy and materials through eco-friendly design of buildings and processes, that reduce and optimize energy and resource consumption, limit pollution, and avoid and reduce waste ensuring an economic reward.

### Sustainable Development

To identify opportunities for sorting, recovery, re-use, repair, re-manufacture, recycling and composting of waste products and materials to convert them into economic value such that sustainable local job creation that enhances and promotes the zero waste strategy may occur.

### Training and Awareness

To improve the level of understanding of the benefits of efficient management of materials and products that ensures our constituency supports the zero waste philosophy and enhances peoples' capacity to identify and implement opportunities for economic value creation.

# Human Resources Objective

To position KNP to attract, attain and develop quality employees by providing a valued contribution in terms of Human Resources policy and practices and fulfilling a consultative role with the aim of enabling KNP to meet its strategic business objectives.

## HR Development Objective

To initiate, facilitate and monitor training and development for employees.

Source training

Facilitation

Monitoring

## Resourcing Objective

To review and standardise selection techniques with inclusion of structured interviews and assessment methodologies. To develop and implement a competency based remuneration that will attract, attain and enhance productivity.

HR resourcing

Remuneration

Performance

## Labour Relations Objective

To maintain sound labour relations practices and maximize the effectiveness of the relationships between the KNP and employees, and relevant stake holders. To further monitor compliance with applicable legislation and internal policies.

Relations

Monitoring

## Diversity Management Objective

To promote, advise and assist in remedying disadvantaging and discriminatory practices and further identify high potential employees for succession planning.

Equity

Succession planning

## Health and Safety Objective

To formulate relevant standards that comply with related legislation, conduct required audits and lastly, develop health and safety awareness campaigns.

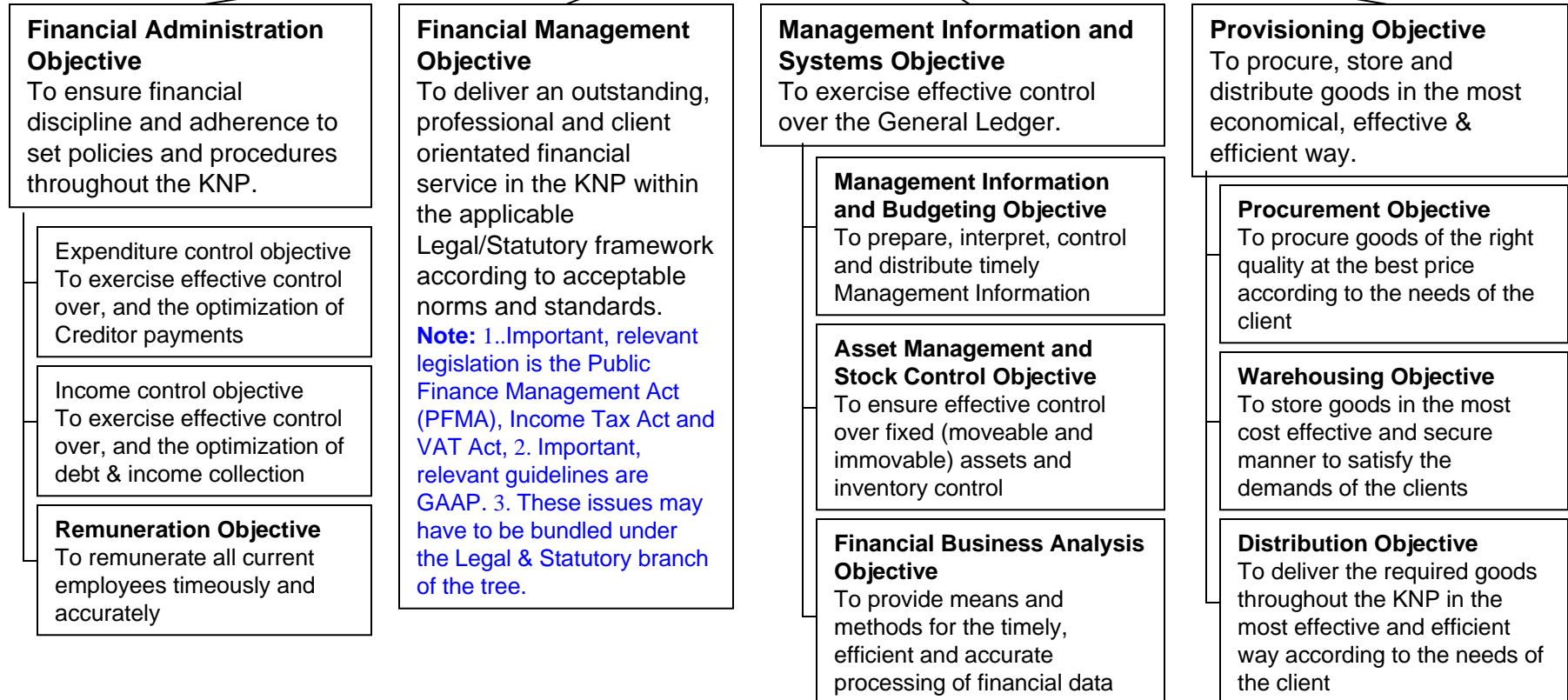
Standards

Safety auditing

Awareness campaigns

# Financial Resources Objective

To ensure financial discipline and adherence to set policies and procedures throughout the KNP and to deliver an outstanding, professional and client orientated financial service in the KNP within the applicable legal and statutory framework according to acceptable norms and standards.



## **Administration Objective**

To support all clients within the KNP by providing them with Administration and Protection Services.

### **Administrative Services Objective**

To support all clients within the Kruger National Park with the most efficient, effective administration services, tailored to their needs, but in line with relevant legislative requirements..

#### **Communications Objective**

To provide the necessary tools for departments to talk to each other eg: Telephones.

#### **Support Objective**

To provide the handling or processing of documents be the of a financial, human resource, conservation, tourism or technical nature.

### **Protection Services Objective**

To

#### **Law enforcement Objective**

To provide access control and adherence to the park rules.

#### **Security Objective**

To provide for the physical protection of humans and assets.

### **Firearms Control Objective**

To ensure that the control of the SANParks guns is compliant with law or act.

# Knowledge Resource Management Objective

To

## Information Management Objective

To ensure collection and organization of all information sources relevant to our core business, that relevant information is accessible at the right time and that our users are aware of development in their respective areas of operation.

Information dissemination

Collection development

Information searching

Current awareness

## Knowledge Management Objective

To ensure that existing knowledge within our organization is preserved and share among ourselves.

Knowledge gathering

Knowledge sharing

Classification and safekeeping (databases)

## Records Management Objective

To ensure that our organization complies with existing regulations and Acts, to protect records against possible loss and enforce control measures over the transfer of records from creator to user.

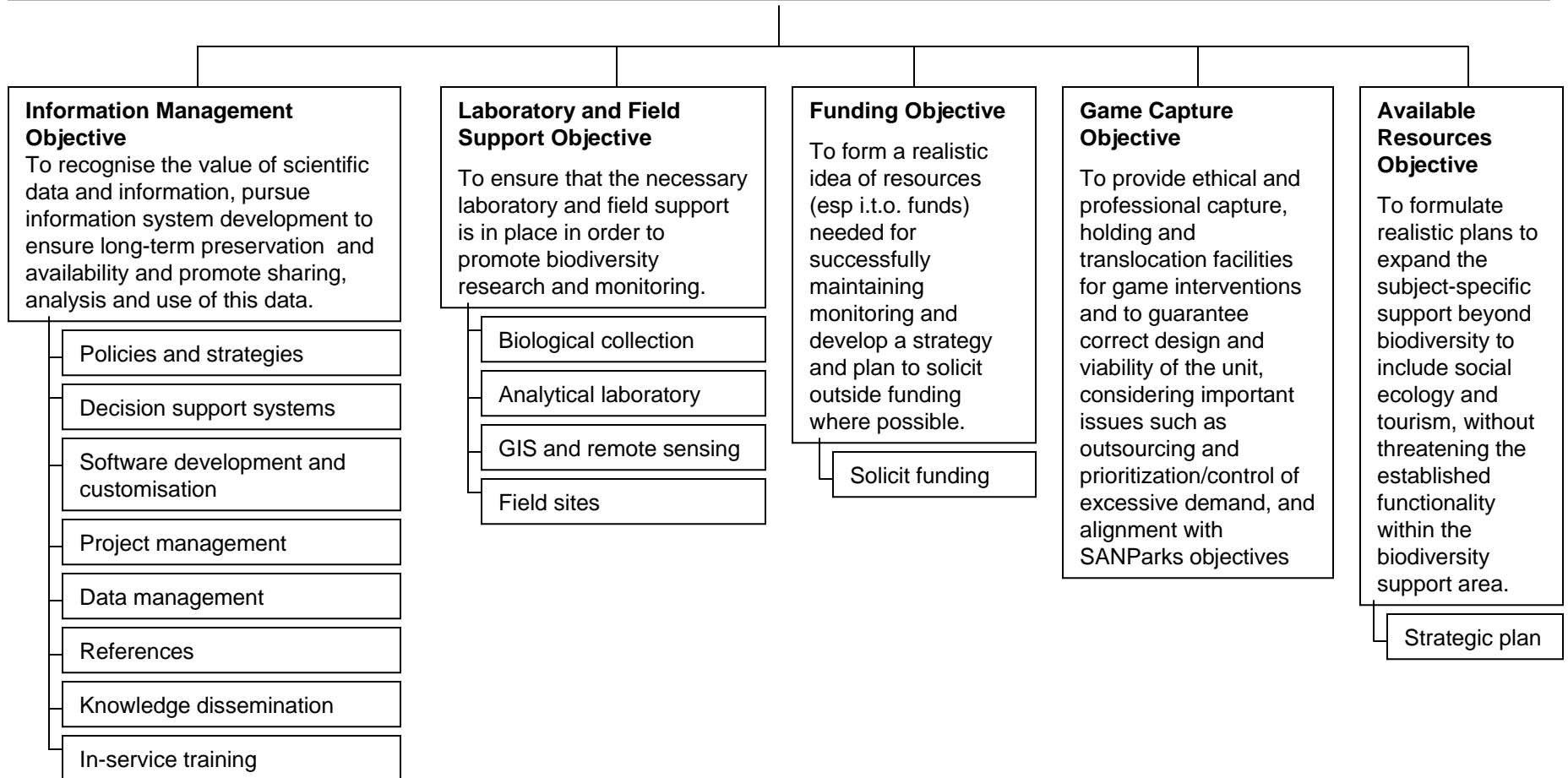
Legal compliance - National Archives Act, Public Access to Information Act, etc

Record protection (filing systems, etc)

Control over transfer of records

## Core Subject-Specific Support Objective

To provide all those enabling functions which by their nature are less generic and more technically subject-related, and which have thus tended to evolve within the line-function departments.



## **Information Management Objective**

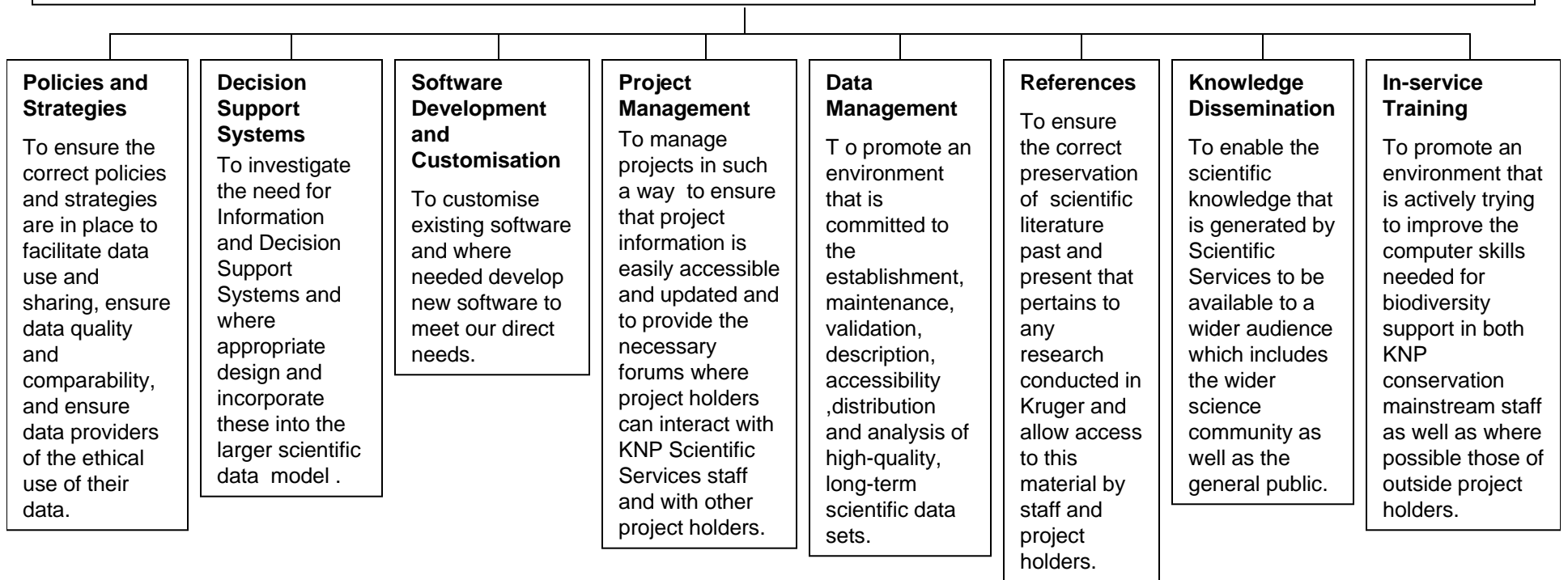
To recognise the value of scientific data and information, pursue information system development to ensure long-term preservation and availability and promote sharing, analysis and use of this data.

### ***Preamble***

*When the 1997 objectives were formulated the only place where information management (IM) objectives were included were under the rivers objectives. The reason for inclusion here was because of the KNP Rivers Research Programme that preceded this and the importance that they placed on IM. In the last five years it has become apparent that without good IM practices science may not be a success in the longer-term. This was then the motivation for their inclusion in the current objectives hierarchy. The objectives that appear under this heading are very specific to biodiversity and do not pertain to the other departments in Kruger. From our side we hope to draw attention to the wider information management needs under the available resources objective where some key factors will be mentioned and other departments or spheres of work engaged to discuss the importance of adequate IM and how they may then proceed to implement these.*

## Information Management Objective

To recognise the value of scientific data and information, pursue information system development to ensure long-term preservation and availability and promote sharing, analysis and use of this data.



## Information Management Objective

To recognise the value of scientific data and information, pursue information system development to ensure long-term preservation and availability and promote sharing, analysis and use of this data.

### Policies and Strategies

To ensure the correct policies and strategies are in place to facilitate data use and sharing, ensure data quality and comparability, and ensure data providers of the ethical use of their data.

To compile a data access policy which includes Intellectual property right and copyright guidelines and how to implement these.

To ensure that the necessary metadata standards are in place and that all data that is collected is accompanied by the necessary metadata.

To set up collection standards for biological data and ensure that when data is collected that these standards be adhered to.

To foster linkages with certain initiatives like LTER in order to keep abreast of developments and technological advancements and determine how they can help us.

To better define the roles and working relations of all key information management positions or related groups with respect to the development initiatives and longer term maintenance of the information system.

### Decision Support Systems

To investigate the need for Information and Decision Support Systems and where appropriate design and incorporate these into the larger scientific data model .

To critique the current the Fire DSS and, once satisfied that it works, incorporate it into the the larger data model.

To implement the Cybertracker system by creating the necessary feedback mechanisms and reports and set up an automated system to add the data into the data model.

To investigate the need for a river DSS and, if necessary, develop and implement this system.

To investigate the WIMS decision support system (WfW) and if appropriate integrate this system into the data model.

To monitor on a continual basis to see whether there are other areas in which there are needs for DSSs, and where resources permit develop and integrate these into the system.

### Software Development and Customisation

To customise existing software and where needed develop new software to meet our direct needs.

To determine the best ways to go about addressing these software issues.

### Project Management

To manage projects in such a way to ensure that project information is easily accessible and updated and to provide the necessary forums where project holders can interact with KNP Scientific Services staff and with other project holders.

To create a web-based database for project updating and accessibility as well as input forms for project registration.

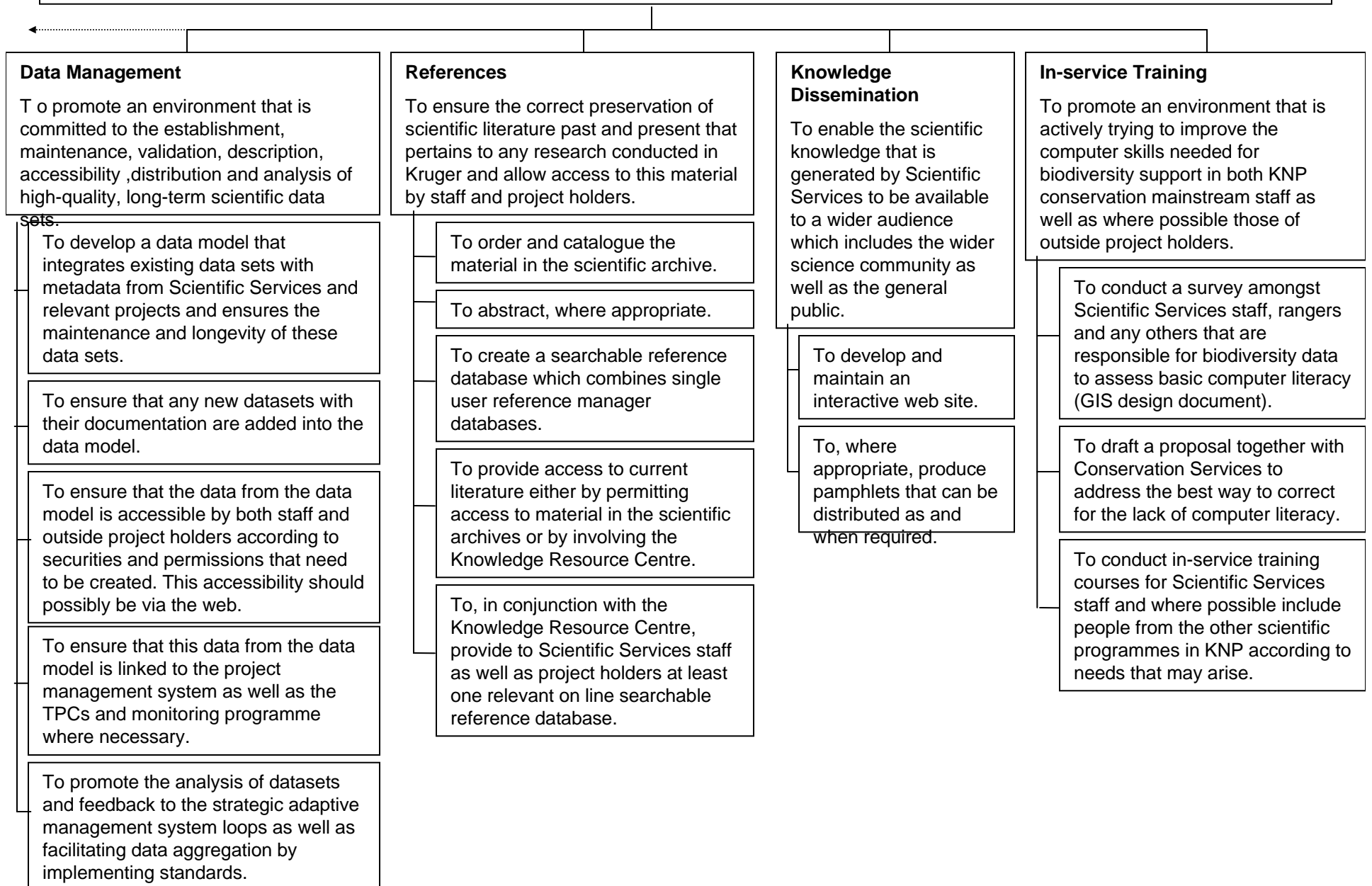
To provide a strategic plan to handle information provision to stakeholders via lectures, open days and field visits.

To hold an annual Networking Meeting where project holders can interact with Scientific Services staff and other project holders.

To develop a suitable plan whereby project holders incorporate the cost of information management into their proposals.

## Information Management Objective

To recognise the value of scientific data and information , ensure the correct preservation and promote sharing, analysis and use of this data.



## Information Management Objective

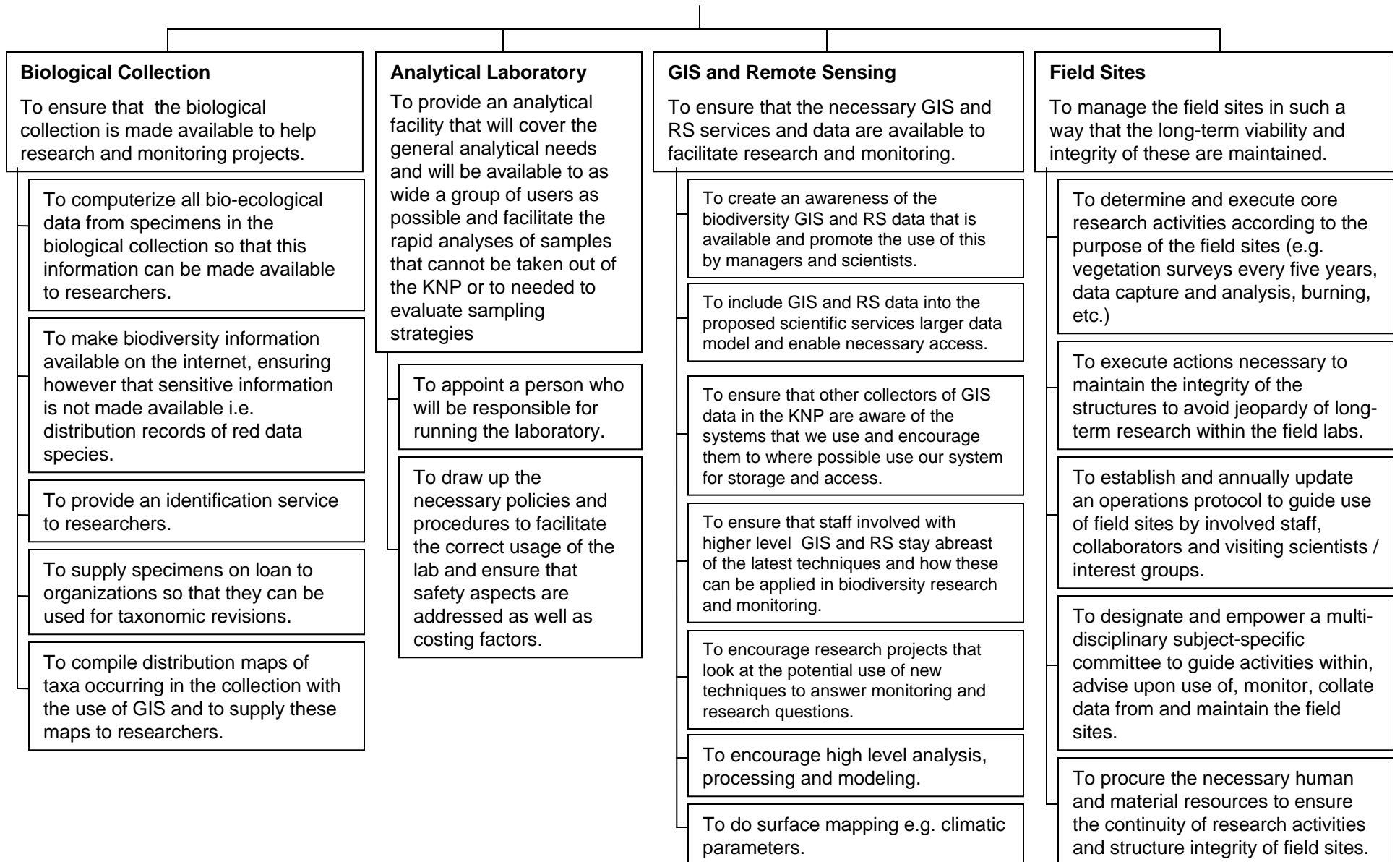
### **Postview**

Good IM relies on a functional and well developed data model. Once this is in place the other parts follow quite naturally. This is where the greatest need arises at the moment and once this data model has been built, one can then quite easily tie up most of the other connecting pieces. The sub-objectives listed here might seem unobtainable in a five year period but a lot of thought has been put into achieving these like looking at American LTER sites and ascertaining what they have achieved in a 5 year period and then aligning our ideas with these. Donation funds will help to get the larger data model built together with some of the interfaces linking to other aspects like the project management system and internet access to data. As most of the development of the system will be dealt with by outside companies this will leave us free to manage the development process and integration issues. Donation funds have also been procured for the preservation of scientific literature. This work will be outsourced and managed by us. Where possible we will incorporate existing policies like the Intellectual Property Rights policy, and our classification of datasets into different access categories into the system which will also be a time saving factor.

We are aiming, within 5 years, at a developed data model that contains well documented datasets with sharing of data possible via the web and integrating the project management system, monitoring programme, TPCs , scientific references and existing decision support systems. Training will also still be conducted on a demand basis as in the past but only after computer literacy is re-assessed.

## Lab and Field Support Objective

To ensure that the necessary laboratory and field support is in place in order to promote biodiversity research and monitoring .



## **Funding Objective**

To form a realistic idea of resources (esp i.t.o. funds) needed for successfully maintaining monitoring and develop a strategy and plan to solicit outside funding where possible.

### ***Preamble***

*When the 1997 objectives were formulated there were no department-specific support objectives included. Subsequent to this we have begun to realize that external funds will become more important in enabling us to achieve what we have set out to do.*

## **Available Resources Objective**

To formulate realistic plans to expand the subject-specific support beyond biodiversity to include social ecology and tourism, without threatening the established functionality within the biodiversity support area.

### ***Preamble***

*Most of the KNP's GIS and information knowledge and skills at present lie within Scientific Services. The other departments in Kruger at present either have a small GIS setup (e.g. Technical Services) or no capacity. Since the use of GIS is expanding widely we feel that these departments should all have operational GIS systems. We however, can help them achieve this but should not let it be at the expense of our system.*

## **Funding Objective**

To form a realistic idea of resources (esp i.t.o. funds) needed for successfully maintaining monitoring and develop a strategy and plan to solicit outside funding where possible.

### **Solicit funds**

To become actively involved in preparing proposals to outside organizations to solicit funding and train scientists where appropriate.

Existing funders: To maintain effective and appropriate relationships in which new opportunities are effectively highlighted.

Possible funders: To incorporate the names and details of project funders into the project database so that they can be used for possible future funding (see McKinsey Report).

Weaning strategy: To ensure sustainability by effective transitional strategies at the termination of funding.

## **Available Resources Objective**

To formulate realistic plans to expand the subject-specific support beyond biodiversity to include social ecology and tourism, without threatening the established functionality within the biodiversity support area.

### **Strategic Plan**

To develop a strategic plan which will enable other departments that have information and GIS needs to be able to address these.

### **Building GIS capacity beyond Scientific Services**

To recognise and characterise the shortfall of GIS capacity in KNP as a whole, develop a strategy and implementation plan to address this, and make suitable interim arrangements to meet immediate crisis needs, without compromising the existing Scientific Services\* capacity in servicing the biodiversity objectives

\*For purposes of this objective Social Ecology is deemed to be part of the Scientific thrust, though they will be expected to provide people to service their needs

## Funding Objective

### Postview

The objectives seem fairly straightforward as they are written , and may not need particular postview synthesis.

## Available Resources Objective

### Postview

What we hope to achieve in 5 years is that those departments that do not have existing GIS capacity be either made aware of the use of this technology and/or appoint staff to tend to their needs. For those departments that already have a GIS we hope to work more closely with them than we have been doing in the past. We need to share and integrate data better than previously. We have in the past set up certain rules of who should be the providers of what data and these need to be revisited to ascertain the actual reality of these happening.

**Game Capture Objective**

To provide ethical and professional capture, holding and translocation facilities for game interventions and to guarantee correct design and viability of the unit, considering important issues such as outsourcing and prioritization/control of excessive demand, and alignment with SANParks objectives.

# GAME CAPTURE AS ASSISTING ROLE TO BIODIVERSITY OBJECTIVE

## **Enabling**

To provide cross-cutting support services which enable KNP to achieve the line function biodiversity and people objectives, and balance these effectively.

*NB : must be cross-linked to; and is subject to growth depending on further demands from the other three*

Under Biodiversity support:

**Game Capture and translocation:**

To provide ethical and professional capture, holding and translocation facilities for game interventions. These actions should be determined by line-function needs in the organisation, but are often also influenced by a wider arena, necessitating critical prioritisation. It is recognised that at least part of this support service can be outsourced. Since SANParks concerns itself with populations rather than individuals, it has no rehabilitation obligations\*.

To provide ethical and professional capture, holding and translocation facilities for game interventions. To guarantee correct design and viability of the unit, considering important issues such as outsourcing and prioritisation/control of excessive demand, and alignment with SANParks objectives.

Research guidelines:

Associated research opportunities [eg pharmacology of capture drugs] should be sensibly linked (not out of proportion) to real needs in improvement for game capture, holding or translocation. Piggyback opportunities for collection of biological samples at the time of capture should, within reason, be encouraged for well-structured projects with worthwhile aims. The establishment of a biobank, for the use of future researchers, is supported while costs can be covered, SANParks consider taking over part of responsibility, encourage researchers from fields not traditionally contributing eg botany ....

\*except in extraordinary circumstances.

