



Annual Report 2003
Stichting African Parks Foundation
Utrecht, The Netherlands



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and Mr. Rob Walton for their continuous support.



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Contents

Report of the Board

- 3 Introduction
- 5 About African Parks
- 6 Structure and Timetable
- 7 The African Parks Process
- 7 Saving wildlife and alleviating poverty
- 9 Marakele – the model and inspiration for the African Parks approach
- 10 Majete Wildlife Reserve
- 12 Liuwa Plain National Park
- 14 Sioma Ngwezi National Park
- 16 Ethiopia a new operating country for African Parks
- 17 Aims for 2004

Financial Statements

- 19 Balance sheet Stichting African Parks Foundation as at 31 December 2003
- 19 Statement of profits and losses Stichting African Parks Foundation
for the period 17 November – 31 December 2003
- 20 Notes to the balance sheet and statement of profits and losses
- 24 Auditors' report

Annex 1

- 26 Consolidated balance sheet African Parks B.V. as at 31 December 2003
- 26 Consolidated profit and loss account African Parks B.V. 2003
- 27 Notes to the consolidated balance sheet and profit and loss account of African Parks B.V.
- 31 Shareholders' equity of African Parks B.V.



Introduction

As our human population expands, the more crowded it becomes for all life on earth. The problem is damaging the viability of those fragile refuges we call protected areas. In Africa human conflict, lack of managerial capacity and seemingly more pressing financial priorities have resulted in the biodiversity of most National Parks falling into serious decline. Many of these places have become parks on paper only.

African Parks endeavours to reverse this trend by providing professional management. This is delivered through our partnership with African Governments, funding sources in the industrialised world and the local communities in and around the parks themselves. We provide management that is professional, financial reporting that is accessible and audited, and structures that are simple and based on a proven business model. African Parks should be judged on output and results. We will invite outside experts to analyse our work regularly.

Although privately funded at the moment, we believe that African Parks provides a reliable model for public financing from rich countries in the future. Biodiversity can directly benefit from this type of financial arrangement and – through our work in remote areas – so can the poorest of the world's people. We employ and work with local people. We engage actively with local traditional structures and interests. We fight poverty in a very practical way.

Biodiversity in protected areas in Africa will decline further unless the rich countries accept that, in terms of ethics and practicality of survival, parks in Africa are important to all of us. They cannot and should not be the responsibility of developing countries alone; we must share the responsibility. Financing will have to come from private donors and public sources to bridge the shortfall. Tourism alone cannot save National Parks; its revenue is too fickle.

Africa has many proud cultures and splendid people. They want to maintain Africa's biodiversity as much as we all do. Through our partnerships we can save these important places with their unique and irreplaceable animals, plants, and landscape.

Paul van Vlissingen, Chairman of the African Parks Foundation, Utrecht, 2 April 2004





About African Parks

The mission of African Parks is to create a long-term future for the most vulnerable and remote protected areas in Africa. We believe this can be done only if we secure their economic, social, and environmental sustainability.

African Parks is a Foundation that enters into public-private partnerships with African governments to manage and finance national parks. Our sole objective is to make an individual national park a viable biological and economic entity.

With our practical, business-based approach, African Parks hopes to contribute significantly to local socio-economic development. Operations are conducted with the involvement of local communities. We seek to enable others to use our model independently of our own organisation.

African Parks is the steward of these natural assets, we do not own them. They are managed by us in trust for the nation and the world. Our targets are agreed with the national government and reflect the obligations and ambitions of the international conventions and treaties to which they are party.

National parks are often undervalued assets. They are usually viewed as cost centres within national budgets, and are operated like Civil Service departments. Consequently, it has proved difficult to develop effectively the commercial potential of these areas in a manner which connects investment with revenue and directly benefits the local economies.

The unique structure of African Parks enables us to engage private sector management approaches, but with all profits recycled into investment towards future parks and the local economy. The private sector management approach attracts investors in the tourist potential of a park because it provides an operating environment in which they can have confidence. The charitable ownership of African Parks attracts individual and corporate donors because they see their financial gifts being used efficiently and effectively. This is a new form of public-private partnership.

We are a transparent organisation. As this document and our website (www.africanparks-conservation.com) testify, we will report in an open way. Our registration as a charitable organisation in the Netherlands and the USA also requires us to demonstrate clearly that donated money which secures tax concessions is used for its intended purpose. We plan and report in a manner which creates local confidence – both with national governments and amongst our partner communities in each park. We discuss our forward plans and report on our activity. We also declare publicly our employment and community support activities and secure the agreement of those directly concerned.

Structure and Timetable

Incorporated in or before 2003
 In the process of being incorporated in 2004
 Future plans 2004



Liyuwa Plain National Park

28 February 2003
 Interim agreement signed with Government of Zambia.
1 August 2003
 Management team moved into the Park.
September 2003
 Community anti-poaching fund set up.
October 2003
 26 new recruits from local villages trained.
November 2003
 GPS points established for the whole park.
December 2003
 1550 children at 8 schools attended presentations given by AP on the importance of conservation and the plans for Liyuwa.

Majete Wildlife Reserve

28 March 2003
 Agreement signed with Government of Malawi.
24 April 2003
 Management team arrived.
August 2003
 40 km long, 1.8 m high game-proof fence was completed to create a sanctuary of 14,000 ha. 200 local people were employed to construct the fence.
September 2003
 Translocation of 599 game animals.
November 2003
 A Malawi trust was registered
December 2003
 104 functional weapons and 50 gin-traps were confiscated and 200 wire and cable snares were recovered in the 8 months to December.

Nechisar National Park

July 2003
 Contacts established through the London Embassy
September 2003
 Visit to Ethiopia
15 December 2003
 Conclusion of negotiations
17 February 2004
 Agreement signed with Government of Ethiopia



The African Parks Process

Following the signing of letters of intent with the national government, each park will go through a four-stage progression.

1. Appraisal. This takes up to a year from the arrival of our coordinating team at the park. The prediction and available information at the time of signing the letter of intent are tested against the realities on the ground. We have to be sure that decline has not proceeded so far as to make restoration impossible, and that plans for future revenue generation are achievable.
2. Restoration. The remedial work required to secure the park boundaries and remove the immediate threat of uncontrolled poaching, engaging the local community's enthusiasm and support, and undertaking the process of re-introducing lost species.
3. Operations. The consolidation of the re-introduced and newly-protected species and landscape. We also ensure that the park builds up to carrying capacity, the training and employment of local people, and the development of the potential for local businesses. The park strategy is developed and approved.
4. Revenue generation. The last and longest phase, when the park enters sustainability in terms of commercial activity and biodiversity, with well-established management practices and procedures. The park management strategy is under implementation.

Saving Wildlife and Alleviating Poverty

A new partnership between people and nature

In the eleven years that have passed since the signing of the Rio Convention, the world has clearly understood that it is impossible to consider the three pillars of sustainability – the economy, the environment, and society – as separate entities. They are symbiotically linked. There has also been a move away from considering two of the pillars as being mere supports for a third. For instance, many environmentalists and conservationists have thought that economy and society are – at best – inconveniences when trying to conserve biodiversity. Economy was seen as a necessary evil and it was simply the role of the state or charitable donors to pay the cost of preserving protected areas. Equally, local communities were seen as groups who needed pacifying and distracting – they were to be given alternative resources so they would stop utilising the wilderness and its species.

Fortunately, these attitudes are changing. While for many – and that includes African Parks – the conservation of biodiversity is our principal goal and motivation, the power of a well-managed economy and thriving commerce is seen as a welcome rather than merely essential partner in our endeavours. Equally, local people and their traditional use and stewardship of the resources in a protected area are seen as being legitimate. Both economy and society are sophisticated tools and participants. Without them, biodiversity will simply not be preserved.

African Parks is committed to fulfilling the goals and the standards of the Convention of Biodiversity, the United Nations Agenda 21, the targets set by the Johannesburg Summit on Sustainable Development, and the World Parks Congress of 2003. We believe that, at the highest level, these international obligations set a framework for effective private-public partnerships in conservation and sustainable development.

Bringing parks back from the brink

The protected areas in which we work have been taken to the point of no return. Through ineffective management, uncontrolled exploitation and external events such as wars and famine, the wealth of species and the landscape and soil that nurture them have been reduced to almost irrecoverable levels. We believe it is possible, through

a combination of direct commercially-based revenues and innovative long-term funding, to secure the recurrent revenue needs of a protected area. The restitution costs, however, cannot be secured through business activity. They are expensive. They include the translocation of animals to act as breeding stock for the future; replanting of woodlands; the clearing of scrub that invades in the wake of deforestation; assistance to local people in adopting agricultural practices that reduce and remove encroachment; the identification and securing of park boundaries and direct protection of wild resources through anti-poaching action during the transition to sustainability. They will continue to require the support of donated funds from governments and individuals around the world. African Parks is trying to demonstrate that these donations should be made on sound investment principles – there is no point in donating funds to restore the biodiversity of an area unless its future can be demonstrably secured through effective and transparent business planning.

Why people matter

African Parks believes that local communities are also an essential and welcome partner. We feel that transparent relationships – when both park and people are seen to benefit – hold the key to a sustainable future. However, that must be based on clear business approaches, not unfocused charity. One of our first steps is to establish a community trust fund. Into this fund we pay a regular sum, from which agreed deductions are made if there are poaching incidents. Thus, during the restitution phase of a project, the community shares economically in the benefits that the park gets from spending less money and resources on anti-poaching activity. As we move from restitution to sustainable operations, the community trust contributions reflect the financial viability of the park. These community trust funds are completely under the control of local people – the only requirement is that decisions on the expenditure are made transparently and publicised widely.

The biggest benefit a well-run protected area can provide is economic growth. Historically, in the days of unrestrained wilderness, this could be in the form of harvesting resources. Today that is very difficult, if not impossible, so the benefit must be in the form of jobs. More than 90% of African Parks total global staff is from the local communities within, or immediately around, our parks. We ensure that these jobs are spread as evenly as possible through our partner communities. We also apply clear business principles: the best candidate gets the job, regardless of any other considerations; our staff is paid a fair wage based on clear salary structures, and they are paid on time. Our long contract periods (up to thirty years) will enable us to invest in our local skills base. All staff receive training relevant to their post, and we will also invest in the broader education of individuals whom we believe have the potential for advancement in our organisation. Our investment in local schools will reflect our discussions with local communities on the type of jobs that will be available in the future and the skills that their children will require. Equally, we will be working with local communities to improve health and nutritional wellbeing – using our staff as the route to that engagement.

The basis of our future

In the past, people and protected areas were seen not to mix, and had to be kept apart. Currently, there is an uneasy truce where compromises are made by each one to accommodate the other. We believe that our new approach to private-public partnership will make very real the ability of local communities to economically and sustainably benefit from protected areas, and for the biodiversity of that area to flourish in a way that would be impossible if it was simply 'protected'. Our ambition is to ensure that approach makes an irreplaceable contribution towards the goals that the world has set itself in the new millennium.



Marakele – the model and inspiration for the African Parks approach

Although not forming part of the structure of African Parks for technical reasons, Marakele National Park in South Africa serves as the model of the public – private partnership that is used by African Parks.

At the invitation of President Nelson Mandela, the renovation of Marakele began in 1997. It was in poor condition. Much of the land was derelict, littered with broken fencing and covered with scrub vegetation that follows from intensive cattle grazing. Most of the park was inaccessible, the facilities for tourists were dilapidated, and relations with the neighbouring farmers were difficult. By combining the National Park with private land, a single management unit of 250 sqkm was created. Over 2000 animals (including many in the IUCN Red Book) were introduced. And agreements put in place.

Marakele has become a premier National Park for South Africa. Its biodiversity has been resurrected. It makes an excellent contribution to the local economy through jobs and housing. It serves as a model and an inspiration, and was lauded as such when it was officially re-opened in August 2003 by Dr. Nelson Mandela and His Royal Highness Prince Bernhard.



Opening Marakele National Park: Dr. Nelson Mandela, His Royal Highness Prince Bernhard Mavuso Msimang, Paul van Vliissingen, photo Johannes Dalhuijsen

Majete Wildlife Reserve

The place

Majete is an area of 700 sqkm situated in the Lower Shire Valley, about 70 km southwest of Blantyre, the commercial capital of the country. It consists of undulating and hilly landscape covered in tall, deciduous woodland and savannah, with grassy glades and occasional patches of thicket. Along the Shire River the vegetation is mixed savannah with scattered stately baobab trees and clumps of ilala palms. The watercourses are fringed by thickets. The rugged western highlands are dominated by miombo woodland.

Majete is a particularly challenging task as its wildlife has been more severely impacted than at any other park in Malawi. Most large mammal species (elephant, black rhino, lion, buffalo, eland, zebra, Liechtenstein's hartebeest, sable antelope, roan antelope and impala) had been poached to extinction in Majete. Elephants were eliminated as recently as 1990. Small populations of waterbuck, greater kudu, reedbuck, bushbuck, klipspringer, hippopotamus and crocodile were still present.

An agreement to manage Majete Wildlife was signed on 28 March 2003 with the Government of Malawi, and operations commenced on 24 April 2003.

Principal events in 2003

The project was preceded by a programme led by two scouts and a Peace Corp volunteer. The volunteer lives at Mathiti Camp, the Headquarters of Majete, and works full-time on environmental education (Wildlife Clubs at local schools), community sensitisation and extension. The outreach (explaining what the transition of Majete Wildlife Reserve to sustainability could mean to local communities) has proved to be successful. The project is benefiting from growing local support.

A complement of 14 game scouts, of which 12 live inside the reserve and 2 in the nearby villages, have increased their productivity two-fold. Daily short patrols are conducted as well as three-day patrols. These patrols take place increasingly in response to information on poaching activities we receive from supportive local communities as well as our fence attendants and field staff.

A total of 104 functional weapons have been confiscated or surrendered in the last five months. Over 50 gin-traps, some big enough to cause grievous damage to animals as large as rhinos, were also confiscated. Around 200 wire and cable snares have been recovered from within the reserve.

Wild teak is the target for timber poaching – 281 planks (each 3-4m long, 20-30cm wide and 5cm thick) were confiscated in 2003. The charcoal industry in Malawi is widespread and all protected areas are under enormous pressure from people coming in and cutting down trees to make charcoal. Nearly nine tons of charcoal made illegally in Majete has been confiscated.

The scouts received Global Positioning System (GPS) training from Dutch specialist volunteers. This enables us to monitor movements of scouts as we can now download patrol data from the GPS onto a computer. The use of a remote telemetry set to track introduced rhino and buffalo has been delegated to three specially trained scouts. Eight of them have obtained their provisional motorbike licenses. Yamaha has also trained the Head Scout and Field Leader Scout on 'Safety Driving and Maintenance' of motorbikes.

Dutch volunteers joined us for 5 months. They set up computer systems and scanned maps onto the computer.



Biodiversity impact

State-of-the-art rhino bomas were erected in record time for black rhino bulls. African Parks acts as custodian of these rhino for the Department of National Parks & Wildlife (DNPW) in Malawi. Both rhino were fitted with telemetry tracking devices in their anterior horns. The rhino are tracked at least twice a week, for ecological and security reasons.

Four students from Stellenbosch University in South Africa spent three weeks with us conducting a survey on the east bank of the Shire River. This was to establish a new boundary that would be fenced to prevent animal-human conflict once elephants are re-introduced to Majete.

A capture and translocation operation succeeded in introducing 599 game animals to Majete. These animals came from Liwonde and Lengwe, two of the relatively secure national parks of Malawi. The animals were moved by a private game-catching outfit and a helicopter hired from South Africa. A total of 2 black rhino, 98 waterbuck, 99 sable antelope, 60 warthog, 211 impala, 120 buffalo and 9 nyala were moved to Majete.

Community involvement and education

A registered trust has been set up, with local trustees, including Senior Chief Chapananga. This will allow us to channel donations to Majete and other protected areas in the Lower Shire Valley and their neighbouring communities.

Effective and valuable liaison systems were established with Paramount Chief Lundu, Senior Chief Chapananga, Chief Kasisi as well as eight TAs (Traditional Authorities) surrounding the reserve. The initial meetings served to familiarize these influential community leaders with African Parks' objectives. The outcome was very positive.

Infrastructural development

A 40 km long and 1.8 m high Bonnox (mesh) game-proof fence with 3 off-set electrified wires was put up in record time to create a sanctuary of 14,000 ha (20% of the total area of the Reserve) for introduced animals. The fencing project created significant employment opportunities for surrounding communities as up to 200 people were employed to construct the fence. Eight locally recruited fence attendants patrol the fence daily. Three fence attendants' houses are being constructed on the fence line of which one has just been completed. The electrified wires are run off three energisers, of which two are solar powered and one off mains.

Our fleet at Majete at present consists of a double-cab Toyota Raider, two Land Cruiser pick-ups, one Land Cruiser Game Drive Vehicle, seven Yamaha Motorbikes, and one Massey Ferguson 440 Tractor. None of this equipment was available before the arrival of African Parks.

Areas of focus for 2004

- Incorporate, by means of fencing, an additional 12 km of pristine riverine vegetation on the east bank of the Shire River to reduce animal-human conflict.
- Establish workshops and offices at Mathithi Scout Camp, Majete's Headquarters.
- Prepare for re-introduction of elephant, and relocate Nyasa wildebeest and zebra (from Selous National Park in Tanzania), roan antelope and zebra (from Nkothakotha National Park in Malawi), and buffalo (from Lengwe National Park in Malawi) into Majete.
- Open roads to Namasempha Hill and Phwadzi, to facilitate anti-poaching patrols.
- Implement workshops for magistrates on the latest National Parks & Wildlife Act.
- Establish a campsite with basic facilities for visitors.
- Supply Mathithi Scout Camp with electricity and running water.
- Scout training and skill development programmes.
- Health and AIDS awareness workshops for all staff and communities.
- Aerial surveillance of the park to establish any illegal activities and to get a general picture of animal populations (size and structure).
- Further development of Community Extension including wildlife clubs.
- Boundary marking to identify the gazetted boundary.

Liuwa Plain National Park

The place

Liuwa Plain National Park is situated in the Upper Zambezi Flood Plains of Western Province, Zambia. It has probably one of the oldest wildlife protection histories in Africa, as it was declared a 'game reserve' in the 19th century, by the then king, King Lubosi Lewanika.

The Park covers an area of 3,660 sqkm of vast grasslands and wooded islands. It is regarded as unique, because it harbours both human (over 108 villages within the Park) and animal populations, which have been sharing the same natural resources for over a century.

The Park is endowed with rich wildlife, birdlife and plant life amid a fascinating landscape and cultural features. The Liuwa Plain, treeless, 70 km long and 30 km wide, forms the heart of the park. Liuwa Plain experiences the second largest migration of wildebeest in Africa from Angola. This usually takes five months, and they cover a distance of over 200 km from Angola. Another unique feature of the park is that it becomes completely flooded during the rainy season, January to May.

Principal events in 2003

The management team moved into the Park on **1 August 2003**, using Matamanene Camp as a base. The project was warmly received by the scouts and the team was delighted to meet Peter Mumba, the excellent Park Ranger who had been recently allocated to the Park.

With the support of the Barotse Royal Establishment (BRE) – the traditional leadership of western Zambia- and their structure the team was able to get the project started in mid-August. An extensive sensitisation programme was undertaken by the BRE focusing on the project and the role of African Parks.

Liuwa project has employed a total of 26 new recruits, who are in the process of undergoing 3 months of training by African Parks. 21 of the recruits are from the local villages within the Park, all of whom were previously unemployed. The balance is made up of former National Parks & Wildlife personnel who live in the district.

Before African Parks arrived, the Wildlife Police Officers (WPOs) were badly equipped. With no basic equipment, they were very reluctant to go on patrol. All teams have now been issued with radios, backpacks, GPS or binoculars, water bottles, tents, raincoats and first-aid kits.

Due to budgetary constraints, before our arrival there were only three patrols conducted in the park in 8 months. Since the arrival of African Parks we completed 71 patrols in the same period. There are 3 patrols in the field at any one time.

Two GPS specialist volunteers from the Netherlands mapped the entire park and downloaded the information onto a computer. All patrols are now monitored while they are in the field: when they return their GPS is downloaded onto computer. All the information such as poachers' camps, sightings of poachers, firearms retrieved and animals sighted can be recorded. This information is added to aerial game-counts, habitat assessments and road networks on the database.

Biodiversity Impact

The preservation of the unique animal, bird and ecological characteristics is fundamental to the whole project. The annual migration of wildebeest is probably the most well-known aspect of Liuwa Plains. Other mammals have been seriously depleted and are very wary of humans and vehicles; these include zebra, tsessebe, lechwe and reedbeek. Lion, wild dog, buffalo, eland and elephant have not been seen by management in the first four months of operations. It is certain that buffalo and eland have become extinct.



The area is home to large numbers of Wattled and Crowned crane and various other bird species. Areas of immediate concern for management are uncontrolled fires, unsustainable fishing practices, cutting of trees in and around the Park, encroachment of people into the Park, and commercial fishing and poaching undertaken by people from neighbouring districts.

Community involvement and education

From the inception of this project, African Parks has supported the BRE and the local Indunas (chiefs) in their programme discussing the change in management and the concerns and desires of local people. A Community Anti-poaching Fund has been set up into which US\$2000 per month (less penalties for poaching incidents) is paid by African Parks. The decision on the use of this money for the benefit of the community is totally in the hands of local people and their Indunas. The latter have to report publicly on their decisions.

African Parks staff is visiting all the schools in the Park. The presentations have been given with the assistance of some Senior Wildlife Police Officers of the Indunas and Zambia Wildlife Authority (ZAWA). The visits have started to attract a lot of interest and there are often as many parents present as children. 1,550 children have attended these sessions at 8 schools since September 2003.

Infrastructural development

Two radio systems have been installed in the park. One is a VHF (Very High Frequency) system which will enable management to communicate with the patrols and the scouts out in the field. The other system is the HF (High Frequency) system allowing management to communicate with other parts of Zambia.

The Park management has entered into an agreement with the Kalabo Council to renovate and move into an old building. The location of the offices is ideal for African Parks. It allows for easy management of tourists going into the park, as it overlooks the harbour where anyone who enters the Park must cross by ferry.

Areas of focus for 2004

- Establishment of campsites and road networks. Increasing numbers of tourists make a campsite and very basic road network system essential. Both will allow us to manage tourists sustainably and will result in further job creation for the surrounding villages.
- Setting up scout camps around the periphery of the park. This will be done in phases as the extent of flooding of the area remains to be determined.
- Game-counts and relocation planning: a game-count will be done in the Park by the Bateleurs, a Non-Governmental Organisation that assists with the provision of aircraft for conservation. African Parks will only have to provide fuel and accommodation. African Parks does not foresee being able to undertake the translocation of game into Liuwa in the coming year, but a game relocation plan will be drawn up for 2005.
- Community Resource Utilisation Plan to be prepared with the assistance of the Silalo Indunas and taking account of the traditions of the Lozi people.
- School visits will continue throughout the year. There are still seven schools to be visited and all schools will be revisited after the floods subside in June.
- Surveys to be undertaken using volunteers and in collaboration with the University of Zambia, and to include an Ecological Survey, Historical Survey of game in the area, land use and Natural Resource utilization mapping, and an Impact Assessment of fires in the Park. The boundaries will be marked out in 2004. Of the old beacons in the original boundary description, none are left.
- Training of further scouts. The project currently has 37 scouts out on patrol and the training of a further 13 will bring numbers up to 50. Other training will include community scouts who will assist us in the local villages in and around Liuwa Plain National Park.

Sioma Ngwezi National Park

The place

Sioma Ngwezi, a National Park of 5,800 sqkm, is situated in the southwestern corner of the Western Province of Zambia, bordering on Namibia to the south and Angola to the west. The vegetation is a Kalahari woodland-savannah mosaic with miombo, terminalia and acacia thorn-forests interspersed with open grasslands. Annual rainfall is less than 500mm which, in this sandy dry environment, leaves no water in the Park in the dry season. Proclaimed a National Park in 1972, Sioma Ngwezi has been beset by cross-border conflict until the late 1990s and has thus not been developed or conserved.

The dry nature of this area makes access to water key to the survival of wildlife in the dry season from June to November. There is no surface water within the Park boundaries after July every year. During the dry season, the surviving game in Sioma Ngwezi is concentrated in the corridor of land between the Park and the Zambezi River where they can gain access to the Zambezi. Very little wildlife or evidence of its existence has been seen on the Cuando River or in the Park.

Principal events in 2003

The Park Ranger and 12 ZAWA scouts were seconded to African Parks. The Park Ranger had previously been based in Senanga, without a vehicle, which is over 100 km away (a four-hour drive) from the closest park boundary.

Over 200 people from the communities surrounding Sioma Ngwezi have been interviewed and an additional 32 young men and women have been trained to work as African Parks Scouts.

In the first three months of the African Parks mandate, the scouts concluded in excess of 400 man-days of patrols; compared to a total of 260 patrol days in the previous 8 months. Patrolling has been conducted predominantly in the Game Management Area (GMA) between the Park and the Zambezi River where most of the game from the Park has been concentrated. In total 10 arrests have been made and 5 firearms and 20 large wire snares have been confiscated along with various trophies. This work has resulted in 4 convictions and 11 cases awaiting trial.

Biodiversity impact

The Park was once home to thousands of elephant and buffalo as well as black and white rhino, an Angolan subspecies of the 'Southern Race' giraffe, zebra, eland, sable, roan and the predators that fed off them. The ravages of war, poaching and land degradation have devastated these populations, leaving only remnant populations of some species while others have disappeared altogether.

Community involvement and education

Sioma Ngwezi National Park falls within the jurisdiction of two traditional governance areas; the Kaunga Mashi Kuta in the district of Shangombo and the Mwandu Kuta in the district of Sesheke. Together the people of these communities, including 25,000 refugees in Shangombo, number over 150,000.

The first two months on the ground were spent conducting an extensive community sensitisation programme which had been initiated by the BRE. Few people had been informed about the project and its impacts on the livelihoods of the communities. These sensitisation exercises were conducted by the Project Park Coordinator, the Park Ranger, Indunas and the District Administrator.

Seven participatory public meetings in the wards surrounding the northern side of the Park were conducted and attended by 700 people. Central concerns were the fear of forced removals of people and livestock from the Park and conflicts with elephants and lion. Meetings were also held with the heads of administration for Sesheke West District and approximately 600 community members.



Approximately 3,000 people have settled in the Park along its 80 km western boundary, in addition to the well over 500 people in the park on the eastern boundary. Their settlements, livestock and agricultural activities severely limit the access of wildlife to the flood plain of the Cuando and its water to the west – a serious problem in a Park that has no internal water source in the dry season.

At the commencement of the project there was one Community Resources Board in Sesheke District. In September, 10 village scouts completed their training and were provided with uniforms, boots and a tent. African Parks has established an additional Community Resources Board covering the three wards of Shangombo District. In September, 10 village scouts completed their training and were provided with uniforms, boots and a tent.

Infrastructural development

At the start of the project, the only existing infrastructure was a sand track running across the Park. The park staff previously had little logistical support due to lack of funds. The David Shepherd Foundation had supplied a vehicle and critical supplies for the previous three years.

African Parks purchased two Land Cruisers, one Land Rover, five motorbikes, a tractor and a trailer. This has galvanised activity, particularly for the deployment of scouts on patrols.

Members of the local community have begun to clear old vehicle tracks that used to run from Ngwezi to Sinjembela, Mufulani to Imusho and Mufulani to Sinjembela. This will reduce driving time and costs for the deployment of patrols and at the same time facilitate local communities that are currently often inaccessible by road in the dry season.

Withdrawal from Sioma Ngwezi

It is vital that in the process of developing a project we are honest and straightforward to Governments and donors. Throwing money away on one park where there is little hope of delivering the financial, ecological or social targets will deprive another Park the resources where success is more likely. In the early stages of developing a project, African Parks rigorously investigates whether our initial objectives are realistic and reasonable. If they are not, then we must withdraw and establish another project with credibility.

Such a situation has arisen with Sioma Ngwezi. We were aware that the park had been decimated as a consequence of the war in neighbouring Angola and Namibia. With the benefit of being on the ground for several months the following became clear:

The destruction of wildlife was far greater than originally realised. During these months management and scouts have had only a handful of sightings of game in the Park. Translocation as a rescue strategy is not possible due to the limited supplies of game from elsewhere in Zambia together with long distances and poor roads. The settlements of thousands of people along the Cuando River have cut off this vital water source from the Park interior.

Prior to the Annual Report going to print, African Parks has formally withdrawn from Sioma Ngwezi and both the Zambian Wildlife Authority and the Zambian Government have been informed of this decision. Further meetings with Government make us believe that the long-term agreement for the management of Liuwa Plain will be signed shortly. African Parks has committed to considering another Park in Zambia in the place of Sioma Ngwezi which has greater prospects for recovery and sustainability, if so desired by the Government of Zambia. The community funds destined for Sioma Ngwezi will be relocated to the Liuwa Plain project.

Ethiopia a new operating country for African Parks

In February 2004, discussions between African Parks and the Government of Ethiopia bore fruit with the signing of an agreement to manage the Nechisar National Park in the Southern Region. The agreement also provides for African Parks to take on the management of additional Ethiopian Parks in the future, and consideration for a second park is well advanced.

Nechisar National Park was designated in 1962 as one of the original national parks of Ethiopia. When it was established it was an area known for its populations of wildlife, and unusually for Ethiopia, was completely uninhabited. But past hardship had forced many people into the park with their livestock. As part of this agreement, they are being relocated with their consent to new areas where education, health and water supply services can be provided.

Nechisar is small (514 sqkm). It is in one of the most scenic parts of the Great Rift Valley. Its northern boundary is Lake Abaya with its red waters, and to the south is Lake Chamo, a clear water lake. The biodiversity comprises rich groundwater forest, savannah and woodlands. The core of the park are plains of what appears to be white grass – nech sar – giving the park its name. It has zebra and Grant's gazelle, and also one of the last populations of Swayne's hartebeest.

The park holds a number of pressing challenges for the African Parks team that will be addressed during 2004. We intend to re-introduce elephant and buffalo as part of the biodiversity restoration plan, and to install extensive game fencing to reduce human-wildlife conflict. It is clear that Nechisar has the potential to be restored to its former conservation glory.



Aims for 2004

By the end of 2004 we intend to have:

- Several parks under management in three or more countries (Zambia, Malawi, Ethiopia).
- Negotiations with other countries to assist in Park Management.
- At least a further 500 endangered animals translocated to safety.
- Implemented the forward plans described in this report for Liuwa Plains and Majete.
- Established our foundation in the United States and commenced fundraising and information activities there.
- Developed a long-term investment opportunity for private donors.
- Submitted project applications to the GEF through the World Bank and to USAID and at least two European Union member State development programmes.
- Agreed a forward plan for working with the United Nations.



Balance sheet Stichting African Parks Foundation as at 31 December 2003

All amounts are in EUR

Assets		Liabilities	
Fixed assets		Net equity	
Financial fixed assets	940,942	Foundation funds	- 825,779
		Long-term liabilities	2,513,413
Current assets		Current liabilities	
Receivables	836,080	Short-term loan	110.000
Cash at banks and in hand	22,015	Other payables	1.403
	<hr/>		<hr/>
	858,095		111,403
	<hr/>		<hr/>
	1,799,037		1,799,037

Statement of profits and losses Stichting African Parks Foundation for the period 17 November – 31 December 2003

All amounts are in EUR

	2003
Income	847,439
Operational expenses	432,986
	<hr/>
Operational result	414,453
Financial income and expenses	- 1,240,232
	<hr/>
Net result	- 825,779

Notes to the balance sheet and statement of profit and losses

1. General

1.1 Activities

The Stichting African Parks Foundation enters into public-private partnerships with African governments to manage and finance National Parks. The main objective is to make national parks viable economic entities, as the Foundation believes that this is the only way to make them sustainable in the long run. With its practical, business-based approach, African Parks hopes to contribute significantly to the socio-economic development of the respective regions. Operations are conducted with the involvement of local communities.

The Stichting African Parks Foundation was incorporated in Utrecht, the Netherlands, on 17 November 2003

1.2 Group structure

The Stichting African Parks Foundation is the ultimate head of African Parks Group. The management and the financing of the National Parks in Africa is performed by African Parks B.V., a wholly owned subsidiary of the Stichting African Parks Foundation.

African Parks B.V. holds 100% of the shares in African Parks (Majete) Ltd incorporated in Malawi on 11 November 2002 and 70% of the shares in African Park (Zambia) Ltd incorporated in Zambia on 28 February 2003.

For reasons of simplicity, the Stichting African Parks Foundation has not prepared consolidated figures. For a better insight and understanding of African Parks Group, the consolidated balance sheet of African Parks B.V. as at 31 December 2003, the consolidated profit and loss account of African Parks B.V. for the period from 22 May until 31 December 2003 and the notes to the balance sheet and profit and loss account have been included in Annex 1.

1.3 Book year

The first book year relates to the period from 17 November until 31 December 2003.

1.4 Going concern assumption

At 31 December 2003 the Stichting African Parks Foundation had a negative net equity. As the Board has confidence in the business plans for at least the coming two years and donor funding activities so far have been successful, the financial statements have been drawn up on the basis of the going concern assumption.

2. Principles of valuation of assets and liabilities

2.1 General

The annual accounts are prepared in accordance with accounting principles generally accepted in the Netherlands. The annual accounts are prepared in euros. Assets and liabilities are valued at face value, unless otherwise indicated.

2.2 Foreign currencies

Balance-sheet items relating to assets and liabilities denominated in currencies other than euro are translated at the rate of exchange prevailing on balance-sheet date. The resulting exchange rate differences are credited or charged to the profit and loss account. Transactions in foreign currency during the reporting period have been included in the annual accounts at the rate of settlement.

2.3 Financial fixed assets

Majority participations and other investments where significant influence can be



exercised are valued at the net asset value. The net asset value is calculated using the valuation principles prevailing for these annual accounts.

If the net asset value of a participation is negative, then a provision is recognised if and insofar as the company is fully or partially liable for the debts of the participation or has the firm intention to allow the participation to pay its debts.

2.4 Receivables

Receivables are valued at face value less a provision for uncollectable accounts.

3. Principles of determination of result

3.1 General

The operational result represents the difference between the income from gifts, donations, etc and the costs and other charges for the year. The net result represents the difference between operational result and financial income and expenses. The gifts and donations are recognised in the year they are realised; losses are taken as soon as they are foreseeable.

3.2 Exchange rate differences

Exchange rate differences arising upon the settlement of monetary items are recognised in the profit-and-loss account in the period that they arise.

3.3 Income

Income represents the gifts and donations less taxes (if any).

3.4 Costs

Costs are recognised at the historical cost convention and are allocated to the reporting year to which they relate.

4. Notes to the balance sheet

4.1 Financial fixed assets

An overview of the movements of the financial fixed assets is taken up below:

All amounts are in EUR

	Investments in African Parks B.V.	Amounts due from African Parks B.V.	Total
17 November 2003			
Book value	0	0	0
Movements 2003			
Additions	100,000	2,081,174	2,181,174
Result participations	- 1,240,232	0	- 1,240,232
	<hr/>	<hr/>	<hr/>
	- 1,140,232	2,081,174	940,942
31 December 2003			
Book value	- 1,140,232	2,081,174	940,942

The investment in African Parks B.V. has been bought at the nominal value of the share capital under the condition that all losses as from the start of the activities would be for the account of Stichting African Parks Foundation.

Amounts due from African Parks B.V. relate a long term loan contracted in euros. The Stichting African Parks Foundation has granted to African Parks B.V. an unsecured loan facility up to a maximum of euros 5,0 million. The loan agreement matures on 31 December 2006. Earlier payment is permitted on every interest payment date. The interest rate equals to the ten years US Government Bond rate.

More detailed information with respect to African Parks B.V. has been included in Annex 1. This information has been derived from the statutory financial statements for the year 2003 of African Parks B.V.

4.2 Receivables

The receivables relate to gifts and donations.

4.3 Cash at banks and in hand

Cash at banks and in hand is available on demand.

4.4 Foundation funds

As the initial capital of the foundation is nil, the Foundation funds amount to the negative result for the year 2003.

4.5 Long-term liabilities

All amounts are in EUR

	Term 1 – 5 years	Term > 5 years	31 Dec 2003 Total
Non-bank loans	2,513,413	0	2,513,413

The loan matures on 31 December 2006 and is contracted in euros. The unsecured loan has been granted upto a maximum of euro 4,0 million. The interest equals to the ten year US Government Bond rate. Earlier repayment is permitted.

4.6 Short term loans

The short term loans relate to a non-bank loan that is free of interest and repayable within 2004.

5. Notes to the profit and loss account

5.1 Income

Income concerns the gifts and donations that have been granted during the year.

5.2 Operational expenses

The operational expenses can be broken down as follows:

	2003
Overhead costs charged from African Parks B.V.	432,240
Other operating expenses	746
	<hr/> 432,986

All costs incurred by the Chairman of the Stichting African Parks Foundation have been for the account of Mr Paul van Vlissingen himself. As a consequence these costs have not been accounted for.



5.3 Financial income and expenses
Results from participation in African Parks B.V.:
All amounts are in EUR

	2003
Result after taxation	- 1,214.528
Translation rate differences	- 25,704
	<hr/>
Sub total	- 1,240,232
Interest paid on non-bank loans	- 32,771
Interest received on loan to African Parks B.V.	32,771
	<hr/>
	- 1,240,232

6. Contingent liabilities

The Stichting African Parks Foundation has committed itself to continue financing the activities of African Parks B.V. and its subsidiaries for at least the coming two years. There is a certain risk that this commitment will result in future losses.

Utrecht, 2 April 2004

The Board,
Paul Fentener van Vlissingen
Prof. Caroline Tisdall
René Hooft Graafland
Dick de Kat
Prof. Nico Visser

Auditors' report

Introduction

We have audited the financial statements of Stichting African Parks Foundation, Utrecht, for the year 2003. These financial statements are the responsibility of the Board of the Foundation. Our responsibility is to express an opinion on these financial statements based on our audit.

Scope

We conducted our audit in accordance with auditing standards generally accepted in the Netherlands. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Board, as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the foundation as at 31 December 2003 and of the result for the year then ended in accordance with accounting principles generally accepted in the Netherlands and comply with the financial reporting requirements.

Amsterdam, 2 April 2004

PricewaterhouseCoopers Accountants N.V.,





Annex 1

Consolidated balance sheet African Parks B.V. as at 31 December 2003

(after proposed appropriation of result)

All amounts are in EUR

Assets		Liabilities	
Fixed assets		Group equity	
Tangible fixed assets	871,002	Shareholders' equity	- 1,140,232
		Long-term liabilities	2,081,174
Current assets		Current liabilities	
Stocks	82,803		792,521
Receivables	380,739		
Cash at banks and in hand	398,919		
	<hr/>		
	862,461		
	<hr/>		
	1,733,463		<hr/>
			1,733,463

Consolidated profit and loss account African Parks B.V 2003

All amounts are in EUR

	2003
Net turnover	11,842
Operational costs	962,040
	<hr/>
Operational result	- 950,198
Financial income and expenses	- 264,293
	<hr/>
Result on ordinary activities before taxation	- 1,214,491
Taxation on result on ordinary activities	- 37
	<hr/>
Net result	- 1,214,528



Notes to the consolidated balance sheet and profit and loss account

1. General

1.1 Activities

African Parks B.V.'s main objective is to develop, to operate and to manage National Parks to safeguard biodiversity and the survival of its species and ecosystems. As a result, the activities of African Parks B.V. and its subsidiaries mainly concern the managing and financing of National Parks in Africa.

African Parks B.V. was incorporated in Utrecht, the Netherlands, on 22 May 2003

1.2 Group structure

African Parks B.V. is a wholly owned subsidiary of the Stichting African Parks Foundation, the ultimate head of the African Parks Group.

1.3 Book year

As African Parks B.V. was incorporated on 22 May 2003, the first book year relates to the period from 22 May until 31 December 2003.

1.4 Going concern assumption

As at 31 December 2003 African Parks B.V. has a negative shareholders' equity. As the Stichting African Parks Foundation has expressed its intention to continue the financing of the activities of African Parks B.V. for at least the coming two years, the financial statements have been drawn up on the basis of the going concern assumption.

1.5 Consolidation

The consolidated annual accounts comprise the financial information of African Parks B.V. and of its investments in which it exercises a controlling interest. These investments are fully included in the consolidation.

The 2003 consolidated annual accounts comprise the financial information of African Parks (Majete) Ltd (100%) incorporated in Malawi on 11 November 2002 and African Park (Zambia) Ltd (70%) incorporated in Zambia on 28 February 2003. Both subsidiaries have been included as from the date of incorporation.

Considering the fact that the parent company's profit-and-loss account is included in the consolidated annual accounts, a summarised profit and loss account has been prepared following article 402, Book 2 of the Civil Code.

1.6 Model profit and loss account

For the benefit of a better insight and understanding, the model used for the profit-and-loss account deviates from the mandatory model.

2. Principles of valuation of assets and liabilities

2.1 General

The annual accounts are prepared in accordance with accounting principles generally accepted in the Netherlands. The annual accounts are prepared in euros. Assets and liabilities are valued at face value, unless otherwise indicated.

2.2 Foreign currencies

Balance-sheet items relating to assets and liabilities denominated in currencies other than the euro are translated at the rate of exchange prevailing on balance-sheet date. The resulting exchange rate differences are credited or charged to the profit and loss account. Transactions in foreign currency during the reporting period have been included in the annual accounts at the rate of settlement.

The annual accounts of group companies denominated in other currencies than the euro are translated at the rate of exchange prevailing on balance sheet date. The exchange difference for the initial capital and for the equity movements in the course of the financial year are directly added to or charged against shareholders' equity.

The rates used per 31 December 2003 are:

1 Euro = 1.26125 US dollar

1 Euro = 134.965 Malawi Kwacha

1 Euro = 5739.17 Zambia Kwacha

2.3 Tangible fixed assets

Buildings and fences are valued at acquisition cost plus additional expenses less straight-line depreciation over the estimated useful economic life.

Machinery, vehicles and other fixed assets are valued at cost plus additional expenses less straight-line depreciation over the estimated useful economic life.

2.4 Stocks

Stocks relate to books which are valued at purchase prices or lower market value.

2.5 Receivables

Receivables are valued at face value less a provision for uncollectable accounts.

3. Principles of determination of result

3.1 General

The result represents the difference between the value of the services rendered and the costs and other charges for the year. The results on transactions are recognised in the year they are realised; losses are taken as soon as they are foreseeable.

Subsidies, excluding investment grants, are recognised in the result, as soon as it is likely that they will be received.

3.2 Exchange rate differences

Exchange rate differences arising upon the settlement of monetary items are recognised in the profit-and-loss account in the period that they arise.

3.3 Net turnover

Net turnover represents the amounts charged to third parties for services rendered in the reporting year less discounts and excluding VAT. The services relate to entrance fees and sales of the Marakele books to end-consumers.

3.4 Costs

Costs are recognised at the historical cost convention and are allocated to the reporting year to which they relate.

Depreciation on buildings is based on acquisition cost plus additional expenses; depreciation on other fixed assets is based on purchase price or manufacturing cost. Depreciation is provided by the straight-line method over the estimated useful economic life.



4. Notes to the consolidated balance sheet

3.5 Taxation

Tax on result is calculated by applying the current rate to the result for the financial year in the profit-and-loss account, taking into account tax losses carry-forwards and tax exempt profit elements and after inclusion of non-deductible costs.

4.1 Tangible fixed assets

	Buildings and fences	Machinery and equipment	Motor vehicles/cycles	Other fixed assets	Total
22 May 2003					
At cost	0	0	0	0	0
Accumulated depreciation	0	0	0	0	0
Book value	0	0	0	0	0
Movements					
Additions	432,335	45,770	456,434	107,686	1,042,225
Depreciation	- 65,677	- 9,154	- 88,569	- 7,823	- 171,223
	366,658	36,616	367,865	99,863	871,002
31 December 2003					
At cost	432,335	45,770	456,434	107,686	1,042,225
Accumulated depreciation	- 65,677	- 9,154	- 88,569	- 7,823	- 171,223
Book value	366,658	36,616	367,865	99,863	871,002
Depreciation rates	15-33	20	20-25	15	

The buildings and fences have been built on land that is owned by the government and/or local authorities of the countries in which the Parks have been established.

4.2 Receivables

	31 Dec 2003
Tax receivables	59,120
Other receivables	302,751
Prepayments and accrued income	12,068
Trade debtors	6,800
	380,739

4.3 Cash at banks and in hand

Cash at banks and in hand is available on demand.

4.4 Shareholders' equity

Shareholders' equity is explained in more detail in the notes to the company's balance sheet.

4.5 Long-term liabilities

All amounts are in EUR

	Term 1 – 5 years	Term > 5 years	31 Dec 2003 Total
Loans from Stichting African Parks Foundation	2,081,174	0	2,081,174

The loan is an unsecured loan facility up to a maximum of euros 5,0 million. The loan agreement matures at 31 December 2006. Earlier payment is permitted. The interest rate equals to the ten years US Government Bond rate.

4.6 Current liabilities

	31 Dec 2003
Loans	442,406
Creditors	172,390
Consultancy fees	27,862
Accruals and deferred income	149,863
	<hr/>
	792,521

5.1 Net turnover

Net turnover can be broken down as follows:

5. Notes to the consolidated profit and loss account

	2003
Entrance fees	4,333
Sales of Marakele Books	7,509
	<hr/>
	11,842

5.2 Operational expenses

The operational expenses mainly include costs to manage the Parks and the overhead costs to manage African Parks group. These can be broken down as follows:

	2003
Management fees	138,709
Wages, salaries and pension	239,454
Travelling and accommodation	115,065
Marketing	226,862
Consultancy and advisory fees	123,121
Depreciation	171,223
Animal translocation	105,309
Other operating expenses	178,629
Start-up	45,304
Repairs and maintenance	50,604
	<hr/>
	1,394,280
Less: costs charged to the Stichting African Parks Foundation	- 432,240
	<hr/>
Total	962,040



All costs incurred by the Chairman of Stichting African Parks Foundation have been for the account of Mr Paul van Vlissingen himself. As a consequence these costs have not been accounted for.

5.3 Financial income and expenses

	2003
Differences in rates of exchange foreign currencies	226,657
Interest income	- 545
Interest expenses on loans	38,105
Interest expenses bank	76
	<hr/>
	264,293

5.4 Employees

Year end 2003 198 employees were employed by the company divided per entity as follows:

	2003
African Parks B.V.	3
African Parks (Zambia) Ltd	125
African Parks (Majete) Ltd	70
	<hr/>
	198

Shareholders' equity of African Parks B.V.

All amounts are in EUR

Share capital

The authorised share capital of the company as at 31 December 2003 amounts to euros 500.000 and consists of 500 ordinary shares of euros 1.000 each. Issued share capital amounts to euros 100.000 and consists of 100 ordinary shares. The contribution on the shares issued in 2003 was made in cash.

Other reserves

	2003
Balance as at 22 May	0
Result for the financial year	- 1,214,528
Translation rate differences	- 25,704
	<hr/>
Balance as at 31 December	- 1,240,232

Board of Stichting African Parks Foundation

Paul Fentener van Vlissingen
Prof. Caroline Tisdall
René Hooft Graafland
Dick de Kat
Prof. Nico Visser

Supervisory Board of African Parks B.V.

Mavuso Msimang
Michael Eustace
Peter Fearnhead
Dr. Anthony Hall-Martin

Managing Board of African Parks B.V.

Niesje Cornelisse
Marcel van Beek
Henk Scheefers

Council Members

Cyril Ramaphosa, South Africa
Lord Simon Cairns, United Kingdom
Walter Kansteiner, United States of America
Valentine Chitalu, Zambia

Directors of Strategy

Richard Burge
Laurentien van Oranje-Nassau

Park Co-ordinators

Majete Wildlife Reserve

Michiel van Hasselt (until 1 April 2004 Tom Turner)
Astrid Parlevliet (until 1 April 2004 Katja Buisson)
Jason Plumb
E-mail: majete@mw.celtelplus.com

Liuwa Plain National Park

Wendy and Greg Trollip
E-mail: aparks1@skyfile.com

Sioma Ngwezi National Park (withdrawn 2004)

Fynn Corry
Jody Bauer
Dorian Tilbury
E-mail: aparks2@skyfile.com

Secretary to the African Parks organization

Francien Keyzer
Telephone: 31 30 2338212
E-mail: fkeyzer@shv.nl
Website: www.africanparks-conservation.com



Golden Rules

We apply the following conditions to our work in Africa:

- Governments and the local people must welcome our participation.
- Every Park must be important to the biodiversity of the nation and the continent.
- We must be confident that we will be able to manage every Park professionally for a long period of time.

Seven Guidelines at Work

Keep things simple.

Get things done.

Bad news must travel fast, good news slowly.

Bring responsibilities to the workplace.

Mistakes are learning material.

Loyalty, integrity and respect are essential at all times.

Smile at work.