



Realising Hope

AFRICAN PARKS

ANNUAL REPORT 2019

Contents

INTRODUCTION

4	The African Parks Portfolio
6	Letter from the President
8	Chairman's Message
10	CEO's Letter & Executive Summary
16	Our Model
18	Realising Hope
20	2019: By The Numbers
22	In Remembrance

THE PARKS

MOZAMBIQUE

26	Bazaruto Archipelago National Park
----	------------------------------------

ZAMBIA

32	Bangweulu Wetlands
38	Liuwa Plain National Park

MALAWI

44	Majete Wildlife Reserve
50	Liwonde National Park & Mangochi Forest Reserve
56	Nkhotakota Wildlife Reserve

RWANDA

62	Akagera National Park
----	-----------------------

CONGO

68	Odzala-Kokoua National Park
74	Garamba National Park

CENTRAL AFRICAN REPUBLIC

80	Chinko
----	--------

BENIN

86	Pendjari National Park
----	------------------------

CHAD

92	Zakouma National Park & Siniaka Minia Wildlife Reserve
98	Ennedi Natural & Cultural Reserve

ZIMBABWE

104	Matusadona National Park
-----	--------------------------

ANGOLA

108	Iona National Park
-----	--------------------

OUR PARTNERS

114	Government Partners
116	Strategic Partners
124	What People Are Saying
126	Institutional Information

OUR FINANCIALS

130	2019 Financial Performance
135	Summary Financial Statements
136	Governance
IBC	Leave a Legacy



Cover: A humpback whale swims gracefully in Bazaruto Archipelago National Park, Mozambique © Rafael Fernandez Caballero
An outdoor class takes place under a tree near Akagera National Park, Rwanda © Scott Ramsay



AFRICAN PARKS

Introduction

TABLE OF CONTENTS

04

*The
African Parks
Portfolio*

06

*Letter from
the President*

08

*Chairman's
Message*

10

*CEO's Letter
& Executive
Summary*

16

*Our
Model*

18

*Realising
Hope*

20

*2019:
By The
Numbers*

22

*In
Remembrance*



The African Parks Portfolio

African Parks was founded in 2000 as a non-profit conservation organisation. We take on complete responsibility for the rehabilitation and long-term management of national parks and protected areas in partnership with Governments and local communities. Our aim is to restore and effectively manage these landscapes to make them ecologically, socially and financially sustainable long into the future, for the benefit of people and wildlife. By the end of 2019, African Parks had 17 parks under management in 11 countries, over 13.3 million hectares (51,352 square miles), representing nine of the 13 ecological biomes on mainland Africa. This is the largest and most ecologically diverse amount of land under protection for any one NGO on the continent.



I have always loved wild places

LETTER FROM THE PRESIDENT | PRINCE HARRY, DUKE OF SUSSEX

I have always been grateful for what wild places provide. Since my first trip to Africa as a young boy, I knew I would keep returning to this continent if I could, for its wildlife, for its people, and for its vast expanse. That is why I am so fortunate to have found African Parks and to have been asked to join them in 2017 as their President. I am hugely grateful for their clarity of purpose and am more motivated than ever to do all I can to advance the mission of protecting wild places, for wildlife, for people and for generations to come.

We are currently living through an extinction crisis, and now a global pandemic that has shaken us to our core and brought the world to a standstill. On the extinction crisis the science is clear: we have perhaps a decade to course correct before we lock in our fate. On this pandemic, while much is still unknown, some evidence suggests that the virus' origins may be linked to our exploitation of nature. The gravity of these challenges is coming to light, but we must not be paralysed by them.

There are solutions that are actionable and that work, and the African Parks model is one of them. African Parks pioneered private-public partnerships as a mechanism for delivering resources and management expertise to some of Africa's most embattled and vulnerable protected areas. These areas are essential for the well-being of local communities and in safeguarding our global climate, but only if they are protected and functioning properly.

From humble beginnings with just one 70,000 hectare park in 2003, African Parks today manages 17 parks in 11 countries, with over 13.3 million hectares under strong, effective and inclusive conservation management – and we are not stopping here. The parks stretch from rainforests to deserts, and in 2017 we began managing the first marine national park – Bazaruto Archipelago in Mozambique. Last March we found ourselves on the frontline of a devastating weather-related crisis when Cyclone Idai hit the coast. Homes were destroyed, people were displaced, there were cholera outbreaks, and lives were lost. But our Rangers were first in, transporting doctors and

medical supplies and delivering food to those in need the most, even before international relief agencies could arrive. It was a stark reminder of how these parks are positioned and the role they play as anchors of stability, providing essential services during our most troubling times, including this global pandemic.

What I see in the African Parks model is exactly what conservation should be about – putting people at the heart of the solution. African Parks is ensuring that the protected areas under our management directly benefit surrounding communities through security, education, jobs, and investments made in local services and enterprises that can stimulate conservation-led economies. Conservation can only be sustained when people living closest to nature are invested in its preservation.

Since becoming a father, I feel the pressure is even greater to ensure we can give our children the future they deserve, a future that hasn't been taken from them, and a future full of possibility and opportunity. I want us all to be able to tell our children that yes, we saw this coming, and with the determination and help from an extraordinary group of committed individuals, we did what was needed to restore these essential ecosystems.

To all of our African Parks community, stay safe, stay well. Thank you for your continued support.

Sincerely,

Harry



Hope brought me here

CHAIRMAN'S MESSAGE | ROBERT-JAN VAN OGTROP

I started out as a businessman first and foremost, but spent decades coming to Africa from Europe, to experience the sheer spectacle and diversity of the continent's wildlife and wild landscapes. I would feel uplifted after every visit, but I could never shake the deep concern of how fragile it all was. These ecosystems were being used extensively, supporting human and animal life, but were not being adequately protected. I was witnessing the chipping away of natural resources. Like a rising tide washing over, I could see how in my lifetime many of these places would be gone, and what would I tell my children and grandchildren?

I knew I needed to play my part, but I did not know exactly how. That was until I got involved with African Parks. Here I found an answer as to how to meet the challenges of protected area management head on and safeguard the last important pockets of wilderness on our planet. There was a pragmatism, a clear approach, a defining of the problem. They had solid, solution-based actions that showed results along with how a well-run protected area could ecologically thrive while servicing the needs of people, and in turn gain the support of the communities who are also the parks' greatest stewards.

Joining African Parks has come full circle for me. It was hope that brought me here but having spent a large part of my life in business, my real passions are protecting wildlife and finding sustainable, economic solutions to improve people's lives. Take Akagera National Park in Rwanda for example – a park that has seen the near complete halt of poaching and the reintroduction of lions and rhinos. Today it is 90% self-financing from tourism revenue alone. Cooperatives are forming where local communities are sustainably fishing from the stocks provided and managed by African Parks, to feed themselves and for sale. Akagera, like all of the parks under African Parks' management, is the largest employer in the region. In fact, when you look at the numbers from across the parks, besides our nearly 6,000 full and part-time staff employed by African Parks, there are over

10,000 community members invested in some form of enterprise development. These parks are supporting if not creating a sustainable and green economy, which can be the greatest force for good of all.

Since joining as a board member in 2008, and then as Chairman of the Board in 2009, it has been a privilege to do all I can to support African Parks in reaching its ambitious growth targets. Every year I am moved by the impacts made and inspired by the refreshing response to challenges and failures. With the African Parks model of 100% accountability, which is rare in the NGO community, the failures are ours and ours alone. How we face those and address them makes us better, stronger and better prepared, especially during these most challenging times. I can only hope that we are waking up to our role in protecting our planet, for our own survival. In this global awakening, I see African Parks playing a pivotal role, as a relevant and considered player, in showing how our work contributes to a healthier planet through climate change mitigation, countering biodiversity loss, providing environmental and economical sustainability, and contributing to the overall realisation of the UN's Sustainable Development Goals.

As Chairman of African Parks, I believe more than ever that we must continue to do all we can together, to stay the course and protect these natural systems for countless people whose lives depend on them – which includes all of us. Thanks to all of you for your support, but also a special thanks to our incredibly dedicated and passionate staff.

Stay well,




Children playing in the schoolgrounds in Garamba National Park, Democratic Republic of the Congo © Mia Collis



Reclaiming a sustainable future

CEO'S LETTER & EXECUTIVE SUMMARY | PETER FEARNHEAD

Twenty years ago, Dr Anthony Hall-Martin, Michael Eustace, Paul Fentener van Vlissingen, Mavuso Msimang and I set out to create a new paradigm for protected area management. We wanted to address the challenge of why many parks in Africa, despite their legal designations, were failing. Our solution was to create an organisation that could be held accountable for results; one where skilled park management had full responsibility for park management actions; where the parks were adequately funded based on their needs, and with legal frameworks that ensured clear governance. Since our beginnings we have stayed true to our mission, knowing these things matter most in the effective protection of national parks for the benefit of people and wildlife.

From Majete in 2003 to now 17 parks in 11 countries with over 13.3 million hectares under management, we have accelerated and scaled our work knowing that we are in a race against time. What is not well-managed will be lost. Our model is proving that effectively managed parks deliver a host of ecological, socio-political and economic benefits for people living in and around these landscapes. African Parks is one of the largest employers in every place we work, and tens of thousands of children have access to some form of education because of us. The parks serve as a nucleus of security, whereby the spill-over effect is large-scale stability. People who visit the parks come back saying it is not just awe for the natural landscapes they experienced, but also hope. Our approach has been resilient to the changing nature of the threats this continent has faced, for wildlife and people, over the years.

Take climate change as an example. When we began, it was not something global society was talking about. But in the last few years our Rangers and entire park teams have served as front-line responders in climate-related crises, flying in supplies and medical teams in the aftermath of deadly cyclones, or providing food relief to vulnerable people who face total crop failure from drought. These are important and immediate responses, but they are reactionary. What is critical is our proactive role – securing those large landscapes, the parks,

which are the cornerstone of any climate stabilisation approach. Through proper management these parks are playing a significant role in storing carbon and serving to capture and mitigate global emissions, protecting the catchments of three of Africa's four greatest rivers, of containing the uncontrolled fires that burn Africa every year, and of restoring and maintaining the biodiversity that holds these systems together.

As I write this, a global pandemic is sweeping the planet bringing it to a virtual standstill, with profound social and economic impacts for us all, especially for rural communities. COVID-19, like MERS, SARS and Nipah, comes from nature, but it is our own doing that has unleashed it. The rise in habitat loss and exploitation of wildlife is undeniably linked to epidemics. If there was ever a case for protecting nature, if we ever needed a reminder that our mission matters and that nature matters to people's lives, it is now.

The true test of a great model is not just in tackling the threats that are known, it is in its resilience in dealing with things we could never have imagined. While what we are currently experiencing is unprecedented, I am confident that the African Parks model, our team, and our community of supporters and partners in Government and civil society, will withstand this extraordinary test. The following pages are filled with stories of hope, transformation and defying the odds, to serve as a reminder. They are about brave ideas and actions, made possible over the years by you, our bold and committed partners and funders. As challenging as things will get, together we are walking the right path in protecting nature and reclaiming a sustainable future for everyone.

Sincerely,

Peter Fearnhead





OUR GROWTH - 2019 saw the addition of two new parks to our portfolio: Matusadona National Park, signed on November 1st with Zimbabwe Parks and Wildlife Management Authority (PWMA); and Iona National Park in Angola, signed on December 20th with the National Institute of Biodiversity and Conservation Areas (INBAC). This brought our footprint to 17 parks in 11 countries, spanning over 13.3 million hectares and covering nine of the 13 biomes in mainland Africa. We received official notification in November from the Rwanda Development Board (RDB) that our proposal for Nyungwe National Park was approved, and contract negotiations commenced. We began our work on the 'Priority Intervention Plan' for W National Park in Benin in September, which we anticipate evolving into a full management mandate in 2020. We are still awaiting a commitment from the Ministry of Tourism for Kafue National Park in Zambia. We were however pleased to be awarded, together with the World Wide Fund for Nature and Peace Parks Foundation, €16.9M by the Dutch Postcode Lottery on March 4th 2020. This was for collaborative work in the world's largest terrestrial transfrontier conservation area (TFCA), the Kavango Zambezi (KAZA), which includes Kafue.

NATURE'S RETURN - 2019 was a good year for species restoration. In June, five Eastern black rhinos were transported to Akagera National Park in Rwanda from the Czech Republic, completing the largest black rhino move ever from European zoos back to the wild. This was undertaken with the European Association of Zoos and Aquaria (EAZA) and RDB to increase the genetic diversity of Akagera's existing rhino population. In July, cheetahs made a historic return to Majete Wildlife Reserve in Malawi. Donated by several Game Reserves in South Africa, their move was part of the larger cheetah metapopulation restoration plan for southern Africa. In July, 195 buffalo were translocated to Bangweulu Wetlands in Zambia in cooperation with Zambia's Department of National Parks and Wildlife (DNPW) and Frankfurt Zoological Society.

In November, together with Ezemvelo KZN Wildlife, WWF - South Africa and Malawi's Department of National Parks and Wildlife (DNPW), we successfully moved 17 black rhinos from South Africa to Liwonde National Park in Malawi. This was the largest single translocation of black rhinos by air requiring the charter of a Boeing 747. Based on a custodianship

agreement between the Governments of Malawi and South Africa, we aim to boost Malawi's black rhino populations and aid regional efforts to conserve the species. Unfortunately, three of the animals have since died, all through natural causes, but nevertheless Liwonde now has a strong and viable population.

In other highlights for wildlife, the Kordofan giraffe population in Garamba National Park in the Democratic Republic of Congo (DRC) increased to 55 individuals, up from 48 in 2018. The International Crane Foundation counted 13,885 northern black crowned cranes in Zakouma National Park in Chad, the highest number of cranes ever recorded in one place. Wildlife surveys in Ennedi Natural and Cultural Reserve in Chad revealed a minimum of 185 bird species and 20 mammal species. Another five elephants and eight Kordofan giraffe were collared in Zakouma; 25 elephants were collared in Pendjari National Park in Benin and 20 elephants were collared in Odzala-Kokoua National Park in Congo. All these collarings help us to understand wildlife movements better, and therefore to monitor them. Initial camera trapping data show that wildlife numbers are on the rise in a remarkable way in Chinko in the Central African Republic, which we look forward to reporting on in 2020. Chinko has all the potential to become one of the greatest conservation success stories on the continent.

BUILDING STABILITY - We have been making the case for years that effectively run protected areas deliver benefits, including life-saving ones, for countless people living in and around these parks. This was very much the case in March when Cyclone Idai came hurtling through Mozambique and Malawi, causing devastating impacts. Many lost their homes and their livelihoods, and had no access to drinking water, food or healthcare. In response, we launched an emergency operation from Bazaruto Archipelago National Park in Mozambique to provide critical aid to communities. In two days we raised US\$200,000 for relief efforts and immediately deployed a helicopter, two boats and thirteen rangers, five of whom had advanced medical training, to bring aid and assistance to isolated settlements. In one month our collective efforts delivered over 140 tonnes of food by boat and helicopter, transported 37 doctors and over 3,700 kgs of medical supplies and other essential items to more than 2,900 families who needed our help the most.

This was not the only natural disaster we responded to this year. Liuwa Plain National Park in Zambia experienced the worst drought on record, leaving much of the local community in a dire situation. Exceptionally low rainfall resulted in ruinously low crop yields and a deficit in ground water. From June to December we provided maize meal to 3,600



A ranger cares for an anaesthetised and recently translocated black rhinoceros in Liwonde National Park, Malawi © Kyle de Nobrega

Rangers use VHF telemetry from a helicopter to search for tagged black rhinoceros in Akagera National Park, Rwanda © Scott Ramsay



people to prevent starvation, and in so doing also reduce poaching pressure. Besides providing food, we worked with communities to phase out non-climate resilient crops and move towards more reliable food sources that will fare better during droughts.

Despite Liuwa's challenging times, we celebrated the official opening of King Lewanika Lodge in June. In an event presided over by His Majesty the Litunga Lubosi Imwiko II, we commemorated over a century of conservation where traditional custodianship under the Barotse Royal Establishment (BRE) has maintained a remarkable coexistence between people and wildlife. The lodge, which is managed by Time+Tide, is a significant step in the economic revival of the park, providing jobs and needed revenue even during difficult times.

Akagera's fledgling fishing cooperative (COPABARWI) surpassed expectation by generating US\$213,200 from selling over 112,000 kg of fish, 14,760 kg of which was sold to local communities at low cost. We also saw the official opening of Magashi by Wilderness Safaris, the first luxury camp for Akagera; and the park generated a record-breaking US\$2.5M from tourism, making it 90% self-financing with 50% of its visitors being Rwandan nationals. In May we announced a new partnership with Americares, a non-profit provider of donated medicine and medical supplies, to improve access to healthcare centres serving nearly 100,000 people living around Liwonde and Majete.

Our Ranger force continues to be the largest on the continent for any NGO. Garamba hosted DRC's annual Ranger Day in April. The Deputy Governor of the Haut-Uele Province, Institut Congolais pour la Conservation de la Nature (ICCN) representatives, three local Chiefs, two Territorial Administrators and other local authorities, along with hundreds of local community members were in attendance. Odzala in Congo celebrated its first Ranger Day with 100 of our eco-guards. It was attended by numerous officials and community representatives including the Director of Agence Congolaise de la Faune et des Aires Protégées (ACFAP), the Préfet of Cuvette Ouest, and Sous-Préfet.

In September, we were pleased to host our President, Prince Harry, The Duke of Sussex, in Liwonde along with senior representatives from our key partners including Malawi's Minister of Natural Resources,

the Director of the DNPW, and the British High Commissioner. The Duke's visit cast a spotlight on Malawi emerging as a conservation leader on the continent, progress achieved with our partnership with the DNPW and our joint anti-poaching collaboration with the British Military.

Sadly, we experienced a significant security challenge in Pendjari in Benin in May, with the murder of local Beninese guide Fiacre Gbédji and the kidnapping of two French national tourists by rebel groups supporting jihadi extremists. The tourists were rescued by French forces in Burkina Faso on May 9th. While we closed the crime-scene investigation area, Pendjari remained open until the wet season in July, and reopened in October amid an enhanced security plan for the park.

OUR TEAM - 2019 saw the development of our Executive Team in Head Office, with the addition of Kenneth Wanyoto as Director of Human Resources, Charles Wells as our Chief Operating Officer and Jean Labuschagne as our Director of Conservation Development and Assurance. We had two staff graduate from the South African Wildlife College (SAWC): Armstrong Chinga, our Senior Wildlife Police Officer in Liuwa, and Kambani Masamba, a Ranger Medic in Nkhotakota. Both received an Advanced Certificate in Nature Conservation in Transfrontier Conservation Management. For the second year in a row, we had African Parks Rangers recognised at the African Ranger Awards ceremony in Ghana hosted by the Paradise Foundation and the Alibaba Foundation. The seven Rangers were Daoba Dieudonne Komerewa, Garamba; Benito Willie, Majete; Forment Kalaba Chisala, Bangweulu; Dari Narakoua and Juste Sokoutinde, Pendjari; and Leonidas Mpumje and Anthony Nzuki, Akagera.

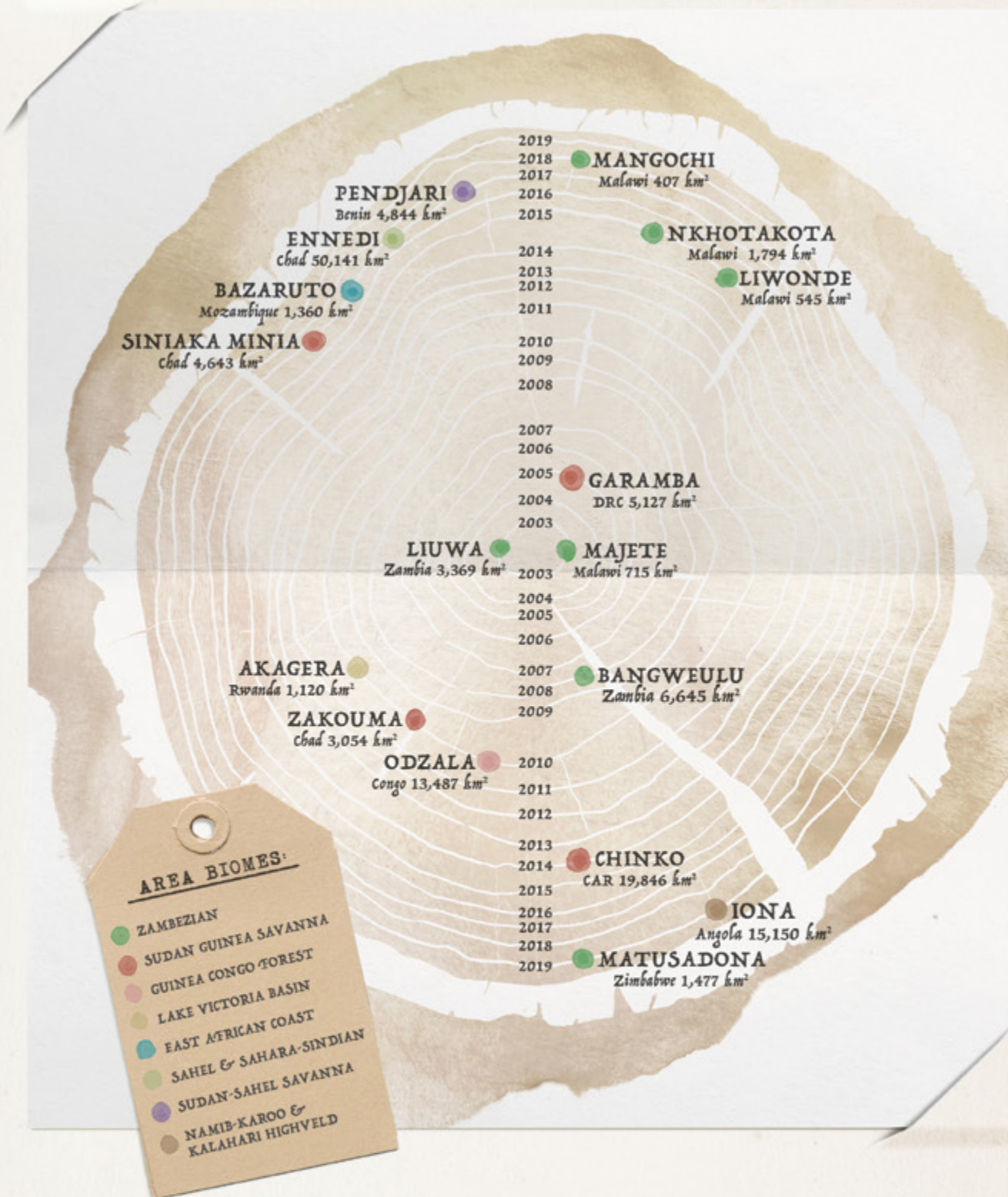
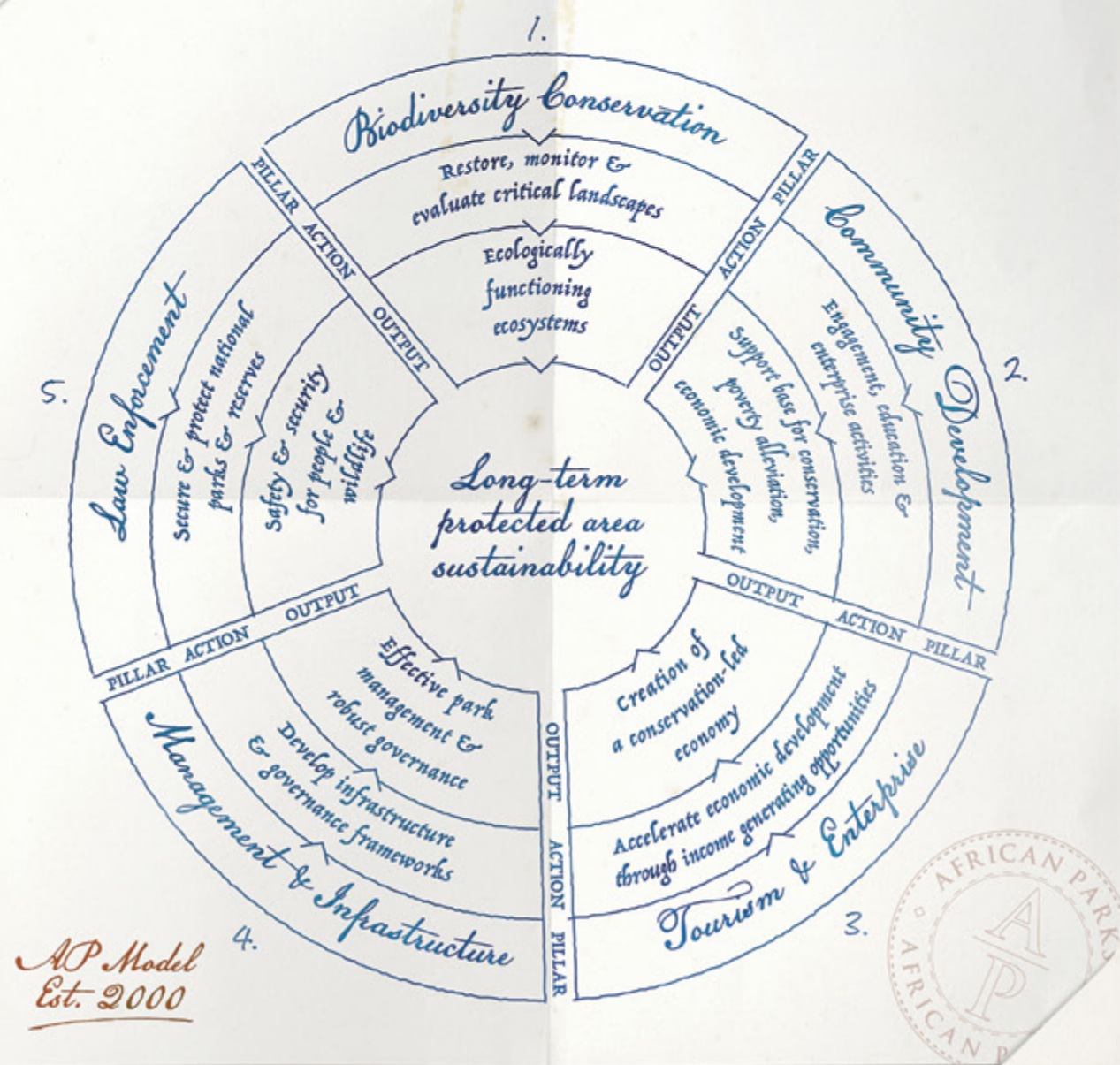
WITH GRATITUDE - So much has been accomplished this year, even through natural disasters, regional insecurity and other setbacks. But when I look back at 2019, I do so with a sense of pride and gratitude to the 2,620 full-time staff members, 96% of whom are local, to our Government partners who trust in us to manage their parks, and to our supporters who unwaveringly share in our vision. Together, we are realising hope – for both people and wildlife across Africa. On behalf of everyone at African Parks, thank you for standing with us in 2019, and for being with us in 2020 and beyond, in doing all we can to secure the last remaining natural ecosystems on which the people and wildlife of Africa depend.

Our Model: FOR PROTECTED AREA MANAGEMENT

In 2000, African Parks pioneered the 'Public-Private Partnership' (PPP) model for protected area management. This model sees us assume full responsibility for all park management functions which fall in to five pillars (below), and ensures that we are 100% accountable to the government – who remains the owner and determines policy for the landscape. This is achieved through long-term agreements (mandates), putting in place

funding solutions (money), and establishing clear governance by creating separate legal entities per park or country, each with their own Board, representing key stakeholders (management). Once these elements are in place, we then implement the African Parks model (below) designed to restore and protect wild areas for the benefit of people and wildlife, while achieving long-term sustainability.

5 PILLARS: ACTIONS & OUTPUTS



Our Footprint: AREA UNDER RESTORATION

African Parks manages 17 parks in 11 countries, representing nine of the 13 ecological biomes on mainland Africa, ensuring that 13.3 million hectares is under effective management. Majete Wildlife Reserve in Malawi was the first park we entered into under a

long-term agreement with the Malawi Government in 2003. Since then, we have built the largest and most ecologically diverse portfolio for any one conservation organisation on the continent; and our goal is to manage 20 parks by the close of 2020, and 35 parks by 2030.

Realising hope in Malawi

2003:

African Parks signs 25-year agreement with BNPW for Majete



Peter Farnhead and Anthony Hall-Martin

2000:

African Parks is founded



2003: Majete: 1st park under management

2012:

Majete becomes Malawi's only Big 5 reserve after lions, leopards, buffaloes, elephants & rhinos were all reintroduced



1st Beekeeping Cooperative

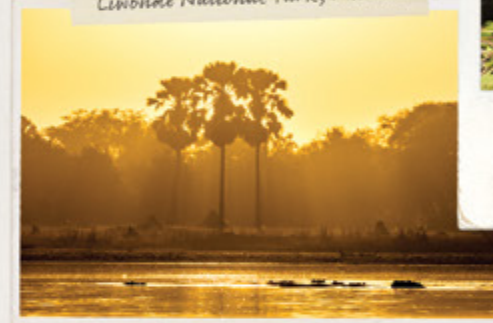
2013:

96 beekeepers trained in Majete's 1st livelihood programme, with 732 registered beekeepers by 2019

2015:

African Parks assumes management of Liwonde & Nkhosakota

Liwonde National Park, Malawi



Nkhosakota Wildlife Reserve, Malawi

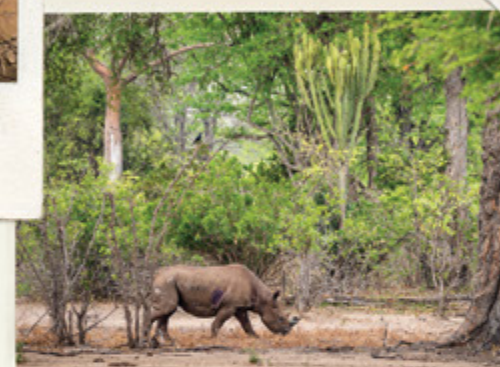


2016: 500 Elephants translocation begins

2017:

Elephant translocation concludes. Nkhosakota receives 480 elephants & 1,855 game animals from Majete & Liwonde

In 2018, Mangochi Forest Reserve becomes the 4th park under management.



2019: Liwonde received 77 rhinos from South Africa

2019:

African Parks is managing four parks covering 3,461 km² of wild landscapes: 90% of elephants & 100% of rhinos in Malawi

MALAWI - While African Parks was founded in 2000, it took three years of negotiations to secure a mandate for the first park – Majete Wildlife Reserve in Malawi, where we would put our model of delegated management to the ultimate test. By the 1990s, decades of lawlessness had eradicated all of Majete's wildlife. Not one tourist nor a single dollar had made its way to the park since 2000, and only 12 scouts were employed. Even its forests were being felled for charcoal. But in 2003 we entered into a 25-year management agreement with the Government to prove that with effective management, even a seriously degraded park could be revived. After overhauling law enforcement and engaging with communities, we were able

to reintroduce black rhinos in 2003. Elephants followed in 2006, lions in 2012, giraffe in 2018 and cheetahs in 2019. Overall, we brought in more than 3,200 animals from 16 different species. Employment has increased ten-fold; through health programmes and preventative measures, and more than 84,000 tourists have visited the park, with 79% from Malawi, generating more than US\$3.6M in tourism revenue.

By 2015 the Malawian Government was so pleased with Majete's transformation, we were invited to manage Liwonde National Park and Nkhosakota Wildlife Reserve. Both were in terminal states of decline, with Liwonde harbouring more wire snares

than large mammals, and Nkhosakota's once 1,500 strong elephant herd reduced to fewer than 100. Ranger training and snare removal ensued, and perimeter fences were constructed to keep wildlife in and illegal activity out. Between 2016 and 2017, 490 elephants were moved (336 from Liwonde and 154 from Majete) to reduce conflict and pressure on habitats, and to ecologically revive Nkhosakota and boost tourism. In 2018 we signed on Mangochi Forest Reserve, contiguous to Liwonde, expanding our footprint there by 60%.

Today four parks in Malawi are under our management, spanning 3,477km². Ninety percent of the country's elephant population is under our

protection, along with 100% of the rhinos, 17 of which were translocated to Liwonde from South Africa in the largest ever single air lift of black rhinos. Since 2003 we have translocated almost 4,000 animals, planted over 256,000 trees and provided over 15,000 scholarships for children to get an education. We have invested US\$5.8M in healthcare, paid US\$10.4M in local salaries and generated US\$5.2M in tourism revenue which goes back to the parks and communities. In 17 years, Malawi has emerged as a leader in conservation in Africa, through both the rehabilitation of their parks along with recent actions to strengthen wildlife laws and policies showing their commitment to protecting their wildlife for their people.

2019: By the numbers

ECOLOGICAL: WHAT IS NOT PROTECTED WILL BE LOST

Functioning wild ecosystems provide life-altering benefits such as clean air, water and food security for millions of people, but they must be protected. Our Rangers provide security and create safe places

so ecosystems can function and support people and wildlife. Once poaching and other illegal threats are prevented, wildlife numbers can rise and key species that were once lost, can be reintroduced.

CREATING SAFE SPACES

1,186
Law Enforcement Staff

980 are rangers

658 arrests made

660 tonnes of illegal wildlife products confiscated including

51 tonnes of bushmeat & **19,464** snares removed



K9 anti-poaching unit, Garamba



Rhinos to Rwanda



Elephant collaring, Liwonde

WILDLIFE TRANSLOCATIONS

195 buffalo to Bangweulu, Zambia

22 black rhino
5 from Europe to Akagera, Rwanda
17 from SA to Liwonde, Malawi

5 cheetah from SA to Majete, Malawi

THREATENED SPECIES UNDER OUR PROTECTION

>11,400 western lowland gorillas

>10,000 elephants

>3,400 chimpanzees

>1,300 giraffes

SOCIO-POLITICAL | WHERE WILDLIFE THRIVE, PEOPLE THRIVE

Well-managed parks can reap dividends for communities who need them the most. Our model ensures government and community representation on each park Board so they can participate in management decisions. We support schools, cover

teacher salaries, deploy medical units, and we invest in sustainable livelihoods to build a constituency for conservation who will be responsible for the future of these wild places.

25,401 school children visited parks.

96 schools built & supported.

610 scholarships provided



Dr. John serving communities in Orzala, Congo.

33,176 people received healthcare in & around parks

44 hospitals & mobile units supported

RESPONSE TO NATURAL DISASTERS

CYCLONE IDAI, MOZAMBIQUE

In March we deployed US\$200,000 in emergency funding; delivered 140 tonnes of food; transported 37 doctors, 3,700 kg of medical supplies & other essentials to 2,900 families.

DROUGHT, LUIWA PLAIN, ZAMBIA

From June to December, we provided maize to 3,600 people to prevent starvation & reduce poaching pressure off the park.

ECONOMIC: BUILDING A CONSERVATION-LED ECONOMY

An effectively managed national park generates revenue from job creation, tourism or other sustainable development projects that are compatible with conservation. As more jobs are created, more

salaries and taxes are paid. Ultimately these well-run protected areas can stimulate a conservation-led economy, changing human lives while ensuring the long-term survival of the park.

US\$13.7M paid in salaries

2,620 full-time staff. 95% are locals

117,402 tourists. 60% are locals

Tourism contributed **US\$6.3M** to parks & communities 10% of overall budget



US\$2.3M paid in taxes

US\$493K generated from social enterprises from: community guides, honey, fisheries & moringa projects

In Remembrance

In 2019 we were deeply saddened by the loss of Gnammi Kiatti Tatchega Pascal from Pendjari National Park in Benin who passed away from natural causes; and Timothy Tembo and Chidumo Mabarani, who were tragically killed in action in Matusadona National Park in Zimbabwe while protecting the park to which they were so dedicated. Ranger Tembo and Ranger Mabarani were based in Matusadona and were working for Zimbabwe Parks and Wildlife Management Authority, but had not yet been seconded to African Parks given our mandate was just signed on November 1st, 2019. On December 31st, 2019, Ranger Tembo and Ranger Mabarani went missing after arresting illegal fishermen on Lake Kariba. Their boat, which had been destroyed, was found the following day and their bodies were found one week later. It is believed they were murdered by the poachers, but a criminal investigation carried out by the Government is still underway.



TIMOTHY TEMBO

Timothy Tembo was from the town of Kariba and held the position of 1st Ranger for Matusadona National Park, where he worked for several years. He was based at Changa Chirere Subcamp where he provided law enforcement support to the eastern section of the park. He was instrumental in reducing elephant poaching and illegal fishing activities in the park and was highly regarded by his colleagues for his tireless efforts and dedication to conservation. He left behind his wife and a child.



CHIDUMO MABARANI

Chidumo Mabarani was from the town of Gokwe and held the position of 1st Ranger for Matusadona National Park. Chidumo was based at Changa Chirere Subcamp where he provided law enforcement support to the eastern section of the park. Chidumo had worked in Matusadona for a number of years and played a key role in curbing illegal activities in the park. He was deeply respected by his colleagues. He left behind his wife and two children.



GNAMMI KIATTI TATCHEGA PASCAL

Gnammi Kiatti Tatchega Pascal held the position of maintenance agent in Pendjari National Park, but his job was to create beautiful green spaces. He was charged with reforesting the main entrance gate, the park fence line and construction sites such as the operational bases. He also distributed tree saplings to students and visitors to Pendjari as part of the park's environmental education programme. From the town of Tanguiéta, he left behind his wife and children.

African Parks supports all permanent staff in the event of death, an accident or injury in the amount of six times their annual salary. This is in addition to funds raised to support surviving family members through campaigns or from generous donors. From everyone at African Parks, we honour their commitment, we mourn their loss and we pay tribute to their sacrifices.





AFRICAN PARKS

The Parks

TABLE OF CONTENTS

26 <i>Mozambique</i> Bazaruto Archipelago 32 <i>Zambia</i> Bangweulu Wetlands 32 Liuwa Plain National Park 38	44 <i>Malawi</i> Majete Wildlife Reserve 44 Liwonde National Park & Mangochi Forest Reserve 50 Nkhotakota Wildlife Reserve 56 62 <i>Rwanda</i> Akagera National Park 68 <i>Congo</i> Odzala-Kokoua National Park	74 <i>Democratic Republic of Congo</i> Garamba National Park 80 <i>Central African Republic</i> Chinko 86 <i>Benin</i> Pendjari National Park	92 <i>Chad</i> Zakouma National Park & Siniaka Minia Wildlife Reserve 92 Ennedi Natural & Cultural Reserve 98 104 <i>Zimbabwe</i> Matusadona National Park 108 <i>Angola</i> Iona National Park
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The drowned forest in Lake Kariba in Matusadona National Park, Zimbabwe © Scott Ramsay



Bazaruto's pristine coral reefs harbour an estimated 2,000 fish species © Matt Todd



MOZAMBIQUE

Bazaruto Archipelago

NATIONAL PARK

1,360 KM² | AFRICAN PARKS PROJECT SINCE 2017

GOVERNED BY

National Administration
of Conservation Areas (ANAC)

MAJOR FUNDERS

Fondation Segré, Oppenheimer Generations
Foundation, Stichting Natura Africae,
and The Wyss Foundation

PARK MANAGER

Armando Guenha



A true milestone for our portfolio

MOZAMBIQUE – In December 2017 we embarked on our first partnership with the Mozambique Government. This was a true milestone for our portfolio, which absorbed one of the great jewels along Africa’s coastline on the Indian Ocean – Bazaruto Archipelago – the first marine reserve to come under our management. This extraordinary seascape is refuge to the region’s last viable population of dugongs. Connected by five islands, these productive terrestrial and marine ecosystems harbour many rare and significant bird, reptile and marine species. Unfortunately, poorly regulated tourism activities and overuse of natural resources were not only impacting biodiversity, but threatening the livelihoods of local human populations, including the 5,000 people who live within the park on three of the islands. Over the last two years the value of our management has begun to crystallise and relationships that are forming with communities, tourism operators and government partners are helping to secure a more sustainable future for people and wildlife. The team has grown, infrastructure is improving, security has been enhanced and illegal activities have been

curtailed. When the catastrophic Cyclone Idai befell Mozambique in March, Bazaruto delivered benefits far beyond its borders. We launched an emergency response in the immediate aftermath, bringing over 60 tonnes of food by boat, 80 tonnes of food by helicopter, 37 doctors, 1,500 kg of medical supplies and 2,200 kg of other essential items to more than 2,900 families left devastated by flooding. Bazaruto has shown that, like other parks, its role is more than safeguarding biodiversity, it is helping to protect the wellbeing of people living around these precious areas – at times providing lifesaving support.

BIODIVERSITY CONSERVATION - As one of the most valuable marine sanctuaries off the coast of East Africa, an early objective has been to establish clear insights into the status of Bazaruto’s biodiversity to support an adaptive management strategy. The dugong, a marine mammal severely threatened by habitat loss, entanglement in nets and hunting, is one of the park’s priority species as it harbours the only viable population in the entire Western Indian Ocean. An aerial survey was conducted to determine

Rangers regularly patrol to inspect permits and catches of local fishermen in Bazaruto Archipelago National Park, Mozambique © Andrew MacDonald





the current population and distribution of dugongs, results of which will be available in 2020. Ten community monitors were recruited for a turtle nest monitoring programme, which confirmed for the first time that turtles are nesting throughout the five islands of the archipelago. A record 55 nests were counted, with reports that many hatched safely, hopefully to return one day to lay their own eggs on the islands. Communities have been increasingly supportive of our conservation actions. Stakeholders in the tourism sector are showing keen willingness to align with park policies on tourism activities that impact wildlife and the overall sustainability of the area. Codes of conducts for wildlife interactions produced by the Park have been implemented, and regular beach clean-ups were initiated as part of a new waste management and recycling policy.

LAW ENFORCEMENT - Thirty-three new Rangers – 17 of them women – were deployed in January,

bringing the total number of active Rangers to 54. A range of targeted training courses were provided to enhance their skill level, which included advanced first aid, conservation law and skipper training. Several training exchange programmes were undertaken with Limpopo and Zinave National Parks and Maputo Special Reserve, in collaboration with Peace Parks Foundation; and two new intelligence officers were recruited and trained. With improved capacity and the helpful collaboration of the Maritime Authority and local police, our team has been able to curb illegal entry and activities in the park. Zero dugong mortalities were recorded, and turtle poaching was significantly reduced with live turtles caught in nets being voluntarily returned by fishermen to the sea. Our Rangers undertook 5,065 patrol days, leading to the confiscation of 6,677 illicit fishing gear, five boats and 1,935 kg of fish. Water supply and storage at all outposts was improved, enabling Rangers to spend longer



periods in remote areas. Three quadbikes, two vehicles and five boats were procured, while an additional boat was refurbished to provide back-up for the Rapid Reaction Force, considerably boosting our law enforcement operations. A digital radio system was installed, enabling 24-hour park-wide coverage and communication between the control room, patrol groups, boats and vehicles for greater security. During 2019, the Law Enforcement team managed to intercept and board eight commercial fishing trawlers that were inside or close to the park boundary.

COMMUNITY DEVELOPMENT - The first phase of a socio-economic baseline study was carried out in conjunction with Conservation International. The full assessment will provide an overview of communities' use of natural resources, so we can develop a management strategy tuned to conserving biodiversity and promoting sustainable livelihoods. To advance education among local communities, bursaries were provided to 75 primary school students. Six environmental clubs were initiated throughout the primary schools to encourage participation in initiatives such as beach clean-ups and to foster support for conservation. We reactivated community associations, providing them with support and capacity training to improve management of income streams and the dissemination of information concerning park management. The park also provided technical support to social development projects initiated by the World Bank-funded Conservation Areas for Biodiversity and Development Project (MozBio), which included conservation agriculture and a fish processing facility.

In March we launched an emergency operation in the wake of Cyclone Idai, which left many thousands of vulnerable communities along the Buzi river near Beira without shelter or access to food, safe water or basic healthcare. Led by Bazaruto's Field Operations Manager, we deployed a helicopter, two boats and 13 rangers, five of whom had advanced medical training, to bring aid and assistance to isolated settlements. At the guidance of Mozambique's National Institute of Disaster Management and in collaboration with the Ministry of Agriculture and Health and Humane Society International, our teams assisted with the transport of veterinarians, doctors, urgent supplies and equipment.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - To meet essential infrastructure

needs, temporary offices and a workshop were erected for use as headquarters on the Vilanculos mainland, and adequate accommodation has been provided for park staff. By year-end, construction of the first of three day-visitor facilities was almost complete on Bazaruto, Magaruque and Santa Carolina islands, advancing the process of enhancing tourism infrastructure. Bazaruto's team continued to grow, employing a total of 110 full-time staff and 54 on part-time projects. An infrastructure and maintenance team was integrated into operations. Patrol and reporting systems became fully functional to track law enforcement activities. Two Project Steering Committee meetings were held in Maputo; and a proposal of members for the park's management council was submitted to ANAC for Government approval.

TOURISM - There appeared to be a significant increase in tourist numbers and revenue, with 25,654 visitors generating US\$424,464 in 2019, up 20% from 2018. This was, however, partly due to improved monitoring of park entry and better enforcement of revenue collection. Nine tourism concessions signed contracts with ANAC, bringing them under formal regulation. Specific park regulations ensuring the safety of people and wildlife were developed and submitted to Government for approval, and we issued a call for expressions of interest to commission an independent evaluation of Bazaruto's tourism carrying capacity. The park is supervising the construction of the Zenguelemo Community Lodge, funded by the World Bank, with contracts signed by all relevant stakeholders to facilitate its commercial operation comprising 50 beds in self-catering units, bungalows and a tented camp.

OBJECTIVES FOR 2020

- *Initiate conservation management strategies for sustainable fisheries, invasive species' control & fire management*
- *Initiate environmental protection buffer zone & monitoring programmes for key species*
- *Implement park-specific regulations approved by ANAC & establish management council*
- *Undertake carrying capacity assessment & sign remaining tourism concession contracts*
- *Complete the socio-economic baseline study & implement an environmental education plan*
- *Enhance infrastructure for law enforcement, communications & tourism*



ZAMBIA

Bangweulu Wetlands

6,645 KM² | AFRICAN PARKS PROJECT SINCE 2008

PARTNERS

Six Community Resource Boards and the Zambian Department of National Parks and Wildlife (DNPW)

MAJOR FUNDERS

Stichting Natura Africae, WWF The Netherlands, WWF Zambia, U.S. Department of State and Rob and Melani Walton Foundation (RMWF)

PARK MANAGER

Jonathan Chisaka

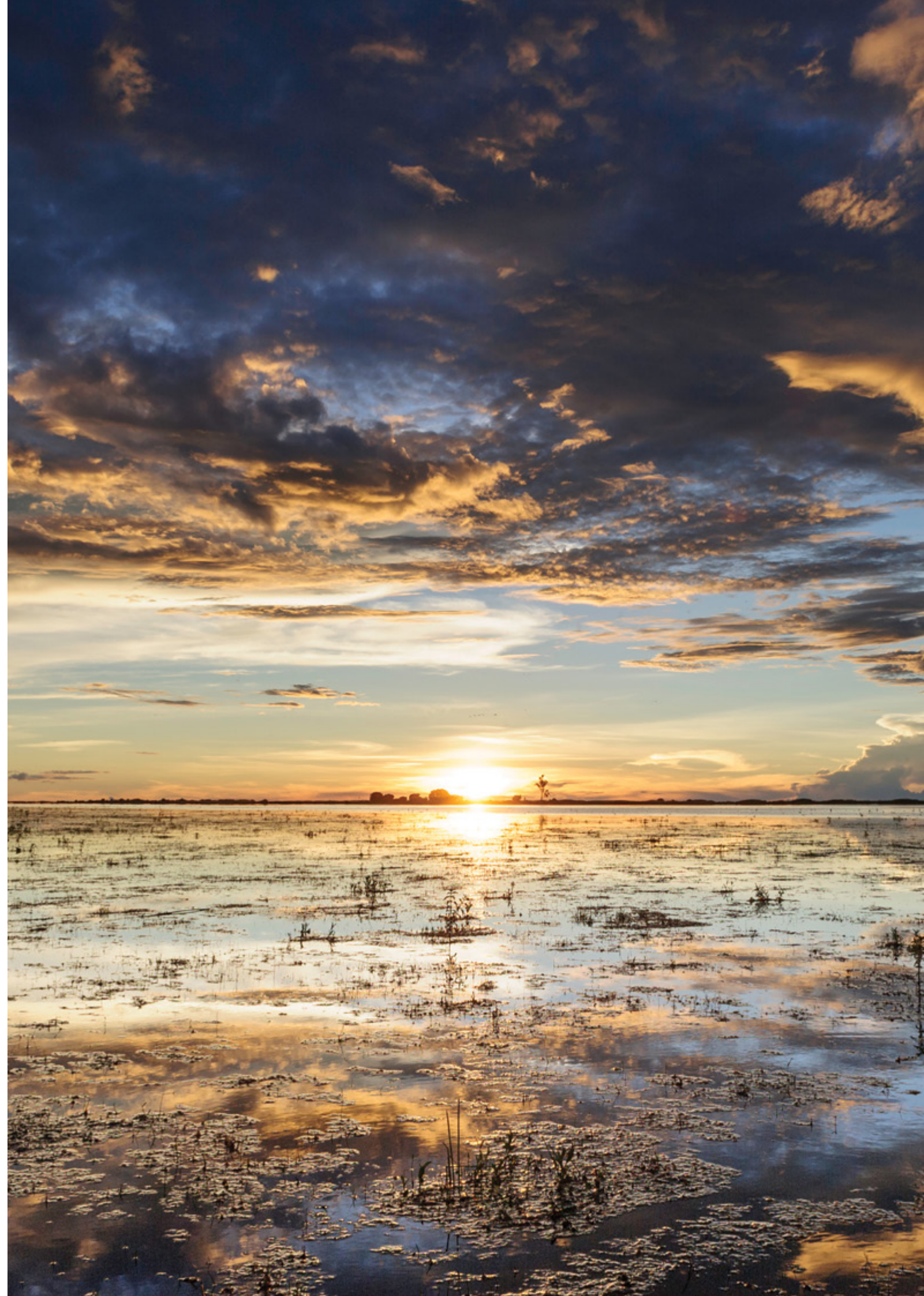


Where the water meets the sky

ZAMBIA – Bangweulu Wetlands is an extraordinarily rich and diverse ecosystem, home to 400 bird species including the shoebill; a host of ungulates like the endemic black lechwe; carnivores like jackals and hyaenas; crocodiles and at least 80 fish species. These wetlands also support 50,000 people who legally live within the landscape, and another 100,000 who live in the larger ecosystem. Bangweulu Wetlands, which means ‘where the water meets the sky’ is unique in that it is a community-owned, protected wetland made up of Game Management Areas (GMAs) where local people retain the rights for harvesting fish and other protein. However, years of unsustainable human pressure were taking their toll on this vulnerable but critically important landscape. In 2008, the six Community Resource Boards (CRBs) who own the land entered into a long-term agreement with African Parks and the DNPW with the vision of protecting their natural assets long into the future. Since then poaching has been curtailed, so much so that black lechwe have increased from 35,000 to over 50,000, serving as an important source of protein for Bangweulu’s vulnerable communities. Schools have been built and supported, and children are getting an education using solar-powered ZeduPads, pre-loaded tablets with multiple curriculums in over 13 languages. Bangweulu’s healthcare programme targeted towards women to assist with family planning is in its third year and in large demand;

and for the fifth year in a row, fish bans are being strictly adhered to and fish stocks have been able to recover, producing substantial quotas year-on-year and providing communities with food security and additional revenue. There is still a lot of work to be done to ensure that Bangweulu continues to provide for next generations, but through effective management and strong community engagement, people are now taking part in and planning for their future, recognising their livelihoods are linked to a thriving wetland.

BIODIVERSITY CONSERVATION - Bangweulu’s buffalo population received a boost with the translocation of 195 animals supplied by the DNPW from North Luangwa National Park. Since their arrival in August 2019 they have settled in well, and numerous calves have been documented. Nine individuals from two herds were collared for monitoring purposes. A park-wide aerial survey was successfully conducted to determine the densities of the endemic black lechwe and other herbivores. We observed encouraging signs of growth in populations of key species including black lechwe, tsessebe, buffalo, sitatunga and oribi among others. Bangweulu is a sanctuary for a significant population of Shoebills, which are severely threatened across their range in Africa by habitat loss and the illegal wildlife trade. In 2019 two live chicks were rescued, rehabilitated and released; while eight



Shoebill Guard volunteers from the community monitored four nests, whereby four chicks fledged safely as a result of our ongoing Shoebill Nest Protection Plan. A Fisheries Committee has been rolled out in one Chiefdom with plans to establish committees in five more next year, following the success of the programme in combatting the impacts of overfishing on local resources. Support among communities engendered strong adherence to the annual fishing ban, which has vastly improved the health of fish stocks, creating better supply and income for households selling sustainably caught fish.

LAW ENFORCEMENT - The law enforcement team grew with the addition of 34 newly trained recruits, allowing us to more effectively patrol and protect these wetlands. Now consisting of 86 Rangers, the team conducted 9,179 patrol man days. Their dedication over the year led to 88 arrests, the confiscation of 172 illicit wildlife products and the removal of 75 snares. Three new Land Cruisers were procured to increase coverage and patrol more distance across the terrain. We are exceptionally proud of Bangweulu Park Ranger Forment Kalaba Chisala, who after working as a Ranger in Zambia for 32 years, was one of seven African Parks Rangers to be honoured by the 2019 Paradise Foundation African Ranger Awards for his hard work and dedication in conservation.

COMMUNITY DEVELOPMENT - As a community-owned landscape, much of our focus is on applying a tailored community strategy encompassing strong engagement, education and enterprise development for the 50,000 people who live within Bangweulu. Two women's centres were established as pilot projects to serve as venues to host reproductive health engagement sessions, and other activities aimed at skills development. The reproductive health education programme continued to be met with overwhelming support from the community as well as attracting support from donors. Ninety-two family planning sessions were held with 2,632 female and male participants. Overall, the provision of health services reached over 20,000 people across the region. During a measles outbreak, our team set up an emergency shelter and provided transport for patients. Seven students in training to be teachers were enrolled in education courses through the Bangweulu Wetlands scholarship scheme. Six beneficiaries have now graduated and are awaiting official deployment to schools in Bangweulu. Four schools were supported throughout the year, reaching 800 students, while focused environmental education was provided through four wildlife clubs.

The beekeeping programme showed promising growth, distributing 450 hives to 13 groups in two Chiefdoms. Over six tonnes of honey were produced leading to a 10% increase in revenue from last year,



People still use traditional methods including weaved baskets to catch fish © Lorenz Fischer



and partnership discussions entered an advanced stage with a local company dealing in honey export. If successful, this could represent a sizable income stream for local communities. Bangweulu rolled out its Umuganda programme under the banner 'Keep Zambia Clean, Green and Healthy', which generated substantial support among the community and local government officials, together forming a committee chaired by the park. Inspired by the Umuganda practice in Rwanda where community members help each other to achieve tasks, African Parks initiated this monthly practice in every park in 2019 to support communities.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Good progress was made on key construction projects, with accommodation completed for law enforcement officers at posts located in all outlying areas. New camps in Chitambo, Kabinga and Kopa enable the permanent presence of law enforcement, bringing improved security to these more remote parts of the landscape. A honey-processing house was constructed at Nkondo with the aim of increasing quality and sales of honey from the bee-keeping programme. We held quarterly board meetings and the annual stakeholders' meeting.

TOURISM - Shoebill Island Camp is Bangweulu's first luxury tourism offering, consisting of four bespoke canvas tents with exclusive views over the fertile waterways. After opening to the public in May 2018, its occupancy climbed by more than 10% over

the course of 2019. Nkondo and Nsobe Community Camps continued to cater for a strong self-driving tourism market. Overall, 317 international and local tourists visited Bangweulu, generating US\$77,520 for the park and communities.

Data from the 2019 aerial survey were obtained to determine the correct quotas for the legal hunting of certain species, including black lechwe, sitatunga, buffalo and tsessebe, following sound science and management techniques. Bangweulu Wetlands is a Game Management Area, and under Zambian law sustainable hunting is permissible. Bangweulu's Board is committed to ensuring that legal hunting is done in the most sustainable way, so that game populations continue to increase while delivering necessary benefits for surrounding communities. All funds generated by hunting are invested directly back into the area, where they serve as one of the only revenue streams supporting an extremely impoverished rural community.

OBJECTIVES FOR 2020

- Refurbish Nkondo Camp and complete construction of staff housing at Shoebill
- Install a clean water supply at Chitambo and Kabinga outposts
- Complete the Integrated Law Enforcement Strategy
- Finalise the Shoebill Management Plan and operationalise the chick-rearing programme
- Increase occupancy at Shoebill Island Camp by 10%
- Increase revenue from the honey project by 10%

The iconic black lechwe subspecies is endemic to Bangweulu Wetlands © Lorenz Fischer



ZAMBIA

Liuwa Plain

NATIONAL PARK

3,369 KM² | AFRICAN PARKS PROJECT SINCE 2003

PARTNERS

Zambian Department of National Parks and Wildlife (DNPW) and the Barotse Royal Establishment (BRE)

MAJOR FUNDERS

Stichting Natura Africae, U.S. Department of State, WWF The Netherlands and WWF Zambia

PARK MANAGER

Deon Joubert



LIUWA PLAIN
NATIONAL PARK

ZAMBIA

A resounding positive impact

ZAMBIA – In 2003 Liuwa Plain National Park was the second park, upon invitation of the Zambian Government and the BRE, to fall under our management. Liuwa hosts the second largest wildebeest migration on the continent. It also has a very rich human history, dating back to the 19th century when the King of Barotseland appointed his people as the custodians of the park. But today, with more than 10,000 people living within Liuwa's boundaries, it is now the park which is taking care of them. Western Zambia experienced a record-breaking drought between 2018 and 2019 that made global headlines, and Liuwa's communities felt it first-hand with failed crops and food shortages. In response, we delivered 3,000 bags of maize to over 3,600 people for over five months, preventing a humanitarian crisis. Through the Jumpstart Project, various sustainability projects were launched to help the community move towards more drought-resistant crops and conservation compatible agriculture, which is already having a resounding positive impact on food security. Despite this climatic event, His Majesty the Litunga Lubosi Imwiko II presided over the opening of King Lewanika Lodge, heralding its development as a significant step in the economic revival of the park, providing a source of sustainable revenue the park and communities desperately need. Even in challenging times, due to our shared vision with the Zambian Government and the BRE, Liuwa Plain is providing for her people with food,

employment and opportunity, securing her own future as a valued national asset.

BIODIVERSITY CONSERVATION - The 2019 annual aerial game census yielded mixed results. Antelope increased, but wildebeest showed a 13% decrease with an estimated population of almost 30,000. Cape buffalo were down by 14% and plains zebra remained stable. These dips could be the result of extensive burning that caused animals to disperse outside of the park. The annual red lechwe survey also showed a significant drop from 2,200 in 2018 to just 588 in 2019, but is possibly a result of unusually low rainfall whereby they remained largely in the Luanginga River marshlands. Long-term monitoring of Liuwa's legendary predators continued with our partner the Zambia Carnivore Programme (ZCP). Two new groups of cheetahs were found, bringing the total population up to between 18 to 20 animals; three were re-collared, bringing the total collared to six. The spotted hyena population, estimated to be around 350, grew steadily with 11 new cubs; six hyaenas received GPS collars bringing the total collared to 17; and 11 clans made up of 284 individuals were monitored. Liuwa's small lion pride has remained stable, despite having to humanely euthanise the Kafue male due to an escalation in human-wildlife conflict (HWC); and one lioness died from injuries sustained during a zebra hunt.

A sub-adult male lion, one of Liuwa's 10-strong pride, gazes across the plains © Andrew MacDonald





LAW ENFORCEMENT - Protecting the vast expanse of Liuwa Plain, especially during the drought, was not without its challenges – but our team persevered. Overall, Liuwa's 67 Rangers conducted 11,838 patrol man days covering 50,014 km; they made 80 arrests, 23 were inside the park and 57 outside, in collaboration with Wildlife Crime Prevention (WCP). A total of 25 animals were poached. Seven pangolins were confiscated outside the park, six survived and were able to be released back into the wild. One Wildlife Police Officer, Armstrong Chinga, completed the Advanced Diploma in Natural Resource Management and Trans-Frontier Conservation Management at the Southern African Wildlife College (SAWC) in South Africa. Four Wildlife Police Officers did an advanced training course in Investigations; three officers completed a Wildlife Management course at the Chunga Training centre in Kafue; and Ranger Voster Mweene graduated with his degree in Wildlife Management from Livingstone International University of Tourism Excellence and Business Management.

COMMUNITY DEVELOPMENT - The drought of 2018-2019 has been extremely hard for local communities, resulting in failing crops and food

shortages. In response, the park provided food relief to 600 of the most vulnerable households in Liuwa, reaching 3,600 people. Approximately 3,000 bags of maize meal were distributed from June to December and continued into 2020. Through the Jumpstart Project, 287 individual farmers moved to more drought-resistant crops and sustainable low-impact cultivation methods, which will be more reliable during future climatic events.

To assist with education, 114 full scholarships were granted to children in need; 200 students at two boarding schools in Liuwa received food rations amounting to US\$6,000; and stipends were provided to 12 community teachers. As most local schools do not have funds for even the simplest of needs like stationery, the park provided 28 school conservation clubs with educational supplies. To promote greater understanding of conservation, Liuwa hosted 1,890 school children for free study tours in the park; 1,805 students attended environmental education lessons on topics such as human-wildlife conflict, conservation, climate change and pollution; and 3,800 people attended screenings of 51 conservation films.

Twenty-three radio shows were aired covering topics about conservation, climate change, updates

on park projects and partnerships with Total Land Care, Isdell: Flowers Cross Border Malaria Initiative, Liuwa's Environmental Education Programme (LEEP) and human-wildlife conflict mitigation. Two open days were held for the community where we saw 6,000 people visit the park who were subsequently informed about Liuwa's LEEP, the Jumpstart Project and other park activities.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - The exclusive King Lewanika Lodge, operated by our partners Time+Tide, officially launched on June 20th in a large ceremony presided over by His Majesty the Litunga Lubosi Imwiko II. It was a historic event celebrating the rise of the park and its role in aiding the local economy. The new Mukalabumbu community campsite was also opened in May and received its first guests; there are now five income-generating community campsites in Liuwa. In support of the local traditional leadership (the BRE), three additional houses were built for the Area Chiefs amounting to nine in total in the park. The three-year new park headquarters construction project which began in 2018 is on track with completion set for 2021. The law enforcement offices and barracks, workshop and several staff houses were all completed in 2019. Five units at the Matiamanene management camp were upgraded and additional well points drilled to enable reliable water supply for the camp; and two airstrips were completed. The

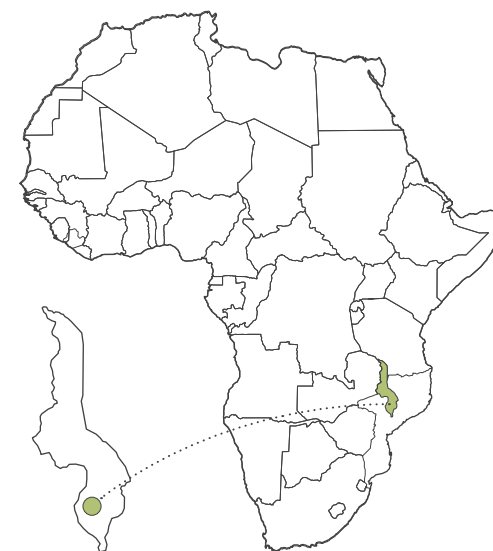
General Management Plan (GMP) and Land Use Plan were completed, validated and distributed to stakeholders and relevant authorities.

TOURISM - With King Lewanika Lodge and the new community campsites open, Liuwa's popularity as a safari destination grew by nearly 30% from 2018, with revenue from tourism generating US\$261,743 from 4,639 bed nights from 1,146 guests. Of this number, 786 were campers, 186 were day visitors and 174 were visitors to King Lewanika. The construction of the self-catering Sibika Tented Camp commenced and will open in 2020. To help grow tourism, two new staff and one intern were hired. In 2019, BBC film crews filmed cheetah and hyaena in Liuwa for *Dynasties Season Two* nature documentary, helping to provide exposure and film fees for the park.

OBJECTIVES FOR 2020

- *Inclusion of a portion of the Upper West Zambezi Game Management Area under management*
- *Continue security provided to wildlife and communities in the park & GMA; implementation of the GMP & Land Use Plan*
- *Maintain genetic integrity of species present & minimise disease transmission*
- *Increase tourism revenue by implementing additional tourism products*
- *Ensure human-wildlife conflict-mitigating measures are in place*





MALAWI

Majete

WILDLIFE RESERVE

715 KM² | AFRICAN PARKS PROJECT SINCE 2003

GOVERNMENT PARTNER

Malawi Department of
National Parks and Wildlife (DNPW)

MAJOR FUNDERS

UK Department for International Development,
U.S. Department of State, WWF Belgium
and The Wyss Foundation

PARK MANAGER

John Adendorff



Since their reintroduction in 2006, Majete's elephant population has grown to the point of being able to supplement other populations in Malawi © Brent Stirton

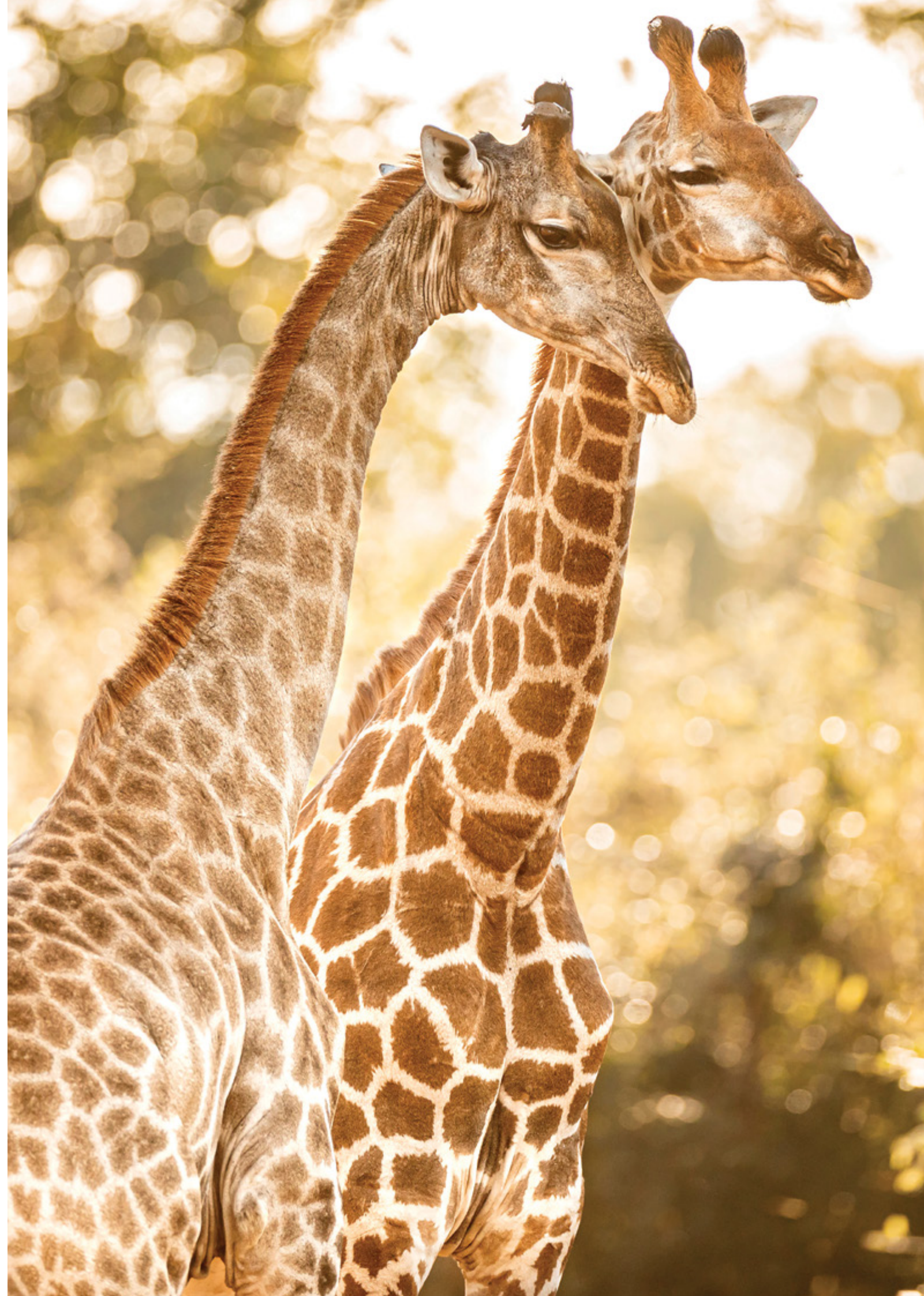
The road of possibility

MALAWI – Majete Wildlife Reserve was the first park to fall under our management, signed with the Government in 2003. It took three years to secure this agreement for an unknown and failing reserve in the south western part of Malawi. Prior to 2003, all of Majete’s wildlife had been hunted out – elephants, rhinos, lions, buffalo, even warthog – only a few antelope remained. Trees were being felled for charcoal; only 12 Scouts were employed, and not one tourist had visited the park in three years. It was a wasteland with no perceived value, and little to no hope for a revival. But it was the perfect place to put our model of delegated management to the test. We immediately began securing the area and working with communities. In our first year we reintroduced rhinos; elephants in 2006; lions in 2012 and a host of other animals, including giraffe in 2018 and cheetah in 2019. In 2017 we were able to take surplus elephants and other animals and move them to help repopulate Nkhotakota Wildlife Reserve. Majete has come a long way in the last 17 years – from being a sink to a source; to providing hundreds of jobs and supporting thousands of community members who have reaped education, health and other social benefits. Majete has benefitted too. Not one rhino or elephant has been poached from the reserve since they were reintroduced; and this once hopeless reserve has put Malawi on the map as a coveted wildlife destination. Today, Majete

serves not only as our point of origin, but as one of our north stars, guiding a path along the road of possibility.

BIODIVERSITY CONSERVATION - In collaboration with the Endangered Wildlife Trust five cheetahs, three males and two females, were successfully reintroduced from South Africa as part of a larger plan to restore predators to Malawi. The lion population grew to 18 individuals with three cubs born. However, the park’s dominant male died from injuries sustained in a territorial dispute with another lion, and one sub-adult lioness was moved to Liwonde National Park. To monitor the growing population, five lions were fitted with new GPS collars bringing the collared total to eight. Two black rhino calves were born, and six black rhinos had their existing VHF transmitters replaced. To increase genetic diversity, we conducted an exchange of bull rhinos moving one from Majete to Liwonde and vice versa. Unfortunately, five elephants died in 2019 due to natural causes. In a positive sign of increasing support for wildlife, seven pangolins and one hedgehog were found by local community members who brought them back to Majete and they were subsequently released back into the wild. Long-term research continued in Majete, with a University of Stellenbosch student researching the impact of fire regimes; results of which will help lay the foundation for a larger fire management plan.

Giraffes were reintroduced to Majete in 2018 as part of the reserve’s continuous restoration strategy © Brent Stirton





LAW ENFORCEMENT - Majete maintained its remarkable track record of not having lost a single rhino or elephant to poaching since their respective reintroductions in 2003 and 2006. Keeping these iconic species safe together with the other general wildlife in the park requires a robust law enforcement strategy, which we enhance through monthly refresher training for all law enforcement staff. Majete was selected as one of two Monitoring of Illegal Killing of Elephants (MIKE) sites in Malawi, the other being Kasungu National Park, and we collaborated with the DNPW to satisfy project requirements. Our law enforcement team of 41 individuals carried out 5,677 patrol man days, resulting in 13 arrests for wildlife crime and nine convictions. A maximum sentence of 10 years' imprisonment with hard labour was handed down to a poacher in possession of ivory from a Majete elephant that died of natural causes. As further acknowledgement of the commitment of our Rangers, the Paradise Foundation honoured Ranger Benito Willie, commended for saving the life of a fellow Ranger from a charging buffalo, with an African Ranger Award.

COMMUNITY DEVELOPMENT - Over the last 17 years we have built trust and forged fruitful partnerships with surrounding villages, and support for educational and healthcare services remain key priorities. The Majete Scholarship Programme awarded 100 secondary school scholarships, and

four University students sponsored by the park graduated. A new classroom block, supported by the UK's Department for International Development (DFID), underwent construction to address the shortage of classrooms. Communities and schools around Majete planted over 12,000 trees in degraded areas. Four mobile healthcare clinics were provided with fuel allowances, helping to reach 11,906 people in remote communities; and a borehole was drilled in Kaola village, providing clean water to more than 200 households.

To further promote community skills building, Majete provided training for 220 Community Based Organisation (CBO) members and 21 members of the Majete Wildlife Reserve Association (MWRA) on institutional governance, including conflict management and financial reporting. In addition, awareness campaigns reached 23,000 community members on issues ranging from conservation and climate change to gender inequality and HIV/AIDS. Americares continued to increase health services in two clinics on the border of the park; and The Hunger Project completed the final phase of the Majete Epi-Centre 5 where communities will receive a food bank, a healthcare facility and financial support.

Alternative sustainable income-generating activities play an important role in building a constituency for

conservation. The 'Honey with Heart' beekeeping project harvested 3.5 tonnes of honey, and trained and equipped 263 beekeepers. The Namitsempha Beekeeping Cooperative, a community cooperative which supplies the 'Honey with Heart' project, won the 2019 Innovation Award in the Environmental Category from the Government of Malawi, along with US\$2,000 and a sponsored trip to China. While local communities generated a total income of only US\$15,141 in 2019, this was a 28% increase from 2018, and was from the sale of honey, jewellery, mats, brooms, hats and from community visits. The revenue sharing scheme from the community campsite generated over US\$20,000; these funds will enable MWRA to initiate further projects, including the construction of clinics for children under five years in four villages.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - New construction projects that expanded Majete's infrastructure included the completion of the new community campsite, with an extra eight beds. Tourism infrastructure was also enhanced, including the erection of ablution facilities at Nakamba hide in preparation for overnight guests, and renovating the restaurant at Thawale Lodge. The reserve assumed management of both the Malaria Camp and the Research Camp from third parties, which will now house researchers and a new volunteer project respectively. All 320 km of roads were maintained; 33 km of fencing

was replaced; two new boreholes at Mwambezi restaurant and Pwadzi Ranger Camp were drilled; and the air strip upgraded.

TOURISM - Majete saw 11,173 visitors in 2019, a 4% decrease from 2018. In parallel, net revenues dropped by 9% – which can be attributed to the devastation caused by Cyclone Idai in March, as well as political demonstrations that hindered tourists traveling throughout Malawi. Of the visitors coming to Majete, over 75% were citizens and residents. With the help of media coverage and advertising, as well as the newly opened Community Campsite, a three-day walking safari and new tourism infrastructure, these figures are set to increase in 2020.

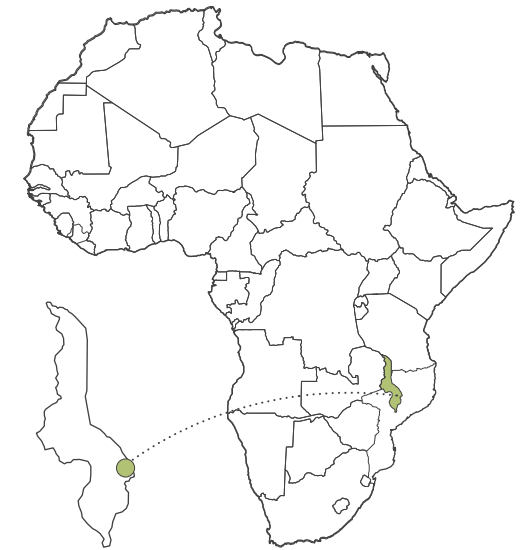
OBJECTIVES FOR 2020

- Full upgrade of 55 km of fencing, replace with steel posts & strengthen with steel wires & electricity output
- Achieve a 10% reduction on known incursions & follow-up arrests; & increase long-range patrols
- Conduct aerial survey to determine abundance of species and conduct potential translocation of game species like eland & buffalo
- Assume management of Thawale Lodge and upgrade facilities
- Improve the social-economic base for communities surrounding the park to continue to build a constituency for conservation





The Shire River snakes through Liwonde National Park in Malawi © Artur Cabral



MALAWI

Liwonde

NATIONAL PARK &
MANGOCHI FOREST RESERVE

952 KM² | AFRICAN PARKS PROJECT SINCE 2015

GOVERNMENT PARTNER

Malawi Department of
National Parks and Wildlife (DNPW)

MAJOR FUNDERS

People's Postcode Lottery, Stichting Dioraphte,
Stichting Natura Africae, UK Department
for International Development, U.S. Department of State,
The Wyss Foundation and WWF Belgium

PARK MANAGER

Craig Reid



A far cry from where it was four years ago

MALAWI – Just four years ago Liwonde was in a terminal state of decline, nearing the point of no return. Poaching of elephants and other species was unchecked; the park had more wire snares than large mammals; and human-wildlife conflict had become fatal. Not much hope could be found in or around Liwonde – for people or wildlife. But in 2015 African Parks signed a long-term agreement with the DNPW to exact some desperate measures to counter this desperate situation. What ensued was a complete overhaul of law enforcement to stabilise the park. Ranger recruitment and training began; snare removal commenced; and a fence was erected and maintained to manage conflict. One of the largest elephant translocations in history began in 2016 to reduce conflict in Liwonde and repopulate Nkhotakota. Schools, scholarships and teachers were supported. Investments began in communities for beekeeping, irrigation farming and other sustainable livelihoods. In 2017 cheetahs were reintroduced, lions in 2018, and 2019 saw the largest single international transport of black rhinos in history. In 2018 Mangochi Forest Reserve, contiguous with Liwonde, was included in our mandate, increasing our footprint by 60%. Today, more than 40,000 snares have been removed, tourism is double where it was in 2015; the park boasts some of the most intensively trained Rangers and is an incubator in trialling the newest technology in protected area management. Liwonde is a far cry from where it was four years ago, which is a testament to the Government, donors, our Rangers and other team members, as

well as the communities who trusted in us to turn this park around.

BIODIVERSITY CONSERVATION - One of the largest international black rhino translocations was undertaken when 17 black rhinos were moved from KwaZulu-Natal in South Africa and released in Liwonde on November 12th. The translocation was in collaboration with WWF - South Africa's Black Rhino Range Expansion Project (BRREP), Ezemvelo KZN Wildlife in South Africa and Malawi's DNPW, with the support of Stichting Natura Africae, Vale Logistics and Save the Rhino International. The animals settled in well – the translocation was an overall success and fulfilled aspects of the National Black Rhino Management Plan, contributing to regional efforts to conserve the species.

Cheetah numbers continued to rise, with two more litters bringing total cheetah numbers to 17, up from the original seven individuals reintroduced. The nine lions reintroduced in 2018 adjusted well and have also been observed mating. Vultures, which are severely threatened across Africa and became extinct in Liwonde, have returned to the park in evidence of its ecological recovery. Groups of over 70 birds of up to six different species, including the east African Ruppel's Vulture, are now regularly seen scavenging, a direct result of having predators back in the park. Several live pangolins seized in anti-wildlife trafficking operations were released back into the park. To date, 15 of these heavily trafficked animals have been safely released into Liwonde.





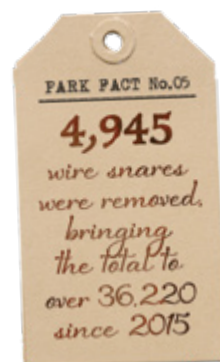
LAW ENFORCEMENT - Considerable efforts and technological investments continued to be made in an integrated and innovative law enforcement strategy. This approach upheld our track record of zero losses of high value species to poaching, with no rhinos or elephants poached in 2019. Liwonde's rhino population and other key species receive constant real-time monitoring, as do vehicles and other assets. In an improvement to overall security, data from transmitters are being integrated via the long range (LoRa) network, and Vulcan's Earth Ranger systems produce accurate and live visualisations of activity occurring throughout the park. The ULM aircraft and Liwonde helicopter continued to play a vital security role providing aerial support for Nkhotakota and Majete, as well as more widely across conservation areas in Malawi. Over the course of the year, 62 Rangers conducted 14,893 patrol man days, resulting in 113 arrests and 73 prosecutions, 4,561 snares removed and eight wildlife product confiscations.

Rangers received refresher training in standard operating procedures, core skills and first aid. Training and staff development were supplemented by our partnership with the British Army, which facilitated two four-month deployments to the park. The park suffered one casualty when sadly British Military Guardsman Mathew Talbot was

fatally wounded by an elephant on May 5th during his deployment in Liwonde.

COMMUNITY DEVELOPMENT - Sustained engagement with communities is critical to the long-term survival of these fragile landscapes with high densities of people living near them. Given the size of the parks and the density of people, human-elephant conflict remained a top priority where breakouts occur, and we are working very closely with Government and communities on these issues. With education forming a core part of our community engagement strategy, we completed construction of a new school block and expanded a literacy project entitled 'Happy Readers' with the help of a five-year commitment from a donor and the British Army. Liwonde's scholarship programme provided support for 99 students from vulnerable households, enabling their enrollment in secondary school and university, from which seven have graduated. The park also hosted 3,376 children from schools and wildlife clubs over the year providing environmental education.

In ongoing efforts to establish a range of viable income-generating activities, an Extension Assistant was appointed to work with the 140 bee farmers who participate in the Honey with Heart project. Two hundred and ninety-nine hives were distributed, with 129 colonised so far.



Five community members were trained to become freelance tourism guides, boosting this micro business opportunity associated with Liwonde's flourishing tourism sector. Two boreholes were drilled for villages to alleviate water shortages.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Much progress was made in 2019 on infrastructure upgrades and construction projects for core operational and tourism functions. With 350 full and part-time staff, Liwonde remained a top employer in the region. Five new Ranger houses were built, and multiple drainage pipes and low-level bridges were installed to protect roads from flood waters. Twenty-five kilometers of seasonal roads were opened in Mangochi, improving accessibility, and 78 km of fence was constructed with approximately 40 km remaining to be fenced in 2020. A dispute over the alignment of Mangochi's western boundary was amicably resolved through a process led by the Department of Forestry. A new Forward Operating Base was constructed in the south of the Park in advance of the arrival of the new rhinos, to increase the law enforcement team's capacity to monitor and secure the population.

On 30th September Liwonde hosted African Parks' President, HRH The Duke of Sussex, as well as Malawi's Minister of Natural Resources, Energy, and Mining, the Director of the Department of National Parks and Wildlife and the British High Commissioner. During this visit, Liwonde and

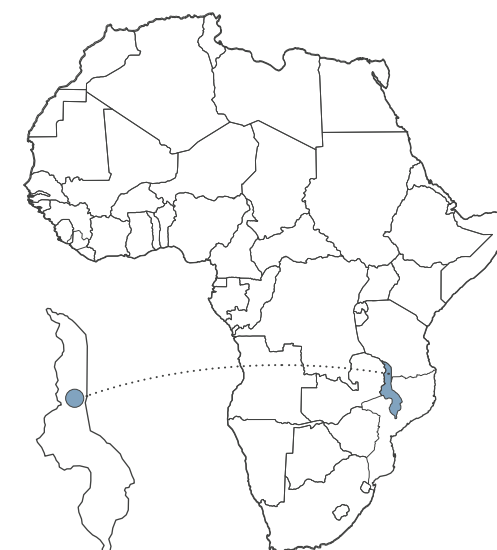
Mangochi were formally incorporated into the Queen's Commonwealth Canopy initiative and a tribute was made to Guardsman Mathew Talbot.

TOURISM - Due to the reintroduced wildlife, complemented by media coverage and the array of beautiful accommodation on offer by Mvuu and Kuthengo Lodges and Robin Pope Safaris, a significant growth in tourism occurred where we welcomed over 23,000 visitors, an increase of 16% on the previous year. Roughly half were from Malawi – an encouraging sign of growing national appreciation for the park. Revenue grew from US\$405,052 to US\$463,238, a strong increase that keeps us on track towards our sustainability targets. We revised our Tourism Development Plan to articulate future tourism opportunities, which now also includes Mangochi, and will bring park fees in line with regional tourism offerings to further improve revenue.

OBJECTIVES FOR 2020

- *Introduce leopard, completing the transition to a 'Big Five' park*
- *Increase tourism revenue to US\$560,000 through implementation of the new Tourism Development Plan*
- *Implement UK Department for International Development community projects*
- *Conduct the third aerial census of the park*
- *Maintain track record of zero losses of rhino & elephant to poaching*





MALAWI

Nkhotakota

WILDLIFE RESERVE

1,794 KM² | AFRICAN PARKS PROJECT SINCE 2015

GOVERNMENT PARTNER

Malawi Department of
National Parks and Wildlife (DNPW)

MAJOR FUNDERS

People's Postcode Lottery, UK Department for
International Development, U.S. Department of State,
The Wyss Foundation, U.S. Forest Service
and WWF Belgium

PARK MANAGER

Samuel Kamoto



The oldest and largest reserve in all of Malawi.

MALAWI – Nkhotakota Wildlife Reserve is the oldest and largest reserve in Malawi, but due to decades of poaching its once 1,500 elephants were reduced to fewer than 100, and other key species were in steep decline. A once productive reserve had been turned into an empty forest. But at least the trees and watersheds remained. In 2015, upon invitation from the Malawian Government, we entered into a long-term agreement to manage Nkhotakota and bring it back to life, so it could support both wildlife and the people living around it. We immediately began preparing the reserve for one of the world's largest wildlife translocations. By August 2017, over a two-year period, the park received almost 500 elephants and 2,000 other animals. Poaching was curtailed due to our well-trained Ranger team and strong community engagement. With the return of wildlife, since 2015 tourism has increased over 400% - which in turn helps generate funds for the reserve and surrounding communities. To connect children to nature, thousands of students are accessing Nkhotakota for free; the reserve is providing over 200 scholarships to the most vulnerable children, and 14,000 books are being supplied to schools in the vicinity. Nkhotakota's revival is a support base for some of Malawi's most economically challenged communities – providing educational and health benefits, jobs and a future that is inextricably linked to this now thriving and healthy reserve.

BIODIVERSITY CONSERVATION - Shortly after assuming management of Nkhotakota in 2015, we conducted one of the largest wildlife translocations in history. Over a two-year period, 486 elephants and almost 2,000 game animals were moved from Liwonde National Park and Majete Wildlife Reserve, to relieve conflict and habitat pressure in those parks as well as restore the ecosystem and help tourism in Nkhotakota. Fifty-seven of the translocated elephants were collared, 50 of which remained active in 2019, enabling us to monitor habitat use and movements as well as help mitigate conflict situations.

With support from the U.S. Forest Service an intensive long-term wildlife and vegetation survey continued, with 144 active camera traps and the monitoring of established plots throughout the reserve. These efforts recorded an array of species, including roan antelope and the honey badger, both of which were believed to be locally extinct. In an effort to contribute towards the conservation of lake salmon (or mpasa), a fish species endemic to Lake Malawi heavily relied upon by local communities, we established a task force in collaboration with the Government to develop the Bua River Management Strategy, aimed at regulating over-fishing and protecting spawning grounds for this economically important fish species. To control and monitor trypanosomiasis, a disease spread by tsetse flies, staff deployed 1,200 targets and 30 traps along roads and the reserve boundary to protect bordering communities.





LAW ENFORCEMENT - In 2019, enhanced law enforcement efforts saw a 24% decrease in poaching incidents in the reserve compared to 2018. Our team of 43 Rangers achieved 4,482 patrol man days, resulting in the confiscation of 17 firearms, 1,039 snares, 49 illegal fishing nets and 53 arrests, which translated into 32 prosecutions/convictions. Over 750 days were spent responding to elephant breakouts alone, which remain an ongoing challenge in and around Nkhotakota. We organised a two-day workshop with police and judiciary staff to improve the enforcement of the National Parks and Wildlife Act, as well as to encourage better communication and teamwork among the police, courts and African Parks staff. The Malawian courts continued to make strides to curb wildlife crime. Three wildlife traffickers were arrested in December in Lilongwe by the Government's Wildlife Crimes Investigation Unit for trying to sell three live pangolins. The traffickers were convicted, and a court order issued for the pangolins' safe release into Nkhotakota.

COMMUNITY DEVELOPMENT - More than 100,000 people live within five kilometres of Nkhotakota's boundaries, making it imperative that Nkhotakota plays a meaningful role for them and the region, and that they can access the reserve and receive benefits from the reserve's existence. Educational opportunities around Nkhotakota are

critical in terms of helping communities realise value from the reserve. We expanded our scholarship programme to fund the education fees and upkeep costs of an additional 57 orphaned and vulnerable secondary school students; the programme overall funds a total of 213 students and helps see many through to graduation. To connect local children to nature and wildlife our Environmental Education Programme conducted 26 school outreach missions that reached 1,328 students, and we organised 23 community visits to the reserve, where 564 students and community members visited free of charge. An MoU was signed with Book Aid International to supply 14,000 books to schools bordering the reserve.

In 2019, as part of our Resource Use Programme, 2,003 community members were granted rights to harvest thatch grass, bamboo, reeds, mushrooms, edible termites and palm fronds. We also organised meetings with 12 Chiefs to refine and agree on by-laws that will govern the management of natural resources in areas bordering the reserve. Through the Honey with Heart project we expanded the number of beekeeping clubs from 23 with 300 farmers in 2018 to 73 clubs and 730 farmers in 2019, providing them with training and beehives. Working with communities we planted 25,000 tree seedlings in schools and communal areas, and three natural regeneration forests were established.



Our community development work supported the rehabilitation of two teachers' houses at two schools; the drilling of five new boreholes and the construction of two new bridges to provide safe water and improved infrastructure for over 2,500 people. We also supported and held training sessions on trypanosomiasis at two local hospitals, equipping staff with knowledge on testing, early detection, drug prescription and administration, and patient management.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Since we assumed management of Nkhotakota we have worked to continuously improve and expand its infrastructure. Minimising human-wildlife conflict around the reserve remains a high priority. We erected 38 km of new fencing in 2019, enclosing the entire east and southern boundaries. Overall, 243 km have now been erected, leaving just 30 km for completion in 2020.

During the course of the year we constructed a middle manager's house at Bua and a semi-detached house for two Rangers; procured an Isuzu truck for transporting students and communities during educational visits; and cleared and improved 50 km of access roads, which benefitted tourists and staff alike. At year end, the park had 127 full-time employees, 98% of whom were Malawian nationals.

TOURISM - In 2019 1,195 people visited the reserve, generating US\$15,801 in gross revenue. While this is an overall small contribution, it is significant growth compared to the 208 visitors received in 2015 who generated US\$2,306. With the majority of tourism infrastructure finally now in place, and wildlife numbers on the rise, we hope to see this positive trend grow much more year on year. We continued to enhance tourism infrastructure in a number of ways, from the construction and opening of the Mphatso coffee shop at the Environmental Education Centre to the development of a game viewing hide four kilometres from the Centre. In addition, in response to the growing need for properly trained tour guides, eight rangers were trained in tour guiding skills. These are important additions to the amenities available for visitors to the reserve.

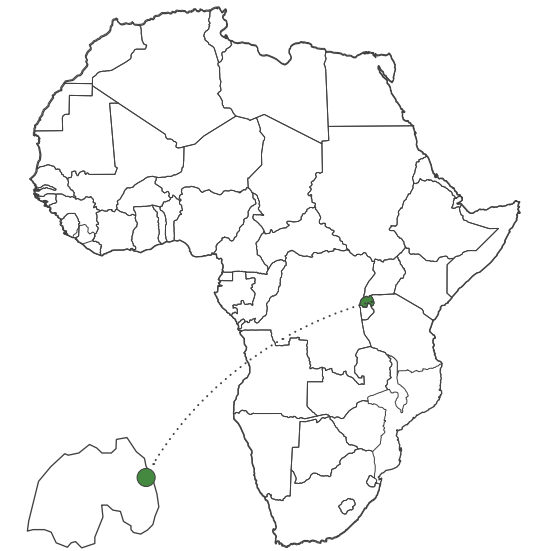
OBJECTIVES FOR 2020

- Reinforce Ranger capacity through additional recruitment & training
- Complete fencing up to the Dwanga River boundary
- Fully implemented Environmental Education Interpretation Plan
- Engage with the community to develop and implement 3E+ plan that addresses community needs & realisation of park value as well as human-wildlife conflict
- Ensure lake salmon are able to freely reach the upper reaches of the Bua River to spawn





Tourism is vital to Akagera's sustainability and helped to make the park 90% self-financing in 2019 © Scott Ramsay



RWANDA

Akagera

NATIONAL PARK

1,120 KM² | AFRICAN PARKS PROJECT SINCE 2010

GOVERNMENT PARTNER

Rwanda Development Board (RDB)

MAJOR FUNDERS

The Government of Rwanda,
Howard G. Buffett Foundation,
Rob and Melani Walton Foundation (RMWF)
and The Wyss Foundation

PARK MANAGER

Jes Gruner



A guiding light for effective park management

RWANDA – Thanks to the foresight of the Rwandan Development Board (RDB), Akagera has undergone a complete transformation stemming from when we were invited to Rwanda in 2010 to help professionalise park management. Since then, Akagera has been transformed from once housing 30,000 cattle and being overrun with poaching, to now harbouring lions and rhinos. The park is generating more than US\$2.5M in annual revenue, driven by the tens of thousands of people, half of whom are nationals, coming to see its rebirth – making it 90% self-financing. There is tremendous pride and support from the 300,000 people living around the park, who are directly benefitting from the economic growth stimulated by this small but beautiful ecosystem. Tourism guides, honey producers and fisheries cooperatives are emerging, borne from the opportunity and ecological riches Akagera provides. The men and women who make up these cooperatives are providing for their families and lifting up their communities. In a short period of time, thanks to the vision of the RDB and support from donors, Akagera has become a living beacon of hope; a guiding light for effective park management, showing how the needs of both people and wildlife can be met.

BIODIVERSITY CONSERVATION – Akagera's black rhino population grew with the birth of four new calves, as well as with the successful translocation of five Eastern black rhinos from the Czech Republic. This historic initiative was undertaken to increase the genetic diversity of the existing rhino population and aid larger efforts to restore the critically endangered subspecies in Rwanda and the wider region. The translocation was carried out in partnership with the European Association of Zoos and Aquaria (EAZA) and the RDB, and was the largest move of European captive-bred rhinos to the wild in Africa. All rhinos were fitted with transmitters and have undergone daily surveillance.

The lion population, which began with seven individuals being reintroduced in 2015, continued to grow in 2019 with the birth of four sets of cubs, bringing Akagera's lion population to 37. Two males and two females were fitted with GPS collars to aid in monitoring. Due to their exponential growth, measures were taken to prevent inbreeding, including vasectomies for two males and contraception for two females. The results from our biennial aerial census documented growth for

Black rhinoceros were reintroduced to the park in 2017 and supplemented in 2019 with rhinos from European zoos © Adriaan Mulder



key species including elephant, hippo, buffalo, roan, rhino, lion and waterbuck among others, with overall numbers increasing from 12,000 animals in 2017 to 13,500 in 2019. Four bull elephants received GPS collars to better track their movements.

LAW ENFORCEMENT - Over 150 people, mainly from local communities, applied to join Akagera's esteemed Ranger unit. Twenty-two were selected, and all underwent basic field training. Akagera's entire team of 82 Rangers received new firearms and ammunition. The Smart Parks' LoRa system continued to be rolled-out to provide improved park-wide security coverage. Akagera's anti-poaching dog unit grew with six puppies, who underwent off-lead training and tracking skills. The K9 unit is a vital asset in keeping poaching levels in the park as low as possible. To that end, only 12 animals were poached in 2019. Overall, the Rangers conducted 19,177 patrol man days, 25 snares were removed and 20 poachers were arrested – 10 of whom were convicted.

COMMUNITY DEVELOPMENT - After 10 years of strong community outreach, and the long-term support of alternative and sustainable livelihoods, Akagera's role within the surrounding communities has never been stronger. The tree nursery produced 20,000 seedlings, 8,000 of which were planted at five schools, 2,819 at Gishanda Lake (an important

site for sustainable fisheries), and the others along roadsides and for communities around the park. Over 2,000 schoolchildren, 320 teachers and local leaders attended environmental education sessions in the park.

Sporting events continued to successfully build support for Akagera's conservation efforts. The third annual Rhino Velo Race, a 35 km cycling competition, attracted 143 participants (123 local and 20 international) and over 3,000 spectators showed up. The sixth annual Lions Cup football tournament featured a women's competition for the first time, attracting an astounding 31,450 spectators. Two Rhino Fun Runs were also organised with local communities, with 348 runners and 4,500 spectators.

Cooperatives have become essential in driving economic support of communities living around the park. Community Freelance Guides are in increasing demand by tourists. The 31 Guides in the cooperative together earned US\$130,169 gross from guiding services. A new cooperative of 100 families was set up to sustainably harvest fish at Gishanda Lake and protect the lake boundary from harmful agricultural practices. The lake was stocked with 150,000 fingerlings, and over 4,000 trees and 2,000 bamboo were planted. Almost 9,000 kg of honey



Development programmes in local communities are extensive and include the support of schools and tree nurseries © Scott Ramsay



was harvested by eight cooperatives along the park boundary, who were supported by Akagera in forming a union to become the central distributor and processor of the honey. Almost 112,000 kg of fish were harvested from Lake Ihema by COPABARWI, a cooperative Akagera has worked with for four years. Over 14,760 kg of fish were sold at low cost to communities outside the park to help address the need for protein. The cooperative generated an income of about US\$213,200 gross.

The revenue sharing contribution of 10% from all park activities totalled US\$159,674, while the Special Guarantee Fund for compensation for damages caused by human-wildlife conflict amounted to US\$82,513. Other community benefits the park provided, including local staff salaries, local purchases and equipment hire, amounted to US\$525,817 in 2019.

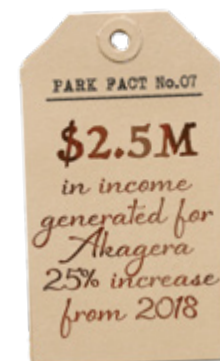
PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - New infrastructure was developed for the translocated rhinos, including six bomas (stone-fenced sanctuaries) and a 1.7 km fence to help keep the rhinos safe. An operating base was completely revamped with improved housing for Rangers, rhino trackers and fishermen. A honey processing plant was also constructed at the Community Centre to support the beekeeping cooperative. The park helicopter was out of service for three months while it underwent its 12-year inspection, but was fully operational for the rest of the year. Ten kilometres of new roads were graded, and 50 km repaired and maintained.

TOURISM - Made possible by the long-term funding support of The Howard G. Buffett Foundation for the protection and development of Akagera, Wilderness Safaris opened the long-awaited six-tent luxury Magashi Lodge in May, and to great acclaim. An MoU was signed with Africa Trails Company to provide guided backpack-walking trails, and the first five-night trail was held in 2019. Ruzizi Tented Lodge received a TripAdvisor Certificate of Excellence for the fifth year in a row. The lodge had 3,200 bed nights and a 48% average occupancy, with a high of 65% in August. Karengu Bush Camp

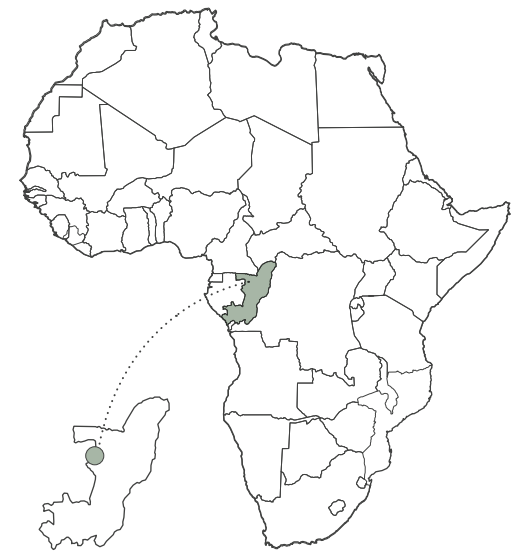
reached a high of 44% occupancy in December, with nearly 1,000 bed nights for 2019. Together, both accommodations earned the park over US\$670,000 in net revenue. Overall, Akagera welcomed 49,545 tourists (41,094 of whom were paying visitors), up 12% from 2018, with a 19% increase in international visitors. Akagera brought in over US\$2.5 million in revenue, an incredible increase of almost 25% on 2018 – making the park nearly 90% self-financing.

OBJECTIVES FOR 2020

- *Maintain zero deaths of rhinos & elephants due to poaching*
- *Increase LoRa coverage with the addition of two large & three small towers*
- *Achieve total paying tourist numbers of 46,187 & generate income of US\$2.8M*
- *Support 2,000 children & 300 adults to visit the education centre & park*



Anti-poaching dogs provide additional tracking capabilities and are a great boon to Rangers on patrol © Scott Ramsay



CONGO

Odzala-Kokoua

NATIONAL PARK

13,487 KM² | AFRICAN PARKS PROJECT SINCE 2010

GOVERNED BY

Fondation Odzala-Kokoua

GOVERNMENT PARTNER

Ministry of Forest Economy,
Sustainable Development and Environment

MAJOR FUNDERS

Arcus Foundation, Bennink Foundation,
The European Union, Fondation Segré,
Save the Elephants and Wildlife Conservation Network's
Elephant Crisis Fund, U.S. Department of State
and WWF The Netherlands

PARK MANAGER

Jonas Eriksson



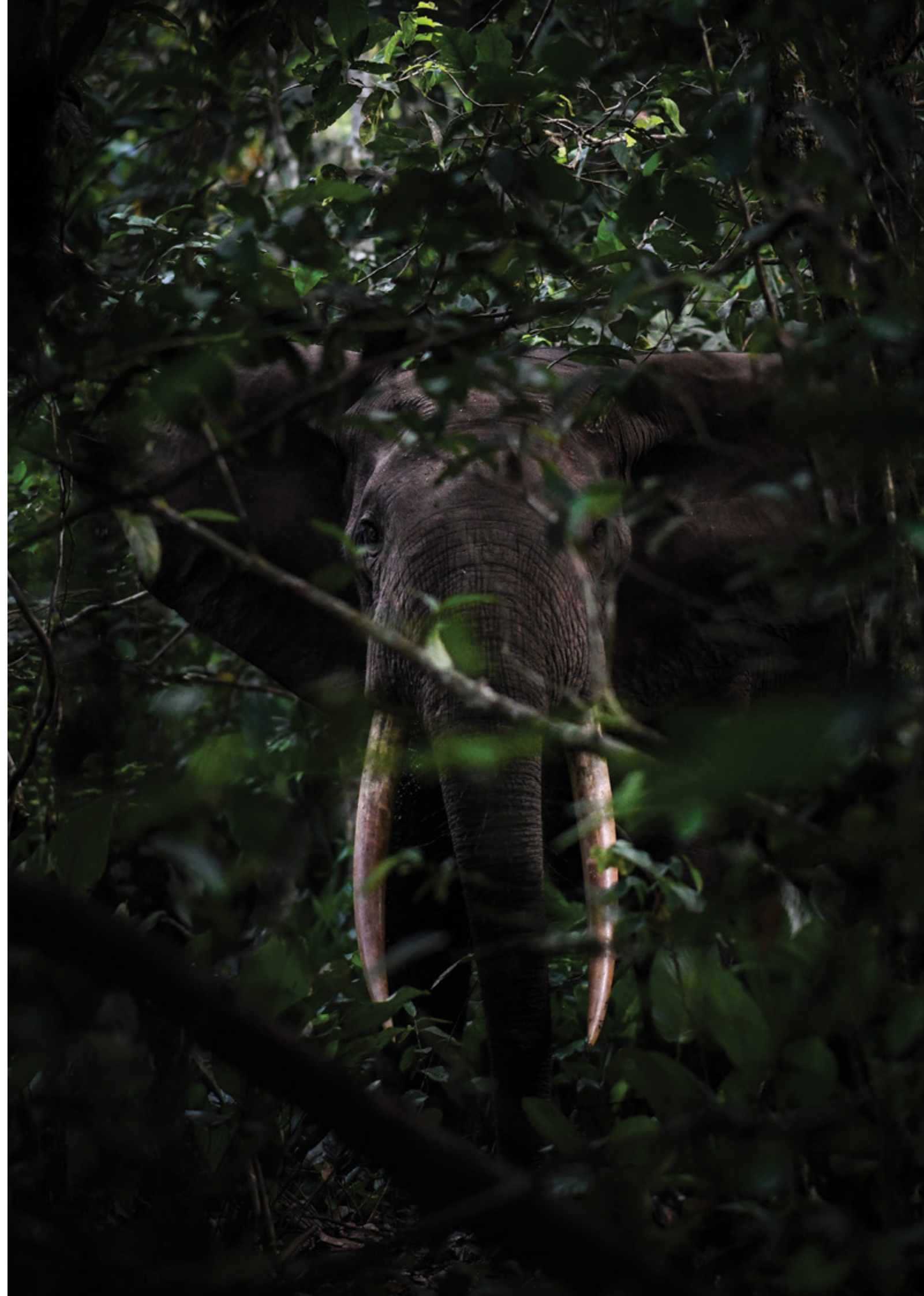
The beating green heart of Odzala

CONGO – Odzala-Kokoua is nestled within the Congo Basin, the second largest rainforest in the world, providing clean air, water, food and shelter to over 75 million people. Odzala harbours an incredible array of biodiversity, including the largest remaining population of Western lowland gorillas in a national park, thousands of forest elephants and at least 440 bird species. While humans have occupied the area for 50,000 years, today the park's survival depends on balancing the needs of surrounding communities. With at least 12,000 people living in the park's periphery, it is incumbent on us that people here benefit from Odzala's existence. With funding from the European Union and our new partnership with Nature+, we are building a foundation to support communities in developing income-generating activities, to improve living conditions and reduce their dependence on the unsustainable exploitation of Odzala's natural resources. Odzala's future depends on communities being able to plan for their own future, and to see how that is rooted in the beating green heart of Odzala.

BIODIVERSITY CONSERVATION - Protecting Odzala's Western lowland gorilla populations, estimated to be around 11,400 individuals representing 3.2% of the global population, is a cornerstone of the long-term conservation

work carried out by the park. Staff continued the gorilla health-monitoring programme, with team members now trained to carry out parasitic identification on-site. Camera traps continue to be vital in monitoring the park's incredible biodiversity. So far, 1.5 million videos and photos have been collected, documenting unique animal behaviours and interactions, as well as identifying key areas in the park for a range of elusive species including hippopotamus and bongo. Staff also discovered four new forest bays (or clearings), which serve as key locations to monitor Odzala's wildlife, bringing the total number mapped to 137.

The elephant collaring programme continued throughout 2019, to better monitor and protect Odzala's endangered forest elephants. Eleven bulls and nine cows were collared, bringing the total monitored for the year to 25. A female spotted hyena was also collared in December – the first large carnivore to be fitted with a GPS transmitter in the Congo Basin. As part of our Wildlife and Human Impact Survey, eco-monitors completed 76 out of 119 transects, recording wildlife signs and gathering information on human activity. This extensive survey will be completed by the end of February 2020 with results released soon after, which will help determine wildlife management decisions and other interventions for the park.





LAW ENFORCEMENT - To better coordinate efforts to prevent poaching, the park formed its own Intelligence Unit, with members receiving six months' training before deployment. The Unit's three new analysts and five investigators have provided full operational coverage across the entire park and its periphery since June 2019. All 94 Rangers underwent a two-month long refresher training course along with specialised training in leadership skills and human rights. Throughout the year the team logged 365 patrols made up of 11,322 man days. Their efforts led to the seizing of 52 firearms, over 50,000 kg of bushmeat, 298 kg of ivory, 14,573 snares, 12,603 rounds of ammunition, and the dismantling of 92 illegal poacher camps, resulting in 58 arrests and 20 convictions. In October, Odzala held its first Ranger Day to celebrate the Rangers and their commitment to creating a secure landscape for people and wildlife. The well-attended event was held in the presence of the Director of Agence Congolaise de la Faune et des Aires Protégées (ACFAP), the Préfet of Cuvette Ouest, and numerous other Government officials and community representatives.

Capturing live data is vital for effective protection of this expansive park. To that end, a new control room was established, four operators were trained, and

in collaboration with Vulcan Inc. an EarthRanger platform was set up. This new technology aggregates and displays data including vehicle movements, Ranger team locations, movements of collared animals and illegal incidents. Despite this new technological addition 10 elephants were poached; and in another setback two dogs from Odzala's canine unit died due to Trypanosoma (sleeping sickness).

COMMUNITY DEVELOPMENT - With 12,000 people living in Odzala's periphery, it is essential that communities benefit in some way from the park's existence. Four local hospitals (Centres de Santé Intégrés) received medical supplies and equipment, and 41 mobile medical missions were carried out treating 2,074 vulnerable people in communities surrounding the park. Three schools were renovated and repainted; wildlife clubs attracted nearly 600 young members; 13 radio programmes were delivered to help engage and inform communities about the park; and 100 sensitisation workshops on hunting regulations and human-wildlife conflict issues were attended by 2,500 people.

A dedicated Human-Wildlife Conflict Unit was created to mitigate and better prevent conflict



Poaching of elephants for ivory remains a high threat, but Odzala's rangers and the new Intelligence Unit have reduced elephant losses in recent years © Pete Oxford

issues between communities and wildlife. Two bee fences were constructed to deter crop-raiding elephants, installing over 70 beehives in two villages, which will also contribute over time to providing a source of alternative income from honey production. To further limit conflict situations, wildlife surveillance kits were distributed to 45 local farmers, and the park's damage insurance scheme paid out US\$27,360 in compensation to 154 people. Odzala entered into a MoU with Nature +, a Belgium based NGO specialising in agroforestry and community participatory management, as part of the EU-funded programme ECOFAC VI. This is a critical project that underpins the long-term future and sustainability of the park. Local development plans are underway to support communities in developing income-generating activities, to improve living conditions and reduce their dependence on the unsustainable exploitation of Odzala's natural resources. Two technical assistants joined our Community Development team in November for a period of three and a half years.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - 2019 saw the recruitment of key Park Management Unit positions including the Park Manager, Special Projects Manager, Law Enforcement Manager and a Commercial Development Manager. Capacity building efforts were also strengthened with the addition of three Congolese interns and two research assistants who joined the research department. Two analysts from Odzala went to Pendjari in Benin as part of a skills exchange programme, and one Ranger was awarded a two-year scholarship to Garoua Wildlife School in Cameroon.

Local contractors carried out extensive construction work at the Eastern Sector Base to provide new staff houses, barracks for law enforcement officers, a workshop, fuel station and an apiary house. In the north and east of the park two new control posts were set up, and the new Mboko research centre was completed as were renovations to Mbomo headquarters. The bridge between Mbomo and Lango lodges was also renovated in partnership with Congo Conservation Company (CCC). Four new Toyota Landcruisers and four heavy machines were procured, which will greatly improve road maintenance and construction capability.

TOURISM - The gorilla habituation programme, which is one of the major drivers for tourism to the park, progressed with the habituation of a second

gorilla group comprising 22 individuals. Odzala welcomed 216 international guests overall for the year. CCC, the private tourism company operating two camps inside the park and one on its perimeter, sold 1,623 bed nights and allocated US\$33,116 to Odzala's Community Development Fund. While park entrance fees almost doubled from 2018 to US\$43,554 in 2019, the Commercial Development Manager and her team will focus on developing further growth in tourism throughout 2020.

OBJECTIVES FOR 2020

- *Develop a Tourism & Revenue Generation Plan with the goal of generating 25% of annual park budget in revenues by 2024*
- *Implement profitable income-generating activities to benefit communities*
- *Ensure year-round road accessibility for effective protection of the park*
- *Complete a Joint Intelligence and Operations Centre to target areas with highest threats*
- *Provide specialised training to law enforcement staff three times a year*



Dr. John Nkoundouba performed 41 mobile medical missions to vulnerable communities around Odzala in 2019 © Marcus Westberg



DEMOCRATIC REPUBLIC OF CONGO

Garamba

NATIONAL PARK

5,127 KM² | AFRICAN PARKS PROJECT SINCE 2005

Adjacent Domaines de Chasse: 9,663 km²

GOVERNMENT PARTNER

Institut Congolais pour
la Conservation de la Nature (ICCN)

MAJOR FUNDERS

The European Union, Kibali Gold Mine/Randgold Resources Ltd., Save the Elephants and Wildlife Conservation Network's Elephant Crisis Fund, The Wildcat Foundation, U.S. Agency for International Development, U.S. Department of State and U.S. Fish and Wildlife Service

GENERAL MANAGER

John Barrett



A center of excellence, innovation & hope

DEMOCRATIC REPUBLIC OF CONGO – Garamba National Park is bound by the dense tropical forests of the Congo Basin and the forest savanna mosaic of the Guineo-Sudanian transition zone. One of Africa's oldest parks and a UNESCO World Heritage site, Garamba's seemingly endless grasslands and pocketed forests provide refuge to elephants as well as the last population of Kordofan giraffe in the country. Over the past 50 years, this once-thriving ecosystem has suffered immensely amid the plundering of armed rebels. However in 2016, in an effort to halt a deadly surge in illegal activity for people and wildlife, African Parks, with support from key funders, initiated a comprehensive Law Enforcement Strategy and installed key management positions. Since implementing this strategy, elephant poaching has been reduced by over 90%, no giraffes have been lost to poaching, and not a single Ranger has been killed in action since 2017. For the first time in decades, new life and new opportunity have taken root within the ecosystems and communities of the Garamba Complex, which includes over 9,000km² around the park. Wildlife populations are on the rise, world-class technological and biological research programmes have been initiated, including advanced GIS and genomics, and economic opportunities are bearing fruit through investments in green energy solutions and agroecology. The transformation that has taken place within Garamba is nothing short of remarkable: where it once was a place linked more closely to despair, it now serves as a living symbol of progress and possibility.

BIODIVERSITY CONSERVATION - Situated in the northeast corner of the DRC, Garamba's ecosystem contains a mosaic of forests and savanna that support many of Africa's equatorial species. This melting pot of ecological riches provides sanctuary for the largest population of elephants and the only population of Kordofan giraffe in the DRC. In 2019, the outlook for Garamba's wildlife continued to improve after the annual population assessment revealed that the Kordofan giraffe population had increased to 55, up from 48 in 2018. A large mammal aerial survey was conducted, alongside an elephant-specific aerial survey using novel methodologies. Despite the unfortunate loss of eight elephants to poachers, the survey results indicated that the drastic population decline has been halted. Two elephants were successfully fitted with refurbished GPS tracking collars, taking the total collared at the end of 2019 to 45. In July 2019, Garamba's Director of Research and Development, along with other members of the African Parks team, presented Garamba's system at the annual ESRI conference, where the team accepted an award of excellence for their implementation of GIS for protected area management.

LAW ENFORCEMENT - Garamba National Park and its adjacent Domaines de Chasse, which span 14,790 km², are protected by a dedicated team of 228 Rangers. To reverse the deleterious effects that threaten the park, African Parks invests significant effort in developing the individual and collective



capacity of the Ranger unit. Rangers in Garamba received consistent cycles of training, rest and deployment, which enabled them to stay physically, mentally and morally strong. In 2019 a physical fitness training and aptitude course was initiated to help Rangers develop an understanding of health and wellness – crucial knowledge for themselves, their families and the wider local community. An officer command and tactics course was also conducted to develop management skills in the field and in barracks. With overall capacity improved, significant updates were made to Ranger equipment, and force enablers including Garamba's anti-poaching canine unit were introduced. The dogs, along with their Ranger companions, underwent a specialised training course under the guidance of Invictus K9. Thanks to these investments and the efforts of the Rangers, the number of elephants poached in 2019 showed a decrease of 90% from 2016.



communities. In 2019 we supported 5,296 farmers, including 2,380 women, through various projects. Two nurseries for cacao and banana crops were built, producing 14,000 cacao plants and 11,600 banana plants, which were distributed to 168 cacao farmers. Chia crops were tested with 55 farmers, including 16 women, and nine apiaries with 64 beehives were implemented in 10 villages. As many as 690 farmers were supported with subsidence crops, gardening and cash crops, and we subsidised a poultry vaccination scheme to the benefit of 4,613 poultry farmers. Mobile health clinics brought accessible healthcare to 3,260 people in remote communities. Twenty-six water springs were constructed or rehabilitated in 24 villages – bringing clean water to 7,350 people. Community members helped maintain 144 km of park roads, and 432 people from the community visited the park for free, to help provide access and connect communities to Garamba.

COMMUNITY DEVELOPMENT - Garamba plays a critical role in providing stability for surrounding communities, who are particularly vulnerable due to the complex security context of the region. Sustainable agriculture projects supported by the park are in high demand and popular among

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - The newly constructed Joint Information Operations Centre, with its state-of-the-art communications system, opened in 2019 after eight months of construction. In addition, newly constructed offices for the Department



Providing a stable education to children in local communities is an important part of Garamba's larger community development programmes © Mia Collis



of Sustainable Development, consisting of five large office spaces, were completed in August. Renovations of the Gangala na Bodio Ranger station to the south of the park started in December 2019. Given its proximity to key giraffe habitats, Gangala continues to be an important base for law enforcement and research and monitoring teams. An observation post known as PK15, which lies 15 km outside the main park entrance, was moved to provide better operational benefits and is also a strategic place for wildlife observations. Finally the management team, with the support of U.S. Fish and Wildlife Service, underwent a training needs assessment that will serve as the foundation for a capacity building programme that focuses on strengthening the skills, professionalism and abilities of local middle-managers across all departments.

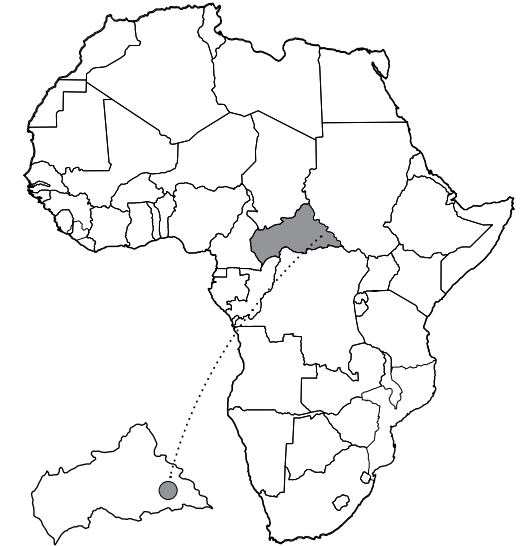
TOURISM - After three years of a concerted effort to provide security to the region, in 2019 Garamba began to explore options to reopen tourism for local and international visitors to help support the park and provide economic benefits for the surrounding communities. A tourism feasibility study, funded by the European Union, was

conducted from May to June 2019, focusing on the key areas of the park where low-impact tourism could be sustainably and responsibly developed. Moreover, focus has been placed on establishing the foundations for future tourism initiatives, including developing the capacity of local staff. As such, a four-week hospitality training course was carried out for staff members at Garamba Lodge, and this will be further developed in 2020.

OBJECTIVES FOR 2020

- *An elephant-specific aerial survey conducted; 15 elephant collars deployed*
- *Three giraffe ossicone tracking units fitted for monitoring*
- *The Rangers' Operational Training Cycle is adapted, and specially trained officers are incorporated into the command chain*
- *Genomics reference work conducted on key wildlife populations*
- *10,000+ households able to access solar energy through two solar mini grids & distribution of 6,500 solar kits*
- *Training and leadership programmes installed for the development of Congolese management*

Highly trained anti-poaching dogs have significantly aided the law enforcement teams with the tracking of people and illegal wildlife products © Brent Stirton



CENTRAL AFRICAN REPUBLIC

Chinko

19,846 KM² | AFRICAN PARKS PROJECT SINCE 2014

GOVERNMENT PARTNER

Ministry of Water, Forestry,
Hunting and Fishing

MAJOR FUNDERS

The European Union, Edith McBean,
Ron and Christie Ulrich, Save the Elephants and
Wildlife Conservation Network's Elephant Crisis Fund,
U.S. Agency for International Development,
U.S. Department of State, U.S. Fish and Wildlife Service
and Rob and Melani Walton Foundation (RMWF)

PARK MANAGER

Loren Lungren



An unlikely story of resilience and hope

CENTRAL AFRICAN REPUBLIC – In a region plagued by decades of civil war and insecurity, Chinko in the Central African Republic (CAR) is an unlikely story of resilience. At a vast 19,846 km², Chinko has emerged as a bright spot for both biodiversity and stability. Just six years ago, hundreds of thousands of cattle and armed herders annually overran the protected area. Poaching and natural resource exploitation was rampant, and the ethnic violence inflicted upon civilians in the vicinity of the park was devastating. But today, despite the continued onslaught of threats and challenges, local people and wildlife are finding refuge in the solidity the park provides. Key threats have been largely kept out of the park, allowing wildlife to return. Giant eland, bongo and a host of other species are not only finding respite, they are on the rise. In a place with little to no economic opportunity, Chinko has remained the largest employer in the region since 2014 with hundreds of people having found employment year after year. Salaries for schoolteachers, doctors and nurses are being provided; and markets have emerged to support Chinko's staff, fuelling a nascent conservation-led economy. For the first time, Chinko's value is not just being recognised, it is being lived. Local communities as well as park employees are able to see a future and talk of a tomorrow that has an enduring link to Chinko.

BIODIVERSITY CONSERVATION – Camera trapping data and track counts are showing key wildlife species on the rise. While almost eradicated

due to years of poaching by pastoralists, the local northern lion population is on an upward trend from just a few individuals in 2017 to at least 30 today. Trained sensitisation teams have been effectively guiding transhumance pastoralists along designated corridors to avoid wildlife habitats, and with good results. Annual track count data for the Western African buffalo are showing an increase of more than 20%. The local elephant population is stabilising and moving securely around Chinko. Eastern giant eland occur in large herds; spotted hyena, warthog, Colobus and Patas monkey, bushbuck, oribi and Grimm's duiker are now regularly seen; and leopard, lion and wild dog tracks have all been detected within seven kilometres of park headquarters. Even the town of Rafai, 15 km from the Chinko boundary, has documented the return of hippos which have not occurred there since the 1990s.

The first ever river survey in eastern CAR was conducted with preliminary findings confirming the high value and pristine quality of the aquatic ecosystems. More than 70 different fish species including Goliath tigerfish have been confirmed, but possibly more than double is expected to be found in the Chinko River. The diversity of habitats Chinko contains, such as humid Congolian lowland forests, Sudanian woodland savannas, dry edaphic grasslands and swampy floodplains, create a complex ecosystem and sustain an abundance of natural resources for human communities who live and subsist on the periphery of the park. Sustainable strategies for their long-term use are being



implemented to support and promote a healthy coexistence among the diverse local cultures that live around and depend on Chinko.

LAW ENFORCEMENT - Given Chinko's geo-political situation, providing security to the park, its wildlife and surrounding communities is of utmost importance to the long-term viability and survival of this entire area. To standardise and ensure the highest level of technical competence and professionalism, law enforcement training was carried out for the entire Ranger unit. To intercept and divert the increased number of pastoralists approaching from Sudan, our Transhumance team was increased from 34 to 45 people, plus the buffer zone extended to manoeuvre the cattle herds without hindering the park. Team members, made up largely of local Mbororo cattle herders equipped with GPS and satellite phones, covered an impressive 17,500 km on patrols in a few months. To further improve tracking and surveillance inside the core area, which expanded from 4,000 km² to 6,000 km² in 2019, eco-monitor teams were increased from 27 to 45. While their key focus was on setting and monitoring camera traps to document wildlife within the core area, the eco-monitor teams work to ensure the park's boundaries are adhered to by



herders, as well as tracking human activity within the park. They are often first responders and able to call for prompt intervention by Ranger teams when needed. Overall, Chinko's Rangers conducted 1,374 patrol man days covering 11,500 km; over 8,000 km was covered via vehicle patrols, and 644 aerial patrols were completed amounting to 1,884 flight hours.

COMMUNITY DEVELOPMENT - The Chinko team engaged with communities surrounding the park at a significantly higher and more involved level since inception in 2014. Awareness campaigns on park activities, which included information on conservation and related national law, were heavily targeted towards villages along the south and western sides of the park and were well received, even attracting the support of local authorities. To continue to build long-term support and engender a constituency for conservation, economic development projects for surrounding communities are increasingly important. The park financially supported 58 farmers and 27 soap makers (the majority women), and refurbished a local market as well as a vehicle ferry to support the local economy. Forty-five schoolteachers and three medical staff from local communities were provided with salary contributions and additional training.



Farming projects have been initiated in the community to provide steady incomes and alternative livelihoods © Gael-Yann le Martin



Chinko, as part of an international security effort, has assisted in providing improved regional security and local protection against poaching threats including rebels and Sudanese poachers. Full-time Chinko representatives were stationed in three key communities in order to build support and carry out economic development activities, contributing also to improved communication on security issues. These activities were initiated under funding provided by the European Union through ECOFAC VI, Chinko's largest grant to date. The grant addresses the socio-economic challenges created by the exploitation of natural resources, and community conflict around land use. This is being addressed through sustainable land use planning and developing a local green economy through training and securing basic social services. The detailed land use plan for the periphery includes establishing transhumance corridors, sustainable hunting and fishing practices in communal hunting zones and responsible artisanal mining.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Chinko remains the largest employer in Eastern CAR with over 300 local people engaged, full and part-time. In August, a new Senior Management team including the General Manager, Park Manager and Head of the Bangui office were

all brought on board. The park was pleased to host various dignitaries, ambassadors and ministers during the year including CAR's US Ambassador, the Head of the European Union delegation and the Minister of Water, Forestry, Hunting and Fishing. Journalists from Radio France International provided radio coverage, and our team was present for the five-day European Union 'Open Doors' event in Bangui that attracted 16,000 visitors. Extensive construction and upgrades were undertaken throughout the year including new Ranger accommodation and staff restaurants; electricity and water supplies were upgraded and 700 km of roads maintained. A helicopter pad and hangar were also completed, and a Caravan 208 purchased that will go into operation in 2020.

OBJECTIVES FOR 2020

- *Implement new 25-year agreement with the Government to increase area of influence in Eastern CAR*
- *Host numerous dignitaries to celebrate African Parks' 20th anniversary and the 60th CAR independence anniversary*
- *Implement the full land use planning process for six key communities under ECOFAC VI*
- *Develop fishing tourism in partnership with a specialised operator*

Chinko is the largest employer in the region and markets have arisen to support the hundreds of local people who work here © Brent Stirton



BENIN

Pendjari

NATIONAL PARK

4,844 KM² | AFRICAN PARKS PROJECT SINCE 2017

GOVERNMENT PARTNER
Government of Benin

MAJOR FUNDERS
Fondation des Savanes Ouest-Africaines (FSOA),
Government of Benin, National Geographic Society,
The Wildcat Foundation and The Wyss Foundation

PARK MANAGER
Jean-Yves Koumpogue



An island of hope for ecological recovery

BENIN – Pendjari National Park forms the primary component of the vast 32,250 km² transnational W-Arly-Pendjari (WAP) complex spanning Benin, Burkina Faso and Niger, the largest intact wild ecosystem in West Africa. However, this globally significant landscape has been facing serious pressures including poaching and unsustainable agriculture practices, leading to deforestation and threatening the survival of the entire ecosystem. More recently regional insecurity has plagued the area, affecting the social and economic viability of the park. But the Benin Government made the active decision to prevent these threats and realise the true value of Pendjari. In January 2018, six months after assuming management of the park, we forged a ground-breaking US\$23M partnership with the Benin Government, The Wyss Foundation and National Geographic Society to rehabilitate and conserve Pendjari for future generations. Recognising the significance of the entire WAP complex, we began work in W National Park in 2019 under a Priority Intervention Plan, with the goal of managing W through a full mandate in 2020. Together with CENAGREF, the Agence Nationale de la Promotion des Patrimoines et de Développement Touristique (ANPT), the Ministry of the Framework of Life and Sustainable Development and the Ministry of Tourism and Culture, our vision is that Pendjari and W can serve as an island of hope for ecological recovery, as well as being the main engine of stability, security and prosperity for not only northern Benin but the entire region.

BIODIVERSITY CONSERVATION - An aerial survey was carried out over April and May confirming the park's ecological viability and its role as a key refuge for wildlife in West Africa.

Several feasibility studies were also conducted for priority species including the possible future reintroductions of giraffe and rhinos. With support provided by the Lion Recovery Fund, 12 satellite collars were deployed to monitor the critically endangered West African lion population, 25% of which live in Pendjari. At the request of the Benin Government, we held a meeting among key stakeholders regarding lions that resulted in the halting of sport hunting for the 2019-2020 hunting season, and the inclusion of the West African lion as an Appendix 1, fully protected species.

With support from the Elephant Crisis Fund, 25 elephants received GPS collars in January. Pendjari harbours 1,700 elephants, the largest remaining population in the region. The park also holds a remnant cheetah population for which five telemetry collars were purchased to undertake important research. While capture efforts were unsuccessful, further trials are planned for 2020, along with camera trapping studies in both Pendjari and W.

LAW ENFORCEMENT - Pendjari's law enforcement team consists of 111 employees, 100 of whom are Rangers. Every Ranger completed Basic Field Ranger Training and advanced tracking. Leadership and human rights training was also conducted for 20 team leaders; analysts and investigators from our Intelligence Unit underwent specialised training for investigations. Our law enforcement efforts were put to the test with the tragic murder of Fiacre Gbédji, a Beninese guide, and the kidnapping of two French national tourists, who were rescued by French forces in Burkina Faso nine days later. While the area that was part of the crime scene investigation was closed, with Government support we bolstered





our security efforts and the park remained open until the wet season. Following this incident a Concept of Operations (ConOps) and an Operational Plan (OpsPlan) were implemented to address the larger security threats to the WAP. Strategies and tactics included improved law enforcement deployments, implementation of a layered security system, improved intelligence and surveillance, and improved communication and collaboration with communities and law enforcement institutions. A helicopter was also deployed for an initial six months, supported by The Wildcat Foundation; the Benin Government deployed 138 soldiers to provide additional security for the park. Additionally, for W National Park, a team of 56 Beninese military personnel and forestry staff were selected, and 60 Rangers were pre-selected from 598 applicants to be trained in 2020.

Pendjari's Rangers conducted 13,240 patrols man days, resulting in the arrest of 25 poachers and the confiscation of 464 kg of bushmeat. Six kilogrammes of ivory were collected from elephant carcasses that died naturally; 47 boats were stopped; 60 fishermen were arrested for illegal fishing and 653 kg of fish was confiscated. A total of 22 firearms were seized and 63 rounds of ammunition recovered.

COMMUNITY DEVELOPMENT - With at least 40,000 people living around the park, building long-term support is a top priority. Forty-three community meetings were organised to discuss a future vision of the park and potential benefits for communities, which helped shape our Community Development Plan. As many as 3,200 schoolchildren, including 176 teachers from 66 schools, visited the park for free. Twenty-five wildlife clubs were set up whose members helped plant 3,433 trees, provided to communities to take pressure off natural resources. Additionally, 1,933 saplings were distributed and 1,500 were planted to help with reforestation along the park's fence line. Thirty-one permits for the use and extraction of non-timber forest products and traditional fishing were granted to 3,299 people from surrounding communities. In collaboration with the Village Associations Union for Wildlife Reserves Management (AVIGREF), progress was made with livelihood projects such as fish farming, shea nut processing and beekeeping, where 180 hives were purchased to support local associations. To aid in sustainable agricultural practices, 134 farmers were registered producing 45,610 kg of organic cotton; 67 soya farmers produced 3,011 kg and 58 sesame farmers produced 2,500 kg of sesame seeds. A total of 10,547 kg of legally hunted game meat was also distributed to communities for protein. There were



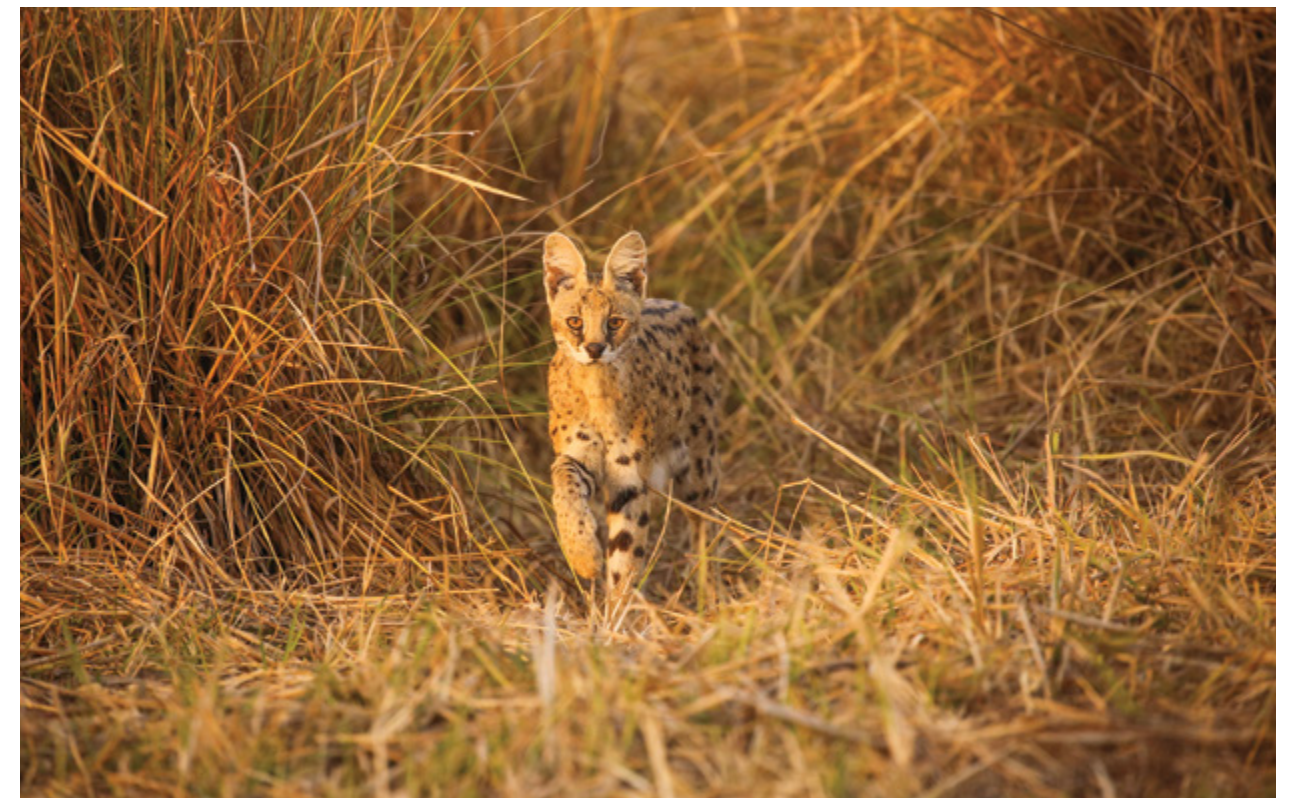
157 instances of human-wildlife conflict, which are increasing as wildlife numbers in the south of the park are on a rise. Park staff responded to every incident and supported communities with mitigation techniques. The fence being built along the southern boundary of Pendjari will further help reduce these incidents.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - In September the Ministère de Cadre de Vie et du Développement Durable, the Agence Nationale de la Promotion des Patrimoines et de Développement Touristique and the Fondation des Savanes Ouest-Africaines agreed to us implementing a Priority Intervention Plan (PIP) to rapidly respond to the immediate threats W National Park is facing, and to prepare for the full delegation of management for W in 2020. For Pendjari, 96 km of fence line was opened for the southern perimeter to help keep wildlife in the park, reduce conflict and deter illegal activity. In addition, 115 km of new seasonal tracks were opened and 50 km of roads made accessible all year round. Construction of the Podiega bridge, development of the new operational base and the construction of a barrier at the Arly border post were all completed. A flight permit for our Cessna 182 was filed, and a B407 helicopter rented. The full transport fleet now includes 19 vehicles, 14 motorcycles, six heavy machinery and one boat. Finally, a new fire plan was implemented, and fire management equipment purchased.

TOURISM - The Tourism Development Plan in collaboration with the ANPT and the Ministry of Tourism was revised mid-year based on the regional security context. To that end, the Pendjari Hotel was temporarily closed given its proximity to the Burkina Faso border. Capacity of the Pendjari Lodge was increased with the completion of six bungalows offering a total of 12 beds. The reception team in Batia, the main park entrance, underwent training; improvements were made to the shop and the product range; a cafeteria was opened and the rest area for guides repaired. Pendjari received 7,170 tourists, 44% were Beninese, generating US\$121,848, up 8.6% from 2018; and sport hunting in park-run concessions brought in gross revenues of US\$194,489.

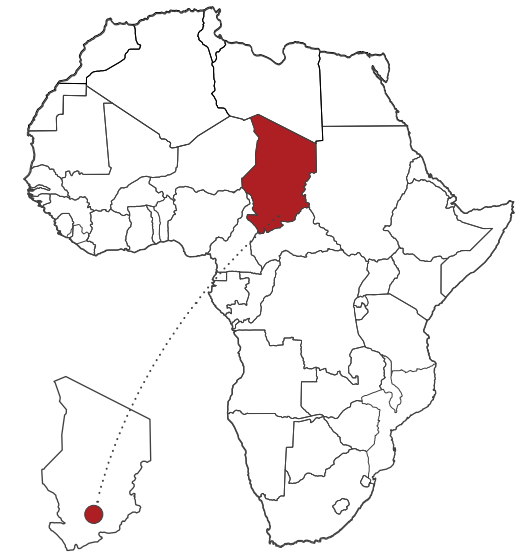
OBJECTIVES FOR 2020

- *Improve control of the Pendjari complex, creating a secure operating environment*
- *Strengthen collaboration with local communities and WAP partners to improve conservation of Pendjari National Park*
- *Ensure year-round road access into key areas while improving communication & tracking abilities*
- *Manage & protect key ecological corridors including hunting areas & Seri*
- *Stabilise tourism following security threats, to be positioned for growth in 2021*





Zakouma's elephant population is on the road to recovery after a 90% reduction due to extensive poaching © Kyle de Nobrega



CHAD

Greater Zakouma Ecosystem

ZAKOUMA NATIONAL PARK
3,054 KM² | AFRICAN PARKS PROJECT SINCE 2010

SINIKA MINIA WILDLIFE RESERVE
4,643 KM² | AFRICAN PARKS PROJECT SINCE 2017

GOVERNMENT PARTNER
The Republic of Chad

MAJOR FUNDERS
The European Union, Fondation Segré,
Save the Elephants and Wildlife Conservation Network's
Elephant Crisis Fund, and U.S. Department of State

PARK MANAGER
Leon Lamprecht



Life is everywhere

CHAD – Zakouma National Park is an unlikely story of hope and redemption. Between 2002 and 2010, Zakouma was overrun by poachers who in eight years reduced the elephant population from 4,500 to just 450 elephants – 90% of the population was slaughtered for their ivory. The destruction did not stop there; they created instability in their wake, instilling fear and wreaking havoc on local communities. But in 2010, on invitation from the Chadian Government, African Parks was asked to assume management and try to rescue what remained. It was not without our own significant losses. In 2012, six Rangers were gunned down by poachers while performing their morning prayer before setting out on patrol. While devastating, our Rangers were even more determined to protect the park and stop the bloodshed. Law enforcement was overhauled; Rangers were recruited, trained and well-equipped. Technological advancements were deployed; intensive efforts were made with communities by building trust and responding to calls for assistance to counter not just wildlife crime, but all crime, again and again. Poaching and illegal activity decreased dramatically. Schools began to be built, teachers funded, wildlife began to settle. With safety and security restored and wildlife on the rise, tourism camps were built, jobs were created for and by the park, and people started to come to see what was unfolding within Zakouma's borders. The last aerial elephant count, held during the dry season in 2018, showed an elephant population of approximately 559 individuals; cranes flock in the thousands; red billed queleas form murmurations in the millions, and the abundance and sheer spectacle

of Zakouma is breath-taking. Life is everywhere: Zakouma has become synonymous with possibility.

BIODIVERSITY CONSERVATION – Wildlife numbers in Zakouma have been on an upward trend since poaching came to a near halt in 2011. The annual aerial survey conducted in February 2019 was extended to the Greater Zakouma Ecosystem (GZE) for the first time, covering three million hectares with results showing signs of positive growth for key species. With the support of the Elephant Crisis Fund (ECF), five elephants were fitted with GPS collars in January, increasing the total number of collared elephants to 42. As part of a long-term study conducted in partnership with Giraffe Conservation Fund (GCF), eight Kordofan giraffes had transmitters attached for the first time to understand more about the species. Approximately 1,000 individuals live in the park, accounting for 50% of the remaining global population. A large carnivore spoor-transect study was completed to determine presence and abundance of local predators including lions, leopards, cheetahs and possibly wild dogs among others; a one-year camera trap survey was initiated to begin monitoring of low-density occurring species.

The two surviving female rhinos that were part of 2018's translocation remain healthy. To determine the outcome of the larger reintroduction project, a botanical survey was performed throughout the park to assess the viability of translocating six additional rhinos in 2021, for which results are still pending. Zakouma supported the International



Crane Foundation in conducting a black crowned crane survey in April. The results were astounding in that Zakouma supports 13,885 cranes – the highest number of cranes ever recorded from the ground, anywhere in Africa, making Zakouma one of the most important areas in the world for the species. Since signing an MoU in 2017 with the Chadian Government to manage the GZE, which includes Siniaka Minia Wildlife Reserve (SMWR), we have developed the Greater Zakouma Ecosystem Land Use and Management Plan, to be presented to the GZE Board in early 2021. This not only includes upgrading Siniaka Minia's conservation status to a 'National Park', but will also allow for migration of wildlife in and out of Zakouma into the wider ecosystem.

LAW ENFORCEMENT - Zakouma's transformation into a sanctuary for an abundance of wildlife is largely owed to its highly effective law enforcement strategy. Since we assumed management of the park in 2010, elephant poaching has been reduced by 99.4% with only 24 known poaching incidents in the last nine years. Our effective law enforcement efforts have also been enhanced through extensive training exercises and courses with 21 Rangers

completing advanced small team tactics; 28 Rangers underwent team leader training, and 19 Rangers completed medic training. The Phantom teams, who are our elite Rangers, completed specialised training in tracking and conducting boat patrols, a requirement in the wet season.



Zakouma's Ranger team consists of 113 highly trained individuals who conducted 10,213 patrol man days that resulted in 60 arrests for wildlife crime, illegal resource harvesting and illegal grazing, leading to 27 prosecutions. Cybertracker was implemented as a monitoring device, aiding the safety of our Rangers while tracking their results on patrol.

COMMUNITY DEVELOPMENT - Working in partnership with local communities is fundamental to Zakouma's long-term future. With 17 schools supported by the park, more than 1,500 children received an education in 2019 and Zakouma contributed US\$37,704 to cover 18 teacher salaries in full for the year. In addition, the park's environmental education programme supported a total of 3,291 children and numerous local leaders to come and visit the park. Six Community Freelance Guides were employed during the tourism season.



Support of local healthcare is an important part of community development programmes © Brent Stirton



This project provides extensive training to all guides and offers a stepping stone for community members seeking formal employment in the growing tourism sector in the park. A community vegetable garden was developed in Goz Djerat to enable community members to produce vegetables for sale to the tourist camps in the park. Extensive sensitisation missions began in the SMWR and Bahr Salamat Faunal Reserve to inform people on the pending change of the legal status of SMWR to a National Park, and what that means in terms of access and utilisation. A Sustainable Development Manager was appointed to lead the development and implementation of the GZE Land Use and Management Plan.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Due to a particularly heavy rainy season staff spent much of their time repairing infrastructure, including grading 810 km of roads. New law enforcement offices and storerooms were constructed at Zakouma headquarters. Two houses were refurbished for park management staff, and four new junior management houses built in the staff village. The park headquarters were fenced off to prevent baboons spreading disease, to keep animals off the runway and to stop elephants from damaging water pipes in the village. The construction of road infrastructure and a temporary base continued in SMWR.

TOURISM - Zakouma received 5,323 visitors, of these 88% were nationals. For the first time the park generated over US\$1M in tourism revenue. Camp Salamat, the old community camp site, was renovated into an additional camping facility for Tinga Camp; the newly constructed Camp Dari will now provide improved and affordable accommodation for school groups and Chadian nationals. A wet season walking safari was also trialled at the end of the rainy season. Zakouma's phenomenal wildlife and tourism opportunities have become world-renowned, landing the park in TIME Magazine's '2019 100 Greatest Places', 'Frommer's Best Places to Go in 2020' and National Geographic's 'The Best Trips in 2020', helping to generate positive visibility for the park as a prime wildlife destination in Africa.

OBJECTIVES FOR 2020

- Completion of SMWR temporary headquarters & one additional Forward Operating Base with connecting roads & airstrips
- Train & equip additional Rangers to reach 140 for the GZE
- Expand large carnivore study to determine key species & ecological function
- Establish the 'Little Tinga' facility for international tour operators
- Complete socio-economic studies & cartography for the GZE

Camp Nomade, a luxury safari option, greatly contributed to tourism revenue breaking the US\$1 million mark in 2019 © Kyle de Nobrega



Incredible rock formations rising from the sand are iconic in Ennedi © Brent Stirton



CHAD

Ennedi

NATURAL & CULTURAL RESERVE

50,141 KM² | AFRICAN PARKS PROJECT SINCE 2017

GOVERNMENT PARTNER

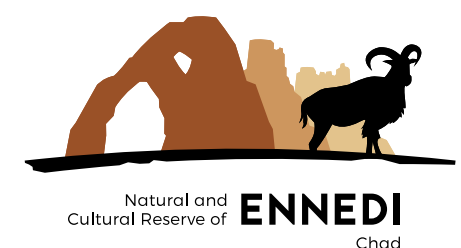
The Republic of Chad

MAJOR FUNDERS

The European Union
and The Dutch Postcode Lottery

PARK MANAGER

Annabelle Honorez



A sandstone marvel

CHAD – At approximately 50,000 km², Ennedi Natural and Cultural Reserve is a sandstone marvel. Located deep in the Sahara, this landscape is constructed of cliffs, natural arches, mushroom rocks and water catchments sculpted by wind and monsoons over millions of years. Ennedi's unique beauty, as well as its significant rock art dating back 7,000 years, led to it being declared a UNESCO World Heritage Site in 2016; the rock art serves as living proof of the historic role people have played here. Today, despite the harsh climate and environment, as many as 30,000 community members move through Ennedi every year and depend on the resources she provides. Prior to assuming management of Ennedi in partnership with the Government of Chad, the landscape had undergone excessive poaching and unsustainable resource extraction. Even with these pressures, the flora and fauna that remain are extraordinary. The reserve is situated in the heart of the African-Eurasian flyway, making this a birders' delight. Mammals including Barbary sheep, honey badger, fennec fox, striped hyaena and caracal are still present; as many as 525 plant species thrive in this desert. It is this which is our challenge – to ensure that the nomadic tribes who have lived here for thousands of years can continue to do so through strong community-based conservation and protection efforts. We are working to realise the revenue opportunities that exist here through tourism development support and investing in other small enterprises. With effective management, we will be able to preserve the natural and cultural heritage of this Eden in the desert, for people and wildlife alike.

BIODIVERSITY CONSERVATION - Results from a camera trap survey initiated in 2018 revealed the presence of 20 medium to large mammal species including aardvark, honey badger and slender mongoose. An aerial survey conducted over 12 days in December covered 4,888 km of transect lines, recording 219 dorcas gazelle and 53 barbary sheep. Ennedi's first ornithological survey was conducted by two ornithologists who in September provided monitoring expertise for avian species. Over 10 days and covering 1,150 km, the team gathered 7,000 observations of 185 species, providing the first-ever Ennedi bird species list. The ecological study on the relict population of West African crocodiles continued throughout the year. Direct observations confirmed the presence of just four individuals, three of which were females. DNA samples will confirm whether Zakouma's crocodiles are a suitable source for a possible translocation to help revive the population. A five-year action plan for the conservation of Ennedi's recently discovered remaining population of red-necked ostriches, thought to be locally extinct, was presented at the National Workshop for Ostrich Conservation. Upon delivering this plan, six near-adult ostriches kept in an enclosure in Fada were donated to the reserve.

LAW ENFORCEMENT - After a preliminary field-based assessment, baseline information was provided to adequately setup the reserve's Law Enforcement Department. Three Law Enforcement instructors, two internationals and one national from Zakouma, worked with a representative from the Forestry and Wildlife Brigade department of the Ministry of Environment, Water and Fisheries

Rock paintings in Ennedi have been dated to at least 5,000 BC and provide an attraction for adventurous tourists © Brent Stirton





(MEEP), to lead a five-day selection event for new eco-guards in Fada, where 40 out of a total of 650 candidates were selected to attend full Basic Field Ranger training. However, on request from MEPP, equal recruitment between Ennedi East and Ennedi West will need to occur before the training can resume in early 2020. A mobile unit was set up in 2019, consisting of five people patrolling five days a week. Their purpose was to help raise awareness among the local communities about local wildlife laws, the impact of poaching on local species, as well as the ramifications for breaching the law. Our teams also increased advocacy efforts among priority communities, to inform them of our conservation strategies, management actions and overall impacts for the reserve and the communities living in and around the area.

COMMUNITY DEVELOPMENT - Given 30,000 people legally live or move through Ennedi every year, our work with nomadic and settled communities is of utmost importance. A field study done in collaboration with the NGO APIDEL (Association pour la Promotion des Initiatives de Développement Local) and the European Union's PASTOR programme (Programme d'Appui Structurant de Développement Pastoral), documented how these communities use the

reserve's landscape and natural resources, and results will guide the implementation of future community development projects.



The Park Management Unit conducted exploratory work for the community development strategy for Fada, the capital of Ennedi West Province and where our headquarters are based. At the end of 2019 a full-time Deputy Manager was appointed to work with the Community Manager on Community Development Projects, such as possibly supporting date-palm plantations and small-scale vegetable farming for female farmers. The ongoing presence of the Park Management Unit who collected baseline socio-economic data offered opportunities to foster relationships with local communities, and enabled the identification of key individuals who could join our team as Community Liaison Officers.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - In February the Decree for the creation of Ennedi Natural and Cultural Reserve was published, providing Ennedi with the official legal framework. However, due to boundaries being incorrectly cited, an amended Decree was resubmitted and validated by the Committee of Ministers and its publication awaits the signature of H.E. President Idriss Deby Itno. We signed an MoU with Sahara

Conservation Fund (SCF), Zoological Society of London (ZSL), APIDEL and Sapienza Università di Roma to help protect, manage and enhance the reserve through a sustainable development process benefitting local communities. The development of park infrastructure continues. In 2018 the town of Fada authorised us to build our headquarters there, and architects have since designed an environmentally friendly building representative of local infrastructure; construction work began at the end of 2019. Three houses were also renovated and converted into a temporary base camp providing accommodation and office space. One truck, eight vehicles equipped with high frequency radio systems and 10 motorcycles arrived, increasing the mobility of our team. An aircraft hangar was built, equipped and furnished for the Cessna 182 and the airstrip in Fada was rehabilitated. Six bush airstrips were also identified throughout the Massif, and the most frequented one was equipped with aircraft anchors and wind indicators. The previous base of the NGO APIDEL was renovated to use as a selection and training centre for future eco-guards.

TOURISM - The Ennedi Massif is renowned for being a prime destination for Saharan tourism, and has a long-standing flow of intrepid tourists who travel great distances to come to Ennedi. Tourism potential here is immense, not only in providing valuable income to the reserve, but also in helping support local communities. While Ennedi does not yet have its own tourism infrastructure, a 'Tourism Task

Force' composed of all local tourism stakeholders was created in 2018 to develop a sustainable Tourism Development Plan. After a series of meetings, fieldtrips and workshops, the project was postponed in order to better coordinate among all stakeholders, but will be reinstated in 2020. We continued to engage with the Ministry of Environment, Water and Fisheries and the Ministry of Tourism, Arts and Culture on viable solutions that ensure a joint vision to develop sustainable tourism in the reserve.

OBJECTIVES FOR 2020

- Obtain official publication of the newly revised Decree of creation
- Build 75% of our headquarters, including a workshop and office space.
- Select, train and deploy 40 eco-guards with an adequate surveillance strategy; develop community intelligence network and establish a functional control room
- Kick-start community development projects focusing on environmental education, vegetable gardening benefitting women, and waste management in Fada
- Implement the ostrich reintroduction programme by capturing day-old chicks in Zakouma and raising the birds in Fada within specifically designed facilities until releasing them into the wild
- Establish partnerships with specialised institutions to improve our baseline understanding of the archaeological heritage and broaden the present census





Matusadona's elephant population has been in decline over the last few decades, but an infusion of funds and resources gives them hope © Scott Ramsay



ZIMBABWE

Matusadona

NATIONAL PARK

1,477 KM² | AFRICAN PARKS PROJECT SINCE 2019

PARTNERS

Zimbabwe Parks and
Wildlife Management Authority (PWMA)

MAJOR FUNDERS

Oak Foundation, Stichting Natura Africae
and The Wyss Foundation

INTERIM PARK MANAGER

Rob Reid



Matusadona National Park
Zimbabwe

An exceptional opportunity blossoms

ZIMBABWE – African Parks signed a management agreement with Zimbabwe Parks and Wildlife Management Authority (PWMA) on November 1st 2019 for the management of Matusadona National Park, making this the 16th park to enter the African Parks portfolio. For decades Matusadona was a destination of choice for both Zimbabweans and international visitors, drawn by its beauty and abundance of wildlife. The park extends 1,470 km² from the Matusadona mountains to Lake Kariba – flanked by the Ume and Sanyati rivers, the lush landscape consists of undulating hills that descend to abruptly flat grasslands. The lake’s shoreline is guarded by a kilometre-wide, iconic drowned forest. At its peak, Matusadona was home to the highest density of lions in Africa, over 12,000 buffalo and hundreds of elephants and black rhino.

But as times turned turbulent in Zimbabwe, the park’s financial resources slowly diminished and poor management impacted on wildlife. Limited road networks and manpower left areas entirely unpatrolled, resulting in rampant poaching that virtually eliminated the black rhino population and severely reduced the number of elephants. While Matusadona’s wildlife suffered, its integrity as a wilderness landscape remained undiminished, providing an exceptional opportunity for the park to be restored. Today, it still harbours more than 240 bird species, baobab woodlands and iconic mammals including elephants, lions and buffalo. While these species have been depleted, the park has the capacity to support large populations

once again. Our joint vision with the Zimbabwean Government is to revitalise it as one of the leading elephant and rhino sanctuaries in Zimbabwe, and realise its extraordinary potential to become a globally recognised wildlife destination offering exceptional experiences from both land and water, creating much needed revenue for surrounding communities. Given our mandate was just signed in November, an interim Park Manager was put in place to carry out initial assessments and business planning in order to meet our key objectives for 2020.

OBJECTIVES FOR 2020

- *Register the legal entity ‘The Matusadona Conservation Trust’; set-up associated statutory & regulatory requirements; appoint Matusadona Conservation Trust Board*
- *Appoint and train the Park Management Unit & key technical positions*
- *Restore the existing infrastructure & establish new accommodation*
- *Develop a functional fleet – vehicles, boats & airplane – & technical support services*
- *Restore the existing road network & add roads at selected areas*
- *Engage with local communities and develop a community outreach strategy*
- *Strengthen law enforcement operations & area integrity with training & recruitment of an additional 20 Rangers*
- *Conduct aerial survey to provide baseline wildlife numbers*

The park extends from the Matusadona mountains to the shores of Lake Kariba, the world's largest man-made lake and reservoir © Scott Ramsay





Gemsbok, or oryx, are an iconic species in Iona's desert landscape © Martin Rickelton



ANGOLA

Iona

NATIONAL PARK

15,150 KM² | AFRICAN PARKS PROJECT SINCE 2019

PARTNERS

Angola Ministry of Environment (MINAMB)
and the National Institute for Biodiversity
and Protected Areas (INBAC)

MAJOR FUNDERS

Oak Foundation and Stichting Natura Africae

PARK MANAGER

Bruce Bennett



One of the largest national parks in the country

ANGOLA – African Parks entered into a long-term agreement with the Angolan Government to manage Iona National Park on December 20th, 2019, making this the 17th park to enter our portfolio. The official handover occurred on January 30, 2020. At 15,150 km², Iona is one of the largest national parks in the country. It is a vast wilderness of high mountains and desert sands, deep woods and gravel plains, and 160 km of wild coastline. A regionally important area, Iona is contiguous with Skeleton Coast National Park in Namibia, which itself borders Namib-Naukluft National Park. Together, these three parks create one of the largest trans-frontier conservation areas in the world.

Iona was proclaimed a reserve in 1937 and upgraded to a National Park in 1964, however it was greatly disrupted by the Angolan civil war and suffered extensive poaching and damage. Rhinos and elephants that once roamed freely were entirely hunted out. Unregulated human activities, including livestock grazing, continue to place pressure on the park's delicate ecosystems. However, the park is still species rich, holding a wealth of biodiversity. Iona is also a principal habitat of one of the world's most ancient plants, Tumboa (*Welwitschia mirabilis*). The unique currents off the coast present a vitally important place for recovery of fish stocks in the region. Reptiles are particularly well-adapted to conditions here, with at least eight endemic to the area. The park contains key habitat for cheetah, leopard, oryx, springbok, Hartmann's zebra and ostrich.

Together with the Government of Angola, African Parks will work closely with local communities, implement good law enforcement, and restore wildlife to ensure the long-term ecological, social and economic sustainability of Iona. Its spectacular mountainous, desert and coastal topography make this transfrontier conservation area globally unique, giving the park enormous potential with sufficient investment to emerge as one of the continent's most extraordinary landscape experiences. With adequate protection and the optimisation of tourism and other sustainable revenue-generating activities, Iona will continue to support healthy terrestrial and marine ecosystems to benefit people long into the future.

OBJECTIVES FOR 2020

- *Construct or rehabilitate key infrastructure, including main access roads & airstrip*
- *Engage with communities & compile community development plan, including livestock management strategy*
- *Develop law enforcement strategy & ensure trained and equipped law enforcement teams are operational*
- *Develop land use plan to identify & specify conditions to achieve the region's conservation objectives with community requirements*



AFRICAN PARKS

Our Partners

TABLE OF CONTENTS

114

*Government
Partners*

124

*What People
Are Saying*

116

*Strategic
Partners*

126

*Institutional
Information*

Government Partners

Although the approach adopted by African Parks is one of delegated management, we still remain dependent on our host ministries, departments, wildlife institutions and traditional authorities to serve as the link to various sectors of government to secure approvals, licences and permits and ensure general political and societal support for our actions. The stronger these relationships, the better the support provided for our activities, and the more successful the project. Their statutory roles are enshrined in the agreements, and their participation is ensured through approval of park business plans and participation on each park's Board. We thank them all for the trust bestowed upon African Parks, and their commitment to conserving their country's resources.



THE GOVERNMENT OF BENIN

The Government of Benin signed an agreement with African Parks in May 2017 to revitalise, rehabilitate and develop Pendjari National Park, one of the key remaining protected reserves in West Africa, with the intention to extend the mandate to W National Park over time. The revitalisation of these parks is one of 45 flagship projects of the "Revealing Benin" national investment programme, announced by the Presidency of the Republic of Benin in December 2016. The Minister of the Living Environment and Sustainable Development (Ministre du Cadre de Vie et du Développement Durable), José Tonato, and José Pliya, the Managing Director of the National Agency for the Promotion of Heritage and the Development of Tourism, have played an instrumental role in this partnership.



MINISTRY OF WATER & FORESTRY, HUNTING & FISHING OF CENTRAL AFRICAN REPUBLIC (CAR)

The Ministry of Water and Forestry, Hunting and Fishing retains primary responsibility for sustainable management of forest resources, including oversight of commercial forestry operations and management of the national parks of the CAR. We began our work with the Ministry of Water and Forestry, Hunting and Fishing in Chinko in 2014; the current Minister is Lambert Lissane Moukove.



THE REPUBLIC OF CHAD

The Republic of Chad is African Parks' partner in the management of Greater Zakouma Ecosystem, an extensive ecosystem that includes Zakouma National Park and Siniaka Minia Wildlife Reserve, and also in the management of the new Natural and Cultural

Reserve of Ennedi (NCRE). The Chadian Government, on the advice of the European Union, approached African Parks in 2010 to take on the management responsibility of Zakouma in order to put an end to the ongoing scourge of elephant poaching. The mandate agreement was signed in June 2010, and African Parks commenced management of the park and periphery in October the same year. Abdelkerim Siddick Haggar is the Minister of Environment, Water and Fisheries and Madangah Ngamgassou is the Director of Wildlife.



MINISTRY OF FOREST ECONOMY & SUSTAINABLE DEVELOPMENT OF THE REPUBLIC OF THE CONGO

The Ministry of Forest Economy and Sustainable Development has the task to execute national policy as defined by the President of the Republic of the Congo regarding sustainable development, forest economy and the environment. We began our work with the Ministry in Odzala-Kokoua National Park in 2010 under Minister Djombo, and welcome Minister Madame Rosalie Matondo who was appointed in 2016. Under the Ministry we also work with Agence Congolais pour les Forêts et les Aires Protégées (ACFAP), which is represented by its Director General Paco Bockandza.



INSTITUTE CONGOLAIS POUR LA CONSERVATION DE LA NATURE (ICCN) OF THE DEMOCRATIC REPUBLIC OF CONGO (DRC)

The ICCN is the semi-autonomous government authority charged with the management of protected areas in the DRC. The mandate of the ICCN is to control and patrol these protected areas, collect and analyse data from the field and facilitate tourism where possible. We began our

work with the ICCN in Garamba National Park in 2005 under the leadership of Pasteur Cosma Wilungala.



MALAWI DEPARTMENT OF NATIONAL PARKS & WILDLIFE (DNPW) & DEPARTMENT OF FORESTRY

The DNPW is the statutory organisation in charge of national parks, wildlife reserves and sanctuaries as well as wildlife management on communal lands in Malawi, while the Department of Forestry is responsible for the management of all forest reserves in the country. We began our work with the DNPW in Majete Wildlife Reserve in 2003, in Nkhotakota Wildlife Reserve and Liwonde National Park in 2015, and most recently in Mangochi Forest Reserve in 2018. The Public Private Partnership Commission (PPPC) has played an instrumental role, particularly in the conclusion of the more recent projects.



NATIONAL ADMINISTRATION OF CONSERVATION AREAS (ANAC) - MOZAMBIQUE

In December 2017, African Parks signed a 25-year management agreement with Mozambique's National Administration of Conservation Areas (ANAC) to restore, develop and manage Bazaruto Archipelago National Park, and revitalise it to become one of the leading and most productive marine protected areas in Eastern Africa.



RWANDA DEVELOPMENT BOARD (RDB)

The RDB is the government agency responsible for managing Rwanda's national parks and protected areas. Its mission is to transform Rwanda into a dynamic hub for business, investment and innovation, with a mission to fast-track economic development in Rwanda by enabling private sector growth. We began our work with RDB in Akagera National Park in 2010 and recognise Ms. Claire Akamanzi for her unwavering support of Akagera.



ZAMBIAN DEPARTMENT OF NATIONAL PARKS & WILDLIFE (DNPW)

The Zambian DNPW works to protect and conserve Zambia's wildlife estates, improve the quality of life among communities and maintain sustainable biodiversity. We began our work with the DNPW in Liuwa Plain National Park

in 2003 and in Bangweulu Wetlands in 2008. Paul Zyambo is the current Director.



BAROTSE ROYAL ESTABLISHMENT (BRE) - ZAMBIA

The BRE is recognised by the Zambian Government as an official administrative entity in the Barotse region, and as such, is an essential partner in the Liuwa Plain project. His Majesty Lubosi Imwiko II and the Limulunga Kuta (parliament) played an instrumental role in convincing the Zambian Government to conclude an agreement with African Parks in 2003 and have maintained an active role in guiding the project through the participation of two BRE representatives on the Liuwa Board.



ZIMBABWE PARKS AND WILDLIFE MANAGEMENT AUTHORITY (PWMA)

The Zimbabwe PWMA operates under an Act of Parliament, the Parks and Wildlife Act of 1975.

The Authority manages one of the largest estates in the country, about five million hectares of land or 13% of Zimbabwe's total land area. Mandated with the protection, management and administration of the wildlife of Zimbabwe, the Authority has had a proud history of sound management that endeavours to preserve the unique flora and fauna heritage of Zimbabwe.



THE ANGOLA MINISTRY OF ENVIRONMENT (MINAMB) & THE NATIONAL INSTITUTE OF BIODIVERSITY AND CONSERVATION AREAS (INBAC), ANGOLA

MINAMB, which is the auxiliary Ministerial Department of the President of the Republic and Head of the Executive Branch, is to propose the formulation, conduction, execution and control of the Executive's policy regarding the environment in the field of protection. This includes the preservation and conservation of environmental quality, pollution control, terrestrial and aquatic biodiversity, conservation areas and enhancement of the natural heritage, as well as the preservation and rational use of renewable and inexhaustible natural resources. INBAC was created to ensure the implementation of the Biodiversity Conservation Policy and Management of the National System of Conservation Areas.

Strategic Partners

We are deeply appreciative of a core group of funders who provide largely flexible, multiyear funding of more than US\$500K per annum. We also acknowledge several European strategic private funders who prefer to remain anonymous. Together, these strategic partners have anchored our work and enabled our growth with their incredibly generous and mostly unrestricted support.

ACACIA PARTNERS Acacia Conservation Fund (ACF), the philanthropic operation of Acacia Partners, makes conservation investments that address the declining biological diversity of life on earth. ACF supports result oriented, entrepreneurial organizations that maximize the impact of their philanthropic dollars and that focus on proving and then expanding their impacts over time. Since 2015, ACF has provided unrestricted support. In 2019, ACF provided additional support for African Parks' Incubator Program, which will train select NGOs on the implementation of African Parks' model.

ADESSIUM FOUNDATION Adessium Foundation is a grantmaking foundation working towards the benefit of nature and society. Its mission is to contribute to a balanced society characterised by integrity, a balance between people and nature, and social harmony. Adessium has been a funder of African Parks since 2008, funding both the portfolio of protected areas and institutional development.

REVEALING BENIN The Government of Benin made a significant five-year commitment of US\$6 million when President Talon invited African Parks to assume management of Pendjari National Park in the W-Arly-Pendjari (WAP) Complex that spans Benin, Burkina Faso and Niger. The aim of the partnership is to preserve, manage and develop this unique landscape. In addition, the Government of Benin

has been instrumental in expanding our footprint into W-Benin and promoting regional security and cooperation.



The Department for International Development (DFID) leads the UK's work to end extreme poverty, deliver global goals for sustainable development (SDGs) and tackle a wide range of global challenges. In Malawi, £1 million in UK Aid from the British people is helping build resilience and adaptation to climate change among the communities living around the protected areas under our management. They are supporting education, developing alternative livelihoods, building local leadership capacity, raising awareness on the importance of the environment and conservation, and showcasing how protected areas mutually benefit nature and people.



The Dutch Postcode Lottery has been raising funds since 1989 to support organisations working towards a fairer and greener world. More than 40% of every ticket sold goes to charity. The lottery has steadily grown to become the biggest charity lottery in the Netherlands, supporting 105 non-governmental organisations. Since its founding, the lottery has dispensed over €6.2 billion. African Parks has received €14.3 million since 2010. In 2018, we received a multi-year Extra Project award for Ennedi. In 2019 we received €900,000 in unrestricted funding.





The Elephant Crisis Fund (ECF), an initiative operated by Save the Elephants and the Wildlife Conservation Network, is a flexible and responsive fund that supports the best efforts from the most trusted organisations across the world working to save elephants. Since 2015, the ECF has not only contributed more than US\$2.8 million to African Parks, but also expertise on best practices in elephant conservation. This has benefitted critical surveillance and intelligence-based protection for some of our most threatened elephant populations in Central and Western Africa.



The European Union (EU) has been a long-standing funder, first supporting our growth into Central Africa in 2005. Their investment over the years has helped create areas of stability in a volatile region, and has helped attract additional funding and partners. The EU has been a critical partner in Garamba National Park and the surrounding communities, Chinko, Ennedi Natural and Cultural Reserve and the Greater Zakouma Ecosystem, and Odzala-Kokoua. Their funding provides the building blocks for infrastructure and park management and helps optimise the benefits of tourism, economic development and regional coordination that are only possible when the parks are secured and well-managed.



The Fondation des Savanes Ouest-Africaines (FSOA) or West African Savannah Foundation, is a conservation trust fund promoting the preservation of protected areas of the W-Arly-Pendjari (WAP) Complex while advancing education, science and local economic development. The Foundation was set up by the Beninese Government and IUCN with the financial contributions of Benin Government, Global Environment Facility (GEF) and Kreditanstalt für Wiederaufbau (KfW). The Foundation is committed to supporting a portion of Pendjari National Park's core operations in perpetuity and has been instrumental in supporting our initial work in W National Park. The larger vision is to create a sustainable source of funding for parks within the WAP Complex.



The Howard G. Buffett Foundation seeks to catalyze transformational change, particularly for the world's most impoverished and marginalized populations. The Foundation views its resources as rare risk capital that can improve conditions and create change in the most difficult circumstances and geographies. Since 2014, the Foundation has supported a range of projects at Akagera from the construction of an eco-lodge to increase tourism, the re-introduction of rhinos, to general park management and security. This past year the Foundation donated an Airbus Helicopter to Garamba National Park, providing a vital force multiplier for the anti-poaching team.



Oppenheimer Generations Foundation provides catalytic, thoughtful and discretionary giving in support of their commitment to building sustainable and prosperous societies. The Foundation began funding Bazaruto Archipelago National Park in 2018, committed US\$2 million over five years to bring this marine area under African Parks' management and unlock the value for its communities.



The National Geographic Society uses the power of science, exploration, education and storytelling to illuminate and protect the wonder of our world. Pendjari National Park in Benin is supported by the Society's Last Wild Places initiative. Since 2018, the Society has been supporting Pendjari National Park with a five-year multimillion-dollar grant in partnership with the Wyss Foundation and the Government of Benin.



Oak Foundation commits its resources to address issues of global, social and environmental concern, particularly those that have a major impact on the lives of the disadvantaged. With offices in Europe, Africa, India and North America, Oak Foundation makes grants to organisations in approximately 40 countries worldwide. They are providing critical support to set-up and build operations in two new parks in the African Parks portfolio: Matusadona National Park in Zimbabwe and Iona National Park in Angola.

Fentener van Vlissingen Family

The late Paul Fentener van Vlissingen provided the bulk of the initial funding that established African Parks in 2000. In 2010, his daughters Alicia and Tannetta Fentener van Vlissingen committed €25 million to the African Parks Endowment Fund in accordance with their father's final wishes. Income from this fund is earmarked primarily for African Parks' overhead costs. During 2019 the fund contributed over US\$1.5 million towards African Parks' organisational needs.



Players of People's Postcode Lottery have been supporting charities across Britain and internationally since 2005. They have raised more than £500 million for charity, with 32% of the ticket price going to good causes. African Parks has been a recipient of funding from Postcode Planet Trust since 2015. In 2018, Peter Fearnhead was the first person to receive the new 'Hero Award', in which individual leaders are recognised for their extraordinary achievements, together with an additional £250,000 contribution to our work. In 2019 African Parks received £700,000 in support.



The Rob and Melani Walton Foundation (RMWF) seeks partners who focus on the essential and interconnected elements of sustaining life, advancing all forms of knowledge, promoting understanding of healing, and increasing the sustainability of people and our planet. The Waltons have been invaluable partners to African Parks since 2003, providing support to safeguard the long-term survival of parks and wildlife across the continent. They supported the reintroduction of species such as lions and black rhinos to Akagera National Park, the development of evidence-based performance metrics, and our close collaboration with governments and communities to identify and share best practices.

Donna and Marvin Schwartz

Donna and Marvin Schwartz are extraordinary advocates for conservation and animal-related causes. They have a special interest

and strong commitment to saving elephants and other large species that are threatened by poaching. The Schwartz family's relationship with African Parks began in 2012 and provides critical support to our anti-poaching work in Central Africa. Their generosity has supported diverse efforts in Garamba National Park, Chinko and Odzala-Kokoua National Park. In 2018, the Schwartz family made a five-year pledge to provide on-going support for this critical work.



Fondation Segré is a Swiss foundation established in 1996, committed to help protect the biodiversity of our planet through the active conservation of threatened species and their habitat, and the restoration of degraded ecosystems. Fondation Segré became a strategic funding partner of African Parks in 2016 and has supported our work in the Bangweulu Wetlands, Chinko, Bazaruto Archipelago National Park, Odzala-Kokoua National Park and Zakouma National Park. To date, they have provided over US\$4 million.



Stichting Natura Africae is a charitable foundation established by Jan Verhagen, a Dutch entrepreneur, in 2017. Natura Africae is dedicated to the conservation of national parks and protected areas in Africa. It recognises the reciprocal relationship between the livelihoods of local communities and the successful protection of an ecosystem's wildlife. The foundation provided €4 million in 2019, continuing its long-term commitment to Liuwa Plain National Park and the Bangweulu Wetlands. It also supported the rhino translocation in Liwonde National Park and the start of operations in Matusadona.



The United States Agency for International Development (USAID) operates the Central Africa Regional Program for the Environment (CARPE) with the aim of conserving the ecological integrity of the Congo Basin Forest for the benefit of local people and the global community. With their support, we are

able to carry out the core protected area management of Garamba National Park and Chinko. In addition, through USAID funding, African Parks in consortia with African Wildlife Foundation is improving community resilience and wildlife conservation in the Mbomou-Uele border region.



The U.S. Department of State, through both the Bureau of International Narcotics and Law Enforcement Affairs (INL) and the Bureau of African Affairs (AF), advances good governance and peace and security, pre-requisites for sustainable economic development and protection of natural resources. They began providing support in 2018 and have committed over US\$3 million for ranger uniforms, equipment and training for African Parks teams operating in Chad, Central African Republic, Malawi, Democratic Republic of Congo, Republic of Congo and Zambia. They have also supported leadership development and core training infrastructure, all of which leads to enhanced capacity to disrupt illegal wildlife trade and promote regional stability.



The U.S. Fish and Wildlife Service (USFWS) operates to conserve, protect and enhance fish, wildlife, plants and their habitats. USFWS first partnered with African Parks in 2013 and has awarded grants to support our anti-poaching programs in Chinko, Garamba National Park, Odzala-Kokoua National Park and Zakouma National Park. In 2019 USFWS, alongside USAID, continued to support the management and protection of Garamba and Chinko protected areas in Central Africa, and renewed its support of Odzala-Kokoua. USFWS also continued its support for elephant surveillance in Zakouma.



The Wildcat Foundation is a private philanthropic foundation whose purpose is to help save and provide for the long-term

conservation of endangered wildlife and wild places in Africa. It supports innovative new approaches that disrupt traditional wildlife protection paradigms, focusing largely on medical training, aircraft, equipment and technology for Rangers. The Wildcat Foundation first partnered with African Parks in 2014, supporting the historic 500-elephant move in Malawi. Over the years, Wildcat has invested in seven parks across six countries. Wildcat has been instrumental in assisting with the development and implementation of a new law enforcement strategy at Garamba National Park, which has resulted in a 95% reduction in elephant poaching.



World Wide Fund for Nature (WWF) has been supporting African Parks since 2007, with the goal of promoting the African Parks management model across Africa. WWF Zambia contributes to core operating costs and conservation projects at Liuwa Plain National Park and Bangweulu Wetlands. WWF the Netherlands provides support to the Zambian parks and Odzala-Kokoua National Park. WWF Belgium became a strategic funding partner in 2017 supporting the Malawi parks and Liuwa Plain.



The Wyss Foundation is a private charitable foundation dedicated to supporting innovative, lasting solutions that improve lives, empower communities and strengthen connections to the land. The relationship with African Parks began in 2015 with a grant to support the restoration of Akagera National Park followed by a significant investment in Liwonde National Park and Nkhotakota Wildlife Reserve. In 2017, the Wyss Foundation made a ground-breaking commitment of US\$65 million to provide on-going support for Akagera and the Malawi Parks along with start-up funding for five new parks. This enabled the addition of Pendjari National Park, Bazaruto Archipelago National Park and Matusadona National Park – and two more parks we hope to have under management in 2020.



What people are saying

We are grateful to have a range of committed supporters from all corners of the world. Here is what just a few are saying about their experience with African Parks.



"AP merges safari interests with philanthropy and conservation to engage my most thoughtful travellers in an enriching experience that reaffirms their commitment to Africa."

**-MICHAEL LORENTZ,
PRIVATE GUIDE AND CTI PARTNER**

"I returned highly impressed from a 'due diligence' trip to Linwa and Akagera which confirmed my commitment to be leading on the German Chapter for African Parks. It is a remarkable organisation that makes decisive contributions to the conservation of Africa's unique flora and fauna for the lasting benefit of people and wildlife on the continent. I am proud to support this organisation."

-DIETER ZETSCHKE, CHAIRMAN, AFRICAN PARKS GERMANY

"I became involved with African Parks because its work to protect and restore Africa's wild landscapes is unsurpassed. I was inspired to support the critical conservation work at Chinko after discussing it with Peter Fearnhead and my long-time friend, Dr. Mike Fay. Along with Ron Ulrich, we were able to secure a Cessna 208 plane that will ensure the safety and ongoing transport of supplies and staff to conduct vital operations."

-EDITH MCBEAN, VICE-CHAIR OF AFRICAN PARKS FOUNDATION OF AMERICA



"The loss of biodiversity is the mother of all crises. African Parks' proven model is on the cutting edge of securing some of the last African wildlife sanctuaries. It is why I support them."

**-MARKUS JEBSEN, AFRICAN PARKS
ASIA PACIFIC ADVISORY GROUP**

"There is nothing I enjoy more than getting to the parks and talking face to face with rangers and park staff. I am always inspired by their spirit and dedication and being able to connect experiences from across Africa. I can feel the future changing for the better."

**-JAMES LUMBELL, BOARD MEMBER,
AFRICAN PARKS NETWORK**

"African Parks has emerged as a real leader in protected area management and is arguably having a more direct impact on conservation outcomes than any other NGO on the continent right now, by a margin. AP parks also have the potential to act as hubs for local development, the provision of services, disaster relief and safe zones in conflict ridden landscapes."

-PETER LINDSEY, DIRECTOR LION RECOVERY FUND

"African Parks has shown that many of the least known and most remote places are worth protecting and transforming into incredible places for nature. The Arcus Foundation continues to welcome partnership with African Parks on the dynamic journey of nature protection in difficult and challenging spaces."

-HELGA RAINER, ARCUS FOUNDATION



"I'm involved with a variety of NGOs but continue to be immeasurably inspired by the unique miracle that is African Parks. Truly grateful for the connections and adventures with like-minded, high-spirited and deeply professional people, both in the field and across the organization, who are incredible to travel and collaborate with."

**-PENNI LUDWIG, BOARD MEMBER, AFRICAN PARKS
FOUNDATION OF AMERICA**

"I strongly believe that all of us have an obligation to make this world a little better. African Parks for me is the ultimate way to contribute to this cause. Saving the parks for future generations, with their animals, nature and in harmony with the surrounding populations, is providing hope in a world that is not taking care of what it has. African Parks is worth supporting, in all aspects."

-ONNO VAN DE STOLPE, DONOR

"To rescue the continent's iconic wildlife from poaching and other threats, one conservation group is treating degraded parks as if they were failing businesses in need of management. It's working."

-DAVID QUAMMEN, NATIONAL GEOGRAPHIC

"African Parks' comprehensive model for wildlife conservation especially the training of staff, involvement of local communities, and the thoughtful development of tourism - combined with the passion, commitment and dedication of its teams - is impressive. I support because it is the most sustainable model for the future in my view."

-NANCY LEE, AFRICAN PARKS ASIA PACIFIC ADVISORY GROUP

Institutional Information

We are extremely indebted to the support of all our Boards for their governance, leadership, oversight and financial support.

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AFRICAN PARKS

Our Financials

TABLE OF CONTENTS

130

*2019 Financial
Performance*

136

Governance

135

*Summary
Financial
Statements*

IBC

*Leave
a Legacy*

2019 Financial Performance

The addition of two new protected areas to our portfolio during the latter part of 2019 did not have a material impact on group spending, as our efforts were focused on the legal and administrative set-up of these two projects in Angola and Zimbabwe respectively. The true impact of these new parks will only be reflected in 2020. The increase in group spending from US\$50 million in 2018 to US\$74 million in the current year can be mainly attributed to a donation in-kind of an aircraft to the value of US\$6 million, our intervention in Parc W (Benin) with a spend of US\$1 million, and an increase in some of the existing parks’ activity levels.

The financial highlights in this section are derived from the summary management accounts for the group. The management accounts are prepared on a cash basis and do not contain non-cash impacts, such as depreciation or profit and loss on exchange rates. All entities within the group aim to achieve a balanced budget by ensuring that income equals expenditure.

We remain deeply grateful to our donors, as grant funding accounted for 91% of the total income of the group at US\$65 million. Individual donors and **government funding** consisted of 39% and 37% of the total grant funding. This compares to the US \$54 million reflected as consolidated grant funding in the summarised group financial statements. US\$11 million worth of consolidation adjustments were posted in the financial statements. These adjustments relate to a transfer of funds from revenue into deferred income at a consolidated level to remove the impact of additions to property, plant and equipment on the surplus/deficit being reflected, thereby better matching income and expenditure.

The amount withdrawn from the **endowment fund** was US\$1.6 million. This was much lower than the return achieved by the fund. The endowment fund achieved a return of 19% during 2019 and its balance as at 31 December 2019 was EUR32 million. The fund is invested in a mix of equity, bonds and cash according to the investment policy set out by our funding committee. The endowment fund asset is held on the balance sheet of Stichting African Parks Foundation (SAPF) in the Netherlands, an affiliated entity of APN.

Gross park revenue audited and reported in the management accounts excluded the gross revenue generated in Bazaruto. This amounted to US\$424,000 and was excluded due to local Mozambique legislation preventing these funds from being consolidated under African Parks Network (APN). Gross revenue funded 10% (2018: 11%) of park operations.

Group spending increased by 46% or approximately US\$23 million. In addition to reasons mentioned above, there was an increase in spending in Garamba National Park by US\$4 million as well as Bazaruto National Park by US\$1 million. The Garamba increase in spend was as a result of an increase in activities as well as one-off donations in kind of equipment. As for Bazaruto, the park continued to expand its operations in 2019 as planned under its five-year business plan.

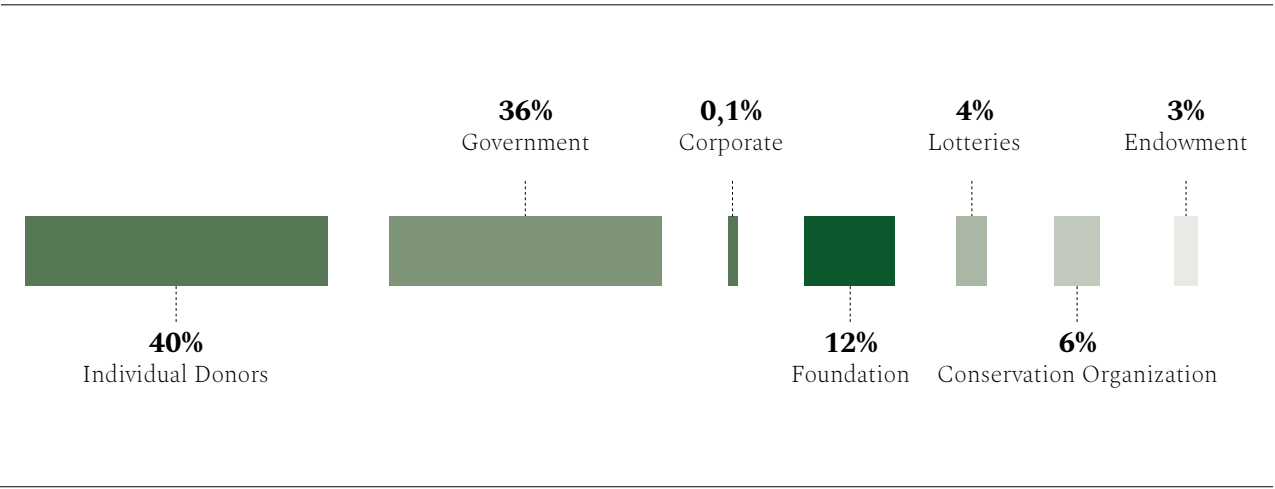
Capital expenditure amounted to US\$19 million and represents investment in infrastructure, equipment, motor vehicles, radios, aircraft etc. US\$8.5 million of this amount related to three aircraft acquired, one of which was a donation in-kind. Although infrastructure is capitalised and depreciated, APN would not be able to recover the net book value of these assets if we were to cease operations in any of the parks.

Group Management Accounts

	Protected areas US\$'000	African Parks Network US\$'000	Total per management account US\$'000	Consolidation adjustments US\$'000	Total per financial statements US\$'000
Income	59,120	15,000	74,120	-11,925	62,195
Grant funding	53,165	12,514	65,679	-11,518	54,161
Gross park revenue	5,955	-	5,955	-	5,955
Endowment income	-	1,680	1,680	-	1,680
Cost recoveries	-	407	407	-407	-
Other income	-	399	399	-	399
Total group spending	-59,047	14,766	-73,813	11,904	-61,909
Operating expenditure	-47,311	6,912	-54,223	-460	-54,683
Capital expenditure*	-11,736	7,854	-19,590	12,364	-7,226
Net surplus/(deficit)	73	234	307	-21	286

**reflected as depreciation expense under the financial statements*

Sources of Donor Funding



A summarised group statement of comprehensive income is presented below. A consolidated operating surplus for 2019 of US\$20,000 (2018: deficit of US\$674,000) was recorded.

Summarised group statement of comprehensive income for the year ended 31 December 2019

	2019 US\$'000	2018 US\$'000	% change
Income	62,194	46,106	
Donor income	54,160	39,524	37%
Endowment income	1,680	1,380	
Other operating income	6,354	5,202	22%
Operating expenses	-61,651	-45,726	
Employee benefit expenses	-20,871	-17,263	
Depreciation	-7,225	-3,640	
Other expenses	-33,555	-24,823	35%
Results from operating activities	543	380	
Net foreign exchange differences and finance revenue/(expense)	-257	-523	-51%
Surplus/(Deficit) before taxation	286	-143	
Taxation	-262	-419	
Surplus/(Deficit) for the year	24	-562	
Other comprehensive loss	-4	-112	
Total comprehensive (deficit)/surplus for the year	20	-674	

Income recognised is a function of expenses incurred. African Parks works on a balanced budget principle whereby donor funds received are first recognised within liabilities as unutilised funds. Once utilised, these funds are then recognised as grant funding. Aligning ourselves to the business approach to conservation, costs incurred are first financed through operating income, followed by grant funding. The African Parks Network (APN) overhead costs are financed partly via a portion of the investment income generated by our endowment fund. The endowment fund asset is not recognised on the APN statement of financial position.

Grant funding represents funds received that were used towards the funding of park activities. The total donor income recognised for the year increased by 37% to US\$54.1 million (2018: US\$39.5 million).

Other operating income consists of gross park revenue as well as cost recoveries. Gross park revenue

for the year was US\$6.3m (2018: US\$4.8m) and is included in the other operating income figure.

Employee benefit expenses is the largest cost category as our biggest investment remains in the people who ensure the efficient operation of the parks.

Other expenses include various field expenses such as aircraft, motor vehicles, maintenance costs as well as administrative expenses such as audit costs, board costs etc. The overall increase in expenses of 35% was partly due to our technical support in Parc W (Benin) as well as expanded activities in various parks.

Net foreign exchange differences represent a combination of realised and unrealised foreign currency losses. The majority of the exchange differences arose out of entities whose funding base was in Euros.

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

Abridged group statement of financial position as at 31 December 2019

	2019 US\$'000	2018 US\$'000	% change
Assets	US\$'000	US\$'000	
Non-current assets			
Property, plant and equipment	37,581	25,174	49%
Non-current asset held for sale	4,985	5,865	
Right of use asset	344	-	
Current assets			
Inventories	773	679	
Receivables and prepayments	12,337	7,584	63%
Cash and cash equivalents	19,920	24,128	-17%
Total assets	75,940	63,430	
Equity and liabilities			
Capital and reserves			
Foreign currency translation reserve	-1,747	-1,743	
Retained earnings	2,106	1,829	
Maintenance reserve	321	321	
Non-controlling interest	-612	-359	
Non-controlling liabilities	-	-	
Deferred taxation	680	418	
Lease liabilities	294	-	
Current liabilities			
Provisions	179	178	
Trade and other payables	4,558	3,201	42%
Unutilised funds	27,836	28,837	-3%
Lease liabilities	60	-	
Deferred income	42,265	30,748	37%
Total equity and liabilities	75,940	63,430	

Property, plant and equipment include infrastructure improvements, motor vehicles, aircraft, plant and machinery, furniture and fittings and other fixed assets. During 2019, an additional US\$12 million was invested in tangible fixed assets. This additional capital expenditure included an amount of US\$6 million arising from the donation of an aircraft to the organisation.

Non-current assets held for sale represent the Ukulima Farms, which were donated in 2017. The Farms were revalued down by US\$880,000 in the current year after a valuation was carried out.

Receivables and prepayments include receivables from related parties of US\$5.5 million (2018: US\$4.7 million). The related parties consist mainly of donors as well as our affiliate organisations.

Trade and other payables include various accruals and other suppliers.

Unutilised funds represent grants received that were not utilised in the current year. The reason for non-utilisation was either because they represent unearmarked funding that will be utilised in 2020, or because they are earmarked for specific activities that are yet to take place. These are held as cash as well as receivables and are only disbursed in the earmarked project and the earmarked period.

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

Abridged group statement of changes in equity
for the year ended 31 December 2019

	Foreign currency translation reserve US\$'000	Maintenance reserve US\$'000	Retained earnings US\$'000	Total US\$'000	Non- controlling interest US\$'000	Total US\$'000
Balance as at 01 January 2018	-1,631	321	2,160	850	-128	722
Deficit for the year	-	-	-331	-331	-231	-562
Other comprehensive loss	-112	-	-	-112	-	-112
Balance as at 01 January 2019	-1,743	321	1,829	407	-359	48
Surplus for the year	-	-	277	277	-253	24
Other comprehensive loss	-4	-	-	-4	-	-4
Balance as at 31 December 2019	-1,747	321	2,106	680	-612	68

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

Abridged group cash flow statement
for the year ended 31 December 2019

	2019 US\$'000	2018 US\$'000
Net cash inflow from operating activities	4,856	11,374
Net cash outflow from investing activities	-19,553	-9,962
Net cash inflow from financing activities	10,489	17,445
Net increase in cash and cash equivalents	-4,208	18,857
Cash and cash equivalents at the beginning of the year	24,128	5,271
Cash and cash equivalents at the end of the year	19,920	24,128

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

Summary
Financial
Statements

The accompanying summary group financial statements (the “summary financial statements”) comprise a summary of the audited financial statements of the group for the year ended 31 December 2019 (the “financial statements”).

BASIS OF PREPARATION

The summary financial statements are prepared in accordance with the framework concepts and the measurement and recognition requirements of International Financial Reporting Standards (IFRS), and the requirements of the Companies Act of South Africa. They do not contain all the disclosures required by International Financial Reporting Standards and the requirements of the Companies Act applied in the preparation of the

group financial statements and should be read in conjunction with the financial statements for the group for the year ended 31 December 2019. The summary financial statements are prepared on a going concern basis.

This summarised report is extracted from audited information, but is not itself audited. The annual financial statements were audited by KPMG Inc, who expressed an unmodified opinion thereon. The audited annual financial statements and the auditor’s report thereon are available on the company website. The directors take full responsibility for the preparation of the summarised financial statements and the financial information has been correctly extracted from the underlying annual financial statements.

Governance

Sound governance, disciplined internal controls and professional financial management are core focus areas at African Parks.

The main governing body, African Parks Network, based in Johannesburg, South Africa, is a registered non-profit company in terms of Section 10 of the Companies Act of South Africa. African Parks Network is the strategic and decision making entity that is responsible for the business plan of each park, determining capital investments, operating budgets, standard operating procedures and appointing skilled park management.

The African Parks Network Board, consisting of one executive and seven non-executive Board members, is responsible for the overall governance of the organisation. Three specialised sub-committees, the Finance, Risk and Audit Committee, the Remuneration and Human Resource Committee and the Conservation Committee, ensure additional focus on governance.

Each park managed by African Parks has a local Board set up in country. 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. Parks are required to operate in accordance with the Standard Operating Procedures determined by African Parks Network.

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

The African Parks Network group financial statements comply with International Reporting Standards (IFRS) and are audited by KPMG South Africa.

African Parks Network has affiliated organisations in The Netherlands, the USA and Switzerland. These are Stichting African Parks Foundation (The Netherlands), African Parks Foundation of America (USA) and African Parks Stiftung Schweiz (Switzerland). These entities have charitable status and their role is to further the mission of African Parks. These separate legal entities are governed by independent Boards, but are bound by a collaboration agreement which ensures a common purpose for all.



Leave a Legacy

“If it is gone today, it wasn’t protected yesterday. If it is not protected today, it will be gone tomorrow”
Peter Fearnhead, CEO African Parks

African Parks is where we are today because of our partnerships with governments and our donors and supporters. You are helping us secure the largest amount of area under conservation for any one NGO in Africa. In doing so, you are investing in Africa’s incredible landscapes, iconic wildlife, and its people.

One of the most powerful ways to realise our shared hope for Africa – and the planet – is to make a legacy gift in either of these two ways:

Contribute to Our Endowment Fund

When we began 20 years ago, we made long-term promises to governments, communities and our supporters that African Parks would restore and protect the parks under our management. We established an endowment early on so that we could weather the storms and honour those promises. Over the years, we have used the interest from our endowment strategically, to fund foundational and operational needs for the parks. The endowment facilitates cash flow so that critical work is not delayed at urgent junctures, and allows us to engage in negotiations to bring new parks under management.

As we grow, our endowment needs to grow to support that ambition responsibly and with reduced risk to our lasting financial sustainability. A gift to our endowment fund is an investment in our future, strengthening our resilience to deal with unforeseen challenges.

Include African Parks as a Beneficiary in your Will

Incorporating African Parks into your estate, will or living trust is a simple but powerful way to protect the parks, the wildlife and the landscapes you love for generations to come. You can direct your gift to any or all of the following: our endowment fund, a specific park, or a thematic area of our work.

Knowing of your planned generosity encourages us to take even larger and bolder strides in undertaking long term initiatives and bringing more threatened parks under management, knowing that we will be able to support them well into the future.

Wherever you are and however you choose to get involved, we thank you for being on this journey with us and welcome the opportunity to discuss the legacy you want to leave.

Stephanie Sluka Brauer
Director of Global Funding,
African Parks Network
stephanieb@africanparks.org



africanparks.org