

# Facing the Conservation Crisis

African Parks Annual Report 2013



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African Parks | 2013  
Annual Report





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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. We currently manage seven parks in six countries – Chad, Congo, DRC, Malawi, Rwanda and Zambia – with a combined area of 4.1 million hectares.

The main governing body, African Parks Network, is a registered not-for-profit organisation based in Johannesburg, South Africa. African Parks Network is the strategic and decision-making entity which is responsible for the business plan for each park, determining capital investments, setting budgets, compiling standard operating procedures and appointing skilled park management.

Each park managed by African Parks, other than Garamba and Zakouma, is established as a separate legal entity, registered in the host country, with its own Board of Directors, which is directly accountable to Government for the professional management of the park. 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 co-operation agreement which ensures a common purpose for all.

We would like to thank all our partners for supporting our work during 2013. Our conservation progress would not be possible without the support we receive from governments, local communities, donors, tourism investors and visitors to our parks. We would also 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 to date in conserving

**4.1 million hectares in Africa.**



We believe we have little time to ensure the survival of Africa's national parks and wildlife reserves. Protected in name alone, many will simply collapse unless appropriate levels of funding, active management practices and good governance are devoted to their survival. In our view, Africa will have no more than 60 managed parks larger than 100,000 hectares in twenty years' time. It is our intention to play a major role **in securing their future.**

# Chairman's Message

Robert-Jan van Ogtrop



As African Parks enters its 11th year, we look forward to the next decade of growth with enthusiasm, but also with real understanding of what lies ahead. There is no doubt that Africa's impressive economic growth rate will bring many opportunities, but that the challenges for nature conservation will be daunting. The phenomenal population growth that Africa is experiencing will bring with it a run on natural resources and huge pressure on conservation areas from agriculture, industry, mining and human settlement. This means that we face a race against time to secure Africa's national parks, particularly as we seek to leave a legacy for the next generation.

The next decade will see African Parks enter its third phase of development, as we focus on growing our portfolio from seven parks to our target of 20 parks by 2023. Our initiation phase saw us take on our first parks in Malawi and Zambia, testing our model in practice and gaining traction. While taking on additional parks, we entered our second phase around 2007, which was about professionalising the organisation and putting in place proper systems, processes and disciplines. Today, we are embarking on our third phase, which is focused on strategic growth and long-term funding as African Parks seeks to have as much impact as possible on conserving some of Africa's finest natural assets.

Over the years we have discovered that three important pillars – mandate, management and money – need to be in place before taking on a new park. In particular, securing strong mandates has proven vital, with a long-term management period, the right to appoint the park manager and money streams controlled by our systems to avoid leakage. Recognising the importance of quality management, we recently put in place a Leadership Development Programme that will help to groom top quality managers who are well geared to face the challenges ahead.

*We are embarking on our*  
**3<sup>rd</sup> phase**  
*which is focused on* —————  
**strategic growth**  
*and* —————  
**long-term funding**

Fortunately, we are now supported by a sound track record and hence we have been invited by a number of countries where we operate, to take on more parks. This has occurred in Malawi where our successful restoration of Majete has prompted Government to invite us to take on two additional parks and in Chad where we have been asked to assist Government to develop a national elephant protection programme. On a broader front, we are happy with the growing momentum around combating wildlife crime, and we look forward to joining forces with other players who are trying to break the power of organised criminal networks.

Over the past ten years we have developed a proud reputation of being a no-nonsense organisation that is focused on achieving results. This remains in our DNA, however we now need to raise our profile and promote what we do more effectively. New vigour will therefore be injected into our marketing efforts. Finally, we will need to attract the necessary funding to accommodate our growth ambitions. We have funding structures in place in the Netherlands, USA and UK, but intend to enter new geographies and explore new fundraising channels in order to expand our reach.

I am excited about the opportunities ahead, but also pragmatic about the need to overcome the challenges. However, I believe we can go a very long way to achieving our goals with the team and the boards that we have in place.

**Robert-Jan van Ogtrop**  
*Chairman, African Parks Network*





# Facing the Conservation Crisis

The global community has finally woken up to the conservation crisis impacting Africa. Almost daily, media reports highlight the horror of poaching statistics, particularly of elephant and rhino, and links to organised crime and the global war on terror. As an African conservation organisation focused on protected area management, we see the crisis on the ground through a magnifying lens. Over the past year, this crisis has amplified – in 2013 alone, over 1,000 rhinos were lost to poaching as were some 30,000 elephants. The recent results of several credible studies are extremely alarming – no more than 400 lions, comprising just four viable populations, remain in West Africa; Tanzania's famous reserves of Selous and Ruaha have lost 67% of their elephants in four years and central Africa has lost 64% of its forest elephants in ten years. In many parts of Africa, we are aware of protected areas that are completely devoid of wildlife and where the underlying habitat is threatened. Amidst ever louder calls for action by the international community and a multitude of responses and initiatives, we have devoted this section of our annual report to portraying our role in addressing this crisis.

*– Photo by Michael Viljoen*



## Understanding the Crisis

The conservation crisis is simple to understand. Natural resources have value, and in the absence of strong governance mechanisms, people will extract these resources beyond their capacity to sustain this extraction. In portraying the threats, we have broken down the demand for natural resources into four key categories:

- **Demand for high value wildlife products.** As rhino horn and ivory are luxury items, the rapid rise in numbers of wealthy people, primarily in the East, has fuelled demand. Supplying these commodities can be an extremely rewarding occupation for a rural person who has little other prospect of earning a decent living and who faces minimal risk of apprehension. The value of raw ivory has increased dramatically from US\$100 per kg in 1990 to US\$1,800 per kg in 2013, with rhino horn value increasing from less than US\$500 per kg in 1990 to US\$65,000 per kg in 2013.
- **Demand for energy (firewood and charcoal).** Energy requirements for cooking and heating are a basic human necessity, and in many rural parts of Africa people are still dependent on charcoal and firewood to fulfil that need. In Tanzania 87% of rural people still depend on charcoal for fuel, whilst in Malawi charcoal production is the country's second largest industry, with 60% of supply coming from forest reserves and national parks. The habitat loss resulting from the destruction of trees is a massive ecological issue that is often not appreciated by the global community.
- **Demand for protein (bushmeat and fish).** Subsistence consumption of bushmeat and fish has morphed into commercial exploitation, the consequences of which are devastating. In the Congo basin, an estimated 5 million tons of bushmeat are extracted from forests each year,

with much of this meat ending up in urban markets. Last year African Parks apprehended a vehicle near Odzala containing the smoked meat of 75 animals. In systems where there is an absence of either formal law enforcement capacity or strong traditional sanctions against wildlife extraction, large areas are literally emptied of all wildlife.

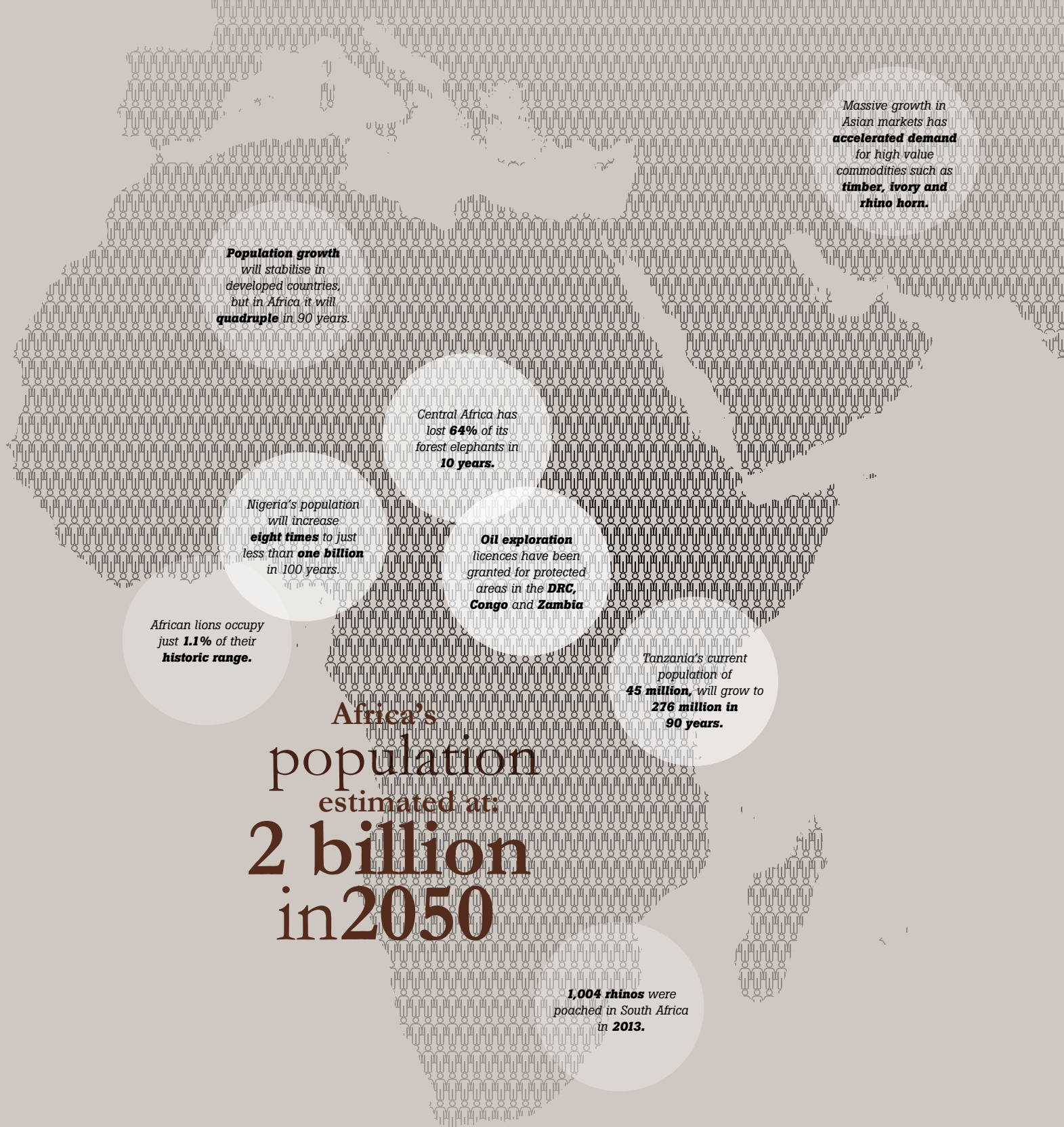
- **Demand for land.** Escalating demand for food production, minerals, natural resources and living space means that habitat transformation is taking place at an unprecedented rate across Africa. Even in countries with rapid urbanisation, the number of people living in rural areas will continue to grow, whose need for grazing, fuel, water and productive land places resources under enormous pressure. Increasingly, marginal land is being settled, often compromising the wet season habitats of species which have seasonal movements. Commercial agriculture poses another major threat. Palm oil plantations in the Congo Basin and huge agricultural concessions in countries such as Ethiopia, are completely replacing natural systems. Associated road infrastructure and an influx of workers exacerbates poaching and the bushmeat trade. Once habitat has been destroyed, it is impossible, or at least prohibitively expensive, to return it to its natural state. At the same time, escalating global demand for minerals, oil and gas has unleashed a new resource-based "scramble for Africa". Oil exploration licences have already been granted for protected areas in countries such as the DRC, Congo and Zambia. And, whilst global mining interests pose a massive threat, the threat from illegal mining is potentially even greater.

All protected areas in Africa are threatened by one or more of these demands, and all four will need to be addressed to ensure the long-term survival of biodiversity. Eliminating the demand for ivory and rhino horn will help the plight of the elephant and the rhinoceros, but this will not save them in the long term if their natural habitat is destroyed.

**5 million tons**  
**of bushmeat**  
*are extracted from the Congo basin forests each year*



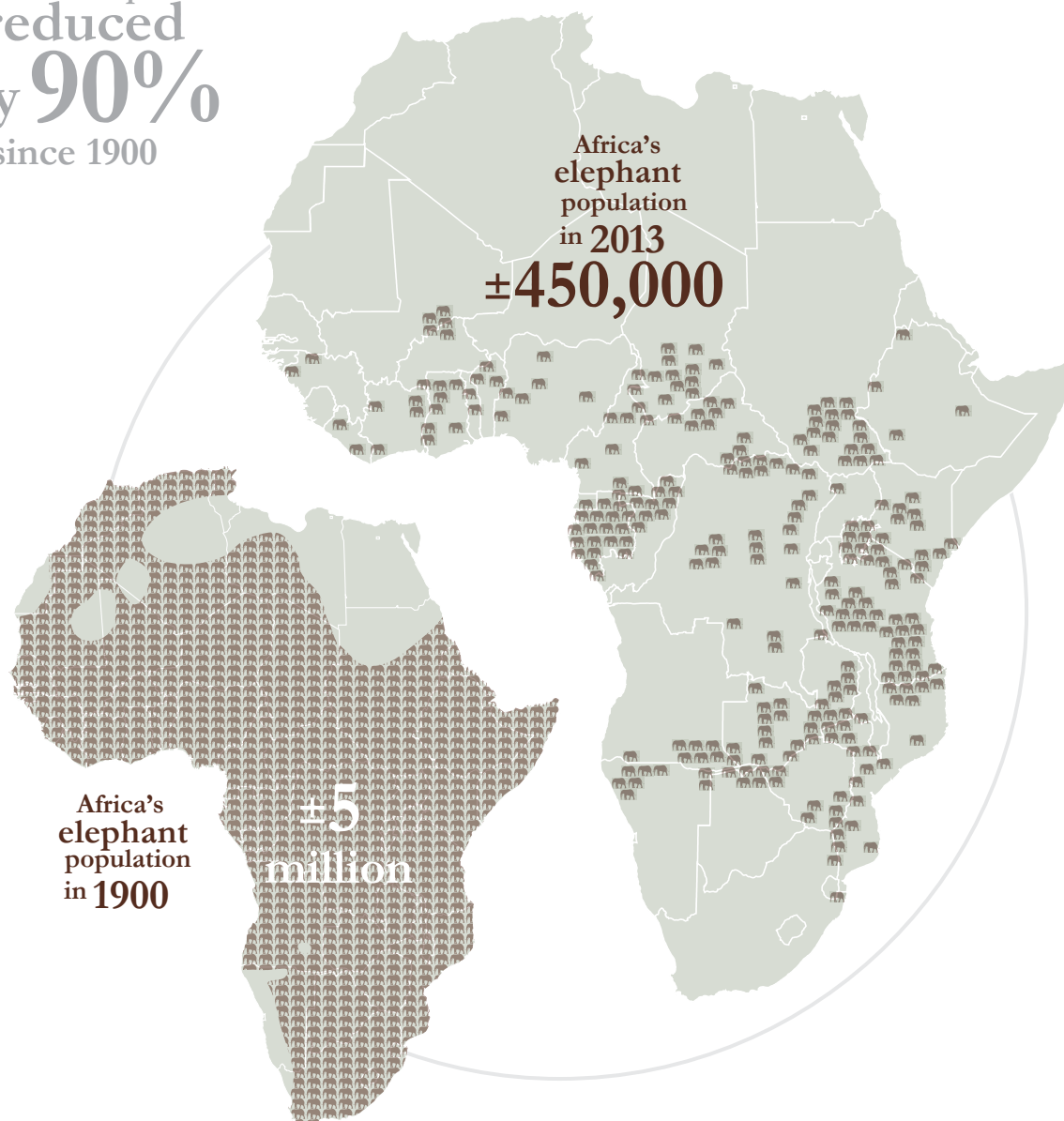




**87% of rural Tanzanians still depend on **charcoal** and firewood for energy**



Africa's elephants  
reduced  
by **90%**  
since 1900



*Number of rhinos poached annually in South Africa*



*Number of elephants poached annually across Africa*





# Future Conservation Challenges

**Increasing population levels.** Africa's population is forecast to reach 2 billion in 2050. Whilst the populations of most developed countries will stabilise, Africa will see a population explosion nearly unprecedented in human history, quadrupling in 90 years. Malawi and Zambia, with current populations of 13 and 14 million, will both have populations of about 130 million.

This increase in population will almost certainly have a devastating impact on parks and wildlife because of its associated demands for energy, protein and land. In most countries, settlement in national parks is not allowed, but as the pressure grows, political expediency could prevail. Predicted urbanisation will partially help, but rural populations are forecast to continue growing in most countries for the next 50 years.

**The poverty trap.** Africa is set to soar economically with an annual growth rate of 5.6% forecast until 2050. This will bring opportunity for many. But for some African countries, especially those blighted by poor governance, growing populations will force millions of people into an escalating poverty cycle, with continued deterioration in state education, health facilities, social services, roads and housing. The gap between prosperous and failing countries will widen, along with their prospects and living standards. For people who have little choice, dependency on an increasingly limited and fragile natural environment will increase, together with its impact. Throughout Africa, environmental degradation will affect the livelihoods of hundreds of millions of people, and droughts, war and starvation will take their toll, with these pressures being amplified by climate change.

**Bad governance.** In parts of Africa where there is a breakdown in governance, there is unfettered exploitation of natural resources. The correlation between corruption levels and the destruction of wildlife is direct, as the political system that is meant to protect wildlife re-engineers itself to extract its value. In some countries with particularly poor governance, wildlife has already disappeared from protected areas. On the contrary, where governance is strong, conservation achievements are possible almost irrespective of the challenges.

Addressing the social and political challenges that impinge on Africa's wildlife areas is a challenge of such scale and magnitude that it is beyond the realm of African Parks. Combating poverty, meeting basic human demand for food and energy, meeting development aspirations and improving governance are the function of national governments, together with civil society and the global donor community. It is a process that will take a long time to achieve.

Similarly, strategies need to be urgently developed to address the demand for high-value wildlife products, particularly in Asia. Although this is not part of the skill set of African Parks, we support the efforts of the increasing number of NGOs that are focused on campaigns to reduce demand. Until such demand reduction strategies take effect and prices of ivory and horn collapse, the only effective protection mechanism will be controlling supply.

In the turbulent period ahead, African Parks' core role is to help ensure that as many parks as possible survive intact. Already too many protected areas in Africa exist on paper only and in reality are devoid of wildlife, with their habitat degraded. The threats to remaining wildlife areas can only be mitigated through strong and effective management, an important part of which is law enforcement. And the need for good governance cannot be emphasised enough.

*Where there is a breakdown in governance, there is unfettered*  
**exploitation**  
*of natural resources*





## The Future for Wildlife in Africa

Given the current state of conservation in Africa, and the economic and political focus that will shape it going forward, there are some predictable outcomes:

- Wildlife numbers will continue to decline as the conservation crisis takes effect. There will be more news items documenting the details of this decline as the alarming statistics continue to be brought to the attention of the world. This will make the crisis clearer, but will not solve it.
- Unmanaged protected areas will undoubtedly be lost. This introduces the need for prioritisation – focusing on protected areas that have the greatest chance of surviving the coming decades, whilst leaving already compromised ones to their fate.
- The areas between protected areas will suffer, leaving most parks as isolated ecological islands. Fencing wildlife areas will become more common as a means of avoiding escalating human-wildlife conflict.
- The cost of managing parks will escalate in real terms as resources are deployed to counter increasing threats.
- As well-managed wildlife areas become scarcer, their tourism value will increase. This will enhance opportunities for monetising the value associated with protected areas.
- Community Conservation Areas could, in some instances, play an important role in increasing the area under wildlife protection.

We predict that there will be no more than 60 well-managed protected areas greater than 100,000 hectares in extent in 20 years' time.

### The Case for Protected Areas

There are 1,200 formal protected areas in Africa, as defined by the International Union for the Conservation of Nature (IUCN), with National Parks (IUCN's level IV) representing the highest level of protection.

Although often imperfectly designed, with little regard for seasonal movements of wildlife, protected areas contain the last representations of natural habitat, together with their assemblages of wildlife, in Africa. The ability to legally enforce their protection means that protected area management should be the cornerstone of any continental conservation strategy. A protected area normally has sufficient scale to yield meaningful levels of ecosystem services, yet is a defined and manageable unit.

“If biodiversity cannot be protected in formal protected areas, there is little chance that it can be preserved elsewhere given the pressures on biodiversity and the speed with which biodiversity is being degraded across Africa. A pragmatic approach is required that recognises that we cannot protect biodiversity everywhere.”

*European Union*

*Countries that invest in their parks today will capture the lion's share of the*  
**nature-based**  
*tourism market*





# The African Parks Solution

African Parks has pioneered the concept of public-private partnerships in protected area management and remains the leader in this field. We are responsible for managing seven protected areas in six different countries, some of which are located in extremely remote and hostile regions. Despite this, the areas we manage are secure and wildlife numbers are generally thriving.

Central to our public-private partnership model is the separation of responsibilities between the State and African Parks. The State, as the owner of the park, is responsible for legislation and policy, whilst African Parks is responsible for the execution of management functions. This separation of functions is essential to ensure accountability.

The key strengths of our approach are the following:

- **Delegation of management responsibility.** African Parks takes total operational responsibility for a protected area, counteracting all threats to it and managing all revenues. Our mandate includes restocking a park with indigenous species, building and maintaining infrastructure and equipment, implementing an effective law enforcement system, managing community relationships and establishing tourism and other commercial enterprises.
- **Long-term mandates.** Conservation is a long-term endeavour and therefore long-term management contracts are necessary, normally for 20 years or more.
- **Boots on the ground.** Effective law enforcement is a critical success factor in park management. Much of our success lies in getting the basics right – game guards are well-trained, equipped, motivated and remunerated. Technology, whilst helpful, is never a substitute for “boots on the ground”, and the principle of upholding the law in order to enforce the law is strictly adhered to.

- **Ecological rehabilitation.** We are one of few NGOs experienced in rehabilitation. We have taken parks on the point of collapse and restored them to their former glory, including reintroducing wildlife species that had previously been eradicated.
- **Retention of revenue.** We place emphasis on driving tourism and business enterprises that are compatible with conservation and help to stimulate local economic development. Retention of revenue at the protected area level can enable a park to be weaned off donor dependency over time.
- **Building a constituency for conservation.** We understand that the support and buy-in of local people is critical for long-term success. At all our parks we strive for meaningful engagement with local communities, from collaborative decision-making to providing direct economic benefits to engender support for the conservation goals of the parks.
- **Appointment of management.** African Parks has the right to appoint management staff, whether these be locally or externally sourced, and to discipline or remove non-performing members of staff. All management activities are conducted in accordance with African Parks’ Standard Operating Practices.
- **Governance.** Throughout Africa there is a direct correlation between governance and conservation success and hence good governance is a core focus. Each park we manage is established as a separate legal entity with its own Board of Directors, representing partner institutions, key stakeholders and African Parks, who are directly accountable to Government for the professional management of the park. We ensure that all donor funds we receive flow directly to our parks, with all donations accounted for transparently.

**Effective law enforcement**  
*is a critical success factor in park management*





## The Next Ten Years for African Parks

At a meeting of the combined Boards of African Parks in November 2013, three potential strategies were presented for the ten years ahead. The first scenario had us consolidating our seven parks and entrenching our conservation successes. The second scenario had us growing our portfolio steadily, doubling it over the next ten years. The third scenario, rooted in the conservation crisis, saw an acceleration of commitments to new parks, to achieve 20 parks under management by 2023. There was unanimous support for the “accelerated impact” scenario.

### Growing the portfolio

When evaluating a park for inclusion into our portfolio, three broad criteria are assessed:

- **Ecological.** A prospective park must have ecological attributes that render it important at a national, and ideally global, level. Its suitability in terms of biome representation is taken into account, as are internationally accepted categorisations such as Important Bird Areas, World Heritage Sites, Ramsar Sites and Biodiversity Hotspots. We focus on areas that are larger than 50,000 hectares, that have their natural habitat intact, and with indigenous species present in sufficient numbers to rebuild wildlife populations.
- **Socio-political.** Prospective parks need to be legislated in order to ensure formal recognition of the area and to give African Parks a legitimate right to manage it. The established rights of local people need to be clear and people-related threats understood to establish whether there is an ability to address them successfully. The level of political governance needs to be explored and the role of traditional authorities well understood.

- **Financial.** Management needs to evaluate the operating costs required to manage the park and the investment needed to establish infrastructure. The ability to generate revenues from tourism and ecosystem services, which can help to offset costs, also needs to be evaluated. Finally, it is essential to secure sufficient donor funding to support the first three years of operation.

Ecological, socio-political and financial considerations aside, the most critical factor in deciding to take on a new park is the strength of mandate from Government. Our mandate requirements include the full delegation of management responsibility, the appointment of the management team, the adoption of our Standard Operating Practices, and the retention of revenues by the park. Often the strength of mandate becomes a stumbling block in negotiations, especially when Governments are accustomed to NGOs providing financial and technical resources, but with little responsibility for the conservation outcome. When Governments do embrace the African Parks approach, the conservation results can be outstanding.

Our ten-year objective is to manage a portfolio of 20 parks, conserving approximately 10 million hectares. Achieving this goal will make us the dominant player in protected area management in Africa. In ten years’ time we expect to be measured by the number, size and biodiversity of the protected areas we manage. Ultimately, though, we will be judged on the extent to which these areas are ecologically, socially and financially sustainable.

**Our goal of taking on 20 parks will take conviction, skill and perseverance. It will also entail an annual funding requirement of at least US\$40 million by 2023. It is our hope that donors will join forces with us to make this vision a reality. The next decade will be “make-or-break” for Africa’s protected areas, and the time to make a real, tangible difference to the future is now.**

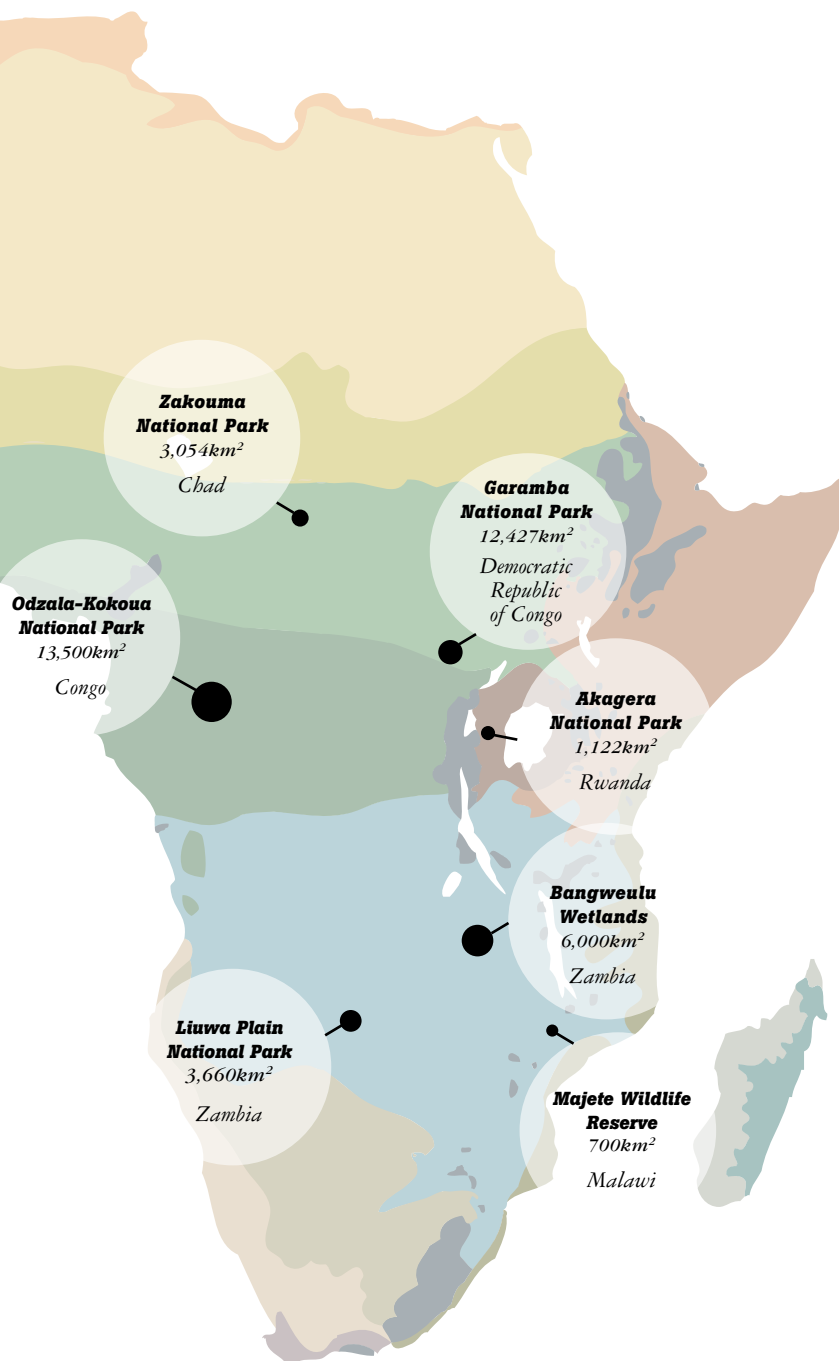
*The most **critical factor** in deciding to take on a new park is the*  
**strength of mandate from Government**





# African Parks' representation across the Biomes of Africa

- Mediterranean North Africa
- Sahara-Sindian
- Sahel
- Sudan-Guinea Savanna
- Guinea-Congo Forests
- Lake Victoria Basin
- Afrotropical Highlands
- Somali-Masai
- East African Coast
- Zambezian
- Kalahari-Highveld
- Namib Karoo
- Fynbos
- West Coast Malagasy
- East Coast Malagasy



Source: Frank White,  
The Vegetation of Africa

## Expansion plan





*Shire River, Majete – John Dickens*





# 2013 Under Review

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

# Chief Executive Officer's Report

Peter Fearnhead



Amidst the deluge of devastating news about elephant poaching in 2013, African Parks was able to offer a beacon of hope. On 22 December our park manager at Zakouma National Park in Chad reported sighting 21 new elephant calves, born to a herd that had suffered such immense stress from poaching in previous years that they had completely ceased to breed. The long-awaited birth of calves was a cause for celebration for all of us and an encouraging symbol of hope for the future of the protected areas we manage across Africa.

Zakouma's success has been particularly noteworthy against an emerging panic resulting from a massive decline in wildlife numbers, particularly iconic species such as elephant, rhino and lion, across the continent. A comprehensive study of central Africa's forest elephants has shown a decline of 64% in just ten years, a startling report has estimated the lion population in West Africa to consist of just four viable populations, and in South Africa the slaughter of rhino escalated with more than 1,000 rhinos killed in the year.

Unfortunately, in Africa there is a direct correlation between the breakdown of governance and the decimation of wildlife. Much has been made in the media of elephant and rhino poaching funding terrorist activities and the demand for ivory artifacts being driven by a growing middle class in China. Both are important contributors to the crisis, but the biggest factor remains a lack of effective governance and genuine political will to address the challenges. If parks and their wildlife are to remain successfully protected in Africa, then issues around governance have to be addressed. Addressing corruption takes a big toll on African Parks and we are often tested. We remain determined to fight for good governance – it is an essential ingredient for long-term success.

The turnaround of Zakouma, in just three years after taking over management, highlights the success of effective anti-poaching and good governance, coupled with a third vital ingredient – the total support of our government partner. I can think of no better words than those by Richard Ruggiero, Africa branch chief of US Fish and Wildlife Service, who wrote in National Geographic magazine: “The arrival in Chad in 2010 of African Parks transformed hope and potential into that essential quality – action. Working with Chadian officials, bolstering capacity, morale and pride, African Parks turned the situation around just when the last few hundred elephants, out of a population that had been an order of magnitude higher a few years before, risked blinking out forever.”

*One of our success factors is our insistence on getting the*  
**basic elements right.**

*Nothing in our view replaces*  
**sound management**  
*and*  
**effective boots on the ground.**

We take immense pride in the Zakouma success story, which has resulted in not one elephant being poached within the park over the past two years. Our Zakouma management team deserves the highest accolades for this.

We were able to celebrate other conservation successes in 2013 – the pleasing number of  $\pm 9,600$  forest elephant recorded in Odzala, a healthy wildlife increase in Akagera, further growth of wildebeest numbers in Liuwa Plain to 46,000, and the birth of cubs to the newly established lion prides in Majete and Liuwa.

The escalation of poaching in and around our parks was anticipated and met, although at substantial additional cost. Across our parks we invested in more equipment, satellite tracking and upgraded communication systems, as well as advanced training, informer networks and reward schemes. At three of our parks, Zakouma, Garamba and Odzala, we set about establishing specialised Rapid Response Units to respond to severe poaching threats.



At Odzala we launched a successful amnesty programme to train former poachers who were prepared to hand in their weapons and confess to all involvement in prior poaching incidents in exchange for the opportunity to be trained as park eco-guards or monitors. Forty-five former poachers graduated from the programme and were deployed in the field together with our existing ranger force. The statements of five of these former poachers were used to help convict a regional ivory kingpin, who was sentenced to five years imprisonment. Our eco-guard unit secured several more arrests in the second half of the year, some achieved with the support of our NGO partner PALF.

On the community front, there were several positive initiatives. At Zakouma, we constructed a primary school at Goz Djarat, the first of a number of planned schools within the expanded elephant range which will serve as a direct link between communities and the park. Outside Majete we helped facilitate a new Epicentre, comprising a maternity clinic, food-bank and micro-lending outlet, in partnership with African Villages and The Hunger Project. At Liuwa we mapped 300 traditional fishing pools and started to enforce traditional fishing rights to ensure that local people benefit from this important source of protein, whilst at Bangweulu, a new community fisheries committee put in place regulations to ensure a more sustainable fisheries system.

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Mindful that the future of wildlife will depend on the next generation of conservation leaders, we launched a Conservation Leadership Programme in partnership with the Adessium Foundation. This two-year programme aims to groom promising candidates from around Africa for future park management positions.

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Tourism continued to be a major provider of revenue and employment opportunities, particularly at Akagera in Rwanda and Majete in Malawi. At Akagera, tourism revenue rose 62% year on year to US\$802,000 and at Majete 45% to US\$332,000. At Odzala in the Congo, the two camps owned by Sabine Plattner's Congo Conservation Company and managed by Wilderness Safaris have started to generate real tourism interest, whilst at Zakouma in Chad, we believe tourism will start to flourish once security concerns for the region quieten down.



In terms of real challenges, 2013 did not disappoint. At Garamba in the DRC, there was ongoing conflict with the Lord's Resistance Army (LRA) and incursions by commercial elephant poaching gangs from both the DRC and Sudan. This difficult situation was exacerbated by an insurrection by game guards in June after we started investigating fatalities incurred in armed exchanges with the LRA and rogue elements of the DRC army. The crisis was resolved at the end of July with the help of the Minister of Environment, the Regional Government and our government partner, ICCN. Our formal agreement with ICCN lapsed at the end of October and we expect to conclude a new agreement in early 2014. We remain deeply committed to Garamba but we will need to address some of the deficiencies of the prior mandate if we are to be truly successful going forward.

Our challenges in 2013 extended to some of our government partners. After ten years of operating in Zambia, the Zambia Wildlife Authority (ZAWA) informed us that they believed aspects of our management contracts for Liuwa and Bangweulu Wetlands fell outside the ambit of the Zambia Wildlife Act. Legal advice was sought and negotiations held in an effort to reconfigure the agreements in a way that addresses ZAWA's concerns but is still acceptable to African Parks, as well as the Barotse Royal Establishment in the case of Liuwa. Negotiations are ongoing and we are confident that they will yield a positive outcome. In Congo, conflicts within the Board of the Odzala-Kokoua Foundation which led to its suspension in November 2012, were resolved and the Foundation is now effectively serving its purpose.

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The positive value of public-private partnerships was exemplified in Chad where His Excellency President Idriss Déby Itno, impressed with our success in Zakouma, requested African Parks to help develop an elephant protection plan for the country. As a result of this excellent working relationship, I envisage supporting Chad in more of its protected areas in future.

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In Malawi, negotiations with Government to take on management of Nkhotakota Wildlife Reserve and Liwonde National Park were at an advanced stage by year end. In Ethiopia, our long-term plan to manage protected areas in the Gambella region was encouraged by a re-invigorated relationship with the Ethiopian Government, however, concrete progress was slow. With the sound of a ticking conservation clock in our ears, we are keen to expand our portfolio of parks but without compromising on the essential ingredient for success – a robust and long-term management mandate from Government.

Of course our conservation work would not be possible without the loyalty and support of our donors. Indeed it was through the considerable support of our donors that African Parks was able to commit \$25.5 million of the \$80-million funding pledge made by the Clinton Global Initiative - the single largest contribution by any conservation organisation.

I would also like to thank my Chairman and the board-members of African Parks Network, African Parks Foundation of America and Stichting African Parks Foundation (The Netherlands), as well as the board-members of each park, for their hard work and dedication to our cause. Of course, our management of parks would also not be possible without the faith placed in us by the Governments of Malawi, Zambia, Rwanda, DRC, Congo and Rwanda.

In conclusion, I would like to thank our 994 staff members around Africa who often operate in extremely difficult circumstances and without whose loyalty, support and commitment our achievements would not be possible.

**Peter Fearnhead**  
*CEO, African Parks Network*





1| African Parks' management team, September 2013 2| Zakouma park manager, Rian Labuschagne, African Parks executive director USA, Nicole Mollo, Chadian President, Idriss Déby Itno, conservation director, Jean Marc Froment 3| African Parks CEO Peter Fearnhead, Malawian President, Dr Joyce Banda, and CEO of the Hunger Project, Mary Ellen McNish 4| African Parks board member, Rosette Rugamba, and chairman, Robert-Jan van Ogtrop 5| Swedish Postcode Lottery CEO, Niklas Kjellström Matseke, and Novamedia CEO, Boudewyn Poelmann 6| African Parks board member, James Lembeli, with wife, Hawa Lembeli 7| Majete board members (left to right) Michael Eustace, Dr. Anthony Hall-Martin, Khalid Hassen, Bob Renshaw (chairman) and Francis Mbilizi, with Malawi Department of National Parks and Wildlife director, Brighton Kumchedwa. 8| African Parks Foundation of America chairman, Ronald Ulrich, African Parks Network chairman, Robert-Jan van Ogtrop, and CEO, Peter Fearnhead

## The Year at a Glance



**62% increase  
in tourism revenue  
at Akagera**

Growth in large mammal  
population at Akagera to

**8,000**

*- John Dickens*

*Healthy forest elephant population of*  
**9,600 recorded**



born in  
Majete and  
Liuwa

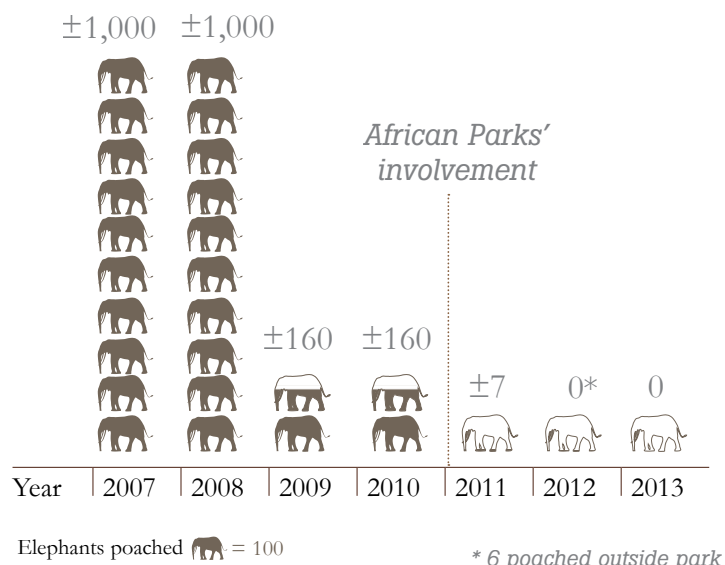


**Confiscation of 2,156 snares and 100 firearms,  
plus 33 arrests made, at Odzala**



# Zero elephants poached

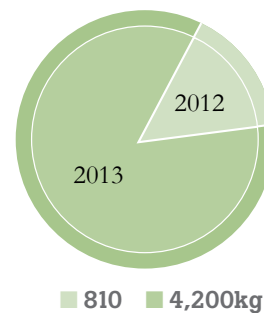
*at Zakouma, with 21 new  
elephant calves born*



- Lloyd Weber

**Nearly 4,200kg  
of honey produced  
at Bangweulu**

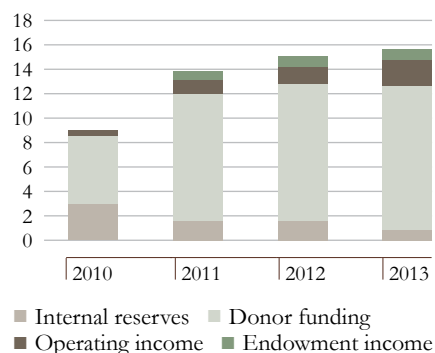
**- year on year growth  
> 500%**



**\$9.57 million contributed  
to local economies in the form of employment,  
local purchasing and community funds**

**Donor funding &  
operating income  
show steady growth**

US\$'million



**13,000 children  
received environmental  
education lessons**

# Status of our Parks

Joint Operations Directors Andrew Parker and Leon Lamprecht

The seven parks in our portfolio are at different stages of development and face various levels of threat. The current status and 5-year objectives of each park are presented below.

## Majete Wildlife Reserve

*Malawi*

### Current status

Majete is at a mature stage of development, with poaching almost totally eradicated. The park is well-positioned to target tourism growth and financial self-sustainability, with attendant benefits to local communities. Founder populations of predators are secure and growing.

### 5-Year Objective

Maintain an effective law enforcement team

Mobilise law-enforcement efforts to prevent the poaching of high value wildlife products

Develop management interventions to promote optimal ecological biodiversity

Increase tourism occupancies and promote tourism revenue through destination marketing

Promote a sense of ownership amongst local communities, as well as local socio-economic benefits

tourism  
growth



## Liuwa Plain National Park

*Zambia*

### Current status

Over the past ten years Liuwa has been a compelling success story in terms of protecting the integrity of its landscape and ensuring the growth of its wildlife populations. Its challenge is to pursue a path of economic sustainability for the benefit of the park and local communities.

### 5-Year Objective

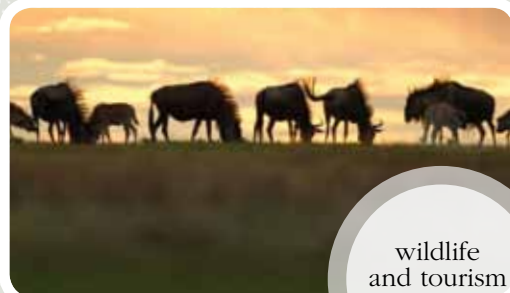
Reduce poaching and illegal fishing sufficiently to ensure that all species persist and flourish

Mitigate wildlife-human impact and promote a sense of ownership amongst local communities, as well as socio-economic benefits

Secure approval from the Zambia Wildlife Authority to manage the surrounding Game Management Area in order to secure the total ecosystem.

Establish mobile tented camps, promote use of community campsites and establish a 5-star lodge concession

wildlife  
and tourism  
development





## Bangweulu Wetlands

*Zambia*

### Current status

Bangweulu's natural resources are critical to sustaining the livelihoods of local communities. Prior to African Parks' involvement, unsustainable resource extraction was negatively impacting this wetland landscape, diminishing fish yields and fueling the loss of wildlife. Despite a challenging regulatory environment, Bangweulu is on a positive trajectory towards ensuring the sustainable utilisation of its natural resource base.

### 5-Year Objective

Reduce poaching and illegal fishing and ensure that legitimate harvesting of natural resources takes place on a sustainable basis

Develop a sustainable hunting model that helps fund operating costs and benefits local communities

Implement a protein harvesting enterprise to enhance livelihoods and the local economy

Secure a sufficiently enabling regulatory environment to promote Bangweulu as a unique and compelling tourism destination

sustainable  
utilisation of  
natural  
resources



## Akagera National Park

*Rwanda*

### Current status

Akagera is a fast developing park with poaching and human-wildlife conflict on the decline, and with the wildlife population sufficiently secure to enable management to focus on tourism development. Its status as a protected area is secure.

### 5-Year Objective

Reduce poaching, illegal fishing and harvesting of Sandalwood sufficiently to ensure that indigenous populations of fauna and flora flourish

Mitigate risk of uncontrolled fire

Eliminate alien plants, prioritising those that are most invasive

Introduce locally extinct wildlife species that historically occurred in the Park, with a focus on lion and rhino

Diversify the tourism product and attract tourism investment through the development of a 5-star lodge concession

anti-poaching  
and tourism  
development





## Odzala-Kokoua National Park

*Republic of Congo*

### Current status

After only three years, African Parks has made significant progress in protecting the park from ivory and bushmeat poaching despite substantial political and operational challenges.

#### 5-Year Objective

Prevent elephant poaching, illegal hunting and trade of bush meat through focused law enforcement and an effective intelligence network

Develop an effective community education strategy focusing on the advantages of conservation and facilitate alternative income streams to avoid the exploitation of ivory and bushmeat

Implement an integrated tourism development plan incorporating established tourism zones within the park

focused law  
enforcement



## Garamba National Park

*Democratic Republic of Congo*

### Current status

Garamba faces severe, ongoing poaching threats exacerbated by its location in an extremely unstable and politically volatile region. It remains African Parks' most challenging park to manage.

#### 5-Year Objective

Reduce elephant poaching and the illegal hunting and trade of bush meat through dedicated anti-poaching patrols and an effective intelligence network

Strengthen collaboration with the UN mission, African Union taskforce and local authorities to promote local and regional security

Negotiate a long-term management mandate with DRC's wildlife authority, ICCN, that complies with African Parks' requirements

dedicated  
anti-poaching





## Zakouma National Park

*Chad*

### Current status

Zakouma is an exemplary case study of conservation success in Central Africa, with not a single elephant poached inside the park for two years, following an intensive poaching onslaught that had reduced the elephant population by ninety percent.

### 5-Year Objective

Provide effective security for the greater Zakouma region in order to safeguard the entire eco-system, particularly the expanded elephant range

Maintain productive relationships with law enforcement and local authorities on the periphery of the park

Help develop a national elephant protection plan for Chad

Implement a tourism development plan for Zakouma including inclusion in a greater Chad circuit

model of  
anti-poaching  
success



The arrival in  
**Chad in  
2010**  
*of African Parks turned*  
**hope and  
potential  
into that**  
**essential  
quality**  
**action**

— Richard Ruggiero,  
*US Fish and Wildlife Service*





We have all seen how commendably secure  
African Parks' work has made Majete.

- Dr Joyce Banda, President of the Republic of Malawi





# Majete

## Wildlife Reserve

– Malawi

Area

700km<sup>2</sup>

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African Parks' project since

2003

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Government partner

Malawi Department of National Parks  
and Wildlife (DNPW)

*Lion cub born at Majete in 2013 - Craig Hay*

# Majete Wildlife Reserve

Patricio Ndadzela, *Park Manager*

The celebration of the ten-year anniversary of Majete, and its transformation from a depleted park to a thriving Big Five wildlife reserve, demonstrated what can be achieved by a successful public-private partnership, in this case between the Malawian Government and African Parks. After a decade of rehabilitation, Majete was in a position this year to focus on tourism growth and revenue, as well as ways to boost local economic development. The reserve's emerging status as Malawi's premier wildlife destination was enhanced by the birth of two lion cubs and at least three leopard cubs. The park's ten-year celebration was also the occasion for the first-ever combined meeting of all three African Parks Boards.

## Park management

The tenth anniversary of the partnership between African Parks and the Malawi Department of National Parks and Wildlife was marked with a function in September attended by the Minister of Tourism and Culture, the Malawi Director of National Parks and Wildlife, and Paramount Chief Lundu. The reserve also hosted a combined meeting of the Boards of African Parks Network, Stichting African Parks Foundation and African Parks Foundation of America in November.

A new tented camp was established at Majete to facilitate research and wildlife-monitoring activities. It was utilised by two post-graduate students who are studying ungulate and predator behaviour, as well as by a group of Earthwatch volunteers.

The road to Majete and key roads inside the reserve were graded to improve access for tourists, and renovations and repairs were made to staff housing, Thawale Camp, the Heritage Day Centre and Mwembezi

restaurant. A two-bedroom self-catering chalet was added at Thawale Camp and is being marketed to families. Two new Land Cruisers were bought to supplement the existing fleet of vehicles used for community outreach and law enforcement activities.

## Law enforcement

Poaching levels remained extremely low in 2013. All scouts were equipped with new uniforms, radios, GPS systems and weaponry. GIS training was conducted for the senior law enforcement team and the rhino monitors received additional instruction to improve their skills. The law enforcement team conducted regular patrols, parade drills and kit inspections as a way of promoting discipline.

In total 121 long patrols and 2,389 short patrols were conducted, 24 snares and eight gin traps were removed from the reserve and 16 poaching arrests were made. This included two armed individuals who were caught in action on a wildlife camera trap at a Majete waterhole.



*Tizola Moyo, tracking lions through telemetry*  
– Dorian Tilbury



*Majete scouts on parade at the tenth anniversary celebrations*  
– Lyn Brantley





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1| Staff at Thawale Lodge – John Dickens 2| Boat cruise on the Shire River – John Dickens 3| The lioness cub (shown here) Elizabeth and her brother Michael were named in appreciation of Elizabeth Schwartz and Michael Moran, who requested that their friends and family donate to African Parks in honour of their wedding – Craig Hay

## Biodiversity conservation

The lion and leopard cubs born during the year were conservation highlights and helped to entrench the reserve's Big Five status, with positive implications for tourism. The two lion cubs, one male and one female, were born to the lioness known as Shire. The leopard population also increased, with a female caught on camera with two young cubs and a second leopard known as Lady Anna, seen to be lactating when the capture team darted her to remove her research collar. A third leopard, Africom 2, was seen with a sub-adult, presumed to be her offspring. The birth of cubs brings the number of lions at Majete to five and the number of leopards to at least nine, marking the success of the predator introduction programme at Majete.

In June one of the male leopards left the reserve for a month and travelled undetected some 38km into neighbouring Mozambique before returning to the east bank of the Shire River in Majete. Surprisingly not

a single sighting was reported during his travels. The habituation of leopards continued in a bid to ensure that they are more settled around humans and therefore more visible to tourists; this will be an ongoing priority for 2014.

VHF collars were removed from three of the introduced leopards as they had become too tight, and during this operation a hyena was collared as well. The collared hyena is one of the subjects of a predator study being conducted by two post-graduate students from the University of Stellenbosch. The study will focus on understanding hyena, lion and leopard interactions and predator-prey relationships, which will help to inform the management plan for Majete.

A research project was also carried out to determine the behaviour patterns of waterbuck, impala and buffalo in the reserve, funded by Earthwatch. Majete's black rhinos continued to be closely monitored daily by a dedicated team of rhino trackers.

Invasive plant species such as *Lantana camara* and water hyacinth were removed from the reserve using casual employees drawn from local communities. Firebreaks were constructed around the perimeter fence and along major reserve roads, and patch burning was carried out to mitigate the impact of uncontrolled fires.

Despite the fall in global carbon prices, Majete engaged with a potential co-developer to raise funding for its REDD+ Project, which quantifies the carbon mitigation benefits of avoided degradation of the reserve's woodland. The objective is to sell 100,000 carbon credits per year from 2016 to generate funding for the reserve's operations and for local communities.

### Community

Malawi's President, Dr Joyce Banda, opened the first Majete Epicentre in September, part of a five-year joint programme between the Hunger Project (funded by African Villages) and African Parks. The Epicentre houses a maternity wing, a primary healthcare facility and a grain storage unit, servicing 21 villages that previously had little access to health care. A centre for the prevention and treatment of malaria was also constructed and will open in 2014. The joint programme also rolled out local conservation agriculture initiatives, designed to protect crops from wildlife damage and to promote the use of organic manure rather than chemical fertilisers.

Eighty pupils from secondary schools and one university student, all from communities bordering the reserve, were supported by the Majete Scholarship Fund. In addition, 90 environmental education programmes

were conducted at 27 local schools and were attended by more than 4,000 students during the year.

A range of community revenue-generating initiatives was supported, including the Majete community-run campsite, which netted US\$6,500, and thatch-harvesting within the reserve, which generated close to US\$10,000. Training was held for four beekeeping clubs and a number of commercial hives were established on the north western-boundary of the reserve. The beekeepers produced 1,500kg of honey from which they earned more than US\$5,000.

### Tourism and marketing

The management team focused on marketing Majete as a premier Big Five wildlife destination, Thawale Camp as an affordable accommodation offering and the Heritage Centre to potential day visitors. The appointment of a new tourism manager and professional guides, the completion of Majete's airstrip and the introduction of new bushwalks helped boost tourism numbers in the second half of the year. A total of 7,614 tourists visited Majete (up from 5,934 in 2012) whilst total revenue was US\$332,000, compared to US\$228,000 in 2012. A total of 886 guests stayed at Majete's five-star Mkulumadzi Lodge, an increase of 31% compared to the previous year. The inclusion of Malawi as one of ten "go-to" destinations for 2014 in the Lonely Planet guide and a travel report on CNN's Inside Africa programme should boost tourism to Majete going forward.

### Funding

Our sincere thanks are extended to our financial contributors, including the Dutch Postcode Lottery, Anne Hoiyer, UNDP, Stichting African Parks Foundation, The Hunger Project and Thandiza Foundation.

*During 2013 we ran*

**90 environmental  
education programmes**

*at* \_\_\_\_\_

**27 local schools**

*attended by* \_\_\_\_\_

**4,000 students**

---

### Objectives for 2014

- Continue to contain operating costs.
  - Grow tourism revenue by 25%.
  - Roll out the Five-Year Tourism Development Plan.
  - Conduct an aerial wildlife census of the reserve.
  - Begin operating the Majete Malaria Centre.
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11/17/2013 6:20 PM

1|Nyala bull along the Shire River –John Dickens 2|The year saw a focus on driving tourism numbers to the reserve – John Dickens 3|Two leopard cubs and their mother were captured on a camera trap



The tenth anniversary of our partnership  
has highlighted the conservation, economic  
and social progress we have achieved.

- His Majesty, Lubosi Imwiko II, The Litunga  
of Barotse Royal Establishment







# Liuwa Plain National Park

– Zambia

Area

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

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African Parks' project since

2003

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Partners

Zambia Wildlife Authority (ZAWA)  
and the Barotse Royal Establishment  
(BRE)

*Liuwa's wild dogs were the subject of a BBC documentary - Dale Morris*

# Liuwa Plain National Park

Raquel Filgueiras, *Park Manager*

Noteworthy conservation achievements during the year included the birth of three lion cubs to the protege of Lady Liuwa and an increase in buffalo, wildebeest, zebra and red lechwe numbers. However ongoing issues around the park management agreement with the Zambia Wildlife Authority (ZAWA) slowed down the park's tourism development plans.



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1| Law enforcement activities include motorbike patrols – Paul Godard 2| US board member Anna McWane and Zambia Carnivore Project Leader Egil Drøge attach a satellite collar to the young lioness – Lyn Brantley

## Park management

2013 marked the tenth anniversary of the partnership between African Parks, ZAWA and the Barotse Royal Establishment to manage Liuwa Plain. However, an important opportunity to highlight the park's many achievements was impacted by the new ZAWA Board's submission that elements of the African Parks management contract do not comply with the Zambia Wildlife Act. Negotiations to resolve the legal and operational repercussions of this issue remained inconclusive by year end, but steps were being taken to restructure the agreement to achieve mutually agreeable terms.

The Munde airstrip was reinforced with stone to ensure stronger compaction of the ground, therefore providing a more secure base for take-off and landing. The upgrade provided employment for 40 local people, who were hired for three months to collect stone and spread it on the strip. Improvements were made to park headquarters, the park manager's house, four of the community campsites and at Matamanene Camp, where 1,000 bricks were produced for rebuilding the dining area, a project earmarked for 2014. The park's fleet management systems were revamped, new stock management software was installed and several old assets were sold.

## Law enforcement

Thirteen patrol leaders participated in a joint leadership course with the Bangweulu Wetlands team in an effort to boost the skills of both law enforcement teams. Regular assessments and performance evaluation programmes were also introduced. The land-use zones were integrated into patrol GPS positions to enable rangers to pinpoint permitted human activity within the zones. Preliminary results indicate that communities are mostly complying with the land-use plan.

A total of three AK47s, nine shotguns, five hunting spears, multiple knives and spears, one canoe and 271kg of bush meat were confiscated during the year. These efforts resulted in a total of 29 arrests, 23 convictions, two acquittals and one case withdrawal. A total of 93 long patrols of three weeks' duration were conducted during the year.





## LIUWA PLAIN

NATIONAL PARK

ZAMBIA

Human-wildlife conflict continued to be an issue outside the park, particularly clashes between hippos and people. There were two fatalities from hippos and an injury from a lone, injured buffalo.

### Biodiversity conservation

The biannual aerial census was successfully concluded in May and indicated that the distribution of red lechwe was much wider than previously thought. The census reported that wildebeest numbers had increased to 46,000, red lechwe to 1,500 and zebra to 5,870, while tsessebe remained at 767.

The park's three lions formed a cohesive, albeit small pride, and spent most of the year together. The young female – Lady Liuwa's protégé – was confirmed to be pregnant when her satellite collar was changed late in the year. She gave birth to three cubs shortly before Christmas, which marked a huge milestone in the ongoing bid to establish a viable population of lions in the park. The pride of six lions has at last put an end to Lady Liuwa's lonely days.

With the buffalo herd having grown large enough to withstand predation, a decision was made to halt the buffalo's semi-captive regime, during which they were herded into an enclosure at night, and they were allowed to roam free in the park. The most recent buffalo count confirmed a herd size of 62, with 19 of the 30 cows of reproductive age pregnant.

The fisheries research study, which started in 2012, was completed during the year. Of concern was the fact that it revealed a marked increase in the commercialisation of fisheries inside the park, and even more so outside the park.

The traditional ownership and location of approximately 302 fishing pools inside the park have been plotted and mapped by GIS. A new fisheries plan led to the introduction of regulations and a traditional fisheries permit system aimed at curbing the use of illegal gear and practices. Briefing meetings on the new system were attended by 360 local fishermen, whilst consultations were held in Libonda with Her Royal Highness's Kuta (traditional parliament) to clarify the penalties for breaches. Three meetings were also held with Indunas (local chiefs) to address the implementation of the new fishing permits, the mapping of traditional pools and the emergence of illegal fishing methods such as poisoning.

Liuwa has been identified as an important stronghold for Wattled cranes in southern Africa, with a population of some 2,000 and discussions were held with the International Crane Foundation to begin research on the population dynamics, threats and habitat requirements of this species.

Efforts to establish the Liuwa-Mussumma Transfrontier Conservation Area between Zambia and Angola continued and an integrated development plan for the area was officially launched.



A coalition of cheetahs on the lookout for prey

– Paul Godard



### Community engagement

African Parks constructed a teacher's house at Kuuli village, one of the identified social services development nodes on the outskirts of the park. There is a critical need to attract quality teaching to this remote part of western Zambia.

The traditional Kuomboka ceremony took place in late April, with African Parks as one of its main sponsors. Radio programmes on the ceremony were broadcast on a local community radio station.

*A total of*  
**302 fishing pools**  
**have been mapped**  
*by GIS and their*  
**traditional ownership**  
**rights plotted**

Liuwa's Environmental Education Programme (LEEP) continued to educate the residents of the nearby town of Kalabo on the value of wildlife. The 23 teachers responsible for leading Liuwa's Conservation Clubs held a workshop to explore ways to improve teaching methods on environmental issues. Eighteen students applied for senior school scholarships under the African Parks Scholarship Programme of whom nine passed and are eligible for the programme in 2014. African Parks sponsored scholarships for 19 students during 2013 – an initiative that has secured tremendous support amongst local communities.

The Liuwa Community Development Fund closed the year with a balance of US\$25,869 and will fund community projects in 2014. Two inspection trips were undertaken to evaluate progress on the nine community projects funded by the Anti-Poaching Fund and an assessment was completed on all community projects implemented in the last ten years.



## Tourism

Even though self-drive visitor numbers to Liuwa decreased compared to 2012, overall revenue increased, largely due to the popularity of Robin Pope Safaris' operation at Matamanene Camp. Silverback, a production company commissioned by the BBC, spent a month in Liuwa collecting footage on wild dogs for a series to be aired in 2015 titled "The Hunt" whilst Aquavision wrapped up their second film on the park's lions. Combined filming and tourism fees generated revenue of US\$139,000 the highest ever achieved at Liuwa.

Norman Carr Safaris, a Zambian company with extensive experience in safari tourism, was selected by African Parks to operate the five-star luxury lodge planned for Liuwa, with investor funding facilitated by African Parks. Construction is expected to start once outstanding issues surrounding the Park Management Agreement have been resolved with ZAWA.

## Funding

The Adessium Foundation, WWF – The Netherlands, WWF Zambia, the Anna McWane Foundation, the Don Quixote Foundation, Africom, Raoul Witteveen, Stichting African Parks Foundation and the Dutch Postcode Lottery all contributed to Liuwa in 2013. Their funding has been vital to the success of Liuwa Plain National Park.

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## Objectives for 2014

- Re-negotiate the park management agreement with ZAWA and attempt to secure a mandate for the Upper West Zambezi Game Management Area.
  - Increase the monitoring of local land-use and fishing practices.
  - Sign a memorandum of understanding with the International Crane Foundation, renew the one with the Zambia Carnivore Programme and play an active role in the planning of the Transfrontier Conservation Area.
  - Construct and open Liuwa's five-star lodge and increase operational revenue.
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1|The park's famous matriarch, Lady Liuwa – Lyn Brantley  
2|The traditional Kuomboka ceremony takes place in June when the Royal Litunga household relocates due to rising water levels – Noeline Tredoux 3|Liuwa Plain is a popular destination for self-drive adventure travellers – Paul Godard

I have been associated with the Bangweulu Wetlands project since inception: its prospects are promising and good.

- Alfred Banda, Senior Chief Kopa-Mpika, Zambia







# Bangweulu Wetlands

– Zambia

Area

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

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African Parks' project since

2008

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Governed by

Bangweulu Wetlands Management Board

Partners

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

*Bangweulu is home to an estimated 75,000 black lechwe - Morgan Trimble*

# Bangweulu Wetlands

Craig Reid, *Park Manager*

The year was characterised by excellent progress in the field. Law enforcement results improved, there was a substantial drop in the number of animals poached, the first wildlife re-introduction took place, community livelihood projects strengthened and infrastructure development continued at a steady pace. Issues raised by the Zambia Wildlife Authority (ZAWA) about aspects of the Bangweulu Management Agreement, and the fact that revenue streams from hunting did not accrue to the project, impacted negatively. However, by year end, mutually agreed to steps were being followed in order to reach a resolution on the future management of the Wetlands.



*Law enforcement group training in Bangweulu – Vanessa Stephens*

## Park management

Around mid-2013, the newly constituted ZAWA Board informed us that aspects of the Bangweulu management agreement did not comply with the Zambia Wildlife Act. By the end of the year ZAWA, African Parks and the Bangweulu Wetlands Board were working to resolve this issue in a way that is acceptable to all parties.

During the year, the management team grew by three people in order to address the increased workloads in the fields of fishery management, hunting, honey production and marketing.

An additional four scout houses were built, a tourism reception and office were constructed at Chikuni, and a wooden bridge was replaced with a concrete culvert. A new Land Cruiser pickup was added to the fleet, four fibreglass canoes were procured for tourism and three motorbikes were purchased for the mobile law enforcement team. Regular maintenance was carried out on local roads and airstrips and at Chikuni the airstrip was raised to extend the access season.

Strategic partnerships were nurtured with WWF Zambia, Kasanka Trust and the Community Markets for Conservation (COMACO) programme, which aims to maximise returns for small-scale farmers who coexist with wildlife.

## Law enforcement

Recruitment and training were focal areas, aimed at bolstering staff members and increasing skill levels. Eleven new village scouts were recruited and seconded to the law enforcement team by the Community Resource Boards (CRBs) – these are community entities empowered by legislation to carry out law enforcement alongside ZAWA scouts in Game Management Areas.

Anti-poaching field operations, led by ZAWA and CRB scouts, continued to improve in efficiency. A mobile motorbike team was introduced to increase terrain coverage, backed by continued aerial surveillance. The number of poachers arrested dropped to 115 (versus 144 in 2012) as the continued law enforcement patrol pressure made poaching more difficult. Twenty-one firearms were seized during the year and 232 dogs used for poaching were put down. A total of 199 wire snares were recovered. The number of animals poached dropped substantially from 146 to 77, mainly black lechwe. There were no reports of shoebills being stolen, a testament to the work of the Shoebill Nest Protection Programme and law enforcement in general.

Staff members continued to be motivated through an incentive scheme based on results, and also received additional equipment to enable them to operate more effectively in the field.



Lawlessness associated with poachers from some villages was dealt with through co-operation between Bangweulu, ZAWA and the Zambian Police. One operation resulted in the closure of a meat market in the swamps, historically a major conduit for illegally hunted bushmeat exiting the wetlands.

## Biodiversity conservation

The Chiundaponde Fishery Management Committee was established in collaboration with local stakeholders and Government to ensure sustainability of the fisheries. The committee developed a management plan that stipulates regulations and four fishery guards were recruited to assist with sensitisation and enforcement. The results were encouraging with almost total compliance with the annual fish ban. 2014 will see the introduction of a licensing system and other regulations.

The shoebill field research was completed and a start was made on a shoebill management plan. Camera traps placed at the nests continued to provide fascinating insights into the daily lives of these birds. Nine nests were protected by eight community shoebill guards. The eggs on two nests failed to hatch, one chick was lost and seven chicks fledged. Seven satellite transmitters were also deployed to monitor shoebill movements. Community co-operation on the initiative improved during the year.

A dry season aerial survey was undertaken with interesting sightings of 45 sable and seven hartebeest, which had rarely been previously seen. Eleven puku, 43 impala, ten zebra and 15 waterbuck were released in the Nkondo area, which had been previously depleted of wildlife, and these have been seen frequently in the surrounding woodlands. The first impala and puku offspring of the introduced adults were recorded late in the year.

## Community engagement

Community Development Funds paid to each of the six communities in the area supported livelihood projects identified by the communities themselves.

Collaboration with WWF Zambia on a local beekeeping programme generated substantial volumes of honey and Bangweulu assisted farmers with packaging, branding and marketing under the Wild Miombo brand. Nearly 4,200kg of honey was harvested – more than five times the figure for 2012. In an effort to expand the programme, 140 new hives were established in the Kopa Chiefdom and farmers were assisted with training in various aspects of beekeeping.



**Shoebills at Bangweulu are now  
protected by shoebill guards from the  
local community**

*- Morgan Trimble*

A total of 112 farmers in the Mwendachabe area were supported with training on conservation-agriculture practices to replace the damaging slash and burn farming that previously took place in this key wildlife corridor. A new environmental education curriculum was developed for Bangweulu and is expected to provide a useful aid for use in local schools.

A sense of goodwill towards the project was clearly evident amongst local communities and villagers in the six Chiefdoms that form part of Bangweulu Wetlands have demonstrated a much better understanding of the need to conserve their resources.

### Tourism

Hunting activities have traditionally been permitted at Bangweulu as it is a gazetted Game Management Area and not a National Park, with hunting revenues helping to offset operational costs. During 2013 a national ban on hunting was declared, which was then reversed for Bangweulu, however there remained substantial confusion on whether the sale of full-service hunting packages was allowed. Due to the disruptions, hunting

licence revenues dropped by more than 70%, and an agreement could not be reached with ZAWA on a mechanism to receive outstanding licence fees that they have retained.

Visits by self-drive tourists remained low, with 344 visitors recorded for the year. Shoebill Island Camp, which is situated within the Bangweulu project area, continued to be managed by Kasanka Trust, despite the desire to bring it under Bangweulu project management.

The management team tested new offerings to attract visitors to Bangweulu, including a five-day multi-stage mountain bike event that was piloted by a group of cyclists.

### Funding

The Bangweulu Wetlands Project was funded primarily by WWF–The Netherlands and Stichting African Parks Foundation. The United Nations Development Programme's REMNPAS continued providing support, primarily for infrastructure development.

*The number of animals poached dropped from*

**146 to 77**

*which is*

**0.1% of the  
Lechwe population**

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### Objectives for 2014

- Resolve the impasse with ZAWA over the Bangweulu Wetlands management agreement and agree on a new law enforcement strategy with ZAWA.
  - Scale up the shoebill protection, fishery management, conservation agriculture and honey production programmes.
  - Complete a Tourism Development Plan and secure the concession for the Shoebill Island Camp site.
  - Implement a seamless revenue collection and sharing process for hunting.
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1| A sustainable fishery management plan was introduced in 2013 – Kris Pannecoucke 2| The beekeeping programme has significantly boosted the volume of honey produced – Lloyd Weber 3| Bangweulu sustains the livelihoods of thousands of local fishermen – Morgan Trimble 4| Bangweulu is home to five elephants, part of a remnant population that previously frequented the region – Kris Pannecoucke



Through its partnership with African Parks, the Government of Rwanda is committed to develop Akagera to reach its full potential.

- Clare Akamanzi, Chief Operating Officer, Rwanda Development Board



*Buffalo herd on the Akagera plains- John Dickens*





# Akagera

## National Park

– Rwanda

Area

1,122km<sup>2</sup>

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African Parks' project since

2010

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Governing body

Akagera Management Company

Government partner

Rwanda Development Board (RDB)

# Akagera National Park

Jes Gruner, *Park Manager*

With park infrastructure and operations well established, the focus in 2013 shifted to increasing tourism revenue. Visitor numbers continued an upward trajectory and there was a 62% increase in tourism revenue, which was boosted by the opening of Ruzizi Tented Lodge. Several operational issues were resolved successfully, including the suspension of the commercial fisheries in the park. Government also approved its concession policy for national parks, paving the way for the development of a five-star lodge in the park. The dedication and efficiency of the newly-formed anti-poaching unit helped ensure an overall increase in wildlife numbers.



*A training course for guides took place in November covering animal behaviour, tracking and bush knowledge – Lee Gutteridge*

## Park management

For the first time, there is a complete management team operating at Akagera, following the recruitment of an operations manager and a community liaison manager. Infrastructure development included a total renovation of staff housing and a revamp to the park entrance. Major rehabilitation was carried out on the road network and 36km of new roads were created inside the park.

The year was successful in terms of building relationships with our Government partners, and several long-standing issues were resolved, including the handover of all park assets from the Rwanda Development Board to the park. All assets were coded and stock management software was implemented in stockrooms.

The longstanding issue around the exemption of donor income from Corporate Income Tax was resolved and an exemption granted, without which 30% of income would have been subject to income tax. An online electronic billing machine was installed at the reception in Ruzizi Tented Lodge to automatically register VAT in compliance with new laws.

Material needed to predator-proof the fence arrived on site in December and will be used to modify the fence-line ahead of the planned re-introduction of lions in late 2014.

## Law enforcement

Law enforcement efforts resulted in 220 arrests during the year, compared to 118 in 2012. A total of 1,997 snares were recovered, compared to 1,509 in 2012, whilst 91 animals were found poached, compared to 180 in 2012. The increased arrests and recovery of snares can be attributed to the efforts of the new, motivated law enforcement team, rather than an escalation in the problem itself, as demonstrated by the reduction in actual animals poached.

The number of patrols for the year totalled 2,550, compared to under 2,000 in 2012. The completion of the western fence enabled some of the focus to shift to conducting patrols on the lakes on the eastern boundary. Two helicopter patrols were deployed deep into the wetlands and the number of boat patrols rose to 170, compared to 39 the previous year.





Four weeks of intensive paramilitary training took place in October and the law enforcement team underwent GIS training to understand the practical uses of mapping and the use of GPS devices to monitor patrol coverage.

The illegal harvesting of the East African Sandalwood tree, or Kabaruka, increased. More than three tons of illegally-harvested wood were confiscated as well as 100 bicycles and 12 motorbikes used to transport the timber. Sandalwood oil is a prized ingredient in the manufacture of perfumes and the wood is used for carvings and furniture.

## Biodiversity conservation

Following an initial aerial census in 2010, a follow-up census was conducted in 2013, which showed an increase in most species. In many cases, the count showed far greater populations than previously estimated, particularly for buffalo and roan antelope. Almost 8,000 animals were recorded in the park, which was a pleasingly high number.

The completion of the western boundary fence by the Rwanda Development Board was one of the highlights of the year. The fence has effectively reduced the incidence of human-wildlife conflict, however some animals were effectively fenced outside the park and had to be coerced back inside. More than 450 buffalo and 400 zebra were herded back into Akagera. Forty-two attendants have since been deployed to patrol the fence on a daily basis.

An extensive programme to cut the invasive species *Lantana camara* was carried out on the Rurama peninsula. In another significant development, the commercial fisheries, which had been operating in the park for 32 years, was closed after being bought by the Rwandan Government. The assets of the fishery operation have been handed to the park.

A long-term tsetse fly eradication programme was launched, with 180 tsetse fly targets installed along prominent tourist roads, as well as ten traps for monitoring the efficacy of the targets. Initial feedback was positive with repeat park visitors and staff reporting a reduction in the problem.

Extensive controlled burning was carried out and consequently few wildfires were reported in Akagera during 2013. Some fires in sections infested with dense

coverage of a spiny shrub called *Dichrostachys cinerea* effectively eliminated the shrub and opened up those areas.

Following a drive by the Government to protect the highly endangered grey crowned crane, park management released two former captive birds into the park. Enclosures were constructed for additional birds to be housed following a proposed amnesty initiative that will enable people in possession of captive cranes to surrender them without incurring fines or prosecution.

## Community engagement

A community liaison manager was appointed in October and his major focus has been on providing additional water sites for communities shut off from previous water supplies by the new boundary fence.

The environmental education programme saw more than 1,350 local schoolchildren visit the park to witness the importance of Akagera's conservation efforts. Five percent of park revenue was set aside for the revenue sharing scheme and an additional five percent for the Special Guarantee Fund which covers the compensation of human-wildlife conflicts.

Employment by the park continued to be of significant benefit to the community; during 2013 more than US\$200,000 was paid in salaries to locally-hired staff for the purchase of local materials and for local transport used for delivery.

*During 2013  
the law enforcement team  
conducted* —————

**2,550** patrols  
*recovered* —————

**1,997** snares  
*and made* —————

**220** arrests



Impalas on the Akagera plains - John Dickens



*The elusive leopard can be seen on night drives*  
– Kenny Babilon



*Deck at Ruzizi Tented Lodge – John Dickens*

## Tourism

Tourism continued to rise steadily, with a 12% increase in visitor numbers to 26,092 compared to 23,048 in 2012. All residency categories grew at the same rate with Rwandan nationals continuing to make up 50% of paying visitors to the park. Revenue rose by 62% to US\$802,000, significantly bolstered by the new Ruzizi Tented Lodge.

Ruzizi proved an unequivocal success during its first full year of operation and received positive publicity in local publications and on social media sites. The lodge and new visitor centre were officially opened in March by the Minister for Trade and Industry, Mr Francois Kanimba, and Akagera partners Rob and Melani Walton. A total of 1,600 guests stayed at the lodge with occupancy reaching 60% during peak season. Revenue from the lodge for the year was US\$263,000.

The tourism manager attended Indaba, Africa's largest travel show, and held a workshop with the Professor of Innovation at the University of Delft. A 14-page guidebook was printed and the existing tourist map was updated for sale at the visitors' centre. Training sessions for guides were conducted by a professional trainer, covering all aspects of guiding from knowledge on animal behaviour to guest interaction.

In May, heavy rains forced the closure of the north gate following damage to the access road to the park. A decision was subsequently taken to keep the north gate closed for a period and it reopened as an exit gate only in November.





*Left to right: Jes Gruner, Akagera park manager; Rob Walton, Walton Family Foundation, and Francois Kanimba, Rwanda Minister of Trade and Industry, officially open the Akagera Visitor's Centre – Kenny Babilon*



*Dancers perform at the official opening of the Akagera Visitor's Centre – Peter Fearnhead*

## Funding

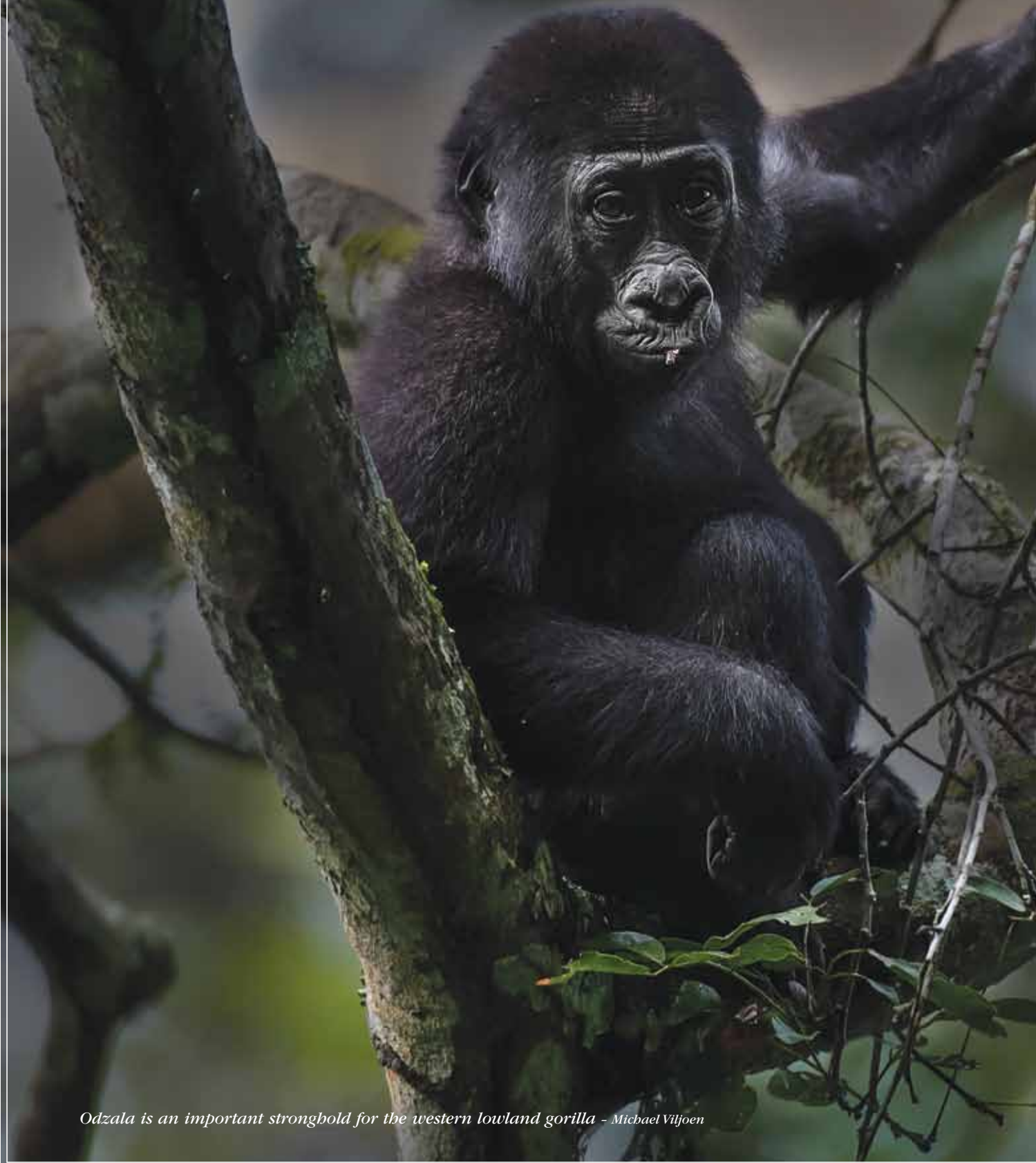
The Walton Family Foundation generously provided the bulk of the funding for Akagera along with a significant contribution from the Rwanda Development Board (RDB). A third of the budget was supported by internal revenue generation and the shortfall was provided by the Dutch Postcode Lottery and other donors.

## Objectives for 2014

- Complete the predator-proofing of the fence and re-introduce lions to Akagera.
- Commemorate 80 years of conservation in Akagera (1934 – 2014).
- Target 1,300 children to visit Akagera as part of the environmental education programme.
- Expand Ruzizi Tented Lodge and complete the tender process for a five-star lodge concession in the north of the park.

The Odzala initiative not only protects a globally important rainforest, but is creating jobs and contributing to economic and tourism growth.

- Sabine Plattner, founder, Congo Conservation Company



*Odzala is an important stronghold for the western lowland gorilla - Michael Viljoen*





# Odzala-Kokoua

## National Park

– Congo

Area

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

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African Parks' project since

2010

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Government partner

Ministry of Forest Economy and  
Sustainable Development

Governing body

Foundation d'Odzala-Kokoua

# Odzala-Kokoua National Park

Leon Lamprecht, *outgoing Park Manager* David Zeller, *incoming Park Manager*

The implementation of a successful amnesty programme to train former poachers to become fully fledged eco-guards and the dramatic increase in arrests by the law enforcement team were key highlights for Odzala during 2013. In addition, the results of a 2012 transect survey were released, confirming that the elephant population in the park was stable despite an overall dramatic decline in forest elephant numbers in central Africa.

## Park management

Two new houses for park management were officially handed over to the park by the Minister for Forest Economy and Sustainable Development, Henri Djombo, construction began on a hangar for the new Odzala aircraft and the Mboko airstrip underwent maintenance. Repairs to research camps at Lokoue and Romani bais were completed and the game viewing hides at Lokoue, Ambere and Maya North bais were also overhauled. A boat landing stage was erected at Mboko following repeated boat sinkings and the area was cleared of derelict boats. Proper drainage was installed along main roads, signposts were erected, and speed limit and littering signs were placed inside the park. Two Land Cruiser pick-ups, a tractor and grader, and four new aluminium boats were purchased to alleviate transport difficulties and enhance anti-poaching activities.

Odzala park manager Leon Lamprecht was promoted to joint operations director at African Parks and moved to Johannesburg in December to take up his new position. A new park manager, David Zeller, and deputy park manager, Pascal Goma, were recruited and joined Odzala in the fourth quarter of 2013.

## Law enforcement

An amnesty and training programme for former poachers to become eco-guards was implemented in the first quarter and has been widely lauded for its success. The programme was launched via word-of-

mouth as well as via official notification letters to the chiefs of villages surrounding the park. Fifty-six former poachers applied for the amnesty programme and 45 successfully completed the training course, of whom 28 were employed as fully fledged eco-guards and deployed into the field. A further 17 were hired as eco-monitors to conduct wildlife research and monitoring activities.

As part of their application process, the poachers provided written statements detailing their former crimes and handed in their illegal weapons. Some of these statements were instrumental in the arrest and conviction of a notorious ivory trader, Ngondjo Ghislain, known by the nickname of Pépito.

Odzala's anti-poaching activities during the year were largely successful. In total, 113 foot patrols were conducted, whilst four control posts were permanently manned at strategic access points to Odzala. Regular roadblocks were carried out at these posts, resulting in the confiscation of 330 wildlife carcasses destined for the bushmeat trade. The carcasses of five poached elephants were found inside the park and subsequent investigations led to the arrest of five poachers. Another 19 elephants were poached outside the park and elephant meat was confiscated frequently at control posts by Odzala's eco-guards.

A total of 33 poachers were arrested during the year, whilst 15 escaped, one of whom was subsequently tracked down and re-arrested. The arrests included that of regional ivory kingpin, Pépito, who was sentenced to



*Leopard skin and rifles confiscated at Odzala – Pete Oxford*



*New law enforcement personnel graduate from the inaugural amnesty programme – Christelle Lamprecht*





five years imprisonment – a major coup in Odzala's battle against elephant poaching. The other arrestees included three Chinese nationals, who were employed by a Chinese construction company operating outside the park, one Chadian ivory trader, one Cameroonian ivory trader, and a policeman who was apprehended with an illegal AK47 and gorilla meat in his possession. Of the 33 arrests made, 13 were for illegal ivory trading, 14 for elephant poaching, two for elephant meat and four for gorilla poaching.

### Biodiversity conservation

The results of the Odzala wildlife census undertaken in 2012 were released in 2013, with a healthy population of 9,600 elephants recorded in the park. The census, undertaken in collaboration with the Wildlife Conservation Society, involved 83 transects covering 208km and was a follow-up to similar censuses conducted in 2005 and 2008. Although the elephant population of 9,600 was pleasing, it is believed to be the result of compression, with elephants fleeing highly poached areas outside the park and moving into the safety of the centre of Odzala.

The wildlife census recorded a substantial decrease in the gorilla population over the past seven years, with numbers dropping from nearly 40,000 in 2005 to 22,000 in 2012, the vast majority of the decline occurring prior to African Parks assuming management. The

decrease was attributed to the fatal effect of the Ebola epidemic which devastated the west of the park until at least 2005, with the ramifications continuing in subsequent years. The chimpanzee population was unchanged and estimated at 2,700. The survey also recorded an increase in logging activity around Odzala that has led to an influx of people and an expanded network of roads that could facilitate elephant poaching. The survey teams encountered signs that human activity had penetrated deeper into the park than in previous years.

*Fifty-six former poachers applied for the inaugural amnesty programme.*

**45 completed**  
the training

**28 were employed**  
as eco-guards and

**17 as eco-monitors**

Gorillas were a major conservation focus during the year. Two research students from Rennes University in France studied gorilla activity at Romani and Lokoue bays and funding from the US Fish and Wildlife Service (USFWS) was secured to implement a gorilla habituation programme in the park. Odzala park manager, Leon Lamprecht, gave a presentation on the threats and challenges of protecting great apes at the Great Apes Summit in Jackson Hole, Wyoming in September. The four-day summit – a joint initiative of the Jackson Hole Wildlife Film Festival, the Great Apes Survival Partnership (GRASP) and the Arcus Foundation – focused on a series of issues including illegal trafficking.

Camera traps provided interesting photographs of a wide diversity of wildlife species at Romani, Lokoue, Maya North and Imbalanga bays. Elephant, chimpanzee, leopard, honey badger, pangolin, aardvark, agile mangabey, red-river hog, hippo, civet, golden cat, bongo and two rarely seen birds – black guinea fowl and Nkulengu rail – were all captured on film.

## Community

Six-monthly community forums continued to help counter negative perceptions of the Odzala project. Community initiatives were, however, stalled by the resignation of the community co-ordinator and two assistants.

Community plans implemented successfully included the demarcation of the eco-development zone and measures taken to counter human-wildlife conflict. Another team

demarcated the limits of fields in villages where human-wildlife conflict levels were high. A trial programme of burning flares in and around the fields to protect agricultural plots from wildlife proved to be successful, even though not sustainable.

Sabine Plattner Africa Charities opened a community centre and nursery school in Mbomo village where park headquarters is situated, and this has done much to engender local goodwill.

## Tourism

A team from Odzala visited the village of Olleme north of Mbomo to investigate opportunities for cultural tourism. The village is one of a few where bark is used to make a traditional fabric called Ateta. Teams were also deployed to four bays in future tourism development areas to assess the level of wildlife activity, particularly of gorillas and chimpanzees. Park management is working productively with Congo Conservation Company (owned by philanthropist Sabine Plattner) to further the park's long-term conservation objectives.

Congo Conservation Company's two upmarket lodges, Lango and Ngaga, re-opened in July for the 2013 season. In total, 187 guests stayed at the two camps. Tourism revenue for Odzala for the year totalled US\$14,780, inclusive of park fees. Wilderness Safaris, which manages Lango and Ngaga, conducted a high-profile international marketing campaign to promote Odzala as a prime tourist destination.



*Pygmies are permitted to hunt and gather using traditional methods in the park's eco-development zone – Pete Oxford*



*Uncommon sighting of the shy bongo antelope – Pete Oxford*





Pandemonium of African grey parrots at Odzala  
– Pete Oxford

## Funding

Funding for the year was provided by the European Union, Rapac, the Odzala Circle through WWF–The Netherlands, the Richardson Centre for Diplomacy, US Fish and Wildlife, the Dutch Postcode Lottery, the Woodtiger Fund, Edith McBean, Ronald and Christie Ulrich, and Sam van der Feltz. The SAVE-Wildlife Foundation donated funds to the community at Mbomo to erect hyena-proof enclosures to protect their livestock.

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## Objectives for 2014

- Develop the eastern sector headquarters of Odzala.
  - Launch the second recruitment and training drive for former poachers and increase the eco-guard unit to 100. Provide additional training for eco-guards.
  - Fit ten elephants with satellite collars to track their movement patterns and inform anti-poaching activities.
  - Employ a new community co-ordination team, re-start community income initiatives and launch an outreach programme.
  - Finalise the concession area agreement and tourism development plan, and facilitate community-based tourism in the eco-development zone.
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Garamba is one of the few places in the world where you can still see herds of 400 elephants and they deserve all possible efforts to save them.

- Enrico Pironio, Principal Administrator, Africa's Wildlife and Protected Areas, European Commission



A large herd of elephants is scattered across a vast, green savanna landscape. The elephants are of various sizes, including adults and young calves, and are mostly facing away from the camera, grazing on the grass. The terrain is a mix of green and brownish-yellow grass, suggesting a dry season. The sky is not visible, as the focus is on the herd and the ground.

# Garamba National Park

– Democratic Republic of Congo

Area: National Park

4,900km<sup>2</sup>

Area: Domaine de Chasse

7,527km<sup>2</sup>

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African Parks' project since

2005

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Government partner

Institut Congolais pour la  
Conservation de la Nature (ICCN)

*Large elephant herd at Garamba National Park - Nuria Ortega*



# Garamba National Park

Luis Arranz, *Park Manager*

The year was extremely challenging for Garamba, characterised by an increasing poaching onslaught on the park, particularly against its elephants. Several elephants were collared in order to monitor elephant movements and inform anti-poaching activities, however the increasing price of ivory led to poachers taking greater risks to kill elephants. Steps were taken to address deficiencies within the current law enforcement team and 40 new rangers were recruited and trained towards the end of the year.



*Eight elephants were collared at Garamba as part of the park's elephant surveillance and anti-poaching programme – Nuria Ortega*

## Park management

Garamba's infrastructure investment programme, started in the second half of 2012, was completed by the end of 2013. The former warden's house was converted into an office, a new warden's house was constructed, and a start was made on building 40 rangers' houses.

The roads in the south of the park were re-opened after the rainy season in December and five airstrips were built to facilitate anti-poaching patrols. Heavy rains and the unusually high levels of the Garamba River prevented staff from crossing it with the grader to open the roads in the north.

The return of the Garamba aircraft, after being out of operation for six months whilst undergoing repairs in South Africa, led to the resumption of aerial surveillance flights. The new Canadian pilot who joined the park team is qualified to fly both the Cessna and the micro-light which improved the efficiency of the park's anti-poaching measures. The purchase of a new vehicle for the law enforcement team and the repair of the existing truck also helped to enhance effectiveness.

The contract with the current Garamba park manager, Luis Arranz, concluded at the end of 2013 and a new park manager is being sought to replace him. The five-year management mandate for Garamba came to an end on 31 October and a new longer term mandate is currently being negotiated with the Institut Congolais pour la Conservation de la Nature (ICCN).

## Law enforcement

In June, a number of game guards staged an insurrection against the park management team. This event was partially fuelled by an internal inquiry into the conduct of the law enforcement team, as well as by management conflicts, but should be viewed against a background of extreme regional instability and an escalating poaching onslaught against Garamba. The crisis was resolved by the combined efforts of the Ambassadors of the European Union and Spain, the Minister of Environment, the Governor of Kisangani and the African Parks CEO. In the wake of this incident, several management and staff changes were made. Thirty-nine rangers were identified for retirement during 2014, however their departure was stalled pending pension provision from ICCN. Forty new



rangers were recruited and trained during the last quarter and deployed into the field, increasing the total ranger complement to 180 and expanding the scope of anti-poaching activities.

The year was marked by numerous encounters with poachers, comprising members of the Lord's Resistance Army (LRA), Sudanese, Congolese armed forces and Congolese civilians. The anti-poaching team managed to bring the poaching of most wildlife species under control, however the elephant population proved far harder to protect as they spend many months each year outside the park boundaries. Due to the concerted poaching onslaught, 19 elephants were lost inside the park during the year. The biggest threat by far to Garamba remains the increasing price being offered for ivory in the region, which has led to poachers taking substantial risks to kill elephants.

Incursions and attacks by the LRA remained rife and there were several attacks on villages outside the park that resulted in the kidnapping of children. The Garamba team rescued six children during the year who had either escaped or been released by members of the LRA. A member of the LRA who was wounded and captured by Garamba scouts provided valuable information suggesting that the rebels had become weaker and that a number of them wanted to surrender. An initiative driven by OCHA, a United Nations humanitarian agency, attempted to persuade LRA members to surrender by using helicopters to distribute fliers and broadcast announcements from the air.

## Biodiversity conservation

The third annual carnivore census was completed and showed an increase in lion numbers from 65 in the previous census to 80, which is pleasing. It is assumed that little, if any, poaching of lions is taking place. The park was unable to implement its annual aerial census due to the unusually long wet season, which meant that the grass remained too long to ensure proper visibility. Counting was also hampered by the fact that the elephants spent most of their time in the adjacent hunting reserves, which is dominated by forest canopy and therefore substantially impairs visibility.

Tracking collars were fitted to eight elephants in order to monitor their movements throughout the year. Most of the collared elephants remained in the south of the park, with the exception of one male that wandered north into South Sudan. Information was received about chimpanzees living close to a nearby village and a subsequent investigation revealed 19 new chimpanzee nests. Two rangers were dispatched to Rwanda on a two-year training programme and the head of the monitoring unit was sent to Gabon for additional training.

A flora study was undertaken for the Garamba region and will be included in an updated vegetation map that is being prepared for the park. In a collaborative research effort, Garamba teamed up with ERAIFT (Ecole Régionale d'Aménagement et de Gestion



Kordofan giraffe killed by poachers in 2013 – *African Parks*

Intégrée des Forêts et Territoires Tropicaux), a regional education institution set up by the Government, UNESCO and ten African countries, to conduct biodiversity research programmes. A memorandum of understanding was signed detailing the expertise that would be provided and the mammal species, vegetation distribution and socio-economic dynamics of the park that would be studied.

## Community

The 13 Conservation Community Committees (CCS) around Garamba were revitalised during the year and an environmental education programme was launched in January that saw more than 3,000 children and adults visit Garamba. These visits were preceded by instructional classes and an overnight stay at the park headquarters at Nagero.

The new Nagero Hospital opened in February and the facilities and treatment provided was welcomed by local communities and Garamba staff members. More than 5,000 people were treated or made use of the medical services provided by the hospital. Local materials were used in the construction of four classrooms at the local school, enabling it to accommodate more than 700 pupils.

Several community development projects were set up, which included teak re-forestation at two villages, bee-keeping initiatives, the deployment of 90 brickmaking machines and school construction programmes.

*A total of*  
**3,000 children**  
**and adults visited the park**  
*as part of the*  
**environmental**  
**education programme**

## Tourism

Despite its remote location and security concerns about the region, Garamba hosted some visitors during the year, including the European Union and Spanish Ambassadors. The Garamba Lodge was also used to accommodate representatives from human rights NGOs such as Invisible Children and the Enough Project.

Garamba participated in a three-day event organised by the regional government at Kisangani, which was designed to showcase the Orientale Province as an investment and tourism offering. It was attended by more than 1,000 potential donors and investors, mostly Belgian and French.

Management facilitated the visit by a Spanish TV documentary crew as well as a crew from Blue Planet, who filmed footage for National Geographic TV.

## Funding

The major institutional donor to Garamba remained the European Union but funding was also received from the World Bank via its PREPAN project. Continued funding was granted by the Spanish Government and for the first time Garamba received funding from the US Fish and Wildlife Service. Individual donors to Garamba included David and Susan Rockefeller.

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## Objectives for 2014

- Renew the park management mandate with the Government partner, ICCN.
  - Appoint a new park manager.
  - Recruit a new law enforcement manager plus a Congolese assistant manager.
  - Build permanent patrol posts in the park and increase the park's stock of weapons and ammunition.
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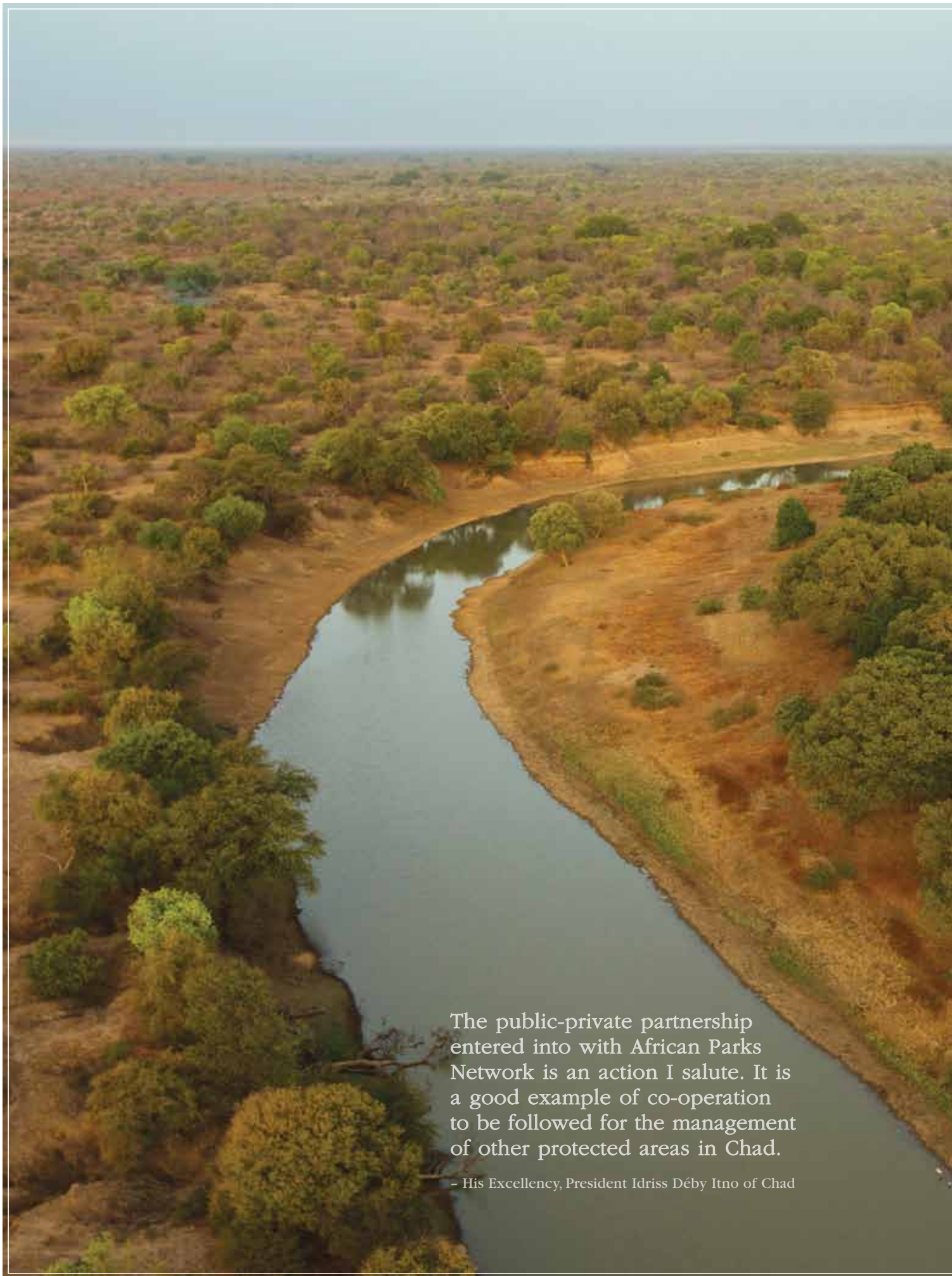
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1| Garamba researcher with Rosy-faced Lovebird – Nuria Ortega 2| More than 5,000 people were treated at the Nagero Hospital which opened in February 3| Mango season at Garamba attracted an unusual visitor to Nagero Hospital – Nuria Ortega 4| Garamba is home to a small population of Kordofan giraffe – Nuria Ortega





The public-private partnership entered into with African Parks Network is an action I salute. It is a good example of co-operation to be followed for the management of other protected areas in Chad.

- His Excellency, President Idriss Déby Itno of Chad





# Zakouma National Park

– Chad

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

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African Parks' project since  
2010

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Government partner  
The Republic of Chad

*The Salamat River meanders through Zakouma National Park - Michael Lorentz*

# Zakouma National Park

Rian Labuschagne, *Park Manager*

The year's major focus was the implementation of a new anti-poaching and security strategy which included the recruitment of 25 additional guards and the training of a new elite Rapid Response Team. A notable achievement was the fact that not one elephant was poached during the year, either inside the National Park or in the extended elephant range. The year ended on an encouraging note with the sighting of 21 elephant calves in the park, signifying that the elephant herds have finally settled down after years of heavy poaching which had caused them to cease breeding. Zakouma's conservation success were recognised by the Chadian Government which has requested African Parks to develop a National Elephant Protection Plan for Chad.

## Park management

The year proved to be a comeback year for Zakouma following the tragedy in September 2012 when six Zakouma game guards were killed by poachers at the remote Heban outpost north east of the park.

To improve communications, a VHF repeater station was installed on Heban Hill, providing an excellent vantage point over the area, which is favoured by some of Zakouma's elephants during the rainy season. The outpost at Koutoutou was repaired, construction began on a new base at Koran, the armoury was completed and an enclosure was added to the horse stables. Two new vehicles were added to the park fleet.

A water pipeline was installed and construction started on a day visitor facility at Camp Salamat, close to Tinga Lodge. Even though this facility was incomplete, it was being well used by day visitors by the end of the year. Sadly, the park's hard-working welder, Hussein Mahamat, died in a freak accident in the park in July.

## Law enforcement

Zakouma's anti-poaching system was completely upgraded during 2013. In the knowledge that the park was having to contend with well-trained Sudanese poachers, often with a strong military background, an additional 25 guards were recruited. An experienced law enforcement consultant was engaged to conduct rigorous training and assessment of the new recruits and all guards received new uniforms and equipment.

The establishment of a new, elite Rapid Response Unit, the deployment of specialised equipment and technology, and improved intelligence and reward systems, were also integral to the scaled-up anti-poaching tactics. The radio control room was revamped and handheld radios were installed in key villages around the park to encourage local communities to report any potential threats to the park.

The Cessna 182 aircraft donated by US Chairman, Ronald Ulrich, enabled the park management team to double its aerial surveillance capability. The Cessna also



*To counteract the threat of well-trained Sudanese poachers, Zakouma's anti-poaching system was completely upgraded. Twenty-five additional guards were recruited and a new Rapid Response Unit was trained and deployed with specialised equipment and technology – Michael Lorentz (left), Michael Viljoen (right)*





played a role in fostering positive relationships with communities outside the park and was used during the rainy season to transport food, salaries and medical supplies to outlying areas.

## Conservation

The birth of 21 new elephant calves was the highlight of the year, signifying that Zakouma's elephants had settled enough to breed after years of intense harassment from poachers. A major conservation achievement was the fact that not one elephant was poached inside Zakouma or in the extended elephant range outside the park.

The management team continued to rely on satellite collars fitted to individuals in the main elephant herds in order to monitor their movements, particularly during the rains. Another two collars were fitted during 2013, increasing the number of collared elephants in Zakouma to 12. Surprisingly, the main elephant herds remained inside the park during the rainy season, instead of dispersing as they typically do into a broader area of about 1,3 million hectares. It is unclear why the elephants chose not to vacate the park, but it is speculated that they felt safer within the park's more protected confines.

Zakouma protects a healthy Sahelian lion population of 120 and the park's carnivore monitoring project is researching the population dynamics of this species. Satellite collars were fitted on four lions in the second quarter to help facilitate the research programme. Six poachers were arrested following the killing of five lions on the northern periphery of the park. All five lions had been poisoned.

It is estimated that only 2,000 Kordofan giraffe, of the subspecies *antiquorum*, can still be found in central Africa. About half this population is protected within Zakouma and its periphery, and indications are that the population is increasing.

## Community

Zakouma's community programme is focused on providing educational facilities in a region that suffers from poor literacy levels and a low rate of school attendance. By providing new schools and funding

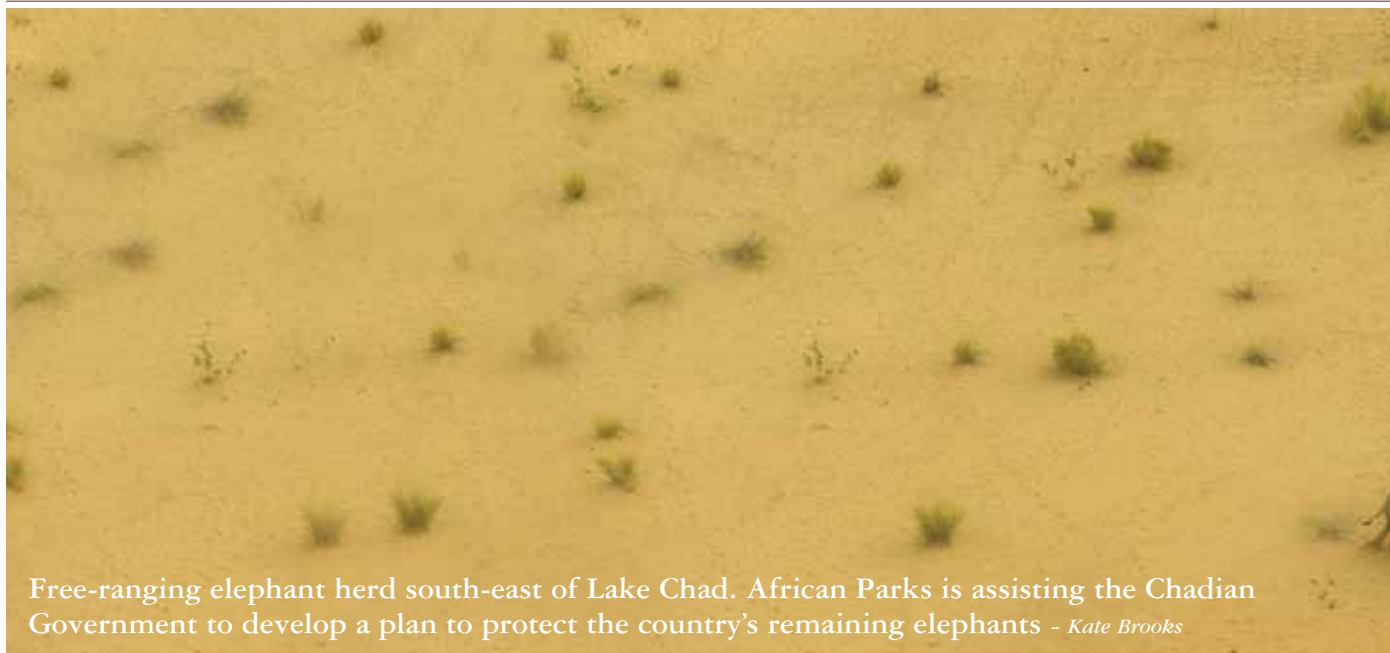
teacher salaries, Zakouma aims to improve local living standards whilst also promoting the need for natural resource conservation.

The donation of a hydro-form brickmaking machine advanced the park's school building programme, which commenced in the second quarter. A six-classroom primary school was built, as well as six classrooms at a secondary school in Goz Djarat where most Zakouma staff reside. The salaries for two additional teachers at Goz Djarat as well as two teachers in the village of Ibir were funded by African Parks.

A truck was adapted into a game viewing vehicle for 30 people and was used to conduct game drives as part of Zakouma's environmental education programme. School children, traditional leaders from surrounding areas and Government officials visited the park, and in most cases overnighted at Salamat Camp. The vehicle was also used to transport sports teams, often sponsored by the park, from the Salamat region to other parts of the country.

The Zakouma team continued to bolster security in the periphery of the park, and this security presence, especially in isolated villages, was greatly welcomed. Newly-installed village radios, used by communities to convey information about suspicious activities, functioned well and contributed to positive relationships between the park and its neighbours. Relationships with Bone Village, situated inside the park, were however strained after members of the village were discovered poaching in the park. The apparent expansion of the village within the park is cause for concern and the matter has been referred to the Ministry for Pastoral Development for guidance.

*Zakouma is assisting the*  
**Chadian Government**  
*to develop a* —————  
**National Elephant Protection Plan**



Free-ranging elephant herd south-east of Lake Chad. African Parks is assisting the Chadian Government to develop a plan to protect the country's remaining elephants - *Kate Brooks*



*Two additional elephants were fitted with collars in Zakouma, bringing the total number up to 12 - Michael Lorentz*



*One of nine free-ranging elephants collared outside Zakouma in April, 2013 - Lorna Labuschagne*

## Tourism

Tinga Lodge closed at the end of May for the wet season and re-opened in mid-November. Zakouma hosted 295 guests during the year and tourism revenue totalled US\$92,300. However, the anticipated increase in tourists after an extensive marketing effort in N'Djamena did not materialise due to the perceived security threat in the region, with travel bans issued by embassies in N'Djamena serving to keep most local expatriates away.

## National Elephant Protection Plan

African Parks is assisting the Chadian Government to develop a National Elephant Protection Plan, which is designed to combat poaching and protect the country's remaining elephant herds. As an initial step, Zakouma park management assisted with the collaring of nine out of about 600 elephants scattered around the country outside Zakouma. GPS readings from the collared elephants are currently received via satellite in a central control room located at the African Parks' office in the capital, N'Djamena. These readings provide continuous data on herd movements, helping to guide anti-poaching efforts on the ground and to inform the development of a longer-term National Elephant Protection Plan. African Parks also donated satellite telephones, VHF radios and GPSs to members of the Chadian Mobile Brigade who are responsible for protecting these herds.





*Mahamat Bechir Okormi, Minister of Environment and Fisheries, arrives in Zakouma. Amir Artine, a member of the Comité Directeur, looks on – Lorna Labuschagne*

*Young nomadic boy residing on the periphery of Zakouma – Jean Labuschagne*

## Funding

The European Union continued to fund the majority of park costs, however a number of private donors, including the Abraham Foundation, James Coleman, Edith McBean, Paul Tudor Jones, Donna and Marvin Schwartz, Honey Kurtz and Joseph Hudson, committed funding for anti-poaching efforts at Zakouma and for the greater Chad collaring programme. Ronald and Christie Ulrich donated a dedicated aircraft for the park, whilst funding was received from the Dutch Postcode Lottery and Don Quixote Foundation for the Rapid Response Unit. Energo Foundation, the Woodtiger Fund, and the US Fish and Wildlife Service, also provided funding. The International Fund for Animal Welfare donated uniforms and equipment for Zakouma's rangers and Wildlife Conservation Society helped sponsor the pilot's salary. This support is greatly appreciated.

## Objectives for 2014

- Bring in additional anti-poaching weaponry and equipment, and increase anti-poaching activities and security training.
- Expand the park's intelligence-gathering network and early warning systems.
- Establish new schools around Zakouma that will also be used as a base for environmental education.
- Establish a new tourist camp to cater for specialised adventure travellers.



*Abundant wildlife along the Baro River in Gambella National Park, Ethiopia - Andre Uys*



An aerial photograph of a savanna landscape. A large herd of animals, likely wildebeest or similar grazing animals, is scattered across a dry, yellowish-brown plain. A distinct, irregularly shaped green area, possibly a wetland or a patch of different vegetation, is visible on the left side of the image. The text 'Financial Highlights 2013' is overlaid in a large, white, serif font in the upper right quadrant. Below it, a paragraph of text in a smaller, white, sans-serif font provides a summary of the group's financial performance.

# Financial Highlights 2013

The group's financial performance was again pleasing with substantially increased funding from donors and a marked improvement in group operational income.

# 2013 Financial Performance

**Group spending**, as reported in the management accounts, increased by 2% to US\$15.5 million (2012: US\$15.1 million) with operating expenditure increasing by US\$1.1 million and capital expenditure contracting by US\$0.7 million. The additional operational spend is mainly attributable to stepped-up anti-poaching efforts in our parks.

**Income** utilised to fund group spending came from four main sources: donor funding, endowment income, tourism income and management fees earned. Donor funding remains African Parks' main source of funding and accounted for 79% of total income. New donor funds raised in 2013 amounted to US\$7.7 million, of which US\$2.1 million was utilised in the current year. The European Union (EU) remains AP's biggest funder, financing over 42% of the group's total donor income.

The African Parks Endowment Fund achieved a return of 5.7% (2012: 5.5%) during the financial year and contributed 49% (2012: 40%) of the overhead costs of African Parks Network. This contribution, in addition to management fees earned from the EU-funded parks and a portion of Dutch Postcode Lottery funding, ensured that overhead costs were covered, with all other donor funds allocated to field costs. Stichting African Parks Foundation (SAPF) underwrites the funding gap of the organisation at the end of the year and contributed a total of US\$852,000 in 2013. We are pleased to report a continued decrease in reliance on SAPF funding for our parks, down from 10% of group costs in 2012 to 6% in 2013.

**Gross park revenue** continues to grow, with 11% (2012: 8%) of group spend funded by park revenue, which is pleasing. Realistically, parks such as Garamba, Zakouma and Odzala will continue to attract very low tourism revenues in the long term, mainly due to issues around access and perceived security risks. We acknowledge that the protection of these areas will remain dependent on donor funding in the long term. Group overhead costs remained well contained, with the African Park Network head office cost accounting for 10% of group costs (2012: 11%).

## Management accounts

Presented here are the management accounts of the seven parks and head office, followed by a summary of the audited results for the 2013 financial year. The differences between the management accounts and audited results are due to consolidated journal entries and other International Financial Reporting Standards (IFRS) adjustments. The management accounts are prepared on a cash basis and do not contain any non-cash impacts such as depreciation or profit or loss on exchange rates. All seven parks aim to achieve a balanced budget by ensuring that income equals expenditure.

### The following points are noted:

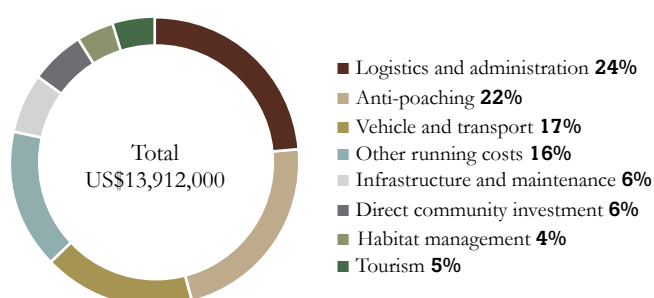
1. Special projects are disclosed separately as they are additional to the park's day-to-day operational activities. These included projects such as Shoenbill research, predator proofing of the Akagera fence in anticipation of lion reintroduction, and the training, equipping and setting up of Rapid Response units.
2. Total income per the management accounts, including special projects, was US\$15.5 million whilst the consolidated income per the audited financial statements was US\$14.4 million. The difference is due to the elimination of inter-company management fees and the application of IAS 20 'Accounting for Government Grants'. These adjustments totalled US\$1.1 million.
3. The adjustments to reconcile the total income and expenses per the management accounts to the consolidated income and expenses are: consolidation entries, depreciation, foreign exchange losses and the removal of any capital (fixed asset) item.

Donor funding remains  
African Parks'  
**main source**  
of funding and accounted for  
**79% of total income**



	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 loss US\$'000
<b>Income</b>											
Donor income	1,209	1,171	2,503	945	818	2,378	2,244	1,044	12,312	(722)	11,590
Gross park revenue	802	128	103	139	332	15	93	–	1,612	–	1,612
Management fee income	–	–	–	–	–	–	–	462	462	(358)	104
Other revenue	–	–	–	37	–	7	6	–	50	–	50
<b>Expenses</b>											
Operating expenses	(1,754)	(1,151)	(2,546)	(1,045)	(970)	(2,052)	(2,072)	(1,493)	(13,083)	(444)	(13,527)
Capital expenses	(258)	(139)	(56)	(76)	(180)	(355)	(264)	(15)	(1,343)	1,343	–
Net (deficit)/surplus	(1)	9	4	–	–	(7)	7	(2)	10	(181)	(171)
<b>Special projects</b>											
Donor income	100	84	131	90	–	179	406	76	1,066	–	1,066
Expenses	(100)	(84)	(128)	(90)	–	(179)	(413)	(76)	(1,070)	–	(1,070)
Net (deficit)/surplus-special projects	–	–	3	–	–	–	(7)	–	(4)	–	(4)
Total group income	2,111	1,383	2,737	1,211	1,150	2,579	2,749	1,582	15,502	(1,080)	14,422
Total group spending	(2,112)	(1,374)	(2,730)	(1,211)	(1,150)	(2,586)	(2,749)	(1,584)	(15,496)	899	(14,597)
Net (deficit)/surplus	(1)	9	7	–	–	(7)	–	(2)	–	–	(175)

## Categorisation of total park expenditure



- 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 “summary financial statements”) comprise a summary of the audited financial statements of the group for the year ended 31 December 2013 (the “financial statements”). The financial statements were approved by the Board on 27 March 2014. These summary financial statements were published on 27 March 2014.

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 summary 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 2013. The summary financial statements are prepared on a going concern basis.

### Significant accounting policies

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

## Abridged summarised group statement of comprehensive income

An abridged summarised group statement of comprehensive income is presented below. A consolidated operating loss for 2013 of US\$179,000 (2012: US\$120,000) 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 2013

	2013 US\$'000	% change	2012 US\$'000
<b>Income</b>	14,422		13,602
Donor income	12,651	3%	12,321
Other income	1,771	38%	1,281
<b>Operating expenses</b>	(14,597)	7%	(13,580)
Employee benefit expenses	(5,973)		(5,321)
Depreciation	(791)		(1,004)
Administrative expenses	(2,535)		(1,988)
Other operating expenses	(5,298)		(5,267)
<b>Results from operating activities</b>	(175)		22
Net finance costs	(59)		(142)
<b>Deficit before taxation</b>	(234)		(120)
Taxation-prior year overprovision	55		-
<b>Deficit for the year</b>	(179)		(120)
Other comprehensive income	(142)		(659)
<b>Total comprehensive loss for the year</b>	(321)		(779)



**Income** recognised is a function of expenses incurred. African Parks works on a balanced budget principle whereby donor funds received are first recognised as undrawn funds until utilised in the project. In line with our business approach to conservation, costs incurred are first financed through operating income, followed by donor income. The remaining funding gap is funded by SAPF, which is our funder of last resort. The African Parks Network overhead cost is primarily financed by investment income generated by our endowment fund.

**Donor income** represents donor funds received that were utilised towards the funding of park activities during the year. Donor funds not utilised are categorised as undrawn funds. The total donor income recognised for the year increased by 3%.

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

**Employee benefit expenses** is the largest cost category as our biggest investment remains in the people who manage the parks. The total number of full-time staff employed was 994 in 2013 (2012: 823). Casual staff are used within the parks for construction, roadworks, 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 2013

	2013 US\$'000	2012 US\$'000
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant and equipment	5,027	4,612
<b>Current assets</b>		
Inventories	88	81
Receivables and prepayments	2,929	867
Cash and cash equivalents	3,582	3,689
<b>Total assets</b>	<b>11,626</b>	<b>9,249</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>		
Foreign currency translation reserve	(1,068)	(926)
Retained earnings	2,083	2,206
<b>Non-controlling interest</b>	<b>(71)</b>	<b>(15)</b>
<b>Current liabilities</b>		
Provisions	124	203
Trade and other payables	732	1,341
Undrawn funds	5,523	2,809
Deferred income	4,303	3,576
Taxation payable	–	55
<b>Total equity and liabilities</b>	<b>11,626</b>	<b>9,249</b>

**Property, plant and equipment** include infrastructure improvements, motor vehicles, aircraft, plant and machinery, furniture and fittings and other fixed assets. During 2013, a total of US\$1.3 million (2012: US\$2.1 million) was invested in tangible fixed assets. This included capital expenditure on community projects.

**Receivables and prepayments** include receivables from APF America of US\$1 million (2012: US\$51,000). The group was also owed US\$1.3 million (2012: US\$305,000) from donors such as the EU, World Bank and other private donors. These are all contracted donations.

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

**Undrawn funds** represent grants received that are earmarked for future expenditure, i.e. 2014 and beyond. These are held as cash and only disbursed in the earmarked project and the earmarked period. The increase in undrawn funds is due to funds being received from donors such as the Dutch Postcode Lottery, USFW and other private donors in 2013 that can only be used in 2014 and beyond.

**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 2013

	2013 US\$'000	2012 US\$'000
Net cash inflow/(outflow) from operating activities	(2,070)	1,891
Net cash outflow from investing activities	(1,478)	(2,130)
Net cash inflow from financing activities	3,441	761
Net increase in cash and cash equivalents	(107)	522
Cash and cash equivalents at the beginning of the year	3,689	3,167
<b>Cash and cash equivalents at the end of the year</b>	<b>3,582</b>	<b>3,689</b>

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

\*The increase in net cash inflow from financing activities is due to the net increase in undrawn funds at year end.

### Abridged summarised group statement of changes in equity

for the year ended 31 December 2013

	Foreign currency translation reserve US\$'000	Retained earnings US\$'000	Total US\$'000	Non- controlling Interest US\$'000	Total US\$'000
<b>Balance as at 01 January 2012</b>	(267)	2,279	2,012	32	2,044
Loss for the year		(73)	(73)	(47)	(120)
Other comprehensive loss	(659)		(659)		(659)
<b>Balance as at 01 January 2013</b>	(926)	2,206	1,280	(15)	1,265
Loss for the year		(123)	(123)	(56)	(179)
Other comprehensive loss	(142)		(142)		(142)
	(1,068)	2,083	1,015	(71)	944

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



# 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 2013, 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 2013. We expressed an unmodified opinion on those group financial statements in our auditor's report dated 27 March 2014.

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 2013, 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*  
*Director, KPMG*  
27 March 2014

# Funders

We would like to thank all our funders for supporting our work during 2013. Our conservation progress would not be possible without the funding support we receive from Governments, multi-lateral institutions, conservation organisations, family foundations and individuals. This support enables us to make a substantial, long-term impact on wildlife conservation in Africa.

## Strategic Partners

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

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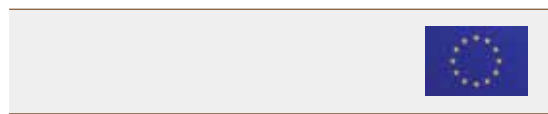
### Fentener van Vlissingen Family

The late Paul Fentener van Vlissingen provided the bulk of the initial funding that established African Parks in 2003. In 2010 his daughters Alicia and Tannetta Fentener van Vlissingen committed €25 million to the African Parks Endowment Fund in accordance with their father's final wishes. Income from this fund is earmarked for African Parks' overhead costs, allowing new donor contributions to be allocated directly to the parks. During 2013 the Fund contributed US\$781,250 towards African Parks Network costs.

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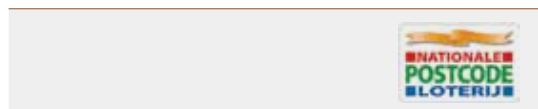
### Stichting African Parks Foundation

Stichting African Parks Foundation (SAPF), a charitable foundation established in The Netherlands with the initial funding from Paul Fentener van Vlissingen, is the proprietary funding body of African Parks. In 2013 SAPF contributed US\$852,000 towards the group's funding deficit.



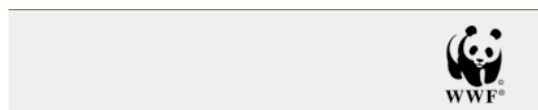
### European Union

The European Union (EU) is a strategic funding partner in Garamba, Zakouma and Odzala. The EU committed €5 million towards Garamba National Park from 2009 – 2013, an annual contribution of €1.25 million. It further committed €6.9 million towards Zakouma National Park from 2011 – 2015, an annual contribution of €1.38 million, and €5 million towards Odzala-Kokoua National Park from 2012 – 2017, which equates to an annual contribution of €1 million.



### Dutch Postcode Lottery

The Dutch Postcode Lottery was founded in 1989 to support charitable causes. Today, 2.5 million households in the Netherlands participate, vying for hundreds of thousands of prizes each month, whilst supporting charitable causes: half the price of each ticket is distributed among 90 charitable organisations. Since the Postcode Lottery's founding, it has donated almost €4 billion to organisations working on behalf of humanity and the natural environment. African Parks has been a beneficiary of the Dutch Postcode Lottery since 2010. A total of €4.5 million has been committed by the Dutch Postcode Lottery for the period 2011 – 2015. This funding is flexible in nature and gives a significant boost to African Parks' ability to manage and grow its portfolio of parks. The Dutch Postcode Lottery committed an additional €890,000 towards the African Parks anti-poaching fund in 2013, to be used over a period of five years.



### WWF–The Netherlands

The mission of WWF (the World Wide Fund for Nature) is to stop the degradation of the planet's natural environment and build a future in which humans live in harmony with nature. In 2007, WWF–The Netherlands 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 (July 2011 – June 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-Kokoua National Park. A group of five families called the “Odzala Circle” contribute the Odzala portion of this funding.





### Adessium Foundation

The Adessium Foundation is a grant-making foundation working towards the benefit of nature and society. Its mission is to contribute to a balanced society characterised by integrity, justice, and a balance between people and 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 for this purpose between 2010 and 2012. Adessium renewed its commitment to African Parks from 2013 – 2015 for an amount of €1.02 million. Adessium has also been a strategic funding partner to Liuwa Plain National Park since 2008 and contributed €140,000 in 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 its founding donors, committing US\$5 million over a five year period (2003 – 2007) through the Walton Family Foundation. The Walton Family Foundation committed to support the development of Akagera National Park with funding of US\$2.5 million over the five year period 2010 – 2014. In 2013, US\$500,000 was provided to Akagera as a contribution to the core operating and capital expenditure of the 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 €945,000 in 2013.



### US Fish and Wildlife Service

The US Fish and Wildlife Service is a Government agency whose mission is to conserve, protect and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people. Three grants were awarded to African Parks in 2013 and have been applied to anti-poaching activities in Zakouma and Garamba National Parks as well as monitoring programmes in Odzala-Kokoua National Park.



### 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. This support provided funding of US\$2.1 million to Garamba from 2011 – 2013.

### Marvin and Donna Schwartz Foundation

Marvin and Donna Schwartz are extraordinary advocates for conservation and animal-related causes. They have made a significant contribution to African Parks at Garamba and Zakouma National Parks with a contribution in 2013 in excess of US\$500,000. They have a special interest and strong commitment towards saving elephants and other large mammal species that are threatened by poaching.

# We deeply appreciate

the organisations and individuals who made significant contributions to African Parks in 2013.

## US\$500,000 and above

Adessium Foundation  
Dutch Postcode Lottery  
European Union  
Fentener van Vlissingen family  
Global Environment Facility  
Marvin and Donna Schwartz Foundation  
Rapac  
Stichting African Parks Foundation  
US Fish & Wildlife Service  
Walton Family Foundation  
WWF-The Netherlands

## US\$100,000 – US\$499,999

Don Quixote Foundation  
Edith McBean  
James J. Coleman, Jr.  
Paul Tudor Jones  
Ronald J. and Christie Ulrich  
Rwanda Development Board  
Swedish Postcode Foundation  
The Woodtiger Fund  
UNESCO

## US\$25,000 – US\$99,999

Abraham Foundation  
Africom  
Anne Hoijsen  
Anna McWane Charitable Foundation  
Boudewijn Molenaar

Edward Joseph Hudson Foundation  
Energo Foundation  
Erik Westerink  
Frederik van Beuningen  
George L. Ohrstrom, Jr. Foundation  
Honey M. Kurtz  
Jonathan Cummings and Holly Hegener  
Joseph H. Ellis  
Laetitia Smits van Oyen  
Leendert van Driel  
Piet Klaver  
René Hooft Graafland  
Robert-Jan van Ogtrop  
The Hite Foundation  
The Richardson Center for Global Engagement  
The Sue and Eugene Mercy, Jr. Foundation  
Thomas and Nancy Gallagher  
Thomas Blount

## US\$10,000 – US\$24,999

David and Susan Rockefeller  
Evergreen II Fund  
Jeffrey and Darlene Anderson  
Herman Spliethoff  
Lodewijk and Marijke de Vink  
Lost and Foundation, Inc.  
Massimo Magni  
Steltman Juwelier  
The Goergen Foundation, Inc.

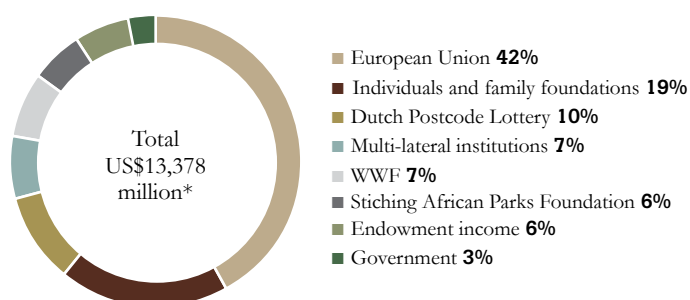
## Up to US\$9,999

ASPCA  
Diana Wege Sherogan  
Ellen T. Anderson  
Empowers Africa  
Fred W. Ulrich  
Gary Nygaard  
Harry M. Lirtzman  
Jonathan W. Gordon  
Mr. and Mrs. Teddy Bretschger, Jr.  
Mr. Marc Wolinsky and Mr. Barry C. Skovgaard  
Nancy Karpen  
Natalie E. Anderson  
Pamela J. Statz and Justin Graham  
Richard D.M. and Mrs. Roslyn N.G. Cunningham  
Sam van der Feltz/IBFD  
Tammara M. Van Ryn-Lincoln and Christopher Lincoln  
The Lee Family Foundation, Inc.  
Thomas J. Maloney

## Donations in kind

AMSCO  
Bowman Gilfillan  
Clifford Chance  
International Fund for Animal Welfare (IFAW)  
United Nations Development Programme (UNDP)  
Wildlife Conservation Society

## Sources of Donor Funding – 2013



\* Excludes the impact of consolidation adjustments of US\$722,000





1| Majete head of law enforcement Tizola Moyo, with US board chairman, Ronald Ulrich, at Majete 2| From left to right: People's Postcode Lottery country director, Annemiek Hoogenboom, incoming chairperson of Novamedia, Gerdi Verbeet, Novamedia CEO, Boudewijn Poelmann, Wim Meijer, African Parks CEO, Peter Fearnhead, Swedish Postcode Lottery CEO, Niclas Kjellström, Matseke, and African Parks chairman, Robert-Jan van Ogtrop, in Rwanda 3| US board member, Jon Cummings, at Majete 4| US board member, Donna Schwartz, and husband, Marvin Schwartz 5| US board member, Edith McBean, at Zakouma 6| US board member, Jim Coleman, and David Laughlin 7| Rob and Melani Walton at Akagera 8| Zakouma donor, Nancy Abraham, and Kathryn Fuller 9| African Parks conservation director, Dr Anthony Hall-Martin, and Majete park manager, Patricio Ndadzela, with Majete donor, Anne Hoijer, at Majete 10| Liwuwa donor, Raoul Witteveen, with US director, Nicole Mollo 11| African Parks joint operations director, Leon Lamprecht, and marketing director, Jane Edge, with US board member, Thomas Gallagher, at Majete



# Governance

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

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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 and Zakouma) 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 is audited by PWC. In 2013, 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 co-operation agreement which ensures a common purpose for all.

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



# Institutional Information

as at 31 December 2013

## African Parks Network

### Board

Robert-Jan van Ogtrop (*Chairman*)  
Cyril Ramaphosa  
Mavuso Msimang  
Valentine Chitalu  
The Honourable James Lembeli  
Rosette Rugamba  
Peter Fearnhead (*CEO*)

### Executive Management

Peter Fearnhead (*CEO*)  
Dr Anthony Hall-Martin (*Director Conservation Development – Anglophone*)  
Jean Marc Froment (*Director Conservation Development – Francophone*)  
Andrew Parker (*Joint Operations Director – Anglophone*)  
Leon Lamprecht (*Joint Operations Director – Francophone*)  
Ayesha Jackaria (*Chief Financial Controller*)  
Jane Edge (*Director, Marketing and Philanthropy*)

## African Parks Network

Lonehill Office Park, 5 Lone Close  
P.O. Box 2336, Lonehill 2062, South Africa  
Tel: +27 11 465 0050  
Fax: +27 86 662 4992  
Email: [info@african-parks.org](mailto:info@african-parks.org)  
[www.african-parks.org](http://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

Sophie Vossenaar (*Director Philanthropy, Europe*)  
P.O. Box 313,3940 AH Doorn, The Netherlands  
Tel: +31 343 565013  
Fax: +31 343 565022

## African Parks Foundation of America

### Board

Ronald J. Ulrich (*Chairman*)  
Jonathan Cummings  
Thomas Gallagher  
Anna McWane  
Edith McBean  
Donna Schwartz  
James J. Coleman, Jr.  
Peter Fearnhead (*Ex Officio*)

### Executive Management

Nicole Mollo (*Executive Director, USA*)  
P.O. Box 2262, New York, NY 10021, USA  
Tel: +1 646 863 2422  
**EIN No:** 30-0241904

## African Parks (Majete) Limited

### Board

Bob Renshaw (*Chairman*)  
Khalid Hassen  
Francis Mbilizi  
Michael Eustace  
Patricio Ndadzela (*Ex Officio*)  
Brighton Kumchedwa  
Andrew Parker

## African Parks Zambia (Liuwa) Limited

### Board

Charles Milupi MP (*Chairman*)  
Dr Anthony Hall-Martin  
Timothy Mushibwe  
Crispin Mowa Zambwe (*Induna Namunda*)  
Andrew Parker  
Amussa Mwanamwambwa  
Xenophon Vlahakis

## Akagera Management Company

### Board

Amin Gafaranga (*Chairman*)  
Isabelle Kayiranga  
Michel Masozera  
Jacqui Sebageni  
Andrew Parker  
Robert Bayigamba  
Dr Anthony Hall-Martin

## Bangweulu Wetlands Management Board

### Board

Michael Eustace (*Chairman*)  
Xenophon Vlahakis  
Phil Minnaar  
Dr Martin Malama  
Phillip Mwansa  
Mwape Sichilongo  
The Honourable Wynter Kabimba

## Odzala-Kokoua Foundation

### Board

Constantin Mbessa (*Chairman*)  
Gilles Desesquelles  
Leon Lamprecht  
Sam van der Feltz  
Bourges Djoni Djimbi  
Jean Pierre Agnangoye  
Aurélien Mehoungal  
Pascal Pacifique Ibabo  
Chris Marais

# 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. Donations can be made via our charitable entities in the USA and the Netherlands and are tax deductible. Donor funding goes directly to our parks with no allocation to administrative or overhead costs.

## Strategic funding partners

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

## Donors

Our donors are Governments, corporations, foundations, NGOs and individuals who make a financial contribution to the work of African Parks, either at a park or portfolio level, typically exceeding US\$10,000.

## Anti-poaching fund

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

## Endowment fund

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

## Legacy giving

An increasing number of donors seek to leave a legacy by bequeathing contributions to African Parks after their death, which can be structured in a tax efficient way.

## Stock donations

A donation of securities is a powerful way to support African Parks whilst receiving a significant tax break.

## How is your support made tangible?

As a supporter of African Parks, you are invited to visit any of the parks under our management to witness our conservation work in action. You will also be invited to participate in conservation programmes, such as the collaring or translocation of wildlife, research projects or educational safaris. For companies we offer brand exposure as well as corporate hosting opportunities at our parks.

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

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

**Peter Fearnhead,**  
Chief Executive Officer

[peterf@african-parks.org](mailto:peterf@african-parks.org)

**Jane Edge,**  
Director Marketing and  
Philanthropy

[janee@african-parks.org](mailto:janee@african-parks.org)

**Sophie Vossenaar,**  
Director Philanthropy, Europe

[sophie.v@african-parks.org](mailto:sophie.v@african-parks.org)

**Nicole Mollo,**  
Executive Director, USA

[nicolem@african-parks.org](mailto:nicolem@african-parks.org)