

African Parks Annual Report

2014

Our Conservation Model Unpacked



Contents

2014 in Focus	02
Chairman's Message	04
Chief Executive Officer's Report	06
The African Parks Model	10
Majete Wildlife Reserve	22
Liuwa Plain National Park	28
Bangweulu Wetlands	34
Akagera National Park	40
Odzala-Kokoua National Park	46
Garamba National Park	52
Chinko	58
Zakouma National Park	64
In Remembrance	70
Financial Highlights 2014	71
Independent Auditor's Report	77
Funders	78
Governance	82
Institutional Information	83
Get Involved with African Parks	84

African Parks is a non-profit organisation that takes on direct responsibility for the rehabilitation of national parks and protected areas in partnership with governments and local communities. We currently manage eight national parks and protected areas in seven countries – Chad, the Central African Republic (CAR), the Republic of Congo, the Democratic Republic of Congo (DRC), Rwanda, Malawi and Zambia – with a combined area of 5.9 million hectares.

2020 OBJECTIVE

20 PARKS
10 MILLION HECTARES



2014 in Focus

Driving Conservation

**More than
4,300 snares**

removed from Odzala-Kokoua
National Park

**A helicopter was
purchased**

to bolster initiatives in Garamba
after the massacre of 131 elephants
over a nine month period

More than

326 long patrols

894 short patrols

749 boat patrols

614 investigative
missions... a total of

113,357
patrol days

55 animals collared

– lion, hyena, buffalo and
elephant – as conservation and
protective measures

Zero elephants

poached in Zakouma for the
third successive year, an
estimated **40 new calves**
born over 18 months

Tourism is on Track

Tourism revenue at

Akagera increases to
US\$1 million
▲ **25%**

Tourism revenue at

Majete increases to
US\$394,000
▲ **9%**

Tourism revenue at

Zakouma increases to
US\$160,000
▲ **72%**

**Total tourism
revenue**

across all parks:

US\$1,952,000

**Total number
of visitors**

to parks:

37,600

Expansion in Progress

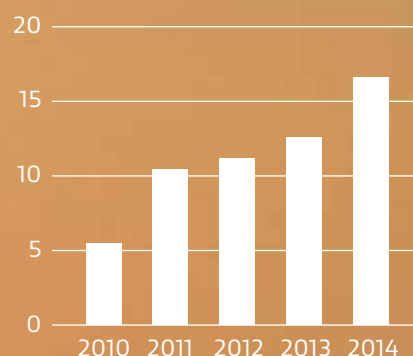
Chinko became the eighth protected area in the African Parks portfolio, increasing the land under protection from 4.1 million to

5.9 million hectares

A revision of the **Bangweulu Wetlands agreement** extended our mandate by **15 years**, advancing the conservation and tourism potential of the project

A **memorandum of understanding** was signed with Ethiopian wildlife authorities to manage **Gambella**. A proposed MoU with the Chadian Government for Ennedi advanced

Donor funding showed steady growth
(US\$ million)



Community Power

A computer laboratory transformed the lives of **700 pupils** outside Liuwa

More than 14,000 school children participated in conservation education lessons across all parks

A three-month fishing ban and crackdown on illegal practices increased the sustainability of fish resources and generated revenue of more than

US\$6 million for communities in Bangweulu

20,000 wood and fruit trees were planted in a community outside Akagera as a combined economic and **sustainability initiative**

US\$9.8 million was contributed to local communities in the form of **employment, local purchasing and community funds**

130 scholarships were awarded to senior pupils at Majete and Liuwa

Chairman's Message

For African Parks, 2014 will be remembered for reasons both commendable as well as tragic.



First, it is my sad duty to record the loss of African Parks' co-founder and dear friend, Anthony Hall-Martin, Ranger Dexter Chilunda from Liuwa Plain National Park and Bill Fitzpatrick, our pilot in Odzala-Kokoua National Park. They will be remembered with deep gratitude and respect

for their expertise and dedication to conservation in Africa and, more specifically, to African Parks. It is a huge loss to us and to their families.

Set against the backdrop of the conservation crisis that has beset the continent, the tragic impact of Ebola and the instability caused by militarism and civil unrest, our progress has nevertheless been encouraging and our management approach is yielding the results we expect. The formal inclusion of the Chinko Project into the African Parks portfolio was tangible evidence of our commitment to strategic growth, taking the total area under our protection from 4.1 million to 5.9 million hectares.

In this year's annual report we decided to unpack our "business approach to conservation" model for those who are interested to get a sense of how we go about managing a park. African Parks can rightly claim that our no-nonsense, hands-on approach is becoming widely recognised as an effective conservation system that works for many protected areas in Africa. It is also our differentiator. Our track record has led to invitations from governments to take on additional parks in countries where we already manage areas, as well as from additional countries who have heard of our results. I believe that our growing reputation has been pivotal in attracting the essential funding and support for the management of these areas.

As an organisation we do not pretend to be able to save every protected area in Africa. We are pragmatic in that, for the most part, we focus on large parks that tend to be the most resilient in the face of growing human population pressures. All prospective parks are subject to a proper due diligence process to ensure that we are jointly capable of achieving positive outcomes. Our approach is a simple one: In every assessment there are the "3 M's" that underpin any commitment: a clear Mandate from government to manage the park and to be held accountable for so doing; the necessary Money (financial backing) to cover the cash requirements and thirdly, capable Management – a competent team in place to effectively deal with the pressures and

threats to the system. Typically for every three parks considered we are able to commit to one.

As encouraging as this immediate review may appear, we dare not lose sight of the immense conservation challenges that we are facing. Eight hundred living species were added to the Red List of extinct, endangered and vulnerable animals during 2014. Elephants, a keystone species in the wild – animals without which the very existence of other micro and macro organisms would be threatened – are themselves at huge risk of becoming victims of human indifference, a mere memory of how things used to be on this beautiful continent. Rhinos are on the same path. The figures are shocking and we are clearly in a race against time. No doubt there will be obstacles and daunting challenges that lie ahead, but we are not deterred. We believe, in spite of opinions to the contrary, that Africa is on the verge of a shift from the often quoted perceptions of being a "lost" continent, to one of considerable economic promise. Some countries recognise the economic value of tourism and show leadership in the field of conservation. Some countries are lagging behind. In all the different places where we operate, we constantly need to make sure that we show leaders, as well as the local communities, the added value that sustainable use of its natural resources brings in the long run. With the increasing pressure of a growing population around many of our parks causing human-wildlife conflict, and the ever-present reality of political favours and corruption, this is not always an easy task. Yet, we see that Africa is a continent of immense intelligence and good will. This should not be underestimated or undermined. The future of Africa's wildlife is not only in the hands of its people but in its minds. The web-of-life, like a huge circle or system of feedback and interdependence, is a reality. Everything in Nature is connected. Ecological education and leadership are therefore crucial to the future of this continent and African Parks is deeply committed to this cause. The establishment of the African Parks Conservation Leadership Project is one of our initiatives in this field, designed to identify and develop future conservation leaders in home countries.

Finally, I would like to pay tribute to the entire staff within the African Parks Network, their dedication, hard work and commitment. Also, I would like to thank everyone who has supported us so far – with your continued support and involvement we will be well-placed to take on, restore, protect and manage more parks and protected areas in Africa for the benefit of both people and wildlife.

Robert-Jan van Ogtrop

Chairman, African Parks Network



Not a single known elephant has been poached inside Zakouma for more than three years – Jean Labuschagne

Chief Executive Officer's Report

2014 was a year of mixed emotions. Whilst there were many successes which made us feel incredibly proud, and which are detailed in the following pages, there were also, sadly, some particularly low moments. On the 21st of May one of our co-founders of African Parks, Dr Anthony Hall-Martin, passed away after a prolonged struggle with cancer. He was a true conservation giant whose life-long impact was felt throughout the African continent, and whose legacy will resonate for generations to come. He tirelessly championed the cause of wildlife conservation, raised millions of dollars for its benefit and was responsible for the establishment, expansion and management of dozens of protected areas across Africa. To me, personally, he was a mentor, friend and constant inspiration. He is sorely missed by all who had the privilege of knowing him.



With Anthony at Akagera in 2010

Just days after losing Anthony, we were shocked by the news that Dexter Chilunda, our experienced head of law enforcement at Liuwa Plain National Park in Zambia had been tragically shot and killed, while attempting to arrest poachers in the park, a testament to his dedication to conserving his country's natural heritage. Within days, two suspects were arrested and charged with his murder.

Then in June, Bill Fitzpatrick, our pilot in Odzala-Kokoua National Park, Republic of Congo, went missing in the park aircraft between Nigeria and Cameroon. Despite our intensive three-month air and ground search, assisted by the US State Department and WWF, neither Bill nor the plane was ever located. Losing colleagues in the course of their conservation duties is incredibly tough for us all. The one small consolation is that all African Parks staff are covered with adequate life insurance policies ensuring that bereaved families are left financially secure.

A significant highlight of the year was the formal incorporation of the Chinko Project in eastern Central African Republic (CAR) into the portfolio of parks under our management. Chinko became the eighth protected area in the portfolio and in so doing increased the total area under our responsibility from 4.1 million to 5.9 million hectares. At 17,600km² in size it is a vast wilderness area with rich biodiversity. However, we are under no illusions as to the challenges that lie ahead. The area has been plundered for centuries by the neighbouring Sudanese whether this be for slaves, minerals or ivory and this legacy continues today.

Large groups of well-organised elephant poachers are hunting down the remaining few elephants, likely to number less than 100, in their secretive forest refuges, while cattle herders are eliminating the remaining plains game whilst tending their livestock. African Parks has always had a long term perspective and this is particularly applicable to Chinko. Ensuring effective control of the area, even if just one section at a time, will realise the potential of Chinko to be one of the greatest opportunities for large scale conservation in Africa. One only has to recall that when the now famous Kruger National Park was proclaimed just over a century ago, it contained just seven elephants and 35 buffaloes which today number nearly 20,000 and 35,000 respectively.

We were similarly successful in the Bangweulu Wetlands in Zambia where we were able to break through the frustrating hiatus that had besieged the project for years, nearly necessitating our withdrawal. With the support of the Honourable Jean Kapata, Minister of Tourism and Arts, we concluded a revised agreement to manage the Bangweulu Wetlands for another 15 years. The conclusion of the agreement demonstrated a genuine, collective desire by all parties for Bangweulu to realise its conservation, tourism and economic potential for the benefit of communities living in and around it.

While extensive media coverage has continued to play a vital role in elevating global awareness about the severity of the poaching crisis in Africa, we were painfully reminded of the absolute need for our "boots-on-the-ground" approach when we had to respond to an unprecedented onslaught against the elephants in Garamba

From April to November, our park rangers were countering four different forces on a near-daily basis: (i) ivory and bushmeat poachers from both South and North Sudan, all heavily armed and militarised in their poaching tactics, including the use of hand grenades and PK machine guns; (ii) the infamous Lord's Resistance Army (LRA) who require ivory to exchange

for weapons necessary for their campaign of terror and instability; (iii) local Congolese militia groups mostly targeting bush meat but willing to shoot elephant if the opportunity arises; and (iv) unidentified helicopter poachers that were responsible for the killing of at least three family units of elephants. Collectively these groups killed 131 elephants in the nine month period. The response of our Garamba team was remarkable. Patrol efforts were more than doubled, together with unparalleled aerial reconnaissance efforts. In that period, our rangers, bolstered by DRC soldiers, had 25 armed exchanges sometimes resulting in the unfortunate loss of life. This is the horrific, yet very real, cost of the senseless market for ivory. The fact that our team did not sustain any injuries or fatalities is nothing short of a miracle. In October, African Parks purchased a B3 helicopter, made possible by a grant from the Howard G. Buffett Foundation, which has been deployed to Garamba. The machine is proving invaluable as a mechanism for rapid deployment of ground teams to areas that are otherwise inaccessible and in response to emergencies. Whilst we realise that the park will continue to be under incredible pressure going forward, we expect that the helicopter will play an essential role in our efforts to counter the poaching.

Zakouma National Park in Chad, on the other hand, continued to serve as a beacon of hope for Africa's beleaguered elephant populations. An estimated 40 new elephant calves have been recorded which is a milestone achievement with the objective now being to rebuild the population to over 1,000 individuals. The once dire situation in the park has turned into an amazing conservation success story. It has been made possible through the unwavering support from the Chadian Government, the expertise of our park management team, reliable donor funding and the involvement of the local communities.

Difficult situations were, unfortunately, not only restricted to Garamba. In April, our Odzala-Kokoua park headquarters in Mbomo were attacked by a large group of youths. They were apparently disgruntled

about the planned move of our law enforcement operation team to a new location in the east of the park. A skeleton staff was left at Mbomo, while we established a temporary base in the nearby town of Makoua, and staff returned to Mbomo once the situation had normalised.

On a very positive note, the year was also notable for a ground-breaking donation from the Chinese Government to conservation in the Congo, specifically to Odzala-Kokoua National Park. The US\$100,000 grant will be used to build a road to the new eastern sector base, enabling our eco-guard units to more efficiently protect the core of the park from poachers. There are obvious merits in engaging with the Chinese Government, given that China is one of the world's largest consumers of ivory, while Africa is their largest supplier. We hope that this initiative is the beginning of a longer-term collaboration.

We were delighted to have been invited to conduct surveys of key elephant populations in Chad, the north eastern DRC and Malawi, as part of Paul Allen's Great Elephant Census

This is the largest pan-African aerial survey undertaken on the continent since the 1970s, funded through his foundation, Vulcan Inc. The results of the census will be used to inform long-term conservation plans for the species.

We were pleased with the external review of our community strategy which was undertaken by a consultant, Brian Jones. Brian's report again emphasised the need for communities to develop a real sense of ownership of a protected area and for any benefits to have a direct linkage to conservation progress. In order to discuss the review and refine the strategy, community and park managers attended an excellent strategy session, hosted in Majete in



The 2014 African Parks management conference

September. We expect that this initiative will only strengthen this crucial element of the African Parks model of park management.

On the ground, several positive community projects were rolled out, but three specific ones are worthy of mention. The Malaria Research Centre in Majete, Malawi, was completed and educators were recruited and trained to implement this regional malaria prevention programme. The initiative is a five year collaboration between Majete Wildlife Reserve, the Malawi College of Medicine, Wageningen University and the Hunger Project. At Zakouma, in Chad, an incredible educational infrastructure project was completed, comprising of the construction of 12 teachers' houses, two schools and ablution blocks, all situated in the elephant dispersal area. In Liuwa, Zambia, a second computer laboratory was established at a secondary school near Mongu, providing both educators and students access to the electronic world and all that it has to offer.

We are equally pleased to announce the start of one of our own initiatives, the African Parks Conservation Leadership programme, which has been designed to develop future conservation leaders for the continent. Three candidates have embarked on the 18-month programme that will provide them with all-round exposure to the hard and soft skills required in park management.

On the tourism front, satisfying progress has been made, particularly by those parks with an established income-generating base. At Akagera, Rwanda, operational income broke through the US\$1 million mark for the first time, placing Akagera in the lead with respect to achieving long term financial sustainability. Majete fell just short of the US\$400,000 income mark, an impressive performance in difficult trading conditions. Despite being contractually entitled to an income generated from trophy fees, Bangweulu has never received its share. But, as a result of the improved relationship with ZAWA, the project received its first income of US\$52,000 last year, paving the way to building an income base for both the project and its local community partners. Lastly, initiatives to develop a lodge in Liuwa, Zambia, and a luxury camp in Zakouma, Chad, gained significant traction. I hope to be able to report back on their successful progress this time next year.

On a park development front, there are a number of initiatives under way. In Malawi, taking on the management of Liwonde National Park and Nkhotakota Wildlife Reserve has been far slower than expected as a result of a very formal process being administered by the Public Private Partnership Commission of Malawi. However, the result of such a thorough process will hopefully yield a credible result. In Ethiopia, our plans for the long term management of Gambella National Park have been advanced with a greatly-improved relationship with the Ethiopian Wildlife Conservation Agency. Significant discussions are also ongoing to secure the management of new protected areas in Kenya, Nigeria and Chad.

As an organisation, we remain extremely focused on delivering results on the ground and we do not proactively seek media attention. However, it is clear that the growing profile and reputation of the organisation is attracting an increasing amount of attention. During 2014 we received positive coverage in a number of influential, international media including *CNN*, *National Geographic* and *The Financial Times*. We also participated in selective high profile congresses such as the Tanzanian Wildlife Crime Summit in Arusha and the World Parks Congress in Sydney.

**Meeting our challenges and
advancing our conservation goals
would not be possible without the
loyalty and encouragement of our
funding partners**

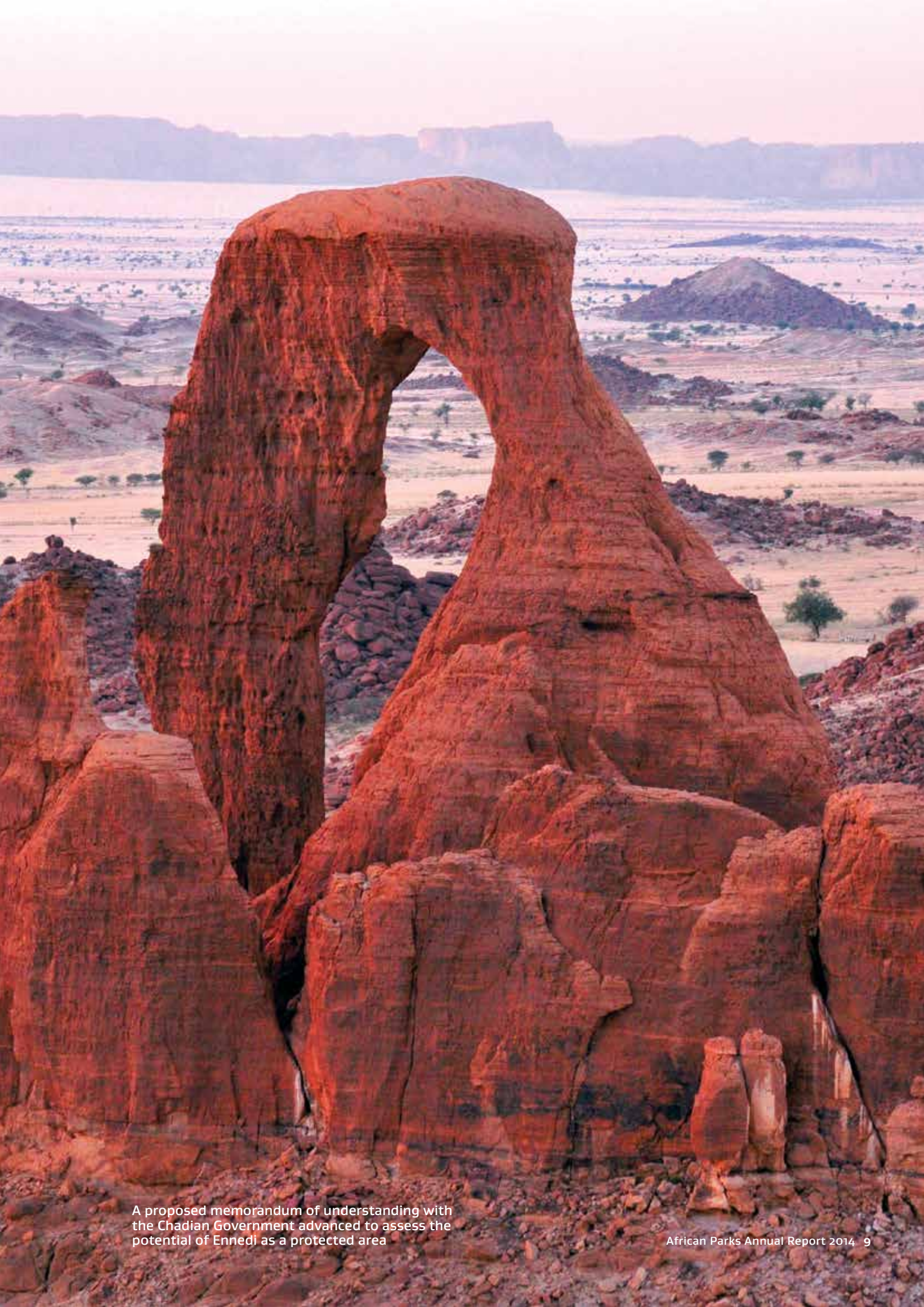
In that regard, I would like to particularly thank the European Union, the Dutch Postcode Lottery, WWF – The Netherlands, Adessium Foundation, the Walton Family Foundation and The Wildcat Foundation.

It was my pleasure to attend the New York Benefit in September, hosted by the Chairman and Board of our US Foundation. Attended by our partners and other conservation stakeholders, one of the main reasons for the event was to recognise the commitment of specific individuals who have supported our efforts, namely, Richard Ruggiero for his contribution to our efforts through the US Fish & Wildlife Service, and Naftali Honig from PALF for his achievements in fighting corruption in wildlife in the Congo. In addition, Jes Gruner, Akagera's park manager, accepted an award on behalf of our park teams who strive tirelessly to protect our wildlife on a daily basis.

I would like to thank my Chairman, Robert-Jan van Ogtrop, who is always willing to accompany us to even the remotest parts of Africa, and the board members of the African Parks Network, African Parks Foundation of America and Stichting African Parks Foundation (The Netherlands), as well as the Boards of each park, for their hard work and dedication to our efforts. It is important to also acknowledge that the management of our parks is only possible with the support of the Governments of Malawi, Zambia, Rwanda, DRC, CAR, Congo and Rwanda. When this is genuine, the results at a park level are impressive. Finally, I would like to thank our more than 1,000 staff members who work in extremely difficult circumstances and without whom none of our achievements would be possible.

To conclude, the greatest tribute we can pay to Anthony Hall-Martin is to remember the counsel of our friend and the example he has set, and to continue our work with fortitude and confidence in our ability to succeed. His final advice to me was "Peter, this is not a time to be cautious, go out and get on with it." And this we will.

Peter Fearnhead
CEO, African Parks Network



A proposed memorandum of understanding with the Chadian Government advanced to assess the potential of Ennedi as a protected area

The African Parks Conservation Model

“Flying low over Zakouma following the rivers and pans, you will see hundreds of giraffe, thousands of buffalo, a big herd or two of elephants, many lions, roans, ostriches, tiang and a myriad more species. Dark clouds of millions of quela swirl over the plains and flocks of crowned cranes fill the skies – there is abundance here. But keep flying, in any direction, pick any bearing and keep flying. In less than 20 minutes you will leave the park. From here you will not find any more wildlife. It is finished in every direction for hundreds of miles. You will have to fly for hours all the way south to the forests of central Africa before you pick up again on any concentration of wildlife, all the way east past the mighty Nile, and in the west all the way to the Niger. Only 30 years ago though, this enormous range of central African savannah supported hundreds of thousands of elephants, buffaloes, antelopes and carnivores. Now it is empty, with only the tiny island of Zakouma left.”

– **Darren Potgieter**, Field Operations Manager, Zakouma National Park, Chad

THE IMPORTANCE OF PARKS

The quote about Zakouma National Park illustrates two essential points: that Africa is in the process of losing the few remaining representative examples of its once abundant and unique wildlife heritage; but that when effective management solutions are put in place, as with Zakouma, it is possible to ensure their survival.

In many parts of the world, protected areas are the only places of hope for the world's plant and animal species. For this reason, they are the obvious building blocks for a conservation strategy underpinned by the legal ability to ensure their protection. In addition, protected areas are often the epicentre for sustaining the very ecosystem services necessary for human survival. These include watershed protection and hydrology, the

conservation of biological diversity and its applications in medicine and agriculture, and their critical role in mitigating and adapting to climate change.

In Africa, well-managed protected areas are not only important for preserving biological diversity, but are also significant economic assets. Home to some of the world's most spectacular remaining wildlife collections, these areas also provide unrivalled opportunities for economic development and poverty alleviation. Parks provide a range of resources which are often the primary mechanism for sustaining communities that live on their periphery. They are often the only source of formal employment either in the management of the park, or in tourism and associated private enterprises.



THE CHALLENGE

Despite their value, many parks in Africa are poorly managed and in the process of irreversible ecological decline. Although there are over 1,200 formally-registered protected areas in Africa, many exist only on paper. Tragically, it is unlikely that more than 60 parks larger than 100,000 hectares will remain intact in 20 years' time. Historically, colonial governments set aside large tracts of land for national parks, sometimes through the forced removal of local communities. Park management agencies were typically well-funded by the state and staffed with personnel from military and scientific disciplines with an emphasis on control and scientific research. Management principles and disciplines that drive successful businesses worldwide were largely absent in protected area management.

The achievement of political independence saw state resources being redeployed to social development needs. This led to under-funded state conservation agencies, the migration of management expertise to the private sector, and the erosion of institutional mechanisms that safeguard good governance. As a

result, with only a few exceptions, state conservation agencies are not equipped with the combination of scientific, social and business management skills that are vital for the effective and efficient management of protected areas.

To add to the challenges, communities surrounding national parks are often poorly educated with few livelihood opportunities. Alienated from the land, unable to influence park management decision-making, and with little or no legitimate benefit from the park's existence, local communities face a set of economic incentives that drive the destruction of the park over time. Species that are in direct competition or conflict with them are destroyed, those with value are harvested to the point of local extinction, rivers are over-fished, trees are chopped down to meet energy needs, and natural habitat is cleared for subsistence farming. Once national parks have been destroyed, the ecosystem services they provide are lost forever as are the opportunities for the sustainable economic development of local communities.



Odzala is located in the world's second largest rain forest – Pete Oxford

Unique Aspects of African Parks

- It is the only conservation organisation that has contractual mandates to manage national parks including law enforcement.
- Our commitment to a park is long-term, typically 20 years or more.
- Management of parks is done in accordance with sound business principles.
- The objective is to ensure each park becomes ecologically, socially and financially sustainable.
- We view national parks as a choice of land use – to survive, they need to be relevant to local people.
- We do not provide advice, support or technical assistance. We take on direct responsibility for managing parks and are held accountable by our partners for delivering results.
- Money we receive from partners is spent by us, thereby ensuring total accountability.
- 100% of all funding from private individuals and foundations goes directly to the parks.

African Parks at a Glance

Mandates signed for eight protected areas currently covering **5.9 million hectares in seven different countries**

A memorandum of understanding committing African Parks to the development **of Ennedi in Chad advanced**

Nine additional parks are under consideration

African Parks has over **1,000 employees** on the payroll, of which over 500 are rangers

The Head Office staff, i.e. people outside of parks, consists of only **15 people**

The annual budget is **US\$20 million**

The work of African Parks is only possible because of key relationships with the European Commission, the Dutch Postcode Lottery, WWF – The Netherlands, UNDP, the World Bank, the US Fish & Wildlife Service, and a number of **private individuals and foundations**





Zebra, one of the species reintroduced in Majete
– Morgan Trimble

THE AFRICAN PARKS MODEL: MANDATES TO MANAGE

African Parks is an innovative, African solution to these conservation challenges. It enters into long-term agreements with governments to manage and finance one or more of their national parks. It was established in the year 2000 by a group of experienced conservationists, skilled managers and international businessmen. All were directly involved in protected areas, were concerned with their general decline across Africa, and sought to address the fundamental question of how to ensure their long-term survival.

By combining world class conservation practice with business management expertise, African Parks is the only non-governmental organisation in Africa, and possibly the world, that takes on direct responsibility for the long-term management of some of these critical ecosystems. By management, we mean taking direct day-to-day responsibility for the area, all activities in it and managing all threats to it. This typically involves the following activities:

- Restocking the park with founder populations of indigenous species.
- Building necessary park infrastructure, including telecommunications, administrative facilities, roads, bomas, workshops and housing and the ongoing maintenance of this infrastructure and equipment.
- Implementing an effective law enforcement programme through the equipping, training and management of park rangers seconded to the project by our government partner.
- Managing relationships with neighbouring people and implementing community projects to ensure that they benefit from its existence.
- Developing tourism and associated business enterprises to develop an income stream for the park and as a mechanism for socio-economic development and poverty alleviation.

MAJETE WILDLIFE RESERVE, MALAWI

Over the course of 11 years, Majete Wildlife Reserve in Malawi has been restocked with more than 2,500 animals including the Big Five: lion, leopard, rhino, elephant and buffalo. Antelope species have also been reintroduced as well as hippo, hyena, zebra and warthog. Today, Majete conserves and protects an estimated 5,000 animals and is widely regarded as the country's premier wildlife sanctuary. The restoration of the reserve has also included the erection of a perimeter fence, the construction of roads, waterholes, scout camps, tourism and hospitality offerings, and a complete overhaul of law enforcement and scientific monitoring functions. At the same time employment opportunities have been created for local communities in park operations, in tourism and through the establishment of community enterprise initiatives. Social infrastructure development has included the building of educational and medical facilities, and most recently a malaria research and prevention centre.



A total of 350 sable were reintroduced to Majete, today there are more than 650 – **Morgan Trimble**

Importantly, the host government still owns the park and the wildlife and remains responsible for its statutory responsibilities such as determining wildlife legislation and policy. African Parks is the managing agent and is accountable to government for this function. Each project is established by African Parks as a special purpose entity with its own Board of directors with representation by partner institutions and key stakeholder groups, including African Parks. As the management, financing and technical partner African Parks is responsible for all park operations. Effective management by African Parks, and clear accountability to government, is assured through a minimum of three of the four following criteria:

- African Parks appoints the majority of Board members for which local eminent individuals are selected to ensure local knowledge, credibility and integrity.
- African Parks appoints the Park Management Unit based on skills and experience.
- A contractual commitment by the local Board and the Park Management Unit to the African Parks standard operating policies and procedures, which apply to all parks in the portfolio.
- Control by African Parks of donor funds to the project as per donor agreements.

In the implementation of these mandates, African Parks places particular emphasis on the following:

1 A BUSINESS APPROACH TO PARK MANAGEMENT

In effect this means:

- Treatment of each park as a business unit with its own Board, bank accounts, set of accounts, and auditors.
- Compilation of a comprehensive business plan for the park, determining capital investments, operating costs and levels of income for each year of management.
- Appointment of people based on skill and experience rather than nationality.
- A culture of performance with remuneration partially based on performance against targets.
- Retention of income at the project level, without leakage, thereby reducing donor dependency in time.
- Strict governance and accountability for funds received and used.
- A deliberate focus, from the outset, on income generation through entrance fees, concession fees and payments for ecosystem services which are also important from a socio-economic perspective.
- Cost containment and an entrenched understanding of the concepts of “return on investment” (even if not financial) and “opportunity cost of money” (a Euro or Dollar can only be spent once).
- Empowerment of management to take decisions, and accountability for decisions taken.



Partners and stakeholders at Odzala-Kokoua – **Paul Godard**

2 BOOTS ON THE GROUND

Wildlife and natural resources have value. If not protected, these resources are exploited to extinction. African Parks is the only conservation organisation that is responsible for all anti-poaching efforts in the parks it manages. This is achieved through the direct secondment of law enforcement personnel to the project with African Parks being responsible for their proper training, equipping, deployment, discipline and remuneration. Individuals who perform well are rewarded, and those that don't either have their employment contract terminated or are returned to the local government for redeployment elsewhere in the country. We make use of supporting technology where relevant, but this is not a substitute for the thousands of foot, horseback, boat, vehicle and aerial patrols, and dedicated investigative missions that are carried out by our law enforcement units across all parks. In addition, our parks set up networks with the support of surrounding communities to provide information on poachers and other illegal activities. Where severe poaching threats exist, African Parks establishes specialised Rapid Response Units. The establishment of safe and secure parks and surrounding areas is as important for adjacent communities as it is for wildlife.

ZAKOUMA'S ELEPHANT CALVES

The end of the slaughter of Zakouma's elephants, the settling of the herds and the birth of an estimated 40 calves in 18 months has been attributed to the effectiveness of the park's comprehensive anti-poaching strategy. Infrastructure and operational tactics have also played a role in contributing to Zakouma's exemplary conservation status; not a single known elephant has been poached inside the park in more than three years.



Horse patrols at Zakouma are highly effective during the wet season – Andrew Brukman

3 BUILDING A CONSTITUENCY FOR CONSERVATION

Central to African Parks' philosophy is that parks are a choice of land-use, and that therefore in order for them to survive, local people need to value them, and to value them they need to benefit from them. One of the highest priorities for local people is job creation. Properly staffed, a park will typically employ between 80 and 250 local staff in permanent positions and many others benefit from temporary employment opportunities. The establishment of tourism lodges and other associated private enterprises adds a further economic layer to the project, employing more people, increasing their buying power and demand for products and services, all in a sustainable manner. For every tourism bed, an additional two to three direct job opportunities are created.

Neighbouring communities are always directly involved in the management of the park, normally through representation on the Board, thereby ensuring that all decisions take their interests into consideration. In at least one instance the land belongs to the community and African Parks received its mandate directly from them. Every park has established communication mechanisms and structures to solicit opinion on park management from surrounding communities and to disseminate information arising from management activities. Where communities have utilisation rights, these are protected to ensure they are not plundered by others, thereby depriving them of their protein source and livelihoods.

Environmental education programmes and park visitation experiences ensure a greater understanding of the need for conserving nature. To broaden the impact and number of people benefiting from the park, African Parks actively encourages the participation of other specialised NGOs to apply their skills and resources in the project areas. These include the construction and equipping of schools, clinics and mobile health units, health and sanitation services and small business development. The collective impact of these interventions can be considerable.

THE TASTE OF FISH AND HONEY

As a result of an increase in the commercialisation of traditional fisheries inside Liuwa Plain National Park, the ownership of 302 fishing pools was plotted and mapped by GIS for 53 families. Regulations, permits and a ban on the use of illegal practices were also introduced to ensure the sustainability of the protein resource and income for residents, and in order to prevent illegal fishing by outsiders.

The sweet taste of employment and income are the benefits for more the 50 beekeepers in the Chiundaponde Beekeeping Programme outside Bangweulu. A new, similar programme is providing income for 12 beekeepers who have set up hives in Akagera's buffer zone.

302

**FISHING POOLS PROTECTED AS
A PRIMARY PROTEIN SOURCE
FOR 53 FAMILIES IN LIUWA**

Photographer: Frans Schepers



Members of the freelance guiding team at Akagera – Sarah Hall

4 A FOCUS ON FINANCIAL SUSTAINABILITY

The value associated with protected areas can be monetised in a number of ways, including through tourism receipts, filming fees, resource harvesting, fisheries, live game sales, and the sale of ecosystem services such as carbon sequestration. The African Parks model requires that such monetary flows are captured directly by the park rather than be paid into the national fiscus. Given the long-term nature of African Parks' mandates, this creates the base for financial sustainability of the protected area, reducing the dependence on donor support over time. Some parks have the inherent potential to become financially self-sustaining, even if only in the long term, while others, typically those situated in conflict regions, will require significant ongoing donor support. Almost all parks have the potential to generate more income than they are generating at present. Furthermore, the development of such conservation compatible activities plays an essential role in job creation and poverty alleviation through real economic development. Typically, African Parks does not perform the tourism function itself, preferring to leave this to specialised organisations that have the skills, capital and marketing channels to make a success of it. African Parks' role is to re-establish the product, create the right investment climate, and conclude agreements with reputable operators. The agreements are structured in a manner that protects the integrity of the park and its ecology, while also ensuring the socio-economic impact on the people in the region is maximised. By focussing on such activities from the outset it is possible to create what we refer to as a "conservation-led economy" with the park at the core.

TOURISM REVENUE RULES

Local and international guests and visitors are attracted to the unique wildlife and safari experiences on offer in the parks we manage. Hospitality offerings range from basic, community-run campsites to mid-range lodges run by African Parks, to high-end safari lodges operated by the organisation or luxury safari specialists. Game viewing is provided by guides in vehicles, on guided bush walks and from the vantage of boats. Parks in close proximity to major cities such as Majete Wildlife Reserve in Malawi and Akagera National Park in Rwanda also have the advantage of attracting large numbers of day visitors who are well catered for at visitor centres on site. At Akagera, the high seasonal demand for guides over a four-month period has led to an innovative freelance system that provides employment for 15 young members from local communities. The freelance guides work alongside the professional, full-time park guides creating a two-tier system and a choice for visitors to the park.



The new family suite at Thawale Lodge in Majete – Morgan Trimble

5 A LONG-TERM COMMITMENT

The contracts with government partners are long-term, normally 20 years with the right to renew, but nevertheless finite. At the end of the contract period it is government's prerogative to decide what to do with the park and the local institution responsible for its management. It is likely that by this point in time there is a strong appreciation for the effectiveness of the model as a mechanism for implementing the national conservation mandate. Given the existence of a strong, locally-appointed Board, the meaningful participation by all key stakeholders in the management of the park, the financial viability of the project, and the oversight by a reputable international conservation organisation it seems likely that government will want to continue a successful formula. The fact that governments with whom African Parks has existing relationships want to magnify the impact and commit to further management contracts is a strong signal of their belief in the model, as is the number of requests from additional countries.

RESULTS OF THE APPROACH

Using this approach, African Parks has taken parks that were on the brink of collapse, and with the support of financing partners and host governments, restored them to their former glory. Entire ecosystems have

been prevented from collapsing when other agencies have long since given up, often in extremely dangerous circumstances including civil war. Governments that have committed huge tracts of land to conservation can be proud that their national heritage is being restored and conserved.

African Parks currently has management mandates for eight important ecosystems, covering 5.9 million hectares, in seven different countries. Furthermore a memorandum of understanding was signed for the establishment and management of a protected area in Ethiopia, and a second advanced for Chad. Every year African Parks carefully evaluates a number of other projects and typically is able to commit to one or two per year.

African Parks now intends to become the leading player in protected area management on the African continent by being the benchmark of management excellence and park sustainability. As an objective, by 2020 African Parks will have responsibility for a portfolio of 20 parks covering an area of 10 million hectares. Because of the geographic spread and representation of different ecosystems, this will be one of the most ecologically diverse portfolios of parks in the world.



A memorandum of understanding was concluded to manage Gambella in Ethiopia – Andre Uys

THE AFRICAN PARKS STRUCTURE

African Parks is made up of a number of interdependent entities. African Parks Network (APN) is the ultimate holding and strategic decision-making entity for African Parks. APN is registered as a not-for-profit company under Section 21 of the Companies Act of South Africa and has Public Benefit Organisation status. The Board of African Parks consists of highly respected individuals selected predominantly from across Africa. The overall philosophy of the organisation is one of centralised control over issues such as strategy, reputation, integrity, funding, standard operating procedures and selection of senior personnel, with strongly decentralised execution. Each park is established as a separate legal entity, registered in the host country and governed by a board of eminent local individuals representing the key stakeholders in a project. African Parks is managed at an executive level by a small team of highly experienced individuals based in the head office in Johannesburg.

In addition, APN has two sister organisations established in key donor markets, namely The Netherlands and USA. These entities are integral components to the organisation and their primary role is to facilitate the establishment of partnerships in their respective host countries with individuals, institutions and companies that are willing to become involved with, and support the work of, African Parks. They also provide the legal and governance mechanism through which funds can be channelled by financial partners.

THE AFRICAN PARKS FUNDING MODEL

To implement these mandates, African Parks relies on financial support from the European Commission, the Dutch Postcode Lottery, WWF – The Netherlands, UNDP, the World Bank, the US Fish & Wildlife Service, and a number of private individuals and foundations.

At the institutional level, African Parks is fortunate to be largely financially independent in that endowment income from the estate of Paul van Vlissingen, one of the co-founders of African Parks, together with other funding sources is sufficient to cover overhead costs. This puts African Parks in a relatively unique position insofar that it can commit to financial partners that 100% of their funding will go directly to actual park management costs. As a result, almost the entire focus of African Parks is currently on sourcing money for actual park operations, not for overhead costs.

At the park level, annual cash requirements are typically between US\$1 million and US\$3 million per annum, depending on size, complexity and the stage in the park's development cycle. To different extents, the annual costs are offset by operational income, which is one of the most important sources of funding for the park and goes to the core of African Parks' philosophy. Income is important for financial sustainability, but it is also a proxy for economic activity, itself directly correlated to economic development. Every additional dollar earned is one dollar that does not need to be donated, or that could be channelled to the advancement of the African Parks vision.

Overall financial risk is managed by only committing to projects when funding sources are in place at the outset, especially for the large, difficult projects. Furthermore, if APN is unable to secure the necessary funding for a particular project, it is always legally entitled to terminate the management agreement rather than spread the available funding too thinly, compromising all projects. The objective is to ensure the portfolio is properly funded through a range of different mechanisms, with a cushion to cater for unforeseen circumstances. In this regard, multi-year financial commitments by donor partners are essential for sustaining and growing the portfolio of parks.



Eight Protected Areas, Seven Countries

Our portfolio of parks conserve and protect unique biodiversity, act as carbon sinks, safeguard vital natural resources and provide real economic opportunities for local communities.

Majete Wildlife Reserve | 22

Malawi

Liuwa Plain National Park | 28

Zambia

Bangweulu Wetlands | 34

Zambia

Akagera National Park | 40

Rwanda

Odzala-Kokoua National Park | 46

Republic of Congo

Garamba National Park | 52

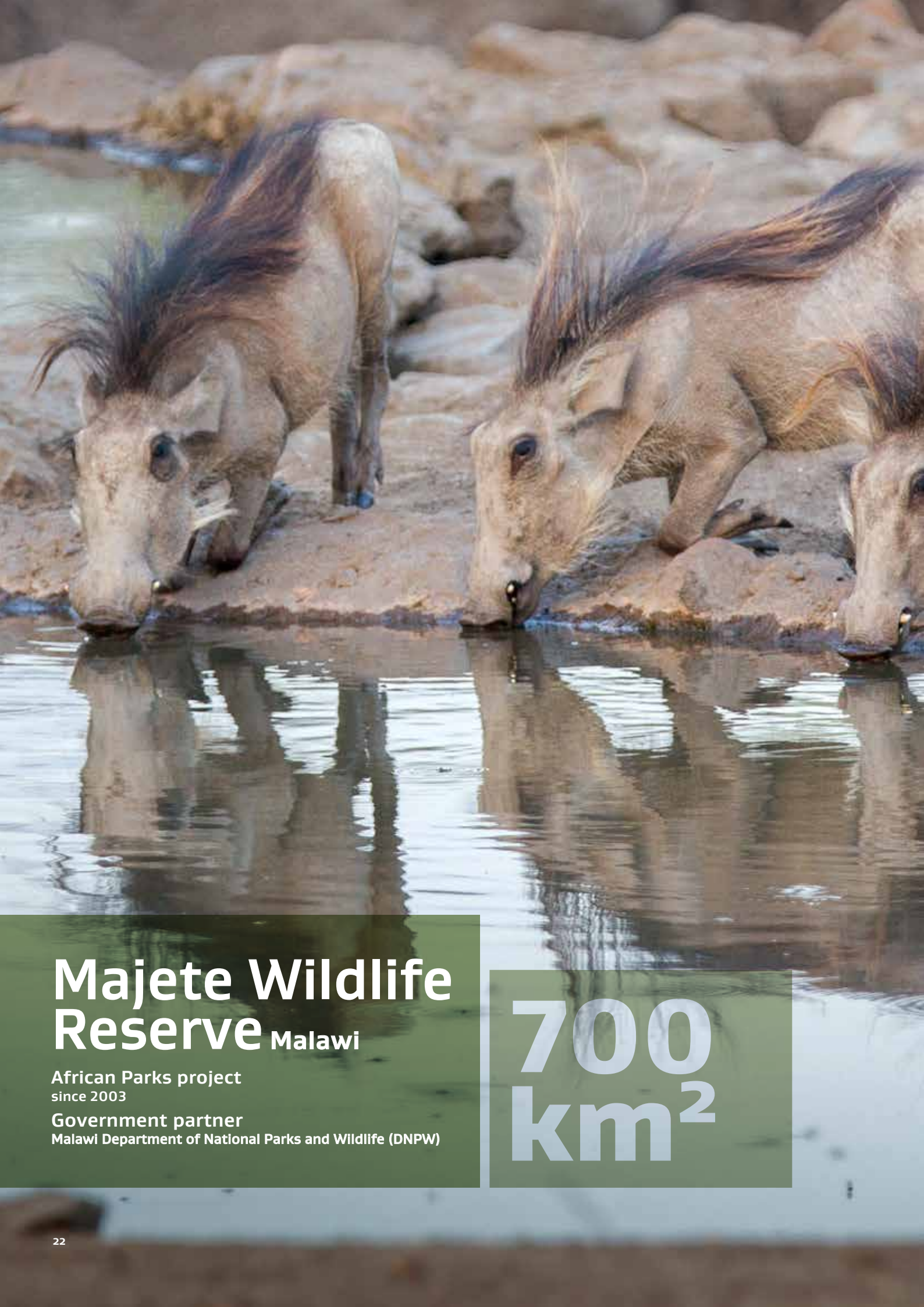
Democratic Republic of Congo (DRC)

Chinko | 58

Central African Republic (CAR)

Zakouma National Park | 64

Chad



Majete Wildlife Reserve Malawi

African Parks project
since 2003

Government partner
Malawi Department of National Parks and Wildlife (DNPW)

700
km²



Warthog at Majete are water dependent and drink every day – Morgan Trimble

Majete Wildlife Reserve

Malawi

Compiled by **Patricio Ndadzela**, Park Manager

Majete continued to showcase the achievements of a successful public-private partnership, in this case between the Malawian Government and African Parks. Increased revenue through tourism, operational cost containment and community health and economic development initiatives were the main highlights of the year. The opening of a malaria research facility and the launch of preventative programmes were major benefits for communities surrounding the park.

PARK MANAGEMENT

A five-year collaborative agreement with the University of Malawi College of Medicine, Wageningen University in The Netherlands and the Hunger Project to develop a community-based malaria control programme entered its first year. The malaria research centre that forms the core of the programme was completed, comprising a laboratory, five tents to function as staff accommodation and a communal kitchen and lounge area. Data were collected from communities surrounding the park and staff were recruited and trained to teach and promote malaria prevention and control measures.

A generator was installed at the headquarters to supply backup power during power cuts. Annual grading and maintenance were implemented on the main access road to the park as well as internal roads used by tourists. A new management road was completed to provide better access to the Majete hill area for law enforcement and fire management units.

More than 400 poles were replaced on the perimeter fence and chemical weeding was implemented to prevent grass growing into the electrified stands of the fence.

A jetty was constructed in Kapichira Dam to enable operational and tourist boats to dock irrespective of the water levels. A new vehicle was purchased to replace the ageing vehicle used by the technical team.

Two candidates in the inaugural African Parks Leadership Development Programme spent six weeks in Majete gaining experience in various areas. These included law enforcement, operations, community programmes and administration.

In addition, Majete Park Manager, Patricio Ndadzela, represented African Parks at two important conservation and wildlife crime conferences. The first was the ICCF (International Conservation Caucus Foundation) Summit on ending poaching and the illegal wildlife trade in Arusha, Tanzania. The event afforded an opportunity to highlight the African Parks model and our role as a conservation player, as well as our potential to cooperate in regional efforts. The second conference was the IUCN World Parks Congress in Sydney, Australia. The focus at this conference was on threats to the survival of parks and people plus solutions and commitments to establish new protected areas.





1



2



3

1| Radio collars were replaced on the two male lions 2| Black rhino have good hearing but poor eyesight – Morgan Trimble
3| The tracking of species to better protect them is an important element of anti-poaching efforts – Craig Hay

LAW ENFORCEMENT

The law enforcement team was equipped with new uniforms, tents, GPS units and radios to support effective field operations. Patrol efforts included 117 long patrols and 2,384 short patrols. Increasing patrols resulted in the arrest of 27 poachers, versus 16 in 2013. A range of weapons and poaching equipment was confiscated; nine muzzle loading guns, 18 snares and nine gin traps. Scouts were rotated between the four bases to optimise team compositions.

New computer software was installed at Majete's headquarters for planning and capturing law enforcement field data in order to assist with the analysis and reporting of law enforcement activities.

BIODIVERSITY CONSERVATION

The black rhino daily monitoring programme was strengthened by the addition of a second tracking team. The number of rhino patrols was increased to 654, compared to 381 in 2013. Two rhinos were ear-notched for identification and monitoring purposes, one of which was also fitted with a horn transmitter for radio tracking. A female calf was born to the rhino known as Cassia, and her sub-adult calf separated from her, as anticipated. To date Majete has not lost a single rhino or elephant to poaching.

**Rhino monitoring patrols
increased by 42%**



Locally-procured arts and crafts were sold to tourists at the Heritage Centre – Morgan Trimble

The lion pride continued to thrive and the radio collars on the two males and the adult female were replaced to extend their monitoring capabilities. The leopards were seen regularly on camera traps and also by tourists during game drives. The lion population ended the year on five and the number of recorded leopards was nine, six adults and three juveniles.

The absence of rain resulted in a severe drought and wildlife mortalities, particularly among grazing animals. Hardest hit were warthog and waterbuck.

Camera traps confirmed the presence of caracals

The Majete Research Programme being conducted by two postgraduate students from Stellenbosch University in South Africa began its Hyena Programme. The focus was on the ecology, diet and distribution of the species. Camera trap surveys, also conducted by the researchers, continued to reveal interesting sightings including rare serval, aardvark and the first confirmed record of caracal at Majete. In addition, plans progressed with the University to develop an Elephant Impact Programme in the reserve. The research programme hosted eight groups of Earthwatch volunteers whose contribution costs were used to support Majete's research initiatives.

Invasive plants, including *Lantana camara* and water hyacinth, were removed from the Shire and Mkulumadzi rivers, providing casual employment for members of local communities. The presence of invasive plants warrants ongoing controls and efforts to remove them.



Environmental education lessons reached children of all ages – Morgan Trimble

Funds remaining from the two elephants surveys, completed in Garamba and Zakouma, were used to broaden African Parks' conservation efforts in Malawi by supporting elephant and large species counts in Liwonde and Kasungu national parks. The largest pan-African survey in 40 years, the Great Elephant Census is being funded by US philanthropist and Microsoft co-founder, Paul Allen.

COMMUNITY ENGAGEMENT

Majete continued to advance its community engagement and benefit programmes, the highlight of which was the opening of the malaria centre aimed at reducing malaria infection rates in the 21 villages surrounding the reserve.

Malaria prevention measures rolled out in 21 communities

Sixty village sensitisation meetings reached over 10,000 people. They covered a range of issues such as the negative impacts of poaching, uncontrolled fires and charcoal-making. In addition, meetings were held with 50 community-based groups to identify micro projects and improvements to scale up honey production and the growing craft sector. These led to the construction of a honey processing house plus an arts and craft centre at which groups could work, store and sell their wares. Honey, crafts and other revenue enterprises generated US\$7,300 and the community-run campsite netted US\$6,000. The regulated harvesting of thatch grass and bamboo provided roofing material for more than 5,700 residents from neighbouring villages.

Thirty-five pupils at various secondary schools were selected by their respective community-based organisations for inclusion in the Majete Scholarship Programme, bringing to 100 the total number of schoolchildren that benefited from it. Started in 2007, the programme funds the school fees of the recipients. The Environmental Education (EE) Programme reached its targets and made its messaging more relevant through the introduction of new learning support materials. Ninety-eight environmental educational lessons were conducted at local schools while pupils from 41 schools were supported with visits to the reserve.

In addition, Majete played host to the African Parks Group Community Engagement Workshop tasked with reviewing the community engagement strategy and developing park-specific strategies.

TOURISM

Growing tourism numbers and revenue were a major focus for the park team and new packages were introduced for both Malawian residents and international visitors to encourage longer stays at Thawale Lodge.

A new family chalet was added to the accommodation offerings at the lodge and proved popular. The number of paying guests increased by 18%, supported by the lodge's new chalet. Attractive specials were also offered at Thawale to attract visitors from Blantyre and an eight-seater tourism boat was launched to increase opportunities for game viewing from the rivers.

Mkulumadzi Lodge, owned and operated by Robin Pope Safaris, increased its revenue by 23%. The increase was attributed to intensified marketing efforts and growth in the international guest sector.

More than 8,000 tourists visited Majete

A total of 8,012 tourists visited Majete with total revenue for the year ending on US\$394,000, a 9% increase on the previous year.

The Dutch Postcode Lottery was one of the major funders of Majete in 2014



Occupancies at Thwale Lodge increased by 18% – Morgan Trimble

OBJECTIVES FOR 2015

- Majete is at an advanced stage of development and large, discrete projects are therefore few and far between. Challenges are more subtle and angled towards ongoing refinement and improved operational efficiencies. The key challenge is to maintain its impetus as an example of conservation best practice.
- Management transition, with the incumbent manager moving into the position of Malawi country director.
- Grow and diversify the tourism product to increase occupancies and revenues while improving the overall tourism experience. Introduce new tourism facilities and offerings including a self-catering camp, a bird hide and a swimming pool.

Liuwa Plain National Park

Zambia

African Parks project
since 2003

Partners

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

**3,660
km²**



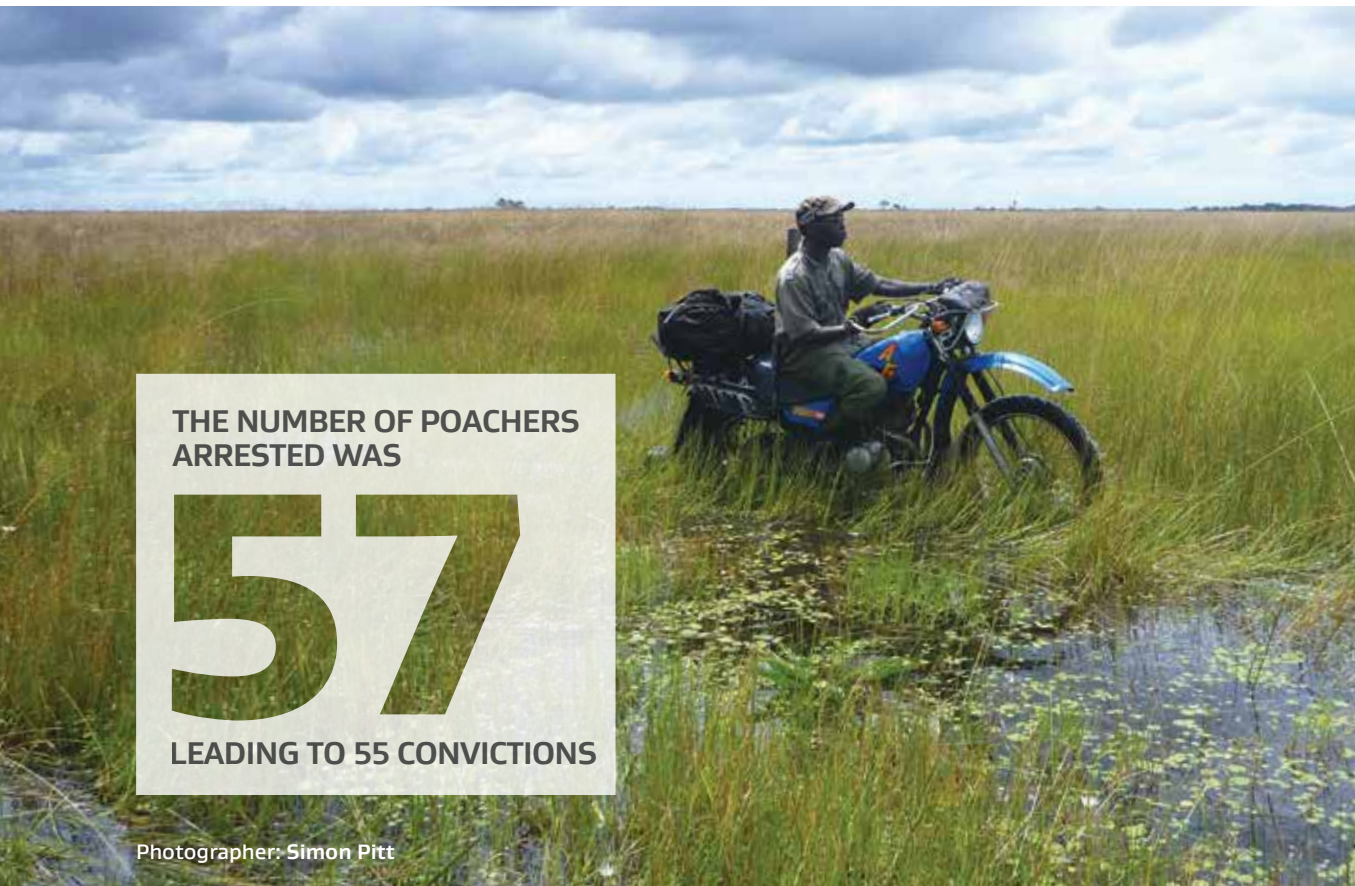


The second biggest wildebeest migration in Africa takes place annually in Liuwa – Kenny Babilon

Liuwa Plain National Park

Zambia

Compiled by **Robert Reid**, Park Manager



THE NUMBER OF POACHERS
ARRESTED WAS

57

LEADING TO 55 CONVICTIONS

Photographer: Simon Pitt

The Head of Law Enforcement, Dexter Chilunda's dedication to protecting Liuwa's wildlife was widely acknowledged following his tragic death. He was shot dead by poachers in the park in May. Ongoing issues around the park management agreement with the Zambia Wildlife Authority (ZAWA) impeded the roll-out of tourism development plans but by year end the goodwill of all the parties involved in negotiations boded well for a resolution. The unexplained death of the only adult male lion in the pride was a set-back for the park but the three cubs born at the end of 2013 were reported to be in good health. Lady Liuwa, the world famous matriarch in the pride, began to display signs of her advanced age.

PARK MANAGEMENT

An addendum to the Liuwa management contract was drafted to address ZAWA's concerns over certain tourism and law enforcement clauses. Negotiations gained momentum following the conclusion of a new management agreement for Bangweulu Wetlands during the last quarter. The intent and commitment of all the parties in the Liuwa negotiations placed the process on track for a positive conclusion early in 2015.

Robert Reid started as Park Manager in June. In addition, a replacement for Dexter Chilunda, joined the Liuwa team in November, on secondment from ZAWA.

Infrastructure initiatives during 2014 included the reinforcement of the Matamanene airstrip to provide

a more secure base for take-offs and landings. A significant improvement to the facility, it was welcomed by pilots who flew to the park. A new fuel storage facility was also erected near the airstrip. In addition, a new, permanent, thatched dining room was built at Matamanene Camp to replace the old dining tent, one of several measures to facilitate its use for tourism, management, donor and stakeholder visits going forward.

LAW ENFORCEMENT

There was an emphasis on increasing the effectiveness of patrols through planning, roll-out and the analysis of data. A range of patrols were implemented, including



LIUWA PLAIN

NATIONAL PARK

ZAMBIA

long (10 to 14 days), short, one-day motorbike and river patrols. There was also a focus on strengthening investigative tactics and expanding informer networks, resulting in more arrests attributable to tip-offs.

The number of poachers arrested was 57 leading to 55 convictions. A total of 14 shotguns and two AK47s were seized and five weapons were handed in as part of an amnesty programme. Other confiscations included 31 fishing nets, 27 snares, 13 hunting spears and four axes.

As part of ongoing efforts to improve Liuwa's law enforcement initiatives, five village scouts were sent for three months' training at Chunga Wildlife College in Kafue National Park.

The increase in illegal fishing warranted tighter controls

Human-wildlife conflict continued to be an issue outside the park, particularly clashes with hippos and crocodiles. Four incidents were reported, with one fatal attack by a crocodile.



1| Young Lozi men fish traditionally with spears – Paul Godard 2| The sub-adult male in the lion pride – Kenny Babilon
3| One of Liuwa's 250 hyenas – Noeline Tredoux



A fully-equipped computer laboratory was set up at a senior school for its 700 students, funded by African Parks – **Noeline Tredoux**

BIODIVERSITY CONSERVATION

In September, the park suffered a major blow when the adult male lion known as Nakawa, died, either from Canine Distemper Virus spread by dogs living inside the park, or poisoning. Despite the demise of their father, the three offspring – 13 months old as at the end of 2014 – continued to thrive under the protection and guidance of their mother, the lioness known as Sepo, and Lady Liuwa. They began accompanying the two lionesses on hunts. As a precautionary measure, following the death of Nakawa, all five lions were vaccinated against six diseases, including Canine Distemper Virus and rabies.

The lion pride was vaccinated against Canine Distemper Virus and rabies

The buffalo herd increased to 79, up from 62 in 2013, and collars were replaced on two buffaloes. The initiative was implemented to monitor herd movements and prevent damage to community rice fields in the south of the park. Liuwa's cheetah continued to do well. Two collared cheetah were seen on a regular basis by Liuwa's research partner, the Zambian Carnivore Programme (ZCP), however the wild dogs were seen only briefly due to malfunctioning collars. The ZCP research on the wildebeest migration confirmed that none crossed over the border into Angola (which according to folklore was the traditional pattern) and that few even ventured into the Upper West Game Management Area. This indicated that the rice fields planted along this old boundary are more of a barrier to their movements than initially thought.

Numerous meetings were held with Indunas (local chiefs) to address resource use issues in the park such as fishing, fish trading and crop cultivation. The commercial trade of fish increased, warranting tighter controls to reduce illegal activities associated with it.

Two collared cheetah were seen regularly by researchers and visitors

The Land Use Plan designed to restrict illegal cultivation expired at the end of 2014 and efforts were launched to complete a new one with support from all stakeholders. This was done through consultation and sensitisation meetings. As part of a regional biodiversity initiative, efforts to establish the Liuwa-Mussumu Transfrontier Conservation Area between Zambia and Angola continued, although at a slower pace than expected.

COMMUNITY ENGAGEMENT

African Parks set up a computer laboratory at the Limulunga High School at nearby Mongu. It was equipped with 25 computers, printers, a scanner and supplies, thereby transforming the lives of the 700 pupils enrolled at the school. The laboratory brings to three the total number of computer facilities set up by African Parks in Liuwa to date.

The biggest cultural celebration of the year, the traditional Kuomboka Ceremony, was cancelled by the Barotse Royal Establishment due to the passing of the Litunga's wife, the queen, Imwambo. Traditionally the colourful ceremony takes place in April when the royal household relocates to higher ground due to rising floodwaters.

Liuwa's Environmental Education Programme (LEEP) continued to educate residents in villages in the park and in the town of Kalabo, the location of the park headquarters, on the value of conserving wildlife and safeguarding the environment. Forty students applied for senior school scholarships under the African Parks Scholarship Programme. Twenty passed and were added to the existing 10 bringing to 30 the total number of

pupils who received funding in 2014. The scholarship includes the cost of school fees, boarding fees, text books, extra learning material and uniforms. The pupils in the programme are assessed every term to ensure they keep up their grades. Disappointing results from some students, due to low teacher numbers, led African Parks to recruit extra teachers to assist students with extra lessons.

The Liuwa Community Development Fund closed the year with a balance of US\$25,869 that will be directed towards projects identified by the communities themselves in 2015. The 10 community projects funded in 2014 by the Anti-Poaching Fund were evaluated to determine their progress. The funds were used to build mother-child shelters at clinics and teachers' houses, and to clear canals in order to access the Luangwa River in the dry season.

TOURISM

There was an increase in self-drive tourists, however, the protracted negotiations to resolve the management contract delayed planned tourism development, including the construction and opening of a high-end lodge. Matamanene Camp was closed for refurbishment. Revenue for the year ended on US\$88,182, a 58% drop on revenue from 2013.

In a positive move, the Liuwa management team successfully co-hosted a stakeholder and press trip to the park with ZAWA. One of the objectives was to stimulate visits by Zambians to the park. The initiative resulted in positive coverage in the country's leading media.

The Swedish Postcode Foundation and WWF – The Netherlands were two major funders of the park in 2014



Community-run campsites benefited from the increase in self-drive tourists – Paul Godard



Zambia Board member, Induna Namunda, handed over the keys for a teacher's house to District Education Secretary, Richard Imasiku, the fourth such house built by African Parks in Liuwa – Raquel Filgueiras

OBJECTIVES FOR 2015

- Conclude a new management agreement with ZAWA and the Barotse Royal Establishment (BRE).
- Secure a mandate to manage the Upper West Zambezi Game Management Area.
- Renew the Land Use Plan to improve the co-existence of communities and wildlife.
- Start construction on the new high-end lodge, upgrade Matamanene Camp, increase overall tourism revenue.
- Expand infrastructure in Kalabo including new park headquarters.

Bangweulu Wetlands Zambia

African Parks project
since 2008

Governed by
Bangweulu Wetlands Management Board

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

6,000
km²



Bangweulu Wetlands

Zambia

Compiled by **Craig Reid**, Park Manager

Progress was made following the conclusion of a new agreement with the Zambia Wildlife Authority (ZAWA) and the six Community Resource Boards (CRBs) that make up the Bangweulu Game Management Area to manage the Wetlands for a further 15 years. The distribution of hunting revenue was also clarified and, for the first time, statutory income from the sale of hunting licences was remitted to the project by ZAWA. The Board provided strong leadership and support throughout the negotiations, with the finalisation of the new agreement a testimony to the collective goodwill and commitment of all the parties. Law enforcement results were positive, wildlife introduced in 2013 bred, the shoebill protection programme grew and the fishery management and community livelihood projects continued to do well.

PARK MANAGEMENT

The management team performed well, especially given the challenging environment of uncertainty that prevailed for most of the year due to the contractual issues. The Wetlands was also in the spotlight as a result of visits by a number of high profile dignitaries, including the Honourable Minister of Arts and Tourism, Jean Kapata, under whose portfolio ZAWA falls.

Infrastructure initiatives included the construction of staff housing at Chikuni, major repairs to the flood-damaged bridge over the Lukulu River and the setting up of a fish trading depot in the village of Muwele. An additional 35km of roads were opened and signage on game viewing loops was installed in the Nkondo area. The vehicle fleet was maintained and three additional

motorbikes were procured for community facilitators to travel to their designated areas. A motorbike was also purchased for the law enforcement unit.

Local airstrips were maintained and the Chikuni airstrip upgrade continued in order to raise its level above that of the surrounding flooded areas. The work was labour intensive and the employment it provided acted as a positive community intervention.

Strategic partnerships with WWF – Zambia and Kasanka Trust were nurtured and there was further engagement with WCS-COMACO (Community Markets for Conservation), whose programme aims to maximise returns for small-scale farmers who co-exist with wildlife.

**THE NUMBER OF POACHERS
ARRESTED INCREASED SLIGHTLY TO**

121

VERSUS 115 IN 2013

Photographer: Lorenz Andreas Fischer



1 | Patrol rangers – **Ian Stevenson** **2** | Confiscated, illegally-harvested Makula logs – **Lloyd Weber** **3** | The signing of the Bangweulu Wetlands management agreement: Chairman of the Bangweulu Wetlands Management Board, Dr Martin Malama; the Honourable Minister of Tourism and Arts, Jean Kapata; MP for Kanchibiya, Davies Mwango; African Parks CEO, Peter Fearnhead

The community coordinator and the fisheries manager participated in the African Parks Community Workshop at Majete in Malawi. In addition, the community manager underwent training on conflict management in Swaziland. A new park manager and field operations manager were recruited towards year end, with both scheduled to take up their roles in the first quarter of 2015.

LAW ENFORCEMENT

The law enforcement team performed well, with data demonstrating a decline in illegal activities across the board. Training and skills development were key priorities that led to participation by 10 village scouts, recruited in 2013, in a training programme at the ZAWA training school at Chunga. In addition, the Bangweulu investigations officer completed his Certificate in Wildlife Management at the Southern African Wildlife College in South Africa.

Field anti-poaching operations, led by scouts seconded from ZAWA and the Community Resource Boards,

supported by management, continued to improve in effectiveness. The mobile motorbike team successfully covered large areas during the dry season, which in itself acted as a strong deterrent to would-be poachers. Aerial surveillance was ongoing.

Three 30-ton trucks of illegally-harvested wood were confiscated

It became evident during the course of the year that as a result of improved operations, the heavy poaching of the past had been brought under control. The number of poachers arrested increased slightly to 121, versus 115 in 2013, and 38 firearms were seized (including 16 in a single operation), compared to 21 in 2013. Seventy-two dogs used in poaching were controlled and 89 wire snares were recovered. Only 167 gunshots were reported, a substantial decline given that in 2013 there were 290 and in 2012 there were 569. The number of animals recorded as poached dropped from 77 to 21, mainly black lechwe.

One of the year's major feats was the apprehension of a group of people involved in illegal hardwood logging south of the project area, and the seizure of three 30-ton trucks packed with Mukula tree trunks. Another successful case involved the rescue of a shoebill chick that had been illegally removed from its nest, which was then hand-reared and successfully released back into the wild.

African Parks, as an organisation, firmly subscribes to the doctrine of de-escalation of force in order to exercise law enforcement in a manner that is above reproach. Consequently it came as no surprise that an independent, government investigation conducted during 2014 found allegations of abuse against Bangweulu law enforcement staff to be baseless. Investigations are however continuing into an isolated case in which a poacher died.

BIODIVERSITY CONSERVATION

The Chiundaponde Fishery Management Committee played a pivotal role in implementing community sensitisation programmes to promote fishery regulations. This contributed to a high level of compliance during the annual fish ban that ran from December 2013 to February 2014 and a shift in focus on other infringements, specifically the illegal use of mosquito nets. A large fish market depot was set up at Muwele Village, close to Bangweulu, providing a centralised point of trade that ensured better prices for communities and better controls for law enforcement teams.

Nine shoebill nests were protected, 11 chicks fledged

A shoebill survey was undertaken using the Bangweulu plane to identify the location of all of the nests that required protection. Nine nests were protected during the year by community shoebill guards, resulting in the successful fledging of 11 chicks. Research and data from satellite transmitters indicated that the shoebill population in Bangweulu remained isolated from others on the continent, increasing the importance of the measures to protect them. Camera traps showed further incidences of two chicks being raised to fledging, rather than the stronger chick killing its sibling, which is considered the norm.

The animals introduced in 2013 were monitored by the equestrian team and it was confirmed that all species, except the zebra which wandered widely, had settled well in the area around Nkondo. Puku, impala and waterbuck young were often sighted and the equestrian team also encountered several sable herds during the year.



The hand-reared shoebill was fitted with a transmitter and released back into the wild – **Andrea Reid**

COMMUNITY ENGAGEMENT

The community unit played an important role in the resolution and communication of the new management agreement. The Wetlands also played a key role in the election process for new Community Resource Boards, which was completed late in the year. These are important community entities that play an important role in the roll-out of the project's operations. The Community Development funds paid to each of the six communities were used to support initiatives identified by them, including the establishment of a chicken business and the construction of a guesthouse.



An educational tablet trial illustrated its potential benefit for pupils and teachers

The beekeeping programme experienced a year of mixed fortunes. The new beekeepers in the Kopa Chiefdom completed their first harvest, producing more than 200kg of honey. For the first time, the Chiundaponde beekeepers suffered the negative effects of climate change which resulted in the forest trees flowering much later than usual and a considerable reduction in their harvest. The harvest yielded 1.3 tons compared to 4.2 tons of honey in 2013.

Educational tablet computers were trialed in two schools

Farmers in the Mwendachabe area, a key wildlife corridor linking Bangweulu and Lavushi Manda National Park, received agricultural inputs to discourage slash-and-burn farming. Many showed interest in shifting from millet to maize production and were supported in this regard. In addition, agreements were initiated with farmers and village headmen to secure the protection of wildlife in the corridor.

A volunteer was engaged to trial the use of Zedupad educational tablet computers in two schools to complement existing teaching methods and address the low levels of education at most schools in the area. Pending an outcome on the trial, the programme will be expanded to other schools.

In an effort to address the pervasive culture of corruption in local communities, funding was secured from the government's Anti-Corruption Commission to organise three workshops. They were hosted by Bangweulu staff and were also attended by ZAWA law enforcement officers. The objective was to engage with local communities and staff on the scourge, and its negative consequences for individuals and communities.

TOURISM

Income generation activities were adversely affected by the national hunting ban even though Bangweulu was exempt. Despite the confusion there was some progress, with revenue from hunting camp services increasing to US\$48,500, up from US\$28,000 in 2013. Upon resolution of the management agreement, ZAWA repaid 90% of the income from the sale of hunting licences for the year, a figure of more than US\$52,000, a significant contributor to the total tourism revenue of more than US\$105,000.

The number of self-drive tourists remained low at 268, however, there was good feedback from visitors to the Nsobe Campsite, managed by the project on behalf of the Chiundaponde Community Resource Board. Clarification was provided on the concession lease at Shoebill Camp in the new management agreement, with positive ramifications for the tourism potential of the camp going forward.



Fishery committee members played a crucial role in promoting regulations and the annual fish ban – Carl Huchzermeyer

WWF – The Netherlands was a major funder of the Bangweulu Wetlands Project in 2014

OBJECTIVES FOR 2015

- Construct scout housing and stables and improve the hangar facility.
- Conduct an aerial survey of black lechwe and expand the shoebill protection programme.
- Increase honey production to generate more income for communities.
- Further develop the fisheries management programme to advance the sustainable use of resources.
- Finalise the Shoebill Camp redevelopment programme and drive the sale of full-service hunting packages to increase tourism revenue.
- Secure long-term institutional funding for the Wetlands to continue towards sustainability.

Akagera National Park

Rwanda

African Parks project
since 2010

Governing body
Akagera Management Company (AMC)

Government partner
Rwanda Development Board (RDB)

**1,122
km²**



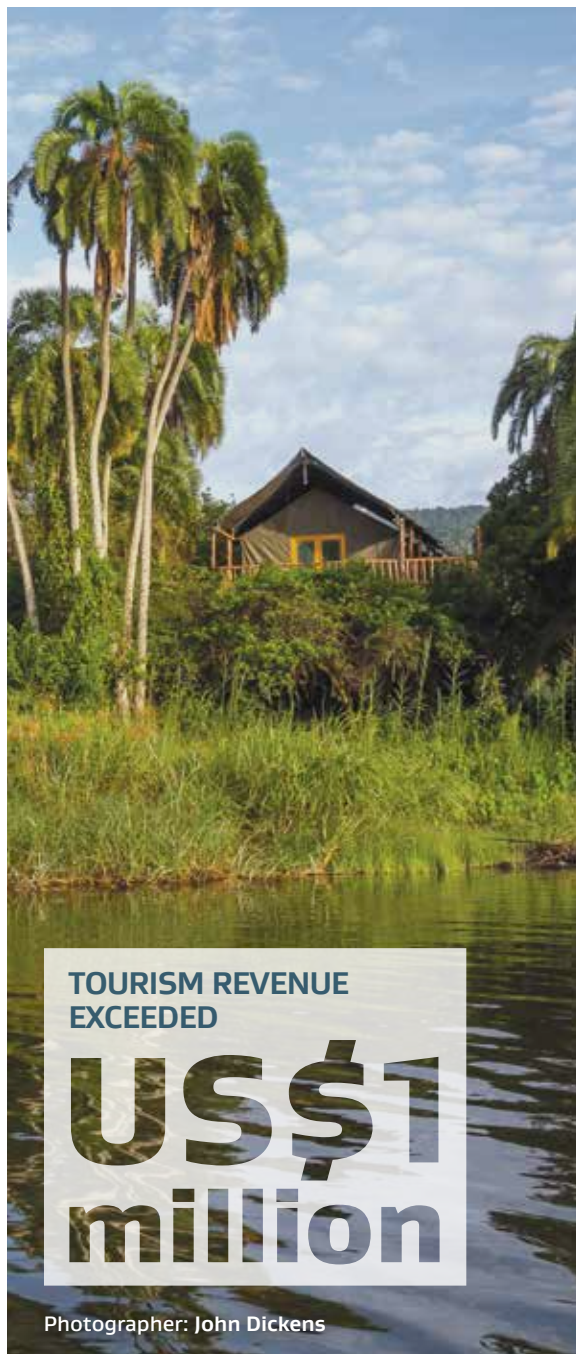
A labyrinth of lakes are a key feature of the park's ecosystem – John Dickens

Akagera National Park

Rwanda

Compiled by **Jes Gruner**, Park Manager

Akagera celebrated its 80th anniversary, Ruzizi Tented Lodge expanded, tourism numbers and revenue rose and there was widespread coverage of the park in local and international media, this despite disappointing delays in the planned reintroduction of lions. The investment in law enforcement training and the reach of patrols led to a marked decrease in all illegal activities in the park. The year was also marked by an increase in positive community initiatives. With most major infrastructural developments complete, the focus for operations shifted to road development and maintenance.



PARK MANAGEMENT

The park team was compelled to postpone the lion reintroduction, originally scheduled to coincide with the 80th anniversary celebrations, due to problems in sourcing lions. They subsequently began investigating sources further afield. All developments for the arrival of the lions were, however, completed and included modifications to the 120km fence line and the erection of two, three-metre high bomas to initially accommodate them.

Infrastructure developments consisted of the construction of another management house, two additional tented suites at Ruzizi Tented Lodge (a luxury and a family suite), and an extension to staff accommodation. Renovations were completed at the two patrol posts at Nyungwe and Magashi as well as a block at the old commercial fishing site to house the park's marine team. Two campsites, Muyumbu and Mutumba, were upgraded with the installation of a rain-fed water tank and barbeque facilities.

A grader was purchased to reduce the long-term expense and difficulties in hiring one, and was used to maintain 90km of the existing road network and to develop 52km of new roads. In addition, two trucks were purchased and added to the park fleet to minimise spend on transport hire.

Closed circuit TV cameras were installed at the park visitors' reception and at the workshop in order to increase security. A point-of-sale system was fitted at the reception, at the café and in the gift shop to streamline and more accurately record sales and visitor numbers.

LAW ENFORCEMENT

Law enforcement figures were very encouraging, indicating that the intensified efforts of the past three years had begun producing positive results. The number of patrols conducted totalled 3,054, a 20% increase compared to the previous year, and this included 322 boat patrols versus just 83 in 2013.

Only 57 arrests were made for poaching and other illegal activities, compared to 220 the previous year,

and 29 animals were recorded as poached versus 90 in 2013, and 180 in 2012. There was also a substantial decline in the number of snares removed – 595 down from 1,997 in 2013. The illegal harvesting of the East African Sandalwood tree, *Kabaruka*, used to produce oil for the perfume industry, continued to pose a serious conservation threat. More than three tons of wood were confiscated, along with 19 bicycles and five motorbikes used to transport it. The park team struggled to convey the importance of eliminating the practice among the community and local authorities.

The number of animals poached decreased by 68%

Two boats were purchased, one for the law enforcement unit in order to increase the number of water patrols by a dedicated marine team, and the other for research into fish species, densities and cycles within the lakes.

BIODIVERSITY CONSERVATION

Six elephants – four males and two females – were fitted with GPS collars as part of a monitoring initiative to better understand the movements of elephant populations in the park. A GIS operator was appointed to monitor their location, as well as collate GPS data from ranger patrols and conduct monthly road counts in order to gain a clearer understanding of animal density in the south, central and northern areas of the park. This will also facilitate a comparison of the findings over time.

Further efforts were made to chase free-roaming animals outside the park back into Akagera. On two occasions the community collaborated with park management to herd impala, zebra and waterbuck into the park from adjacent farming land.

An additional 400 tsetse targets were installed during the year, bringing to 600 the total number of targets in the park. Fifty tsetse traps were also installed and weekly collections from the traps were undertaken to monitor numbers, sex and species. The continual roll-out of the Tsetse Programme has reduced the fly problem in the park.

COMMUNITY ENGAGEMENT

An improvement in community engagement efforts was made possible by the appointment of key staff and the development of a dedicated, motivated community unit. The appointments included a community liaison manager and an additional community liaison officer.

More than 1,300 schoolchildren participated in interpretative conservation lessons

Environmental education continued to be an important feature of the community engagement programme. A total of 1,389 children from 23 local schools visited the park during the year to experience first-hand its wildlife and participate in interpretative conservation lessons. The programme was also expanded to include



Impalas rutting on the plains of Akagera – John Dickens

162 local leaders, educators and influencers in the community.

A comprehensive community sensitisation initiative was launched ahead of the lion reintroduction. It consisted of the screening of conservation documentary films at 12 locations, reaching a total of 6,880 residents from districts bordering the park; the staging of a play, *The Lion King*, to promote coexistence with lions at 13 venues; a drama performed by pupils from local schools that attracted an audience of 6,315; and the hosting of a Lion Cup football tournament featuring 16 teams that was enjoyed by 11,200 spectators.

A beekeeping and honey enterprise comprising 22 modern hives donated by Cleveland Metropolitan Zoo was established in the park buffer zone. An agreement was entered into with a local beekeepers cooperative, COPROMA, to produce honey on a large scale as a form of income generation. Twelve beekeepers received training from the cooperative and the first hives were harvested in December.

Other projects included a pay-forward livestock venture that resulted in 88 goats being given to members of the local community and a woodlot project to plant more than 20,000 seedlings, a combination of wood and fruit trees. The projects were collaborations with NGOs, the Guardian Project Initiative and Winrock International.

Akagera contributed 5% of its net revenue to the National Revenue Sharing Scheme and also carried on playing an important role in the direction of new projects, as well as the monitoring of past projects. An additional 5% was put towards the Special Guarantee Fund (SGF), a government-legislated fund that compensates the victims of human-wildlife conflicts.

Employment by the park continued to be of significant benefit to communities. During 2014, in excess of US\$1.8 million was paid in salaries to locally-hired staff, for vehicle hire and other services, and the purchase of materials.

TOURISM

Tourism revenue continued to rise steadily, as did visitor numbers, albeit at a slower rate than the formative years. Record-highs for visitor numbers and revenue in a single month were achieved in August with over 3,300 visitors and revenue of more than USD\$120,000. The total number of visitors to the park for the year ended on 27,980, representing a 7% increase on 2013 figures. All categories of residency continued to increase with Rwandan nationals making up 53% of the total visitors. Revenue from the park and Ruzizi Tented Lodge rose by 27% to US\$1,000,926. Revenue from Ruzizi Lodge increased by 51% from US\$256,680 in 2013 to US\$388,395.



The view from the new luxury suite at Ruzizi – John Dickens

Ruzizi continued to receive favourable reports and maintained its top five rating on TripAdvisor which registered 54 reviews by year end. Occupancy increased from an average of 40% in 2013 to 50% in 2014, more than 3,000 bed nights.

15 young community members were trained as freelance guides

Marketing efforts leveraged interest in the 80th anniversary and the planned reintroduction of lions, and Akagera also featured strongly in wider media coverage on Rwanda and the 20th year commemoration of the genocide. Highlights included coverage on *France's TF1 TV*, *The Financial Times* (UK) and *CNN*. Local coverage was generated in the *Business Agenda* TV programme, in the *RwandAir* inflight magazine, as well as in the print and online versions of key metropolitan newspapers.

Illume Creative Studios, a Kigali-based communications company, was appointed to assist with local marketing efforts. These included strategic, overnight familiarisation visits by government, journalists and the tourism industry

and an Akagera-themed school art exhibition. Advertising and media drives comprised collaborative effects with Rwandan newspapers and a Twitter photographic campaign. More than 400 Rwandan nationals took up the offer to visit the park for free over a four-day period in celebration of its 80th anniversary.

The Community Freelance Guides initiative was launched to meet the increasing demand for guiding services and provide employment opportunities for young residents living on the park boundary. Fifteen applicants passed the intensive training, formed a cooperative and concluded an agreement with the park to provide guiding services in Akagera.

A call for expressions of interest in a high-end lodge concession was advertised in the Rwandan and east African media in August. Six submissions were received, including proposals from some of the leading safari lodge operators on the continent. For many of the interested parties however, their interest in Akagera was part of a larger plan for expansion into Rwanda, especially around Volcanoes National Park, and relied

on acquiring additional properties. The Ebola outbreak also impacted on interest and the concession process was subsequently extended to allow bidders time to consolidate their proposals.

The Rwanda Development Board (RDB) was one of the major funders of the park

OBJECTIVES FOR 2015

- Reintroduce lion and black rhino.
- Conduct an aerial census.
- Initiate the development of a luxury lodge in the north of the park.
- Open a seasonal tented bush camp.
- Implement income-generating community projects.



1



2



3

1| Children from 23 local schools participated in conservation lessons in the park – **Cynthia Walley** 2| Visitors on night drives were rewarded with leopard sightings – **Kenny Babilon** 3| The Kenyan delegation visit to Akagera to experience the benefits of the African parks partnership model included: Odette Uwamariya, Governor of Rwanda's Eastern Province (in orange), the Honourable David Kinisu Sifuna, Speaker in the Trans Nzoia Assembly in Kenya (in floral shirt), and Jes Gruner, Park Manager (in green)

Odzala-Kokoua National Park

Republic of Congo

African Parks project
since 2010

Governing body
Fondation d'Odzala-Kokoua

Government partner
Ministry of Forest Economy and Sustainable Development

13,500
km²





Odzala-Kokoua National Park

Republic of Congo

Compiled by **Erik Mararv**, Park Manager



Photographer: Paul Godard

A groundbreaking donation by the Chinese Government through their embassy in the Congo and the establishment of contacts with key government and regional stakeholders, including the Congolese President, were notable highlights. The tragic disappearance of Odzala's pilot, Bill Fitzpatrick, while flying the new park plane between Nigeria and Cameroon, the attack on the headquarters at Mbomo, and the impasse in the Odzala-Kokoua Foundation over the management agreement were however major challenges. Elephant and gorilla research and monitoring progressed.

PARK MANAGEMENT

In April, an angry group of about 150 youths attacked the park headquarters at Mbomo, an act triggered by the misperception that the construction of the eastern sector headquarters at Epouma would have negative financial consequences for them. Some members of the park team were evacuated to the town of Makoua, from where they operated for four months. They returned to Mbomo in August, once the situation had normalised.

The unexplained, tragic disappearance of Odzala's American pilot, Bill Fitzpatrick, and the park's new Cessna 172 in June led to extensive aerial and ground searches to find them. Efforts included searches by Cameroonian authorities and a dedicated African Parks investigative and search team. Regrettably, none of the searches or information campaigns resulted in the location of the pilot or a crash site.

Infrastructure plans were boosted by a US\$100,000 donation from the Chinese Embassy that will be used to construct a new road to the eastern sector base. This will significantly increase the ability of eco-guard units to protect the core of the park from poachers.

In addition, a long list of improvements and new facilities were undertaken during the year. A fully-equipped operations centre was set up at park headquarters at Mbomo and the control posts and monitoring lookouts were equipped with HF radios to improve communication with the centre.

The armoury in Mbomo was reinforced and secured, and a full inventory of firearms and ammunition was carried out in conjunction with military authorities. The office and storerooms at the park headquarters were also renovated, and the workshop was fitted with running water and additional lighting.

Security was upgraded at Mbomo through the installation of boom gates and the introduction of a vehicle and people-monitoring system which worked well. Boom gates were also installed at the Lebango control post.

A hangar was completed at the airstrip and the strip was subsequently inspected by the Congolese aviation authority and passed the required specifications and standards.

Drainage systems were installed along main roads and road sections in poor condition were rerouted. An old vehicle track leading to Dzebe Bai was cleared and a 150m boardwalk and bridge were constructed to improve accesses and facilitate community-based tourism at the bai. Erik Mararv joined Odzala as park manager in October.

LAW ENFORCEMENT

A total of 123 patrols were conducted during the year comprising 98 long patrols (10 to 14 days), five short patrols, seven boat patrols and three night ambushes

during which 26 poachers were arrested. All the arrests were for elephant poaching with the exception of one incident involving a leopard. The four permanent control posts and six mobile road blocks were manned at strategic access points to Odzala.

19 tusks were recovered in the park, plus five during arrests

The carcasses of 10 poached elephants were discovered by patrols. Subsequent investigations by the Odzala team led to the arrest of a poacher in Gabon who was extradited to Congo, successfully convicted and sentenced to five years' imprisonment. Another three elephants were found poached on a highway. Nineteen tusks were recovered from elephants that had died inside Odzala and another five were confiscated during the course of arrests. More than 4,300 snares were removed from the park, double the figure in 2013, an achievement that was attributable to an improvement in the level of law enforcement initiatives. Forty-four guns were confiscated inside the park and in the park periphery.



1



2



3

1| Improved law enforcement initiatives yielded positive results – Christelle Lamprecht 2| Elephants remain under threat from poachers – Paul Godard 3| The illegal trade of bushmeat – Pete Oxford

In a trial with PALF, an NGO that investigates wildlife crime, two sniffer dogs of the Belgian Malinois breed, funded by Save The Elephants, were used to detect bushmeat at control posts, confirming the value of using canines in tackling crime. During the course of the year, 317 bushmeat carcasses were confiscated as well as seven live animals that were released back into the wild.

317 bushmeat carcasses were confiscated

Another anti-poaching innovation involved the introduction of an anonymous tip-off facility, a measure to deter and thwart poachers. Telephone lines and email and social media platforms were set up to enable community members to relay information to the operations centre. Informants who provided information that led to arrests or the seizure of illegal products were rewarded via the transfer of money to their mobile phones.

Following the success of the first eco-guard recruitment and training programme in 2011, a second was implemented in 2013. A third started with the pre-selection of candidates at the end of 2014. Two hundred and twenty applicants applied of whom 75 candidates were pre-selected for the gruelling training programme.

BIODIVERSITY CONSERVATION

Five research and monitoring programmes were conducted during the year, all designed to protect and conserve important species in Odzala: the collaring of elephants, the start of the gorilla habituation programmes, the monitoring of mammals in the baies, a study on the population dynamics of lowland gorillas, and a study on the distribution and abundance of spotted hyenas.

Four primatologists were employed to implement the gorilla habituation programme

Six suitable sites were identified for the gorilla habituation programme, designed to attract tourists to the best gorilla observation experience in central Africa. Fourteen trackers were hired to help with the programme and four primatologists were employed to implement the habituation that is expected to take three to five years to complete. In another primate initiative, researchers from Rennes University in France returned to Romani and Lokoue baies to continue their research into the effects of Ebola on great apes. In order to monitor, track and better protect Odzala's elephants, collars were attached to eight individuals.

A savannah burning programme was re-established with the objective of maintaining a transitory belt of savannah forest for wildlife, and to provide improved game viewing opportunities for tourists. The three-year rotational programme preserves the biodiversity of the park by ensuring a mosaic of forest, grown, growing and burnt savannah.

COMMUNITY ENGAGEMENT

The appointment of a community coordinator had positive benefits for the park's community engagement initiatives, resulting in the compilation of a database on local communities and a survey on their attitudes to the park. The community engagement plan subsequently began rolling out, focusing on the establishment of a mobile health service and the sustainable management of natural resources in villages. Crop raiding by elephants continued to pose problems resulting in instruction for community members on making and installing bamboo torches as a preventative measure.

The pre-school at the Mbomo community centre, run by Sabine Plattner Africa Charities (SPAC), continued to provide basic education to local communities.

Community efforts focused on a mobile health service



A crowned eagle in full flight – Michael Viljoen



The CCC-owned Lango Camp, together with Ngaga, hosted more than 300 guests during the year – Paul Godard

In June, Leon Lamprecht, Operations Director for Francophone Parks, attended an Odzala think-tank in Berlin, organised by the Congo Conservation Company (CCC) and other stakeholders to advance community involvement and tourism in Odzala.

TOURISM

Odzala's anti-poaching efforts, its amnesty eco-guard training programme and its conservation achievements received worldwide media coverage on *CNN International TV* in January. The interviews and reports also featured on *CNN's* website.

CCC's two upmarket lodges operated during the entire 2014 season. In total, 306 guests stayed at the two lodges, Lango and Ngaga, compared to 187 the previous year, despite the negative publicity following the attack on Mbomo and the outbreak of Ebola in west Africa. Tourism revenue ended on US\$18,125, an 18% increase on the 2013 figure.

WWF – The Netherlands and the US Fish & Wildlife Service were major funders of Odzala in 2014

OBJECTIVES FOR 2015

- Complete stage two of the park development plan – the establishment of the eastern sector headquarters at Epouma and its access road.
- Increase the eco-guard headcount to 100 scouts and continue focusing on effective law enforcement initiatives, including intelligence gathering.
- Advance the gorilla habituation programme.
- Launch mobile health units in local communities to increase their access to medical care.
- Develop community-based tourism to encourage domestic tourists to visit the park.

Garamba National Park

Democratic Republic of Congo (DRC)

African Parks project
since 2005

Government partner

Institut Congolais pour la Conservation de la Nature (ICCN)

National Park

**4,900
km²**

Domaines de Chasse

**7,527
km²**



Herds of up to 400 elephants roam the park – David Santiago García

Garamba National Park

Democratic Republic of Congo (DRC)

Compiled by **Jean Marc Froment**, acting Park Manager

The year ended on a positive note with the arrival of the African Parks helicopter, funded by a US\$2 million grant from the Howard G. Buffett Foundation in the US, to support Garamba's anti-poaching efforts. It was, however, an extremely challenging and traumatic year, with elephant poaching reaching unprecedented levels, primarily due to an increase in attacks by the Lord's Resistance Army (LRA) and armed groups originating in South Sudan. By the last quarter, the park team's strategic and collaborative efforts with Congolese and international task forces, backed by the deployment of a charter helicopter, funded by The Wildcat Foundation, began to result in a decline in poaching numbers.

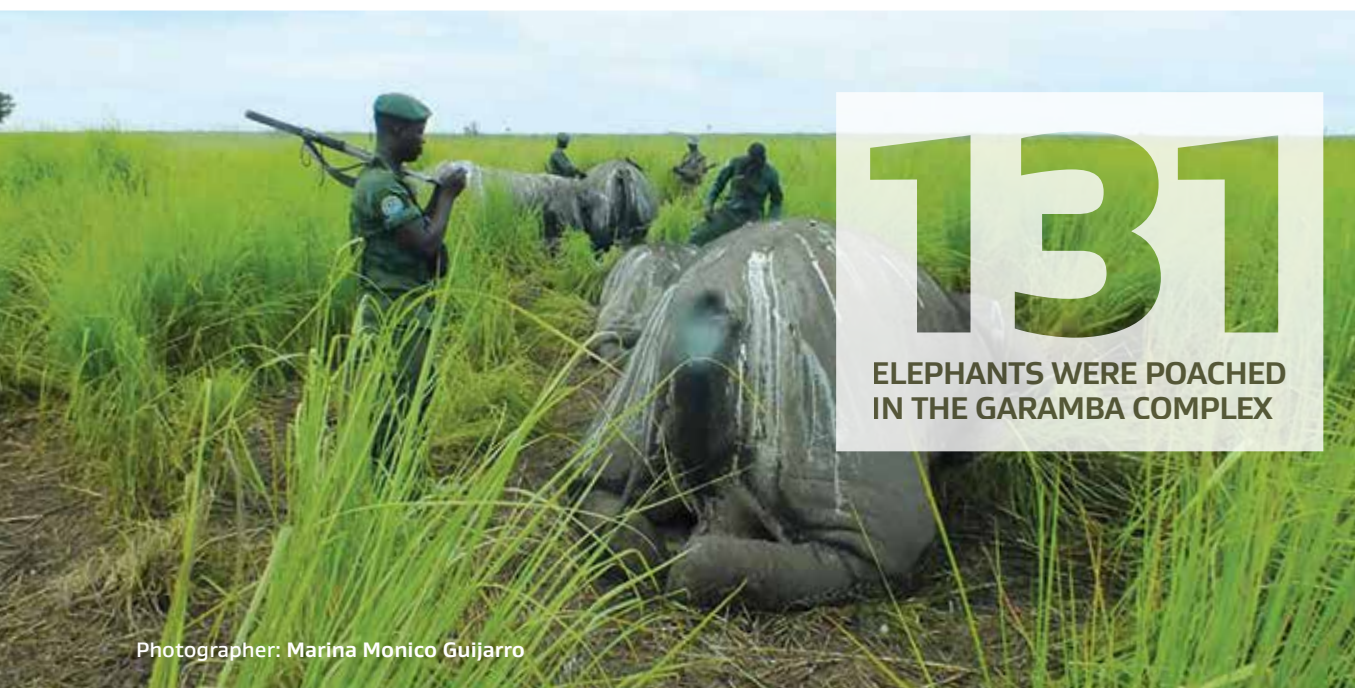
PARK MANAGEMENT

The year ended without the conclusion of a new management agreement between the ICCN and African Parks, a hiatus that hindered the implementation of administrative and financial plans, and the appointment of a new park team. In December, however, there was encouraging progress when African Parks registered "African Parks Congo" as an NGO, thereby becoming a legal entity with the right to enter into and conclude an agreement with the ICCN.

In June, the park team launched Operation Safisha, an immediate-term response to the poaching crisis. At the same time, to support the offensive, a comprehensive assessment of all contributing factors to the crisis was undertaken. This included the impact of illegal gold mining, the acquisition of knowledge about regional authorities and local communities, and research into the effect of poaching on all Garamba's wildlife.

Infrastructure and logistical developments to implement and support anti-poaching efforts included: the acquisition of the African Parks helicopter; the re-opening of roads that had not been used since 2005, the grading of roads in the south and the opening of roads in the Azande *domaine de chasse* from where most of the LRA attacks were launched; the construction of new pontoon crossings and a garage for the vehicle fleet; the purchase of four trucks and the design of a new communications system to cover the park and key villages in the periphery. The road upgrades had a dual benefit in that they provided employment for communities surrounding Garamba.

Jean Marc Froment joined Garamba as acting park manager in March.



Photographer: Marina Monico Guijarro



The African Parks helicopter arrived in the park on 30 December – **Andrew Brukman**

LAW ENFORCEMENT

Five main poaching groups were identified as the perpetrators in the poaching onslaught: well-armed members of the LRA; well-equipped poachers in military helicopters operating from neighbouring countries, some of which used chainsaws to extract tusks; armed groups from South Sudan; renegade members of the Congolese armed forces; and illegal gold miners operating in the *domaines de chasse*.

The African Parks helicopter arrived 30 December to bolster anti-poaching initiatives

In May, in response to the crisis, guard teams were re-structured, fully-kitted and an *esprit de corps* established in the unit. The range of patrols expanded into the centre of the park to eliminate poacher bases and daily

surveillance flights were undertaken of the park and the three hunting areas. The flights were conducted by the park plane and microlight, and the charter helicopter, the latter during selected periods. An operations centre was also set up to collect real-time information and coordinate law enforcement initiatives.

During the course of the year, surveillance flights were conducted totalling 682 hours, and 463 patrols were implemented. There were 25 violent clashes, 13 with Sudanese poachers, two with the LRA and another 10 involving other groups resulting in the death of 14 poachers. Thirteen weapons and a grenade were confiscated. In order to ensure that due process was followed in prosecuting poachers, Garamba provided training for eight judicial police officers. Seven poaching cases involving 14 men were brought before military and civilian courts.

Collaborations were forged with the Congolese Armed Forces (FARDC), the Regional Intervention Force supported by AFRICOM (The United States Africa Command) and MONUSCO. This led to an increased participation by the Garamba park team in regional security meetings and benefits for Garamba were significant. A unit of 50 men from the FARDC was seconded to the park for five months to increase the number of patrols and participate in joint operations against the LRA. The initiative also significantly reduced poaching by elements of the security forces.

25 violent clashes included 13 with Sudanese poachers, two with the LRA, 10 with other poaching groups

In addition, contacts were made with the Wildlife Department in South Sudan as well as with the conservator of Lantoto National Park, a park that shares a border with Garamba in the north. This informal alliance enabled the park team to follow poaching cases and receive alerts about the entry of armed groups from South Sudan.

The park team also focused on initiating and strengthening relationships with security and conservation stakeholders, traditional and administrative authorities, local villages and NGOs working in the area. The latter were Invisible Children, APERU and SAIPED. These efforts increased the park's information network, resulting in a greater understanding of poaching and ivory-trafficking networks, and sufficient intelligence with which to launch preventative actions.

By the end of the year, the implementation of the park's anti-poaching strategy and the collaborative efforts with various stakeholders and groups began to realise a marked decline in elephant mortality numbers and poaching incidents. Although encouraging, the situation remained precarious.



Community members and park staff were treated at the Nagero Hospital where staff salaries were funded by African Parks – Andrew Brukman



Additional elephants were collared to track them for the first time in the Azande *domaine de chasse* – Warren Steyn

BIODIVERSITY CONSERVATION

At least 131 elephants were poached in the Garamba Complex between April and December.

Before the poaching onslaught began, an aerial survey was conducted as part of The Great Elephant Census, the largest pan-African survey in 40 years, being funded by US philanthropist Paul G. Allen. The count showed that the large mammal populations were stable or had increased slightly over the past two years; the exception being the park's elephant population that had decreased slightly.

Two collaring operations were conducted during the year to monitor the movement of elephant herds in the Garamba complex and better protect them, and study the evolution of their home ranges. A total of 21 elephants were collared, factoring in the differences that occur in their movements during wet and dry seasons.

Garamba was part of the largest pan-African elephant survey in 40 years

While Kordofan giraffe were counted during The Great Elephant Census, few were subsequently seen during routine surveillance flights, indicating a scarcity. A feasibility study was carried out to establish an enclosure in which to accommodate giraffe as a protective measure, and to facilitate their reproduction.

A socio-economic study, including the use of natural resources, was also completed. It was implemented in conjunction with two local NGOs ahead of the development and implementation of a Land Use Plan in the complex.

COMMUNITY ENGAGEMENT

Several meetings were held with traditional authorities and leaders, who committed to support Garamba's anti-poaching measures where possible. Community cooperation and the flow of information from them positioned Garamba as a key stakeholder in advancing the overall security in the area, to benefit both communities and conservation. As part of the strategy to promote closer ties with isolated villages, Garamba guard posts were established in three villages which also provided locals with employment opportunities.

750kg of text books and 450 uniforms were donated to schools

Education was a key focus of community engagement efforts. During the year the community conservation team organised environmental educational visits for more than 1,100 schoolchildren from local communities. The visits featured instructional lessons and overnight stays at the park headquarters.

Following discussions with the Ministry of Education, the park committed to improve local educational facilities. One initiative involved the use of the Garamba plane to transport 750kg of books and 450 uniform sets donated by African Parks to schools. An adult literacy programme was also launched.

TOURISM

Despite the challenging conditions, tourism revenue for the year ended on US\$90,580. Although only 41 tourists visited the park, Garamba Lodge hosted numerous representatives from local authorities and

from NGOs, officials from regional and international task forces, and executives from the nearby Kibali Gold Mine. The elephant poaching crisis also elicited widespread news interest in the park, resulting in visits from influential media including: France's *Paris Match* magazine and TFI TV's *Sept à Huit* programme, *National Geographic* and German public radio station, *Weltreporter*.

The European Union, the World Bank and The Wildcat Foundation were major funders of the park

OBJECTIVES FOR 2015

- Conclude a long-term management contract with the ICCN, aligned with the African Parks management model.
- Significantly reduce the slaughter of elephants by rolling out law enforcement tactics with strong, external interfaces.
- Initiate giraffe protection measures to safeguard the population from Sudanese poachers.
- Develop a Land Use Plan to control the use of land for conservation and land for use by communities.
- Improve infrastructure to better facilitate all-season road and air access to the entire park.



An aerial survey confirmed that all mammal numbers, with the exception of elephants, increased slightly over the past two years
– Marina Monico Guijarro

Chinko

Central African Republic (CAR)

African Parks project
since 2014

Governed by
Chinko Project

Government partner
Ministry of Forestry, the Environment and Tourism

17,600
km²



Chinko

Central African Republic

Compiled by **David Simpson**, Park Manager

Chinko concluded a 50-year mandate with the Government of the Central African Republic (CAR), paving the way for the formal inclusion of the protected area in the African Parks portfolio. Although the latter was only formalised in November, African Parks provided more than US\$460,000 in funding to Chinko during the course of the year. Despite the challenging political situation in the country, there were notable achievements during the year that boded well for the development and future of Chinko.

PARK MANAGEMENT

The milestone agreements with the Government of the Central African Republic, and with African Parks, had several positive, practical outcomes for Chinko, one of the most significant being its transition from a volunteer management-run project to one operated by a full-time, salaried, management team. The park team was also bolstered by the appointment of four new staff members – a law enforcement manager, a field operations manager, a financial controller and a community liaison manager – who provided the necessary support to begin implementing plans for the project.

Strategic relationships were also nurtured with conflict research groups and regional military task forces based

in the area in order to advance the overall stability and improve the governance in the eastern CAR region.

Infrastructure development included the construction of a hangar and two buildings that will form part of the Chinko headquarters at Kocho, in the central-northern area of the project. Architects from the NGO, BaseHabitat, supported the supervision of its construction and in another initiative the management team collaborated with the NGO, Engineers without Borders, to test inexpensive, replicable bridge layouts in three locations.

A truck was purchased in order to reduce the prohibitive costs incurred in transporting goods from the capital, Bangui.



Photographer: Eugène Reiter



A leopard captured on a Chinko camera trap – Thierry Aebischer

ABOUT CHINKO

Chinko Nature Reserve owes its origins to a colourful and a dramatic set of circumstances, beginning in 2007 when husband and wife team, Erik and Emelie Mararv, Swedes who had grown up in CAR, launched an exclusive hunting safari company, Central African Wildlife Adventures (CAWA) in the eastern part of the country. The company subsequently expanded to comprise four hunting concession zones that make up what is today known as Chinko. In 2010, David Simpson, a British citizen, joined the team as general manager and pilot, and in 2012 two researchers, Thierry Aebischer, Swiss, and Raffael Hickish, Austrian, arrived to conduct research into the area's medium and large mammals, an initiative supported by CAWA. Later that year, the Lord's Resistance Army (LRA) massacred 13 illegal gold miners in the south of the hunting concession. Erik and David were erroneously suspected of killing the miners, taken into custody, transported to Bangui, the country's capital, and although never charged or convicted were imprisoned for six months. The men were released, however, it was clear that in order to continue operating Chinko, a more stable, more international organisation needed to be established. CAWA agreed to donate leasing rights for the four hunting zones to conservation. In 2013 it was registered as an NGO by its six founders: Erik Mararv, David Simpson, Raffael Hickisch, Thierry Aebischer, David Zokoe, and Jean Baptiste Mamang (Director of Fauna and Flora in the Ministry of Forestry and the Environment). It was also the year Chinko received its first institutional funding grant from the US Fish &

Wildlife Service. In 2014 Chinko received funding from among others, African Parks and by year end an agreement was entered into with the organisation to manage the protected area.

**Located in eastern CAR, Chinko
is the largest, most remote wilderness
area without human settlement
on the continent**

Due to its location between countries with difficult and violent pasts, it has never been managed before and as a result has lost most of its elephant population. Since as far back as 1986 it has been decimated by rampant ivory and bushmeat poachers, predominantly from Sudan.

It comprises 17,600km² of uninhabited Medio-Sudanian and Sudano Guinean savannah with patches of Congolian lowland rainforest, and it is this mix of ecosystems that accounts for its unique and rich biodiversity. Recent research documented more than 10 primate species, both forest and savannah elephants, 23 even-toed ungulates including the Lord Derby eland and the bongo, four ant-eating mammals, 21 carnivores including the African wild dog, lion, leopard and mongoose, as well as 400 bird species. It has the potential to be one of the largest conservation projects in Africa.



Chinko is home to nine species of mongoose, including the relatively unknown Pousargues's mongoose – **Eugène Reiter**

LAW ENFORCEMENT

A five-year law enforcement strategy and tactical plan was devised in collaboration with an experienced consultant in the field. Only six men were recruited and trained as rangers, the result of a gruelling selection process.

Ivory and bushmeat poaching were the major challenges

Significantly increasing the ranger complement is a vital focus in order to address the poaching challenges. In addition, the annual seasonal arrival of Sudanese pastoralists since 2011 has exacerbated bushmeat poaching.

BIODIVERSITY CONSERVATION

Ongoing camera trap surveys confirmed significant declines in the numbers of all medium to large mammals in areas where pastoralists set up their camps. This pressure is expected to increase.

In response to a dramatic decline in the Lord Derby eland, one of Chinko's iconic species, a special project was devised to collar the species for future capture and breeding, dependent on funding.

Chinko became the 8th protected area in the African Parks portfolio

While ivory and bushmeat poaching were the major conservation challenges, threats to the habitat were also evident through habitat conversion caused by two invasive species, *Chromolaena odorata* and *Mimosa pigra*. An application was lodged with the relevant authorities to import and use biological control agents to eradicate the problem.

COMMUNITY ENGAGEMENT

Following the results of a community assessment conducted early in the year, Chinko focused on four community initiatives: contributions to teachers' salaries and school equipment; the hosting of environmental awareness meetings; and the purchase of locally-grown produce. The restoration of mobile connectivity is also a prerequisite to establish an informer network to bolster anti-poaching efforts. The initiatives were well received in the three target villages and the park management team was encouraged by the level of community understanding on the importance of sustainable resource management.

TOURISM

Tourism revenue was earned through the ethical sport hunting fees paid by CAWA, the concession that has operated in the area for eight years, as well as those from a new sport hunting safari operator, Christophe Lemée Safaris.


In addition, Chinko's unique research platform <http://research.chinkoproject.com> played an important role in establishing the reserve as Africa's biodiversity hotspot. By year end, the platform housed more than 220,000 camera trap photographs, tagged by species name. A professionally-filmed documentary about the reserve that was included on the revamped Chinko website cemented its reputation as an innovative, professional conservation project in international research and academic circles.

OBJECTIVES FOR 2015

- Establish the Chinko Project Board, aligned with the principles of the African Parks model.
- Increase the law enforcement team by recruiting and training an additional 60 rangers.
- Implement sensitisation meetings with nomads on the project's boundaries and discourage entry.
- Implement a giant eland collaring and breeding project to save the remaining population.
- Complete the first phase of the Chinko headquarters and all-season access to the facility.



1| A bee-eater, one of more than 400 bird species in Chinko – **Eugène Reiter** 2| A lone wild dog on the road to the park headquarters – **Leon Lamprecht** 3| The iconic Lord Derby eland is under threat from nomadic poachers – **Michael Fell**



Zakouma National Park

Chad

African Parks project
since 2010

Government partner
The Republic of Chad

3,054
km²



Half of Africa's remaining Kordofan giraffe population resides in Zakouma – Michael Viljoen

Zakouma National Park

Chad

Compiled by **Rian Labuschagne**, Park Manager

The birth of an estimated 40 elephant calves over 18 months, the burning of the country's ivory stockpile by the President of Chad at the park's 50th anniversary celebrations and his conferment of civilian honours on three members of the park team were notable highlights of a successful year for Zakouma. In addition, not a single elephant was recorded poached within the ecosystem.

PARK MANAGEMENT

The President of Chad, Idriss Déby Itno, was the guest of honour at the celebrations to mark the 50th anniversary of Zakouma, during which he set alight the country's 1.1 ton ivory stockpile at Goz Djarat, on the park boundary. The President awarded civilian medals of honour to Gilles Desesquelles, African Parks' Country Director, Rian Labuschagne, Park Manager and his Deputy, Babakar Matar Breme, in recognition of their contributions to conservation in Chad. He also unveiled a monument to the 23 guards killed on duty since 1998.

Infrastructure improvements to the workshop complex were completed and included the conversion of an old hangar into a large facility for the manufacture of

equipment and furniture. Severe flooding during the wet season resulted in erosion and damage to the Goz Djarat road, the main access road to the park, warranting considerable repair work and the implementation of preventative structures going forward. The opening of large sorghum fields, northeast of the park in the catchment areas, is also expected to cause flooding during heavy rainfall years.

The establishment of the Zakouma Foundation progressed. Two *Comité Directeur* "Board" meetings were attended by directors who will make up the Zakouma Foundation and by year end the Ministry of Interior had approved its formation, ahead of its enactment as a legal entity.



Photographer: Marco Logari



The park protects a healthy population of over 100 lions – Michael Lorentz

LAW ENFORCEMENT

A total of 203 long (10 to 14 days) and 40 short patrols were under-taken during the year, resulting in 68 arrests, most for illegal fishing and illegal grazing activities. Three animals were poached inside the park, two buffaloes and one giraffe. In a separate incident, three poachers with spears were arrested before they managed to kill the young buffalo they were targeting. Elephant poachers and net snare poachers were arrested in conjunction with regional law enforcement agencies outside the park.

A bonus was paid to all staff in acknowledgement of the absence of a single recorded elephant-poaching incident inside the park for three years.

The training of field rangers was ongoing, with a particular focus on members of the Rapid Response Team. A French military consultant spent 10 months in the park upskilling and training rangers in the field.

In addition, Zakouma hosted 15 US Marines, assigned by the government, to conduct a four-week infantry training exercise for 100 Chadian Mobile Brigade rangers. The park was contracted by the US Government to provide accommodation, food and logistical support.



Rangers received ongoing training and upskilling – Marco Longari



Nomads live on the periphery of Zakouma in the dry season and collaborate with the park on suspicious, illegal activities
– Jean Labuschagne

BIODIVERSITY CONSERVATION

The birth of an estimated 40 elephant calves over 18 months reaffirmed not only that the demise of Zakouma's elephants had been thwarted, and that the population had settled, but that elephant numbers had increased substantially. The calves were born in the period extending from the second half of 2013 to the end of 2014.

A further four elephants were fitted with satellite GPS collars as part of extensive, ongoing efforts to protect Zakouma's herds by tracking their movements and deploying anti-poaching patrols accordingly. One tiang and one hartebeest were also collared to track their ranges.

A two- to three-year-old lion in good condition died of unknown causes, either illness or poisoning. Zakouma protects an otherwise healthy lion population of more than 100.

An aerial survey was conducted in Zakouma during the second quarter, as well as in three areas in western Chad, as part of The Great Elephant Census, the largest pan-African survey in 40 years, being funded by US philanthropist Paul G. Allen. The count in Zakouma showed that all major species had increased, with the exception of tiang that remained constant. More than 10,000 buffaloes were counted with several herds of between 800 and 1,000 animals.

A team from Zakouma worked closely with the International Crane Foundation for several months on an initiative to protect the Black Crowned Crane which is found in abundance in the park, although threatened in much of its Sahelian range. The park team also collaborated with the Rangewide Conservation Programme to gather information about Chad's cheetah and wild dog populations.

African Parks continued to assist the Chadian Government in its efforts to protect elephant herds in the rest of the country, collaring an additional six elephants in the west of the country as a protective and monitoring measure. Zakouma also helped the Chadian Government further develop its National Elephant Management and Conservation Strategy, designed to protect the country's remaining herds.

COMMUNITY DEVELOPMENT

The Land Use Plan was drafted, demarcating a proposed elephant corridor area. Following approval by regional authorities, sensitisation meetings were held to introduce the plan to the pool villages in the two regions of the corridor where it was well received.

12 teachers' houses and two schools were completed

The project involving the construction of two schools, ablution blocks and 12 teachers' houses, was completed in Goz Djarat, the town where most park staff reside. The structure for an environmental education centre was also finished and construction began on a hostel to accommodate pupils who live too far from the school to be day scholars. A total of 621 school children and local villagers visited Zakouma as part of the Environmental Outreach Programme during the year.

The village radio system used by communities who live on the periphery of the park was expanded and functioned well, enabling members to convey information about suspicious activities to the operations centre.



Pupils at one of the African Parks funded elephant schools
– Jean Labuschagne



Camp Nomade, Zakouma's new upmarket, tented offering – Andrew Brukman

TOURISM

Tourism revenue totalled US\$160,000, a 72% increase on 2013 figures. Tinga Lodge recorded a modest profit, attributable to income derived from hosting the US Marine unit. The park also benefited from the lifting of the travel ban by the American Embassy in Ndjamena.

443 tourists visited Zakouma

Tourism expansion continued. This included the establishment of Camp Nomade, an upmarket mobile tented offering. The camp has the capacity to accommodate eight guests and a private guide and elicited keen interest from high-end safari operators in the lead-up to its 2015 opening. Camp Salamat, a day visitor centre and camping complex, also neared completion.

The burning of the country's ivory stockpile and Zakouma's 50th anniversary celebrations received widespread media coverage. There was also extensive, positive coverage about the park's conservation achievements and effective anti-poaching initiatives in influential international media including: *National Geographic*, *CNN International TV News*, *The Smithsonian Magazine*, and on the *BBC* and *Al Jazeera* websites.

The European Union was the major institutional funder of the park

OBJECTIVES FOR 2015

- Fully implement the Land Use Plan to create a corridor for elephants in their extended range.
- Introduce a dedicated intelligence team to track the whereabouts of poachers.
- Introduce a legal team to ensure that the prosecution of poachers is carried out.
- Build three new schools.
- Officially open Camp Nomade by the end of 2015.

In Remembrance

**The year 2014 will be remembered for the deaths of three valued African Parks staff members.
We pay tribute to the following men who passed away:**



Dr Anthony Hall-Martin

African Parks' Conservation Director and one of the founders of the organisation, Anthony Hall-Martin, died in May after a protracted struggle with cancer. One of the most exceptional creators and expanders of national parks and wildlife reserves in Africa, he was also a world authority on the African elephant and the black rhino. Anthony's legacy extends beyond the establishment of parks, pioneering models and innovative practices to the countless individuals he encouraged, inspired and mentored during his distinguished 40-year career in conservation. His is a legacy that will resonate for generations to come.



Dexter Chilunda

The Head of Law Enforcement at Liuwa Plain National Park, Dexter Chilunda, was tragically shot dead by poachers in May while investigating the sound of suspicious gunshots in the park. An expert, experienced ranger and law enforcement officer with more than 20 years' experience, Dexter was deeply committed to protecting Liuwa's wildlife and highly respected by his colleagues. He was on secondment to Liuwa from ZAWA (the Zambia Wildlife Authority) at the time of his death.



Bill Fitzpatrick

The resident American pilot at Odzala-Kokoua National Park, Bill Fitzpatrick, went missing in June en route between Nigeria and Cameroon while flying the new park plane to its final destination in Odzala. Very sadly, neither Bill nor the aircraft has been found despite a media information campaign and extensive aerial and ground searches in Cameroon by various authorities and by African Parks. An experienced pilot with more than 25 years' experience, Bill was previously a pilot and ranger at national parks in Washington State and Alaska in the United States.



Financial Highlights 2014

The group's financial performance was again pleasing with no funding deficit recorded for the first time ever and an improvement in group operational income.

2014 Financial Performance

The focus on the strategic growth of the African Parks portfolio was apparent through increased investment in park development during the 2014 financial year. Park development costs, as carried by the African Parks Network entity, was at US\$216,000 in the current year. The result was an additional protected area, Chinko, in the Central African Republic (CAR), which was signed into the portfolio in November 2014. Chinko has been consolidated as part of the group consolidated results, reflected in the “abridged financial statements” section. Protected area funding remains predominantly donor reliant as donor funding remains our most important source of income at 82% of total (2013: 79%).

We are pleased to report that for the first time since the creation of African Parks, we did not end the year with a funding deficit. As such, we have not drawn down on our internal reserves held with Stichting African Parks Foundation (SAPF) in The Netherlands. These reserves were at €13 million (US\$15.8 million) at year end.

Presented here are the management accounts of the eight protected areas and African Parks Network, followed by a summary of the audited results for the 2014 financial year. The differences between the management accounts and audited results are due to consolidation 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 and loss on exchange rates. All entities within the group aim to achieve a balanced budget by ensuring that income equals expenditure.

FINANCIAL HIGHLIGHTS

Group spending, as reported in the management accounts, increased by 31% to US\$20.3 million. The two main reasons for this increase were the acquisition of the African Parks helicopter, deployed for anti-poaching, and the additional costs resulting from park development. Overhead costs remained well-managed as African Parks Network accounted for only 9% of total group spending (2013: 10%). SAPF and African Parks Foundation of America are not reflected within the group as they are separate legal entities. They are affiliate entities set up for the main purpose of fundraising for the organisation. **Special projects** are disclosed separately as they are non-recurring projects with a finite life. These included school infrastructure

in Zakouma, collaring of elephant populations out of the Zakouma system in Chad, and elephant collaring in Odzala.

The **income** utilised to fund group spending was from three main sources: donor funding, endowment income and gross park revenue. The European Union remains African Parks’ largest funder, providing more than 37% of total donor income. The **African Parks Endowment Fund** achieved a return of 7.71% for the 2014 financial year. The total funds invested as at year end were €27 million and African Parks Network withdrew US\$1.3 million of investment income generated during the year. The endowment fund is accounted for in the books of SAPF in The Netherlands. The income generated from the fund is predominantly used to fund the running costs of African Parks Network.

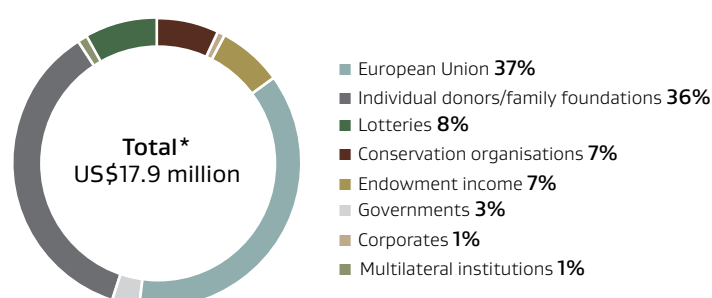
Gross park revenue funded 12% of park operations (2013: 11%). Although this grew in the current year, this growth is expected to taper off as African Parks takes on the management of new projects that are not necessarily high-income generating in the short term. Chinko, due to its remote location, is not expected to contribute large amounts of park revenue and will remain predominantly donor reliant for the long term. The main contributors towards the gross park revenue were Akagera National Park at US\$1 million and Majete at US\$399,000.

Capital expenditure amounted to over US\$4 million (2013: US\$1.3 million) in the current year. US\$1.8 million of this related to the purchase of a helicopter for anti-poaching. US\$300,000 related to community infrastructure investment in Zakouma and US\$300,000 related to capital expenditure in Chinko.

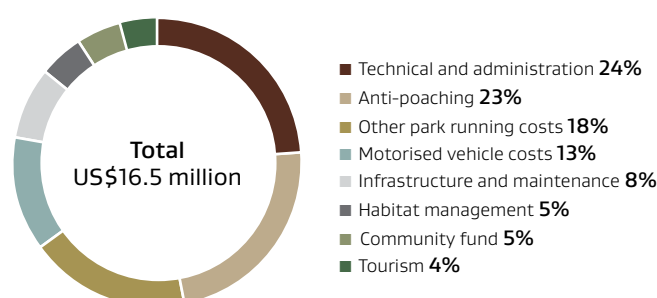
GROUP MANAGEMENT ACCOUNTS

	Protected areas US\$'000	African Parks Network US\$'000	Total per management accounts	Adjustments US\$'000	Consolidated figures US\$'000
Income	16,553	3,748	20,301	(2,897)	17,404
Donor income	14,575	2,029	16,604	(2,675)	13,929
Gross park revenue	1,952	–	1,952	–	1,952
Endowment income	26	1,319	1,345	–	1,345
Cost recoveries	–	400	400	(222)	178
Total group spending	16,543	3,755	20,298	(2,985)	17,313
Operating expenditure	13,273	1,698	14,971	(366)	14,605
Capital expenditure	2,314	1,831	4,145	(2,492)	1,653
Special projects expenditure	781	185	966	(127)	839
Park development expenditure	175	41	216	–	216
Net (deficit) surplus	10	(7)	3	88	91

SOURCES OF FUNDING



PARK EXPENDITURE



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

* Excludes the impact of consolidation adjustment of US\$2.6 million

ABRIDGED FINANCIAL STATEMENTS

These audited abridged group financial statements (the “abridged financial statements”) comprise a summary of the audited financial statements of the group for the year ended 31 December 2014 (the “financial statements”). The financial statements were approved by the Board on 30 March 2015. These abridged financial statements were published on 30 March 2015.

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

BASIS OF PREPARATION

The abridged financial statements are prepared in accordance with the framework concepts and the measurement and recognition requirements of International Financial Reporting Standards (IFRS), the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee, and also, as a minimum, 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 2014. The abridged financial statements are prepared on a going concern basis.

SIGNIFICANT ACCOUNTING POLICIES

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

ABRIDGED GROUP STATEMENT OF COMPREHENSIVE INCOME

An abridged group statement of comprehensive income is presented below. A consolidated operating loss for 2014 of US\$412,000 (2013: US\$179,000) 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 and depreciation expenses. 48% of the group’s funding was from Euro sources. With the dollar appreciating by more than 10% in the current year, the group incurred foreign exchange losses of over US\$552,000. This loss is included in the net finance costs. The group held just over US\$3 million equivalent of Euros at year-end.

ABRIDGED GROUP STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2014

	2014 US\$'000	% change	2013 US\$'000
Income	17,404		14,422
Donor income	13,929	18%	11,799
Endowment income	1,345		852
Other income	2,130	20%	1,771
Operating expenses	(17,313)	19%	(14,597)
Employee benefit expenses	(6,796)		(5,973)
Depreciation	(1,653)		(791)
Administrative expenses	(2,685)		(2,535)
Other operating expenses	(6,179)		(5,298)
Results from operating activities	91		(175)
Net finance costs	(503)		(59)
Deficit before taxation	(412)		(234)
Taxation – prior year overprovision	–		55
Deficit for the year	(412)		(179)
Other comprehensive loss	(100)		(142)
Total comprehensive loss for the year	(512)		(321)

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. Aligning ourselves to the business approach to conservation, costs incurred are first financed through operating income, followed by donor funding. The African Parks Network overhead costs are financed primarily via the investment income generated by our endowment fund.

Donor income represents funds received that were used towards the funding of park activities. The total donor income recognised for the year increased by 18% to US\$13.9 million (2013: US\$11.8 million). Donor funds not utilised are categorised as undrawn funds.

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

Employee benefit expenses is the largest cost category as our biggest investment remains in the people who ensure the efficient operation of the parks. The total number of full-time staff employed was 1,185 in 2014 (2013: 994). Casual staff is used within the parks for construction, roadworks, alien plant control and other projects.

Administrative expenses include insurances, communication costs, per diems, travel and other office 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 GROUP STATEMENT OF FINANCIAL POSITION

as at 31 December 2014

	2014 US\$'000	2013 US\$'000
ASSETS		
Non-current assets		
Property, plant and equipment	7,553	5,027
Current assets		
Inventories	157	88
Receivables and prepayments	4,893	2,929
Cash and cash equivalents	5,594	3,582
Total assets	18,197	11,626
EQUITY AND LIABILITIES		
Capital and reserves		
Foreign currency translation reserve	(1,168)	(1,068)
Retained earnings	1,784	2,083
Non-controlling interest	(184)	(71)
Current liabilities		
Provisions	44	124
Trade and other payables	1,364	732
Undrawn funds	9,379	5,523
Deferred income	6,978	4,303
Total equity and liabilities	18,197	11,626

Property, plant and equipment include infrastructure improvements, motor vehicles, aircraft, plant and machinery, furniture and fittings and other tangible assets. During 2014, a total of US\$4.5 million (2013: US\$1.3 million) was invested in tangible assets. This included capital expenditure on community projects.

Receivables and prepayments include receivables from APF America of US\$2.2 million (2013: US\$1 million). The group was also owed US\$1.1 million (2013: US\$1.3 million) from donors such as the European Union 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 were not utilised in the current year, either because they represent unearmarked funding that will be utilised in 2015 or because they are earmarked for specific activities that are yet to take place. These are held as cash and receivables and only disbursed in the earmarked project and the earmarked period.

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

ABRIDGED GROUP CASH FLOW STATEMENT

for the year ended 31 December 2014

	2014 US\$'000	2013 US\$'000
Net cash inflow/(outflow) from operating activities	(188)	(2,070)
Net cash outflow from investing activities	(4,330)	(1,478)
Net cash inflow from financing activities	6,530	3,441
Net increase/(decrease) in cash and cash equivalents	2,012	(107)
Cash and cash equivalents at the beginning of the year	3,582	3,689
Cash and cash equivalents at the end of the year	5,594	3,582

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

ABRIDGED GROUP STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2014

	Foreign currency translation reserve US\$'000	Retained earnings US\$'000	Total US\$'000	Non- controlling interest US\$'000	Total US\$'000
Balance as at 01 January 2013	(926)	2,206	1,280	(15)	1,265
Loss for the year		(123)	(123)	(56)	(179)
Other comprehensive loss	(142)		(142)		(142)
Balance as at 01 January 2014	(1,068)	2,083	1,015	(71)	944
Loss for the year		(299)	(299)	(113)	(412)
Other comprehensive loss	(100)		(100)		(100)
	(1,168)	1,784	616	(184)	432

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 2014, 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 2014. We expressed an unmodified opinion on those group financial statements in our auditor's report dated 30 March 2015.

The summary group financial statements do not contain all the disclosures required by Independent 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

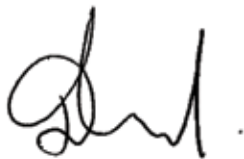
The directors are responsible for the preparation of the summary group financial statements on the basis described in the previous section.

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 2014 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

30 March 2015

Funders

We would like to thank all our funders for supporting our work during 2014. Our conservation progress would not be possible without the funding support we receive from governments, multi-lateral institutions, conservation organisations, family foundations, companies 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.



There are more than 900 buffaloes in Majete
– Morgan Trimble

FENTENER VAN VLISSINGEN FAMILY

The late Paul Fentener van Vlissingen provided the bulk of the initial funding that established African Parks in 2003. In 2010, his daughters Alicia and Tannetta Fentener van Vlissingen committed €25 million to the African Parks Endowment Fund in accordance with their father's final wishes. Income from this fund is earmarked primarily for African Parks' overhead costs, allowing new donor contributions to be allocated directly to the parks. During 2014 the Fund contributed US\$1.3 million towards African Parks' organisational needs.

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 2010 – 2014, €6.9 million towards Zakouma National Park from 2011 – 2015, and €5 million towards Odzala-Kokoua National Park from 2012 – 2017. In addition, a funding facility of €12.5 million was established during June 2014 and aims to bridge the funding gap between the 10th EDF (European Development Fund) under which the three francophone parks have been funded since 2011, and the 11th EDF. The 11th EDF is expected to start at the end of 2016. Garamba's EU contract under the 10th EDF ended in March 2014 and it is currently using this funding facility. Odzala and Zakouma will start using this funding facility from 2016. The EU remains the major funder of the three parks.

DUTCH POSTCODE LOTTERY



The Dutch Postcode Lottery was founded in 1989 to support charitable causes. There are 2.5 million households in The Netherlands that participate in the lottery, vying for hundreds of thousands of prizes each month while supporting charitable causes; half the price of each ticket is distributed among 92 charitable organisations. Since the founding of the Postcode Lottery, it has donated almost €4.4 billion to beneficiaries. African Parks has been a beneficiary of the Dutch Postcode Lottery since 2010. A total of €4.2 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 Lottery has indicated their intention to renew this funding for an additional five years. The Dutch Postcode Lottery committed an additional €900,000 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 started a 10-year partnership with African Parks to develop the African Parks management model across Africa. In 2014 a new contract period started, with a combined commitment to African Parks and WWF – Zambia of €2 million, to June 2017. This funding equates to an annual commitment of €610,000 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. An amount of €170,000 will go to WWF – Zambia in support of the Bangweulu Wetlands project.

ADESIUM FOUNDATION



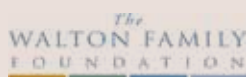
The Adesium Foundation is a grant-making foundation working towards the benefit of nature and society. Its mission is to contribute to a balanced society characterised by integrity, justice, and a balance between people and nature. Adesium has played a noteworthy role in funding new project development, special projects and unanticipated events across the African Parks portfolio and provided €1.05 million for this purpose between 2010 and 2012. It renewed its commitment to African Parks for the period 2013 – 2015 for an amount of €1.02 million. An additional €900,000 was committed by the Foundation to fund African Parks' expansion strategy for the period 2014 – 2017. This additional funding is unrestricted (non-project specific).

RAPAC



Réseau des Aires Protégées d'Afrique Centrale (RAPAC) is a regional 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 total contribution of €1.9 million.

THE 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 2014, the Foundation contributed US\$500,000 to Akagera for core operating and capital expenditure in the park.

US FISH & WILDLIFE SERVICE (USFW)



The US Fish & 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 2014 and applied to anti-poaching initiatives in Zakouma National Park and Chinko, and to monitoring programmes in Odzala-Kokoua National Park.

THE WILDCAT FOUNDATION



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

Organisational and Individual Donations

We deeply appreciate the organisations and individuals who made contributions to African Parks in 2014. Significant contributions are listed below.

US\$500,000 AND ABOVE

Adessium Foundation
Howard G. Buffett Foundation
Dutch Postcode Lottery
European Union
Fentener van Vlissingen Family
RAPAC
Stichting African Parks Foundation
US Fish & Wildlife Service
The Walton Family Foundation
The Wildcat Foundation
WWF – The Netherlands

US\$100,000 AND ABOVE

ANPN – Agence Nationale des
Parcs Nationaux
James J. Coleman Jr
Don Quixote Foundation
Dutch Ministry of Economic Affairs

Klootwijk van der Worp Nalatenschap
Steve and Corinne Koltes
Edith McBean
Elizabeth and Michael Moran
People's Republic of China
Randgold Resources
Rwanda Development Board
Donna and Marvin Schwartz
Swedish Postcode Foundation
Ronald and Christie Ulrich
The Woodtiger Fund
The Wyss Foundation

US\$25,000 – US\$99,999

The Children's Trust
Jonathan Cummings and Holly Hegener
Kate de Brienne
Joseph H. Ellis
Fauna & Flora International
Thomas and Nancy Gallagher

Dave and Pat Gibbons
The Goergen Foundation
René Hooft Graafland
Penni Hirtenstein
Piet Klaver
Anna McWane Charitable Foundation
The Sue and Eugene Mercy Jr Foundation
Boudewijn Molenaar
The George L. Ohrstrom Jr Foundation
Ribbink-Van den Hoek Familiestichting
Emilia Saint-Amand
Charlie William Day Schwartz
Laetitia Smits van Oyen
Stichting Africom
Tusk Trust
Frederik van Beuningen
Robert-Jan van Ogtrop
Vitol Foundation
Vulcan

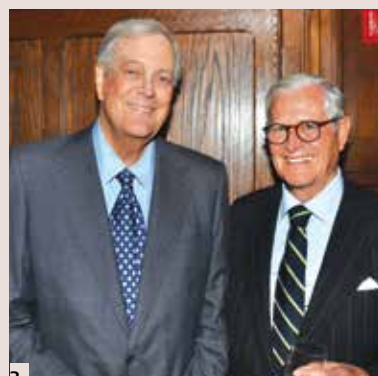
PROTECTOR OF AFRICAN PARKS BENEFIT GALA, NEW YORK



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1| African Parks Foundation Chairman, Ron Ulrich; Nancy and her husband, US Board member, Tom Gallagher 2| Joint Operations Director, Andrew Parker, US Board member, Anna McWane; Akagera Park Manager, Jes Gruner 3| David Koch; US Board member, Jim Coleman 4| African Parks Executive Director, Nicolle Mollo 5| Marvin and his wife, US Board member, Donna Schwartz 6| Chief, International Conservation, US Fish & Wildlife, Richard Ruggeiro; Heidi and Christian Lange

US\$10,000 – US\$24,999

Arcadis
Cultures of Resistance Network
Lodewijk and Marijke de Vink
Joseph H. Ellis
Empowers Africa
Evergreen II Trust
Gilles Lafue
Herman and Rita Spliethoff-Peeters
Steltman Juwelier
Stichting Paul en Hanneke van den Hoek
The George H. Walker Foundation
David and Laurie Weiner

UP TO US\$9,999

Khalil Abdo
Abraham Foundation
The Allen Family Foundation
Jeffrey and Darlene Anderson
Annenberg Foundation
Mimi Arandjelovic
Gregor Bergquist
George Bianco

Jacob and Frances O. Brown Family Fund
Matthew Bschille
Martha Cichelli
Jonathan Davies
Barbara Doran
The Driscoll Foundation
Margaret Fiore
Agnes Gund
John Heminway
Celeste Hicks
Hinderrust Fonds
JMC Industries
Fred Johnson
Brian Kilcommons
Christian and Heidi Lange
Richard E. Lenski
TJ Maloney
Lesley Meyer
Olga Neulist and Herb Wetson
Christa Nicholas
Todd O'Connor
Michael C. Pace Charitable Fund
Giora Pasca

Andrew S. Paul
Mark Perry
Ted and Connie Roosevelt
Charles Russell
Cheryl Scroope
Malissa Sommerville
Lindsay Sparks
Jack and Jodie Stevenson
Gail Stewart
Arsira Thumapudti
Fred and Debbie Ulrich
Ann Vehslage
Diana Wege Sherogan
Philippa Weismann and Sandra Turner
Marc Wolinsky and Barry Skovgaard

DONATIONS IN KIND

Clifford Chance Amsterdam
Randgold Resources



7



8



9



10

7| Odzala Park Manager, Erik Mararv, and the People's Republic of China Ambassador to the Congo, Guan Jian, mark the Chinese Government's donation to conservation 8| Emma Goergen at Akagera 9| WWF – The Netherlands visit to Bangweulu Wetlands: Christiaan van der Hoeven, Bart Geenen 10| The première of the Zakouma film at the 20th Namur Nature Film Festival in Belgium: Assistant to the Saudi-Arabian Ambassador to Belgium, Mustapha Idriss; EU Principal Administrator, Africa's Protected Areas, Enrico Pironio; the Chadian Ambassador to Belgium, Ousmane Matar Breme; Country Director for Chad, Gilles Desesquelles; Belgian Minister of State and Chairman-elect of the Garamba Board, François-Xavier de Donnea; Director Fundraising Europe, Sophie Vossenaar

Governance

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

The main governing body, African Parks Network, based in Johannesburg, South Africa, is a registered not-for-profit organisation in terms of Section 21 of the Companies Act. African Parks Network is the strategic and decision-making entity which is responsible for the business plan of each park, determining capital investments, operating budgets, standard operating procedures and appointing skilled park management. The African Parks Network Board, consisting of one executive and five non-executive Board members, is responsible for overall governance of the organisation. Two specialised sub-committees, the Audit and the 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 Reporting Standards (IFRS) and are audited by KPMG, other than Majete, which is audited by PWC. In 2014, 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 2014

AFRICAN PARKS NETWORK

BOARD

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

EXECUTIVE MANAGEMENT

Peter Fearnhead (CEO)
Reinher Behrens (Executive Director)
Andrew Parker (Joint Operations Director – Anglophone)
Leon Lamprecht (Joint Operations Director – Francophone)
Ayesha Jackaria (Chief Financial Controller)

AFRICAN PARKS NETWORK

The Oval, Centurion Building,
Corner Meadowbrook and Sloane Streets,
Bryanston East, Sandton,
PO Box 2336, Lonehill 2062, South Africa
Tel: +27 11 465 0050
Fax: +27 86 662 4992
Email: info@african-parks.org
www.african-parks.org
Reg No: 2007/030803/08
PBO No: 930028082

STICHTING AFRICAN PARKS FOUNDATION

BOARD

Robert-Jan van Ogtrop (Chairman)
Piet Klaver
Frederik van Beuningen
Laetitia Smits van Oyen
René Hooft Graafland

EXECUTIVE MANAGEMENT

Sophie Vossenaar (Director Philanthropy – Europe)
PO 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)
Edith McBean (Vice Chairman)
Jonathan Cummings
Thomas Gallagher
Anna McWane
Donna Schwartz
James J. Coleman Jr
Peter Fearnhead (Ex Officio)

EXECUTIVE MANAGEMENT

Nicole Mollo (Executive Director – USA)
PO 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

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Kampamba Kombe*
James Milanzi*
Crispin Mowa Zambwe (Induna Namunda)
Andrew Parker
Amussa Mwanamwambwa

*ZAWA representative, appointment pending

AKAGERA MANAGEMENT COMPANY

BOARD

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Isabelle Kayiranga
Michel Masozera
Jacqui Sebageni
Andrew Parker
Robert Bayigamba

BANGWEULU WETLANDS MANAGEMENT BOARD

BOARD

Dr Martin Malama (Chairman)
Michael Eustace
Kampamba Kombe
James Milanzi
Phil Minnaar
Phillip Mwansa
Mwape Sichilongo
The Honourable Wynter Kabimba
Andrew Parker

ODZALA – KOKOUA FOUNDATION

BOARD

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Gilles Desesquelles
Leon Lamprecht
Sam van der Feltz
Bourges Djoni Djimbi
Sebastian Kamden
Aurélien Mehoungal
Pascal Pacifique Ibabo
Paul Telfer

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 while 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

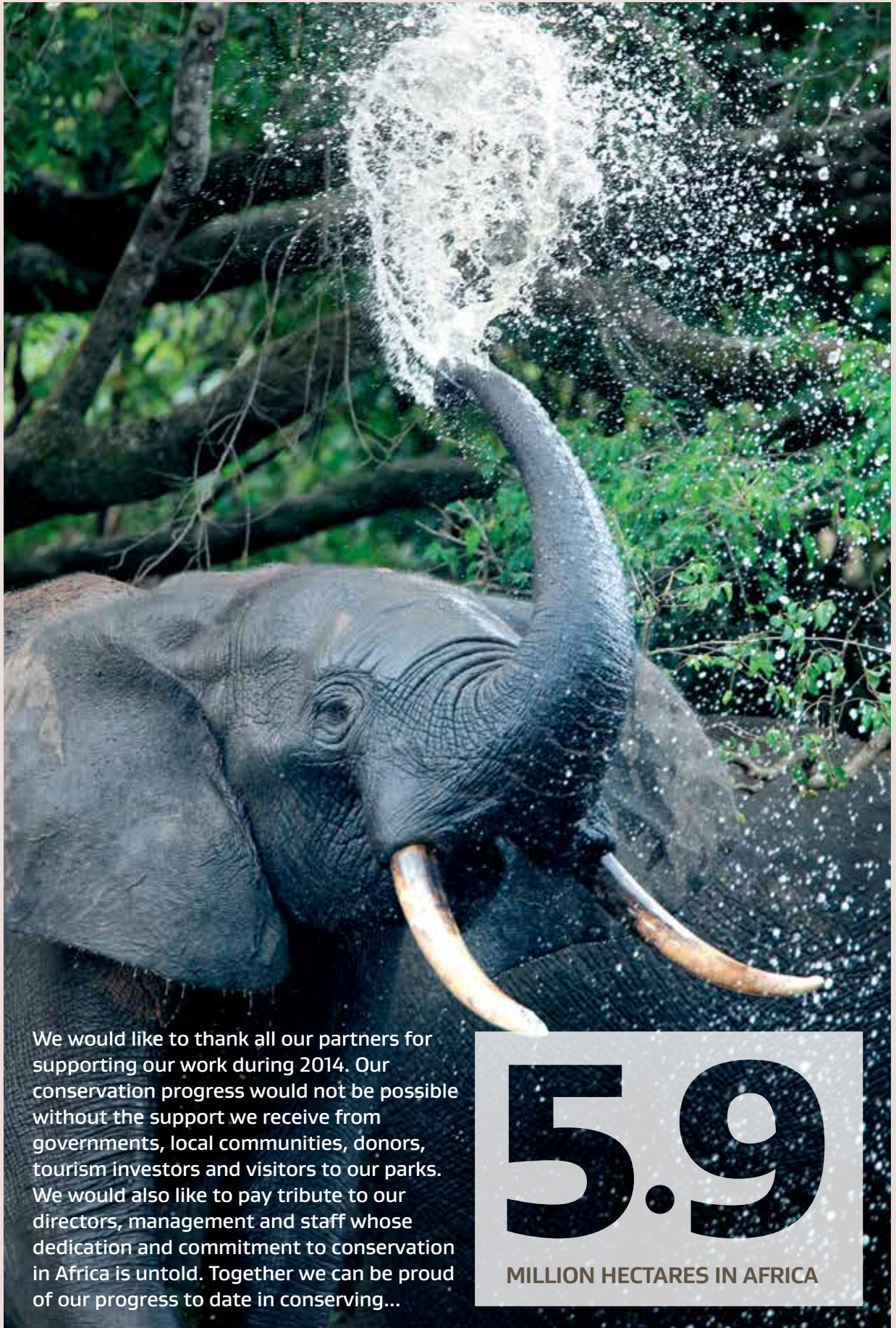
Nicole Mollo

Executive Director, USA
nicolem@african-parks.org

Sophie Vossenaar

Director Philanthropy, Europe
sophie.v@afrikan-parks.org

OR CONTACT: info@african-parks.org



We would like to thank all our partners for supporting our work during 2014. 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...

5.9

MILLION HECTARES IN AFRICA

Photographer: Tanguy Dumortier



www.african-parks.org

www.facebook.com/AfricanParks