



INTEGRATED REPORT

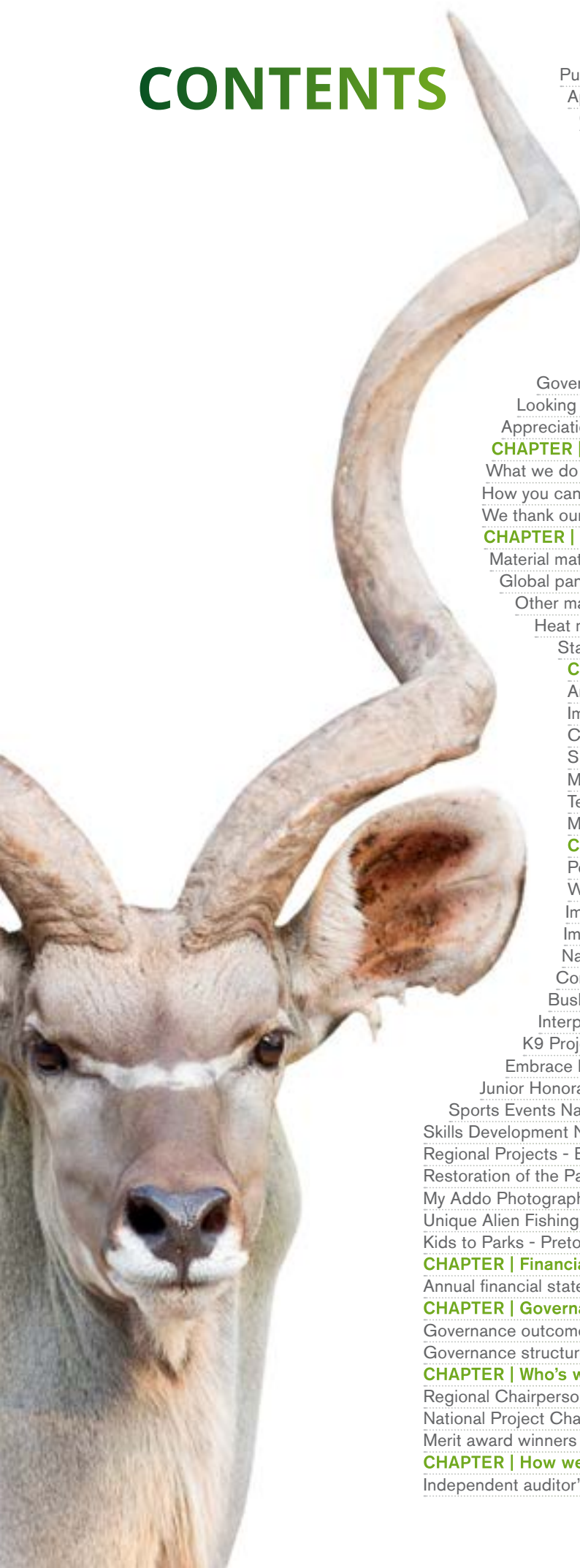


A YEAR OF ADAPTABILITY



CONTENTS

Purpose of this report	2
Approval statement	2
Our purpose	3
Our vision	3
Our mission	3
Code of Ethics	3
Appreciation	3
Stewardship	3
Passion	3
Integrity	3
Respect	3
Excellence	3
CHAPTER Chairperson's report	5
Overview	5
Governance	5
Looking forward	6
Appreciation	7
CHAPTER About the SHR	8
What we do	8
How you can help	9
We thank our major donors and pro-bono service providers	11
CHAPTER Material matters	13
Material matters	13
Global pandemic	13
Other material matters	13
Heat map	14
Stakeholder engagement	15
CHAPTER Strategy	19
Annual strategic formulation	20
Impact of COVID-19	20
Completion of SHR re-engineering	21
Supporting communities	22
Member experience	22
Technology	23
Marketing	23
CHAPTER Value from our members	27
Performance scorecard	27
Wish list process	28
Improving wish list governance	28
Improving wish list reporting	28
National and other significant projects	30
Conservation Services National Project	30
Bush Camps National Project	31
Interpretation and PEAP National Project	33
K9 Project Watchdog National Project	36
Embrace National Project	39
Junior Honorary Rangers National Project	41
Sports Events National Project	43
Skills Development National Project	45
Regional Projects - Birding Events	46
Restoration of the Papenfus Clock Tower - Magalies Region	50
My Addo Photographic Competition - Addo Region	51
Unique Alien Fishing Weekend - Marakele Region	52
Kids to Parks - Pretoria Region	53
CHAPTER Financial report	55
Annual financial statements	55
CHAPTER Governance	63
Governance outcomes	63
Governance structure	67
CHAPTER Who's who	71
Regional Chairpersons	71
National Project Chairs	72
Merit award winners	72
CHAPTER How we report	79
Independent auditor's report on summary financial statements	80



PURPOSE OF THIS REPORT

The South African National Parks (SANParks) Honorary Rangers' (SHR) annual integrated report explains our purpose and how we satisfy our members' need to support conservation in South Africa. We explain the benefits of our members' activities, how we add value to SANParks and how important our members' contributions are in conserving our natural heritage.

We find ourselves in a rapidly changing world this year, facing a global pandemic (coronavirus disease (COVID-19)) and likely economic depression. However, we are well positioned to support conservation in this new world because of our focus on governance and ethics over the past couple of years (read more on page 63). We recognise the impact COVID-19 has on our members and demonstrate how we seek to maintain the wellbeing of our volunteer corps and the spirit of freely volunteering.

Through this report, we aim to demonstrate our commitment to good governance and, in the face of the global crisis, effectively using the resources entrusted to us in support of South African conservation.

To honour our conservation mandate and in line with proper fund allocation, we will not be printing copies of this year's integrated report.

APPROVAL STATEMENT

The National Board (the Board) is responsible for the integrity of the integrated report. The Board has applied its collective mind to the preparation and presentation of this report. The Board is satisfied that it is a fair and reasonable representation of the SHR's performance and prospects. This integrated report was approved by the Board and signed on its behalf by:



Paul Colditz
Chairperson
27 August 2020

PURPOSE, VISION, MISSION AND VALUE

OUR PURPOSE

Honorary Rangers giving our best to conserve our natural heritage.

OUR VISION

To be a world-class volunteer organisation operating as an integral partner to SANParks in support of its strategic objectives.

OUR MISSION

To support SANParks in developing, managing and promoting sustainable national parks that represent our biodiversity and heritage assets through innovation and best practice, for the just and equitable benefit of current and future generations.

CODE OF ETHICS

The SHR is an ethics-driven organisation and as members, we commit ourselves to the following core values:

APPRECIATION

To recognise and appreciate the contributions of volunteers and donors.

STEWARDSHIP

To plan and manage our resources and particularly our natural heritage in the interest of an enhanced future.

PASSION

To demonstrate enthusiasm, devotion, intensity and tenacity, and to totally commit to everything we undertake in delivering support and volunteer services to SANParks.

INTEGRITY

To be honest, transparent, credible and fair, building on our diversity in all our interactions with everyone.

RESPECT

To respect our natural heritage, our brand, our policies and standards, and our relationships.

EXCELLENCE

To deliver exemplary service and to always search for better ways of doing things through our commitment to constant improvement in both our personal and professional lives.





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CHAIRPERSON'S REPORT

“Using existing systems, controls and processes, over R3 million was committed to the COVID-19 Community Support (CCS) for these communities and SANParks.”



OVERVIEW

The SHR was well positioned for the COVID-19 outbreak because of our good performance in the 2019/20 financial year and our sustained focus on improving governance over the past four years. The current financial year, which finished just days after the nation went into lockdown, yielded pleasing results despite generally constrained economic conditions. The SHR finished the year growing fundraising income by 4% and with over 2 000 volunteer members.

The lockdown heralded a dramatic change in our world. At the time of reporting, tourism was all but non-existent, government spend was reallocated to fight the pandemic and the world was facing a depression expected to last several years. The economic and societal effects of the pandemic will be with us for some time even if a vaccine and a cure were announced today.

In this context, the SHR began showing the benefits of our efforts to align the organisation with best practice governance as codified in the King Report on Corporate Governance™ for South Africa, 2016 (King IV)*. In a matter of weeks, we were able to redirect our efforts and spend to the new requirements from SANParks for support to communities neighbouring national parks. Using existing systems, controls and processes, over R3 million was committed to the COVID-19 Community Support (CCS) for these communities and SANParks.

Another critical challenge was keeping our volunteers engaged and feeling that they are still contributing to our purpose. The impact of social isolation spurred our use of technology and circumstances drove us to ensure we have regular and meaningful engagements with our members.

GOVERNANCE

This year saw the culmination of the past few years' efforts in many respects. A national board was elected in September 2019, aligning to the new structure. Our Board is far more diverse than any previous apex SHR body across gender, age, race, skills and experience. The Board formalised a charter governing Board functions and constituted Board committees to assist in ensuring proportionate

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and effective governance across audit and risk; social, ethics and strategy; nomination, remuneration and human resources; and information and technology.

The Chairpersons' Committee was reconstituted in terms of constitutional changes in March 2019. The committee proves to be an effective means of engaging with the organisation's leadership and members and a key factor in our ability to respond to COVID-19 quickly.

One of the first actions of the Board was to engage with the SHR's leadership to establish the Code of Ethics (page 3). We will focus on entrenching this in the fabric of the SHR for the foreseeable future. Our new Chief Operating Officer (COO), Francois Peenz, was appointed on 1 April 2020 and leads the Executive Centre. This, together with insourcing our finance functions by appointing a financial manager, gave us the opportunity to simultaneously improve controls and grow capacity for fundraising.

Re-engineering our governance is nearing completion. I am very proud of the progress to date and of the extent to which we were able to include our members in the journey. Protecting and promoting the volunteer spirit was and remains one of the key tenets of our governance re-engineering.

LOOKING FORWARD

Our members travelled more than 3.3 million kilometres and contributed 324 000 hours while executing their duties. We achieved about R68 million (at R150 an hour and R3,94 a kilometre) value creation in the 2019/20 financial year, a 7% increase on the prior year. However, we expect future kilometres travelled and hours contributed will be materially impacted by lockdown regulations imposed by government due to COVID-19.

Our financial forecasts show our ability to raise funds will be materially impacted by restrictions on tourism, and we expect to spend considerably more of our reserves on assisting impacted communities. We strongly believe using our reserves to help communities and SANParks to weather the storm is in line with our purpose and Code of Ethics. We have increased our fundraising efforts, seeking new sources of funding to bolster our ability to contribute even more.

We have sufficient funds in the bank to fulfil all commitments, notably our assistance to communities and the costs of administration, including salaries for our three permanent staff.

We anticipate COVID-19 will continue impacting our volunteers, donors, sponsors and SANParks. We see focused and regular stakeholder engagement as core to our response to the pandemic. The safety of our members is a top priority so we are putting considerable effort into finding new volunteer activities and ensuring that existing volunteer activities are carried out according to clear safety protocols using personal protective equipment.

We believe we have positioned ourselves to continue fulfilling our purpose in a COVID-19 world. Our strong balance sheet, good governance practices, commitment to ethical behaviour and dedicated volunteer corps give us the opportunity to aspire to do even more.

APPRECIATION

Our members contributed an average of 159 hours last year while absorbing considerable organisational change. In other words, our part-time volunteer corps each spent a full month working towards our purpose. The commitment of our people was even more apparent in response to COVID-19, with many stepping forward to assist their fellow members and to find new ways to contribute to our purpose. I am very grateful to them, the Board and the leadership in the Executive Centre, and National Projects and Regions for their exceptional commitment and willingness to change with the rapidly changing environment.

I am also immensely grateful to our loyal donors, sponsors and customers, who make it possible for us to continue to function, especially during these difficult times.

I see the COVID-19 crisis as creating new and deeper bonds between ourselves and SANParks. I am very grateful for our trusted partnerships and the almost daily interactions with SANParks' leadership and staff. This working relationship should allow us to emerge from the crisis together, stronger and more resilient.



Paul Colditz

Chairperson

27 August 2020



CHAMELEON

Special colour pigment cells under the skin called chromatophores allow chameleon species to change their skin colour. Some change colour for camouflage, some show darker colours when angry, or when trying to scare others. Males show light multi-coloured patterns when vying for female attention. Desert varieties change to black when it's cooler, to absorb heat, then a light grey to reflect heat when it's hotter.



ABOUT THE SHR

WHO WE ARE



**South African
NATIONAL PARKS
Honorary Rangers™**

We are the official SANParks volunteer organisation.

Mandated by a memorandum of understanding with SANParks, we are a registered public benefit and non-profit organisation.



324 712
volunteer
hours and

R68 018 133

donated to SANParks
in cash and kind in
2019/2020



Constituted in 1964, the SHR is organised into a national board with a regional structure. Each region and national project has its own management committee, looks after its own finances and activities and decides which of the national parks to support.

Through a wish list system the JLC approves duties to be undertaken by members, capital requirements (i.e. financial or equipment requirements) for parks, items to be donated as well as approved fundraising projects. Recently, a Covid-19 Crisis Committee has been formed to address SANParks' Covid-19 needs.

OUR CONTRIBUTION

Raising funds

Creating public awareness

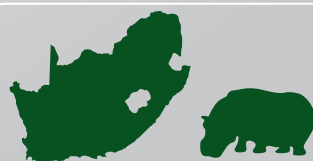
Supplying manpower & equipment to conservation, tourism and environmental education needs within SANParks.

SANPARKS AND SANPARKS HONORARY RANGERS

MOU Mandated & Joint Liaison - Coordination of activities and donations between SANParks and SHR takes place in the Joint Liaison Committee (JLC), which approves all items to be donated and activities to be undertaken in parks.



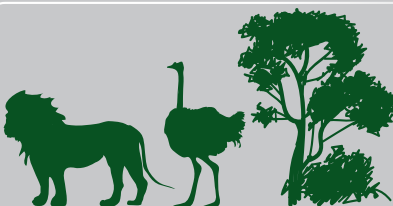
2045
MEMBERS



30
REGIONS



8
NATIONAL
PROJECTS



20
NATIONAL
PARKS

Our members can participate in a wide range of projects that accommodate individual preferences and skills – from corporate fund-raising activities, on the one hand, to the more hands-on physical activities in the bush, for the more practically-minded.

HOW YOU CAN HELP

The majority of our contributions to SANParks are raised through internal fundraising and from cash donations. We have minimal infrastructure, such as trailers and computer systems, which support our members' volunteer services. Our members are expected to use their own or SANParks equipment and infrastructure when performing duties.

We have accumulated a great deal of intellectual capital through more than 50 years of knowledge gained performing duties in SANParks, internal training courses and involvement in SANParks scientific publications and research projects.

We value and rely on collaboration with our stakeholders (read more page 15).

You can assist by:

CONNECTING

Connecting with us on our website and social media pages and creating awareness about what we do

[CLICK HERE](#)

FUNDRAISING EVENTS

Buying tickets for fundraising events

[CLICK HERE](#)

PRODUCT ENDORSEMENT

Product endorsement arrangements where the SHR logo may be used in return for a percentage of proceeds

[EMAIL](#)

BECOMING A MEMBER

Becoming a member and joining our efforts

[CLICK HERE](#)

REPORTING

Reporting any environmental crimes and poaching incidents

ANTI-POACHING HOTLINE


0800 205 005

WWW.SANPARKSVOLUNTEERS.ORG



HOW YOU CAN HELP


Donations



ONLINE DONATIONS

These donations qualify for a S18 tax deduction


CLICK HERE



GIVENGAIN

Please consider allocating your donation to our COVID-19 Community Support (CCS). These funds are urgently needed for emergency wish list items arising from the Covid-19 situation.


CLICK HERE



BEQUESTS

Please visit our page to leave a gift in your will to conservation.

CLICK HERE



DONATIONS-IN-KIND

Through liaising with your local SHR contact.

Please refer to **Value from our members**, page 27, for a detailed performance report on the value generated by the SHR and the outcomes we have achieved this year

WE THANK OUR MAJOR DONORS AND PRO BONO SUPPLIERS

Donors	Amount R
The Success Academy Rhino Trust	400 000
Emerald Risk Transfer Proprietary Limited Golf Day fundraising	379 500
Mount Vernon Wine Estate (Rhino Tears)	349 860
Coca-Cola Beverages South Africa	320 000
Tourvest Destination Management	290 265
Amdec Investments fundraising	250 000
Tigers Eye Retail Division, Tourvest Travel Retail	170 000
Verein Go for Rhino	161 498
The Trustees of the Hans Hoheisen Charitable Trust	150 000
Sasol	115 000
Airliner4Animals	112 618
Tourvest Holdings Proprietary Limited	100 000
Zoos South Australia, Adelaide Zoo	92 144
Easterns Nomads	83 000
The Winter One Fly Anti Rhino Poaching Charity Flyfishing Event	81 320
Electronic Security Distribution Association	71 736
The Relate Trust	65 100
Rotary Club of Bedfordview	65 000
Wildlands Conservation Trust	51 966
Bidair Cargo Proprietary Limited	51 230
ICAP Holdings Proprietary Limited	50 000
Mapula Trust	50 000





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In a land where rainfall is limited, the gigantic baobab tree thrives - due to a number of unique adaptations perfected over the course of its evolution. Its shiny outer bark reflects light and heat while its spongy inner bark allows it to conserve water. Its flowers, although attractive, smell of rotting meat and attract its main pollinator, the fruit bat. The baobab tree has also adapted its stems to form "u" like funnels, allowing water to channel into holding canals so the plant has time to soak it in over the course of a day.



MATERIAL MATTERS

Material matters are matters that may substantially affect our ability to continue adding value to SANParks and our members over time.

MATERIAL MATTERS

GLOBAL PANDEMIC

A new set of material matters, independent of the material matters identified before COVID-19, rose in importance due to the outbreak. It is expected that several of these will have short, medium and possibly long-term impacts. The impacts likely to be of the greatest relevance to the SHR are:

1. Member safety: Member safety has to remain our first priority. With our relatively vulnerable demographic (average member age is 56), providing appropriate opportunities for our members to volunteer is a priority.
2. Economic hardship: Reduced employment, redirection of government spending and lowered business confidence increased the need for non-governmental organisation (NGO) support and simultaneously decreased the private sector's ability to support NGOs.
3. Reduced tourism: Tourism was one of the areas most affected by COVID-19 and is likely to remain affected for some time. SANParks raises the majority of its funding through tourism activities. Several communities around our national parks are severely impacted by lower economic activity.
4. Technology: The accelerated use of technology due to social distancing creates both opportunities and challenges for volunteer and conservation efforts often in remote and relatively unconnected areas.
5. Conservation awareness: COVID-19 brought a clear focus on the consequences of previously acceptable human behaviour, namely the trafficking of wildlife products, the use of bush meat and a host of climate change issues. We hope this rising social awareness will provide more support for our conservation cause.
6. Supply chain interruption: The potential supply chain impact is yet to be seen and could have both positive elements and negative outcomes. The shortage of personal protective equipment is the most obvious immediate outcome, but we expect others to emerge. On the positive side, we saw indications that poachers had less opportunities to dispose of rhino horns and saw an increase in people opposing pangolin poaching and trafficking.



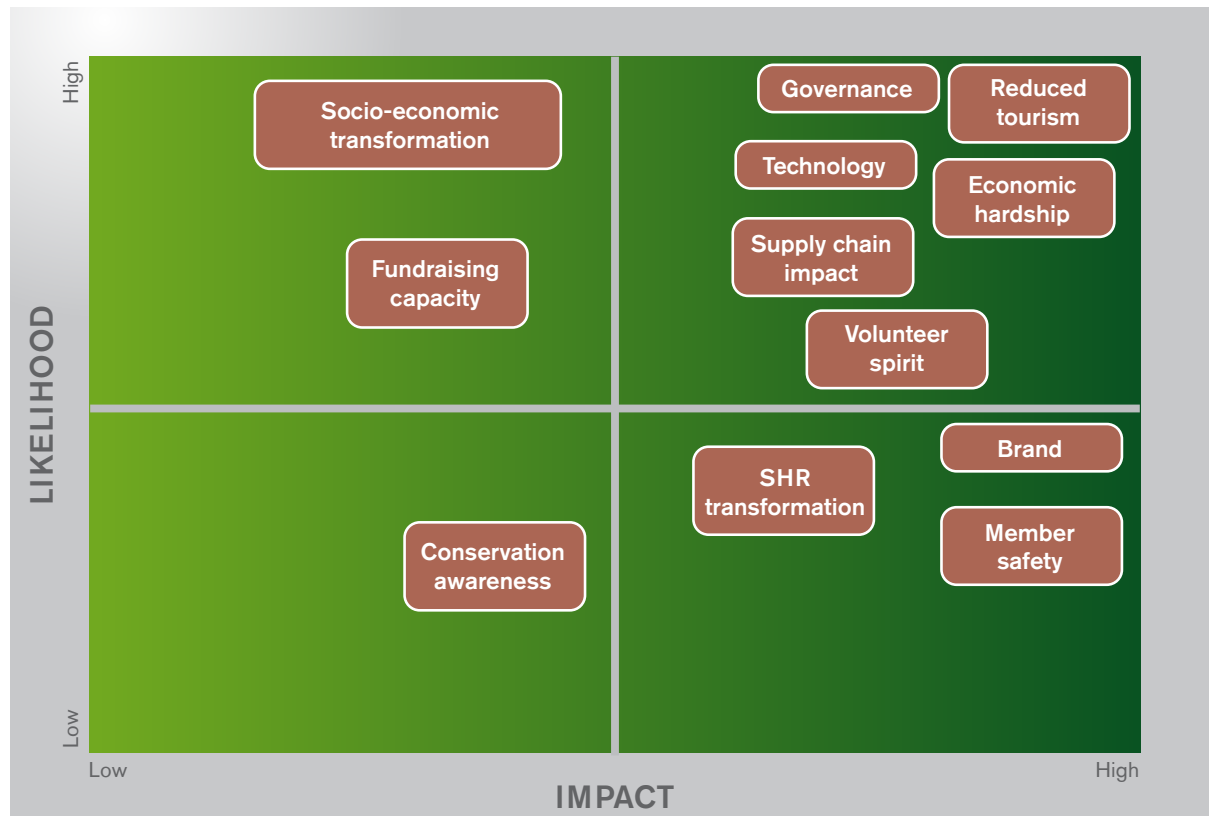
OTHER MATERIAL MATTERS

COVID-19 is the overarching driving force for material matters at present, but there are other opportunities and threats that exist for the SHR. These include:

1. **Governance:** The SHR made substantial strides over the past few years to align governance with King IV best practice. We are now 'change fit', well governed, and subscribing to an articulated ethical practice.
2. **Volunteer spirit:** COVID-19 presents several challenges to volunteer activities, but we have a strong base of committed and active volunteers who remain our most important asset and who are instrumental in our response to the changing world.
3. **Communication and brand:** We continuously improve our branding and advertising, and substantial opportunities still exist for creating SHR brand awareness.
4. **Fundraising capacity:** We increased our fundraising capacity and expertise by appointing our COO. Opportunities exist for us to substantially increase our fundraising from new sources.
5. **Transformation of the SHR:** We have materially transformed from a practice perspective, but need to do more to align to the country's demographic to truly achieve our purpose.
6. **Socio-economic transformation:** COVID-19 brought a much stronger focus on support for communities, but it is still largely led by making donations, rather than creating business opportunities.

HEAT MAP

The material matters are plotted on a matrix of likelihood of the event occurring against impact of the event on the SHR. The result is the below heatmap.



STAKEHOLDER ENGAGEMENT

We interact with our stakeholders through formal and informal processes. This informs our strategy, allows us to deal with stakeholder issues and raises much needed funds.

We cannot have face-to-face interactions with our stakeholders due to COVID-19; however, the SHR and our stakeholders easily adapted to online interactions. This will become the norm post-COVID-19; we have already experienced an increase in the frequency of interactions with some stakeholders due to the convenience of online interactions. Choosing online meetings also results in significant travel and meeting cost savings.

Interaction with SANParks' executive management is delegated to the Board Chairperson and formalised through the Joint Liaison Committee (JLC) and the Joint Strategy Committee. The SHR's support for SANParks' COVID-19 initiatives recently necessitated the establishment of the COVID-19 Crisis Committee comprising SANParks executives and senior SHR members.

At national park level, stakeholder engagement is delegated to the cluster coordinator, chairperson of the relevant regional or national project, or any member managing a specific project for the SHR. We expect interactions with major donors and sponsors to become more regular as our newly appointed COO gets involved in this process.









Customers and guests participate in our activities and events, and interactions occur before, during and after the event or activity. These interactions are important because feedback from our customers and guests allows us to continuously improve our product offering.

The Board Chairperson is the spokesperson for the SHR. However, this role may be delegated to another Board or Executive Committee (Exco) member, the COO or a chairperson of a region or national project. Media relations are managed by the Exco member responsible for marketing and public relations. Activity is closely coordinated with the SANParks media team.

SANParks is a structure of the Department of Environment, Forestry and Fisheries (DEFF) which expects us to continue supporting and raising funds for SANParks. All our engagement with the DEFF is through SANParks.




















































The table below describes the frequency of interaction with our stakeholder groups.

STAKEHOLDERS				
ENGAGEMENT FREQUENCY	DAILY	<div>SANParks</div> <div></div>	<div>Members</div> <div></div>	<div>Donors and sponsors</div> <div></div>
	FREQUENTLY	<div>Communities</div> <div></div>	<div>Conservation and other NGOs</div> <div></div>	<div>Customers and guests</div> <div></div>
	AD HOC	<div>DEFF</div> <div></div>	<div>Media</div> <div></div>	



The most common and key concerns and expectations when engaging with our stakeholders are described in the table below alongside the relevant stakeholder group.

Increased material, financial and in-kind support to national parks.								
Strict control over and accountability for donor funds.								
Provision of regular reports regarding SHR performance.								
Gradual transformation of the SHR, not only for the membership to be more representative of everyone in South Africa, but in its patrons and its leadership, and its procurement policies and skills development.								
The highest level of ethics, integrity, good governance and a clean audit.								
Members need more opportunities to perform duties and other activities in national parks. Members do not want SHR to purely be a fundraiser, nor do they wish to be burdened with administration. During COVID-19, it is important to keep members engaged and motivated while they are at home and unable to visit our national parks.								
Members want regional meetings with a social component and opportunities to improve their skills.								
Recognition for contributions made.								
Timeous use of donations/ contributions.								
Stability within SHR management.								
Regular communication about and access to existing and new SHR activities and events in our national parks.								
Agile response to feedback and complaints.								
Interest in conservation education by SANParks and SHR.								
Socio-economic transformation opportunities and, to a lesser extent, employment within and around national parks, i.e. enhancement of green and blue economies.								





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STRATEGY

King IV Governance outcomes:

1. Ethical Culture – Ethics workshop
2. Good Performance – Building great teams
3. Effective Control – Strengthening finance function
4. Legitimacy – SED & member experience

2019 Strategic focus areas:

1. Brand
2. Member Experience
3. Process & Technology
4. Reengineering (governance)

2020 strategic focus areas:

1. Supporting Communities: Socio-economic transformation (SET)
2. Member Experience
3. Technology
4. Marketing

GLOBAL PANDEMIC

Changing needs from stakeholders:

1. Supporting Communities: CCS & more fundraising focus
2. Member Experience – webinars, virtual Indaba, online training
3. Technology – donations via website. Member portal
4. Marketing – realignment

Thriving in a new world:

1. Proportionate and effective governance
2. Clear purpose and values
3. Proven ability to change the organisation as needed
4. Committed members
5. Strong balance sheet

CUCKOOS

Cuckoos are so amazingly adept at parasitizing the nests of other birds that their eggs even look similar to those of the host bird. While some cuckoo species will be reared alongside the host's chicks, some, like the chicks of a Klaas's cuckoo, will hatch early and remove the other eggs or chicks from the nest. Amazingly, even in these instances, the host parents will still treat the cuckoo as their own offspring by bringing it food and protecting it.



ANNUAL STRATEGIC FORMULATION

The SHR's leadership was invited to the 2019 strategy workshop to align with the inclusive approach first taken in the prior period. The focus was once again relatively short term with the COO's arrival expected within the first half of 2020. However, we ensured continuity from the previous year regarding the strategic objectives and alignment with the direction chartered by the governance re-engineering initiative which gained traction in the prior year.

The re-engineering initiative is a multi-year project intended to align the SHR's governance with best practices outlined in the King IV NGO sector supplement. In the 2018/19 period, the SHR's constitution was changed to separate governance from management and an interim board was appointed. The strategy development in the 2019/20 period was based on the governance work started in the prior year by considering all four elements of the King IV governance outcomes, namely ethical culture, good performance, effective control and legitimacy, as applied to our organisation.

IMPACT OF COVID-19

The possible scale of the impact of COVID-19 started emerging in March 2020 and necessitated an immediate and emphatic response.

An Exco subcommittee was established and put together a principle-driven approach to responding to changing needs from our stakeholders using existing structures, processes and capacity. This approach was workshopped with Exco, the Chairpersons' Committee and the Board (see page 67 for the governance structures) and provided guidelines under which the SHR realigned its activities to support the immediate consequences of COVID-19. Significant effort was made to satisfy our volunteer corps' need to contribute and to feel engaged with the SHR's activities.

Through the Exco subcommittee and various taskforces, we:

- Realigned our wish list process (see page 28) to meet the immediate needs of SANParks and the communities around the national parks
- Provided protocols for the use of personal protective equipment by our members
- Expanded Project Embrace (see page 39) to support SANParks' increased need, as well as our own members impacted by COVID-19
- Communicated best practice in terms of avoiding infection and principles outlining the types of volunteer activities to be undertaken by members in support of SANParks
- Realigned our marketing and fundraising activities to the new circumstances

The work done to ensure ongoing engagement with our members through regular webinars and planning a virtual indaba and annual general meeting (AGM) for 2020 is particularly noteworthy.

Our strategy has not materially changed from that articulated in December 2019 despite all these changes and realignments. We are confident the work undertaken to instil best practice governance positions us well to continue responding to the pandemic and to continue adding value for our stakeholders. Our ability to adopt new modes of work and adapt to change, proven through the re-engineering initiative, also positions us well for a post-COVID-19 world.

COMPLETION OF SHR RE-ENGINEERING

In September 2019, the interim board was replaced by a national board, elected at the AGM in line with the new Board structure in the constitution, consisting of a chairperson, a vice-chairperson, a maximum of two executive Board members, two independent (non-SHR) Board members and up to five non-executive SHR Board members. The details of the Board are presented on pages 67 to 69.

A finance manager was appointed in December 2019, moving the previously outsourced function back in-house. This resulted in lower costs and better controls. Finally, the COO started on 1 April 2020, giving full effect to the March 2019 constitutional changes allowing for the appointment of full-time professional staff.

Several other critical governance tasks were completed, namely the Chairpersons' Committee was reconstituted as an advisory committee to both the Board and Exco; a Board charter, which includes allowances for electronic meetings, was adopted; Board committee charters and chairs were agreed and Board committee members appointed; a formal Delegation of Authority was approved; and the interim Exco will become permanent in September 2020, primarily staffed by volunteers. It is important to note that Exco members are now appointed, not elected, and will be measured against agreed performance outputs, even though they are mostly volunteers.

Most significant is the creation and adoption of a Code of Ethics (page 3). Formulating the code was an inclusive process and started at the December 2019 strategy workshop with member engagements via the Chairpersons' Committee. This committee recommended the code for final Board approval on 18 July 2020. The move from a physical to a virtual indaba in 2020 changed the Code of Ethics rollout plan somewhat. This critical cornerstone of how the SHR behaves is continuously being entrenched across the organisation. The Board asked the lead independent Board member, Vikeshni Vandayar, to monitor that all Board meetings are conducted according to the Code of Ethics and the interim Exco asked the same of the Compliance Manager, Nirvanna Rampersad.

Several action items will remain on the re-engineering project plan post-September 2020, but the appointment of new Exco members will complete the most significant portion of the re-engineering project.



SUPPORTING COMMUNITIES

We recognise that, to truly achieve sustainable conservation, communities surrounding the national parks must also see value in conservation. Therefore, at the December 2019 strategy session, the SHR started considering how best to approach Socio-economic transformation.

The introduction of the nationwide lockdown in response to the COVID-19 crisis in March 2020 dramatically changed the needs of communities. They were cut off from their normal source of income as all tourism activities abruptly stopped. The SHR created the CCS in response to SANParks' request for community support. The CCS aims to support communities and national parks with personal protective equipment, food parcels and water tanks. As at end-July 2020, over R1 million was earmarked to this end and R524 612 was spent. The CCS aims to raise at least R5 million, a material portion of which comes from SHR structures reallocating funds from other wish list items, but in conjunction with new fundraising efforts, attempting to tap into new sources of funding.

MEMBER EXPERIENCE

The advent of COVID-19 and social distancing intensified and redirected our member experience efforts. The initial member experience efforts were primarily aimed at ensuring the volunteer corps remained 'front and centre' through the re-engineering project.

When the lockdown and social distancing started, the SHR was following a somewhat loosely defined digital strategy of moving training online, enhancing member experience in logging hours and improving electronic communications.

The first online training module, the Foundational Role of the Honorary Ranger, was launched in conjunction with the December 2019 strategy workshop. Member response was pleasing. National park refresher courses are being rolled out online on a monthly basis from July 2020.

Board and interim Exco meetings were already held using virtual meeting technology to save costs. At the onset of the March 2020 nationwide lockdown, all meetings moved online. Adoption from central structures was immediate and complete, given the new work necessitated to support our stakeholders through the crisis. However, Regional and National Project adoption was somewhat slower, leaving emails as our primary form of communication with members from March through to May. We launched the first of a weekly series of webinars for all members in mid-June. These webinars were exceptionally well received, with much higher attendance rates than anticipated. Attendance and post-event viewing for the first webinar reached 938 members. We plan to experiment using these events for fundraising and member engagement.

The planned 2020 indaba and AGM to be held at the Golden Gate National Park were postponed to 2021, and a virtual indaba and AGM are planned for September 2020. The webinars create a great opportunity for our members to become familiar with the technology.

TECHNOLOGY

An interim Exco operational technology committee was established late in 2019 to start aligning all the disparate systems and potentially conflicting data, and to mitigate significant risks with out-of-lifespan systems. This risk was most pronounced in our member database and duty tracking system, which came to the end of its useful life at the end of March 2020. A replacement is well advanced and is being rolled out to members in a phased approach.

Significant progress was made in member adoption of REPSLY, the system used to govern wish list item handovers to the national parks (see page 28), together with reconciliation between REPSLY and our cloud-based general ledger.

Work continued on the SHR website which was relaunched in 2018. Members now have a single point of entry for online training, access to critical documentation and logging hours. The market-facing external website was upgraded to take donations.

MARKETING

Our core marketing and public relations strategy remains consistent, but was supplemented by the recent introduction of our Code of Ethics. The code provides the basis for the addition of responsible marketing and public relations to our core marketing strategy.

Responsible marketing and public relations:

- Adhere to our Code of Ethics
- Are environmentally friendly
- Do not attract members, donors or funds through children
- Always comply with prevailing legislation and relevant industry standards
- Prefer responsible local suppliers for merchandise and products
- Promote the SHR brand and supports our brand identity, mission, vision and values

Our marketing and public relations policy was updated to incorporate this and recent organisation changes.

We revised our core marketing and public relations strategy to:

- Increase our brand presence among primary markets to support fundraising and Regional and National Project events
- Focus on digital marketing and reduce reliance on printed material
- Significantly improve our internal communication with members
- Enhance the skills of the volunteers who manage our marketing and public relations
- Ensure responsible marketing and public relations at all times



Our marketing and public relations strategy was further informed by the outcomes of our December 2019 strategy workshop, although these were largely tactical in nature.

A distinction between internal and external marketing was made, emphasising decentralisation of more marketing functions to Regions and National Projects.

Internal marketing outcomes included:

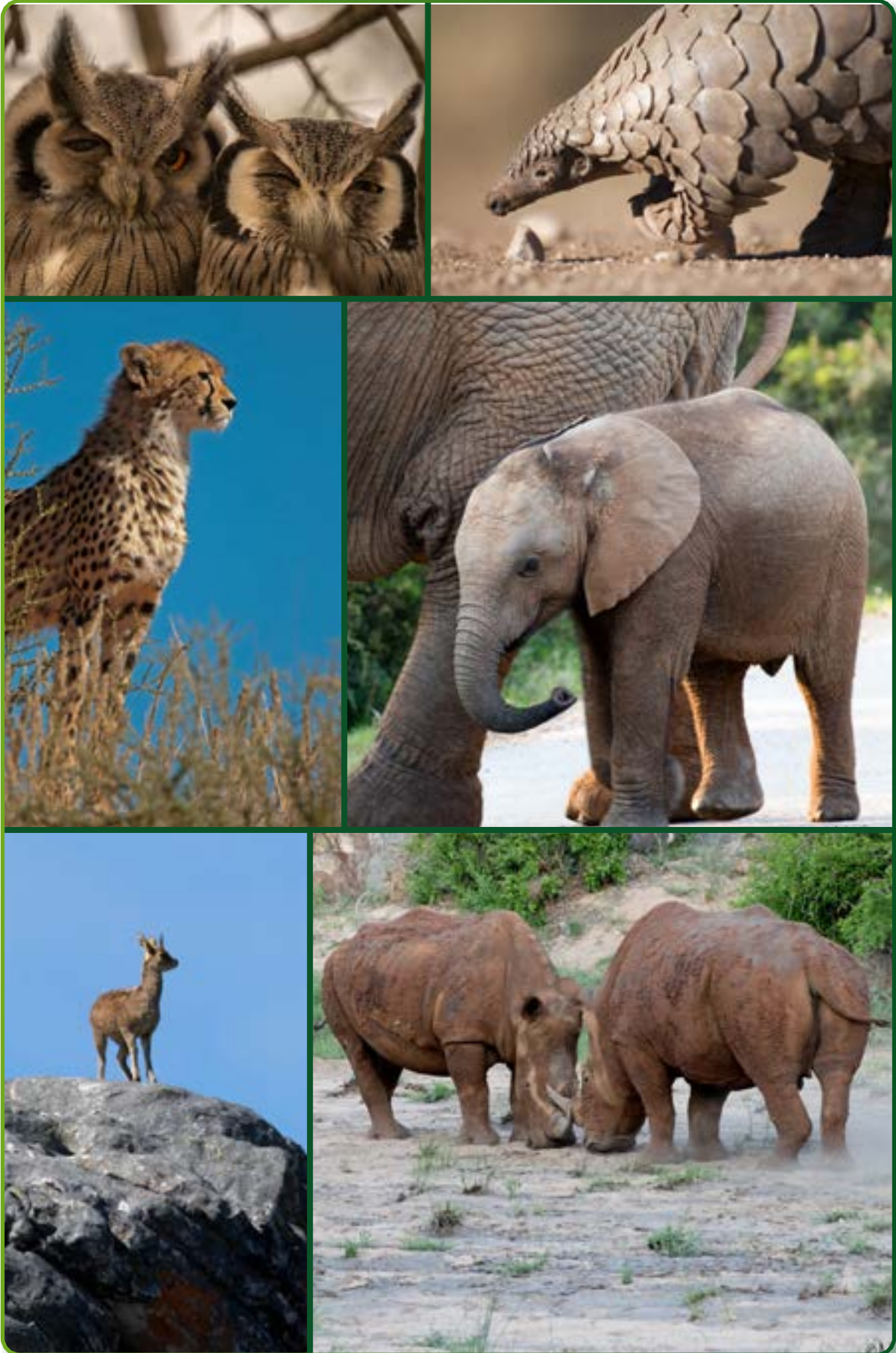
- Implementing and ensuring consistent application of an internal marketing message aligned with our brand
- Maintaining excellent progress made with member communication
- Improving response times from agencies
- Updating standard operating procedures
- Developing a new member induction pack

External marketing outcomes mainly focused on enhancing our digital marketing which is a core strategy. Key outcomes were:

- Providing a secure online donations platform to simplify donations to the SHR
- Guidelines for responsible use of social media
- Developing a photographic and image database under the corporate brand

Good progress was made with many of these outcomes, but some depend on the availability of volunteer time.







South African
NATIONAL PARKS
Honorary Rangers™



VALUE FROM OUR MEMBERS

We celebrate our members and the spirit of freely volunteering by the duties they perform and funds they have raised.

PERFORMANCE SCORECARD

Aside from strategy delivery, organisational performance is measured against the below objectives as compared to the previous 12-month period.

Key performance metrics	2019/20	2018/19	Variance against prior year	
Funds raised (donations, fundraising and merchandising)	R21 278 732	R20 435 778	4%	↑
Investment revenue	R1 035 317	R934 908	11%	↑
Funds donated to SANParks	R6 296 433	R7 521 519	-17%	↓
Member hours	324 712	294 170	10%	↑
Rate per hour	R150,00	R150,00		
Member hours value	R48 706 800	R44 125 500	10%	↑
Member kilometres	3 303 274	3 093 351	7%	↑
Rate per kilometre	R3,94	R3,94		
Member kilometres value	R13 014 900	R12 187 803	7%	↑
Total value of member contribution to SANParks	R61 721 700	R56 313 303	10%	↑
Total value contributed to SANParks	R68 018 133	R63 834 822	7%	↑
Number of members	2 045	1 931	6%	↑
Average member hours per annum	159	152	5%	↑
Number of historically disadvantaged individual (HDI) members	216	204	6%	↑
HDI member percentage	11%	11%	0%	=
Number of regional management committees with HDIs in management structure	8	4	100%	↑
Public Education and Awareness Programme event hours	5 069	5 269	-4%	↓
Junior Honorary Rangers Project hours		5 280	20%	↑
Skills Development Project hours	26 406	19 114	38%	↑



WISH LIST PROCESS

The wish list process has been operational for many years and provides a platform for the delivery of priority items to SANParks, and the approval of projects and duties to be performed by the SHR. Only items, projects and duties approved as per the wish lists may be completed by the SHR.

An extensive process for compiling the various wish lists takes place during the last quarter of the previous financial year. The approval of these wish lists takes place at the JLC February meeting (see page 8) and implementation thereof from April.

Items and projects not included and approved with the annual wish lists submitted to the JLC are submitted for approval at the quarterly JLC meetings. A review of the fulfilment of the wish list items by the SHR takes place during these meetings.

The SHR will continue focusing on the process and governance of the wish list system to ensure our support and contribution to SANParks are further enhanced and systems are improved for effective management of all wish list items and projects.

IMPROVING WISH LIST GOVERNANCE

There are two elements of wish list governance, namely ensuring only agreed and valid items are included on wish lists, and the handover of wish list items to SANParks. Only physical items on the wish list approved by the JLC are handed over to a SANParks employee. The recently implemented SHR tracking programme, REPSLY, records the handover of physical items and the record of operational expenditure. For the handover of physical items, the system provides for the inclusion of a SANParks asset register number, the signature of the SANParks employee accepting the handover and photographic proof of the handover. This protects both the SHR volunteer and the SANParks employee. Wish list operational expenditure, such as the Kids to Parks Project, is signed off by SANParks employees. Efforts continue to ensure REPSLY is adopted organisation-wide and to reconcile REPSLY reports with the general ledger.

IMPROVEMENT OF WISH LIST REPORTING

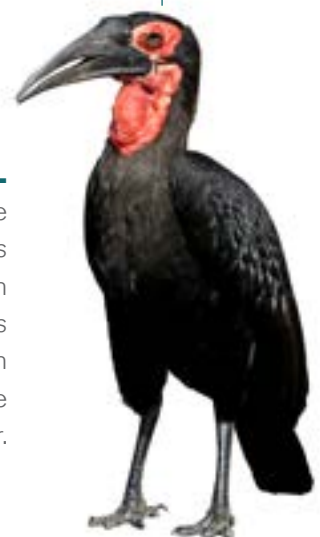
The SHR recently appointed a new REPSLY manager as part of the Finance Committee to assist with the process of REPSLY reporting compliance. A further improvement is the regular comparison report, reconciling between actual spend of the SHR Regions and the REPSLY recorded items that were delivered to SANParks.

This already led to great improvement in the SHR Regions recording all items handed over via REPSLY.



SOUTHERN GROUND HORNBILL

During the mating season, the red pouch on the neck of the male ground hornbill inflates. This pouch is used to make booming calls that can be heard over long distances. The pouch is also used to attract females for mating. As an added benefit, the booming sound can easily be mistaken for a lion's roar.



NATIONAL AND OTHER SIGNIFICANT PROJECTS

CONSERVATION SERVICES NATIONAL PROJECT

The Conservation Services National Project primarily focuses on supporting counterpoaching efforts and veterinary wildlife services in our national parks by providing equipment and support where needed.

METRICS

Income		Value of equipment and services supplied	
Projects: Mokhohlolo, Sunset Serenade and others	R2 704 449	Ranger equipment, Kruger National Park	R2 586 210
Cash donations received	R1 088 358	Ranger equipment, other parks	R94 764
	R3 792 807	Project Skywards	R94 250
		Veterinary wildlife services	R14 298
Value of SHR and travel	R902 159	Helicopter fuel (Emerald in-kind donation)	R2 979 476
	R4 694 966		R5 768 998

SHOWCASED PROJECT: PEPPERBARK TREE PROJECT

The Kruger National Park (KNP) is home to one of the largest remaining wild populations of Pepperbark trees (*Warburgia salutaris*) also known as Xibhaha in Xitsonga. The tree is a widely used, effective medicinal plant and has been used in African medicine for centuries. The most common successful use is as an expectorant, but it is also used to treat a variety of ailments from asthma to cancer.

The KNP started the Pepperbark Tree Project in 2009 because of overharvesting outside of the park and illegal tree stripping within. Rangers were employed to patrol and monitor the plants in the area where the trees grow.

Furthermore, *Warburgia* saplings are propagated at the Skukuza nursery and distributed to user groups, mostly on the border of the KNP. Generally, the trees are growing well and being used sustainably by the healers in the area. Harvesting pressure in the KNP has reduced.

Thousands of local villagers consult with traditional healers and COVID-19 poses a major health risk to them. The KNP provided personal protective equipment together with safety information funded by the SHR to the traditional healers.



One of the healers in our project harvesting leaves from her Pepperbark tree planted in 2012. It is now over 10m high



Pepperbark tree saplings in the Skukuza nursery

Contact details

National Project Chairperson – John Turner, johnturn@iafrica.com

BUSH CAMPS NATIONAL PROJECT

This project has oversight of all bush camp accommodation sold in our national parks for fundraising. Management of these popular camps is now divided into three units, namely Sand River Bush Camp, Nyarhi Rustics and Loffiesdraai Bush Camp.

SAND RIVER BUSH CAMP

Thirteen regions offered 73 ever-popular and oversubscribed Sand River Bush Camp trails to entertain eight guests over four days and three nights. The trails start on a Thursday or Sunday each week.

NYARHI RUSTICS CAMP

Nyarhi is a rustic and unfenced camp near Mopani Camp in the KNP. It offers wild camping and walking trails for a maximum of eight guests. There is no running water or electricity and guests need to be completely self-sufficient. The camp has two enviro loos and shower cubicles. Guests interact around the fire with the rangers and the SHR while enjoying the starlit skies.

The camp is between two dry riverbeds surrounded by large trees including Apple-leaf, Fig and Mopani. It is common for elephants, hyaenas and leopards to wander through the camp.

“...I would like to add that the SHR’s dedication and efforts are admirable. They are so welcoming and such a pleasure to have around. We consider you friends and hope to do more camps with you in the future.” CP

LOFFIESDRAAI FIVE-NIGHT KALAHARI EXPERIENCE

Nestled in red sand dunes in big cat country, Loffiesdraai and Kij Kij Camps allow guests to experience solitude, wonder and serenity in one of the world’s most remote areas. Dedicated field guides share their knowledge of the intricacies of nature and the glory of the night skies. Guests are spoilt by caring colleagues who do the catering.

Loffiesdraai is in the developmental phase and not making a profit. The existing kitchen at Loffiesdraai was extensively upgraded during 2019. The project will be completed post-COVID-19.

“The natural allure of the Kalahari was certainly enhanced by these wonderful guides who went beyond call or duty to provide us with an unbelievable experience. We also thank and acknowledge the SANParks Board and the management team of Kgalagadi Park for their vision and support in creating and allowing such a truly honourable project.” SP

THE KRUGER TRAIL

The Kruger Trail is an initiative of the Magalies Region (Pretoria). It is an unsupported backpack trail traversing the entire length of the KNP. Guests complete two legs per year and complete the trail in three years.



The project was initiated in 2016 after discussions with KNP management. 2016 was dedicated to planning the trail and investigating potential routes. Official approval for the project was granted by SANParks in 2017 and the first exploration trail (leg 1) took place during the same year. During 2018, the routes for a further three legs were finalised. It is also the year in which the first two guest groups started the trail, completing legs 1 and 2.

The last two legs were finalised in 2019. A full complement of five new groups started leg 1 of the trail. On 3 August 2019, we started our Isivivane (travellers kern) on Thlalabye Hill when Louis Lemmer became the first person to complete the Kruger Trail. In its short history, the Kruger Trail raised more than R1,5 million in support of conservation.

For more information, visit www.thekrugertrail.com.

METRICS

	Sand River Bush Camp	Nyarhi Rustics Camp
Guests	584	279
SHRs participated	335	124
Total kilometres travelled	148 068	64 412
Hours worked	17 635	5 250
Overall profit	R1 025 963,40	R419 128,63



Contact details

National Project Chairperson – Willem Janse van Rensburg, willem@vrensburghs.co.za

Sand River Bush Camp – Willie de Beer, debeerw@lantic.net

Nyarhi Rustic Bush Camp – Jenny Bell, jenbellshr@gmail.com

Loffiesdraai Bush Camp – Charl Theart, charl.theart@gmail.com

The Kruger Trail – Louis Lemmer, louis@lemmer.africa

INTERPRETATION AND PUBLIC EDUCATION AND AWARENESS PROJECT

This national project has two focus areas, namely public education and awareness, and historical sites.

KEY METRICS

Cumulatively, 5 069 SHR hours were devoted to Public Education Awareness Project (PEAP) displays, and 844 SHR hours to upgrading and restoring historical sites.

PEAP

These are temporary exhibits set at various shows, shopping malls and schools on special days. The displays consist of animal artifacts, plant material and posters. The aim is to encourage interest in natural history, and to promote national parks. Required attributes include good knowledge about the items on display and the ability to confidently talk to passersby.

Several regions put up and manned displays, including but not limited to, Addo, Bankenveld, Bushveld, East Rand, Johannesburg, Johannesburg South, KwaZulu-Natal (KZN), Limpopo, Pretoria and West Rand. PEAP shows are useful collection points for donations.



PEAP display at the Pretoria Botanical Garden on Ranger's Day – Pretoria Region



Miss Earth joined the PEAP display at the Ghandi Walk in April 2019 – Johannesburg South Region



PEAP display at St Stithians College – Johannesburg Region



PEAP display at St Stithians College – Johannesburg Region





PEAP display at Gallagher's Caravan Expo
- Johannesburg Region



PEAP display at Fairie Glen Shopping Mall
- Pretoria Region

Bloemfontein Show

Eleven members from the Free State Region set up a PEAP display at the Bloemfontein Show, held from 26 April 2019 to 4 May 2019. They were supported by colleagues from SANParks, who made a generous contribution in the form of marketing material and prizes. Winning the trophy for the stand with the best marketing was a worthy reward for all the hard work. Thanks go to Victor Mokoena from SANParks head office and rangers from Mokala National Park and Golden Gate Highlands National Park who shared their passion for and knowledge about our parks with members of the public.



PEAP display at Bloemfontein show



PEAP Display at the Bloemfontein Show where the stand won the prize for the best marketing

The cooperation and assistance rendered by SANParks staff at the Bloemfontein Show were sincerely appreciated.

Bushveld Region

This region put up several PEAP displays during the year, including one at Phalaborwa Airport on Monday, 28 January 2019. Other displays included one held for school children at Letaba rest camp, another at a soccer tournament at Shingwedzi rest camp and several tourist displays at Phalaborwa Gate.



Display at the Shingwedzi soccer tournament – Bushveld region

HISTORICAL SITES

The objective is to inform the public about the natural, cultural or historic value of sites within our national parks. Visitors gain insight into the reasons for the conservation of our heritage. This project requires passion, effort and knowledgeable advisors to assist with the information boards.

The grave of Chief Nyongane Shikuvati Mkhabela – Highveld Region

This project was initiated in 2018 and completed in 2019. A slate memorial wall was built around the grave site, a cairn was erected with directions and a big information board was installed with information about the Chief's life. The site is on Albasini Road between Phabeni and Pretoriuskop Gates near Mestel Dam in the KNP.

The total cost amounted to R125 000, of which R25 000 was sponsored.

Glen Reenen Interpretation Centre – Golden Gate Highlands National Park – Free State Region

The spectacular Glen Reenen Interpretation Centre opened its doors to the public on 4 October 2019. The project took approximately three years to complete. This informative and interactive display showcases the diversity, scenic beauty and uniqueness of the park and describes a journey through its natural history, paleontology, geology and cultural heritage.

While the members of Free State Region took on the hands-on task of getting the job done, the KZN Region provided a large proportion of the funding. Funds were sourced from the annual Golden Gate Challenge and Golden Gate Birding Weekend.

“We trust that this project will enhance the visitor experience in Golden Gate by opening up the wonderful attributes of the park. We are confident that the centre will provide the most ideal platform to educate visitors, especially children.” Property Mokoena, Managing Executive – Parks division at SANParks

The total cumulative cost amounted to R166 200, VAT inclusive. The large painting cost R5 000 but will be valued at approximately R50 000.

Contact details

National Project Chairperson – Tanja Richter, tanja.richter@stuttafordvanlines.com

Thank you to everyone who made these two interpretation projects a success. These will be important educational resources for many more years.



K9 PROJECT WATCHDOG NATIONAL PROJECT

The K9 Project Watchdog National Project's mandate is to undertake duties to complement, implement and supplement the requirements of SANParks' canine anti-poaching units across our national parks. Dogs are used to protect endangered species, detect illegal poaching activity and apprehend suspects.

OUR PERFORMANCE

Income		Expenditure	
Cash donations	R634 293	Wish list items fulfilled	R634 293
Donations in kind	R132 962	Available for projects and needs	R800 150
Raised by regions	R606 970		

Some information about our heroes

- 70 dogs were deployed
- Seven parks are served by dogs
- Our tributes go to the following dogs who passed away due to natural causes: Beetle, Yoda, Tyro, Esko, CZ, Igor, Geordie, Max and Fred. Post-year-end: Ngwenya, Killer, Akita, Zoro, Purdy, Baxter, Alex, Eaton, Ali and Gio

The lifespan of working dogs is generally less than that of domestic pets so the passing of the dogs just before retirement fuelled our intentions to launch a retirement programme. A CSIR study was commissioned to understand the retirement conditions best suited for our dogs.

We have many donors to thank, see page 37.

The following SHR Regions actively contributed to the project during the year: Addo, Magalies, Johannesburg, Johannesburg South, KZN, Lowveld, Pretoria, Virtual and West Rand.

Notably, the Magalies Region raised over R90 000 at a prestigious fundraising auction in October 2019. Items auctioned included jewellery, art, flagship spirits and wine, and book sets. Author Tony Park addressed the event and offered character naming rights in his next novel. K9 dog-master Johan de Beer entertained the guests with a talk about SANParks' counter-poaching initiatives. Aside from talks and auctions, guests were treated to singing, delicious food and a view over Pretoria at sunset.



The Magalies auction venue



Tony Park giving his address

Other generous donations received for Project Watchdog this year include:

ScottdeBod Films: The award-winning team, creators of the film STROOP, donated R33 431 from their proceeds from DVD sales to this programme (www.sdbfilms.com/stroopabout).

#We were so excited to make a bulk payment to the SANParks Honorary Rangers from proceeds of the DVD sales...Today is a great day" @stroop_film, Twitter

Donations of dogfood: The Success Academy Rhino Trust NPC donated R400 000 for the purchase of dogfood. Blankets for Baby Rhinos assisted with a donation of dogfood to the value of R24 669.

Zoo Verein Wuppertal and Airliner4Animals contributed over R200 000 towards anti-poaching activities.

Dr Jose Ruiz and his team donated R98 000 in dental hygiene services to the K9 unit by assisting with teeth scaling, cleaning and root canal treatments.

Bidvest Pet Lounge donated 15 transport crates for secure transportation of the dogs to the value of R51 230.

SHR Grant Melville hiked 70km non-stop from Zinkwazi to Umhlanga in the #Ollimove Challenge on World Rhino Day raising R27 700.

Other K9 Project Watchdog activities include:

- The dogs at Table Mountain National Park were saved from a roaring fire on the mountain during fire season
- Approximately 60 youths enjoyed a talk at the KNP K9 centre in February 2020 to raise awareness. They learnt what dog handlers and dogs experience when doing anti-poaching patrols
- Significant improvements were made to the KNP K9 facilities including security upgrades, electronic gates, new coats of paint, bathroom tiling, kitchen revamp, shade netting for the dogs, another obstacle course and large quantities of medical supplies were replenished



This new obstacle course was made possible through the donation of wood by Woody's Timber & Boards' owner, John Hallam, and Managing Director, Jason Bekker, and additional wood, hardware and plans for the course by Loftie Deyssel from Robbie Deyssel Engineering



AIRLINER4ANIMALS – SUPPORTS PROJECT WATCHDOG

Airliner4Animals is an international association of airline staff. It supports the plight of animals around the world. The organisation contributed R88 000 last year to help the Pretoria Region acquire Rambo-Themba, a tracker dog. The organisation's interest in the work of Project Watchdog resonates with our own quest to preserve what we hold dear.

Melina Oswald, project coordinator and Facebook editor, made the trip from Germany to meet Rambo-Themba.

Ein herzliches Dankeschön A4A!



Melina Oswald with Rambo-Themba

<https://airliner4animals.com/>



Rambo-Themba at work with his handler

IN CLOSING

Anti-poaching remains an essential service during COVID-19 lockdown. SANParks completed a countrywide canine assessment which will direct our planning and finances.

Contact details

National Project Chairperson – Grant Coleman, grant@honoraryrangers.org

Project Dog Bowl – Maureen-Ruth Burgess, dakel@telkomsa.net

Donations – K9treasury@honoraryrangers.org

Airliner4Animals Project Coordinator – Gabi Silvester, gabi.silvester@absamail.co.za

EMBRACE NATIONAL PROJECT

Project Embrace fosters emotional wellness and resilience so that rangers are better equipped to cope with work-related stress and trauma. The focus is on the development and integration of generic wellness skills, empowering the individual to manage stress and trauma effectively. Well-functioning individuals contribute to well-functioning work teams, resulting in a win-win situation.

METRICS

Income	
National parks visited: Addo, Garden Route, KNP, Marakele, Mokala, Table Mountain	6
Direct kilometres travelled (Marakele only)	28 983
SHRs involved from seven regions	31
SANParks staff supported	1 446
Value of SHR funds spent getting to Embrace and Embrace families	R43 018
Expenses carried by SHR members	R51 272

SPONSORS AND DONORS

The Embrace Project is supported by our regions, and we are thankful for every contribution.

Regions are encouraged to donate items which aid the ranger's relaxation as well as physical and emotional wellbeing. For example, Addo Region purchased outdoor gym equipment for the rangers at Kabouga section.

ACTIVITIES, ACHIEVEMENTS, OUTCOMES AND PLANS FOR NEXT YEAR

The Embrace team members do their utmost to meet the psychological needs of field rangers. The primary focus is to listen keenly to them with understanding and empathy, without judgement. It is important that they feel heard and understood. They are shown respect and belief in their potential and contribution.

The Embrace members create a harmonious setting conducive to personal sharing. The rangers feel comfortable to voice their inner turmoil, fears, frustrations, sadness and aspirations. Self-belief is built up and personal growth is enabled.

Embrace is positioned to become part of the solution.

Embrace received this response from a ranger, spoken from the heart:

"A big thank you for keeping in touch with the team. We're getting a huge knock from the past few months and it has been hectic to keep our heads up; but we will forever keep pushing even to our last breath! I still feel that we can manage more pressure, we are capable of doing better as a unit! It's in every one of us to never give up and it's just that some of us don't know when to communicate to our inner selves to revive that. Thank you for not giving up on us; we feel privileged to have you backing us even when the chips are down!"





Embrace Ranger Indaba



Embrace Ranger activity

Contact details

National Project Chairperson – Elize Smith, embrace@honoraryrangers.org



JUNIOR HONORARY RANGERS NATIONAL PROJECT

The aim of this project is to attract adolescents between the ages of 12 and 18, to expand their interest and knowledge in nature, and inform them of the threats facing natural ecosystems. They learn about our national parks and the need to protect unique biodiverse regions. At 18, they can join the SHR.

Our programme consists of five phases and offers a platform for youth to learn and experience nature and its wonders. They explore and research various aspects to enrich their minds to grow into useful adults in the fields of conservation and ecotourism.

Junior Honorary Rangers (JHRs) do not earn or collect funds. The regions provide financial support for transport, outings, overnight camps and more. We have nine JHR groups across the country and Johannesburg and Addo joined this year. The number of annual phase certificates has steadily increased.

METRICS

<p>Number of certificates issued</p> <p>Graph to show the total number of JHR phase certificates issued from 2016 to 2019 – Ref: C Mohr.</p>		<p>Colleagues who would like to start up junior divisions are instructed via JHR facilitator courses. These courses cover all aspects necessary to run successful meetings and maintain a vibrant group. The juniors need to be safe yet kept interested and engaged.</p> <p>JHR facilitators need a vivid imagination when planning the programmes for the year. JHRs enjoy various games, field trips, quizzes and presentations.</p>
Years	Participants	<p>Each group plans its own programme for the year. For example, Pretoria JHRs enjoyed a zoo camp sleepover. According to their reports, it was phenomenally successful, and everyone had fun! It was wonderful to listen to the nightly zoo sounds, except they had some geese and a rooster preventing everyone from sleeping soundly.</p>
2015	19	
2016	6	
2017	33	
2018	24	
2019	13	
The number of Honorary Rangers who participated in the JHR facilitator course.		

“Thanks for organising the zoo sleepover. All effort was appreciated. It was an adventure for sure.”

“Thanks to all the fantastic facilitators who made this zoo camp possible. Clearly this type of event takes massive organisation and effort. You really go out of your way to ensure our kids have the best time and opportunity and it truly is appreciated. It really was a super experience not to be forgotten.”



East Rand JHRs visited Vulpro Conservation near Hartbeespoort Dam. They enjoyed the interesting exhibits and information about the vulnerability of vultures. The youngsters were amazed at the many different species of vultures!

Addo Region: 15 Juniors from five communities and three high schools are members of this junior group. The group is run by two SHRs who are science teachers with the help of four other members



East Rand JHRs visited Vulpro Conservation near Hartbeespoort Dam. They enjoyed the interesting exhibits and information about the vulnerability of vultures. The youngsters were amazed at the many different species of vultures!

Contact details

National Project Chairperson – Carmin Mohr, carminmohr@gmail.com



SPORTS EVENTS NATIONAL PROJECT

The Sports Events National Project gained traction during the period under review. A chairperson was appointed and a management committee is being established.

Several successful sports events were held last year, and we provided volunteers for others. Some of these events include:

ADDO ELEPHANT CYCLE CHARGE

The Addo Elephant Cycle Charge is a six-day mountain biking event where participants cycle and camp out with the Big Five in the Darlington and Nyathi sections of the park. The 2019 event had 41 cyclists including an 84-year-old! We won their hearts and minds and raised R75 000 which will be used for projects in the Addo Elephant National Park.

POWERADE MARAKELE MARATHON

The Powerade Marakele Marathon, now in its 11th year, is one of a few marathons which take place in a Big Five national park. Consequently, entries for the four events which take place on race day are limited to 1 900 and most events are oversubscribed.

This marathon is a qualifier for both Comrades and Two Oceans marathons and is perfectly timed for these events. The 2021 event will take place on 6 March.

The competitors rated the 2020 event as superb. Thanks to all the runners and our sponsors, especially Coca Cola Beverages South Africa and Pick n Pay, for their continued and valuable support. The profit of R333 000 will be used for projects in the Marakele National Park.

MOKALA MOUNTAIN BIKE CLASSIC

The Mokala MTB Classic is held annually at the beginning of June. For safety reasons, it is limited to 120 cyclists who cycle in parts of the park which are not otherwise open to the public. Mountain bikers enter well in advance for this popular event.

We would like to thank our sponsors without whom the Mokala MTB Classic would not take place, namely ER24, Flamingo Casino and Franic Signs. Proceeds are used for projects in the Mokala National Park.

**“This is the most visitors we get in the park in one weekend.” JdeK
– Park Manager**

WILD SERIES GOLDEN GATE CHALLENGE

The Wild Series Golden Gate Challenge is a three-day track and trail run across the mountainous Golden Gate Highlands National Park. The trail meanders along hiking trails and jeep tracks through remote and scenic parts of the park. This may be one of the country's toughest trail runs but it is also one of the most beautiful and attracts over 300 runners each year.



The SHR assisted at the 2019 event organised by Wildlands Trust.

Wildlands raised R51 966 which will be used for projects in the Golden Gate Highlands National Park.

OTHER SPORTS EVENTS

The SHR volunteered at several other sports events including the West Coast Marathon, the Skukuza Half Marathon and the Desert Knights event in the Richtersveld National Park.

NEW EVENTS

The planning of two new events is progressing well.

The first planned event is the Tour de Kruger, a seven-day 400km mountain bike tour from the north to the south of the KNP. The inaugural event is planned for August 2021.

The second planned event is a mountain bike tour which routes from the Mountain Zebra National Park, through the Camdeboo National Park to the Addo National Park.

Our long-term goal is to have at least one sports event in each national park.

Contact details

National Project Chairperson – Werner Eksteen, sports.events@honoraryrangers.org



SKILLS DEVELOPMENT NATIONAL PROJECT

We address the relevant training needs of applicant and appointed SHR members on a national level through the National Skills Development Committee (NSDC). This is achieved through a structured process of SHR accredited and endorsed courses by qualified instructors, as prescribed in the SHR constitution.

METRICS

		SHR hours	Kilometres travelled	Rand value
Training courses presented	164	6 132	39 979	1 077 760
SHR attendances	2 461	17 396	182 865	3 331 702
SHRs completing online refresher courses	794	2 878	1 067	435 914
Skills development management		1 195	12 876	231 777
Total contribution		27 601	236 787	5 077 153

ACTIVITIES, ACHIEVEMENTS, OUTCOMES AND PLANS FOR NEXT YEAR

The Skills Development National Project developed and presented accredited introductory courses for 20 SANParks national parks, six accredited auxiliary courses and eight courses that address biozone and field guide topics. We have 46 accredited instructors.

Our focus for 2020/21 will be to implement more distance learning refresher courses. We will use the SHR@Home platform to enhance the knowledge and skills of as many members as possible during the COVID-19 lockdown period.

QUOTES FROM OUR STUDENTS

#Very good ability to integrate various scientific fields into one learning experience

#Learnt a lot about the park and the way to handle people

#The content was fantastic. A lot of knowledge was shared on a practical and fun way

#Totally engaging subject matter

Contact details

National Project Chairperson (acting) – Geoffrey Lautenbach, geoffl@uj.ac.za



REGIONAL PROJECTS – BIRDING EVENTS

AIM OF THE PROJECT

Although no longer a national project, birding events remain a popular offering, run by several regions. These events encourage the appreciation of avifauna in our national parks and highlight the species diversity in the various regions. Visitors are entertained and educated, and valuable funds are raised.

WEST RAND REGION

The 22nd annual KNP birding event took place over several weeks in January and February. More than 400 guests were hosted at 14 camps throughout the park. The event attracts numerous overseas guests every year.

Event highlights include:

- A group from Sasol, our very loyal and generous sponsors of 20 years, was hosted at Pretoriuskop. Without their support and that of others, such as Clover, this enduring project would not be as successful as it is.
- Regular birding enthusiasts recorded some of the most sought-after species. Notable sightings include the European Honey Buzzard and the out-of-range Crimson Breasted Shrike. Many guests were treated to wonderful photographic opportunities.
- As usual, colleagues from BirdLife South Africa attended many of the camps and were happy to entertain the guests with birding anecdotes and information which enthralled novices and experts alike.
- The event provides an opportunity for citizen science, with the participation of Birdclasser as a trusted partner. A total of 386 species were logged onto BirdMap, with the highest local count of 282 recorded in the Punda Maria area alone.

This annual event provides a fair contribution to SANParks' income. More than R1,2 million (including VAT) was spent this year just on accommodation.

GUEST FEEDBACK

"I was recently in South Africa for my Dad's 80th birthday celebrations. We did a week's trip in Kruger including participation in a three-day birding event offered by the SHR. We saw the Pel's Fishing Owl, so very special."

"I just wanted to say a big thanks to Sasol for sponsoring this, my Sasol Birds calendar is now proudly on display in my office in Melbourne."



WADERBASH – WEST COAST REGION

The 15th WaderBash event, held during February 2020, saw 61 birders enjoying a variety of birds including waders and Palearctic migrants around the Langebaan Lagoon (a Ramsar site). The aim of the 24-hour challenge was to identify as many different bird species as possible. Among the participants were 12 school children from Claremont High School, Weston High School and Hopefield High School, and rangers from the West Coast National Park. During the gala dinner, Dr Giselle Murison spoke about the importance of the Berg River Estuary and other estuaries.

“It was a well-organised and most enjoyable weekend.” JdK

PELICAN WATCH – WEST COAST REGION

The project’s object is to protect gannet and cormorant eggs and chicks from predation on Malgas and Jutten islands. This annual event runs in two phases: a monitoring phase in September, and a chasing and monitoring phase from October to January. The primary predators are pelicans, gulls and seals. During this project, 86 volunteers completed 13 seven-day shifts. The living conditions on these islands are extremely rustic, and duties are performed in all kinds of inclement weather. Despite this heroic effort, 6 800 gannet eggs were predated.

“It was encouraging to see the number of SHR volunteers from other regions – there is good communication from NEC secretary to the various regions, and the popularity of the program is spreading widely by word of mouth.” AC





NDUMO AND INGULA BIRDING WEEKENDS – JOHANNESBURG REGION

Ndumo is a premium birding destination every October. This event was a huge success, from a birding, guest satisfaction and financial point of view. There are not many birding days that birding enthusiasts get to photograph a Narina Trogon!

Ingula is a new birding venue, run in collaboration with Eskom and BirdLife South Africa. This unique grassland birding destination near Harrismith is not available to the public. Despite the abysmal weather, guests were delighted with their 'lifers'.



Secretary Bird

PENGUIN AWARENESS DAY – TABLE MOUNTAIN REGION

The SHR annually sets up a boerewors and hotdog stand at Penguin Awareness Day. Funds collected are donated directly to the Southern African Foundation for the Conservation of Coastal Birds (SANCCOB). A highlight of the day's proceedings was releasing rehabilitated African penguins from the SANCCOB Rehabilitation Centre. SANParks supports Penguin Awareness Day, and our monetary contribution to SANCCOB is a recognition by SANParks of SANCCOB's contribution to the survival of the African penguin.

BIRDING WEEKEND – MARAKELE REGION

The annual Marakele birding weekend was held in November 2019. Situated in the heart of the Waterberg Mountains, the region is a birding haven. The park boasts a variety of ecoregions including High Altitude Grasslands, Riverine Forests and Kloofs, freshwater dams, pans and wetlands interspersed with Bushveld Savanna. It is famous for its large Cape Vulture colony.

Assisted by experienced birding guide, Marius Ferreira, birders sought species such as Gurney's Sugarbird, Short-toed Rock-Thrush, Buff-streaked Chat, Orange-breasted Bush-Shrike, Cape Grassbird and Crimson-breasted Shrike.

ADDO BIRDING

Two birding weekends were held last year at Darlington (September) and Narina (October). Since these are two exclusive venues, only a small group of birders could be accommodated. The exclusivity was very well received, and the intention is to offer more of these events in the future.



RESTORATION OF THE PAPENFUS CLOCK TOWER – MAGALIES REGION

The restoration of the historic Papenfus clock tower in Skukuza, KNP, was completed on 31 December 2019. After not running for more than 25 years, the clock was started at 23:59 on new year's eve to ring in 2020.

The platform in the tower was repaired and the clock mechanisms removed for restoration with assistance of the Technical Services Department in KNP. The repairs included the service and cleaning of the movements and electrical coils. The clock also received a new controller unit and charging unit with batteries that will allow it to run for about a week without power. The clock can now be set by remote control.

Funding of approximately R20 000 for the restoration was raised through the Kuwisa Safari and Kruger Trail Project managed by Magalies Region.

The clock tower is approximately 100m north of the reception complex in Skukuza rest camp. It was erected in memory of Herbert Boshoff Papenfus (1865 to 1937) with funds donated by his widow. Papenfus was a member of parliament for 14 years and was instrumental in drafting the constitution of the KNP in 1926. When the National Parks Act was passed in 1926, he became a founding member of the board of trustees and remained a member until his death.

The Papenfus clock tower was completed in June 1940 but was outside of what was then the perimeter of the camp.

The successful completion of the project received enormous interest from the public on social media, registering 74 000 hits on Facebook within the first 48 hours. Comments like “What a fantastic achievement, you guys are admirable”, reflect the public's appreciation.

The restoration of this heritage site has been a wonderful collaboration between SANParks and SHR (Magalies and Lowveld Regions) and the public.



Restored clock tower (photo: Susan Prinsloo)



Handover of restored Papenfus clock to Skukuza hospitality managers on 31 December 2019. From left to right: Akani Shivambu, Leon Mojet, Francois Wolfaardt and Phuti Namethe (photo: Nicola Wolfaardt)

Contact details

Project Coordinator – Francois Wolfaardt, j.francois.wolfaardt@gmail.com

MY ADDO PHOTOGRAPHIC COMPETITION – ADDO REGION

The competition was held in conjunction with Katz Camera World. The aim of the competition is to showcase Addo Elephant National Park. The sponsors kindly ran the event on the Region's behalf and judged the entries. A total of 210 entries were received and a profit of R7 350 was realised.

The winning photos were:

First: Charmaine Joubert – baby elephant finds his trunk

Second: Jenni Smithies – elephant bull dust bath

Third: Aysha Cantor – a spekboom frame

“Not that we need one, but the My Addo Photographic Competition gave us a valid excuse to spend even more time in the park that we enjoy so much. I was overjoyed to win a two-night stay at Matyholweni Camp as I have never overnighted in this camp. I only managed to book one of the nights before the Covid-19 lockdown hit us.”

“A friend visiting from Germany and I thoroughly enjoyed our chalet, especially the doors that open onto a lovely deck with a braai fire nearby. We enjoyed hours out there drinking in the night sounds and smells.” AC



Baby elephant finds his trunk



Elephant dust bath



A spekboom frame

Contact details

Project Coordinator – Nicky Bosman, Nicky.Bosman@mandela.ac.za



UNIQUE ALIEN FISHING WEEKEND – MARAKELE REGION

The SHR Marakele Region held a fishing event in the Marakele National Park. The main goal of the weekend was to reduce the number of alien fish species, bass and carp, in the Tlopi dam. Guests were accommodated in the beautiful Tlopi tented camp next to the dam.

Under the watchful eyes of the SHR, guests caught three black bass with a combined weight of 1,75kg and four carp with a weight of 2,01kg. These were enjoyed by the rangers. Indigenous kurper and catfish were also caught and immediately released back into the water.

The event resulted in positive exposure for Marakele. Many of the guests were not aware of the diverse attractions of such a beautiful park, which is so close to Johannesburg and Pretoria.

Contact details

Project Coordinator – Nicky Bosman, Nicky.Bosman@mandela.ac.za



KIDS TO PARKS – PRETORIA REGION

Kids to Parks, Pretoria Region, has an overarching mission statement: to introduce disadvantaged and previously disadvantaged children to an educational environmental programme including all aspects of conservation. However, herein lies the challenge and the pleasure: the project provides the opportunity to let children experience wildlife and conservation in a fun way with enough emphasis on education and learning to make a lasting impression so that they can start a journey answering to the 'call of the wild'.

This year's highlight was an excursion of 20 children of the Thabang Children's Home to Marakele National Park from 21 to 23 February 2020. They were introduced to various topics such as pollution, anti-poaching, stars, planets, insects, snakes, scorpions, spiders, animal camouflage and spoor identification. We believe the youth, once sensitised to all components of our natural habit, can make a lasting contribution and carry the torch for further generations.

Contact details

Project Coordinator – Dave Morgan, morgandave16@gmail.com





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FINANCIAL REPORT

OVERVIEW

The surplus for the year ended 31 March 2020 amounted to R4,7 million compared with R1,8 million for the year ended 31 March 2019.

Revenue generation activities were at the same level in the 2020 financial year: R21,8 million compared to R21 million in the 2019 financial year. The return on events, however, increased from R9,5 million in the 2019 financial year to R12 million in the 2020 financial year. This increase is the main reason for the increased surplus.

Cash reserves increased from R22 million at 31 March 2019 to R24,7 million at 31 March 2020.

ANNUAL FINANCIAL STATEMENTS

SUMMARY FINANCIAL STATEMENTS

The summary financial statements presented below comprise a summary of the audited financial statements of the organisation for the year ended 31 March 2020. The audited financial statements were approved by the Board on 23 July 2020 and a copy is available on our website.

BASIS OF PREPARATION

The audited financial statements were prepared on a going concern basis in accordance with the International Financial Reporting Standards for small and medium-sized entities, and the Non-profit Organisations Act 71 of 1997. These financial statements were prepared on the historical cost basis and are presented in South African Rand, and the accounting policies are consistent with the previous period.

The summary financial statements presented below should be read in conjunction with the audited financial statements for the organisation for the year ended 31 March 2020.

MEERKATS

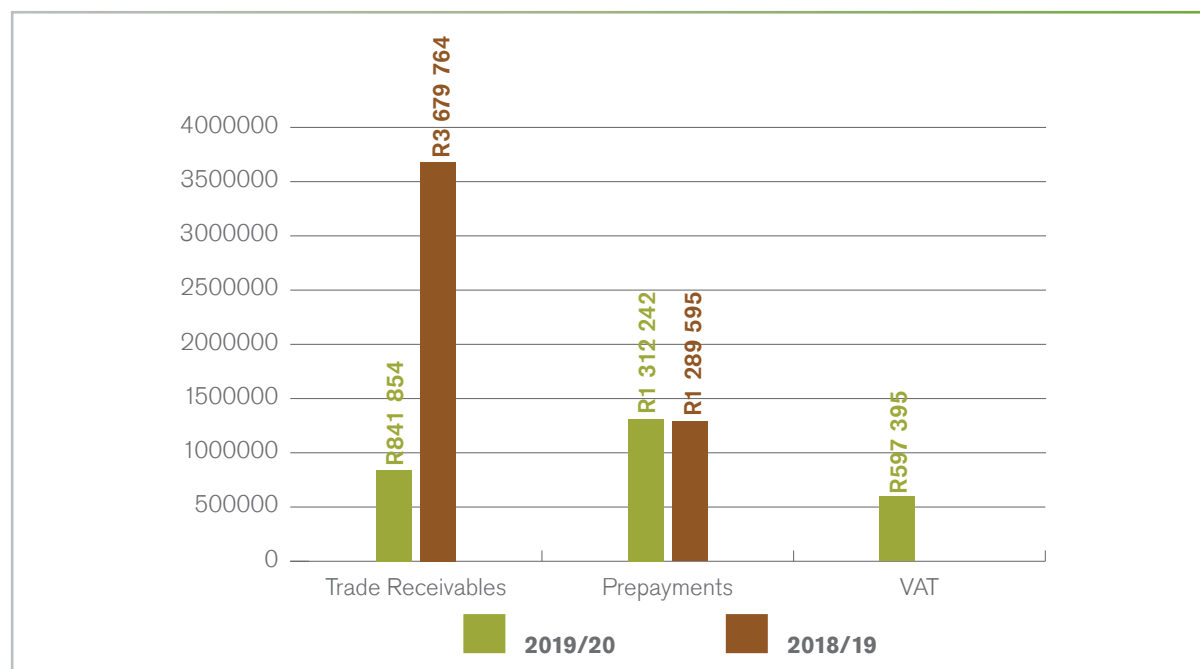
These inquisitive, highly intelligent animals have dark-skinned bellies covered with only a thin layer of fur, allowing them to warm themselves by lying face up in the sun. Meerkats have dark patches around their eyes to reduce the sun's glare and help them be more effective as lookouts. Their eyes also allow them to take in a wide-angle view, helping prevent predators from gaining an advantage by sneaking up from behind.



SUMMARY STATEMENT OF FINANCIAL POSITION

	31 March 2020 R	31 March 2019 R
ASSETS		
Fixed assets	203 064	85 690
Trade and other receivables	2 751 493	4 969 359
Cash and cash equivalents	24 689 426	22 028 027
Total assets	27 643 983	27 083 076
EQUITY AND LIABILITIES		
Retained income	23 681 185	18 948 543
Trade and other payables	3 070 918	5 657 876
Deferred income	891 880	2 476 657
Total equity and liabilities	27 643 983	27 083 076

TRADE AND OTHER RECEIVABLES

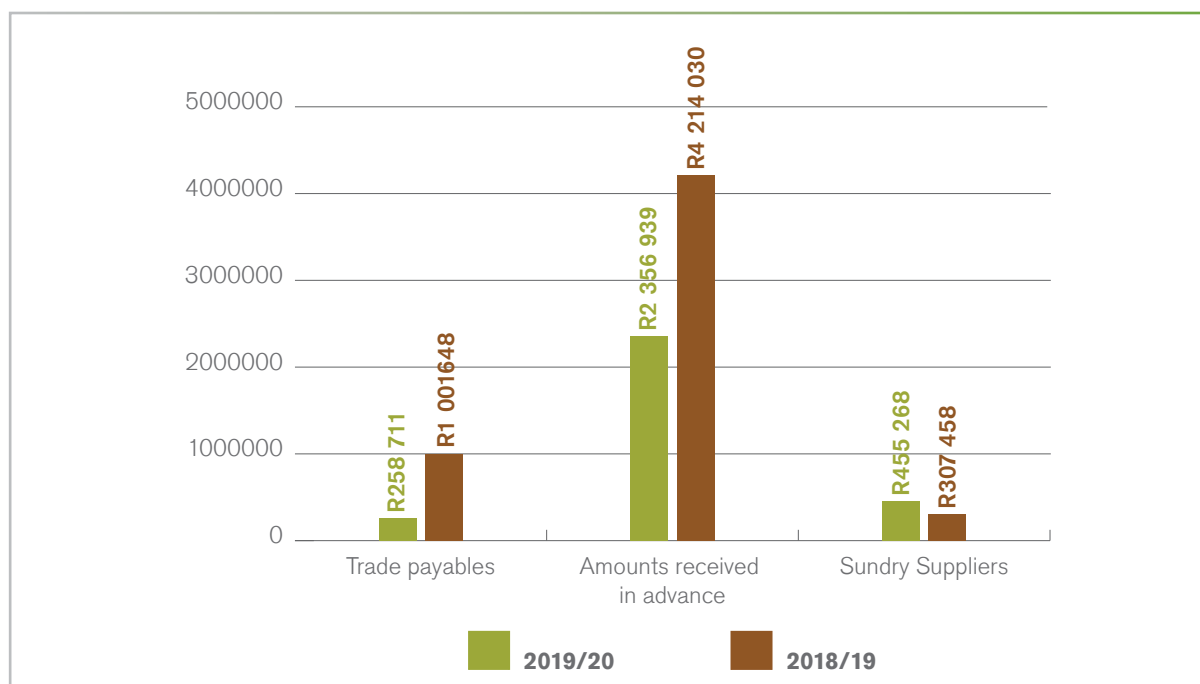


Trade receivables reduced significantly because several events for the 2019/20 financial year had to be cancelled due to the impact of COVID-19. The revenue earning potential for the 2020/21 financial year was significantly affected and the SHR will be reliant on its cash reserves during 2020/21.

Prepayments remained similar to the 2018/19 financial year and largely comprised accommodation payments for events to be held in the 2020/21 financial year. These will be utilised when the parks are reopened and events can commence.

VAT at year-end was a debit balance arising because several credit notes were issued to cancel events.

TRADE AND OTHER PAYABLES



Trade payables decreased mainly as the finance function has been brought in-house and the fees for the accounting firm were no longer payable at year end.

Amounts received in advance, comprising the payment for future events, reduced due to the cancellation of events for the 2020/21 financial year-end as a result of COVID-19.

Sundry Suppliers comprises income that is received by the SHR but no reason for the receipt is given. The SHR allocates this income to a liability account and after three years recognises the amount as income.

DEFERRED INCOME

Deferred income comprises revenue invoices issued but not paid relating to events that occurred after 31 March 2020. The reduction from R2.5 million in the 2018/19 financial year to R892 thousand in the 2019/20 financial year is also attributed to the cancellation of events.

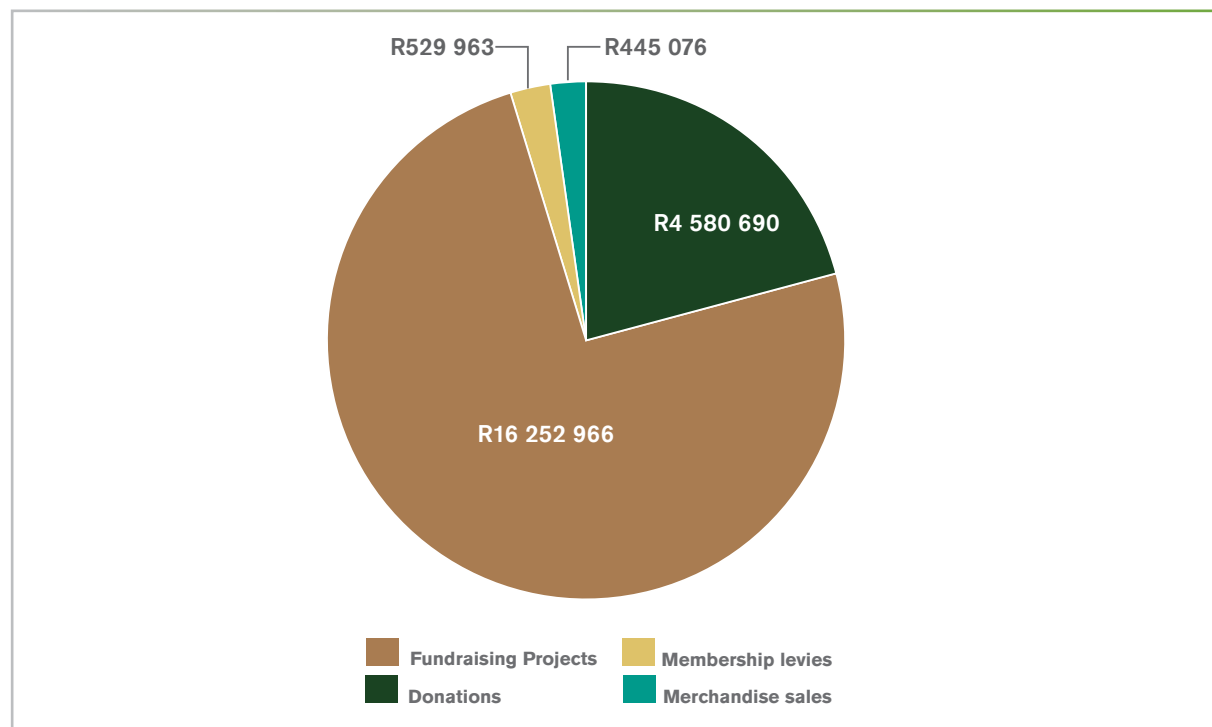


SUMMARY STATEMENT OF COMPREHENSIVE INCOME

for the period ended

	31 March 2020 R	31 March 2019 R
Revenue		
Donations	4 580 690	4 594 264
Fundraising projects	16 252 966	15 549 757
Levies	529 963	544 275
Merchandise sales	445 076	291 757
Total revenue	21 808 695	20 980 053
Cost incurred in fundraising projects and merchandise	(9 709 563)	(11 473 852)
Net revenue	12 099 132	9 506 201
Donations and support to SANParks	(6 296 433)	(7 521 519)
	5 802 699	1 984 682
Administrative expenses	(2 105 374)	(1 142 422)
Net surplus from operating activities	3 697 325	842 260
Investment revenue	1 035 317	934 908
Total comprehensive income for the period	4 732 642	1 777 168
Opening retained income	18 948 543	17 171 375
Closing retained income	23 681 185	18 948 543

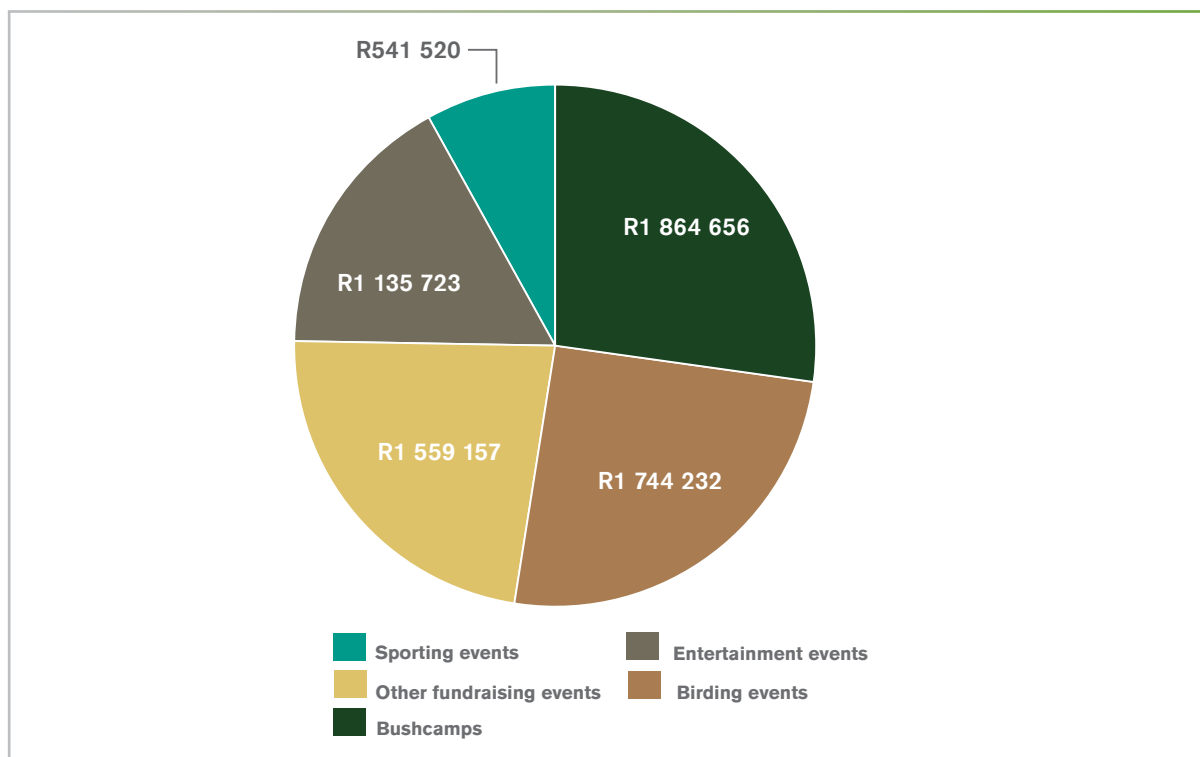
REVENUE SOURCES FOR THE 2019/20 FINANCIAL YEAR



Revenue levels and sources remained similar for both the 2019/20 and 2018/19 financial years.

FUNDRAISING PROJECTS

Fundraising projects are the largest source of revenue for the SHR and the net income from these events contributes to the SHR's ability to fulfil wish list requests. In the 2019/20 financial year, the surplus on fundraising events was well managed and is the reason for the increase in the surplus for the year. The contribution from each type of fundraising event is shown below:



Except for sporting events, all events contributed similar amounts to the surplus. Sporting events is a relatively new activity for the SHR and is expected to grow once tourism activities resume.

DONATIONS AND SUPPORT TO SANPARKS

Donations and support to SANParks reduced from R7,5 million in the 2018/19 financial year to R6,3 million in the 2019/20 financial year. The 2020/21 financial year will not provide much opportunity for fundraising projects and the SHR is committed to a similar level of donation in the 2020/21 financial year, much of which will be resourced from the surplus generated in the 2019/20 financial year and from reserves.

Donations and support to SANParks comprised 52% of the surplus generated in 2019/20 compared with 80% in 2018/19.

In terms of the Tax Exemption Guide for PBOs (Issue 5), the SHR is obliged to distribute or incur the obligation to distribute at least 50% of all funds received by donation for which section 18A receipts were issued within 12 months after the end of the year of assessment in which the donation was received. This obligation was met in the 2019/20 financial year.



ADMINISTRATIVE EXPENSES

	2019/20 R	2018/19 R
Accounting fees	504 982	348 137
Administration and management fees	338 342	141 517
Consulting and professional fees	428 415	0
Marketing	159 600	30 109
Travel – local	383 537	378 297
Other	290 498	244 362
Total	2 105 374	1 142 422
Percentage of revenue	10%	5%

Administrative expenses as a percentage of revenue has doubled. There were two major contributors to this increase: the cost of recruitment of the COO and reduction in contribution to costs by SANParks. The SHR has undertaken to keep administrative costs as low as possible, without compromising the functions necessary to ensure effective performance.

Accounting fees and administration and management fees increased as the SHR did not receive reimbursement of costs from SANParks of R373 450 during the 2020 financial year. If this amount is deducted, the fees did not increase from the 2019 financial year. In December 2019, the Finance Manager was appointed, and this allowed the SHR to contain any increase in accounting fees.

Consulting and professional fees were incurred to recruit the COO, who joined on 1 April 2020.

The increase in marketing costs is underwritten by the increased activity in marketing, including the development of the website.

SUMMARY STATEMENT OF CASH FLOWS

for the period ended

	31 March 2020 R	31 March 2019 R
Cash generated from operations	1 829 456	3 037 014
Purchase of property, plant and equipment	(203 374)	(61 220)
Interest income	1 035 317	934 908
Cash and cash equivalents at the beginning of the period	22 028 027	18 117 325
Cash and cash equivalents at the end of the period	24 689 426	22 028 027





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GOVERNANCE

The SHR strives to apply and maintain the principles of King IV.

We endeavour to achieve the governance outcomes of an ethical culture, good performance, effective control and legitimacy through ethical and effective leadership.

The Board is the focal point and custodian of governance in the SHR.

The Board is satisfied with the application of corporate governance in 2019/20 as recommended by King IV on a proportional basis for the size and nature of the SHR, within the context of the re-engineering project created to bring the SHR in line with best practice.

GOVERNANCE OUTCOMES

ETHICAL CULTURE

The Board led the organisation in developing the Code of Ethics (page 3). The lead independent director was asked to monitor the behaviour of the Board in line with the Code of Ethics and to raise any behaviour which does not conform to the standards outlined in the code. The code is being rolled out to the full SHR, with assistance from the Chairpersons' Committee. Members are encouraged to hold each other accountable for behaving according to the code.

The Board charter was established to formalise the functioning of the Board and to ensure all Board members commit to ethical and effective leadership, the SHR Code of Ethics and annual performance assessments.

MOUNTAIN ZEBRAS

Mountain zebras have legs that are long and slender but very strong, enabling them to run up to 40 miles per hour to escape predators. In addition, they are sure-footed enough to climb rocky outcrops, evade predators or deliver a kick capable of injuring or even killing an animal as large as a lion. Zebras are herbivorous with a diet comprised of thick grass and tough grass stems. The zebra's strong upper and lower incisor teeth are adaptations that help it break down these plants, enabling the animal to shear and chew effectively.



The Board constituted the Social, Ethics and Strategy Committee (SESC) to ensure:

- The SHR develops and implements policies, procedures and practices and reports on its social responsibility as envisaged in King IV and its principles
- The SHR is and is seen to be an ethical organisation and ethical values are paramount in the existence, practices and activities of the SHR
- The strategy of the SHR ensures its sustainability

A whistleblower hotline was implemented through an independent third party.

GOOD PERFORMANCE

The Board appreciates that the SHR's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are inseparable elements of the value creation process. As such, the Board reviews and upholds the strategic direction of the SHR. It approves strategy for the organisation and delegates its implementation to the Executive Centre and through Exco, to the National Projects and Regions. To ensure systematic, methodical and consistent attention to all its responsibilities, the Board adopted an annual workplan that provides a yardstick for measurement of its performance.

In addition to the SESC, the Board has further constituted another three Board committees, namely the Audit and Risk Committee (ARC); Nomination, Remuneration and Human Resources Committee (NRHRC); and Information and Technology Committee (I&TC).

The purpose of the NRHRC is to assist the Board in its governance of the people practices of the SHR to ensure:

- The Board, the Executive Centre and other management and governance structures of the SHR have the necessary skills and experience to fulfil their responsibilities
- The SHR has appropriate form and level of remuneration to attract and retain the required human resources
- The Board, while non-remunerated, has appropriate expense recovery mechanisms for Board members
- SHR people management practices promote an ethical culture of engaged, high-performance staff and support the transformation objectives of the organisation

Through this mechanism, the SHR will ensure suitably qualified and motivated people are employed to achieve our performance objectives.

The Board recognises information and technology are key enablers in setting and achieving its strategic objectives. Therefore, it assumes ultimate responsibility for the governance of technology and information, with elements delegated to the I&TC.

The SHR Board appointed a COO, Francois Peenz, who started in April 2020 in the absence of a chief executive officer. The COO is responsible for leading the implementation and execution of the approved

strategy, policy and operational planning. The Board sets clear roles, responsibilities and expectations in the COO's contract and key performance indicators. The COO serves as the main link between management and the Board, and is accountable and reports to the Board. The COO's performance is formally reviewed by the Board annually.

The COO is establishing the necessary Exco structure to ensure roles are clearly defined, filled by committed and competent volunteers with agreed performance targets. There are only three remunerated roles in the Executive Centre, namely the COO, Finance Manager and Administrator. The COO was also appointed to the Board as its only executive member.

Organisational performance is monitored through the Executive Centre quarterly report. If any matters arise on an ad hoc basis, they are brought to the Board's attention and managed accordingly. More focus is placed on ensuring operational reporting is meaningful and allows for good decision making. The performance of the SHR is reported in the scorecard on page 27.

EFFECTIVE CONTROL

The Board assumes ultimate responsibility for effective control, with elements delegated to the ARC, which is required to ensure:

- Financial statements properly reflect financial results and records
- Financial systems, including the system of internal controls, provide financial integrity
- Integrity of annual reporting through this integrated report is maintained
- Compliance with laws and regulations is regularly monitored
- The assurance process is effective and independent
- Risk management systems provide comprehensive, timely and relevant disclosure of risk and effective risk management plans
- Reporting and accountability roles and responsibilities are clear and effective

A formal Delegation of Authority from the Board to the SHR was established and, for the first time, an organisation budget was agreed for the 2020/21 financial year. Adherence to the budget is monitored.

The Finance Manager was appointed as a permanent SHR employee, insourcing financial functions which were previously performed by an external accounting business. This resulted in better controls and lower costs.

Key operational controls include:

- The JLC to ensure both SANParks and SHR agree on wish list items (see page 28)
- Clearly defined financial procedures ensuring spend only on mandated wish list items and approved administration expenditure
- The use of REPSLY to track and validate the handover of wish list items



LEGITIMACY

The Board assumes ultimate responsibility for the governance of stakeholder relationships, with elements delegated to the SESC.

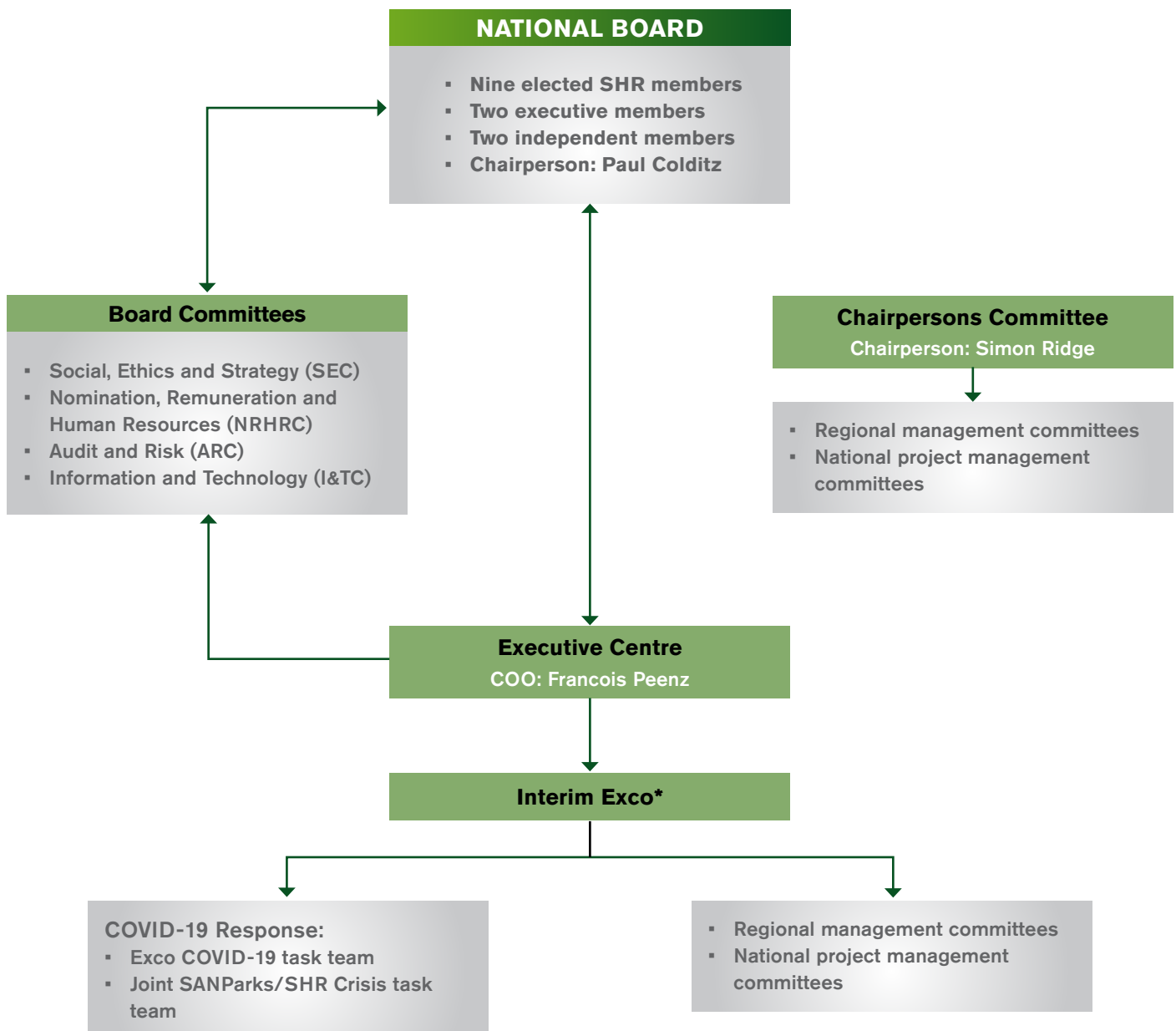
The Board ensures reports issued by the SHR enable stakeholders to make informed assessments of the SHR's performance, and its short, medium and long-term prospects.

As outlined in the finance report (page 55), much greater transparency was created in the spending of donor funds and the portion used to support running costs for the organisation.

SHR members are consulted through the Chairpersons' Committee on key matters and decisions which impact the SHR community and activities. Refer to the section on stakeholder engagement on page 15.




GOVERNANCE STRUCTURE



* The permanent Exco structure has been formalised and will be implemented in September 2020




Paul Colditz




Positions/portfolios:
Chairperson: Board
Chairperson: SESC
Member: NRHRC

Qualifications:
BA, LLB, Certificate in Constitutional Litigation

Skill:




Ghita Erling




Positions/portfolios:
Vice-Chairperson: Board
Chairperson: NRHRC
Member: SESC

Qualifications:
BSc, Msc (Eng), DipABRSM

Skill:




Lana Kinley




Positions/portfolios:
Member: Board

Qualifications:
CA(SA), Associate CIMA

Skills:




Francois Kloppers



Positions/portfolios:
Member: Board

Skills:



Mavuso Msimang




Positions/portfolios:
Independent member: Board

Qualifications:
BSc, MBA

Skills:




Francois Peenz




Positions/portfolios:
Executive member: Board
SHR COO

Qualifications:
BCom

Skills:




Germari Pieterse




Positions/portfolios:
Member: Board
Chairperson: ARC

Qualifications:
CA(SA), MSc (International Hospitality Management) (UK), PGS (Hospitality Management) (Switzerland), BCom (Hons), BIS (Information Science)

Skills:




Jimmy Telle















Positions/portfolios:
Member: Board







Qualifications:
BCompt, Registered Professional Accountant, Registered Tax Practitioner

Skills:

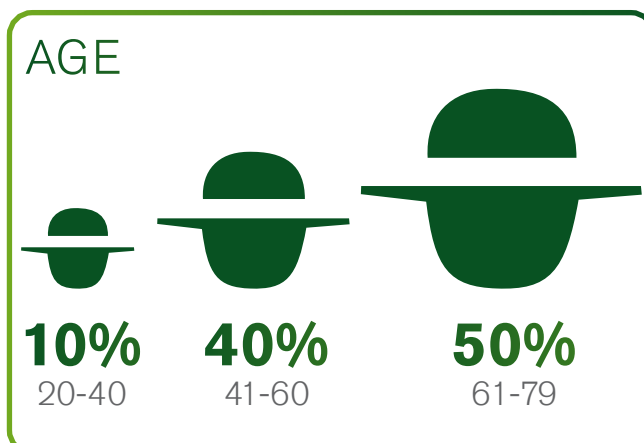
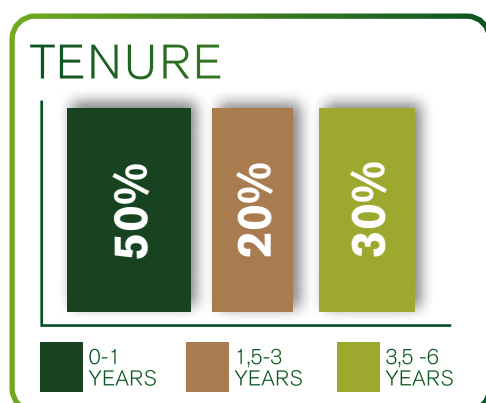
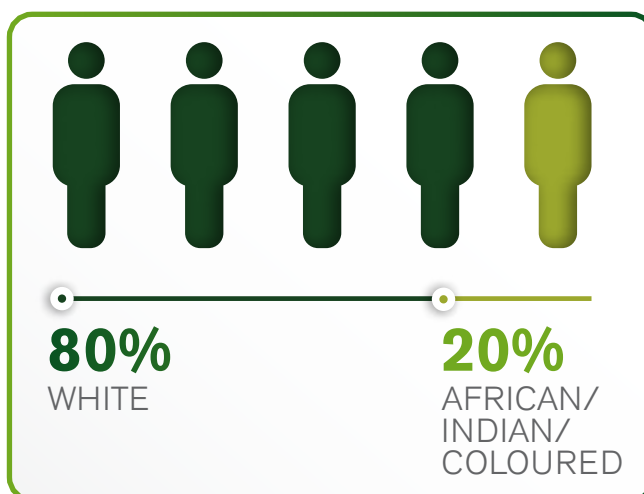


Skills Key:

	Ethics		Corporate governance		Finance and assurance
	Strategy		IT and digital		Stakeholder relations
	Sustainability		Legal and compliance		Reporting
	Risk		Remuneration		Marketing

David Webster 	Positions/portfolios: Member: Board Chairperson: I&TC Skills: 	Vikeshni Vandayar 	Positions/portfolios: Independent member: Board Qualifications: LLM, LLB, BCom Skills: 
Christina Pretorius 	Positions/portfolios: Company Secretariat Norton Rose Fulbright Director	Claire Friedman 	Positions/portfolios: Company Secretariat Norton Rose Fulbright Candidate Attorney

BOARD DEMOGRAPHICS





South African
NATIONAL PARKS
Honorary Rangers™

WHO'S WHO

REGIONAL CHAIRPERSONS

As at 1 June 2020

Addo	André du Plessis
Agulhas	Rudi Perold
Bankenveld	Ina Meyer
Boland	Albert van Reenen
Bushveld	Dave Drewett
Diamantveld	Mathilda Swanepoel
East Rand	William Harmse
Free State	Christo Louw
Highveld	Gerhard Kotze
Johannesburg	Alistair Burt
Johannesburg South	Yusuf Dockrat
Karoo	Flippie Verwey
Knysna	Nick Ocker
KwaZulu-Natal	Lene Hansen
Letaba	Eric Makondo
Limpopo	Derek Venter
Lowveld	Ashraf Sayed
Magalies	Louis Lemmer
Marakele	Marius Ferreira
Midrand	Ansunette Snyman
Mountain Zebra	Willem Olivier
Pretoria	Riaan Potgieter
Table Mountain	George Smith
Tsitsikamma	Johan Schlechter
Vaal Triangle	Andries Mans
Virtual	Dalene Preston
Waterberg	Susan Otto
West Coast	Dries Venter
West Rand	Simon Ridge
Wilderness	Frances Feig

GEMSBOK

Gemsbok live in a habitat of open sands and can survive long periods without a drink of water. Interestingly, they can shrink their liver and heart – which in turn causes them to breathe and respire less often, thereby preventing moisture loss. There are other unique ways this antelope of the sands conserves water, such as the ability to re-absorb some of its urine back into its body.



NATIONAL PROJECT CHAIRS

As at 1 June 2020

Bush Camps	Willem Jansen van Rensburg
Conservation Services	John Turner
Embrace	Elize Smith
Interpretation and PEAP	Tanja Richter
Junior Honorary Rangers	Carmin Mohr
K9 Project Watchdog	Grant Coleman
Skills Development	Willie Engelbrecht
Sports Events	Werner Eksteen

MERIT AWARD WINNERS

For the year ended 31 March 2019 awarded at the September 2019 indaba.

CONSERVATION PARTNER CERTIFICATES 2018/19

Conservation partner certificates are awarded to partners who provide material pro bono services or donations. The criteria for receiving a conservation partner certificate are based on in-kind or rand value donated.

Awards are as follows:

- **Leopard award** – for donations of more than R20 000
- **Lion award** – for donations of more than R100 000
- **Buffalo award** – for donations of more than R250 000
- **Rhino award** – for donations of more than R500 000
- **Elephant award** – for donations of more than R1 million

Organisation	Award
KPMG	Buffalo
Business Pod (REPSLY)	Buffalo
Old Shanghai Firecracker Factory	Buffalo
Rhino Tears	Buffalo
Flying for Freedom	Elephant
GreymatterFinch	Leopard
Norton Rose Fulbright	Lion
Computer Verification Services	Rhino

INITIATIVES OF THE YEAR 2018/19

Initiative	Region
Angarhelani Mindyangu – Women's Day event for rangers' wives	East Rand
Bloemfontein Show (SANParks promotional stall)	Free State
Environmental and Educational Outreach Programme	Pretoria
Mokala NP Mountain Bike Classic	Diamantveld
Phalaborwa Mounted Horse Patrols	Highveld
Project Car Boot Sale	Virtual
RhODIS (Rhino DNA Index System)	Midrand
The Kruger Trail	Magalies
Western Cape Environmental Criminal Investigation Support	Table Mountain

REGIONS OF THE YEAR 2018/19

Large region of the year	Boland Region
Small region of the year:	West Coast Region

INDIVIDUAL MERIT AWARD WINNERS 2018/19

For the year ended 31 March 2019 awarded at the September 2019 indaba.

Lifetime awards (also called platinum merit awards) are made to SHR members and friends who provided exceptional service over several years. At the 2019 indaba, we were proud to recognise:

Jaco Buys:

Jaco was a close friend and dedicated supporter of the SHR for many years. He was the most requested guide by our bush camp customers – his knowledge of the bush and ability to entertain were unsurpassed. Jaco also participated in several of our annual indabas and is fondly remembered for his legendary camp fire stories. Jaco passed away during 2019 and his lifetime platinum award was received by Laurika, his wife, and their two children, Linka and Matthew. May Jaco rest in peace.

Willie Engelbrecht:

Willie's lifetime platinum award was made in recognition of his unwavering commitment to the SHR since 1996 and in particular for his role in transforming our member skills development into a world-class programme. Our Skills Development National Project was awarded a coveted kudu award by SANParks in 2018 in recognition of this achievement.

Gold merit awards were given to the 1% SHR members who contributed the most hours in the 2018/19 financial year. The recipients of these awards at the 2019 indaba all volunteered more than 990 hours in the year.

GOLD		
Willie Engelbrecht	Louis Lemmer	Phillip Strauss
Norma Gardiner	Dalene Preston	Mathilda Swanepoel
Marie Jacobs	Dudley Schoof	Barbara Taylor
Gerhard Kotze	Brenda Scott	Marlene Truter
Lizet Kotze	Valerie Stephens	John Turner



Silver merit awards were given to the top 4% members who volunteered in excess of 625 hours in the 2018/19 financial year and bronze merit awards were given to the top 10% members who had volunteered in excess of 325 hours

SILVER		
Snowy Botha	Louise Gadney	Elize Smith
George Brits	Lynne Hapgood-Strickland	Ansunette Snyman
Eliose Brooks	Francois Kloppers	Ian Stacey
Alistair Burt	Michael Kruger	Susan Steyn
Hannes Coetsee	Pieter Kruger	Boy Swanepoel
Rina Coetzee	Rheta Kruger	Hestia Swanepoel
Jeanette Curling	David Malloch-Brown	Isabel Taljaard
Alice De Beer	Emma Nyschens	Jimmy Telle
Duifie Ehmke	Pieter Oosthuizen	Paul Van Helden
Frans Ehmke	Harry Pieterse	Almarie van Zyl
Werner Eksteen	Riaan Potgieter	Nico van Zyl
William Elliot	Simon Ridge	Carol Veitch
Ben Enslin	John Roberts	Vito Viglietti
Khakie Ferreira	Wimpie Scheepers	Marietjie Vosloo
Henriëtte Fourie	Kenneth Schmidt	David Webster
JP Fourie	Ian Smith	Peter Zietsman

BRONZE		
Karel Alberts	Clive Gibson	Andre Pezzutto
John Bacon	Dagmar Gleiss-Forcioli	Deon Pienaar
Johan Becker	James Green	Willie Pienaar
Willem Beckmann	Kobie Harmse	Andre Robberts
Wade Begemann	William Harmse	Ella Roberts
Jenny Bell	John Haysom	Charlie Rose
Nigel Biffen	Luuk Hepkema	Lynda Rose
Johan Bosman	Mark Hinrichsen	Marita Schoeman
Retha Bosman	Pieter Jacobs	Florence Sibuyi
John Botha	Danie Janse van Rensburg	Louis Sibuyi
Gerhardus Botha	June Johns	Melanie Smith
Eddie Bronkhorst	Wimpie Jonker	George Smith
Christopher Brooks	Jackie King	Renier Snyman
Michele Buys	Ingrid Kitshoff	Tracy Springorum
Alec Celliers	Michelle Langeveld	Lukas Stoltz
Abel Coetzee	Andy Le Monnier	Michelle Sussman
Nick Coetzee	Nico Lourens	Mathilda Swanepoel
Leslie Coleman	Christa Louw	Charl Theart
Gert Combrink	Frank Louw	Robert Turner
Hantie Combrink	Eric Makondo	Anne-Marie van Den Heever

Willem De Beer	Andries Mans	John van Dyk
Charles Dey	Myrtle Mans	Eileen van Helden
Laurien Dodsworth	Jackson Mdhuli	Albert van Reenen
Laetitia Dysel	Millard Mdluli	Lisa-Mari van Renen
Phillip Dysel	Beverley Moll	Adri Van Staden
Danny Eldridge	Enock Moyane	Philippus Verwey
Derick Erasmus	Eric Nathan	Susan Vreĳ
Zane Erasmus	Roger Noble	Wendy Wentzel
Ghita Erling	Willem Olivier	Tracy Yates
Euan Fletcher	Rudi Perold	

CONSERVATION PARTNER CERTIFICATES 2019/20

For the year ended 31 March 2020 awarded at the September 2020 indaba

Conservation awards were awarded to all major donors and pro bono suppliers as listed on page 11.

INITIATIVES OF THE YEAR 2019/20

Initiative	Region
Airline4Animals	Pretoria
IT Support and Awareness	Executive Centre, Peter Brooks
The Sea Starts Here Campaign	Knysna Region
Guided Intertidal Pool Excursions	Tsitsikamma Region
Land Service Junior Outreach	Diamantveld Region
Marine Protected Area Signage	Table Mountain Region

Project of the year:	K9 Project Watchdog
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REGIONS OF THE YEAR 2019/20

Large region of the year	West Rand Region
Small region of the year:	Karoo Region

INDIVIDUAL MERIT AWARD WINNERS 2019/20

For the year ended 31 March 2020 awarded at the September 2020 indaba.

Lifetime platinum award: Grant Jamiesonn

Grant Jamieson has organised our Johannesburg Region Golf Day for more than 20 years. Although we do not have records of the proceeds for all of these golf days, we estimate that Grant raised more than R3 million for the SHR. These funds were used to support conservation projects in our national parks.



Gold merit awards were given to the 1% SHR members who contributed the most hours in the 2019/20 financial year.

GOLD		
Willie Engelbrecht	Louis Lemmer	Valerie Stephens
Henriëtte Fourie	Beverley Moll	Susan Steyn
Norma Gardiner	Emma Nyschens	Mathilda Swanepoel
Lynne Hapgood-Strickland	Michiel Pienaar	Isabel Taljaard
Rita Hinterer	Harry Pieterse	Jimmy Telle
Marie Jacobs	Dalene Preston	John Turner
Francois Kloppers	Wimpie Scheepers	Vito Viglietti
Lizet Kotze	Kenneth Schmidt	Peter Zietsman
Michael Kruger	Brenda Scott	

SILVER		
Rita Barnes	William Harmse	Elize Smith
Jenny Bell	Danie Janse van Rensburg	Ansunette Snyman
Kobus Boolsen	Wimpie Jonker	Lukas Stoltz
Snowy Botha	Lana Kinley	Phillip Strauss
Eddie Bronkhorst	Gerhard Kotze	Michelle Sussman
Peter Brooks	Rheta Kruger	Boy Swanepoel
Eliose Brooks	Frank Louw	Hestia Swanepoel
Nick Coetzee	Eric Makondo	Mathilda Swanepoel
Grant Coleman	David Malloch-Brown	Barbara Taylor
Jeanette Curling	Michiel Moll	Charl Theart
Alice De Beer	Ockert Nel	John van Dyk
Willem De Beer	Theo Olivier	Paul van Helden
Ben Enslin	Riaan Potgieter	Lisa-Mari van Renen
JP Fourie	Tanja Richter	Maarten van Rooyen
Louise Gadney	Simon Ridge	Sandra van Rooyen
Maria Graney	Ian Smith	Carol Veitch
Rosemary Hancock	Melanie Smith	Wendy Wentzel

BRONZE		
Karel Alberts	Dirk Havenga	Tina Schmidt
Johan Becker	Luuk Hepkema	Anastas Schnippenkotter
Maria Becker	Pieter Jacobs	Veronica Schnippenkotter
Des Bothma	June Johns	Sabine Schukai
Christopher Brooks	Ingrid Kitshoff	Norma Sharratt
Alistair Burt	Ansie Kruger	Cath Simpson
Michele Buys	Pieter Kruger	George Smith
Ian Catt	Andy Le Monnier	Anton Snyman
Alec Celliers	Nico Lourens	Renier Snyman

Japie Claassen	Christa Louw	Tracy Springorum
Paul Colditz	Wilna Loxley-Ford	Ian Stacey
Leslie Coleman	Diana Maartens	Alan Stark
Ralph Davey	Jacques Malan	Louisa Steffers
Jeanine De Beer	Andries Mans	Klaas Steyn
Lounette De Jong	Myrtle Mans	Linda Steyn
Charles Dey	Mariehetta Matthee	Sonia Valentine
Laurien Dodsworth	Keith McNair	Sakkie Van Aswegen
André Du Plessis	Grant Melville	Andries Van der Merwe
Cathryn Duncan	Riana Naven	Adri Van Staden
Werner Eksteen	Yvette Oosthuizen	Almarie Van Zyl
Danny Eldridge	Rudi Perold	Nico Van Zyl
William Elliot	Andre Pezzutto	Quintin Vermaak
Ghita Erling	Abramie Potgieter	Marley Verster
Euan Fletcher	Elizabeth Reid	Philippus Verwey
Frans Fourie	Ella Roberts	David Webster
Laetitia Fourie	John Roberts	Pamela Wilgenbus
Theo Fourie	Charlie Rose	Jurgens Willson
Lene Hansen	Lynda Rose	Francois Wolfaardt
Kobie Harmse	Annatjie Scheepers	Tracy Yates
Vivienne Harmse	Willie Scheepers	Mike Zacharias
Farouk Hassen	Walter Schmahl	





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HOW WE REPORT

Reporting approach 	<p>This is our primary report to stakeholders to ensure complete transparency especially to members and donors, and to provide the clearest possible communication of our activities. This report articulates and provides insight into our performance, strategy and future plans.</p> <p>After following a materiality determination process, we report on matters which have the potential to affect how we deliver value in the short, medium and long term.</p>
Feedback 	<p>Please send any comments, queries, compliments or further information requests to contact@honoraryrangers.org.</p>
Reporting period, comparatives and boundary 	<p>This report covers the period from 1 April 2019 to 31 March 2020 (12 months).</p> <p>Comparative information is for the 12-month period from 1 April 2018 to 31 March 2019.</p> <p>This report only deals with material matters that, in our opinion, may have a direct impact on the SHR.</p>
Frameworks used 	<p>This report is presented in accordance with the International Integrated Reporting Council's (IIRC) Integrated Reporting <IR> Framework.</p> <p>The annual financial statements were prepared in accordance with IFRS for SMEs. Information was extracted from the annual financial statements and included in this report.</p>
Assurance 	<p>The SHR is confident that other data, which was not audited, is a fair and reasonable reflection of the organisation's position and performance, based on internal controls used to capture and report on members' contributions to SANParks.</p> <p>The summarised annual financial statements provided in this integrated report were independently audited by West-Evans Incorporated.</p>

CROCODILE

Perhaps one of the most fascinating facts about the crocodile species is that when a female crocodile lays eggs (of which there can be up to 60 at a time), the sex of the babies will be determined by the weather conditions. If the temperature is between 31 and 34 degrees Celsius, the baby crocodiles will be male, otherwise they will be female.



INDEPENDENT AUDITOR'S REPORT ON SUMMARY FINANCIAL STATEMENTS

This statement is extracted from the annual financial statements, a copy of which can be found on our website. This extract should be read in conjunction with the annual financial statements

To the members of the SHR

OPINION

We have audited the annual financial statements of the SHR, set out on pages 7 to 14, which comprise the statement of financial position as at 31 March 2020, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of the SHR as at 31 March 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards for small and medium-sized entities and the requirements of the Non-profit Organisations Act 71 of 1997.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the annual financial statements section of our report.

We are independent of the organisation in accordance with sections 290 and 291 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised January 2018), parts 1 and 3 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised November 2018) (together the IRBA Codes) and other independence requirements applicable to performing audits of annual financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

RESPONSIBILITIES OF THE BOARD FOR THE ANNUAL FINANCIAL STATEMENTS

The Board is responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards for small and medium-sized entities and the requirements of the Non-profit Organisations Act 71 of 1997, and for such internal control as the Board determines is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the Board is responsible for assessing the organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the organisation or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITY FOR THE AUDIT OF THE ANNUAL FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organisation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organisation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

West-Evans

West-Evans Incorporated
Chartered Accountants (SA)
Bedfordview
Registered Auditors
Per: PH Briel
Chartered Accountant (SA)
Registered Auditors
23 July 2020
Bedfordview





We would like to acknowledge the following photographers for contributing landscape and wildlife photographs to this report:

- Jenny Bell (pages 44, 83)
- Des Bothma (pages 16, 61, 82, 83)
- Peter Brooks (pages 16, 25, 83)
- Geoff Lautenbach (pages 16, 49, 66)
- Michael Mc Sweeney (pages 16, 24, 25, 29, 40)
- Christo van Zyl (pages 16, 61 and 83)



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