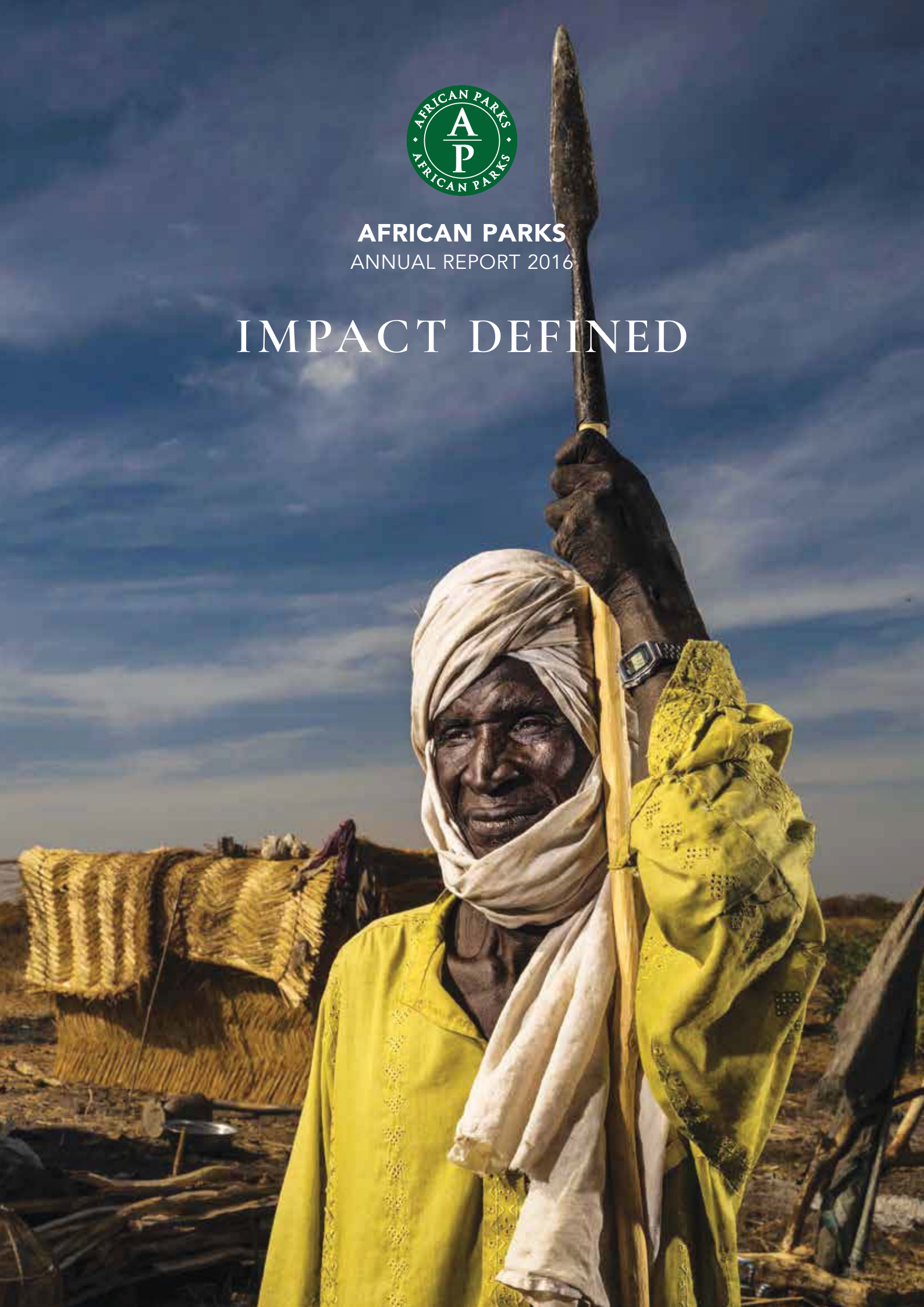




AFRICAN PARKS
ANNUAL REPORT 2016

IMPACT DEFINED



“To our men and women who put their lives on the line every day to protect Africa’s wildlife and safeguard communities, we at African Parks pay tribute to your commitment and honour your sacrifices.”



African Parks

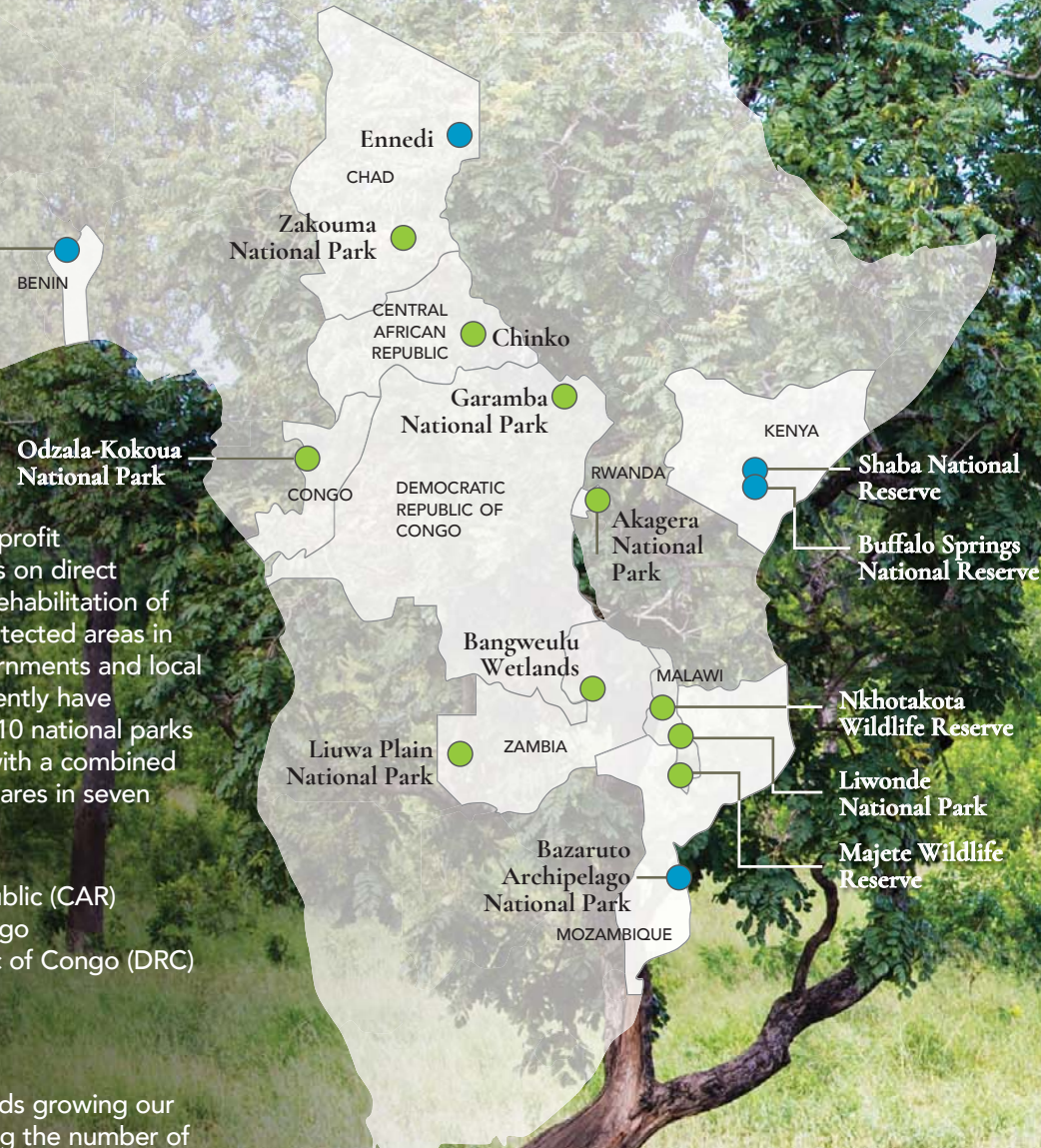
African Parks is a non-profit organisation that takes on direct responsibility for the rehabilitation of national parks and protected areas in partnership with governments and local communities. We currently have mandates to manage 10 national parks and protected areas with a combined area of six million hectares in seven countries:

- Chad
- Central African Republic (CAR)
- The Republic of Congo
- Democratic Republic of Congo (DRC)
- Rwanda
- Malawi
- Zambia

We are working towards growing our portfolio and increasing the number of parks under management. Prospective parks include Ennedi in Chad, Pendjari National Park in Benin, Bazaruto Archipelago in Mozambique and Shaba and Buffalo Springs National Reserves in Kenya.

Our vision is to manage 20 parks by 2020 with a combined area of 10 million hectares under management.

- Current
- Parks in Development



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Chairman's Message

Robert-Jan van Ogtrop

I was fortunate to have visited Zakouma National Park in Chad in 2010, and to be present for the signing of the agreement with the Chadian Government for African Parks to assume management of this unique but challenged park.

I saw Zakouma at the onset, ravaged after eight years of catastrophic poaching that reduced the once 4,300 elephants in 2002 to fewer than 500 in 2010. Years of losing the battle and the inability to prevent the Janjaweed from ransacking the park which had created instability making the larger region unsafe, African Parks was invited in to help secure Zakouma and rewrite the narrative of this once vibrant and flourishing park.

It was not for the faint of heart, nor was it without tremendous loss. In our second year, six of our rangers were gunned down by poachers execution-style during their morning prayers before going out on patrol. Undeterred, we improved the law enforcement, built needed infrastructure and worked with the local communities to gain their trust and build support.

Six years later our impact is palpable. Between 2011 and 2015 we did not lose one elephant to poaching. I visited Zakouma two more times since my first visit in 2010, and was there in 2016, the year we were able to document for the first time in over a decade that Zakouma's elephants were finally on the rise. We counted 81 elephant calves under the age of three years old. In 2011, we counted just one. Four schools now exist benefitting more than 1,500 children. And just this year we had the official opening of Camp Nomade, a luxury and mobile tented tourist camp generating needed revenue and garnering rave reviews, putting Chad on the map as a burgeoning wildlife destination. The park is open for business. Employment has tripled, and the region is benefitting from this nucleus of good governance. Zakouma serves as a living model as to what is possible with effective management.

When people ask me about African Parks, what we do and what our impact is, I often tell them this tale of Zakouma's rise from the ashes, this unlikely story of redemption and not just for the elephants, but perhaps for humanity. African Parks was called in to protect the remaining elephants, and while that was core to what

we did, and do every day, the implications of that were profound. Wildlife is being restored and the park is regaining its natural function. Local people have gained a security network, and stability has been achieved not just in the park, but in the greater landscape across an astounding four million hectares. For the first time in their collective memory, people have stopped living in fear; they can send their children safely to school; they are employed; and they can see themselves in their own future. All of this, we believe, is tied to the effective protection and management of the park. And this isn't just happening in Zakouma; I could tell equally successful stories from all the other nine parks under our management.

We often talk about the ripple effects of well managed protected areas; here we let these stories speak for themselves. This report is about defining African Parks' impact across the continent and I hope you are as moved and convinced as I am about the value of our model.

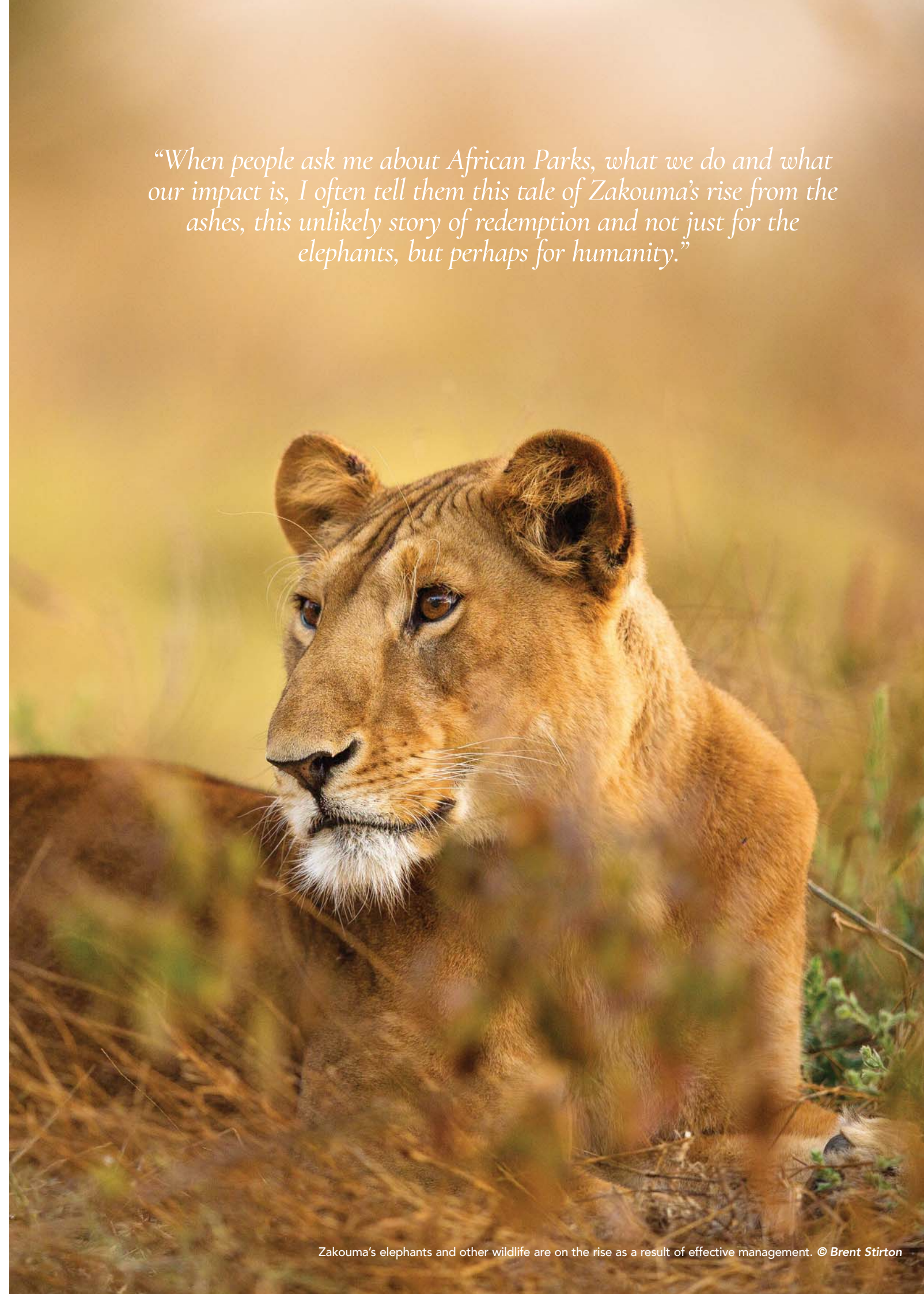
While the challenges for Africa's wildlife are immense, from insatiable demand for wildlife products, civil unrest and regional terrorists wreaking havoc on natural resources, to long-term threats of global warming, we are seeing a critical ground swell of support for African Parks and our model of park management and accountability. Knowledge of our impact is spreading, from Presidents to donors and collaborators, who are making incredible commitments in joining with us to rewrite the future of Africa's wildlife.

In closing, I would like to thank all the people working with and for African Parks for the great achievements that have been realised in 2016, both in the parks as well as at the head office in Johannesburg.

Furthermore, on behalf of myself and everyone at African Parks, I extend my heartfelt thanks to everyone who has supported us over the years. We couldn't do what we do if it weren't for your ongoing commitment.



"When people ask me about African Parks, what we do and what our impact is, I often tell them this tale of Zakouma's rise from the ashes, this unlikely story of redemption and not just for the elephants, but perhaps for humanity."



CEO's Executive Summary

Peter Fearnhead

When talking about impact, we need to start with the beginning, from where we came. African Parks was founded in 2000 in response to the scarcity of functioning and well-managed protected areas, despite there being more than 1,200 that have been formally recognised across Africa.



Few people understand the breadth and depth of impacts that arise from properly functioning protected areas. Just days ago, I received a note of thanks for the efforts of our team in Garamba (DRC), who 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. International humanitarian and peacekeeping forces were also alerted, but it was the Garamba team that responded, saving the young man's life. As I write this report, our staff in Chinko (CAR), are providing safety and security to over 250 refugees who have fled the atrocities and violence that resulted in 25 of their family members being slaughtered in the neighbouring town of Bangassou. Our efforts may be intended for the long-term sustainability of wildlife and natural habitats, but in so doing, they also bring about stability, safety and security to some of Africa's most vulnerable people.

When talking about impact, we need to start with the beginning, from where we came. African Parks was founded in 2000 in response to the scarcity of functioning and well-managed protected areas, despite there being more than 1,200 that have been formally recognised across Africa. From the start, our mandate was clear: to take on the direct responsibility for the rehabilitation and long-term management of parks on behalf of governments to save wildlife, restore wild landscapes and ensure sustainable livelihoods for local communities. And we have stayed the course.

Today, African Parks is responsible for the largest area under conservation management in Africa with 10 parks in seven countries spanning six million hectares (or just over 23,000 square miles) and we have by far the largest

counter-poaching force of any NGO on the continent with over 830 rangers. The scope of our involvement is immense: from law enforcement including patrols, arrests, convictions, and confiscations to our wildlife conservation measures including reintroductions, translocations, monitoring, and human-wildlife conflict mitigation. For surrounding communities, we establish mechanisms whereby they can engage with the park and ensure local interests are considered in management decisions. We construct and fund schools and provide teacher salaries in the belief that education will always reap long-term societal dividends. We facilitate enterprise development that enhances sustainable livelihoods; an emphasis on tourism generates employment opportunities and provides needed revenue to help sustain the parks; and we are witnessing an increase in wildlife populations of all key species in Majete (Malawi), and the elephant population in Zakouma (Chad).

Our efforts are numerous, and their impacts transformational. In some of the areas where we work, our rangers are the only stabilising force in the region and the only lifeline for both wildlife and people. In Garamba, our rangers not only risk their lives protecting elephants but are the first and only responders to rescue or evacuate people affected by the Lord's Resistance Army (LRA) and other militarised forces. Neighbouring communities are finally experiencing improved livelihoods and opportunity. We can say with conviction that these places are better off as a result of our management, and that we are making an impact. I am proud to share some of the highlights achieved over the past year.

2016 was the beginning of a remarkable period of restoration. Two of our newest parks in Malawi (Liwonde and Nkhotakota) served as the foundation for one of the largest elephant translocations in history. Immense achievements were made in a short period of time, including fencing park perimeters, grading of roads, training and equipping new rangers. A total of 261 elephants were successfully translocated from Liwonde to Nkhotakota with a further 239 to be moved between June and August of 2017. The objective is to restore Nkhotakota while reducing human-wildlife conflict and pressure on habitats in the two source parks. A total of 1,117 animals of other species including sable, buffalo, zebra, kudu and impala were also translocated to Nkhotakota.

Today, African Parks is responsible for the largest area under conservation management in Africa

We were fortunate to have Prince Harry join the translocation project for three weeks, where he rolled up his sleeves and threw himself into all aspects of this large

operation. He also joined me in a meeting with the Malawian President, His Excellency Professor Peter Mutharika, to discuss the elephant translocation, incorporation of a forest reserve into the African Parks mandate, and the overall work of African Parks in the country.

In 2016 we also saw carnivores rebounding with the lion population doubling in Akagera (Rwanda), a park that up until August 2015 had not had lions for nearly 20 years. New cubs were born in Majete, a park where we reintroduced lions in 2012. To improve genetic diversity, an additional male lion was successfully reintroduced to Liuwa Plain (Zambia), and two new cubs were confirmed. These additions added to the growing pride where up until recently Lady Liuwa, the last lioness, had roamed the park alone after years of poaching.

Effective law enforcement is one of our pillars at African Parks. This year alone, these incredible rangers were responsible for more than 600 arrests, for seizing more than 150 arms, and removing more than 32,000 wire snares that would otherwise contribute to the bushmeat crisis and wreak havoc on wildlife. Due to these rangers' efforts, we have managed to more than double the number of large mammals in Akagera and poaching in the park is at an all-time low. In Majete we achieved another year with not one rhino or elephant lost to

2016 was the beginning of a remarkable period of restoration for African Parks. Two of our newest parks in Malawi served as the foundation for one of the largest elephant translocations in history.



Prince Harry joined African Parks for the first part of the elephant translocation which saw the movement of various species. Here Prince Harry (right) and Roy Hensberg helped translocate a male rhino from Liwonde to Majete. © Frank Weitzer

poachers since their reintroduction in 2003 and 2006, respectively. In Zakouma, thanks to our anti-poaching efforts, elephants are finally secure enough to breed. We counted 81 elephant calves under the age of three years old in March of this year, up from just one individual in 2011. Elephants in this landscape are finally on the rebound resulting in their population surpassing 500 individuals, confirming this herd is on the rise after a decade of decline. Rangers in Odzala (Republic of Congo) were able to arrest a high-profile elephant poacher, and thanks to collaboration with the Mbombo village, accomplices were also arrested and handed over to authorities. In just two years, in Chinko, our rangers ensured that a core area spanning 2,000 km² was kept free of herders and their cattle, allowing a rebound in species like the Eastern giant eland, Defassa waterbuck and Nile buffalo as well as more frequent sightings of lion, wild dog, chimpanzee and even elephant.

In protecting these parks from often heavily militarised poachers, our men are constantly in harm's way. In April, we were devastated by the shootout with elephant poachers in Garamba that took the lives of three of our rangers and wounded a fourth ranger and our Park Manager. These events rock us to our core and we were grateful for the tremendous support we received from around the world. Garamba remains heavily targeted by dangerous gangs, so in June we enacted our revised law enforcement strategy and expanded and strengthened every facet of our operations. Although the park lost 100 elephants in the first half of the year, in the second half, following the implementation of our new law enforcement strategy, only seven elephants were poached.

What is good for wildlife, is also good for people. We see time and time again that the benefits of effective park management have cascading effects on wildlife and humans alike. For some parks, we are one of the largest employers in the region. Chinko, with 300 staff, is the largest employer outside of Bangui, the capital of the Central African Republic, and is by far the largest tax payer in the eastern part of the country. In Zakouma, more than 1,500 children have benefited from Elephant Schools, and in Bangweulu (Zambia), pre-loaded ZeduPads (rugged solar-charged tablets pre-loaded with the full Zambian educational curriculum) are delivering educational material to hundreds of local children.

Restoring a park's biodiversity can increase tourism. We have seen this occur in Akagera, which is now 60 percent self-financed. In January, we entered an important partnership with the award-winning Norman Carr Safaris to construct the luxury King Lewanika Lodge in Liuwa (Zambia). Set to open in April of 2017, it will bring much needed employment and tourism revenue to this still undiscovered park, home to the second largest wildebeest migration on the continent. Majete, a park that had no tourists and therefore no revenue prior to 2003, to a system today that hosts more than 8,000 tourists and generates in excess of US\$400,000 in gross revenue. These funds help support park management as well as important community projects.

We are closing 2016 with some exciting prospects regarding new parks, setting the scene for another chapter in our growth. We also received an astounding commitment from the Wyss Foundation who pledged an unprecedented commitment of up to US\$65 million over several years in support of this plan, enabling us to commit to five new parks while providing continued



Local children derived numerous educational benefits from Odzala's Community Development Programme. © Marcus Westberg



African Parks' ranger force comprised 830 individuals this year. © Thomas Nicolon

support to our existing parks in Malawi and Rwanda. Funding for the new parks is in the form of challenge grants that will be unlocked if matching funds can be raised to support the long-term stewardship of the parks. It is both my and Mr. Hansjörg Wyss's hope that this matching condition inspires others to join us in changing the trajectory of conservation in Africa.

Regarding potential new parks, Ennedi (Chad), which was declared a World Heritage Site in July, Shaba and Buffalo Springs (Kenya), Bazaruto (Mozambique), Pendjari (Benin) and possible parks in Zimbabwe and Zambia are all progressing down the pipeline, getting us closer to our target of 20 parks and conserving more than 10 million hectares by 2020. 2017 will be a year of restoration, including the second half of the elephant translocation in Malawi, the reintroduction of predators including cheetah into Liwonde and reintroducing Eastern black rhino to Akagera.

Effective management of protected areas – as a strategy to secure key representations of habitats and their respective species – has never been more pressing nor more paramount. The EU Wildlife Conservation Strategy for Africa states that, *'if biodiversity cannot be protected in protected areas, there is little chance that it can be preserved elsewhere given the pressures on biodiversity*

and the speed with which biodiversity is being degraded across Africa. A pragmatic and realistic approach is required that recognises that we cannot protect biodiversity everywhere.' The African Parks model is that pragmatic approach and is a proven solution for effective management of protected areas across the continent.

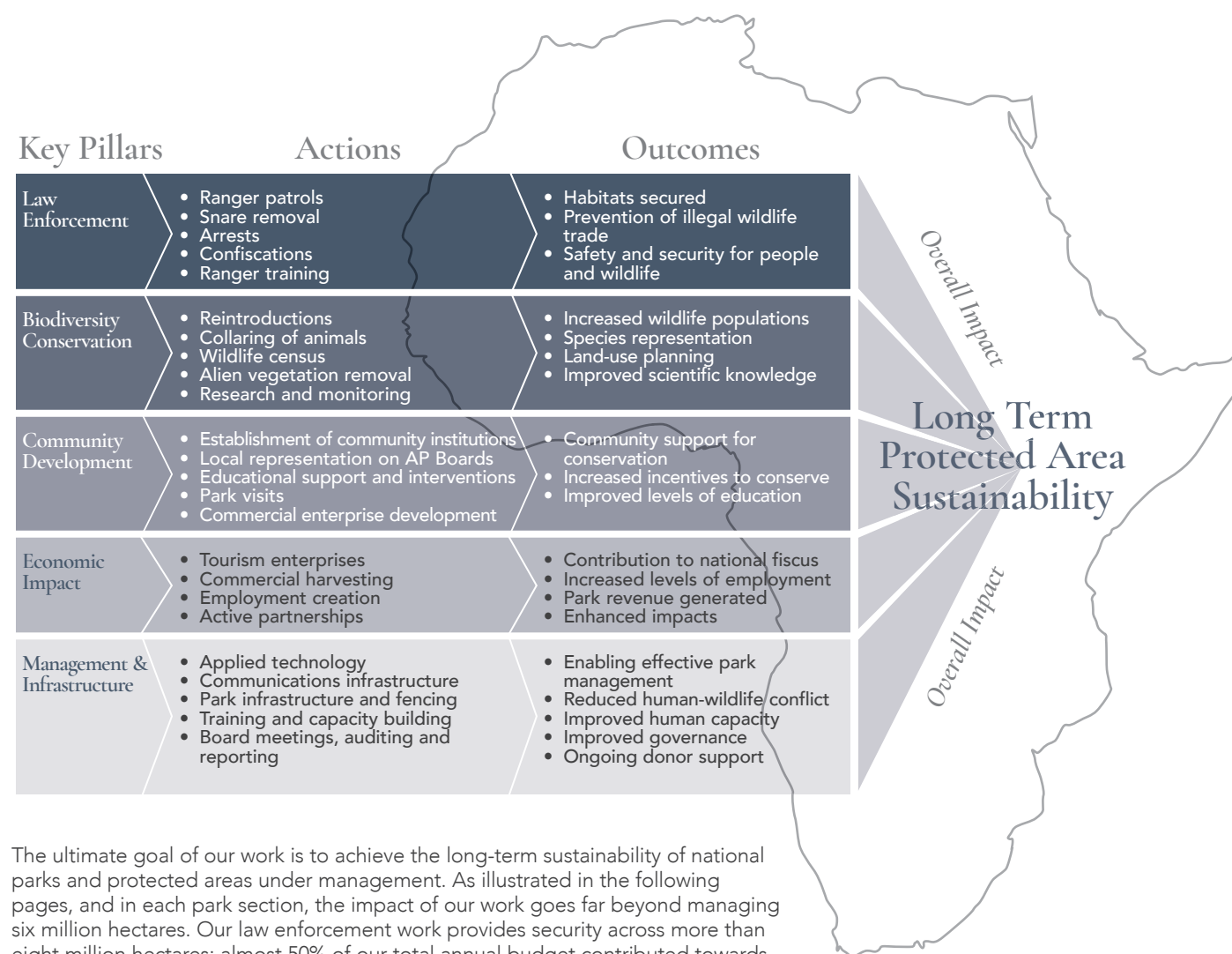
Achieving our vision of 20 parks under management by 2020 is essential, not only for the conservation of Africa's wildlife and biodiversity, but also for its impact on people. We hope that our work will serve as a living example of possibility, and inspire others to get involved and join us in shaping the future of Africa.

I would like to close by extending my sincere gratitude to our government partners who entrust the management of their parks to us. I would also like to recognise our dedicated supporters whose generosity and shared vision continues to enable us to deliver the impacts covered in this report. I am also grateful to our three Boards, African Parks Network, Stichting African Parks Foundation and African Parks Foundation of America for their guidance and unwavering support and of course to the entire team, who are the implementers of our mission, day in and day out, and for whom I have the utmost regard.

Impact Defined

Founded in 2000 in response to the conservation crisis, African Parks pioneered the concept of Public Private Partnerships (PPPs) for the delegated management of state protected areas. Central to this concept is the separation of responsibilities, where the state is the owner of the park and responsible for legislation and policy, while African Parks is responsible for the execution of the management of the park. This separation of functions is essential for accountability and for African Parks to deliver results. This report aims to showcase the range of our work and outputs for 2016, all of which are necessary for long-term protected area sustainability.

The Five Key Pillars, Actions and Outcomes of Our Work

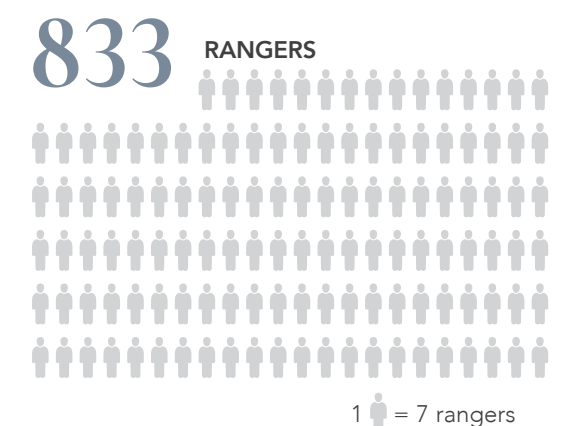


The ultimate goal of our work is to achieve the long-term sustainability of national parks and protected areas under management. As illustrated in the following pages, and in each park section, the impact of our work goes far beyond managing six million hectares. Our law enforcement work provides security across more than eight million hectares; almost 50% of our total annual budget contributed towards the economies of the countries in which we operate. More than 2.1 million people benefit in some way from the existence of the parks; and in some cases, the future of a host nation's species, such as elephants in Chad, Rwanda, Malawi and the Democratic Republic of Congo, rests largely in our hands.

Law Enforcement

Actions

Largest counter-poaching force



Ranger Patrol Days

77,529 PATROLS ↑23% from 2015

ARRESTS 644 **SNARES REMOVED 32,726**
↑140% from 2015



The most critical and foundational component for the long-term sustainability of any park is effective law enforcement, and this is our top priority. With the largest ranger force by far of any one NGO in Africa, African Parks provides safety and security for each park under management, surrounding communities and the broader region. This is a prerequisite for poverty alleviation, for economic development and for providing safety for wildlife and their habitats.

Confiscations



Odzala-Kokoua National Park, Congo

Outcome

6M ha patrolled and secured → **8M ha** stabilised

African Parks is fully responsible for the law enforcement of 10 parks under our direct management, spanning six million hectares. Our rangers are often the only security force, not only for areas around the parks, but across entire regions, providing stability for local people and almost doubling our impact.

Biodiversity Conservation

African Parks actively manages wildlife populations and their habitats, including translocating and reintroducing species, collaring and monitoring, conducting park-wide surveys and removing alien plant species. All of this is done with the aim of restoring ecosystems and preserving naturally occurring ecological processes, resulting in healthy watersheds, clean air, carbon sequestration, food security and overall better health for wildlife and people.

Actions

Wildlife Monitoring

175

animals collared and tracked



9 species collared

- rhino
- lion
- hyaena
- cheetah
- giraffe
- elephant
- shoebill
- eland
- buffalo

Reintroductions

Nkhotakota Wildlife Reserve

350 km

Liwonde National Park

CASE STUDY

Restoration of Nkhotakota

261 elephants reintroduced
1,117 game animals reintroduced
7 species were translocated to Nkhotakota

Outcome

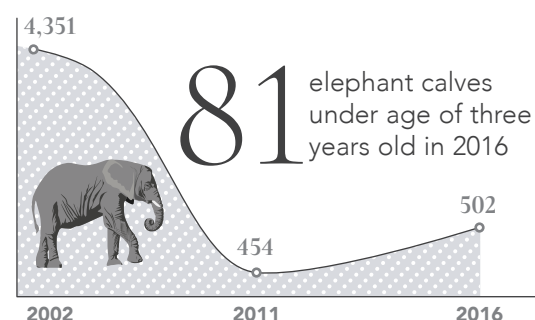


Restored ecosystems and preservation of naturally occurring ecological processes that result in healthy watersheds, clean air, carbon sequestration, food security, and overall better health for wildlife and people across the parks that represent four biomes

Wildlife Surveys

9 wildlife surveys in eight parks

ZAKOUMA AERIAL SURVEY



Zakouma's elephant numbers were reduced by 90% due to poaching between 2002 and 2011. Under African Parks' management, poaching has essentially been stopped and the elephant population is on the rise. In March 2016, we recorded 81 elephant calves under three years old, and the elephant herd surpassed 500 individuals for the first time in more than a decade.

Community Development

Parks are a choice of land use and therefore local people need to benefit from their existence in order to value them. African Parks provides a multitude of benefits to surrounding communities including establishing mechanisms where local people can engage with the park and ensure their interests are considered in management decisions. We construct schools and provide educational support in the belief that education will always reap long-term societal dividends; and we facilitate enterprise development that enhances sustainable livelihoods. These efforts build a constituency for conservation.



Local representation on all park Boards

Actions



9,580 local people received medical treatment

Engagement

Health

Education

Environment

23,000 people directly benefited from the parks

More than 3,650

children received an education through African Parks-supported schools

1 icon = 135 students

with 289 teachers supported



42,000 tree saplings planted

More than 9,500 children visited the parks at no cost

Actions

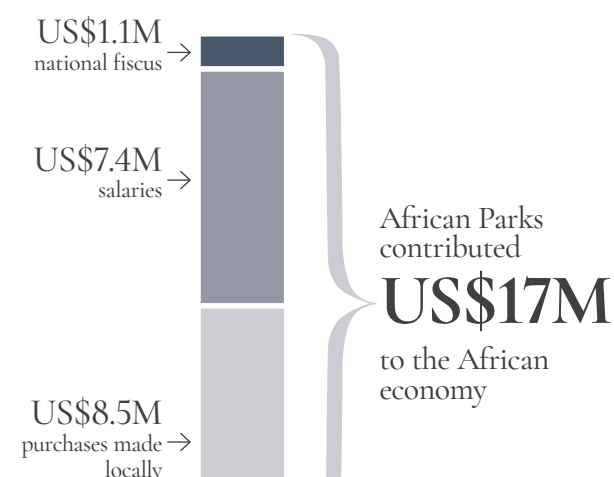
Outcome

2.1M people living in and around the parks benefit from their existence and their effective management

Economic Impact

Actions

Contribution to the economy



Properly managed parks make a direct contribution to local and national economies. African Parks is one of the largest employers in most of the regions where we work, providing employment opportunities for thousands of people. We enhance economic impact by investing in tourism and other conservation-compatible enterprises, with revenues going back to the parks and communities, aiding in economic development and poverty alleviation and reducing the parks' dependency on donor support.

Tourism

US\$3M in tourism revenue from the parks, a 35% increase from 2015



CASE STUDY

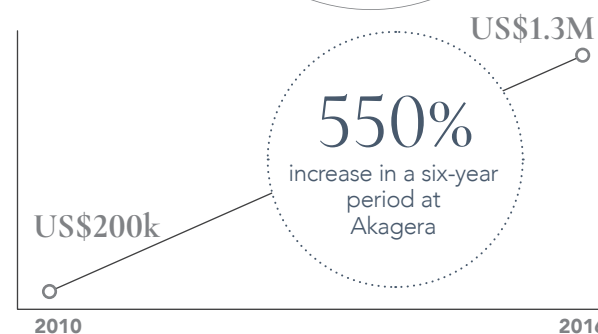
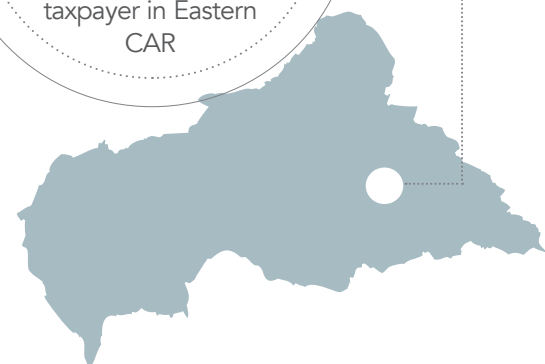
Akagera Tourism
36,250 visitors of which
18,770 were Rwandan nationals

CASE STUDY

Over **300** people employed in Chinko. African Parks is the largest employer for the country outside of the capital and the largest taxpayer in Eastern CAR

1,672 full-time
2,947 part-time

Chinko, CAR



Park revenue increased 550% in a six-year period making Akagera 60% self-financed

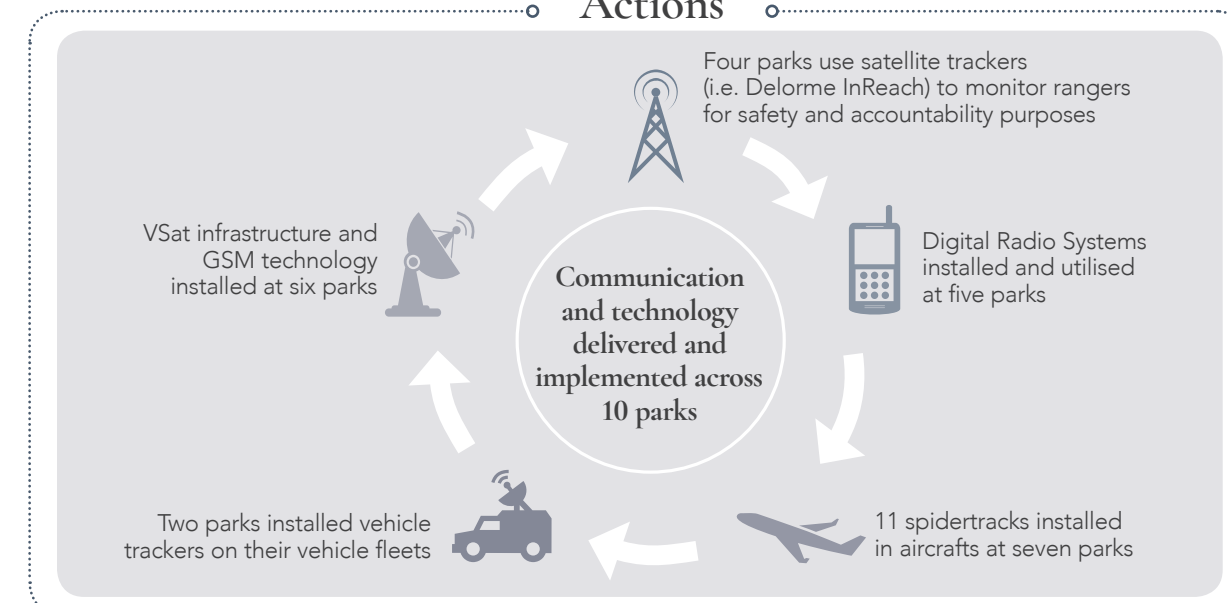
Outcome

US\$34.8M invested in conservation efforts across Africa

Management and Infrastructure

Good governance is essential for our success which is why each park is established as a separate legal entity registered in the host country, with a Board of Directors representing partner institutions, key stakeholders and African Parks. Each Board is accountable to the Government. To deliver good management, tremendous infrastructure is required including installing entire communication networks, building structures for thousands of staff, and grading thousands of kilometres of roads every year. When appropriate, perimeter fencing is installed to ensure local people are protected from conflict with wildlife. Our footprint is immense but it creates a platform for the long-term future for each and every park.

Actions



Park infrastructure and perimeter fencing

Auditing

10 unqualified audits for 10 parks

Outcome



An effective management footprint, ensuring accountability, transparency, good governance, and donor confidence to manage protected areas

258 structures built including offices, houses, operation rooms and
1,525 km of roads maintained across the parks

CASE STUDY

Liwonde
117 km of electrified perimeter fencing installed
71 fence monitors employed
0 people killed in human-wildlife conflict since July 2016



Liwonde National Park, Malawi

The Parks

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A juvenile western lowland gorilla at Odzala-Kokoua National Park. © Marcus Westberg



Majete Wildlife Reserve

Malawi
700 km²

African Parks project since 2003

Government partner: Malawi Department
of National Parks and Wildlife

The Wyss Foundation was the major funder
for Majete in 2016

0

rhinos and elephants
poached since 2003

8,018

tourists visited the park,
up 10% from last year





Craig Hay
Park Manager



Majete is leading the way as an example of protecting highly-threatened species with another year of zero poaching incidents for rhinos and elephants. This is a direct result of the effective law enforcement and 34 rangers on the ground. The reserve also served as a critical source for providing 502 game animals that were translocated to help restore Nkhotakota. Community development continued to be instrumental in growing local support for conservation with 1,100 environmental visits; 100 scholarships were provided to students for education; over 9,000 seedlings of various species were planted to aid in reforestation; and efforts continued to work towards the goal of reducing the incidence of clinical malaria by 80 percent in the surrounding communities. Majete also received numerous visits from high-level delegations who came to view the reserve as a model for park management.

Biodiversity Conservation

2016 saw another year where not one rhino or elephant was lost to poachers since their reintroduction in 2003 and 2006 respectively. Not only were these highly-threatened species protected, but our rhino population grew, with two rhino calves born in the reserve and a rhino bull translocated from Liwonde to increase genetic diversity. The lion pride also increased with the addition of a cub that was born mid-year, offspring from the second generation of introduced lions in 2012. Three of the adult lions were re-collared in August to ensure their long-term monitoring.

Due to the success Majete has achieved in the past decade in increasing wildlife populations, the reserve was able to provide numerous game species to the two other African Parks managed parks in Malawi to help repopulate their herds. A total of 502 animals were translocated to Nkhotakota, including 202 waterbuck, 200 sable and 100 kudu; while 25 eland and 23 zebra were moved to Liwonde. In return, Majete received 400 impala from Liwonde to supplement their own local herd. The presence of side-striped jackal was recorded for the first time by the Majete Wildlife Research Project. Researchers confirmed that Majete would be a good environment for a possible future introduction of

cheetah as we continue to restore the reserve as part of our overall management strategy. Preparations were made to ready the reserve for the second half of the historic elephant translocation, where 150 elephants will be translocated from Majete to Nkhotakota in July of 2017.

Law Enforcement

The success of Majete in protecting key species and the wider community was achieved through the commitment of the 34 full-time rangers who over the year carried out a total of 115 long patrols, 2,539 short patrols, 17 anti-poaching operations and 48 night operations. Fifteen incidents of poaching of warthog, sable antelope, kudu and a hyaena were detected; and 40 poachers were arrested during the year.

Training is essential in ensuring skills development and continual assessments are made to make sure rangers are prepared and up to the tasks at hand. Refresher training of Majete's law enforcement personnel was completed in April with various technical and tactical drills and practical field-based operations covered. Four rangers also completed their tactical anti-poaching tracker training course in Liwonde, and the seven newly



Majete's lion pride increased with the birth of another cub. © Marcus Westberg

recruited scouts started their basic training course in April. Other training included applied technology to better capture patrol data and help with monitoring. A workshop with participants coming from Liwonde and Nkhosakota was held in Majete on law enforcement investigations and information gathering to help increase the rate of both arrests and convictions. The results of their efforts speak for themselves with another year of zero poaching incidents for both rhinos and elephants and zero human-wildlife conflict incidents in the surrounding community.

Community Development

Education is a key component of community development in Majete. In 2016, environmental education outreach meetings were held in 35 schools with 2,321 students. The Majete Scholarship Programme processed and paid school fees amounting to US\$15,500, covering four University students and 100 secondary school students. Majete also financed the construction of Chiguma School, which will house 180 students and will be completed in early 2017.

The four participants for the African Parks Leadership Programme were selected from our parks in Zambia, Congo and Malawi. The programme is aimed at increasing capacity and skills of rangers and scouts and identifying key individuals that are likely to grow into management positions. The students spent training semesters at the Southern African Wildlife College in South Africa, and mid-year completed their practical workplace component at Majete. They benefited greatly by spending this time in the park and fulfilled tasks within law enforcement, community programmes, tourism, infrastructure management and conservation activities.

To restore and protect degraded areas, we worked with surrounding communities. This included the planting

of 7,180 tree seedlings and 500 bamboo seedlings, to provide a sustainable alternative fuel source for local communities. One thousand Neem tree seedlings were also supplied to provide timber for infrastructure. These were planted in surrounding schools by chiefs, parents and students at the start of the year.

Bee-keeping is an important income-generating activity at Majete and approximately a tonne of honey was produced for the year through traditional bee-keeping methods. The long-term goal is to transition to a semi-commercial production which will generate as much as 100 tonnes of honey, vastly increasing the economic returns for local communities. US\$4,000 was also generated for the 19 Community Based Organisations through the sale of locally produced products including honey, woven grass material, artwork, zitenje (a locally made fabric) and other items.

Malaria is an ongoing major health problem for local residents, which is why in 2012, Stichting Dioraphte, in partnership with African Parks, the Malawi College of Medicine, University of Wageningen, The Hunger Project, The University of Amsterdam and the Liverpool School of Tropical Medicine centre, initiated a state-of-the-art malaria research and prevention centre in Majete with the goal of reducing the incidence of clinical malaria by 80 percent in surrounding communities by 2018.

This collaboration informed communities on how to prevent malaria, through the provision of nets, structural house improvements, and the management of standing water by draining, filling or treatment with a non-toxic larvicide in order to reduce the spread of malaria around Majete. HIV/AIDS awareness campaigns were also organised in three law enforcement camps, where scouts and their spouses attended and had the opportunity for voluntary testing and were provided information on prevention.



Majete's environmental education programme reached over 2,300 children in 2016. © Marcus Westberg

Park Management and Infrastructure Development

2016 saw the completion of a range of construction projects which included the expanded environmental education centre and the newly erected leadership camp. African Parks continues to play a key role in the Environmental and Social Impact Assessment of the proposed irrigation canal to minimise negative effects on the reserve. The canal is a government project aimed at extracting water from the dam in Majete to support lower Shire Valley farmers and promote agriculture.

A delegation from the Zimbabwe Parks and Wildlife Management Authority and members of the Malawian Parliament visited Majete to gain practical insight into the African Parks model of park management. The Game Rangers Association of Africa spent a week at Majete, conducting a park assessment. This will assist management with the planning of strategic objectives and to provide feedback to continue improving the management for the reserve. These assessments formed management effectiveness tools that were trialed at Majete, and hold possible broader application for other African Parks projects.

Tourism

A new Tourism Development Plan was devised for Majete to maximise the potential of tourism for the reserve. This includes the outsourcing of Thawale Tented Lodge to Sunbird Hotel Group for 2017, a strengthened relationship with Robin Pope Safaris and the identification of a new lodge location outside the reserve boundary for 2018. The historical site of Thornton's grave (belonging to one of the party members on Livingstone's expedition up the Shire) was incorporated into the community visit to diversify the experience and to expose guests to the rich history of the area. The swimming pool was completed at the Day Visitors' Centre with the goal of helping increase tourism. Tourism revenue for the year amounted to US\$411,900, a 10 percent increase from the previous year with 8,018 tourists visiting the reserve, up from 7,318 in 2015.



Left: 200 sable were translocated from Majete to Nkhosakota Wildlife Reserve to supplement the local herd. Right: Majete's success in protecting key species and wildlife is in large part achieved through committed and well-trained rangers. © Marcus Westberg

Objectives for 2017

- > Translocate up to 150 elephants together with other plains game from Majete to Nkhosakota
- > Drive tourism marketing and occupancy at existing facilities to achieve a gross revenue target of US\$500,000
- > Maintain a zero-poaching incidence for rhino and elephant
- > Mitigate adverse effects of the planned construction of an irrigation canal through Majete
- > Oversee the outsourcing of the management of Thawale Lodge and Mwembezi restaurant to Sunbird Tourism Limited
- > Conclude agreement with new concessionaire for construction of a MICE (meetings, incentives, conferences and events) facility outside of the fenced reserve
- > Develop a carnivore management plan, and identify a potential source of additional lions for introduction in 2017
- > Implement the Community Engagement Strategy



Liuwa Plain National Park

Zambia

3,660 km²

African Parks project since 2003

Government partner: Zambia Department
of National Parks and Wildlife and
the Barotse Royal Establishment

Walton Family Foundation and
WWF-The Netherlands were the major
funders of Liuwa in 2016

Spotted hyaenas thrived with
an estimated population of over
500

76
arrests were made
for wildlife crime, resulting in
numerous convictions



Robert Reid Park Manager

Despite another difficult drought, Liuwa's carnivore populations prospered in 2016 with the birth of seven cheetah cubs, two lion cubs, the successful translocation of a male lion and data emanating from the long-term research done by the Zambian Carnivore Programme indicating high survival rates for spotted hyaena. The law enforcement team made strong advances in patrol effectiveness, arrests and convictions. The construction of the long-awaited luxury camp, King Lewanika Lodge with Norman Carr Safaris, broke ground and will open in April 2017.

Biodiversity Conservation

As a result of the continued drought conditions, water levels in the dry season were the lowest recorded in decades generating certain animal behaviour and other impacts not seen in years. Notwithstanding this drought, due to our effective law enforcement, community collaboration and research provided by our research partner the Zambian Carnivore Programme (ZCP), wildlife numbers continued to thrive.

Liuwa's lion pride grew from five to eight individuals with the successful introduction of a male lion and the birth of two cubs. The male was translocated from Mushingashi Conservancy, adjacent to Kafue National Park in Zambia, in September. This was done to increase genetic integrity of this small but growing pride. The birth of two cubs was confirmed in November. The new male was carefully selected with the assistance from ZCP and had been collared in Kafue before being transported to the specially constructed holding boma near Matiamanene. There, he was introduced to the resident male lion and they underwent an eight-week bonding period to ensure the best chance of successful bonding and survival. The males were released together in November. They immediately located the females and cubs without incident, and continued to patrol the same home range for the rest of the year.

Four hyaenas were re-collared and two new collars deployed. Data published by ZCP revealed a high survival rate across all sex and age classes of the 233 monitored hyaena. This was largely attributed to the abundance of prey species, limited human-carnivore conflict and low competition from the lion pride. The

park's cheetahs continue to breed successfully with three cubs surviving through to December. Five cheetahs were collared and monitored throughout the year and will provide us with important information on their movements and range. As a recovering ecosystem under effective management, Liuwa Plain represents a unique area in which to study carnivore interactions and the effects of their survival.

Liuwa's lion pride grew to eight individuals with the successful introduction of a male lion and the birth of two cubs

African Parks in conjunction with The Crane Foundation completed a wattled crane nesting survey designed to identify key threats and the breeding success of this magnificent bird. This species inhabits Liuwa's protected wetlands and is listed as Vulnerable under the IUCN Red List due to the widespread destruction of its habitat.

While Liuwa hosts the second largest wildebeest migration in Africa, joined now by increasing herds of zebra, tsessebe and lechwe, a new photographic aerial survey was preliminarily tested in April to assess the wildebeest and zebra population more accurately. This survey with some modifications will be officially done as part of our long-term biennial aerial survey programme. The re-introduced buffalo and eland herds continue to grow, with the buffalo herd reaching 120 individuals, up from the original group of 37.

Law Enforcement

Liuwa's law enforcement team was bolstered by the arrival of the new Park Ranger and Field Operations Manager. Greater emphasis was placed on patrol effort and efficiency through improved planning and resource utilisation (man power, equipment and vehicles), along with the implementation of a revised patrol strategy to deal with the unique law enforcement landscape in Liuwa. The use of Cybertracker and SMART technology allowed for continuous and accurate evaluation of patrol coverage and general field performance. The law enforcement team increased through the addition of nine village scouts who completed the mandatory three-month training course at the Department of National Parks and Wildlife (DNPW's) training centre in Kafue National Park. This, along with the absorption of confiscated firearms and the acquisition of new firearms, allowed us to establish an additional patrol unit, further improving our presence and coverage within the park.

Liuwa has continued its focus on upskilling our scouts through training and mentorship. An in-house training programme coupled with a skills qualification allowance saw scouts receiving regular training on Cybertracker,

radio use, weapons safety and patrol reporting. Four scouts took part in Combat Tracking training in Malawi.

We forged a partnership with the Wildlife Crime Prevention Project (WCPP), an initiative of Game Rangers International and DNPW, allowing us to expand our investigations operations further afield within the Western Province of Zambia. This partnership has uncovered significant trade in ivory between Angola and Zambia with a number of ongoing investigations into poachers, traders and trade routes. This culminated in a key arrest in December 2016 where three suspects were arrested and 47 kgs of ivory confiscated.

These strategic changes, the additions of man-power and improved equipment, have yielded significant results in combating wildlife crime as well as improving general security in the area. Liuwa's law enforcement team of 56 officers achieved a total of 12,247 patrol man days, an increase of more than 25 percent compared to 2015, and arrested 76 suspects. This effort resulted in numerous convictions, the confiscations of 25 firearms, 104 rounds of ammunition, 65 snares, one pair of elephant tusks, one leopard skin and hundreds of mosquito nets used as drag nets for illegal fishing.

Data published in September revealed a very high survival rate across all sex and age classes of the 233 monitored hyaenas. This was largely attributed to the abundance of prey species, limited human-carnivore conflict and low competition from the lion pride.



Liuwa's hyaena population is increasing as they remain the dominant predator in the park. © Burrard-Lucas



Left: Sepo and her cubs, with the famous Lady Liuwa. © Robert Reid. Right: An aerial survey was conducted to assess Liuwa's wildebeest population. © Daan Smit



Left: Liuwa's wildlife share the landscape with the community members who live inside the park. © Burrard-Lucas. Right: Eleven teachers were trained in the use of ZeduPads to improve the teaching process. © Martha Imakando



Community Development

Community engagement and outreach continued to be a priority, with education programmes, sensitisation workshops, training and important stakeholder meetings held throughout the year. Monthly salaries were provided for 14 community teachers from various schools in the park, to help alleviate the problem of the teacher shortage and improve the quality of education for students. This initiative generated an extremely positive response from the communities. Eleven teachers were trained in the use of ZeduPads, an educational preloaded tablet, to improve the teaching process and information exchange. Over 98 environmental education lessons were conducted for 2,572 pupils, and support continued with donations of food to 29 students at the Mishulundu Primary School boarding facility. Seventeen park tours were also conducted with the school conservation clubs for 296 participating students. Women's and Youth Days were supported with over 2,000 people attending the festivities and Liuwa continues to stand out as one of the key partners in these events. The Interschool Drama Festival promoting the crowned crane took place in November in collaboration with The Crane Foundation. Over 200 students from 19 schools participated in educating thousands of spectators about the importance of crowned crane conservation in Liuwa.

2,572
students attended
environmental
lessons

Twenty-four Village Action Group (VAG) meetings were convened to mobilise the Lewanika Community Resource Board (CRB) as well as garner support for the pilot project for Climate Change Resilience. These meetings also focused on the need for these VAGs to intensify outreach to discourage communities from poaching, to closely monitor fishing activities, to prevent people from farming illegally inside the park. Sensitising communities on sustainable fishing methods continued with 32 meetings being attended by 1,809 participants; this is done in collaboration with the Department of Fisheries, a major stakeholder. The park hosted a delegation from the World Bank to demonstrate the success of the fisheries permit system in Liuwa, and to discuss key ideas for the climate change funding.

The Prison Reform Programme, for which the Department of Agriculture provides technical support, continued developing agricultural skills and providing seeds and other equipment to 22 inmates, who are serving time for wildlife-related crimes, to teach them other skills in the hope of preventing them from poaching following their release.

The final Chief's Forum and Lewanika CRB meeting was held at the end of year where the Chief's Forum (formerly LCDB) handed over assets to the Lewanika CRB. The honorarium for all funds received from tourism income was handed over to Her Royal Highness Mboanjikana, and an update on the year's work was provided to her and the Libonda Kuta.

Park Management and Infrastructure Development

The continued building of relationships and development of new donors and stakeholders has both solidified our standing in Zambia and brought new promises for the future in terms of regional conservation development. During the final workshop with Peace Parks, WWF, DNPW and the Ministry of Tourism, the Integrated Development Plan process for the Liuwa-Mussumu Transfrontier Park was finalised. This link of Liuwa to Angola, is one step closer to bringing this key watershed under official conservation.

The Vsat installation was completed; the Forward Operating Base was refurbished and made operational in September; and the digital radio installation commenced in December. Construction of the causeway and bridge across the Munde stream was completed to improve access to the new lodge in the wet season, and work will continue on the Matiamanane airstrip to

stabilise sandy soils in the area. Upgrades were provided to the ZCP Research Camp with a new kitchen, dining-room, storage and ablution facilities. Twenty staff participated in intensive First Aid Courses held in collaboration with Africa SAFE-T. Of these 11 participated in the Level One Course and another nine made it to Level Three (Advanced Wilderness First Aid).

Tourism

In January, African Parks and Norman Carr Safaris group announced the agreement to construct and operate King Lewanika Lodge. This long-awaited luxury camp in Liuwa, was made possible through the generous support of a few private donors. Construction began in July 2016, and the lodge is expected to open in early April 2017.

Tourism rose in 2016 with a 24 percent increase in visitors, up to 744 from 602 in 2015, generating US\$108,900 in tourism revenue.

Objectives for 2017

- > Incorporate the Upper West Zambezi Game Management Area (GMA) within the Liuwa mandate
- > Conduct regular training, provide adequate equipment and motivate law enforcement staff
- > Implementation of the World Bank Climate Change Project
- > Support and oversee the construction of Liuwa's new lodge for soft opening in April 2017
- > Construct new headquarters and senior staff houses
- > Complete the 2017 aerial survey to assess the wildebeest and zebra populations more accurately
- > Implement various planned activities in the community engagement strategy



Garamba National Park

Democratic Republic of Congo
4,900 km²

African Parks project since 2005

Government partner: *Institut Congolais
pour la Conservation de la Nature*

The European Union, The Howard G. Buffett Foundation,
Randgold Resources, Donna and Marvin Schwartz,
U.S. Agency for International Development, U.S. Fish &
Wildlife Service, The Wildcat Foundation and World
Bank were the major funders of Garamba in 2016

220

rangers provided security
for people and wildlife

8,952

people received treatment from
the Garamba mobile clinic



John Barrett
General Manager, Garamba



Garamba continued to be targeted by heavily militarised poachers who tragically killed three rangers in April. A new law-enforcement strategy was implemented in July resulting in two consecutive months with no known elephant poaching incidents. Eleven elephants were collared and eight highly endangered Kordofan giraffes were fitted with tracking harnesses to collect critical monitoring data. While three giraffes were poached, hope was restored when two new calves were confirmed. Two hundred and twenty rangers were employed and received various specialised training. An early warning information network was implemented in collaboration with surrounding communities, resulting in poaching arrests. More than 8,952 people benefited from Garamba's mobile health clinics and more than 1,000 refugees from South Sudan received medical treatment and food from the park.

Biodiversity Conservation

Nestled in the far northeast corner of the Democratic Republic of Congo, Garamba National Park, which was declared a World Heritage Site in 1980, is the last holdout for the largest population of elephants and the only surviving population of the Kordofan giraffe in all of Congo. Critical long-term monitoring of both species is essential to help provide valuable data on their core areas, habitat use, and survivorship, with the aim of providing them with better protection. In January, an additional 11 elephants (one male and 10 females) were fitted with GPS/VHF collars, joining the already 17 collared individuals from the previous year making a total of 28 collared elephants within the park. Data from these collars assisted with more effective patrol placement, and revealed an important elephant area to the east, which was previously not thought to be part of their main home range. Sadly, 99 elephants were poached during the year, the majority killed by heavily militarised poachers in the first half of 2016. This was due to an unusual amount of activity involving the Lord's Resistance Army (LRA), South Sudanese and Sudanese groups during the early part of the year. The majority of

this poaching was prior to our revised law enforcement strategy, which was activated in July.

In order to track the heavily threatened population of Kordofan giraffe, where only 48 individuals currently remain in the whole of DRC and all are within Garamba, eight giraffes were fitted with harnesses with tracking devices. Unfortunately in June, three giraffes were poached primarily for their tails which are sought after as status symbols by certain tribal chiefs, as well as for dowries by various Sudanese tribes. Coupled with the demand for their meat and the propensity of snares, giraffe populations are in alarming decline across the continent. More optimistically, two giraffe calves that appeared to be approximately four months old, were confirmed in December.

Law Enforcement

Garamba's location makes it a favourable target of capable militant groups who are heavily incentivised to poach and sell ivory to fuel their criminal activities. Tragically, a shootout with elephant poachers on the 23rd of April resulted in the devastating loss of three *Institut Congolais pour la Conservation de la Nature*



A new law enforcement strategy was implemented, resulting in two consecutive months with zero known elephant poaching incidents. © Thomas Nicolon

(ICCN) guards: Richard Sungudikpio Ndingba, Rigobert Anigobe Bagale, and Dieudonné Tsago Matikuli. After hearing shots and finding a fresh elephant carcass, the Garamba team engaged in armed contact with a poaching gang believed to be South Sudanese. A fourth ranger and the Park Manager were also shot, but both fully recovered. We were extremely grateful to AFRICOM and MONUSCO who assisted with the international evacuations and repatriations.

To better equip our teams and more effectively address these threats, we reassessed our law enforcement efforts and initiated a new strategy in July,

thanks in large part to funding provided by The Wildcat Foundation. We conducted intensive training of our 220-ranger team which included bringing in in-situ trainers from the Endangered Species Protection Agency (ESPA). Fifty-seven rangers completed two consecutive three-month Basic Field Ranger training courses and 29 rangers progressed to the more specialised Mamba team. Rangers were better outfitted with new boots, back-packs, water filters, rain gear and smart phones with high resolution satellite imagery for navigation. The helicopter continued to be vital when responding to threats and the newly installed

high-frequency radio proved to be an effective early warning system picking up more than 45 pieces of significant information about armed groups in the area.

All of this was part of the new strategy that saw a decrease in the number of elephants poached in the latter half of the year, where in September and October there were zero known cases of elephant poaching. Overall, 493 long patrols were conducted, comprising 17,943 man days; 119 hunting camps were destroyed; 30 arrests were made; 21 firearms were confiscated; seven snares were removed and 95 kgs of ivory were recovered.

The wildlife trade places high demand on Garamba's natural resources, including ivory, giraffe tails, bushmeat and other lesser known but highly threatened species like the pangolin. Rangers from DRC's ICCN and Garamba uncovered an attempt to traffic 73 kg of giant pangolin scales during a routine check at a control post. This equates to around 20 dead giant pangolins, a protected species in the DRC. To help prevent wildlife trade, workshops were held with over 120 motorbike taxi drivers in the Sambia area. These workshops educated participants on illicit wildlife trafficking and natural resources, as well as the transporting of poachers and weapons. Discussions were held with villagers bordering the east of the park, concerning potential solutions to the illegal mining activities that take place along the Garamba River. These discussions will be continued when the Garamba Complex Land Use Plan commences in 2017.

Garamba's rangers assisted in providing greater stability in the wake of the renewed armed conflict in South Sudan. The South Sudanese Government Forces pushed former Vice President Riek Machar's rebel force into Garamba, where more than 800 people were encamped over August. Garamba's law enforcement and community coordination staff assisted the UN and local authorities in transporting donations of food and clothing to the more than 800 refugees in the north of the park. By September the majority of the refugees had been rescued and evacuated. In addition, the park assisted with the purchase and distribution of food to another 1,000 refugees from the main refugee camp near Aba, to the east of the park.

Community Development

Community development work advanced over the year, providing multiple benefits to a segment of the more than 100,000 people that live near and around Garamba. Security in the region is of utmost importance to both wildlife and people, and Garamba's park rangers are the only full-time stabilising force in the region. In order to stop poaching and other criminal activity before it occurs, Garamba set up an early warning network and constructed a call centre to assist with information gathering. Local communities immediately participated, which resulted in the arrest of three poachers.

Due to the lack of basic services in the area, healthcare is a major focus of Garamba's community development. Four mobile health clinics were deployed this year that provided free medical consultation and medication at cost. Numerous refugees were treated, and 671 children were immunised against measles. Overall, almost 9,000 people benefited from these clinics.

Efforts continued to improve education for the surrounding community through financial assistance to the Nagero School, by supporting the salaries of 20 teachers who were responsible for educating 494 students. Educational meetings were held with the nature clubs in 10 of the periphery schools, involving 250 school children. The Nagero School participated in a 'litter pick-up day' in Nagero, followed by the students educating the local traders in Nagero about the importance of the correct disposal of non-biodegradable waste. A total of 140 students visited the park for free educational visits about conservation.

Due to limited job opportunities, enterprise development continues to be a priority in building a local constituency for conservation. Garamba provided financial assistance to promote business opportunities for the community and regular meetings were held to build relationships with traditional authorities. Two livestock projects were selected – a small scale chicken farming coop and a goat farm, and the first instalment of financial assistance of US\$5,000 was made to promote sustainable livestock farming. Garamba National Park continues to be one of the largest employers in the region with 312 full-time and 907 part-time employed staff contributing to the local economy.



After a poaching event killed three Kordofan giraffes in Garamba, 48 remained. Two new calves were confirmed at the end of the year. © *Mathias D'haen*. Right: Community development provided multiple benefits to the surrounding communities. © *Tom Parker*



Park Management and Infrastructure Development

After three years of negotiations, African Parks renewed the management agreement with ICCN in January to manage Garamba for an additional 10 years. The new agreement is a robust one and the relationship with ICCN is stronger than ever. This should aid in securing additional funding for the park through the European Union's 11th European Development Fund (EDF) framework. A Think Tank was held on Garamba in Johannesburg in June with multiple partners to set a new strategy to better protect the park, and John Barrett joined African Parks in July as Garamba's General Manager to guide and oversee the expansion of activities in the Garamba Complex, which will include major peripheral developments under the 11th EDF.

Substantial changes were made to the ranger training facility, primarily to the shooting range and accommodation facilities. Significant construction work was done on three new management houses, the large chalet, 30 new rangers' houses; 300 km of roads, which were maintained and opened by hand; a new observation post was built; a VHF repeater was installed, and three airstrips were maintained. A watchtower was built at the training centre for observation and monitoring training and a new Husky aircraft arrived in September.

Several of Garamba's staff and African Parks' CEO Peter Fearnhead attended the International Working Group on Countering the LRA in Brussels with representatives from USAID, USFWS, AFRICOM, the EU, and others. Staff also visited Lewa and Northern Rangelands Trust in Kenya to expand their knowledge base on other models of law enforcement and community engagement. At the CITES Conference for the Parties, held in South Africa towards the end of 2016, the Animal Welfare Institute posthumously awarded the Clark R. Bavin Wildlife Law Enforcement Award to the 11 rangers and soldiers that were tragically killed in Garamba over the past two years. The Assistant Park Manager, Mr Ghislain Somba, as well as the Director General of ICCN, Pasteur Cosma Wilungula, attended the conference, with Mr Somba receiving the award on behalf of the rangers' families. This was subsequently marked by a ceremony at Garamba involving the next of kin.

Tourism

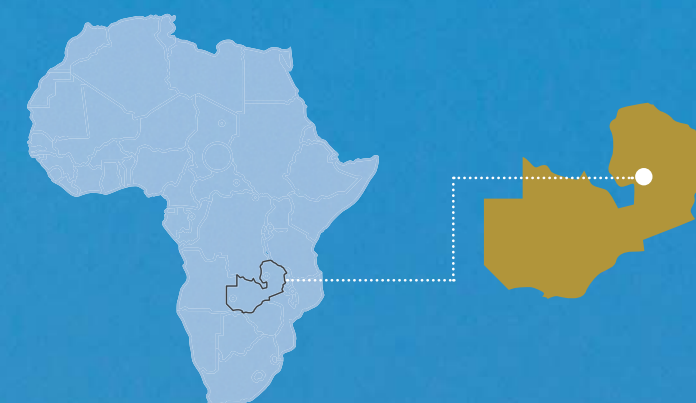
Given the security situation in the park Garamba is not a frequented tourist destination. However, in the past year there were 58 paying clients including tourists and journalists.



Garamba offers refuge to a myriad of different species that includes buffalo. © *Jean Labuschagne*

Objectives for 2017

- > Invigorate the ranger individual and collective operational capability
- > Design and implement a Concept of Operations
- > Develop a Land Use Plan, and commence feasibility studies for the 11th EDF periphery development projects
- > Construct two bridges and have seven operational airstrips in the Garamba complex
- > Collar a further 40 elephant in the park



Bangweulu Wetlands

Zambia

6,000 km²

African Parks project since 2008

Governed by: Bangweulu Wetlands Management Board

Partners: Six Community Resource Boards and
the Zambia Department of Parks and Wildlife

WWF-The Netherlands and WWF-Zambia were major
funders of Bangweulu in 2016

780

students benefited from the
Self-Learning Modular Centre

Community efforts were
expanded to all

6

Chiefdoms



Mike Wadge
Park Manager



The rare and prehistoric-looking shoebill remained protected, with two confiscated chicks undergoing rehabilitation. The endemic black lechwe population continued to increase as preparations were made for the 2017 game translocation. The anti-poaching horse unit significantly increased patrol coverage, spanning previously inaccessible areas. The Muwele fish market opened and provided the community with a centralised point of trade, and a self-learning modular centre opened providing 780 children from the community with access to education. The park also remained one of the largest employers in the region delivering important employment opportunities to the local communities.

Biodiversity Conservation

Wildlife monitoring ensured that the rare and threatened shoebills remained well-protected from the threat of the live bird trade, where hatchlings are popular pets in the illegal wildlife market. Since 2008, local populations have stabilised with the first nests of the breeding season reported in June, and chicks were recorded in one of the nests in July. As part of the species management plan, the park employed two guards to protect each chick and ensure the chicks could fledge, which one did successfully. The two confiscated shoebill chicks, Watson and Bandit, were recovered during anti-trafficking operations by the Zambia Department of Parks and Wildlife (DNPW) Wildlife Crime Investigation Unit and entrusted to Bangweulu for rehabilitation. They remained in good health over the year and will be released back into the wild in 2017.

The black lechwe population, which is endemic to Zambia, remained healthy after the 2015 survey recorded a population of more than 50,000. Given how important the sustainable use of black lechwe is for revenue

780
children from the
community received
access to an
education

generation for the local communities, all existing data on this population were consolidated in preparation for formulating a management strategy for expanding lechwe as a sustainable resource into the future.

Four elephant cows were frequently seen around Shoebill Island Camp throughout the year. An Egyptian mongoose, a black-lined plated lizard and a file snake were all identified within the park for the first time. In a rare finding, a crocodile nest was recorded in December, and the eggs hatched successfully. Crocodiles are rare in the Lukulu Delta and this is the first undisturbed nest recorded in five years.

Preparations were made for a game translocation that will take place in 2017. Six hundred individuals of various game species will be moved to the park and include roan antelope, Lichtenstein's hartebeest, puku, impala, warthog and zebra. The DNPW authorised the move and agreed to provide game mainly from Kafue National Park at no cost. A disease survey was undertaken in September and the results indicated that the animals are generally in good health. The

translocation was delayed due to high temperatures experienced during October, which would have resulted in a greater risk for the animals.

Law Enforcement

Illegal hunting continues to threaten Bangweulu as it results in the unsustainable use of natural resources. To mitigate this, 63 law enforcement members were staffed at Bangweulu. Due to the challenging terrain that the rangers have to cover, an anti-poaching horse unit was established in October 2014, and was made up of three horses and three rangers in 2016. The establishment of this unit has significantly increased patrol coverage and distance, covering areas that were previously inaccessible. Two Wildlife Police Officers underwent advanced certificate courses in nature conservation and transboundary wildlife management at Southern African Wildlife College.

Patrols form part of the larger strategy to secure the wetland and these efforts combined for the year included 153 long patrols, 13 short patrols and 59 one-day patrols. There were 59 known poaching incidents, 85 arrests, 231 snares removed and numerous confiscations including 768 kg of black lechwe meat, 14 firearms and 94 kg of fishing nets. Snares and illegal net-fishing still continue to be a challenge to law enforcement.

Community Development

The support of Bangweulu's communities, where there are approximately 50,000 people living within the park, is integral to the sustainability of these wetlands and a vital component of our work. The well-established community institutions called Community Resource Boards contribute to the decision-making in the park. Bangweulu's community efforts expanded this year into all of the six Chiefdoms, deploying Community

The black lechwe population, which is endemic to Zambia, remained healthy with a population of more than 50,000.



Bangweulu's endemic black lechwe population continued to grow. © Mike Dexter



Left: More than 50,000 people live in Bangweulu. © **Stuart Slabbert**. Right: Communities depend on natural resources for their survival. © **Lorenz Andreas Fischer**



Sustainable fishing practices are essential to effective management of natural resources. © **Mike Dexter**

Supporting Bangweulu's local communities who live in the park is integral to the sustainability of these wetlands and is a vital component of our work.

Development Facilitators in five Chiefdoms. A Reproductive Health Facilitator was also employed, who visited all of the Chiefdoms and conducted awareness programmes on family planning in all of the clinics. The programme, the first of its kind, received unexpectedly positive support from the communities.

The communities depend on natural resources for their survival, as there is no other economic activity that can contribute to their livelihoods. Sustainable fishing practices ensure fish stocks are thriving. This includes the enforcement of a three-month fishing ban to protect spawning runs. This ban, alongside ongoing education campaigns around fishery regulations, continued to yield positive results including an increase in catfish and exemplary levels of compliance by the communities. Fishermen are now able to sell their fish in a community market built by African Parks, called the Muwele fish market, a centralised point of trade, which officially opened in September. The Market

Committee was provided with a revolving loan fund to support ten local marketers with capital, and the aim of the market is to eliminate profiteering middlemen.

A Self-Learning Modular Centre, impacting 780 students, was opened and handed over to the Ministry of Education at a ceremony held in March at the Chiundaponde Primary School. Officials from the Ministry of Education along with several dignitaries including the District Commissioner Mpika, attended. The centre boasts 40 ZeduPads, rugged seven-inch, solar-charged tablets preloaded with the full Zambian educational curriculum. These tablets have preloaded classes and lesson plans for untrained teachers. The centre and the ZeduPads were funded by the sub-saharan regional division of BASF, and aimed to significantly boost the education levels of the students in a region that suffers a shortage of teachers and where the literacy rate is very low.

Park Management and Infrastructure Development

Bangweulu is one of the largest employers in the region, with 107 full- and part-time staff employed by the park. Through the Community Development Fund, we oversaw significant infrastructure projects in 2016 including medical and school facilities. Planning commenced for the construction of the Kopa Bridge over the Lwitikila River in 2017, which contribute to the successful movement of settlers from the Lumbatwa Wildlife Corridor. Several housing projects, as well as the establishment of communications and infrastructure, were completed or upgraded over the year. Dave and Erika Robertson (Field Operations Manager and Special Projects Manager) moved from Bangweulu to Nkhosha Wildlife Reserve in Malawi in October, and Joel Hancock filled the Field Operations Manager position.

Tourism

The vast majority of revenue was generated from the sustainable hunting of black lechwe and a few other game species, amounting to US\$177,600. In comparison tourism revenue generated only US\$9,000. African Parks took over the management of Shoebill Island Camp from Kasanka Trust on the 1st of August. The Camp, which will be operated by Bangweulu Wetlands, will be completely rebuilt as an upmarket tourism destination to maximise the tourism potential of this extraordinary park. The camp will be comprised of four luxury tents, a kitchen, dining and lounge facility, housing for a guide, pilot and camp attendant, outdoor decking and bonfire area. The water supply, solar system and airstrip at Chikuni will be upgraded; guide boats and a dedicated vehicle will be sourced. Preliminary work and planning were completed in October 2016 and construction will commence in May 2017.

Objectives for 2017

- > Maintain communication with DNPW regarding game introductions
- > Meet with the new DNPW management to introduce the project and establish relations at Chilanga
- > Begin the refurbishing of Shoebill Island Camp
- > Park Manager and Field Operations Manager to complete pilots' licences
- > Optimise hunting revenues and use unallocated residents' permits to initiate a harvesting scheme
- > Increase the size of the anti-poaching horse unit and train dedicated law enforcement staff
- > Ongoing advancement of the project with the outlying Chiefdoms
- > Continue implementing the Community Engagement Strategy



Odzala-Kokoua National Park

Congo
13,500 km²

African Parks project since 2010

Governing body: Fondation Odzala-Kokoua

Government partner: Ministry of Forest Economy, Sustainable
Development and Environment

The European Union, the U.S. Fish & Wildlife Service and
WWF-The Netherlands were major funders of Odzala in 2016

11

forest elephants were
tracked with satellite collars

34,810

rounds of ammunition were
confiscated over the year



Patrick Darcis
Park Manager

A park-wide wildlife transect survey began in August to determine the status of Odzala's wildlife populations. Five forest elephants were fitted with satellite collars as part of the long-term monitoring project making up a total of 11 elephants tracked throughout the year. Two gorilla groups continued to be habituated to help improve tourism. The 71 eco-guards confiscated 26 tonnes of bushmeat and 34,810 rounds of ammunition. The mobile clinic treated 227 people; 32 villagers benefited from the park's insurance scheme to help mitigate human-wildlife conflict; and local radio programmes about Odzala were broadcast every week.

Biodiversity Conservation

An extensive park-wide wildlife transect survey was initiated in August 2016 and will be completed by February 2017. These surveys are conducted every four years and are essential in documenting the status and trends of wildlife populations.

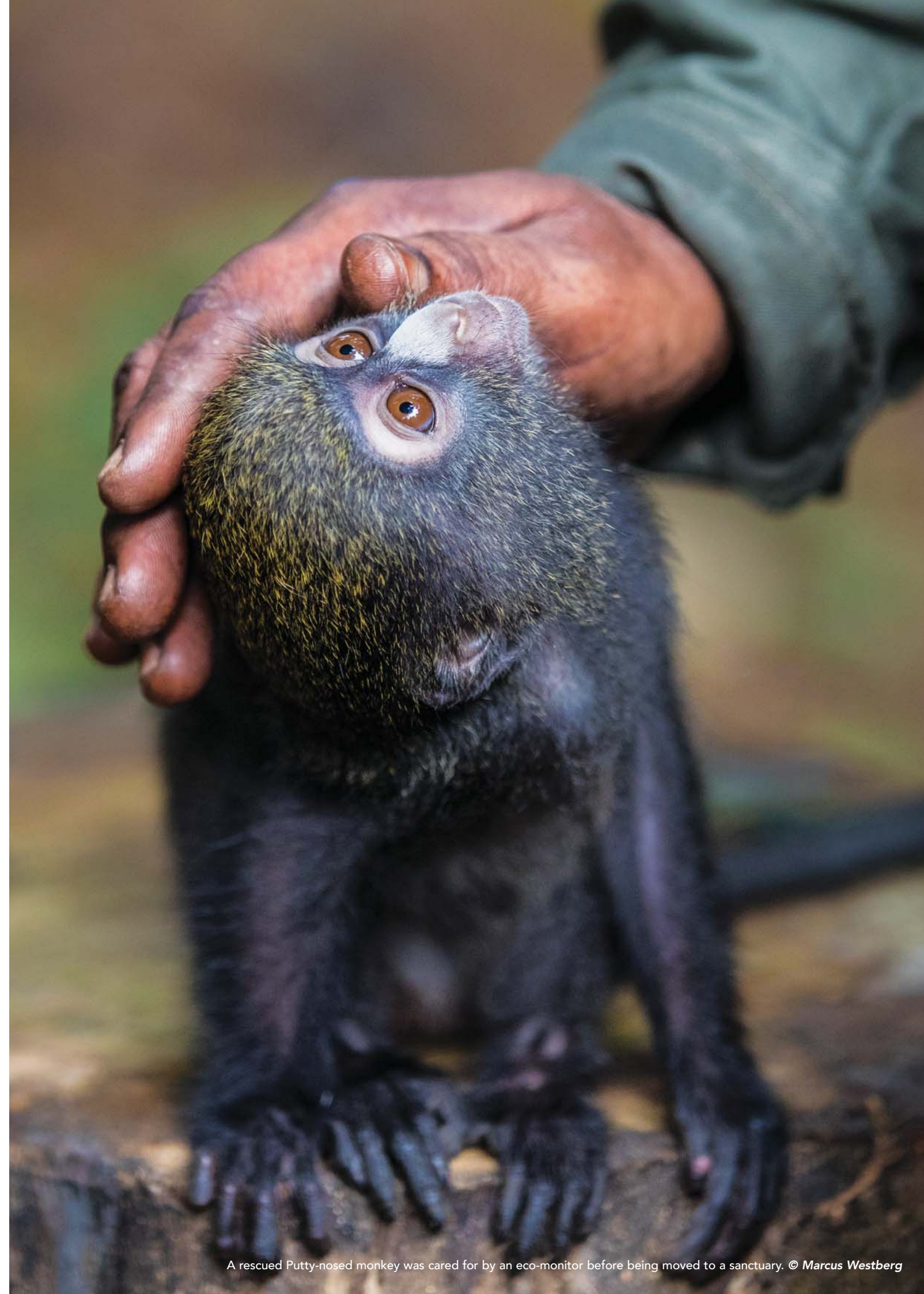
Survey efforts were planned for the entire park, an area the size of 13,500 km². The team was made up of 33 research and monitoring staff, including the Department Head, along with 36 people who were employed as porters. By the end of December, 72 wildlife transects had been completed. The results will be made available once the survey and data analysis is complete in 2017, and will be compared to the results from the 2012 survey.

As part of the ongoing elephant monitoring programme, a total of 12 satellite collars were fitted, five in 2016 and seven in 2015. One of the collars stopped functioning soon after it was fitted leaving 11 collars monitored for the year. One individual was tracked moving from east of the park to the new Ntokou-Pikounda National Park, verifying the presence of an important corridor and highlighting the need to ensure connectivity between the two parks. Sadly, 36 poached elephant carcasses

11
elephants fitted with
satellite collars to
ensure their
protection

were discovered during the year showing how critical the monitoring and law enforcement work is to protect Odzala's elephant population. A camera trap study confirmed the presence of several rare species including spotted hyaena, leopard, water chevrotain (or fanged deer), forest buffalo, forest elephant and blue duiker.

Nine new baies, or clearings, were discovered this year in both the northern and southern sectors of the park that were suitable for gorillas and other large wildlife species. The gorilla habituation programme carried on for the second year in a row with two groups being habituated to improve much needed tourism for the park. However, successful habituation of gorillas can take three to five years, so this will remain an ongoing initiative. Sadly, a young male gorilla from one of the groups being habituated was caught in a wire snare outside the boundary of the park. He was subsequently darted and brought back to headquarters, but despite 10 days of aggressive treatment including an amputation, he sadly succumbed to his injuries. Snaring is a major threat to wildlife, and unfortunately we found numerous snares and snared animals outside the park boundary



A rescued Putty-nosed monkey was cared for by an eco-monitor before being moved to a sanctuary. © Marcus Westberg

including an African golden cat and a white-legged duiker. Authorities outside of the park were informed and subsequently took appropriate action.

One female eco-monitor was trained by the Special Projects Manager in hand-rearing and animal care for confiscated or injured animals. In November a baby Putty-nosed monkey was confiscated from poachers and placed in her care. Permission was granted from the Ministry to transfer the monkey to Tchimpounga Sanctuary.

Law Enforcement

Central Africa is at the centre of the bushmeat crisis where snares and poaching are rampant and unfortunately this includes Odzala. Early in the year we revised our anti-poaching strategy plan that included recruiting new eco-guards and initiating a training course for 2017. The remaining eco-guard teams received refresher training in GPS, compass and map reading, firearm safety and ambush skills.

Acting on intelligence, our eco-guards arrested a high-profile elephant poacher, who was later freed by accomplices who organised a raid on headquarters. As rangers are trained to avoid fatal confrontations, they were not in a position to defend against the raid but with the exemplary support of the Mbomo Village, all accomplices were subsequently arrested and handed over to the authorities. Fondation Odzala-Kokoua and African Parks have a zero-tolerance rule for any staff who are complicit with any form of illegal activities and this year several staff members at Odzala were arrested for stealing firearms.

The 71 eco-guards conducted 214 long patrols and 89 short patrols, making up a total of 18,081 patrol man days for the year. A total of 14,452 snares were removed, 26,426 kg of bushmeat and 105 kg of ivory were confiscated, and 34,810 rounds of ammunition and 91 firearms were seized. A total of 37 arrests were made

with 18 convictions; and 82 patrols at four law enforcement checkpoints were set up assisting greatly with detecting illegal firearms, ammunition, ivory and bushmeat. In November, the Civil Aviation authority granted 10 months of flying for aerial surveillance and operations.

Community Development

The mobile clinic completed its second year visiting 39 villages surrounding the park delivering treatment to 227 people, and the local hospital in Mbomo was refurbished. The cocoa farming project involving 43 people from four villages on the northern periphery of the park had a successful first harvest. As many as 2,315 people attended numerous sensitisation meetings on the Community Development Fund to determine which agricultural projects the fund would support.

The human-wildlife conflict programme continued with awareness campaigns on ways to mitigate damage from crop raiding elephants and other wildlife. Three hundred pamphlets explaining how to file claims from the parks' insurance scheme were distributed to villages affected by conflict situations, and 32 village people were paid out for crop damages during the year. This initiative complements the Congolese Government's own compensation scheme for wildlife damages.

Every week for the entire year the team produced public radio broadcasts on Odzala across three provincial town stations. These programmes included information on sustainable utilisation of natural resources around the park, Congolese law and wildlife crime, conflict mitigation, insurance schemes, upcoming dates for mobile health clinic visits and reminders about hunting seasons. A 'Club Nature' programme was developed with the local high school and office and educational supplies were donated.



The mobile health clinic visited surrounding communities and provided much needed access to healthcare. © Marcus Westberg



The mobile clinic completed its second year visiting 39 villages surrounding the park delivering treatment to 227 people.

Park Management and Infrastructure Development

The park hosted a visit from the Minister of Sport, Minister of Tourism, Minister of Administration, Minister of Health and two ministerial advisors, together with the *Prefet* of the Cuvette Ouest and the *Sous-Prefet* of Mbomo. Two military doctors from the Brazzaville military hospital came for three days to assist the full-time park doctor to conduct staff medical evaluations and vaccinations.

Construction was facilitated with a new Hydraform brick manufacturing machine. A new law enforcement office and three staff houses were built and construction began on two new guest bungalows that will be completed in 2017. The Brazzaville office refurbishments were completed and the Dzebe Camp received an upgrade with the completion of six staff houses. Dirt road repairs and road maintenance continued all year along the road between Mbomo and Mboko, as did

clearing the riverways of vegetation along the Mambili River to improve navigation. The widening and clearing of the Mboko airstrip will continue in 2017.

Tourism

To help generate needed revenue and deliver benefits back to the surrounding communities, a Tourism Development Plan was created and approved at the November Board meeting. Discussions with the Congo Conservation Company (CCC) and the Congolese Ministry will occur in 2017 to formulate clear actions. The CCC managed three lodgings (Mboko, Ngaga and Lango Camps) and a total of 290 bed-nights were sold to tourists over the year. Park entrance fees from CCC amounted to US\$4,800 and community fees were US\$8,500. A 55-minute documentary on Odzala was produced in English and French with support from the European Union and will be used to help raise the profile of this important park.



Odzala is in the centre of the bushmeat crisis where snares and poaching are rampant. Our eco-guards play a vital role in combatting poaching. © Marcus Westberg

Objectives for 2017

- > Continue developing an effective management team for the park
- > Complete construction of sufficient staff accommodation at park headquarters
- > Upgrade the park entrance road from Mbomo to Mboko and Lango
- > Revise the patrol strategy and increase staff numbers by training additional eco-guards
- > Implement the community-based tourism at Tatabouth, Dzebe and Imbalanga baies



Zakouma National Park

Chad
3,054 km²

African Parks project since 2010

Government partner: The Republic of Chad

The European Union and U.S. Fish & Wildlife Service
were major funders of Zakouma in 2016

More than
500
elephants were documented
in Zakouma's herd confirming
the first population increase in over a decade

5,033
school children and villagers
visited the park



Rian Labuschagne
Park Manager



Zakouma's elephant herd is on the rise. 2016 marked the first year, after more than a decade, that the elephant population had increased. There was a single elephant poaching incident in January which led to the revision of our anti-poaching strategy, and as a result, not one known elephant was poached within the park for the remainder of the year. Years of dispute between nomadic communities and local villages ended when the park boundary was finally corrected. More than 5,000 school children and villagers visited Zakouma over the year, and Camp Nomade had its official opening, helping to boost tourism revenue by 314 percent from 2015.

Biodiversity Conservation

Zakouma's elephant herd surpassed 500 individuals for the first time showing positive growth since 2002 and marking a significant milestone for elephant conservation in Central Africa. A wildlife survey and a series of aerial photos confirmed the presence of more than 500 elephants in the park. This included 81 calves under the age of three, up from just one calf which was counted in 2013. As a result of the safe haven created in this area, for the fourth year in a row the elephant herd has remained within the park boundary during the wet season.

Six elephants were fitted with GPS satellite collars resulting in a total of 10 working collars for the year. This monitoring plays a vital role in our anti-poaching efforts, ensuring that the elephants can be located at all times. Our team assisted the *International Union for Conservation (IUCN)* with collaring two elephants in south-western Chad on the Cameroon border helping to broaden our understanding of elephants in the larger ecosystem. This was the second year that African Parks assisted the Chadian Government with the

81

calves under the
age of three were
counted

implementation of the Greater Chad Elephant Programme which included employment of the Programme Coordinator and support of various conservation activities outside the park. The programme will be handed over to the government to manage in early 2017.

An aerial game count was undertaken in March and showed positive results for all species. Four separate groups of cheetah were also seen over the year, and video footage of four African wild dogs was captured by a nomad north of the park, signifying the return of this rare predator after many years.

Law Enforcement

In January, Zakouma was targeted by a small team of elephant poachers who tragically killed five elephants. Our rangers responded immediately preventing any ivory from being taken. In an astounding show of support, President Deby responded by tasking the Governor to implement an immediate military sweep around the park to find the perpetrators. Unfortunately, the poachers were never found. This incident led to the



revision of our anti-poaching strategy, and for the rest of the year, not a single known elephant poaching incident occurred within the park. Technical advancements were made in the radio room that vastly improved our communications. Rangers continued to be trained on precision rifle and night scope shooting; they learned procedures for collecting criminal evidence and how to prepare for legal court cases; and five rangers attended a month-long Basic Combat Tracking course in Rwanda.

Our collaboration with the local communities has improved overall security, not just around the park, but for the entire region. This has included working together to gather intelligence to prevent criminal activity and responding to threats outside of the park, with the aim of ensuring the safety of the greater community.

All of Zakouma's 62 rangers received ongoing training. They patrolled 2,874 man days making 87 arrests that led to 15 convictions. Snaring is not an issue in the park (none have been found since 2011) but 87 kg of illegally caught fish was confiscated along with three boats and five firearms.

Community Development

In order to continue to build a local constituency for the long-term support of Zakouma, we constructed six new 'secko' schools, and employed a full-time teacher for each one. In addition, a primary school was built and opened in the southeast of the park, 650 school benches were made and distributed and solar power was installed at a secondary school. As a result, 1,267 children were educated this year and over 5,000 school children and local villagers visited the park as part of our outreach to the community.

Due to Boko Haram's presence around Lake Chad, commercial fishermen migrated into Zakouma's periphery, negatively impacting the local and small scale fishermen. With large-scale support from the Governor and other officials, we were able to stop these practices and protect the rights of the local communities and their access to fish, which is an important food source.

Because elephants move outside of the Zakouma park boundaries, African Parks developed the Land Use Plan



Left: 1,267 children received an education over the year from Zakouma-supported schools. © Ted Woods

Right: Camp Nomade, Zakouma's Luxury Tented Camp, had its official opening, boosting tourism. © Kyle de Nobrega



With significant support from the Governor and other officials, we were able to stop illegal fishing practices and protect the rights of the local communities and their access to fish as an important food source.

to preserve important elephant corridors and keep them clear of agriculture and any human settlements. The local government endorsed this plan and assisted with getting important buy-in from the local communities in recognising critical elephant corridors outside of the park, aiding in the long-term conservation of the species.

Park Management and Infrastructure Development

Years of dispute on natural resource use was resolved this year with the accurate and final demarcation of Zakouma's park boundary. Numerous sensitisation meetings were held to inform the sedentary agriculturalists and the nomadic communities about this delineation and what this meant for their access into the park. As part of the revised anti-poaching strategy to improve protection of Zakouma, several roads were

upgraded to all-weather roads and seven new airstrips were created. Two Forward Operating Bases (FOBs) were constructed on the western side of the river to provide permanent coverage for rangers during the wet season, which were areas that were previously inaccessible.

Tourism

Due to travel restrictions imposed on expatriates living in N'Djamena, Tinga Camp's season was slow. However, the camp was at capacity over the December holiday season. Camp Salamat had a total of 1,231 local Chadian visitors who visited free of charge and experienced a game drive in the camp's vehicles. Camp Nomade, a luxury mobile tented camp, had its official opening season and garnered rave reviews and was subsequently booked through to 2018. Overall, tourism revenue was up by 314 percent compared to the prior year.

Objectives for 2017

- > Continued emphasis on law enforcement with a strong focus on elephant protection with a target of zero losses
- > Collar four additional elephants in the park
- > Finalise plans and financing for reintroduction of black rhino in 2018
- > Further implement the Land Use Plan by educating the villagers, setting up billboards and liaising with government
- > Successful planning and budgeting of Greater Zakouma and incorporation into the 11th EDF
- > Develop an Integrated Tourism Development Plan



Zakouma's collaboration with local communities has improved overall security around the park and the entire region. © Brent Stirton



Akagera National Park

Rwanda

1,122 km²

African Parks project since 2010

Governing body: Akagera Management Company

Government partner: Rwanda Development Board

The Howard G. Buffett Foundation, The Rwanda Development Board, The Walton Family Foundation and The Wyss Foundation were major funders of Akagera in 2016

11

new lion cubs were born, more than doubling the population

1,334

children visited the park as part of the annual environmental education programme





Jes Gruner
Park Manager

 *The lions are thriving in Akagera. After reintroducing lions into Rwanda in 2015, the population has more than doubled in 2016. Due to the success of the reintroduction of the lions, African Parks is now preparing to translocate rhino from South Africa to Rwanda in 2017. The new canine anti-poaching unit along with the extensively trained rangers proved their effectiveness with the lowest record of wildlife crime in seven years, and rangers received specific training to ensure protection for rhinos.*

Biodiversity Conservation

Akagera's lion population is growing. At least three females produced litters totalling 11 cubs in 2016, more than doubling the population in one year. These lions were reintroduced in 2015 as part of continued efforts to restore the park and were the first to return to Rwanda since their local extinction in the late 1990s. Unfortunately, Garuka, a female who was unrelated to the other adult lions and did not have any cubs, died in November. She was last seen hunting alone and most likely died of natural injuries sustained while attempting a kill. Due to the success of the lion reintroduction to Rwanda, the park will also see the reintroduction of Eastern black rhino in 2017 and preparations were made throughout the year for their historic return. This exciting initiative will see the restoration of rhinos, not just to Akagera, but to Rwanda, for the first time since 2007.

The park's elephants frequented the Giraffe Area at the entrance to the park throughout the year, an area they have not been seen in before, indicating that they are more relaxed within the high-density tourism areas. Historically, Akagera's elephants moved as one herd as a form of security, but they have recently been seen splitting into sub-family groups indicating a sense of general security.

One hundred grey crowned cranes were rescued from captivity and were released into Akagera, where they are now under the protection of the park. Fewer than 500 remain in the wild in Rwanda, threatened primarily by the illegal wildlife trade, and these individuals are joining the local wild population where more will be released over time. Due to effective protection and strong park management, Akagera is fast becoming a sanctuary for various threatened species, where regionally significant populations are not only stabilising but are on the increase.

Due to the success of the lion reintroduction to Rwanda, the park will also see the reintroduction of Eastern black rhino in 2017 and preparations were made throughout the year for their historic return

Law Enforcement

Poaching levels have reached an all-time low in five years since African Parks assumed management and improved law enforcement efforts. With 67 rangers on





The anti-poaching dogs have been a key addition to the law enforcement team. © Marcus Westberg

staff, a total of 4,509 patrol man days were carried out (an increase of 1,000 since 2015), along with 737 boat patrols and 348 canine unit patrols. The eight anti-poaching dogs, have been a key addition to the law enforcement strategy. Sadly, two of the dogs died from tsetse-transmitted canine trypanosomiasis despite being treated several times.

With rhinos due to return to the park in 2017, the park's law enforcement team underwent specialised training to prepare for their arrival. All of Akagera's 67 rangers received a tracking certification following a two-week training course; a further 20 rangers underwent extensive training for an additional three weeks; and six of the top performing rangers received tracking training in Liwonde, Malawi. Eight rangers also visited three sites in Kenya-Nakuru, Nairobi National Park and Sera Conservancy to enhance their knowledge of rhino conservation and management; and four rangers honed their skills by tracking rhinos in Zimbabwe for one month. Akagera was also visited by the Kenyan Wildlife Services (KWS) to assess the suitability of Akagera for Eastern black rhino.

Community Development

Wildlife clubs and park visits form part of the parks greater commitment to increasing environmental education in the surrounding communities. Akagera had 1,334 children and 174 society leaders experience and learn about the park over the course of the year to

ensure community support. Three schools, one in each district bordering the park, also planted over 13,000 trees on the school grounds as part of ongoing restoration work and to reduce the pressure on native vegetation.

The well-being of surrounding communities is a key priority for the park and monthly radio broadcasts were introduced, focusing on the avoidance of human-wildlife conflict and opportunities that the park has to offer. Conflict regarding crop-raiding animals remains an ongoing problem for local people, but our relationship with the surrounding communities continued to strengthen over the year. This was reflected in local efforts to return over 100 animals (including 10 hyaenas) that had caused conflict in surrounding villages. Between

October and December Akagera organised the much anticipated Lion Cup sports event which consisted of 40 teams representing 40 villages. More than 25,000 spectators from around the park attended the matches.

Supporting income generating activities is key to our Community Engagement Strategy, and as a result, 80 beekeepers were trained in beekeeping and honey production, as it is an important revenue source and livelihood for local people. Akagera also supported four cooperatives on the boundary of the park with 95 modern hives that produced over 1,300 kg of honey. These projects work to ensure that communities benefit from the park in a sustainable way.

13,000
trees were planted
by three schools
bordering the
park



Left: 101 animals (including 10 hyaenas) that had caused conflict situations in surrounding villages were returned to the park. © Marcus Westberg. Right: Karege Bush Camp moved to the north of the park. © Gaël Vande weghe



Park Management and Infrastructure and Development

Job opportunities for surrounding communities ensured improved skills development. In 2016, 210 local staff were fully employed, with 65 part-time staff on a regular basis. The Park Manager, Jes Gruner, was given the opportunity to meet with President Paul Kagame in June and in September Jes Gruner and African Parks CEO, Peter Fearnhead, attended the prestigious Gorilla Naming Ceremony in Kinigi. Akagera reached an important milestone as it generated revenue of US\$1,365,000, up 16 percent from last year making the park almost 60 percent self-financed.

Park staff continued to develop the infrastructure which plays a large role in effective park management. The bulk of infrastructure developments included the construction of bomas for the rhinos that will be reintroduced in 2017. In addition, 50 km of new roads were created, the digital radio network was constructed and became operational in August, and the Domain Awareness System (DAS), to help with anti-poaching effectiveness and data collection, was installed and trialled.

Tourism

Tourism is key to the generation of park income which has contributed immensely towards Akagera becoming self-sustaining. Due to the reintroductions of charismatic wildlife and other iconic animals that are on the rise and more easily seen, the demand for additional accommodation options increased, particularly in the north of the park. As a result the seasonal bush camp, Karege, was moved to that area. Ruzizi Tented Lodge achieved the 2016 Trip Advisor Certificate of Excellence, and funding was secured for a five-star eco-tourism lodge to complement the current suite of accommodation options. African Parks entered into an agreement with Wilderness Safaris to construct and manage this lodge, which will be completed in 2018.

Revenue for 2016 was more than US\$1,350,000, a 16 percent increase over 2015. A total of 36,250 people visited the park, with 30,911 of these being paying tourists. This was an increase of 12 percent compared to the previous year. Fifty-two percent of those visiting in 2016 were Rwandan nationals showing tremendous national support for Akagera.

Objectives for 2017

- > Re-introduction of Eastern black rhino
- > Achieve park visitation of 1,650 local children and local society leaders
- > Five-star eco-tourism lodge to be 70 percent complete
- > Generate revenue of US\$1,424,000 for 2017 and receive 33,050 visitors to the park
- > Improve the digital radio network and install wide area network coverage for improved law enforcement, tourism management and better park management



Chinko

Central African Republic
17,600 km²

African Parks project since 2014

Government partner: Ministry of Environment for
Sustainable Development of Water, Forests,
Hunting and Fishing

Fondation Segré, U.S. Agency for International
Development, U.S. Fish & Wildlife Service and
The Walton Family Foundation were major funders
of Chinko in 2016

7

Eastern giant eland collared

2,000 km²

core protection zone secured
and cleared of threats



David Simpson
Park Manager

Chinko was recognised by the government of the Central African Republic (CAR) as one of the top five international NGOs in the country for its contribution to national development. Chinko is the largest employer outside of the capital of Bangui with more than 300 local people employed and is by far the largest tax payer in all of Eastern CAR. Monitoring of the local wildlife was strengthened with the collaring of seven giant eland and one African buffalo. Poaching incidents and movement of armed cattle herders through the Chinko area was greatly reduced; 17 additional rangers were trained and the core protection zone increased from 1,000 km² to 2,000 km². The community development programme continued to focus on sensitisation and relationship building with local leaders and community members to ensure communities were informed about Chinko and aware of the long-term benefits of the park.

Biodiversity Conservation

The globally significant population of Eastern giant eland (a subspecies of the Lord Derby eland) found in Chinko, was monitored for the first time in the CAR. Seven individuals were fitted with GPS satellite collars in February in order to gather critical data on survivorship and help determine improved protection measures of this little known species. Unfortunately in March, one collared individual travelled 40 km south of the core protection zone and was poached by herders reducing the total number that were tracked for the year to six. Preliminary data from the other collars showed that the eland had a limited movement pattern and largely remained within the protected area. Ranger patrols were planned around the eland's movements to provide the best possible protection. Eleven separate herds of eland were documented over the year, with one herd comprised of more than 150 individuals.

7

Eastern giant eland
were fitted with GPS
satellite collars

Predators were also frequently heard and seen throughout the year including lions (one of which was seen only 2 km from headquarters), wild dogs and hyaenas. Direct observations and tracks from elephants indicated five distinct groups, with some of them moving from the north into the core protection zone secured by our rangers. The research team carried out 20 days of line transects on average each month and sighted several herds of 50 to 60 buffalo over the year. These are among the largest herds observed since Chinko's inception, which clearly shows that the protection of the core zone is directly improving living conditions for the wildlife. Camera traps at the salt licks in the core protection zone captured record concentrations of game species including eland, roan, hartebeest and buffalo, as wildlife from surrounding areas increasingly moved into the core protection zone, away from poachers and cattle herders. Wildlife was also seen moving around more during daylight hours and in open landscapes, a recent behaviour

change as a result of reduced stress and pressure from poachers.

Law Enforcement

Wildlife and human populations living in villages surrounding Chinko are under constant threat due to instability and ongoing fighting between armed groups and violent militias. Poaching pressure largely from armed Sudanese cattle herders, who up until now have occupied this vast area with their large herds of cattle, have put species like the Eastern giant eland, hartebeest, kob and buffalo at serious risk. Undeterred poaching caused wildlife numbers to plummet drastically over the last few years, to the brink of local extinction, prior to the creation of Chinko and the arrival of African Parks.

In two short years, Chinko's comprehensive community programme, extensive cooperation with Central African officials and a committed ranger team of 64 individuals have managed to secure a vast 2,000 km² core protection zone. This has been achieved by pushing out armed poachers and cattle herders and mitigating key threats, with the result of the creation of a safe harbour for Chinko's wildlife and increased stability for communities in the region. Towards the end of 2016, when poaching pressure was at its peak, the Sudanese cattle herders and the ex-Seleka rebels had the park on high alert.

However, these groups largely respected Chinko's boundaries and there were very few issues. Only one group of herders was evicted from the Chinko area, a stark contrast to the previous year when 34 groups were evicted.

In two short years, Chinko's ranger team managed to secure a core area of 2,000 km², removing all threats

The Minister of Wildlife and Forestry, senior officials from the Ministry of Defence and regional leaders visited Chinko in July to see the work under way and the area first-hand. Chinko experienced several challenges during 2016 including the crash of an Ultra-Light Aircraft, which severely constrained the air surveillance capacity and the ability to rapidly resupply ranger teams in the field. Luckily no one was harmed in the crash, that only resulted in material damages. Training in helicopter intervention and evacuation was carried out and the law enforcement capacity was further enhanced with the completion of the Kocho ferry. This ferry allowed rangers to be resupplied east of the Kocho River by road, greatly reducing operational costs.



A ranger training camp was constructed in preparation for recruitment and ongoing training. © Brent Stirton

Communities living around Chinko are among the most marginalised people, not just in Central Africa but on the planet, with little to no infrastructure, employment, education or health services. The community benefits provided by African Parks are key to the long-term future of the park.

In general the opening of new roads and in particular the northern security road enabled improved interception of herders. These infrastructure developments played a key role in the detection and subsequent arrests of 23 local poachers and illegal fishermen, who were handed over to authorities.

A fully-equipped ranger training camp with sleeping facilities, classrooms, tactical sand-box, a challenging obstacle course and a shooting range was constructed in September. This provided an integrated training ground for 44 ranger candidates who went through a two month Basic Field Ranger training course, led by experienced ranger trainers. Of those 44, 17 completed the training, and the 10 that were qualified as rangers were fully integrated into the ranger force. Three graduates were promoted to *Chef d'Equipe* and seven aspiring rangers were allowed to stay on for another six months. They will undergo performance evaluation in 2017 to determine whether they will be badged as rangers.

Community Development

Communities living around Chinko are among the most marginalised people, not just in Central Africa but on the planet, with little to no infrastructure, employment opportunities, education or health services. Providing community benefits is key to the long-term future of the park, and in 2016 Chinko provided funds to assist with the construction of a

Secondary School in Bakouma, the nearest major village to Chinko. As there are almost no education services in the areas surrounding Chinko, African Parks paid local parents who have some level of literacy, to teach children living in the area. Environmental education was taught through the local schools in May and education resources were provided to 136 pupils and 13 teachers in Bakouma's schools in recognition of their educational efforts. Access to health services is essential for developing communities and medical equipment was donated to the local hospital in Bakouma. Optional HIV testing was offered to all employees including rangers, and counselling and assistance with treatment were available to those who tested positive.

Stakeholder engagement is a priority to build a constituency for conservation, and the park welcomed the Bakouma Mayor, Regional Police Commander, Regional Prosecutor, and local committees, all of whom visited Chinko in April. The Minister of Wildlife and representatives of the Ministry of Defence and Ministry of Livestock visited in July. Sensitisation meetings were carried out with Mbororo leaders, Transhumance herders and a local Fishermen's Association regarding Chinko's boundaries and what it meant for them. The Community Manager also engaged with local people living beyond Chinko on the presence of a large herd of elephants near their village. Through discussions and early intervention, he was able to dissuade the local villagers from chasing or harming the herd, preventing



Satellite collars will help the park gather critical data on the Eastern giant eland. © Karen Lubbe

potentially fatal conflict. The park's eco-monitors subsequently tracked the elephants until they re-entered Chinko to ensure that both the communities and wildlife were safe.

Park Management and Infrastructure Development

Construction of a community office and lodging area commenced in the centre of Bakouma; new staff accommodation at the main camp in Chinko was completed; the Nzako ferry was fully refurbished; and

the fuel store and armoury were finished, as was the southern ranger base and southern Kocho airstrip. Seven bridges were repaired on the main road between Bakouma and Bangassou in honour of National Independence Day. A new bulldozer was used to improve the roads in Bakouma, and the two Forward Operating Bases had solar panel systems installed to allow ranger teams to recharge equipment while in the field. In June, Martin Rickelton, who previously managed African Parks' Gambella project, arrived in Chinko to provide mentorship to the management staff and park operations in general.



The research team carried out 20 days of line transects and analysed camera trap images to continue the long-term monitoring of Chinko's critical and diverse wildlife. © Brent Stirton



Objectives for 2017

- > Increase the core protection zone to cover 3,000 km² and maintain it free from poaching
- > Train 30 additional rangers
- > Collar 15 Eastern giant eland
- > Construction of three new Forward Operating Bases
- > Construction of two houses for higher management and completion of the workshop
- > Maintain good relations with government officials and strengthen the community outreach programme



Liwonde National Park

Malawi

548 km²

African Parks project since 2015

Governed by: African Parks Limited in partnership
with Malawi Department of National Parks
and Wildlife

The Dutch Postcode Lottery, Anna McWane, People's
Postcode Lottery, The Wildcat Foundation and The Wyss
Foundation were major funders of Liwonde in 2016

261

elephants were translocated from
Liwonde to Nkhotakota as part of
the elephant translocation

16,494

snares removed





Craig Reid
Park Manager

Liwonde was home to the first half of the elephant translocation where 261 elephants along with 615 game animals were successfully translocated from the park to Nkhotakota, garnering significant global media coverage. A full aerial survey carried out after the capture indicated robust wildlife populations already showing signs of growth due to increased protection, including the addition of two new rhino calves. Due to rigorous law enforcement, not one elephant was poached after June, and the 117 km perimeter fence provided needed relief for human-wildlife conflict. Prince Harry joined the translocation team for three weeks, lending his support in the field and in high-level stakeholder meetings with the Honourable Minister and the President of Malawi.

Biodiversity Conservation

When African Parks assumed management of Liwonde National Park in August 2015, plans were immediately made to prepare for one of the largest elephant translocations in human history. This involved moving 500 elephants from Liwonde and Majete over two years to help reduce pressure on Liwonde and to repopulate Nkhotakota. Between 4th of July and 9th August 2016, African Parks successfully translocated 261 elephants from Liwonde, along with 615 head of game animals including buffalo, waterbuck, impala and warthog to Nkhotakota. Liwonde also received 25 eland and 23 zebra from Majete to help grow a local viable population, and moved one male black rhino to Majete to increase genetic diversity there. The first half of the elephant translocation was extremely successful in relieving pressure on natural vegetation and reducing human-wildlife conflict in Liwonde, while also beginning the process of restoring Nkhotakota. The translocation generated extensive national and global media coverage, and helped put Malawi on the map as an emerging leader in elephant conservation. Another 100 elephants will be translocated from Liwonde to Nkhotakota in 2017.

After the translocation, the first full wildlife aerial census was carried out. The results revealed robust

populations of numerous species including 1,086 buffalo, 1,887 hippos, 578 elephants, 4,477 waterbuck, 515 sable and 2,107 impala, 76 ground hornbills, roan and hartebeest. Sixty white-backed vultures and four lappet-faced vultures were also confirmed. Notably, this was the first sighting of a lappet-faced vulture in many years. This was significant given the dire threats and steep declines facing vultures across the continents. In a welcomed addition, two new black rhino calves were born in the park.

Prince Harry joined the translocation team for three weeks, lending his support in the field and in high-level stakeholder meetings with the Honourable Minister and the President of Malawi

Bomas were constructed in preparation for the five cheetahs that will be reintroduced from South Africa in 2017, in collaboration with the Endangered Wildlife Trust. This initiative marks the beginning of the apex

predator restoration programme for Liwonde, which also serves to rehabilitate ecological functioning of the park and improve the game viewing for visitors.

Law Enforcement

Liwonde's 43 rangers made significant gains over the first full year of managing the park. An astounding 16,494 snares were removed with signs that the setting of snares had decreased over the year. Thirty-seven gin traps were removed and 13 firearms confiscated. Two hundred and thirty-five boats used for illegal fishing were seized and fish poaching was largely eliminated within the park, with a 95 percent reduction in activity since the beginning of the year. While sadly 20 elephants and one rhino were poached between January and June, not one elephant or rhino was killed for the remainder of the year. This was a direct result of the intensive efforts of putting into place sustainable law enforcement interventions. Ten criminals directly involved in these poaching crimes were arrested and successfully prosecuted with very strong sentences.

Overall 93 poachers, 80 illegal fishermen, and 34 fence vandals were arrested sending a strong message that illegal activities will not be tolerated. Our well-trained and equipped rangers conducted a total of 5,656 patrol man days comprised of 252 long patrols, 955 short patrols, 372 rhino tracking patrols, and 91 river patrols. Aerial surveillance included 158 helicopter hours and 42 ultralight hours, providing much needed coverage of the park that was instrumental in helping locate and prevent further poaching.

African Parks entered into a collaboration with Air Shepherd, WWF-US, UAV and Drone Solutions (UDS) and the Lindbergh Foundation, funded by Google, to test the effectiveness of drone technology in Liwonde to counter poaching. The trial period will conclude in 2017 but preliminary results indicate that the drones may be more effective in helping prevent human-wildlife conflict than wildlife crime in the Liwonde context.

A total of 60 ranger candidates underwent seven weeks of intensive training on two courses at Liwonde's Training Centre at the request of Malawi's Department

261 elephants and 615 head of game animals were successfully translocated from Liwonde to Nkhotakota.



Kester Vickery helps a sedated bull elephant down to the ground during the elephant translocation in Liwonde.
© Harry Wales

of National Parks and Wildlife (DNPW) to help train and deploy rangers across Malawi's parks. The top performing individuals were selected to fill vacancies at Liwonde and Nkhotakota. Liwonde also provided a three-week Basic Tracker training course for 25 rangers from African Parks in Zambia, Malawi and Rwanda. This field-based training added to the park's law enforcement capabilities.

Community Development

Human-wildlife conflict with elephants, hippos and crocodiles is one of most pressing threats for Liwonde and the approximately 900,000 people who live around the park. Constructing and maintaining the park's electric perimeter fence to reduce conflict and secure the park for the safety of both wildlife and people is a top and ongoing priority. Sadly, there were 34 conflict incidents that resulted in eight human fatalities, but multiple strategies were employed to mitigate further incidents including the use of the park aircrafts to deter elephants from the fence line. The fence neared completion towards the end of the year, drastically reducing conflict and saving lives.

Liwonde held sensitisation workshops with local villages to deter vandalism by explaining the protection and economic benefits the fence provides. In 2016, ongoing fence maintenance required a team of 71 full-time and 131 part-time staff. As the year progressed, community cooperation improved, resulting in a well-protected and maintained fence.

Liwonde supported two schools that enrolled 812 students, and provided seven scholarships to secondary and tertiary students. The park engaged with 222 teachers all of whom are Environmental Club patrons and helped to bring more than 1,180 children

to visit the park. Construction began on the Likulungwa School block with 60,000 bricks purchased from local suppliers, and construction workers were recruited from surrounding communities to build an additional classroom at Namisundu Primary School, both of which will be completed in early 2017 and will reach around 400 more children.

Bee-keeping and a Moringa growers groups were formed and leadership training was provided to key representatives as a means to organise and catalyse local entrepreneurship as well as find alternative sources of income for surrounding communities. A number of tree nurseries were established to propagate trees for planting to reduce pressure on natural vegetation, generating positive results. Approximately 30,000 seedlings were produced in the first year. At the request of the Nanthomba community, which is made up of 200 farming families, Liwonde supported a dry season farming scheme on 26-hectares neighbouring the park. We provided 26 treadle pumps, 620 metres of irrigation piping, 65 watering cans, 13 sprayers and assorted vegetable seeds for winter cultivation.

High-level stakeholder meetings occurred, largely around the elephant translocation where the Honourable Minister Bright Msaka, SC, community leaders and elders, magistrates and district heads of police were invited to partake in the elephant translocation. They were provided an aerial view of the park and surveyed Mangochi Forest Reserve, the proposed park extension to the north of Liwonde. Prince Harry joined the African Parks' translocation team over July and August, and during that time he and African Parks' CEO Peter Fearnhead met with the Malawian President, His Excellency Professor Peter Mutharika, to discuss the elephant translocation and the overall work of African Parks in Malawi.



Constructing and maintaining the parks perimeter fence was key in the reduction of human and wildlife conflict for surrounding communities. © *Annegré Bosman | Pluk Media*

Park Management and Infrastructure Development

With 174 full-time employees and 180 part-time staff, a tremendous amount of infrastructure development was achieved in the first half of the year to rehabilitate the park and prepare for the elephant translocation. The most significant undertaking was the completion of the 117 km park perimeter fencing and ensuring the fence remained intact. A 27-metre concrete drift was constructed over the Likwenu River and approximately 100 km of roads were graded to facilitate the transportation of elephants in trucks. Multiple road and bridge improvements were undertaken, including over 100 km of grading. A 34-bed temporary camp was constructed at Mvuu Tourist Camp for the translocation team. The construction team also completed a state of the art predator boma for the cheetah and lion introductions in 2017.

The Liwonde Training Centre was modified and refurbished, serving as the most advanced hub for ranger training in the country. The new digital radio system was installed, vastly improving communications

which are now reliable and secure. The park entrance gate renovation at Chinguni was started; staff housing comprising of 17 units were fully renovated; houses for the Fence Manager, Community Manager, and Field Operations Manager were completed, and construction began on the Park Manager's house which will be completed in 2017.

Tourism

Liwonde received over 13,000 tourists, a quarter of which were international, generating US\$228,600 in total tourism revenue. In an aspirational plan to boost tourism potential and generate greater park revenue, two new concession agreements for tourism developments were presented for board approval and will be undertaken in 2017, and one was renewed with Mvuu.

The elephant translocation garnered significant local and international media attention and along with a press event in Blantyre in May, the park hosted crews during the translocation including 15 members of the Malawian press, the Associated Press, de Volkskrant newspaper, The Independent, Lonely Planet and Town & Country.



Left: A total of 120 ranger candidates underwent seven weeks of intensive training in Liwonde's Training Centre. Right: Liwonde supported numerous sustainable local enterprises as a means of reducing pressure on the park. © *Annegré Bosman | Pluk Media*

Objectives for 2017

- > Reduce incidence of elephant poaching to less than five (ideally zero) and no rhino poaching
- > Ensure rangers meet the minimum physical standards prescribed in the Standard Operating Procedures and receive in-house refresher and specialist training
- > Capture and translocate up to 100 elephant to Nkhotakota
- > Complete construction of and manage perimeter fence around Liwonde
- > Install and adopt DAS to improve real-time situational awareness and improve command and control capabilities as a management tool and integrate Geosuite for intelligence purposes
- > Include Mangochi Forest Reserve into the Liwonde mandate
- > Introduce cheetah



Nkhosakota Wildlife Reserve

Malawi

1,800 km²

African Parks project since 2015

Governed by: African Parks Limited in partnership with the
Malawi Department of National Parks and Wildlife

Dutch Postcode Lottery, Anna McWane, Stichting Dioraphte,
The Wildcat Foundation and The Wyss Foundation were
major funders of Nkhosakota in 2016

261

elephants and 1,117 game animals were moved
to Nkhosakota to repopulate the reserve

49

“at risk” students were provided
scholarships from the park to
continue their education



Samuel Kamoto
Park Manager

After a year of preparation and improved law enforcement, Nkhotakota received 261 elephants over July and August as part of the first half of the historic elephant translocation. In addition 1,117 game animals were translocated to help restock and revive the reserve. These animals were released into a 19,000 ha fenced sanctuary area in the core of the reserve. The fence was part of 96 km of fencing completed in the reserve during the year. Our eight Extension Officers worked with 11 Chiefs and 534 villages in the four bordering districts to help reduce threats and encroachment and inform people about the role of African Parks in managing the reserve. Seventy-one muzzle-loading guns were handed over by community members in exchange for amnesty, and a radio programme was initiated to engage local communities in conservation issues and provide information about the reserve.

Biodiversity Conservation

When African Parks assumed management of Nkhotakota Wildlife Reserve in August 2015, we knew that we would be managing a 'sink' – a reserve that had healthy habitat but due to decades of poor law enforcement most of its wildlife had been poached out. Where there had been more than 1,500 elephants, fewer than 100 remained. Nonetheless this reserve had an incredible opportunity to be restored to become Malawi's premier elephant sanctuary.

We immediately began overhauling law enforcement, and initiated plans for the historic translocation of 500 elephants from Liwonde and Majete, two other parks under African Parks' management that had a surplus of elephants. Over six weeks in July and August, Nkhotakota received 261 elephants from Liwonde and 1,117 head of game animals from both Liwonde and Majete including 200 sable, 100 kudu, 92 buffalo, 404 waterbuck, 122 impala, and 199 warthog. Of the elephants, 21 were bulls and the rest made up small

family units. Seven bulls and 20 matriarchs received collars for continued long-term monitoring and species management.

After being transported 350 km by truck from Liwonde, all the elephants were released into a 190 km² (47,000 acres) sanctuary within the larger 1,800 km² (445,000 acres) reserve. Despite initial territoriality over the sanctuary fence between resident and newly translocated elephant bulls, all of the animals settled in quickly and became familiar with their surroundings.

Over six weeks Nkhotakota received 261 elephants and 1,117 head of game from Liwonde and Majete

Just a month after the elephants' arrival, 35 percent of the sanctuary was affected by fires in the north. Luckily the south, where most of the game were located, was not affected, nor did it affect the elephants. Illegal charcoal producers likely ignited the fires.



Twenty-two rangers received refresher training at Nkhotakota. © Frank Weitzer

African Parks spent nine months preparing for the elephant and game translocation to restock Nkhotakota, which included the overhauling of law enforcement, grading and creating of road networks, perimeter and sanctuary fencing, and hiring of hundreds of local employees.

Despite the drought that gripped the region, water was still widely available in the reserve and when the rains did arrive in November the vegetation flourished. The translocated elephants were monitored by ground and air surveillance with no poaching incidents through the remainder of the year; and all translocated animals thrived with no negative effects on the habitat within the sanctuary.

Law Enforcement

Law enforcement was significantly bolstered in preparation for an influx of new wildlife and to account for the increased responsibility of managing animals at risk of poaching. Twenty-two rangers received refresher training comprising of field tactics, patrol information, bush craft, and weapons handling. Nine rangers

completed the Basic Field Ranger Training course; two rangers underwent specialist training; and the team also received two months of mentor training in the field. This resulted in far more effective patrols, increased coverage of the reserve and improved morale. A helicopter programme was initiated and focused on airlifting law enforcement teams into remote areas of the reserve not previously covered by patrols. A new radio system greatly increased the scouts' security and ability to coordinate activities; and all rangers received training in the use of smartphones and CyberTracker devices to collect valuable data on law enforcement, and illegal activities. Three new vehicles were added to the fleet along with seven motorbikes, and a fleet monitoring system was installed in all vehicles to provide safety for staff and improve the strategic use of resources.



Translocated elephants in the sanctuary at Nkhotakota. © Frank Weitzer

The results from our law enforcement team for the year included a total patrol man days of 3,089. This resulted in the apprehension of 120 people, 50 subsequent arrests, and 27 convictions. Fifteen illegal fishing nets and 81 kg of bushmeat were seized, 1,203 snares were removed, and 76 firearms were confiscated. The marijuana fields destroyed last year and monitored this year remained inactive and preliminary evidence indicated a reduction in broad-scale marijuana growing in the north of the reserve.

Community Development

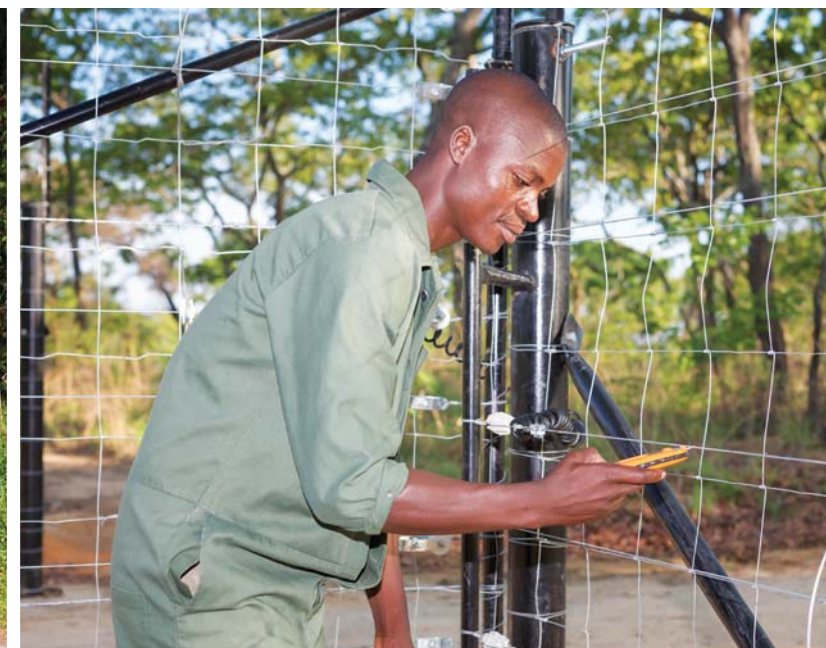
Working alongside the local communities is essential for the long-term success of the reserve, especially because there are more than 300,000 people living within five kilometres of the reserve boundary. Given the need to secure the area and prevent human-wildlife conflict, fencing was a top priority. Conflict with local people over the reserve boundary and fence line was a challenge at first and was the main focus of our Extension Team. This team was made up of eight individuals who worked with 11 Chiefs spanning 534 villages in the four bordering districts. Stakeholder meetings were held with surrounding villagers, their headmen and Chiefs, in order to provide them with information on the fence route, why it was being implemented, how it would be used and the benefits of having the fence in place. While there were 83 documented human-wildlife conflict situations in 2016, this was a 50 percent decrease from 2014. As the fence continued to provide protection for communities, they began to welcome the fence boundary. This, combined with improvements to local resources such as boreholes, created a relatively positive community

environment, and it is hoped that this will continue through the remaining two years of fence construction.

The reserve's firearms amnesty programme continued to see encouraging results, with 103 firearms being handed over by local people to Nkhotakota's Community Extension and Law Enforcement Teams in exchange for a small monetary incentive. Communities, from the western and northern sections of the reserve also collaborated with our rangers to help collect more than 412 snares, clear 10 hectares of marijuana, and bury over 200 pitfall traps.

With education as a priority for local communities surrounding the park, a scholarship programme was initiated for orphaned and vulnerable children. This programme paid school fees for 49 students to support them in continuing their secondary school education. All existing wildlife clubs around the reserve in each of the Traditional Authorities were mapped out with the help of the Nkhotakota District Education Office. Materials, brochures, leaflets and calendars were produced and printed and were distributed to schools and communities through their Natural Resources Committees.

Nkhotakota Wildlife Reserve introduced a community radio programme on the Nkhotakota District Community Radio to engage local communities about the reserve, wildlife, wildlife crime, human-wildlife conflict, the boundary, and other topics. This provided an important platform to communicate messages, especially on the translocation. Guest panellists consisting of some of the village Chiefs also participated, along with government officials and local villages, to engage in discussions and speak with their communities about conservation issues.



Left: A 78 km electric sanctuary fence was built within the reserve's perimeter for the newly translocated elephants. Right: Despite the drought, Nkhotakota retained healthy levels of water throughout the year. © Frank Weitzer



Park Management, Infrastructure and Development

A major focus in the first half of the year was preparing to receive new animals. A 78 km electric 'sanctuary' fence was built within the reserve's perimeter for newly translocated elephants; and two bomas (one for the elephants and one for game animals) were constructed. The construction of the reserve perimeter fence began with 35 km along the main human-wildlife conflict areas. Towards the end of the year, progress began on stage two of the boundary fence amounting to 123 km of fencing by the middle of 2017 (roughly 50 percent of the total boundary). This construction resulted in the creation of 40 permanent jobs and over 180 temporary positions.

In the second half of the year a Digital Radio System was installed. This provided a vital link for communication across the reserve and surrounding areas and greatly improved the coordination of operations across all areas of management. Thirty kilometres of road were graded and two management houses were built and 14 houses were rehabilitated, including 12 ranger houses and the main office in Nkhotakota.

A key focus of the year was developing a competent team to manage the reserve effectively. The African Parks team at Nkhotakota grew from 48 staff in 2015 to 84 permanent staff by the end of 2016.

Tourism

Visitation was up significantly with 938 tourist in 2016; the previous two years saw an average of 400 tourists per year. The publicity surrounding the newly translocated elephants helped raise the profile of Nkhotakota as did the positive news of improved activities and viewing opportunities for guests and revamped security in the reserve. During 2016, significant local and international recognition was received for the translocation efforts and this is expected to contribute to consistently increasing tourism over the coming years. A review of tourism opportunities was undertaken to develop a strategy for future tourism developments.

Objectives for 2017

- > Complete phase two of the perimeter fencing project
- > Continue to improve law enforcement through training, provision of uniforms and equipment, and thereby reduce incidences of poaching
- > Closely monitor the elephant population within and outside the sanctuary and mitigate human-wildlife conflict
- > Build offices, workshop and education centre as part of infrastructure improvements
- > Translocate an additional 240 elephant and several hundred plains game
- > Implement the community engagement strategy
- > Create tourism and roads strategies for the reserve
- > Gather essential biodiversity baseline data for the area



Ennedi, Chad, was declared a UNESCO World Heritage Site in 2016. © Michael Viljoen

Parks in Development

African Parks' vision is to have 20 parks under management by 2020.

With 10 parks under current management, extensive efforts were made in 2016 to grow our portfolio and bring in new parks. When considering a park for inclusion into the African Parks portfolio, we follow three broad criteria that include ecological, sociopolitical and financial aspects, with the ultimate goal of receiving the mandate for delegated management authority from the Government. While we had to terminate discussions on Gambella in Ethiopia, we made significant progress on Ennedi, Bazaruto, Pendjari and Shaba and Buffalo Springs this year.

Ennedi, The Republic of Chad, 40,000 km²

Rocco Rava, Project Manager

A Memorandum of Understanding was signed with the Chadian Government in 2015, at the request of the President, to investigate the viability of establishing Ennedi as a new wildlife and cultural protected area. In February, African Parks signed a 20-month agreement with the Chadian Government to develop a management proposal for Ennedi, which will be completed in March 2017. We confirmed that Barbary sheep, Dorcas gazelle, Patas monkey and olive baboon were still present in the area; camera trapping determined the presence of Ruppel's fox, a golden jackal and several bird species. Fifty-two new rock art sites were discovered, five of which were deemed to be of great significance, adding to a total of 210 recorded sites. In July, Ennedi was announced as one of UNESCO's 21 newly prescribed World Heritage Sites, a status given to places of outstanding value. Community meetings, held on sensitising local communities to the management plan, were met with enthusiasm. The meeting culminated in a letter signed by the traditional leader's (*Chef de Canton*) representative, supporting the creation of Ennedi as a protected area.

Bazaruto Archipelago Marine National Park, Mozambique, 1,430 km²

Karen Allen, Project Manager

African Parks began exploring the potential of assuming management of Bazaruto in 2015. In 2016, we began negotiations with the National Administration of Conservation Areas (ANAC), hired a Project Manager, produced business and infrastructure plans and conducted a successful Board due diligence site visit. Bazaruto was established in 1971 as Mozambique's first marine protected area. A diverse seascape, it is home to more than 2,000 fish species and notable megafauna including whale sharks, dolphins, manta rays and whales. It also has the only viable population of dugong in the western Indian ocean of approximately 260 individuals. Approximately 5,800 people live on the islands in the archipelago, 80 percent of whom rely on harvesting marine resources as their primary livelihood, putting tremendous pressure on this seascape. Urgent action is needed to reverse this downward trajectory and to elevate the reserve as one of Africa's greatest marine sanctuaries. As of December, the final draft agreement was under review by ANAC. Subject to their approval this agreement will conclude in 2017 and will bring Bazaruto under management, contributing an important and new dimension to the African Parks portfolio.

Shaba National Reserve and Buffalo Springs National Reserve, Kenya, 370 km²

Martin Rickelton, Country Representative

In August 2015, the government of Kenya invited African Parks to assess the potential of assuming management of Shaba and Buffalo Springs National Reserves in Kenya. In 2016, we continued this assessment and negotiations with Kenyan authorities to secure a mandate to manage these two iconic wildlife reserves in partnership with the Isiolo County Government (ICG). These areas are comprised of rich volcanic soils with resident populations of elephant, endangered Grevy's zebra, rare reticulated giraffe, lion, leopard, cheetah and hyaena. In February, Governor H. E. Godana Doyo and the County Speaker Honourable Muhamed Tupi from ICG visited Majete in Malawi to see the African Parks model and solidify their view of us as a credible partner in conservation management. While Governor Doyo worked with ICG to secure approval from the County Assembly and Cabinet, African Parks was asked to submit an Expression of Interest through a public call for proposals which was submitted in June. A sub-grant from USAID through NRT was also approved for US\$460,117 over a four-year period. There was local resistance to ICG efforts to conclude an agreement with African Parks, which was largely politically motivated by the opposition, but comprehensive stakeholder engagement was conducted with good effect and in September we were informed that the ICG were ready to conclude the agreement. However, discussions and a site visit were postponed to 2017, at which time a signed agreement should be reached.

Pendjari National Park, Benin, 4,711 km²

Jean Marc Froment, Conservation Director

African Parks was invited to Benin in October 2016 to explore possibilities of assuming management of Pendjari National Park. Pendjari, which is 4,711 km², including adjoining hunting zones, forms part of the WAP complex (W National Park in Niger, Arly Game Reserve in Burkina Faso and Pendjari in Benin), a vast protected area straddling Benin, Burkina Faso and Niger.

These are the last remaining relatively intact ecosystems in the region. The Government of Benin has identified a Public Private Partnership with African Parks as a key mechanism to restore Pendjari as a thriving wildlife destination. This would be the first extension of our portfolio into western Africa. A Board due diligence meeting, planned for February 2017, is a final step toward concluding the agreement.

Gambella National Park, Ethiopia, 4,575 km²

Martin Rickelton, Country Representative

In November 2014, African Parks signed a tripartite agreement with the Ethiopian Wildlife Conservation Authority (EWCA), the Horn of Africa Regional Environment Centre and Network (HoA-REC&N) of Addis Ababa University to establish a network of protected areas. African Parks registered as an NGO in Ethiopia to begin work until a long-term management agreement was signed. Though the project was met with challenges, its achievements by April 2016 included the construction of the first base camp in the national park, the opening of a new road and airstrip, two large wildlife collaring operations, two comprehensive aerial surveys, technical scout training, a socio-economic baseline study on communities around the park and submitting a proposal for a "Network of Protected Areas for the Gambella Landscape". However, in April 2016, the Charity and Society Agency blocked our bank accounts, preventing us from carrying out the full scope of our work. Our country representative, assigned to us in May 2016, was not permitted to function in his full capacity although no official reason was provided. Despite our attempts to find solutions to these problems, in November 2016 we dissolved the tripartite agreement and closed the African Parks Ethiopia office. We communicated to the EWCA our continued interest in managing Gambella National Park to ensure the protection of this extraordinary landscape.

Projects in the pipeline: African Parks is also in discussions with the relevant government partners for Matusadona National Park in Zimbabwe and Kafue National Park in Zambia.

2016 Financial Performance

2016 was the third year running whereby, thanks to our donor support, we did not require a drawdown from our internal reserves. The total organisation spending of US\$34.8 million (2015: US\$24.6 million) was funded through donor support and through operating income generated. Our internal reserves were at US\$14.4 million (2015: US\$14.3 million) at year end. These reserves are held by Stichting African Parks Foundation (SAPF).

Presented here are the management accounts of African Parks Network and the ten parks currently under management. A summary of the audited results for the 2016 financial year is also being presented here. The differences between the management accounts and the audited results are due to consolidation journal entries and other International Financial Standards (IFRS) adjustments. 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.

Financial Highlights

The **income** utilised to fund the organisation's operations was from three sources: donor income, gross park revenue and endowment income. Foundations accounted for the largest portion of **donor income** at 42%. The African Parks endowment fund achieved a return of 7% for the 2016 financial year. A portion of this return was utilised to fund the operating costs of African Parks Network. This is being reflected on the **endowment income** line in the management accounts on the next page. Total funds invested in the endowment fund was EUR 28 million (US\$29 million) as at year end. These funds are accounted for in the books of SAPF.

Gross park revenue funded 10% of park operations (2015: 9%). Akagera National Park remained the largest contributor towards gross revenue at US\$1.3 million. The addition of Liwonde National Park to the African Parks portfolio also resulted in over US\$200,000 of gross revenue generated during the year.

Group spending, as reported in the management accounts increased by 41% to US\$34.8 million. 2016 was the first year whereby the operations of both Liwonde National Park and Nkhotakota Wildlife Reserve were included for the full 12 months. These two parks incurred very large investments in capital expenditure. The translocation of elephant and other game in Malawi accounted for US\$1.1 million. Together, Liwonde and Nkhotakota accounted for US\$6.2 million (2015: US\$1.5 million) of total group spending. There was a continued ramp-up of anti-poaching efforts in Garamba, resulting in total spending incurred by Garamba of US\$6.6 million (2015: US\$4.9 million). The preparation work for the translocation of rhinos in Akagera added another US\$663,000 to the group expenditure.

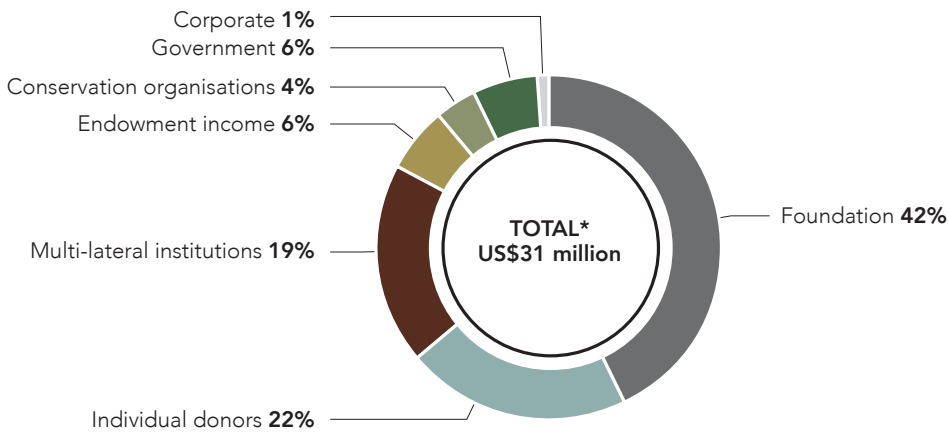
Overheads, represented by the cost of African Parks Network as a percentage of total costs was 12% (2015: 12%). SAPF and African Parks Foundation of America are not reflected within the group results as they are separate legal entities. These two entities have the main purpose of fundraising for the group.

Capital expenditure amounted to US\$6 million (2015: US\$3 million). The notable additional investments were in Liwonde and Nkhotakota. These two new entities accounted for US\$3 million of the total capital expenditure. The majority of this spending was for fencing projects in both parks.

Group Management Accounts

	Protected Areas US\$'000	African Parks Network US\$'000	Total per management accounts US\$'000	Consolidation adjustments US\$'000	Total per financial statements US\$'000
Income	31,217	3,943	35,160	(5,474)	29,686
Donor income	28,146	1,029	29,175	(4,271)	24,904
Gross park revenue	3,058	–	3,058	(231)	2,827
Endowment income	–	1,919	1,919	–	1,919
Cost recoveries	–	995	995	(995)	–
Other income	13	–	13	23	36
Total group spending	(31,210)	(3,612)	(34,822)	6,113	(28,709)
Operating expenditure	(21,992)	(3,198)	(25,190)	(767)	(25,957)
Capital expenditure	(5,862)	(262)	(6,124)	6,124	–
Special projects expenditure	(3,356)	(152)	(3,508)	756	(2,752)
Net surplus	7	331	338	535	977

Sources of Funding



* Excludes impact of consolidation adjustment of US\$4 million.

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 2016 (the “financial statements”). The financial statements were approved by the Board on 13 April 2017. These summary financial statements were published on 13 April 2017.

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 2016. The summary financial statements are prepared on a going concern basis.

Significant Accounting Policies

The accounting policies applied in the preparation of the audited financial statements, from which the summary financial statements were derived, are in terms of International Financial Reporting Standards and are consistent with the accounting policies applied in the preparation of the previous audited consolidated financial statements.

Summarised Group Statement of Comprehensive Income

A summarised group statement of comprehensive income is presented below. A consolidated operating surplus for 2016 of US\$850,000 (2015: deficit of US\$449,000) was recorded. Since the group operates on a balanced budget system, the surplus in the statement of comprehensive income was mainly associated with non-cash expenses such as foreign exchange movements, depreciation expenses as well as an amount of US\$321,000 recognised as income in anticipation of future helicopter expenses. This US\$321,000 has been transferred to a maintenance reserve.

Summarised group statement of comprehensive income

for the year ended 31 December 2016

	2016 US\$'000	2015 US\$'000	% change
Income	29,686	22,558	
Donor income	24,904	18,773	33%
Endowment income	1,919	1,500	
Operating income	2,863	2,285	25%
Operating expenses	(28,697)	(22,693)	26%
Employee benefit expenses	(9,992)	(7,882)	
Depreciation	(2,517)	(2,155)	
Other expenses	(16,188)	(12,656)	
Results from operating activities	989	(135)	
Net foreign exchange differences and finance expense	(12)	(194)	(94%)
Surplus/(deficit) before taxation	977	(329)	
Surplus/(deficit) for the year	977	(329)	
Other comprehensive loss	(127)	(120)	
Total comprehensive surplus/(deficit) for the year	850	(449)	

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 in majority 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 33% to US\$24.9 million (2015: US\$18.8 million). Donor funds not yet utilised are categorised as undrawn funds.

Operating income is mainly derived from park entry fees, tourism activities, accommodation income and concession fees.

Employee benefit expenses is the largest cost category as our biggest investment remains in the people who ensure the efficient operation of the parks. The total number of full-time staff employed was 1,672 in 2016 (2015: 1,405). Casual staff is additionally used within the parks for construction, road-works, alien plant control and other projects.

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 26% was the result of the inclusion of operations in Liwonde and Nkhotakota for the full year as well as a ramp up of operations in Garamba.

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

Summarised Group Statement of Financial Position

as at 31 December 2016

	2016 US\$'000	2015 US\$'000
Assets		
Non-current assets		
Property, plant and equipment	13,375	9,105
Current assets		
Inventories	167	82
Receivables and prepayments	7,219	3,879
Cash and cash equivalents	3,850	5,681
Total assets	24,611	18,747
Equity and liabilities		
Capital and reserves		
Foreign currency translation reserve	(1,416)	(1,288)
Retained earnings	2,080	1,450
Maintenance reserve	321	–
Non-controlling interest	(153)	(179)
Current liabilities		
Provisions	100	135
Trade and other payables	1,720	1,665
Undrawn funds	9,013	8,289
Deferred income	12,946	8,675
Total equity and liabilities	24,611	18,747

Property, plant and equipment include infrastructure improvements, motor vehicles, aircraft, plant and machinery, furniture and fittings and other fixed assets. During 2016, an additional of US\$6.7 million (2015: US\$3.8 million) was invested in tangible fixed assets. This increased expenditure was explained by three main capital projects, being: the building of a lodge in Liuwa, the perimeter fence in Liwonde and the elephant sanctuary in Nkhotakota. These three projects accounted for over US\$3 million of the capital investments in 2016.

Receivables and prepayments include receivables from related parties of US\$5.7 million (2015: US\$1.7 million). The related parties consist mainly of donors as well as our affiliate organizations, being Stichting African Parks Foundation (US\$625,000) and African Parks Foundation of America (US\$2.5 million). The donations receivable as at year end totalled US\$2.6 million (2015: US\$1.5 million).

Trade and other payables include various accruals and other suppliers. US\$300,000 of the total amount included deposits received from various guests for Camp Nomade in Zakouma.

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 2017 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.

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 a better matching of income and expenses.

Summarised Group Statement of Changes in Equity
for the year ended 31 December 2016

	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 2015	(1,168)	–	1,784	616	(184)	432
Deficit for the year			(334)	(334)	5	(329)
Other comprehensive loss	(120)	–		(120)		(120)
Balance as at 1 January 2016	(1,288)	–	1,450	162	(179)	(17)
Surplus for the year			951	951	26	977
Transfer to maintenance reserve		321	(321)	–		–
Other comprehensive loss	(128)			(128)	–	(128)
	(1,416)	321	2,080	985	(153)	832

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.

Summarised Group Cash Flow Statement
for the year ended 31 December 2016

	2016 US\$'000	2015 US\$'000
Net cash (outflow)/inflow from operating activities	(90)	3,307
Net cash outflow from investing activities	(6,736)	(3,827)
Net cash inflow from financing activities	4,995	607
Net (decrease)/increase in cash and cash equivalents	(1,831)	87
Cash and cash equivalents at the beginning of the year	5,681	5,594
Cash and cash equivalents at the end of the year	3,850	5,681

Cash and cash equivalents consisted of donor funds received but not yet spent on the designated programmes.

Independent Auditor’s Report

on the Summary Financial Statements

To the Directors of African Parks Network

The accompanying summary financial statements, which comprise the summary statement of financial position as at 31 December 2016, the summary statements of comprehensive income, changes in equity and cash flows for the year then ended, and related notes, are derived from the audited financial statements of African Parks Network (“the Company”) for the year ended 31 December 2016. We expressed an unmodified audit opinion on those financial statements in our report dated 13 April 2017. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to that date.

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards and the requirements of the Companies Act of South Africa. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of African Parks Network.

Management’s responsibility for the summary financial statements


Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the basis of preparation paragraph.

Auditor’s responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810, “Engagements to Report on Summary Financial Statements.”

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of African Parks Network for the year ended 31 December 2016 are consistent, in all material respects, with those financial statements, on the basis described in the basis of preparation paragraph.



Per D. Read

Chartered Accountant (SA)
Registered Auditor
Director, KPMG

13 April 2017



Liuwa Plain National Park, Zambia. © Burrard-Lucas

Government Partners

Our work is only possible with the support of our Government and 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 to our activities, 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 the park Boards. We thank them all for the trust bestowed upon African Parks.

Malawi Department of National Parks and Wildlife (DNPW)



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. We began our work with the DNPW in Majete Wildlife Reserve in 2003 and in Nkhotakota Wildlife Reserve and Liwonde National Park in 2015. Brighton Kumchedwa has played an instrumental role, particularly in the conclusion of the two more recent projects.

Zambian Department of National Parks and 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 Baroteland region, and as such, is an essential partner in the Liuwa Plain project. His Majesty Lubosi Imwiko 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.

Institut Congolais pour la Conservation de la Nature (ICCN) of the Democratic Republic of the Congo



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.

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. We would like to thank Francis Gatare for his excellent support to Akagera while in office at RDB, and welcome back Claire Akamanzi who took over the reins in late 2016.

Ministry of Forest Economy and 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.

The Republic of Chad



The Republic of Chad is African Parks' partner in the management of Zakouma National Park. 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. Amhat Brahim Siam is the Director of Wildlife.

Central African Republic Ministry of the Environment for Sustainable Development of Water, Forests, Hunting and Fishing



The Ministry of the Environment for Sustainable Development of Water, Forests, 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 the Environment for Sustainable Development of Water, Forests, Hunting and Fishing in Chinko in 2014. The current Minister is Miss Arlette Sombo-Dibele.

Strategic Partners

Our conservation impact would not be possible without the funding support we receive from our Strategic Partners who have typically committed to African Parks on a multi-year basis, contributing an annual amount of US\$500,000 or more. We are deeply grateful for their support.

Adessium Foundation



Adessium Foundation is a grant-making foundation working towards the benefit of nature and society. Its mission is to contribute to a society characterised by integrity, justice, and a balance between people and nature. Adessium has been a long-time funder of African Parks who have played a noteworthy role in funding new project development, special projects and unanticipated events across the African Parks portfolio. Adessium extended their commitment to help fund African Parks' expansion strategy for the period 2014 – 2017.

Dutch Postcode Lottery



The Dutch Postcode Lottery has been raising funds since 1989 to support organisations working towards a fairer and greener world. It is the biggest charity lottery in The Netherlands, with 50 percent of the lottery's annual turnover supporting 99 charities. African Parks has been an annual beneficiary of the Dutch Postcode Lottery since 2010, renewing their funding commitment of €900,000 in 2015 for another five years. The Lottery committed an additional €890,000 to the African Parks anti-poaching fund for the period 2013 – 2017 and have also committed €2.65 million towards the elephant translocation in Malawi as part of the restoration of Liwonde and Nkhotakota.

European Union



The European Union (EU) sees ecosystem conservation as an opportunity to generate growth, create jobs and reduce poverty through a green economy that contributes to the EU's development agenda. Its work in this area is guided by its commitment to global environment and climate change agreements. The EU has been a long-term strategic funding partner of Garamba, Zakouma and Odzala through the European Development Fund (EDF). The EDF facility has been complemented by €12.5 million bridge funding between the end of the 10th EDF and the start of the 11th EDF. African Parks has received €17 million under the EDF.

Fentener van Vlissingen Family

The late Paul Fentener van Vlissingen provided the bulk of the initial funding that established African Parks in 2003. In 2010 his daughters Alicia and Tannetta Fentener van Vlissingen committed €25 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, allowing new donor contributions to be allocated directly to the parks. During 2016 the Fund provided US\$1.9 million towards African Parks' organisational needs.

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 iconic species that are threatened by poaching. In 2016 their funding provided critical anti-poaching support in Garamba, which holds the last viable elephant population in the watershed area between the Congo and the Nile.

United States Agency for International Development (USAID)



USAID operates the Central Africa Regional Program for the Environment (CARPE) with the aim of providing significant new financial and technical resources for the international initiative to conserve the Congo Basin Forest, the planet's second largest tropical rainforest and its threatened biodiversity. Under this umbrella, USAID has awarded a five-year grant of almost US\$10 million for the Central African Forest Ecosystems Conservation (CAFEC) in Garamba and Chinko Project Area.

U.S. Fish & Wildlife Service (USFWS)



The U.S. Fish & Wildlife Service (USFWS) is a government agency whose mission is to conserve, protect and enhance fish, wildlife, and plants and their habitats. USFWS have provided grants to support our anti-poaching programs and activities in Zakouma, Chinko and Odzala-Kokoua. In 2016, USFWS, alongside USAID, awarded African Parks a new grant to support anti-poaching efforts of key species within the Chinko and Garamba landscape and protected areas, with a specific focus on security, intelligence, law enforcement and park management.

The 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, and helped enable our work more generally. 2016 marked the second year of the most recent commitment of a US\$5 million grant over five years to continue to strategically grow the African Parks portfolio with a particular emphasis on Akagera.

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. The Wildcat Foundation has provided critical support to African Parks for law enforcement and anti-poaching efforts in Garamba, Liwonde and Nkhotakota.

WWF-The Netherlands



The mission of WWF (the World Wide Fund for Nature) is to stop the degradation of the planet's natural environment and build a future in which humans live in harmony with nature. In 2007, WWF-The Netherlands and African Parks entered into a 10 year partnership to develop the African Parks management model across Africa. Between 2014 and 2017, WWF-The Netherlands has committed €1.5 million to cover core operating costs and conservation projects in Liuwa Plain, Bangweulu Wetlands and Odzala-Kokoua. A group of five families who make up the "Odzala Circle" contributes the Odzala portion of this funding. An additional €500,000 was made available to WWF-Zambia for the same three-year period, of which two-thirds is for support of Bangweulu Wetlands.

The Wyss Foundation



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. The Wyss Foundation support was instrumental to lion reintroduction at Akagera in 2015 and for the elephant translocation in Malawi in 2016. The Foundation recently made a ground-breaking commitment of US\$65 million to provide catalytic funding in the form of challenge grants for five new parks, as well as continued support for Liwonde, Majete and Nkhotakota (the Malawi Parks) and Akagera over the next five years.



Pelicans in Zakouma National Park, Chad. © Kenneth Coe

Organisation and Individual Funders

We could not have an impact without the support of organisations and individuals who share our commitment to conservation. Significant contributions received in 2016.

US\$500,000 and Above

Adessium Foundation
Don Quixote Foundation
Dutch Postcode Lottery
European Union
Arent and Marthe Fock
Fondation Segré
Howard G. Buffett Foundation
Steve and Corinne Koltes
Niessen Family
People's Postcode Lottery
Stichting African Parks Foundation (SAPF)
Stichting Dioraphte
Donna and Marvin Schwartz
United States Agency for International Development
The Walton Family Foundation
The Wildcat Foundation
WWF-The Netherlands
The Wyss Foundation

US\$100,000 – US\$499,000

Acacia Partners
Hon. James J. Coleman, Jr OBE
Dutch Ministry of Economic Affairs
David and Patricia Gibbons
Leopardess Foundation
Penni Ludwig
Edith McBean
Anna McWane
Elizabeth and Michael Moran
Odzala Circle (through WWF-The Netherlands)
Rainforest Trust
Randgold Resources/Kibali Gold Mine
Rwanda Development Board
Save the Elephants

Charlie Schwartz
Stichting Amfortas
Ronald and Christie Ulrich
U.S. Fish & Wildlife Service
Marc and Katrien Verhagen-Cammaert
Vulcan Inc.
Woodtiger Fund
World Bank
WWF-US
WWF-Zambia

US\$25,000 – US\$99,999

Brook Foundation
Jonathan Cummings and Holly Hegener
Emirates Airlines
Fauna and Flora International
Thomas and Nancy Gallagher
The George Ohrstrom Foundation
Emma and Todd Goergen
The Mailman Foundation
The Mercy Foundation
Patrick Paul and Nina Michaelis
Boudewijn Molenaar
Robert-Jan van Ogtrop
The Rathmann Family Foundation
Running for Rangers
Emilia Saint-Amand
Sanjay and Tara Sen
Stichting Africom
The Thin Green Line Foundation
UNESCO
The Wege Foundation

Wildlife Conservation Network – Elephant Crisis Fund
Klootwijk van de Worp Estate

US\$10,000 – US\$24,999

Joseph and Barbara Ellis
Embassy of the People's Republic of China in Brazzaville, Republic of Congo
Pascal and Oriane Emsens
René Hooft Graafland
Estate of Lorraine F. Greco
The Hite Foundation
International Elephant Foundation
Bart van Kasteel
Gilles Lafue
Anita Mishra and Paolo Mapelli
Mulder Family
Thomas Russo
Herman and Rita Spliethoff
Dick and Hester Verbeek
David Weiner

US\$1,000 – US\$9,999

Niklas Adalberth
Joe Amato
G. Baglione
Tina and Jeffrey Bolton
Mark Boutros
Nick Butcher
Chan Luu LLC
Cleveland Metroparks Zoo
Elephant Cooperation
Marshall Field
Max Fink
Angela W. Fowler

Edward W. Glickman
Great Elephant Census, a Paul G. Allen Project
Sebastian Knutsson
Harald Mix
Paige Noland
Jed F. Nussdorf
Partners In Conservation
Faith and David Pedowitz
Heitor Pereira
Laura Ross
Save the Rhino
Joel F. Smilow
Jack Stevenson
John G. Stevenson
Nina and Sebastian Siemiatkowski
Fred and Deborah Ulrich
James Vaudoyer
George H. Walker
Philippa Weisman and Sandra Turner
Bonnie and Andrew Weiss
Jesse Wellner
Marc Wolinsky and Barry Skovgaard
Alan Yates
Catherine and Niklas Zennström

Gifts in Kind

Clifford Chance Amsterdam
Egon Zehnder
Gibson, Dunn and Crutcher LLP
Google
Randgold Resources/
Kibali Gold Mine
Shadowview
U.S. Embassy N'Djamena, Chad



Liuwa Plain National Park, Zambia. © Burrard-Lucas

Institutional Information

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

African Parks Network

Board

Robert-Jan van Ogtrop (*Chairman*)
Valentine Chitalu
James Lembeli
Mavuso Msimang
Rosette Rugamba
E.M. Woods
Peter Fearnhead (*CEO*)

Executive Management

Peter Fearnhead (*CEO*)
Baudoin Michel (*Director Operations*)
Andrew Parker (*Director Conservation Development*)
Jean Marc Froment (*Director Conservation Development*)
Ayesha Jackaria (*Director Finance and Administration*)
Andrea Heydlauff (*Chief Marketing Officer*)
Stephanie Sluka Brauer (*Director of Fundraising*)

P.O. Box 2336, Lonehill, 2062,
South Africa
Tel: +27 11 465 0050
Fax: +27 86 662 4992
Email: info@african-parks.org
www.african-parks.org
Reg No: 2007/030803/08
PBO No: 930028082

Stichting African Parks Foundation

Board

René Hooft Graafland (*Chairman*)
Frederik van Beuningen
Arent Fock
Piet Klaver
Laetitia Smits van Oyen
Peter Fearnhead (*Ex Officio*)

Executive Management

Sophie Vossenaar (*Fundraising Director, Europe*)
Tineke Floor (*Fundraising Director, Europe*)
P.O. Box 313, 3940 AH Doorn,
The Netherlands
Tel: +31 343 565019

African Parks Foundation of America

Board

Ronald J. Ulrich (*Chairman*)
Edith McBean (*Vice-Chairman*)
Anna McWane (*Secretary*)
Thomas Gallagher (*Treasurer*)
Hon. James J. Coleman, Jr OBE
Jonathan Cummings
David Gibbons
Emma Pilkington Goergen
Jonathan Mills
Marvin Schwartz
Peter Fearnhead (*Ex Officio*)

Executive Management

Toni Condon (*ED, US*)
Edward Barnes (*COO, US*)
21 West 46th Street
New York, NY 10036, USA
Tel: +1646-568-1276

African Parks (Majete) Limited, Malawi

Board

Robert Renshaw (*Chairman*)
Michael Eustace
Khalid Hassen
Brighton Kumchedwa
Francis Mbilizi
James Milanzi
Patricio Ndadzela

African Parks Malawi Liwonde And Nkhotakota

Board

Francis Mbilizi (*Chairman*)
Michael Eustace
Brighton Kumchedwa
Mathews Matemba
James Milanzi
Hon. Chief Justice Anastasia Msosa (*R*)
Patricio Ndadzela

African Parks Zambia (Liuwa) Limited

Board

Andrew Parker (*Acting Chairman*)
Mebelo Lubinda (*Induna Angulu*)
Amussa Mwanamwambwa (*Speaker R*)
Misozi Ngulube (*DNPW*)
Robin Pope
Crispin Mowa Zambwe (*Induna Katema*)
Paul Zyambo (*DNPW*)

Bangweulu Wetlands Management Board, Zambia

Board

Andrew Chomba (*DNPW*)
Michael Eustace
Phil Minnaar
Phillip Mwansa
Misozi Ngulube, (*DNPW*)
Andrew Parker
Mwape Sichilongo

Akagera Management Company, Rwanda

Board

Amin Gafaranga (*Chairman*)
Robert Bayigamba
Ian Craig
Isabelle Kayiranga
Michel Masozera
Andrew Parker
Jacqui Sebageni

Odzala-Kokoua Foundation, Congo

Board

Frederic Lambert Bockandza-Paco (*Chairman*)
Gilles Desesquelles
Bourges Djoni Djimbi
Sam van der Feltz
Pascal Pacifique Ibabo
Omer Ntougou
Leon Lamprecht
Jean-Louis Missambo
Paul Telfer

African Parks Congo, DRC

Board

Francois Xavier de Donnea (*President*)
Jean Marc Froment (*Vice President*)
Jeff Mapilange
Baudouin Michel
Sivha Mbake
Pasteur Cosma Wilungula

Chinko Project, CAR

Board

Sam van der Feltz (*Chairman*)
Thierry Aebischer
Leon Lamprecht
Roland Mararv
David Zokoué

Zakouma Foundation, Chad

Board

Derang Saglar (*Chairman*)
Amir Adoudou Artine
Ahmat Barkai
Gilles Desesquelles
Senoussi Djima
Jean Marc Froment
Ahmat Hassan
Mahamat Ali Hassan
Modjingar Kladoumbaye
Djimet Mahamat
Carlo Paolini
Ahmat Siam Brahim
Mahamat Zakaria

Governance

Sound governance and professional financial management is a core focus of African Parks and is supported by a professional governance structure.

The main governing body, African Parks Network, based in Johannesburg, South Africa, is a registered not-for-profit organisation in terms of Section 21 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 six non-executive Board members, is responsible for the overall governance of the organisation. Two specialised sub-committees, the Finance Audit and Risk Committee and the Remuneration and Human Resource Committee, ensure additional focus on governance.

Each park managed by African Parks is established as a separate legal entity, registered in the host country, with its own Board of Directors. 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. Each entity is obliged to operate in accordance with the Standard Operating Procedures determined by African Parks Network.

The financial statements for each park, in addition to the group financial statements, comply with International Reporting Standards (IFRS) and are audited by KPMG, other than Majete, which is audited by Deloitte. In 2016, as in previous years, each entity received an unqualified audit opinion.

African Parks Network has affiliated organisations in The Netherlands and the USA, Stichting African Parks Foundation (The Netherlands) and African Parks Foundation of America. 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 co-operation agreement which ensures a common purpose for all.

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.



In Remembrance

The year 2016 will be remembered for the tragic deaths of three Institut Congolais pour la Conservation de la Nature (ICCN) guards who devastatingly lost their lives while protecting Garamba National Park in the Democratic Republic of Congo. These brave men were brutally killed by heavily-armed elephant poachers on 23 April. The Park Manager and another guard also sustained injuries during this attack. The loss of their lives is a sobering reminder of the high human cost of conservation in Africa. From everyone at African Parks, we honour their commitment and pay tribute to the men who passed away and to the families they left behind.



Dieudonné Tsago Matikuli

Dieudonné Tsago Matikuli, held the position of *garde principale* and was a member of one of the elite Mamba teams, and was a guard with the ICCN since 2008. Dieudonné had one daughter and four sons. He was a very disciplined person and enjoyed running and playing sports with his friends in his free time.

Richard Sungudikpio Ndingba

Richard Sungudikpio Ndingba was a guard with the ICCN from 2013 and held the position of *garde principale* and was a member of the same elite Mamba team as Dieudonné. Richard was married with one son and one daughter and was considered by his colleagues to be a very enthusiastic person, always willing to be involved and assisted where he could. He was very courageous and enjoyed various sports as well as spending time with his friends.



Rigobert Anigobe Bagale

Rigobert Anigobe Bagale was an ICCN ranger in Garamba from 2013, holding the position of *1st Class*. He had one daughter and three sons. Rigobert was always a very proud person, well turned out and setting a good example for those that worked with him.



African Parks supports all staff in the event of death or accident in the amount of six times their annual salary, in addition to funds raised through campaigns and generous donors in support of surviving family members. Our condolences, grief, and gratitude extend to these brave men in perpetuity, and they will never be forgotten.

Get Involved with African Parks

If you are inspired by the work that African Parks is doing, we welcome your involvement. There are many ways to assist our conservation activities and we welcome a discussion on how you would like to contribute. Donations made via our charitable entities in the USA and The Netherlands are often tax deductible. 100 percent of donor funding supports our conservation work.

Strategic Funding Partners

Our strategic partners are governments, foundations, NGOs, corporations and individuals who have the ability to make a long-term impact on wildlife conservation in Africa. These partners represent our core group of funders whose contributions ensure the sustainability of our parks. Funding contributions typically exceed US\$500,000 per year.

Anti-Poaching Fund

The African Parks Anti-Poaching Fund was established in 2012 in response to the escalating poaching threats and provides a vehicle for our donors to designate specific funds for our anti-poaching efforts.

Endowment Fund

The African Parks Endowment Fund was established to contribute to our long-term financing needs. We would welcome the opportunity to engage with you, should you wish to make an enduring contribution in this manner.

Legacy Giving

An increasing number of donors seek to leave a legacy by including African Parks in their will or living trust, which can be structured in a tax efficient way.

Stock Donations

Gifts of appreciated securities are a powerful way to support African Parks and may offer significant tax benefits.

Recurring Gifts

Demonstrate your steadfast commitment by making a monthly, quarterly or annual pledge at any financial level. Recurring gifts help with financial planning and ensure that even small amounts go a long way.

Experience the Tangible Impact

We offer the opportunity to associate with a cause that is delivering tangible conservation results on the ground – ensuring the protection of not only Africa's wildlife but also the ecosystems on which we all depend for survival.

As a supporter of African Parks, you are invited to visit any of the parks under our management to witness our conservation in action. There are also opportunities to participate in conservation programmes such as the collaring or translocation of wildlife, research projects or educational safaris.

If you would like to learn more about how to get involved, please contact:

Stephanie Sluka Brauer

Director of Fundraising
stephanieb@african-parks.org

Sophie Vossenaar

Fundraising Director, Europe
sophie.v@african-parks.org

Tineke Floor

Fundraising Director, Europe
tinekef@african-parks.org

Toni Condon

Executive Director, USA
tonic@african-parks.org

If you would like to give a gift online please visit
african-parks.org/donate



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