



# AFRICAN PARKS

UNLOCKING THE VALUE OF PROTECTED AREAS



Camp Nomade overlooks a wildlife spectacle in Zakouma National Park, Chad © Michael Lorentz

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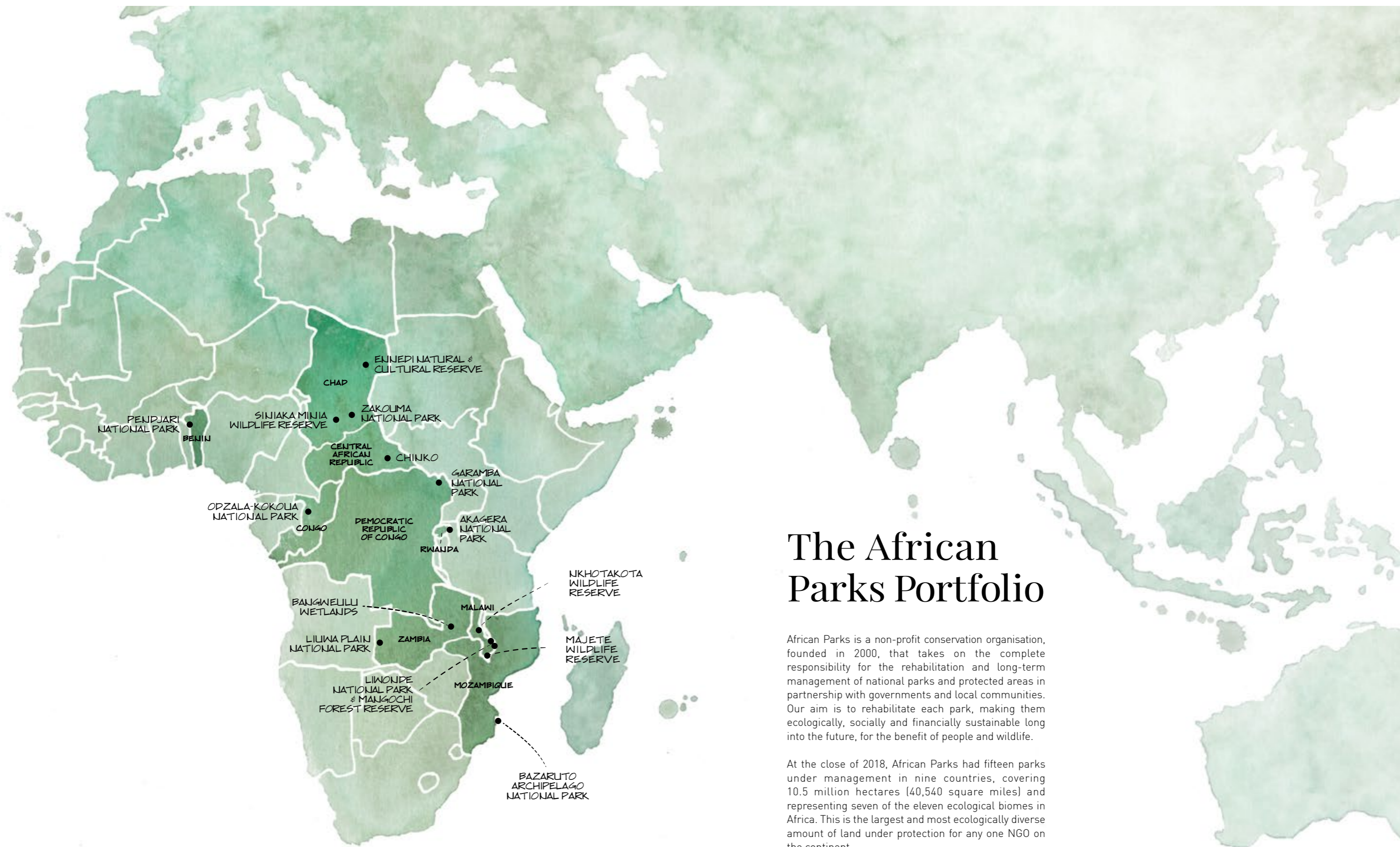


# Introduction

Elephants drink along the banks of a river in Zakouma National Park, Chad © Michael Lorentz

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## The African Parks Portfolio

African Parks is a non-profit conservation organisation, founded in 2000, that takes on the complete responsibility for the rehabilitation and long-term management of national parks and protected areas in partnership with governments and local communities. Our aim is to rehabilitate each park, making them ecologically, socially and financially sustainable long into the future, for the benefit of people and wildlife.

At the close of 2018, African Parks had fifteen parks under management in nine countries, covering 10.5 million hectares (40,540 square miles) and representing seven of the eleven ecological biomes in Africa. This is the largest and most ecologically diverse amount of land under protection for any one NGO on the continent.

# Changing people's lives

CHAIRMAN'S MESSAGE | ROBERT-JAN VAN OGTROP

When I joined African Parks as Chairman, I did so not just because of my passion for conservation, love of wild places and the inspiration I gain from the sheer spectacle of watching wildlife, I did so because I'm far too aware of the gravity of the situation we as a species are in. I joined because I wanted to be part of a solution for ultimately our own human preservation. Never has this been more urgent than it is today. The pressure on our natural resources are more alarming – for space, for the illegal sale of high-value species, and the cascading negative impacts of what will ultimately happen to humanity, if the last of our wild disappears.

The tide is rising, and we cannot aim to protect Africa's national parks and protected areas solely on the basis that we need wild places. Our challenge, since African Parks was founded in 2000, is to ensure that these wild landscapes are valued by the very same people who live in and among their boundaries. And for people to value these parks they must benefit from their existence, in a real and meaningful way.

Take Akagera National Park in Rwanda for example. In just eight short years, the park has transformed from housing as many as 30,000 cattle and having key species hunted out, to now being the largest employer in the region, and a safe haven for species like lions and rhinos. African Parks was invited in by the Rwandan Development Board in 2010 to help professionalise park management and realise their vision of a functioning national park that would reap dividends for the surrounding communities. Together, we're making this vision a reality.

I have since visited Akagera several times including in November 2018, to see for myself how far we've come. Where cattle once grazed, there is now an abundance of impala, eland, giraffe, roan, zebra, bushbuck and large herds of buffalo; elephants move through in large herds bathed in red earth; the seven lions we reintroduced in 2015 have grown to 23; and the rhinos we brought back in 2017 have had two calves. With poaching essentially halted, wildlife is thriving and Akagera is repeatedly

recognised as a leading wildlife destination in Africa. In 2018 alone, we saw over 44,000 visitors, 50% were Rwandan nationals, come through the gates delivering \$2M in tourism revenue, achieving nearly 80% self-financing of the park.

Akagera is a prime example of how a well-managed protected area can deliver benefits that change people's lives, providing opportunities that would otherwise not be available, while creating an upward cycle of sustainability. Because wildlife has been restored, there is an increasing demand for local guiding service. The Community Freelance Guides Cooperative meets this demand and earned nearly \$160,000 in 2018. African Parks helped eight honey cooperatives receive grants to equip a central honey collection and processing centre, through which nearly four tonnes of honey were harvested and sold. We also supported local fisheries cooperatives, working with local people who used to fish illegally to help them make a profit through legal and sustainable fishing.

Not only has the park undergone a radical transformation, but we have seen members of Akagera's work force be transformed as well. Individuals who joined as part-time workers eight years ago had limited literacy and were lacking in basic artisanal skills. Today, they have become contracted staff who speak English and possess extensive skills including plumbing, welding, carpentry and masonry. In turn, they are helping to build up their communities. With these skills, they are competitive and could join other entities in the region if they so choose. And that is what we aim for – for people to have choices while having a stake in designing the world in which they want to live. On top of it all, these individuals have become genuine ambassadors for a conservation-led economy; and the offer greatest hope for Rwanda's wild and green future. This is what we envision for every place we work – to change people's lives through effective park management, by unlocking ecological, economic and social benefits, to create a better future for people and wildlife alike.



# Architects of our own destiny

CEO'S LETTER & EXECUTIVE SUMMARY | PETER FEARNHEAD

Over 18 years ago, when we set out to create a new paradigm for conservation with the formation of African Parks, we knew that protecting wildlife was not nearly enough. For wild landscapes to function and thrive, we needed to be fully accountable for their management, and we needed to ensure they benefitted the people who lived adjacent to them. This has been inherent in our design and our approach since day one. But never has this been more critical than it is today. With the rise of the human population, the increase in insecurity and instability, and the resulting pressures on natural resources, if we fail, we stand to lose ecologically functioning landscapes that are responsible for the health and security of millions of people.

This is why our long-term goal is to realise the ecological, socio-political and economic value of these parks. We recognise that conservation is just one of several land-use options, and that setting aside wild areas is a choice. So, the future of these landscapes hinges on whether people who live in and around these

areas value them, and to truly value them, they must benefit from them.

Well managed parks preserve and enhance ecological functions and ecosystem services delivering clean air, clean water, carbon sequestration, and food security. In addition, our model of providing safety and security, for humans and wildlife alike, is the prerequisite for sustainable poverty alleviation interventions. Provision of education, healthcare, and the creation of alternative livelihoods then becomes possible. Our legal mandates for each park under management pave the way for transparency and good governance, including the creation of park-specific Boards ensuring governments and communities participate in management decisions from the outset. Lastly, effective park management leads to job creation, investments in local services, creation of tourism and associated enterprises, supporting income generation for local communities, and significant financial injections into the local and national economies.



There are multiple examples from across the parks we manage that illustrate how human communities are at the centre of what we do. In Central African Republic, 380 Internally Displaced People fled to Chinko in 2017, receiving protection, shelter, food, water, and healthcare. They remained there for 15 months until the ethnic violence subsided, and they were able to safely relocate back to their village; they would have been slaughtered had Chinko's rangers not provided their protection. Today, 32 of them have been hired as Transhumance Sensitisation Officers helping their community and reducing the threats that arise from armed cattle herders. In Garamba in the Democratic Republic of Congo, our team responded to an urgent request to evacuate and care for a young Congolese man after he was shot by a group of armed bandits west of the park. His father and brother were murdered

during the incident. International humanitarian and peacekeeping forces were also alerted, but our Garamba team responded, saving the young man's life. Crime in and around Zakouma in Chad is virtually non-existent due to our ranger's efforts and the trust they have built with local communities, who have their own safety and security as the incentive to report all illegal activity, not just wildlife crime.

As much as people need to benefit from these areas being conserved, these benefits do not just happen. They are strategically planned for and are the result of deliberate interventions which we have resourced and actioned. In a sense, we are the architects of our own destiny, and the blueprint for unlocking value of protected areas for the benefit of people is vested in our African Parks model.

## EXECUTIVE SUMMARY

This has been another excellent and high impact year for African Parks, thanks to you and your support, and of course to our teams on the ground that are responsible for making it happen. Never without its challenges but progress across all parks has been encouraging.

**OUR GROWTH: 20 PARKS BY 2020** - 2018 saw us progress towards our goal of managing 20 parks by 2020. In February we signed a long-term agreement with the Government of Chad to formally manage Ennedi Natural and Cultural Reserve. This is a 50,000 km<sup>2</sup> desert reserve shaped by centuries of harsh environmental factors and where humans have played an intricate role for the past 10,000 years and will continue to shape its future. Mangochi Forest Reserve was also added to the portfolio, a small but significant reserve contiguous to Liwonde National Park in Malawi. This brought us to 15 parks in nine countries under management, protecting 10.5 million hectares, which is the largest amount of area under management by any one NGO in Africa. In addition, 2018 was important for preparing the ground for a number of additional parks in various countries including Zambia, Rwanda, Benin and Zimbabwe which we anticipate concluding in 2019.

We kicked off 2018 with a ground-breaking partnership with the National Geographic Society joining us with the Government of Benin, the Wyss Foundation, and the Wildcat Foundation, in announcing a \$23.5M joint commitment to support Pendjari National Park in Benin. This is a globally significant landscape in West Africa, home to the largest remaining populations of elephants, lions and cheetahs in the region. It is also part of the national development plan "Revealing

Benin" which aims to revitalize the country's national parks, especially Pendjari, for the good of the people and the nation. In September we were honoured to host H.E. President Patrice Talon in New York City, with David Bonderman, Founder of the Wildcat Foundation, around the UN General Assembly to discuss the role of Private-Public Partnerships for protected area management. President Talon emphasised the importance of our work with the following words:

**"Biodiversity and natural assets are world goods – wealth that survives beyond generations. While poverty compromises the existence of everything, including biodiversity, it should not be an excuse to degrade your environment. In protecting our natural assets, we are ensuring a legacy of sustainability while creating places worth visiting."**

Our growth is only possible with the support of Governments at every level, especially leaders such as President Talon who are committed to the long-term protection of their natural assets and the visionary donors who make this possible through transformational partnerships.

**BUILDING STABILITY: HUMAN PRESERVATION** - In Chinko in the CAR, we managed to keep the 20,000 km<sup>2</sup> park (an area twice the size of Yellowstone National Park) free of cattle and associated poaching



*"I used to ask myself, 'will I have to take my child to another country to see a lion or elephant' but now I know the answer is 'no' – that Pendjari is now being protected and that I too have a role in working here, to make sure this park survives, because it's for my children, and for their children."*

ANDRÉ TANKOUANOU, TEAM LEADER  
PENDJARI NATIONAL PARK, BENIN



threats. For the first time in years, we witnessed the bouncing back of buffalo, hartebeest, hippo, waterbuck, and bushbuck. There are also now frequent sightings of Lord Derby eland, bongo, and roan antelope. Even elephants have been sighted. Survey results also indicated a population of over 1,000 chimpanzees, highlighting the ecological diversity harboured within the park. Importantly, we saw the return of 380 Internally Displaced People (IDPs) who were voluntarily relocated and safely reintegrated into their villages. It was an emotional farewell for both our park staff and for the IDPs who were grateful for the refuge afforded to them. What is happening in Chinko was accurately captured by the Washington Post, which described the park as the one bright spot of governance in a country that is 80% controlled by rebels. The article shared how African Parks is funding dozens of teacher salaries, providing healthcare, how markets have arisen to support the hundreds of people employed by the park creating a conservation-led economy, and that Chinko is one of the only stable areas in the entire nation, validating the many roles well-managed protected areas play in even the most unstable of regions.

In June, we commemorated Garamba's 80th Anniversary in the DRC. It was a memorable and moving event, presided over by the Director General of ICCN Pasteur Cosma Wilungula, where we symbolically burned part of Garamba's ivory stockpile. As the flags of the nation and the park were raised that day, they were saluted by hundreds of rangers and looked upon by over a thousand community members. Our revised law enforcement efforts there are truly making a difference. With thanks to support from the Wildcat Foundation, the European Union, USAID, the World Bank and others, we reduced elephant poaching by 50% in 2017; and further success in 2018 was evidenced by the loss of only two elephants. More importantly, no ranger was lost in the line of duty.

**While we paid tribute on the park's painful past, the belief in a brighter future was palpable. Together with ICCN, we are demonstrating that with a shared vision, political will, donor support, and engagement with local communities, we can shift the trajectory of Garamba and the entire region, offering a safe place for wildlife and people in the most extraordinary circumstances.**

Poaching has remained at an all-time low for several parks under our management, including Akagera in Rwanda, Liwonde in Malawi and Zakouma in Chad. In Zakouma, we counted a record number of elephant calves – 127 under the age of five years old. In 2011,

we counted only one. As a result, the overall elephant population surpassed 560 individuals, which is the first-time numbers have been on the rise for decades. Bazaruto in Mozambique, the first seascape to fall under our management, became fully operational with a newly recruited and trained Ranger team, 18 of whom are women. Tourism also surged in several parks. Akagera in Rwanda just exceeded a total income of \$2M, a remarkable achievement as this represents almost 80% of operating costs. Liuwa Plain in Zambia was firmly solidified as a premier wildlife and tourist destination, with the fully operational King Lewanika Lodge run by our partners at Time + Tide. The park was listed as one of the 'top 52 places' to visit in 2018 by the New York Times, and the lodge made Time Magazine's top 100 destinations. This is sustainable development at its best: helping create jobs, support local services, and unlock revenue flows that previously were absent.

**RESTORING SPECIES** - Several historic translocations were conducted this year. We completed two translocations in Malawi with the DNPW, bringing lions back to Liwonde in August for the first time in 20 years, and introducing a founder population of 13 giraffe from South Africa to Majete in October. The return of lions to Liwonde was part of a larger predator restoration effort where they joined cheetahs which were reintroduced in 2017. This was done with support provided by the Dutch Government and the Lion Recovery Fund. The giraffe translocation to Majete was carried out with Giraffe Conservation Foundation and could not have come at a better time given that the IUCN recently announced the up-listing of several subspecies of giraffe, highlighting the threats the entire species is facing.

**Both translocation projects had two goals: to continue restoring biodiversity to the parks, while boosting tourism to support local communities and the emerging conservation-led economy within the region.**

Unfortunately, one translocation, which was also one of our most celebrated and globally recognised events, was met with serious setback. After years of planning, in May we moved six black rhinos from South Africa to Zakouma in Chad, in collaboration with the Chadian and South African Governments, and South African National Parks (SANParks). Tragedy struck when four of the rhinos died in October, leaving two surviving females. They were not lost to poaching but post mortems found that there was a loss of internal body condition, possibly linked to nutritional uptake and reduced energy reserves, making them susceptible to a range of secondary infections. While the two females continue to do well, we will most likely be looking at completing the rest of the translocation in 2020.



**OUR TEAM** - 2018 was marked with notable staff achievements. Four of our rangers were awarded the inaugural Paradise Ranger Award established by the Paradise Foundation. We are extremely proud of Voster Mweene (Liuwa Plain), Kasereka Kisuki Alexandre (Garamba), Paul Kumwamba (Nkhotakota), and Tizola Moyo (Majete) who were recognized this first year. We also had three African Parks staff members graduate from the Southern African Wildlife College (SAWC) in November after completing a one-year course to advance their knowledge and careers as wildlife professionals: Steve Wemba, a Community Extension Officer from Majete (who graduated top of his class), Edwin Matutu, a Law Enforcement Officer from Bangweulu, and Guy Mbone, the Operations Manager from Garamba. We look forward to additional staff completing more courses in the future.

**OUR GRATITUDE** - We have had a remarkable year and are equally excited about the coming years and our ability to build on this impact. All of this is only possible through our partnerships with national governments who entrust us with managing their natural heritage, made possible through the generous funding support of our donors who rightfully expect results from their investments, and executed with diligence and commitment by our teams in the field.

These achievements, which are fleshed out in more detail in the following section, are your achievements.

From everyone at African Parks we are grateful for your continued commitment to our mission, for remaining steadfast, and staying the course with us to truly make an impact for countless of people who rely on us as a stabilising force, and for paving a way for a better way of life for humans and wildlife alike.

I look forward to 2019 and all the impact we'll be able to accomplish together.

Sincerely,

*Peter Fearnhead*

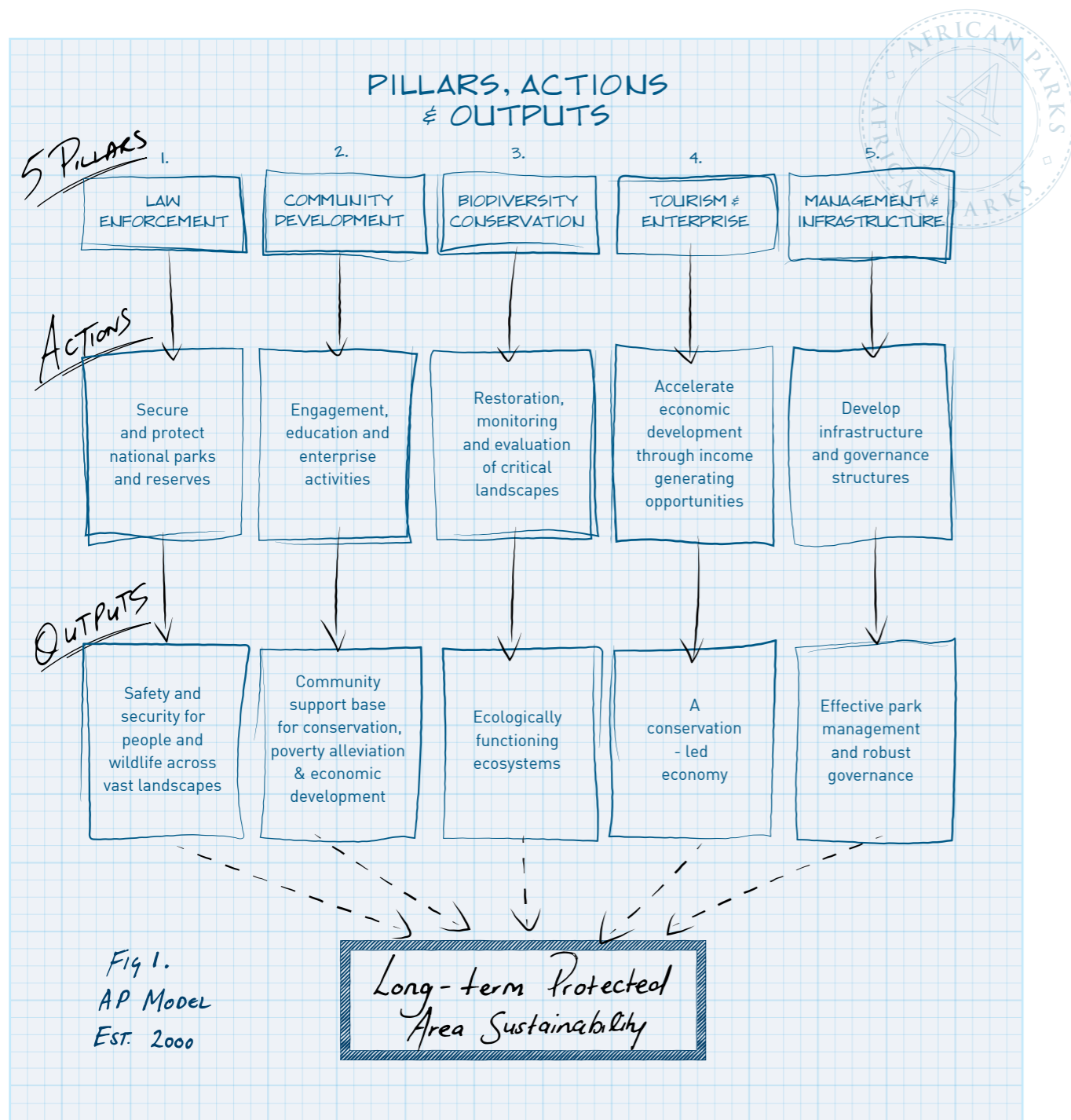
Peter Fearnhead  
CEO  
African Parks



# Our Model

## FOR PROTECTED AREA MANAGEMENT

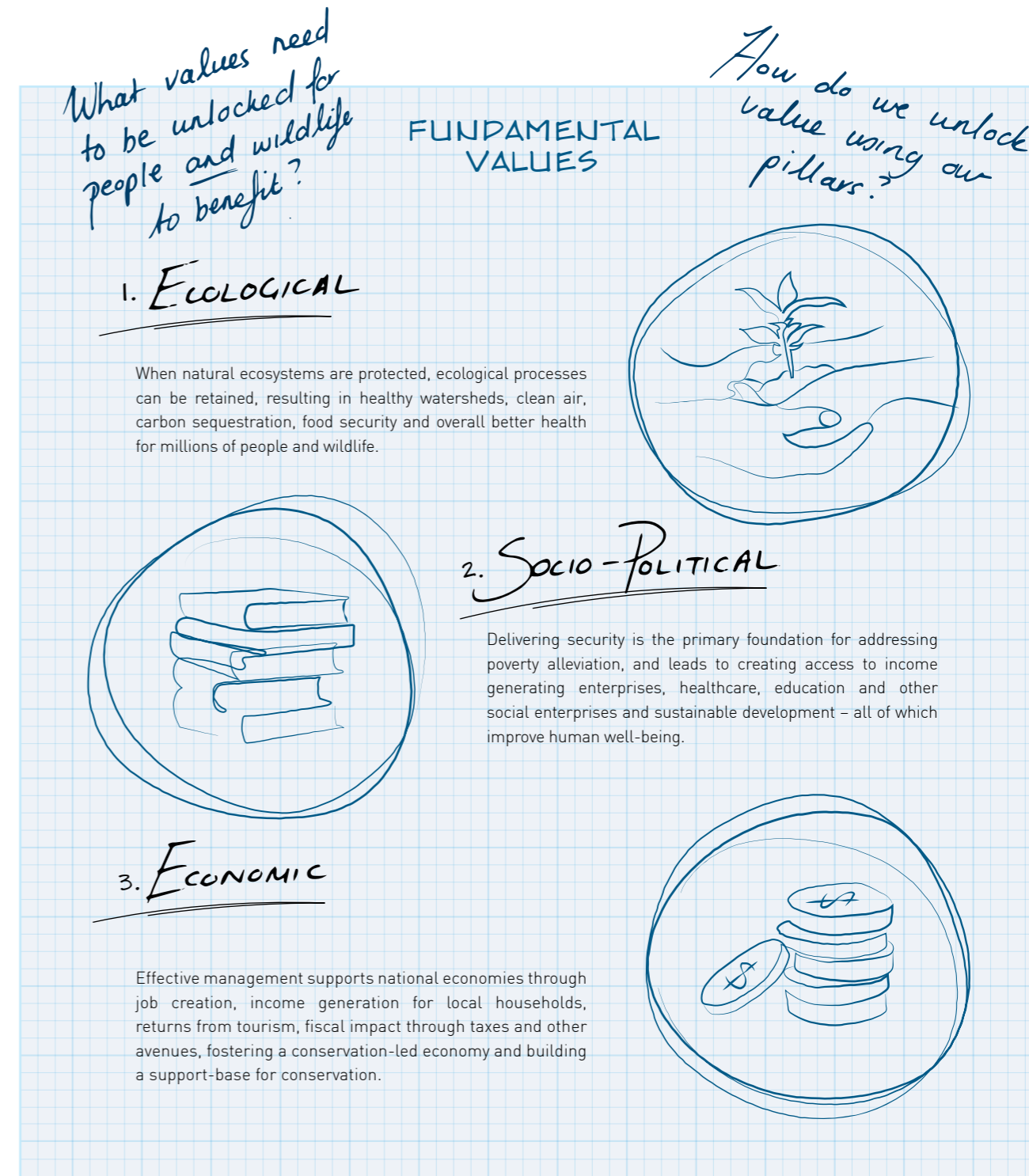
We created the African Parks 'Public-Private Partnership' (PPP) model for protected area management in 2000, making us fully responsible for all management functions and 100% accountable to the government, who remains the owner and who determines policy. This is achieved through long-term agreements (mandates), putting in place funding solutions (money), and establishing clear governance by creating separate legal entities each with their own Board, within each host country, representing key stakeholders (management). Once these elements are in place, we then implement the below model, designed to restore and protect wild areas for the benefit of people and wildlife, while achieving long-term sustainability.



# Unlocking Value

## FOR LONG-TERM SUSTAINABILITY

In order for these parks to persist, local people must value their existence. This means that our conservation actions must result in unlocking the ecological, socio-political and economic values of these parks so that people receive direct benefits from these landscapes being conserved. But these benefits do not just happen. They must be carefully designed for. They are the results of our active human interventions which we have engineered and are vested in our blueprint of our African Parks model, putting people at the centre of all that we do.



# A Park Unlocked

## THE STORY OF ZAKOUMA

**2010**  
We began managing Zakouma



We overhauled law enforcement providing safety for wildlife & people

**2013-2018**  
**24**  
schools built & funded  
**6,646**  
children received an education  
**\$64K**  
paid in 20 teacher salaries in 2018



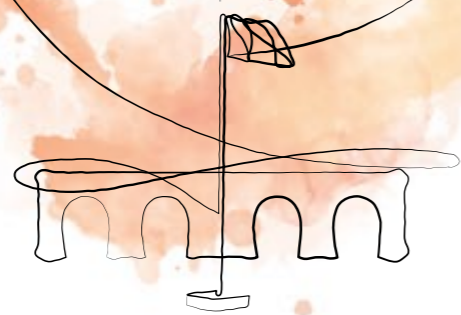
**25,085**  
visitors to the park since 2010  
50%: Chadian nationals  
**\$1.7M**  
generated from tourism revenue



Zakouma is the largest employer in the region  
**\$970K**  
paid to the government in taxes since 2010

**2018**  
elephants surpassed  
**559**  
127 calves were counted under 5 years old; in 2011 we counted only 1  
**24**  
elephants poached since 2010

**2002 - 2010**  
**4,000**  
elephants were poached  
**450**  
remained



**CHAD** - Zakouma National Park has risen from the ashes. It is a park that serves as a living example of how a once lawless landscape, ransacked of nearly all its resources, has been transformed for the benefit of people and wildlife. Between 2002 to 2010, Zakouma lost 95% of its elephants – almost 4,000 were poached for the illegal sale of their ivory, and poachers left a wake of destruction and instability for the local communities living around the park. In 2010, upon invitation by the Chadian government, African Parks signed a long-term management agreement for Zakouma.

Our first step was to overhaul law enforcement, to create a safe and secure place while building trust with the surrounding communities. Critical infrastructure including operating bases, roads, airstrips and VHF radios were installed, both for the park and surrounding areas, so community members could contact our control room at any time. Because managing the park required additional manpower, local employment grew. With law enforced and security reclaimed, educational and

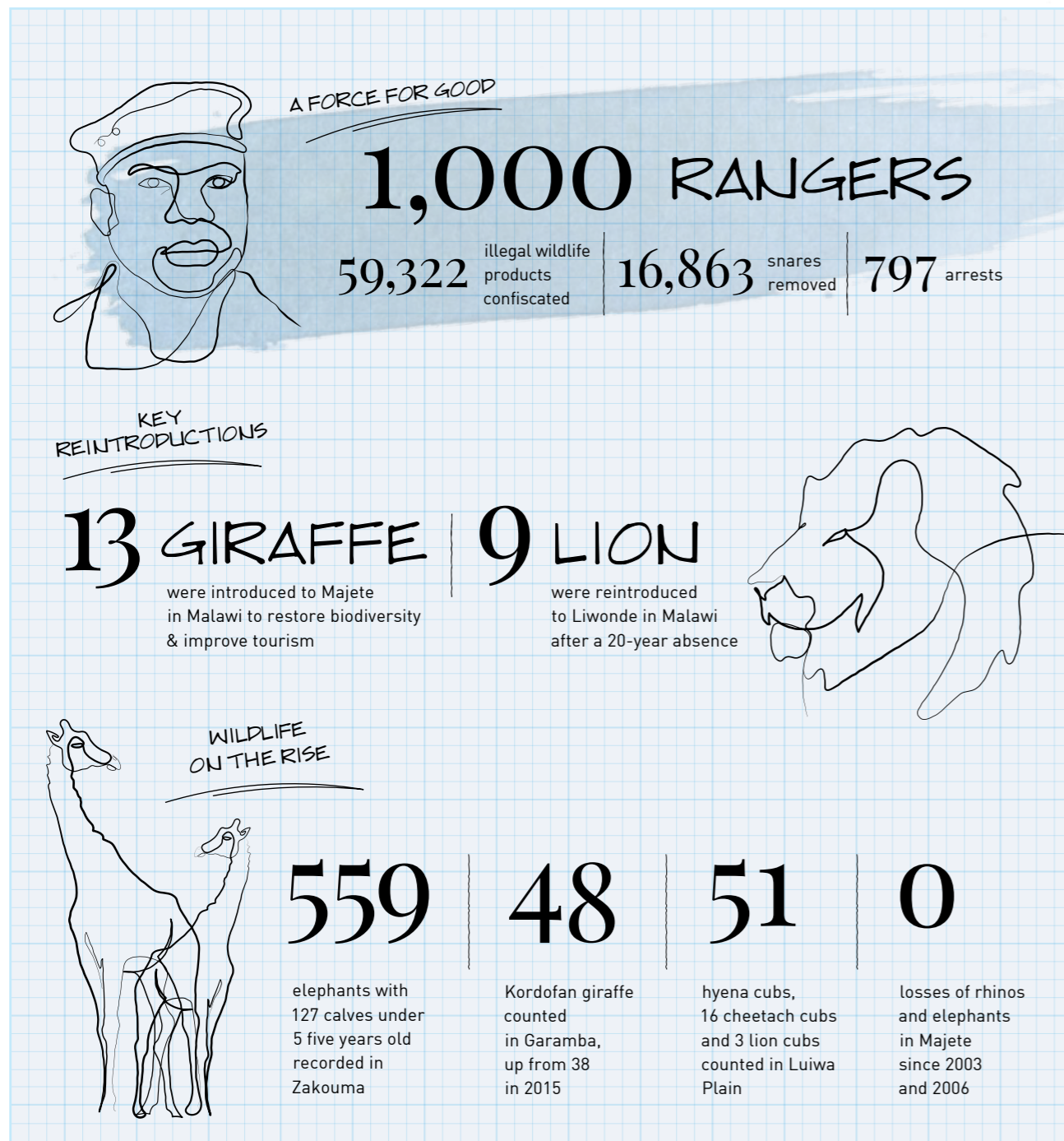
tourism services could be delivered. Starting in 2013, we built 'Elephant Schools' for communities, providing desks, blackboards and salaries for the teachers; and tourists started to visit, delivering needed funds both for the park and for communities.

Today, Zakouma serves as a nucleus of safety, where only 24 elephants have been lost to poaching since 2010; the park is the largest employer in the region; more than 6,600 children have received an education; and the park is being heralded as one of the most extraordinary wildlife experiences on the continent with Camp Nomade being booked as far as two-years in advance. Because of this transformation for people and wildlife, the Chadian Government invited African Parks to manage Siniaka-Minia (as part of the Greater Zakouma Ecosystem) and Ennedi Natural and Cultural Reserve, to continue to deliver these impacts for other areas in the country, so more people can value and benefit from these wild, functioning and safe landscapes.

# 2018: By the Numbers

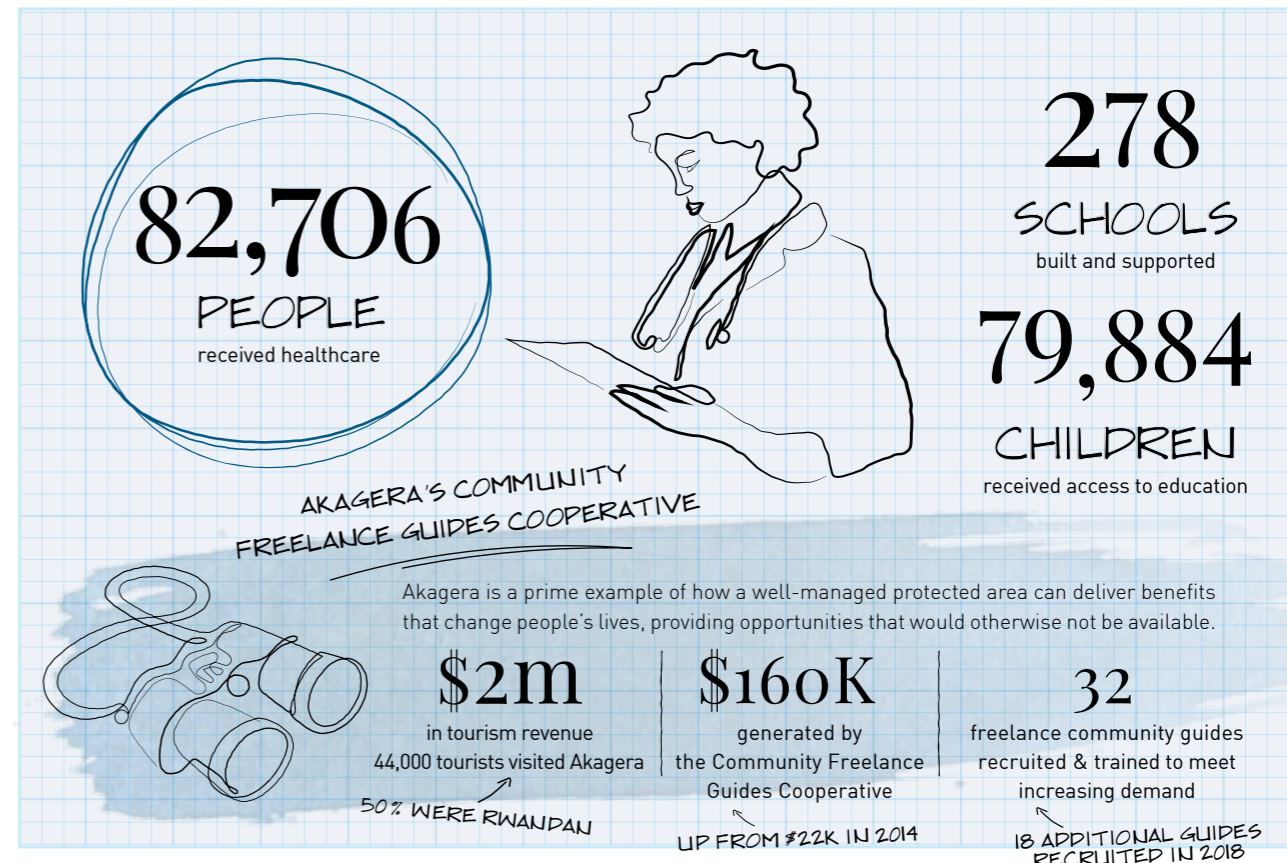
## ECOLOGICAL: WHAT IS NOT PROTECTED WILL BE LOST

Functioning wild ecosystems provide countless benefits for millions of people including clean air and water, and food security, but they must be protected. The actions of our Rangers deliver security and create safe places so ecosystems can function and provide for the benefit of people and wildlife. Once poaching and other illegal threats are prevented, wildlife numbers can rise and key species can be reintroduced.



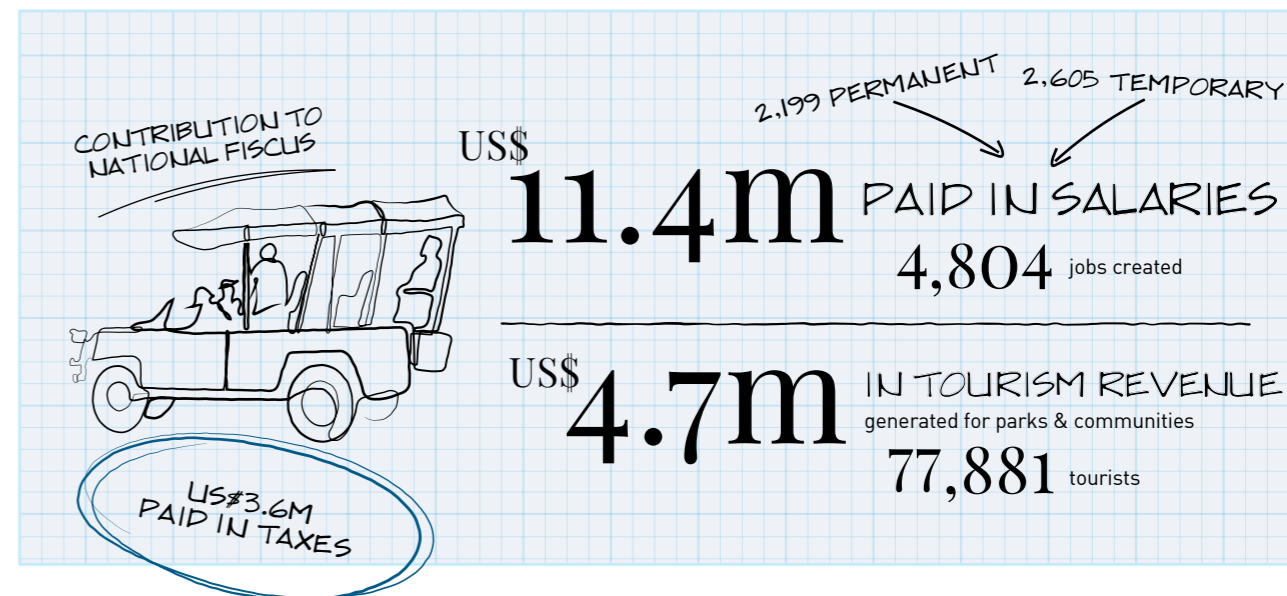
## SOCIO-POLITICAL: WHERE WILDLIFE THRIVE, PEOPLE THRIVE

Effective park management leads to an improved way of life. Our model ensures government and community representation on each park Board so they can participate in management decisions. We build schools, cover teacher salaries, deploy healthcare services, and we invest in alternative and sustainable livelihoods, building a constituency for conservation who will be responsible for the long-term future of these wild places.



## ECONOMIC: BUILDING A CONSERVATION-LED ECONOMY

Effective management can unlock revenue whether from job creation, tourism or other sustainable development projects, that do not erode the natural capital base. As more jobs are created, more salaries and taxes are paid. Ultimately these well-run protected areas can lead to the emergence of a conservation-led economy, changing human lives while ensuring for the long-term survival of the park.





# The Parks

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# Mozambique

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## **BAZARUTO ARCHIPELAGO NATIONAL PARK**

1,430 km<sup>2</sup>

African Parks Project since 2017

Governed by: National Administration  
of Conservation Areas (ANAC)

Major Funders: Fondation Segré, Jonathan and Jennifer  
Oppenheimer Foundation, Stichting Natura Africae  
and The Wyss Foundation

# Bazaruto's most ardent protectors



ARMANDO GUENHA | PARK MANAGER



**MOZAMBIQUE** – In December 2017, African Parks signed a 25-year agreement with The National Administration of Conservation Areas (ANAC) to restore, develop and manage Mozambique's Bazaruto Archipelago National Park and revitalize it to become one of the

leading and most productive marine protected areas in eastern Africa. The park which is the first marine reserve to fall under our management, spans 1,430 km<sup>2</sup> of productive seascape and includes a chain of five islands. Three of the islands are permanently inhabited by approximately 5,800 people who rely heavily on the area's marine resources for subsistence and for their primary livelihoods. The Bazaruto Archipelago National Park (BANP) is Mozambique's first and oldest marine park and was declared a protected area in 1971. It is a critical sanctuary for dolphins, sharks, whales, manta rays, whale sharks and turtles; and harbours the last viable population of dugongs in the Western Indian Ocean. The park includes a range of terrestrial and marine habitats that provide refuge to over 170 bird species, 48 reptile species, 21 species of terrestrial mammals, nine marine mammal species, 500 species of marine and coastal mollusks, and 269 fish species,

making it a globally important conservation area and a coveted and exceptional tourism destination.

However, this splendid marine scape has been under threat due to illegal and unsustainable fishing practices, unregulated natural resource use, and uncontrolled tourism activities. This has not only threatened the park's biodiversity but has also resulted in considerable losses in park revenue, leading to further impoverishment of local communities. Through active management and collaboration with ANAC, our vision is that Bazaruto will be elevated to its rightful position as one of Africa's greatest marine sanctuaries. While we are just beginning our efforts, our plan is to significantly grow local employment through recruitment of park staff, diversified tourism opportunities, and development of sustainable local enterprises for the benefit of the islanders. In time, Bazaruto has the tremendous opportunity to show how a national marine park that is well managed can reap dividends in the form of food and job security while creating a conservation-led economy, where those who need the place the most, will become its most powerful and ardent protectors.





**BIODIVERSITY CONSERVATION** - 2018 was the first year African Parks was operational in this rich seascape. Together, with several research and community development institutions that were previously working in the park, we began constructing an adaptive management strategy. As a result, a monitoring programme and a research framework were established for the key species and habitats. Maps were created representing the park infrastructure, habitats and tourism concessions. To better understand the population and distribution of the parks' flagship species, planning was conducted for the 2019 dugong aerial survey. We conducted a learning exchange mission with the Ponta Do Ouro Partial Marine Reserve to enhance our monitoring efforts while developing synergies with local partners. As an overall result, not only did we find that turtles are nesting on four islands instead of two, an improved turtle monitoring programme was planned for and will be implemented in order to better understand population dynamics, and breeding and feeding patterns in Bazaruto's waters. Partnerships opportunities were explored with several research institutions to assist with specific research and monitoring efforts like fisheries management, and valuing ecosystem services, and next year collaborations will be formalised. To showcase Bazaruto's unique environmental value and raise awareness of the reserve, we participated in Mozambique's Annual Biodiversity Exhibition.



**250** DUGONGS ARE BEING PROTECTED BY BAZARUTO, THE LAST VIABLE POPULATION IN THE WESTERN INDIAN OCEAN, MAKING THIS A CRITICAL SANCTUARY FOR THIS GLOBALLY IMPORTANT SPECIES

**LAW ENFORCEMENT** - Bazaruto recruited 34 new rangers, all of whom received basic field ranger training and elementary first aid instruction. After eight weeks of physical, theoretical, and practical training, the trainees, 17 of whom were women, successfully graduated. The rangers were fully operational in the park by January 2019. Bazaruto's existing 22 rangers underwent a training assessment to identify the strengths and weaknesses and adapt their roles to the new Law Enforcement strategy. Overall, our rangers completed 3,745 day patrols; 490 were marine patrols, 308 were undertaken on quad bikes, and 2,947 patrols were conducted on foot. Their efforts resulted in the seizure of 686 kg of illegally caught fish and squid. First aid equipment was provided to law enforcement outposts and marine and terrestrial patrol units. All rangers received new uniforms and law enforcement equipment, and the park purchased five law enforcement boats. A Land Cruiser was acquired and will arrive in early 2019. Finally, park staff designed a new digital radio network and began the process of acquiring a supplier in order to improved communications for the park.





**COMMUNITY DEVELOPMENT** - Last September, a team from Conservation International visited Bazaruto to assess how we could collaborate to develop a fisheries management plan and create sustainable coastal community livelihood opportunities. An MoU outlining the scope of this support is under review. Several social development projects initiated in 2017 by the Conservation Areas for Biodiversity and Development Project (MozBio) and funded by the World Bank, will come to a close in 2019. These projects included developing a fishery market, creating a water and agriculture scheme, establishing environmental clubs, and developing a community-owned lodge. Due to concerns about the long-term sustainability of these initiatives, we plan to carefully monitor their handover to local communities.

Given that more than 5,000 people legally live within and survive off of the park's natural resources, developing community livelihood projects is a top priority. Market research is underway to assess the feasibility of developing a women's needlecraft enterprise. If the scheme proves feasible, a group of 15 to 20 women will participate in a week of training to learn how to manufacture a range of hand-crafted marine mammals and financially manage the enterprise. We established a framework for a socio-economic baseline assessment that will help us better understand Bazaruto's biodiversity and ecosystem functions, and how local communities utilise the park's natural resources. This knowledge is an essential part of developing resource management strategies and conservation interventions that enable the park's restoration while helping island residents identify sustainable resource use and income-generating opportunities.

**TOURISM** - In 2018, 27,620 tourists entered the park, generating \$33,2742 in tourism revenues. Of the overall number of tourists, 7,205 were national tourists, whereas 20,415 were international visitors. An independent review of the park's revenue collection system and software was conducted in response to concerns about the system's capabilities and suspected revenue losses. Three of the park's 14 tourism concessions signed contracts with the National Administration of Conservation Areas. The Zenguelemo Community received World Bank funding to construct the Zenguelemo Community Lodge, which is expected to open in early 2020, bringing 50 new beds to the park, 15 of which have been set aside for camping.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - At the end of April, the Ministry of Foreign Affairs granted African Parks permission to formally begin managing the park. We filled all Park Management Unit posts, and in August the new Park Manager assumed full management responsibilities. Bazaruto park staff established a tented operational base at the Chizungune outpost on Bengueria Island, as well as a law enforcement training camp on Bazaruto Island. Meanwhile, our administration, management, and tourism departments relocated to larger offices that contain fiber optic Internet and accommodation for six members of staff. However, these offices are temporary, and we aim to build new headquarters on the mainland as soon as the municipality can provide us with adequate space. We have already developed architectural plans, performed environmental impact assessments, and secured a construction license from the Provincial Department of Land, Environment, and Rural Development to build four law enforcement outposts. Finally, we purchased a Toyota Land Cruiser and Hiace minibus which are due for delivery by March 2019.

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#### OBJECTIVES FOR 2019

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- Strengthen & optimise law enforcement capability
  - Enhance infrastructure for law enforcement, communications & tourism
  - Conduct socio-economic baseline assessment & develop sustainable fisheries management plan
  - Complete aerial dugong survey and produce updated population numbers
  - Increase tourism revenue & sign eight tourism concession contracts
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# Zambia

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## **BANGWEULU WETLANDS**

6,000 km<sup>2</sup>

African Parks Project since 2008

Partners: Six Community Resource Boards and the Zambian Department of National Parks and Wildlife (DNPW)

Major Funders: Stichting Natura Africae, WWF – The Netherlands and WWF – Zambia

## **LIUWA PLAIN NATIONAL PARK**

3,660 km<sup>2</sup>

African Parks Project since 2003

Partners: Zambian Department of National Parks and Wildlife (DNPW) and the Barotse Royal Establishment (BRE)

Major Funders: Stichting Natura Africae, WWF – The Netherlands and WWF – Zambia

# Where the water meets the sky



JONATHAN CHISAKA | PARK MANAGER



**ZAMBIA** – Bangweulu Wetlands serve as a life source for hundreds of globally significant migratory and resident bird species, the endemic black lechwe, and tens of thousands of people who survive off the rich resources this landscape provides. It is unique in that it is a community-owned, protected wetland where 50,000 people who live here retain the rights for the sustainable harvesting of fisheries and other sources of protein. But the park suffered from years of unsustainable use and lack of management, resulting in high levels of poaching of both bushmeat and fisheries. But the Community Resource Boards (CRBs) that own these wetlands realized that their livelihoods were at stake and their food sources were being depleted. In 2008, African Parks signed a long-term agreement with the Zambian Department of National Parks and Wildlife (DNPW) to work with the CRBs to sustainably manage these wetlands and create a better future for people and wildlife.

In the past 10 years, poaching of game animals has

been contained and black lechwe, a critical source of protein for local communities, have increased from 35,000 to over 50,000 and has remained stable over the past three years. Shoebills are a flagship species here, and people come from all over the world to catch a glimpse of these prehistoric looking animals. While they remain threatened by the illegal live bird trade, local communities are coming together to guard these nests, and ensure that chicks can fledge, recognizing that they are a tourist draw and an economic driver for this landscape. Communities are working with park staff to adhere to seasonal fishing bans to allow stocks to recover, a practice that has shown an increase in next seasons stocks each year. And because game species are being well-managed, and poaching levels have been reduced, sustainable use of tssebbe, sitatunga and black lechwe are poised to serve as a critically needed and main source of financial revenue for the area. Bangweulu means 'where water meets the sky' and the true value of this landscape is now being realized in the active management and shared use of these life-saving resources.



**BIODIVERSITY CONSERVATION** - When African Parks began working in Bangweulu Wetlands, multiple factors were identified in driving biodiversity losses, among them illegal harvesting of natural resources, limited educational opportunities for local communities, overpopulation and overfishing. Since 2008, we have worked with the DNPW and six CRBs to address these challenges. In 2018, the Chiundaponde Fishery Management Committee helped manage local resources while bringing its programme to new Chiefdoms. Local households generated income by selling sustainably caught fish, and local communities increasingly have been respecting and adhering to seasonal fish bans to ensure that fish stocks recover.

The iconic shoebill remains threatened by the illegal wildlife trade and specifically the sale of chicks. Unfortunately, the demand is increasing. Two chicks were rescued from traders and were subsequently rehabilitated and released. We continued implementing the Shoebill Nest Protection Plan (SNPP), working with community members who volunteer as shoebill nest

guards who protected six nests. We also continued working with Wildlife Crime Prevention (WCP) to improve our intelligence network and to better protect all wildlife in the park.



**LAW ENFORCEMENT** - Our dedicated team of 64 rangers conducted 7,697 patrol man days. Their efforts led to 62 arrests that resulted in 42 convictions, and authorities confiscated 980 kg of illegally harvested meat and 80 kg of illegally caught fish. Two of these arrests were of shoebill traders who were both jailed for five years. Rangers also scoured the park for snares,



Bangweulu harbours over 433 bird species, including the lesser-jacana © Lorenz Fischer

removing 98 in the Nkondo area, and participated in five hours of aerial surveillance. We did not have a designated pilot, but one is now in place, which allows us to increase the number of hours we devote to aerial surveillance going forward. Fifty-five rangers were trained and passed their Basic Field Ranger training and six rangers were trained to become medics.

**COMMUNITY DEVELOPMENT** - Bangweulu Wetlands is a communal area that has approximately 50,000 people living legally within its boundaries as well as just over 100,000 people living in surrounding areas. Since 2016 our team has been implementing a reproductive health education programme for which communities have demonstrated overwhelming support. Over 2018, we worked with local Chiefdoms to conduct 26 family planning sessions reaching 1,007 women; more than 1,800 adolescent school children participated in reproductive health programmes; and 10 mobile health clinics were made quarterly rounds to key communities. Ninety-one schools were supported in 2018, impacting more than 11,153 students; and environmental education remained a focus with 35 Wildlife Clubs being supplemented, reaching 1,050 children. The Bangweulu Bursary Scheme provided for 11 students; ten took teacher education courses and another is pursuing nursing. Two recent graduates of the scheme are preparing to begin teaching in local schools. Our beekeeping programme distributed more than 300 beehives to communities, and two tonnes of honey were harvested. This project was met with strong local support and will be rolled out across other Chiefdoms over the coming year.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - Infrastructure development continued in Bangweulu's outlying areas including Nsamba, Kabinga, Bwalya Mponda and Chitambo. New law enforcement accommodation ensures that wildlife officers are present on a permanent basis affording protection to wildlife in critical areas. We began renovating the law enforcement camp at Chitambo and have already completed five staff houses and one

office. Construction of a guesthouse at Bwalyamponda commenced, and the park's two airstrips passed safety tests conducted by the Zambian Civil Aviation authority. We hosted the six local Chiefs in the park, held quarterly board meetings, and conducted our annual stakeholders meeting.

**TOURISM** - The park's 1,197 tourists generated just over \$14,000. The Shoebill Island Camp, which is made up of four luxury tents and a communal dining area, was completed, adding critically needed tourism infrastructure to increase revenue for the park. Self-driving tourism grew substantially during 2018, with upgrades to the Nkondo camp and to Nsobe Community Camp, which benefitted from several recent improvements including the construction of grass chalets.

Bangweulu Wetlands is a Game Management Area (GMA) and under the Zambian law, sustainable hunting is permissible. Bangweulu's Board is therefore committed to ensuring that hunting of game species within these wetlands is conducted in the most sustainable way, utilising sound science and management techniques to ensure that game populations continue to grow while delivering much needed benefits for surrounding communities. Funds generated from this hunting initiative are injected back into the region, where they serve as one of the only revenue streams providing for an extremely rural and impoverished community. The long-term goal is to unlock the ecological, social and economic value of Bangweulu Wetlands to provide for a healthy future for people and wildlife. Safari hunting at Makanga Camp experienced an increase in guests with improved marketing, helping to position Bangweulu as a choice destination for sitatunga and tsessebe trophy hunting. Makanga is supported by donor funds and hunting revenues, and in 2018 hunting generated \$216,000. Plans to revamp the hunting accommodations are underway, including a more pro-active marketing drive to increase revenue which is estimated to grow to more than \$300,000 in 2019.

OBJECTIVES FOR 2019

- Translocate 200 buffalo from North Luangwa
- Increase visibility of the Shoebill Island Camp
  - Generate \$50,000 in park revenues
- Bring sustainable hunting revenues to \$300,000
- Continue implementing fishery management plan & ensure complete adherence to regulations
  - Undertake a park-wide aerial wildlife survey

# A gem among Africa's wild landscapes



DEON JOUBERT | PARK MANAGER



**ZAMBIA** – A protected area can be the catalyst for economic development for a region; and Liuwa is a testament to this. In 2003, this struggling park employed 13 staff, had no infrastructure, no tourists, poaching was rampant, and neither wildlife nor hope were visible. Kalabo, which is the closest town, was once a thriving trading centre, but had become a relic of its heyday with little to no economic activity due to the civil war in neighbouring Angola. But in 2003, African Parks entered into a long-term agreement with the Zambian Government and the Barotse Royal Establishment to manage Liuwa Plain to revive what we knew to be a gem among Africa's wild landscapes; and in 15 years, our vision has become a reality.

Liuwa now employs 123 full-time employees and 104 seasonal workers, making it the largest employer in the region with over 90% of its work force being residents, who spend their income locally, supporting the markets, shops and their fellow trades people, paying tax on their own salaries and VAT on their goods. Liuwa supports 28 schools that provide education to more than 11,000 students and covers 89 scholarships a year. In 2017, one of our first beneficiaries of the scholarship program, Gladys Namushi, applied to become a ranger; she passed her basic training with flying colours and joined the law enforcement core. In 2018, she qualified as a field medic, and not only

provides life giving first responder support to her patrol team but works in the local hospital, to hone her skills and to support her community.

Thanks to our partnership with Time+Tide, Liuwa now has a five-star luxury lodge, which was featured in TIME Magazine's '2018 100 Greatest Places'; and 16 of the 20 employees come from villages within the park. In Kalabo, other new lodges and guesthouses have been developed, and in the last year alone, three new establishments have been built. Kalabo Airport, a once forgotten airstrip, started receiving scheduled flights again in 2017, specifically to provide an air service to tourists.

And this is only the beginning. The park's wildlife is recovering, and Liuwa's wildebeest population and the lions that follow them have become world renowned landing the park on The New York Times '52 Top Places to Visit' list in 2018. The park houses 12,500 people who legally live within the boundaries and we are exploring honey production, fish farming and conservation agriculture with hopes of creating further trade, income and jobs. Our goal is to inspire and support more than 100 local entrepreneurs in the next three years. With people near and far benefitting from this well-managed landscape, value chains have become clear. Liuwa is the nucleus of a conservation-led economy and a remarkable wildlife haven.



**BIODIVERSITY CONSERVATION** - In 2003 when African Parks first assumed management of Liuwa Plain, a single lion roamed the park, the sole survivor of decades of poaching. But subsequent lion reintroductions over the years helped create a pride now numbering 12 individuals, including three cubs that were born in 2018. The Kafue male lion who was translocated in 2016 left the park in June, travelling to Angola but returned unharmed to Liuwa months later. His remarkable 800 km journey underscores the importance of tracking collars and the need for collaborative transboundary conservation. Liuwa's two sub-adult males also received GPS collars to ensure their movements are monitored when they begin dispersing.

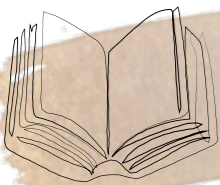
An aerial survey was completed with results indicating consistent growth among the park's key ungulate species: 40,000 wildebeest, 5,000 plains zebra, 2,200 red lechwe, 230 tsessebe, and 152 Cape buffalo were recorded. All figures showed significant increases since 2017 except for tsessebe and Cape buffalo who were stable; and the wildebeest increase may be a result of the additional 556 km<sup>2</sup> which was surveyed in 2018. Our partners at the Zambian Carnivore Programme (ZCP) continued to monitor the park's predators, recording the births of three lions, 16 cheetahs, and 51 hyenas.

**LAW ENFORCEMENT** - Unfortunately, in 2018, exceptionally high rainfall caused 90% of subsistence crops to fail resulting in an increase in poaching levels. This spike unsurprisingly led to an increase in arrests: 79 were made versus 55 in 2017, and 80% resulted in convictions. Liuwa's investigations team performed exceptionally well confiscating 38 poached animals and animal products. The great majority (34) of these confiscations occurred outside the park and many involved high-value products trafficked from other protected areas in Zambia and Angola. Overall, Liuwa's field teams conducted 534 operations, worked 12,251 man-days, and patrolled a total of 50,615 km.

Ongoing training was carried out to fortify basic skills, maintain fitness, and introduce rangers to new methods and technologies. Six rangers learned tracking skills while another six participated in medic training. After more than two decades of conservation service in Zambia, Liuwa Park Ranger Voster Mweene received a Paradise Foundation African Ranger Award at a ceremony in Cape Town presented to him by Jack Ma, co-founder of Alibaba.



**COMMUNITY DEVELOPMENT** - Liuwa continues to support local education through the Liuwa Environmental Education Program (LEEP) by sponsoring 89 primary and secondary school children. Tuition fees were provided, as were sanitary products, stationary, and uniforms. In addition, LEEP provided food to 100 students boarding at two schools in the park. All grade 12 LEEP students passed their final exams, and the Department of Education selected one female student to represent Zambia at the Taungana STEM Maths and Science Expo held in South Africa. Liuwa also continues to furnish 12 community school teachers with monthly stipends to help retain teachers, which in turn lowers teacher-student ratios in rural schools. We conducted 72 environmental education lessons at 28 schools, reaching 1,152 students.



# 11,000

CHILDREN WERE PROVIDED WITH ACCESS TO EDUCATION THROUGH 28 SCHOOLS

Community Development Funds (CDFs) were used to renovate five classroom blocks at two schools in the park affecting more than 1,600 students and their teachers. CDF funds also financed the creation of four semi-permanent residential structures at four clinics in the park that provide accommodation to nursing staff and patients' family members. In collaboration with the Department of Health, and in tandem with 19 community healthcare workers, our partner organisation, Isdell:Flowers Cross-Border Malaria Initiative, trained all four of Liuwa's community extension officers on malaria surveillance, prevention and treatment.

Liuwa helped the Zambian Government roll out phase one of the World Bank-funded Pilot Project for Climate Change Resilience (PPCR) to 770 households including 22 soft-adaptation projects pertaining mainly to horticulture and small livestock production. Our community team worked with the Forestry Department to plant 7,000 fruit trees and 1,000 teak trees in schools and communities.

Village Action Groups (VAGs) hosted 48 meetings to discuss human-wildlife conflict mitigation; 700 farmers attended community meetings on conservation agriculture, of which 500 farmers replicated methods discussed in meetings; and, 480 community sensitisation meetings were held on topics like fisheries management, natural resource use, and community health reaching 7,000 people. Liuwa's Land Use team carried out extensive fieldwork producing a final draft of an updated Land Use Plan, which will be enacted in 2019.

#### **PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT**

- We began constructing Liuwa's new park headquarters just outside of the park, a project that will likely take three years, and made significant progress the law enforcement barracks, a law enforcement office, management housing, and a workshop. Six well points were created to provide safe drinking water to the communities living near the new headquarters site.

**TOURISM** - Liuwa's reputation as a safari destination grew in 2018 when top-tier publications featured the five-star, Time+Tide operated King Lewanika Lodge. Time Magazine called the lodge one of the "World's Greatest Places" and The New York Times included Liuwa Plain in its "52 Places to Go". We secured approval to build a self-catering tented camp, due to open in 2019, and continued promoting self-driving safaris. The park generated \$186,370 in revenues, representing just over a 5% increase from 2017.

#### OBJECTIVES FOR 2019

- Complete phase two of the new park headquarters
- Finalise the General Management Plan & Land Use Plan
  - Develop a predator management plan
- Develop a new community camp site & self-catering tented camp
- Implementation of several JumpStart initiatives to support local communities





## Malawi

### **MAJETE WILDLIFE RESERVE**

700 km<sup>2</sup>

African Parks Project since 2003

Government Partner: Malawi Department  
of National Parks and Wildlife

Major Funders: The Dutch Ministry of Agriculture,  
Nature and Food Quality, WWF – Belgium  
and The Wyss Foundation

### **LIWONDE NATIONAL PARK AND MANGOCHI FOREST RESERVE**

548 km<sup>2</sup>

African Parks Project since 2015

Government Partner: Malawi Department  
of National Parks and Wildlife

Major Funders: The Dutch Ministry of Agriculture,  
Nature and Food Quality, People's Postcode Lottery,  
Stichting Dioraphte, The Wyss Foundation and WWF–Belgium

### **NKHOTAKOTA WILDLIFE RESERVE**

1,800 km<sup>2</sup>

African Parks Project since 2015

Government Partner: Malawi Department  
of National Parks and Wildlife

Major Funders: People's Postcode Lottery,  
The Wyss Foundation and WWF – Belgium



# A living beacon of hope



CRAIG HAY | PARK MANAGER



**MALAWI** – Majete Wildlife Reserve is a living beacon of hope, a park revived that delivers significant benefits to people living along its boundaries. Fifteen years ago, Majete was an empty forest. Most of Majete’s animals were hunted out - elephants, rhinos, lions, leopards, and buffalo had vanished, and only a few antelope persisted within the reserve’s perimeter. Trees were felled for charcoal, and only 12 scouts worked for the reserve. Tourism was non-existent. Not a single tourist visited the park between 2000 to 2003, which in turn meant that Majete generated no income. However, thanks to the Department of National Parks and Wildlife (DNPW), African Parks signed a 25-year management agreement in 2003 to manage the reserve and change its trajectory.

We immediately began to revive the park through a series of species reintroductions: rhinos in 2003, elephants in 2006, lions in 2012, and giraffes in

2018. We brought back more than 2,900 animals of 15 different species. Their return revitalised tourism, generating important revenue for the park and surrounding communities. Employment has increased more than 10-fold, and community programs have reduced malaria, helped thousands of children attend school, and offered villagers critical enterprise development programmes, from producing and selling honey to planting seedlings to offset pressure on the reserve. Majete has been so successful, it now contains a ‘source population’ that helps repopulate other Malawian regions in need of wildlife, providing elephants, lions and game species. Malawian nationals make up 50% of the tourists who are coming to the reserve every year, showing that there is now a national constituency who have bought in to conservation, which perhaps is the greatest hope of all. Majete is a tale of a park having risen from a wasteland, but now is a productive wild landscape serving as a life-source for wildlife and humans alike.



**BIODIVERSITY CONSERVATION** - Wildlife populations continued to grow in Majete, both organically and because of translocations of several species. In collaboration with the Giraffe Conservation Foundation, we successfully moved 13 giraffe from South Africa to help increase biodiversity and help boost tourism. Five additional lions (two males and three females) were also translocated from South Africa to improve genetic diversity; and two of Majete's original male lions, Sapitwa and Chimwala, were relocated to Liwonde National Park (also in Malawi), to join seven other newly reintroduced lions there and help create a healthy founder population. One of Majete's rhinos gave birth to a calf who was named Kanduku, taking his name from a local chief. These new additions cement Majete's role as a revitalised reserve committed to conservation and sustainable wildlife tourism that benefits surrounding communities.



**13** GIRAFFE WERE TRANSLOCATED FROM SOUTH AFRICA TO MAJETE TO HELP INCREASE BIODIVERSITY AND BOOST TOURISM

We conducted a reserve-wide aerial census finding 201 elephant, 1,548 buffalo, and 1,110 waterbuck. In total, approximately 12,000 animals, including the "Big Five," now live in Majete. Several research projects continued in the park, with students from the University of Stellenbosch conducting fieldwork to evaluate the

demographics, spatial patterns, and social networks of Majete's elephant population; and another project utilised camera traps to study species richness and spatial use patterns of medium and large mammals. A PhD student researching bushmeat throughout Malawi also spent time in Majete.

**LAW ENFORCEMENT** - Majete continues to be a safe haven for high-value species. We maintained our remarkable track record of not having lost a single rhino or elephant to poaching since their respective reintroductions in 2003 and 2006. Keeping wildlife safe requires robust law enforcement, which we enhanced with numerous initiatives including a skills-sharing course between Majete rangers and British soldiers, patrol leader training at Liwonde National Park, and investigations training. With 13 new recruits, Majete's ranger team now includes 41 highly qualified individuals who conducted 6,309 patrol man-days that resulted in 16 arrests for wildlife crime and seven convictions. Our head of Law Enforcement spoke at the International Wildlife Trade Conference in London, where he also met our President, H.R.H Prince Harry, Duke of Sussex; and the Paradise Foundation honoured ranger Tizola Moyo, who has worked at Majete for 25 years, with an African Ranger Award.

**COMMUNITY DEVELOPMENT** - Community development is one of our bedrocks, and in 2018 we supported local communities in numerous ways, from launching income-generating activities to investing in public health programmes. We rolled out a bee-keeping project 'Honey with Heart' through which more than 200 beekeepers received training before distributing 501



200 beekeepers received training through Majete's 'Honey with Heart' project © Naude Heunis



modern and 100 top-bar beehives. Local communities also produced various products, such as beaded jewellery and woven baskets, whose sales generated nearly \$11,000; and our Community Campsite, which is run by villagers, generated \$20,543 in net revenues. These funds go towards community projects, among them building a childcare centre and a community maize mill.

Our resource use programme, which involves supervised harvesting of sustainable products from the park, resulted in 9,857 bundles of grass worth approximately \$10,800 in market value. Communities further supported sustainability by participating in a reforestation project that has seen 11,500 seedlings planted in schools and villages. Notably, tree survival rate increased from 64% in 2017 to 71% in 2018.

In addition to sustainable income generation, education and health remain key priorities. The Majete Scholarship Programme supported 100 needy scholars and five university students, two of whom recently graduated. The Majete Malaria Project completed the first phase of its research programme, finding that combining household screening and insecticide-treated nets significantly reduces malaria infection rates. Test sites that utilised these tools saw zero infectious bites, and the next phase of the project will extend to additional villages. We also signed a Memorandum of Understanding with

Americares to increase health services in two clinics, and The Hunger Project continues to expand its reach to new communities. Regular community forums were held, ensuring that we effectively communicate with local groups like the Majete Joint Liaison Committee and Majete Wildlife Reserve Association.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT**

- New construction projects that expand Majete's infrastructure included commencing work on a new campsite, creating an office for lodge management, and building accommodation that can house two rangers at headquarters. We also enhanced tourism infrastructure and increased accessibility by creating a disabled pathway at the Visitor Centre and by paving parts of Sunbird Thawale Lodge. Finally, we purchased a new Landcruiser and three quad bikes for operations, as well as a vehicle to assist our Honey with Heart project.

**TOURISM** - Majete's tourism continued to grow, with annual visitor numbers rising from 9,180 in 2017 to 11,678 this year—an increase of 27%. In parallel, net revenues grew by 34% (from \$240,057 in 2017 to \$323,223 in 2018). With the help of media coverage and advertising, we hope to see these figures increase in the coming year. Majete is also reviewing proposals for the possible development of a new, mid-range lodge, that if created would foster increased tourism and publicity.

OBJECTIVES FOR 2019

- Maintain track record of zero losses of rhino & elephant
- Introduce cheetahs aligning with Liwonde & Majete's meta-population plan
- Supplement the giraffe population with up to 12 individuals
  - Expand the Honey with Heart programme
- Work with Americares to support two community health clinics
- Prepare for the implementation of the Shire Valley Irrigation Canal Project
  - Obtain approval for a mid-market tourism concession

Rangers plan their patrols in Majete, Malawi © Naude Heunis

# Marvel at the revival



CRAIG REID | PARK MANAGER



**MALAWI** – When African Parks began managing Liwonde in partnership with the Malawian Department of National Parks and Wildlife (DNPW) in 2015, the park contained more wire snares than large mammals.

The animals that had not succumbed to these insidious snares, often bore their burden, and were frequently spotted in the park having lost limbs, trunks or other body parts. To compound the threat of poaching, human-wildlife conflict was rife, resulting in human and animal fatalities at levels seldom seen in Africa. Liwonde was a park in terminal decline, and was teetering on the edge of total collapse, almost to the extent of not being able to be revived at all. But in just three years, Liwonde has built one of the best ranger forces and training grounds in southern Africa; integrated the most advanced technology to protect

and monitor wildlife and management activities; removed 36,200 wire snares; and orchestrated historic animal reintroductions. Our footprint grew by 60% in 2018 by adding the contiguous Mangochi Forest Reserve to our mandate. Tourism is flourishing, with visitors and revenues increasing as people come from all over the world to marvel at this park's recent revival. Employment is on the rise, and we are witnessing a growing sector of local community guides whose jobs entail showing tourists their national park, and their country's wildlife. Budding partnerships are being made to deliver healthcare services to surrounding communities, and hope is finding its way back to this once-broken place. For the first time in decades, Liwonde is providing for people and wildlife, cementing its sustainable and beautiful future.



**BIODIVERSITY CONSERVATION** - 2018 saw the return of Africa's most iconic cat, the lion, decades since the last breeding population was seen in the park. With support provided by the Dutch Government and the Lion Recovery Fund, nine lions were reintroduced to the park - seven from South Africa and two from Majete Wildlife Reserve in Malawi. The rhino population grew with the birth of one calf, and cheetah numbers continued to rise. Several litters born to four cheetahs reintroduced in 2017 (after a 100-year absence) brought the total population to 12 individuals.



**4,945** WIRE SNARES WERE REMOVED, BRINGING THE TOTAL NUMBER OF SNARES EXTRACTED FROM THE PARK SINCE 2015 TO 36,200

In a wonderful show of support from the Malawian Government, our management footprint grew when in February 2018 we announced the addition of the contiguous Mangochi Forest Reserve into the African Parks portfolio. While a small reserve, it increases this wild landscape by almost 60% adding another 375 km<sup>2</sup> of Afromontane forests and Miombo woodlands, and it contains rare bird and butterfly species. An aerial survey was conducted documenting 16,000 large mammals, an increase of 6,000 since the 2016 count; and a fishery survey showed positive growth stemming from increased community work along with robust enforcement efforts to prevent illegal fishing. Twenty-six animals including cheetahs, elephants, lions, and rhinos were given tracking chips or collars for monitoring. Liwonde's hippos suffered an anthrax outbreak between October and December, where 48 died from a population of over 2,000. The outbreak ended in January 2019 and was well-managed between park staff and the Malawi Government, who issued several safety statements alerting local communities to potential health hazards and no human casualties were reported.

**LAW ENFORCEMENT** - Liwonde maintained a record of zero losses to poaching of high value species including elephant, rhino, and lion for the year. Maintaining this track record requires ongoing, innovative enforcement, and in 2018 a variety of programmes bolstered Liwonde's efforts. A new system called SmartParks enables the constant live tracking of assets ranging from elephants and rhinos to rangers and vehicles. The private network was integrated into Vulcan's Earth Ranger (previously called the Domain Awareness System - or DAS), which produces real-time visualisations of assets on the move. Together, these systems are working to improve command and control capabilities and overall security of this landscape.





Our park helicopter and ultralight aircraft (ULM) were used extensively to monitor the park as well as provide aerial support to Majete and Nkhotakota when needed. While poaching has been brought under control, human-wildlife conflict, specifically with elephants, remained an ongoing challenge for our staff and local communities. Tragically, there were two human fatalities in and around Liwonde last year, and several problem elephants breached Liwonde's fence despite efforts to contain them.

Liwonde has built an impressive ranger force and serves as a critical hub for training rangers from Liwonde as well as other parks under our management. We provided intelligence training to three Liwonde rangers, held refresher courses on standard operating procedures, and trained 64 new rangers for roles in Mangochi, Majete, and Nkhotakota. During 2018, Liwonde's 47 rangers conducted 7,280 patrol man-days that resulted in 84 arrests and 54 convictions; 175 illegal fishing nets were seized, and 4,945 wire snares were removed, bringing the total number to 36,200 since African Parks began managing the park.

**COMMUNITY DEVELOPMENT** - The Environmental Education Centre continues to impact local communities. In 2018, with improved infrastructure and a new environmental education officer, the centre reached 1,553 students; and eight schools and 5,000 students were provided for in the vicinity of Liwonde. Two school blocks were completed in 2018, and additional support came in the form of reading programmes, teaching training, and new desks. Our scholarship programme assisted 71 students: 44 in secondary school and 27 attending college or university. Two previously supported students graduated from university.

We entered into an agreement with American NGO, Americares for support to two existing health centres and our team regularly engaged with local communities through specially created community forums. To provide alternative resources

to surrounding communities, 19,800 indigenous and 1,820 fruit trees were planted in villages around Liwonde, and we are establishing a range of income-generating activities that include honey and moringa farming. Another successful micro business, Community Guides, offers a stepping stone for young community members seeking formal employment in the growing tourism sector around the Park. Liwonde National Park employed 196 full-time staff in 2018 and another 250 individuals worked on part-time construction and maintenance projects.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - Various construction projects and infrastructure improvements were made last year. Two management houses and five ranger houses were built, as were 12 drift bridges and 13 SmartParks towers. To improve law enforcement along the Shire River, we constructed a boatyard, road and bridge allowing access to the river year-round. A temporary camp was erected to host the African Parks Annual Management Meeting and will now be used to accommodate visiting staff in the future. We also purchased a new vehicle for operations, established a metal fabrication workshop to support Mangochi's fencing, and drilled four boreholes, equipped with pumps, as part of our water provision plan.

**TOURISM** - Robin Pope Safaris opened the luxurious Kuthengo Camp in the north of Liwonde in April. Its five spacious tents have enjoyed high occupancy, and Kuthengo has already sparked increases in tourism numbers and revenues. A further site for development has been awarded to an operator who intends to develop in 2019. Tourism increased by almost 20% during 2018—reaching just under 20,000 visitors for the year—and park revenues grew from \$329,699 to \$405,052. Substantial media coverage along with growing wildlife populations, most notably the new addition of cheetahs and lions, have helped to drive this growth and enhance Liwonde's safari experience.

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#### OBJECTIVES FOR 2019

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- Maintain track record of zero losses of rhino & elephant
  - Conduct infrastructure improvements for Mangochi Forest Reserve
    - Introduce additional black rhinos
  - Translocate up to 200 elephants from Liwonde to Kasungu to reduce conflict & ecological impacts
    - Integrate SmartParks system into Law Enforcement operations
    - Ensure new lodge is operational & increase park income to \$550,000
-

# An emerging wildlife destination

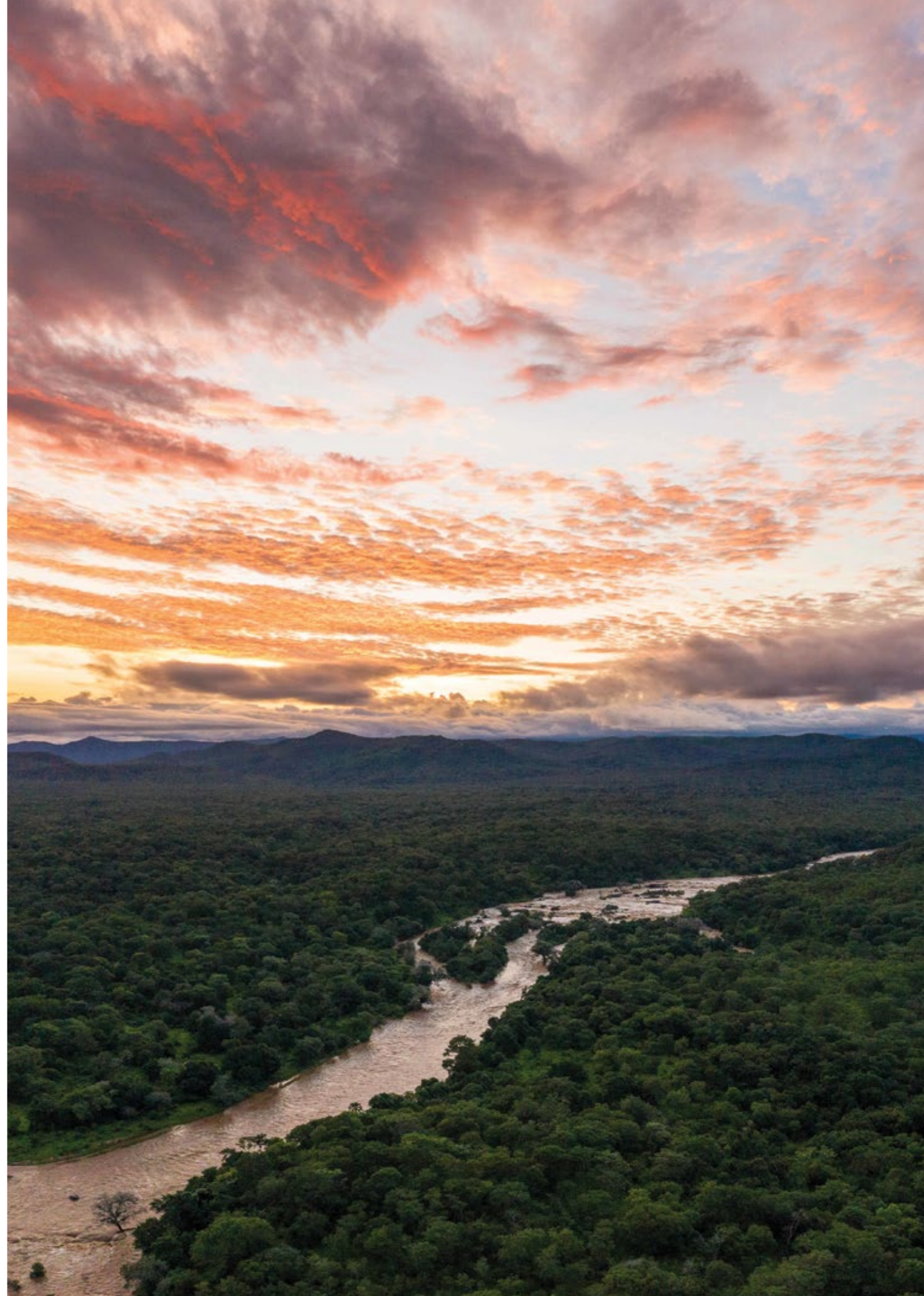


SAMUEL KAMOTO | PARK MANAGER



**MALAWI** – Nkhotakota Wildlife Reserve was just until recently an empty forest. In 2015, after decades of poaching and poor management, this 1,800 km<sup>2</sup> landscape had fewer than 100 elephants, down from 1,500 in the 1990's, and game animals had largely been hunted out. With most of the wildlife gone, there was no reason to visit such a quiet place; no revenue was being generated and the reserve offered little to no employment. This large but silent forest seemed to have little to no value at all. But upon assuming management of Nkhotakota in 2015 in partnership with the DNPW, we immediately began preparing for what would become one of the world's largest wildlife translocations, to breathe life back into this place. By August 2017, over a two-year

period, we translocated almost 500 elephants and 2,000 other animals from two other parks in Malawi. Due to our well-trained and equipped ranger team, poaching has become a thing of the past. Now, tourism has begun to increase, with visitors coming from near and far to spot the reserves new herd of almost 600 hundred elephants. With an increase in wildlife and visitors, two tourism lodgings now exist; employment has increased, school scholarships are being funded, and livelihood projects are up and running. It is still early days, but in only three short years, Nkhotakota is now developing along a pathway of hope and possibility where for the first time in decades, local communities are beginning to experience the real benefits of this newly-revived national reserve.





**BIODIVERSITY CONSERVATION** - Soon after we began managing Nkhotakota in 2015 in partnership with the DNPW, we conducted one of the largest wildlife translocations in history. During 2016 to 2017, 486 elephants were translocated to Nkhotakota, from Liwonde National Park and Majete Wildlife Reserve, along with almost 2,000 other animals to restore the ecosystem and aid in tourism. Fifty-seven elephants were collared and monitored over the year, to ensure that these newly reintroduced animals stayed within the park, and to learn more about their preferred habitat-use. Unfortunately, four elephants died from natural causes in 2018, but their ivory was fully recovered. Several programmes were initiated aimed at habitat assessment and restoration. With support from the United States Forest Service, park staff were trained in fire-fighting techniques, and an intensive wildlife and vegetation survey was initiated utilising camera traps, fixed-point photos, and vegetation plots to collect much needed ecological data on the reserve.

**LAW ENFORCEMENT** - Enhanced law enforcement efforts and training continue to ensure that Nkhotakota is well protected. We welcomed 12 new rangers during early 2018 creating a total team of 48 (including 29 DNPW staff) all of whom completed basic field ranger training. The British military spent three months guiding and mentoring our rangers, who also participated in refresher tracking programmes and intelligence analyst training. Under the leadership of a new Head of Law Enforcement and Park Instructor, Nkhotakota rangers conducted 4,001 patrol man days where they removed 340 snares (up 67% from 2017), confiscated 1,215 kg of illegal fish; and they made 31 arrests that resulted in 19 criminal convictions.

**COMMUNITY DEVELOPMENT** - It is imperative that communities living alongside these protected areas directly benefit from them without placing unsustainable pressure on their resources. Likewise, managing and preventing human-wildlife conflict protects the interests of people and animals. More than 100,000 people live within five kilometres of Nkhotakota and we work with these local communities in a variety of ways. In 2018, as part of our Resource Use Programme, 2,676 community members harvested thatch grass, bamboos, reeds, mushrooms, edible termites, and palm fronds. In total, such harvests were worth an estimated \$11,256. We trained five beekeeping clubs, providing them with beehives, and established 21 groups of moringa farmers. Of the 216 individuals cultivating and processing the edible moringa tree leaves, 110 are women.



**2,676** COMMUNITY MEMBERS HARVESTED GRASS AND OTHER PRODUCTS WORTH OVER US\$11K AS PART OF OUR RESOURCE USE PROGRAMME

In a country like Malawi—one of the world’s most economically challenged—educational opportunities are paramount. We created new educational programmes in 2018, among them a scholarship that funded the educational fees and upkeep costs of 156 orphaned and vulnerable secondary school students amounting to nearly \$45,000. To connect local children to nature and wildlife, we trained 31 Wildlife Club teachers; conducted 124 school outreach efforts that reached 47

schools and nearly 7,000 students; and collaborated with 20 students to plant 8,544 indigenous trees on the reserve’s borders, 80% of which survived.

We also invited students and communities to visit Nkhotakota free of charge, and further connections were made via community meetings. In total, we conducted 106 meetings in 2018, with more than 8,100 people participating. Recurring topics of conversation included poaching, encroachment, human-elephant conflict, and livelihood programmes. By conducting a socioeconomic baseline study of the communities bordering Nkhotakota, we now have data that can inform future community and development activities.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - Nkhotakota’s infrastructure has continuously expanded since we assumed management of the reserve in 2015. During 2018 we completed two new homes for senior managers and constructed tented staff accommodation for visiting staff. We also completed the new Kaludwe Ranger

Camp which is fully operational for six rangers and their families. At year end, Likoa Ranger Camp was 90% complete. Tourists and staff alike are benefitting from 20km of newly graded roads and freshly removed internal fencing. Staff received two new Landcruisers, one tractor, and two motorbikes in 2018.

**TOURISM** - In 2018, the 1,061 people who visited Nkhotakota generated \$12,448 in gross revenues. Although tourism is not a top priority during the first five years of reserve revitalisation, we enhanced tourism infrastructure in a number of ways last year, from constructing a self-catering tented camp alongside the Livezi River to refurbishing the reserve’s main entrance. We also completed construction of our Environmental Education Centre, which is solar-powered; and signed two new concession agreements for Tongole and Bua Lodge. Finally, Nkhotakota represented African Parks at a Tourism Expo in Malawi’s capital, Lilongwe to help raise awareness of this reserve as an emerging wildlife destination in the country.



OBJECTIVES FOR 2019

- Finish constructing essential infrastructure, including phase three of perimeter fencing
  - Continue modernizing law enforcement
- Monitor the elephant population, mitigate human-wildlife conflict & conduct research
  - Continue employing community engagement strategy



# Rwanda

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**AKAGERA NATIONAL PARK**  
1,122 km<sup>2</sup>  
African Parks Project since 2010

Government Partner: Rwanda Development Board

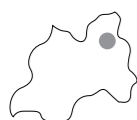
Major Funders: The Government of Rwanda,  
Howard G. Buffett Foundation, The Walton Family  
Foundation and The Wyss Foundation



# A conservation-led economy



JES GRUNER | PARK MANAGER



**RWANDA** – Akagera’s story is nothing short of remarkable. In eight years, the park has transformed from once housing as many as 30,000 cattle and was overcome with poaching, to now being a safe-haven for reintroduced species like lions and rhinos and is generating more than \$2M in annual revenue. The park has been repeatedly recognized as a leading wildlife destination in Africa, and 2018 alone saw over 44,000 visitors, almost 50% of whom were Rwandan nationals. Akagera is a prime example of how a well-managed protected area can deliver benefits that change people’s lives, providing opportunities that would otherwise not be available, and creating an upward cycle of sustainability. Because wildlife have been restored, there is an increasing demand for local guiding services, and the Community Freelance Guides Cooperative earned nearly \$160,000 before commissions last year. Akagera helped eight Honey

Cooperatives receive grants to equip a central honey collection and processing centre, who were then able to harvest and sell almost four tonnes of honey. Not only has the park undergone a transformation, but we have seen members of our own work force be transformed as well. Individuals who joined our casual workforce nine years ago had limited literacy ability, poor knowledge of the English language and were lacking in basic artisanal skills. Today, they are contracted staff with extensive skills including plumbing, welding, carpentry, masonry and who communicate effectively in English. They are helping to build up the communities in which they live today, and are keeping up with the world, rather than feel they are being left behind. With these skills, they are competitive and could join other entities in the region if they so choose. And on top of it all, they have become genuine ambassadors for a conservation-led economy, and it is they who make up the greatest hope for Rwanda’s wild and green future.



**BIODIVERSITY CONSERVATION** - Black rhinos returned to Akagera in 2017 ten years after the species was last seen in Rwanda, and in 2018 two gave birth to calves. Nine rhinos had tracking transmitters inserted or replaced, as did one bull elephant. The East Africa Rhino Specialist Group held their annual meeting in Akagera, and Jes Gruner also attended the European Association of Zoos and Aquaria (EAZA) annual meeting, where he built additional support for the park to receive zoo rhinos in the coming year. In 2018, the park also welcomed two lion cubs, and eight lions received new or updated tracking collars to monitor their movements. One 15-year-old lioness died of natural causes, and a buffalo killed one sub-adult male lion, keeping the population at 23, which has tripled since their reintroduction in 2015.

A new snake species was discovered in the park: *Letheobia akagerae* which is considered endemic to Akagera, though its range may spread beyond the park. A botanical field study resulted in almost 700 species being identified and samples have been given to the national herbarium in Rwanda.



**2** RHINOS GAVE BIRTH TO CALVES IN 2018 FOLLOWING THEIR RETURN TO AKAGERA IN 2017, TEN YEARS AFTER THE SPECIES WAS LAST SEEN IN RWANDA

**LAW ENFORCEMENT** - The park's anti-poaching dog unit grew with the addition of 10 puppies, who came from a cross between a local tracking dog and one of the original Belgian Malinois from 2015. Ten of them are undergoing training to become the next generation of tracking canines who along with their handlers have been essential at maintaining very low levels of poaching in and around the park.

For improved field and patrol data collection, CyberTracker was customised and implemented by the entire ranger team and was a valuable asset in documenting additional information including wildlife sightings and locations of exotic plant species. Support from a conservation IT specialist significantly improved the roll-out of technology, particularly ensuring that the park's LORA network was better utilised and integrated with Vulcan Ltd.'s Earth Ranger platform (previously called DAS) to provide a real time situational awareness of park assets. Overall, Akagera's ranger team consisted of 66 individuals in 2018 who conducted 16,173 patrol man days, making 23 arrests, with six known convictions.





**COMMUNITY DEVELOPMENT** - There are more than 300,000 local people living around Akagera, therefore working with these surrounding communities is critical to Akagera's long-term viability. Akagera held the second annual Rhino Velo Race, a cycling competition whose 80 participants—50 of whom were locals—cycled 25km with 3,000 local spectators cheering them on. The 5th Annual Lions Cup football tournament and two Rhino Fun Runs took place in communities adjacent to Akagera where 250 participants enjoyed support from 2,000 spectators.

As many as 1,680 school children and 300 local leaders were supported in visiting Akagera for free and attending environmental education programs in the park. Our Community Centre plot progressed with the tree nursery producing 20,000 seedlings, 16,000 were planted at seven schools in communities surrounding the park; and the centre also produced vegetables and eggs for sale. We also completed construction of the new education centre and tourism shop, to help drive additional revenue.

Eighteen freelance community guides were recruited and trained and worked during the high season to meet the increasing demand by tourists to hire local guides. The Community Freelance Guides Cooperative earned nearly \$160,000 (before commissions) from guiding services over the year. Community benefits that include staff salaries, local purchases, and equipment hire amounted to \$484,592; and we increased our Revenue Sharing Scheme contribution to 10% of revenue received at the reception, bringing the 2018 total to \$129,429. To offset losses from human-wildlife conflict, we contributed 5% to the national Special Guarantee Fund amounting to \$64,076.

Cooperatives are critical to the economic success of communities living near Akagera, and in 2018 we helped the honey cooperatives apply to and receive funding from U.S. Ambassador's Small Grants Program for equipping a central honey collection and processing centre at the Akagera Community Centre. Eight bee-keeping cooperatives on Akagera's boundary harvested 3,851 kg of honey, and the COPABARWI Cooperative

harvested 501 kg of fish. Fishing operations will continue to grow in the future as the local government recently granted Lake Gishanda fishing rights as part of a community fisheries project.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - In keeping with our commitment to improving Akagera's infrastructure and facilities, we graded and created new roads including the 7.6 km-long Gihinga-Mohororo. Several construction projects were also undertaken, among them a house for drivers and guides, a new storage room, and an extension to the law enforcement operations room.

**TOURISM** - The Mantis Collection, a luxury hotel group, took over management of Akagera Game Lodge. Renovations are underway, and the lodge is slated to reopen under the Mantis brand in 2019. Wilderness Safaris is poised to open a six-tent luxury lodge in the Magashi concession in May 2019. A professional trail guide led two backpacking trips in 2018, and we intend to launch a five-night bush camping and walking adventure as a new product in 2019.

Meanwhile, the Ruzizi Tented Lodge received a TripAdvisor Certificate of Excellence for the fourth year in a row. At year end, Ruzizi reported nearly 3,500 bed nights and an average occupancy of 48%. Karengu Bush Camp enjoyed 37% occupancy and close to 550 bed nights, and occupancy should rise in 2019 because off-season demand has led to us needing reinforce Karengu's tents and keep the camp open during previously closed periods. Together, Ruzizi and Karengu netted more than \$650,000 in 2018 revenues.

In total, Akagera welcomed 44,066 tourists (37,008 of whom were paying visitors), and the number of tourists entering the park increased by 18% from 2017. Akagera brought in more than \$2M in revenues—an increase of 25% from the previous year leading to being 80% self-financing. Articles in publications like the New York Times and Forbes helped raise Akagera's profile, as did a documentary that focused on the reintroduction of lions and rhinos and how the park's conservation efforts positively impact local communities.

#### OBJECTIVES FOR 2019

- Achieve projected tourism revenue of \$2.3M
- Fund & plan for the translocation of five rhinos from European zoos to Akagera
- Optimise law enforcement capabilities & preparedness through training & new equipment
  - Maintain zero illegal losses of elephant, rhino and lion
  - Conduct the fifth aerial park census
- Complete equipping of the education centre & construction of a dormitory



## Congo

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### **ODZALA-KOKOUA NATIONAL PARK**

13,500 km<sup>2</sup>

African Parks Project since 2010

Governed by: Fondation Odzala-Kokoua  
 Government Partner: Ministry of Forest Economy,  
 Sustainable Development and Environment

Major Funders: Arcus Foundation, European Union,  
 Fondation Segré, Save the Elephants and Wildlife  
 Conservation Network's Elephant Crisis Fund,  
 Marvin and Donna Schwartz, Svenska Postkod  
 Lotteriet, United Nations Development Programme,  
 U.S. Fish and Wildlife Service,  
 WWF – The Netherlands

# One of Africa's oldest parks

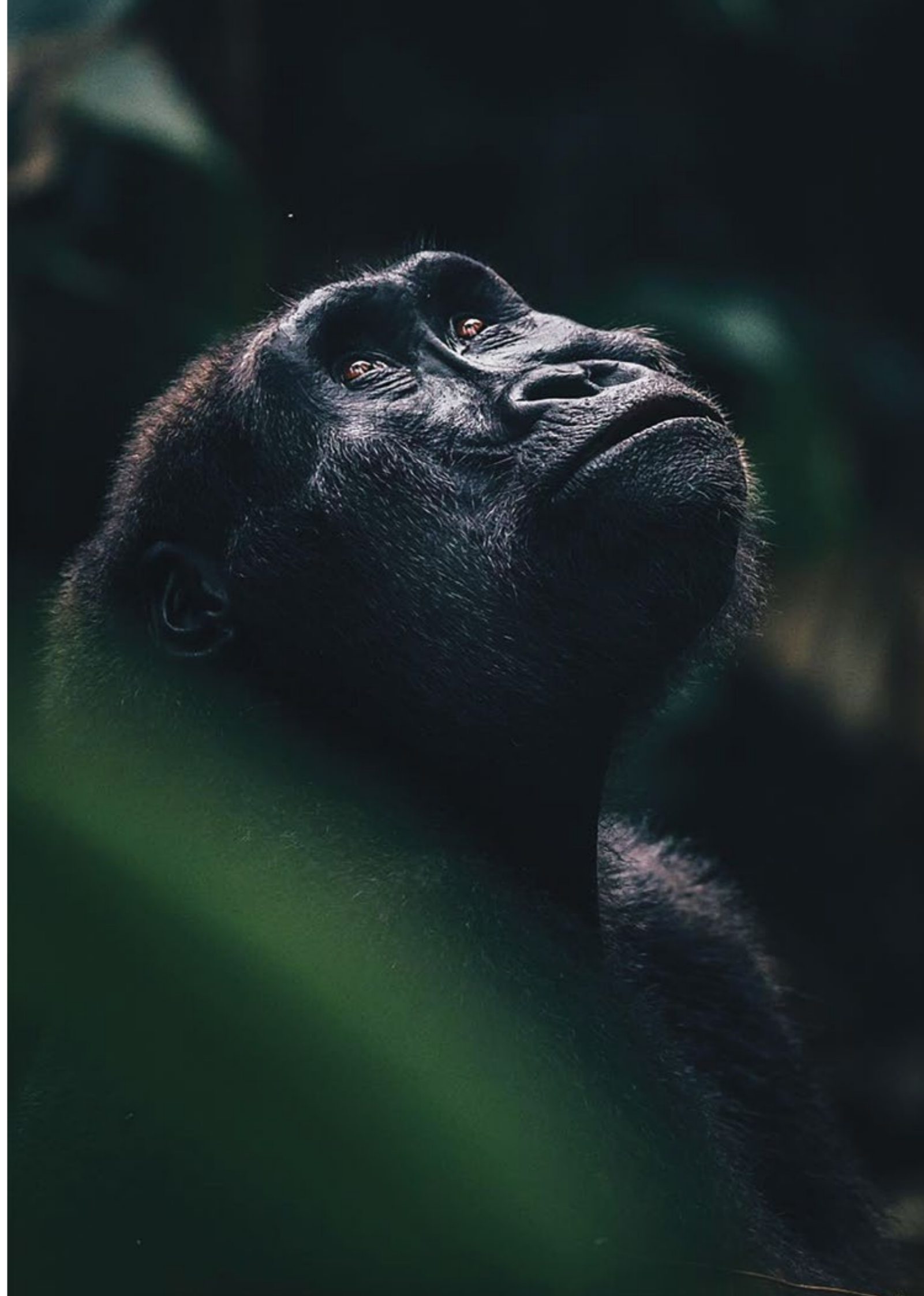


ERIK MARARV | PARK MANAGER



**CONGO** – Odzala-Kokoua was designated in 1935 making it one of Africa's oldest parks. The park, which covers a vast 13,500 km<sup>2</sup>, lies in the heart of the Congo Basin - the second largest rainforest in the world spanning more than 2M km<sup>2</sup> across six countries making up 18% of the world's remaining rainforest. Humans have occupied the area for over 50,000 years, yet it is still one of the most biologically diverse and species rich areas on the planet, and the basin delivers clean water, food and shelter to more than 75 million people. Odzala has around 130,000 people living in the periphery of the park, who survive off the natural resources the area provides. Because of limited opportunities in the region, bushmeat poaching remains a major threat, where 11,000 snares and more than 46 tonnes of bushmeat were seized over the year. This is a major

concern for the parks wildlife, especially Odzala's western lowland gorillas of which 10% of the remaining global population are found in the park. Odzala's future sits precariously on the urgent need to unlock the park's value to the surrounding communities who are the main stakeholders, and whose actions will determine if this park persists long into the future. This is why our focus in 2018 was a multi-pronged strategy of trying to protect the park from poaching with an enhanced eco-guard team and other law enforcement techniques, while rolling out several community projects from compensating for human wildlife conflict, to investing in sustainable livelihoods with farming projects and capacity building activities. Affecting human behaviour takes time, but Odzala's future rests on our interventions, and ensuring that communities value, and therefore truly benefit from the parks existence.



**BIODIVERSITY CONSERVATION** - Camera traps are an essential part of monitoring Odzala's incredible biodiversity and over 350 GB of data, comprising 900,000 pictures and videos have been collected during the last two years. Initial results have shown important areas for elephant activity, and that up to three spotted hyena clans consisting of at least 20 individuals have been identified. This is the first time that a resident spotted hyena population has been recorded in dense, rainforest habitat. A white-legged duiker was recorded, which signifies a southern extension of the known current range of this species by nearly 70 km. Staff discovered 16 new forest clearings (or *bais*), bringing the number of *bais* mapped in the park to 133.

The gorilla health-monitoring programme was also firmly cemented and over the year, Odzala staff conducted more than 500 km of foot surveys to improve detection of disease outbreaks, and zero gorilla or chimpanzee carcasses were found. Around 150 gorilla faecal and urine samples were collected with 72 samples shipped to a German laboratory to be tested for various diseases and parasites. In addition, more than 20 faecal samples were provided to the ARC-SPAC research consortium for a continent-wide genomic study on gorilla populations. Four confiscated baby monkeys were taken care of by park staff and we plan to conduct a soft release in 2019. Funding was received to collar 25 elephants and 10 spotted hyenas in 2019 and lastly, we began a study to assess the impact of gold mining on areas around the park with initial results from water samples indicating that gold miners are using high levels of mercury.



**11,000** SNARES  
AND ALMOST 48 TONNES OF  
BUSHMEAT WERE CONFISCATED  
BY ODZALA'S ECO-GUARDS

**LAW ENFORCEMENT** - High-levels of poaching and thick forest cover mean that Odzala's law enforcement efforts are both extremely challenging and yet critical. Rangers working in the park's eastern sector dismantled a network of local and foreign poachers from Cameroon and the Democratic Republic of Congo. Throughout the year, the park's 110 eco-guards logged 15,983 patrol man-days. These intensive patrols resulted in 56 arrests, 25 convictions, over 11,000 snares removed and almost 48 tonnes of bushmeat seized.





Our team collaborated with the Congolese Army to train 28 new eco-guards who were deployed to the park's eastern sector. Fifty eco-guards took part in refresher training on patrol safety and tactics; 15 attended advanced first aid training at the Lebang Eco-Guards Training Centre, and staff benefitted from annual medical examinations conducted by Congolese military doctors.

Our canine unit consisting of three sniffer dogs and their handlers became operational in 2018. Based in Odzala's eastern sector this unit will strengthen controls at fixed checkpoints and help with detecting illegal wildlife products. We also built a new fixed checkpoint in the north of the park and received 67 law enforcement rifles that were serviced and provided by the Congolese Army.

**COMMUNITY DEVELOPMENT** - As many as 130,000 people live around Odzala making community development and engagement crucial. In 2018, we continued undertaking a range of projects and regularly visited local communities. The farming project launched in 2016 yielded its first harvest, with the Community Development fund generating nearly \$3,000 in revenues. These funds were used to create an initial two-hectare banana plantation. To mitigate human-wildlife conflict, the park's wildlife damage insurance scheme paid out just under \$19,000 in damage compensation to local communities.

We continued raising awareness about national hunting laws by hosting meetings in local villages. In total, 907 individuals from five villages attended. Working with local associations linked to the Community Development Fund, park staff hosted a governance workshop where participants described financial and administrative issues before brainstorming mitigation strategies. A local development and capacity building workshop took place in Kelle where among its 150

participants were the Secretary General of Kelle District, the Secretary General of the Mairie, and members of local associations. The workshop was well-received, as evidenced by the fact that Kelle representatives asked the Fondation Odzala-Kokoua to organise additional workshops. Finally, members of Odzala visited 71 local associations to share the conclusions of the 12<sup>th</sup> Fondation Odzala-Kokoua board meeting.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT**

- We employed local contractors to upgrade and extend the southern sector base while commencing construction of a new research centre inside the park. Three new staff houses were built at headquarters, as well as a new law enforcement block containing an armoury for weapons and confiscations. Two new law enforcement tented camps were also constructed to strengthen operations. Staff cleared, graded, and compacted 11 km of road between Mbomo headquarters and Mboko, where one of the park's tourism lodge is located. The five kilometre road leading to Dzebe Gorilla Habituation Camp was also cleared, and fallen trees were regularly removed from Odzala's waterways to enable eco-guards to freely move about the park by boat. Three new vehicle and three additional boats were added to our fleet. Our first canine unit received a kennel in Odzala's eastern sector, and staff constructed a new control post along the northern border of the park.

**TOURISM** - Over the course of the year, new tourism opportunities were explored including identifying new lodge sites with four potential partners. The private tourism company operating two camps inside the park and one on its perimeter sold 1,435 bed-nights in 2018. This operator donated \$34,040 (5% of its annual revenues) to our Community Development Fund. Together, park entrance and landing fees amounted to \$25,653.

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OBJECTIVES FOR 2019

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- Enter into a new partnership agreement with the Government of Congo
  - Redesign Odzala's tourism & revenue generation strategy to ensure the park's long-term success
    - Strengthen & optimise law enforcement capability & preparedness
      - Prevent elephant & gorilla poaching in the park
      - Develop a clear community development strategy
-



# Democratic Republic of Congo

**GARAMBA NATIONAL PARK**

5,133 km<sup>2</sup>

Adjacent domaines de chasse:

9,663 km<sup>2</sup>

African Parks Project since 2005

Government Partner: Institut Congolais pour la Conservation de la Nature (ICCN)

Major Funders: European Union, Kibali Gold Mine/Randgold Resources Ltd, Save the Elephants and Wildlife Conservation Network's Elephant Crisis Fund, The Wildcat Foundation, U.S. Agency for International Development, U.S. Department of State and U.S. Fish and Wildlife Service



# A center of excellence, innovation & hope



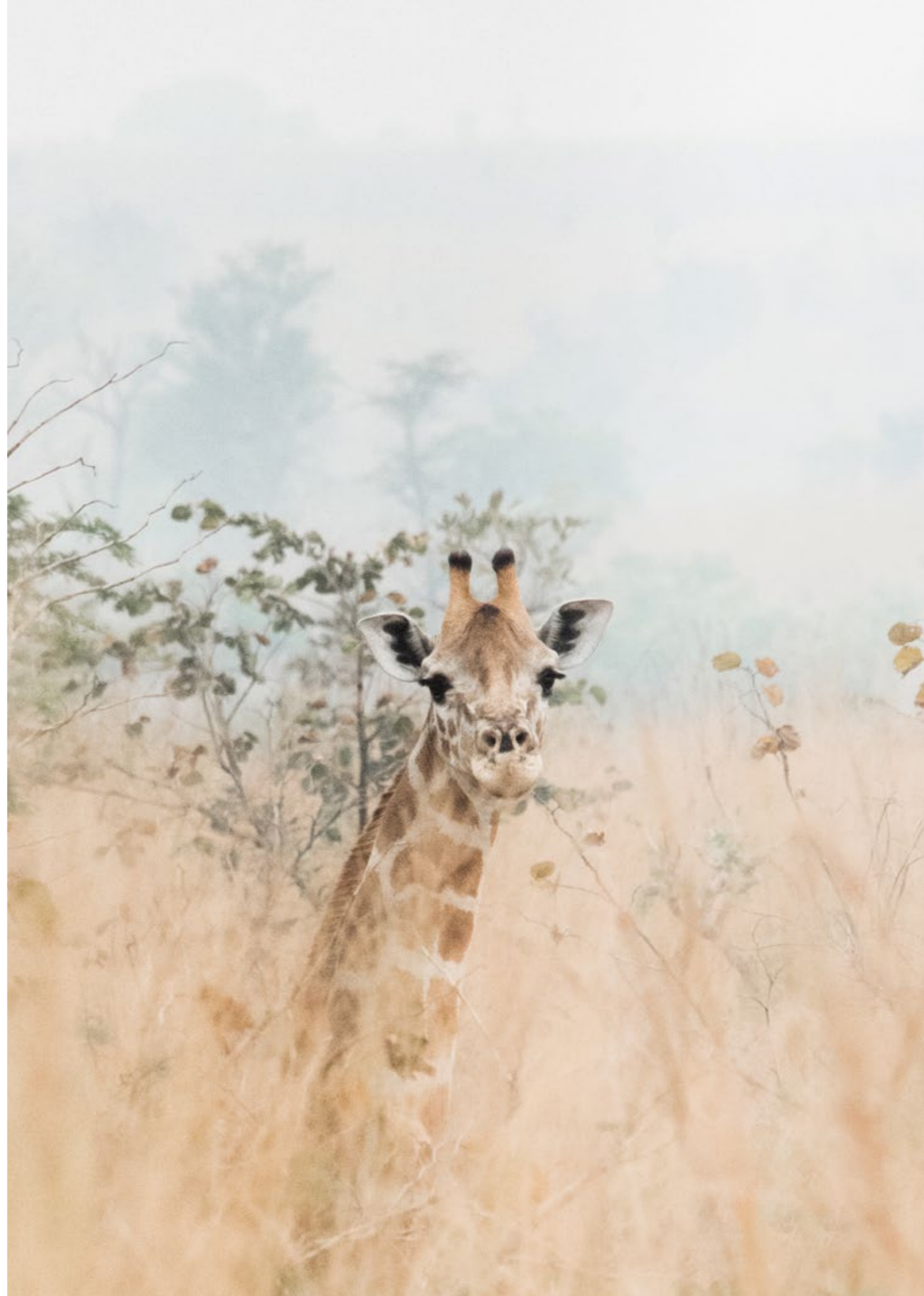
JOHN BARRETT | PARK MANAGER



**DRC** – Garamba National Park serves as a prime example of creating value for a once deadly and lawless landscape, which in just a two-year period has been transformed into a nucleus of security for the people who live here. Once home to 22,000 elephants as recently as the 1970's, today fewer than 1,200 remain as a result of rampant poaching by militarized poachers and instability in a war-torn region. Wildlife have not been the only casualty. Tragically 23 rangers have been killed by poachers between 2006 to 2017, and local communities have been terrorized and devastated by the Lord's Resistance Army and other armed rebel groups who used this once unprotected landscape and its resources to fund and support their own criminal activity. However, in 2016 we redefined Garamba's history, stained by conflict, through the implementation of an extensive law enforcement strategy.

Through our measures and the support of critical donors, a heightened level of professionalism along with increased security measures have been afforded to the Rangers, local staff, and communities within

the Garamba complex. These factors helped shift the conversation around Garamba from 'what it was' – a tale of loss and bloodshed - to 'what it could be' - a safe place that provides for civility and hope for wildlife and people. Since implementing this new strategy in 2016, elephant poaching has dropped by 98% and not one ranger was killed in action by armed poachers in 2018. With this increased security achieved in just two years, in 2018 we were able to begin implementing a responsible Sustainable Development initiative that will impact more than 100,000 people living around Garamba. The plan includes delivering clean and reliable electricity and developing educational, medical and clean water facilities. Seven mobile health clinics were launched servicing more than 2,500 people from 21 villages. And our plans include helping those who currently engage in illegal mining to engage in more sustainable and legal livelihoods. Garamba's story is no longer about dead elephants, nor is it about how armed rebel groups destabilizing the region for innocent civilians. Garamba's story today is about how in the face of adversity, it has been reinvented into a landscape that serves as a centre of excellence, innovation, and for the first time in decades, hope.





**BIODIVERSITY CONSERVATION** - Keeping elephants secure remains a top priority, and in 2018 we deployed 16 new elephant collars, taking the total number of collared individuals to 43, to help us monitor Garamba's herds in real time. Although elephant poaching has not been completely eradicated, only two elephants died as a result of poaching during 2018. Just 48 Kordofan giraffe live in Garamba, but this up from 22 giraffe in 2012 and six juveniles were recorded including one calf born in December. Other rare species including red river hogs and sitatunga were also documented; chimpanzees were observed 24 times, and survey results indicated a marked increase of Lelwel Hartbeest - up 51% since 2014. New systems helped us with wildlife monitoring efforts including the implementation of a powerful geographic information system that uses ArcGIS. A new Research and Development division was launched whose work combines ecological and threat analysis and will deepen our understanding of how various factors impact Garamba's biodiversity.



patrol man days, and robust enforcement efforts led to the arrest of 48 poachers and traffickers found both in and around the Garamba Complex. We were very proud of two Garamba staff who were recognized for their outstanding achievements. Mr. Kasereka Kisuki Alexandre, who has served the ICCN since 2013, was one of four African Parks rangers awarded with the inaugural Paradise Ranger Awards; and Mr. Ghislain Somba Alhadji, who is the ICCN appointed Deputy Site Manager, was recognized with the Special Award for Endangered Species for his commitment to Garamba by the Game Ranger's Rhino Awards.

**LAW ENFORCEMENT** - Garamba's rangers not only protect the park and its wildlife, they provide life-saving support to refugees and residents, and have restored overall security drastically since 2016. Poaching levels have significantly decreased since 2016, down 98% for elephants and not one giraffe has been lost since that time. Fifty new rangers were recruited and trained, bringing the total number to 239 - an 81% increase from 2017. We carried out ongoing professional development programmes to increase the skills and leadership potential of Garamba's rangers, which included 137 rangers completing the Basic Field Ranger course; and the station Security Guard Force increased to 48. Rangers carried out over 31,053

**COMMUNITY DEVELOPMENT** - An experienced team of local and international experts began implementing the park's Sustainable Development Strategy, the goals of which include providing clean, reliable, and sustainable electricity for local communities; helping individuals engaging in illegal mining find legal and profitable livelihoods; and increasing local living standards by developing socio-economic infrastructure, such as education, healthcare, and clean water facilities. This new strategy aims to impact 100,000 households with an agro-ecology program focused on cacao, honey, subsistence and commercial crops, small-scale livestock breeding, and forestry products. Seven mobile health clinics were operational in 2018 serving 2,536 individuals in 21

villages. Our scholarship programme supported three local schools, benefitting 709 students. Hydro-electricity assessments progressed last year with the completion of a new feasibility study of Dungu's hydropower plant and a prefeasibility study of a newly identified hydropower plant. Over the course of the year, we also established communication pathways with community chiefdoms and local authorities which paves the way for critical support of our efforts and joint decision-making.

**TOURISM** - Garamba has not officially been open for tourism since 2015 but given the new levels of security and drastic reduction in poaching, we aim to establish basic tourism infrastructure by the end of 2019. A tourism concept note was drafted and submitted to the European Union, and in 2018 the EU agreed to finance a feasibility study to evaluate opportunities in Garamba, from mobile to stationary camps and historical site renovation; and one of our Rangers was hired to become our new Lodge Manager.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - Infrastructure was expanded with building new bridges in Bawesi, Kasi, and Aka—all strategic locations that ensure mobility through the park. Local contracted staff and road maintenance teams came together to construct the 32 km-long Sambia-Zambaleke road. Nine airstrips—five within the park and four beyond it—were maintained, as were roads covering 500 km. Kennels for Garamba's new anti-poaching canine unit were completed, as was refurbishment of the Koboh Ranger Camp for our growing ranger team. In June 2018, African Parks hosted an event celebrating Garamba's 80th anniversary, presided over by the Director General of ICCN Pasteur Cosma Wilungula. Nine international VIPs attended, over 1,000 community members showed up, and the event included the first-ever ivory burn in the DRC.



OBJECTIVES FOR 2019

- Continue implementing Sustainable Development Strategy
- Finalise Land Use Plan & secure approval from local communities & authorities
  - Maintain & increase the integrity of the park from armed group activity
    - Launch anti-poaching canine unit
- Determine regional dynamics & communicate with South Sudanese authorities
  - Strengthen skills of local personnel
- Conduct Rapid Elephant Population Assessment & Biennial Aerial Assessment



# Central African Republic

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## CHINKO

19,846 km<sup>2</sup>

African Parks Project since 2014

Government Partner: Ministry of Water, Forestry,  
Hunting and Fishing

Major Funders: The European Union, Edith McBean,  
Ron and Christie Ulrich, U.S. Agency for International  
Development, U.S. Fish and Wildlife Service  
and The Walton Family Foundation

# Chinko: A story of human preservation



MIKE FAY | GENERAL MANAGER



**CENTRAL AFRICAN REPUBLIC** – Surrounded by insecurity, civil war and deadly violence, there lies one bright spot – Chinko. Chinko spans almost 20,000 km<sup>2</sup> of vast wilderness in the eastern part of Central African Republic. Despite an onslaught of threats including decades of civil war, intense poaching, illegal grazing and heavily armed herdsmen, wildlife persisted and are now making a comeback. Over the past four years since African Parks assumed management of the area, chimpanzees, elephants, lions, buffalo, and eland are all increasing in numbers. These species are rebounding due to our efforts that have resulted in keeping cattle, who once numbered in the hundreds of thousands, out of the entire landscape while maintaining a core area of 4,000 km<sup>2</sup> completely free of threats. But even more remarkable is the life-saving role that Chinko is playing for people. In this war-torn corner of the world, Chinko has become a symbol of good governance and is the only stabilizing

area in the entire region for the people who live here. While CAR has suffered for years with violence, a humanitarian crisis came to a head in 2017 when more than 380 Internally Displaced People, mainly women and children, fled to Chinko to prevent being slaughtered, and were protected by our rangers. After 15 months of being provided safety within Chinko's boundaries, receiving food, water, shelter, healthcare and even employment, in June 2018 they voluntarily relocated back to their village with our support and security. As reported on by the Washington Post in 2018, Chinko is a beacon of hope in a country that is 80% controlled by rebels. We are funding dozens of teacher salaries, providing healthcare, and because of employment and resources needed to manage the park, markets have arisen creating a conservation-led economy – all in a place where just a few years ago, there was no hope to be seen. Chinko is a story about human preservation, which is ultimately the role well-managed protected areas should play.



**BIODIVERSITY CONSERVATION** - Due to our increased security and law enforcement work, our Chinko Conservation and Research staff had year-round access to 70% of the Conservation Area between March and May. This allowed us to advance our wildlife monitoring and research significantly in 2018. We conducted our annual wildlife survey documenting between 800 to 1,000 chimpanzees; 50-150 elephants; 2,788 buffalo; 437 giant eland; and at least 76 African wild dogs and 12 lions but there are possibly considerably many more. We collared nine giant eland, four roan antelope, and three Lelwel hartebeest in 2017, and in 2018 daily aerial surveillance flights ensured continuous monitoring of these animals and possible poaching activity. Elephant tracks and direct observations suggest that several small groups now live in the Chinko Conservation Area. Research staff maintained several salt licks in the well-protected core conservation zone for wildlife use; and conducted fire management activities during the dry season, for habitat restoration and to prevent the spread of illegally set fires.

and notably Medic training, providing them with life-saving skills in this extremely remote area. Chinko also recruited, trained, and deployed 32 transhumance sensitization officers to monitor and educate transhumant herders coming into the Central African Republic from Sudan, one of the major threats in the area. These efforts are dramatically helping to secure the park by significantly altering grazing activities and reducing the potential for conflict. Remarkably, nearly all of the 20,000 km<sup>2</sup> Chinko Conservation Area remained free of cattle during the 2017-2018 dry season. Chinko's rangers conducted 1,157 patrol man days and 570 aerial patrols— the latter consisting of 1,776 flight hours with the support of a new ULM Savannah S that is predominantly used for surveillance and anti-poaching missions to safeguard Chinko. Improved law enforcement techniques and daily aerial surveillance resulted in us being able to expand Chinko's core zone from 3,000 km<sup>2</sup> to 4,000 km<sup>2</sup> within the 20,000 km<sup>2</sup> landscape.

**LAW ENFORCEMENT** - Chinko is a bright spot in a country plagued by unrest and poaching, but the reserve's security hinges on successful law enforcement. Ranger training was a major focus throughout the year for our team of 54 rangers, all of whom have now received Rapid Response Training



**800-1,000**  
CHIMPANZEES WERE DOCUMENTED  
IN A PARK WIDE SURVEY



32 Mbororo cattle herders are employed as Transhumance Sensitisation Officers © Gael le Martin



Two bongo captured by camera trap © Thierry Aebischer

**COMMUNITY DEVELOPMENT** - People living in the vicinity of Chinko have suffered immensely for decades, from civil war, ethnic violence, and corruption. This especially came to a head in 2017 when we had 380 Internally Displaced People (IDPs) fleeing their homes in the fight for their lives and sought refuge in Chinko. Our staff provided these vulnerable people with shelter, food, water, healthcare and even employment for more than a year, and in 2018, 15 months after their arrival, the IDPs on their own accord were able to return to Nzako with our support and security. A team was subsequently developed of 32 Transhumance Sensitisation Officers made up of Mbororo cattle herders who were previously displaced from their homes in Nzako (the IDPs). By employing and training these individuals, they are now serving as effective ambassadors for Chinko and are helping Nzako population observe Chinko's boundaries.

links, we believe that Chinko can foster stability while serving as a catalyst for regional development.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - Several new construction projects enhanced Chinko's much needed infrastructure. An office for the head of Law Enforcement was built at Chinko headquarters; and three staff accommodation units and a watchtower were also constructed. Existing accommodation units were renovated, and we constructed a temporary camp to host training for transhumance sensitization officers. The airstrip located at park headquarters was expanded by 400 meters to allow larger aircrafts to land, and two additional landing strips were constructed—one at Kocho South and the other at the confluence of the Chinko and Vovodo Rivers. In total, nearly 700 km of roads were maintained over the year.

A September community sensitisation meeting held in Bangassou saw significant results, with direct communication with the community improved, and the meeting opened the door to future socio-economic development opportunities. Although instability in eastern CAR hinders our ability to conduct consistent community visits, Chinko staff managed to visit key local communities on several occasions, travelling to Rafai, Bakouma, and Nzako towns that receive little to no support besides what our staff provide. Through these

Chinko welcomed a new general manager, as well as new managers within finance, logistics, workshop, community development manager, human resources, and business continuity. Management structures were reinforced, and our finance and human resources teams implemented new control mechanisms. We were pleased to have the Minister of Water and Forestry lead a delegation to Chinko during February 2018; our staff showed the delegation its headquarters before rangers gave a presentation that showcased Chinko's approach to law enforcement.

OBJECTIVES FOR 2019

- Finalise revised partnership with the government
- Optimise law enforcement capability & deploy 10 river monitors
  - Commence comprehensive land use planning
  - Acquire Cessna Caravan for Chinko & Garamba
- Enhance infrastructure for staff, airstrips, visitors & community centre



# Benin

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**PENDJARI NATIONAL PARK**  
4,800 km<sup>2</sup>  
African Parks Project since 2017

Government Partner: Government of Benin

Major Funders: Fondation des Savanes  
Ouest-Africaines (FSOA), Government of Benin,  
National Geographic Society, The Wildcat  
Foundation and The Wyss Foundation

# Rediscover the potential



JAMES TERJANIAN | PARK MANAGER



**BENIN** – Pendjari National Park has only been under African Parks' management, in collaboration with the Government of Benin, since August 2017. However, this previously neglected but globally significant landscape, the largest remaining wild ecosystem in all of West Africa, received an extraordinary lifeline in January 2018. Together with the Benin Government, the Wyss Foundation, National Geographic and the Wildcat Foundation, we announced a commitment of \$24M over 10 years, \$6M of that amount was pledged by the Government, to protect and revitalise Pendjari National Park through sustainable development for the good of the people. This was a transformational partnership and an unprecedented show of support, especially from the Government who are taking a stand in conserving their protected, so much so that conserving protected areas and showcasing the splendour of Pendjari is one of their key priorities within their national plan 'Revealing Benin'.

Pendjari covers 4,800 km<sup>2</sup> and is an anchoring part of the transnational W-Arly-Pendjari (WAP) complex which spans 35,000 km<sup>2</sup> across Benin, Burkina Faso and Niger. It is the last refuge for the region's 1,700 elephants and

25% of the remaining 400 critically endangered West African lion. Various antelope species roam the park, a remnant cheetah population exists, and more than 460 avian species have been documented. But years of poaching and unsustainable use have threatened this landscape, which in turn could cause the entire WAP complex to collapse. Our vision is to revive this landscape and rediscover the potential that Pendjari has to support both wildlife and people. Pendjari is poised to be an exceptional wildlife destination, with more than 6,315 visitors in 2018 – the highest on record – but the park also needs to deliver benefits of security, employment, and sustainable livelihoods for the nearly 40,000 people who live around the park. Employment has almost doubled in just the past year and a half; resource extraction permits are being granted for the first time in years as they can be effectively monitored; watering points for livestock are being created outside the park to reduce illegal access; and our ranger contingent is made up of already 103 well-trained local individuals. Already we are seeing local community members describe Pendjari as 'their park' where for the first time they are seeing a role for themselves in the sustainable development of this landscape, and direct beneficiaries of what the park can deliver.




**BIODIVERSITY CONSERVATION** - In 2018 with support from the Elephant Crisis Fund and Lion Recovery Fund we collared 15 elephants and 10 lions, collecting valuable data on movements and survivorship. Sadly, two of the lions were poached after moving into Burkina Faso, a country where poaching pressure remains high. For the monitored elephants, park staff obtained the first ever data set demonstrating how elephants navigate the park and the larger WAP complex. Tracking both species is highlighting the critical need to have a coordinated approach and shared interventions in transboundary protected areas. The beginning of an ecological study discovered uncontrolled poaching and logging activities in Seri—an area adjacent to the park that is considered a dispersal zone for species like elephants and lions. Fortunately, local communities asked us to help protect the region, leading to a dialogue with the Government of Benin to classify Seri as a Pendjari Complex protected area. Collaborations with two national universities also began with eight graduate students conducting wildlife research in the park.

**LAW ENFORCEMENT** - We continued to implement the newly developed Law Enforcement Strategy which included recruiting a working ranger team of 103 members and managing operations from a central base in the park. Two Basic Field Ranger trainings were held, bringing the total number of trained rangers to 100; 10 rangers received basic first aid training while nine completed advanced levels. A new operations room was built; a VHF digital radio network was constructed providing full coverage of the Pendjari Complex, and five rangers were trained to

become communication operators. Pendjari rangers conducted 20,963 patrol man-days confiscating 1,369 kg of bushmeat and 720 kg of illegal fish, leading to 270 arrests and notably 87 convictions. Historically, courts have imposed negligible sentences for poaching crimes, but we have been working with members of the Natitingou Tribunal, which has helped secure sentences of up to four years in prison.

**COMMUNITY DEVELOPMENT** - Community engagement is a key priority, especially when we begin operating in a new region. An estimated 40,000 people live in the park's vicinity, and the Village Association of Faunal Reserves Management (AVIGREF), an organization with whom we work closely, represents their communal interests. We developed a partnership with AVIGREF to foster collaboration and the flow of information between park management and communities. Working with the Royal Tropical Institute (KIT), we conducted a socio-economic study, results of which will help guide a new and comprehensive Community Development Plan.



**3,000** SCHOOL CHILDREN AND 184 TEACHERS FROM 92 SCHOOLS RECEIVED ACCESS TO EDUCATION

Nearly 3,000 school children and 184 teachers from 92 schools participated in two-day environmental education programmes, and 20 schools fulfilled the



conditions required to receive grants that cover the purchase of instructional materials and equipment. These resources also go towards paying teachers and financing small-scale improvements to schools. To reduce pressure off natural resources we helped establish a tree nursery where more than 7,000 seedlings have already been planted, 400 of which were in schools. Sustainable income opportunities were initiated for local communities including supporting AVIGREF farming projects involving organic cotton, sesame, and soya, with 120 male and 165 female participants. A new water point was created near the Materi cattle market ensuring that cows have sufficient water to drink while discouraging illegal grazing and watering inside the park. Thirty-six natural resource permits were provided to communities member, most of which supported cattle watering and oyster extraction; and a total of 9,588 kg of game meat from sport hunting was distributed to the neediest villages as a key protein source.

186 individuals from 74 in 2017, 95% of whom are nationals. Much construction was finished and two new Toyota Land Cruisers and a Renault 4x4 truck were purchased, along with a new Cessna 182 which arrived at the end of the year. An underground tank capable of storing 30,000 litres of diesel fuel was also built to ensure smooth operations for our growing fleet.

**TOURISM** - The national plan "Revealing Benin" launched by H.E. President Talon in 2016 includes six tourism projects, one of which involves revitalising Pendjari. In June 2018, the government asked African Parks to manage the Pendjari Hotel. After major reconstruction and refurbishment, the hotel reopened in November and attained 36% occupancy in December. Paid visitor numbers grew by 13% compared to 2016 with 6,315 people entering the park with this possibly being the highest number on record. Gross revenues from entrance fees reached \$105,000; sport hunting in park-run concessions adjacent to Pendjari brought in gross revenues of \$198,000.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - In 2018, our team rapidly grew to



Pendjari holds the region's largest elephant population © Marcus Westberg

OBJECTIVES FOR 2019

- Ensure park staff are motivated, trained & well-equipped
- Maintain & restore the park's ecological integrity
- Continue monitoring & prevent poaching of elephants & lions
- Implement Community Development Plan
- Control & minimise illegal extraction and use of natural resources
- Optimise tourism products to generate revenues & expand job opportunities

Rangers with their families © Marcus Westberg





# Chad

**GREATER ZAKOUMA ECOSYSTEM  
(ZAKOUMA NATIONAL PARK AND  
SINIKA MINIA WILDLIFE RESERVE)**

3,054 km<sup>2</sup>

African Parks Project since 2010

Government Partner: The Republic of Chad

Major Funders: The European Union,  
Fondation Segré and U.S. Fish and Wildlife Service

**ENNEDI NATURAL & CULTURAL RESERVE**

40,000 km<sup>2</sup>

African Parks Project since 2017

Government Partner: The Republic of Chad

Major Funders: The European Union  
and the Dutch Postcode Lottery

# A spectacular transformation



LEON LAMPRECHT | PARK MANAGER



**CHAD** – Zakouma National Park has experienced one of the most spectacular transformations to occur in all of Africa. Between 2002 to 2010, as many as 95% of Zakouma’s elephants were killed for their ivory and poachers on horseback had free reign, ransacking the park of its resources, and causing fear and insecurity among the local communities. In 2010 upon invitation by the Chadian Government, African Parks signed a long-term agreement to manage Zakouma and to stop the park’s complete destruction. By overhauling law enforcement, providing expert training, delivering advanced technology and equipment, as well as creating communication networks, security could be restored to the park, paving the way for the overall transformation to begin. Our team worked with the surrounding communities where trust was built, and together illegal activity has been drastically reduced in

and around the area. In this now safe place, Zakouma’s wildlife began to settle, and for the first time in decades, numbers have begun to rise. Elephants, giraffe, buffalo and other species have experienced little to no poaching in the past eight years, with only 24 known elephants killed since 2010. Seventeen schools have been built and supported since 2013, providing 6,646 children with the opportunity to learn and receive an education for the first time in their lives. With law restored and security reclaimed, the abundance of wildlife has become nothing short of astounding, and tourists have begun to visit this park to witness first-hand the life and prosperity rising from this once nearly forgotten landscape. Besides becoming a safe haven for wildlife, Zakouma has become the largest employer in the region. What is happening in Zakouma is living proof that where safe places can be created, wildlife can be restored, and so too can our own humanity.



**BIODIVERSITY CONSERVATION** - In January 2018, 29 elephants were fitted with GPS collars to help us better monitor the population, collect valuable data points on movements, habitat use, as well as help guide our law enforcement activities to better protect them. In total, 37 of Zakouma's elephants are equipped with GPS collars, and another five collars will be deployed on uncollared herds during 2019. During the annual census, 559 elephants were counted including 127 calves under the age of five years old.

After years of planning and in collaboration with the South African and Chadian Governments, and South African National Parks (SANParks), six black rhinos were translocated to Zakouma, adhering to best practice guidelines created by the IUCN African Rhino Specialist Group. After two months in holding areas, the rhinos were released into a temporary rhino sanctuary allowing the animals to move into the greater park. However, we were faced with some major setbacks when four of the six rhinos died in October leaving two surviving females. While they were not lost to poaching, stress, or disease as a primary cause, initial results found that there was a loss of internal body condition, possibly linked to nutritional uptake and reduced energy reserves, making them more susceptible to secondary infections. Additional results are forthcoming from vegetation and soil analyses, which will help us determine a plan of action for the two surviving rhinos, as well as the outcome of the overall larger reintroduction project.

Results from the aerial wildlife survey conducted in April also showed positive signs of growth for the Kordofan giraffe and buffalo populations. A PhD student

commenced research on Zakouma's Kordofan giraffe population, which will lead to greater understanding of the species' presence in the park, of which 50% of the remaining population lives within Zakouma. By providing an aircraft and pilot, Zakouma supported the second RAMSAR survey on migratory birds in the Bahr Salamat and Bahr Aouk depressions in January, and Lake Fitri will soon be assessed, as well. Protecting an ecosystem requires habitat management and sometimes removing invasive species of which the removal of alien Neem trees continued in 2018. The planks of these trees were used to make school benches and tourism viewing platforms, and to replace removed Neem trees, indigenous Kaya Senegalensis trees were planted.



**559** ELEPHANTS WERE COUNTED DURING THE 2018 CENSUS. A 25% INCREASE IN THE POPULATION SIZE SINCE 2010

In October 2017 we doubled our footprint around Zakouma by signing an MOU with the Chadian Government to manage the Greater Zakouma Ecosystem which includes Siniaka Minia Wildlife Reserve and other critical corridors for wildlife. 2018 consisted of needed planning and preparation to enact the 'Greater Zakouma Ecosystem Land-use and Management Plan' in 2019.

**LAW ENFORCEMENT** - Only one warthog was lost to poaching inside the park for the entire year.



However, staff encountered illegal fishing, grazing and settlement – the latter by farmers along the park's boundaries during the rainy season. With support from government forces, park-led ground and air operations halted two infiltrations by suspected poachers, one in July and another in August. Unfortunately, the armed poachers who snuck into Zakouma in July escaped before law enforcement could arrest them. Multiple nomadic groups were observed within the park during flight surveillance, allowing our team to be dispatched to communicate the reserve's boundaries which need to be adhered to, and the park's conservation mission.

Zakouma's rangers expanded their skills through numerous training exercises and courses: 47 rangers completed Basic Field Ranger training; and 26 rangers underwent advanced tactical training including investigative and information gathering skills. Overall, 13,343 patrol man days were carried out, resulting in 575 kg of illegal fish and 55 nets being seized; 66 arrests were made with 33 known convictions.

**COMMUNITY DEVELOPMENT** - 2018 saw the construction of four new 'Secko' Schools and the completion of the secondary school at Chinguil. Among all the African Parks supported schools, which amount to 17, more than 1,500 children received an education in 2018 and Zakouma contributed \$64,000 to cover 20 teacher salaries in full for the year. Zakouma's environmental education programme and village outreach efforts engaged locals during the dry season and reached 2,684 children. The Zakouma community veterinarian helped vaccinate nearly 700 cows against anthrax, and African Parks signed an agreement with the Chadian Health Department to secure a fulltime

staff member at the Health Centre located in Goz Djerat, at the entrance to the park. With support from Save the Elephants, we brought the Kenyan NGO's 'Elephants and Bees Project' to Zakouma by introducing beehive fencing to prevent conflict with elephants. Bees and their beehives can naturally repel elephants, and local communities are able to earn additional income by sustainably harvesting and selling the honey produced by introduced hives

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - In advance of annual heavy rains, staff spent much of their time securing infrastructure including preparing airstrips and repairing buildings. Creation of road infrastructure and a temporary base commenced in the Siniaka Minia Wildlife Reserve (SMFR), and newly expanded satellite communication enhanced connectivity for operational staff and tourists at Tinga Camp. A tourism management vehicle was converted into an anti-poaching vehicle, and all of the park's anti-poaching vehicles had their transmissions changed from automatic to manual.

**TOURISM** - Zakouma saw 753 visitors in 2018, 56% of whom were nationals; and almost \$700K (\$480,584 for Camp Nomade and \$219,413 for Tinga) was generated by tourism. A refurbishment of the Tinga Tourist Facility included construction of an Internet café and a new solar power system. To promote tourism, Tinga staff attended a tourism conference in Paris and another in N'Djamena. Both Tinga Camp and Camp Nomade employed new management staff, and during the off-season, tourism employees benefited from additional skills training in hospitality, and 12 members participated in first aid training.



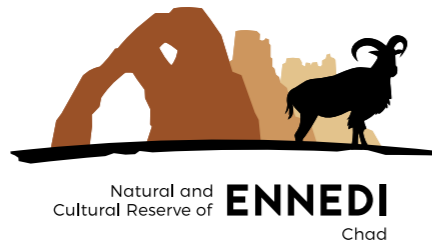
Local communities around Zakouma © Marcus Westberg

OBJECTIVES FOR 2019

- Maintain zero illegal losses of elephant & rhino
- Implement the "Greater Zakouma Ecosystem" concept including Siniaka Minia Wildlife Reserve
  - Activate the 11<sup>th</sup> EDF Investment Plan
  - Increase tourism revenue at Tinga Camp
- Prevent & mitigate human encroachment into the park

Tourism is thriving in Zakouma © Kyle de Nobrega

# An Eden in the Sahara



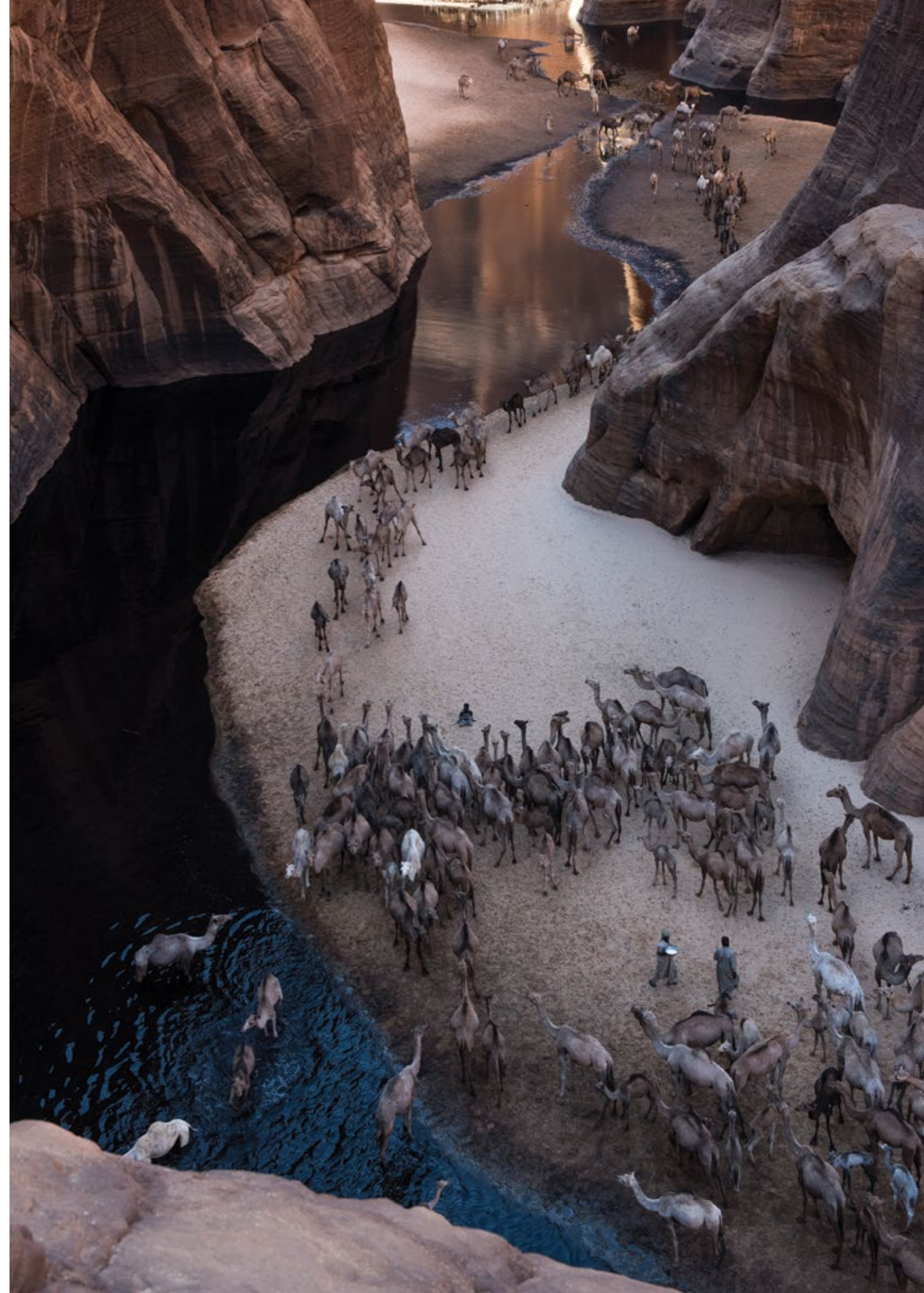
PIERRE-ARMAND ROULET | PARK MANAGER



**CHAD** – Ennedi Natural and Cultural Reserve, located in the northeast of Chad, is a natural sandstone masterpiece spanning an extensive 50,000 km<sup>2</sup> of sculpted landscape marked by cliffs, natural arches, mushroom rocks, giant labyrinths and water catchments. Labelled as an Eden in the Sahara, the Reserve lies within the Ennedi Massif, a mountainous refuge for relict tropical fauna and flora. The Ennedi Massif was declared a World Heritage Site in 2016 by UNESCO for its unique natural formations and globally significant collection of rock art that dates back 7,000 years. Ennedi is aptly called a 'natural' and 'cultural' reserve because of being formed over thousands of years by environmental factors, and because of the people who have survived here over centuries. Today, these nomads who learned to tame their hostile surroundings are an essential and inseparable unit of this landscape. In February 2018, Ennedi Natural and Cultural Reserve formally came under the long-term management of African Parks in partnership with the Government of the

Republic of Chad, and is the third protected area in the country which we manage.

Despite intense poaching in recent decades that has seen most of the wildlife in the reserve disappear, the biodiversity that remains is remarkable. Ennedi is home to a relict population of desert-adapted West African crocodiles, herds of Barbary sheep, over 525 plant species and at least 199 bird species that pass through on their transcontinental migratory routes. This ancient landscape also remains an important resource for two semi-nomadic groups in need of pastures and water for their livestock. Despite the challenges, tremendous opportunity exists to transform this reserve and sustainably provide for the survival of people and wildlife. Through engagement with the local nomadic population, effective management, delivery of infrastructure, law enforcement and tourism, and with the help of several species reintroductions, the cultural and natural heritage of this Eden will be restored, so that people and wildlife benefit from the protection of this globally significant landscape.





**BIODIVERSITY CONSERVATION** - Although decades of poaching depleted much of Ennedi's wildlife, the Reserve remains an ecological oasis for a variety of species. 2018 served as the first year that African Parks began to formally manage Ennedi, during which our staff discovered the last population of North African, or red-necked, ostrich residing in the north of Chad. For two decades, scientists considered the subspecies to be locally extinct in the Ennedi Massif, but the discovery of around six individuals (male and female) in the northeast of the reserve offers renewed hope for the world's largest living bird. We launched the first of a series of camera trap surveys to document the mammal presence in the Ennedi Massif. The first fifteen camera units revealed the presence of 14 wild mammal species and the full data set will be analysed in 2019. We also began an ecological study of the last desert-adapted West African crocodiles in Ennedi, the findings of which will help guide a management plan. Direct observations confirmed the presence of three individuals, all females, and results from four camera traps enabled our team to estimate the daily activity rhythm of crocodiles in relation to livestock and people.

**LAW ENFORCEMENT** - Ennedi's Law Enforcement Chief Instructor conducted an initial field assessment, finding that existing facilities were adequate for recruiting and training future eco-guards, but that specific equipment will be needed in 2019 when we become fully operational. A new Head of Intelligence was hired who has since led two field investigations in collaboration with the Head of Local Wildlife from the Ministry of Wildlife, Environment and Fisheries. One investigation assessed the presence and reason for gunshots in the area of the Guelta d'Arche finding that they were unrelated to poaching activity. The other investigation involved collecting information about the occurrence of dama gazelle near a suspected poaching hotspot; only the presence of the dorcas was confirmed.



**30,000**  
COMMUNITY MEMBERS LIVE  
WITHIN OR MOVE THROUGH  
ENNEDI EVERY YEAR

**COMMUNITY DEVELOPMENT** - Around 30,000 people legally live within or move through the Ennedi Natural and Cultural Reserve every year, making our community work here of utmost importance. Two primary semi-nomadic groups and their livestock depend on the reserve's natural resources for survival. We are working with all the local communities to ensure that Ennedi is conserved in a way that benefits animals and people, and achieving these results requires constant communication and engagement. Over the year, 100 students from Fada High School attended a presentation introducing them to African



Parks and the significance of the Reserve. Our team also organised an event to raise awareness about the threats faced by the last three crocodiles in the Guelta d'Archei. A research intern visited the Archei village to explain why people should work together to protect this globally significant relict population.

**PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT** - On the 25<sup>th</sup> of January 2019, the Committee of Ministers validated the Decree for the creation of the Ennedi Natural and Cultural Reserve, which was signed by H.E. President Idriss Deby Itno. This legal framework creates high hopes for the long-term protection and management of the Ennedi Massif. Following the reserve's creation, we set about developing infrastructure and management systems for a landscape that previously had nothing in place. Ennedi received initial authorisation from the Fada City Hall to build headquarters, an aircraft hangar and drill a borehole, as a geophysical study revealed the presence of water at the selected location. We renovated and converted a house into a temporary base camp while construction began on our new headquarters. The Fada airstrip was rehabilitated, and we received a used Cessna 182 from Odzala-Kokoua

National Park in the Republic of Congo to expediate transport and begin aerial surveillance. Four Land Cruisers, five motorcycles, and two generators arrived, and our team ordered four additional Land Cruisers and a 7.5-tonne truck.

**TOURISM** - The Ennedi Massif is one of the most renowned and accessible sites for Saharan tourism and has had a long-standing flow of intrepid tourists who step off the beaten path to traverse and simply glimpse this sandstone masterpiece. Tourism has tremendous potential here to serve as a conduit to the outside world and garner support for this landscape, while helping to contribute to the needs of the local people and the management of the reserve. While Ennedi has historically seen 300 to 400 visitors a year, the newly designated reserve does not yet have its own tourism infrastructure. We created a Tourism Task Force who came together in November to help gather data on existing and potential tourism opportunities and to liaise with existing tourism stakeholders through several workshops. This Task Force is creating a sustainable Tourism Development Plan and will return to the Reserve in early 2019.

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#### OBJECTIVES FOR 2019

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- Recruit a fulltime Park Manager; & recruit, train & deploy up to 50 eco-guards
    - Launch community development projects & environmental education
    - Produce Community Development Plan & Tourism Development Plan
      - Conduct ecological surveys for birds, reptiles and mammals
      - Enact management plan for crocodiles
  - Reintroduce North African ostriches; collar Barbary sheep & Dorcas gazelle
-



# Our Partners

Akagera National Park, Rwanda © Scott Ramsay

**108** Anchors of Stability: European Union  
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# An anchor of stability



## AFRICAN PARKS STRATEGIC PARTNERSHIP WITH THE EUROPEAN UNION

Since 2005, the EU has provided critical core funding for African Parks' portfolio in Central Africa. This investment has helped create anchors of stability in a volatile region and has helped attract additional funding and support over time. EU funding in Garamba, Chinko, Ennedi, Zakouma and Odzala provides both the building blocks for infrastructure and park management team operations as well as optimising the benefits of tourism, economic development and regional coordination that are only possible when the parks are secured and well managed.

In 2018, the EU contributed 20.5% or EUR 11.2 million of African Parks' budget of EUR 54.8 million through a series of multiyear grants.

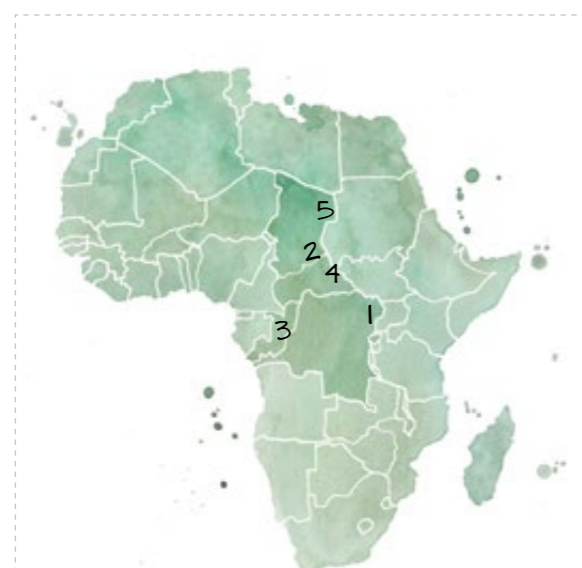
**UNIQUELY POSITIONED** - The EU identified 85 key land-scapes that needed to be preserved in Africa to maintain biodiversity and sustainable economies. African Parks plays a critical role in protecting some of these hotspots and, as our footprint grows, the better we are able to protect natural corridors. Wildlife moves in and out of parks. Most poaching activities originate from neighboring countries and exploit inefficiencies in sharing information and prosecuting cross-border crimes

A wider regional landscape approach serves to address security, transhumance, illegal wildlife trade, information sharing and coordinated government responses effectively, as they are not confined to park or even country borders. No single specific intervention will have as much impact as an integrated approach that appreciates the multilayered dimensions of the challenges in West and Central Africa.

The EU helps to create the enabling conditions – politically and financially – to coordinate efforts, bring key actors together and monitor impacts. African Parks is the presence on the ground that can deliver results in this environment, day in and day out. Together, we are helping create meaningful long-term change.

African Parks is deeply grateful to the EU for accompanying us as we pursue a common vision - and helping us take our public-private partnership model to scale.

\*\*EU Biodiversity for Life (B4Life) is a conceptual framework to ensure coherence and coordination of EU actions in the area of biodiversity and ecosystems. It focuses on the strong linkages between ecosystems and livelihoods with a view to contributing to poverty eradication. It tackles the drastic loss of biodiversity by promoting good governance of natural resources, securing healthy ecosystems for food security, and supporting innovative ways to manage natural capital in the framework of a green economy. \*\*



- 1. GARAMBA NATIONAL PARK IN DRC (SINCE 2005)
- 2. ZAKOUMA NATIONAL PARK IN CHAD (SINCE 2010)
- 3. ODZALA-KOKOUA NATIONAL PARK IN REPUBLIC OF CONGO (SINCE 2011)
- 4. CHINKO IN CENTRAL AFRICAN REPUBLIC (SINCE 2017)
- 5. ENJEDI NATURAL AND CULTURAL RESERVE IN CHAD (SINCE 2018)



*“We are proud to support African Parks’ efforts to link biodiversity conservation in safer protected areas and improved livelihoods for the surrounding communities. This model demonstrates that parks are not only important for environment but contribute also to human development, peace and prosperity in addition to their core mission of wildlife sanctuary.”*

STEFANO MANSERVISI, DIRECTOR-GENERAL  
INTERNATIONAL COOPERATION AND DEVELOPMENT, EUROPEAN COMMISSION.

<sup>1</sup>Larger than elephants. Inputs for an EU strategic approach for African Wildlife Conservation, is the operational response of the Wildlife Crisis Window, which is an integral part of the EU flagship 'EU Biodiversity for Life' (B4Life).



# Leaving a legacy

WRITTEN BY NEIL HARVEY, DIRECTOR E & A CAPITAL LTD AND FORMER CEO FOR CREDIT SUISSE IN HONG KONG



*“I am proud of their thoughtfulness but what doesn’t surprise me was how eager young people are to engage in conservation – after all, it is their planet to inherit and they both understand very well the risks African wildlife is facing”*

I believe the economic transfer of wealth or as it is commonly known, legacy giving, will play an increasingly important role in the future of conservation. Stewardship of the environment is a logical part of any estate planning. As a Zimbabwean now living in Hong Kong, I have been able to introduce my children to Africa through our frequent travel together to Botswana, South Africa, Mozambique and Zimbabwe. Living in Hong Kong also exposes us to regular news about the trade of illegal wildlife products (ivory, pangolin and rhino horn) which are trafficked through Hong Kong. The senseless killing of these iconic African species has instilled a deeper sense of responsibility. Short of becoming a policeman, customs officer or legal policy influencer in Hong Kong the most impactful thing we can do is harness the tremendous wealth in Asia and direct resources where they can be used effectively.

My 10-year-old identical twin boys understand the importance of conservation, and we have discussed directing a portion of their inheritance to African Parks. My sons have trained with game scouts in Zimbabwe and are particularly keen to be playing an active role in protecting parks in Africa.

African Parks is the obvious choice. Their strategy preserves protected areas for the long-term – they are not a fly in, fly out organisation. They don’t talk and make a lot of noise, they are busy getting things done on the ground. They have demonstrated that they have staying power and they will be able to put my wishes into effect. As a legacy donor, I have trust in their ability to grow significantly and sustainably. I recognise that it takes money – predictable and flexible money ideally – to do this.

We all know that conservation in Africa is a global issue. When I look at it from my boys’ perspective, I know I am teaching them a sense of responsibility. By making an estate plan, they already have some ownership of the issue. I hope our lifelong conversations and visits to Africa’s protected areas will cement their passion for conservation and Africa.

I am thankful to African Parks for giving me a tangible way in which I can enjoy these places now with my boys and eventually that they can share with their children.

Our work requires us to think about how we will continue the work in the long term. Planned giving can be done in various ways, from simply naming African Parks in your will to making a plan based on various assets and how they are structured. The goal is to create a win-win scenario for the family and the recipient organisation. Please get in touch if you would like to become a legacy donor.



# Catalysts for conservation

## STRATEGIC PARTNERS

We are deeply appreciative of the partnership with a core group of funders who provide an anchor of largely flexible, multiyear funding of more than \$500K per annum.

**ACACIA PARTNERS** Acacia Conservation Fund (ACF) is the philanthropic operation of Acacia Partners. The Fund makes conservation investments that address the declining biological diversity of life on earth. ACF supports result-oriented, entrepreneurial organisations that maximise the impact of its philanthropic dollars and that are focused on proving and then expanding their impacts over time. ACF has provided unrestricted support to African Parks since 2015.



**ADESSIUM FOUNDATION** Adessium Foundation is a grant-making foundation working towards the benefit of nature and society. Its mission is to contribute to a balanced society characterised by integrity, a balance between people and nature, and social harmony. Adessium has been a funder of African Parks since 2008, funding both the portfolio of protected areas and institutional development.



**ARCUS FOUNDATION** The Arcus Foundation is a charitable foundation focused on issues related to LGBT rights, social justice and conservation. The Arcus Foundation, through its Great Apes & Gibbons Program, aims to achieve conservation and respect for the great and small apes by ensuring that viable populations are protected from extinction

and living in habitats that are managed sustainably and integrated with economic development objectives. The Foundation has committed US\$750,000 towards Odzala-Kokoua National Park in the Congo over a three year period (2018-2021) and provided approximately US\$123,000 in 2017 for chimpanzee conservation in Chinko in the Central African Republic (2017-2018).



**REVEALING BENIN** The Government of Benin made a significant five-year commitment of US\$6 million when President Talon invited African Parks to assume management of Pendjari National Park in the W-Arly-Pendjari (WAP) Complex that spans Benin, Burkina Faso and Niger. The aim of the partnership is to preserve, manage and develop this unique West African Heritage. In addition, Government of Benin committed an additional US\$83,000 for the rehabilitation of Pendjari Hotel situated inside the park to help unleash the tourism potential.



**NATIONALE POSTCODE LOTERIJ** The Dutch Postcode Lottery has been raising funds since 1989 to support a fairer and greener world. Today it is the biggest charity lottery in the Netherlands, with 50 percent of the annual turnover going to over 100 non-governmental organisations. Since the start of



the Lottery over EUR 5.4 billion has been distributed to these beneficiaries. African Parks has received EUR 13.4 million from the Dutch Postcode Lottery since 2010. This includes EUR 900,000 in unrestricted funding per year. In 2018 African Parks received an Extra Award of EUR 2,997,000 for Ennedi Natural and Cultural Reserve in Chad.



The Fondation des Savanes Ouest-Africaines (FSOA) or West African Savannah Foundation in English, is a conservation trust fund promoting the maintenance and preservation of protected areas of the W-Arly-Pendjari (WAP) Complex while advancing education, science and local economic development. The Foundation was set up by the Beninese Government and IUCN with the financial contributions of Benin Government, Global Environment Facility (GEF) and Kreditanstalt für Wiederaufbau (KfW). The Foundation has committed over EUR500,000 to Pendjari National Park's core operations as well as funding a feasibility study for W National Park in Benin. The larger vision is to create a sustainable source of funding for parks within the WAP Complex.



People's Postcode Lottery is a charity lottery, raising money for good causes across Great Britain and globally. A minimum of 32 percent of funds raised goes directly to charities. More than £393 million has been awarded to date to charities and good causes. African Parks has been a recipient of funding from Postcode Planet Trust since 2015. In 2018 African Parks received £600,000 as a regular award and £100,000 as an extra award. Peter Fearnhead was also the first person to receive the new 'Rising Star' Award in which individual leaders are recognised for their extraordinary achievements, together with an additional £250,000 contribution to our work.



The European Union (EU) is a strategic funding partner in Central Africa, providing anchor funding for Greater Garamba in the DRC, Greater Zakouma and Ennedi Natural and Cultural Reserve in Chad, Chinko in the Central African Republic and Odzala-Kokoua National Park in the Congo. Under the 11th European Development Fund, the EU has committed EUR 21.5 million towards the Greater Garamba area (2016–2020), EUR10 million towards the Greater Zakouma Ecosystem (2017–2021), EUR6 million towards Odzala-Kokoua National Park (2018 - 2023), EUR4.7 million towards Ennedi Natural and Cultural Reserve (2018 - 2023) and EUR 5.55 million for Chinko through ECOFAC VI (2019 - 2022). In addition, the Bêkou Trust Fund for the Central African Republic made a EUR 1.5 million commitment to Chinko.

**Fentener van Vlissingen Family**

The late Paul Fentener van Vlissingen provided the bulk of the initial funding that established African Parks in 2000. In 2010 his daughters Alicia and Tannetta Fentener van Vlissingen committed EUR25 million to the African Parks Endowment Fund in accordance with their father's final wishes. Income from this Fund is earmarked primarily for African Parks' overhead costs. During 2018 the Fund contributed over US\$1 million towards African Parks' organisational needs.



The Jonathan & Jennifer Oppenheimer Foundation provides catalytic, thoughtful and discretionary giving from the Oppenheimer Family in support of their commitment to building sustainable and prosperous societies. The Foundation has committed \$2 million, over five years in support of the start-up phase and ongoing management of Bazaruto Archipelago National Park.

**THE HOWARD G. BUFFETT FOUNDATION**

The Howard G. Buffett Foundation seeks to catalyse transformational change, particularly for the world's most impoverished and marginalised populations. The Foundation views its resources as rare risk capital that can improve conditions and create change in the most difficult circumstances and geographies. The Foundation has provided critical support towards tourism and critically endangered species and habitats in Akagera National Park in Rwanda, including funding the reintroduction of rhinos, a helicopter as well as general support.

**NATIONAL GEOGRAPHIC**

The National Geographic Society is a non-profit organisation that pushes the boundaries of exploration to further understanding of our planet and empower us all to generate solutions for a more sustainable future. The Society is supporting Pendjari National Park in Benin with a five-year multimillion dollar grant in addition to science-based exploration of the park; developing technology to monitor and protect the site; helping to convene stakeholders to develop a large scale management plan; and helping to make the case for long-term financing and protection.

**WALTON FAMILY FOUNDATION**

The Rob and Melani Walton Fund of the Walton Family Foundation has a philanthropic focus on conservation and biodiversity protection. The foundation has supported African Parks since 2010, providing critical start-up funding for Akagera National Park in Rwanda, and helped enable our work more generally. 2018 marked the fourth year of the Walton Family Foundation's most recent commitment of US\$5 million grant over five years to continue to strategically grow the African Parks portfolio with a particular emphasis on Akagera.

*“The future of protected area management and conservation depends on what we invest in now to ensure sustainable ecosystems in the long-term. The FSOA Endowment Fund is a powerful way to secure the future of the W-Arly-Pendjari (WAP) Complex, a World Heritage Site that is as large as Belgium. Our partnership with African Parks helps make it a reality.”*

FONDATION DES SAVANES OUEST-AFRICAINES (FSOA)



Zebra in Akagera National Park, Rwanda © Marcus Westberg



THE WILDCAT FOUNDATION

The Wildcat Foundation is a private philanthropic foundation whose purpose is to help save and provide for the long-term conservation of endangered wildlife and wild places in Africa. It believes traditional wildlife protection paradigms are inadequate to deal with today's poaching and trafficking problems, and it seeks and supports innovative new approaches.

**Donna and Marvin Schwartz** Donna and Marvin Schwartz are extraordinary advocates for conservation and animal-related causes. They have a special interest and strong commitment to saving elephants and other large species that are threatened by poaching. In 2018, their funding provided critical support for African Parks' anti-poaching work in Odzala-Kokoua.



FONDATION SEGRÉ

Fondation Segré is a Swiss foundation established in 1996 that is committed to help protect the biodiversity of our planet through the conservation of threatened species and their habitat and the restoration of degraded ecosystems. Fondation Segré became a strategic funding partner of African Parks in 2016 and has supported our work in the Bangweulu Wetlands in Zambia, Chinko in the Central African Republic, Odzala-Kokoua National Park in the Congo, Bazaruto Archipelago National Park in Mozambique and Zakouma National Park in Chad. To date, they have provided over US\$3 million.

**Stichting Natura Africae** Stichting Natura Africae is a charitable foundation established by Jan Verhagen, a Dutch entrepreneur, in 2017. Natura Africae is dedicated to the conservation of national parks and protected areas in Africa. Herein, it recognises the reciprocal relationship between the livelihoods of local communities and the successful protection of an ecosystem's wildlife. The foundation provided EUR5 million in 2018 to start off a long-term commitment to African Parks with recurring allocations to Liuwa Plain National Park and the Bangweulu Wetlands in Zambia.



The United States Agency for International Development (USAID) operates the Central Africa Regional Program for the Environment (CARPE) with the aim of conserving the ecological integrity of the Congo Basin Forest for the benefit of the local people and the global community, while protecting the resource base for future generations. USAID awarded African Parks a US\$10 million cooperative agreement for Garamba National Park in the DRC and Chinko in the Central African Republic for 2016-2020. A cooperative agreement, of approximately US\$10 million, was awarded to a consortium of three organisations lead by African Parks to support Garamba, Chinko and Bili Uele for the period of 2018-2022. African Parks also participates in the Community Resiliency in Central Africa (CRCA) which

supports the vulnerable communities surrounding the parks, as a sub-awardee to Invisible Children.



The U.S. Department of State, through both the Bureau of International Narcotics and Law Enforcement Affairs (INL) and the Bureau of African Affairs (AF), advances good governance and peace and security, pre-requisites for sustainable economic development and protection of natural resources. In 2018, they provided support for ranger uniforms, equipment and training for African Parks teams operating in Chad, Central African Republic, Malawi, DRC, Republic of Congo and Zambia. They also provided grant support to strengthen illegal wildlife trade investigations.



The U.S. Fish and Wildlife Service (USFWS) operates to conserve, protect and enhance fish, wildlife, plants and their habitats. USFWS have provided grants to support our anti-poaching programmes in Chinko in the Central African Republic, Garamba National Park in the DRC, Odzala-Kokoua National Park in the Congo and Zakouma National Park in Chad. In 2018 USFWS, alongside USAID, continued to support the management and protection of Garamba and Chinko protected areas in Central Africa, and renewed its support of Odzala-Kokoua through the WWF as part of the Sangha Tri-National and Northern Congo Forest Landscape Cooperative Agreement. USFWS also continued its support for elephant surveillance in Zakouma.



WWF has been supporting African Parks since 2007, with the goal of promoting the African Parks management model across Africa. We work with WWF Zambia who contribute to our core operating costs and conservation projects at Liuwa Plain National Park and Bangweulu Wetlands. Others in the WWF network, namely WWF - The Netherlands, have provided over EUR6.5 million in funding support for our Zambian parks and Odzala-Kokoua National Park in the Congo. WWF in the U.S. have partnered with us to implement a long-term USFWS funded project in Congo and most recently, WWF - Belgium has become a strategic funding partner supporting our Malawi Parks and Liuwa Plain.



The Wyss Foundation is a private charitable foundation dedicated to supporting innovative, lasting solutions that improve lives, empower communities, and strengthen connections to the land. In 2018, the Foundation continued their support of Akagera National Park in Rwanda and the three parks in Malawi; Liwonde National Park, Majete Wildlife Reserve and Nkhotakota National Park, and Pendjari National Park in Benin. Their continued funding is part of the ground-breaking commitment of US\$65 million to African Parks in the form of challenge grants for five new parks, and which began supporting Bazaruto Archipelago in Mozambique this year.



*“African Parks embodies the focused mission, disciplined methodology and passion for execution that we have come to appreciate. They are an example of a growing, impact-obsessed organization.”*

ACACIA CONSERVATION FUND  
(ACF)

# A global commitment

We are deeply appreciative to all of our donors who make our work possible – including those who prefer to remain anonymous.



## GREATER THAN US\$1 MILLION

Government of Benin  
Don Quixote Foundation  
Dutch Postcode Lottery  
European Union  
Fondation Segré  
The Jonathan & Jennifer Oppenheimer Foundation  
Steve & Corinne Koltes  
National Geographic Society  
Niessen Family  
People's Postcode Lottery  
The Rob and Melani Walton Fund of The Walton Family Foundation  
Save the Elephants & Wildlife Conservation Network's Elephant Crisis Fund  
Stichting Natura Africæ  
U.S. Agency for International Development  
U.S. Department of State  
The Wildcat Foundation  
The Wyss Foundation

## US\$500,000 to US\$1 MILLION

Acacia Partners  
Arcus Foundation  
Fondation des Savanes Ouest-Africaines (FSOA)  
U.S. Fish and Wildlife Service  
WWF - The Netherlands  
WWF - U.S.  
WWF - Zambia

## US\$250,000 to US\$499,999

Dutch Ministry of Agriculture, Nature & Food Quality  
Kibali Gold Mine/Randgold Resources Ltd  
Government of Rwanda  
Stichting Dioraphte  
Swedish Postcode Foundation  
WWF - Belgium

## US\$100,000 to US\$249,999

T.A. & Currie Barron  
Fondation Philanthropia  
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Elizabeth Schwartz & Michael Moran  
Stichting Amfortas  
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United Nations Development Programme  
U.S. Forest Service  
Marc & Katrien Verhagen-Cammaert  
Christian & Regina Wildmoser  
Wildlife Conservation Network's Lion Recovery Fund  
The Woodtiger Fund  
Young Ambassadors

## US\$50,000 to US\$99,999

Community Conservation Fund for Africa (CCFA)  
Eyes on You Safaris & Kyle & Ruth de Nobrega  
Explorers Against Extinction  
Fonds voor de Lokale Gemeenschappen  
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The Krimendahl/Saint-Amand Foundation  
Leopardess Foundation  
Paolo Mapelli & Anita Mishra  
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## US\$25,000 - US\$49,999

Mike Beets  
Erik E. & Edith H. Bergstrom Foundation  
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Bijleveld Stichting  
Nicholas J. Butcher & Heather Ann Saunders  
Jonathan Cummings & Holly Hegener  
Jaime De La Garza  
The George L. Ohrstrom, Jr. Foundation  
Giraffe Conservation Foundation

Emma & Todd Goergen  
Uwe & Daniela Krueger-Greiner  
Living Desert  
Boudewijn Molenaar  
Natura Belgium  
Stichting Groenling  
Dick & Hester Verbeek  
The Wege Foundation

## US\$10,000 - US\$24,999

Gert-Jan Antvelink & Esther de Bree  
Emirates  
Empowers Africa  
Spencer & Calla Fleischer  
René Hooft Graafland  
Mia Hunsicker  
Isdell:Flowers Cross Border  
Malaria Initiative  
Bart van Kasteel & De Kat Family  
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The Sue & Eugene Mercy, Jr. Foundation  
Ram Sundaram  
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Stephen Wolf  
Alex & Caroline Wynaendts

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Google  
U.S. Department of State  
Vulcan, Inc.

# Government Partners

**Our work is only possible with the support of our Government and our other local partners in each country in which we operate.**

Although the approach adopted by African Parks is one of delegated management, we still remain dependent on our host Ministries, Departments, Wildlife Institutions and Traditional Authorities to serve as the link to various sectors of government to secure approvals, licences, and permits and ensure general political and societal support for our actions. The stronger these relationships, the better the support provided for our activities, and the more successful the project. Their statutory roles are enshrined in the agreements, and their participation is ensured through approval of park business plans and participation on each parks' Board. We thank them all for the trust bestowed upon African Parks, and their commitment to conserving their country's resources.



## THE GOVERNMENT OF BENIN

The Government of Benin signed an agreement with African Parks in May 2017 to revitalise, rehabilitate and develop Pendjari National Park, one of the key remaining protected reserves in West, with the intension to extend the mandate to W National Park over time. The revitalisation of these parks is one of the 45 flagship projects of the "Revealing Benin" national investment programme, announced by the Presidency of the Republic of Benin in December 2016. The Minister of the Living Environment and Sustainable Development (Ministre du Cadre de Vie et du Développement Durable), José Tonato, and José Pliya, the Managing Director of the National Agency for the Promotion of Heritage and the Development of Tourism, have played an instrumental role in this partnership.



## MINISTRY OF WATER & FORESTRY, HUNTING & FISHING OF CENTRAL AFRICAN REPUBLIC (CAR)

The Ministry of Water and Forestry, Hunting and Fishing retains primary responsibility for sustainable management of forest resources, including oversight of commercial forestry operations and management of the national parks of the CAR. We began our work with the Ministry of Water and Forestry, Hunting and Fishing in Chinko in 2014; and the current Minister is Lambert Lissane Moukove.

## THE REPUBLIC OF CHAD

The Republic of Chad is African Parks' partner in the management of Greater Zakouma, an extensive ecosystem which includes Zakouma National Park and Siniaka Minia Wildlife Reserve, and also in the management of the new Natural and Cultural Reserve of Ennedi (NCRE). The Chadian Government, on the advice of the European Union, approached African Parks in 2010 to take on the management responsibility of Zakouma in order to put an end to the ongoing scourge of elephant poaching. The mandate agreement was signed in June 2010 and African Parks commenced management of the park and periphery in October of the same year. Abdelkerim Siddick Haggar is the Minister of Environment, Water and Fisheries and Madangah Ngamgassou is the Director of Wildlife.



## MINISTRY OF FOREST ECONOMY & SUSTAINABLE DEVELOPMENT OF THE REPUBLIC OF THE CONGO

The Ministry of Forest Economy and Sustainable Development has the task to execute national policy as defined by the President of the Republic of the Congo regarding sustainable development, forest economy and the environment. We began our work with this Ministry in Odzala-Kokoua National Park in 2010 under Minister Djombo and welcome Minister Madame Rosalie Matondo who was appointed in 2016. Under the Ministry we also work with Agence Congolais pour les Forêts et les Aires Protégées (ACFAP) which is represented by its Director General Paco Bockandza.



## INSTITUTE CONGOLAIS POUR LA CONSERVATION DE LA NATURE (ICCN) OF THE DEMOCRATIC REPUBLIC OF CONGO (DRC)

The ICCN is the semi-autonomous government authority charged with the management of protected areas in the DRC. The mandate of the ICCN is to control and patrol these protected areas, to collect and analyse data from the field and to facilitate tourism possibilities where possible. We began our work with the ICCN in Garamba National Park in 2005 under the leadership of Pasteur Cosma Wilungala.



## MALAWI DEPARTMENT OF NATIONAL PARKS & WILDLIFE (DNPW) & DEPARTMENT OF FORESTRY

The DNPW is the statutory organisation in charge of national parks, wildlife reserves and sanctuaries as well as wildlife management on communal lands in Malawi, while the Department of Forestry is responsible for the management of all forest reserves in the country. We began our work with the DNPW in Majete Wildlife Reserve in 2003, in Nkhotakota Wildlife Reserve and Liwonde National Park in 2015, and most recently Mangochi Forest Reserve in 2018. The Public Private Partnership Commission (PPPC) has played an instrumental role, particularly in the conclusion of the more recent projects.



## NATIONAL ADMINISTRATION OF CONSERVATION AREAS (ANAC) - MOZAMBIQUE

In December 2017, African Parks signed a 25-year management agreement with Mozambique's National Administration of Conservation Areas (ANAC) to restore, develop and manage Bazaruto Archipelago National Park, and revitalize it to become one of the leading and most productive marine protected areas in eastern Africa.



## RWANDA DEVELOPMENT BOARD (RDB)

The RDB is the government agency responsible for managing Rwanda's national parks and protected areas. Its mission is to transform Rwanda into a dynamic hub for business, investment and innovation, with a mission to fast-track economic development in Rwanda by enabling private sector growth. We began our work with RDB in Akagera National Park in 2010 and recognize Ms. Claire Akamanzi for her unwavering support of Akagera.



## ZAMBIAN DEPARTMENT OF NATIONAL PARKS & WILDLIFE (DNPW)

The Zambian DNPW works to protect and conserve Zambia's wildlife estates and to improve the quality of life among communities and maintain sustainable biodiversity. We began our work with the DNPW in Liuwa Plain National Park in 2003 and in the Bangweulu Wetlands in 2008. Paul Zyambo is the current Director.



## BAROTSE ROYAL ESTABLISHMENT (BRE) - ZAMBIA

The BRE is recognised by the Zambian Government as an official administrative entity in the Barosteland region, and as such, is an essential partner in the Liuwa Plain project. His Majesty Lubosi Imwiko II and the Limulunga Kuta (parliament) played an instrumental role in convincing the Zambian Government to conclude an agreement with African Parks in 2003 and have maintained an active role in guiding the project through the participation of two BRE representatives on the Liuwa Board.

# Institutional Information

We are extremely indebted to the support of all our Boards for their governance, leadership, oversight and financial support.

## AFRICAN PARKS NETWORK

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## AFRICAN PARKS (MAJETE) LIMITED, MALAWI

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Michael Eustace  
Khalid Hassen  
Brighton Kumchedwa  
Francis Mbilizi  
Baudouin Michel  
Patricio Ndadzela

## AFRICAN PARKS MALAWI LIWONDE AND NKHOTAKOTA

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Clement Chilma  
Michael Eustace  
Brighton Kumchedwa  
Mathews Matemba  
Hon. Chief Justice Anastasia Msosa (R)  
Patricio Ndadzela  
Martin Rickleton

## AFRICAN PARKS ZAMBIA (LIUWA) LIMITED

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Amussa Mwanamwambwa *[Former Speaker, Retired]*  
Prinse Mwendaweli Imwiko *[BRE Representative who replaced the late Mebelo Lubinda, Induna Angulu]*  
Misozi Ngulube Shipanuka (DNPW)  
Robin Pope  
Paul Zyambo (DNPW)

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(Community Representative)  
Misozi Ngulube Shipanuka (DNPW)  
Wim Plaizier  
Mwape Sichilongo  
(Community Representative)  
Paul Zyambo (DNPW)

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(Chairman, and Director General of Conservation Areas- ANAC)  
Cidalia Mahumane  
(Director of Cooperation- ANAC)  
Armando Guenha  
Martin Rickleton

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Thierry Aebischer  
Baudouin Michel  
David Zokoué  
Roland Mararv  
*(stepped out of the board in April 2018)*

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His Excellence Ambassador Gilles Desesquelles (Vice-President)  
M. Rozzi Teguil Abakar  
M. Amir Adoudou Artine  
M. Arracchid Ahmat Ibrahim  
Pr. Sultan Malloum  
Pr. Baudouin Michel  
Dr. Pierre-Armand Roulet

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Joséa Dosso-Bodjrenou  
Jean Marc Froment  
Ali Djafarou Tiémoko  
Kiansi Yantibossi

## GREATER ZAKOUMA, CHAD

BOARD  
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(Chairman and DG of MEEP)  
His Excellence Ambassador Gilles Desesquelles (Vice President)  
Ahmat Ibrahim Arrachid,  
DG DGRFF of MEEP  
Kemba Kya Dembil, DAJ of MEEP  
Baudouin Michel  
Pierre-Armand Roulet  
Carlo Paolini



# Our Financials

A fisherman in Bangweulu, Zambia © Lorenz Fischer

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# 2018 Financial Performance

African Parks has invested over US\$173 million in conservation over the last five years. In this same period, our annual group budget has grown by 148%, thanks to the continued support from our donors we have not had to draw from our internal reserves since 2013. In 2018 we surpassed US\$50 million annual group spend, with gross park revenue for the year reaching US\$4.8 million.

The financial highlights in this section are derived from the summary management accounts for the group. The management accounts are prepared on a cash basis and do not contain non-cash impacts, such as depreciation or profit and loss on exchange rates. All entities within the group aim to achieve a balanced budget by ensuring that income equals expenditure.

We remain thankful to our donors as **grant funding** accounted for 86% of our total group spend. Public institutions and individual donors were the biggest segments of our funding sources at 32% and 25% respectively. The African Parks endowment fund achieved a net return of 2.9% in 2018. This return was the lowest since inception as the world market index itself was negative in 2018. The slight positive return in our endowment reserves is a testimony to the effectiveness of the investment policy that has been set out by the African Parks funding committee. Total funds invested in the endowment fund was EUR 28.3 million (US\$ 32 million) at year-end. These funds are accounted for in Stichting African Parks Foundation's (SAPF), an affiliated entity of APN, books.

**Gross park revenue** funded 11% of park operations (2017: 10%). Akagera National Park, in Rwanda, remained the largest contributor towards gross revenue and contributed US\$ 2 million in the 2018 year.

**Group spending**, as reported in the management accounts increased by 16% to US\$50 million. The activities in Bazaruto National Park contributed US\$ 900,000 to the total spend while Pendjari National Park's spend increased to match its approved budget of US\$4.6 million.

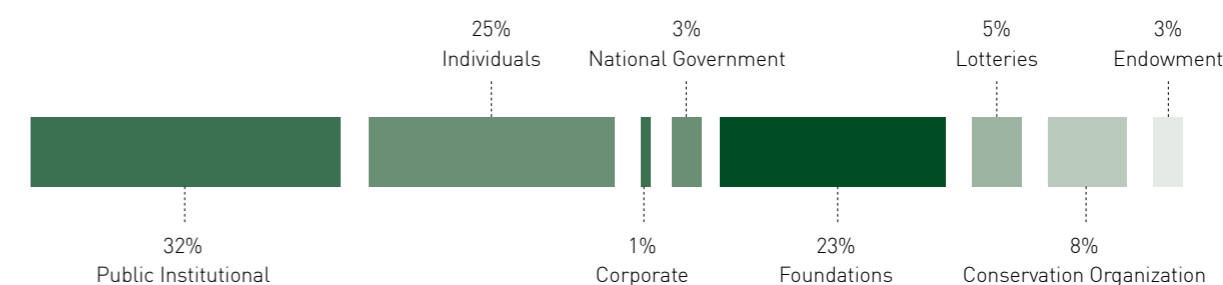
Overheads, represented by the cost of African Parks Network as a percentage of total costs, remained unchanged at 10%. SAPF and African Parks Foundation of America (APFA) are not reflected within the group results as they are separate legal entities. These two entities have the primary purpose of fundraising for the group.

**Capital expenditure** amounted to US\$ 10 million (2017: US\$ 10 million). US\$ 1.9 million of the capital expenditure was as a result of the investment in the new Magashi Lodge in Akagera. Other notable capital investments were the fencing materials for Mangochi Forest Reserve and the building of headquarters for Liuwa Plain National Park. The Ukulima Farms, donated to African Parks Network in 2017, were re-classified as non-current assets held for sale in 2018. It also had a fair value adjustment of US\$ 455,000 during the current year as the valuation was less than in 2017.

## Group Management Accounts

	Protected areas US\$'000	African Parks Network US\$'000	Total per management account US\$'000	Consolidation adjustments US\$'000	Total per financial statements US\$'000
<b>Income</b>	<b>45,306</b>	<b>5,103</b>	<b>50,409</b>	<b>(4,303)</b>	<b>46,106</b>
Grant funding	40,529	2,772	43,301	(3,777)	39,524
Gross park revenue	4,777	-	4,777		4,777
Endowment income	-	1,380	1,380		1,380
Cost recoveries	-	951	951	(526)	425
<b>Total group spending</b>	<b>(45,258)</b>	<b>(5,132)</b>	<b>(50,390)</b>	<b>4,141</b>	<b>(46,249)</b>
Operating expenditure	(35,342)	(5,039)	(40,381)	(5,868)	(46,249)
Capital expenditure	(9,916)	(93)	(10,009)	10,009	-
<b>Net surplus/(deficit)</b>	<b>48</b>	<b>(29)</b>	<b>19</b>	<b>(162)</b>	<b>(143)</b>

## Sources of Donor Funding



\* Excludes impact of consolidation adjustment of US\$6.6 million

A summarised group statement of comprehensive income is presented below. A consolidated operating deficit for 2018 of US\$674,000 (2017: deficit of US\$109,000) was recorded. Since the group operates on a balanced budget system, the deficit in the statement of comprehensive income was associated with the deferred taxation expense of US\$418,000 in Akagera and other unrealised foreign exchange losses.

Summarised group statement of comprehensive income for the year ended 31 December 2018

	2018 US\$'000	2017 US\$'000	% change
<b>Income</b>	<b>46,106</b>	36,876	
Donor income	39,524	31,587	25%
Endowment income	1,380	1,077	
Other operating income	5,202	4,212	24%
<b>Operating expenses</b>	<b>-45,742</b>	-36,799	24%
Employee benefit expenses	-17,263	-13,192	
Depreciation	-3,640	-3,583	
Other expenses	-24,839	-20,024	
<b>Results from operating activities</b>	<b>364</b>	77	
Net foreign exchange differences and finance revenue/(expense)	-507	28	
<b>Surplus/(Deficit) before taxation</b>	<b>-143</b>	105	
<b>Taxation</b>	<b>-419</b>		
<b>Surplus/(Deficit) for the year</b>	<b>-562</b>	105	
Other comprehensive loss	-112	-214	
<b>Total comprehensive (deficit)/surplus for the year</b>	<b>-674</b>	-109	

**Income** recognised is a function of expenses incurred. African Parks works on a balanced budget principle whereby donor funds received are first recognised as undrawn funds until utilised. Aligning ourselves to the business approach to conservation, costs incurred are first financed through operating income, followed by donor funding. The African Parks Network overhead costs are financed partly via the investment income generated by our endowment fund.

**Donor income** represents funds received that were used towards the funding of park activities. The total donor income recognised for the year increased by 25% to US\$39.5 million (2017: US\$31.6 million). Donor funds not yet utilised are categorised as undrawn funds.

**Other operating income** consists of gross park revenue as well as cost recoveries. Gross park revenue for the year was US\$4.8m (2016:US\$ 3.9m) and is included in the other operating income figure.

**Employee benefit expenses** is the largest cost category as our biggest investment remains in the people who ensure the efficient operation of the parks.

**Other expenses** include various field expenses such as aircraft, motor vehicles, maintenance costs as well as administrative expenses such as audit costs, board costs etc. The overall increase in expenses of 24% was partly due to the addition of Bazaruto's operations in the portfolio. There was also an increase in spending in Pendjari National Park in line with its approved budget.

**Net foreign exchange differences** represent a combination of bank charges, realised and unrealised foreign currency losses. The majority of the exchange differences arose out of African Parks Network from the revaluation of all the non-US denominated bank accounts during the period.

**Other comprehensive loss** reflects the movement in the foreign currency translation reserve.

Abridged group statement of financial position as at 31 December 2018

	2018 US\$'000	2017 US\$'000	% change
<b>Assets</b>	<b>US\$'000</b>	US\$'000	
<b>Non-current assets</b>			
Property, plant and equipment	25,174	19,765	
Investment property	-	6,320	
Non-current asset held for sale	5,865		
<b>Current assets</b>			
Inventories	679	402	
Receivables and prepayments	7,584	14,167	-46%
Cash and cash equivalents	24,128	5,272	358%
<b>Total assets</b>	<b>63,430</b>	45,926	
<b>Equity and liabilities</b>			
<b>Capital and reserves</b>			
Foreign currency translation reserve	-1,743	-1,631	
Retained earnings	1,829	1,278	
Maintenance reserve	321	321	
<b>Non-controlling interest</b>	<b>-359</b>	-149	
<b>Non-controlling liabilities</b>			
Deferred taxation	418		
<b>Current liabilities</b>			
Provisions	178	1,022	
Trade and other payables	3,201	2,947	9%
Undrawn funds	28,837	16,367	76%
Deferred income	30,748	25,771	19%
<b>Total equity and liabilities</b>	<b>63,430</b>	45,926	

**Property, plant and equipment** include infrastructure improvements, motor vehicles, aircraft, plant and machinery, furniture and fittings and other fixed assets. During 2018, an additional US\$ 10 million was invested in tangible fixed assets. This additional capital expenditure included an amount of US\$1.9 million invested in the construction of Magashi Lodge in Akagera.

**Non-current assets** held for sale represent the Ukulima Farms which were donated in the prior year and initially reflected as Investment Property. The Farms were revalued down by US\$454,000 in the current year after a valuation was done.

**Receivables and prepayments** include receivables from related parties of US\$ 4.7 million (2017: US\$ 11.8 million). The related parties consist mainly of donors as well as our affiliate organisations.

**Trade and other payables** include various accruals and other suppliers.

**Undrawn funds** represent grants received that were not utilised in the current year. The reason for non-utilisation was either because they represent unearmarked funding that will be utilised in 2019 or because they are earmarked for specific activities that are yet to take place. These are held as cash as well as receivables and are only disbursed in the earmarked project and the earmarked period. The increase in the undrawn funds was partly explained by the increase in European Union funds held by US\$4.8 million.

**Deferred income** represents donor funds that have been spent on the acquisition of property, plant and equipment. Deferred income is released to profit or loss as donor income as and when these items are depreciated. This treatment of deferred income allows for better matching of income and expenses.

Abridged group statement of changes in equity  
for the year ended 31 December 2018

	Foreign currency translation reserve US\$'000	Maintenance reserve US\$'000	Retained earnings US\$'000	Total US\$'000	Non- controlling interest US\$'000	Total US\$'000
Balance as at 01 January 2017	-1,416	321	2,080	985	-153	832
Surplus for the year			80	80	25	105
Other comprehensive loss	-215			-215		-215
<b>Balance as at 01 January 2018</b>	<b>-1,631</b>	<b>321</b>	<b>2,160</b>	<b>850</b>	<b>-128</b>	<b>722</b>
<b>Deficit for the year</b>			<b>-331</b>	<b>-331</b>	<b>-231</b>	<b>-562</b>
<b>Other comprehensive loss</b>	<b>-112</b>			<b>-112</b>	<b>0</b>	<b>-112</b>
	<b>-1,743</b>	<b>321</b>	<b>1,829</b>	<b>407</b>	<b>-359</b>	<b>48</b>

The **maintenance reserve** represents funding held as reserves for future maintenance of the helicopter owned by African Parks Network.

The **foreign currency translation reserve** is the result of the consolidation of parks that have functional currencies other than the US Dollar.

Abridged group cash flow statement  
for the year ended 31 December 2018

	2018 US\$'000	2017 US\$'000
Net cash inflow/(outflow) from operating activities	11,418	-8,673
Net cash outflow from investing activities	-10,007	-10,084
Net cash inflow from financing activities	17,445	20,179
<b>Net increase in cash and cash equivalents</b>	<b>18,856</b>	<b>1,422</b>
Cash and cash equivalents at the beginning of the year	5,272	3,850
<b>Cash and cash equivalents at the end of the year</b>	<b>24,128</b>	<b>5,272</b>

**Cash and cash equivalents** consisted of donor funds received but not yet spent on the designated programmes. The increase in cash held at year end was as a result of the increased undrawn funds balance at year-end.

# Summary Financial Statements

The accompanying summary group financial statements (the "summary financial statements") comprise a summary of the audited financial statements of the group for the year ended 31 December 2018 (the "financial statements"). The financial statements were approved by the Board on 02 April 2019. These summary financial statements were published on 30 April 2019.

The financial statements were prepared by Ayesha Jackaria, CA(SA), Finance and Administration Director, and are available on our organisation's website. This section provides the abridged summaries of the financial statements with commentary thereon.

## BASIS OF PREPARATION

The summary financial statements are prepared in accordance with the framework concepts and the measurement and recognition requirements of International Financial Reporting Standards (IFRS), and the requirements of the Companies Act of South Africa. They do not contain all the disclosures required by International Financial Reporting Standards, and the requirements of the Companies Act applied in the preparation of the group financial statements and should be read in conjunction with the financial statements for the group for the year ended 31 December 2018. The summary financial statements are prepared on a going concern basis.

This summarised report is extracted from audited information but is not itself audited. The annual financial statements were audited by KPMG Inc, who expressed an unmodified opinion thereon. The audited annual financial statements and the auditor's report thereon are available for inspection at the company's registered office. The directors take full responsibility for the preparation of the summarised financial statements and the financial information has been correctly extracted from the underlying annual financial statements.

## Governance:

Sound governance, disciplined internal controls and professional financial management are core focus areas at African Parks.

The main governing body, African Parks Network, based in Johannesburg, South Africa, is a registered non-profit company in terms of Section 10 of the Companies Act of South Africa. African Parks Network is the strategic and decision making entity that is responsible for the business plan of each park, determining capital investments, operating budgets, standard operating procedures and appointing skilled park management.

The African Parks Network Board, consisting of one executive and seven non-executive Board members, is responsible for the overall governance of the organisation. Three specialised sub-committees, the Finance, Risk and Audit Committee, the Remuneration and Human Resource Committee and the Conservation Committee, ensure additional focus on governance.

Each park managed by African Parks has a local Board set up in country. Each Board is represented by partner institutions, key stakeholders and African Parks Network, and is directly accountable to government for the professional management of the park. Parks are required to operate in accordance with the Standard Operating Procedures determined by African Parks Network.

Park management reporting disciplines include the preparation of monthly management accounts, annual budgets and annual business plans, which are reviewed by African Parks Network management in Johannesburg. All employees are required to sign a code of conduct and to observe the highest standards of ethics. Liaison with African Parks stakeholders, identified as local government, local communities, donors, employees and affiliated organisations, is conducted through formal channels of communication as specified in the Standard Operating Procedures Manual.

The African Parks Network group financial statements, comply with International Reporting Standards (IFRS) and are audited by KPMG South Africa.

African Parks Network has affiliated organisations in The Netherlands, the USA and Switzerland. These are Stichting African Parks Foundation (The Netherlands), African Parks Foundation of America (USA) and African Parks Stiftung Schweiz (Switzerland). These entities have charitable status and their role is to further the mission of African Parks. These separate legal entities are governed by independent Boards, but are bound by a collaboration agreement which ensures a common purpose for all.

## Join Our Network

Our tireless efforts to protect Africa's wildlife and wild places are inspired by the unwavering passion and dedication of African Parks' global community. This is a diverse network of supporters, made up of local residents who live in and around the parks we manage, to heads of state and business leaders from the world's largest cities, underscoring that everyone has a part to play in conserving our natural heritage. Collectively, we can galvanize governments, institutions, foundations and companies to come together and create a more optimistic future for wildlife and people across Africa.

We would love for you to be a part of this network and there are many ways to get involved: Visit the parks, spread the word, host an event, join a special African Parks journey, make a donation, or put us in your will.

We are very interested in hearing from you and hope you will get in touch:

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If you would like to donate directly online, please visit [africanparks.org/donate](http://africanparks.org/donate)

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+27 11 465 0050

*“By partnering with African Parks we have found a powerful way to bring our expertise and help unlock environmental, social and economic value. We share a deep passion for conservation and a desire to see Africa's wildlife, nature and people thrive for future generations to come. Seeing the impact of what African Parks does and working with their teams has been inspirational in so many ways”*

NADER ELKHWEET, BAIN & COMPANY SOUTH EAST ASIA





[africanparks.org](http://africanparks.org)