



AFRICAN PARKS  
ANNUAL REPORT 2011



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

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



*Michelle Attala*

# 2011 AT A GLANCE



DRAMATIC  
DECLINE OF  
ZAKOUMA'S  
ELEPHANT  
POPULATION  
HALTED –  
NUMBERS  
STABILISED  
AT 450



LIUWA  
WILDEBEEST  
POPULATION  
REACHES  
42,700 –  
INCREASE OF  
17% SINCE 2009



– Stephan Cunliffe

OPENING OF A  
LUXURY LODGE  
AT MAJETE

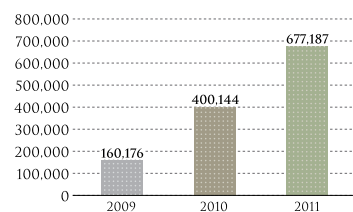


First four leopards  
introduced to Majete  
after 20 year absence



– Peter Fearnhead

NET OPERATING  
INCOME OF  
US\$690,000 – AN  
INCREASE OF 55%



26,500 TOURISTS  
HOSTED – AN  
INCREASE OF 27%



LAUNCH OF 1.35 MILLION HECTARE ODZALA-KOKOUA PROJECT



Curious Guereza colobus – Wilderness Safaris

Strategic repositioning of Bangweulu project for long-term success



Fishing in Bangweulu – Lorenz Fischer

US\$589,000 CONTRIBUTED TO COMMUNITY FUNDS, HOSPITALS AND SCHOOLS



Community health clinic, Garamba – Nuria Ortega

# THE AFRICAN PARKS MODEL

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African Parks represents an innovative solution to Africa's conservation challenges. We enter into long-term partnership agreements with governments, and thereby take direct responsibility for managing and financing national parks to ensure their survival.

## THE PARTNERSHIP PRINCIPLE

The establishment of an African Parks project typically involves four critical partnerships:

- **Government** must invite us to become involved, must share our approach to management and must be comfortable about delegating management responsibilities to us.
- **Communities** need to support our parks if they are to be successful. As a result community considerations are built into project objectives from the start; in some cases this is a formal relationship with community structures represented on the park management Board.
- **Funding Partners** are required for each project to support the capital investment and annual operating costs.
- **Commercial Investors** are sought to develop and operate tourism infrastructure and other commercial enterprises, which serve to create an income base whilst creating significant employment opportunities.

## TOTAL ACCOUNTABILITY

Our management approach involves taking direct day-to-day responsibility for a protected area, all activities in it, countering any threats to its viability and retaining any commercial revenues flowing from it. Our long-term management mandates give African Parks direct responsibility for the following activities:

- Restocking the park with founder populations of indigenous wildlife species;
- Building park infrastructure, such as telecommunications, offices, workshops, roads, bomas, fences and housing;
- Maintaining the park, its infrastructure and equipment;
- Implementing an effective law enforcement programme;
- Managing community relationships and developing socio-economic programmes;
- Establishing tourism and other commercial enterprises and monitoring their performance.

All these activities are detailed in five-year business plans and are overseen by African Parks' head office.

## BIODIVERSITY RESTORATION

Our conservation approach combines habitat management, wildlife introduction and monitoring programmes, as well as related research. Often the park requires total rehabilitation, including the reintroduction of animal species that have become locally extinct. Where necessary

we secure park boundaries through fencing and we implement stringent law enforcement and anti-poaching practices. As a result, we have succeeded in taking parks and eco-systems that were on the brink of collapse and, with the support of funding partners and host governments, restored them to their former glory.

## A CONSTITUENCY FOR CONSERVATION

Central to our philosophy is that parks are a choice of land use and that in order for them to survive, local people need to value them. This can only be achieved by developing a constituency for conservation by creating benefits for local communities through job opportunities, skills development and enterprise development.

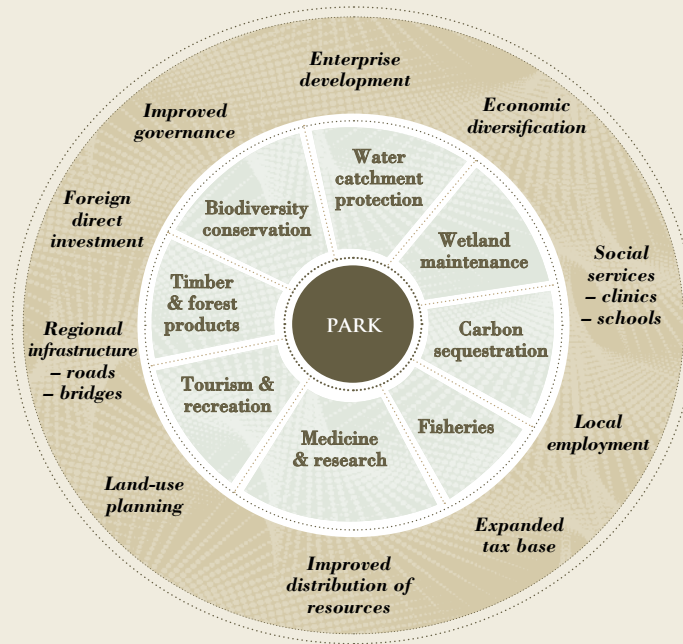
In the remote areas where we operate, our parks usually represent the predominant form of employment. Each park employs between 80 and 250 local staff in permanent positions and many others benefit from temporary employment. Currently we employ more than 800 people in remote rural Africa, directly contributing to the support of 5,000 – 6,000 dependents. For every tourism bed provided, 2 – 3 more direct jobs are added, providing further economic stimulus for the entire region.

We also assist local people to establish community-run tourism enterprises and to protect their resource use rights to ensure they are not exploited by outsiders. Local environmental education programmes promote an understanding of the need to conserve natural resources and use them sustainably. Where possible we engage with development organisations to provide social welfare services around our parks, particularly in the fields of education and health.

## CREATING A CONSERVATION-LED ECONOMY

Our long-term aim is to create a conservation-led economy in each region where we operate, with the park at its core. In order to achieve this we work towards generating a mix of income streams for each park that will support its economic sustainability. Long-term revenue streams will be a combination of donor funding, commercial revenues (e.g. entrance fees, tourism concession fees, game sales and hunting), endowment income and payment for ecosystem services (e.g. fisheries, timber products and carbon sequestration). Our role is to re-establish the wildlife resource, create an appropriate investment climate and engage with reputable tourism and other commercial enterprises in order to create a sustainable income stream for the park.

CREATING A CONSERVATION-LED ECONOMY:  
THE ENVIRONMENTAL, SOCIAL AND ECONOMIC IMPACT OF A PARK



CATEGORISATION OF PARKS BASED ON EXPECTED REVENUE POTENTIAL

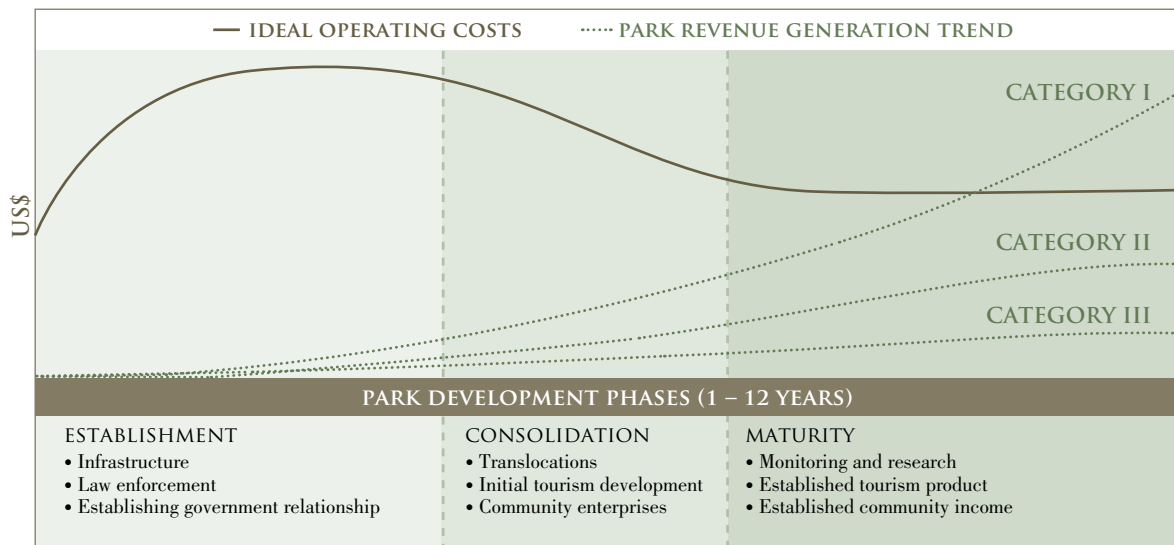
We categorise our parks according to their potential to be self-financing in the medium term (7 – 12 years).

CATEGORY I: Parks with potential to be self-financing (>75% of costs covered by operating income).

CATEGORY II: Parks with partial potential to be self-financing (25% – 75% of costs covered by operating income).

CATEGORY III: Parks with limited potential to be self-financing (< 25% of costs covered by operating income).

When we take on a park, and during the initial phase of its development cycle, costs are high and there is little operating income. After 7 – 12 years of sound management, the park should settle into its final category – this is dependent on factors such as park size, location and political risk.



Within our current portfolio, it is expected that Akagera and Majete have the potential to become Category I parks, whilst Liuwa and Bangweulu will be partially self-funding (Category II). Odzala, Zakouma and Garamba are expected to remain largely dependent on donor funding (Category III).

## CHAIRMAN'S MESSAGE

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*From left to right: Peter Fearnhead, Dr Anthony Hall-Martin and Robert-Jan van Ogtrop at Liuwa Plain*

It has been a year of immense change, both globally and for Africa in particular. Yet with major events on the continent including the formation of Africa's 53<sup>rd</sup> country and the toppling of three key African leaders, one event went by relatively unnoticed – the death of a major African conservationist.

Wangari Maathai was born into a poor Kenyan farming family in 1940 at a time when education was a luxury and almost unheard of for women – and in a tense colonial Kenya on the brink of civil war, any form of accomplishment was improbable. Yet despite such humble beginnings, she went on to become the founder of the Greenbelt Movement, was the first woman in central Africa to earn a doctoral degree and the first African woman to win the Nobel Peace Prize.

Through the Greenbelt Movement, Wangari assisted women to plant around 45 million trees around Kenya, and she inspired over 40 individuals to do the same in their countries. She clearly understood the need to stand up and defend the rights of nature. All those fighting for the future of our planet, and indeed our species, can take heart from the story of this remarkable individual who rose from modest origins to bequeath a very tangible heritage for the globe.

Another milestone event in 2011 was the human population passing the 7 billion mark, begging the question: can our planet and its limited natural resources take any more strain? If we take a real look at how we are treating our planet, we can clearly see how we are rapidly depleting our natural resources by transforming them into products and services for a “throwaway” economy. The result is a planet robbed of its precious natural resources and filled with an intolerable amount

of waste – islands of plastic floating in our oceans, toxic waste and polluted waters. In the process, we face the extinction of many important and vital species, with the resulting imbalance a danger to us all.

What is urgently required is a new socio-economic model, one that transforms our short-term “shareholder value” based economy into a more sustainable “circular economy”. We simply cannot continue to use our finite natural resources without finding a way to return as much as possible for next generations. In the process, we need to conserve nature as much as possible, not only for other living creatures, but also to provide human beings with inspirational places where we can connect with nature and restore our sanity.

This motivates all of us at African Parks to do what we do.

Not everyone in the world can become a Wangari Maathai, but each of us has the ability to make a positive impact – it simply requires a decision and the commitment to stay the course. This is the philosophy of African Parks, an organisation that is having a disproportionate impact on the conservation of Africa's most precious natural resources, its national parks. With your support and involvement, this impact can only grow.

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



## Safeguarding Africa's Blue Gold

Water is life, the most indispensable of resources. Yet in Africa more than 38% of people do not have access to clean water, impacting on their health and quality of life.

Water scarcity and pollution limit economic development. The long-term benefit of natural water storage and purification is often undervalued in development decisions. Water should be regarded as part of the national wealth; it is a resource that is ultimately more valuable than gold.

African Parks is proud to play a role in protecting the continent's water resources. Of our seven parks, three fall within the Congo River Basin, the largest of Africa's six major river basins and 3.6 million km<sup>2</sup> in size. Together Odzala, Garamba and Bangweulu encapsulate 31,927km<sup>2</sup> of protected area, contributing to the health of Africa's most important river basin which carries up to 30% of the continent's fresh water supplies.

Further south in Zambia and Malawi, Liuwa and Majete span 4,360km<sup>2</sup> within southern Africa's largest river basin. The waters protected here feed the Zambezi River which services eight countries, discharging 230 billion m<sup>3</sup> into the Indian Ocean each year.

In Rwanda, Akagera sits within the Nile River Basin, encompassing the Akagera River, one of the most important rivers feeding Lake Victoria and comprising some 7,5km<sup>3</sup> of its inflow each year. In Chad Zakouma protects part of the Lake Chad Basin, which is a breadbasket for more than 20 million people.

Similarly, African Parks contributes to the protection of wetlands and floodplains which play irreplaceable roles in water purification, flood control, nutrient retention and groundwater recharge. At African Parks we safeguard four major wetland areas, three of which are proclaimed RAMSAR sites (wetlands of international importance). In Chad, Zakouma protects a 3,054km<sup>2</sup> section of the 49,220km<sup>2</sup> floodplains of the Bahr Salamat and Aouk wetland systems. In Zambia we help protect 55% of the 11,000km<sup>2</sup> Bangweulu wetland system – the single largest wetland in Zambia. In western Zambia, Liuwa Plain protects 41% of the 9,000km<sup>2</sup> Zambezi floodplain and in Rwanda Akagera's extensive system of freshwater lakes and papyrus swamps forms the largest protected wetland in central Africa.

The conservation of Africa's water resources needs to extend far beyond the continent's national parks and wildlife reserves. However at African Parks we are helping in no small measure. By maintaining natural ecological functioning across 4.1 million hectares of key river basin and catchment areas, we are helping Africans of the future to secure crucial fresh water supplies. ■



Fishermen in Akagera – Bryan Havemann

## MESSAGE FROM THE CEO

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*Aerial monitoring at Garamba National Park – Bryan Havemann*

In December 2011 the Economist magazine devoted its cover story to Africa. In an about turn from its “Africa – the hopeless continent” cover ten years ago, the magazine enthuses about: “The hopeful continent. Africa rising”.

The content makes compelling reading: over the past decade six of the world’s 10 fastest-growing countries were African; in eight of the past 10 years Africa has grown faster than East Asia.

People’s lives in Africa are changing – and changing fast. Around 60 million Africans now have an income of US\$3,000 a year. Productivity levels are growing by nearly 3% a year. The rate of foreign investment soared tenfold in the past decade. This explosion of foreign interest has been dubbed the new “scramble for Africa” and with the world’s population now at 7 billion, it is clear that Africa’s resources are massively in demand.

What does such rapid growth mean for Africa’s wildlife areas? Sadly, it is mostly bad news. Burgeoning infrastructure and demand for agricultural land means that wild land is diminishing at an unprecedented rate. In the next decade or two the only wildlife refuges that will survive will be a few of the formally proclaimed parks.

As I write this report an elephant poaching onslaught is underway in Cameroon which in two weeks has claimed 250 elephants. The value of raw ivory to the poacher in Kenya has increased dramatically in the last 24 months, from US\$25/kg to US\$110/kg. In Congo it is as high as US\$200/kg. For elephant populations across a wide swathe of Africa, this trend represents a calamity. South Africa has been hard hit too, with rhino poaching escalating from 30 in 2007 to 449 in 2011. The growth in affluence and demand in the Far East is a major driver of this poaching – rhino horn is now more valuable than gold.

Poaching of flagship species often signals the beginning of a cycle of collapse for protected areas. Exploitation starts with rhino and elephant then moves down the value chain – first to predators, often poisoned because of their nuisance, then to general wildlife and fish for



“Protecting Bangweulu’s endemic lechwe is as important to the livelihoods of local people as it is for biodiversity.”



*The productive fishing in Bangweulu is directly dependent on the decomposing dung of black lechwe – Lorenz Fischer*



*There needs to be a recognisable flow of benefits to local people to ensure they value a park’s existence – Marina Monico*

their protein value. Thereafter trees get decimated, first for timber and then for charcoal. Unless the cycle of degradation is stopped, human settlement finally takes place as the land is settled for subsistence agriculture, its lowest value of use.

Where there is a breakdown in governance, unfettered exploitation results, accelerating this ruinous cycle. Throughout Africa there is a direct correlation between corruption levels and the onslaught on wildlife.

At African Parks we believe that the cycle of destruction can be overcome, but only if good management and governance are components of the solution. This is why we require a strong and binding management agreement, coupled with clear and sound governance structures before embarking on a project. We are unequivocal in this requirement, even when the stakes are high.

Within Bangweulu Wetlands up to 50,000 people are directly dependent on the functioning of the natural ecosystem for survival. The annual fish catch at Bangweulu alone generates some US\$21 million in value for fishermen, equating to a market level value of US\$75 million. This productive fishery is directly dependent on the decomposing dung of the black lechwe, a rich food source when the floodplains are covered in water which allows the fish population to explode. Protecting Bangweulu’s endemic lechwe is therefore as important to the livelihoods of local people as it is for biodiversity.

In 2011 fundamental problems with the governance and management structure for the Bangweulu project, which were steering the project towards failure, came to a head. During the year we took the difficult decision to walk away from the project if certain conditions were not met.



*Sound hands-on management is essential to secure the future of Africa's wildlife and protected areas – Nuria Ortega*

After many months of complex negotiations, it appears that we have succeeded. Bangweulu has emerged much strengthened, governance structures have been improved, a revised zonation plan has been formulated, and we believe that the project can now emerge as a sustained value driver for its people and the region.

Zakouma National Park in Chad is another example where unequivocal management is achieving results. For years Zakouma has suffered the same elephant onslaught that is underway in Cameroon. In 2002 an official census yielded a population estimate of 4,351 elephants. By the time we started managing the park in late 2010 there were 450 elephants left – a staggering average loss of 800 elephants per year.

During 2011, with the park under our management, seven elephants were shot days before we were due to celebrate a full year without poaching. Although we were mortified to lose seven elephants, most importantly the poachers did not get away with their deed. As I write, we are confident that we have stabilised the elephant population at Zakouma and can look forward to it increasing again in coming years.

How has it been possible to achieve this, especially when Zakouma's elephants disperse across 20,000km<sup>2</sup> when the park floods? It is simply through good hands-on management – making sure our frontline men are

motivated and have the means to do the job, placing satellite collars on elephant to help us concentrate our patrol effort and monitoring the herds daily from the ground and air. Even this would not have achieved results without support from local communities or without our determined response to the poaching incident in October. At the time we calculated the likely value of the ivory to the poacher. We then offered a reward of five times this value. This simple economic incentive upset the value chain on which poaching is based and sent a clear message that poaching does not pay.

Ultimately these efforts have to be coupled with a recognisable flow of benefits to local people in order to ensure that they value a park's existence. With our *raison d'être* grounded in biodiversity conservation, our objective is to develop conservation-led economies wherever we operate. In remote rural areas, a properly managed park not only enables harvesting of natural resources but is a powerful economic driver, leading to job creation, tourism enterprises, micro businesses and infrastructure such as roads, bridges and airstrips.

Majete Wildlife Reserve illustrates how a conservation-led economy can emerge. In 2011 the park celebrated the opening of Mkulumadzi Lodge, which represents a private sector investment of over US\$1,5 million. This was a big milestone for the park, which just eight years ago was devoid of wildlife, employed 12 people and



*In order to facilitate aerial monitoring, six bush airstrips have been constructed around Zakouma in consultation with local nomadic communities – Marketa Antoninova*

“Despite the many challenges facing conservation in Africa, we remain optimistic. Time is not on our side but we are confident we will succeed.”

made no contribution to the Malawian economy. Today Majete employs 117 people, has two tourism lodges and a community-run campsite employing another 40 people. From no visitors eight years ago, Majete received 4,600 visitors during 2011. And during the process the full spectrum of wildlife species has been introduced, with only lion remaining to be brought in. In under ten years Majete has been fully resurrected, benefitting biodiversity conservation but also surrounding communities.

The cost of restoring a depleted park is immense and the majority of these “paper parks” will fail to attract the funding or political goodwill to allow for their restoration. Indeed with the global economy under threat, ensuring sufficient funding for our growing portfolio of parks is a constant challenge. Three of our parks, Odzala, Zakouma and Garamba, will require long-term donor funding to succeed. All three are iconic parks, with one a World Heritage Site and the other two on the indicative list. We are very fortunate to have funding support from the European Union for these parks and are also immensely grateful for the support we receive from our other strategic funding partners: The Dutch Postcode Lottery, WWF, the Adessium Foundation, RAPAC, Stichting African Parks Foundation, Sabine Plattner and the Walton Family Foundation. We are fortunate indeed to have increased our external donor funding by 53% in 2011 to US\$10,48 million.

At Akagera, Majete, Liuwa and Bangweulu, we are increasingly focused on revenue generating opportunities to ensure that they thrive in the long term. This year the total income generated by our parks was US\$690,000 making self-generated income our fifth most important source of funding. In 2012 we expect combined tourism income to cover the cost of one park. This trend will continue, a key objective of our business approach to conservation.

Despite the many challenges facing conservation in Africa, we remain optimistic. Time is not on our side, but we are confident that we will succeed in the parks where we are invited to assume a management role and given political support. Currently we manage 4.1 million hectares and seven parks and we aim to expand our impact with the inclusion of at least one new park per year. However, if Africa’s national parks are going to thrive, urgent action is required by more than ourselves. Governments need to recognise their value and be bold enough to put in place mechanisms for their proper management. The donor community needs to demand increasing effectiveness for their donor dollar. And conservation NGOs need to be more demanding of results. After all, a developing and prosperous Africa, devoid of its natural heritage, is simply incongruous.

**Peter Fearnhead**  
CEO, African Parks Network

## MAJETE WILDLIFE RESERVE – MALAWI

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**Area:** 700km<sup>2</sup>

**African Parks Project since:** 2003

**Government Partner:** Malawi Department of National Parks and Wildlife (DNPW)

Majete Wildlife Reserve is situated in the Lower Shire Valley, the southern end of Africa's Great Rift Valley. The reserve was proclaimed in 1955 but suffered heavy poaching throughout the next few decades. When African Parks assumed responsibility for Majete, it was almost completely devoid of wildlife. Through an extensive reintroduction programme this depleted park has been transformed into a thriving wildlife haven containing good populations of elephant, buffalo, zebra, sable, black rhino and many others. The terrain is rugged and undulating and the vegetation is diverse, ranging from moist miombo woodland in the west to dry savanna in the east.

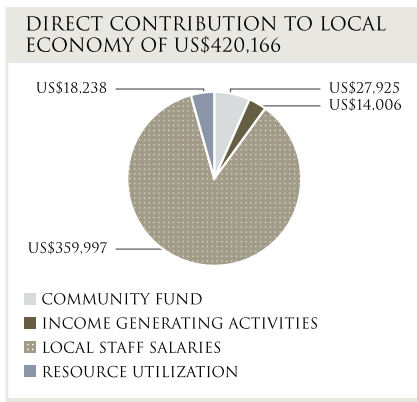
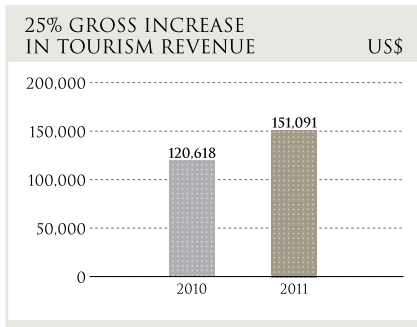






“MAJETE IS ONE OF THE OUTSTANDING SUCCESS STORIES OF AFRICAN CONSERVATION.”

*Ton de Rooy*  
Managing director – Robin Pope Safaris



**SUMMARY**

The goal for 2011 was to start demonstrating Majete’s ability to become economically self-sufficient in the medium term. Majete’s priorities for the year therefore focused on income generation and cost containment. During the year we achieved this by saving 9% on the operational budget and increasing park revenue by 25%.

Operations focused on increasing Majete’s potential for tourism – during the year the reserve introduced four leopards from South Africa, celebrated the opening of the five-star Mkulumadzi Lodge, refurbished and electrified Thawale camp, constructed a day-visitor centre, opened up new tourist roads and constructed new hides. Though Malawi experienced severe economic challenges in 2011, Majete received 4,698 visitors and generated gross park income of US\$151,091.

**PARK INFRASTRUCTURE**

A new environmental education centre and day-visitor centre were completed in May and the three-star Thawale Lodge was completely refurbished, including the lapa, bar, kitchen and management house. Mains electricity was brought to both Thawale and the day-visitor centre, and the volunteer house was upgraded.

More than 30km of new roads and four river drifts were constructed, giving access to the Shire River for tourists and to the Pende area for management. A new game viewing hide was built at the Nsepete waterhole and a viewing deck was constructed overlooking the Shire River. The Pende scout camp was also upgraded.

**LAW ENFORCEMENT**

A 20-day refresher training course, funded by AMSCO, was conducted by a Department of National Parks and Wildlife approved trainer, who focused on field tactics, bush-craft, patrol and arrest procedures, musketry and dangerous game handling. The capability of the law enforcement scouts was also greatly enhanced by the procurement of 20 rifles and 5,000 rounds of ammunition.

During the year 111 long patrols, 2,918 short patrols and 16 anti-poaching operations were conducted, resulting in 50 arrests and 17 convictions. A total of 39 snares and 18 gin traps were removed and seven muzzle-loading guns confiscated. Poaching inside the reserve was slightly higher than in 2010, which can be largely attributed to the general economic downturn.

Problem animal control continued, with the boundary fence being broken 220 times during the year by two bull elephants. One of the offending elephants was destroyed by the Department of National Parks and Wildlife and the remaining elephant will need to be controlled in 2012 if it continues to break the fence.

**BIODIVERSITY CONSERVATION**

A formal rhino management and monitoring system was introduced, building on training received by the rhino trackers during 2010. Rhino monitoring teams averaged 15 – 20 outings per month, which enabled each black rhino to be tracked and sighted on a weekly basis. The rhino





*The imposing swing bridge at the entrance to Mkulumadzi Lodge – Peter Fearnhead*



*Male leopard being released at Majete – Peter Fearnhead*

< In October Majete became the proud recipient of two leopards from South Africa.

“Regan” delivered a new calf in August, which is doing very well. Monitoring teams are watching “Cassia” and “Kumi” carefully as both rhinos are suspected to be pregnant. “Chimphanje” was sadly found dead on 30 December, possibly from a lung infection. A post mortem was carried out and tissue samples sent to South Africa for analysis.

Two Masters students conducted research in Majete in 2011 – one on black rhino browse preferences and the availability of browse species in the Pende area, and the other on the impact of elephant on water points in the reserve.

In October Majete became the proud recipient of two leopards, which were translocated from South Africa as no leopards could be sourced within Malawi. In preparation, the entire perimeter fence had to be predator

proofed, an intensive process which took five months to complete. The leopards were held in a purpose-built boma with a double feeding gate system and resting bays for 14 days for quarantine purposes. Two more leopards from South Africa arrived at Majete on 16 December and were released on 12 January. The four leopards have been fitted with collars containing satellite tracking and VHF transmitters, and the management team monitors their movements daily and periodically tracks them on foot to gauge their progress. So far the translocation has been a huge success.

#### COMMUNITY

Environmental education outreach programmes intensified, with 101 school wildlife clubs visiting Majete and 4,975 students receiving conservation education. Just over US\$14,000 was raised for local communities from income



*The opening of the new Mkulumadzi Lodge marked a milestone in Majete's development – Robin Pope Safaris*



*Local communities have benefited from the significant employment opportunities at Majete – Robin Pope Safaris*

generating activities, such as poultry keeping, beekeeping and Majete's community run campsite. In terms of resource utilisation, 7,624 bundles of thatch grass and 383 bundles of bamboo were harvested by 4,991 people, valued at US\$18,238. Educational initiatives included the supporting of 80 secondary school students through the Majete Scholarship Fund and the construction of a teacher's house in Chikhwawa. Majete's new partnership with the Hunger Project, a poverty alleviation programme, started to bear fruit and a regional community epicentre is in the planning phase.

#### TOURISM AND MARKETING

Tourism development took significant steps forward and included the complete refurbishment of Thawale, the opening of the Day Visitor Centre, the building of additional tourism roads and hides and the official opening of Mkulumadzi Lodge, operated by Robin Pope Safaris. Thawale Lodge was also given a welcome facelift, with new soft furnishings, a revamped lapa and bar area and mains electricity installed. Altogether 4,698 tourists visited Majete during the year, generating US\$151,091 in tourism revenue. This represents a 25% revenue increase on 2010, despite chronic fuel shortages and the economic downturn in Malawi.

The management couple hired to run Majete's tourism operations departed in September, leaving Thawale without on site management. This impacted on the standard of service and cuisine. A new tourism manager and a professional safari guide have been engaged from the start of 2012.

An American tourist was tragically killed by an elephant in September. Daryl Martin, 44, was a missionary who had been working in Malawi for several years. The tragedy occurred after he alighted from his vehicle in the park in order to follow a breeding herd on foot.

#### FUNDING

We are extremely grateful to our financial contributors and we would like to say particular thanks to Stichting African Parks Foundation, the Dutch Postcode Lottery, Liberty Wildlife Foundation, the Adessium Foundation, Africom and Anne Hoijer for their generous support.

#### OBJECTIVES FOR 2012

Majete will enter its final phase of development through the reintroduction of lion, stringent cost control and driving income generation in pursuit of financial self-sufficiency.

#### Specific objectives include:

- maintaining tight cost controls to achieve a budget of US\$1 million or less;
- driving revenue, with the objective of achieving US\$250,000 for the year;
- conducting an external review of law enforcement effectiveness;
- developing a clear community development strategy in cooperation with The Hunger Project;
- completing a tourism development plan and exploring an additional concession agreement;
- engaging with the Department of National Parks and Wildlife on the sustainable utilisation of wildlife and securing an indicative quota for game sales;
- securing Government agreement on the principle of carbon funding for Majete;
- completing the leopard introduction programme, with 2 – 4 additional leopards being secured;
- introducing lions into Majete.

#### Patricio Ndadzela

*Park Manager*

## The Multiplier Effect

### *Communities benefit from Majete's resurrection*

Wild places are a store of value and rural African communities have benefitted from the natural harvest they provide for hundreds of years. However, with growing local populations and demand from external sources the balance is often tipped and natural resources can be depleted in a few short years. Once exhausted, such areas are lost forever or require a gargantuan effort to be restored.

In 2002 Majete was a depleted park, its wildlife and timber resources harvested to the point of no natural return. The 130,000 strong local community had ceased to derive benefit from its existence and human settlement was already encroaching across the park boundaries.

Ten years on, Majete has returned to being a store of wealth, its social and economic impact visibly evident. Employment numbers, at 12 people in 2003, have risen to 117 with many more local people employed temporarily and in support businesses. The opening of Mkulumadzi Lodge in July 2011 provided a further employment boost and, with each employed person supporting 6 – 8 dependents, the multiplier effect is substantial.

Resource harvesting in Majete for thatching grass, reeds and bamboo is now a sustainable venture, whilst small enterprise development has fostered self-sustainability too. In a country where 63% of the population lives on under US\$2 a day, even low-key enterprises count. Beekeeping and honey production, animal husbandry, mushroom cultivation, egg production, pottery and carpentry projects have been launched in nearby villages with help and training from Majete staff. A community-managed campsite near the park entrance gate is also a source of income – net profit generated during 2011 amounted to US\$8,820.

Local infrastructure has also been boosted, with Majete helping to construct water points, cattle troughs, clinics, classroom blocks and libraries in villages surrounding the park. Future generations are benefitting too – the park provides financial support for 80 secondary school and 12 tertiary students through the Majete Scholarship Fund, helping to lift local students above the poverty cycle, especially those orphaned by Aids.

In 2011 Majete took another step forward, joining forces with respected NGO The Hunger Project, to help empower local communities to live more economically sustainable lives. To date partnerships have been forged with 21 villages, all of which have little safe drinking water, poor maize production levels, no microfinance system and no health facility within 10km. Construction of a community epicenter is underway, with the community providing the land, in order to centralise health care and food security programmes. A community food bank, primary health care workshops, inoculations, HIV/Aids testing and the dispensing of bednets will be centralised here, as will a micro-financing scheme that will help local community members take control of their livelihoods.

Majete, once a depleted natural resource, is now an economic driver for the region, proving how a conservation-led economy can sustainably benefit local people's lives. ■



*Buffalo being released into Majete Wildlife Reserve – Peter Fearnhead*

## LIUWA PLAIN NATIONAL PARK – ZAMBIA

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**Area:** 3,660km<sup>2</sup>

**African Parks Project since:** 2003

**Government Partner:** Zambia Wildlife Authority (ZAWA)

Liuwa Plain is situated on the upper Zambezi floodplains of western Zambia and is characterised by seasonally flooded grassy plains dotted with woodland islands. Although it was only given national park status in 1972, Liuwa has one of the oldest conservation histories in Africa. Originally proclaimed by the King of Barotseland in the early 1880s, it was historically used as a royal hunting ground and was protected by the Lozi people. Liuwa hosts the second largest wildebeest migration in Africa, offering spectacular sights of thousands of animals. Herds of zebra, tsessebe and lechwe also graze the plains and predators such as hyaena, wild dog, cheetah and lion can be regularly seen. Liuwa also supports globally important bird populations, with more than 330 bird species recorded here.

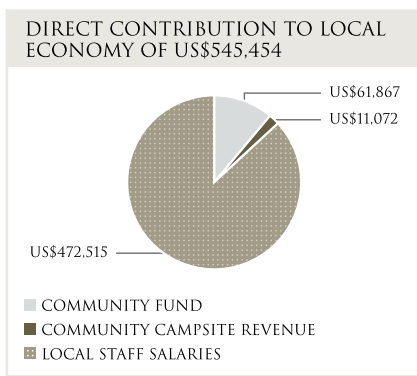
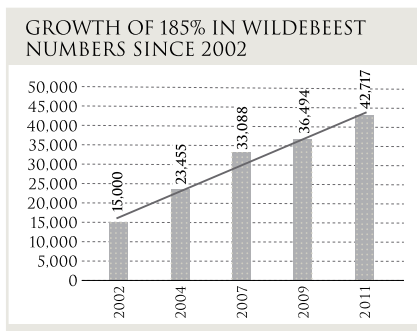






“WE ARE GRATEFUL INDEED TO SEE HOW LIUWA PLAIN IS DEVELOPING NOT ONLY AS A NATIONAL PARK BUT ALSO AS AN ECONOMIC VENTURE FOR THE PEOPLE OF LIUWA PLAIN.”

*Mr. M Mukanwa*  
Kalabo High School



### SUMMARY

Liuwa Plain continues to make strides in its biodiversity restoration, with the aerial census demonstrating that numbers of key species continue to rise. Highlights of the year included the construction of an airstrip in the core of the park to give year-round access for tourists, the completion of new school infrastructure at Lumei School and the successful translocation of buffalo and lion to Liuwa.

### PARK INFRASTRUCTURE

A significant development was the construction of a 1,200m all-weather grass airstrip close to Matamanene Camp in the core of the park. The airstrip is currently used to land the ultralight aircraft during wildlife monitoring exercises and we will seek permission to land bigger aircraft in the future. On average 40 people were employed during the airstrip construction, helping to generate valuable additional jobs in the park. Anna McWane who funded the airstrip, named it the Munde Airstrip in honour of the people from Munde village who worked on its construction.

The creation of additional office space in Kalabo has greatly improved working conditions. Two electric inverter systems now provide us with a reliable supply of energy and have saved us many staff working hours.

### LAW ENFORCEMENT

After conducting a review of the law enforcement department in February, a more strategic scout assignment plan was implemented. Senior scouts were provided with clear operational responsibilities and performance indicators were established. During the year we achieved 6,894 patrol man days and made 14 arrests for poaching.

A training programme focusing on prosecution and investigation skills was provided to 34 scouts in October with the help of facilitators from the Zambia Wildlife Authority (ZAWA). Seven AK47 rifles and two shotguns were surrendered through our ongoing weapons amnesty programme. Whilst small numbers of wildlife were poached during the year, poaching levels are low and remain under control.

There was limited aerial surveillance during the year due to the secondment of our ultralight aircraft to Bangweulu Wetlands for a period of the year.

### BIODIVERSITY CONSERVATION

We continue to support efforts to establish the Liuwa-Mussuma Transfrontier Conservation Area in conjunction with the Peace Parks Foundation and WWF.

The disruption caused by national elections in September resulted in some strategic decisions being put on hold. These included a funding application for construction of a new lodge and the expansion of our management mandate to include key ecological areas around Liuwa.

We completed our fourth aerial game census of Liuwa, including the national park and surrounding Game Management Areas. The results show a consistent growth in most wildlife species since we assumed



*One of the young lionesses reintroduced to Liuwa Plain – Casper ter Kuille*



*Boudewijn Poelmann, CEO Novamedia, assisting in collaring a hyaena at Liuwa – Peter Fearnhead*



*Investigations & prosecutions seminar held by the Zambia Wildlife Authority (ZAWA) – Raquel Seybert*

management of Liuwa, with numbers recorded as follows: Wildebeest – 42,717; Zebra – 4,431; Tsessebe – 878; Red lechwe – 1,272.

Lady Liuwa, our famous “last lioness”, has sadly not shown signs of pregnancy and is now presumed to be beyond fertility age, threatening the viability of lions in Liuwa. Faced with this reality the decision was taken during the year to introduce more female lions into Liuwa to accompany the two resident males.

Our research partners, the Zambian Carnivore Programme (ZCP), scoured Kafue during September for suitable prides from which sub-adult females could be captured. After three weeks two young lionesses were identified and collared for later translocation. The capture date was set for October to coincide with the peak availability of prey species in Liuwa and the lionesses were finally unloaded into an electrified boma in Liuwa on 19 October. Six weeks later they were released from their quarantine area where they had immediate contact with a curious Lady Liuwa and shortly thereafter with the two resident male lions. After aggressive displays from the males, the youngsters withdrew to the outer reaches of the park

for safety where they currently remain. Film production company Aquavision is filming the sequel to *The Last Lioness*, focusing on the reintroduction process.

As the planned translocation of buffalo calves from Kafue did not take place in 2010, it was decided to purchase buffalo on the open market in 2011. The translocation of 12 buffalo from Nchila Game Reserve took place in late August after a gruelling 35 hour journey. The new buffalo have settled in well and the herd now totals 36 animals.

Research on large carnivores continues at Liuwa through our partnership with the ZCP. Some interesting observations have resulted, including the first record of natural pack formation between two groups of wild dog. This is significant in determining the future viability of the population of these endangered animals in Liuwa. Altogether 33 wild dogs of one year or older have been recorded and 122 individual hyenas have been identified thus far. The ZCP study has demonstrated that wildebeest constitute the main diet for lion, hyena and wild dog whilst oribi antelope are being preyed on by cheetah. This data is essential to helping us understand the population dynamics of wildebeest in the park.



*Liuwa Plain supports globally important populations of crowned crane – Michelle Attala*



*The Lozi people originally acted as custodians of Liuwa – Babi Prokas*

Cheetah sightings increased significantly as the year progressed. A cheetah was spotted on the airstrip and followed for five days before being successfully collared in October. This is the first cheetah to have been collared in Zambia for many years. Four collars were also fitted on hyaenas, one in each of the four intensively studied clans.

#### COMMUNITY

Community interaction was maintained through Silalo Induna meetings, support for traditional ceremonies and regular briefings with the Barotse Royal Establishment on project progress. Goodwill was created through the sponsoring of an environmentally themed musical CD by the local Namukuyu band.

The decision was taken to spend the 2010 Community Development Fund on upgrading community campsites in the park. The fact that communities are willing to invest their own funds in local tourism speaks volumes about the faith they place in the park.

Eleven students from Kalabo and Nalionwa High School were selected for educational bursaries from African Parks, which are provided on a yearly basis. In addition two classroom blocks, two ablution facilities and two teachers' houses were completed at Lumei Basic School and handed over to the Ministry of Education.

The Liuwa Environmental Education Programme officer visited 18 schools to teach conservation clubs about land use regulations inside the park. In addition 160 school students visited the park as part of Liuwa's park visitation programme. Nineteen schools participated in the annual Interschool Drama Festival, which was themed around the land-use plan for the park.

#### TOURISM AND MARKETING

Tourism development continues to be one of Liuwa's biggest challenges, with the flagging global economy

dampening investor interest in funding tourism infrastructure. As a result African Parks will commit its own funding to kickstart the tourism development process and plans to start construction on a lodge in the park in 2012.

For the first year Matamanene Camp opened to self-catering tourists when not being leased by Robin Pope Safaris and the Zambian resident market welcomed the move. Some 425 tourists visited the park during the year generating 1,225 bed-nights and tourism revenue of US\$59,000, of which US\$11,000 flowed to local communities as revenue from the park's community campsites.

#### OBJECTIVES FOR 2012

Liuwa will enter its eighth year under African Parks' stewardship in 2012. Whilst the park has reached maturity in terms of law enforcement and management systems, there will be a concerted focus on tourism development and revenue generation in the year ahead. Specific objectives are to:

- complete and ensure approval for Liuwa's Tourism Development Plan;
- ensure additional usage for Matamanene Bushcamp in addition to the lease held by Robin Pope Safaris;
- strengthen relationships with the local traditional authority, tourism industry and Government;
- secure funding for and commence development of a luxury lodge in the park, and identify a credible tourism partner to operate and market the lodge;
- progress plans to incorporate the surrounding Game Management Areas into the Liuwa mandate;
- coordinate the roll-out of social development nodes around the park.

**Raquel Seybert**  
*Park Manager*



## Liuwa-Mussuma Transfrontier Park

### *Securing Africa's second largest wildebeest migration*

Litunga Lewanika, King of Barotseland in early colonial times, created one of Africa's first protected areas when he set aside a royal hunting ground on the Liuwa Plain. The boundaries followed easily recognisable natural features which to a large extent were also natural ecological boundaries. They were the rivers that limited the seasonal migration of huge herds of wildebeest, zebra and tsessebe that occupied the plain.

The southern limit was the Luanginga, to the east lay the Luambimba, and to the north the Lungwebungu. The western boundary was less definite and perhaps the Litunga recognised that it was a changeable boundary largely determined by wildebeest movements.

In time Barotseland was incorporated into Zambia and soon after independence the Royal hunting grounds became the Liuwa Plain National Park. Rivers remained as the southern and eastern boundaries but the northern and western limits became arbitrary lines on a map of no relevance to wildebeest in their wanderings. Although the western boundary was a fixed parallel line 30km away from the Angolan border, the land between Angola and the park boundary remained an integral part of the Liuwa ecosystem, with ungulates spending several months during the dry season outside the park. This border area and the northern area between the park boundary and the Lungwebungu was included in the Upper West Zambezi Game Management Area (GMA) where hunting, cultivation and settlement are legal forms of land use. Access to this land by the second largest wildebeest migration in Africa is essential to maintain the functioning of this migratory system.

Under the protection of African Parks, numbers of wildebeest within Liuwa Plain have been rising steadily and now total over 42,000. Cheetah and African wild dog are back after a long absence, and spotted hyaenas number in the hundreds. The lion population, long reduced to a single lonely lioness, has been augmented and now numbers five animals. Slowly the dynamics of this enormous system are moving back to what it was in the time of Litunga Lewanika.

The present-day Litunga, HRH Lubosi Imwiko, is integral to the move to spread the park's protective blanket across the entire ecosystem and to ensure that the wildebeest migration can ebb and flow as it did in the past. Facilitated by the Peace Parks Foundation, the plan is to create the Liuwa-Mussuma Transfrontier Park that will incorporate the entire Liuwa ecosystem and adjoining parts of Angola. Within this framework African Parks' objective is to extend its Liuwa mandate to include the entire Upper West Zambezi GMA, an area of nearly one million hectares. This will resurrect the original protected area within the boundaries set by Litunga Lewanika and provide protection to the wildebeest to move in safety as far as the Angola border and beyond.

**Dr Anthony Hall-Martin**  
*African Parks*



*Wildebeest on their migratory route through Liuwa Plain – Babi Prokas*

## BANGWEULU WETLANDS – ZAMBIA

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**Area:** 6,000km<sup>2</sup>

**African Parks Project since:** 2008

**Partners:** Six Chiefdoms and the Zambia Wildlife Authority (ZAWA)

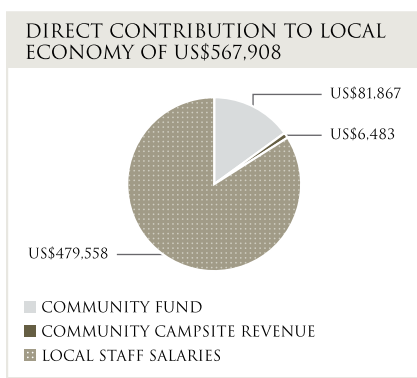
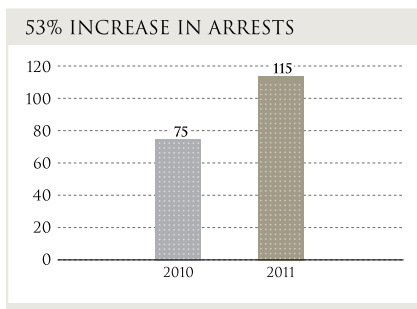
The Bangweulu Wetlands are situated in the upper Congo River basin in north-eastern Zambia. The project area comprises the Chikuni Partnership Park and adjoining Game Management Areas and encompasses the territories of six Chiefdoms. The land is community owned and held in trust by the Chiefs. The ecosystem consists of vast stretches of seasonally flooded grassland and permanent swamps with large sections of miombo woodland. It is the only place in Africa where black lechwe still occur in significant numbers, with a current estimate of 75,000. Bangweulu is an internationally important habitat for waterbirds and a proclaimed RAMSAR site. The wetlands hold one of the world's largest populations of the vulnerable shoebill and about 10% of the world's population of wattled crane.







WITH NEW AGREEMENTS IN PLACE WITH LOCAL COMMUNITIES AND THE ZAMBIA WILDLIFE AUTHORITY (ZAWA), WE ARE NOW WELL POSITIONED TO WORK TOWARDS A SUCCESSFUL OUTCOME FOR THE MANAGEMENT OF THIS VITALLY IMPORTANT ECOSYSTEM.



SUMMARY

This was a watershed year marked by intensive discussions with a broad range of stakeholders in order to reposition the project for long-term success. A multitude of structural, policy and operational problems had become so serious that they were affecting the project’s ability to meet its objectives. Happily, the consultation process was concluded by year end with key agreements in place around community participation and decision-making, resource utilisation, hunting and the structure of the management Board.

PARK MANAGEMENT AND INFRASTRUCTURE

Early in the year the Bangweulu Board was placed in recess to give management an opportunity to reassess the project and make recommendations on changes required for future success. This process was informed through intensive research and discussions with role players at all levels, as well as aerial surveys to gain a better perspective of the spatial dynamics of the area. Gradually a clear picture was formed about a workable future for the project, encompassing governance, management, income generation and land-use considerations. With new agreements in place with local communities and the Zambia Wildlife Authority (ZAWA), we are now well positioned to work towards a successful outcome for the management of this vitally important ecosystem.

An interim Park Manager and Field Operations Manager were appointed to lead the project during the repositioning process and regular operations were downscaled. Despite this intentional slowdown, good progress was made especially in terms of infrastructure. The new headquarters at Nkondo are nearly complete, a six-tent visitor’s camp was completed and a new workshop and offices are now fully functional. At Kopa nine scout houses are currently under construction, with six others completed earlier in the year. An operations office was also constructed.

Work was done on 14km of dirt road linking headquarters to the Mpika/Chiunda Ponde road, which has allowed for all-season access between the headquarters and operational areas. A temporary bridge across the Lukulu River was also constructed to allow access to the hunting area and Makanga Hunting Camp. A permanent bridge over the Lukulu River is expected to be completed in the first quarter of 2012. An entrance gate has also been constructed and signage installed to improve tourist navigation.

During the year the staff compliment and operational costs were reduced, with a strong focus on increasing efficiency. Financial and management controls were reviewed and strengthened.

LAW ENFORCEMENT

With large human and wildlife populations co-existing in the area, high levels of poaching are a continual threat. Following a total review of the law enforcement effort, personnel numbers were reduced from 85 to 63, with the remaining scouts deployed in a more tactical and efficient manner.

The results were pleasing: active man hours increased by nearly 20% to 10,298, with 115 suspects arrested (75 in 2010) and 2,406kg of bush meat seized (a decrease of 50%). In addition 39 firearms, 15 bicycles, 39 canoes, eight banana boats and various other pieces of equipment were confiscated. All suspects arrested were interviewed in an effort to better understand the modus operandi of the poachers in the area



*Shoebill chick rescued from a local fishing village at Bangweulu – David Ngwenyana*



*The illegal trade in chicks is threatening the future of this iconic species – Craig Reid*



*ZAWA scouts at Bangweulu – WWF*

and to further improve our law enforcement efforts. Whilst a few additional firearms were made available to the law enforcement team through ZAWA, there remains a shortage of firearms which constrains the law enforcement effort.

A well-organised and lucrative trade in shoebill chicks was exposed and two chicks were rescued during the year – they were hand-reared at the Chikuni Research Station and have subsequently been released into the wild.

#### BIODIVERSITY CONSERVATION

A second aerial survey was conducted in April. This wet season survey aimed to highlight variations in distribution of key species between dry and wet seasons. The survey was successful in estimating numbers of black lechwe (at 75,000 animals, an increase from the previous estimate of 60,000) however estimates for other species were less reliable as the wet conditions resulted in animals being more dispersed and less visible. It was recommended that dry season surveys be used every two years for the estimate in future. Data from this survey was used to set the hunting quota for 2012.

A research partnership with The FitzPatrick Institute of African Ornithology into the enigmatic shoebill has begun. It aims to formulate strategies for the optimal protection of the Bangweulu population by gathering scientific data on population size, ecology and threat, and by improving community perceptions towards the

species. Indications are that the population may be far lower than previously estimated, highlighting the need for urgent protection measures.

A fisheries research project is also underway, which aims to provide guidance on the conservation and sustainable utilization of Bangweulu's freshwater fish species. It is based on a quantitative assessment of the diversity and utilization of freshwater fishes in the park as well as the potential impact of current harvesting methods and practices. A Rhodes University student is undertaking this research, whilst a fisheries expert from Norway, who previously conducted research in the area, visited the project and provided valuable input on the complexities of this rich floodplain fishery system.

The planned reintroduction of cheetah into Bangweulu was postponed due to a change in approach aimed at securing the translocation of species that can add to the short-term financial viability of the Bangweulu project.

Camera traps were used to gain an insight into less common and shy species, and populations of sable antelope, roan antelope, bushbuck and grysbuck were identified. There are undoubtedly additional species that have evaded detection so far.

#### COMMUNITY

During the year the community team carried out a socio-economic study in order to understand the needs



*Local fishermen are an integral part of the Bangweulu system  
– Lorenz Fischer*



*The black lechwe population now stands at 75,000 – Lorenz Fischer*

and impacts of the local community in the system. This information was critical to improving our understanding of the human dynamics of the project during the repositioning process.

New Community Resource Board (CRB) members were elected during the year and the Community Development Fund was disbursed through the CRBs to help support local livelihoods and social amenities. Community stakeholder meetings were conducted around the sharing of benefits, fishing rights, information sharing and the future management of the project.

The Bangweulu project has assisted beekeeping activities initiated by WWF with branding, pricing and linkages to markets to stimulate honey production. Enabling more direct access to markets has allowed the beekeepers to earn 400% more for their honey whilst a market for by-products such as wax has been secured.

#### TOURISM AND MARKETING

Hunting continues to generate growing revenues, with a gross revenue increase of 16% to US\$117,000 achieved this year. However ZAWA has not reimbursed the project with these revenues. Scout salaries, owed by the project to ZAWA, are being offset against the revenues owed in an attempt to reduce this liability. ZAWA has committed to allowing the project to control responsible hunting operations more directly from 2012. The Makanga Hunting Camp opened and received its first guests, with good levels of interest and bookings generated for 2012.

With an entrance gate now in place, the project has gained more control of visitors to the area and a conservation levy is now charged to all tourists. Landing fees are also now charged at the two airstrips. The airstrip at Chikuni has been raised to increase the duration of use during the wet season.

#### FUNDING

The Bangweulu Wetlands project is financed primarily by WWF The Netherlands and Stichting African Parks Foundation. The UNDP/REMNPAS project also provides funding, primarily for infrastructure development and asset purchases.

#### OBJECTIVES FOR 2012

Changes to the Articles of Association have been agreed by the project partners which will provide a positive framework for future progress. A new full time park manager will be recruited to implement the new strategic plan and a focus will be placed on:

- working with communities to identify fishing exclusion zones and strengthen traditional fishery mechanisms;
- securing the key wildlife corridor in the Lumbatwa area as well as the corridor to Lavushi Manda National Park;
- developing a comprehensive land-use plan that will ensure limits are placed on land and resource use within the protected area;
- developing a multi-faceted plan to conserve the shoebill.

In order to improve tourism prospects, management will work with communities to reduce the level of human activity around the centrally located Shoebill Camp. The project will assume control of this concession once the current lease expires. Revenue collection will be improved by the full delegation of hunting operations from ZAWA, including the collection of hunting fees. The hunting camp at Makanga and other tourist amenities will be further marketed and new revenue generating activities investigated.

**Craig Reid**  
*Interim Park Manager*

## The Bangweulu Shoebill

### *Fight for survival*

The Bangweulu Wetlands hold the most southerly breeding population of shoebill in Africa. Shoebills are listed as vulnerable by the IUCN and the exact number in Bangweulu is currently not known.

These iconic birds are a prize tick for birders. However, they face enormous threats from habitat destruction, the bird trade, disturbance from human activity and direct persecution. In Bangweulu they are fighting for survival.

Knowledge of the population size and structure and suitable shoebill habitats is vital for their effective conservation. In collaboration with The FitzPatrick Institute of African Ornithology and Kasanka Trust, we are undertaking research to formulate strategies for their protection. In addition to gathering information on population size, distribution, ecology and threats, we hope to improve community support for the species.

During the 2011 aerial survey of our entire 6,000km<sup>2</sup> project area, only 27 shoebills were counted. A further aerial survey, carried out at the beginning of the breeding season this year, focused on a core study area and recorded 20 shoebills and only five nests. Through a combination of aerial surveys, actively searching from the ground and interviewing local fishermen, we have so far located and monitored six nests.

A major objective of our research project is to establish shoebill breeding success in the core study area. Many nests are under extreme pressure from the illegal trade in chicks, human persecution and the ill effects of poachers' fires. The scale and impacts of illegal trading are far more serious than originally believed. In 2011 we found two chicks in local fishing camps, destined to be sold to bird traders.

These were confiscated, hand-reared and released back into the wild.

Our research indicates that overall breeding success at Bangweulu is extremely low – in all likelihood not high enough to keep the population at viable levels. Shoebills only start breeding after three or four years and although two chicks are hatched per breeding season, only one is normally reared. Our project aims to increase the number of chicks being recruited into the adult population, possibly through a hand-rearing programme. Because of the dramatic consequences of illegal chick trading, chick survival was low in 2011 and only two were fitted with GPS devices.

In 2012 both young and adult shoebills will be trapped and fitted with satellite devices to gain more valuable data on their ranging behaviours and habitat use. Our focus is on developing a multi-faceted conservation programme aimed at protecting breeding birds, improving community perceptions of shoebill and increasing the number of birds being recruited into the adult population. The timing of this project is crucial as it is clear that, in the absence of intervention now, the prospects for survival of this southernmost population are slim indeed.

**Dr Ralf Mullers and Craig Reid**



*The Bangweulu Wetlands hold the southernmost breeding population of shoebills – Lorenz Fischer*

## AKAGERA NATIONAL PARK – RWANDA

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**Area:** 1,122km<sup>2</sup>

**African Parks Project since:** 2010 (under the auspices of Akagera Management Company)

**Government Partner:** Rwanda Development Board (RDB)

Akagera National Park is located in the north east of Rwanda along the border with Tanzania. Although the park was founded in 1934, 55% of its original 2,500km<sup>2</sup> was reallocated as farms to refugees returning after the Rwandan genocide. Despite this reduction Akagera still encompasses vital ecosystems and contains exceptionally high biodiversity. The park consists of savanna vegetation with rolling hills of Acacia and Brachystegia woodland and a labyrinth of lakes and papyrus swamps which form the largest protected wetland in central Africa. Akagera is Rwanda's last remaining refuge for savanna species such as elephant, buffalo, topi, zebra, eland and roan antelope. With such a variety of habitats, it is an important ornithological site with nearly 500 bird species recorded.

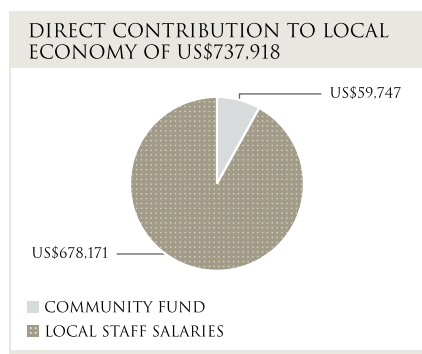
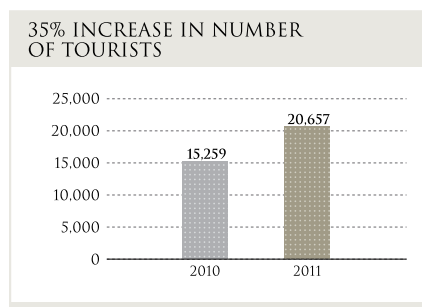






“ANIMALS GO ASTRAY AND CAUSE HAVOC IN COMMUNITIES. PEOPLE LOST LIVES AND CROPS WERE DESTROYED. THE ELECTRIC FENCE OFFERS A SOLUTION.”

*John Gara, CEO  
Rwanda Development Board*



### SUMMARY

Construction of park infrastructure took precedence during 2011, whilst law enforcement was boosted through proper training and well-structured deployment of field staff. Construction of the western boundary fence commenced and communities and staff look forward to the reduction in wildlife-human conflict that this barrier will bring. Tourism revenue increased by 30%, demonstrating the growing popularity of Akagera as a wildlife destination.

### PARK INFRASTRUCTURE

A new office and ranger complex, complete with an operations room, armoury and jail was constructed, as was a vehicle compound, including a workshop, inspection pit and diesel storage tank. Three management houses were completed and a new water reservoir now supplies water to the village. A new reception and day-visitor centre is currently being built at the southern Kiyonza entrance.

### LAW ENFORCEMENT

An assessment of the law enforcement team was conducted during the second quarter which greatly improved effectiveness. An intensive training session helped identify scouts with appropriate levels of fitness and field expertise, whilst older scouts were redeployed.

Law enforcement efforts resulted in 105 poachers being arrested while 213 evaded arrest. A total of 68 animals that had been killed by poachers, were found, including four elephants. During the year 21 poachers’ camps were dismantled, 110 poaching implements were confiscated and 837 snares were removed.

### BIODIVERSITY CONSERVATION

In preparation for the electrified game fence being erected along the southern and western boundary, the fence-line was delineated and a bush clearing operation initiated with the help of the Rwanda Army Reserve Force.

During the second half of the year large herds of elephant left the park and had to be herded back with a helicopter. A problem elephant known as “Mutware” destroyed a tourist camp, a firebreak team’s camp and several fishermen’s camps, with four people injured in the process.

A comprehensive firebreak system was put in place which greatly facilitated the management of wild fires.

Three students from Trinity College in Dublin conducted research on the impacts of commercial fishing, community conservation and tourism in the park. A student from Tanzania investigated economic incentives to communities around the park, and the Arizona University Primate Study Group studied olive baboon, vervet and blue monkey in the park. A student from the veterinary school in Rwanda also completed an internship at Akagera.

The commercial fishery operating in the park continues to have a negative impact on fish species, crocodiles and diving birds, as well as on the integrity of the tourism experience. Currently there is no control over the number of fishermen entering the park, no catch quotas and no restriction on the type of species fished. Dealing with this issue remains a priority for park management.



*Herding elephant back into the park – Bryan Havemann*



*Investigating a poaching incident  
– Bryan Havemann*



*Training for law enforcement personnel – Bryan Havemann*

## COMMUNITY

Local community leaders were taken on an induction tour through the park which was well received and during the year 3,754 local community members received environmental education classes. The single biggest issue for communities remains the level of human-wildlife conflict around the park, with 37 people injured, five people killed and several hectares of farmland destroyed by wildlife during the year. Akagera Management Company (AMC) provided humanitarian and financial assistance in these cases and whilst these actions were praised, it is clear that the boundary fence is urgently needed to separate wildlife from people.

The fencing contractor's involvement of the Rwanda Army Reserve Force instead of local communities in

the clearing of the fenceline caused some unhappiness, however local people have since been employed in the fence construction. The workforce required for various construction projects, firebreak creation and road maintenance was also sourced from adjoining communities. Such employment opportunities, as well as the revenue sharing programme of the Rwanda Development Board (RDB), which distributes 5% of park revenue to local communities, will have a markedly positive impact on the local economy in the medium term. A comprehensive community strategy will be developed in 2012.

## TOURISM AND MARKETING

This year saw a significant increase in tourist numbers with 20,657 guests visiting the park and generating



*Tourists viewing a herd of buffalo on Kilala Plain – Morgan Trimble*

US\$412,421 in revenue which represents a pleasing 30% increase in tourism revenue and 35% increase in tourist numbers. This can be largely attributed to the enhanced tourism experience, with boat trips and night drives being popular new activities, as are monthly fishing competitions held at Lake Shakane.

A major impediment to tourism development is the lack of alternative accommodation to the Akagera Game Lodge. Construction of Akagera Management Company's planned tented camp was delayed due to approval bottlenecks but will take place in 2012. The plan to elicit expressions of interest for tourism concession areas was put on hold pending the finalisation of a uniform tourism concession policy for Rwanda's three national parks.

#### FUNDING

We are very grateful to the Walton Family Foundation, which made a contribution of US\$500,000 during 2011, and to the Rwanda Development Board for funding the perimeter fence and some staff salaries. Stichting African Parks Foundation and the Dutch Postcode Lottery also made a significant contribution to the park's annual budget.

#### OBJECTIVES FOR 2012

Next year will be the third year under the Akagera Management Company. The priority for 2012 is the formal

secondment of RDB staff to AMC which will allow for a unified management system to be put in place thereby improving discipline and productivity. Continued focus will be placed on infrastructure development, fence construction and the erecting of water points for cattle in neighbouring communities whose access to water will be cut off by the fence. The reception building will be upgraded to include an information centre and a shop and a new entrance gate will be constructed at Mutumba.

The law enforcement effort will be advanced by boosting the informer network, implementing reward-based incentives and using movable observation posts to cover areas of known poaching activity. An aerial wildlife census is scheduled for the 2012 dry season.

Another major focus area will be the removal of the commercial fishing operation from the park and strategies are being put in place to achieve this.

A significant milestone will be the opening of the park-managed tented camp on the shores of Lake Ihema, which should boost tourism to the park.

**Bryan Havemann**  
*Park Manager*

## Resolving Human – Wildlife Conflict

### *Akagera’s western boundary fence*

Rwanda has the highest human population density in continental Africa and up to 88% of the country contains human settlements. Within this crowded country people and wildlife live uneasily side by side and wildlife-human conflict is frequent and often dramatic.

Prior to 1990 Akagera National Park was a source of national pride, three times its current size and totalling 333,000 hectares in extent. But during the devastating civil war between 1990 and 1994 the country and its people were ravaged and it was inevitable that its parks would be too. Akagera was invaded by poachers hunting with dogs, infrastructure was destroyed and wildlife was killed. Akagera lost up to 90% of its large mammals and the water quality of surrounding rivers deteriorated. At the end of the civil war, Akagera was downsized by two-thirds and de-proclaimed in order to house thousands of refugees and around 700,000 cattle.

Today a large portion of Akagera’s southern and western border contains human settlements and agriculture. Without a formal boundary fence, elephant, buffalo, hippo and bushpigs move onto agricultural land and raid crops, often coming into conflict with local people. In 2011 five people died and over 37 people were injured from wildlife attacks, whilst livestock and crops were destroyed. Theogene Semugisha oversees social services for Ndego, a district of 15,000 people living around Akagera. He says up to 80% of the people in his area lose crops every year to animals. Mutware, a well-known elephant bull, consumed 450kg of cassava crops in one day alone.

In order to mitigate this damage, it has long been recognised that a physical boundary needs to be erected. In June 2011 the Rwanda Development Board officially launched the construction of a boundary fence in order to achieve this.

The 2,5m electrified fence, powered by solar energy, will extend a distance of 120km. The cost of US\$2,5 – US\$3 million is being paid by the Rwandan Government which is committed to developing eco-tourism that will benefit, not harm local people. For surrounding communities, especially the residents of the four most affected villages in Ndego, Mwiri, Karangazi and Rwimiyaga, the fence will transform their lives – allowing them to enjoy the benefits of increased employment and tourism without attendant wildlife damage.

Diyoniziyo Ndushabandi, a father of seven, has lived in the Akagera area for six years but has never harvested any crops due to stray animals. “They have killed and maimed many...that they are fencing the park off is just too good to be true.” ■



*Construction commenced at the end of the year on the western boundary fence – Sarah Hall*

## ODZALA-KOKOUA NATIONAL PARK – CONGO

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**Area:** 13,500km<sup>2</sup>

**African Parks Project since:** 2010

**Government Partner:** The Republic of Congo

Odzala-Kokoua National Park lies in the north western section of Congo bordering Gabon. The park falls within the heart of the world's second largest tropical rainforest, the Congo Basin. It was established in 1935 during the French colonial period but was extended in 2001 in consultation with local communities. Odzala is one of three signature areas forming part of the 191,541km<sup>2</sup> trans-boundary mosaic known as the Tridom Project. It consists of vast stretches of frontier forest, with sections of savanna-forest mosaic and Marantaceae forest, as well as unique clearings called bais in which animals often congregate. The biological diversity of the region is exceptional with 114 mammals, of which 16 are primate species, more than 400 bird species and in excess of 4,400 varieties of plants.



ODZALA-KOKOUA NATIONAL PARK

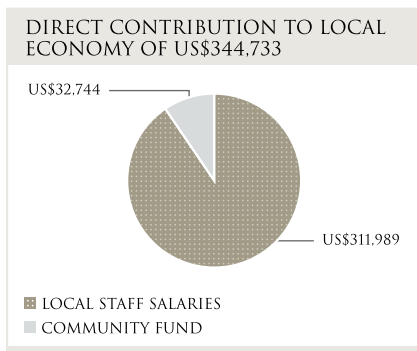
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“THE ODZALA INITIATIVE NOT ONLY PROTECTS A GLOBALLY IMPORTANT RAINFOREST, BUT WILL CREATE JOBS, CONTRIBUTE TO ECONOMIC GROWTH, ENRICH SCHOOL CURRICULUMS, IMPROVE COMMUNITY TOURISM TRAINING AND DEVELOPMENT AND INCREASE TOURISM GROWTH.”

*Sabine Plattner*  
Philanthropist and Odzala Foundation  
Board member



SUMMARY

Despite the park remaining under the management of an Interim Committee all year, significant progress has been made. Security has been restored to the interior of the park, an area that had not seen any law enforcement for four years. Other achievements include the selection and training of new eco-guards and the arrest and conviction of three high-profile elephant poachers. The construction of two five-star tourism lodges commenced during the year which will open up the park to sensitive eco-tourism.

PARK MANAGEMENT AND INFRASTRUCTURE

The Interim Committee, which is managing the park until the Odzala-Kokoua Foundation has been formalised, held its first meeting in April. Despite the “Statuts de la Fondation Odzala-Kokoua” not having been signed, the Odzala-Kokoua Foundation held its first meeting in July. A second meeting was held on 29 November with the oversight of the Interim Committee.

Infrastructural progress included the rehabilitation of the road between Mbomo and Mboko, upgrading the Ollouma control post on the Mambili River, clearing navigable rivers, restoring the bridge across the Lekenji River, clearing the first 28km of the internal road from Mboko to Yengo, and investigating the potential new park headquarters site at Yengo.

LAW ENFORCEMENT

Prior to African Parks assuming management, no patrols had been conducted inside the park for four years, with a system of control posts on major roads around the park being deployed instead. At inception the immediate task was to undertake a full assessment of the park and eight different patrols were deployed to cover the entire area. Simultaneously the 40 government eco-guards were evaluated by an outside contractor and those found suitable were given a field ranger training course. Additional eco-guards were selected and trained by the same contractor.

During the year 105 patrols and nine night ambushes were conducted in the park while eight control posts around the park were manned by eco-guards. Seven poachers were arrested, of whom three were convicted and sentenced, whilst 38 poachers managed to escape. A number of poached animals were found, including 40 elephants, two leopards, 15 duikers, one bongo, one chimpanzee and two monkeys. In addition 28 firearms and 1,120 snares were confiscated. Assistance was given to the advocacy group, PALF, to ensure the arrest and successful conviction of a known ivory trafficker in Ollouba village.

Several incidents of human-wildlife conflict occurred over the period. A hyaena killed numerous goats in the village of Mbomo, a local hunter was mauled by a gorilla while monitoring snares, and villages along the N2 road reported gorilla and chimpanzee damage to their crops. A baby gorilla was confiscated from a village along the N2 road and three live dwarf crocodiles were confiscated at the Yengo control post.

BIODIVERSITY CONSERVATION

Monitoring patrols were largely concentrated around baies in the proposed tourism development zones in order to gain an understanding of wildlife movements here. Patrols deployed in other areas of the park, including the Maya baies, made some alarming findings. Maya North used





*Forest elephant foraging in a bai – Christelle Lamprecht*



*A habituated female gorilla known as Nona – Wilderness Safaris*



*Odzala riverscape – Bruce Davidson*

to be well known for its elephants and previously 200 elephants or more could be seen here in a day. The monitoring mission to Maya North however found the bai overgrown with two metre high grass. All the game trails leading to the bais had miradors (platforms used for hunting) constructed in nearby trees. At this stage it is unclear whether the elephants in this area have all been killed or whether those remaining have left the area.

Authorisation was obtained for researcher Torsten Böhm to conduct hyaena research in Odzala between November 2011 and February 2012.

#### COMMUNITY

A stumbling block to the effective management of Odzala has been the historically negative perception that local communities have of the park. The “Accord De Partenariat” signed between African Parks and the

Government of Congo paves the way for management of the park through the Odzala-Kokoua Foundation and two representatives from the local communities surrounding the park serve on this board. Representatives were elected by the 70 village associations surrounding the park, with forums held in the south and north of the park.

Meetings were conducted with all 70 village associations to inform them of ways to utilise the park’s resources in the eco-development zones inside the park where sustainable consumption is allowed. A volunteer, Catherina Hall-Martin, joined the park for three months to assist with the formation of a community development strategy.

#### TOURISM AND MARKETING

Only 18 paying tourists visited Odzala between February and December. With the old tourist facility at Mboko now falling within the Congo Conservation Company



*Bush meat is the major source of protein for local people – Craig McIntosh*



*Healthy populations of bongo antelope can be found in Odzala – Craig McIntosh*

tourism concession and two new camps currently under construction, no proper facilities were available for tourists.

Respected safari operator Wilderness Safaris, in partnership with Congo Conservation Company, has started developing two upmarket lodges; one at Lango Bai inside the park and one outside the park at Ndzehi in collaboration with researcher Dr Magda Bermejo, who runs a gorilla habituation programme there. The lodges are expected to open in mid-2012 and the old Mboko camp will be used for adventure tourists.

#### FINANCE & ADMINISTRATION

An “Accord de Siege” protocol was signed in December, which gives African Parks special investor status, exoneration from taxes and other privileges.

#### FUNDING

The Plattner Foundation generously donated US\$500,000 to cover the costs of the interim management period. The European Union, through RAPAC, has committed €1,8 million over the next two years, and the European Union office in Brazzaville has committed €5 million over the next four years. WWF Netherlands, together with the Odzala Circle (a group of Dutch families) and the Adessium Foundation also made significant contributions.

#### OBJECTIVES FOR 2012

As the Odzala project enters its second year, the focus will be on infrastructure development, wildlife monitoring, law enforcement, managing the eco-development zone, launching community initiatives and rolling out the tourism development plan.

Significant initiatives will include:

- constructing airstrips in strategic areas around the park for monitoring use by the new microlight aircraft;
- further law enforcement training and more effective anti-poaching patrols around the bais in the core of the park;
- engaging with the Wildlife Conservation Society to conduct a transect survey to assess wildlife numbers and distribution;
- implementing a wildlife habituation programme in tourism concession areas;
- developing a community development strategy and employing a community coordinator.

**Leon Lamprecht**  
*Park Manager*

## Unlocking Tourism Value in an African Rainforest

The world's tropical rainforests are usually imagined as verdant edens – towering trees with buttressed roots and trunks festooned with lianas and orchids; myriad birds and primates flitting through the canopy and jungle cats stalking below.

In reality, experiences in these forests are often characterised by biting insects, rain and brief glimpses of unidentified creatures in vegetation-choked undergrowth. Notwithstanding this, the strength of The Amazon brand attracts millions of eco-tourists to far-flung equatorial countries in search of tropical wildlife: each year Costa Rica and Belize attract more than 1,5 million visitors, Ecuador and Peru 2,5 million. By demonstrating their value beyond that of timber or bushmeat, eco-lodges here have helped to secure large tracts of rainforest and wildlife. Importantly too, tourists return home with an increased understanding of the role of the world's forests in sequestering carbon as well as protecting biodiversity.

The Congo Basin is the world's second largest tract of rainforest: it hosts more than 10,000 plant, 1,000 bird, 700 fish and 400 mammal species including charismatic species such as western lowland gorilla, forest elephant, forest buffalo, chimpanzee, bongo and leopard. All of these species occur in Odzala-Kokoua National Park, yet in 2011 less than 20 visitors reached here and negligible revenue accrued to the Congo Government, park administration or communities.

To date successful ecotourism in Africa has largely been limited to savanna biomes, with Botswana and Kenya attracting similar tourist numbers to Ecuador and Peru. Here political stability, functioning infrastructure, scheduled airline access, effective tourism boards and

easily photographed wildlife combine to make ecotourism viable and thus a valuable contributor to conservation and local communities. The tropical rainforests of Africa have not enjoyed similar gains. Although Uganda and Rwanda attract at least 50,000 mountain gorilla tourists a year, Gabon's promise appears to have faded and many other countries have yet to genuinely attempt ecotourism.

In Odzala the partnership between the Congolese Government, African Parks, Wilderness Safaris, Sabine Plattner and Leadership for Conservation in Africa has real potential to unlock this remarkable park's ecotourism value. But achieving this is not simple. Few ecotourism skills exist locally, access is expensive, the Congo is poorly perceived in key tourist markets, and viewing of charismatic wildlife species is challenging.

This makes a shared vision vitally important; education and training, wildlife habituation, destination marketing, access and political facilitation need to be undertaken in cooperation in order to develop a sustainable eco-tourism platform. The Odzala partnership combining philanthropic, administrative, conservation, marketing, operational and facilitative skills, augurs well for succeeding where many others have failed. We are proud to be part of this collective effort.

**Chris Roche**  
*Wilderness Safaris*



*Butterflies on the forest floor – Wilderness Safaris*

## GARAMBA NATIONAL PARK – DEMOCRATIC REPUBLIC OF CONGO

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**Area:** 4,900km<sup>2</sup> National Park and 7,527km<sup>2</sup> Domaines de Chasse

**African Parks Project since:** 2005

**Government Partner:** Institut Congolais pour la Conservation de la Nature (ICCN)

Garamba National Park is situated in the north eastern corner of the Democratic Republic of the Congo bordering South Sudan. It was established in 1938 and became one of the first national parks in Africa. Its vegetation consists of vast undulating grasslands and extensive sections of forest. Garamba is home to some 3,000 elephant which are believed to be a hybrid between the savanna species and the forest elephant. The park contains the last remaining Congo giraffe and was the last recorded refuge of the northern white rhino, now considered extinct in the wild. Important populations of Uganda kob, Lelwel hartebeest and lion also roam the park. Bird diversity is high with more than 340 species recorded. Garamba was proclaimed a UNESCO World Heritage Site in 1980.

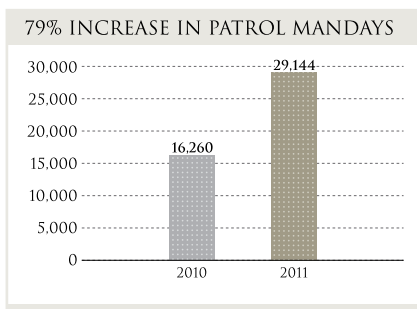
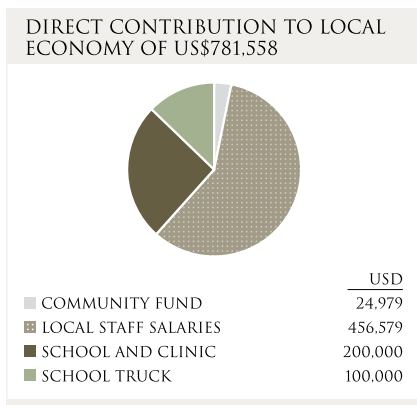






“DESPITE CONCERNS ABOUT SECURITY AND STABILITY, TOURISTS WHO VENTURE TO GARAMBA TALK ABOUT THE PARK AS A SPECIAL PLACE – THE AFRICA OF OLD.”

*Luis Arranz*



**SUMMARY**

A major achievement during the year was the signing of a new management contract with our government partner, ICCN. We also made significant progress with the building of new roads, bridges, a local hospital and school, as well as houses for our staff members who had been living in tents following the Lord’s Resistance Army attack three years ago. We also improved park patrolling with the recruitment and training of 33 new rangers which allowed us to patrol a far bigger area of the park.

**PARK INFRASTRUCTURE**

An important milestone was the long-awaited signing of the new management contract between African Parks and ICCN (the DRC’s national park management authority). The new contract expires on 30 September 2013, which coincides with the termination of the current tranche of EU funding. By this time we will have formulated a plan to conclude a new long-term management agreement.

In addition to opening more than 350km of tracks within the park, we oversaw the grading of a new road to Gbere in the adjacent Mondo Misa domaine de chasse (hunting zone) where a troop of chimpanzees has been located. The access this road provides to Faradje, one of the gateways for poaching in the park, has greatly facilitated anti-poaching efforts. The road that leads from Nagero to the Dungu-Faradje axis road has also been repaired, as have the two ferries at Nagero and Gangala na Bodio crossing points.

During the year we built and restored houses for all our staff who had spent three years living in tents following the Lord’s Resistance Army (LRA) attack on headquarters in early 2009. We also commissioned the building of houses for our long-term volunteers. Communication systems have been improved and the installation of an antenna on Mount Bagunda, planned for 2012, will achieve radio coverage throughout the park.

Changes to the management team included the appointment of a new financial controller, pilot and head of wildlife monitoring.

**LAW ENFORCEMENT**

We recruited, trained and equipped 33 new rangers to replace the 35 rangers who had reached retirement age, and this enabled us to increase patrolling and gain effective control of a greater area of the park than before. The area to the north of the Garamba River was patrolled for the first time since African Parks started at Garamba.

Foot patrols were limited to the dry season due to the difficulty in accessing the northern sections, whilst aerial monitoring was done throughout the year. Overall there has been a decrease in poaching activity in the park and we believe this also applies to the adjacent hunting sectors. An issue that remains unresolved is the limited supply of decent weapons and ammunition for our rangers. This not only complicates training efforts but places our rangers at risk in the event of encountering poachers or LRA militia.

**BIODIVERSITY CONSERVATION**

A major objective for 2011 was to conduct an aerial census of large mammals. Unfortunately our aircraft had to be repaired shortly before



*Collaring lion as part of ongoing monitoring and research – Nuria Ortega*



*The new truck transporting local children to the park – Nuria Ortega*



*Local people surrounding Garamba are starting to see benefits from the park – Nuria Ortega*

Five elephants and five lions were collared and their movements are being closely monitored, by satellite.

the census date and we missed our seasonal window of opportunity. We did however complete a hippo census which demonstrated that hippo numbers have slightly increased.

Five elephants and five lions were collared and their movements are being closely monitored. We commenced a research study of lion and hyaena and continued monitoring the chimpanzee in the Gbere area. A botanist from the University of Kisangani initiated a vegetation study, a new weather station was installed at Nagero headquarters and GIS monitoring continued successfully.

## COMMUNITY

Completion of repair work on the access road between Garamba and the Ugandan border by the European Union has greatly facilitated transport in the region. Both park staff and local communities will benefit from the savings in cost and time of travel. We also completed

a new school and hospital outside the park and both facilities will open in March 2012.

We launched a new environmental education programme, led by a Congolese volunteer, which involves hosting local children on park visits. Despite spending their lives in the area, these children have had little access to Garamba and value being exposed to the park and its wildlife. A new truck has been acquired to transport the children to and from the park and in the interest of safety, representatives from MONUSCO and FARDC (elite government army units) have agreed to escort the children through the potentially dangerous areas around the park.

Our relationship with the local population has improved significantly, and whilst there is still resistance from some people who resent being denied access to the park's resources, many others are starting to realize the benefits of living near a national park.



*De Brazza monkey at Garamba – Nuria Ortega*

#### TOURISM AND MARKETING

Fifty tourists visited the park during the tourism season (February to June), including the Spanish and German ambassadors to the DRC. A new game viewing vehicle has made game drives easier in the park, however visitor numbers were compromised by fear of LRA activity. Nonetheless several tour operators were approached to investigate Garamba's tourism potential and four operators visited the park.

Despite concerns about security and stability, tourists who do venture to Garamba talk about the park as a special place – the Africa of old. If the security situation allows it, and we can keep Garamba and its wildlife alive, we foresee a bright future where the park will once again hold the fascination for tourists it once did.

#### FUNDING

In addition to payments from the European Union (EU), RAPAC (funded by the EU) donated an additional €1 million for community conservation and tourism development. Various Spanish institutions continue to assist the park financially. Following a visit to the park, the Biodiversity Foundation of Spain resolved to continue their funding support of the park visitation programme for children.

At the close of the financial year we were still waiting for payment from the PREPAN project, funded by the World Bank, which was contingent on concluding the ICCN contract.

#### OBJECTIVES FOR 2012

Significant initiatives will include:

- securing approval for the park management plan from the ICCN;
- building roads and fords north of the Garamba River, opening up the north of the park and consolidating our presence here;
- continuing with infrastructural development; completing the hospital and school and new ranger housing;
- accelerating the local park visitation programme, with plans to host 4,000 children;
- recruiting an additional 30 rangers;
- continuing with research and monitoring of elephant, lion, chimpanzee and Congo giraffe.

**Luis Arranz**  
*Park Manager*



## Conservation in a Conflict Zone

### *Three years after a devastating attack, Garamba soldiers on*

“Why would you want to stay there?” is the question often asked of us after the attack on 2 January 2009. The answer is unequivocally “because Garamba deserves it!”

That day our park headquarters at Nagero was attacked by the Lord’s Resistance Army (LRA), a rebel group that had been terrorizing Ugandans for over 20 years and had crossed into the DRC. They killed, raped and kidnapped. The LRA attackers on that day numbered about 200. In addition to killing 15 of our guards, workers and families and kidnapping two rangers’ children, they destroyed aircraft, a truck, radio equipment, buildings and more than US\$1 million in material inside a burning warehouse.

For us to leave at that time would have been the easiest route to follow, but it would also have been the end of Garamba National Park. Located in one of the most troubled areas of the world, Garamba has seen many conflicts over the past 50 years. But despite wars and rebellion in Congo, Sudan and Uganda, the park has survived because there have always been people willing to fight for it.

We (African Parks and our Government partner, the ICCN) decided to stay and face the challenge of reconstructing Garamba. We were moved by the people – people like Jean Mari Mbolina Biko who came to work the day after the attack, as he has been doing for 45 years, but this time fitted with a bow and arrows in case the LRA returned.

We knew that the next few years would be difficult and they were worse than we thought, but no one asked to leave. Donors remained extremely

loyal and showed budget flexibility in the face of new needs. We not only took care of the park but lent a helping hand to nearby villages that had suffered at the hands of the LRA, indeed more than we had.

Now, three years later, we have overcome the challenge. The destroyed infrastructure was rebuilt and the lost equipment bought anew. New buildings have been erected. There are wildlife research studies, community programmes with villagers, and we help provide stability and security for the region. Every now and again we have extra occasion to celebrate when we rescue another child who has been kidnapped by the LRA. To date we have rescued several such children, including the two park rangers’ children who were kidnapped in 2009. We have improved Garamba far beyond its condition before the LRA attack and we have started to receive tourists again.

Nobody regrets staying here and I believe we have earned the respect of all. We don’t know the future, whether the situation will improve or worsen, but if after our years here we leave Garamba a little better than we found it, we will be satisfied with what we have done.

**Luis Arranz**



*A young girl rescued in Garamba after escaping from LRA militia in 2011 – Natalia Casado*

## ZAKOUMA NATIONAL PARK – CHAD

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**Area:** 3 054km<sup>2</sup>

**African Parks Project since:** 2010

**Government Partner:** The Republic of Chad

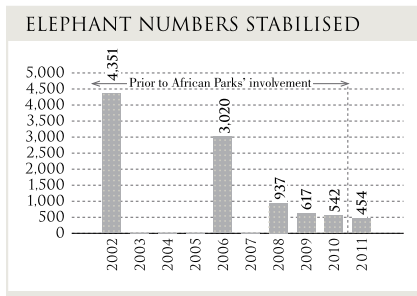
Zakouma National Park is located in the Salamat Region of south eastern Chad. It was proclaimed a national park in 1963 and falls within the greater Sudano-Sahelian vegetation zone. Zakouma is a vast open plain, crisscrossed by meandering seasonal watercourses, which is characterised by Combretum and Acacia savanna with marshy grasslands. During the wet season most of the park is inundated and animals move out into the greater ecosystem. Zakouma is one of the last strongholds for Sudano-Sahelian African wildlife and preserves the last migratory herds of savanna elephant as well as plains game, such as Lelwel hartebeest, tiang, Buffon's kob, buffalo and giraffe. Zakouma contains 373 bird species and has been nominated as a UNESCO World Heritage Site.







DURING THE YEAR ZAKOUMA HAD SEVEN ELEPHANT MORTALITIES COMPARED TO 39 IN 2010 AND BY YEAR-END THE POPULATION HAD BEEN STABILISED.



SUMMARY

The immediate challenge on assuming management of Zakouma in October 2010 was to stop the devastating level of elephant poaching. This required a thorough understanding of the movements of the elephant herds. In 2011 ten elephants were collared, an extensive VHF radio network was installed, two aircraft were secured and all-weather airstrips were built for year-round monitoring operations. Horses and equipment were upgraded and anti-poaching patrols streamlined. During the year Zakouma had seven elephant mortalities compared to 39 in 2010 and by year-end the population had been stabilised.

PARK INFRASTRUCTURE

A clean-up of all infrastructure was done in the first quarter, with buildings at headquarters and staff houses upgraded. New stables, a radio room and hangar storeroom were built and the airstrip at Zakouma upgraded to an all-weather strip.

Six more bushstrips were built to enable management to reach outlying areas by air, mainly during the wet season. Our two aircraft were fitted with 29 inch wheels to make operations on wet and rough bushstrips safer, however increased vehicle use during the wet season resulted in high maintenance costs. Grading of roads started early and all the main roads in the park were operational by mid-November.

An extensive digital VHF radio communication network was installed and the radio room at headquarters is now operational around the clock, with separate channels operating for anti-poaching, management and tourism. Although the initial installation was costly, the result in management efficiency has been very worthwhile.

LAW ENFORCEMENT

Tragically one of our guards, Fariss Idriss died from injuries sustained during a horse riding accident whilst on patrol towards the end of the year. He will be sorely missed.

In October five elephant were killed by poachers on horseback inside the park and their tusks removed. Two days later two more elephant carcasses were found near headquarters. A substantial reward resulted in reliable information being provided and the poachers' camp 70km north of the park was raided. One of the poachers was fatally shot when he aimed his firearm at our guards, and the second poacher escaped. At the time of writing, the second poacher had just been found and arrested.

The poaching incident highlighted the importance of having small, mobile horse patrols covering big areas, as well as a good informer system. Our upgraded informer system resulted in the arrest of four poachers operating around the park with three firearms confiscated.

Horses remain the backbone of our field operation and we constantly improve our herd by adding bigger and stronger horses and improving veterinary care and nutrition. To overcome saddle sores caused by overloaded local saddles, 45 new saddles and pads were imported and are being used with good results. A stable block is being constructed for 18 horses and grooms have been employed to care for the horses while the guards are off duty.



Scouts on patrol – Yves Stranger

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Horses remain the backbone of our field operation and we constantly improve our herd by adding bigger and stronger horses.



In memory of Fariss Idriss, who died during a horse-riding accident – Marc Dethier



One of seven elephants killed by mounted poachers in October – Rian Labuschagne

We rely heavily on aerial support to supply our guards in the inaccessible periphery during the wet season when the elephants disperse into an area of roughly 20,000km<sup>2</sup>. Temporary bases were constructed at bushstrips in the north and west to support our guards at these times.

Adjusting patrol methods and upgrading guard equipment for the different seasons is ongoing. Our new control room is able to communicate updated elephant locations with a well-functioning VHF radio system to a mobile field force, which is equipped with handheld GPS, adding to the improved security.

Although our focus is currently on the protection of the elephant, any threat to other fauna and flora is carefully monitored and action taken where necessary.

#### BIODIVERSITY CONSERVATION

The main event was the fitting of satellite/VHF collars on ten elephants to enable us to monitor their movements. A GPS position is received every four hours from each

collar via the internet which allows us to adapt anti-poaching patrols according to the location of the herds. Data entered into the GIS system is used to identify the important elephant migration corridors that will eventually be incorporated into a regional land-use plan.

The annual game count was undertaken in collaboration with the Wildlife Conservation Society (WCS) and showed that all species were either stable or on the increase.

Aerial surveillance flights are done by WCS throughout each month with emphasis on elephant and other wildlife as well as on the human presence in and around the park. Two eco-guards participate in these flights and have received all the necessary training, including data input.

#### COMMUNITY

Regular meetings were held with the governors of the Salamat and Guéra Regions. An agreement was signed with the Nomad Guard (GNNT), a military unit operating



*Nomadic communities surrounding Zakouma have benefitted from the safety and security provided by park monitoring activities – Rian Labuschagne*

in the periphery, and there was good cooperation throughout the year.

Before building the bushstrips for wet season operations, we held discussions with villages on the periphery, which has formed the foundation for regular communication. These communities have benefitted not only financially from construction and maintenance of these outposts, but also from the added security our guards provide during the wet season – an important benefit in this remote part of Chad.

The collaring operation was filmed and shown on national TV whilst the poaching incident and recovery of the ivory was also televised, with a clear message about how unprofitable poaching for ivory is in Chad.

Regular meetings were held with a sister EU project, Programme D'Appui au Developpement Local et a la Gestion des Ressources Naturelles, which is responsible for rural development around Zakouma to ensure that future land-use planning and development takes the elephant migration corridors and wet season core areas into account.

#### TOURISM AND MARKETING

Zakouma's tourism head moved to N'Djaména in November in order to market to tour agencies operating in Chad. The majority of guests visiting Tinga are self-drive residents, however groups also make use of the 12-seater aircraft available for charters. Tinga Camp received 342 paying guests during 2011, more than double that of the previous year and generating US\$72,078.

#### FUNDING

Financial contributions were gratefully received from the European Union, Paul Tudor Jones and the Adessium Foundation, whilst the Wildlife Conservation Society

provided an aircraft, fuel and a pilot to assist with aerial monitoring.

#### OBJECTIVES FOR 2012

The elimination of poaching remains our number one priority. Guards will undergo further training, deployment of patrols will be adapted where necessary, equipment improved and new patrol methods attempted to support the horse patrols. Three more bush strips will be built before the wet season.

In an effort to have collars on most elephant herds, we will collar seven more elephants. We will also collar tiang, cheetah and wild dog in order to analyse their movements, especially in the wet season when many animals leave the park.

Tourism will be geared towards three levels of visitors; local visitors from Am Timan and surrounding villages, mainly expatriate residents in N'Djaména, and specialised international groups. Improvements to Tinga Camp will continue and a day visitor centre will be constructed. A prototype of a tented camp for Zakouma will be tested with the design based on a typical Chadian nomad camp.

We will also work towards a land-use plan for the greater Zakouma ecosystem that will consider the wise management of all natural resources in the region.

**Rian Labuschagne**  
*Park Manager*

## Tide Turning for Zakouma's Beleaguered Elephants

In 2002 there was such concern about the negative impact that Zakouma's 4,000 plus elephants could have on the park's habitat that a scientific study was conducted to assess the situation.

However over the next eight years, political instability and a free flow of firearms shaped a breed of well-armed poacher that would reduce Zakouma's herds to just 450 individuals. Using proven tactics of encircling the animals on horseback and shooting indiscriminately into the panicked herd, the poachers struck the region with such force that any concerns of habitat loss became a distant memory.

'One of the last remaining elephant populations within the Sudano-Sahelian ecosystem' – this commonly used phrase was the fundamental reason why donors, especially the European Union, became actively involved in Zakouma's conservation efforts over many years. Although this support resulted in a well-equipped park with abundant game species, elephant numbers continued to fall. Despite good intentions, there were no long-term strategies to deal with the ever shifting challenges faced by the park.

In 2010 the Chadian government adopted a new approach and together with the EU engaged in a long-term partnership with African Parks. In order to effectively protect Zakouma's elephants, which had a seasonal range of up to 20,000 km<sup>2</sup>, the management team needed to discover the precise daily movements of the herds. Ten satellite collars were fitted on elephants from different family groups, enabling park staff to accurately monitor their locations. An extensive radio communication system was put in place, allowing updated elephant positions to be relayed to anti-poaching patrols and

ensuring the strategic placement of patrol groups. To support the patrols, especially during the wet season when most of the area becomes inaccessible, two aircraft were deployed between the upgraded airstrip at Zakouma headquarters and six outlying bushstrips. Equipped to track the collared elephants from the air, these aircraft play a major role in aerial surveillance.

Horses, used so successfully by the poachers, are also the means of transport for the guards. New and stronger horses are constantly being added to ensure that our teams are at best advantage. New riding equipment and better animal care has been provided, making the long patrol hours easier for horse and rider. The increase in patrol activity provides added social security for Zakouma's neighbours, whilst a growing informer network provides invaluable anti-poaching information.

In spite of all this, poachers managed to hit the park in late 2011, killing seven elephants in the process. A tip via the informer network led to the two most recent poachers being found – with one killed in the operation and the second subsequently arrested.

Although it is early days, the elephant numbers in Zakouma are now stable. Regardless of the obstacles, we will continue in our efforts to reach our goal of once again being able to witness a thousand elephants in a single herd as conservationists described seeing only five years ago.

**Rian Labuschagne**



*Elephant numbers in Zakouma are now stable – Marc Dethier*

## FUNDING PARTNERS

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*Marc von Krosigk, Congo Conservation Company with Odzala Park Manager Leon Lamprecht – Craig McIntosh*

African Parks would like to thank all our funders for supporting our work during 2011. Our conservation progress would not be possible without the financial support we receive from our donors, many of whom have remained loyal to us over consecutive years.

### STRATEGIC FUNDING PARTNERS

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

#### EUROPEAN UNION

The European Union currently funds three African Parks projects: Garamba, Odzala and Zakouma. It makes a four year funding commitment, on top of which African Parks must commit 10% of the total budget from its internal resources. In 2009 €5 million was committed for Garamba National Park for the period 2009 – 2013. During 2011 US\$2,114,279 was utilised for Garamba's operations. In 2010 €7 million was committed for Zakouma National Park for the period 2011 – 2014. During 2011 €1,132,937 was utilised for Zakouma's operations. In 2011 €5 million was committed for Odzala National Park for the period 2012 – 2015.

#### STICHTING AFRICAN PARKS FOUNDATION

Stichting African Parks Foundation was initially capitalised by the late Paul Fentener van Vlissingen. In 2011 US\$1,197,622 was contributed towards the cash requirements of the seven African Parks projects that were not covered by other partners. In addition US\$344,931 was contributed towards the overhead costs of African Parks Network. This funding ensures that all head office costs are covered by internal resources and that 100% of other donor contributions can be allocated directly to the project level.

#### WWF THE NETHERLANDS

On 1 July 2011, WWF the Netherlands renewed its partnership with African Parks for a further three years, commencing Phase III of the relationship. Phase II funding also continued during the first half of the year. The aim of the partnership is to develop the African Parks model across Africa – with a current focus on three projects: Bangweulu, Liuwa Plain and Odzala. In 2011 WWF provided US\$150,000 towards Odzala, US\$824,526





*From left to right: Frans Schepers, WWF The Netherlands, Craig Reid and Craig McIntosh, African Parks, and Nyambe Nyambe, WWF Zambia, during a site visit to Bangweulu – WWF*



*APF board-member René Hooft Graafland and his wife Ingeborg at Akagera – Bryan Havemann*



*From left to right: Robert-Jan van Ogtrop and Raquel Seybert, African Parks, Boudewijn Poelmann, Novamedia, Annemiek Hoogenboom, People's Postcode Lottery, Harold Zwaal, Novamedia, and Imme Rog, Friends Dutch Postcode Lottery – Peter Fearnhead*

towards Bangweulu, and US\$482,169 towards Liuwa Plain. Funding was utilised mostly for core operating and capital expenditure costs, as well as various conservation research projects.

#### AFRICAN PARKS ENDOWMENT FUND

During 2010 Alicia and Tannetta Fentener van Vlissingen gave €25 million to the African Parks Endowment Fund to be used solely for the head office costs of African Parks Network. During 2011 the fund contributed income of US\$768,561.

#### ADESSIUM FOUNDATION

The Adessium Foundation based in the Netherlands provided support for operational and capital expenditure to Liuwa Plain National Park amounting to €400,000. Adessium has been a loyal supporter of Liuwa since 2008. Adessium gave a further €300,000 to African Parks at an institutional level in 2011. This funding can be used in a flexible way and was used for early stage

funding of Zakouma and Odzala, special projects and unanticipated expenses.

#### RAPAC

RAPAC, a European Union funded institution that focuses on protected areas in Central Africa, provides funding to both Odzala and Garamba. In 2011, US\$600,850 was contributed towards the operating costs of Odzala. In addition, US\$88,440 was contributed towards special projects at Garamba.

#### DUTCH POSTCODE LOTTERY

The Dutch Postcode Lottery is the Netherlands' largest charity lottery and supports 81 Non-Governmental Organisations from a 50% share of its income. The mandate of the charitable activities is to create a fairer, greener world. Its holding company, Dutch Novamedia/Postcode Lotteries, is the third-largest private charity donor in the world. In 2011 African Parks received €500,000 from the Dutch Postcode Lottery as the first

tranche of a five-year funding commitment. The funding is flexible in nature as African Parks may use it to support any aspect of head office or its park operations.

#### WALTON FAMILY FOUNDATION

The Walton Family Foundation committed to support the management and development of Akagera National Park with funding of US\$2,5 million over the five year period 2010 – 2014. In 2011, the second tranche of US\$500,000 was provided to Akagera as a contribution to the core operating and capital expenditure of the park.

#### SABINE PLATTNER/HASSO PLATTNER FOUNDATION

Sabine Plattner, via the Hasso Plattner Foundation, contributed US\$500,000 towards the early stage establishment costs of the Odzala project. This funding proved to be invaluable as it allowed African Parks to commence operations prior to formal finalisation of the RAPAC and European Union funding that was subsequently secured for the project.

### MAJOR DONORS

**These organisations and individuals generously contribute US\$100,000 or more annually to African Parks, substantially supporting our conservation work.**

#### RWANDA DEVELOPMENT BOARD

The Rwanda Development Board covers the cost of some salaries in Akagera National Park. Their contractual commitment is US\$250,000 per annum.

#### SPANISH GOVERNMENT

The Spanish Government, through its various conservation agencies, provided US\$370,331 towards Garamba National Park in 2011. Programmes supported included conservation, community and infrastructure activities.

#### STICHTING DOEN

The funding of African Parks by Stichting DOEN came to an end during 2011 due to the fact that a recipient of funds from the Dutch Postcode Lottery may not simultaneously receive funding from Stichting DOEN.

Stichting DOEN however generously agreed to donate 50% or €250,000 of the originally approved funding for 2011 to African Parks. These funds will contribute to the catalytic funding allocated for the construction of the first tourism lodge in Liuwa Plain National Park.

#### LIBERTY WILDLIFE FOUNDATION

Liberty Wildlife Foundation provided US\$95,000 in funding for the predator proof fence in Majete Wildlife Reserve of which US\$89,000 was spent.

### DONORS

**The following donors generously contributed US\$10,000 or more during 2011.**

#### PAUL TUDOR JONES

Paul Tudor Jones donated US\$75,000 towards Zakouma National Park to cover the costs of aerial support, a critical element in the effort to stop elephant poaching.

#### ANNA MCWANE FOUNDATION

The Anna McWane Foundation donated US\$35,000 towards the cost of community projects in and around Liuwa Plain National Park in Zambia.

#### AFRICAN PARKS MANAGEMENT AND STAFF

A campaign was initiated during 2011 whereby African Parks management and staff were invited to show their support for the organisation by making a personal financial contribution. During 2011 staff contributed US\$29,577 towards the African Parks Endowment fund.

#### FASHION CONCEPTS/RONALD VERSLUIS

Netherlands based Fashion Concepts donated €25,000 towards African Parks portfolio funding.

#### STICHTING AFRICAN PARKS FOUNDATION BOARD MEMBERS

The five Directors of Stichting African Parks Foundation – Robert-Jan van Ogtrop, Piet Klaver, Rene Hooft Graafland, Frederick van Beuningen, and Laetitia Smits van Oyen – generously donated €25,000 each to African Parks for 2011, and will continue with the same contribution for a further four years.

#### TOM GALLAGHER

African Parks Foundation of America board member Tom Gallagher donated US\$15,000 towards African Parks portfolio funding, which will be utilised in 2012.

#### STICHTING GROENLING

Stichting Groenling donated €12,000 towards African Parks portfolio funding during the year.

#### HERMAN SPLIETHOFF

Herman Spliethoff of the Netherlands donated €10,000 towards African Parks portfolio funding.

#### STELTMAN JUWELIERS

Steltman Juweliers, leading jewellers based in Holland, contribute a percentage of revenue from sales of their Safari range of jewellery to African Parks. During 2011 this contribution totalled €9,472.



*APF Board member Laetitia Smits van Oyen and APF Fundraising Director Dani Bicker Caarten in Majete – Jane Edge*



*Madame Cavé, the EU Ambassador in Chad, visits Zakouma – Marketa Antoninova*



*Africom members take part in the leopard translocation to Majete – Dorian Tilbury*



*Dr Ivan Marx and Majete Park Manager Patricio Ndadzela during the leopard translocation process – Liza le Roux*

#### ANNE HOIJER

Dutch citizen Anne Hoijer donated €6,000 towards education at Majete Wildlife Reserve in Malawi as a follow up to €50,000 she donated in 2010 for the construction of Majete’s environmental education and day visitor centre. Most of this funding was utilised in 2011.

#### DONATIONS IN KIND

##### BOSTON CONSULTING GROUP

The Amsterdam office of the Boston Consulting Group provided the time of two senior investment analysts for two months in the Johannesburg office of African Parks. This allowed for various special projects and financial modelling tasks to be completed at low cost.

##### DR IVAN MARX

Dr Ivan Marx generously donated his time and his aircraft, a King Air 90, to fly two leopards from South Africa to Majete Wildlife Reserve in Malawi as part of the leopard reintroduction programme in the park.

##### UNDP/GEF

UNDP/GEF committed financial support to the Bangweulu Wetlands project for the period 2009 – 2011. In 2011 UNDP/GEF contributed by constructing scout housing and the park headquarters building, a contribution of approximately US\$300,000 in value.

##### WILDLIFE CONSERVATION SOCIETY

The Wildlife Conservation Society (WCS) donated in kind to Zakouma National Park in 2011. This included the use of a Cessna aircraft which has been extensively used to patrol the park as part of its anti-poaching strategy. WCS provided the services of a pilot as well as fuel for the aircraft.

# FINANCIAL HIGHLIGHTS FOR THE YEAR 2011

## SUMMARY

African Parks grew its operations significantly during 2011, recording group consolidated donor and operating revenue of US\$11,725 million (2010: US\$8,142 million). This was largely attributable to the addition of two new parks – Odzala-Kokoua and Zakouma. The annual budget was fully funded, mostly by donor revenue, although operating income continued to increase during the year, mostly due to improved contributions from Akagera and Bangweulu. The net assets position of the group remains healthy with a surplus of assets over liabilities of US\$2,044 million (2010: US\$2,281 million). Most important of all, operations for 2012 are already fully funded, thanks to the generous ongoing support of our donors.

## OPERATIONS

The African Parks Group consists of head office and seven parks, each of which is treated as a separate reporting entity. A summary of operating costs, as derived from the December 2011 management accounts, is as follows:

	MAJETE WILDLIFE RESERVE	LIUWA PLAIN NATIONAL PARK	BANGWEULU WETLANDS	GARAMBA NATIONAL PARK	OZDALA NATIONAL PARK	AKAGERA NATIONAL PARK	ZAKOUMA NATIONAL PARK	AFRICAN PARKS NETWORK	TOTAL*
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
<b>INCOME</b>									
Donor income	947	1,226	1,169	2,597	1,140	1,636	1,835	1,128	11,678
Net park revenue	119	41	106	10	2	412	-	-	690
Other revenue	1	25	1	-	-	-	-	234	261
<b>Total income</b>	<b>1,067</b>	<b>1,292</b>	<b>1,276</b>	<b>2,607</b>	<b>1,142</b>	<b>2,048</b>	<b>1,835</b>	<b>1,362</b>	<b>12,629</b>
<b>OPERATING EXPENSES</b>									
Salaries and wages	(347)	(495)	(535)	(1,019)	(351)	(791)	(691)	(913)	(5,142)
Vehicle expenses	(113)	(138)	(135)	(187)	(148)	(60)	(230)	-	(1,011)
Repairs and maintenance	(43)	(11)	(19)	(194)	(12)	(28)	(19)	-	(326)
Administrative expenses	(70)	(148)	(143)	(236)	(90)	(66)	(81)	(137)	(971)
Other operating expenses	(145)	(311)	(187)	(559)	(324)	(311)	(590)	(308)	(2,736)
<b>CAPITAL EXPENSES</b>									
Buildings and roadwork	(275)	(57)	(70)	-	(47)	(564)	(96)	-	(1,109)
Aircraft	-	-	-	-	-	-	(19)	-	(19)
Transport equipment	(10)	(51)	-	(10)	(70)	(74)	-	-	(215)
Office equipment	(9)	-	(1)	(11)	(24)	(3)	-	(9)	(432)
Other	(51)	(19)	(70)	(65)	(12)	(94)	(121)	-	(57)
<b>Total core expenses</b>	<b>(1,063)</b>	<b>(1,230)</b>	<b>(1,160)</b>	<b>(2,281)</b>	<b>(1,078)</b>	<b>(1,991)</b>	<b>(1,847)</b>	<b>(1,367)</b>	<b>(12,018)</b>
<b>Community expenses</b>	<b>(29)</b>	<b>(95)</b>	<b>(138)</b>	<b>(315)</b>	<b>(60)</b>	<b>(60)</b>	<b>-</b>	<b>-</b>	<b>(697)</b>
<b>Total expenses</b>	<b>(1,092)</b>	<b>(1,325)</b>	<b>(1,298)</b>	<b>(2,596)</b>	<b>(1,138)</b>	<b>(2,051)</b>	<b>(1,847)</b>	<b>(1,367)</b>	<b>(12,715)</b>
<b>Funding surplus/(deficit)</b>	<b>(25)</b>	<b>(33)</b>	<b>(22)</b>	<b>11</b>	<b>4</b>	<b>(3)</b>	<b>(12)</b>	<b>(5)</b>	<b>(86)</b>

\* Unconsolidated

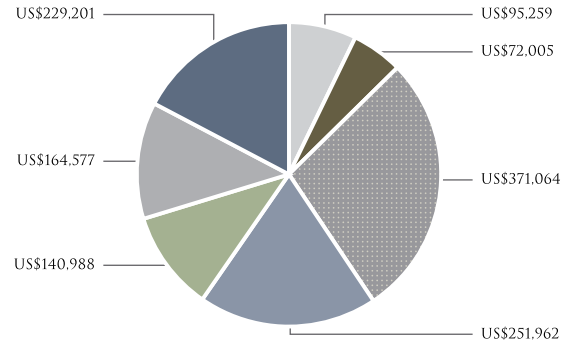
The following points are noted:

1. The portfolio is largely dependent on donor income. This is consistent with the African Parks mandate to take on projects that are either under serious threat, or are severely depleted. Nonetheless, efforts are made to develop commercial income where possible and the parks with the highest level of net operating income are Akagera (US\$412,000 from tourism), Majete (US\$119,000 from tourism) and Bangweulu (US\$106,000 from hunting).
2. The major expenses at each park are salaries and wages, followed by motorised vehicle expenses. This is consistent with the core function of African Parks of deploying the right people to manage a protected area, including anti-poaching patrols and extensive vehicle movements and logistics.
3. Other operating expenses consist primarily of scout equipment, management fees, aircraft running costs, training and travel and accommodation.
4. For new projects, African Parks invests heavily in new infrastructure. This is evident at Akagera and Zakouma, yet major capital expenditure at Odzala will commence in 2012. Thereafter, capital expenditure reduces to a normal capital replacement cycle.
5. Community special projects also include some capital expenditure which is shown as fixed assets in the consolidated balance sheet. This complies with International Financial Reporting Standards.

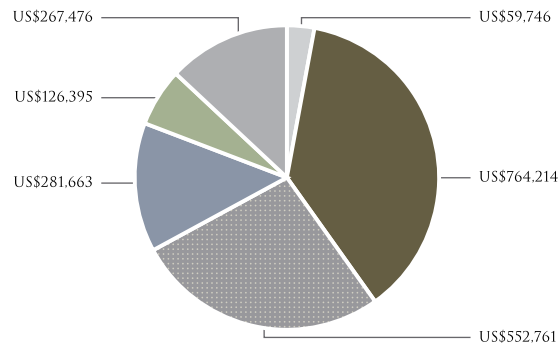
PARK EXPENDITURE IN 2011

- COMMUNITY FUND
- INFRASTRUCTURE & MAINTENANCE
- LAW ENFORCEMENT
- MANAGEMENT SALARIES
- MOTORISED VEHICLE COSTS
- RESEARCH & REINTRODUCTION
- OTHER RUNNING COSTS

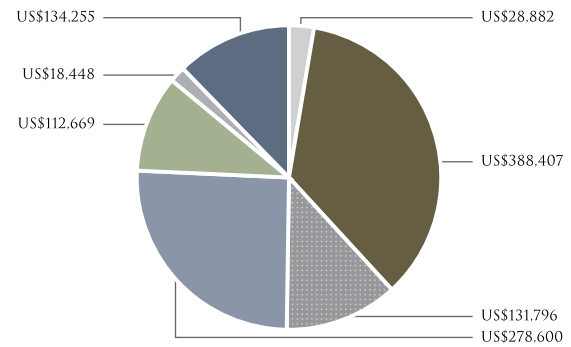
LIUWA US\$1,325,056



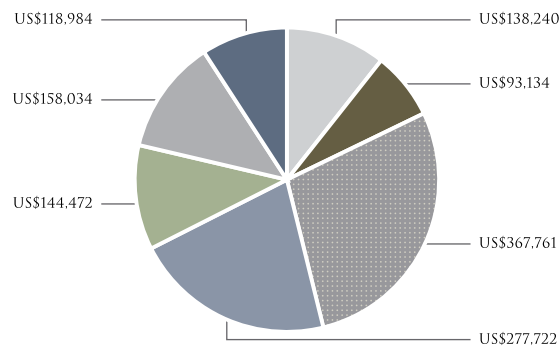
AKAGERA US\$2,052,030



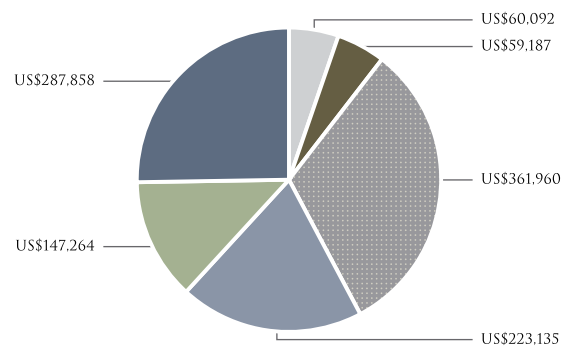
MAJETE US\$1,093,057



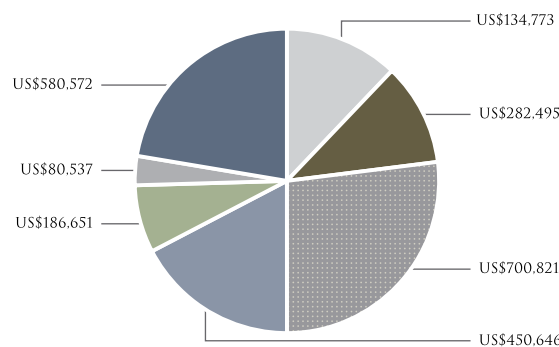
BANGWEULU US\$1,298,347



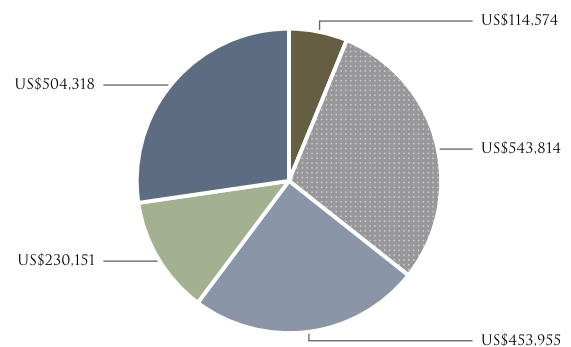
ODZALA US\$1,139,496

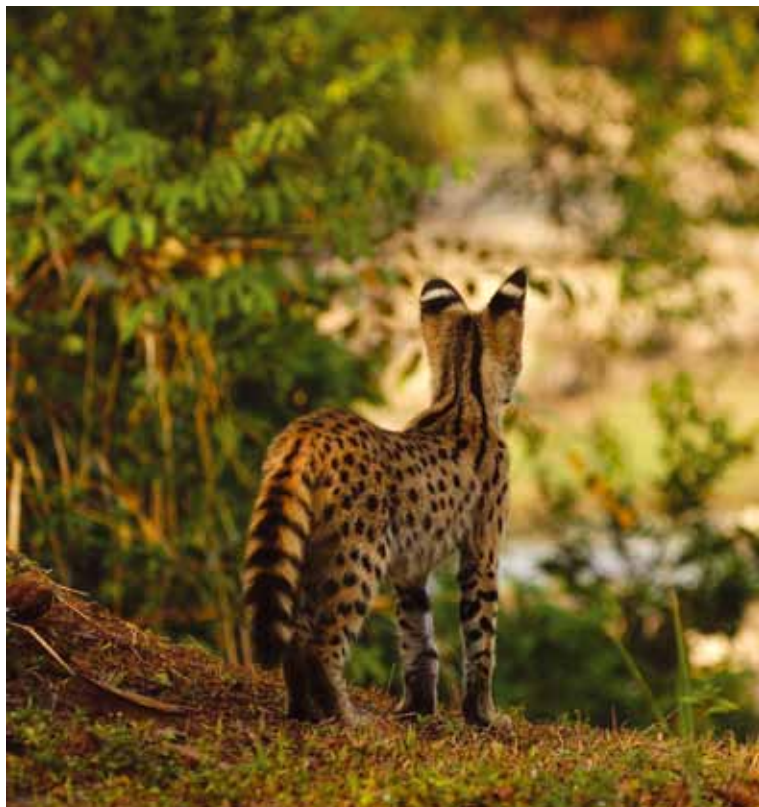


GARAMBA US\$2,596,495



ZAKOUMA US\$1,846,812





Serval in Garamba National Park – Nuria Ortega



Böhme's bee-eater at Majete – Frans Schepers, WWF

## CONSOLIDATED INCOME STATEMENT

An abridged statement of comprehensive income is presented below. A consolidated operating loss for 2011 of US\$64,369 was recorded for the African Parks Group. The loss is mostly attributable to the depreciation expense on assets purchased in prior years for which there is no corresponding donor revenue. In the absence of depreciation charges and other smaller non-cash expenses, as evidenced in the management accounts presented above, the accounts would show that the group is funded up to a near break-even level.

	2010* (US\$'000)	2011 (US\$'000)
<b>INCOME</b>		
Donations	7,439	10,908
Operating and other income	703	817
	<b>8,142</b>	<b>11,725</b>
<b>EXPENSES</b>		
Employee benefit expenses	3,156	5,010
Depreciation	609	968
Administrative expenses	997	1,493
Other operating expenses	3,732	4,303
Operating deficit	352	49

\* Restated due to the adoption of IAS 20

## DONATIONS

The operations of African Parks are entirely dependent on donor support. A full list of donors can be found in the Funding Partners section of this report.

## NET PARK AND OTHER REVENUE

Net park revenue is mostly derived from park entry fees and tourism activities at Akagera, park entry fees and accommodation revenue at Majete, park entry fees and camp lease fees at Liuwa and hunting revenue at Bangweulu.

## EMPLOYEE BENEFIT EXPENSES

As effective management and law enforcement are crucial at all parks, employee costs remain the single largest cost category for African Parks. The significant increase in employee benefit expense is attributed to the addition of two new projects in 2011 – Odzala-Kokoua and Zakouma – as well as some growth in other parks.

## ADMINISTRATIVE EXPENSES

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

**OTHER OPERATING EXPENSES**

Other operating expenses include park running costs such as aircraft expenses, motorised vehicle expenses, repairs and maintenance, and anti-poaching scout rations and equipment. It also includes the cost of casual labour, which is extensively used for construction, road-works and alien plant control.

**CONSOLIDATED BALANCE SHEET**

The consolidated balance sheet shown below reflects a surplus of assets over liabilities of US\$2,044 million for the group.

	2010 (US\$'000)	2011* (US\$'000)
<b>ASSETS</b>		
Non-current assets	3,260	4,110
Current assets	3,170	4,595
	<b>6,430</b>	<b>8,705</b>
<b>EQUITY AND LIABILITIES</b>		
Total equity	2,281	2,044
Current liabilities	4,149	6,661
	<b>6,430</b>	<b>8,705</b>

\* Restated due to the adoption of IAS 20

**NON-CURRENT ASSETS**

Non-current assets include infrastructure improvements, motor vehicles, aircraft, plant and machinery, furniture and fittings, and other fixed assets. During 2011, a total of US\$1,959 million (2010: US\$1,623 million) was invested in tangible fixed assets. This included capital expenditure on community projects. A depreciation charge of US\$0,968 million (2010: US\$0,609 million) was recorded.

**CURRENT ASSETS**

Current assets included cash and cash equivalents, inventories and accounts receivable. Cash and cash equivalents amounted to US\$3,167 million (2010: US\$1,760 million) and consisted of donor cash received but not yet spent on contracted programmes. Trade and other receivables included amounts receivable from various donors.

**CURRENT LIABILITIES**

Current liabilities included provisions, trade and other payables, undrawn funds and deferred income. The increase in current liabilities can be partly attributed to the undrawn funds balance at Zakouma (US\$527,135; 2010: US\$108,273) and Odzala-Kokoua (US\$811,403, 2010: US\$Nil).

For 2011, the group adopted IAS 20 'Accounting for Government Grants' in 2011. Previously, donor income would be recognised for all capital and operating expenses being incurred. This resulted in a mismatch of revenue and expenses as revenue would be recognised for 100% of capital expenditure, whereas the statement of comprehensive income would only contain the depreciation component of the additions. IAS 20 requires that income only be recognised to the extent of the depreciation expense incurred on the capital assets. Capital expenditure over and above the depreciation is held back as 'deferred income' and released to the statement of comprehensive income in later years. The 2010 and 2009 figures have also been restated accordingly. The increase in deferred income to US\$2,417 million (2010: US\$1,427 million) is due to the increased capital expenditure in the current year, mostly at Akagera (US\$737,850) and Garamba (US\$324,354).

**EMPLOYEES**

African Parks employed 814 full-time staff as at 31 December 2011, an increase from 754 at the end of 2010. The economic impact of employing staff multiplies as employees spend their wages with suppliers, retailers and other businesses. In addition, African Parks often employs additional casual workers on construction and road building projects. Total employee numbers are made up as follows:

African Parks Head Office	9
Akagera National Park	79
Bangweulu Wetlands	91
Garamba National Park	237
Liuwa Plain National Park	93
Majete Wildlife Reserve	117
Odzala National Park	94
Zakouma National Park	94
<b>Total</b>	<b>814</b>

## GOVERNANCE

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

The main governing body, African Parks Network, based in Johannesburg, South Africa, is registered as a not-for-profit organisation in terms of Section 21 of the Companies Act. African Parks Network is the strategic and decision-making entity which is responsible for the business plan for each park, determining capital investments, operating budgets, standard operating procedures and appointing skilled park management.

Each park managed by African Parks is established as a separate legal entity, registered in the host country, with its own Board of directors. Each Board is represented by partner institutions, key stakeholders and African Parks Network, and is directly accountable to Government for the professional management of the park. Each entity is obliged to operate in accordance with the standard operating procedures determined by African Parks Network.

The financial accounts for each park, in addition to the group financial accounts, are audited each year by KPMG.

African Parks has a number of affiliated organisations in key donor markets, whose primary role is to facilitate partnerships with individuals, institutions and companies in their respective countries. Each organisation has charitable status in its country of registration. Currently these affiliated organisations are:

- Stichting African Parks Foundation, Netherlands
- African Parks Foundation of America
- African Parks Foundation (UK)

All of these separate legal entities are governed by independent boards, but are bound by a cooperation agreement which ensures a common purpose for all.



# INSTITUTIONAL INFORMATION

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## AFRICAN PARKS NETWORK

### BOARD

Robert-Jan van Ogtrop (*Chairman*)  
Cyril Ramaphosa  
Mavuso Msimang (*Deputy Chairman*)  
Valentine Chitalu  
The Honourable James Lembeli  
Justice Richard Banda: *retired 25 July 2011*  
Peter Fearnhead (*CEO*)

### EXECUTIVE MANAGEMENT

Peter Fearnhead (*CEO*)  
Dr Anthony Hall-Martin (*Director Conservation Development – Anglophone Countries*)  
Jean Marc Froment (*Director Conservation Development – Francophone Countries*)  
Craig McIntosh (*Chief Financial and Operating Officer*)  
Jane Edge (*Director Marketing and Philanthropy*)  
Ayesha Jackaria (*Chief Financial Controller*)

### Contact details

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South Africa  
Tel: +27 11 465 6802, Fax: +27 11 465 9230  
Email: [info@african-parks.org](mailto:info@african-parks.org)  
[www.african-parks.org](http://www.african-parks.org)  
Reg No: 2007/030803/08, PBO No: 930028082

## STICHTING AFRICAN PARKS FOUNDATION

### BOARD

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

### EXECUTIVE MANAGEMENT

Dani Bicker Caarten (*Director Marketing and Philanthropy*)

### Contact details

Postbus 313, 3940 AH Doorn, The Netherlands  
Tel: +31 343 565013, Mobile: +31 639 723505

## AFRICAN PARKS FOUNDATION OF AMERICA

### BOARD

The Honourable Walter Kansteiner: *resigned as Chairman 31 December 2011*  
Jon Cummings: *from November 2011 & Chairman from 1 January 2012*  
Tom Gallagher: *from November 2011*  
Thomas Blount  
Thomas Gibian  
Anna McWane  
Thomas Salley  
Henry Slack  
Peter Fearnhead (*Ex Officio*)

## AFRICAN PARKS (MAJETE) LIMITED

### BOARD

Bob Renshaw (*Chairman*)  
Khalid Hassen  
Alfred Upindi  
René Valks  
Francis Mbilizi  
Leonard Sefu  
Michael Eustace: *from 29 September 2011*  
Craig McIntosh

## AFRICAN PARKS ZAMBIA (LIUWA) LIMITED

### BOARD

The Honourable Charles Milupi (*Chairman*)  
Edwin Matokwane  
Dr Anthony Hall-Martin  
Craig McIntosh  
Timothy Mushibwe: *from 31 October 2011*  
Crispin Mowa Zambwe: *from 13 May 2011*

## BANGWEULU WETLANDS

### BOARD

Dr Jacob Mwanza (*Chairman*): *retired 31 December 2011*  
Craig McIntosh  
Edwin Matokwane  
Mukate Chileshe (*Deputy Chairman*): *term of office expired 12 August 2011*  
Jack Chulu: *term of office expired 12 August 2011*  
Lucas Mwanza: *term of office expired 12 August 2011*  
Kingford Malama: *term of office expired 12 August 2011*

## AKAGERA MANAGEMENT COMPANY

### BOARD

Bisa Samali (*Chairman*)  
Rosette Rugamba  
Zulfat Mukarubega  
Robert Bayigamba  
Craig McIntosh  
Dr Anthony Hall-Martin  
Sven Piederiet: *resigned 16 January 2012*

## ODZALA – KOKOUA FOUNDATION

### BOARD

Constantin Mbessa (*Chairman*)  
Jean Marc Froment (*Deputy Chairman*)  
Chris Marais  
Bourges Djoni Djimbi  
Jean Marie Mevellec  
Sabine Plattner  
Aurélien Mehoungal  
Pascal Pacifique Ibabo  
Jean Pierre Agnangoye

# GET INVOLVED WITH AFRICAN PARKS

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If you are inspired by the work that African Parks is doing, we invite you to get involved. There are many ways to assist our conservation activities and we would welcome a discussion on how you may like to contribute to the parks that we manage and the local communities who surround them.

You can choose to contribute in a number of different ways via one of the charitable entities we have set up in the USA, United Kingdom and the Netherlands.

## AS A STRATEGIC PARTNER:

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

## AS A MAJOR DONOR:

Our major donors are individuals, corporations, foundations or NGOs who have the means to engage with us on a substantial level. Funding contributions range from \$100,000 a year and make a substantial impact on the viability of a park or our portfolio in general.

## AS A DONOR:

Our donors are typically individuals or foundations who contribute \$25,000 or more on an annual basis, often focused on one of our parks.

## AS A CONTRIBUTOR TO THE ENDOWMENT FUND

The African Parks Endowment Fund was established to contribute to our long-term financing needs. A number of sub-accounts enable our donors to pledge funds either to a specific park or to the organisation in general. We would welcome the opportunity to engage with you should you wish to make an enduring contribution in this manner.

## BY LEAVING A LEGACY:

An increasing number of donors seek to leave a legacy by bequeathing contributions to the African Parks Endowment Fund after their death. Our advisors can help you structure a bequest in a tax efficient manner and we would welcome such a discussion.

## 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 specific conservation projects, such as the collaring or translocation of wildlife, research projects or educational safaris. For companies we offer brand and media exposure as well as corporate hosting opportunities at our parks.

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

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

Peter Fearnhead, Chief Executive Officer: [peterf@african-parks.org](mailto:peterf@african-parks.org)

Jane Edge, Director Marketing and Philanthropy: [janee@african-parks.org](mailto:janee@african-parks.org)

Dani Bicker Caarten, Director Marketing and Philanthropy, Netherlands: [danibc@african-parks.org](mailto:danibc@african-parks.org)

We would like to thank all our partners for supporting our work during 2011. Our conservation progress would not be possible without the support we receive from Governments, wildlife authorities, local communities, fellow conservation organisations, tourism investors and visitors to our parks. Lastly we would like to pay tribute to our management and staff whose dedication and commitment to conservation in Africa is untold. Together we can be proud of our progress in conserving 4.1 million hectares of land for wildlife and ecosystem services in Africa.



