



OBSERVATIONS AND EXPERIENCES OF STAKEHOLDER RELATIONS AT SOUTH AFRICA'S FIRST WORLD HERITAGE SITE – THE ISIMANGALISO WETLAND PARK AUTHORITY: SOME HISTORICAL PERSPECTIVES IN RELATIONSHIP TO DEVELOPMENT AND THE AGRARIAN CRISIS IN NORTHERN KWA ZULU NATAL

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PART TWO - CONTINUED

ABSTRACT

The second part of the paper continues from part one and, in terms of stakeholder relations deals with aspects that are important to the narrative in relationship to stakeholder relations at the World Heritage site of iSimangaliso as a Wetland Park Authority. This is undertaken from an historical perspective. Part two of the paper will deal with and discuss irredentism and ethnicity; the historical analysis of the pre – colonial and colonial, period; a brief historical review of colonialism, further discussion in perspective will be undertaken involving other important areas salient to the discussion; the role of women in agricultural development will be elaborated upon as an important conduit to stakeholder relations; aspects that will be discussed in part two of the paper will therefore, further enhance the issues that permeate stakeholder relationships within the iSimangaliso Wetland Park Authority and, will thus allow the reader to situate the subject matter within the importance of stakeholder relations to the Park and its communities. This is an important part of the discussion because, it encapsulates issues in an historical perspective, for purposes of clearly understanding the impact of history and, the nefarious designs of both colonialism and apartheid upon the majority black population. This in many ways has had a negative impact upon development, uneven development and has impacted negatively upon stakeholder relations in this region. Interspersed within this part two of the paper will be clear reference to the Chairperson of the Board in respect of him becoming too involved in operational issues of the organization and compromising the mandates of the organization and the ICEO, in the execution of his duties.

KEYWORDS: Irredentism; Ethnicity; Historical Analysis; Pre – Colonial and Colonial Period; Women in Agriculture; Ezemvelo; Ingonyama Trust; Stakeholder Relations.

1. INTRODUCTION

The resilience of ethnicity as both politics, ideology and reality, is one of the apparent apartheid continuities since independence. Dangerous nationalisms and ethnicity have engulfed today's world across the continents and, in a host of countries there has been an emergence of right wing politics, couched in separatism and, an onslaught upon foreign settlers into their respective lands or countries, coupled with violence and rampant killings and, the overt rise of rabid xenophobia in South Africa and the world over. The world is now experiencing attacks upon minorities, the rise of racism, given credence by some Western and African leaders including paranoid South Africa, increased Islamophobia, and other forms of degrading

attacks upon settlers. This has led to dangerous fermenting of toxic nationalisms and the emergence and consolidation of ethnicity. In democratic South Africa, it is no different and has given rise to dangerous ethnic nationalisms across the nine provinces of the country. This situation is rearing its head also in the form of ethnicity, as ethnic groups assert themselves by wanting to keep out, those that they define different to themselves, exclude them from their territories, or define them differently to their cultures, their language and increasingly deny so – called settlers the opportunities for employment and other social benefits. We live in a toxic world and a toxic South Africa currently. Ethnic connections still challenge other relationships, fomenting arguments of internal session and, the concept of irredentism by the Amakhosi in Northern Kwa Zulu Natal and, the rise of Zulu and South African Black Nationalism, which has reached racial proportions.

The word irredentism emanates from the noun irredentist and is derived from the Italian, French and Spanish word *irredenta*, meaning unredeemed. In the context of this paper, irredentism is defined by the Collins and Oxford dictionary's (1981: 450; 1984: 390) as "A person who advocates a policy of recovering territory formerly a part of his territory," (Like the Amakhosi in Kwa Zulu Natal,' the IFP leader Chief Prince Mangosuthu Buthelezi and, the King of the Zulu Nation or Kingdom, King Goodwill Zwelithini). As ICEO, some of the Amakhosi were engaged and a distinct impression, was formed through empirical discussions with them that, they are irredentists, ethnic in character and talk of a distinct Zulu nationalism within a unitary State, called the Republic of South Africa. This is a grave and dangerous anomaly of freedom in South Africa. They have all demanded their land back from government and say it in war talk. This has also been expressed vehemently by communities and, Land Claimants that engage with iSimangaliso, who accuse the national government and iSimangaliso for having usurped their land and, incorporated it, into the Wetland Park Authority for purposes of the declaration of a World Heritage Site, leaving them with no land to farm upon and, this has contributed to their poverty and that, there has been a stark absence of development and the government has failed them in securing employment and, has not created the necessary jobs for purposes of economic development nor created an environment to deal with the agrarian crisis and the processes of uneven and underdevelopment.

2. DISCUSSION

The researcher places on record that engagement with the Amakhosi (Tribal Chiefs) shows that they are a modern crop of educated Amakhosi, unlike the tribal chiefs of the past who were older and not educated through the portals of western education institutions. The modern Amakhosi are young, speak well in the English language, have a worldview, and are suave and techno - savvy and keen listeners, polite but, at the same time and often, they cannot control their communities that disrupt much needed development programmes and, in many instances, do not cooperate being afraid of the pressure exerted upon them by their respective communities and, this is detrimental to their emergence of sustainable development of and for their communities.

More often than not they are apt to blame iSimangaliso and the Department of Environmental Affairs for the plight they find themselves in and, never blame themselves or their communities for the development and agrarian problems and challenges that confront them. The situation must also be understood from the perspective that the Amakhosi can compromise themselves with their communities because, they could fall from grace, if community aspirations are not met by them, or they are perceived as supporting iSimangaliso and government institutions (Whose communities have tremendous gripes against). Observations, discussions and experience in respect of meetings with them has alluded to the fact that, their communities see them as being in collusion with iSimangaliso and other government authorities. The researcher believes that the Amakhosi irrespective, have to play a pivotal role in tempering the unnecessary chaos and disruption that their communities create and, in so doing do not provide iSimangaliso with their required inputs to alleviate poverty and to modernize the areas that they reside within, in the provision of much required infrastructure and the use of appropriate technology to advance their development aspirations.

One of the major contentions of communities is the fact that historically, they were not given an opportunity to enter business provided by iSimangaliso. Most large tenders in the past under the former management went to whites only and, by means of illegally extended contract periods. These contracts are still in the hands of white businesses and white people. The interim CEO experienced this situation in that, two weeks prior to his taking office many large tender contracts were extended by the former management without discussion. This was irregular and the Interim CEO suspended the officer concerned but, was instructed by the Department of Environmental Affairs to settle with the concerned officer and pay an exit package. This stalled the forensic audit procedures that were being instituted by the ICEO.

It is important to register that certain job contracts of some senior Executives was different to other Executives in that, their clauses read that in the event that they were discharged from their jobs for any reason, they must be paid out until the

end of their contracts and that, if they resigned from the services of Isimangaliso for any reason, they will be paid out for a period of six months. This was engineered by the previous management and did not apply to other executives. This again exemplifies the total lack of oversight and underscores the point that the previous management were a law unto themselves, looked after their interests and ran the organization as though it was their “family business.” Some senior managers including the former Business Development Director and a senior staff member had been given a dispensation by the former CEO to work from home for 10 and 8 days respectively. This was not worked out on a human resource formulae and they, all earned exorbitant, full salaries. There was also no oversight of these officials and this ludicrous dispensation was not offered to Black Executives and other senior staff. This state of affairs continues up to today.

Some white officials have crossed the age of 65 and there is no clause within their contracts or generally within contracts signed with staff that, they must retire after reaching the age of 65. Technically and legally speaking this is an immoral and unethical arrangement in terms of public service regulations. These are grave anomalies and proves that the former management, did what they wanted and that, there were no checks and balances by the Board and the Department of Environmental Affairs. This is exemplified by the fact and reality that the former CEO was the accounting authority and, did not have to consult with the Board when taking crucial decisions. This is a clear indication that the former management overtly tipped the scales in their own favour and that, they had for protracted periods become a law unto themselves (For nearly two decades and this proves the point that there was no oversight by the Board nor was there any oversight and evaluation by the National Department of Environmental Affairs with regards the affairs of iSimangaliso).

The exit package of one of the former top ranking official was signed by a Department of Environmental Affairs representative and the Chairperson of the Board, allowing the former official to pursue studies at the Masters level abroad and also enroll for two short courses to be pursued in South Africa. The amount in rands was not quantified and the organization had to settle for an amount just under a quarter of a million and other expenses. The payout figure would have been much higher, if the settlement was not negotiated. This was the most ludicrous agreement using tax payer’s money to settle an illegal exit package agreement. The ICEO had written to the official requesting a series of answers. The questions were not answered by the former official but instead he chose to take up the issues with the Chairperson and Deputy Chairperson of the Board. The ICEO was asked not deal with the issue and that it would be handled by the Deputy Chairperson. The said official had unnecessarily castigated the ICEO and the ICEO was denied by the Chairperson of the Board to take the matter forward to the law courts of the land. In actual fact the Board and the Department of Environmental Affairs aided and abetted this ‘corruption’. The ICEO is convinced that, if the forensic audit that he wanted to put into place went ahead, it would have seen much come out in the wash and that, it is possible that, some senior people would have been implicated through the forensic audit processes. It must be recorded that at the time of the agreement to pay out a former manager, it was agreed with the Deputy Chairperson of the Board that the proposed Master’s Degree Thesis will be furnished to iSimangaliso by the end of July 2018. This has not been provided to date (December 2018 and for a period of seven months submission is overdue). The enrollment to the two short courses as per the exit package agreed to, was also not provided to the organization. Technically, the monies paid out to the former official to complete these studies has to be repaid to the organization, if valid and acceptable proof is not provided. This is the way and manner that the former management operated and these operations fall in to the realm of a “family owned business” without sound checks and balances. Somebody has to be held accountable and in this case, it must be the iSimangaliso Board and / or the Department of Environmental Affairs. The ICEO’s exit report to the Board Chairperson and the incoming CEO alludes to this and, it is hoped that the necessary action will be taken by iSimangaliso and its Board to remedy this and, recoup this unfruitful and wasteful expenditure from those involved in this nefarious saga if proven beyond doubt.

Since the ICEO had taken up his position as the head of the administration and management of iSimangaliso (almost a year ago), it was clearly identified that most large tenders went to white companies and that, no real business opportunities were provided to blacks. In order to stem the tide, the ICEO ushered in an era where these white contractors had to now involve blacks in issues of creating empowerment and, to apply the stipulations of the contract entered into with them, in terms of the Black Economic Empowerment (BEE) prescripts and rules which is government policy and that, historically they were in violation of the BEE prescripts. These prescripts were never applied by the former management of the Park thus, excluding blacks in the participation processes of advertised tenders. This is and was historic non – compliance by the former management and was and, is an indictment to black empowerment and, to the tenets of democracy that, must at all times be geared towards remedying the past imbalances created by the entrenched former management of iSimangaliso.

The maintenance contract that runs into millions has now been devolved under the ICEO’S tenure to black contractors, which allows them to enter the business arena and make a profit each month. Some 19 black contractors have been given

this opportunity and employ close on to 68 sub – contractors from local communities. This makes up 30 percent of the total contract which runs into about R45 million over the contract period. Similarly, the security and alarms contract, which is in the hands of a white contractor, will soon be devolved to some 9 black contractors, who in turn will employ about 56 black - subcontractors with the same formulae as above that will be put into place. They will be offered training by these companies. However, some within the communities are not happy with this arrangement, but incrementally iSimangaliso must address these issues and devolve and involve more black people to these business opportunities.

This strategy will encourage entry of blacks into business. Many have welcomed this initiative by the ICEO and it must be further consolidated by the new incoming CEO, who assumes office on the 3rd of September 2018. iSimangaliso has invested heavily on education opportunities for local students to obtain tertiary education and, trains individuals in respect of skills development and this year (2018) an amount of R2.3 (Obtained via a business plan submitted to Operation Phakisa) million will be ploughed into this training. This was engineered by the ICEO and the business plan was developed by the Acting Director of Business Development. The Park has also employed and trained about 100 new conservation monitors and field rangers drawn from local communities and after their training some of them will be employed by iSimangaliso in a permanent capacity. This is a move in the right direction and assists in consolidating stakeholder relations in a region that is completely poor and depraved. In order to consolidate the thrust of stakeholder relations, the ICEO has employed, a number of area managers to deal with the problems of the Amakhosi and stakeholders in general. This will now become the first line of defense in dealing with stakeholder problems and challenges. They are attached to the Directorate of Parks Operations. This momentum will and must be further heightened and advanced in the years that lie ahead.

One of the real and tacit gripes of the communities, the Amakhosi, the Land Claimants Trusts and other significant stakeholders is that, there have been no real empowerment business programmes for black people in the allocation of tenders, in order to create the necessary impetus for economic empowerment and development and, the much needed employment opportunities and that, iSimangaliso has maintained this historical status quo. There is much validity in this gripe and accusation because observation and experiences reveal that, the former management allocated most of the tenders to white – owned businesses, many of who are from outside and recruited service providers from outside the area of Kwa Zulu Natal, to the complete detriment to the empowerment of black service providers from the area and residing within the communities. During the tenure of the ICEO an attempt has been made to address and change this situation by urging and cajoling the white contractors to sub – contract to local people within the communities. They are now doing this in some small measure and, must be monitored closely to see to it that they comply with the BEE modalities and implement government policy. If they do not, it would be to their own peril in the long – run.

This intervention strategy has somewhat changed the dynamic of interaction with the organization and, much goodwill has been showered upon the ICEO for his sustained understanding, intervention and for leveraging these tangible prospects and, not playing the race card but carrying all parties involved with him, in an era of transformation at iSimangaliso. There has to be incremental change ushered in without any animosity, if the advancement of historically marginalized black people and communities has to be realized. The thrust should be geared towards positive change, teaching all parties to work together in order, to dispel anxieties and negativities through using the expertise of the whites to teach and train their black counterparts, in order to develop the much needed social cohesion that is sorely and was lacking historically. There is still much to be undertaken in respect of business empowerment within the black communities and, to this end iSimangaliso can play a key role in the advancement of black economic empowerment and, thus stem the tide of resistance against the organization, by embracing the much needed change model required to regain the lost moral high – ground and towards building acceptable and positive stakeholder relations.

Observations by the researcher reveals that whilst denying and decrying ethnicity, the ruling classes within the provincial government, the Amakhosi, the Land Claimants Trusts, tend to use it in practice, to maintain personal networks and sow the seeds of dangerous ethnicity to the predominantly “illiterate” masses and communities. This is undertaken against the grain of the South African Constitution, against the tenets of the rule of law and against the facets of democracy and, is consolidated with impunity, in an unfragmented unitary state and, the ruling government allows this sort of behavior and, therefore, allows ethnicity and the burgeoning rise of Zulu Nationalism to emerge without any checks and balances and, to the disadvantage of the people of South Africa and to the very nature of the state. These are the contradictions of the ruling African National Congress that purports to be a revolutionary movement protecting the rights of all citizens. It is nothing but the contradiction of unbridled power. Client networks serve not only to keep the leaders in power and in touch. But allows to mediate class differences, at least within groups. Karodia (2007: 33) states in this regard that “Both class and ethnicity are salient because of the crisis of production; land and its distribution has rendered all connections intense.” The containment of class and ethnic

antagonisms has become a major preoccupation of the ruling classes and the Amakhosi and their communities, in many parts of the country post 1994. In the Province of Kwa Zulu Natal, it is reinforced by intra – national self – reliance, and irredentism remains a threat to the so – called establishment of a Federal Kwa Zulu State (This option was put forward by Prince Chief Mangosuthu Buthelezi, the political, leader of the political party, the Inkatha Freedom Party (IFP), at the time of negotiation politics within CODESA before, democratic South Africa came into being and; like the sword of Damocles, it stands as an option when things might go awry, as we see today in South Africa). In short as matters stand on a knives edge in Kwa Zulu Natal, the historical context of ethnicity and class in Kwa Zulu Natal is fundamental to the provincial government's salience, survival and influence.

Once ethnicity becomes entangled with the politics of production and distribution, into primary political and economic determinants, it moves from the concept of misguided nationalism into the argument and justification of nations and ethnic provinces that want to secede from a united unitary state. Schatzberg (1984: 462) points out that “Africanist social scientists have long known that ethnic groups are not immutable and that social class identity, composition and boundaries may also vary according to the political, social, economic and spatial contexts of the moment. Fluidity in class relations, ambiguity in class boundaries, and inconsistency in class membership must be taken as fundamental starting points, if we are to understand the role that class plays in Africa.” Ethnicity and class are not social class problems per se, when considered in struggle. Ethnicity is only characterized as a “problem” by the bourgeoisie when it ceases to be functional, in terms of providing support and instead becomes dysfunctional in that, it undermines the political order. This has been the reality with regards the communities and the Amakhosi as stakeholders that engage with the iSimangaliso Wetland Park Authority and, in so doing completely undermine positive development initiatives and, reject these initiatives in – spite of massive amounts of money allocated for development projects in many parts of the surrounds of the Park. A classic example over the last two years has been the case of the Mbila community rejecting about R123 million for development projects on the basis that they will have nothing to do with iSimangaliso, on the basis that they want their land back. This is short sighted and stymies’ development. In this sense both the Amakhosi and their communities are complicit in undermining these development initiatives for their people. The political economy of South Africa and the province of Kwa Zulu Natal is currently characterized by elevated levels of inequality and, therefore, the ruling classes do not draw the attention of the poor and unemployed to their condition, as opposed to those that accrue privilege due to political patronage.

The degree of inequality in this area of Northern Kwa Zulu Natal and the surrounds of the Park has increased after South African democracy in 1994. Most people are enduring stagnant or declining living standards and uneven economic development, which has produced and produces uneven social transformations, with differential ethnic and class forces. According to Karodia (2007: 35) “The dialectic of class and ethnicity as both latent and manifest social forces intertwined with political interference by the provincial governments in South Africa, has not disappeared.” Coercive containment of tensions as experienced by the iSimangaliso Wetland Park Authority and the communities together with the Amakhosi, should have disappeared over nearly 25 years of democracy; which has shown economic decline and social decay, and have been mobilized or organized in covert ways. In addition to the impact of parallel or informal relations of class formations, gender relations must be transformed. Karodia (2007) further points out that “African communities that have departed from their urban / modern areas, are in decline and tend to regroup in rural / traditional places, and have also come to rely on female agricultural production.”

It must be acknowledged that inequalities between ethnic groups must be addressed. In this case, a strong, united, undivided and unfragmented South Africa, considering the economic realities of transition are of primary importance, to address the manifest differences of uneven development and, the hegemony that it creates, and which is perpetuated upon the people of this region, including the privileges and patronage of the ruling classes. Even though rural ownership and tenure relationships are unfavourable to the majority. An array of writers have studied the when and why of peasant rebellion at an international level, and particularly in developing countries. Writers such as Manley, 1974: 11 – 220; Samir al Khalil, 1990: 3 – 150; de Janvry, Sadoulet and Wilcox, 1986: 69 – 79; Lehman, 1978: 339 – 345, and many others have dealt explicitly and extensively with this aspect and argue “That they base technical, social and moral arrangements of the safety – first principle. The reason for this lies embedded in the fragility of agricultural production and the need to avoid failure, to minimize the subjective probability of maximum loss. The revolutionary potential of peasants should, therefore, not be over – estimated. Rather than resort to violence and armed struggle, most peasants prefer peaceful means to improve their situation and, most of them have learnt that the most realistic way to achieve their goals lies in an incremental strategy, that is, by means of a series of modest improvements.” In respect of stakeholder relations, the Park has recently appointed area managers to deal with issues that affect these communities.

In relationship to the above, the researcher believes when the socio – economic and political climate becomes less bearable, the likelihood of loss seems minimal. As capable leaders come to the fore to organize peasant mobilization, violence and armed struggle may become an attractive alternative strategy and option, to bring about more or less radical change. The ruling classes of South Africa and in this region of Kwa Zulu Natal seem quite aware of the danger posed by discontent and organized peasants. “Since rural history provides many examples of systematic and ruthless repression of peasant movements and of attempts to eliminate their leaders” (Huizer, 1972: 1973). There has been increasing resistance to iSimangaliso and government departments that have reacted slowly to address the land question and, if it is not addressed by the National Departments of Land and of Environmental Affairs, the Park will be sitting on a time bomb, as resistance against the Park will and, can mount to a point of no return, although the land question does not fall under the jurisdiction and purview of the Wetland Authority or for that matter the National Department of Environmental Affairs. It is a matter that must be given specific and urgent attention by the South African Government through the Land Affairs Department and also the Department of Rural Development.

In terms of the proposals for the revision of the iSimangaliso structure for the organization and the acceptance by the Board of the strategic plan adopted by the Board and its Executives in November 2017 (Proposals for the Revision, 2017: 2) the following immediate issues were identified and, the extract is taken from the Corporate Strategy by the Board and the Minister for the budget year ending March 2018 and, elucidates the key challenges as follows (2018: 2). The researcher will return to these issues, at a later stage of the discussion - under 4 of this chapter titled as KEY ISSUES

Before dealing with this issue, the researcher as ICEO finds it necessary to address issues that pertain to the Chairperson of iSimangaliso and the Board in order to clarify certain issues that impacted negatively upon the duties and persona of the ICEO and the organization as a whole. This is addressed to underscore the negation of good governance and accountability and is undertaken hereunder as follows:

NOTE:

References to the Chairperson of the iSimangaliso Board (and references to the Board) are posited as truisms and not as allegations in this part of the narrative and throughout the research paper and, are not intended to malign the integrity of the Chairperson or any member of the iSimangaliso Board but, is an attempt to state the facts as was observed by the researcher, as the ICEO of iSimangaliso. By the same token it therefore, talks to good governance procedures and accountability in a democratic dispensation in South Africa and free speech and research imperatives that are guaranteed by the Constitution of the Republic. This must all be read in conjunction with the King IV Report that was not adhered too in the main. It is hoped that the Chairperson and the Board and the Department of Environmental Affairs will look into these important issues and take the necessary remedial action.

3. ISSUES IN RESPECT OF THE CHAIRPERSON OF THE ISMANGALISO BOARD IN TERMS OF FLOUTING GOVERNANCE PRINCIPLES AND COMPROMISING ACCOUNTABILITY

Pertinent to this section and the discussion on the Chairperson of the iSimangaliso Board and fleeting references to the full Board, the issue of governance and accountability is discussed very briefly hereunder. The reader is also referred to the King IV Report and other King Reports, and must use it in discussions that pertain to good governance and accountability in the Republic of South Africa. This clarifies the transgressions documented on the Chairperson of the iSimangaliso Board.

3.1 What is governance?

“Governance is essentially related to politics. It deals with the art of governance. It is generally attuned to democracy. In terms of its classical definition firstly in respect to its meaning, it is how the government and the civil society arrive at a decision in meeting their needs.

3.2 Definition of Governance

Governance is commonly defined as the exercise of power or authority. The power exercised by participating sectors of the society is always for the common good in demanding respect and cooperation from the citizens and the state. It is the effective utilization of resources.

3.3 Processes and Actors in Governance

It entails two processes: decision making and implementation of the decision. These processes go hand in hand. The actors and structures are as follows:

- A sector or group or institution that participates in the process of decision making and implementation
- Corporate governance, international governance and national and local governance. It may be good or bad governance.
- The government is always the main actor in governance and is called the public sector. The main role of the public sector is to provide an enabling environment for the purposes of common good.
- Civil society includes NGO's and other sectoral organizations. There are also informal actors and bad governance. They can disrupt, corrupt and upset the legitimate objectives and ideals of the society.

3.4 The Eight Indicators of Good Governance are:

Participatory; Rule of Law; Effective and efficient; Transparent; Responsive; Equitable and Inclusive; Consensus Oriented; and Accountability.

3.5 Accountability

In ethics and governance, accountability is answerability, blameworthiness, liability and account giving. In governance, accountability has expanded beyond the basic definition of being called to account for one's actions. Accountability cannot exist without proper accounting practices. It is often said that it is ethical for social accounting and environmental accounting. There must be internal rules of accountability it is a unique responsibility in order to achieve a goal or perform the procedure of a task, and the justification that it is done or there will be sanctions that are imposed" (Governance and Accountability 2018, Wikipedia, Accessed 25 October)

4. DISCUSSION

However, before the aspects alluded to above are enumerated, it must be recorded that the interference by the Board Chairperson is exemplified in many instances of the Chairperson's heavy handedness, in dealing with issues that fall directly under the jurisdiction of the ICEO and the organization but, he conveniently and often overlooked the mandate and brief of the ICEO. All of these are discussed and exemplified hereunder as follows:

- The Chairperson excluded the ICEO from the interviews aimed at selecting the new CEO, in spite of the fact that the ICEO is a non – executive member of the Board, appointed by the Minister and, who possessed the institutional knowledge over the last twelve months, whilst he was ICEO of the organization. This was irregular and a grave anomaly. Immediately the new CEO was selected, communication in this regard was between the Chairperson and selected staff members of the organization and, the ICEO was kept out of the loop. These actions were ultra vires and, the inherent danger of this interference in the organizations operational issues will most definitely compromise the organization and the incoming CEO. The incoming CEO must be allowed to handle all operational issues with the executives within the organization, and be allowed to stamp his authority without any let or hindrance and, must not be under the tutelage of the Chairperson of the Board or for that matter under members of the Board. This too was irregular. It was and is not in keeping with acceptable norms of good governance and proper accountability.
- The Chairperson's overbearing nature and going against Board resolutions and, not keeping the full Board aware of his actions was a bone of contention. Irrespective of what some Board members might say in this regard or grave phenomenon, it was a reality and the ICEO pointed this out to the Chairperson on many occasions but to no avail. Board members were kept out of the loop on many issues because, the ICEO often wrote to the Chairperson on sensitive matters and asked him to share these correspondences with all Board Members. Often times he failed to do so and took decisions without consulting and informing the full Board. For example, he wanted, the incoming CEO who had not taken up his position within the organization to vet the new structure that was approved by the Board and, also the filling of crucial posts and other important issues that were approved by Board resolution were negated, and he paid scant reference to the mandates of the ICEO. Common decency required that the Chairperson should have discussed issues of this nature with the ICEO including a host of other important parameters that required the ICEO'S inputs, advice and analytical thinking, in order to make and take correct decisions. These fundamental principles were negated and overtly compromised the organization and deflated the morale of the ICEO and a host of senior staff members.
- In some instances the Chairperson had travelled to meetings with the incoming CEO, who was still not in office as an official staff member of the organization. This was done without the requisite financial clearance or approval and, no permission was granted by the ICEO. On one occasion the incoming CEO paid for his own accommodation when attending a meeting with the Chairperson and, rightfully so because, he was not as yet a staff member and not on the

books of the organization. The Chairperson wrote to two members of staff that the incoming CEO be paid for expenses incurred and that he be reimbursed. As ICEO, I had no alternative to indicate to the Chairperson that such payment could not be made because, it was against Treasury regulations and that there would be an audit query. He invited the incoming CEO to join him at some external meetings and this expense was carried by iSimangaliso. Technically, this was done without the necessary financial authority to do so and was not sanctioned by the ICEO. These payments had to be made in retrospect and compromised the ICEO and the finances of the institution. On another occasion before the incoming CEO took office, he invited him to a meeting in Cape Town for discussions with the Director General of the Department of Environmental Affairs, when the incoming CEO should not have been taken to this meeting including the Chairperson, who should have also not attended. Discussions revolved around some technical issues and surprisingly these issues fall or fell under the auspices of the Director of Parks Operations who was not invited to the meeting. This was and is a gross violation and absolute interference with operational issues and, speaks to the Chairpersons authoritative nature and disregard for the ICEO and moreover, the unnecessary expenses incurred by iSimangaliso. All of this was irregular and wasteful expenditure and indicates the Chairpersons frame of mind, in not wanting to follow the protocols that are in place. It was utter defiance of the authority of the ICEO. This proves the point alluded to previously that the Chairperson, did not understand government rules because, he had “not worked in the public service previously.” This is the sort of behavior that the ICEO had to contend with and, it seemed to him that this behavior was normal and that, being the Chairperson of the Board, he had the right to defy the rules, transgress financial regulations, disregard the ICEO on the basis that he felt that the organization “belonged” to him and this behavior was no different to the former management who ran the institution like a “family business.”

- The ICEO got the impression and can prove this by empirical evidence that the Chairperson called unnecessary meetings or visited iSimangaliso on the most mundane issues, did not report on his meetings with stakeholders and that, no minutes of these meetings were kept thus compromising operational issues, nor was he accompanied by a high – ranking staff member to these meetings. It was shocking to read some letters from Board members praising the Chairperson. In actual fact they were kept out of the loop by the Chairperson and yet they remained “praise singers.”
- Under his tenure the Board budget trebled and from an amount of R350 000 per year and had escalated to an amount of over R1, 2 million. The Board had approved one meeting per quarter and under exceptional circumstances one extraordinary meeting per year. The Chairperson did not adhere to these rules and flouted the Board agreement and held a number of meetings that were in actual fact not required. The ICEO places on record that it was a means by the Board Chairperson “to earn Board fees unnecessarily.” Travel and all other expenses was carried by the organization as well. In any SOE, issues of this nature must be curbed and the Director General and Minister of Environmental Affairs should home in on these issues and, bring about the process of good governance and accountability or it will spell disaster in the long run. It is a government rule that austerity measures be invoked and adhered to but this basic tenet was overtly compromised by the Chairperson. The Chairperson must not be allowed to run roughshod over the organization and exert unnecessary authority that can overtly compromise iSimangaliso. However, the institution was compromised. It appears that the Chairperson will want to work with a pliant CEO, who will not question him and allow him to flout the financial regulations. This must not be allowed by any CEO who is in office even, if it means standing up to the Chairperson, speaking truth to power and, his transgressions need to be documented and forwarded to all Board members, and the Minister of Environmental Affairs, the Director General and the Portfolio Committee.
- At a meeting in Durban with the full Board of iSimangaliso prior to the assumption of the ICEO’S tenure, the Board together with the Chairperson discussed and outlined clearly what was expected of the ICEO in his first 100 days in office. Some thirty issues were succinctly documented by the Chairperson through correspondence to the ICEO. The majority of tasks were ably completed by the ICEO and a full report was transmitted to the Chairperson outlining the reasons as to why about three tasks could not be completed during this period. Some of these tasks were allocated to members of the Board who did not complete their tasks allocated to them. The surprising thing was that, the Board did not project on these successes.
- The ICEO furnished a monthly report to the Chairperson of the Board on the last day of each month without fail and requested circulation to all Board members. The ICEO was paid high accolades by many Board members for his resilience and professionalism in producing these comprehensive monthly reports. This proved my complete dedication to the organization because monthly reports of this nature were not produced by the former management.

In respect of the annual report, it has to be recorded that the ICEO was assisted by the CFO and the Project Manager Finance to compile the report for 2017 / 2018. It has to be further documented that other senior Executives did not assist in the compilation of the annual report or refused to assist.

- To this end it must be categorically emphasized that it was not the duty of the CFO to assist in this regard but, the CFO went out of her way to take on a number of tasks that do not fall directly under her jurisdiction and, to this end she is a credit to iSimangaliso, who silently and diligently undertakes tasks with the least amount of cajoling and displays a professionalism second to none. There is very little appreciation by the Chairperson of the numerous tasks undertaken by a minority of dedicated staff that carried the organization with the ICEO during his very trying journey within the organization. The Chairperson was far removed as to what was really going on within the organization. It must also be documented that during the tenure of the ICEO only about five dedicated staff carried the organization and these officials undertook work beyond their normal duties and performed their duties with dedication and the necessary resilience. Without these officials the organization will most certainly not perform optimally and their absence will spell disaster for the organization. At no stage did the Chairperson pay, accolades to these outstanding and dedicated officials.
- It is opportune to point out that the second phase of the transformation agenda must be fast tracked and that the approved critical posts must be filled swiftly. If this is not done, some staff members will most definitely be unable to take on tasks for others and this will lead to staff burn out and the organization could court collapse and deterioration administratively. It will now be necessary to hold Executives and senior managers accountable and that, it needs to be instilled into staff that governance is a combined responsibility of all Executives and cannot be left to a few staff to undertake. This has been going on for a protracted period of time. The executive positions have to be filled as soon as possible. Due cognizance must be taken of the reality that governance, accountability and efficiency revolves around the combined resolve of all role – players in order to meet the requirements of public management and administration without any let or hindrance or for that matter there can be no deviation in this regard. There can be no compromise with regards this issue.
- Those staff members who do not want to cooperate must be weeded out and asked to leave the organization in the interests of the institution. Their comfort zones must be broken and to this end they, either ship in or ship out. For too long certain staff members have become a law unto themselves because they were given this unnecessary leverage by the former management of iSimangaliso. They push their weight and do not function optimally and often times get involved in issues that do not fall under them. These staff members are for all intents and purposes a disruptive element and a discredit to the organization. By the same token, it must also be a Board responsibility to find the extra funds required for filling these critical positions through the Department of Environmental Affairs. The Board cannot renege from this fundamental duty. The time has come to delineate the functions of these staff members and see to it that they carry out their duties as assigned and they must be held responsible by performance contracts. Although running the institution is the combined responsibility of all, it must not be a case that staff members and particularly Executives hide behind their inefficiencies and rely on few staff to do all the work.
- There has been a stark absence of proper KPI's and poor reporting mechanisms at the institution and this must now become a policy imperative and salary rises must be determined by performance and on merit. The other issue that must be addressed legally is the exit of those staff that have crossed the retirement age. This will allow for injecting younger staff into the iSimangaliso management system who will be more adept to take the organization forward. Generally, those that do the bulk of the work must now be confined to their duties as defined in the main and in terms for what they were employed to do.
- On the other hand, the ICEO put into place the mechanism that staff that accumulated leave must take leave to lower their leave days. Many who accumulated a large volume of leave days began to take leave. The ICEO mooted the idea in terms of the new HR policies that a certain amount of leave could be accumulated and which was accrued from the old dispensation. No staff member must be allowed to cap leave for more than thirty days. It comes at a cost for the organization and must be avoided at all costs. This leave will be paid out to the staff member when he / she retires, resigns or by virtue of the regulations. This was cleared with DEA and awaits implementation by iSimangaliso. A specific brief was given to the HR section who failed to action this at the time of the ICEO's tenure. In terms of the new HR policy on leave benefits the law must apply and, after the defined period in a determined leave cycle, no accumulation of leave will be allowed for but, leave days not taken will automatically lapse at the start of the new leave cycle. The time has come to implement new HR policies afresh and to break the status quo inherited from the old or former management system.

- It must be stated that the Chairperson when in disagreement with the ICEO, stops communication with the ICEO and pushes his agenda by communicating with Secretaries, who have, no recourse to financial issues and this compromises the finances of the institution. Without recourse to the ICEO he communicates directly with staff members, who cannot take financial decisions on the part of the organization but, continued to do this with the greatest impunity and therefore compromised the office of the ICEO. This most certainly was abnormal behavior on the part of the Chairperson of the Board and smacks of an overt “Machiavellian” characteristic in terms of his attitude. He, agrees with issues but, if another Board member has an opposing view, he does not have the ability to stand his ground and agrees with the said Board member even if the Board member is wrong. The Chairperson, thus going against decisions that he has agreed to with the ICEO and subsequently, offers no support to the ICEO. The Chairperson cannot take decisions quickly and reads into issues rather than applying his mind critically to the issue at hand. In other words he is a great vacillator that compromises the issues at hand and, in so doing compromises the interests of the organization as a whole. It also speaks to the issue that he had no confidence in the organization or for that matter in the abilities of the ICEO.
- The ICEO developed a protocol document as to how board members will engage with the organization and this protocol was held back by him and, the composite document was not approved by the Board. The Board was to amend the document in terms of its aims and objectives and, include the applicable financial prescripts of the Treasury. This was not done and was in violation of a Board resolution in this regard.
- The document was prepared by the ICEO in order to streamline board procedures when it pertained to claims, types of hotels that could be booked for meetings, travel claims, submission of claims, no overnight stay at hotels before or after Board meetings, the hire of vehicles and the types of vehicles that will be allowed, flights, using the cheapest flights and so on. This is a clear indication that the Chairperson does not want to be regulated irrespective, of the costs incurred by Board members and himself. It is an issue that needs to be relooked at by the new CEO and put into place and approved by the Board as policy. There can and must be no deviation in this regard. All of this has a negative impact on the organization, compromises the finances of the institution and ultimately causes a negative impact on stakeholder and other relations. He has often alluded to in writing that, the ICEO is interested in saving the pennies and that Board members give of their time to execute their duties. The ICEO does not deny this fact but, at the same time the Chairperson and Board members are remunerated for work undertaken by them and, are in service of the nation because, they applied to be on the iSimangaliso Board and, must fully understand the Board remuneration package and act according to the defined rules and regulations. This is a cardinal principle of governance and accountability because one serves the nation before self. This principle was not understood by the Chairperson. It was not the issue of being thrifty by saving the financial resources of the organization but, it was the question of doing the correct things when it came to the use of the institutions financial resources. The Chairperson must lead by example but unfortunately he failed miserably to do so. It was often observed that he could not take difficult decisions and was reliant upon the Deputy Chairperson to run with issues, rather than the Chairperson dealing with the difficult issues that required his express attention.
- At one of the Board meetings two Board members raised the issue of the ICEO not addressing the meeting with respect. The Chairperson said nothing and did not intervene to protect the ICEO. Meetings are closed sessions and democracy must allow for differing views. It appeared that they were playing the ICEO and not the ball. The ICEO got the distinct impression that this was an orchestrated move to unnerve the ICEO. This was totally uncalled for and the Chairperson failed in his duties to call these disparate forces to order and, the ICEO was required to apologize unnecessarily and he did apologize. Often time’s Board members speak out of turn and down to the ICEO and, they are not brought to book by the Chairperson. This was the sad state of affairs that was at play in some Board meetings and, the ICEO also got the distinct impression that a mountain was being made out of a molehill. All of this was captured in Board minutes and was uncalled for because, in many ways incidents of this nature besmirch the integrity of the ICEO and places a blot upon his service track record as a public servant, who comes with a track record second to none, with integrity, dedication and the passion to serve South Africa without a blemish and, this unblemished track record resonates throughout the public service in over nearly 40 years of the ICEO’S track record as a dedicated public servant. Incidents of this nature lowers the morale of the ICEO, other staff members and, at times affects the consolidation of the important facets of stakeholder relations and, the much needed administrative duties that need to be carried out in the interests of iSimangaliso as an important role – player in this area of Northern Kwa Zulu Natal.

- The Chairperson of the Board had the uncanny knack of documenting issues unnecessarily that, compromises the institution by praising the former management and, venting his feelings that their services are required, that they will not be compromised and that, they possess the institutional memory of the organization which is indispensable. He paid high accolades to the former Director of Business Development in spite of her many indiscretions. He wanted the ICEO to engage the former CEO as a consultant in respect of infrastructure projects and development projects, in terms of a clause in the former CEO's exit package. It must be recorded that he was one of two persons that negotiated the exit package of the former CEO which compromised governance and accountability in terms of the type of exit package that was agreed to. It points to the fact that the Chairperson had his own agenda and proves the point that the ICEO alluded to that he was in "awe" of the former CEO. The ICEO refused to appoint on contract, the former CEO and believes that, it was a correct decision because the Amakhosi also expressed the feeling that they wanted nothing to do with the former CEO and, if he was reemployed in any new capacity at iSimangaliso they will vehemently oppose his appointment and, expressed the view that the ICEO and the Board will also be compromised. All of this was the figment of his imagination because, the organization under the ICEO performed very well in the absence of the former management and was paid high accolades by all constituencies and stakeholders that engaged with the organization in the absence of the former top management for the outstanding and sterling work undertaken by the ICEO.
- This had compromised the ICEO and gave unnecessary leverage to white staff that openly displayed their allegiances to the old order. This allowed some of these white staff to defy the system and often times, some of them were on a go slow work momentum and, refused, to undertake any extra work beyond the call of normal duty. This resulted in some dedicated staff undertaking duties and tasks that did not fall under their portfolios (This has been alluded to in other parts of the narrative). This also in many ways slowed down the transformation process and some of the white staff refused to take instructions from the ICEO. This was brought to the attention of the Chairperson at Board meetings and on other occasions but, to no avail or for that matter no remedial action was instituted by the Board and particularly the Chairperson. This scenario compromises the Board.
- The disjuncture of the iSimangaliso structure was tacitly exemplified by the all – embracing reality that some of the white staff did not possess the requisite academic qualifications to hold down the positions held by them and that, one year of the same experience was repeated by them each year (This has been going on for nearly two decades and, they made no attempt to improve their academic qualifications. There was no need for them to do so because they were being paid high salaries that, they did not actually and do not deserve deserve and, this was exemplified by the type of job contracts afforded to them). This was the gravest anomaly and disservice to the organization and other black staff and, some of them exhibited a holier than thou attitude, paid no allegiance or respect to the ICEO and, hid behind their overt deficiencies. They all reported to a single white who was their custodian and a member of the former management team and, they all regularly consulted with this white official when a decision or resistance was required. This situation was engineered and polished by the former management and, to their advantage and much to the complete detriment of the organization and continued with the utmost disdain and impunity under the tenure of the ICEO.
- The Human Resources policies were in the main incomplete and many policies were not in place for more than a decade. This served the white staff well, who could hide behind their overt deficiencies, because of the type of job contracts they were on and, used the few policies that were in place to their advantage and, the system could not hold them accountable. The ICEO with DEA engineered some 45 new Human Resources policies. There was much resistance to this and unnecessary complaints and time delays, in that their arguments were that, the policies did not take into consideration a number of variables. They did not understand that their comments were taken into consideration and that when problems were encountered with any of these policies, they could easily be amended. The other issue not understood by them is that the Human Resources Policies are technically standardized through all SOE'S with a few variants and that, there was nothing sinister. In other words many of them wanted the status quo to remain unhindered. After much discussion with DEA the Human Resources policies were finally approved by the Board.
- At this stage of the discussion, it is necessary to submit that the ICEO after he had written to the Chairperson and Board members including the Minister about the Chairperson's actions, the ICEO mentioned to a white member of staff that the Board discussed the possibility of suspending the ICEO from duty. (This has been explained elsewhere in the discussion). The gossip machinery went into action and the white staff were excited about this possibility and reveled in their joy and indicated that what goes around comes around and, and that the ICEO must also bear the

brunt for having suspended the former Director of Business Development, who in actual fact was one of their matriarchs whilst in the employ of iSimangaliso. This also proves the ICEO's assertion that these white staff had a total allegiance to the former white management and treated or rather tolerated the ICEO with arrogance, disdain but had no option but to tolerate him. Their understanding was parochial in nature. The ICEO was most courteous with all of them and in many cases a teacher to them but, this was to no avail because they technically do not possess a comprehensive world view and found it difficult to handle and come to terms of accepting a black as head of the organization. Often times their prejudices and racist attitudes came to surface. They do not understand that South Africa is a non - racial democracy and that they do not play their part in building, developing and nurturing the spirit of social cohesion. This is to their detriment but, is more than detrimental to the organization, to race relations, to respect of dignity and detrimental to South Africa.

- Their theory and premise that the ICEO will be suspended did not materialize and the ICEO left iSimangaliso with his professional integrity intact and served the organization including all staff whether they were white, black or Indian with utmost respect but, he was not accorded the same privilege by this facetious and devious component of the iSimangaliso white staff. They had the most to say in resistance mode in most general staff meetings and did not take the cue from the predominantly black staff who were in many cases oppressed under the old dispensation and, were in awe with the ICEO's track record, experience and bouquet of academic qualifications obtained from four different continents and, from the likes of South Africa, India, the USA, and the UK.
- The ICEO was liked and respected by the black staff because for the first time they tasted freedom at iSimangaliso and were treated with respect and allowed to meet with the ICEO to discuss issues that required the ICEO's attention. The ICEO attended as student in Bombay, Minnesota, Buckinghamshire in the UK and also studied in South Africa and at the prestigious Ivy League University Cornell and, above all the ICEO's more than 350 research articles in peer reviewed journals in the USA, Great Britain, India, South Africa, Poland and a host of other countries. At the time or prior to the ICEO's appointment as head of iSimangaliso Wetland Park Authority, some of these white staff undertook research on the ICEO's track record and found an article that, was authored by the ICEO indicating in the title of the paper referring to the former President of the country Jacob Zuma as the Machiavellian President. These white staff debated the issue in – house and wanted to report the ICEO and forward the article to former President Zuma to nullify the ICEO's appointment. This was not carried through by them and in a meeting, referring to this incident, the ICEO indicated that he was aware of this unruly behaviour and stated that South Africans live in a wonderful democracy in spite of its many problems and challenges. This is a clear indication of these white staff attempting to besmirch the character and political integrity of the ICEO. This was a nefarious plot undertaken by people who see the world in their terms. The majority of staff had opposing views to this component of white staff.
- The ICEO places on record that, he received a lawyer's letter from the former Director of Business Development who accused him of tarnishing her reputation and besmirching her integrity by making statements in this research monograph that was circulated as an internal document. She purported that the ICEO went against the grain of the agreements reached, in her exit package, that no statements against her will be made. She required of the ICEO to write an apology to her and channeled her request via a DEA representative and, subsequently wrote to the Board requesting that the ICEO and the Board apologizes to her. The surprising issue is that the DEA representative requested the monograph for his research on stakeholder relations, and immediately thereafter, her letter was written. The monograph was an internal document circulated to the Chairperson of the Board who forwarded it to the Deputy Chairperson of the Board with the proviso that she will respond to the content. No comments were received from Board members. The document was also submitted to the late Minister and the Director General of DEA and no comment was also received from them. In addition the research monograph was circulated to all senior Managers and Executives requesting comments. No comments were received and this is a clear indication of the paucity of intellectual discourse at iSimangaliso. Basically put, silence meant consent in the absence of comments.
- The letters received from the lawyers of the former Business Development Director accused me of circulating the monograph to wide research networks and that, the research, document must be withdraw or the ICEO face the unfolding consequences that may result. The ICEO refused to apologize. The lawyer and Junior Council (Advocate), engaged by the ICEO, wrote to her lawyers indicating that no were in the research paper was her name mentioned and that the ICEO'S references alluded only, to the former management of iSimangaliso. That the research paper was an internal document and that, she must provide the names of the people she obtained the document from within the organization or her external sources. By the same token that the research paper was not circulated to the Regent Business Schools Research Department or for that matter the research paper was not published in any research

journal locally, regionally or internationally but, that the ICEO reserves the right to publish the document. No further correspondence was received from her lawyers and the matter was closed. This categorically proves the ICEO'S assertion that the research paper was filtered to her by the DEA representative and some white staff within the organization.

- The surprising thing was that, the ICEO had written to the Chairperson of the Board about this incident and elicited the Boards support. The Chairperson did not apply his mind to this and declined my suggestion that the matter be investigated internally to determine as to which staff member may have forwarded the research document to the former Director of Business Development. Surprisingly he wrote to the ICEO indicating that her request for an apology was reasonable and that, she was not asking for much and that, the, ICEO tenders an apology. This shows the poor caliber of ethical leadership on the part of the Chairperson of the Board and, is a clear indication that, he is prepared to compromise the ICEO and the ethical standards of the entire Board. He was selective with his memory because he granted permission to the ICEO to produce this research paper. Technically, the Chairperson should have discussed the issue with the entire Board but failed to do so. This sort of behavior on the part of the Chairperson gives the necessary bravado to former disparate forces and strengthens his standing, in the eyes of the former management and, he is unable to stand his ground when difficult and soft decisions need to be taken on a number of issues. His call was unfounded and, it is issues of this nature that compromises the organization and the entire Board. The nub of the matter is that the ICEO received no support whatsoever and, this resulted in the ICEO paying his own legal costs, to rightfully challenge the illegitimate and unfounded rantings of the former Director of Business Development. The ICEO is convinced that the research document was filtered to her by internal white staff members that displayed at all times their unbridled allegiance to the former management. Technically, these are serious offences that the Board should have dealt with via the Chairperson to expose the culprits and institute the necessary disciplinary procedures, in order to throw down the gauntlet once and for all.
- The ICEO took a conscious decision to appoint the Director of Parks Operations (DOP) and the Chief Financial Officer (CFO) as permanent staff within the organization. These appointments were cleared with DEA and was also taken on the basis of the prescripts of the National Development Plan (NDP) and in terms of the requisite Treasury regulations that, allow for such permanent performance based appointments at Executive levels. Some of the other SOE'S with a similar profile have made their Executives permanent based on performance. An example of this is the South African National Botanical Institute (SANBI), an SOE similar to iSimangaliso, who have appointed their executives as permanent staff, based on performance. This is a move in the correct direction and henceforth, all Executives would and must be appointed to permanent performance based positions. This builds staff morale and allows for continuity and solidifies institutional memory of the organization. Why this was not done during the tenure of the former management of the Park is difficult to fathom out? Perhaps, it was not done because, the former management could get rid of Executives who were perceived to be anti – establishment and, could therefore, rule and govern the organization according to their whims and fancies and to their advantage.
- These appointments were cleared with the Board in writing and announced at a Board meeting. Naturally, the Board posed many questions on the basis of the legality of these appointments and, were convinced by the persuasive arguments put forward by the ICEO and the decision was ratified and accepted by the full Board. The only position in terms of the law that will be on a five year contract will be the position of the Chief Executive Officer (CEO) with no option for renewal after the completion of the five year tenure. Thereafter, the CEO'S position has to be advertised, and any qualified person could then apply for the position of CEO including the incumbent that currently occupies the position of, CEO. There was apprehension and some criticism to these appointments by white staff who vented their disapproval, gossiped within the corridors of iSimangaliso and unnecessarily felt disgruntled for no plausible or acceptable reasons. There was nothing untoward about these appointments and staff have to live with the situation that is totally legal. It will also affect positively new Executives that will be appointed in the future, be they white or black incumbents.
- It must be placed on record that the ICEO met the incoming CEO only once when he was invited by the Chairperson to attend a Board meeting in Durban, in order to get a feeling of the workings of the Board and, to be introduced to Board members and the ICEO. The incoming CEO was an amenable person, friendly and knowledgeable and willing to listen and learn and, the ICEO can place on record that he possesses the necessary administrative and leadership skills to take the organization to the next level of engagement over his tenure, provided that he is allowed to do so and that, the Chairperson of the Board does not interfere with operational issues like he did during the tenure of the ICEO. The incoming CEO possesses strong administrative capabilities being the former CEO of a municipality and,

had dealt with complex issues and, a much larger staff component and, with much larger budgets at the municipality he worked at. This will hold him in good stead during his tenure at the iSimangaliso Wetland Park Authority. It must therefore be an administrative skill of the incoming CEO to carry the staff with him, identify the resilient and talented staff within the organization, nurture them and carry out his functions to the best of his abilities and, deflect any preconceived notions and, by the same token deal decisively with disparate and non - conforming staff members. If the new CEO wants to succeed he must throw down the gauntlet.

- At this stage of the discussion, it becomes necessary to place on record for the new CEO that the finance section cannot be all things to all people within the organization and the CEO must meaningfully intervene to rectify this situation. By the same token, the ICEO in his observations, and interaction with finance staff observed that many of the finance staff cannot perform their duties, lack appropriate experience and will eventually compromise the organization, the audit processes and put the CFO and Finance Project Manager and the CEO under immense pressure and, this could lead at some stage to systemic financial failure of the CFO's office and compromise her professional integrity and obviously compromise audit outcomes. It will also compromise the new CEO. It therefore becomes essential that the CEO looks at this issue with a fine comb and restructures this section by appointing competent financial staff as an immediate priority and, if needs be look at the finance structure afresh, in order to place the requisite number of competent staff in place. Observation reveals that the structure of the finance section does not adequately cater for the required number of staff required and that, the section does not in the main possess competent financial staff. One of the deficiencies that was identified was the supply chain unit, which has to be manned by a minimum of four people as an example and that other positions also be looked at. The new CEO must be ready to move incompetent finance staff to other sections of the organization in order to realize the objectives of the CFO's office because the organization either rises or falls with the office of the CFO.
- In short or in other words it must be categorically emphasized that the Chief Financial Officer (CFO) must be supported by the CEO to rectify the compromising situation that the CFO is constantly placed in. In that the CFO be allowed to wholly concentrate on the financial aspects of the organization if success in audit and financial issues have to be obtained on a regular basis. The CFO must be released from work that does not fall under the office of the CFO's office and, be allowed to concentrate on matters financial only, balance the books, distribute funds to projects and give the necessary oversight and take remedial financial actions when required. Be involved in the preparation of documents for audit committee meetings, the Portfolio Committee and other routine but important financial issues that fall under the portfolio of the CFO. However, since governance is the duty of all Executives, the CFO must not take on work that belongs to other Directorates and Executives but, must give advice only when required, and not take on work that does not fall under the jurisdiction of the office of the CFO. Under the circumstances that the organization currently finds itself in this crucial aspect must be addressed without any let or hindrance. This has been happening for a protracted period of time and the ICEO's observation is one that saw senior staff shirk their own responsibilities and often times with the greatest impunity and saddled the CFO with their work but afforded no support. The new CEO must take action to rectify this untenable situation. Over a protracted period of time, this has become an innate problem and pattern at iSimangaliso because, other Executives and senior staff have exploited this loophole and have taken advantage of this untenable and unacceptable situation. It is hoped that the new CEO will look into this issue with urgency and rectify this untoward happenings that has become an unacceptable situation and, has become routine within the organization. The Board did not understand this because, it was far removed from reality and the workings of the organization and proves the point that the Board does not give the necessary oversight and in some ways is responsible in compromising the institution.
- Another aspect that requires urgent attention is a comprehensive and efficient filing and documentation system for the organization. Technically this is absent and was absent from, the times of the former management. During the reign of the former management only one person controlled all important data and, the data was stored and kept virtually on one computer laptop. No real access to this data was allowed to other staff. This was an archaic system and therefore, it operated as a personal data system for purposes of overt control of functionaries and the total control of the iSimangaliso data retrieval system. The organization was held to ransom and this lingers on even up to today. All data must be stored centrally with backup mechanisms. This was observed during the audit processes were data could not be accessed from the laptop of the individual who had left the organization and, no assistance was provided by this former staff member, when requested to do so and technically, this went against the proviso contained in the exit package document of the individual. This was further exemplified in the audit processes when staff had to work late into the nights in order to retrieve documents in respect of audit queries. This situation nearly compromised the

Auditor Generals audit processes and could have hindered the organization obtaining an unqualified audit report. The importance of a fully functional and professional documentation system cannot be under or over estimated. Staff must be employed to undertake this important function which is the life blood of the organization and must at all times be updated. This aspect is cardinal in order to develop an efficient organization and deal with issues immediately.

- During the ICEO's tenure every attempt was made to empower young black staff. To this end the ICEO allowed them to attend meetings at national and other levels for purposes of exposure and empowerment. This was not done under the former management. It is hoped that the new CEO will do the same and give black staff the necessary exposure and that, the new CEO, will be selective in attending only certain meetings and only when required to do so, and undertaking overseas trips only when required as CEO to attend. At all times black young staff must be given the opportunity to attend international meetings. Experts in their fields must be taken on board and given the necessary support by the CEO in terms of exposure and using these meetings and visits as training and learning, forums for young staff who were historically denied these opportunities. This is the correct thing to do in an emerging democracy like South Africa and towards the commitment of nurturing and developing young black staff members. This will also require the support of the Board.
- A further example of the Chairperson exposing the organization to embarrassment was the reality when Executives advised the Chairperson, not to attend a meeting at the Anew Hotel in Hluhluwe with the Amakhosi because, it was their meeting and that Board members were not invited. The Chairperson of the Amakhosi was disgruntled and dismayed that the iSimangaliso Chairperson and some five Board members arrived at the meeting uninvited. This caused much embarrassment to the staff of the organization, who were only supposed to be there to see to it that arrangements for the Amakhosi were professionally undertaken and then retreat. The Board Chairperson, took it upon himself to invite a number of Board members. This cost the organization large amounts of money for a less than five minutes meeting with the Amakhosi who accommodated them out of courtesy. This was a complete waste of time. It must be recorded that the Chairperson is overbearing with the ICEO and, is apt not to take advice and continually compromises the Board and the organization. The same situation occurred during the handing over of VVIP cards to the Amakhosi. There was no need for him to travel and be present. He was advised but stood his ground. The handing over could easily have been done by the ICEO and Director of Parks Operations. This was also unnecessary expenditure, wasteful and fruitless in nature. Such scenarios were a feature of his leadership. It was most surprising that no Board member who was present, did not challenge the Chairperson in respect of his unreasonableness and the immense unnecessary financial costs to attend a meeting uninvited and reinforce their dismay, annoyance and complete waste of time and energy. Issues of this nature must not be treated lightly in future and must be dealt with by Board members and the CEO, to stem the tide of wasteful and fruitless expenditure including the payment of unnecessary Board fees to members for attending meetings that they ought not to attend.
- The ICEO was unable to fit into the schedules of the chairperson of the Board because the goal posts were constantly changed and, this allowed him to go to meetings with the incoming CEO without the necessary approval and, all of this was irregular because the ICEO was still in charge of the organization. The ICEO had to cancel his farewell functions with the Amakhosi, the municipalities, the Ratepayers Association and other formations because he insisted to be present but, was not able to fit into the schedules of the ICEO. The ICEO remains disgruntled. Occurrences of this nature if not curbed spells disaster for the organization. The Interim ICEO brought all of these issues to the attention of the full Board, to the late Minister and Executives of the organization by virtue of a letter but, no intervention was undertaken by those concerned and the ICEO received no response from any quarter. In a second letter to the Minister, the ICEO requested that the Minister look at the possibilities of replacing the Chairperson from the Board also because he is coming to the end of his second term as Board Member. It was indicated that this will be the correct thing to do by the Minister.
- This was the state of play with the Chairperson over protracted periods of the ICEO's tenure and, these shenanigans intensified over the last four months of the ICEO' tenure. The ICEO'S letter basically captured truisms and were not allegations against the Chairperson. The Chairperson in three letters to the ICEO indicated that he will respond but, did not respond because, he was unable to respond to the truisms that, the ICEO had brought to his attention. No rebuttal or explanation to my letter was given to the ICEO by the time, the ICEO left the organization at the end of August 2018. This is a great tragedy because the full Board should have taken up the matter with the Chairperson and, they did not find it necessary to interview me. This speaks volumes about the Board. It strengthens the argument that the Board members are not independent and are unable to speak truth to power.

- When the ICEO'S letter reached the Chairperson, the Deputy Chairperson telephoned some Executives to find out about the allegations which were truisms. She did not find it necessary to inform me as the ICEO or discuss the matter with me. This is unacceptable, unbecoming and deplorable behavior by the highest members of the iSimangaliso Board and smacks of gross interference by the Deputy Chairperson getting involved in operational issues. There, was some talk to suspend me from duty because of my letter. A typical knee jerk reaction without checking the facts and bringing the Chairperson to order for his continuous indiscretions. This could not be done because there was no discussion with me as concerns the letter and, there was nothing sinister in the contents of the letter against the Chairperson. It was shared with the Executives within iSimangaliso, the full Board, and the Minister of Environmental Affairs. The ICEO was then requested to take leave of absence by a Board member acting on behalf of the full Board. Only a week was left until my tenure came to an end.
- The ICEO'S departure one week prior to the end of his contract allowed the Chairperson to do what he wanted to do like setting – up meetings with Executives and with the incoming, CEO interviewed Executives, which should have waited until the new CEO officially took office in about ten day's time. This in some ways compromised the incoming CEO in the eyes of the Executives. It was not the fault of the incoming CEO but, total blame must be apportioned to the Chairperson for this error in judgment. This sort of interference by the Chairperson must at all times be kept at bay. The surprising thing is that the ICEO appointed an Acting ICEO and informed the Chairperson well in advance about this appointment but, the Chairperson ignored the individual who was acting and did what he wanted to do, without any recourse to accountability and good governance.
- The Chairperson did not understand the transformation agenda and in spite of the organization being put under immense pressure by the former management and some non – compliant white staff, who displayed their allegiances to the old order and, wanted to see the ICEO and the organization collapse and reflect failure upon a black ICEO and, then possibly scream that they had told the organization about this and, thus revel and bask in their own mythology; crowing about the incompetency of Black managers in general, which was their constant mantra. It would have been a justification on the part of the white staff that, the old order of the former management was the only savior for iSimangaliso. They never looked at their own deficiencies and, the fact that some of them were unqualified to handle the posts they were occupying for protracted periods of time. This was the reality. They had technically overstayed and are overstaying their welcome at iSimangaliso and, morally should have resigned from their comfort zones. They shift like the Darjeeling weather and pay allegiance to any new ICEO or CEO that is about to assume office if it suits their nefarious and nauseating agendas.
- Anonymous letters were written against the ICEO and to the Auditor General and to the Board to look into audit issues from the past and the allocation of tenders. The ICEO raised this issue with the Auditor General and questioned as to how the former management received, unqualified reports for ten years and, as to why clean audits given to them in the past had now become a bone of contention under the ICEO. There was something wrong, in this regard and the Auditor General staff confirmed that outside consultants and not permanent Auditor General Staff, were used for the previous audits. It was also confirmed that they received anonymous letters about particular previous year's audits and this points to the fact that in all probability the former management wrote to the Auditor General wanting to compromise the ICEO because, they would be the only people who would have been privy to this information. Their plot was simple in that they wanted to deflect the organization and the ICEO at a crucial stage of the Auditor General's audit by compromising the ICEO and the audit. Their attempts in this regard failed miserably.
- Together with the CFO and Project Manager Finance and the entire finance team and working late into the cold wintery nights over a period of some fourteen weeks which saw staff becoming ill but, continued to work diligently during these trying audit times. The organization, managed to obtain an unqualified audit report to the disdain of many because, the ICEO proved his bona fides and made the Board and the Department of Environmental Affairs proud. The ICEO proved the prophets of doom wrong. This was a singular honour against all odds but, least appreciated by the Board. It has to be recorded that the organization was run by a few staff members – the ICEO, the CFO, the Director of Parks and the Project Manager Finance, who was also appointed as Acting Director Business Development and, the continued assistance of the Environmental Planner. Very seldom do senior staff and Executives give meaningful inputs into audit issues and often times the correspondence and audit reports circulated to them remain unanswered and unattended to. This is a grave anomaly and must be addressed. In the final analysis the CFO has to do all the work, prepare the audit and financial reports for the Audit Committee meetings and deal with the Auditor General with little or no real support from the Executives. This is a serious issue and therefore mechanisms must be put into place to address these grave anomalies. Since the Board is now a statutory accounting

authority, it should also play a more meaningful role in this regard but, at the same time, it must guard against becoming overzealous, and play a facilitative role beyond the Audit Committees mandates because in the final analysis it is the accounting authority and must be held accountable for the execution of its mandates and duties.

- Most of the other Senior Managers were mere passengers pushing their own agenda and did nothing to assist in the consolidation of stakeholder relations or improve the image of the Park but, were involved in intrigue, criticism and poor public relations exercises, wanting the ICEO to fail. Many of these white staff are like “jackals” and constantly were on chat lines with the former management and, were filtering information to them in an illegal manner. On one occasion the ICEO’S management meeting was taped by some of them and filtered to the former management in a wave of wanting to compromise the ICEO, who received a letter from the former management that alluded to the conversations that were held in this particular meeting. This was irregular and unprofessional behavior filled with malice and vindictiveness. This was despicable and unbecoming behavior to the extreme. The ICEO was aware of the all - embracing reality of eavesdropping upon his meetings and then, perceived and negative comments were filtered out by some of these white staff to all and sundry and, to the former management and, also to white members of civil society. This was brought to the express attention of the Chairperson but, he did not take the necessary action. This proves the ICEOS theory that senior white staff were out to sabotage the institution at all costs.
- This was the lurid state of play within the organization and, in spite of the ICEO indicating that they should work with respect and not pay allegiances to the former management but, display their allegiances to the organization, they did not adhere to this cardinal principle. They could not come to terms that the old order had come to an abrupt end and that, their comfort zones were now overtly compromised. There is no doubt that a chameleons, spots or a tigers stripes cannot be changed and, the inherent danger lies in the reality that these white staff will continue to undermine the new CEO, if not checked. They will compromise those that diligently do their work and place them in camps like they did under the ICEO’S tenure. They have to be rooted out by the new CEO. This must be avoided at all costs and, the necessary action must be taken against them, if they emerge or rear their heads once again to sabotage the institution.
- The white staff were critical of the new stakeholder relations strategy and policy imperatives and constantly expressed that, they do not see the value in stakeholder relations because iSimangaliso is a conservation and tourist agency and, should have minimum inputs into stakeholder relationships. This emanates from the perspectives of their privileged white past and their total lack of understanding, the changing politics of a democratic South African era, a lack of the understanding and appreciation of development issues that affect this region. To this end they display their ignorance, do not understand the dynamics of poverty, unemployment and inequality and, are apt to maintain the misguided historic status quo of underdevelopment and uneven development because, of their previous privileged positions within the organization and in the context of the old South Africa.
- Lastly, the ICEO has to place on record that at the last two day Board meeting held in Durban was, uncalled for. This is premised on the basis that the items on the agenda did not warrant a two day Board meeting. The agenda was prepared by the ICEO and very little direction and inputs were given by the Chairperson in spite of the fact that, it is and was, his responsibility to prepare the agenda. For several Board meetings including committee meetings of the Board, the ICEO, in the absence of a Board Secretary for a protracted period of time collated all documents and put the Board and committee agenda as Board Packs together and circulated them, to all Board members. This is not the duty of the ICEO but the ICEO undertook this duty as a Good Samaritan with little appreciation from the Deputy Chairperson and Chairperson of the Board. The ICEO was surprised that the Deputy Chairperson expressed her disquiet about the quality of the agenda and the Board Pack. These sentiments were expressed unnecessarily and without ascertaining the facts. Although she was overseas and joined the meeting through a skype linkage. The Deputy Chairperson can also at times become overbearing. A tacit example of this was when in one of the ICEO’s monthly report he document issues against the Chairperson and was told by the Deputy Chairperson that, the ICEO withdraws the contents against the Chairperson because, it will be on record and will tarnish the reputation of the Chairperson. The ICEO refused to withdraw the statements against the Chairperson on the grounds that the ICEO was pointing out the facts as they had occurred. The Deputy Chairperson took the ICEO to task referring to the word saga used by the ICEO in the said monthly report. The ICEO wrote to the Deputy Chairperson indicating that she was completely out of kilter in her accusations against the ICEO and that she desists in wanting to school the ICEO in the English language. Observation on many occasions revealed to the ICEO that the Deputy Chairperson was in the camp of the Chairperson and a huge supporter and was in many ways a silent and sometimes a vociferous “praise singer: of the Chairperson of the iSimangaliso Board. In this sense she lost to some extent her status of credibility.

- The Board Chairperson agreed with the Deputy Chairperson although he had ratified the agenda and, made inclusions to the agenda and, accepted the Board Pack that was circulated well in advance to all Board members. The Deputy Chairperson had written to the ICEO expressing her dissatisfaction with the quality of the Board Pack. Naturally, the ICEO was disgruntled and expressed and registered his disquiet and refused to change the Board Pack and the agenda. The issue of the appointment of a Board Secretary was raised with the Chairperson but, he did not take the remedial action required to appoint a Board Secretary. However, not applying his mind to the issue he indicated that, a temporary secretary be appointed. The ICEO refused to do so because, it would have been wasteful and fruitless expenditure and moreover, a temporary secretary would have had to be trained and this would have been the responsibility of the ICEO. This would have taken a long time to action and would have been an exercise in futility. In terms of the new approved structure, it is the responsibility of the Board to advertise, interview and select an appropriate candidate to perform this grueling task. This is a clear indication that the Board Chairperson does not apply his mind to issues and is apt in making unreasonable requests to the ICEO accompanied by continuous mistakes.
- On the other hand at the last Board meeting, the ICEO had indicated that he had professionally completed the first part of the transformation agenda and that, the request and the Chairperson's persistent insistence that, the ICEO conduct the paper work for the second phase of the transformation agenda, make the money available for this exercise and deal with the appointment of the Director Business Development, including the matching and placing of staff and other issues that technically would have been the duty of the incoming CEO. He refused to listen and carried Board members with him ordering the ICEO to complete this exercise and that, a Board member will be present to oversee the exercise. This exercise was to be completed in less than a month. The Chairperson did not action the appointment of the selected candidate for the position of Director Business Development, in spite of the money for this position being made available. This was uncalled for and speaks of a distinct agenda that the Chairperson was engineering. By Board resolution the Board approved an acting allowance for the individual that was acting in this position. This was not good enough because it deflates selected and committed individuals within the organization. He knew very well that there was no time because, the tenure of the ICEO was coming to an end. The ICEO assembled a team of Executives and together with a Board member and representatives from the Department of Environmental Affairs completed the exercise and made the funds available to implement the agreed to principles by compromising the budget of the institution. The second phase of implementation of the transformation agenda was now made all the more easy for the incoming CEO.
- All reports concerning this exercise was made available to the Chairperson. It must also be placed on record that the Chairperson over the period of the tenure of the ICEO failed miserably to raise any extra funding for iSimangaliso from the National Department of Environmental Affairs, in spite of his many meetings with the Department or failed to raise funds with his Board Members from outside benefactors or for that matter from the private sector. This was the state of play under the Chairperson and his shenanigans continued unabated and often times compromised the ICEO and the organization. It must be plainly put that good governance and accountability was overtly compromised by the Chairperson of the Board and that most of the Board members complied with his unusual requests and did not stand – up against the Chairperson nor support the ICEO in the main and, many of them are therefore, also complicit in respect of their compliance and agreement with the Chairperson on issues that should have been rejected and that they should have called him to order in no uncertain terms.
- The ICEO had discussions with the DEA representative from Operation Phakisa with regards the building of a conference center at iSimangaliso for purposes of renting the proposed conference center to raise funds for the organization. The center could also be used by the organization on a user payment center. This will be a move in the right direction because St. Lucia does not have a good conference center. The proposed site is at the back of iSimangaliso overlooking the lake. The idea will be to also put up some buildings for renting as restaurants and attracting more visitors. The new CEO must follow this project with the DEA representative. The local FNB representative was engaged together with a senior FNB representative from Johannesburg and it was agreed with them that some money will be made available for defined to and agreed to programmes. The discussion with them should once again be revitalized and taken forward by the new CEO. It is efforts like these that the Board makes no inputs and the Chairperson remains silent with regards raising external funding for the Wetland Park Authority.
- The ICEO within two months of taking up his position at iSimangaliso had identified through observation and experiences that the Director of Parks Operations was a talented young person who had previously worked at Ezemvelo as a conservation officer and, subsequently joined iSimangaliso and, by now had about eighteen years of

experience in conservation with ten years at iSimangaliso and, had been promoted to the position of Director of Parks. He was holding the position for about six years and had immense knowledge and institutional memory of the organization and is undoubtedly an immense asset to the organization. The ICEO took it upon himself and gave him much exposure to administration and work related issues, in order that he emerges and exerts himself as a top Executive. The ICEO appointed him on several occasions to the position of Acting ICEO because, of his talent and willingness to lead the organization. His immense potential was brought to the attention of the Chairperson on several occasions and with the express understanding that he be given an opportunity to serve iSimangaliso in a higher position. The Chairperson indicated that he registered the talent and saw him emerge during my tenure. It was also brought to the attention of the Chairperson that the organization must promote personnel internally and rely on the home – grown timber that was available for purposes of continuity.

- The Director of Parks Operations applied for the position of CEO and according to information on the interviews performed very well. However, he was overlooked for the position of CEO. The Chairperson indicated that he was too young to be a CEO. At age of 42, it is mind boggling that the Chairperson put forward this spurious argument when one considers that the Director of Parks had the experience and held the necessary academic qualifications and, was acceptable to most of the staff. In spite of the fact that the filling of critical posts were identified and approved by the Board, it would have been prudent for the Board and the ICEO to make a concerted effort to appoint him after an interview process to the second highest position within the organization as Chief Operations Officer (COO – Director). This did not materialize during the ICEO'S tenure. The ICEO indicates that according to the outcomes of the CEO interviews that the Chairperson without accountability had recommended three successful candidates to the Minister for appointment to the position of CEO of iSimangaliso. It is normal practice to recommend the best candidate to be appointed and not submit an array of names to the Minister. The ICEO places on record that in many ways the CEO interviews were compromised for many reasons that are not enumerated or discussed, and that the filling of the post was socially engineered by the Chairperson with the concurrence of the interview panel who in the main were Board members and information has it that, DEA staff who were present in the interviews as observers were allowed to push their own agendas wanting a certain outcome to prevail. The Chairperson did not stamp his authority upon the CEO interviews. This in no way casts aspersions on the candidate that was eventually selected as CEO. However, it is necessary to document this episode in the history of iSimangaliso. It is hoped that DEA will investigate this matter. South Africa will never emerge into a democracy that we can all be proud of, if issues of this nature are not addressed in the interests of the nation as a whole and that positions in higher echelons of any institution must be solely based on merit.
- Often times in terms of the Annual Performance Plan (APP) which is coordinated by a senior staff member with necessary inputs from other staff; at Board meetings the Chairperson and Board members will request changes to the APP and the Portfolio Committee submissions and, insist on changes to unnecessarily stamp their authority over the ICEO and senior staff who prepare these documents following the prescribed formats as stipulated by Treasury, the Department of Environmental Affairs and the Portfolio Committee. These interventions are and were totally unnecessary and, is a clear indication of the interference of the Chairperson and certain Board members to get intimately involved in the organizations operational issues, which does not fall under the Boards mandates and jurisdiction. There has never been any query from any quarters about the submissions made by iSimangaliso to any government department or for that matter to the Portfolio Committee.
- All of this was not recognized by both the Board and more so the Chairperson, and the Department of Environmental Affairs. Issues of this nature are too many to enumerate. All of this impacts negatively upon the organization and compromises stakeholder relations and tarnishes the reputation and image of iSimangaliso and, ushered in a period of low staff morale.
- The ICEO completed his task of the first stage of the transformation agenda with the professionalism it deserved and, set the pace for an orderly second phase of the transformation agenda and process to be ushered in by the new CEO in conjunction with the Executives.

In concluding the remarks made about the Chairperson of the iSimangaliso Board and the Board as a whole, it must be recognized that one needs to serve in the interests of the organization, its constituencies, and in the interests of the nation and its people and, not to serve one's own narrow and parochial interests, which became the order of the day at iSimangaliso. The following quotations clearly exemplifies the situation that one encountered at iSimangaliso and therefore, sums up the situation most appropriately:

“It’s not a measure of health to be well adjusted to a profoundly sick society” (Jiddu Krisnamurti – 2018 (Google Quotes).

“None are more hopelessly enslaved than those who falsely believe they are free” (Wolfgang Goethe, Google Quotes, 2018).

The following quote is from Ann Rand which more than appropriately captures the scenario in South Africa. It was quoted by Ann Rand in 1957 and aptly describes South Africa as follows:

“When you see that trading is done, not by consent, but by compulsion, when you see that in order to produce, you need to obtain permission from men who produce nothing, when you see money flowing to those who deal, not in goods, but in favours, when you see that men get richer by graft and pull than work, and your laws do not protect you against them, but protect them against you, when you see corruption being rewarded and honesty becoming a self – sacrifice, you may know that your society is doomed.”

Ann Rand further added and this aptly fits into the discussion undertaken in this part of the narrative:

“The truth is not for all men but for only those that seek it.”

Having delineated and documented the issues that permeate the Chairperson of the Board of iSimangaliso and, his workings with the ICEO, over the twelve month period of the ICEO’S tenure at the Wetland Park Authority (iSimangaliso), it now becomes necessary to continue with the finite discussion of the narrative as was explained above. It became morally important to document these episodes. It would have been morally and ethically wrong on the part of the ICEO not to document these episodes and, it will have gone against the moral compass of the ICEO not to do so. The documentation of these episodes will also be important to government and the Department of Environmental Affairs, in order to put into action the necessary remedial action. By the same token, it will be important to the common man and for the South African public to understand the issues raised in this part of the narrative, because as South Africans we owe it to them.

It must also be registered that the South African press and the many Commissions of enquiry that have been instituted against many State Owned Enterprises, exemplifies the rot that, has set in and consolidated itself, in many of these state institutions and, to this end many chairpersons of these SOE’S became a law unto themselves and served and serve their own interests and not, the interests of the nation and South Africa as a whole.

5. THE KEY CHALLENGES ALLUDED TO ABOVE WERE IDENTIFIED AS FOLLOWS:

- “Disparate stakeholder expectations and needs of different stakeholder groups. These are in the region of 640 000 people living in and around the Park, fourteen Traditional Councils, twelve Land Claimant Groups, NGO’s, business owners, subsistence users, five local municipalities, two district municipalities among other interests and needs, should be balanced with effective and proper conservation of the World Heritage Values, which by implication requires that, limits be placed on the use of natural resources in the interest of sustainability. Of these groups, arguably the highest priority group from a livelihoods perspective, and the group with the highest expectations, is the local communities. Youth unemployment is in the region of 80 percent, general unemployment is upwards of 40 percent; many people do not have access yet to basic services such as water and electricity, and education. It is obvious that these services are not the responsibility of iSimangaliso and points to the failure of municipalities to provide these essential services. To this end a few commitments have been made by iSimangaliso consistent with its mandate. These are articulated inter alia in the nine co – management agreements which have been signed with various Land Claimant Trusts. The ability to deliver simultaneously against nine co – management agreements to the scale expected by communities is curtailed not only by the limits placed on development due to environmental considerations (and the limited budgets available), but also the impacts of global recession and now the recession that has confronted South Africa. This impacts negatively upon the financial markets and depresses the South African economy. To counter this, iSimangaliso would have to be resourceful in the sourcing of grant funding for community tourism investments as well as the provision of short – term benefits, while the tourism investment market recovers more fully (This cannot be used as a convenient excuse because the depressed rand and its poor performance should attract more tourists but, the problem lies in the all – embracing reality that the Park has failed to sell itself to international tourists in terms of branding because, very little money is channeled to advertising the Park in a sustained and coordinated manner with no monetary inputs from the Department of Environmental Affairs or for that matter from the province and business entities).
- Equitable access to the Park is also a challenge. Presently the Park policy caters for equitable access for specific user groups, more specifically, local communities, school children and Land Claimants. As of 2018 the Park has

issued VVIP cards to the Amakhosi which was never done previously. Two cars (4x4's) will be allowed into the park whenever an Amakhosi and his entourage visit with plus / minus 16 people gaining entry into the Park free of charge. A tremendous amount of revenue will therefore be lost. This is short sighted because it now brings to the fore other groupings that want the same privileges and this cannot be done for obvious reasons and, because of the loss of revenue to the Park. This was engineered by the Chairperson of the Board who has his own agenda to the detriment of the Park. It was hoped that this will have further enhanced stakeholder relations. It has backfired because some Amakhosi have indicated that the cards will not be used because their communities see the Amakhosi siding and colluding with iSimangaliso and other government institutions.

- The Park includes nine percent of South Africa's coastline and apart from St Lucia beach access is charged for. There is increasing pressure to zone another recreational beach - Sodwana beach, for unpaid use. However, several operational costs are covered by the revenue generated from access charges which is in the region of a meagre R 5 million per year or about 2 percent of the total budget and of this 8 percent is allocated to the 12 Land Claimants Trusts. The Land Claimants are unhappy with this arrangement and believe that they should be given higher amounts of money because the land belongs to them. For this to happen other sources of funding should be generated before a change of policy can be considered by the Park Authority. The matter was raised with the Director General of Environmental Affairs by the ICEO. As things stand currently, it shows that the Park has no capacity to raise large amounts of money.
- It must be recorded that the post of Director Business Development is being held by a person in an acting capacity for a protracted period. This state of affairs is unacceptable. The post was duly advertised in the press, interviews were held by an independent panel and recommendations for the appointment of the selected candidate together with an independent motivation by the ICEO in terms of the law was forwarded to the Board. The chairperson by means of a letter indicated that there is nothing to worry about and that the Board has no objection to the appointment.
- The appointment was stalled by the Chairperson indicating that that it was too close to the appointment of the incoming CEO and that, such an appointment will set - up the incoming CEO for failure. There was no validity to this spurious argument put forward by the Chairperson of the Board. It must be registered that the post of Business Development Director was advertised and the selection made some 16 weeks prior to the incoming CEO assuming office. The chairperson indicated that the incoming CEO must vet and approve the position. This was irregular and technically cut the wings of the ICEO and that, all decisions for a period of twelve weeks prior to the assumption of duty by the incoming CEO must be approved by him. This is a clear indication that the processes of the rule of law, sound governance and accountability was being flouted by the Chairperson of the Board without reference to the full Board. This smacks of authoritarian behavior on the part of the Chairperson of the Board and does not augur well for the future of the organization. At the time of writing this paper, the former ICEO made no enquiry about whether the position was filled and is oblivious of any appointment because the former ICEO keeps aloof of what is going on at iSimangaliso since his departure on the 31st of August 2018.
- The ICEO places on record through the process of observation that, the Chairperson together with some Amakhosi, other members of communities are but an "old boys" club and engineer the outcomes of the iSimangaliso agenda to their advantage using political clout at the provincial level. Anyone that goes against their agenda like the ICEO managed to do are marginalized and paid scant reference to. By the same token authentic evidence was provided to the ICEO that a certain position was promised to a preferred candidate before posts were advertised. If there is any truth to these allegations, it will spell disaster for the organization, usher in an era of fear among staff and dampen staff morale.
- The institutional environment – the legal complexities affecting development including the constraints placed on the types of deals that iSimangaliso can negotiate with the private sector, concurrence between government departments flowing from legislation that applies to the Park is of vital and cardinal importance. One of the bones of contention is that, and has not been addressed by the Park, and its historical refusal to use the buffer zones within the Park to empower local communities in respect of agricultural and other necessary development imperatives has not assisted the Park to improve stakeholder relations. The offer to use the buffer zones by the Departmental of Environmental Affairs was refused by the former CEO and the management of the Park at that time (DEA, 2018). This issue must be fully explored by the current and future management of the iSimangaliso Wetland Park Authority and discussed with all parties before any consensus is reached.

- One of the downsides of developing and consolidating stakeholder relations in the North of the Park has been plagued by the cutting of fences with impunity by the Mbila community. Recently, this phenomenon has increased with the exchange of gun fire and one person was allegedly shot. In another incident, it was reported that there was an exchange of gunfire by iSimangaliso and Ezemvelo security, fortunately no one was injured. This is a serious situation and sooner or later there could be fatal consequences which could compromise stakeholder relations. It becomes incumbent upon the Amakhosi to intervene and keep their communities at bay and, to impress upon their communities not to damage Park fences and valued infrastructure and await the outcome in respect to their demands for land. The first case was handed over to the police to investigate whilst the second case is also been investigated by the police in Mbazwana.
- Recently there has been a groundswell of opinion against iSimangaliso by the Dukuduku community, accusing iSimangaliso for not doing much for them in respect of development issues. It must be clearly understood and appreciated that iSimangaliso is not a municipality and therefore, their demands are misplaced against the Park. Two meetings were held with the Dukuduku community spatial initiatives programme being conducted by the Kwa Zulu Natal's Premiers office. Much time has elapsed in this regard, large amounts spent on this initiative but no tangible inroads have been made. The development programme must be conducted by the requisite provincial departments of the Kwa Zulu government and not by iSimangaliso because, the spatial and development initiatives fall outside the jurisdiction of the Park Authority. Because of the slow pace of the spatial development initiatives for Dukuduku, the communities look to iSimangaliso for a strategy and plan and believe that, the spatial initiative programme must be undertaken by iSimangaliso. This is wrong and short sighted and that they should be engaging their municipalities and other local formations. All of this compromises the Park Authority and technically the Park cannot intervene in a meaningful manner but, could be a partner in some limited form in respect of some issues like conservation and issues that permeate the buffer zones and will be willing to work with the municipalities and other formations.
- The issue as concerns land is becoming volatile and dangerous in the Kwa Zulu Natal Province and as recently as April (2018), the SABC programme Carte Blanche reported extensively on two South African Indian farmers growing sugar and marigold flowers who were driven from their land by unruly mobs. They purchased the land in 1933. This scenario unfolded because the Inkosi of the area is claiming extensive land tracts from the state up to the city of Durban, and urged his community members to occupy the land, owned by these two farmers and, a process of allocating land for building purposes on this land, not owned by him or his community. There is no legal basis for this and both the provincial and national governments are passive onlookers trampling upon democracy and the rights of citizens. They have allowed the complete erosion of the rule of law and are not in the game to protect so – called minority rights and are assisting in creating dangerous and unfounded precedents. The Inkosi has the support of the Ingonyama Trust Board, which has become a law unto itself and is creating a fear syndrome and, in addition supporting the rise of Zulu ethnicity and racial Zulu nationalism with the support of the Zulu monarch. This has also seen hundreds of black farm workers losing their jobs and the two Indian farmers have been forced to quit the land, bring their farming enterprises to an abrupt closure. Although these cases were reported to the police, nothing has been done to arrest the culprits or for that matter arrest the volatile situation. The provincial government has failed to intervene decisively and have left the issue to chance. This is a dangerous phenomenon and could spill over to many other parts of the province, including the surrounds of the Wetland Park Authority. This will heighten tension and depress the economy further and heighten the bravado of the protagonists of ethnicity and racial nationalism. In other words, a general lawlessness has now engulfed many parts of the province as concerns the land question and this could lead to extreme forms of violence and the complete erosion of the rule of law. This will further dampen stakeholder relations and the quest for coordinated, sustained and necessary development initiatives and programmes.

6. HISTORICAL ANALYSIS – THE PRE – COLONIAL PERIOD

“In pre – colonial times the region under discussion was inhabited by human communities engaged in hunting, gathering and sophisticated and rudimentary forms of shifting cultivation. No political ties between various communities, in the classical sense, are evident and no signs of state building can be traced within the polity of these communities in the Kwa Zulu Natal region. Save to say that, the Zulu King was primate and monarch of the Zulu nation and, there was and is an allegiance by the people and the different Amakhosi and their tribes to the all – encompassing authority of the Zulu monarch. Differences in power and privilege within the human communities were very small and consequently, there was hardly any

socio – economic stratification, “Specialized political roles had hardly developed; the most common function of the tribe’s headman being to provide minimal leadership for the group. His actual power mainly depended on his personal qualities as a leader, rather than access to resources which was considered as the property of the whole community. There was sufficient land and other vital resources and consequently the concept of private ownership of land, animals, plants and fruits was unknown” (Pienaar, 1990: 1 – 35; Alcock, 1973: 2 – 16). It must be noted however, that human communities of the time including the Zulu people coexisted peacefully in the main but “At times there was violence and evidence of subjugation and coercion by stronger tribes or communities against those that were considered weaker” (Wylie, 2006: 44 – 49).

British colonialism (In the case of South Africa) brought with it a new brand of daily life and the descendants of colonials rapidly increased. As in other parts of the colonial empire, economically and culturally dominant, able to control the regions land and labour (Karodia, 2007: 39). In the case of Kwa Zulu Natal’s Northern Kwa Zulu Natal Region “The eastern sea shore of the sea on both sides of the sea, along the Umfolozi River, the United Corporation of Sugar Planters (UCOSP) came into existence, some plus / minus 30 years ago. They formed the Sugar Association and constructed the Umfolozi Sugar Mill. Thousands of hectares of land rich for sugar cane farming in this area was ceded and given mainly to British colonial settlers at a very nominal price and, in many cases through political patronage and also at the inception of British colonialism in South Africa and particularly in the then province of Natal. In many parts of Kwa Zulu Natal Province large corporations like Tongaat Hullett’s control the sugar industry. UCOSP formed the Umfolozi Sugar Mill (USM). This action displaced the local communities who now had no say in respect of the land that they historically owned and occupied. Some employment was created for the local population. Only two Black farmers (This might not be an accurate figure) are cited along the Umfolozi River controlling small tracks of sugar land and are affiliated to UCOSP as a cooperative and, support the two black farmers in respect of marketing their sugar through the cooperative and, support the two black farmers in respect of marketing their sugar through the cooperative. This has been a travesty of justice and an indictment to the provincial government and to UCOSP as a cooperative that the historic status quo has been maintained and that there has been no meaningful intervention to promote black sugar farmers. It is also an indictment against many other sugar associations throughout the Kwa Zulu Natal Province. Much to the detriment of black advancement and development into the lucrative sugar industry of Northern Kwa Zulu Natal. Nearly 25 years into South African democracy, the government has not been able to intervene decisively to redress these major imbalances within the sugar industry. The situation after British colonialism and the ushering in of the despicable policy of apartheid by the Nationalist Party. White farmers were given virtually free land and government support and thus their positions became entrenched over time (Discussions with the Director of Parks of iSimangaliso, Sibiya, S. (2018 April).

All of this brought about growing exploitation of the indigenous labour force. At the end of the colonial period, a small oligarch of a minority of Afrikaners ushered in and perfected the British policy of segregation. This resulted in the indigenous people being forced to abandon much of their traditional way of life and, were forced to settle in the peripheral areas and, to work on the South African mines as migrants. The Christian missionaries also played a significant role in aiding the colonial and apartheid rulers and succeeded in concentrating the indigenous peoples in various tightly – regulated communities” (Karodia, 2007: 39). Karodia (2007) further points out that “Through a rigidly enforced system of trade licenses and its own massive participation, the apartheid government and British colonialists designs prevented the growth of both the subsistence farmer and commercial black farmer to emerge under the guise of the empowerment of white farmers through political patronage, for the landlords who were white.” Most of the Zulu people did not enjoy physical benefits and material well – being to identify with the subsequent homeland policy of the Bantustans. All of this was achieved by the architects of British colonialism and the apartheid ideology. In short, the paternalistic, not to say authoritarian tradition which stretched from the period of colonial and church domination to apartheid, became a way of life for the majority in this region.

The British settlers, Afrikaners and landlords and foreigners in general together with influential politicians took possession of the land without serious resistance from the local population who, in the main remained and remain illiterate and, badly informed about the decisions taken by the democratic and erstwhile apartheid governments and, most of the Zulu people in the area were too poor to acquire property rights because, they were denied this right. Simply put the majority population was subordinated to a rural bourgeoisie. The politicians concentrated on safeguarding their own interests and those of foreigners and “big” business, as large land – holders. It must be remembered that the rural masses were not and are even today not a homogenous group and, several subgroups with their own specific interests are and were distinguishable. The lack of social homogeneity and the decreasing spirit of unity at the national, regional and district levels was a bottleneck and perhaps even today for the emergence of large and successful peasant movements in Kwa Zulu Natal, such that, more radical changes in the position of the rural masses have not materialized in and under a democratic South Africa.

7. A BRIEF HISTORICAL REVIEW OF COLONIALISM

7.1 Pre – Colonial Up to 1884

“Prior to 1840 the Zulu communities usually settled in large communities, housing 5000 to 10 000 people. These large communities were involved in subsistence farming, cattle and cultivation. Agricultural work was divided according to gender. Men looked after the cattle attached to the household whilst females cultivated, ploughed, planted, weeded and reaped. Land was allocated by headman to the elders of an extended family who, in turn, subdivided this amongst themselves and their sons. Women focused their attention on growing drought – resistant crops such as sorghum, maize, cowpeas, melons, pumpkin, sweet reed and beans. They also shifted their yield sites according to rainfall, using hill slopes and valleys in good rains and silty land near river beds during times of drought. The tools that were used were very simple. Work was hard and yields low. Cattle were used primarily for milk, with slaughtering for feasts. Two factors changed this situation. Firstly, there was the introduction of the single – share plough after 1840 and secondly, the opening of diamond mines in South Africa (Consider migrant labour). The single – share plough brought men into agricultural production, as it required the use of cattle. Wealthier farmers could grow irrigated crops and sell a surplus to white traders.

7.2 Colonial Period:1884 to 1936

With the opening of the mines and expansion of the urban population, the region was stripped of trees and more land was given to the cultivation of crops for sale. Poorer families were forced to find work on the mines. (The colonial legacy destroyed family life and brought with it accompanying challenges and grave problems and overt challenges for black people and families throughout colonial South Africa). With the annexation of British Bechuanaland in 1884, a hut tax was introduced, which increased the need for cash income, and thereby, the necessity of employment in the mines. In addition, we see in the then South Africa that white settlers began to charge rent to Africans for using their land for grazing. By the 1890’s, locations and reserves had been established. The boundaries were entrenched by the 1913 Natives Land Act, which limited the area of land which could be used by the black population.

From 1920, further changes in the agricultural process took place with the introduction of the double share plough, tractors and other farm implements. The double – share plough could stand upright and did not require women to steer it. This meant that women were no longer involved in the ploughing and planning of the land. More importantly, however, agriculture in the region during this period was shaped primarily by the forces affecting agriculture in South Africa. Growing populations, overgrazing, the improper burning of pasture, recurrent droughts, raging epidemics of rinderpest and other diseases, wide swings in prices and the vicissitudes of war and economic depression, affected South African farmers of all colours. However, after 1913 many measures were introduced by the government to protect white farmers. These measures had little positive benefit to farmers in the locations and reserves. The tariffs which protected the home market for agricultural products and export subsidies which opened the way for larger overseas sales of maize, sugar, wine, wool and dairy products, did not reach the black farmer. The colonials excluded blacks and consolidated the farming enterprises of the country, in the interest of their capitalist agenda for exports to their motherland and other international destinations. Likewise, the extension of the railways and roads tended to neglect areas designated as African, and the Land Bank and Cooperatives established from 1912 and 1922 did not provide credit for the black farmer.

7.3 Pre – independence 1936 onwards

Active development intervention in the areas of South Africa, set aside for the occupation of blacks can be traced back to the establishment of a Native Agricultural and Lands Branch within the Department of Native Affairs in 1929. Having an extremely limited budget and the equally narrow range of responsibilities, this branch focused its activities on soil conservation and the stabilization of grazing. The Native Trust and Land Act of 1936 extended this responsibility and, besides expanding the area of land set aside by the now infamous Native Land Act of 1913. The 1936 Act, also established a body known as the South African Native Trust to administer those areas set aside for black occupation by the 1936 Act. The same period witnessed the final collapse of peasant agriculture in the designated black areas with rapidly falling total production and productivity levels from the mid – 1940’s. Migrant labour became entrenched as the major economic activity with the potential of agricultural activities being totally eroded and permanent – out migration to urban areas took place.

Despite the apparent shift after 1945 from a purely conservationist approach towards a greater focus on agricultural viability, little real action took place until the Tomlinson Commission in 1955. The Commission stated that the aim was “To

help the Bantu develop an efficient and self – supporting peasant farmer class in their own areas and that development problems were the connection of the perceived bad farming practices of black farmers.”

A wide range of strategies were recommended to accomplish this, including the Commission’s endorsement of the proclamation of “betterment” villages; the emphasis on the creation of “economic farming units” and the recommendation that the government establish Development Corporations for the reserves which would promote agriculture and provide guidance and capital to aspirant farmers; with respect to agriculture; and this was two - fold. Firstly, there was the fostering of an “African farming class based upon, the transfer of “modern” techniques and resources, access to privately owned land, and the commercial marketing of crops. Secondly, the rationalization of and usage of non – commercial rural dwellers. The Commission emphasized that “sub – maintenance farming” could not be permitted and the number of farmers should be limited. The latter recommendation led to the establishment of the Bantu Investment Corporation’s Act of 1965, which allowed for the establishment of individual corporations.

However, despite the effort put into planning during this period in the form of “betterment plans,” there was a dramatic decline in the proportion of subsistence requirements that the inhabitants could produce from agriculture after 1955. Forced relocations due to group areas evictions, retrenchment of farm labourer’s and the tightening of influx control restricted permanent out – migration and led to a dramatic increase in land pressure during the 1960’s and 1970’s. Apart from the trauma experienced by the people who were uprooted, one of the results of these actions was the severe increase in the pressure placed on the environment by the settlement of large numbers of people on restricted land space. This land pressure contributed towards the failure of “betterment planning” as recommended by the Tomlinson Commission. The shortage of land at even this early stage forced the implementers of the “betterment scheme” to repeatedly sub – divide the “family units” in an attempt to accommodate more people who needed to participate in the scheme. The set income targets from agriculture were therefore never attained” (Pienaar, 1989; Pienaar, 1990; Promnitz, 1992; Jordan, 1986; Jones, 1999; Karodia 1990, 1991, 1995 and 2007; Johnstone and Clarke, 1982; Alcock, 1973; Baatjes, 2003; Bembridge, 1987; Bundy, 1988; Low, 1986; Tomlinson Commission, 1955).

From the above expose, it is obvious that the colonial and apartheid legacy succeeded in:

- Destroying African life and its family life.
- Completely marginalized the indigenous population of South Africa, in respect to the access of land and technically stole the land from the indigenous population.
- It must be remembered that although Kwa Zulu Natal did not accept homeland status as was proclaimed by the apartheid National Party, it became a self – governing autonomous Bantustan and, often sided with and played into the hands of the then ruling apartheid government. This was a negative because it sided with the apartheid state and many of its leaders were consumed and maintained the status quo, and were overtly involved in the suppression of the Zulu people.
- Brought into effect the abhorrent migratory labour system that devastated the local populations and, in many ways annihilated African family life.
- Brought about very little development of the people.
- Destroyed the agricultural potential of black people.
- Did nothing for the black population in respect of agriculture and education.
- Destroyed any real hope of giving impetus to any form of stakeholder relations with local communities (Under the democratic government of South Africa, this imperative has moved very slowly for the majority of communities. It is a question of acquiring land after dispossession and this has come back to haunt the democratic government. This has caused communities not to cooperate with the democratic government and, has put paid to many development imperatives). In enhancing communities and developing stakeholder relations which the democratic government of South Africa must redress, with reference to the land issue, before any sustained, acceptable and coordinated development initiatives can be pursued, in and around the iSimangaliso Park area and in this part of Northern Kwa Zulu Natal.
- Instilled a long era of fear and the implementation of draconian laws to suppress and annihilate local populations to a point of no return.
- Created a host of other problems and challenges for the indigenous population and their after effects still linger on after nearly 25 years of South African democracy.

- Given this colonial and apartheid legacy, the reconstruction of black life and the emergence of and the restoration of black dignity, will take a prolonged period to consolidate and nurture post 1994.

In concluding this complex and important literature review of the prevalent and past historical situation, which makes – up the fundamental narrative, as it relates to research in this paper, the following remarks are made by the researcher. It must be noted and acknowledged that authority is not exercised for itself or by man for the sake of man. Thus, the exercise off authority must be carried out with the people’s consent and only then can it be legitimacy of authority. This will determine the kind or nature of the political system. In other words, the way of exercising authority in the society. Finally, it is the concerted view and opinion of the researcher that, the apartheid government of South Africa’s largely hands – off policy, in respect of land and the development of rural areas, poses a real challenge to South African democracy. To a considerable extent, this status quo has been maintained by the democratic government as led by the ANC which has failed the rural people of South Africa, and this does not augur well for the future of democratic South Africa. The author was unable to encompass all issues that pertain to this subject matter, given the vastness and complex issues that require greater scholarly understanding, analysis and articulation, as concerns stakeholder relations. This for all intents and purposes must be undertaken by other researchers and the staff of the Wetland Park Authority itself.

8. FURTHER DISCUSSION IN PERSPECTIVE

In further elaborating, many developing countries or regions have increased food production greatly, but a large segment of low income farmers in Northern Kwa Zulu Natal including the surrounds of the Wetland Park have been completely by – passed. Alleviating hunger which is a stark reality in many parts of South Africa including this region of Kwa Zulu Natal; unwise policies, the benign approach of government to intervene decisively, the lack of land and appropriate technology, unequal or dualistic agrarian structures, an inefficient agricultural and developmental bureaucracy, population growth, and many other factors render solutions to the agricultural problems of this region difficult. “Nonetheless, there are only a few countries that have the labour absorption capacity to employ agricultural and rural people uprooted through political change, thus making retention and promotion of small farmers an important goal for the near future” (Buttel and Reynolds, 1989: 350). These realities must bear heavily on the selection of future research priorities within this region. What strategies are then appropriate? Discussion on the factors limiting agricultural production and its retardation, and the techniques appropriate to overcome the Northern Kwa Zulu region’s stagnation, must become a priority of the agricultural and development agenda of the democratic government and its policy makers. “Linking scientist and farmer, rethinking extension’s role by proposing the use of a system’s perspective in the analysis, design and operation of agricultural extension by both the provincial and national government departments of agriculture must assure coherence and efficiency of effort, which are vital factors to rural development” (Drosdoff, 1984: 4). This has been sorely lacking in this region.

The question always arises how far members of the household are willing to accept more work on the land. Chayanov (1996: 68) argued that “As a peasant family grows in size, the working members of the household have to spend more time supporting dependent consumers.” This was applicable to the Russian peasantry because much of the domestic work had been rationalized and there was time to engage in increasing “self – exploitation.” It must be acknowledged further that the situation was and is different in Kwa Zulu Natal and, this part of Northern Kwa Zulu Natal. Domestic work is still a heavy burden to members of the household, particularly women and children. Household division of labour places a limit on how far male members are willing to work on the land. Social mobility and migration to the urban areas is more extensive today than was in Chayanov’s Russia. Thus, it is not surprising that a study of household economies in Southern Africa (Low, 1986) showed that “Peasant household members tend to translate their lower productivity gains into labour savings on the land rather, than more time in the production of more crops. Thus, they have chosen to escape the drudgery of farm work in favour of other employment, even if it is not clear that such work offers higher pay.” The point is that, there are more doors open to the contemporary African peasant than there ever were for Russian peasants that Chayanov studied. One such opportunity to improve agricultural performance in Africa is education. In Europe, the spread of primary education kept pace with the diversification of the economies away from dependence on agriculture. Education helped the agricultural surplus population to move into other forms of employment. Before that, the peasant population had been confined to farm employment because education was generally not available for peasant children. In Africa by contrast, universal primary education has come at a time when agriculture is still characterized by low productivity and, employment opportunities in other sectors are limited.

Education may help the individual peasant child, but it is unlikely to help the national economy and, certainly not agriculture and development in this region, unless they grow roughly at the same pace as education expands. It has not been

realized that in Africa, the peasant does not need the state but, with only limited access to alternative sources of revenue, those in charge of the state need the peasant. The Zimbabwean experience suggests that were capitalism has been allowed to serve the rural masses, peasants have developed new relations with the state and with groups in society (This is a bone of contention and debate, which must be unpacked further).

9. THE ROLE OF WOMEN IN AGRICULTURAL DEVELOPMENT AS AN IMPORTANT CONDUIT TO STAKEHOLDER RELATIONS

In continuing the discussion and debate, in order to focus upon the manifest problems in this area of Kwa Zulu Natal that have been alluded to, it must be recognized that women must constitute an important stakeholder community. It is the opinion of the researcher regarding the role of women in stakeholder relations within iSimangaliso and their role in the developing world, must be placed high on the agenda of agricultural development and therefore, the imperatives of iSimangaliso's direction must be altered to concentrate on women. The policies have brought women into a previously genderless consideration of the links between subsistence and peasant production and the capitalist sector in less developed countries and, have questioned the very nature of the relation of unpaid labour to wage labour both, in more advanced countries and the developing world. "Also development policies will not have their intended effect, or might even produce unintended negative outcomes, if the role and position of women in rural households are not explicitly considered" (Agrawal, 1989; Beneira; 1981; Dixan; 1982: 539 – 66).

iSimangaliso, must fully understand that much is expected of it in this area rightfully or wrongfully and therefore, the instrumentality of policy interventions aimed at rural women is generally clearly spelled out. Some of the concrete areas in which such interventions through expanded opportunities for income generation might be able to produce beneficial results are population control, health delivery, food production, nutrition and the elimination of absolute poverty through extended opportunities for income generation. According to Kabeer (1989: 241 – 262), "Most policy papers tend to stress the intrinsic congruence between the goals of greater equity for women and increased productivity. Women are the de facto food producers and active participants in the agrarian sectors of the "developing world"; some of the main constraints on women's productivity are related to the labour time involved in their daily household maintenance tasks; a reduction of freeing labour time and diverting efforts for income generating activities. This produces welfare dividends for the community at large, especially for children, than men's incomes; women's productivity and potential for income generation maybe raised with minimal capital outlays" (Kabeer, 1989: 258), and to this end iSimangaliso should take into cognizance the issues being raised by Kabeer, which are, "An increase in women's rights of appropriation over resources and over their own labour, should be declared a priority to be furthered by the following measures: the protection of women's existing resources of livelihood; the elimination of discriminatory legislation in the ownership and control of productive assets; the support of extra – household forms of women's labour, the promotion of equitable access to agricultural inputs, credit, extension services and education, the encouragement of an increased capacity for political empowerment and organization."

The discussion that will be undertaken in part three of this paper revolves around two important stakeholders. The stakeholders are Ezemvelo as a provincial parks agency that looks after the conservation responsibilities of iSimangaliso by the processes of delegation and payment to them for performing one of the main functions on behalf of iSimangaliso. The other is the controversial Ingonyama Trust Board that falls under the sole trusteeship of the Zulu Monarch of the Kingdom of Kwa Zulu Natal. Part three of the paper will discuss some issues as concerns land and other salient issues pertinent to stakeholder relations to the iSimangaliso Wetland Park Authority.

10. CONCLUSION

Part two of the narrative placed into perspective some salient issues that were most pertinent to development, agriculture and the importance of stakeholder relations to the narrative as a whole and, its importance to a change in direction required by iSimangaliso to deal with important development issues as concerns, the historic uneven development in this area of Kwa Zulu Natal with particular reference to general development and, the issues that permeate and revolve around the land question and the historic agrarian crisis that requires urgent attention by government, in order to deal decisively with issues that deepen unemployment further, and thus brings about greater poverty, misery and inequality in this the Northern Part of Kwa Zulu Natal. This part of the narrative and discussion enhanced the narrative in respect of the salient challenges that confront stakeholder relations in this area and within the organization iSimangaliso. Much still is required to be done, and this cannot only be left to the Wetland Park Authority alone but, requires the combined resolve of all three spheres of government management in the Republic of South Africa and, all other relevant formations and their administrative machineries to plough in the necessary resources and expertise to intervene decisively and thus improve the lives of the

people of this area, in order to begin a sustained, acceptable and coordinated strategy to improve the general welfare of the people of this region, who have been historically marginalized and trampled upon by the ravages of colonialism, apartheid and under the democratic government of the Republic of South Africa.

BIBLIOGRAPHY

NOTE:

The bibliography to this part two of the research paper will be provided at the end of part three of the paper.