

20
YEARS
1996 - 2016



2016
ANNUAL REVIEW | 2016



SOUTHERN AFRICAN
WILDLIFE COLLEGE

CORPORATE GOVERNANCE 2016

The Southern African Wildlife College (SAWC) was established in 1996 by the World Wide Fund for Nature, South Africa (WWF-South Africa) in close cooperation with interested and affected parties in southern Africa, including national and provincial government departments, other conservation agencies and the Southern African Development Community (SADC). The SAWC is an independent SADC training institution and does not receive a government subsidy.



Board of Directors

Dr. B.F. Soto	Chairperson	National Administration of Conservation Areas (ANAC), Mozambique <i>(Dr. B.F. Sotho has served on the Board since the College's inception in 1996 and was appointed as Chairperson in May 2016 replacing Dr. I.B. Mkhize who served on the Board from April 2009)</i>
Mr. P. Bewsher	Director	Peace Parks Foundation
Mr. S Keswa	Director	Ezemvelo KZN Wildlife
Countess S. Labia	Director	Southern African Wildlife College Trust
Mrs. L.M. Lynch	Director	Peace Parks Foundation
Mr. O.E. Mokgane	Director	Department of Environmental Affairs
Mr. W. Myburgh	Director	Peace Parks Foundation
Dr. G. Raven	Director	WWF-SA
Prof. B.K. Reilly	Director	Tshwane University of Technology
Mrs. T.M. Sowry	Director	Southern African Wildlife College

Organisation

Company Secretary

Mrs. S.D. Hanekom

Executive Committee

Mrs. T.M. Sowry
 Mrs. S.D. Hanekom
 Mr. A. Cornelius *(resigned with effect from end October 2016)*
 Mrs. J. Poultney *(appointed 1 June 2016)*

Audit Committee

Mrs. L.M. Lynch
 Mr. O.E. Mokgane

Auditors

PricewaterhouseCoopers Inc. - Registered Auditors

Bankers

Standard Bank of SA Ltd

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FOREWORD

Twenty years hence

Since its inception in 1996 and in close cooperation with interested and affected parties in southern Africa, including national and provincial government departments, other conservation agencies and the Southern African Development Community (SADC), the Southern African Wildlife College has sought to empower people from Africa, more specifically southern Africa, to manage and conserve some of the world's most biologically diverse areas.

The establishment of this centre of specialization in conservation education, training and skills development, would not have been possible without WWF South Africa's initial vision, the support of Peace Parks Foundation, the incredible munificence of the donor community as well as the generous grant made available by the German Development Bank (KfW) which has made the construction of Phase I and II of the College's infrastructure development possible.

Today, 20 years hence, the College has trained over 15,000 people within the conservation and environmental sector. This includes natural resource managers, wildlife Law enforcement officers and monitors, field rangers, field guides, youth wanting to bridge in to the conservation and environmental education sector, youth involved in environmental services and members of local communities, amongst others. Given the increasing challenges faced, it has become even more critical for this Higher Education and Training institution to impart the knowledge and skills needed to conserve and protect the biodiversity not only of the African continent but the future of our collective natural heritage.

A critical shift

The term biodiversity has provided a critical shift to ensure an inclusive approach with biological diversity referring to diversity within species, between species and of ecosystems. This refers not only to different animal and plant species, microorganisms and their genes, water ecosystems both terrestrial and marine but also to fresh water, clean air, food products and other products such as timber and fibre; all of which contribute to the environment in which we lead our lives. In addition, biodiversity also includes cultural, recreational and spiritual multiplicity, providing an inclusive approach to the diverse nature of what needs to be included within conservation and environmental education, training and skills development.

Notably, in this new human age, the Anthropocene, we use more than half of the world's land for our food, cities, roads and mining; we use more than 40% of the planet's net primary productivity (that's everything produced by plants and animals); and we control three-quarters of all fresh water. We are the most numerous big animal on earth and the next in line are the animals we've created through breeding to feed and serve us. Our planetary changes are on such a scale that one in five species is now threatened with extinction.

Coupled with this is the loss of wildlife species which is estimated to be between 1,000 and 10,000 times higher than the natural extinction rate, with the world's wildlife having been reduced by half in less than a generation.

As a result some researchers believe that a sixth mass extinction is underway, the primary loss of which is man-made. Over-population, over consumption, and the burgeoning illegal wildlife trade paints a dismal picture of the future we face. This is further illustrated by climate change, deforestation, shrinking water supplies, pollution and oceanic dead zones. We as humans are not only threatening the fauna and flora with which we share this planet but also our own futures.

Rethinking conservation practice

It is into this miserable melee of biodiversity loss and habitat that we need to rethink conservation practice. Education, training and skills development plays a pivotal role where real understanding of the issues, collaborative thinking and applied learning are key to achieving results that address social, economic and ecological needs.

Recommendations for policy and practice continue to be developed supported by key insights and best practice from a wide range of analyses and case studies, which include the factors and relationships involved in successful community-level intervention. Within the African context, there is wide consensus that the sustainable use of the continent's natural capital will help to eliminate poverty, achieve development objectives and ensure peace and security. One of the key conclusions is that, without state law enforcement and community engagement through stewardship and people assisting law enforcement efforts of the state, conservation efforts will be severely compromised and the illegal wildlife trade will continue to have devastating and long lasting impacts.

This throws a spotlight on how the needs of education and training have and will continue to change to ensure that our natural resources are well secured and sustainably managed in order to contribute not only to environmental stability and sustainable wildlife populations but also to the economic development of the region.

Future conservation and environmental leaders, policy implementers, law enforcement officers and guardians being trained at the College need to be aware of these social and economic links framed by biodiversity threats such as degradation, fragmentation and loss of habitat, the spreading of invasive species, the unsustainable use of natural resources, change in climate, inappropriate fire regimes, unsustainable harvesting as well as changes within water flows, usage and quality.

This in turn highlights the need to integrate the green economy and natural capital into development planning and into mobilizing additional resources, creating jobs, developing small and medium size enterprises as well as the informal sector whilst also promoting alternative livelihoods, sustainable production and consumption, entrepreneurship and further skills development, including the development of soft skills.

Our approach

The training at the College has always been needs-based and has been underpinned by a hands-on learning-by-doing approach, which in turn has allowed the College to expand its relevance and reach across borders. More importantly this approach has enabled students to implement appropriate conservation practices, adopt new techniques and share ideas whilst addressing some of the key challenges being faced. The College's newly implemented Applied Learning Unit is indicative of the cross cutting methodology now being implemented.

Cooperation with other local and international academic institutions is also being strengthened to help promote innovation, integration, best practice and new thought processes as well as capacity development. This will help ensure that the continent's precious resources can be managed ethically and sustainably. As part of the development of the wildlife economy, the College is also working closely with local communities to protect and conserve Africa's environmental and wildlife assets, which will help promote economic transformation, community beneficiation and poverty alleviation. It is within this context that the College continues to carry out its training mandate.

Sources:

WWF International
ESARO Connect Newsletter
African Ministerial Conference on the Environment (AMCEN) -
Sustainable Management of the Natural Capital in Africa
Gaia Vince - Adventures in the Anthropocene
Ifscience.com
yourarticlelibrary.com
inhabitat.com

“The College is a melting pot which brings together people with diverse experiences and knowledge which facilitates the active exchange of ideas. Sometimes as simple and low level these bonds may be today, I believe that they have the strategic significance of being the seeds of a strong future for international relations between the organizations and different countries we represent, thereby impacting the biodiversity of the region and the world as a whole.”
Lameck Mumba - Zambia - Department of National Parks and Wildlife.



OUR VISION

The vision of the Southern African Wildlife College is to become the most sought after Centre of Excellence in Conservation Education and Wildlife Management training in the southern African sub-region.

OUR MISSION

The Southern African Wildlife College aims through cutting edge, hands-on training programmes, to produce highly competent and motivated protected area managers and conservationists that are able to manage and conserve their protected areas and associated fauna and flora on a sustainable basis within the stated conservation objectives and in close cooperation with local communities.

MESSAGE
FROM
THE CEO





Over the past 20 years the College has worked hard to realize its vision of becoming the most sought after centre of excellence in conservation education, training and skills development. In 1997 when the College first opened its doors, it offered a selection of short course programmes which was followed by its first year long, Wildlife Area Management certificate programme in 1998.

A total of 27 students hailing from Lesotho, Mozambique, Namibia, South Africa and Zambia were enrolled on this programme. From 1997 to 2006 a total of 1,481 students were trained across the certificate, diploma and skills development courses offered.

The number of students enrolled each year has grown steadily and from 2010 started increasing exponentially with over 2,000 students being trained last year (2015).

In 2016, staff and students of the College may have thought they were based on a construction site! Yes, the long awaited Phase II of the College's Infrastructure Development was in full swing during 2016 (with a completion date of December 2017 in sight). During the year under review we completed nine family houses, four single units, a full-fledged ranger camp that can accommodate 200 students, a camp ground, three new classrooms (built in three different eco-friendly styles), 11 new offices and an additional board/meeting room. What a difference this investment is making to the College- and here thanks must go to KfW for their continued support. Roll on 2018 when construction will be complete and the SAWC will be firing on all new cylinders.

Interestingly, the additional infrastructure was not all part of the Phase II project. In 2016 SAWC became the proud home to GKEPF (Greater Kruger Environmental Protection Foundation), an alliance between privately protected areas, Kruger National Park, and provincial parks which will allow better co-ordination and management of security and ecological issues facing the area. Conservation challenges are escalating for us all, so forming

partnerships and alliances for manpower and assets is vital if we are to succeed. With the support of Peace Parks Foundation, a house has been built for Otch Otto the Head of Operations for this Alliance, and a hangar has been co-funded by the Rufford Foundation, Peace Parks Foundation, and the Ivan Carter Wildlife Conservation Alliance which will house the SAWC and GKEPF air assets.

Our K9 unit has finally materialized, with houses being built for the Dog Master and Dog Handler. This investment is thanks to the WWF Nedbank Green Trust. Both the GKEPF initiative and our K9 unit allow our field ranger students to experience applied learning applications, and to be exposed to adaptive management. This "learning-by-doing" approach is part and parcel of the SAWC's training methodology, and we pride ourselves on our innovative training programmes which are constantly evolving to meet the ever changing needs of conservation professionals.

In recognition of our commitment and support to South African youth and communities, the SAWC has been honoured to be awarded three National Treasury's Jobs Fund Projects. The first was a community rangers project which was followed by an enterprise development project which saw 100 local SMME owners trained and mentored. The third project, which was a two year project, enabled the training of 247 previously unemployed people on a year long Natural Resource Guardianship programme, with 10 females being trained as Nature Site Guides. Sadly this programme will come to an end in February 2017, but we can proudly say that the College with the support of the Jobs Fund has enabled the gainful employment of these learners who are now working across various reserves as field rangers and guides.

During 2016 the SAWC's Executive Management established a Long Service Awards programme. On 28 October, to commemorate the day this College was formally opened by His Royal Highness, Prince Phillip in 1996, the Founder's Day celebration and inaugural Long Service Awards took place. A golden bateleur pin along with a cash incentive was awarded to employees with 15 or more years' service to our organisation.

From now on, SAWC will celebrate our Founders Day with all staff, and have a team builder with everyone on campus. It was a day to remember and definitely a major highlight for me during the year under review!

Board members and Golden Bateleur donors will also be awarded these pins as a sign of our appreciation for all the support they have given to us. This College could not survive without their ongoing commitment.

Each year I try to get the Management Team away from campus for a team building and strategy session. This year I decided to expose all the managers to one of our very own projects -a rhino notching exercise! This unique evening started with a wonderful dinner under the stars catered by our own Hospitality Department, followed by a notching and DNA extraction exercise with a rhino on our training area. A short strategic session followed. The event was a resounding success and proved that you don't have to look too far to find the answers you are seeking.

2016 ended up being a record year for donations to the College. Of the total income of R45,000,000 generated, over R23,000,000 was thanks to donor support. This institution is clearly proving to be a good investment in conservation capacity development. The amount of funding for training equated to over 60,000 bed nights and meals to serve! Fortunately the Rufford Foundation helped us invest in new kitchen appliances and equipment which the hospitality team were in real need of.

In closing, I want to thank all our donors and supporters. Year by year you prove to be such an important part of our family. We can't do our work without you. Your support, feedback and encouragement is always appreciated.

THERESA SOWRY
Chief Executive Officer
Southern African Wildlife College

FULL TIME STAFF 2016

Executive Management

Theresa Sowry, Chief Executive Officer
Sharmain Hanekom, Executive Manager: Finance and Human Resources
Jeanné Poultney, Executive Manager: Marketing and Fundraising
(Previously Contracted/Appointed 1 June 2016)
André Cornelius, Executive Manager: Operations (Resigned with effect 1 November 2016)

Finance

Marisa Kruger, Assistant Financial Manager: Corporate Governance and Payroll (Appointed 1 November 2016)
Adele Van Rooyen, Senior Bookkeeper/Payroll
(Resigned with effect from 1 April 2016)
Bianca Theron, Financial Accounting Officer
(Appointed with effect from 1 May 2016)
Melanie Cornelius, Senior Projects Accountant
Nelia Schmidt, Payroll Administrator (Resigned with effect 1 October 2016)

Information Technology Services

Johan Volsteedt, Manager: IT

Human Resources

Lesley Greyling, Manager: Human Resources

Business Development

Clive Poultney, Head: Business Development (Contracted)

Marketing & Fundraising

Phumudzo Ramasuvha, Intern: Marketing and fundraising

Academic Support & Quality Assurance Department

Annelize Steyn, Manager: Academic Compliance & Quality Management
(Resigned with effect 1 June 2016)
Anelle Rautenbach, Manager: Academic Compliance & Quality Management (Appointed 1 May 2016)
Grace Ndlovu, Database Administrator: Academic Compliance & Quality Management
Annemarie Petzer- Moore, Learner Management System Administrator: ACQM

Learning Resources Centre

Sunel Lindeque, Manager: Learning Resources (Resigned with effect 1 September 2016)
Daphne Gengayan, Learning Resources Officer
Nomawethu Zenzile, Resource Centre Intern/Tutor
Aron Lekoloane, Resource Centre Intern

Wildlife Area Management

Dr. Alan Gardiner, Head: Wildlife Area Management
Bianca Theron, Projects Administrator/PA: Wildlife Area Management
(Resigned with effect from 1 May 2016)
Malcolm Douglas, Manager: Wildlife Area Management Qualifications
Fortunate Mathonsi, Coordinator: Wildlife Area Management Qualifications
Marilize van der Walt, Senior Advisor/ Coordinator: Wildlife Area Management
Rodgers Lubilo, Manager: CBNRM (Resigned with effect 1 March 2016)
Sboniso Phakati, RISE CBNRM Project Leader (In Training with effect 17 October 2016)
Martha Themba, Assistant Manager: RISE CBNRM Unit
Linda Hlengwa, Field Facilitator: RISE CBNRM Unit
Thalo Cardoso, Intern: Wildlife Area Management

Environmental Monitors

Collen Mkansi, Environmental Monitor: Wildlife Area Management
Rejoice Ndlovu, Environmental Monitor: Wildlife Area Management
Freddy Nukeri, Environmental Monitor: Wildlife Area Management
Thabisile Sibuyi, Environmental Monitor: Wildlife Area Management
Thomas Ndhlovu, Environmental Monitor: Wildlife Area Management
Vutomi Mnisi, Environmental Monitor: Wildlife Area Management

Sustainable Use & Field Guiding

Dr. Kevin Robertson, Business Unit Manager: Sustainable Use and Field Guiding
Pieter Nel, Senior Trainer: Sustainable Use and Field Guiding
Gawie Lindeque, Senior Field Guide and Trainer: Sustainable Use and Field Guiding

Protected Area Integrity/ AFRTS

Ruben de Kock, Business Unit Manager: Protected Area Integrity
James Petzer -Moore, Manager Training: Protected Area Integrity
Marianne de Kock, Programmes Manager: Protected Area Integrity
Ephodia Mdluli, Programmes Coordinator: Protected Area Integrity
Mercy Ntsandeni, Course Administrator: Protected Area Integrity
Natasha Elizabeth Bruwer, Senior Trainer: Protected Area Integrity
Shepherd Maunye, Class C Trainer: Protected Area Integrity
Excellent Macabe, Class C Trainer: Protected Area Integrity
Meshack Sithole, Class C Trainer: Protected Area Integrity

Ranger Camp Services

Patricia Sihlangu, Ranger Camp Services Coordinator: Protected Area Integrity
Olga Minisi, Ranger Camp Services: Food Service Assistant
Qola Lovemore Khosa, Ranger Camp Services: Food Service Assistant
Perseverance Mnisi, Ranger Camp Services: Food Service Assistant
Lungile Nokuthula Chabangu, Ranger Camp intern (Resigned with effect 1 July 2016)

Aerial Patrol and Monitoring Project

Bruce McDonald, Pilot

K9 Unit Project

Johan van Straaten, Manager K9 Unit: Protected Area Integrity

Security

Abby Malebe, Security Guards - SAWC Main Gate or Campus
Mac Mashele, Security Guards - SAWC Main Gate or Campus
Pleasure Mathebula, Security Guards - SAWC Main Gate or Campus
Experience Mlambo, Security Guards - SAWC Main Gate or Campus
Trust Sihlangu, Security Guards - SAWC Main Gate or Campus
Harry Mahlakwana, Security Guards - SAWC Main Gate or Campus

Community, Youth Development & Access

Christopher Kafoteka, Business Unit Manager: Community, Youth Development and Access
Zanele Mathonsi, Projects Administrator: DEA YES & Youth Access Programme
Sboniso Ryan Phakathi, Community Liaison Coordinator: Community , Youth Development and Access (Appointed to RISE Unit with effect 17 October 2016)
Moses Malejane Maphoru, Training Coordinator: Community, Youth Development and Access (with effect 1 March 2016)
Elias Jijide, Trainer: Community, Youth Development, and Access
Thinatia Seepane, Learnerships Administrator: Community, Youth Development and Access
Candy Morale, Projects Administrator: Community, Youth Development and Access

Hospitality Services Department

Hazel Timm, Manager: Hospitality Services

Reception

Perseverance Maake, Senior Receptionist
Nyiko Mlambo, Junior Receptionist

Logistics

Dineo Chiloane, Manager: Logistics
Candy Morale, Coordinator: Logistics

Food Services

Andre Van Vuuren, Stock Supervisor
Theodore Ngobeni, Stock Supervisor
Precious Mathebula, Shift Supervisor
Calvin Nyathi, Shift Supervisor
Relies Nyathi, Shift Supervisor
Idah Mnisi, Cook
Ranny Sihlangu, Cook
Lineth Monyela, Cook
Vivian Mnisi, Food Service Assistant
Leave Mabaso, Food Service Assistant
Gift Ndlovu, Food Service Assistant

Housekeeping Services

Ruth Mzimba, Housekeeping Supervisor
Maria Gule, Housekeeping Senior Supervisor (Retired with effect 1 April 2016)
Nomsa Mathebula, Housekeeping Services Assistant
Sainet Mkgope, Housekeeping Services Assistant
Elinah Sithole, Housekeeping Services Assistant
Married Thete, Housekeeping Services Assistant
Mariam Ngomane, Assistant Housekeeping Supervisor
Nomalinda Ngomane, Housekeeping Services Assistant Hans Hoisen
Research Centre

Industrial Placements

Pretty Mathebula, Industrial placement
Perseverance Thengelani Mathebula, Industrial placement
Perseverance Percy Mathebula, Industrial placement
Thembi Anabel Zitha, Industrial placement
Amelia Makhubela, Industrial placement
Faithful Leshaba, Industrial placement
Mmathabo Mohlala, Industrial placement
Brenda Ngwenya, Industrial placement
Daltania Maluleke, Industrial placement

Maintenance Operations

Kobus du Plessis, Manager: Maintenance Operations
(Appointed with effect 28 November 2016)
Thokozani Nkuna, Supervisor: Maintenance
Ezekiel Machavi, Administrator: Maintenance

Drivers

Sipho Ndlozi, Senior Driver (Deceased)
Victor Seale, Driver/Assessor and On-the-Job Coach
Emmanuel Mnisi, Driver
Willys Zitha, Driver/ Handyman III
Oriell Lennox Seepane, Driver /Handyman III: Gardens and Grounds

Artisans/Handyman Level II

Emmanuel Shabangu, Handyman
Michael Machavi, Handyman
Malwandla Ngomane, Handyman/ Electrical Chargehand

Handyman Level III/ Assessor and On-the-Job Coach

Emmanuel Shabangu, Handyman
Michael Machavi, Handyman
Malwandla Ngomane, Handyman/ Electrical Chargehand

Handyman Level II

Excellent Ubisi, Handyman/ Driver (successful applicant ex Phase 11 with effect 1 August 2016)
Surprise Seepane, Handyman
Louis Lubisi, Handyman
Themba Khosa, Handyman
Elvis Mkhonto, Handyman
Wastone Machavi, Handyman

Handyman Level I/ Gardens and Groundsmen

Dalton Mnisi, Handyman/ Gardens & Grounds (deceased)
Class Masuku, Handyman/ Gardens & Grounds (successful applicant ex Phase 11 with effect 1 July 2016)
Chester Malapane, Handyman/ Gardens & Grounds (Appointed with effect 1 September 2016)

Phase II Infrastructure Development

Rory Allardice, Project Manager: Phase II Development (with effect 1 March 2016)
Christa Volsteedt, Project Administrator /PA : Phase II Development (Resigned with effect 1 September 2016)
Sharon Veronica Humphries, PA/ Project Compliance Officer (Appointed with effect 1 September 2016)
Ockert Viljoen, Project Engineer: Phase II Development
Michael Liveris, Site Manager: OHS and Quality Coordinator
Michael Gardiner, Site Manager: OHS and Quality Coordinator
Nyiko Noline Mahime, Community Liaison Officer: Phase II Development
Marble Madhlope, Community Liaison Officer: Phase II Development
Professor Mtungwa, Storeman/ Despatch Officer: Phase II Development
Gustus Justus Manyike, Receiving and Invoicing Clerk: Phase II Development (Appointed with effect 1 September 2016)
Tom Seepane, Handyman I :Rhino Team: Phase II Development
Truth Shabangu, Handyman I :Rhino Team: Phase II Development
Caleb Mkgapane, Handyman I :Rhino Team: Phase II Development
Confidence Khosa, Handyman I : Site Crew 1: Phase II Development
Sweetness Mahanuke, Handyman I : Site Crew 1: Phase II Development
Oriell Makukule, Handyman I : Site Crew 1: Phase II Development
Sydney Malapane, Handyman I : Site Crew 1: Phase II Development
Merciful Ndlovu, Handyman I : Site Crew 1: Phase II Development
Nkateko Sithole, Handyman I : Site Crew 2: Phase II Development
Queen Mazimbai, Handyman I : Site Crew 2: Phase II Development
Musa Maluleke, Handyman I : Site Crew 2: Phase II Development
Ayanda Mathebula, Handyman I: Site Crew: Ringfeed: Phase II Development
Sthembiso Machabe, Handyman I: Site Crew: Ringfeed: Phase II Development
Tracie Ubisi, Handyman I: Site Crew: Ringfeed: Phase II Development
Peace Mkgape, Industrial Placement : Electrical : Phase II Development
Innocent Nyathi, Industrial Placement : Plumbing : Phase II Development

PROGRAMME AND INSTITUTIONAL ACCREDITATION

The College's Academic Support and Quality Assurance Department's primary function comprises accreditation, registration and compliance to ensure that the College continues to offer world class recognised and accredited qualifications to students looking for the best possible training in the conservation and environmental sector.

2016 saw dramatic changes to the processes and requirements necessary to achieve compliance within the Higher Education, Sector Education and Training Authorities. In order to keep up-to-date with these developments the Department attended several workshops:

- Two sessions by the Council on Higher Education (CHE) to keep up-to-date with developments in the Department of Higher Education and Training (DHET).
- The Southern African Regional Conference on Quality Assurance in Higher Education
- The Southern African Society for Co-operative Education's Work Integrated Learning Summit.
- The Council on Higher Education Quality Assurance Forum.

In addition the Department convened a meeting with Dr. Marianne Engelbrecht (Manager: Quality Enhancement and Capacity Development at the CHE) and engaged with members of the Accreditation Directorate: Dr. Louie Swanepoel and Mr. Denver Grigg in order to build strategic partnership-focused relationships. This approach was informed by the Business Model Canvas, a strategic planning process with various outputs, which was updated twice during the year under review to ensure compliance with industry requirements.

The Department had expected and was prepared for a site visit by the DHET as part of an audit before conversion into full registration process (application submitted 2014). This visit was postponed until 2017, as the DHET focused their 2016 site visits on emerging providers.

The SAWC's Certificate of Provisional Registration expired on 31/12/2016. An updated certificate was received from the CHE in December 2016 after an application for renewal was tabled. The new certificate is valid until 31/12/2018.

Some of the highlights of the work accomplished by the Academic Support and Quality Assurance Department this year included:

- DHET 2015 Annual Compliance Report.

The 2015 annual report was submitted to the DHET before the deadline date. The feedback received from the DHET indicated no gaps in the report.

- DHET compliance uploads to National Learner Records Database (NLRDB).

Mid-year and year-end EDUDEX data successfully uploaded. The feedback received from the CHE indicated that it was accepted without alteration.

- Updated Prospectus 2017 according to legal compliance requirements.
- A successful monitoring and evaluation visit by CATHSSETA. No corrective actions were identified, all portfolios presented were approved and continued provider accreditation was achieved.

The CATHSSETA evaluators were joined by Mrs. Itumeleng Ganyane, Deputy Director: Monitoring and Evaluation from the Quality Council for Trades and Occupations (QCTO). Mrs. Ganyane attended the site visit as the SAWC was identified as an early implementer of the Occupational Qualifications Framework and a best practice occupational assessment and training provider. The QCTO's recognition of the SAWC is due to the Academic Support and Quality Assurance Department's ongoing interaction and participation with industry bodies and education authorities.

- Registered, assessed, and moderated the certification of learners.
- Oversight and ensured academic compliance in graduation processes.

This was successfully completed in conjunction with other departments where teamwork was of the essence. Recommended improvements to the HET Graduation will be implemented in 2017.

- Completed the certification processes according to academic compliance procedures.

SAWC Certificates of Attendance and SAWC Certificates of Achievement (835 in total) were printed and issued for programmes on various levels in accordance with quality assurance principles.

600 CATHSSETA certificates were received during 2016.

- Completion of moderation and review process of accredited programmes (HET & FET).

Moderation of Higher Education and Training (HET) and Further Education and Training (FET) programmes were conducted internally according to project implementation processes. External moderation of HET programmes were completed by external subject matter expert moderators and external moderation of FET programmes were completed by the relevant Sector Education and Training Authority (SETA) verifiers.

- Conducted site visits to all off-site training areas.

Workplace site visits to various projects were conducted by the specific units and project management teams. The Head of the Department, Anelle Rautenbach visited the Pongola site of the Jobs Fund IV project. Staff members Christopher Kafoteka, Sboniso Phakathi, Ephodia Mdluli and the African Field Ranger Training Services team conducted many more workplace visits to off-site projects to provide support to students in the workplace.

- Upskilled internal assessors and developed moderators.

Forty-two assessors were trained, registered and supported (excluding assessors training for clients such as &Beyond.) A further seven new moderators were trained and coached with an additional seven moderators updated and re-registered.

The Training Advisory Working Group is a body that was formed to share knowledge, guide and update Business Unit Managers and their key staff members on forthcoming changes to learning programmes. Capacity building meetings were held with the members of the Group as well as an open session with other staff members involved in projects and risk identification strategies.

- Established and maintained working relationships with academic institutions to ensure future integration of our students into their programmes.
- Assisted the SAWC in general with establishing and maintaining improved working relationships with conservation organizations across the SADC region
- Implemented the Learner Management System (data transfer between databases; capture profiles for trainers, assessors, moderators, containing their scope and qualifications)
- Completed a review and update of all academic policies, and commenced with the review of policy procedures.
- Expanded the Bookmobile Project to three new schools this year: Hlalakahle, Xinyeketi and Shiviti Primary Schools.



SETTING THE STAGE FOR AN APPLIED LEARNING UNIT

The Southern African Wildlife College has since its inception adopted a hands-on practical learning-by-doing approach to training. Towards the end of 2016 it was decided it would formalise its Applied Learning approach whereby students learn by engaging in direct application of skills, theories and models. This will also include independent or directed research which in turn can be applied to academic learning.

This has resulted in the development of an Applied Learning Unit that aligns to the conservation professional practice improvement needs of its stakeholders and the sector at large. The Unit was developed as part of a proactive review of the College's business model, the natural process of organization renewal as well as being responsive to the dynamic needs of the biodiversity and conservation sector. In addition, the requirements of the various training authorities and the changing landscape of Higher Education were a primary consideration.

The aim of this strategy is to ensure that our teaching and curriculums are applied rather than theoretical, with the focus being on real issues faced by students and practitioners in their work. This is relevant to all departments within the College.

It is envisaged that some of the outcomes of this applied learning strategy will be:

- Teaching in a relevant, current and applied work orientated way
- Keeping up-to-date with relevant techniques in various fields
- Being pioneers in the improvement of techniques in these fields and imparting these findings or knowledge
- Publishing peer reviewed articles, or an article in respected, credible publications on the learnings/findings

- Publishing an annual "Journal" with the projects and research results including the various applied learning projects undertaken across all departments.

SMART Development

With the support of United for Wildlife supported by The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry, the College received funding to integrate the Spatial Monitoring and Recording Tool, SMART.

It combines the use of spatial software and training. The emphasis is on capacity building and best practices which provide local protected area and wildlife authorities and community groups the ability to empower staff, boost motivation, increase efficiency and promote credible and transparent monitoring of the effectiveness of various wildlife area management efforts, in particular counter-poaching efforts.

It is envisaged that ongoing and expanding collaboration by a diverse community of users will help develop a suite of software tools that can be used to capture, manage and analyse various kinds of spatial data critical to the effective management and monitoring of conservation areas.

The SMART system will also be used to support Community-based Natural Resource Management (CBNRM) via the Rural Initiatives for a Sustainable Environment (RISE) Unit in Mozambique. This will be done in a number of ways in particular developing a tool for the community scouts which will make record keeping and reporting by them easier.

To help guide the implementation and development of SMART as a tool, Dr. Cleo Graf joined the College as the SMART Information Database and Training Consultant. Candice Eb was appointed as the Resource Economist as part of the RISE team.



WILDLIFE AREA MANAGEMENT

Wildlife Area Management Qualification Programmes

The 2016 academic year once again showed our students, who hail from various countries and conservation organisations from across the SADC region and further afield, to be disciplined, enthusiastic and conscientious in their approach to their training and skills development. Their love for and dedication to conservation is both humbling and evident when it comes to applying their minds and skills to the task that lies ahead.

Each year, the College offers two Higher Education and Training Certificate programmes in Wildlife Area Management, namely the Higher Certificate in Nature Conservation: Implementation and Leadership and the Advanced Certificate in Nature Conservation: Transfrontier Conservation Management

During the year under review, 22 full time students (7 women and 15 men) enrolled for the academic year. The students came from five different countries, representing 10 organisations. South African students comprised 27% of the class, and hailed from four different organisations. An additional 'Recognition of Prior Learning' student also enrolled part time in order to update his qualifications.

Sixteen modules were completed, including class tests, training

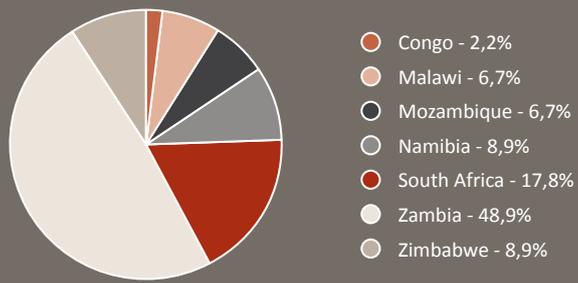
block assignments and a final semester exam. External subject matter experts facilitated five of the modules with the remainder facilitated by SAWC lecturers.

A total of 23 students (three women and two  men) enrolled for the Advanced Certificate. The students come from six different African countries, representing e  different organisations. South African students comprised only nine per cent of the class, and represented two different organisations. Three students also attended the programme part time to complete specific modules.

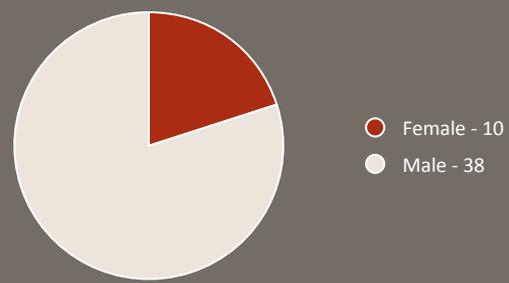
Thirteen modules were completed, including class tests, training block assignments and a final semester exam. Three modules were facilitated by SAWC lecturers; with the remaining 10 facilitated by external subject matter experts.

The Work Integrated Learning phase of the academic year is one of the most important parts of the programme as it forms 40% of the learning experience. This is becoming even more relevant now that the Department of Higher Education and Training in South Africa is stipulating that greater emphasis be placed on applied learning over theory. This has led to the College further reviewing its "learning-by-doing" approach to training. It has also now implemented an Applied Learning Unit under the guidance of Prof. Alan Gardiner.

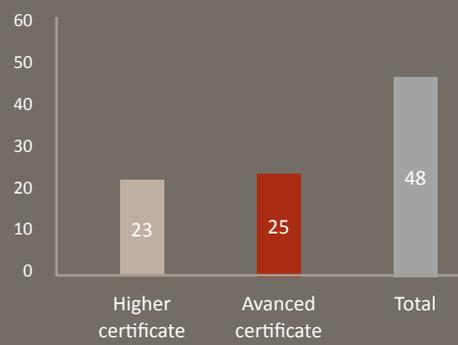
Countries represented



Gender



HET Programmes 2016



HET Students 2016



List of students attending the 2016 academic year - Higher Certificate Course in Nature Conservation: Implementation and Leadership

Gender	Name	Surname	Organisation	Country
M	Elhardo	Eiseb	Ministry of Environment and Tourism	Namibia
M	Robert	Shatipamba	Ministry of Environment and Tourism	Namibia
F	Saara	Tuukondjele	Ministry of Environment and Tourism	Namibia
M	Martiens	Maleba	Kruger National Park	South Africa
M	Rhulani	Mkansi	Kruger National Park	South Africa
M	Godfrey	Mabotha	LEDET	South Africa
M	Leonard	Maluleke	LEDET	South Africa
M	Eugenio	Bouene	Limpopo National Park	South Africa
M	Zanenkosi	Mtolo	Umgano Devco	South Africa
M	Armstrong	Chinga	African Parks	Zambia
M	Joe	Moonga	Game Rangers International	Zambia
F	Grace	Lengwe	National Parks and Wildlife Service	Zambia
M	Edwin	Matutu	National Parks and Wildlife Service	Zambia
M	Chengo	Mubanga	National Parks and Wildlife Service	Zambia
F	Esther	Tembo	National Parks and Wildlife Service	Zambia
F	Yolande	Tembo	National Parks and Wildlife Service	Zambia
F	Bochiwe	Dhliwayo	Zimbabwe Parks and Wildlife Authority	Zimbabwe
M	Richard	Mahlangu	Zimbabwe Parks and Wildlife Authority	Zimbabwe
F	Nothando	Moyo	Zimbabwe Parks and Wildlife Authority	Zimbabwe

Due to different factors the following students did not return for the second semester

Gender	Name	Surname	Organisation	Country
M	Aliaijh	Mudluli	Nat. Administration of Conservation Areas	Mozambique
F	Julia	Hamwaanyena	Ministry of Environment and Tourism	Namibia
M	Winnas	Chivenda	National Parks and Wildlife Service	Zambia



Higher Certificate in Nature Conservation: Implementation and Leadership Graduates pictured with Anelle Rautenbach (left) Head: Academic Support and Quality Assurance and Malcolm Douglas Manager: Wildlife Area Management Qualification Programmes

List of students attending the 2016 academic year - Advanced Certificate in Nature Conservation: Transfrontier Conservation Management

Gender	Name	Surname	Organisation	Country
M	Ngoulou	Nicaise	African Parks	Congo
M	Charles	Chihana	National Parks and Wildlife Service	Malawi
F	Agness	Kamwendo	National Parks and Wildlife Service	Malawi
M	Kondwani	Wisiki	National Parks and Wildlife Service	Malawi
M	José	Zavale	Ministry of Tourism	Mozambique
M	Fernando	Manjor	National Administration and Conservation Areas	Mozambique
M	Dirk	Pienaar	Bushman Council / PPF Foundation	South Africa
M	Frank	Mohoru	LEDET	South Africa
M	Sambiana	Limbani	National Parks and Wildlife Service	Zambia
M	Kennedy	Chipepa	National Parks and Wildlife Service	Zambia
F	Tukiwe	Nyirenda	National Parks and Wildlife Service	Zambia
F	Melina	Maanje	National Parks and Wildlife Service	Zambia
M	Monde	Monde	National Parks and Wildlife Service	Zambia
M	Muyunda	Kwaleyela	National Parks and Wildlife Service	Zambia
M	Albert	Nzovu	National Parks and Wildlife Service	Zambia
M	Sydney	Lengwe	National Parks and Wildlife Service	Zambia
M	Darlington	Mumba	National Parks and Wildlife Service	Zambia
M	Obrian	Hamoonga	National Parks and Wildlife Service	Zambia
M	Bright	Nkhoma	National Parks and Wildlife Service	Zambia
M	Joseph	Mwanza	National Parks and Wildlife Service	Zambia
M	David	Mutale	National Parks and Wildlife Service	Zambia
M	Watson	Chabu	National Parks and Wildlife Service	Zambia
M	Francis	Chitsa	Zimbabwe Parks and Wildlife Authority	Zimbabwe



Advanced Certificate in Nature Conservation: Transfrontier Conservation Management Graduates pictured with Anelle Rautenbach (left) Head: Academic Support and Quality Assurance and Malcolm Douglas Manager: Wildlife Area Management Qualification Programmes

In 2016 our student representative council was integral in maintaining a level of open communication between the students and staff. A smoothly functioning student body is the result of discipline and dedication on the part of the students and is not attributable to good management only. A special thank you to Mr. Obrian Hamoonga who, in his capacity as 2016 SRC secretary (and in consultation with the rest of the team), created the first official SAWC SRC code of conduct. Having created this document, the team set about upholding it and as a result, the year ran very smoothly with integration across both the Higher Certificate in Nature Conservation: Implementation and Leadership and the Advanced Certificate in Nature Conservation: Transfrontier Conservation Management.

SRC PORTFOLIO RESPONSIBILITIES AND COUNTRY REPRESENTATION

Chairperson	Dirk Pienaar	South Africa
Vice President	Francis Chitsa	Zimbabwe
Secretary	Obrian Hamoonga	Zambia
Food Committee (HC)	Elhardo Ellis Eiseb	Namibia
Food Committee (AC)	Watson Chabu	Zambia
News Editors Committee (HC)	Grace Lengwe	Zambia
News Editors Committee (AC)	Joseph Mwanza	Zambia
Environmental Committee (HC)	Godfrey Mabotha	South Africa
Environmental Committee (AC)	Bright Nkhoma	Zambia
Social Committee (HC)	Rhulani Mkansi	South Africa
Social Committee (AC)	Frank Mohoru	South Africa
Class Representative (HC)	Nothando Moyo	Zimbabwe
Class Representative (AC)	Darlington Mumba	Zambia

Thanks goes to “our” team of lecturers and to the Wildlife Area Management Qualification course co-ordinator Ms. Fortunate Mathonsi. Our lecturer team remained largely unchanged, but mention must be made of Dr. Caroline Henderson who gave up her valuable time to give back to the industry that has supported her over the years. She did a brilliant job in the subject of Environmental Development Practices, adding new ideas, materials and an internationally relevant feel to the course, which the students really valued. The use of external practitioners is what often sets the College apart, with the latest knowledge and techniques being imparted by specialists in the field.

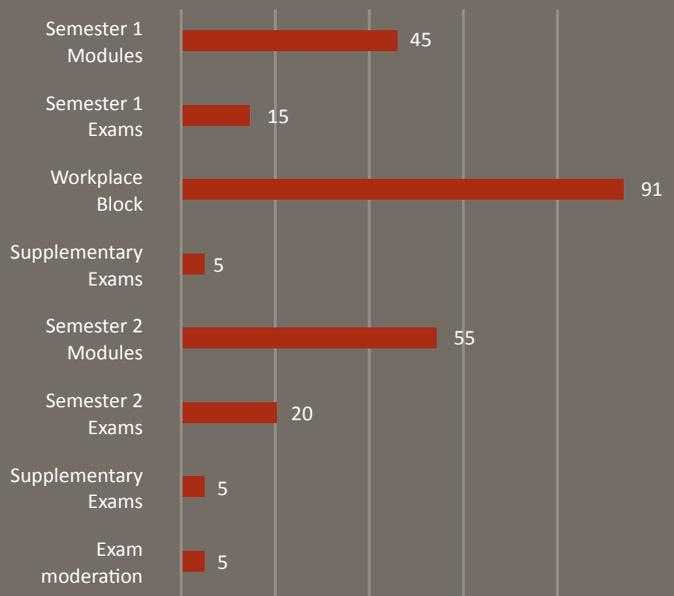
In completing the required modules, the Department was involved in developing a soil erosion mitigation plan for the area around the student accommodation, conducting fire training for 120 learners from the National Treasury’s Jobs Fund project, lecturing to and conducting game drives and walks for the visiting Santa Fe University group, and conducting educational game drives for local school children for the Community, Youth Development and Access Department.

From June 2016 we started to receive a steady flow of applicants for the 2017 Higher and Advanced Certificate programmes. As usual there was a lot of interest from Zambia and Zimbabwe but our Namibian students are also now seeing the College as a more viable option as our students can now integrate into degree programmes at the Namibian Polytechnic. The efficacy of word of mouth “advertising” also cannot be overstated – with very positive messages being taken back to their countrymen and women by past students.

The influence that the College has on the lives and careers of its graduates is widely recognised and we remain a sought after training institution in the SADC region. The development of conservation staff and the intergration of applied learning and resultant best practice in the 2017 academic year looks equally promising.



2016 Academic Year by Week Days



2016 MODULES COMPLETED: HIGHER CERTIFICATE IN NATURE CONSERVATION: IMPLEMENTATION AND LEADERSHIP

SEMESTER 1	Modules
	Computer Literacy
	Communication
	Principles of Personnel Management
	Philosophy and Ethics of Conservation
	Basic Ecology
	Conservation Administration
	Vegetation Studies
	Conservation Management Planning

SEMESTER 2	Modules
	Introduction to Eco-Tourism
	Environmental Education
	Animal Studies
	Community Development and Conservation
	Infrastructure Maintenance
	Cultural Heritage Management
	Principles of Financial Administration
	Conservation Law Enforcement

2016 MODULES COMPLETED: ADVANCED CERTIFICATE IN NATURE CONSERVATION: TRANSFRONTIER CONSERVATION MANAGEMENT

SEMESTER 1	Modules
	Conservation Research
	GIS
	Land Use Planning
	Biodiversity Management
	CBNRM
Catchment Management	

SEMESTER 2	Modules
	Financial Management
	Eco-Tourism
	Environmental Development Planning
	Natural Resources Protection
	Transfrontier Conservation Management
	Resource Economics
	Human Resources Management



GRADUATION 2016

Leadership and people doing more to ameliorate their relationship with nature was the theme for the 2016 Higher Education and Training (HET) Wildlife Area Management Qualification Graduation. The graduands, hailing from seven countries, were honoured for their hard work and commitment to become better managers of our natural resources. The countries represented included Congo, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe.

Guest Speaker Mr. James Milanzi, African Parks' Network Regional Operations Manager: Malawi, Zambia and Rwanda spoke earnestly of the work involved in the conservation sector by addressing the conditions in which conservationists work and emphasized the fact that leadership plays a pivotal role in the sector. "In conservation, you work long hours in adverse and inhospitable conditions. Notwithstanding this, when you bring someone to book, you are not necessarily the hero when you face their relatives and friends who may be more powerful than you. Your job is not to please those that confine themselves to perfecting the act and art of illegal

activities but to conserve that which belongs to Africa and for generations still to come," he said.

"The biggest challenge we have is not necessarily the lack of funds and resources but the right leadership. It is therefore gratifying that with the support of government and conservation agencies in southern Africa, the College was founded and has developed based on the needs of conservation. The College's mandate to provide quality students from across the region with the skills they need must be supported," he added.

Mr. Dirk Pienaar the President of the Student Council echoed the sentiments on the need to develop management and leadership skills. "Conservation leaders in particular need to be system thinkers. Leaders and managers, who emerge from the training offered by the SAWC, have a strong sense of giving something back which is guided by ethical mindfulness in their everyday life. For these leaders, ethics is not simply a matter of knowing, more importantly it is about doing," he said.

CERTIFICATES, AWARDS AND SCHOLARSHIPS

During the graduation ceremony, 44 of the 48 students enrolled received their Certificates. Three did not complete the year and one did not meet the required standard. Seven students were recognised for their outstanding achievements during the 2016 academic year.

2016 AWARDS

Higher Certificate	Name	Organisation
Hans Hoheisen Award for the Best Protected Area Management Student	Bochiwe Dhlwayo	Zimbabwe Parks and Wildlife Authority
SAWC Best Animal Studies Student	Richard Mahlangu	Zimbabwe Parks and Wildlife Authority
Distell Foundation Award for the Best Student: Higher Certificate in Nature Conservation and Leadership (cum laude)	Richard Mahlangu	Zimbabwe Parks and Wildlife Authority

Advanced Certificate	Name	Organisation
SAWC Award for the Best Financial Management Student	Francis Chitsa	Zimbabwe Parks and Wildlife Authority
Rosie Sturgis Award for the Most Improved Student	Agness Kamwendo	Malawi Department of National Parks and Wildlife
WWF Award for the Most Outstanding South African Student	Dirk Pienaar	!Ae!Hae Heritage Park, Kgalagadi TFCA
Distell Foundation Award for the Best Student: Advanced Certificate in Transfrontier Conservation Management (cum laude):	Francis Chitsa	Zimbabwe Parks and Wildlife Authority

TOP ACHIEVERS

The opportunity to continue studying at the SAWC is a dream for many of our students. Each year the Southern African Wildlife College Trust awards three scholarships to the top achievers on the Higher Certificate programme. These scholarships are highly contested and represent the hard work and commitment shown throughout the year.

The following top Higher Certificate students were awarded scholarships to study at SAWC in 2017:

1. Richard Mahlangu (Zimbabwe Parks and Wildlife Authority)
2. Nothando Moyo (Zimbabwe Parks and Wildlife Authority)
3. Bochiwe Dhlwayo (Zimbabwe Parks and Wildlife Authority)





REPORT FROM A PAST WILDLIFE AREA MANAGEMENT QUALIFICATION STUDENT

Francis Chitsa, Zimbabwe Parks and Wildlife Authority

In 2015 when I first arrived at the Southern African Wildlife College, I was greeted by two “dagga boys” mud bathing to avoid the scorching sun of the Kruger. The driver (Emmanuel) gave us a few minutes to appreciate the beauty of nature and these two buffalo bulls. To me that was a sure sign that I was heading to an institution that supported my conservation values.

After completing the Higher Certificate in Nature Conservation, I felt completely reformed and now see conservation in a different way to what I used to. Gaining skills in infrastructure management was an important aspect in my learning because it was one of the lower priorities in our park planning. Being from Lake Civero Recreational Park, which is bordered by towns, Park management is of paramount importance. Having Petros Mwera, a former SAWC student, as my mentor doubled my conservation vision. My workplace was suddenly an eye opener because now I was applying the SAWC ethics in conservation. One of my great accomplishments was to influence the renewal of the Park plan which had been shelved for the past decade or two.

The importance of time management is greatly accentuated not only academically but also socially and ecologically at the College, and is another lesson well learnt. Doing the right thing, at the right time, at the right place is of great significance. It not only saves time but also impacts resources at large, many of which are scarce in most protected areas. With proper planning and time management, one can actively satisfy two or more goals.

Strategic adaptive management planning is another area where most people tend to relax when it comes to their practice thereof but later means having to deal with bad consequences to the eco-system which could have been avoided if adaptive management practices had been put in place. Nature is the best teacher, which means that we should design in partnership with nature not in isolation. The only way we can achieve this is through proper planning and adaptation, using nature as a guide.

Budgeting and the monitoring of organisational assets was also covered during our studies and is vital in successful conservation. It all relates to suitable and sustainable use because all resources come from the “goose” which, if not looked after properly, cannot continue to lay any golden eggs. Eco-tourism products and community tourism are aspects we have to shift our focus to in order to actively involve the community in conservation.

I have outlined but a tip of the iceberg when it comes to the knowledge imparted by the SAWC. I have learnt and am still learning so much following the Advanced Certificate in Nature Conservation: Transfrontier Conservation Management. I encourage the College, with the support of the donors, to keep up the good work which is really producing world class leaders in conservation.

UNIVERSITY AND SHORT COURSE PROGRAMMES

UNIVERSITY PROGRAMMES

In building and developing its core business, which is conservation education, training and skills development, and as part of its offering, the College annually hosts universities from around the world. The aim of these visits is to build relationships using the College's internal and regional subject matter expertise which in turn will develop an international exchange of dialogue around some of today's most critical conservation issues.

The College is ideally placed as visiting universities look to offer their students the most up-to-date in-situ experience and introduce them to the various fields of conservation, tourism and community based natural resource management. The SAWC is able to tailor make these programmes suited to their specific curricula whilst also exposing them to best practice.

The longer term intention is to establish stronger partnerships with these universities whereby the College becomes the visiting Universities' off-site African campus. Greater collaboration could then be established with the College's Applied Learning Unit and its various training departments.

During the year under review, the College's international university programmes or Study Abroad programmes as they are also known, started in May 2016 with a visit from the American College's Santa Fe College (Florida) and Sierra Nevada College. Texas A & M stayed at the College during June.

In July the University of Queensland (Australia) put together a multifaceted programme that started in Johannesburg. The group then travelled to Nelspruit where they stayed at the Bushveld Lodge for two nights while visiting the Jane Goodall Chimpanzee Sanctuary and Sudwala Caves during the day. From there they travelled to the SAWC where we hosted the group and created educational opportunities aligned with their abroad programme curriculum. The College then arranged a visit to the Kruger National Park where the group attended talks by Scientific Services personnel including a visit to the Skukuza Rhino Bomas. Opportunities for visits to the nearby villages where members of the group were able to visit and interact with our

local communities to experience a bit of the African culture were also facilitated. They also attended lectures by the SAWC's Mr. Ruben de Kock on "Poaching problems in South Africa" which gave them a better understanding of the current situation and the type of training that is required by field rangers. Dr. Kevin Robertson, who heads up the Sustainable Use and Guiding Unit at the College expanded on "hunting practices and the effects they have on conservation" and also on "wildlife diseases and the human interface". The group also had a chance to visit the only green canyon in the world – South Africa's well-known Blyde River Canyon. This was along the scenic panoramic route which included going on a boat trip on the Blyde Dam to view the Tufa waterfall. They were also able to visit all the endangered species projects in the region, learning more about how various efforts are aimed at conserving South Africa's rhino, cheetah, wild-dog, lion and other species.

The University of Life Sciences from Vienna visited SAWC in August for five days. Their programme was mainly focused on the Biomes of South Africa. They also went on the panoramic route through Blyde River Canyon and enjoyed two days in the Kruger National Park with ecologist, Mr. Ian Sharp.

During November, the College enjoyed a visit with a "difference" from a German group lead by Karin Kuntze from KAYA Africa Culture Contacts. This particular group included people between the ages of 50-70 years of age who wanted to contribute toward a cause in the nearby villages. The College arranged for the group to visit Mthombeni Primary School in Welverdiend where the participants and children had the opportunity to learn about each other, both as a foreign group and culture. The KAYA Africa group helped the children make Christmas decorations for the upcoming holiday season, taught them a little bit of German and showed them on a world map where they come from. Many of the children were extremely excited by the fact that these visitors came from such a long way to meet with them. The College's sincere thanks is extended to Mr. Matthews Mnisi, the Headmaster of the school and the Woman's Empowerment Group that hosted the guests during their visit to the school.

SHORT COURSE PROGRAMMES

The demand for specialist short courses has been growing slowly. Apart from all the short course modules the College has offered over the years and that are listed in our Prospectus (available on our website at www.wildlifecollege.org.za), the College is also, through its Applied Learning Unit, able to link with some of the best expertise South Africa and Africa has to offer. This capacity has given SAWC the ability to tailor make any short course as long as it falls within the broad scope of conservation best practice.

Some of the most popular topics requested by university groups include:

- The history and politics of conservation in Southern Africa
- The origins and evolution of Community Based Natural Resource Management in Southern Africa
- Transfrontier Conservation in Southern Africa
- Community Based Natural Resource Management in the Greater Limpopo Park
- Assessing the impacts of Eco-tourism Conservation and Livelihoods
- Managing Human Wildlife Conflict

A new module developed in 2016 was "Project Management in Transfrontier Conservation Areas", which allows participants to build the necessary project management platforms across boundaries and international barriers.

Late in the year the College held an offsite Community Development and Conservation short course at Masana Lodge in Polokwane from 24 -28 October 2016 for the Limpopo Department of Economic Development, Environment and Tourism (LEDET). The course ran successfully and 30 attendees from various nature reserves in the Limpopo region attended to join hands in conserving the Limpopo province's natural environment that borders many communities.

The SAWC was also the preferred host for a group of maths teachers from the Green Valley, Manyeleti and Hluvukani districts arranged by Eco-Children in collaboration with Bushmaths. Dr. Hannah Barnes trained the sixteen teachers that attended the course over a weekend from 11-13 November 2016. The College provided the group with the venue, game drives and catering during their stay.

Collaborative efforts to reach and uplift the region in various ways are growing among stakeholders and we look forward to what 2017 has in store with regard to the growth of our short courses.



A visiting university group from Sierra Nevada College doing a study on the impact of elephant on Marula trees near the SAWC's ranger camp

PROTECTED AREA INTEGRITY

FIELD RANGER TRAINING



The Protected Area Integrity: African Field Ranger Training Services (AFRTS) Department trained over 900 Field Rangers in 2016. This has largely helped further capacitate various reserves which continue to be targeted by wildlife crime and the rhino poaching onslaught.

In South Africa, Field Rangers were trained for organizations such as the Department of Environmental Affairs, North West Parks and Tourism Agency, Limpopo Economic Development, Environment and Tourism, as well as the Eastern Cape Tourism and Parks Agency. Field Rangers were also trained for Private Nature Reserves like Somkhanda. Many of these students are trained at their respective reserves or at the Southern African Wildlife College. Unemployed, trained Field Rangers were also brought into contact with private nature reserves which need further capacity.

Several other courses were run concurrently, including Extended Clandestine Patrols, Security Guard, Weapon Competency, Environmental Management Inspectors, Tactical Tracking and Patrol Leaders. Field ranger 'retraining' also took place to ensure competency and to provide the most up-to-date training and skills development available. This forms part of the counter poaching requirement for well trained, experienced and advanced field rangers able to operate effectively on the ground. It includes advanced navigation and movement techniques, tactical training, tactical planning and deployment and the skills needed to survive in the field during poaching operations and emergency situations.

As part of the Protected Area Integrity Unit's Wildlife Guardianship Programme, the College has adopted a four-tiered approach to counter

poaching. This includes well-trained and equipped field rangers, aerial surveillance to help plot and monitor rhino movements and provide poacher suppression tactics during an operation, a canine capability as well as a strong community outreach component.

One of the largest projects run by this Department in 2016 was Year 2 of the Jobs Fund project. The project, awarded by the National Treasury's Jobs Fund, is aimed at building the capacity of 120 Field Rangers. This will lead to the biggest passing out parade in the history of South Africa when the programme is completed in February 2017. At the end of this two year project, a total of 257 unemployed learners will have been trained, with 255 completing the programme and being placed in permanent employment.

African Field Ranger Training Services staff also attended and offered several interesting and important courses and conferences in 2016. These included:

- Training for the Greater Limpopo Transfrontier Conservation Area in Mozambique. Courses included Basic Field Ranger training, Tactical Operations and Selection.
- Training of Field Rangers in Myanmar to support the Karen Environmental and Social Action Network (KESAN) Initiative.
- Involvement in the development of training centres for other countries with visits to Bhutan, India and Cambodia. 2017 will prove to be an interesting year as far as further developments in these countries are concerned.



AERIAL PATROLS AND MONITORING

Aerial support and data collection has become critical to wildlife monitoring, ranger deployment and to counter poaching operations. As part of its needs-based training approach and its location, the College is actively involved in providing aerial support, monitoring the area in which it operates, training its students in ground-to-air patrols and in training bush pilots.

The 2016 period proved to be very productive for our air-wing operations with over 600 operational hours being flown during 2016 including training hours. During the year under review the College also acquired a new Savannah S aircraft in 2016. With our area of operation expanding together with safety requirements, we needed to re-assess our existing fleet of aircraft comprising two Bathawk aircraft. The Savannah is a robust, all-metal aircraft, fitted with a reliable and economical Rotax 912 power-plant. This aircraft has proved to be very useful and capable in its anti-poaching role, especially being able to respond to incursions and contacts in a much quicker response time, as well as being able to fly at very slow speeds when required to do so.

The short-field capability also make this bush-plane a true winner in its field. As such, the existing Bathawks, which have played a vital role in conservation and anti poaching support, will be phased out in due course.

The aerial wing's area of operation has grown considerably over the past year, incorporating an area of roughly 500 000 hectares in total. Much of our flying during the year was based on "reaction" flights, assisting rangers on the ground with valuable aerial support. The aircraft have been invaluable in this role especially in their "suppression" and "disruptive" deployments which often stop poachers from continuing with poaching operations and undoubtedly save a rhino from an uncertain and savage death.

Ground-to-Air Training

By including ground-to-air training, using helicopters and fixed wing aircraft, the capabilities of field ranger trainees who are also exposed to the workings of the Greater Kruger Environmental Protection Foundation's Command and Control Centre based at the College, has increased immeasurably. Communication between air assets and groundcover units is critical as is the deployment of field rangers in areas where they are most needed, and where targeted species are concentrated. Professional and effective ground-to-air communication is also the key to success in follow-up operations. The course is now included in all advanced field-ranger training courses offered by the SAWC.

The SAWC's new K9 capability also allows us to conduct ground-to-air ground-to-air training exercises with our new "pack-dogs" that are being trained at the College. The Savannah is proving to be a very useful tool with these tracking and training exercises, as the free-running pack dogs can be followed and monitored with GPS technology from the aircraft. This really streamlines follow-up operations with poacher incursions as dogs are not restricted to their handlers and can make up valuable time in tracking down poachers.

Advanced flight Training and Support

Advanced flight training is also offered to selected students using aircraft for management and counter poaching operations. These courses include conservation or bush-flying techniques, short field techniques, game count and counter poaching aerial coverage training.

The new, long-awaited hangar at the SAWC was finally completed and will also be home to the GKEPF operations command and control centre. This will be the operational hub for all counter-poaching operations within the central Kruger region, including the Associated Private Nature Reserves that border the Kruger National Park.

Rhino Notching and Rescue Operations

A number of successful rhino notching exercises were carried-out during 2016 by the SAWC. The animals are darted from a helicopter and individually ear-notched for identification purposes and research. At the same time, a transmitter is fitted to the horn and implanted in the body of the animal. The SAWC aircraft play a useful role in these operations, locating the animals and coordinating the exercises from above. These notching exercises are donor funded, and the donors get to accompany the veterinarian and his team. They then get involved "hands-on" as the team goes about its business. Thanks must go to Dr. Kevin Robertson from the SAWC and his team in the professional and calm manner in which they go about these operations.

Poaching has far-reaching consequences on so many levels, one of them being the young orphaned rhino calves left behind. A number of orphaned rhino calves are spotted on our routine patrol flights and have subsequently been rescued. Locating orphaned rhino from the air, who have lost their mothers to poachers, is becoming a more and more frequent occurrence in our area of operation.

Moving Ahead

Interesting times lie ahead with a number of exciting applied learning projects happening at the SAWC. The Savannah played a very productive role in assisting Dr. Kevin Robertson with an aerial survey of buffalo within the Greater Kruger region. The project will be conducted by students from Oxford University and will play an important role in buffalo management in the future.

Special thanks must go to all of our donors that keep our "eye in the sky" and who have supported the College's aerial wing allowing it to provide the necessary training and counter poaching support. The Project continues to grow from strength to strength and has certainly played an important role in curbing poaching and poacher incursions within the region. This would not have been possible without our donors who have supported us since the inception of this project.



K9 UNIT

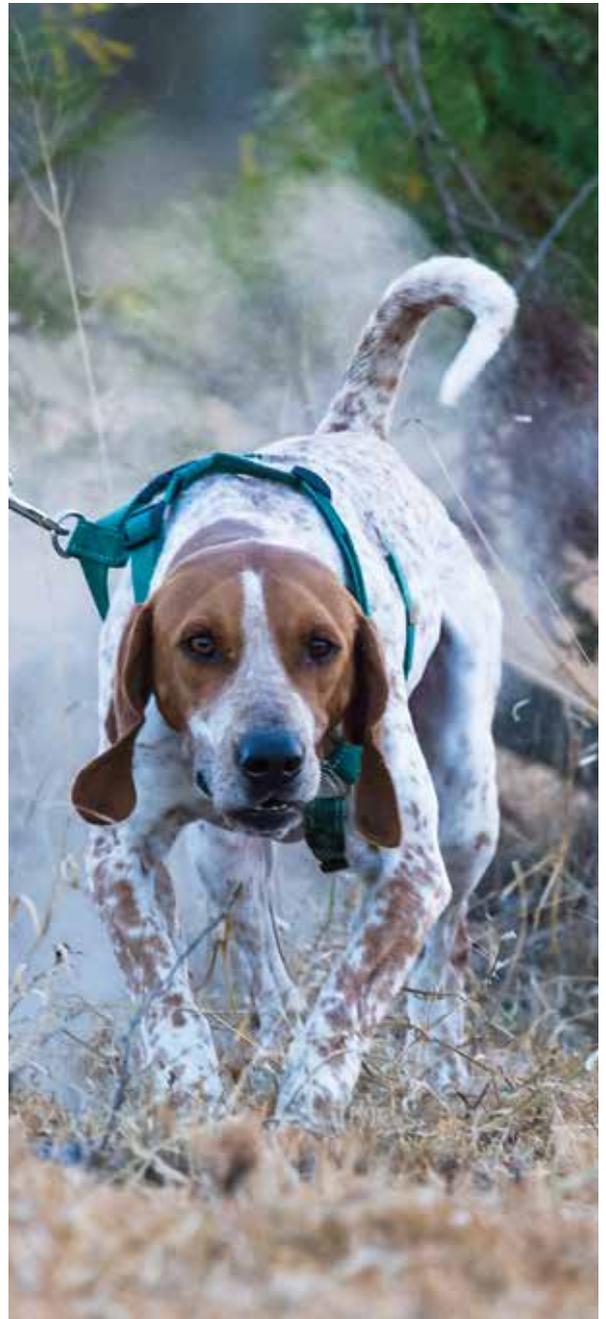
The establishment of the SAWC's K9 Unit in 2015, supported by the WWF Nedbank Green Trust, was largely as a result of the success of the canine capability being tested by the Kruger National Park and the increasing demand for well-trained dogs and handlers to help combat wildlife crime.

The introduction of these specially trained dogs into the counter poaching arsenal has proved to be highly effective, both as tracking dogs with handlers and as free-running packs with the ability to track and apprehend. They are a force multiplier, which allows field rangers to be more effective when trying to combat wildlife crime.

The Kempiana property, owned by WWF and on which the College is based is part of the Greater Kruger National Park, a vast area where high levels of poaching are experienced. With the deployment of effectively trained handlers and dogs, arrests have increased in this high impact zone. This is largely due to the ability of the dogs to track at speeds much faster than people, and in terrain where the best human trackers would lose spoor.

The SAWC's K9 Unit, which includes three rows of specially designed kennels for the dogs being trained as well as housing for the Dog Master and Dog Handler, continues to make really good progress. In 2016 three operational free running packs utilising Fox Hounds and Blue Tic breeds were trained to track at high speeds. Several techniques and protocols are now being investigated, and with further training and support, packs such as these will be a game changer in counter poaching operations.

It is further envisaged that the project will help ensure best practice by helping develop and train dogs and their handlers to be operationally competent whilst at the same time ensuring that field rangers are exposed to this capability. This will in turn enhance exit/entry point detection of poachers, given advance warning of poachers to ranger patrols, and enable rangers to swiftly locate and apprehend fleeing poachers in the shortest possible time.





COMMUNITY YOUTH DEVELOPMENT AND ACCESS

LEARNERSHIPS AND SKILLS PROGRAMMES

The Community, Youth Development and Access Department started the year by completing two Conservation General Assistant skills programmes. Funding for these had been secured in 2015 through the Department of Environmental Affairs (DEA). The Community, Youth Development and Access Department also implemented two Youth Access: Conservation and Environmental Education Bridging Course programmes in addition to four other Conservation General Assistant Programmes. One NQF Level 2 learnership programme started later in the year and is scheduled for completion in 2017. One short course in Basic Infrastructure Maintenance was also offered in 2016 with 12 employees from SANPark's Kruger National Park benefiting from the training.

During the year under review, fewer programmes were funded by government but despite this the DEA was the Department's main client in 2016, funding 86 of the total one 158 students who went through our various programmes. The 86 students, from Limpopo and Mpumalanga provinces, were enrolled in the Skills in Conservation: General Assistant programme. The pass rate was 90% with 77 of the learners completing the programme successfully.

The Kruger National Park funded twelve employees to undergo a short course in Basic Infrastructure Maintenance. The Eastern Cape Parks and Tourism Agency (ECPTA) secured CATHSSETA (the Sector Education and Training Authority) funding, which benefited 15 unemployed youth from communities surrounding different Nature Reserves in the Eastern Cape.

The Department also successfully completed Waste Management and Environmental Training for 100 youth from the Mpumalanga province as part of the DEA Youth Environmental Services (YES) programme. The participants were exited into opportunities of employment/self-employment or for further learning.

Learnerships

NATIONAL CERTIFICATE: RESOURCE GUARDIANSHIP NQF LEVEL 2

The learnerships section only offered one programme off site at the Eastern Cape's Thomas Baines Nature Reserve. Fifteen unemployed youth were recruited to complete the programme in 2017.

Skills Programmes

The ~~pictures below~~ highlight student activities during the Conservation General Assistant Skills Programme at various venues in Limpopo, Eastern Cape and Mpumalanga Pro



Student activities during the Conservation General Assistant Skills Programme at various venues in Limpopo, Eastern Cape and Mpumalanga Pro



The Department is also the custodian of the Youth Access: Introduction to Conservation and Environmental Education Bridging Course, which was conceptualized in 2010 and is the only programme offered to school leavers to help bridge historically disadvantaged youth into the conservation sector. This programme benefits approximately 25 youth from different provinces in South Africa each year. In 2016, the Hans Hoheisen Charitable Trust (Managed by Nedbank Private Wealth), First Rand Foundation's Rand Merchant Bank Fund, Friends of African Wildlife and the Timbavati Foundation were among the donors who made it possible for the College to run this programme again.

Thanks to funding received from United for Wildlife supported by The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry, 2016 marked the first time the Department was able to offer the Youth Access Bridging Programme – An Introduction to Conservation and Environmental Education - to learners from the SADC region. Twenty youth from the region benefitted from this funding together with support provided by Children in the Wilderness (CITW). Having partnered with the College, CITW helps ensure that motivated learners from its Youth Environmental Stewardship programme and/or associated youth and community interventions within the SADC region are placed on this programme.





Learners from the SADC Youth Access Conservation and Environmental Bridging Programme proudly pictured at their graduation with the sponsors from Children in the Wilderness and United for Wildlife supported by the The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry, together with trainer Robbie Green and Sboniso Phakathi, the course leader.



FROM CBNRM TO RISE

The acronym 'RISE' stands for the Rural Initiative for a Sustainable Environment, and aims to both house and take the College's Community Based Natural Resource Management (CBNRM) work forward. RISE takes a more holistic approach to sustainable environment than traditional CBNRM initiatives, and includes a resource (wildlife) economics stream, targeted skills development, and environmental education stream alongside CBNRM training / facilitation in communities. In light of the numerous appeals for assistance in the CBNRM sphere in southern africa, coupled with the low levels of success in CBNRM sites, the College saw the need to attain multi-stakeholder input into what role RISE should play in order to be most useful in the sector.

The Southern African Wildlife College hosted a strategy workshop for the 'RISE' unit on 26-27 May 2016. The College's Wildlife Area Management unit has been implementing CBNRM training projects in three pilot communities since 2013. These sites have been seen as both live projects and 'learning-by-doing' training sites for SAWC (and other) students and future practitioners/ implementers/ managers.

The purpose of the workshop was therefore to:

- Clarify the critical gaps and challenges in the conservation sector (in the context of land-use change and ownership, population pressures and economic development needs);
- Clarify what role RISE (at the College) is best suited to fill, in addressing these gaps/challenges;
- Define the most appropriate operational modal for the RISE unit to fulfil this role;
- Define the vision of RISE; and
- Identify and define strategic partnerships and roles with and around RISE.

Workshop participants also indicated that their expectations from the workshop rested largely around making progress in enhancing collaboration and sharing lessons to strengthen work in the sector.

The first afternoon of the workshop was spent taking participants through a presentation outlining:

- The genesis and evolution of CBNRM and RISE at the College, and how the initiative links to the College as a training institution;
- The current structure of the initiative and unit;
- The CBNRM pilot sites; and
- The new economics unit at the College, and the potential roles it could fill/services it could offer.

Based on the presentation and discussion, participants split into groups to identify challenges/areas that require strengthening, and the strengths of RISE.

The major challenges identified (which extended into perceived risks as well) include:

- The current lack of functional collaboration and information sharing between stakeholders at all levels.
- The challenge of remaining current through both academic and practitioner partnerships, coupled with the need for a larger social science focus.

- The risk of achieving quantity rather than quality and unrealistic plans; the suggestion was to have fewer pilot sites with a deeper longitudinal focus.
- Maintaining adaptability and flexibility without losing focus, and in taking RISE forward, focusing on our core competencies and key constituencies.
- Building a knowledge base that has reach into the rest of SADC.
- Overarching risks in the South African context related to policy, land tenure, ownership rights, etc.

The main strengths of RISE:

- The integrated approach put forward by RISE
- The capacity in the unit and the diversity of skills in the team (CBNRM, economics, ecology, etc.). Interestingly, capacity is also an area that requires strengthening which alludes to the need for RISE to increase capacity and resources strategically.
- A sincere learning-by-doing approach using the pilot sites, and ability to continually refine our model/approach
- It is well positioned to bridge the conceptual domain and the implementation arena
- As part of the College, the RISE Unit has a very good institutional network, location & high degree of credibility

The second day of the workshop began with an exercise to identify the key gaps in the sector, and the role(s) that RISE is best suited to play in filling these gaps. It is clear that progress requires a multi-stakeholder collaborative effort in which RISE is just one player.

The critical gaps or needs identified:

- Clear gap in skills and capacity at multiple levels - practitioners, government agencies, communities, CBOs, etc.
- There is a need for leadership in driving collaboration and sharing information; there is a large degree of duplicate/parallel learning and no 'go to' place for new CBNRM/rural development practitioners or projects. There is a need for co-ordination of CBNRM activities, including collaboration, and the information and knowledge that is within SADC to be actively managed.
- Innovation is required; these are highly complex issues that require on-going learning and refinement.

Based on these gaps, the role RISE is best suited to play includes:

- Building human capital/capacity at all levels through a combination of learning-by-doing long term sites that can be used as a field classroom and for College courses both at the long term sites and additional sites (Figure 1)
 - Building the capacity/skills of CBNRM practitioners and protected area managers.
 - Building the capacity of community members to facilitate community governance mechanisms and their ability to implement poverty alleviation projects.
 - Building complementary skills of community members.



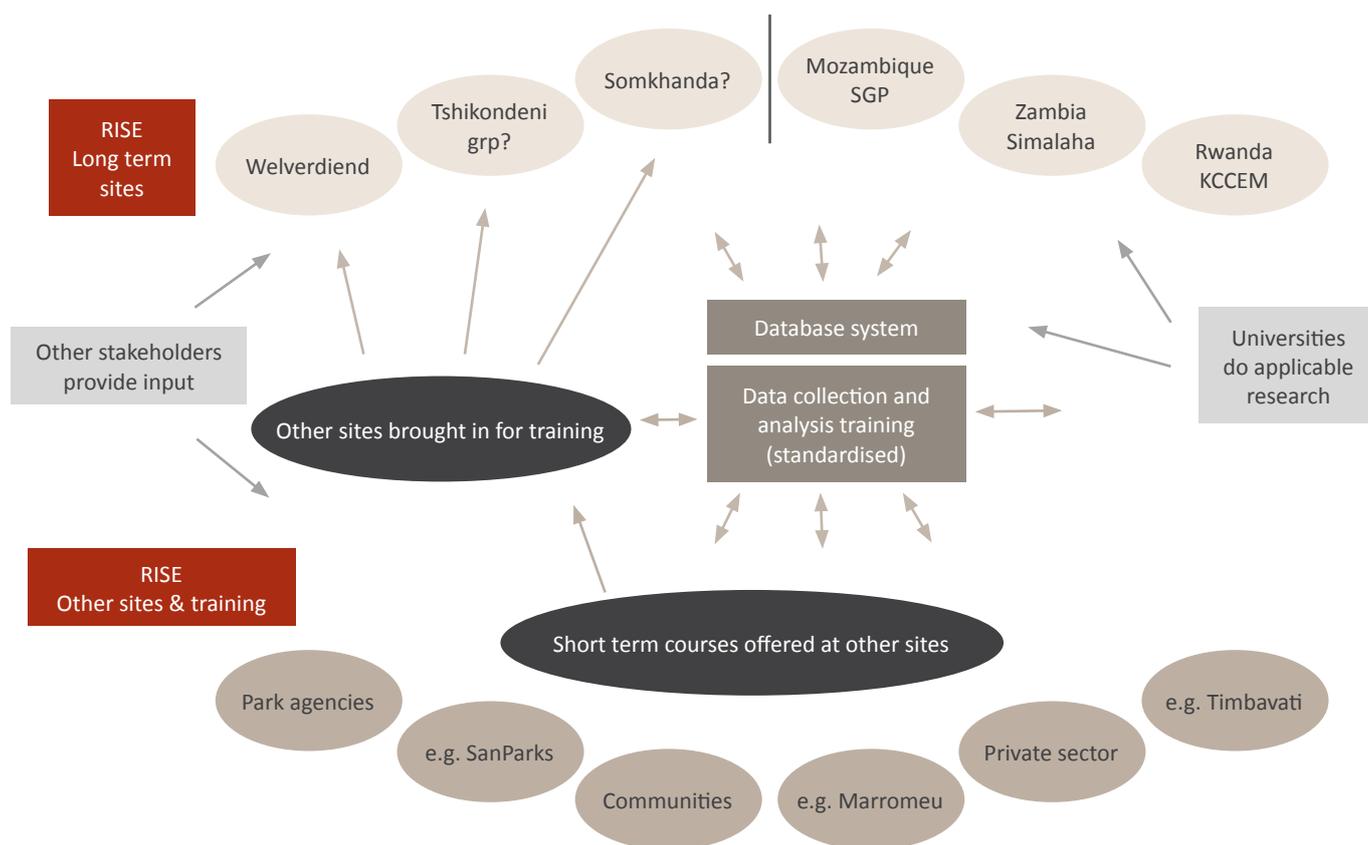


Figure 1. Diagrammatic representation of how RISE can carry out training with long term sites and then uses these sites to offer training. In addition short courses also offered at other sites. A time scale is not included.

- Build a community of practice
 - Facilitate information sharing and become the first port of call for CBNRM in the region.
 - Become trusted broker between communities and other partners (practitioners, implementers, donors etc.)
 - Develop a repository of information and undertake synthesis analysis and sense making in order to inform capacity building initiatives for on the ground CBNRM projects and to address barriers to CBNRM implementation (such as policy).
- Maintain a manageable number of long term pilot sites
 - To provide action learning opportunities.
 - To develop, test and refine methods and tools.
 - To act as areas for universities to carry out research.

The conversation on ‘how’ RISE can fill the above role stressed the need for RISE to be strategic in where to focus and how to prioritise, ensuring that the team uses its immediate strengths and capacity. Investing in our pilot sites over the long term as a core application for developing innovation and building human capacity; and aiding partners and practitioners to take RISE learning and advisory to other sites – expanding the market in this way – was seen as the most viable model.

Overall socio, economic and environmental aspects have to be taken into account if relationships are to be reinforced. This includes due consideration of the fact that:

- Biodiversity and wildlife are both valued and deliver value to communities
- Improved livelihoods are coupled with environmental sustainability
- Resilient communities enable a resilient environment
- Communities are custodians of natural resources

2016 RISE FIELD ACTIVITIES

In Mozambique, work continued with the Mangalane community and Sabie Game Park. The community scouts worked well and have made significant contributions to the safety of both the communities, livestock and wild animals. Work in this area is now focusing on the accountable distribution of funds obtained from hunts on Sabie Game Park to the various villages and the processes required for this. Due to the 2016 drought, the RISE unit, together with its project partners, provided three clutches of food provisions to meet immediate community needs. A donation in kind was also received from South African National Parks (Kruger National Park) for the Mangalane Community. This included 100 food parcels and the community was very grateful for this additional support.

During the latter part of the year, RISE hosted a three day workshop with the Makuleke Communal Property Association (MCPA) at the College. Participants included executive members of the MCPA committee, representatives from the Makuleke Royal Family as well as the representatives from the consultative forum. The aim of the workshop was to clarify the intentions of the RISE Unit to build understanding in development of CBNRM activities and to stimulate the existing relationship between the SAWC and MCPA. During the workshop the participants engaged in high level discussions and were able to identify challenges and solutions of the MCPA.

The RISE Unit also began the process of strengthening relationships with the SAWC’s neighbouring community, Welverdiend Village. This is being realized through the SAWC-Mnisi Community Alliance by way of providing CBNRM governance support in the village and transferring skills to improve livelihoods. The unit would like to extend its sincere thanks in recognition of the role that the environmental monitors Rejoyce Ndlovu and Vutomi Mnisi played in the mobilization of communities in the College’s project sites. Their translation skills have also helped facilitate communication and understanding.



SUSTAINABLE USE AND FIELD GUIDING

Essentially the training programmes and various other short courses offered by the Sustainable Use and Field Guiding Department are built on four pillars:

- A thorough understanding of conservation management grounded in sustainable utilization and conservation principles.
- A mastery of the knowledge and skills needed to become a competent guide and tracker with a deep understanding of the natural environment. This encompasses not only a thorough knowledge of animals but also of plants, insects, spiders, birds, scorpions, trees and soils within their natural ecosystems and how they interact and affect each other. The ability to read the signs of the bush and animal “body language” is also vital so that quick and informed tactical decisions can be made.
- Acquisition of the other skills required to become a competent hunting guide and operator. This includes how to maintain, repair and safely use different types of weapons and how to choose the right firearm, calibre, ammunition, or bow and arrow for a specific application. Other important aspects are how to communicate with and guide a client, and how to manage the necessary logistics. Also taught are the principles and practices of business, marketing, catering and hospitality management.
- Transparency – From the outset the SAWC has striven to work closely with all interested and affected parties to ensure the sharing of ideas and compliance within the relevant training requirements and the legal framework.

Programme Implementation

The Sustainable Use and Field Guiding Department’s 2016 training year kicked off in early January when our ten National Treasury’s Jobs Fund ‘trails ladies’ as they had affectionately become known returned to the SAWC for the second part of their training. Last year all ten had passed their NQF Level 2 Dangerous Game Site Guide course after which they spent five months in the Kruger National Park gaining practical guiding experience under the mentorship of some of the Park’s most experienced field guides. They then returned to the SAWC for the second part of their training – in the form of a 39 day NQF Level 4 Dangerous Game Site Guide course.

A level 2 Dangerous Game Site Guide qualification allows its holder to act as a ‘second rifle’ on a walking trail. A level 4 qualification enables the holder to lead such a trail and there is a huge difference between these two qualifications. To successfully become a trail guide leader requires a vast amount of knowledge. For five of the learners this level proved to be a bridge too far. The five who successfully attained their level 4 certificates have since proved themselves to not only be popular, well-trained and knowledgeable KNP trails guides, but ambassadors for the SAWC as well.

In June 2016 the next 18 month PH course got under way. This course started with a 90 day NQF Level 2 Dangerous Game Site Guide Course. Sixteen students were selected, from five different countries – the United Kingdom; Mozambique; France, Zimbabwe and South Africa. This gave the class a nice and interesting variety of cultures all of whom got on extremely well. All 16 students went on to pass this course, after which eight left the program.

The remaining eight students continued with the PH course and in addition to the NQF level 2 DGSG course they also completed an additional 12 of the PH course’s 44 modules. At the end of their first semester all eight students passed their end-of-year examinations.

In addition to this, four students from the previous PH course – the 2014/2015 intake, completed their apprenticeship year and they were awarded their certificates at a graduation ceremony early in November.

Once again, the SAWC’s core training area proved to be the ideal setting for such training activities, with many close encounters with elephants and buffalo being experienced. White rhino, lions and hyena were also approached.

The Department is now offering weekend elephant and buffalo dangerous game courses after reaching an agreement with the South African Hunters and Game Conservation Association. These courses are proving to be very popular with Association members.



Programme Development

The realities facing rural Africa include unemployment, poverty and hunger. When properly managed by a carefully implemented sustainable utilization programme, a country's wildlife and other natural resources can generate significant value which can be used to fund conservation, job creation, income generation and food security for rural communities. The increase in opportunities will mean a decrease in poaching and uncontrolled harvesting of natural resources.

In keeping with the College's goal of developing conservation and wildlife management skills and at the same time promoting the wildlife economy, the College conducted a survey through nine SADC countries to determine conservation industry needs prior to embarking on any programme development. Among the needs identified was more formalized training for professional hunting operators and guides.

To address this need, the College, with the support of various interested and affected parties, created three national qualifications recognized by the South African Qualifications Authority. These programmes will help formalize and transform industry requirements by raising the standards of these qualifications for both professional hunters and field guides in Southern Africa.

The new 18 month Professional Hunting Course trains students as conservationists and guides before teaching them the skill of safari hunting. Various exit points are now offered, allowing for completion of a guiding qualification without having to complete the full 18 month programme.

The SAWC PH course is designed to achieve two main goals:

- To improve the standard of professional hunting training by producing competent and highly ethical professional hunters who are firmly grounded in conservation principles.
- To transform the hunting industry by setting recognized industry standards in terms of competence and behaviour. After the theoretical training at the College, students apprentice with a registered safari operator for a full hunting season to gain hands-on experience.
- In addition, the Sustainable Use and Field Guiding Department is also accredited to offer both a 75-day (three month duration) NQF Level 2 Dangerous Game Site Guide course and a 39-day NQF Level 4 Dangerous Game Site Guide course. These are the qualifications recognized by the Kruger National Park for all its field and trails guides.

International and National Support

The contributions of the following organizations are gratefully acknowledged.

DALLAS SAFARI CLUB FOUNDATION – Their generous support continues to provide the backbone for our unit's operational costs. In addition, DSCF also provided some bursaries to the Department's students. DSCF can take pride in knowing that they have contributed in a very positive and practical way to bringing about necessary transformation in the hunting industry in South Africa by training aspiring young PH's to a new set of standards for professional hunting.

AIMPOINT – They continue as one of the Department's main sponsors, providing bursaries to students who otherwise would not have been able to participate. The Aimpoint red-dot sights they donated are now permanently mounted on some of the rifles used for training exercises. We value the contribution they are making toward changing the face and standard of professional hunting in South Africa.

SAFARI CLUB INTERNATIONAL FOUNDATION – The Foundation's generous support of a vehicle to the unit in 2015 has enabled the Department to continue its work and ensure the safety of its students when being transported.

NATIONAL TREASURY'S JOBS FUND – the College's sincere thanks is also extended to the National Treasury's Jobs Fund for providing bursaries to ten female field site guide students. Without their generous contribution, together with the matched funding component provided by the SAWC's donors, these students would not have had this unique opportunity which has changed their lives.

NATIONAL LOTTERIES COMMISSION – We also thank the National Lotteries Commission for providing bursaries to field guide and professional hunting students. Without their generous contribution these students would not have had these life changing opportunities.





PROJECTS

Demonstrate ability to participate in a team or group and ignite, control and extinguish fires in a conservation area

The National Treasury's Jobs Fund Project 4/1004

The Southern African Wildlife College is extremely proud to have been awarded the National Treasury's Jobs Fund Project 4/1004 which saw 247 field rangers and 10 field guides trained over a period of two years, with the project closing out at the end of February 2017.

Aimed at capacity building and skills development with a view to providing permanent employment, the project has also helped ensure that designated wildlife areas are now better staffed and protected. It has also played an integral role in contributing to alternative livelihoods, poverty reduction and socio economic development within the communities from which the learners were recruited.

The five employer organisations, which partnered with the College on this project, included Ezemvelo KZN Wildlife, Limpopo Department of Economic Development Environment and Tourism (LEDET), South African National Parks (SANParks), the Lawrence Anthony Earth Organisation and Wildlands Trust.

In 2015/2016, 137 people were trained with a further 120 men and women being selected for training at the beginning of 2016. Each learner will undergo

a year-long accredited programme in Natural Resource Guardianship to be completed at the end of February 2017. This training will also ensure the improved capacity of communities to manage their own wildlife resources more specifically in Mayibuye and Somkhanda Community Reserves and will help ensure the protection of vulnerable and threatened species such as rhino within the five employer organisations.

During the training, and to ensure skills transfer, the learners are placed in the workplaces where the employer organisations provide hands on experiential training.

The impact and changes brought about by this project are being felt at organization, community and individual level. In turn, the project has helped to ensure that South Africa's rich biodiversity and its threatened species are conserved and protected.

Our sincere thanks is extended to the Dioraphte Foundation, United for Wildlife supported by The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry, Friends of African Wildlife, the Tusk Trust, as well as MyPlanet Rhino Fund who supported the College in providing the matched funding requirement of the project.



Learners from the National Treasury's Jobs Funds Project completing requirements for infrastructure development training

WWF-SA Projects

GT5213 / ZA2335.B / ZA5256

One of the main purposes of the WWF-SAWC projects has been to develop a strong, technically and financially sustainable Community-based Natural Resource Management (CBNRM) Unit at the Southern African Wildlife College. This has helped ensure that experiential learning processes based on key working pilot sites are used as models for expansion. This will in turn help to ensure the protection of wildlife by linking communities and conservation. As such, it was decided the unit was more than just a CBNRM unit and it was named the Rural Initiative for a Sustainable Environment (RISE). (See pages 32 - 34)

The work of the unit will also support the long-term sustainability of rhino conservation, which needs to integrate communities and community development as part of an integrated management approach. Local communities are critical to the line of defence for threatened species within protected areas and they have a vital role to play, not just in protecting wildlife assets, but in growing the wildlife economy to make it more inclusive.

The Sabie Game Park\Mangalane in Mozambique, next to the southern border of Kruger National Park, was the starting point for work while the initial stages of development took place within the Welverdiend community, adjacent to the SAWC. Makuleke in the north of the Kruger National Park is the other community site currently being engaged as part of these community-based projects.

The key objectives are to support and expand the wildlife economy to the benefit of these communities, to help improve and support community governance and benefits, and to enhance awareness of conservation laws whilst promoting interaction between the various stakeholders. These include rural communities, community structures, government departments, private sector and NGO's.

In order to support the team various practitioner tools for CBNRM are either being developed or have been produced for the unit. Other projects have also been used to update the Higher Education Training CBNRM module. Training of field practitioners are at different stages at the sites.

GT543

Thanks to the involvement of our partners WWF South Africa, the WWF Nedbank Green Trust agreed to support rhino conservation efforts by way of providing capital and operational support to the College's newly established Dog Unit. The K9 Unit explicitly talks to the building and protection of rhino populations through field conservation efforts and is run as a ring-fenced College project. (see pages 26 - 27)

The full scope of the two-year WWF Nedbank Green Trust supported project, aims to train field rangers as dog handlers and dogs in disciplines that are considered to be of most benefit to the anti-poaching community. Initial focus will be on rangers (handlers) and dogs in the disciplines that are not currently being offered elsewhere and will provide the greatest immediate benefit to the anti poaching operations, whilst also directly building on the current K9 capability of the Kruger National Park. This in turn supports the five tactical areas that have been identified as priorities by WWF-SA to support rhino conservation efforts: Building resilient rhino populations through field conservation efforts, engaging local communities in wildlife conservation, strengthening national law enforcement activities, developing bilateral cooperation between South Africa and transit and consumer countries and ultimately reducing demand for illicit rhino horn.

Our sincere gratitude is extended to WWF SA and the WWF Nedbank Green Trust for their ongoing support and commitment to rhino conservation efforts.

RESILIM B

Financial support for this project, entitled "Creating Sustainable Resilience Villages as examples for the Limpopo River Basin", was received from Chemonics (RESILIM) funded by the United States Agency for International Development (USAID) in Africa. The project commenced in May 2016 and will close out in 2017.

The funding is earmarked for three main project components, namely; (A) The engagement with the Makuleke Communal Property Association, (B) The development of protocols and policies for the development of small nature based enterprises in rural poor settings, as well as to improve a Zimbabwean women's group, in the Limpopo River Basin, by using natural products to create and implement a viable business plan and (C) The enhancement of the SAWC's Higher Education modules.

The aforementioned activities follow on from the successful 2014 SAWC-RESILIM partnership. This partnership led the way in terms of developing, piloting and rolling out innovative and appropriate forms of training to address the real needs for pro-poor transformation of protected area buffer zones to contribute towards building resilience in the region. The College would like to acknowledge the Ruvhona Raitta women's group, Dr. Tony Cunningham, and finally the RESILIM B project staff for their assistance in ensuring that the project deliverables are being met.

NORHED

The SAWC continues work with NORHED with a project entitled "Improving the governance and economics of protected areas, ecosystem services and poverty eradication through HEI capacity building and trans-disciplinary research". As the title indicates, this is very much a capacity building project for the partner institutes with the additional benefit of forming working relationships with institutes from the northern and southern hemisphere.

The main stakeholders in the project are: Noragric of the Norwegian University of Life Sciences (NMBU), the School of Natural Resources at the Copperbelt University (CBU) in Zambia, the School of Public Leadership Stellenbosch University (SU) in the Cape and the Applied Learning Unit at SAWC.

There were nine PhD and one Masters student funded by the project in 2016. From the SAWC, Sandy du Plessis is working on "Losing and re-aligning access to resources: The legitimacy of different resource regimes in a Transfrontier system". She is focusing on the communities in the Greater Limpopo Transfrontier Conservation Area, specifically the area around Massingir, who have been relocated and whose resource regime has changed.

In addition two PhD's from CBU are being jointly supervised by staff from SAWC (Alan Gardiner), University of Iceland (Jón Geir Pétursson) NMBU (Erik Gomez-Baggethun) and CBU (Jacob Mwitwa and Lackson Chama). The one PhD student Sydney Kapembwa presented on a "Proposed model towards community governance in the fishery industry in Lake Itzhi thezi, Kafue National Park". While the other Donald Chikumbi is working on the "Participatory resource governance and analysis of Indigenous knowledge in Mulobezi Game Management Area of Kafue National Park".

It is envisaged the applied research being conducted by the students will benefit the local communities and also influence policy decisions. It is likely there will be many benefits to flow from this project due to the cross linking of the various institutes.





OPERATIONS

Amidst much jubilation, the maintenance and Phase II infrastructure team took first place during the fun team-building events held on Founders Day

The Operations Department of the College comprises two divisions: The maintenance division responsible for the development and upkeep of the College’s infrastructure as well as the College’s fleet management; and the Hospitality division, which includes logistics, housekeeping and reception.

As part of Phase II of the College’s infrastructure development, the College was appointed to take on the project management function and the role of main contractor. Given the magnitude of the project and the input required, it was agreed to appoint a Phase II Project Manager commencing 1 March 2016.

Maintenance

Due to the dry season, the College’s water resources had to be securely managed in 2016. Effective water use procedures and constant monitoring of water use were implemented to mitigate the dry conditions. Work was also done on the system to ensure a steady supply of water to the College. The booster system on the internal water supply was fitted with new pressure control valve to prevent over pressurization of aging pipes thus preventing possible ruptures to existing water lines. A water softener was also re-installed to decrease calcium content in the water supply, which will in turn reduce calcification of taps etc.

During 2016, the Department looked at options, including that of a new electrical ringfeed, to ensure a more stable electrical supply especially given the increased infrastructure requirements.

All electrical installations will also be retested and recertified so that new electrical COC’s can be issued. This will be a precautionary measure aimed at keeping intact the integrity of the electrical distribution network and ensuring the safety of everyone on Campus.

Two new systems were introduced including maintenance job cards and a computerized fleet management system. The new job card system and database will allow for maintenance jobs to be tracked, which will help ensure that all maintenance jobs are expedited, followed up and signed off after completion.

The College’s vehicle fleet, funded over the years by AVIS, The Rufford Foundation, Rand Merchant Bank’s Environmental Fund and The National Lotteries Distribution Trust Fund, comprises a number of different vehicles used to conduct College business and safely transport students, College guests and staff. Our sincere gratitude is extended to these organisations for their ongoing support.

Make	Type	Sponsor
1. Toyota	Quantum	The Rufford Foundation
2. Toyota	Auris	SAWC
3. Toyota	Hilux 4x4	NLDTF
4. Toyota	Hilux Game Viewer	NLDTF
5. Toyota	Hilux Game Viewer	The Rufford Foundation
6. Toyota	Fortuner	The Rufford Foundation
7. Hino	27 Seater Game Viewer	The Rufford Foundation
8. Toyota	Avanza	AVIS
9. Hyundai	i20	AVIS
10. Hino	32 Seater Bus	RMB Fund
11. Hino	36 Seater Bus	The Rufford Foundation
12. Hino	32 Seater Bus	The Rufford Foundation
13. M/Benz	22 Seater Sprinter	The Rufford Foundation
15. Mazda	BT-50 LDV	The Rufford Foundation
15. Mazda	BT-50 LDV	Rufford Foundation

During 2016 this department was also responsible for the infrastructure development of the K9 unit supported by the WWF Nedbank Green Trust. This comprised the building of two houses; a one bedroomed house for the dog handler, and a three bedroomed house for the Dog Master. Two sets of upgraded kennels were also built.

The Operations Department also completed the JPZ project infrastructure, supported by Peace Parks Foundation and undertook the services contract to the Hans Hoheisen Wildlife Research Services Unit.

PHASE II – Expansion and Greening of the College

With the expansion and growth of the College's learner programmes and service delivery, Phase II of the College's infrastructure development commenced in 2015. The main purpose of the Phase II infrastructure development is to increase the training capacity of the SAWC, including the provision of staff housing and offices whilst ensuring the greening of the College and an overall reduction of maintenance requirements of the SAWC.

This followed the signing of the finance agreements for the generous grant received from the German Ministry of Economic Cooperation (BMZ) through the German corporation Kreditsanstalt für Wiederaufbau (KfW). The initial construction of the College was also made possible by BMZ via KfW facilitated by WWF South Africa.

As part of the Phase II Project, 2016 saw a handover to Project Manager, Rory Allardice supported by Sharon Humphries as his PA and Compliance Officer. This essentially separated the College's operational and maintenance requirements from infrastructure development, albeit that the roles are mutually supportive. Key staff turnover during a project is always difficult, but the College mitigated these changes by sagacity in anticipation. The appointment of an experienced compliance officer also brought the project, and the SAWC as a whole, firmly in line with legal, safety and environmental compliance requirements. Following the resignation of Andre Cornelius, Executive Manager Operations with effect 1 November 2016, the maintenance role was taken over by Kobus du Plessis.

Waste water and effluent treatment and the supply of fresh water still remained the priority activity: Infrastructure for the treatment of waste water has achieved a stable situation with plans to treat the waste water to a state where it can be used for irrigation have been set in place. The Phase II team continue to strive towards better waste water treatment.

The projects being tackled are both environmentally friendly and innovative. Old technologies using modern materials and techniques are being used to keep the buildings cool in summer and warm in winter. The lab and higher education offices will be a state of the art building when completed with impressive rammed earth walls and high wooden ceilings. Air flow is guided through the building with vents in strategic places.

The new Sustainable Use and Field Guiding lecture block when completed will include a loading room, lecture room and an office, as well as a cistern

has uniquely been built underneath it. This will not only trap rain water to supplement the College's water supply but will also act as the source of water for evaporative cooling. Air is channelled over the water in the cistern, cooling it and thereafter pumping it through ducting in the building using the roof space as a source of energy to act as a heat pump.

The new general purpose lecture room cum conferencing hall is being built using a Lego-type interlocking hollow block. In this building too an evaporative cooling system using charcoal will be introduced.

On completion of the project, the entire campus will also be game fenced with electric fencing to the standard required by the Kruger National Park.

The old walkway between reception and the resource centre will be converted into offices and will include ablution facilities and a seminar room. One of the most important innovations, which will result from the Phase II development, is the replacement of the thatch roofs with a product called Harvey Tile. This is basically a metal tile coated with gravel to give it a very neat and natural look. Introducing Harvey Tile will substantially reduce insurance premiums on the College buildings, which will virtually eliminate the constant maintenance that thatch demands.

Developments at the Field Ranger's Training camp are complete with the two lecture halls becoming functional. Other areas completed included the staff houses. The six new single quarters, which replace the old VIP units, will be built to a high standard.

Training contractors in new and innovative building methods has been very rewarding because of the way they have grasped the opportunity to learn new techniques. As part of the Phase II Project the College has engaged with 11 villages under Chief Mnisi. To fairly appoint subcontractors representing all the communities, a community committee was elected by community members. Criteria was set to enable community members to benefit from the subcontracted services required which further resulted in the employment of skilled and semi skilled labourers from the communities.

The environmental audit conducted in December 2016 archived a score of 92%, the highest to date. This audit included the larger footprint of the project, namely the sources of gravel and the rehabilitation of the gravel pit. The rehabilitation around the new staff houses has also been impressive.



Examples of the different building technologies being used during Phase II of the College's infrastructure development.



Hospitality

We are proud of the many staff in the Hospitality Department who took up new challenges in the work place in 2016 or decided to continue their education to advance their careers.

Reception

To start off 2016 we welcomed Nyiko Mlambo who was promoted from the position of housekeeping assistant to that of junior receptionist. After a year of good service to the College she decided to further her studies and left with our good wishes.

Perseverance Khotso Maake showed interest in completing her HR diploma and requested practical experience in the HR Department. Lesley Greyling, the College's HR Manager was instrumental in placing Perseverance, who started out working half days in August. She took on more responsibility toward the end of the year.

In keeping with the College's policy of training within departments, Precious Mathebula, Amelia Hope Makubela and Akani Mhlaba, all interns from the SA College of Tourism, were given the opportunity to work in the position of trainee receptionist. Each fulfilled the role for a three-month period, giving them the practical experience that will help them find work opportunities once they finish their year long internship at the College.

Logistics

Logistics had to say good bye to Theodore Ngobeni who has worked within the Hospitality Department for over six years. Theodore has accepted a new Job in Hospitality as a Stock Controller/Supervisor. We know she will excel in her new position. Candy Morale has taken over as the New Logistics Coordinator. Candy has many years experience in hospitality and administration and is a graduate of the SA College for Tourism. Her experience in working with various departments will definitely add to the value she brings to her new role and will contribute to the development of the Logistics Department.

Housekeeping

Members of the housekeeping staff were given the opportunity to improve their English, and many jumped at the chance. The classes, offered by the Academic Support and Quality Assurance Department, were taught over a six-month period by Sandra Fernando, an international volunteer from Portugal. Congratulations to the staff who attended including Hlekani

Nomsa Mathebula, Mariam Ngomane, Elinah Sithole, Married Thethe and Sainet Seteromane Mokgope.

After 20 years of good and long service, the Department bid farewell to Maria Gule who took early retirement in June 2016. While we were sad to lose a valuable staff member, we wished her well. Mariam Ngomane stepped into Maria's role and has embraced her new role.

Mariam was given the opportunity of a lifetime when she was selected to take part in a Rhino notching and DNA sampling experience with the "Friends of African Wildlife" donors in October 2016. It was an incredible privilege for her to be so close to the magnificent animal, and it gave her a greater understanding of the importance of protecting rhino for future generations.

Mpumelelo Ruth Mzimba returned to the SA College for Tourism in Graaff-Reinet to complete her diploma at NQ4 and gain her practical experience working at the Drostdy Hotel. We wish her all the best.

Hospitality

Nokuthula Theodore Ngobeni moved from the Logistics Department where she worked as Logistics Coordinator/Reservationist. Theodore showed an interest in furthering her career in other aspects of the Hospitality Department so the College decided to assist her in studying with the Hospitality Training Associates School of Culinary Art in Randburg. She is doing a one-year in-service Chef Apprenticeship Certificate programme, which includes Catering Theory, Food Costing, Culinary French and Practical exams. Because an in-service work book forms part of her training, Theodore was transferred to the Hospitality Department in April 2016 in the position of Stock Controller /Kitchen Supervisor, to assist in giving her more relevant experience.

Precious Mathebula, worked in the Housekeeping Department as an intern, and then was employed as a food service assistant. She then took part in a four-month internal staff upliftment programme that had her training as a receptionist. It was an exciting year for Precious. She welcomed a baby boy Quinten into her family, and then upon returning to work she was promoted to Kitchen Supervisor/Cook.

On a very exciting note, especially for those working within the kitchen, this area was revamped with new equipment installed from KFW Phase II funding as well as a generous donation from the Rufford Foundation. The staff in the kitchen have now been trained to operate all the new electrical and gas appliances and we look forward to putting all the new equipment and appliances to good use.

2016						
Month	Breakfast	Packs	Lunch	Packs	Dinner	Braai
Jan	1168	70	2289	46	1343	82
Feb	3006	183	4186	207	3340	14
Mar	2254	70	3455	146	2509	83
Apr	1524	5	2743	58	1677	0
May	500	120	1664	169	844	85
Jun	1248	50	2411	150	1340	192
Jul	1020	34	2242	150	1157	50
Aug	2909	105	4048	219	3239	132
Sep	2475	40	3660	67	2727	185
Oct	2153	9	3465	34	2346	141
Nov	1867	87	3087	100	2304	31
Dec	148	0	353	90	193	93
Total:	20272	773	33603	1436	23019	1088



Mariam Ngomane pictured with donors from Friends of African Wildlife, who she joined during a rhino notching and DNA sampling operation



Idah Mnisi, one of the longest serving members of staff, received due recognition of her long service to the SAWC and Hospitality Department on Founder's Day. Idah has been with the College since its inception.

Accumulative Bed nights for 2016



NEWS FROM THE SOUTHERN AFRICAN WILDLIFE COLLEGE TRUST

The Southern African Wildlife College Trust (SAWCT) acknowledges the College's progress this year in meeting the growing training needs of conservation in the region.

The Trust enjoyed a busy and rewarding year in support of the College. The aim of the Trust is to grow its fund and provide increasing financial assistance to the College and its nature conservation beneficiaries. Without this help these students, who are employed in the conservation sector, would not be able to afford to study and gain the knowledge and skills needed for their vital work.

Support from our valued donors helped to increase the Trust's reserves to R32.1 million by December 2016. As a result the Trustees were able to increase the annual disbursement to the College, from R850,000 in 2015 to R1,261,250 in 2016. This funding went towards the annual awards of three SAWCT scholarships to the top students on the Higher Certificate in Nature Conservation: Implementation and Leadership to further their studies on the Advanced Certificate in Nature Conservation: Transfrontier Area Management. Two bursaries were also awarded to incoming students in 2016. The Trust also supported a number of projects to help improve the quality of education and fundraising at the College, including support for the Fundraising and Marketing team, and the design of the Applied Learning strategy.

One of the highlights of the year was an elegant event generously hosted by our Founder Trustee, Countess Sylvia Labia. The guests, many of them long-standing supporters of the Trust, were hosted at the exquisite Casa Labia Cultural Centre in Muizenburg, Cape Town. SAWC CEO Theresa Sowry captivated the crowd with her report outlining the exciting developments happening at the College.

A benefit for donors of this progressive Trust is the investment of its fund in the WWF supported Prescient Living Plant Fund. Over the past year the Prescient Fund continued to integrate environmentally sustainable investment principles into its investment portfolio to improve its environmental footprint. Its objective is the delivery of long-term capital growth with a high level of sustainability and environmental integrity. The performance of the investments supported by fundraising is key in meeting the aim of the Trust – to grow its capital sum in support of the College.

Pictured are the 2016 Southern African Wildlife College Trust scholarship and bursary recipients (from left): Nothando Moyo (Marongora Field Station, Zimbabwe), Armstrong Chinga (Liuwa Plain National Park, Zambia), Sambiana Limbani (Mosi-o-Tunya, Zambia), Francis Chitsa (Lake Chivero Recreational Park, Zimbabwe) and Dirk Pienaar (Ae!Hai Heritage Park, Kgalagadi TFCA, South Africa), with Kathy Bergs and Charles de Villiers, Trustees of SAWCT.



Pictured are the 2016 Southern African Wildlife College Trust scholarship and bursary recipients (from left): Nothando Moyo (Marongora Field Station, Zimbabwe), Armstrong Chinga (Liuwa Plain National Park, Zambia), Sambiana Limbani (Mosi-o-Tunya, Zambia), Francis Chitsa (Lake Chivero Recreational Park, Zimbabwe) and Dirk Pienaar (Ae!Hai Heritage Park, Kgalagadi TFCA, South Africa), with Kathy Bergs and Charles de Villiers, Trustees of SAWCT.



Theresa Sowry, the SAWC CEO and Jeanné Poultney, Executive Manager: Marketing and Fundraising meeting with donors Michaela van Wassenaer, Dioraphte Foundation (left), and Edith Walhof in the Netherlands

FUNDING THE FUTURE

The more clearly we can focus our attention to the wonders and realities of the Universe about us, the less taste we shall have, for its destruction - Rachel Carson

There is no doubt that as times change so too does fundraising evolve. This requires new strategies with a well-rounded fundraising programme and diversified sources of revenue. With the focus on venture philanthropy rather than on pure grant giving, there is a stronger human component with funders looking towards "impact investing" and strong social returns. This requires a review of one's approach to income generation but bodes well for NGO's who are making a real difference on the ground.

Some of the fundraising trends highlighted during 2016 include the fact that non profits generally retain only one in five donors and that appeals for specific project funding is far preferable to proposals for unrestricted grants. Donor concerns included integrity and wasteful use of funding as well as a lack of measurable outcomes. As such, clear lines of communication as well as measures of performance and impact have become vital. Donors are now looking for performance metrics detailing efficiencies and effectiveness as well as return on investment so that clear results can be communicated.

This is also underpinned by the need for non-profits to use different platforms and channels to communicate including the strong use of social media, strong images and video. This requires increased capacity, use of technology, and the need to expand skills sets in new media as well as the willingness to innovate.

As part of the College's strategy, its various communications and marketing tools are being addressed with innovative impact measurement tools also now being adopted. The College has also expanded its income generating capacity to include the business units and some of the core departments. This has proved very successful with the College having surpassed its target for 2016. This is however not cause to create unrealistic expectations moving forward especially given the impact of Phase II of the College's development, which includes construction and building works thereby impacting the number of courses and projects that can be run and bed nights that can be filled.

Insofar as donor retention is concerned, the College works hard to build strong, sound relationships with its partners, supporters and the donor community. Fortunately the one in five trend did not apply to the College, with the College retaining all its donors from the previous year. Here we can only provide our sincerest thanks to those funders that continue to believe in the work we do by providing their support. Without this support we would not be able to carry out our training mandate, which allows us to focus on human capital development through skills transfer. In doing so we

continue to develop and expand the College's scope of training to ensure a needs-based, applied, innovative and unified approach to the sustainable and ethical management of natural resources, protected areas and wildlife species across the African region. Something which, when boiled down to basics, lies very close to all our hearts.

And here there are many rewards, from seeing someone developing and learning new skills, finding employment following their studies, being able to feed their families and achieving their goals often at great risk and sacrifice. When we are able to see the impacts being achieved and the resulting development of the wildlife economy to the benefit of communities as well as the impact being felt due to our applied learning approach and resultant sharing of best practice for the conservation and environmental sector, then we begin to swell with pride.

This is only made possible through the relevant funding and the building of continued stakeholder relationships, which during 2016 was bolstered by the work carried out by the College staff. Coupled with this is the international fundraising trip conducted and the work done by the CEO, Theresa Sowry and the Executive Manager, Fundraising and Marketing, Jeanné Poultney. The yearly fundraising trip is made possible via the Southern African Wildlife College Trust's annual disbursement to the College and allows the College to meet with its international donors and potential partners to appraise them about exciting developments at the College, training needs and to discuss current projects being funded.

This year the College met with Oxford University, PPF UK, Tusk Trust, The Royal Foundation, Stonehage Fleming and Investec in the UK. This was followed by meetings with the Dioraphte Foundation, Common Lands, WWF Netherlands and the NFI in Amsterdam and the Hague. The trip ended with meetings with Friends of African Wildlife in Zürich who also introduced the College to other potential funders.

During 2016, the College secured funding across its Natural Resource Management, Youth Access and Community Development, Field Ranger Training and Sustainable Use and Guiding Training Programmes as well as for its projects. Our sincere gratitude is extended to the many Trusts, Foundations, Organisations and Individuals that provide their continued support to the College.

In further highlighting the work of the College, the visit by The Royal Foundation's Prince Harry at the end of 2015, generated a lot of media interest in the College. As a result we hosted a number of local and international media, photographers and film crews in 2016. This continued interest has helped raise the platform from which the College operates. With our business-centric approach and the support of our partners, supporters and the donor community, we hope to continue making measurable inroads into ensuring the College's long-term financial sustainability.

Thank you for helping us to continue to make a difference.

OUR DONORS & SUPPORTERS

The College extends its sincere gratitude for the support received during the 2016 financial year. Without the backing and the collaborative efforts of our numerous partners, associates and funders including conservation groups, government agencies, conservation organisations and donors, both locally and internationally, the College would not be able to continue with its crucial task.

The support received has enabled the College to continue training and developing the skills of Africa's wildlife custodians whilst also implementing projects that are making a real difference to capacity building, employment, the protection of threatened species and the conservation of our natural resources. This year alone, with the help and support of the donor community, the College reached its target with donor income accounting for almost 50% of the College's income, the balance being achieved via training and project income.

In generously providing funding towards infrastructure development, our training programmes and projects, student scholarships and bursaries as well as providing technical support, we cannot thank our donors enough.

Special thanks is also extended to:

All our Bathawk Anti Poaching Aerial Patrol and K9 Project donors as well as individual donors, Count and Countess Labia (South Africa), Mr. Christoph and Mrs. Bettina Weber (Founders of Friends of African Wildlife - Zürich), Mr. and Mrs. Walhof (Netherlands), Mrs. Fanja Ponn and Ms. Sommer Johnston (Germany) Ms. Lee Anne Davis (South Africa), Prof. Ossi and Dr. Lea Kochli (Friends of African Wildlife - Zürich), Mr. Ravazzotti (South Africa), Annet van Egmond (Netherlands), Stephanie Fuller (USA), Mr. and Mrs. Collot d'Escury (Netherlands), Claire and Ivan Carter (USA), and the late Ms. Lahann (South Africa) for their generous support of the College, as part of our Learner Legacy Adopt-a-Student initiative and our rhino conservation and anti-poaching projects.

As well as to:

- Charly Gräf (Relationship Building Partner - Germany)
- River End Consultants (Business Development Partner)



Acana



African Parks (via funding from Addressium Foundation)



Afrisam (Pty) Ltd



Aimpoint



Avis



Bextrans



Children of the Wilderness



Dallas Safari Club Foundation



Department of Environmental Affairs



Dioraphte Foundation



Distell Ltd



Game Rangers Association of Africa



Garmin



First Rand Foundation



Friends of African Wildlife and its Swiss donor base



Hans Hoheisen Charitable Trust (Managed by Nedbank Private Wealth)



Ivan Carter Wildlife Conservation Alliance



Kreditanstalt für Wiederaufbau (KfW)



KfW Stiftung (via PPF)



MAVA Foundation Pour La Nature (via PPF)



MyPlanet Rhino Fund



Nitralife SA



Nitrogen Advertising and Design



Our Horn is Not Medicine



Peace Parks Foundation



Pirtek Southern Africa



Rand Merchant Bank Environmental Fund



Rogz



Rufford Foundation



Safari Club International Foundation



SafariFRANK



SA Hunters and Game Conservation Association



Sheldon Family Trust



South African National Parks Honorary Rangers



Southern African Wildlife College Trust donors



Swedish Postcard Lottery (via PPF)



The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry



Timbavati Foundation



Tusk Trust (UK and USA) with support from Scott Dunn



Timbavati Foundation



United for Wildlife



WWF-SA



Zoofascht

Projects



National Treasury's
Jobs Fund



Norwegian Agency
for Development
Cooperation (NORHED)



RESILIM USAID



WWF SA



WWF SA Nedbank
Green Trust

OUR PARTNERS

WWF SOUTH AFRICA

Conceptualized by WWF South Africa in 1993 and built on land donated to WWF South Africa by Mr. Hans Hoheisen, the Southern African Wildlife College was completed as a result of cooperation between WWF South Africa, conservation agencies, the international donor community, local companies and individual supporters. Endorsed by the Southern African Development Community (SADC), the College was established in 1996 and opened its doors to its first students in 1997. It was managed by WWF South Africa until 2004.



SOUTHERN AFRICAN WILDLIFE COLLEGE TRUST (SAWCT)

The Trust was registered in 2000 as the Southern African Conservation Education Trust (SACET) when WWF South Africa saw the need to establish a trust fund in support of the work being done by the College and to promote conservation education across the region. In 2011, the name of the Trust was changed to the Southern African Wildlife College Trust (SAWCT) in 2011 to better align with the College, its sole beneficiary.

Deserving conservation management students at the College qualify for scholarships and bursaries awarded by the Trust, which also awards funding to other priority projects at the College. The primary objective of the Trust is to continue to raise funds to assist the College in perpetuity. The assets of the Trust are aligned with the WWF-SA Prescient Living Planet Fund, its objective being long-term capital growth with a high level of sustainability and environmental integrity.



PEACE PARKS FOUNDATION

The trans-boundary parks in southern Africa present a powerful vision of a shared ecological heritage and a mutually sustainable future. Peace Parks Foundation facilitates the establishment of transfrontier conservation areas (peace parks) and develops human resources, thereby supporting sustainable economic development, the conservation of biodiversity and regional peace and stability.

Since its inception, the Foundation has supported the training at the College and formally recognises the College as its preferred training provider for conservation related training across the region. Peace Parks Foundation helped cover operational shortfalls at the College during the 2004 – 2012 period. It currently supports the College's flagship training courses, assists with fundraising for synergistic conservation projects and serves as a business partner for training initiatives in the TFCAs. Peace Parks Foundation also provides technical support and GIS training to the College.



KFW

A grant made by the German Ministry of Economic Cooperation (BMZ) via the German Development Bank (KfW) and WWF South Africa made the construction of the College possible. KfW has over the years continued its support of the College and a further agreement to commence Phase 11 of the College's development was signed in 2014. With KfW's financial support, Phase II of the College's infrastructure development commenced in 2015 with completion scheduled for end 2017.



FINANCIAL REPORT 2016

Financial Report for the year ended December 2016

INDEPENDENT AUDITOR'S REPORT ON SUMMARY FINANCIAL
STATEMENTS TO THE MEMBERS OF
SOUTHERN AFRICAN WILDLIFE COLLEGE NPC

OPINION

The summary financial statements of Southern African Wildlife College NPC, which comprise the summary statement of financial position as at 31 December 2016, the summary statement of comprehensive income, changes in equity and cash flows for the year then ended, and related notes, are derived from the audited financial statements of Southern African Wildlife College NPC for the year ended 31 December 2016.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with the basis of preparation as described in the notes and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

SUMMARY FINANCIAL STATEMENTS

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards for Small and Medium-sized entities and the requirements of the Companies Act of South Africa as applicable to annual financial statements. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

THE AUDITED FINANCIAL STATEMENTS AND OUR REPORT THEREON

We expressed an unmodified audit opinion on the audited financial statements in our report dated 21 April 2017.

DIRECTOR'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

The directors are responsible for the preparation of the summary financial statements in accordance with the basis of preparation as described in the note and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), Engagements to Report on Summary Financial Statements.

PricewaterhouseCoopers Inc.

Director: NH Döman

Registered Auditor

Stellenbosch

27 October 2017

Southern African Wildlife College NPC

(Registration number 1996/005726/08)

Summary Financial Statements for the year ended 31 December 2016

Summary Statement of Financial Position	2016	2015
	R	R
<i>Assets</i>		
<i>Non-Current Assets</i>		
Property, Plant and Equipment	41,648,070	22,323,516
Goodwill	1,440,923	1,659,798
Intangible Assets	1,053,333	1,213,333
	44,142,326	25,196,647
<i>Current Assets</i>		
Inventories	328,262	345,433
Trade and other receivables	3,287,956	6,062,065
Cash and cash equivalents	15,840,007	15,427,680
	19,456,225	21,835,718
Total assets	63,598,551	47,032,365
<i>Equity and Liabilities</i>		
<i>Funds</i>		
Capital Fund	40,000	40,000
Earmarked Fund	35,110,576	14,058,430
General Funds	7,844,488	11,773,329
	42,995,064	25,871,759
<i>Liabilities</i>		
<i>Non-Current Liabilities</i>		
Borrowings	-	34,051
<i>Current Liabilities</i>		
Trade and other Payables	3,299,139	2,529,805
Borrowings	-	1,236,208
Deferred Income	17,304,348	17,360,542
	20,603,487	21,126,555
Total Liabilities	20,603,487	21,160,606
Total Equity and Liabilities	63,598,551	47,032,365

Basis of Preparation. The summary financial statements are prepared in accordance with criteria developed by management. Under management's established criteria, it discloses the summary statement of financial position, summary statement of comprehensive income, summary statement of changes in funds, summary statement of cash flows, and other information which management determines as relevant. These summary financial statements are derived from the audited financial statements of Southern African Wildlife College NPC for the year ended 31 December 2016, which were prepared in accordance with International Financial Reporting Standards for Small and Medium-sized Entities.

Southern African Wildlife College NPC

(Registration number 1996/005726/08)

Summary Financial Statements for the year ended

31 December 2016

Summary Statement of Comprehensive Income	2016 Earmarked	2016 General	2016 Total	2015 Total
	R	R	R	R
Revenue	21, 824, 801	48, 907, 266	70, 732, 067	73, 418, 757
Other income	-	3, 734, 929	3, 734, 929	2, 631, 276
Operating expenses	(7 753 931)	(49, 799, 822)	(57, 553, 753)	(57, 145, 790)
Operating Surplus	14, 070, 870	2, 842, 373	16, 913, 243	18, 904, 243
Investment revenue	-	267, 198	267, 198	116, 038
Finance costs	-	(57, 136)	(57, 136)	(128, 205)
Surplus for the year	14, 070, 870	3, 052, 435	17, 123, 305	18, 892, 076
Other comprehensive income	-	-	-	-
Total comprehensive surplus for the year	14, 070, 870	3, 052, 435	17, 123, 305	18, 892, 076

Southern African Wildlife College NPC

(Registration number 1996/005726/08)

Summary Financial Statements for the year ended 31 December 2016

Summary Statement of Changes in Equity	Capital fund	Earmarked funds	General funds	Total equity
	R	R	R	R
Balance at 1 January 2015	40,000	-	6,939,683	6,979,683
Surplus for the year	-	14,058,430	4,833,646	18,892,076
Other comprehensive Income	-	-	-	-
Total comprehensive Income for the year	-	-	4,833,646	4,833,646
Balance at 1 January 2016	40,000	14,058,430	11,773,329	25,871,759
Surplus for the year	-	14,070,870	3,052,435	17,123,305
Other comprehensive Income	-	-	-	-
Total comprehensive Income for the year	-	14,070,870	3,052,435	17,123,305
Transfer between reserves		6,981,276	(6,981,276)	
Total Changes		6,981,276	(6,981,276)	
Balance at 31 December 2016	40,000	35,110,576	7,844,488	42,995,064

Summary Statement of Cash Flows	2016	2015
	R	R
Cash flows from operating activities		
Cash generated from operations	23,859,051	31,499,962
Interest income	267,198	116,038
Finance costs	(57,136)	(128,205)
Net cash from operating activities	24,069,113	31,487,795
Cash flows utilised in investing activities		
Purchase of property, plant and equipment	(22,386,524)	(13,546,152)
Proceeds from sale of property, plant and equipment	(3)	25,000
Net cash from investing activities	(22,386,527)	(13,521,152)
Cash flows from financing activities		
Repayment of borrowings	(1,270,259)	(5,411,730)
Net cash from financing activities	(1,270,259)	(5,411,730)
Total cash movement for the year	412,327	12,544,913
Cash at the beginning of the year	15,427,680	2,872,767
Total cash at the end of the year	15,840,007	15,427,680



PUBLISHED IN 2017 BY THE SOUTHERN AFRICAN WILDLIFE COLLEGE

Incorporated in the Republic of South Africa under Section 21 of the Companies Act, 1973 (Act 61 of 1973), the College is a legal association with the registered name of the Southern African Wildlife College Registration Number 1996/005726/08).

Registered as a non-profit public benefit company, the SAWC is proudly supported by both WWF-SA and Peace Parks Foundation together with the Southern African Wildlife College Trust. This is an independent Trust Fund set up by WWF-SA in 2000 to provide a reliable income stream for the Wildlife College in perpetuity. The College's NPC Registration Number: 046-675-NPC/ PBO Registration Number 930016093.

The SAWC is fully registered with the Department of Higher Education and Training as a Private Higher Education Institution under the Higher Education Act, 1997, Registration Certificate Number: 2011/HE08/004 until 31 December 2021. The College also offers qualifications registered on the NQF falling under the Occupational Qualifications Framework (OQF). The quality excellence is still maintained via, CATHSSETA, the Sector Education and Training Authority (SETA) in line with the QCTO mandated requirements.

The College is accredited by CATHSSETA, the Culture, Arts, Tourism, Hospitality and Sports Sector Education and Training Authority (SETA), (Accreditation no. 613/P/000001/2004), and has been appointed by CATHSSETA as an Institute of Sectoral and Occupational Excellence (ISOE) for its outstanding contribution to skills development and organisational capacitation.

Recognised by the Department of Environmental Affairs, South Africa as a credible and long standing non-government conservation organisation (NGO), the SAWC is an approved project for Socio Economic Development under the Broad-based Economic Empowerment Act 53 of 2003 and the Codes of good practice on Broad-based Black Economic Empowerment.

The SAWC is registered as a VAT vendor with the South African Revenue Services (SARS) VAT Registration No: 4370159610 and Tax Reference No: 9508059640.

For Further Information Contact:

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Designed and produced by Nitrogen Advertising and Design in association with Jeanné Poultney.
Photos courtesy of Peter Chadwick, Janine Krayer, Catherine Robertson, College staff and SAWC associates.
Front cover photo courtesy of Janine Krayer.