



VISION 2040: CONCEPT DOCUMENT

Phase 1

CO-CREATING VISION 2040 AND ENSURING A MODERN ORGANISATION WITH ENHANCED CAPABILITIES TO DELIVER

JANUARY 2023



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1 Executive Summary

The SANParks leadership is determined, committed, and excited to develop SANParks Vision 2040. A collaborative, inclusive process that will **re-imagine and co-create** a new future for conservation in and through national protected areas.

This 'Vision 2040' will create **Protected Areas and a protected area agency that:**

- Are healthy, sustainable and climate resilient.
- Belong to, heal and inspire all South Africans.
- Re-awaken and nurture national pride.
- Are world-class in every aspect; and
- Are prosperous, with tangible and intangible benefits flowing to stakeholders.

Through this process, SANParks will embark on a board-driven and all-inclusive stakeholder exercise with a view of developing a long-term vision and strategy that will guide in determining the desired outcomes in the long term and the organisation of the future.

Further development of Vision 2040 and the strategy to support it, through an inclusive, co-creation process involving a wide range of stakeholders and building the organisation that can ensure the realisation of this vision, is at the heart of the phased project, introduced by this submission.



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Phases and Timelines

Phase 1 - Setting the strategic direction

In this phase of the project, an inclusive and consultative process will be followed to imagine and co-create National Parks and the National Conservation Agency of 2040. Various scenarios will be explored and ultimately, the most desired future state agreed to. This will be “Vision 2040”, translated into measurable and reportable outcomes demonstrating the realisation of the Vision. Other deliverables of Phase 1 would be developing the agile strategy and action plan that will map the road (backwards) to realise these outcomes from the status quo. (Board lead)

Phase 1 commenced through the pre-work done by leadership and will unfold as per the plan below:

- Project Launch – March 2023
- Intensive and wide-ranging public consultations utilising multi-pronged approaches including regional workshops, youth think-tank and blended webinars with different interest groups: (February – Launch) – March – June 2023
- Consultative development of Vision 2040 Scenarios and Outcomes: July 2023 – August 2023
- Status Quo Report (Phase 1) confirmation (including external perceptions from key stakeholders) – June to August 2023
- Board Approval of Scenarios, Outcomes and Status Quo Report – August 2023
- 2040 Vision Strategy and Monitoring and Evaluation system development: - September 2023 – January 2024
- Board Approval of the Vision 2040 Strategy – February 2024.
- Submission to the Shareholder and Public Launch of Vision 2040 Strategy: March 2024.

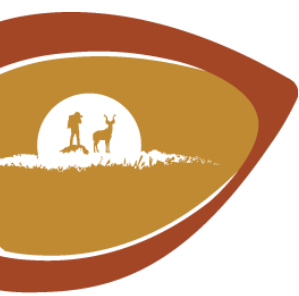


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Phase 2 – Agency of the Future

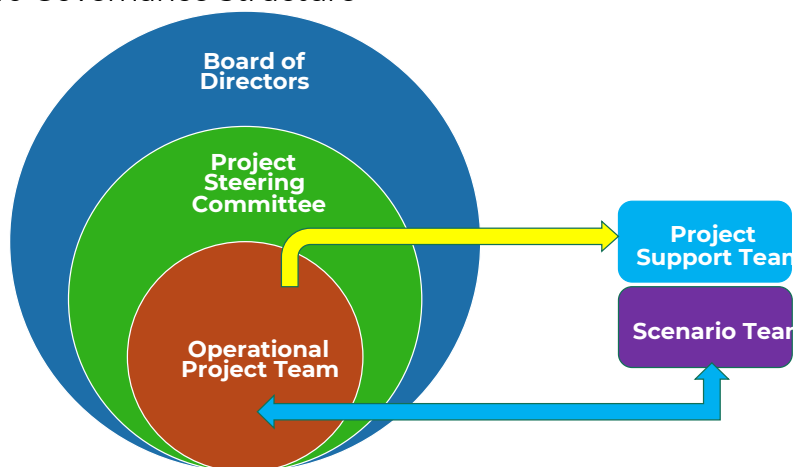
This phase will focus on the development of the entity that will be best suited for the implementation of the new vision. The detail planning for Phase 2 will commence soon.

(b) Project Management and Governance

The Phase 1 part of the project will be led by a Project Steering Committee consisting of the Chairs of the Board and Board Committees and members of EXCO. Membership of this committee shall be nominated by the board and the detailed Terms of Reference have been prepared in this regard. The Project Management Team will report to the Steering Committee which would ideally need to be mandated to make project-based decisions. Decisions on the agreed deliverables will be by the Board.

It is envisaged that Phase 2 led by EXCO (Steering Committee) whereas decisions of a strategic nature will be made by the Board.

Vision 2040 Governance Structure



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Both phases 1 and 2 will be coordinated operationally by the Project Manager with the support of the Operational Project Team and reporting to the PSC in phase 1 and reporting to EXCO for phase 2. It must also be noted that even though reporting will be to EXCO for phase 2, the PSC will still provide the overall guidance.

2 Phase 1: Vision 2040

2.1 High-level approach

Whilst some work has already been done between Management and the Board to develop initial thoughts on the SANParks of 2040, it was decided that apart from the broad commitments contained in the background and introduction above, these initial thoughts, as well as the status quo report (substantially completed), will not be published or included when the stakeholder consultation commences. This decision was informed by the desire to not limit blue sky thinking and a futuristic approach in co-creating the desired future with stakeholders.

The project accordingly will have the following steps:

- Step 1: Design the future through a consultative, facilitated process. Considering ‘what if’ and ‘what wow’s’ considerations in different scenarios (blank canvas).
- Step 2: On agreement on the scenario(s) to pursue, ‘publish’ the status quo report depicting where we are in relation to the current vision.
- Step 3: Following the ‘future backwards’ principle, map the road from the status quo to the desired state (in-depth workstream lock-away sessions to develop Outcomes (measurable) for outer windows and Outcomes and Outputs (measurable impact) for the first implementation window (2025-30 to 2035- 40);
- Step 4: Develop a monitoring, evaluation and review system that can be used until 2040



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- Step 5: Implement, monitor, review and refine the roadmap – with accountability to the youth representatives that will be Vision 2040 ambassadors, until 2040 when they hand over the baton to the next generation.

2.2 Status Quo (What is)

This step is largely concluded following an eight-month process of ‘deep diving’ into the four thematic areas (three delivery pillars and the supporting corporate environment represented by the four outcome goals in the strategy map). As indicated above, an accessible user-friendly report on the status quo will be refined after the future scenarios to pursue have been agreed to and with the aim to focus the point of departure in the backwards mapping of getting us there over a fifteen-year period (3 MTSF windows). The status quo report will be developed in tandem with the visioning exercise based on the input already finalised as discussed above but will be augmented by solicited external perceptions from key stakeholders

It should be noted that the Status Quo on the organisation pillar is a key component of phase 2 of the project and the further work to be done in this regard is summarised in section 3 below.

2.3 Visioning the future we want, together (What if, What Wow's)

Over a period of four to six months, immediately following the project launch (media event), facilitated by an expert service provider, and following a hybrid of in-person and virtual engagements, a wide range of stakeholders, including internal stakeholders, will be invited to envisage and create the parks and conservation agency of 2040. Stakeholder groupings include:



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- Internal Stakeholders
 - o Staff
 - o Organised Labour
 - o Shareholder and Government
- Diverse Views, including:
 - o Environmental NGOs & Advocacy Groups
 - o The Youth
 - o Loyal Customers
 - o Communities, People & Parks
 - o Partners
 - o Business Community
 - o Tourism
 - o Academia
 - o Emerging Customers (Black Middle Class, Millennials, Gen-Z youth)
 - o International stakeholders

2.4 Building the road (backwards mapping, begin with the end in mind)

Once the vision scenario has been agreed to, the strategy and action plan to reach realise it, will be developed. A backwards mapping process will be followed in the following steps:

- Step 1: Define the measurable outcomes that will demonstrate the realisation of the Vision (to be achieved by 2040).
- Step 2: Define the interim outcomes to be achieved at the end of the 2030-35 MTSF Cycle



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Step 3: Define the interim outcomes to be achieved at the end of the 1st implementation window (2025 -2030)

Step 4: Map the implementation plan (and 5-year strategic plan) to achieve the interim outcomes of the 1st implementation window, with the *status quo* being the point of departure (current performance benchmark)

The different deliverables alluded to in the steps above will be achieved through “locked up, working sessions” of identified employees, volunteers, and appointed/co-opted experts.

2.5 Monitoring, Evaluation, accounting, and review

As part of the project, an agile (adaptable) system needs to be developed to monitor, evaluate the progress and impact, account for implementation and review and refine the road map as required, without changing the goal post (unless justified)

3 Phase 2: Creating an organisation to deliver on Vision 2040

3.1 Phase 2 plan

The draft Phase 2 plan is in the process of being finalised. The objective of Phase 2 will be to design the appropriate and appropriately resourced organisation to deliver on the vision.



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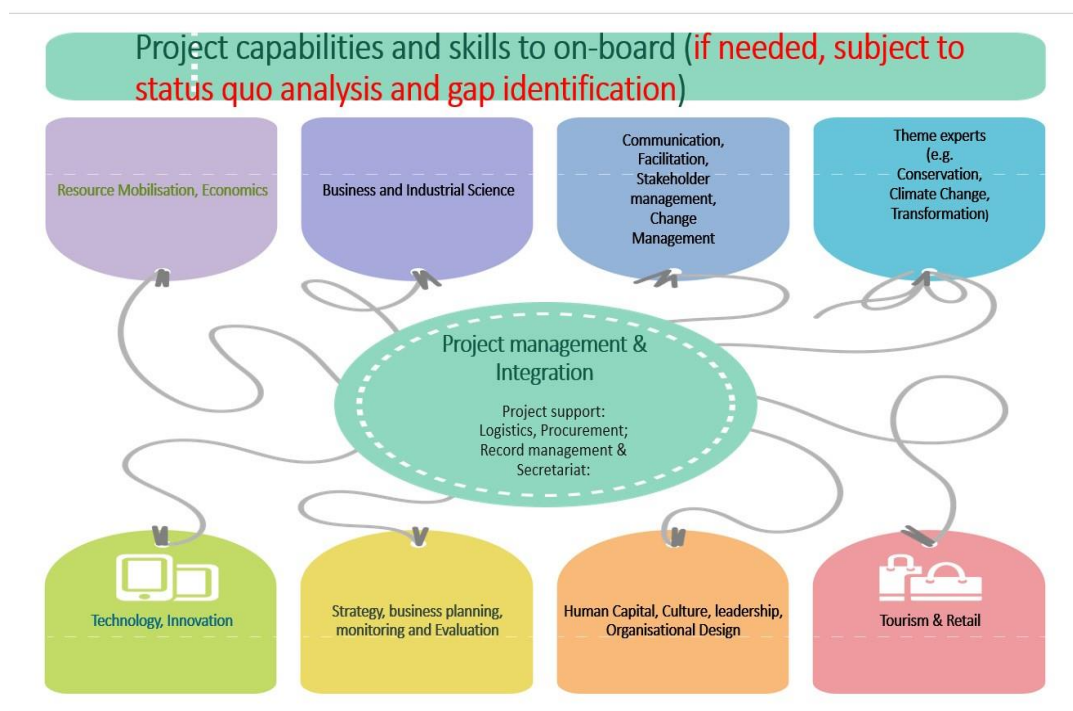




4 Project Governance and Management

4.1 Project Management

As per the guiding principles, internal capacity will be augmented by insourcing various capabilities and expertise, utilising different models of insourcing (procurement, secondment, volunteerism; sponsored, etc.) Not all capabilities will be required for the duration of the project and just in time onboarding and adherence to the project schedule is essential. The diagram below illustrates what some of the capabilities needed, may include:



4.2 Project Governance and decision-making

Due to the strategic nature of Phase 1 and the role of the Board to set strategic direction, Phase 1 will be co-steered by the Chairco and nominated EXCO members. As Phase 2 focuses on the operationalisation of Vision 2040 and its





associated strategy and plans, EXCO will lead this phase. The figure below demonstrates the high-level project governance for this project.

