

African Parks

– Annual Report 2012

Ten years of conservation progress



“Ten years on from the small seedling that was planted in 2003, African Parks can raise its head high as a conservation organisation that is making a huge impact on the African continent.”

Robert-Jan van Ogtrop
Chairman, African Parks Network

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4.1 million hectares of land under protection

African Parks is a non-profit organisation that takes on direct responsibility for the rehabilitation and long-term management of national parks, in partnership with governments and local communities.

By adopting a business approach to conservation, supported by donor funding, we aim to make each park sustainable in the long-term, thereby contributing to economic development and poverty alleviation. We currently manage seven parks in six countries – Chad, Congo, DRC, Malawi, Rwanda and Zambia – with a combined area of 4.1 million hectares.

Chairman's Message



Just ten years after taking on our first depleted park in Malawi, our organisation today protects 4.1 million hectares and conserves some of Africa's most remarkable biodiversity, including nearly 400 mammal species, more than 1,000 bird species and many thousands of plant species. It is a remarkable achievement.

Ten years on from the small seedling that was planted in 2003, African Parks can raise its head high as a conservation organisation that is making a huge impact on the African continent.

It is our hands-on management model that has allowed us to achieve such a disproportionate impact – a model that is now recognised as the most effective conservation approach for many of Africa's important protected areas. Of course we have had setbacks and failures along the way, but these have strengthened our resolve to take on parks only where we have a watertight mandate to manage. We know we cannot protect all of Africa, but we are determined to be successful in the parks where we have proper tenure. We owe this to our people who

have devoted their lives to wildlife protection, to governments who have trusted us with the mandate to manage national assets, and to our growing base of donors who fundamentally believe in the work that we do.

Despite the success we have achieved in ten years, we have no illusion about the difficulties we face going forward, with the continent's wildlife under siege as never before. The poaching onslaught that is now publicised in global headlines, puts our parks under increasing pressure, places our people's lives at risk and raises the cost of security exponentially. As I write, a new scientific report analysing the largest data-set yet assembled on forest elephant across central Africa reveals a 62% drop in population between 2002 and 2011. Simultaneously another scientific report concludes that nearly half of Africa's wild lion populations could decline to near extinction over the next 20 – 40 years unless there are urgent conservation measures. This is not a time to be complacent.

We believe our unique management approach, which focuses on achieving results on the ground, is increasingly important at a time of such critical threat to wildlife. Over the next few years I am certain that this approach will find increasing traction with more African governments wishing to partner with us to ensure the sustainability of their parks. I am certain too that a growing number of donors will support our work as the most effective return for their conservation capital.

This year's annual report is a bumper edition to celebrate ten years of progress at African Parks. Thank you to all of you who have supported us in our journey so far. We are extremely grateful that you have chosen to walk down this road with us because we are in this for the very long term.

Robert-Jan van Ogtrop

Chairman, African Parks Network

Ten Years of Progress

The fledgling African Parks took on the management of its first two parks ten years ago in early 2003. A decade on, African Parks CEO Peter Fearnhead reflects on the organisation's history, its successes, failures, lessons learnt and future prospects.

Bangweulu Wetlands floodplain – *Morgan Trimble*

A Vision Conceived



Arial view of Garamba National Park – *Nuria Ortega*

It is difficult to pinpoint exactly when African Parks started, and actually it matters not. It would be too simple to provide a definitive date as if African Parks was miraculously conceived and launched with projects to its name. It would also not do justice to the obstacles that we needed to overcome. What I do recall is the collective contribution of a small group of individuals all alarmed about the state of Africa's national parks, their binding passion for the wildlife and people of Africa and their sense of conviction that it was possible to change the course of events. In a sense, the rest is detail. There were however some memorable events along the road that we travelled.

In 1999, Mavuso Msimang was chief executive of South African National Parks, Dr Anthony Hall-Martin was director of conservation and I was head of commercial development. Michael Eustace was an investment banker and conservationist with whom I had exchanged ideas about how to make the management of parks more businesslike. We were implementing many new ideas with great effect at SA National Parks but we were also very aware of the disturbing signs elsewhere in Africa – declining

budgets, a shortage of professional expertise, a loss of efficiency and an increase in poaching.

It was time to act on a bold plan that was taking form amongst us in response to the growing threats. In July 2000, the African Parks Management and Finance Company was registered in South Africa as a vehicle to take on the financing, management and development of national parks in Africa.

Our initial concept was a for-profit company that would adopt a more commercial approach to protected area management. Our first sights were set on Liwonde National Park in Malawi, which we regarded as a threatened gem. Our ideas were put to the Minister of Natural Resources and Wildlife in Lilongwe in July 2000. The Minister was positive and we optimistically believed that African Parks was set to take off. Sadly, our idealism was thwarted – we soon realised that the concept of a private organisation taking responsibility for a national park was so novel that it was vehemently opposed. We met resistance from almost every angle – senior officers in government, departmental consultants and NGOs. This was the beginning of what has been a ten-year battle, challenging the mind-set that protected areas have to be managed by governments, irrespective of their performance.

Early Philanthropists Make Their Mark

While the battle of conservation ideology was beginning to rage, we put our mind to a not unimportant issue – finance. As experienced managers we were very aware of the costs of running national parks and we had no government behind us to provide funding. With no track record, looking to international funding institutions was futile. Our funding would have to come from individuals who shared the same passion and conviction for Africa and its wildlife. But whom?

Paul Fentener van Vlissingen, head of a 250 year-old family business in the Netherlands and shareholder in a private game reserve adjoining Marakele National Park in South Africa, had commenced discussions with SA National Parks on how he could help expand Marakele by purchasing additional land to be incorporated into the Park. It was a bold concept, encouraged by then President Mandela, but early discussions hit a stalemate. I was dispatched to the UK in an attempt to resolve various differences. It turned out to be a glorious day for conservation and an expensive day for Paul. Before lunch, we concluded the discussions on Marakele and fleshed out a ground-breaking agreement. Over lunch, with the purpose of my visit concluded, I told him about African Parks. As a businessman with a keen interest in Africa and conservation, he was transfixed and asked for a proposal on how he might be involved.

In October 2000, Paul became an equal participant in African Parks with an initial financial contribution of US\$50,000. During that fateful lunch I had cautioned Paul that getting involved in conservation came with a serious financial health warning. With his successive contributions, Paul's total commitment exceeded 350 million, making African Parks a reality and changing the face of African conservation forever.

Paul also brought his good friends on board. In 2003, HRH Prince Bernhard of the Netherlands committed our first US\$1 million tranche. Rob Walton, chairman of Walmart, matched Paul's second commitment of US\$1 million per annum for five years – sufficient to get two parks up and running. With newfound financial security, we embarked on a search for projects. The proposal for a project in Liwonde was grinding on slowly, as were engagements with the

authorities of Namibia, Zimbabwe, Tanzania, Botswana, Zambia and Mozambique. Our message was getting past the gatekeepers but it was still an uphill struggle to convince officials to give up management control of national parks to an untested venture.

Sadly, late in 2005, Paul van Vlissingen was taken seriously ill and diagnosed with terminal cancer. He was forced to relinquish his role as chairman of African Parks and on 21 August 2006 he passed away. In his will, he bequeathed \$25 million to launch the African Parks Endowment Fund to cover the overhead costs of African Parks, allowing other donor funding to go directly to the parks.



Clockwise from left: Nelson Mandela, Prince Bernhard of the Netherlands, Paul Fentener van Vlissingen, Mavuso Msimang – *Johannes Dalbuisjen*

Tentative First Steps

During 2001 it became clear that Malawi was not prepared to give up Liwonde to African Parks' management. Instead we were offered Majete Wildlife Reserve. Majete was a beautiful area, but devoid of wildlife. Large mammals had been poached to extinction, illegal logging was rife, and a portion of the reserve had been lost to illegal settlements.

On one memorable helicopter flight, we counted more poachers' camps and meat drying racks than animals. There was no tourism and virtually no infrastructure. Nevertheless Majete offered African Parks the opportunity to prove its case. If it could be rehabilitated, a tourism product developed and visitors attracted, it would demonstrate our capacity to turn a depleted protected area into a national asset. We decided to take on the challenge. A long and complex series of negotiations followed, but two years later, on 28 March 2003, the Majete project became reality. We appointed staff, selected, trained and equipped scouts to provide security, fenced the reserve, built infrastructure and roads, reintroduced hundreds of animals and set Majete on course for recovery.

In 2002, negotiations for two national parks in Zambia, Liuwa Plain and Sioma Ngwezi, began in earnest. Both parks are situated in the Western Province of Zambia, an area presided over by the Barotse Royal Establishment, a strong and proud

traditional authority. Liuwa Plain was set aside by the ruler of Barotseland, Litunga Lewanika, in 1880 specifically to conserve wildlife. He had settled his guards on Liuwa Plain to protect the wildlife and their descendants still live within the park. Sioma Ngwezi was a conventional national park and no people had rights to live within it, although refugees from Angola had made it their home.

Our discussions over Liuwa Plain and Sioma Ngwezi began with the Litunga (King) and his Kuta (parliament), followed by high level meetings in Lusaka, including with President Mwanawasa. Eventually, an interim agreement was signed in April 2003 creating a partnership between African Parks, the Barotse Royal Establishment (BRE) and the Zambia Wildlife Authority. We immediately set about with the task at hand, deploying management staff, appointing rangers, upgrading equipment, conducting training and installing radio communications at both parks.

In the case of Sioma Ngwezi, it soon became clear that there were too many obstacles to ensure success and in March 2004 we announced our withdrawal from the project. Without the unwavering support from His Royal Highness, Litunga Lubosi Imwiko II, the long-term management agreement for Liuwa Plain would never have been signed in May 2004. To this day, he remains a huge advocate for the Liuwa project following in the footsteps of his ancestor.



Signing of the Liuwa agreement, 2003 – *African Parks*



Chieftainess Mboanjikana and fellow members of the Barotse Royal Establishment at Liuwa – *African Parks*

Early Lessons Learnt



Nech Sar National Park – *African Parks*



Mursi woman, Omo Valley – *African Parks*

The years between 2004 and 2008 were challenging. It was not our management model, but social and political circumstances that thwarted us during those early years.

In early 2004 we negotiated an agreement with the government of Ethiopia to take on management of Nech Sar National Park in the Great Rift Valley. At the time Nech Sar faced enormous problems – it was situated on a largely undefined boundary between two different states, which meant that the park would continue to be heavily impacted by cattle. Two large communities, one linked to the Southern state and the other to the Oromia state, had settled in the park and government had undertaken to resettle them prior to our involvement to ensure the national park's future. The Southern state carried out its obligations but the Oromia state did not. Although we negotiated a solution with the Guji people, who were linked to the Oromia State, it was not recognised by government and we took the decision to withdraw in December 2007.

Our second project in Ethiopia, Omo National Park, started in November 2005. Omo was a classic East African landscape with grass plains, woodland and a huge area of evergreen thicket. Sadly it was also disputed territory for several ethnic groups who were constantly waging war. Wildlife only existed in the no-man's land between the different territories. We saw the opportunity to develop a conservation project that

would simultaneously secure the park's biodiversity and bring security to the Omo Valley. However, a human rights organisation in the UK, unfamiliar with the complexity of the social situation, began publicly criticising our attempts to stop people killing the little remaining wildlife. Reluctantly we decided to withdraw and by the end of 2008 the Omo project had been closed down. Today, Omo no longer exists with its magnificent plains under sugar-cane.

Dungonab Bay and Sanganeb Atoll, two marine parks in the Red Sea waters of Sudan, became African Parks' projects in July 2005. Both sites were under threat from overfishing, shark finning and pollution. We established headquarters at Dungonab Bay, purchased vehicles and boats and trained staff. Unfortunately the original agreement was only valid for three years and did not give us real management control. We attempted to negotiate a long-term mandate but the Sudanese authorities instead seized the project's assets and we were forced to withdraw.

It had been a difficult but important learning curve for us. We had withdrawn from these projects because we misunderstood the extent of social problems, did not have sufficiently robust mandates or fell foul of local political rivalries. Importantly, we learnt the value of doing thorough due-diligence studies before venturing into a project. We also learnt that without a water-tight mandate, we had no chance of succeeding with our management model.

The Model Gains Traction



Celebration of Akagera management agreement, 2010
– *African Parks*



Signing of Odzala-Kokoua management agreement, 2010
– *African Parks*

In 2005, we were approached by the DRC government to take on one of the most difficult parks in Africa – Garamba National Park. This remote area in north-eastern DRC was a World Heritage Site but also a stronghold for the notorious Lord's Resistance Army. As it possibly contained the last few northern white rhino in the wild and was under critical threat, we agreed. So started a journey that has challenged us at every turn but has also proved our operational toughness and won us hard-earned respect.

In 2007, we were set to achieve another milestone as we had negotiated with the Rwandan government to take on Akagera National Park – one of the country's three flagship parks. On the day before the agreement was to be signed, we were informed that Dubai World had been given Akagera as part of an investment package that included building hotels. Although this was a big blow, events turned full circle when Dubai World withdrew from Akagera after the 2008 financial crisis, and in April 2010 we finally took on the management of this important savanna park.

In 2008, we entered Bangweulu Wetlands in Zambia – a venture into new territory as it was not a national park but community land proclaimed as two Game Management Areas. Both areas were used for trophy hunting and had large numbers of people living within their boundaries. Our primary contracting partner was

therefore not government, but local communities, giving us the opportunity to establish a true community partnership park with a focus on sustainable resource use.

For some time we had been dealing with the European Union, including its programme for central Africa known as RAPAC. In 2009, the European Union undertook an assessment of conservation models on the continent, including its own efforts, and concluded that it should support the African Parks model – a major feather in our cap. As a result of this process, we were approached to take on management of Zakouma National Park in Chad and Odzala-Kokoua National Park in the Republic of Congo.

While Zakouma covers only 305,000 hectares, it is the dry season concentration area for many wildlife populations, including the last big elephant population in the Suda-Sahel. The immediate threat was elephant poaching, and the fact that the population had crashed prompted us to take action. An agreement was signed in June 2010 and operations started in October.

In November 2012, we signed the management agreement for Odzala-Kokoua. Spanning 1.35 million hectares, this park is one of the most ecologically important in Africa supporting Western lowland gorilla, forest elephant and buffalo, bongo, chimpanzee and a dozen species of monkeys. Pervasive poaching for ivory and bush meat had thwarted previous conservation efforts and the park was urgently in need of a proper law enforcement presence.

Conservation Successes

Over the past ten years we have secured safe havens for the conservation of some of Africa's most threatened wildlife. Above all, we have succeeded in taking parks that were on the brink of collapse and restored them to their former glory. Entire ecosystems have been prevented from collapsing, often in dangerous and remote locations.

In the case of Majete, our tenure has involved the total rehabilitation of a park. More than 2,550 animals have been re-introduced here, including the critically endangered black rhino and African elephant, all of which had been poached to extinction. These founder populations have thrived with proper management and increased in numbers, often four fold. Majete's extensive restocking programme culminated in the re-introduction of leopards and lions in 2012, resulting in Majete becoming Malawi's only Big Five reserve.

At Liuwa Plain, poaching has almost been eradicated and the wildebeest population has grown from 15,000 to 47,000. Liuwa is also home to returning populations of wild dog and cheetah that are flourishing due to the increased protection offered. Numbers of all wildlife species are increasing and the lion population of Liuwa, reduced to one lone lioness in 2003, now seems secure.

At Zakouma our involvement has seen dramatic results. Intensive poaching had decimated the elephant population, from nearly 4,000 individuals in 2006 to 450 in late 2010. Through intensive anti-poaching efforts, we have stabilised the elephant population with only 11 elephants poached since late 2010 and elephant calves sighted for the first time in five years.

At Odzala, our management presence is helping to provide a secure environment for populations of lowland gorilla, forest elephant, chimpanzee, bongo, and dozens of other red data species. At Garamba our presence since 2005 has almost certainly saved the park's wildlife, which is constantly threatened by poaching and regional instability. Our anti-poaching efforts here protect over 2,000 elephant, large herds of buffalo, 70 endangered Congolese giraffe, nearly 100 lions, hippo and chimpanzees.

At Akagera, we provide a secure environment for many savanna species, including elephants, and we plan to introduce black rhino and lion. At Bangweulu Wetlands, we protect over 70,000 endemic black lechwe and employ shoebill guards from the local community to protect nests and educate people about the importance of conserving this vulnerable bird. Overall, our conservation efforts protect hundreds of different species continent-wide that would be decimated by poaching or alternative land-use if sound management practices were absent.



Elephant herd, Zakouma National Park – *Michael Viljoen*

A Constituency for Conservation

Central to our philosophy is that parks are a choice of land use and in order for them to survive, local people need to value and benefit from them. Creating a constituency for conservation amongst local communities is therefore core to our model.

In the remote areas where we operate, our parks represent the dominant form of employment. Each park employs between 80 and 250 local staff and many others benefit from temporary employment. For every tourism bed provided, two to three direct jobs are added. We also assist local people to establish community-run tourism enterprises and to safeguard their resource use rights. Local environmental education programmes promote an understanding of the need to conserve natural resources and use them sustainably. Where possible we also engage with development organisations to provide education and health facilities around our parks.

Our policy is to support local community structures who work with us to promote our park goals and regional development needs. Around Majete we helped develop 19 Community Based Organisations, which have been the mainstay of our community programme. In Liuwa the traditional Silalo Induna system is used as

the framework for local interaction and we contribute monthly to a community fund. At most of our parks, a percentage of commercial revenue is allocated to a structured Community Development Fund.

Environmental education started in 2003 with Liuwa's Environmental Education Programme (LEEP) and is now replicated at most of our parks. Tens of thousands of local children now participate in environmental programmes around our parks.

Over the years we have extended our reach to improving the overall quality of education. Around Majete we have sponsored more than 600 children through school, whilst at Liuwa we provide high school scholarships and have built eight school classrooms, teachers' houses and a computer laboratory. In 2012 we completed a major school outside Garamba and around Zakouma we have provided classrooms and teaching aids to schools in Goz Djarat.

Health facilities are a major community need, and in 2011 we opened the first hospital around Garamba, which we staff and stock with supplies. We also strive to stimulate revenue generating projects, with community-run campsites and beekeeping ventures proving to be highly successful to date.



Local child with soccer ball, Bangweulu Wetlands
– Morgan Trimble



Environmental education class, Majete Wildlife Reserve – Horst Klemm

The Advent of Tourism



Game drive, Liuwa Plain National Park – *Peter Fearnhead*



Fly camp, Zakouma National Park – *Babi Prokas*

From the outset we recognised that tourism is the key to making our parks financially sustainable. However it was not our role to become tourism operators – it was neither our core competence nor desirable to play the twin role of referee and player in parks. Our role was to develop the wildlife product and to bring in concessionaires to develop tourism operations. The reality is, however, that we have had to play a far greater role in tourism than anticipated.

Acknowledging our obligation to promote public access to national parks, we took the decision to develop basic tourism infrastructure up to a three-star level. At Liuwa we built three camp sites which were managed by the community for their benefit. In Majete a community-run camp site was also built for self-drive visitors. A rustic tented camp built for management was also opened to the public. Despite our intentions, Thawale Camp became popular with the local market and today is a fully fledged commercial camp. Over the years we have developed three-star camps at all of our parks – Nagero in Garamba, Tinga in Zakouma and Nkondo in Bangweulu. At Liuwa we took the decision to rent our management camp to an outside operator for several months each year. At end 2012, we opened a fully-catered tented camp in Akagera, providing fully inclusive accommodation for the first time in the heart of the park.

Attracting tourism investors however has been more difficult than anticipated. The first investment occurred in Majete in 2011 with the opening of a five-star lodge by Robin Pope Safaris. This was followed by two new luxury camps in Odzala in 2012, run by Wilderness Safaris, placing the park firmly on the tourism map. But with the tourism market depressed due to a weak global economy, it has become clear that we need to play a more active role in catalysing tourism development. At Liuwa Plain, we are playing a unique role by raising soft finance to develop a lodge that will be contracted out to a private operator.

In the long term, we expect our parks to generate a portfolio of income streams through entrance fees, concession fees, game sales, filming fees, carbon sales and responsible hunting, with the parks categorised according to their potential to be self-financing. Category 1 parks will cover at least 75% of their costs through commercial income; Category 2 parks will cover 25%-75% of their costs and Category 3 parks, including Garamba, Odzala and Zakouma, will cover less than 25% of costs as they are situated in politically difficult countries.

In 2012 we generated over US\$1 million in gross commercial revenue, which is equivalent to the operating budget of one of our parks. With 30,000 visitors received at our parks, we are now a significant tourism player on the continent.

Poaching Wars



Poached elephant, Zakouma National Park – *Nuria Ortega*



Game guard with captured ivory, Zakouma – *Babi Prokas*

All of our parks were severely affected by poaching when we took over management. The most extreme case was Majete where years of poaching meant there was virtually nothing left.

At Liuwa Plain, the wildebeest had been poached to about 15,000 from historical numbers of 55,000 and predators had been obliterated, save for one lone lioness. In Akagera scores of animals were being killed each month including roan antelope, elephant, hippo and buffalo. In Zakouma and Odzala combined, nearly a thousand elephants were being killed each year before we took over control. In the Bangweulu Wetlands, thousands of black lechwe per year were likewise being poached. And finally at Garamba, Sudanese poachers, the LRA and Congolese army, had decimated the elephant population as well as the last few Northern white rhino remaining in the wild.

Today the poachers we encounter are organised, well-equipped and carry sophisticated weapons; often they are linked into organised criminal networks. Some of the continent's most notorious armed groups, including the LRA, Al Shabab and Darfur's Janjaweed, are hunting elephants and using the tusks to buy weapons. Members of African armies, like the Ugandan military, the Congolese Army and South Sudan's military, have also been implicated in poaching elephants and dealing in ivory. Some 70% of the illegal ivory is flowing to China, where the economic boom

has created a vast middle class. In 2011, poaching levels in Africa were at their highest in history, with the number of elephants killed running into tens of thousands. The situation in 2012 was just as severe.

These realities dictate that anti-poaching activities form the core of our management practices. The training of game guards, the effective deployment of patrols, the installation of communication systems and the use of advanced equipment and technology is essential.

Our anti-poaching methods are constantly being improved to meet new challenges. At Zakouma, Garamba and Odzala, we are gearing up with equipment, technology and the grooming of Rapid Response Units to address the onslaught on elephants. At Majete we have deployed a rhino monitoring unit to protect the park's highly endangered black rhinos. At Bangweulu Wetlands and Liuwa Plain, we have reduced the poaching of lechwe and harnessed traditional regulatory systems to protect fisheries that support tens of thousands of people. At Akagera, high poaching levels would have decimated the remaining populations of buffalo, elephant, hippo and antelope were it not for our anti-poaching presence.

Against the background of the escalating poaching threat, we launched an Anti-Poaching Fund in 2012 which provides a vehicle for donors to designate specific funds for our anti-poaching efforts. With 100% of funding deployed on the ground, it is highly effective spend.

Our Future Footprint

As a result of our growing success, by 2011 our portfolio of protected areas had grown to 4.1 million hectares. In the process, we had won the confidence of governments and communities whilst fellow conservation NGOs had started to replicate our approach.

Having learnt from our experiences and understanding the urgent need to secure Africa's remaining protected areas, we are expanding our footprint. By 2020, we aim to have 15 parks under management, which will make us the largest conservation organisation in Africa, representing the most ecologically diverse portfolio of parks in the world.

To maximise our impact, we are focusing our efforts on iconic, large-scale parks that will have ecological resilience in the face of growing human pressure. Conserving representative biomes across Africa is also a major objective.

Ecological considerations aside, the most critical deciding factor in taking on a park revolves around the strength of mandate. Ten years of experience has proven that complete long-term management control of a park is vital for our success. The level of political stability and governance within the host country are also critical factors.

Of the 1,200 protected areas currently in Africa, we predict that fewer than a hundred larger than 100,000 hectares will be intact by 2030. Protected in name alone, many parks will become depleted unless appropriate funding, sound management practices and good governance are devoted to their survival.

Africa's parks conserve unique biodiversity, act as carbon sinks, protect vital water systems and provide valuable economic opportunities for local communities. Importantly, they are part of a global heritage that should not be lost to future generations.



Wings over Liuwa Plain National Park – *Paul Godard*

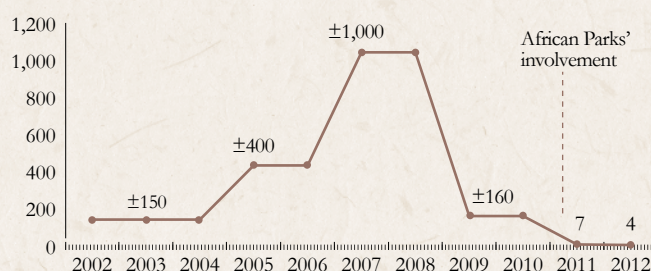
Ten Years at a Glance



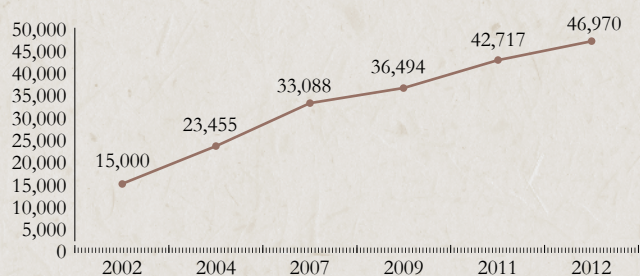
*4.1 million
hectares
of biodiversity protected
— an area the size of
The Netherlands*

*Zakouma's threatened
elephant population
secured*

Annual number of elephants poached in Zakouma

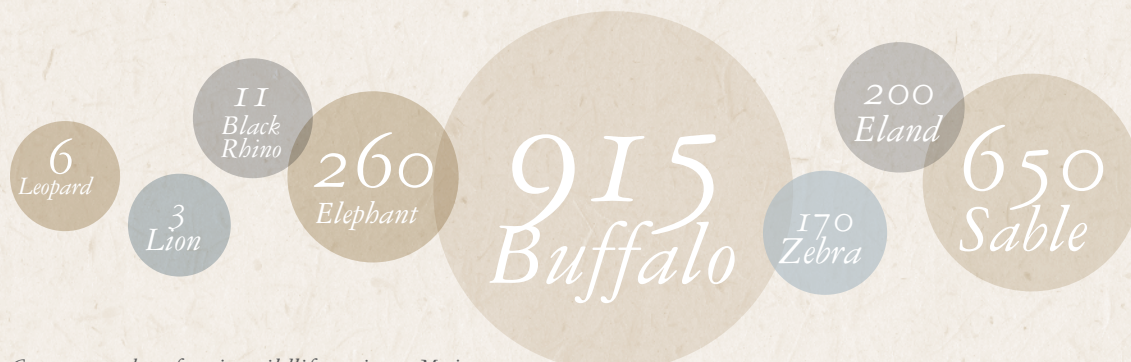


Wildebeest population trebles at Liwua



*Environmental education for more
than 100,000 local
community children*

Majete Wildlife Reserve goes from depleted ecosystem to Big 5 Reserve



Current number of major wildlife species at Majete

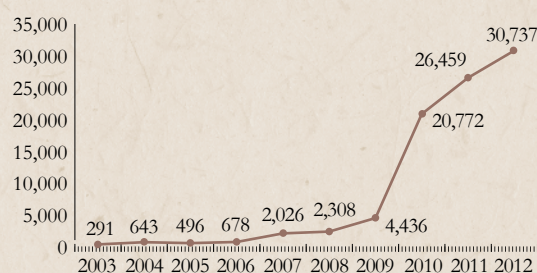
Dutch Postcode Lottery appoints African Parks as beneficiary with €5 million committed



€5 million Endowment Fund and nearly €10 million from European Union

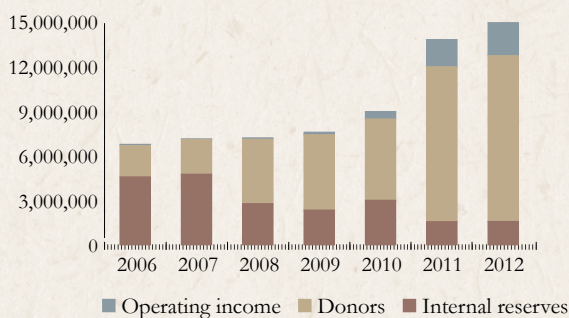


Tourist numbers increase to 30,000 per year



Donor funding and operating income grow exponentially with decreasing reliance on internal reserves

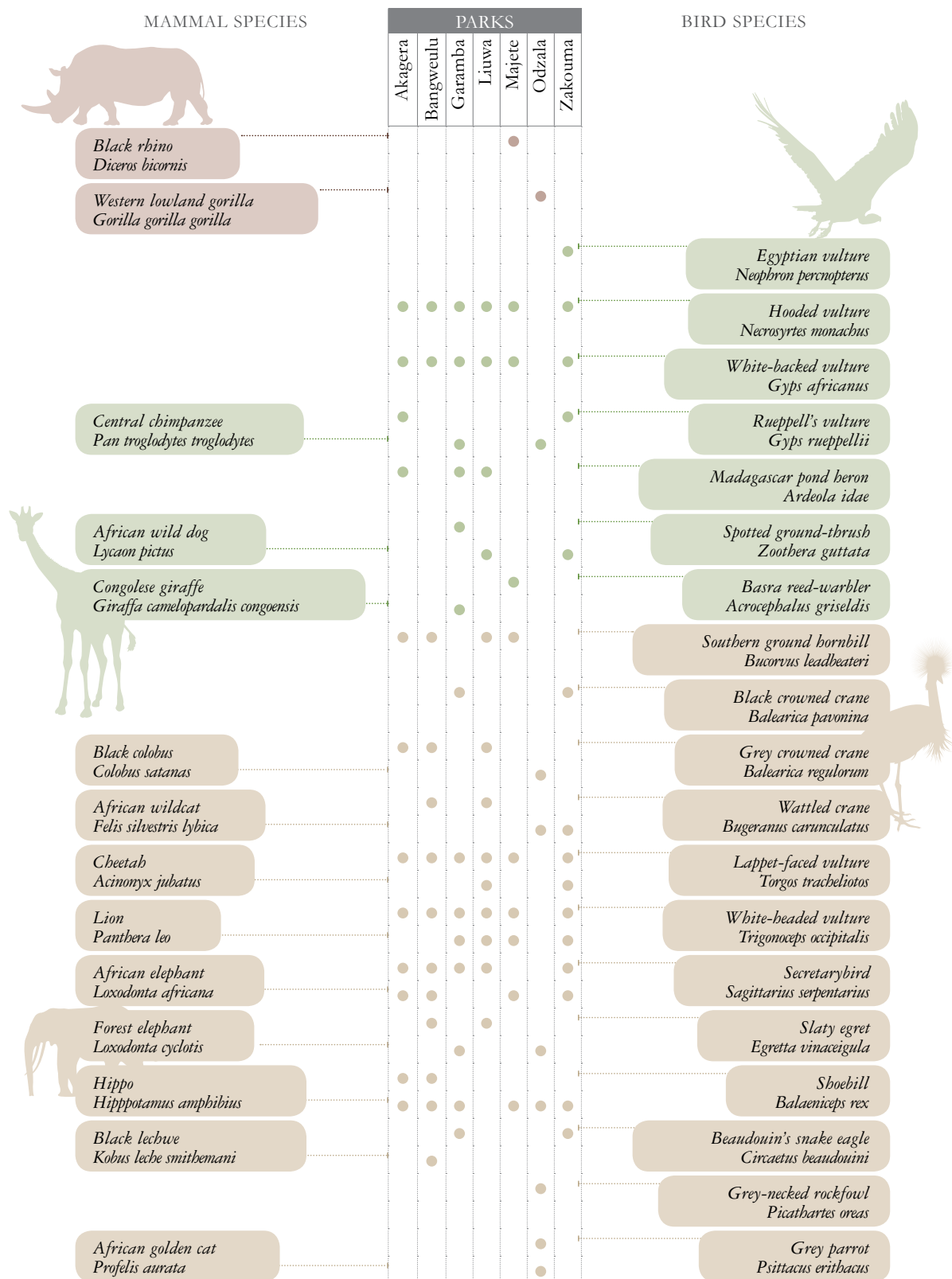
Funding mix



Ten Years of Biodiversity Protection

Major endangered and vulnerable mammal and bird species protected by African Parks*

● Critically endangered ● Endangered ● Vulnerable



*IUCN Red Data List status has been used with species listed in descending order of threat.

An aerial photograph showing a dark, winding river flowing through a vast, green wetland landscape. The river curves from the bottom left towards the top right. The surrounding land is a mix of bright green and yellowish-green, with some patches of bare earth visible. In the background, a dense line of trees marks the horizon under a clear sky.

2012 Review

Majete Wildlife Reserve, Liuwa Plain National Park,
Bangweulu Wetlands, Akagera National Park,
Odzala-Kokoua National Park, Garamba National Park,
Zakouma National Park

Aerial view, Liuwa Plain National Park – *Paul Godard*

Chief Executive Officer's Report



2012 was a tough year. Tough for Africa's wildlife and natural resources, and tough for those charged with ensuring their survival. The challenge lies not in the fact that wildlife resources have value – after all this is why we conserve them – but in the breakdown of the governance systems necessary to ensure their protection. In such circumstances, value is plundered whether it is rhino horn, ivory, bush meat or charcoal. If there are no regulatory and enforcement mechanisms in place, then there is no chance that protected areas will survive.

In Africa, a recalibration of the equilibrium is currently taking place – those areas not properly managed will disappear, along with the ecosystem services that they provide to mankind, leaving us significantly impoverished as a result. A sobering but realistic prospect.

All of our parks are subject to these pressures, albeit to different extents. At its most extreme, we find military forces commandeering the apparatus of the state to conduct poaching. In March 2012, 22 elephants were shot in Garamba National Park, DRC, by military helicopter. From time to time the Congolese military also conduct poaching forays into the park. In Odzala-Kokoua National Park, Congo, we found more than

75 elephant carcasses in a single forest clearing (most killed prior to our involvement in the park) and complicity in poaching is found at all levels. In Zakouma National Park, Chad, ruthless gangs of Chadian and Sudanese poachers are an ever present threat to the remaining elephant population.

The escalation of Africa's poaching problem has necessitated an equal escalation in our response. Across all our parks we are investing more in anti-poaching hardware (equipment, regional communication systems, satellite imagery and possibly aerial drones) as well as software (advanced training, informer networks, reward systems and adequate life insurance policies in the event that lives are lost). The cost of all this is considerable. As a result, in September 2012 we established the African Parks' Anti-Poaching Fund to cover the escalation in cost of our efforts to combat the poaching scourge.

In 2012, the world finally awoke to the scale of destruction of Africa's wildlife – an awareness partly fuelled by our efforts. In August, the New York Times ran a lead story on the poaching threat at Garamba posed by regional military forces and Joseph Kony's notorious Lord's Resistance Army. The story featured in more than 50 publications and set in motion a chain of worldwide investigations. In November, US Secretary of State, Hilary Clinton announced that syndicates involved in elephant poaching constituted a threat to US security and should be routed out by US intelligence and military forces.

Our losses, however, were not limited to wildlife but also included the lives of our colleagues. In June, Damas Ekondzo, our assistant park manager in Odzala, passed away and in August, Dr Jean-Patrick Suraud, our field-operations manager in Odzala, was tragically killed in a plane crash together with his instructor Austin Lindsey. On 3 September, six of our scouts were camped 100km north of Zakouma whilst out on patrol. At dawn in the midst of morning prayers, they were suddenly fired upon from two vantage points. All six, Zakaria Ibrahim, Brahim Khamis, Djibrine Adoum Goudja, Daoud Aldjouma, Idriss Adoum and Hassan Djibrine were then cold-bloodedly executed. Only the cook, despite being wounded, managed to escape and raise the alarm. The motive was retribution for the recent raiding of a poachers' camp where 1,000 rounds

of ammunition as well as satellite phones, cell phones, solar chargers and provisions had been seized. This incident illustrates the scale of the poaching problem, the determination of those responsible and the sophistication of the techniques they use.

In Akagera in Rwanda, Hitiyaremye Thadeo, our night guard, was killed whilst on duty, most probably by a crocodile as his body was never recovered. In September, Odzala suffered another blow with the death of Georgine Moumagnogole, the Community Manager for the north of the Park.

When our people are killed or die, it shakes our organisation to its core. But these tragic setbacks do not deter us – they simply fuel our commitment to succeed. On a day-to-day basis we draw energy from our successes and there are many in every park – the body of this report highlights these successes without shying away from the challenges we face.

At Zakouma, despite the horrific loss of our game guards, we lost no elephants in the park. Investigations into the murder of our scouts revealed the involvement of Sudanese military officials and arrests of their alleged Chadian accomplices were made at the end of the year.

In Odzala, we also made solid progress in tackling elephant poaching networks. With the support of PALF, an organisation that seeks to ensure prosecutions for wildlife crime, record prison sentences for Congo were

secured for some well-known elephant poachers. Two luxury lodges opened during the year and there was a buzz on the international eco-tourism circuit about this exciting new rainforest destination. Unfortunately these successes were overshadowed by conflict within the Board of the Odzala-Kokoua Foundation and the year ended with the board in a dysfunctional state. Solving this governance issue is critical to Odzala's future success and is a priority for the 2013 year.

A highlight during the year was the introduction of lions at Majete Wildlife Reserve in Malawi, making it a fully restored "Big 5" park. Ten years after we took on the management of Majete, this park is now totally restored and attracting a record number of tourists. Liuwa Plain National Park, Zambia, with its excellent sightings of predators such as wild dog, cheetah, lion and hyena, is also becoming an attractive tourism destination. As with Majete, we assumed management of Liuwa ten years ago and the park has flourished with wildebeest and zebra numbers trebling in that time.



Zakouma ranger Brahim Khamis (right), one of six rangers killed during a poachers' attack – *Babi Prokas*

At Akagera National Park in Rwanda, the park's first lodge, Ruzizi, opened for business and total tourism income was nearly US\$500,000 for the year. The Bangweulu Wetlands Project, Zambia, which only a year ago was facing collapse, has been completely revitalised with full community buy-in for its long-term success, a sustainable fisheries programme underway and with homesteads agreeing to make way for the development of wildlife corridors. At Garamba National Park we managed to increase the area under patrol and opened a new school and hospital to service community needs.

During 2012, we continued to investigate additional parks. We are willing to take on additional projects driven by the urgent need to do so. However, this will be done carefully, always requiring the full mandate to manage and with funding partners secured. Should we not get the mandate that is necessary, or should we not believe that we can overcome the park's challenges in the long term, we will not accept. We are currently in substantive discussions in Malawi, Zambia, and Zimbabwe. In Ethiopia, we are already involved in some on-the-ground activities in Gambella National Park as part of an extended due diligence, during which we will gain a thorough insight into the park and our ability to tackle its challenges. It is impossible to predict if and when any of these projects will

materialise but we fully expect to commit to at least one new project in 2013.

Our work would not be possible without the considerable support of our funding partners and I would particularly like to thank the European Union, Dutch Postcode Lottery, WWF The Netherlands, Adessium Foundation and Walton Family Foundation in this regard. I would also like to thank my chairman and the boards of African Parks Network, Stichting African Parks Foundation, African Parks Foundation of America and the boards of the individual parks for their commitment to and governance of our organisation.

Our work would not be possible without the faith placed in us by our government partners and I would like to thank the governments of Malawi, Zambia, Rwanda, DRC, Republic of Congo and Chad for supporting us.

Lastly and most importantly, I would like to recognise our loyal staff-members who continue to work in extreme circumstances and without whom none of our considerable achievements would be possible. I sincerely believe that we employ the most committed and capable conservationists on the continent.

Peter Fearnhead
CEO, African Parks Network



African Parks management team, Bangweulu Wetlands, September 2012 – *African Parks*

Majete Wildlife Reserve

– *Malawi*

Area

700km²

African Parks project since

2003

Government partner

*Malawi Department of National Parks
and Wildlife (DNPW)*



Chimwala, one of three lions introduced to Majete from South Africa – *Horst Klemm*



Summary

Ten years on, and despite severe economic challenges, Majete Wildlife Reserve has finally reached maturity with its newfound Big Five status rapidly boosting its attraction as a tourism destination. The combination of driving tourism revenue and containing costs are now key objectives for the park.

Park management and infrastructure

The access road to Majete and roads inside the park were graded and the Majete airstrip was completed, boosting the ease of access for tourists. Renovations were conducted at the tourism manager's house, the new Namatudzi drift was built to replace the old wooden bridge in the Mkulumadzi concession and a new 18,000 liter diesel tank and pump was installed to increase existing fuel-holding capacity. A new Toyota Hilux was purchased to complement the existing ageing fleet of vehicles and two scout camps were equipped with solar power.

A new water hole was drilled in the Nthumba area to mitigate the impact of drought and this attracted large breeding herds of elephant during the dry season. Maintenance of three other solar powered water holes in the reserve continued during the year.

Law enforcement

In order to ensure that scouts continued to operate at peak efficiency, the law enforcement teams were re-organised and scouts were rotated through different areas of the park. All scouts received proper equipment during the year, with a priority placed on procuring 20 LM4 firearms for patrol purposes.

During the course of the year, 112 long patrols, 2,732 short patrols and 12 anti-poaching operations were conducted, resulting in 32 arrests. There were 15 convictions, two of which resulted in imprisonment for the theft of solar panels and for illegal fishing. Altogether 62 snares and six gin traps were removed and six muzzle-loading guns were confiscated.

The number of poaching incidents in the reserve declined year on year, which can be attributed to a more

effective community outreach programme, an increase in the use of informants and the responsiveness of law enforcement personnel to poaching reports. The presence of fence attendants along the perimeter of the park also helped with the security effort.

Biodiversity conservation

Highlights of the year were the successful introduction of two additional leopards (adding to the four leopards introduced in early 2011) and three lions from South Africa, representing the final step in the ecological rehabilitation of Majete.

In July, four lions were translocated from Pilanesberg National Park in South Africa. However during the long flight one of the two lionesses unfortunately died due to hypoxia. The three remaining lions were released into a holding boma at Majete where they were kept for three weeks before being released into the Mkulumadzi area. Since their release, they have hunted successfully and have been observed feeding on sable, zebra, warthog, kudu and buffalo. In the last quarter the three lions spent all their time together mostly in the north of the reserve.

The two additional leopards, a male and a young adult female, were flown to Majete in late November. While in quarantine, the female managed to free herself from her enclosure and it was decided not to re-capture her. The male leopard was released from the holding boma in early December and both leopards have been subsequently seen and are in excellent condition.

Intensive rhino monitoring was conducted during the year to protect Majete's rhinos from any potential poaching. Two rhino cows gave birth to new calves, however this was sadly offset by the death of two sub-adult calves which were killed by one of the breeding bulls.



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1 Waterbuck and flamingo along the Shire river – *Horst Klemm* 2 Pottery making, one of the micro-projects set up for communities surrounding Majete – *Horst Klemm* 3 One of 650 sable antelope protected at Majete – *Horst Klemm*



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1 Decimated in the 1990s, the elephant population in Majete now stands at 260 – *Horst Klemm* 2 Veterinarian Dr Andre Uys applying antidote to one of the introduced lions – *Helge Bendl* 3 Field Operations Manager Dorian Tilbury monitors one of the lions prior to release 4 The lions of Majete have become a tourism drawcard – *Helge Bendl* 5 Dorian Tilbury with one of the introduced leopards – *African Parks*

The aggressive male was subsequently dehorned, which seems to have curbed the threat to other rhinos.

Aerial and ground surveys conducted during the year indicated an increase of almost all wildlife species in Majete, with a total of nearly 6,000 animals now present in the reserve.

Community

In partnership with African Parks, the Hunger Project, funded by African Villages, is embarking on a five-year programme to tackle the issue of malaria and poverty around Majete. The project revolves around the development of epi-centres which provide health and training facilities in the region, with the first epi-centre launched during the year.

Majete's environmental education activities were reviewed during the year to focus on achieving more tangible outcomes. In addition, 80 students from secondary schools and one university student from communities bordering Majete were supported by the Majete Scholarship Fund. A detailed system has been created for monitoring the performance of students receiving these scholarships.

Tourism and marketing

Majete earned Big Five status in 2012 and the park has taken advantage of this to raise its profile in the media

and local and international tourism industry. In addition to developing new printed brochures and embarking on digital marketing, the park developed a new Facebook site with updated news on the wildlife and daily occurrences in the park. A new tourism manager was employed to promote the park and boost Thawale camp's occupancies and a professional guide was employed to boost the quality of the guest experience.

Majete's five-star Mkulumadzi Lodge was officially opened by the Minister of Tourism, Wildlife and Culture in July 2012 and is fast gaining an impressive reputation with its beautiful rooms set above the Shire River.

Paying visitor numbers were 5,934 compared to 4,600 in 2011. Tourism revenue jumped from US\$150,000 in 2011 to US\$229,000 in 2012 – a very pleasing 50% year on year increase. Overall, the diversity of wildlife and improvement in accommodation, food and service has helped to create a reputation for Majete as the premier wildlife destination in Malawi.

Funding

Our sincere thanks are extended to our financial contributors, in particular African Villages which funds the Hunger Project, Anne Hoiijer, the United Nations Development Programme, the Slager family, the Thandiza Foundation, Stichting African Parks Foundation and the Dutch Postcode Lottery.

Objectives for 2013

- Complete and implement the new Tourism Development Plan in order to drive commercial income and introduce new tourism products.
- Drive carbon credit sales to enhance income.
- Deploy a well-trained, dedicated rhino monitoring team to ensure protection of the park's black rhinos.
- Continue to develop Majete's successful school scholarship programme.
- Contain costs.

Patricio Ndadzela

Park Manager

Liuwa Plain National Park – *Zambia*

Area

3,660km²

African Parks project since

2003

Partners

Zambia Wildlife Authority (ZAWA)

Barotse Royal Establishment (BRE)



Wildebeest have prospered at Liuwa with a current population of around 47,000 – *Paul Godard*



Summary

It was an eventful year for Liuwa. Major achievements included the official certification of the Liuwa airstrip, the introduction of more buffalo to the park, the construction of a teacher's house at Mishulundu School and the significant boost in revenue generated by the park.

Park management and infrastructure

Liuwa Plain now boasts an operational airstrip certified by Zambia's Directorate of Civil Aviation, which enables visitors to land in the midst of the park within easy reach of Matamanene Bushcamp. During the year Matamanene was upgraded and now offers five en-suite safari tents, solar geysers for each tent and renovated sewage systems.

The sale of derelict assets generated US\$26,000 and provided the local community with access to items not easily found in Kalabo. One truck, two vehicles and two motorbikes were sold, as was an assortment of motorized parts and old equipment.

Law enforcement

As part of the effort to enhance law enforcement standards, Liuwa initiated a staff transfer programme where selected scouts were exchanged with those from other Zambian national parks. This enabled scouts to expand their knowledge and skills through exposure to different environments and challenges.

As a result of law enforcement efforts, 59 arrests were made resulting in 47 convictions with 12 judgments pending. A total of 17 firearms were recovered – 11 during field patrols and six through the park's firearm amnesty programme. A total of 188 hours were flown for aerial monitoring purposes.

A prosecution and investigation skills training programme was provided to 27 scouts by ZAWA facilitators in July. One scout was sent for further training to supplement the efforts of the current prosecutor. A new public prosecutor was appointed for the park and a new magistrate appointed for the District of Kalabo.

Biodiversity conservation

Early in the year HRH Lubosi Imwiko II, King (Litunga) of the Barotse Royal Establishment expressed his support for the formal incorporation of the Upper West Zambezi Game Management Area into the African Parks' management mandate. However due to a major restructuring process at ZAWA, securing a final decision has taken longer than anticipated.

The buffalo introduced a few years ago were not thriving in the enclosure where they were being kept at night to prevent predation. The decision was taken to release them so they could be free roaming, however as the herd was too small to withstand predation, it was decided to introduce additional buffalo to supplement the herd.

Eight buffalo, all females of reproductive age, were released in the park in October and bonded well with the existing herd. Together with the calves that were born during the year, the buffalo herd now numbers 53 individuals.

Fifty wildebeest were collared in order to study their movements, habitat use and survival rates in the park as part of a long-term monitoring programme. The goal is to understand the pressures on this important prey species and to gauge their ability to recover.

The Zambian Carnivore Programme conducted the first ever dog-detection survey for cheetah, wild dog and lion. In addition to helping survey Liuwa for the presence of these carnivore species, this pilot study aimed to evaluate the effectiveness of detection dogs in surveying cheetah and wild dog in remote and difficult areas.

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1 Cheetah have returned to Liuwa Plain of their own accord – *Paul Godard* 2 White-backed vultures are a common sight at Liuwa – *Paul Godard* 3 Liuwa scout on anti-poaching patrol – *Paul Godard* 4 Hyena are abundant at Liuwa and prey on the large wildebeest herds – *Paul Godard*



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1 Sunset scene, Liuwa Plain – *Paul Godard* 2 The two male lions at Liuwa prior to a fatal foray into Angola – *Stephen Cunliffe*
3 The trio at year end, a small but united pride – *Paul Godard* 4 World famous Lady Liuwa reclines on the Liuwa Plain in spring – *Paul Godard*

Liuwa's two young reintroduced lionesses were faring well until June 2012, when the telemetry signal from one of the young lionesses stopped moving. The worst was confirmed when her collar was found buried in a pan in the Munde River – she had been killed and her collar cut with a knife. Meanwhile, her sister had fled northwards and was tracked moving close to Angola. In a dramatic rescue operation, she was darted and airlifted by helicopter back to the park. She was placed in a fenced boma and the decision was taken to hold the youngster and Lady Liuwa captive here for two months to prompt them to bond. This plan proved successful and in October, the now firmly bonded pair were released back into the wild.

At the same time the two male lions wandered out of the park and walked 35km into Angola. Days later our tracking device recorded a sudden u-turn and one of the males appeared back in the park. We were subsequently informed that his companion had been shot in Angola after approaching too close to a village. On the positive front, the surviving male soon teamed up with the two lionesses, mating with them both and by year end there was a functioning, albeit small, pride of lions in Liuwa.

During the year African Parks and WWF Zambia partnered to start an assessment of the ecological and economic value of artisanal fishing in the Greater Liuwa ecosystem. Preliminary results show that there has been a sharp increase in the commercialisation of fisheries around the national park and fish stocks are severely depleted along the Luambimba River outside the park.

Community

A group of Silalo Indunas conducted inspection trips to check on the projects funded by the Liuwa Community Development Board in 2011. The US\$9,000 disbursed to the board in 2011 was used to buy equipment for community campsites, whilst the 2012 funding will enable communities to build seven semi-permanent

teacher's houses, roof the headmaster's house at Mutaa and dig a canal in Mushukula.

All ten school pupils supported by the park's scholarship programme finished Grade 12 successfully, with one pupil receiving four distinctions. An additional ten students across the national park were selected for scholarships to attend Grade 10 in Kalabo.

As part of the development of social service development nodes around the park, a new teacher's house was built at Mishulundu School.

Tourism and marketing

A record 781 tourists visited the park for an average stay of 3.2 days (a year on year increase of 83%) whilst gross tourism revenue was US\$88,000. The Liuwa Community Development Board received US\$15,000 in revenue which was generated by the community campsites.

Park management concluded an agreement with the BBC for the filming of wild dogs for the BBC Survival series that will be aired in 2014. This agreement generated gross revenue of US\$48,000, which together with the improved tourism revenue enabled Liuwa to achieve total gross revenue of US\$136,000 for the year.

African Parks raised €800,000 in soft capital during the year for the construction of a permanent lodge in the park. Tourism operators were invited to submit proposals for the development, operation and marketing of the lodge and by year end final negotiations were taking place with the preferred operator. Construction of the new lodge is expected to start in 2013.

Funding

The Adessium Foundation, WWF The Netherlands, WWF Zambia, the Anna McWane Foundation, Raoul Witteveen, African Parks Trust (United Kingdom) Africom, Stichting African Parks Foundation and the Dutch Postcode Lottery contributed to Liuwa in 2012. Their contributions are vital to the success of Liuwa Plain National Park.

Objectives for 2013

- Secure a management mandate for the Game Management Area surrounding Liuwa.
- Secure a long-term lease or purchase a site for a new park administration office.
- Develop a clear roll-out strategy for the development of social nodes around the park.
- Start with the construction of the first permanent tourism lodge in the park.

Raquel Filgueiras
Park Manager

Bangweulu Wetlands

– *Zambia*

Area

6,000km²

African Parks project since

2008

Partners

*Six Community Resource Boards and the
Zambia Wildlife Authority (ZAWA)*



Humans have inhabited the Bangweulu Wetlands for hundreds of years due to its productive fisheries – *Morgan Trimble*



Summary

With the repositioning process of 2011 behind us, the Bangweulu team embarked on an ambitious programme to implement changes to governance and management systems, construct key infrastructure, upgrade the law enforcement effort, promote community livelihood programmes, secure key ecological corridors and scale up income generating activities.

Park management and infrastructure

With a new governance structure agreed for the project, a new board was constituted which guided the project through the year. Good working relationships continued to be fostered with Worldwide Fund for Nature (WWF) Zambia, Birdlife Zambia, Zambian Wildlife Authority (ZAWA) and Kasanka Trust.

The headquarters at Nkondo progressed well with the completion of the park offices, the installation of electrical and water reticulation and the construction of four managers' houses, a transit house for drivers and seven scout houses. A new hangar was also constructed for the aircraft.

The Government upgraded the road between the Great North road and Chiunda Ponde, which dramatically improved access. Funding from the United Nations Development Programme helped us to make good progress on roads, airstrips and bridges using local manpower, thereby giving a boost to the local economy.

The permanent bridge system over the Lukulu River was completed before the arrival of the rains at the end of the year, allowing better access to the hunting zone. The new entrance gate worked well and enabled good access control into the area.

Law enforcement

Good results were achieved in law enforcement. Despite a reduced number of scouts, the number of man-days in the field was comparable to 2011. The number of poachers arrested rose to 144 (up from 115) due to

better patrol planning and support. In total 146 animals (mainly black lechwe) were poached, which represents a very small percentage of the overall population of around 70,000.

Intelligence gathering was strengthened, which improved law enforcement results. A new Land Cruiser improved deployment efficiency and use of the project ultralight aircraft gave us a better perspective of the area and provided an additional deterrent to would be poachers. Staff were motivated through an incentive scheme based on results and received additional equipment to make them more effective in the field. Staff who showed leadership potential were promoted from within the ranks, a further motivating factor.

Biodiversity conservation

The fishery research was concluded and management recommendations drawn up. A fishery management committee was established with local stakeholders and Government to manage the fishery sustainably and assist with its policing.

The shoebill research programme made steady progress through the year. Good foraging and behavioural observations were made and the five nests located during the 500km² aerial nest survey were actively monitored. Additional nests were also located during monitoring flights and camera traps were used to monitor behaviour of the adults and chicks. Two more satellite transmitters were fitted to chicks which later fledged.

A shoebill chick we rescued from a local village graced the covers of Africa Geographic and Audubon magazines this year.



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1 Fishing is the major source of livelihood for Bangweulu communities – *Morgan Trimble* 2 Fisheries researcher, Carl Huchzermeyer, rescues an African jacana – *Morgan Trimble* 3 Spoonbills over the floodplain – *Morgan Trimble* 4 The shoebill guard programme employs local people to safeguard shoebill nests – *Ralf Mullers* 5 Kapotwe, the hand-reared shoebill, has raised the flag for shoebill conservation at Bangweulu – *Morgan Trimble*



More than 70,000 endemic black lechwe thrive in the Bangweulu Wetlands – *Morgan Trimble*

The story of Kapotwe has highlighted the plight of the shoebill, which is threatened by habitat destruction and the illegal bird trade. Kapotwe was confiscated from a local fisherman's hut by shoebill researchers, and taken to Chikuni research station where an enclosure was built so she could be hand-reared then released. After her release she learned to fend for herself by catching fish in nearby ponds and snatching fish from local fishermen's boats as they emptied their nets.

As Kapotwe wandered further afield, she was encouraged to become independent of humans and – despite one setback when fishermen captured her and returned her to Chikuni assuming she had escaped – she was successfully habituated back into the wild. During the year, her daily presence in the fishing grounds of

Bangweulu and lack of fear of humans raised the profile of her species, helping to foster community support for the shoebill's survival here.

Adding to Kapotwe's public relations success, a new community Shoebill Guard Programme was implemented which employs local fishermen to ensure the safety of shoebill nests. All human movement around the nests was prevented by these guards, resulting in at least three of the monitored nests producing fledglings, a marked improvement on the 2011 results. A positive development was the seeming absence of a trade in shoebill chicks.

Intensive data collection was carried out on the sitatunga population to confirm their health and distribution.



There were over 220 sightings of this elusive antelope in the study area, indicating a healthy population. Aerial patrolling also revealed good sightings of sable and roan antelope as well as a breeding population of Lichtenstein's hartebeest in the neighbouring Lavushi Manda National Park. Two serval cats from a local zoo were released near the Nkondo headquarters as a precursor to future wildlife translocations to the area.

Community

Much effort was made to sensitise our community partners on their role in ensuring Bangweulu's success, and many meetings were held in this regard. Projects focusing on livelihood development were supported through the Community Development Funds paid

to each of the six communities in the area. Quarterly newsletters were distributed in the local language and branded footballs were distributed to demonstrate goodwill.

Our collaboration with WWF Zambia over the bee-keeping programme saw particular success. Over the year we helped to package honey for the beekeepers and sell it into the marketplace. The results of this initiative saw production jumping from 90kg to 810kg in a year, demonstrating the critical importance of good market linkages.

Traditional leaders in the Chiunda Ponde and Kopa Chiefdoms have initiated the resettlement of people in two key wildlife corridors. Despite the sensitivities involved,

they showed strong leadership and commitment to the land-use planning aspect of the project.

A donation of 2,500 solar lights was received through the Dutch Postcode Lottery for distribution in needy communities, as part of WWF's Earth Hour initiative. The impact of these robust solar units will be considerable in this environment, where there is no formal power source.

Tourism and marketing

The hunting season for the year was successful with good bookings received for the hunting camp at Makanga. Occupancy increased and income trebled to over US\$30,000. After many negotiations with ZAWA, we were given authority to sell hunting licences from our headquarters. Unfortunately monies generated had to be remitted to ZAWA before they could come back to the project, and we have to date not received the project portion. We continued to offset scout

salaries owed to ZAWA against this liability to limit the financial impact on the project. This remains a critical issue to be resolved.

The Kasanka Trust managed camp at Shoebill Island continued to operate under a pre-existing agreement with ZAWA and the local Community Resource Board. This lease expires in 2013 and a new lease under the Bangweulu Wetlands Management Board is being negotiated. Visits by self-drive tourists increased from 298 in 2011 to 365 in 2012.

Funding

The Bangweulu Wetlands project is primarily financed by WWF The Netherlands and Stichting African Parks Foundation. The United Nations Development Programme REMNPAS project continued support, primarily for infrastructural development. This funding came to an end at the end of 2012.

Objectives for 2013

- Continue the infrastructure programme with more scout houses at Chiunda Ponde and a tourism centre at Chikuni.
- Improve the hunting camp and build an airstrip in preparation for full-service hunting packages. Ensure a seamless revenue collection and sharing process for hunting revenues.
- Secure a new concession for Shoebill Camp and complete a tourism development plan.
- Develop the shoebill protection strategy and continue the shoebill and fisheries studies.
- Expand the conservation agriculture programme to protect wildlife corridors from slash and burn agriculture.

Craig Reid
Park Manager



Akagera National Park

– *Rwanda*

Area

1,122km²

African Parks project since

2010

Government partner

Rwanda Development Board (RDB)

The swamp-fringed lakes of Akagera – *Horst Klemm*



Summary

With the park in its third year under Akagera Management Company, the focus has shifted from creating a basic foundation for management to developing tourism infrastructure and activities. The partnership between African Parks and the Rwanda Development Board improved significantly and the long-awaited secondment of rangers to park management took place in December.

Park management and infrastructure

The development of park headquarters was completed and the headquarters and staff village were fenced to increase the safety of staff as well as to keep problem baboons at bay. Development of the new Ruzizi Tented Lodge was a major focus during the year, with construction commencing in January and the lodge opening to its first paying guests in November. Construction of the day visitor centre was also completed by the end of the year.

Law enforcement

In the last quarter, park management together with the Rwanda Development Board (RDB), police and defence force collaborated in assessing the law enforcement team. Rangers who failed the assessment criteria were retrenched and new rangers recruited. The year ended with a stronger team in place under the leadership of a new head and deputy head of law enforcement. The secondment of staff from RDB came into effect in December, resulting in all of Akagera's staff finally being unified under the Akagera Management Company. The results were already evident in the increased output from rangers towards the end of the year.

Law enforcement efforts resulted in 188 arrests whilst 180 animals were poached and 1,509 snares recovered over the year. The increase in arrests can be attributed to greater patrol coverage and a more motivated team, with almost half of the arrests and over half the recovered snares occurring in the last quarter.

Biodiversity conservation

At the beginning of the year, park management held an ecological management workshop with conservation experts and local stakeholders, to share ideas on improving park management practices.

The western boundary fence remained under construction during the year. Delays continued and by year-end 25km of fencing remained to be completed. Due to these delays, herds of elephants continued to leave the park, resulting in significant damage to crops. Park management incurred substantial costs as the elephants needed to be chased back into the park by helicopter.

Two large herds of buffalo were chased back into the park in two separate operations prior to completion of the fence in the south. Many animals still remain outside the park boundary in the north where the fence is not yet complete. Where feasible, they will be returned to the park upon closure of the fence. In preparation for the fence completion, 40 fence attendants were recruited and trained for the commencement of patrolling in 2013.

Exotic plant species removal is an ongoing activity, with 200 people employed to remove water hyacinth from a valley dam in the north of the park. Two hectares of prickly pear was removed from the Rurama peninsula.

Community

About 200 local people were employed through the year for construction work, maintaining firebreaks and roads, and removing exotic plant species. Salaries, purchase of local materials and local transport hire saw an injection of over US\$260,000 into the local economy.



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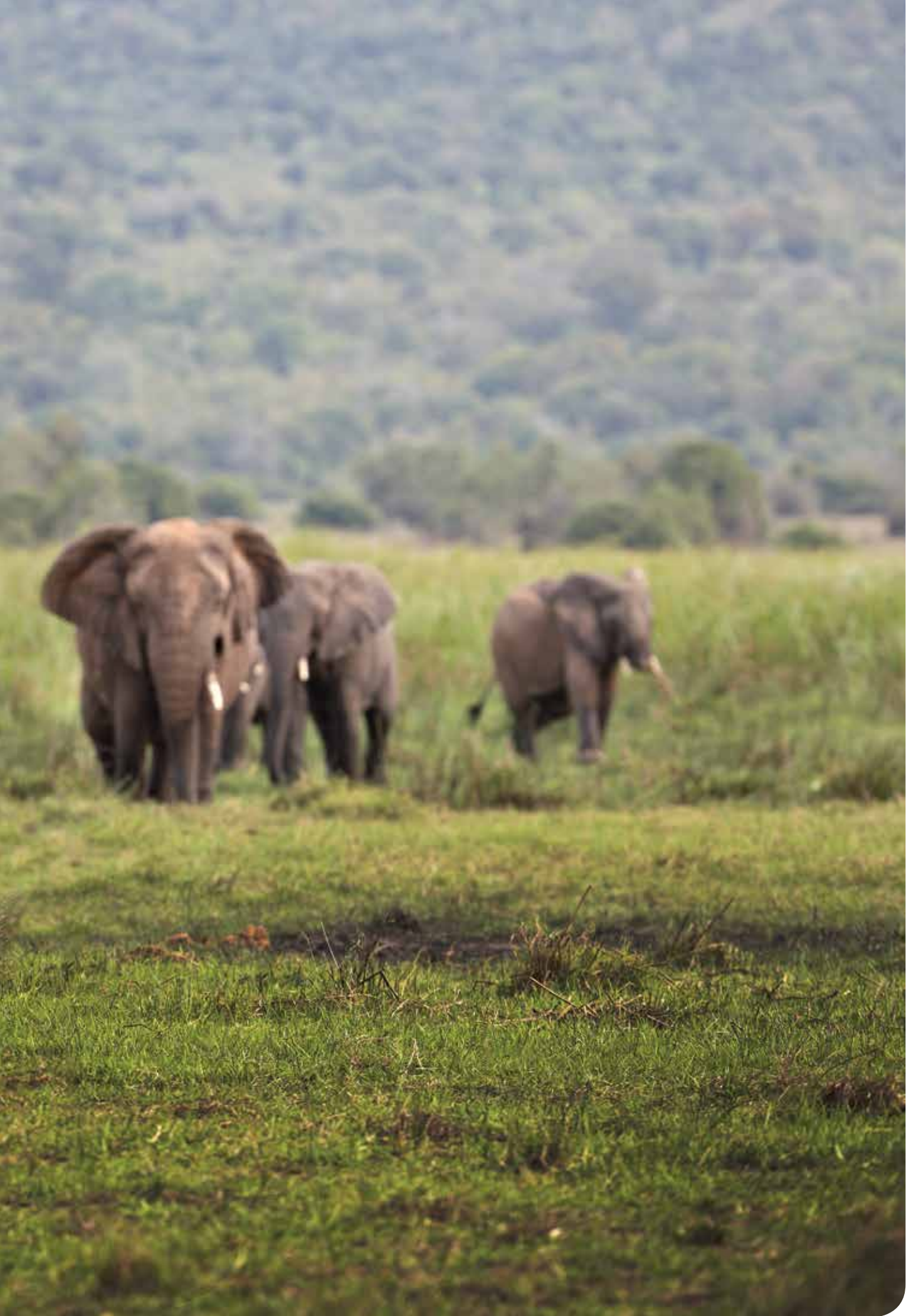


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1 Akagera National Park received over 23,000 visitors in 2012 – *Bryan Havemann* 2 Leopard spotted in the grasslands of Akagera – *Michael Sheer* 3 Deck at the new Ruzizi Tented Lodge – *Horst Klemm* 4 Grant's zebra – *Horst Klemm*



A healthy population of around 120 elephants is protected at Akagera – *Horst Klemm*



Environmental education continued to be a major focus and over 16,000 children participated in environmental education classes, of which 480 were taken on a tour of the park.

Boreholes, solar surface water pumps and small dams were provided for communities at 12 different locations outside the park, as the erection of the fence has denied access to previous sources of water in the park.

Akagera continued to contribute 5% of revenue to the National Revenue Sharing Scheme and an additional Special Guarantee Fund was launched by the government to deal with compensation cases as a result of wildlife damages.

Tourism and marketing

Visitor numbers to Akagera continued to grow, with a year on year increase of 12%. Rwandan nationals comprise 50% of visitors to the park, demonstrating the extent to which Akagera is a source of national pride within Rwanda. We were pleased to achieve US\$487,000 from gate entry fees and tourism activities, representing a year on year increase of 24%.

A major achievement was the completion of the 14-bed Ruzizi Tented Lodge, which was designed and constructed by park management with the assistance of local builders. Set amidst riverine forest on the edge of Lake Ihema, Ruzizi offers quality accommodation in the form of tented chalets. The lodge opened to paying guests in mid-November and after six weeks had generated income of over US\$22,000.

Construction of the day-visitor centre was completed by year end and both this facility and Ruzizi Tented Lodge will be officially opened in early 2013.

Funding

The Walton Family Foundation generously provides the bulk of the funding for Akagera. The RDB also provided funds towards park management costs and funded the construction of the 120km fence on the park's western boundary. Stichting African Parks Foundation and the Dutch Postcode Lottery made up the shortfall in costs.

Objectives for 2013

- Appoint an operations manager and a community manager to complete the management team.
- Conduct an aerial wildlife survey in mid-2013 once the fence is complete.
- Start planning for the reintroduction of lions into the park in late 2013/2014.
- Train new rangers and equip them with new uniforms and resources.
- Provide formal training for field guides to improve the tourism experience.
- Continue to drive tourism revenue through increased marketing efforts.

Jes Gruner
Park Manager

Odzala-Kokoua National Park – *Congo*

Area

13,500km²

African Parks project since

2010

Government partner

*Ministry of Forest Economy and
Sustainable Development*



Endangered Western lowland gorilla at Odzala – *Michael Viljoen*



Summary

It was a challenging year for the Odzala management team, with setbacks including the deaths of two valued colleagues. Other challenges included trying to counteract the elephant poaching network in and around the park, and conflicts within the Odzala-Kokoua Foundation Board.

Park management and infrastructure

The 'Statuts de la Fondation', establishing the Foundation of the Odzala-Kokoua Board was signed on 5 March by the African Parks CEO and the Minister of Agriculture, on behalf of the Minister of Forest Economy and Sustainable Development.

A major blow to the project was the death of two dedicated conservationists. Damase Ekondzo, the assistant park manager, sadly passed away after a long illness and will be remembered for his longstanding commitment to Odzala. Dr Jean-Patrick Suraud, the conservation manager for Odzala, tragically died when the park's new aircraft crashed in August. Both Damase and Jean-Patrick were dedicated conservationists and will be sorely missed.

Anthropologist Dr Norbert Gami was appointed as the community coordinator for the park during the year and has already made a marked difference. He has submitted a community development plan for approval to the Board. Guillaume Le Flohic assisted as interim conservation manager for the park following the death of Dr Suraud.

A 'Friends of Odzala' initiative to assist the park in the fight against the illegal firearm and ivory trade was established by the European Union Ambassador and includes influential people in Congo.

Conflicts between the members of the Odzala-Kokoua Foundation Board led to the suspension of the board towards the end of the year. Solving the board impasse is of critical importance for the project and is a priority for 2013.

Law enforcement

A comprehensive law enforcement assessment of the park was conducted in June to expose the illegal firearm, ivory and bush-meat trade and a report was submitted to the European Union. Most alarming was the volume of gorilla and elephant meat being transported out of the park. The carcass of a mandrill was also discovered, which is disconcerting as mandrills are extremely rare in the Congo. A positive outcome was that all bush-meat started being confiscated at control posts following the Minister's subsequent call to stop the bush-meat trade.

Over the course of the year, 91 long patrols, three short patrols, 13 day patrols and nine night ambushes were conducted. Four permanent control posts were manned and numerous road blocks were also conducted. These efforts resulted in 35 poachers being arrested, including a well-known elephant poacher who was sentenced to five years in prison, as well as the president of the Sustainable Development Association for Batecock village, who received four years in prison. Altogether 53 firearms and nearly 8,000 snares were recovered.

During the year, 33 animals are known to have been poached including six elephants, four of which were killed by a group of eco-guards who deserted in June. Human-wildlife conflict included a hyena which continued to kill goats in Mbomo village, gorillas, buffalos and elephants harassing villagers along the eastern sector of the park and elephants damaging crops in the southern sector of the park.



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1 Forest elephant in Odzala bai – *Michael Viljoen* 2 Bongo antelope – *African Parks* 3 Outdoor deck, Ngaga Camp – *Andrew Howard*
4 Poachers apprehended at Odzala with elephant meat and tusks – *Christelle Lamprecht* 5 Great Blue Turacos – *Michael Viljoen*



Lango bai, Odzala – Michael Viljoen



Biodiversity conservation

Ecologist Petri Viljoen and a member of the Directorate of Fauna and Protected Areas visited a game ranch in South Africa to investigate the feasibility of wildlife farming around Odzala. A feasibility study is now underway for the potential farming of forest buffalo. Dr Viljoen conducted a lion calling exercise in the savanna areas to the south of Mboko but only managed to call in hyena and buffalo. We are now confident that there are no longer any lions in Odzala.

We continued monitoring bais (forest clearings) and started a habituation programme at four bais in the tourism areas, which was guided by primatologist Dr Magdalena Bermejo.

Alarming, the long-awaited wildlife transect study, following on from surveys done in 2005 and 2008, showed little wildlife presence in many areas of the park and a high level of human activity in the north of the park. The official results of the transect study are due in 2013.

The park received 40 camera traps for research purposes and a camera trap survey of the park's animal species was launched in November.

Community

Effective management of Odzala is still hampered by negative perceptions of the project by the local community. A number of meetings were conducted during the year to help inform the development of an integrated community strategy. Park management also assisted Leadership for Conservation in Africa (LCA) to determine the feasibility of renewing the cacao industry to the north of the park as a community development project.

Tourism and marketing

Congo Conservation Company opened two upmarket lodges, Lango and Ngaga Camps, in the second half of the year. The first draft of a proper tourism development plan was presented to the Odzala-Kokoua Foundation Board in June.

Funding

Generous funding of the park operation is provided by the European Union, RAPAC and WWF The Netherlands (backed by the Odzala Circle). Individual donors included Edith McBean, and Ronald and Christie Ulrich. The SAVE-Wildlife Foundation donated funds to the community of Mbomo to erect hyena-proof enclosures to protect their livestock.

Objectives for 2013

- Resolve the current impasse within the Odzala-Kokoua Foundation Board.
- Select and maintain a law enforcement team of 60 eco-guards.
- Undertake an intensive habituation program of additional gorilla groups.
- Install satellite collars on ten elephants to gather information on elephant movements in and around the park.
- Investigate alternative income projects and improve relations with local communities.

Leon Lamprecht

Park Manager

Garamba National Park

– *Democratic Republic of Congo*

Area

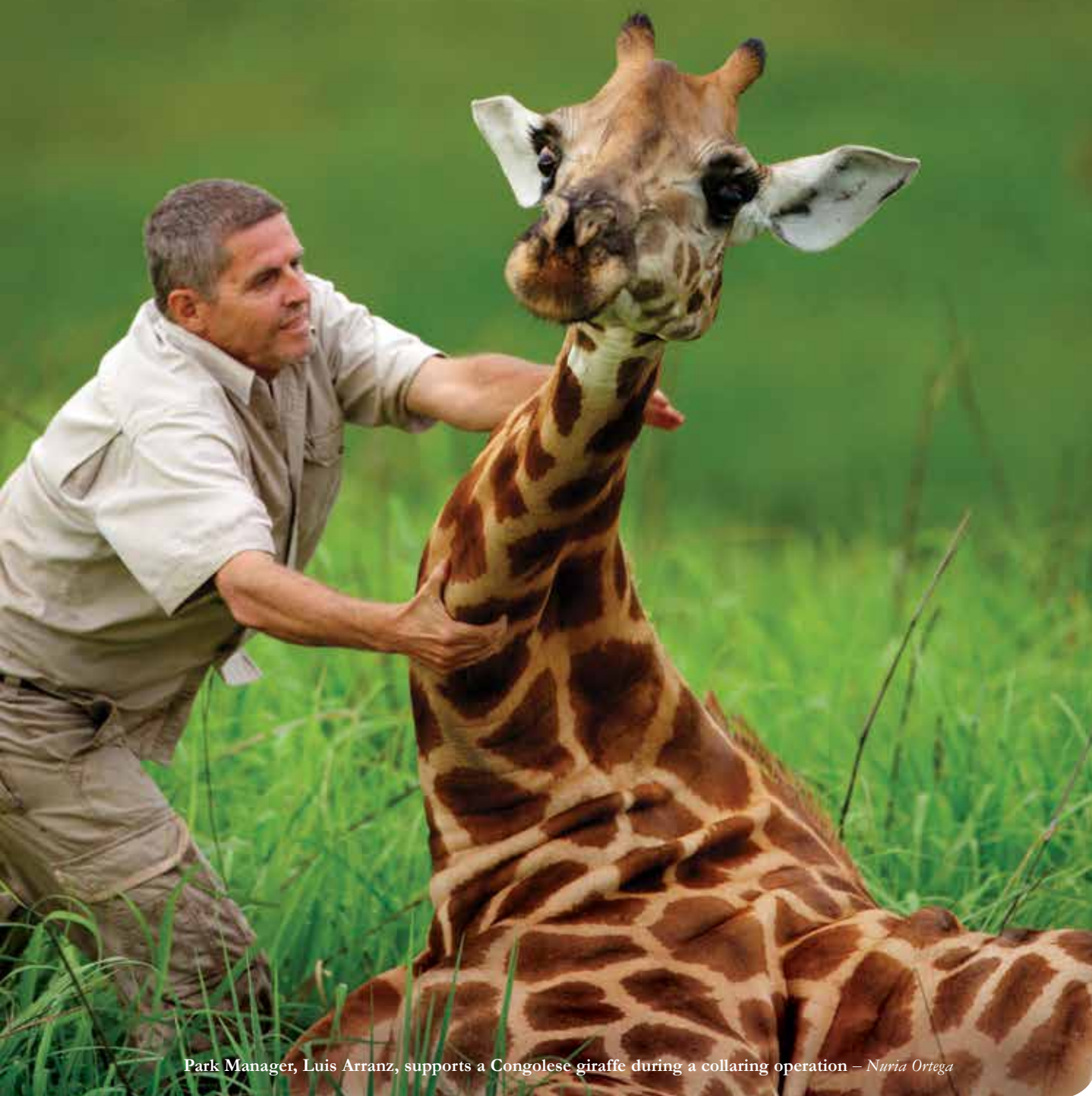
4,900km² *National Park*
7,527km² *Domaines de Chasse*

African Parks project since

2005

Government partner

*Institut Congolais pour la
Conservation de la Nature (ICCN)*



Park Manager, Luis Arranz, supports a Congolese giraffe during a collaring operation – *Nuria Ortega*



Summary

Ongoing contact with the Lord's Resistance Army (LRA) and the human rights atrocities associated with this group, prompted military and diplomatic assistance during the year. Garamba was also flagged as a symbol of Africa's elephant poaching crisis with international media featuring hard-hitting articles on the park. The result has been positive, bringing Garamba to the forefront of world attention, boosting funding and increasing security measures in the park.

Park management and infrastructure

The park management plan was validated by our government partner, ICCN, enabling us to continue with infrastructural developments and improvements to the park. Almost 500km of tracks were reopened and for the first time in several years, the Garamba River was able to be traversed. During the year we completed the construction of a major school and the new Nagero Hospital, which opened in November.

A water system was provided in the staff camp and new staff houses were finally completed. For the previous four years, staff had been living in tents following the LRA attack on headquarters in January 2009. Houses for volunteers were also completed, along with the conversion of the old warden's house to an office, and a new house for the warden. A new truck was acquired to alleviate transport difficulties and reduce transport costs.

Law enforcement

Garamba was severely impacted by the elephant poaching crisis in 2012. Not only were local and Sudanese poachers more active, but there was increasing evidence of the LRA's involvement in ivory poaching and trading. Over a period of five months, more than 50 elephants were killed in the park.

In mid-March, a major elephant poaching incident occurred when 22 elephants were killed in the park and their tusks and male genitalia removed. Forensic

investigations proved that the elephants had been shot by helicopter, with at least 15 of the elephants killed with a single shot to the top of the head. In the weeks after the incident, a Ugandan Defence Force (UPDF) helicopter was twice observed flying at low-level in the park. Although unauthorised to fly in the DRC, the UPDF has denied any involvement in the poaching incident which remains unsolved.

Garamba also experienced heightened levels of LRA activity during the year. In June, a 50-strong LRA group attacked our rangers and an hour-long battle ensued. Several LRA militants were injured whilst our scouts managed to retreat without injury. A substantial LRA camp was subsequently discovered in the park accommodating over 100 LRA men, women and children. In the wake of this incident, the Congolese army (FARDC) sent 32 soldiers to reinforce patrols whilst the UN's MONUSCO forces sent 15 soldiers to assist with security at Nagero. With this increased activity, the LRA camp was abandoned and the rebels retreated possibly to the adjoining *Azande Domaine de Chasse* (hunting zone).

In the face of such increased threats, a security consultant was engaged to conduct an advanced anti-poaching course for 80 Garamba rangers. On completing the course in November, 35 rangers were selected to form an elite Rapid Response Unit that will be deployed to combat poaching and security threats. Ground patrols are now being carried out to the north of the Garamba River in an effort to reduce poaching and security incidents within the park.

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1 Tracking the movements of Congolese giraffe is important as this sub-species is endemic to Garamba with only 70 left in the park – *Nuria Ortega* 2 Lion couple on Garamba's long grass plains – *Nuria Ortega*



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1 Elephants frolicking in Garamba river – *Nuria Ortega* 2 Garamba guards stand to attention – *Nuria Ortega* 3 Advanced anti-poaching training, October 2012 – *Nuria Ortega* 4 Elephants killed in park by military helicopter, March 2012 – *Pablo Schapira* 5 UN deploys troops to Garamba to combat LRA threat – *Nuria Ortega*

Biodiversity conservation

An aerial census was carried out this year and the results confirmed that, whilst numbers of most animal species have risen, the elephant population has declined. It is estimated that there are now just under 2,000 elephants in the core park area.

Tracking collars were fitted to five giraffe, one elephant and one lion in order to monitor their movements. One of the collared giraffe was unfortunately killed in November, however the poachers kept the satellite collar, enabling them to be tracked over the border where they were apprehended by the South Sudanese authorities.

Several new chimpanzee nests were identified by the research group operating in the Mondo Misa *Domaine de Chasse* and camera trap images were recorded of individuals.

Community

Medical equipment and supplies for the new Nagero Hospital arrived in October. This hospital will provide proper medical care for local people for the first time and marks a major milestone in Garamba's community programme. At the end of the year, we launched a polio vaccination campaign for infants in the villages of Nagero, Route 4 and Yanguma. We also recruited a doctor who is able to perform complex surgery at the new hospital.

Nineteen schools comprising 2,000 pupils and nearly 300 adults participated in Garamba's environmental education programme, with many pupils visiting the park. Additional schools, women's cooperatives and local associations have also asked to be included in the programme.

During the year we increased our support for local micro-projects. This included acquiring 130 pressure machines for brick-making as well as investing in local schools, agricultural projects and poultry breeding.

Tourism and marketing

Garamba received worldwide publicity following a New York Times and International Herald Tribune front page article on the park's elephant poaching onslaught. The article was syndicated in over 50 publications around the globe in August, placing Garamba firmly under the international spotlight. The Australian Broadcasting Corporation made a TV documentary about Garamba's poaching challenges and various Government and NGO representatives visited the park to research the poaching activities of the LRA. As a result visitor numbers were higher than in previous years.

Concerns regarding stability and security prevail, yet those tourists who visit the park are exposed to spectacular wildlife and scenery, as well as having the opportunity to participate in research activities in the park.

Funding

The European Union and RAPAC continued to provide financial support in 2012. The funding received from various Spanish Institutions enabled us to develop community and research projects. Funding received from World Bank for the first time in 2012 was used towards financing core park costs. Our increased law enforcement efforts were financed by individual US donors, including Edith McBean, Marvin and Donna Schwartz, Ronald and Christie Ulrich, James Coleman, and David and Brooke Laughlin. Stichting African Parks Foundation provided additional funding.

Objectives for 2013

- Conclude a new management contract with the ICCN.
- Eradicate LRA activity in the park and regain security by recruiting 80 new rangers, operating more patrol posts and continuing training.
- Reduce levels of elephant poaching.
- Build houses for the rangers in Nagero and Gangala na Bodio, rehabilitate the buildings, which were burnt down during the LRA attack in 2009, and replace ageing aircraft.
- Initiate an ornithological study, a vegetation map of the park, a new aerial wildlife census and a new collaring operation for elephants.

Luis Arranz
Park Manager

Zakouma National Park

– *Chad*

Area

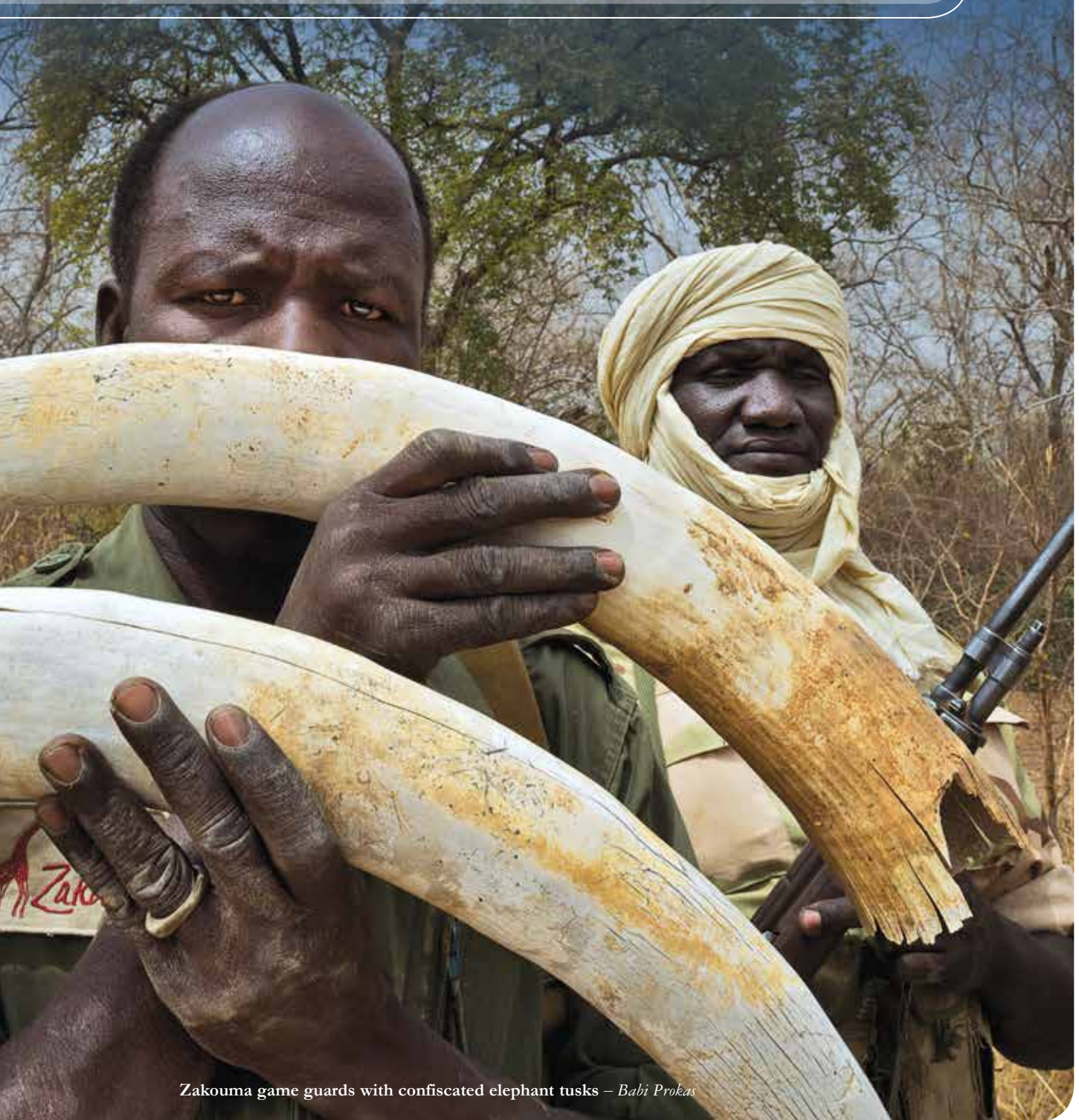
3,054km²

African Parks project since

2010

Government partner

The Republic of Chad



Zakouma game guards with confiscated elephant tusks – *Babi Prokas*



Summary

We continued to adapt our management strategy as our knowledge of the Zakouma area and the threat to wildlife improved. Six elephants were shot outside the park but no known elephant poaching occurred within the park during 2012 – a first in ten years. The terrible poachers' attack that took place on 3 September, during which six of our rangers lost their lives, resulted in a prolonged period of mourning for all Zakouma staff. We have however come out of this stronger and more committed than ever to ensure that Zakouma, its wildlife and its outer elephant rangelands are protected for posterity.

Park management and infrastructure

Another year of intense infrastructural development took place. The 20-horse stable block was completed and a laboratory, tack room, riding arenas and holding camps were built. The purchase of larger, hardier horses continued and staff received training in stable management. An additional three rangers' houses were built in Goz Djarat and seven were built in Ibir. A new clinic for the government doctor at Goz Djarat was also built.

The VHF radio network was fine-tuned, with additional radios purchased and power supplies improved, and was functioning extremely well by year-end.

Discussions relating to the disputed park boundary were ongoing during the year. A detailed report on the historical facts, conflicts and conservation constraints relating to this longstanding dispute was completed and submitted.

Law enforcement

In early 2012, all Zakouma rangers underwent a month of training primarily in shooting and arrest tactics, with eight rangers from the regional wildlife authority joining the training. Despite this, our rangers faced an ever present threat of attack by poachers when following the elephant herds outside the park. However, the assassination of an entire patrol team on 3 September during their predawn prayers at the Heban outpost 90km north of the park, came as a terrible shock. Zakaria Ibrahim, Brahim Khamis, Daoud Aldjouma, Djibrine Adoum Goudja and Idriss Adoum were shot dead at close range while Hassan Djibrine managed to escape

but has not been found and is presumed dead. The camp attendant, Seïd Djimet, was injured but managed to escape and raised the alarm.

We have no doubt that this incident was a reprisal attack for the raid conducted on a poachers' camp two weeks earlier, during which valuable poaching evidence was found. Two Chadian men were subsequently arrested relating to the murder of our guards and are in prison awaiting trial. The Heban outpost was one of two new posts which we put in place for the 2012 wet season.

The military precision of the Heban attack made us aware of a new, more dangerous threat to our park rangers and elephant population. A revised anti-poaching strategy was prepared and requests were submitted to government for the required permissions.

The new strategy is three-pronged: to equip and train a Rapid Response Team for the park and periphery, to improve our information gathering and to assist villages with schools and teachers in the corridor areas through which the elephants migrate to their wet season feeding grounds.

Biodiversity conservation

A better understanding of the movements of Zakouma's elephants is still key to our successful protection efforts. A further six satellite collars were fitted on elephants to try and ensure that at least one collar is present in each herd. Information was also received from villagers about a herd of elephants living near Fodjo Swamp, about 80km outside Zakouma. This was followed up on, and one cow was successfully collared in this herd of 13 individuals, who are resident in that area.



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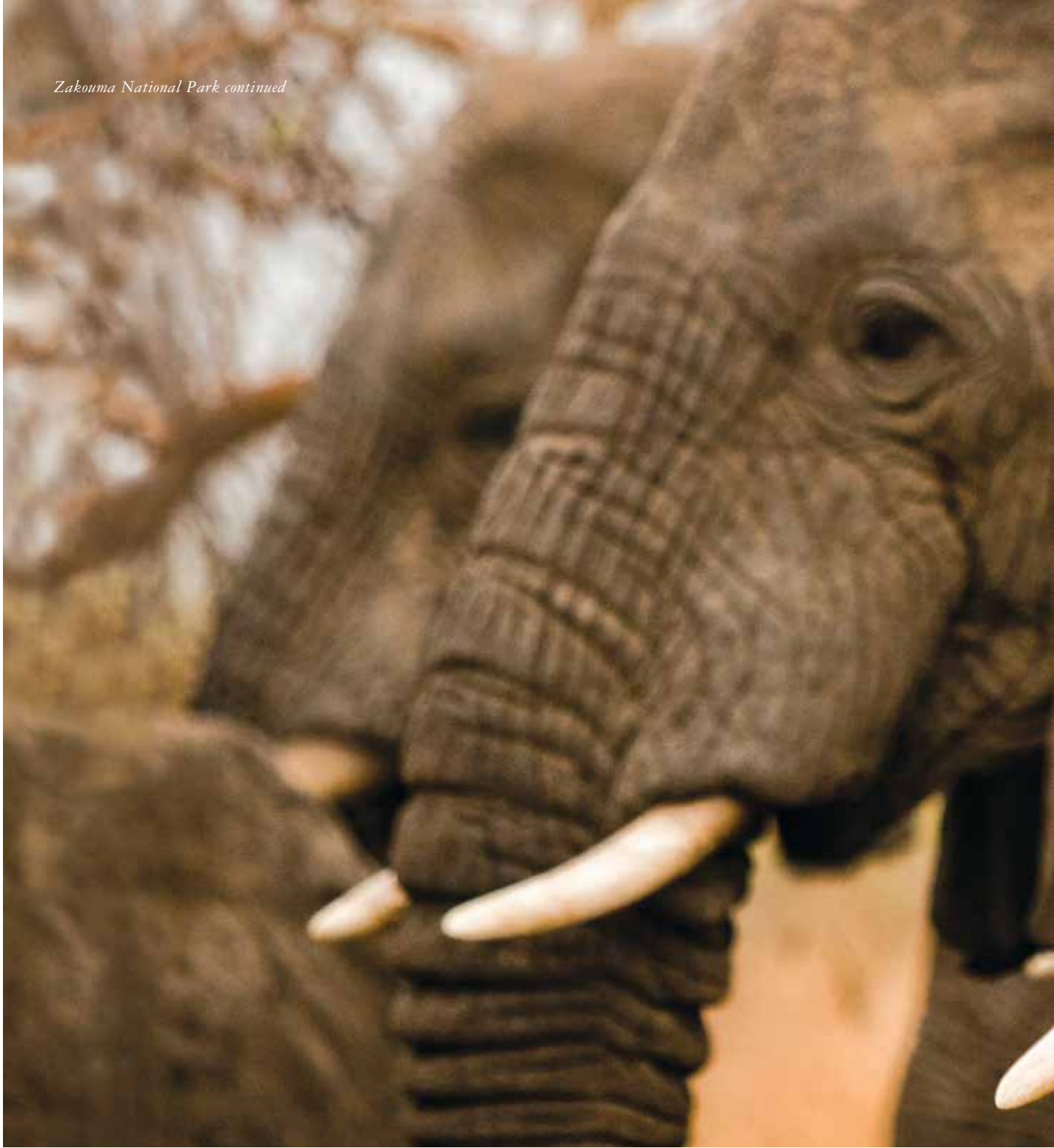


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1 West African giraffe cow with suckling young – *Michael Viljoen* 2 Local nomadic woman – *Michael Viljoen* 3 Local Chadian boys – *Jean Labuschagne* 4 Saddle-billed stork and spoonbills in flight – *Michael Viljoen*



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1 Elephant bulls now regularly visit the park manager's dwelling – *Jean Labuschagne* 2 Park Manager, Rian Labuschagne, watering a herd of bull elephants outside his home – *Lorna Labuschagne* 3 Special Projects Manager, Lorna Labuschagne, monitoring an elephant during a collaring operation – *Babi Prokas* 4 Elephant collaring operation, March 2012 – *Babi Prokas* 5 Zakouma development manager, Marketa Antaninova, radioing during the elephant collaring operation in March 2012 – *Babi Prokas*

Five tiang and one cheetah were also collared in the park to enable us to better understand their movements. Each collared tiang migrated to the north of the park spending five to six months outside the park, only returning to Zakouma during December. The cheetah remained in the east of the park with short forays outside the park boundary at times.

Aerial surveillance of the elephants and other wildlife continued with both African Parks and Wildlife Conservation Society (WCS) aircraft. The annual aerial game count was done in collaboration with WCS. Numbers were disappointing for some species (roan and hartebeest), however, particularly high temperatures during the survey meant it was more likely that animals were forced to seek shade and were hidden by trees, as opposed to a drop in numbers. The overall elephant population remained stable at around 450 animals.

Community

The relationship between the park and local communities is better than it has ever been as local people are reaping the benefits from extensive law enforcement patrols in their areas especially during the wet season. Communities now willingly provide information on potential threats to Zakouma rangers and elephants. Links with outlying communities were maintained and built upon, with regular meetings held with village leaders.

As part of the preparation of a land-use plan for the ecosystem, 160 villages were surveyed and data collected in the known wet-season elephant range.

The park launched an educational outreach programme and employed four school teachers and two community officers. Primary and secondary schools in Goz Djarat were provided with school benches, temporary classrooms and teaching aids. Exercise books with an

elephant conservation theme as well as educational games were distributed. Various youth groups visited Zakouma during the dry season and were taken on game drives, with many of these youngsters seeing wildlife for the first time.

Tourism and marketing

A volunteer worked in Tinga Camp for the year to improve the quality of the camp. New staff accommodation was built and eight of the guest rooms were refurbished. The power supply was overhauled, with solar panels and batteries consolidated at back of house. Landscaping was done in the camp to provide more privacy to the units. The main lounge/dining area was also refurbished and game viewing vehicles were rebuilt to provide more comfort to guests. A mobile fly camp enabling guests to spend a night under the stars was developed for use at Reguiek during the best game viewing months. Work commenced on a day visitor centre and camp site downstream from Tinga, which will provide inexpensive accommodation to visitors from local towns.

Tinga Camp received 408 paying guests during 2012, providing income of US\$77,000. Efforts were made to market the camp more widely, with articles written locally and abroad, posters displayed and awareness events organised.

Funding

The European Union funds the majority of park costs. A number of private donors, including Abraham Foundation, Edith McBean, Paul Tudor-Jones, and Ronald and Christie Ulrich, also committed funding, largely for our anti-poaching efforts. Stichting African Parks Foundation provided additional funding. This support is greatly appreciated.

Objectives for 2013

- Recruit, train and equip 25 new rangers to ensure the team is well prepared to deal with the increasing militarisation of poachers.
- Install radios in ten key villages in the periphery, create a toll-free number and display billboards along main routes to encourage local people to provide information about threats to the park.
- Construct schools, provide teachers and conduct environmental education in key villages in the extended protection zone.
- Construct four additional airstrips to augment the ten airstrips already in use for the wet season protection of elephants.
- Collar another four elephants for monitoring purposes.

Rian Labuschagne
Park Manager

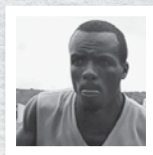
In Remembrance

The year 2012 will be remembered for its tragic impact on our people in the field. We pay tribute to the following members of staff who lost their lives during the year:

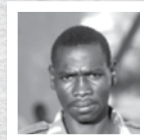


Damase Ekondzo, assistant park manager of Odzala-Kokoua National Park, who died in June after battling a serious illness.

Dr Jean-Patrick Suraud, conservation manager for Odzala-Kokoua National Park, who was killed in a plane crash in August whilst flying from South Africa to Congo to deliver the park's new aircraft. Austin Lindsey, an experienced commercial pilot, also died in the crash.



Hitiyaremye Thadeo, a guard at Akagera, who disappeared overnight in August whilst guarding boats on Lake Ihema. It is thought that he was killed by a crocodile.



Zakouma game scouts Zakaria Ibrahim, Brahim Khamis, Djibrine Adoum Goudja, Daoud Aldjouma, Idriss Adoum and Hassan Djibrine (pictured from left to right) who were killed in a poachers' ambush at the Hebane outpost in September. Hassan Djibrine survived the initial attack but has not been seen since and is presumed to be dead.



Georgine Moumagnogle, the community manager of the north of Odzala-Kakoua National Park, who died after suffering a heart attack in September.

Noanga Lisulo, a Wildlife Police Officer, with Liuwa Plain National Park since 2003 who died in October after a prolonged illness.



Funders

We would like to thank all our funders for supporting our work during 2012. Our conservation progress would not be possible without the support we receive from governments, multi-lateral institutions, conservation organisations, foundations and individuals.

Strategic Partners

These funders constitute our core funding partners at either an institutional or a park level. They commit to African Parks on a multi-year basis and contribute an annual amount of US\$500,000 or more.

THE FENTENER VAN VLISSINGEN FAMILY

The late Paul Fentener van Vlassingen provided the bulk of the initial funding that established African Parks in 2003. Paul believed that the international community has a responsibility to ensure the protection of Africa's national parks for the benefit of local people and the planet. African Parks was not only embraced by Paul, but also by his daughters, Alicia and Tannetta.

Stichting African Parks Foundation (SAPF), a charitable foundation established in the Netherlands, is the proprietary funding body of African Parks. In 2012 SAPF contributed US\$1.6 million towards African Parks' overhead costs and portfolio funding.

In 2010 Alicia and Tannetta Fentener van Vlassingen committed €25 million to the African Parks Endowment Fund in accordance with their father's final wishes. Income from this fund is earmarked for African Parks' overhead cost, allowing 100% of new donor contributions to be allocated directly to the parks. During 2012 the fund contributed US\$718,000 to African Parks' overheads.



DUTCH POSTCODE LOTTERY

The Dutch Postcode Lottery was founded in 1989 to support charitable causes. Today, 2.5 million people in The Netherlands play every year, vying for hundreds of thousands of prizes each month. As they play, they support charitable causes: half the price of each ticket is distributed among 85 charitable organisations. Since the Postcode Lottery's founding, it has donated almost €4 billion to organisations working for humanity and the natural environment. Novamedia/Postcode Loterij is the third-largest private charitable donor in the world.

African Parks has been a beneficiary of the Dutch Postcode Lottery since 2010. In 2010, the Lottery contributed €500,000 as the first tranche of a five-year funding commitment for the period 2010 to 2014, totalling €4.5 million. In 2012, African Parks received €1 million as the second tranche of the commitment. This funding is flexible in nature and gives a significant boost to African Parks' ability to manage and grow its portfolio of parks.



EUROPEAN UNION

The European Union (EU) is a strategic funding partner in Garamba, Zakouma and Odzala. The EU committed €5 million towards Garamba National Park in the DRC over the period 2009 – 2013, an annual contribution of €1.25 million. It further committed €6.9 million towards Zakouma National Park in Chad over the period 2011 – 2015, an annual contribution of €1.38 million, and €5 million towards Odzala-Kokoua National Park in the Republic of Congo over the period 2012 – 2015, which equates to an annual contribution of €1.25 million.



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. WWF strategically focuses on conserving critical places and species that are particularly important for the conservation of the earth's biodiversity.

In 2007, WWF – The Netherlands entered into a formal partnership with African Parks to develop the African Parks management model across Africa. The first phase of funding under this partnership ended on 30 June 2011. In July 2011, WWF the Netherlands renewed its partnership with African Parks with financial support of €2 million committed over a three-year period (2011 – 2014). This funding equates to an annual commitment of €666,666 for core operating costs and conservation projects at Liuwa Plain National Park, Bangweulu Wetlands and Odzala National Park. A group of five families called the “Odzala Circle” contribute the Odzala portion of this funding.

In addition WWF Zambia contributed US\$23,000 for Liuwa in 2012.



ADESSIUM FOUNDATION

The Adessium Foundation is a grant-making foundation working for the benefit of nature and society. Its mission is to contribute to a balanced society characterised by integrity and justice, and where people live in harmony with nature.

Adessium has played a noteworthy role in funding new project development, special projects and unanticipated events across the African Parks portfolio and provided €1.05 million to African Parks Portfolio Fund for this purpose, between 2010 and 2012. Adessium has also been a strategic funding partner to Liuwa Plain National Park since 2008.

Adessium contributed €337,500 during 2012 towards new project development, special projects and unanticipated events across the African Parks portfolio as well as €300,000 towards Liuwa Plain National Park.



RAPAC

Réseau des Aires Protégées d'Afrique Centrale (Rapac) is an intergovernmental institution supported by the European Union, which manages protected areas and the development of natural resources in Central Africa. It aims to promote professional governance, harmonisation of policies and management tools.

Rapac has been a strategic funding partner for Odzala and Garamba since 2011 with a contribution of €1.8 million and €900,000 million respectively for the period 2011 – 2013.



GLOBAL ENVIRONMENT FACILITY

The Global Environment Facility (GEF) was established in 1991 by the World Bank as a US\$1 billion pilot programme to provide grants to developing countries to fund projects that benefit the environment and promote sustainable livelihoods.

On behalf of the GEF, the International Bank for Reconstruction and Development (IBRD) provided a grant of US\$7 million to the Democratic Republic of Congo, part of which is to support the rehabilitation of Garamba National Park. The total financial support from this funding is US\$2.1 million to Garamba over the period 2011 – 2013.



WALTON FAMILY FOUNDATION

The Walton Family Foundation (WFF) is a philanthropic organisation with a strong focus on conservation and biodiversity protection. Samuel Robson “Rob” Walton, son of WFF founders Sam and Helen Walton, is a keen supporter of African Parks and was one of the founding donors, committing US\$5 million over a five-year period (2003 – 2007) through the Walton Family Foundation. This money was largely committed to establish projects in Zambia, Malawi and Ethiopia.

The Walton Family Foundation committed to support the management and development of Akagera National Park in Rwanda with funding of US\$2.5 million over the five-year period 2010 – 2014. In 2012, the third tranche of US\$500,000 was provided to Akagera as a contribution to the core operating and capital expenditure of the park.

Major Donors

These organisations and individuals, contributed US\$100,000 or more in funding to African Parks during 2012.

Marvin and Donna Schwartz

Raoul Witteveen

Ronald J. and Christie Ulrich

Rwanda Development Board (RDB)

Spanish Government

United Nations Development Programme, on behalf of the Global Environment Fund

Wildlife Conservation Society

Jonathan Cummings

Laetitia Smits van Oyen

Leendert van Driel

Paul Tudor Jones

Piet Klaver

René Hooft Graafland

Robert-Jan van Ogtrop

Sam van der Feltz

Slager family

Thandiza Foundation

Thomas Blount

Thomas Gallagher

Thomas Gibian

Donors

The following individuals and organisations, listed in alphabetical order, made contributions of US\$10,000 or more to African Parks during 2012.

Abraham Foundation

African Parks Trust, United Kingdom

Africom

Anna McWane Charitable Foundation

Anne Hoijer

Boudewijn Molenaar

Dick de Kat

David and Brooke Laughlin

Edith McBean

Fondacion Biodiversidad

Frederik van Beuningen

Herman Spliethoff

James J. Coleman, Jr.

The following donors contributed up to US\$10,000 to the African Parks portfolio: **Carlsberg, Frech Family, Judith Friedlaender, Loyens Loeff, Nicholas Lapham, Octogone Family Office, Wege Family.**

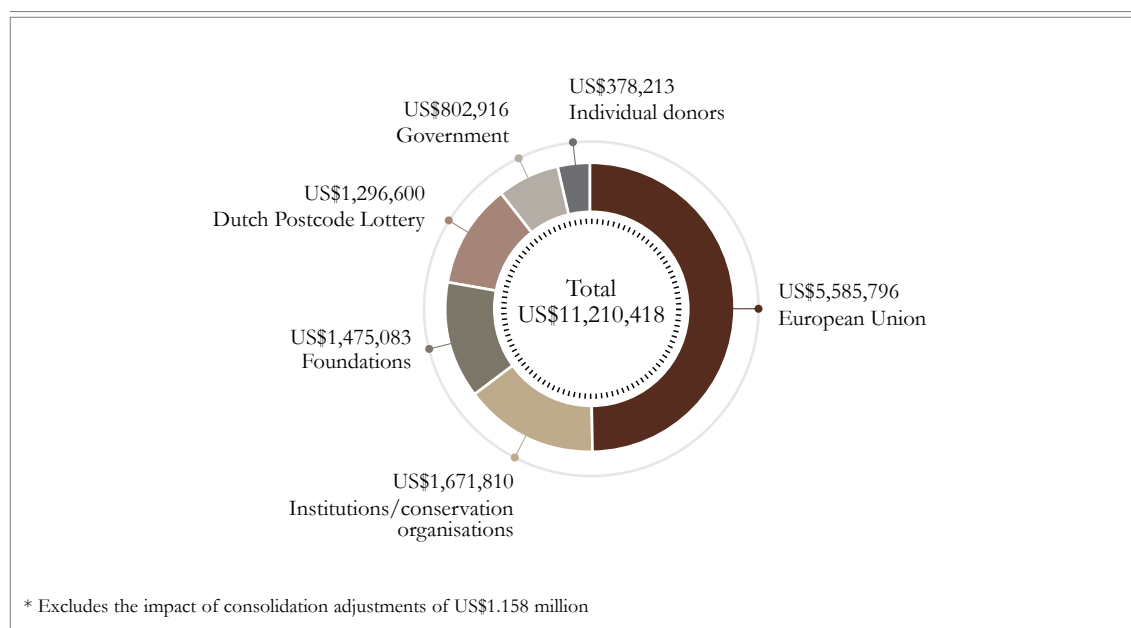
The following donors contributed up to US\$10,000 to the African Parks anti-poaching fund: **Eric Busch, William T. Hunter, Natalie E. Anderson, Nancy Law and Michael Paredes, David E. Franasiak, Fred W. Ulrich.**

Donations in Kind

During 2012, **Joost Rietvelt** provided pro bono advice on the investment strategy for the African Parks Endowment fund.

Boston Consulting Group seconded two investment analysts to African Parks to work on special projects.

Sources of Donor Funding – 2012





1



2



3



4 5

1 Dutch Postcode Lottery senior executives (left to right) Harold Zwaal, Annemiek Hoogenboom, Imme Rog and Boudewijn Poelmann, participate in hyena collaring at Liuwa, January 2012 – *Peter Fearnhead* 2 Rogier van Vliet (and wife Christine) of the Adessium Foundation visited South Africa to participate in the collaring of lions destined for relocation to Majete Wildlife Reserve, June 2012 – *African Parks* 3 Photographed on a visit to Odzala-Kokoua National Park, March 2012 (left to right) Pauwel De Wachter (WWF CARPO), Arendt Foch (Odzala Circle), Tineke Floor (WWF Netherlands), Leon Lamprecht (Park Manager), Jaap Winter (Odzala Circle), Jaap van der Waarde (WWF The Netherlands) and Victor Mbolo (WWF) – *Peter Fearnhead* 4 Odzala Circle members, US Board members and Odzala management during a visit to Odzala, August 2012 – *African Parks* 5 Stichting African Parks Foundation board members and donors Sam van der Feltz and Leendert van Driel at Zakouma elephant collaring, March 2012 – *Babi Prokos*



Wildebeest on the Liuwa plain – *Paul Godard*

Financial Highlights 2012

The group's financial performance was pleasing in terms of increased funding from donors and a marked improvement in operational income across the parks.



Financial Performance

Group expenditure (operating and capital), as reported in the management accounts, increased by 19% to US\$15.1 million (2011: US\$12.7 million) due to the construction of Ruzizi Lodge in Akagera, the renovation of Tinga Camp in Zakouma, new heavy vehicle purchases in Garamba and increased capital expenditure in Odzala.

New donor funding raised in 2012 totalled US\$3.8 million, of which US\$1.4 million was received during the year, with the remainder to be received between 2013 and 2015.

Consolidated donor funding utilised in 2012 was US\$10.05 million (2011: US\$8.65 million), the majority of which was raised in prior years in terms of multi-year funding commitments. Donor funding utilised is recorded as donor income in the financial statements. US\$9.1 million was used for park operations and US\$0.9 million for special projects.

Consolidated other income increased year on year by 25% to US\$1.97 million (2011: US\$1.58 million), which was largely due to growing visitor numbers at Akagera and Majete. Operating income contributed 15% of total

costs (2011: 13%) reducing the reliance on internal funding from Stichting African Parks Foundation (SAPF). SAPF's contribution decreased to 11% of total core costs (2011: 13%).

Consolidated undrawn funds amounted to US\$2.8 million (2011: US\$3.2 million). These represent donor funds received in advance of designated projects or allocated funding periods.

Presented here are the management accounts of the seven parks and head office, followed by a summary of the audited results for the 2012 financial year. The differences between the management accounts and the audited results are due to consolidation and International Financial Reporting Standards (IFRS) adjustments.

MANAGEMENT ACCOUNTS

The African Parks portfolio comprises head office and seven parks, each of which is treated as a separate reporting entity. As shown in the table below, the funding deficit is financed internally by Stichting African Parks Foundation (SAPF), which ensures that each entity achieves a balanced budget.

A summary of each entity's income and expenses from the 2012 management accounts are as follows:

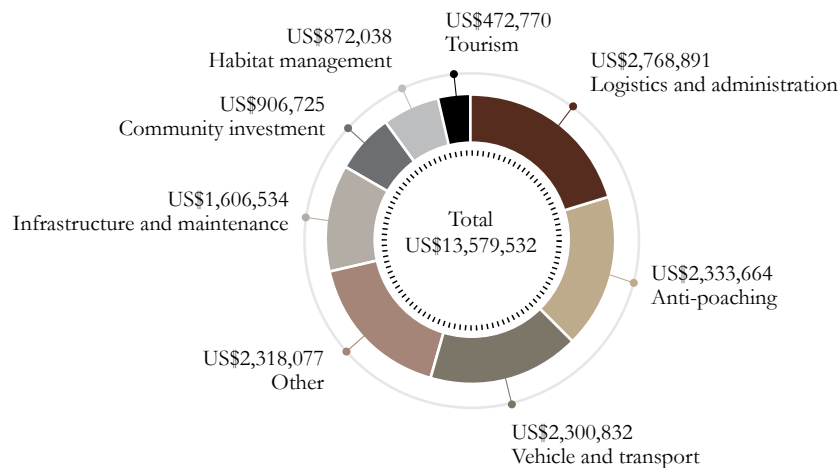
	Akagera US\$'000	Bangweulu Wetlands US\$'000	Garamba US\$'000	Liuwa Plain US\$'000	Majete US\$'000	Odzala US\$'000	Zakouma US\$'000	African Parks Network US\$'000	Total US\$'000	Adjustments US\$'000	Consolidated comprehensive income US\$'000
Income											
Donor income	1,446	553	2,299	862	333	2,037	2,250	501	10,281	(1,158)	9,123
SAPF income	289	451	186	167	384	—	75	—	1,552	—	1,552
Gross park revenue	487	127	67	136	229	9	77	—	1,132	—	1,132
Management fee income	—	—	—	—	—	—	—	336	336	(315)	21
Other revenue	—	—	—	27	—	—	—	817	844	—	844
Expenses											
Operating expenses	(1,400)	(1,055)	(2,278)	(1,086)	(841)	(1,634)	(2,057)	(1,619)	(11,970)	(680)	(12,650)
Capital expenses	(888)	(79)	(277)	(106)	(105)	(403)	(313)	(5)	(2,176)	2,176	—
Net (deficit)/surplus	(66)	(3)	(3)	—	—	9	32	30	(1)	23	22
Special projects											
Donor income	—	11	359	187	56	158	—	158	929	—	929
Expenses	—	(11)	(359)	(187)	(56)	(158)	—	(158)	(929)	—	(929)
Net (deficit)/surplus-special projects	—	—	—	—	—	—	—	—	—	—	—
Results from operating activities											22

The following points are noted:

1. The adjustments made to reconcile the management accounts to the consolidated statement of comprehensive income are: consolidation entries, depreciation, foreign currency losses and the removal of any capital items.
2. Although operating and management fee income per the management accounts is growing, representing a contribution of 16% (2011: 13%) of core expenses, the portfolio remains largely dependent on donor income. Other revenue recorded by African Parks Network represents the return on the African Parks Endowment Fund drawn down in 2012 to contribute towards head office expenses. Management fee income is derived mainly from European Union funded parks: Garamba, Odzala and Zakouma.
3. Special projects are disclosed separately as they are non-core expenses.
4. The total income including special project income was US\$15.07 million whilst the consolidated income per the audited financial statements was US\$13.6 million. The difference is due to the elimination of inter-company management fees and the application of IAS20 'Accounting for Government Grants' adjustments totalling US\$1.4 million.

The pie chart below demonstrates the allocation of total park spend by category:

Allocation of Total Park Spend



- **Logistics and administration** – logistical and administrative staff salaries and costs.
- **Anti-poaching** – law enforcement staff salaries, scout rations and equipment.
- **Vehicle and transport** – anti-poaching patrols, aerial patrols, and other logistical requirements.
- **Other** – travel and accommodation, general office costs, bank charges, management fees, translation costs, volunteer costs, board expenses and other.
- **Infrastructure and maintenance** – new building costs and maintenance.
- **Community investment** – community fund contributions, community infrastructure development and direct community projects.
- **Habitat management** – alien plant control, research and reintroductions.
- **Tourism** – tourism staff salaries and other costs directly attributed to tourism activities.

ABRIDGED FINANCIAL STATEMENTS

These audited abridged summarised group financial statements (the “abridged financial statements”) comprise a summary of the audited financial statements of the group for the year ended 31 December 2012 (the “financial statements”). The financial statements were approved by the Board on 25 March 2013. These abridged financial statements were published on 25 March 2013.

The financial statements were prepared by Ayesha Jackaria, CA(SA), Chief Financial Controller, 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 abridged financial statements are prepared in accordance with the framework concepts and the measurement and recognition requirements of International Financial Reporting Standards (IFRS), the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee, and also, as a minimum, to contain the information required by IAS 34 Interim Financial Reporting and the requirements of the Companies Act of South Africa. They do not

include all the information required for the full financial statements and should be read in conjunction with the financial statements for the group for the year ended 31 December 2012. The abridged 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 abridged 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.

ABRIDGED SUMMARISED GROUP STATEMENT OF COMPREHENSIVE INCOME

An abridged summarised group statement of comprehensive income is presented below. A consolidated operating loss for 2012 of US\$120,000 (2011: US\$64,000) was recorded. Since the group operates on a balanced budget system, the deficit in the statement of comprehensive income was mainly associated with non-cash expenses such as foreign exchange losses.

ABRIDGED SUMMARISED GROUP STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2012

	2012 US\$'000	% change	2011 US\$'000
Income	13,602	16%	11,726
Donor income	10,051		8,651
SAPF income	1,552		1,489
Other income	1,978		1,586
Management fees	21		–
Operating expenses	(13,580)	16%	(11,775)
Employee benefit expenses	(5,321)		(5,010)
Depreciation	(1,004)		(969)
Administrative expenses	(1,988)		(1,493)
Other operating expenses	(5,267)		(4,303)
Results from operating activities	22		(49)
Net finance costs	(142)		(15)
Deficit for the year	(120)		(64)
Other comprehensive income	(659)		(172)
Total comprehensive income for the year	(779)		(236)

Donor income represents funds received that were used towards the funding of activities that the donation was intended for. These funds were previously recognised as liabilities (undrawn funds). The total donor income recognised for the 2012 financial year was US\$10 million (2011: US\$8.6 million).

Other income is mainly derived from park entry fees, tourism activities, accommodation income, concession fees and endowment income. Hunting income is also generated at Bangweulu.

African Parks Network recovers a portion of its overheads through management fees. These management fees were derived from the European Union funded parks (Odzala-Kokoua, Garamba and Zakouma) and from the World Bank funding (Garamba) in 2012. The management fees received during 2012 year covered 23% of African Parks Network cash costs (2011: 21%). This management fee income is eliminated at a group level to the extent that the corresponding expense is in the parks' books.

Employee benefit expenses remain the largest cost category as effective management of the parks is key to ensuring success. The employee benefit expense included salaries, pension contributions, staff insurances and all other benefits directly attributable to employment. The total number of full time staff employed was 823 in 2012 (2011: 814). Casual staff are used within the parks for construction, road-works, alien plant control and other projects.

Administrative expenses include office costs, consulting fees, board meeting expenses and audit costs.

Other operating costs include aircraft expenses, motorised vehicle expenses, repairs and maintenance and anti-poaching scout rations and equipment.

Net finance costs include foreign currency exchange losses incurred in the current year.

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

ABRIDGED SUMMARISED GROUP STATEMENT OF FINANCIAL POSITION

As at 31 December 2012

	2012 US\$'000	2011 US\$'000
Assets		
Non-current assets		
Property, plant and equipment	4,612	4,110
Current assets		
Inventories	81	69
Receivables and prepayments	867	1,359
Cash and cash equivalents	3,689	3,167
Total assets	9,249	8,705
Equity and liabilities		
Capital and reserves		
Foreign currency translation reserve	(926)	(267)
Retained earnings	2,207	2,279
Non-controlling interest	(16)	32
Current liabilities		
Provisions	204	158
Trade and other payables	1,341	825
Undrawn funds	2,809	3,206
Deferred income	3,576	2,418
Taxation payable	54	54
Total equity and liabilities	9,249	8,705

Property, plant and equipment includes infrastructure improvements, motor vehicles, aircraft, plant and machinery, furniture and fittings and other fixed assets. During 2012, a total of US\$2.1 million (2011: US\$1.9 million) was invested in tangible fixed assets. This included capital expenditure on community projects.

Undrawn funds represent donor funds that have not yet been spent. Undrawn funds are recognised as revenue

as and when these are incurred to finance operating or capital expenses.

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.

ABRIDGED SUMMARISED GROUP CASH FLOW STATEMENT
for the year ended 31 December 2012

	2012 US\$'000	2011 US\$'000
Net cash inflow from operating activities	1,891	330
Net cash outflow from investing activities	(2,130)	(1,959)
Net cash inflow from financing activities	761	3,035
Net increase in cash and cash equivalents	522	1,406
Cash and cash equivalents at the beginning of the year	3,167	1,761
Cash and cash equivalents at the end of the year	3,689	3,167

The group cash reserves increased by US\$0.5 million to US\$3.7 million at the year end. Cash and cash equivalents consisted of donor funds received but not yet spent on the designated programmes.

ABRIDGED SUMMARISED GROUP STATEMENT OF CHANGES IN EQUITY
for the year ended 31 December 2012

	Foreign currency translation reserve	Retained earnings	Total	Non- controlling interest	Total US\$'000
Balance as at 01 January 2011	(98)	2,336	2,238	42	2,280
Loss for the year	—	(57)	(57)	(7)	(64)
Other comprehensive loss	(169)	—	(169)	(3)	(172)
Total comprehensive loss for the year	(169)	(57)	(226)	(10)	(236)
	(267)	2,279	2,012	32	2,044
Balance as at 01 January 2012	(267)	2,279	2,012	32	2,044
Loss for the year	—	(72)	(72)	(48)	(120)
Other comprehensive loss	(659)	—	(659)	—	(659)
Total comprehensive loss for the year	(659)	(72)	(732)	(48)	(779)
	(926)	2,207	1,281	(16)	1,265

The **foreign currency translation reserve** is the result of the consolidation of parks that have functional currencies other than the US Dollar. The decrease in the reserve balance of US\$0.65 million in the current year is directly attributable to the official devaluation of the Malawian Kwacha by 40% during the course of 2012. This has also resulted in a net decrease in the group's equity balance.

IMPACT ON THE LOCAL ECONOMY

Direct employment and local spending is the most accurate measure of our direct impact on each parks' local economy. Local spending is a direct stimulus to the local economy and has an even greater impact once the multiplier effect is considered.

In 2012 our parks employed 823 (2011: 805) permanent staff, 797 of whom were country nationals. The parks also employ casual workers on construction and building projects and this cost is included in the local spend per park.

	Total local spend US\$'000	Local spend as a % of total spend US\$'000	Number of permanent local staff employed
Akagera National Park	1,872	82%	74
Bangweulu Wetlands	903	80%	75
Garamba National Park	2,024	79%	224
Liuwa Plain National Park	946	79%	80
Majete Wildlife Reserve	856	85%	121
Odzala-Kokoua National Park	1,453	71%	144
Zakouma National Park	1,192	50%	79
Total	9,246		823



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2



3

1 Infrastructure development has employed dozens of local people at Majete – *Horst Klemm* 2 Local spend includes the building of social infrastructure such as the Nagero Hospital outside Garamba, with a doctor and clinic staff employed by the park – *Nuria Ortega* 3 Over US\$900,000 is spent locally at Bangweulu Wetlands, benefitting the livelihoods of local communities – *Morgan Trimble*

Independent Auditor's Report on Summary Group Financial Statements

TO THE MEMBERS OF AFRICAN PARKS NETWORK (NON-PROFIT COMPANY)

The accompanying summary group financial statements of African Parks Network, which comprise the summary group statement of financial position at 31 December 2012, and the related summary group statements of comprehensive income, changes in equity and cash flows for the year then ended and related notes, are derived from the group financial statements of African Parks Network for the year ended 31 December 2012. We expressed an unmodified opinion on those group financial statements in our auditor's report dated 25 March 2013.

The summary group financial statements 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 of African Parks Network. Reading the summary group financial statements, therefore, is not a substitute for reading the audited group financial statements.

DIRECTORS' RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS


The directors are responsible for the preparation of the summary group financial statements on the basis described in the previous section.

AUDITOR'S RESPONSIBILITY

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

OPINION

In our opinion, the summary group financial statements derived from the group financial statements of African Parks Network for the year ended 31 December 2012, are consistent, in all material respects, with those financial statements, on the basis described in the previous section.



Per D. Read
Chartered Accountant (SA)
Registered Auditor – KPMG
Director, 25 March 2013

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 registered as a not-for-profit organisation in terms of Section 21 of the Companies Act. African Parks Network is the strategic and decision-making entity which is responsible for the business plan for 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 five non-executive board members, is responsible for overall governance of the organisation. Two specialised sub-committees, the Audit and Risk Committee and the Remuneration and Nominations Committee ensure additional focus on governance.

Each park managed by African Parks, other than Garamba, 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 Financial Reporting Standards (IFRS) and are audited by KPMG other than Majete which was audited by PWC. In 2012, 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 (Netherlands) and African Parks Foundation of America, which have charitable status and whose role is to further the mission of African Parks. These separate legal entities are governed by independent boards, but are bound by a cooperation agreement which ensures a common purpose for all.

Management reporting disciplines include the preparation of monthly management accounts, annual budgets and annual business plans, which are reviewed by Head Office management. 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 organizations, is conducted via formal channels of communication as specified in the Standard Operating Procedures Manual.

Institutional Information

AFRICAN PARKS NETWORK

Board

Robert-Jan van Ogtrop (*Chairman*)

Cyril Ramaphosa

Mavuso Msimang

Valentine Chitalu

The Honourable James Lembeli

Peter Fearnhead (*CEO*)

Executive Management

Peter Fearnhead (*CEO*)

Dr Anthony Hall-Martin (*Director, Conservation Development – Anglophone*)

Jean Marc Froment (*Director, Conservation Development – Francophone*)

Craig McIntosh (*Chief Financial and Operating Officer*)

Ayesha Jackaria (*Chief Financial Controller*)

Jane Edge (*Director, Marketing and Philanthropy*)

African Parks Network

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P.O. Box 2336, Lonehill, 2062, South Africa

Tel: +27 11 465 0050

Email: info@african-parks.org

www.african-parks.org

Reg No: 2007/030803/08

PBO No: 930028082

STICHTING AFRICAN PARKS FOUNDATION

Board

Robert-Jan van Ogtrop (*Chairman*)

Piet Klaver

Frederik van Beuningen

Laetitia Smits van Oyen

René Hooft Graafland

Executive Management

Dani Bicker Caarten (*Director, Philanthropy*)

P.O. Box 313, 3940, AH Doorn, The Netherlands

Tel: +31 343 565013

AFRICAN PARKS FOUNDATION OF AMERICA

Board

Ronald J. Ulrich: *appointed Chairman 14 November 2012*

Jonathan Cummings: *resigned as Chairman 14 November 2012*

Thomas Gallagher

Thomas Blount

Thomas Gibian

Anna McWane

Thomas Salley

Henry Slack: *resigned June 2012*

Peter Fearnhead (*Ex Officio*)

Executive Management

Nicole Mollo (*Director, Philanthropy and Operations*)

P.O. Box 2262, New York, NY 10021, USA

Tel: +646 863 2422

AFRICAN PARKS (MAJETE) LIMITED

Board

Bob Renshaw (*Chairman*)

Khalid Hassen

Alfred Upindi

René Valks

Francis Mbilizi

Leonard Sefu

Michael Eustace

Patricio Ndadzela (*Ex Officio*)

Craig McIntosh

AFRICAN PARKS ZAMBIA (LIUWA) LIMITED

Board

Charles Milupi (*Chairman*)

Edwin Matokwane: *term of office expired 28 December 2012*

Dr Anthony Hall-Martin

Craig McIntosh

Timothy Mushibwe

Crispin Mowa Zambwe (Induna Namunda)

AKAGERA MANAGEMENT COMPANY

Board

Bisa Samali (*Chairman*)

Rosette Rugamba

Zulfat Mukarubega

Robert Bayigamba

Craig McIntosh

Dr Anthony Hall-Martin

BANGWEULU WETLANDS MANAGEMENT BOARD

Board

Craig McIntosh: *appointed Chairman 13 April 2012*

Edwin Matokwane: *term of office expired 28 December 2012*

Phil Minnaar: *from 13 April 2012*

Dr Martin Malama: *from 13 April 2012*

Phillip Mwansa: *from 13 April 2012*

Mwape Sichilongo: *from 13 April 2012*

The Honourable Wynter Kabimba: *from 16 August 2012*

ODZALA-KOKOUA FOUNDATION

Board Registered 5 March 2012

Constantin Mbessa (*Chairman*)

Jean Marc Froment (*Deputy Chairman*)

Chris Marais

Djoni Djimbi

Jean Marie Mevellec

Sabine Plattner

Aurélien Mehoungal

Pascal Pacifique Ibabo

Jean Pierre Agnangoye

Get Involved with African Parks

If you are inspired by the work that African Parks is doing, we invite you to get involved. There are many ways to assist our conservation activities and we would welcome a discussion on how you may like to contribute to the parks that we manage and the local communities who surround them. You can choose to contribute in a number of different ways via the charitable entities we have set up in the USA and the Netherlands.

STRATEGIC PARTNER

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

DONOR

Our donors are governments, corporations, foundations, NGOs or individuals who make a financial contribution to the work of African Parks either at park or portfolio level.

ANTI-POACHING FUND

The African Parks Anti-Poaching Fund was established in 2012 in response to the escalating poaching threat and provides a vehicle for 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. A number of sub-accounts enable our donors to pledge funds either to a specific park or to the organisation in general. Our donors may also seek to leave a legacy by bequeathing contributions to the African Parks Endowment Fund. We would welcome the opportunity to engage with you should you wish to make an enduring contribution in this manner.

HOW IS YOUR SUPPORT MADE TANGIBLE?

As a supporter of African Parks, you are invited to visit the parks under our management to witness our conservation work in action. You will also be invited to participate in specific conservation projects, such as the collaring or translocation of wildlife, research projects or educational safaris.

Most importantly though, we offer the opportunity to associate with an organisation that is delivering tangible conservation results on the ground through the direct management of protected areas – ensuring the protection of not only Africa's wildlife but also the ecosystems on which we all depend for survival.

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

Peter Fearnhead, Chief Executive Officer: peterf@african-parks.org

Jane Edge, Director Marketing and Philanthropy: janec@african-parks.org

Sophie Vossenaar, Director Philanthropy, Europe: sophie.v@african-parks.org

Nicole Mollo, Director Philanthropy and Operations, USA: nicolem@african-parks.org



Kapotwe the Shoebill, Bangweulu Wetlands – *Morgan Trimble*



NEXT

We would like to thank all our partners for supporting our work during 2012. Our conservation progress would not be possible without the support we receive from governments, local communities, donors, tourism investors and visitors to our parks. Lastly we would like to pay tribute to our directors, management and staff whose dedication and commitment to conservation in Africa is untold. Together we can be proud of our progress in conserving 4.1 million hectares for wildlife in Africa.





www.african-parks.org

www.facebook.com/AfricanParks