

A CHARTED COURSE

AFRICAN PARKS
ANNUAL REPORT 2020





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THE AFRICAN PARKS PORTFOLIO

African Parks was founded in 2000 as an African solution for Africa's conservation challenges. We take on complete responsibility for the long-term management of national parks and protected areas in partnership with Governments and local communities. Our goal is to restore and effectively manage these landscapes, making them ecologically, socially and financially sustainable so they can deliver a multitude of benefits for people and wildlife in perpetuity. By the close of 2020, African Parks had 19 parks under management in 11 countries, over 14.7 million hectares (56,757 square miles), covering 10 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.

Pendjari • W
BENIN

• Ennedi

CHAD

Siniaka Minia • Zakouma

Chinko
CENTRAL AFRICAN REPUBLIC

• Garamba

Odzala-Kokoua
CONGO

DEMOCRATIC REPUBLIC OF CONGO
Nyungwe
Akagera

RWANDA

ANGOLA Bangweulu

Nkhotakota

Liuwa Plain

MALAWI Liwonde & Mangochi

Iona

ZAMBIA

Matusadona

ZIMBABWE

Majete

• Bazaruto

MOZAMBIQUE



AN AFRICAN SOLUTION

CO-FOUNDER OF AFRICAN PARKS, VICE-CHAIR & BOARD MEMBER 2003 – 2020 | MAVUSO MSIMANG

My love for nature goes back to my early years as a boy, when I used to walk beside my grandfather on morning walks on his farm outside Newcastle in KwaZulu-Natal, South Africa. It did not happen during visits to national parks, which were somewhere else, and for others who were favoured by the apartheid government, and who did not look like me. But my interest was ignited then, and became the reason I earned a Bachelor of Science in Entomology, when my contemporaries were registering for politics, law and economics.



most pressing challenges, where little or no money existed, and few skills could be found.

In 2003, Malawi was the first country to entrust in us the management, and subsequently the resurrection, of Majete Wildlife Reserve. Seventeen years later, African Parks is managing four of Malawi's parks. African Parks is now responsible for 90% of the country's elephants, 100% of its rhinos and has brought back lions and cheetahs.

The parks are the largest employers in their respective regions and have remained so during the pandemic. Malawi even agreed to re-arrange its fiscal system to allow park revenues to be retained at the park level, an important political statement about the Government's commitment to the sustainability of the parks.

This was our vision: to effectively manage Africa's protected areas and national parks on behalf of Governments for the benefit of wildlife and for Africans. In fact, four of the parks under management have more than 90,000 people legally living within those landscapes, surviving thanks to the existence and vibrancy of those parks. African Parks is today managing 19 parks in 11 countries at the invitation of African Governments determined to realise their vision of securing their protected areas and saving their wildlife, creating value for their people.

There is a quiet and demonstrable transformation under way across the continent for protected areas, and that is because of the Governments that are gaining confidence and trust in the African Parks model, and for progressive funders who are investing in nature's capital. We are not stopping. This is a journey I helped create, and it will continue long after me, and all of us. But in the meantime, we will continue to do what we have always done. We will be persistent, we will be patient, and we will be polite, but with a ferocity knowing that this is the surest solution for any park in peril in Africa, and therefore for Africa's wildlife, and always for Africa's people. And that is a legacy of which I am most deeply proud.

Sincerely,
Mavuso Msimang

After living in exile for 30 years, I became the CEO of South African National Parks (SANParks) in 1997. That was when I truly experienced the wonder of nature, of wildlife living freely, in vast open spaces, for the first time. It changed my life. I spent my time there using the skills I had learned over the years in the political, development and public sectors to position SANParks for sustainability, and to ensure that the parks in my country were for all people.

While it is a more commonly held belief that people need parks – and they do – parks also need people. They need people to protect them, they need people to manage and to fund them, and they need people to value them. Without this, they will be lost, as many are being now.

During my time at SANParks, I also saw the need and the power of partnering with the private sector for more flexibility, to enhance accountability and for the ability to focus limited financial resources on transforming conservation. It was there that I met my co-founders of African Parks: Peter Fearnhead (current CEO of African Parks), Dr Anthony Hall Martin, Michael Eustace and Paul Fentener van Vlissingen, where, together, we came up with the greatest idea of our careers — to revolutionise protected area management.

In 2000, we founded African Parks, creating a new paradigm for conservation, which we envisioned would play a major role across the continent in helping African Governments turn their failing parks into ecological, socio-political, and economic strongholds for their countries. It was an African solution to one of Africa's



CHARTING A COURSE FOR NATURE

CEO'S LETTER & EXECUTIVE SUMMARY | PETER FEARNHEAD

I have been asked many times how Covid-19 has affected conservation and my answer remains the same: conservation was in crisis before this pandemic, it has remained so throughout, and will continue to be once we emerge from it. Covid-19 just shone a spotlight on the extent of the crisis.

2020 was supposed to be the super-year for biodiversity. And in a twisted way it might prove to be just that. While Covid-19 caused the cancellation of global events that would set targets to shape the next 10 years for the environment, instead, Covid-19 and the global economic lockdown brought our connectedness and dependability on nature into painfully clear focus – at a truly universal level. It has elevated the existing scientific proof of the link between the rise of infectious diseases with our destruction of habitats and our consumption of wildlife. It also demonstrated that the funding and actions needed to protect nature and prevent pandemics and other human-made catastrophes are far less costly than living through future ones. This is why 2020 may prove to be the turning point.

2020 also marked the 20th year since our founding, and while we had planned some celebrations, these were quickly replaced with some serious introspection and strategic planning. First, we needed to ensure that we were well equipped to deal with the immediate challenges brought about by the expected decline in operational revenue arising from the extended closure of tourism operations. Once this was done, we turned our attention to reflect on how we started, what we have learnt throughout our journey, and where we go from here. African Parks came into existence 20 years ago to answer the challenge of protected areas failing across Africa. Little did we know then that our public-private partnership model would hold as strong as it has and address some of the most pressing challenges we face today, including climate change, pandemics, security, and justice.

To put that in perspective, not one of our 3,219 full-time staff lost their job because of Covid-19. When you consider the multiplier effect and the conservative estimate that one job supports on average seven and a half people, this impact is immense. Every park under our management remained fully operational, and poaching levels were kept at a minimum. The parks continued to serve as centres of

security, where wildlife populations increased, schools and clinics functioned, social enterprises were invested in, and people not just persisted, but thrived. These results were in stark contrast to a recent report by the International Union for Conservation of Nature (IUCN) and others that more than half of the protected areas in Africa were forced to cut back on protection measures, and more than 25% of rangers lost their income. It is because of the resilience of our model, our full accountability, strong governance, and long-term funding solutions made possible by many of our funders, that the landscapes managed by African Parks remained protected, while delivering life-altering benefits to thousands of people.

Which is why we need to do more. To that end, we have recast our vision for the next decade and set our 2030 target to manage 30 parks measuring 30 million hectares across 11 biomes, significantly contributing to the global vision of protecting 30% of Africa for nature. In addition, we want to support 10 more protected areas spanning a further five million hectares that will be managed by select partners through our new incubator programme. We have delineated a roadmap to guide these efforts, by identifying 161 key protected areas throughout sub-Saharan Africa that must be secured, irrespective of by whom, as the foundation of a continental conservation strategy. You can read more about our findings in "Casting Our Vision" on page 16.

This annual report covers the impacts you helped to make in an unprecedented year, and which are only possible because of the partnerships we have with host Governments and the shared clarity of vision for each. Today, I am cautiously optimistic that protecting nature is taking on new meaning for decision-makers, the voting public, and for neighbouring communities that during this economic collapse are surviving off the very nature we are protecting. What I am most certain of is that our role at African Parks, our mission, and the need to scale urgently, is more important than ever. Thank you for standing with us, for being our partners, for your unwavering support now, and into this next chapter, as we chart a course to protect nature upon which our collective future depends.

Sincerely,
Peter Fearnhead, CEO



"Our nearly 20-year relationship with African Parks has been a wonderful journey of friendship and inspiring, strategic work. We began in 2003 with support for Liuwa Plain, and quickly realised the leadership team and their whole-community approach to conservation were going to do great things. We are especially inspired by the focus on local communities to ensure sustainable conservation. To that end, we helped move 500 elephants in Malawi to reduce conflict and habitat pressures in two parks. This effort helped repopulate a third park, further supporting tourism and the local economy. We are proud to get behind the effort to expand to 30 parks by 2030. Now, we hope more people will be inspired to support the protection of key landscapes, wildlife and communities in Africa."

- Rob and Melani Walton, co-founders of the Rob and Melani Walton Foundation



OUR GROWTH - Despite these crazy circumstances, we continued to grow our conservation footprint by bringing two new protected areas under our management. One of these is Rwanda's Nyungwe National Park, which is one of the oldest Afromontane rainforests in Africa, it provides 70% of Rwanda's water and contains 25% of Africa's primate species. The other is Benin's W National Park, an anchor of the W-Arly-Pendjari Complex, one of the largest intact wild ecosystems in West Africa and a UNESCO World Heritage Site. We were also able to strengthen and expand two existing mandates: for Odzala-Kokoua National Park in the Congo Basin (the world's second-largest tropical rainforest), where we re-affirmed our 25 year mandate with the Government and which now also includes the Lossi Gorilla Sanctuary; and for Chinko in the Central African Republic, where we signed a 25-year agreement with the Government to expand the area under protection to 5.5 million hectares, making this one of the largest contiguous wilderness areas under management in Africa. Thanks to them, and to all our

Government partners, we now have 19 parks under management in 11 countries, ensuring that 14.7 million hectares of some of the world's most critical ecosystems are being effectively conserved.

OUR COMMUNITY - While tourism came to a sudden halt in early March and with it an immediate loss of 10% of our annual budget, we made quick financial decisions to adjust accordingly and were able to continue our day-to-day operations without disruption. In keeping with the extremely important role we play for some of Africa's most vulnerable communities, our teams mobilised and distributed over 65,000 masks to staff and community members. More than 5,000 litres of soap, 285 litres of bleach, and 630 handwashing stations were assembled and distributed to health centres, clinics, schools, and other community centres. Awareness and sensitisation campaigns to help prevent transmission and contain the spread of Covid-19 reached at least 135,800 people in those local communities around the parks under our management.

Our regular community interventions continued with the building and revamping of schools, providing educational scholarships to hundreds of children, guaranteeing free access to students to visit the parks for environmental education, and conducting family-planning workshops. Livelihood projects proved to be essential, supporting fisheries and beekeeping co-operatives and sustainable farming practices, as well as providing access within parks to harvest natural resources, drilling boreholes to provide safe drinking water, and delivering green energy through subsidising solar lights and lamp kits for rural communities. Four of the 19 parks we manage have at least 90,000 people legally living within them, and every park has communities numbering in the thousands living around them. Providing real, tangible benefits to these communities is critical for the long-term future of each and every one of these landscapes.

For the month of June, we collaborated with Prints for Wildlife, in which 120 world-renowned photographers came together to donate their

photography to raise funds for African Parks in response to Covid-19 and the fall-out for tourism. More than 6,000 prints were sold to people from around the world, raising over US\$500,000 for African Parks. In October, 1,000 of our rangers took part in the Tusk Trust Wildlife Ranger Challenge and raised US\$250,000 to outfit 1,000 non-African Parks rangers with gear — boots, a pack, shirt and field trousers, simple but critical items needed to go out on patrol. Together, our rangers ran 21,000km, nearly the full perimeter of Africa, and they did so in solidarity with rangers around the world.

WILDLIFE - We managed to keep poaching at an all-time low across the parks and saw a continued increase in key wildlife populations. Majete maintained its 17-year track record of not having lost one rhino or one elephant to poachers, while rhino populations grew in Akagera, Majete and Liwonde, with new calves. Lions are thriving in Zakouma, Akagera, Pendjari, W, Majete and Liwonde, and camera-trap data confirmed their presence in an area in Chinko where they have not been seen since 2016.



In Garamba, elephant poaching has been reduced by 97% since 2016, and in further signs of recovery, not one elephant was known to have been lost to poaching over the year and 39 elephants under the age of one were counted. Odzala continued to serve as a significant stronghold for endangered species, with approximately 7,270 forest elephants, 7,575 western lowland gorillas and 827 chimpanzees within the park.

Our Pendjari and W teams completed a large elephant and antelope collaring exercise totalling 39 individuals — the first for W, which will give us clearer insight into the transboundary significance of that entire complex. Red-necked ostriches were translocated to Ennedi. In December, with support from the Community Resource Boards and Zambian Department of National Parks and Wildlife (DNPW), we reintroduced a founder population of cheetahs to Bangweulu Wetlands in a hopeful move to expand the range of this vulnerable species and increase tourism. While all of these highlights are single-species focused, they are the result of securing entire systems, which create favourable conditions for all wildlife to thrive and play their part in ecologically healthy landscapes.

IN MEMORIAM - The pandemic struck us at our core with the tragic loss of Jonathan Chisaka, our Bangweulu Wetlands Park Manager, who passed away on July 18th. Jonathan left a distinguished conservation legacy in Bangweulu and was a deeply admired leader among the community. Similarly, Kunda Mwape, our accountant in Liuwa Plains, passed away on July 21st. Kunda was an integral part of the Liuwa team and had a contagious energy about him – he will be deeply missed by all his colleagues. Francis Mbilizi, Chairman of African Parks Malawi Board, passed away on August 1st. Francis was a long-standing Board Member of African Parks in Malawi, serving on the Majete Board from 2009 and then as Chairman of African Parks Malawi, from 2015 until his untimely passing. An academic and an extremely accomplished individual in both Government and the private sector, he was instrumental in helping guide African Parks in Malawi for over a decade. There were others who sadly passed away in 2020, the details of which are mentioned on page 20. These untimely losses affected us all, and we pay our deepest respects to their families.



↑ Extensive camera trap surveys in Chinko, CAR, revealed a growing population of lions © Thierry Aebischer



LOOKING AHEAD - Given that 2020 was our 20th anniversary, and we are closing in on our goal of managing 20 parks, it was fitting to look inward, and to cast our vision for our next 10 years. Our immediate target is to manage 30 parks by 2030, across 11 biomes, measuring 30 million hectares. In order to further scale up our impact, we have launched an incubator programme with select partners, whom we will support with expertise so they can manage an additional 10 protected areas, spanning a further five million hectares. We spent a good part of the Covid-19 induced lockdown analysing the entire protected area landscape of Africa. Of the 8,496 registered protected areas in Africa, only 1,050 are larger than 50,000 hectares. Of those, we identified 161 as being the most significant in terms of viability, biodiversity, and ecosystem services and which are still sufficiently intact to make them worth saving. Of the 161, African Parks estimates that just 69 are adequately managed and protected to a level where they have a reasonable chance of surviving into the future. The remaining 92 are experiencing major threats and require an urgent management solution.

It is this need that is shaping our thinking for the future. You can read more about this on page 16.

WITH GRATITUDE - Despite the challenges presented by this pandemic, we made important strides throughout the year. I speak for everyone at African Parks when I say that it is an honour to be working with every single Government partner who has entrusted their national parks into our safekeeping. We recognise consistently that it is because of them first and foremost that our work is possible. This was also a year that might have resulted in a decrease or a loss of funding, but thanks to the resilience of our funding partners, not only were we able to sustain all the parks in the portfolio, but we were able to grow our conservation footprint. It is because of our committed funders that we are able to continue to enact proven solutions to conserve Africa's biodiversity. On behalf of everyone at African Parks, thank you all for standing with us, for helping get us to where we are today, and for seeing us into this next chapter of contributing to the vision of ensuring 30% of Africa is protected for people and wildlife.

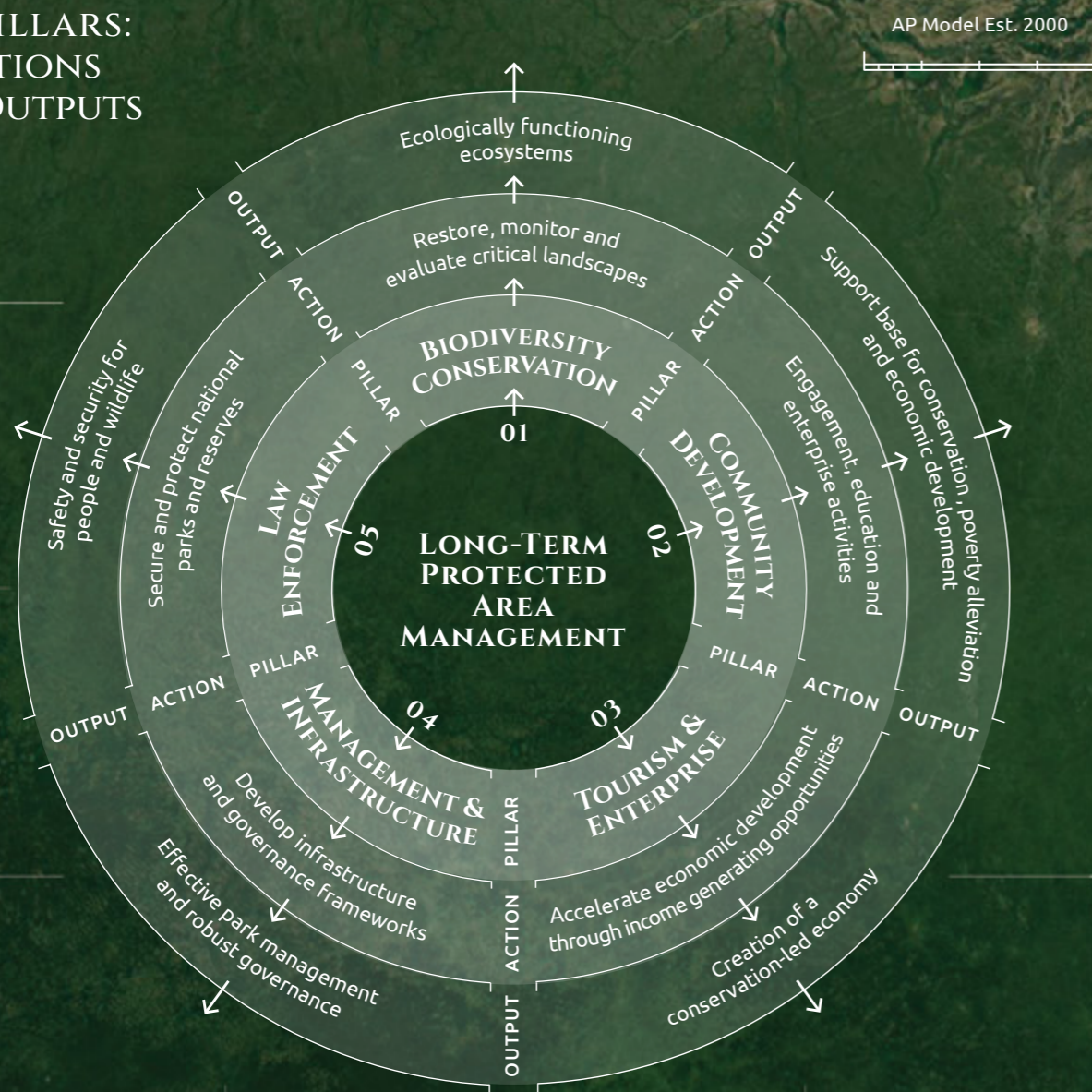
OUR MODEL

FOR A SUSTAINABLE FUTURE

In the year 2000, African Parks pioneered the “Public-Private Partnership” (PPP) model for protected area management. Under this model we are fully responsible for all park management functions and are 100% accountable to the Government who remains the owner and determines policy for the landscape. This is achieved through long-term agreements that are on average 20-years (mandates),

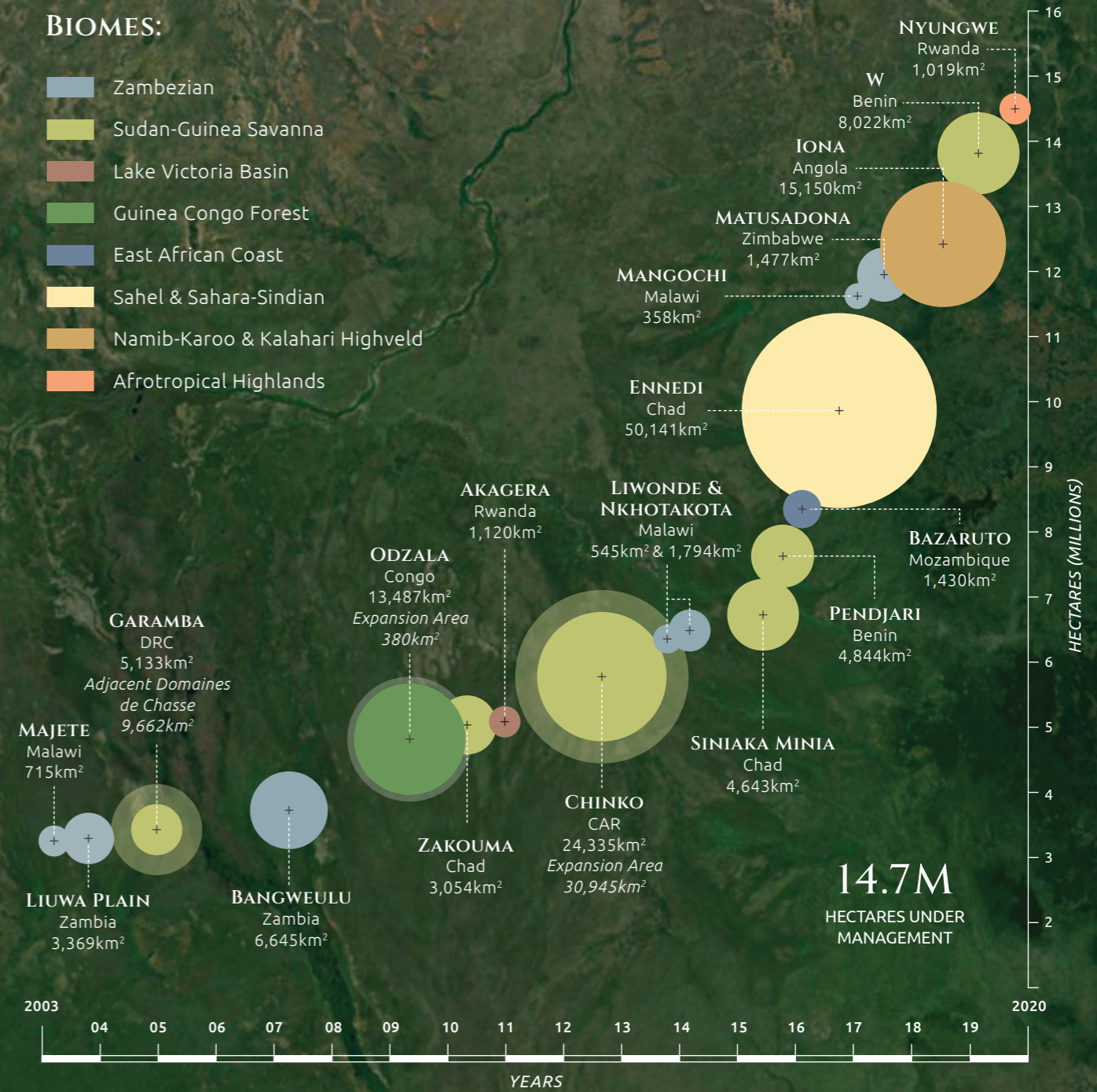
putting in place funding solutions (money), and establishing clear governance by creating separate legal entities per park or country, each with their own Board representing key stakeholders (management). Once these three elements are in place, we then implement the five pillars (below) designed to restore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

5 PILLARS: ACTIONS & OUTPUTS



BIOMES:

- Zambezan
- Sudan-Guinea Savanna
- Lake Victoria Basin
- Guinea Congo Forest
- East African Coast
- Sahel & Sahara-Sindian
- Namib-Karoo & Kalahari Highveld
- Afrotropical Highlands



OUR FOOTPRINT:

PROTECTING AFRICA'S BIODIVERSITY

African Parks manages 19 parks in 11 countries, encompassing 10 of the 13 ecological biomes on mainland Africa, ensuring that 14.7 million hectares is under effective management and therefore protected. In just 20 years, we have built the largest and most ecologically diverse

portfolio for any one conservation organisation on the continent. Our goal is to manage 30 parks by 2030 across 11 biomes, ensuring that 30 million hectares are well managed, thus contributing to the broader vision of having 30% of Africa's unique landscapes protected in perpetuity.

CASTING OUR VISION: A ROADMAP TO 2030

What is not being managed is being lost.

The Convention on Biological Diversity states “protected areas are the cornerstone of biological diversity conservation”. While the World Database of Protected Areas (WDPA) identifies 8,496 formally registered protected areas in Africa, most are too small to provide ecosystem services at scale, although they may still be important for individual species. Only 1,050 of the areas are larger than 50,000 hectares.

During 2020, African Parks conducted an analysis utilising data layers and our collective expertise to identify the remaining viable protected areas. Considering elements such as threats, landscape connectivity and ecosystem health, we identified just 161 “anchor areas” which have the greatest chance of being viably functioning, large landscapes that harbour globally significant biodiversity, sequester carbon, deliver clean air and water, food security, provide stability, and economic, socio-political and ecological benefits for millions of people.

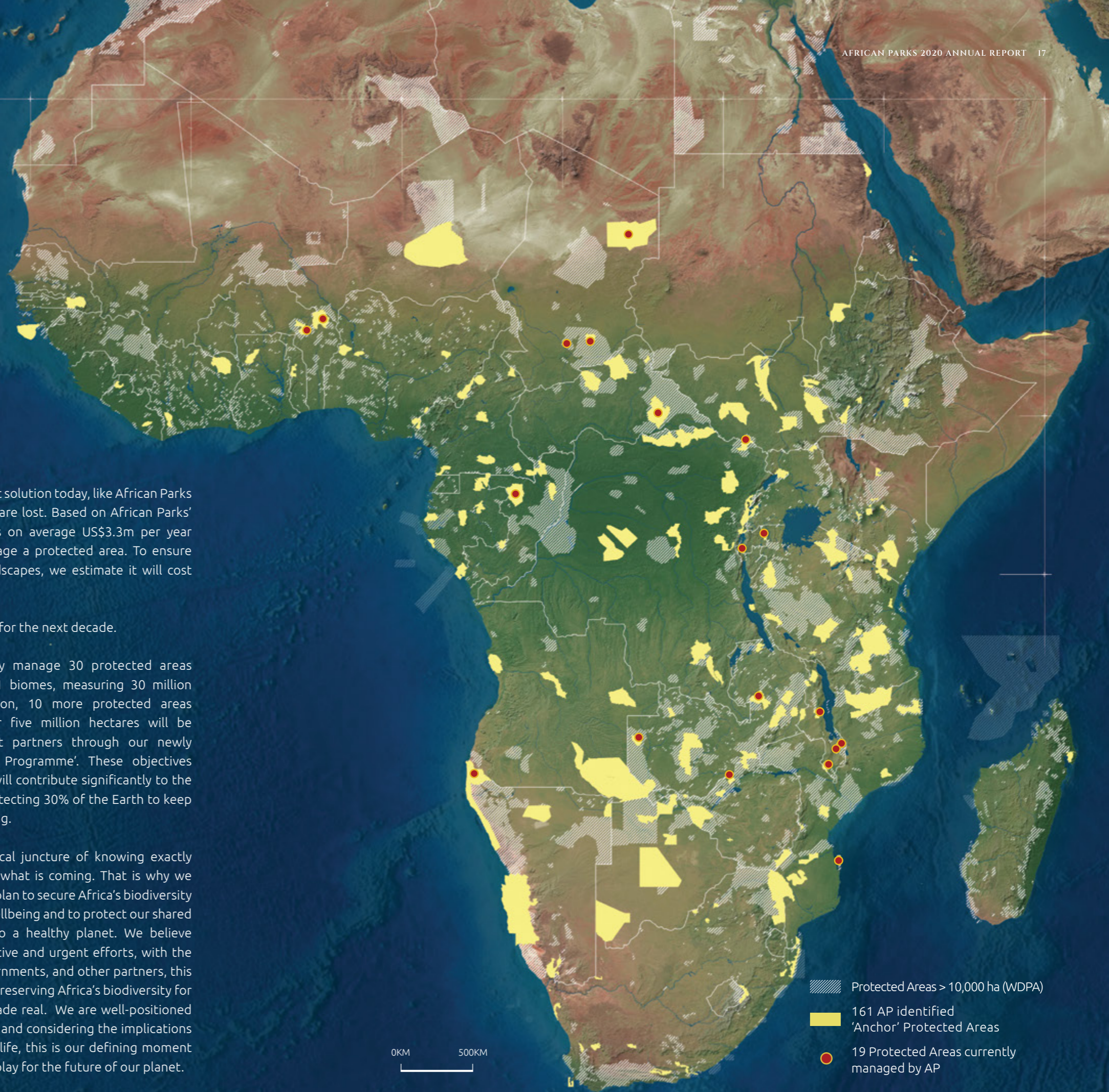
If these “anchor areas” are well managed, they would form the backbone of the continent’s conservation strategy, providing expandability into adjacent legislated areas and landscapes – a foundational step towards the broader vision of ensuring 30% of Africa is managed for nature. But African Parks estimates that only 69 are currently adequately resourced and managed to a level where they have a reasonable chance of surviving into the future. The remaining 92 are experiencing incredible threats and require an




urgent management solution today, like African Parks offers, before they are lost. Based on African Parks’ experience, it costs on average US\$3.3m per year to adequately manage a protected area. To ensure this for all 161 landscapes, we estimate it will cost US\$531m per year.

This is our roadmap for the next decade.

We aim to directly manage 30 protected areas by 2030, across 11 biomes, measuring 30 million hectares. In addition, 10 more protected areas spanning a further five million hectares will be managed by select partners through our newly created ‘Incubator Programme’. These objectives are ambitious and will contribute significantly to the global target of protecting 30% of the Earth to keep the planet flourishing.

We stand at a critical juncture of knowing exactly where we are, and what is coming. That is why we have mapped out a plan to secure Africa’s biodiversity for our collective wellbeing and to protect our shared inalienable rights to a healthy planet. We believe that through collective and urgent efforts, with the right funders, Governments, and other partners, this charted course for preserving Africa’s biodiversity for humanity can be made real. We are well-positioned to scale our impact, and considering the implications for people and wildlife, this is our defining moment for the role we will play for the future of our planet.



-  Protected Areas > 10,000 ha (WDPA)
-  161 AP identified 'Anchor' Protected Areas
-  19 Protected Areas currently managed by AP

0KM 500KM

2020: BY THE NUMBERS

ECOLOGICAL : HEALTHY ECOSYSTEMS BENEFIT WILDLIFE AND PEOPLE

When national parks are protected and effectively managed, they provide life-altering benefits like clean air, water and food security. Our rangers provide security and create safe places by preventing key threats, laying the needed foundation for healthy ecosystems and sustainable development.

CREATING SAFE PLACES

1,365
Law Enforcement Staff
1,064 are rangers
↑ 15% from 2019

2,090
Arrests made
↑ 218% from 2019



36,508
Snares removed
↑ 88% from 2019

39.7
Tonnes of illegal wildlife products confiscated
32.4 tonnes of bushmeat

THREATENED WILDLIFE UNDER OUR PROTECTION

13,484
Elephants
7,270
are forest elephants
7% of the total remaining forest elephant population

51
Cheetahs
3 cheetahs were translocated to Bangweulu



1,505
Giraffes

545
Lions

2,052
Chimpanzees

7,585
Western Lowland Gorillas

SOCIO-POLITICAL : WHERE WILDLIFE THRIVE, PEOPLE THRIVE

Well-managed parks reap dividends for vulnerable communities. Our model ensures government and community representation on each park Board. We invest in schools, teacher salaries, medical units, and in sustainable livelihoods to build a constituency for conservation.

105
Schools built and supported
↑ 9% from 2019

752
Scholarships provided
↑ 23% from 2019



108,579
People received healthcare
↑ 227% from 2019

99
Hospitals & mobile health clinics supported
↑ 125% from 2019

ECONOMIC : BUILDING A CONSERVATION-LED ECONOMY

Parks under our management generate revenue from job creation, tourism or other sustainable development projects. More jobs means more salaries and taxes are paid, stimulating a conservation-led economy. While tourism was down 50%, the parks continued to support thousands of people.

3,219
Full-time staff
↑ 23% from 2019

US \$26.8M
Paid in salaries
↑ 19% from 2019

US \$2.6M
Paid in taxes
↑ 13% from 2019



US \$3.07M
Generated from tourism
↓ 51% from 2019*

43,664
Number of tourists
76% were local

US \$455,000
Generated from social enterprise
↓ 8% from 2019*

RESPONSE TO COVID-19: Our teams kept every park fully operational. Not one ranger missed one patrol, and not one staff member lost their job due to Covid-19. Our teams mobilised and distributed:

65,000 Masks
5,000 Litres of soap
630 Handwashing stations
285 Litres of bleach
223 Bottles of sanitiser
135,800 People reached through awareness campaigns

GARAMBA : A STORY OF SUSTAINABILITY

With funding from the EU, Garamba supported 9,656 community members in social enterprise beekeeping, fish and poultry farming and agriculture. About 1,389 households benefitted from subsidised solar lamps and solar kits; 26 water sources and two boreholes were built providing clean water to 29,294 people; 4,976 community members (including 2,100 children) received environmental education; 60,000 villagers were sensitised on Covid-19 preventative measures; and two park nurseries supplied 40,795 plants.

IN REMEMBRANCE

The human toll of Covid-19 around the world has been nothing short of devastating and has impacted every single person in some way. It struck us at the core at African Parks, with the loss of our Malawi Board Chairman and our Bangweulu Wetlands Park Manager. In addition to Covid-19, several staff members tragically lost their lives to natural causes as well as the day-to-day risks of protecting Africa's parks. All have left a lasting legacy, and our heartfelt condolences go out to their families, friends and loved ones.

FRANCIS MBILIZI, the Board Chairman of African Parks Malawi Ltd, passed away on August 1st due to complications as a result of Covid-19. He served as a long-standing Board Member of African Parks in Malawi since 2009 and was instrumental in helping guide African Parks in Malawi for over a decade.

JONATHAN CHISAKA, Bangweulu Wetlands Park Manager, passed away in Lusaka on July 18th following complications most likely linked to Covid-19. Jonathan leaves a distinguished conservation legacy as an integral member of the African Parks family and a deeply admired leader in the community since joining Bangweulu in 2009.

NGELEKA KANYINDA VIANNEY joined Garamba National Park, DRC, in 2016 as a truck driver. He passed away in Kampala on January 10th following an illness.

MANINARORA AUGUSTIN joined Akagera National Park, Rwanda, in 2011 as a junior ranger and was later promoted to team leader; he passed away on January 18th due to illness.

SEVERIN N'SERMA KATAMAN joined Pendjari National Park, Benin, in 2018 as a ranger. He tragically drowned on January 25th during a patrol operation.

LUCIEN MAMBO SURUANDI joined Garamba National Park, DRC, in 2016 as a security agent and was promoted to Chief Brigadier in 2018. He passed away in a road accident on February 16th.

ANTONIO VILANCULO joined Bazaruto Archipelago National Park, Mozambique, in May 2019 as the Human Resources Manager, and passed away on April 28th due to an illness.

ALHADJI MAHAMAT HASSAN MAHAMAT joined Zakouma National Park, Chad, in 2012 as a guide. He passed away on April 16th due to illness.

LAURENT YADJOURA joined Chinko, CAR, as a Daily Worker in 2017. He passed away on September 20th of illness.

KUNDA MWAPE joined Liuwa Plain National Park, Zambia, in January 2016 as Financial Accountant. He was a highly valued member of the team and was an extremely kind and supportive individual. He passed away from illness on July 21st.

ARSENE YAMAET joined Chinko, CAR, in 2017 as a Daily Worker and was promoted to Eco-Monitor in April 2020. He passed away due to illness on November 2nd in Bangui.

African Parks supports all permanent staff in the event of death, 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.



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Siniaka Minia Wildlife Reserve
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MOZAMBIQUE

GOVERNMENT PARTNER
National Administration of Conservation Areas (ANAC)



BAZARUTO ARCHIPELAGO NATIONAL PARK

1,430KM² | AFRICAN PARKS PROJECT SINCE 2017

MAJOR FUNDERS

Oppenheimer Generations Foundation & The Wyss Foundation

AN EXTRAORDINARY MARINE SANCTUARY



PARK MANAGER
Armando Guenha

“Bazaruto is an extraordinary conservation area whose time has come to be sufficiently protected and revitalised. It is our vision that in partnership with African Parks we can deliver effective management that will lead to the protection of natural resources, and that local communities through enhanced nature-based tourism will be able to sustainably derive benefits from the park. Together, we can finally elevate Bazaruto to its rightful position as one of Africa’s greatest marine sanctuaries”.

**- Former Vice Minister of the Ministry of Land, Environment and Rural Development,
Celmira Frederico Pena da Silva (2017)**

MOZAMBIQUE – The Bazaruto Archipelago National Park (BANP) is the first marine reserve to fall under African Parks’ management. In 2017, the National Administration of Conservation Areas (ANAC) invited African Parks to manage their oldest national marine park, giving us the opportunity to protect this gem in the Indian Ocean. Declared a protected area in 1971, Bazaruto is made up of five islands, three of which are inhabited by 5,000 people. The archipelago boasts iconic megafauna, including whales, sharks, sailfish, manta rays, dolphins, marlin and nesting marine turtles, as well as the region’s last viable population of dugongs. The sheer beauty of this seascape, along with the diversity of wildlife, has made Bazaruto a coveted destination. However, the overuse of natural resources, illegal fishing practices and a poorly regulated tourism sector have had a negative effect on the diversity of the region, as well as the livelihoods of the local communities that rely on Bazaruto’s marine resources for their livelihoods. But together with ANAC, we are cementing relationships with communities, through job creation, education, health, and investing in social enterprise, while also working hand in hand with the

tourism sector to help secure a more sustainable future for all who live here.

BIODIVERSITY CONSERVATION - The Bazaruto Archipelago National Park is home to 141 bird species, 18 reptile species and 21 mammal species, including dugongs and five species of dolphins. The turtle-nest monitoring programme, which started in 1994, exceeded all expectations in 2020, with 70 nests documented across all five islands — the first time in history this distribution has been confirmed — and 3,200 live hatchlings recorded over the year. This was due to the increase of the patrol effort and the number of community monitors involved. Twelve local community monitors are now employed as part of the programme, serving as guardians, protecting nests and gathering important data, while also serving as community liaisons on why turtles need to be protected. A detailed code of conduct was developed for wildlife viewing, snorkelling and scuba-diving and more than 90 boat skippers from the tourism sector were trained on various aspects of best practices to limit negative effects on the environment.





LAW ENFORCEMENT - Bazaruto's ranger unit is composed of 53 scouts, 16 of them women. During 2020, they carried out 8,115 patrols, representing an increase of 58% over the previous year. Twenty-seven fishermen were arrested for illegal fishing and turtle poaching over the year and 28 fishing boats were confiscated. Twenty-nine commercial fishing vessels were intercepted and monitored in an effort to address large-scale fishing that is a threat to the sustainability of Bazaruto. In a bid to highlight awareness, a significant quantity of seized fishing material was burnt in a publicly televised ceremony attended by district and provincial magistrates, ANAC and other district officials, as well as community members.

There were a number of fires in Benguerra and Bazaruto during 2020, caused by illegal brewing activities, as a result of which one person was arrested, and the trial continues. Regular joint patrols with maritime authorities were deployed over the year outside the northern boundary of the park, leading

to several arrests and more than 50 turtles released from fishing nets.

COMMUNITY DEVELOPMENT - We recruited 112 local citizens as permanent members of our team and continued to invest in the development of sustainable local enterprises, as well as health and education. Our relationships with communities are key to the success of our plans for the revitalisation of Bazaruto, which were strengthened through the 114 community meetings held during 2020. One highlight was a ceremony attended by the Minister of Land and Environment and the Secretary of State of Inhambane Province to hand over US\$25,600 to be distributed to three community associations (the stipulated 20% of the revenues generated by the park in the previous year).

In the year of Covid-19, healthcare was a key focus. A large-scale awareness-raising programme about Covid-19, as well as mask distribution, took place throughout all the communities in the park, while

we also supported the hospitals at Vilankulo and Inhassoro with thermometers and awareness materials. A short-term employment project was created to collect solid waste on the islands, employing 60 community members who had lost their jobs in tourism due to Covid-19. Awareness programmes on solid waste were carried out throughout the communities. The integrated Water and Conservation Agriculture project was also revitalised — an ambitious project initiated in 2018, when ANAC received funding from the World Bank to build four conservation agriculture fields complete with a water project for each. A nursery was designed to repopulate indigenous trees, and a permaculture course was designed and the planning phase started in order to train local communities in sustainable and climate-resilient crop production. A socio-economic study was also completed to serve as the foundation of the Community Development Plan. Scholarships for 120 children included learning materials and uniforms.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Most of the improvements were linked to the upgrade of tourism infrastructure. On 21 December 2020, a televised ceremony took place in which the Minister of Land and Environment inaugurated the scout outposts at Sitone and Chitoane. On the same day, ANAC and INATUR (the Ministry of Tourism) officially signed an agreement allowing the park to build its office on the tourism campsite in Vilankulo. The tourism day facilities on Magaruque, Bazaruto and Santa Carolina were completed, consisting of ablutions, tourism

information points and barbeque areas. The park's temporary headquarters were improved with the installation of functional bathrooms in the container offices, and the outposts of Santa Carolina and Magaruque islands were upgraded with temporary structures until permanent ones are built in 2022 and 2023. Construction on Zenguelemo Lodge, a community-owned lodge, advanced significantly and it will open in April 2021.

TOURISM - Although there was no tourism activity in the middle of the year, due to Covid-19 restrictions, the December numbers considerably improved the overall figures.

During the year, BANP received 10,879 tourists, which generated US\$67,229, which when added to concession, vehicle and activity taxes, resulted in US\$195,717. Due to the pandemic, this represents a 47% decline on the same period in 2019. We expanded and improved our social media platform over the year and increased our engagement to improve marketing of BANP as a local and national destination.

OBJECTIVES FOR 2021

- + Perform aerial dugong survey
- + LoRa system installed and operational in all park boats and vehicles
- + Develop and implement community strategy
- + Start the construction of the park offices in Vilankulo
- + Improve the revenue-collection system



ZIMBABWE

GOVERNMENT PARTNER

Zimbabwe Parks and Wildlife Management Authority (PWMA)



MATUSADONA NATIONAL PARK

1,477KM² | AFRICAN PARKS PROJECT SINCE 2019

MAJOR FUNDERS

Dhanam Foundation, Oak Foundation
Stichting Natura Africae & The Wyss Foundation



A COVETED WILDLIFE DESTINATION



Matusadona National Park
Zimbabwe

INTERIM PARK MANAGER
Rob Reid

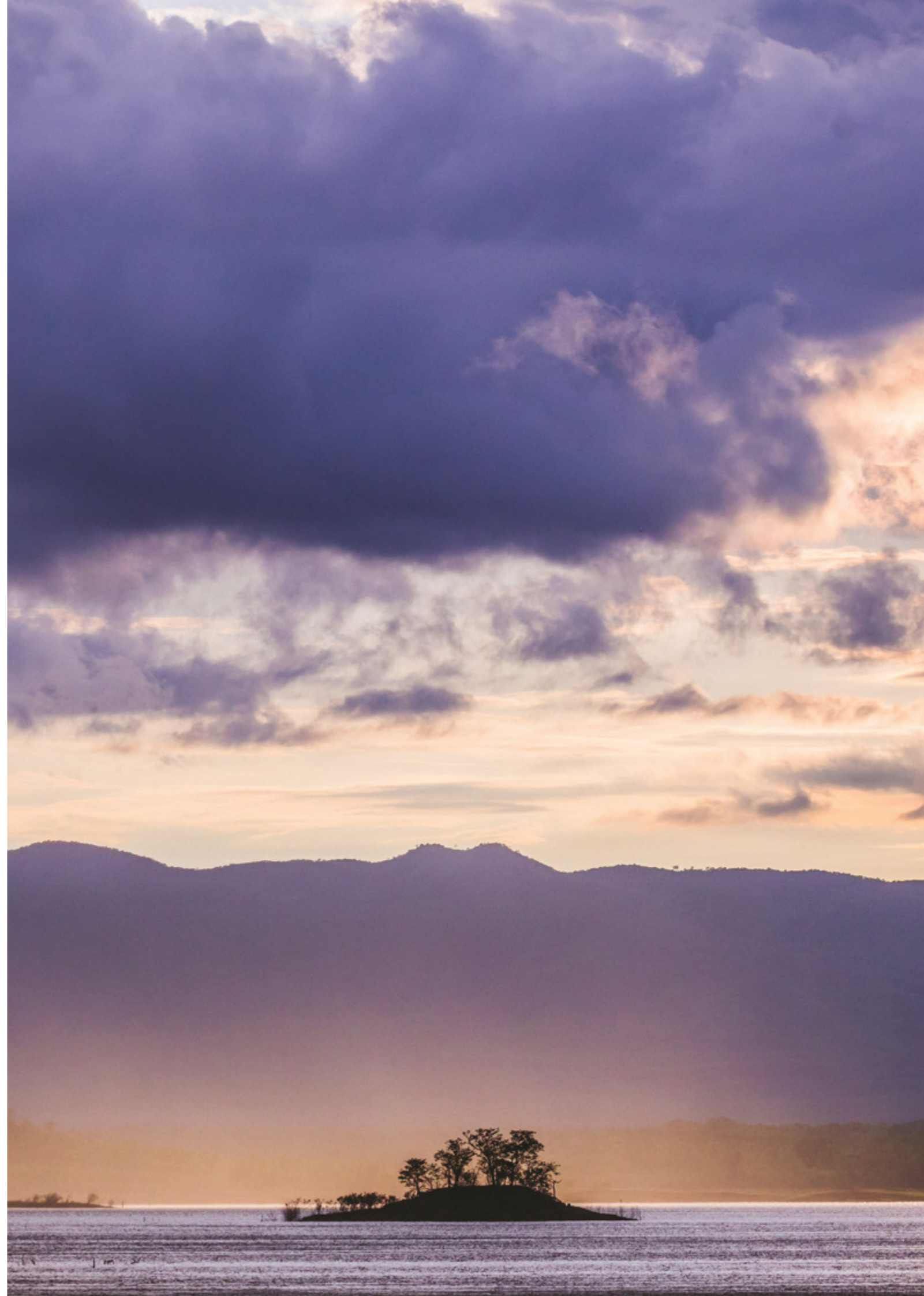
“Zimbabwe is among the world’s richest nations in natural resources and wildlife. These are assets which have drawn millions of visitors annually and form a vital base for our economy, requiring adequate management to enhance their contributions to development. Our public-private partnership with African Parks to restore Matusadona helps to leverage conservation further as a sustainable mechanism for growth, promoting a tourism economy to benefit people while ensuring the protection of Zimbabwe’s wildlife.”

- Mr. Fulton Mangwanya, Director-General of the Zimbabwe Parks and Wildlife Management Authority

ZIMBABWE - Matusadona National Park gets its name from the rolling Matusadona hills that form this unique, water-rich landscape. Flanked by Lake Kariba in the north, where the shoreline is guarded by elephant and magnificent drowned mopane trees, along with two perennial rivers (the Ume and the Sanyati) that are filled with hippo and tiger fish, this remote and rugged park is positioned to be restored as a wildlife gem. Proclaimed a national park in 1975, it was a conservation stronghold for elephant and black rhino, and a coveted tourism destination. But due to challenging times and a reduction in financial resources, Matusadona was not able to be adequately protected from human pressures seen across the country and continent. But thanks to the vision and foresight of Zimbabwe Parks and Wildlife Management Authority (PWMA), African Parks was invited into Zimbabwe in November 2019 to carry out its vision of revitalising Matusadona as a leading elephant and rhino sanctuary and reposition it as a leading safari tourism destination benefitting people and wildlife for generations to come.

BIODIVERSITY CONSERVATION - The first aerial count for Matusadona occurred in October. Due to adverse flying conditions, the mountainous southern half of the park could not be flown, but the survey resulted in a minimum count of 717 elephants, 473 buffalo, 3,993 impala and 1,169 hippos on the valley floor. Elephant, sable, roan, eland, buffalo and waterbuck were also spotted earlier in the month in the southern region, indicating that survey numbers are most likely higher. A study into the gill-netting success of fisherman using the Ume River systems began late in the year to understand the effects of their practices and to support the development of sustainable fishing strategies, especially for tiger fish in their spawning season.

LAW ENFORCEMENT - With 2020 being the first full year in operation, time was spent on recruitment and training to increase and better capacitate Matusadona’s ranger force, growing the team from 27 field-going rangers to 55 rangers in efforts to control





illegal activities both in the park and on Lake Kariba. There were more than 700 applicants, of which only 33 were selected to undergo the first basic field ranger training course. Technological advancements were made in the year, with the law enforcement team now using EarthRanger, GPS devices and Garmin inReach communication devices (an interim solution until the digital radio equipment can be delivered), and staff were trained in the use of digital data collection using SMART Mobile.

The most significant threats to the park are illegal fishing, gold-panning and commercial and subsistence poaching of elephant and buffalo. Over 2020, our law enforcement team carried out 554 arrests (470 for illegal fishing, with 169 fishing boats being confiscated), resulting in 347 paying fines and 87 convictions leading to sentences. An additional 84 arrests were made for illegal gold-panning, bush-meat poaching and other offences. Unfortunately, two elephants were poached but in the second case the ivory was recovered; 2,264kg of fish were confiscated, together with 53.8km of twine nets and 15.1km of cotton nets.

COMMUNITY DEVELOPMENT - The community manager was employed in September and immediately began engaging local stakeholders, including schools, health clinics, hospitals and

other Government-supported institutions in the four chiefdoms, to initiate the development of the Community Development Plan, which was drafted in December. These meetings also helped to sensitise communities to the presence and role of the Matusadona Conservation Trust. Three Environmental Education Officers were also recruited and will join the team in February 2021. A human-wildlife conflict monitoring system and mitigation programme was initiated to support the Nyaminyami Rural District Council in the reduction and prevention of conflict situations endured by communities surrounding Matusadona. Positive meetings took place with Musamba fishing camp and Luyando (Kings) fishing camps to discuss and implement sustainable fishing practices, reduce illegal actions, and enforce the boundaries of fishing zones, as well as implement stronger enforcement on permitting. These fishing cooperatives are legal and are entitled to harvest fish in the lake. However, they have often been overrun with illegal fishermen, reducing both the fishing successes of legal permit holders and undermining the concept of sustainable fishing cooperatives.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - The legal entity representing the park, the Matusadona Conservation Trust, was registered in June, following the signing of the trust deed at the Board meeting in March 2020, both

of which experienced delays due to the Covid-19 lockdown. Bank accounts were opened in August, which allowed registration from a tax perspective for employment to begin in September. A strong management team was recruited, with the addition of a Field Operations Manager, Financial Controller, Technical and Community Development Manager and the formal appointment of the Law Enforcement Manager. The Board of Trustees was appointed, and three board meetings were held. The Infrastructure Development Plan was completed and 45 technical staff were recruited. Workshop tools, vehicles and heavy machinery (a tractor loader backhoe and two tractors with dumper trailers) were purchased to support infrastructure upgrades. A larger speedboat (26-foot semi-covered boat), one transporter, two pontoons and two 22-foot rapid-response boats for law enforcement were also purchased. Office renovations at the Tashinga Headquarters began and will be finalised in early 2021. Preparation of the Law Enforcement Training Camp was established to host an initial 60 trainees and 11 support staff (including trainers and cooks). The road network required significant repairs and in October the hired contractor transported road-repair equipment (grader, wheeled loader, tractors and dump trucks) by ferry across Lake Kariba to start repairs on the main arterial roads.

TOURISM - Tourism numbers in Matusadona National Park were exceptionally low in 2020, understandably due to Covid-19 travel restrictions. Fortunately, the tourism operations in and around Matusadona were able to operate for local clientele during the latter half of the year, and were well supported by local tourists. Visitors to the park numbered just over 1,200 between the houseboat visits up the Ume and Sanyati and the lodges.

OBJECTIVES FOR 2021

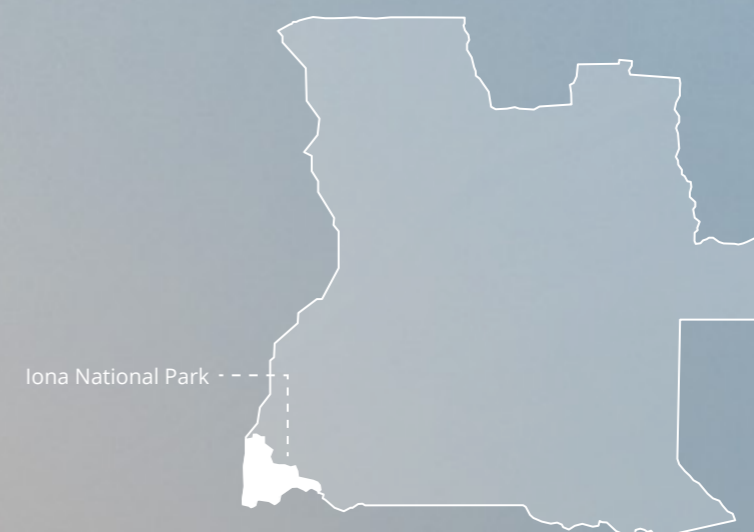
- + Implement the Community Development Plan with an active community outreach approach
- + Build field-going ranger unit by an additional 50 rangers once basic field ranger training is completed
- + Prevent elephant poaching through maintaining the territorial integrity of the park
- + Reduce illegal fishing within the fishing camps
- + Complete a black rhino reintroduction feasibility plan
- + Ensure concession agreements are executed, generating minimum gross revenue of US\$148,000



ANGOLA

GOVERNMENT PARTNER

The Angolan Ministry of Culture, Tourism and Environment (MCTA)
& the National Institute for Biodiversity and Protected Areas (INBAC)



IONA NATIONAL PARK

15,150KM² | AFRICAN PARKS PROJECT SINCE 2019

MAJOR FUNDERS

Oak Foundation, Stichting Natura Africae & The Wyss Foundation

A REHABILITATION AND REVIVAL



PARK MANAGER
Bruce Bennett

"Africa's unique yet fragile landscapes are under threat and must be adequately protected, but they can only be sustained long-term with the support of local people who live in and around these areas. Since 2017, Natura Africae has supported several parks under African Parks' management, with a core focus on community engagement and on improving livelihoods. We believe African Parks is making a real difference for the continent with their ambition to scale their conservation efforts, while being adaptable in a rapidly changing environment. We are excited about our partnership and our joint journey ahead for the benefit of the planet and all living species."

- Marc Verhagen, Co-Initiator and Board Member of Stichting Natura Africae

ANGOLA – Iona National Park is situated in the southwest corner of Angola in the oldest desert in the world. It is contiguous with the Skeleton Coast National Park in Namibia, which abuts Namib-Naukluft National Park, creating one of the largest transfrontier conservation areas on the planet. Combined, these three parks cover nearly 50,000km², of which Iona National Park spans almost 30%. With its vast landscape including a 160km Atlantic coastline, Iona was proclaimed a reserve in 1937 and upgraded to a National Park in 1964. However, the nearly four-decade-long tragic Angolan Civil War led to the eradication of the local rhino and elephant populations and caused much destruction to infrastructure and hardships for the local communities. But several other species held on. Viable populations of zebra, oryx and springbok remain, and there are remnant populations of cheetahs, leopards, and brown hyaenas. This special

ecosystem has high endemism, with many reptile, plant and bird species occurring only in this ecoregion. With this unique biodiversity, the Angolan Government saw the potential and the possibility that lies within Iona, of being one of the most extraordinary landscapes on the continent. That is why in December 2019, they invited African Parks to help them realise their vision and ensure that Iona supports healthy terrestrial and marine ecosystems to benefit local people long into the future.

BIODIVERSITY CONSERVATION – The drought continued throughout the year, negatively affecting the park's iconic ungulate species. Data collected on the mountain zebra population has provided valuable insight into their population structure, as well as the prevalence of zebra-donkey hybrids. Initial camera-trapping data revealed valuable information on Iona's wide-roaming



cheetah population, identifying key areas for future monitoring; and planning began for the collaring of cheetah and brown hyaena to understand their range, habitat-use and gain insight into possible conflict. Marine biodiversity is extremely rich given the mix of currents, which creates a vitally important place for the recovery of fish stocks in the region. To that end, first steps were taken towards establishing Angola's first Marine Protected Area, which would fall under African Parks' current mandate for Iona once completed.

LAW ENFORCEMENT - An existing force of 23 rangers was inherited from INBAC, our Government partner, where, after a minor reorganisation, a total of 19 remained available for active duty. Up to six rangers patrolled known hot-spot areas, and acted on information obtained through the Community Observer Programme. This group of rangers will be joined by at least 35 new recruits and senior leadership in 2021 to further improve law enforcement efforts. Comprehensive uniform and equipment were ordered to ensure that rangers are field-ready and able to withstand

the harsh desert conditions for multiple-day patrols. The addition of two new Land Cruisers was critical to improving patrol coverage.

COMMUNITY DEVELOPMENT - Working with communities both inside and outside of the park is essential to the long-term survival of this landscape. One of the greatest challenges is the unregulated human activities from settlements on the periphery and within the park, including the grazing of livestock, which are placing pressure on its ecosystems. The Park Administrator continued to build strong ties among local community leadership through interactive meetings and consultations, particularly within the OvaHimba community. Significant strides were made in establishing non-grazing zones closed to domestic livestock to reduce competition for grazing with wildlife and in getting local support from the Administrator of the Iona Commune inside the national park, who expressed support for limiting human impact within the park. Plans were also undertaken to develop a Community Outreach Strategy, which will be implemented starting in 2021.



↑ Iona contains a remnant population of around 15 - 30 cheetah © Milciades Chicomo & Pedro Monterroso for the SCIONA Project



PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Documentation supporting the creation of an Angolan entity to operate under was signed and submitted. The beginnings of a Park Management Unit were created with the appointment of the Park Manager, Field Operations Manager, Financial Controller and seconded Park Administrator, as well as a small team of administrative and technical staff retained to commence operations. A temporary office and residence were rented in Namibe, while work began on refurbishing and equipping the Espinheira Forward Operating Base.

TOURISM - Iona is currently the only Angolan national park open to tourism in Angola, but due to Covid-19, the park was closed through to September. There was an increase in visitor

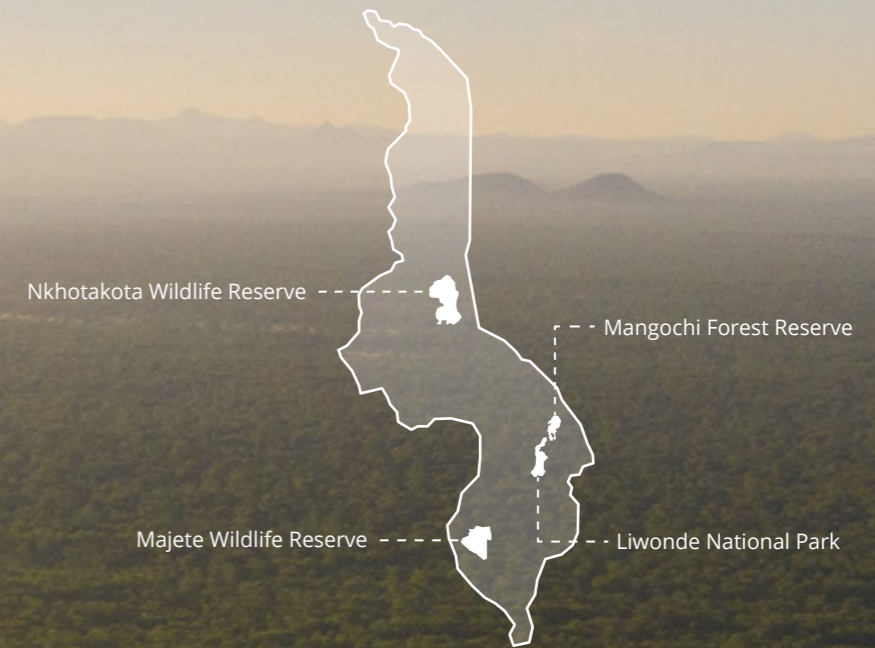
numbers at the end of the year as Government restrictions on travel were eased. Basic "park rules and regulations" were conceptualised to encourage responsible tourism and will be up for approval at the first Steering Committee meeting in 2021.

OBJECTIVES FOR 2021

- + Complete legal registration of an NGO within the Republic of Angola
- + Recruit & get 35 new rangers operational
- + Develop a 3E+ Community Outreach Strategy & integrated Land-Use Plan
- + Begin construction on the Pediva Headquarters & shift the base of Operations from Moçâmedes into the park
- + Produce & approve a Tourism Development Plan

MALAWI

GOVERNMENT PARTNER
Malawi Department of National Parks & Wildlife (DNPW)



MAJETE WILDLIFE RESERVE

715KM² | AFRICAN PARKS PROJECT SINCE 2003

MAJOR FUNDERS

People's Postcode Lottery, UK Foreign, Commonwealth & Development Office (FCDO),
US Department of State, WWF Belgium & The Wyss Foundation

LIWONDE NATIONAL PARK & MANGOCHI FOREST RESERVE

903KM² | AFRICAN PARKS PROJECT SINCE 2015

MAJOR FUNDERS

People's Postcode Lottery, UK Foreign, Commonwealth & Development Office (FCDO),
US Department of State, WWF Belgium & The Wyss Foundation

NKHOTAKOTA WILDLIFE RESERVE

1,794KM² | AFRICAN PARKS PROJECT SINCE 2015

MAJOR FUNDERS

People's Postcode Lottery, UK Foreign, Commonwealth & Development Office (FCDO),
US Department of State, US Forest Service, WWF Belgium & The Wyss Foundation

OUR POINT OF ORIGIN



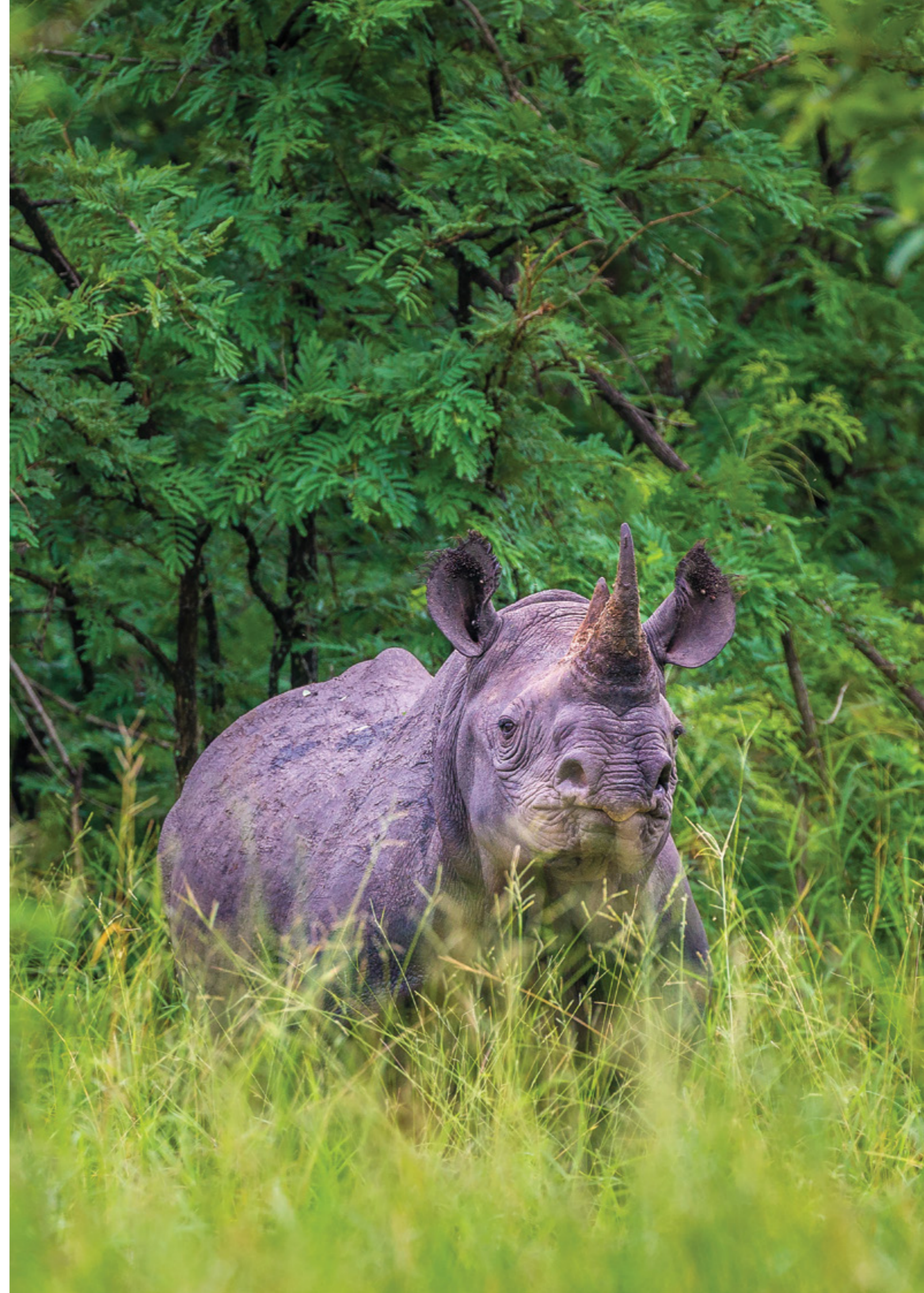
PARK MANAGER
John Adendorff

"We're extremely proud of the progress achieved with our partner African Parks for the conservation and the enhancement of our protected areas in Malawi. By restoring our natural heritage, in concert with economic development, we're providing a sustainable future for both wildlife and people in our country."

- Director of the Malawi Department of National Parks and Wildlife, Brighton Kumchedwa

MALAWI – Majete Wildlife Reserve was the first park to fall under the African Parks portfolio and its transformation offers a living story of hope and rejuvenation. In 2003, the Malawi Department of National Parks and Wildlife (DNPW) partnered with African Parks with a joint vision of transforming this small but important reserve for the benefit of people and wildlife. Given Majete had suffered from decades of poaching, had only 12 employees and delivered little to no benefit for the local communities, it was here that the African Parks model was put to the test. In 2003, we began a series of reintroductions, starting with rhinos, elephants in 2006, lions in 2012, and a host of other animals, including giraffes and cheetahs in just the last two years. Altogether, more than 3,200 animals from 16 different species were brought back to Majete, restoring its mammal diversity and making it Malawi's premier wildlife destination. Besides serving as a recognised safari destination, today Majete employs over 769 full- and part-time local people and delivers essential services through education, healthcare and investments in local enterprises.

BIODIVERSITY CONSERVATION - The results of the 2020 aerial census for large animals showed a significant increase since 2015, up from 8,848 animals to 11,500, with elephants, rhinos, buffalo, waterbuck and Lichtenstein's hartebeest all experiencing growth. Two rhinos were fitted with transmitters and two new calves were documented for the year. The lion population grew to 24 (up from 18 last year), 10 of which are now collared in order to track their movements. As part of our country-wide cheetah restoration project in collaboration with the Endangered Wildlife Trust, two female cheetahs were translocated from Pilanesberg National Park in South Africa. To aid in boosting genetic integrity, one male cheetah was moved to Liwonde National Park and in return a male and a female cheetah were moved from there to Majete. The total number of cheetahs in Majete is now seven – three males and four females. With assistance from the local community, nine live pangolins, two Zambezi shelled terrapins and 10 hedgehogs, which were all seized from illegal traders, were successfully released into the reserve.





LAW ENFORCEMENT - The Majete rangers continued their exceptional 18-year track record of not losing one rhino or elephant due to poaching since their respective reintroductions to the reserve in 2003 and 2006. Our law enforcement team of 39 rangers in the field carried out 6,028 patrol man-days and 132 long patrols, resulting in 28 arrests and 17 convictions. The highest sentence was six years in jail for the poaching of a greater kudu bull. Forty-three illegal wildlife-poaching tools were confiscated, including 36 snares, one muzzle-loader and six gin traps, along with 32kg of ivory either coming from outside the park or taken from elephants that died naturally, and were handed to DNPW. Numerous training sessions were conducted for staff, including intelligence standard operating procedures; advanced tactical skills; wildlife poisoning response; and management toolkit training. The park also held a training workshop for prosecutors, investigators, border control and mainstream offices to aid in preventing the illegal wildlife trade. We also commenced with the first phase of dog-handler selection in preparation for the introduction of K9 units in 2021. The toll-free community hotline launched in Malawi's parks in 2020 has been received very positively, with the Majete community regularly reporting information about potential poachers and other wildlife crime.

COMMUNITY DEVELOPMENT - With funding from the UK's Foreign, Commonwealth & Development Office (FCDO), Majete strengthened various income-generating activities. With 792 trained beekeepers now in Majete, 60 were provided with 120 hives in 2020. Over 220 moringa farmers, 30 poultry farmers and 36 fish farmers were trained over the year, with 60% of all trainees being women. We remain committed to sustainable agricultural practices and installed a solar-powered irrigation system in Mwanza, benefitting over 50 households. Majete contributed to community health services through support of the mobile clinics by providing fuel to reach remote communities. Combined with support from our health surveillance assistants, 15,220 people from the park's boundary-zone communities were able to access health services. The reserve supported 107 disadvantaged secondary school and university students with scholarships. The Majete Wildlife Reserve Association (MWRA) is an active community association responsible for community development and is made up of six traditional authorities around the park. This association is key to our community success story as members actively play a role in day-to-day decisions. In 2020, they implemented the Goats Pass-on Project to selected villages, benefiting 100 households.

And for the first time, the MWRA coordinated and managed a tree-planting initiative (previously run by Majete), in which local communities and schools around the reserve planted 16,735 trees.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - To aid in preventing human-wildlife conflict, approximately 25km of a predator-proof game fence was upgraded, replacing wooden fence posts with steel posts. Seventy-five percent of the entire 144km fence has now been upgraded. Majete's tourism infrastructure was enhanced with refurbishments to Thawale Lodge, the Mwembezi Restaurant and the heritage block that forms part of the welcome centre. Signage was placed on all tourism roads, incorporating GPS locations and directions to other localities. A new tourism road was built to divert traffic from where the Shire Valley Irrigation Project is being built. Our staff infrastructure was also expanded, with a duplex ranger house built at Mathithi and a tourism house at Thawale. Maintenance was completed on all the existing ranger houses and the Phwadzi ranger outpost, and the research camp was also upgraded. An electric game fence was placed at Kapichira Falls to isolate the irrigation project from wildlife. A new stainless steel fuel trailer was purchased, improving control and delivery of fuel to the reserve.

TOURISM - In January and February of 2020, Majete outperformed any previous years' tourism figures. However, in March the coronavirus pandemic led to the mass exodus of expats living in Malawi, along with the international tourism trade coming to a grinding halt. Majete saw only 7,220 visitors in 2020, of which 64% were national citizens, 32% were residents and 4% were international visitors, constituting an income of US\$270,609 (almost 50% lower than 2019). Since African Parks reassumed control over Thawale Lodge in June, it has been a popular weekend destination for Malawian citizens (and has been the largest gross income earner in the tourism sector). The revamping of the Nakamba hide has made it a popular sleep-out venue for campers and a revised reserve map has been developed for guests self-driving in the reserve.

OBJECTIVES FOR 2021

- + Maintain effective law enforcement resulting in zero loss of rhino & elephant
- + Upgrade 30km of predator-proof fencing
- + Deliver on Honey with Heart project, producing 2,000kg of honey
- + Introduce three black rhinos, six wild dogs & 14 giraffes
- + Train two youth groups to acquire skills in maintaining IT & electrical appliances



A METAMORPHOSIS



PARK MANAGER
Craig Reid

MALAWI - Liwonde National Park has experienced a significant transformation in just five years. When the Malawi Department of National Parks and Wildlife (DNPW) chose to partner with African Parks in 2015, the mission was clear: transform the park into a secure wildlife haven and realise its full tourism potential. Although many years of poaching and deforestation had taken their toll and human-wildlife conflict was rife, Liwonde has re-emerged as perhaps the most sought-after wildlife destination in the country. This relatively small yet richly biodiverse national park set a benchmark for ambitious restoration initiatives which, in just a few short years, have helped to re-establish key species and healthy ecosystem processes. In 2016, one of the largest elephant translocations in history commenced, relocating 366 elephants to alleviate pressure on Liwonde's habitat, reduce conflict and repopulate Nkhotakota Wildlife Reserve. Cheetahs were reintroduced in 2017 and lions in 2018, followed by the largest single translocation of black rhinos from South Africa in 2019. In 2018, the Government of Malawi extended our mandate to incorporate the contiguous Mangochi Forest Reserve, ensuring the protection of this significant 358km² forest and water-catchment area. Liwonde has become a hub of technological innovation for conservation and a source of benefits for local communities, ensuring that alongside its ecological recovery, people's lives are also transformed as a result of the security and economic opportunities the park provides.

BIODIVERSITY CONSERVATION - The bi-annual aerial survey counted over 17,000 animals, demonstrating

a steady increase on the 16,000 counted in 2018 and the 13,000 counted in 2016, with population growth observed across key species. Sable numbers are above 1,000; waterbuck over 6,600; buffalo over 1,300; hippo at 2,500; and elephant just short of 600. The black rhinos introduced from South Africa in 2019 have acclimatised well, with four new calves born in 2020, two of which were from newly introduced animals. One of the first cheetahs born in Liwonde (and in all of Malawi for at least 20 years) has successfully raised a litter of three cubs. Nine cubs were born this year: six from a previously introduced female and the other three from the Malawi-born female. As part of an inter-park translocation to boost Malawi's metapopulation, a male and female cheetah were moved to Majete Wildlife Reserve in exchange for a single male, bringing Liwonde's total cheetah population to 19. Natural lion-pride dynamics resulted in the two oldest male lions and seven cubs being killed by younger male lions. The eight remaining adult lions are in excellent condition and multiple mating events have been observed. In an effort to boost the park's hyaena population, six animals were reintroduced from a private property in Kasungu, bringing the population to about 25. Since the restoration of predators to the Liwonde system, large groups of vultures from six different species have become a common sight and, notably, at least four vulture breeding events were recorded in the park for the first time. Satellite tracking confirmed that tagged vultures are moving regularly between Liwonde and Majete. Continued seizures of pangolins from the illegal wildlife trade led to numerous releases in the park, now totalling 25 since 2015.

→ A pangolin is released into the wild after being retrieved from the illegal wildlife trade © Wesley Hartmann





LAW ENFORCEMENT - Thanks to the sustained efforts of Liwonde's law enforcement team, not a single elephant or rhino was poached in 2020 and it has been nearly four years since the last poaching event of a high-value species. The team, consisting of 58 field rangers, conducted 16,345 field days in 2020, leading to 224 arrests and 34 convictions. Rangers confiscated 217 items of fishing equipment, 173 items of hunting gear, and recovered 4,045 snares – an all-time low and a drastic reduction from the 15,667 snares recovered in 2016. Technology continues to be a major asset to the law enforcement team, which receives live visualisations of tracked assets in the park via data integrated from transmitters using the long range (LoRa) network and Vulcan's EarthRanger software. The ultralight aircraft also continued to play a pivotal security role, enabling multiple weekly VHF monitoring flights. Key species fitted with active tracking devices currently include six elephants, five cheetahs, three lions and 10 rhinos. All rangers received refresher training through a monthly retraining cycle.

COMMUNITY DEVELOPMENT - Reducing human-elephant conflict continued to be a priority for the park. These incidents were mitigated by the further modification of 30km of boundary fence and the establishment of Community Human-Elephant Conflict Committees in key areas. These resulted in a significant reduction in breakout rates and associated damages, with rates the lowest since 2016. We continued to invest in the development of

income-generating activities through which 625 bee farmers are participating in the Honey with Heart project, producing 2,247.5kg of honey, all of which was sold. Additional processing capacity was established to account for growth in the volume of honey. A new enterprise initiative, called Spicy Farmers, aims to grow 30 hectares of chilli peppers on a section of the park boundary to deter elephants that break out and mitigate conflict while providing a source of income for farmers. The Goat Pass-on Project, addressing protein needs in communities, supported 548 livestock farmers on an ongoing basis. With the addition of a new irrigation project, a total of 448 irrigation farmers are now supported by the park. In educational development, Liwonde awarded 78 scholarships, supported 32 schools, constructed three classroom blocks and teachers' housing and procured additional books and materials for the Happy Readers literacy project. Thanks to our partnership with Americares, two health centres were rehabilitated and personal protective equipment (PPE) was provided alongside our roll-out of community sensitisation around the Covid-19 pandemic. With assistance from Americares, our investment in healthcare facilities during the year helped to treat 65,497 people, either through mobile clinics or park-supported hospitals, and 1,900 adult community members benefitted from reproductive health and family planning. A new partnership with GiveDirectly, a cash aid organisation, resulted in 1,672 beneficiaries receiving a total of US\$667,026, providing direct aid to support impoverished communities.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Both Liwonde and Mangochi saw progress in upgrading and implementing core infrastructure. Accessibility was improved for tourism and management purposes, with the grading of 228km of roads, the creation of 6km of new roads in Mangochi, bridges built and drainage pipes installed. Progress on Mangochi's new fence saw 19.3km erected, while the remaining 30km will be completed early next year after agreement on the boundary is settled with affected local communities. Several upgrades were made to staff accommodation, including the construction of a new house for the Financial Accountant and the fitting of additional kitchen and bathroom units at several ranger camps. We built seven new camps on the Mangochi boundary for staff tasked with the monitoring and maintenance of the fence. The law enforcement control room was upgraded, expanded and fenced, with full biometric access control to ensure its security and optimal functionality. At year-end, the park had 231 full-time staff.

TOURISM - Tourism was disrupted by Covid-19 restrictions, resulting in a drastic reduction in visitors, from 23,100 in 2019 to just 8,800 in 2020. This affected

income for the year, which was only US\$136,368, compared to US\$467,515 in the previous year, although we were encouraged by the number of local and resident visitors to Liwonde. Chimwala Bush Camp opened its doors to provide a safe place during the pandemic for visitors to experience a secluded holiday. With its exceptional wildlife sightings, the camp found popularity and, with all weekends booked from May to December, it contributed US\$20,832 towards park revenue. The Tourism Development Plan was completed and approved by the Board. New tourism development options will be open for expressions of interest by operators in 2021.

OBJECTIVES FOR 2021

- + Continue reduction in human-elephant conflict
- + Introduce leopard & wild dog
- + Complete key infrastructure in Mangochi Forest Reserve
- + Initiate development of additional tourism concessions in both Liwonde and Mangochi
- + Maintain our record of no losses of key species in recent years
- + Advance community livelihood projects, including Honey with Heart and Spicy Farmers



A PROMISE OF RESTORATION



PARK MANAGER
Samuel Kamoto

MALAWI - In the shadow of the Chipata Mountain lies Nkhotakota Wildlife Reserve, the oldest and largest reserve in Malawi – a 1,794km² landscape of dense canopy woodland intersected by three major rivers leading to Lake Malawi. After years of poaching reduced its elephant population from 1,500 to a mere 100, the Government of Malawi made the decisive choice to shift the trajectory. In 2015, the Malawian Government invited African Parks to enter into a long-term agreement to manage Nkhotakota, and to assist the Department of National Parks and Wildlife (DNPW) in carrying out a new vision for the park and the communities surrounding it. It is in this vast intact woodland that one of the world's largest wildlife restoration initiatives transpired, introducing almost 500 elephants and 2,000 other animals over 2016 and 2017 to boost Nkhotakota's populations. Security improved with a well-trained and resourced law enforcement team and community programmes were initiated. Today, a range of sustainable livelihoods projects are being rolled out, thousands of students are benefitting from educational support and outreach, including the provision of scholarships to hundreds of students, and partnerships are being leveraged to support local health clinics. As life returned to this reserve, a new chapter has begun to unfold, bringing the opportunity to reinvigorate tourism, generate revenue and build long-lasting value for local communities.

BIODIVERSITY CONSERVATION - Monitoring wildlife remains foundational to our efforts to ensure greater security for key species and for people around the reserve. In 2017, we fitted 10 satellite/GPS collars and in 2020 we added 10, bringing the number of elephants monitored to 20, enabling teams to track their movements and mitigate human-wildlife conflict. To enhance the surveillance of wildlife activity and vegetation changes in the landscape, 210 monitoring plots were established with support from the US Forest Service. Located throughout the reserve, each plot is monitored annually using a camera trap, fixed-point photography (photographing the same point at regular intervals), and via vegetation surveys. Data were retrieved from 150 cameras, with initial observations indicating good numbers of honey badger, serval, civet and aardvark, in addition to numerous species of antelope and the first photographic evidence of leopard and red duiker since 2015. The data have been shared with the US Forest Service for further in-depth analysis.

LAW ENFORCEMENT - The law enforcement team continued to see a reduced level of poaching in 2020, with only one elephant death recorded – the lowest number in four years. Our team of 42 rangers carried out a total of 4,528 patrol man days, resulting in the confiscation of nine firearms and 77 illegal fishing nets, the removal of 1,686 snares and seven pit traps,





and 44 arrests that led to 28 convictions. The law enforcement team spent a total of 206 man-days responding to elephant breakouts – a decrease on the 750 days in 2019, indicating that human-wildlife conflict issues, while very present, are declining. Lastly, we conducted 542 specialist ranger training days, which involved investigations and information gathering, field tactics, medics, setting up camera traps and physical fitness.

COMMUNITY DEVELOPMENT - While Covid-19 triggered school closures twice over the year, we continued to invest in educational outreach and development activities. This involved supporting the 76 wildlife clubs around the park, conducting 14 environmental educational outreach missions to reach 1,159 students, and extending our scholarship programme to 216 secondary school and university students. We built a school block and refurbished six teachers' houses, provided monthly allowances to five teacher volunteers, and broadcast a weekly community radio programme about conservation. Two hundred and sixteen students visited the park free of charge, and two schools participated in a litter-collection campaign. Through our partnership with Book Aid, the park received 21,000 books for distribution to the 70 schools bordering the park. Enterprise development is another crucial aspect of

our work in generating meaningful and sustainable benefits for the more than 100,000 people who live around the reserve. A total of US\$59,470 was invested in a range of income-generating activities, including beekeeping, the Goat Pass-on Project to address protein needs, small-scale irrigation farming, and wild-mushroom harvesting. By year-end, 656 beekeepers were participating in the Honey with Heart project, with 456 hives installed and 737.4kg of honey harvested. In addition, 561 people benefitted from Nkhotakota's Resource Use Programme, sustainably harvesting palm fronds, thatch grass, bamboo, reeds, mushrooms and medicinal plants. For the first time, a family planning project was rolled out in partnership with Banja La Mtsogolo, a leading national NGO in reproductive health, which provided services at 10 community clinics. We also continued to support training on trypanosomiasis for staff at local hospitals. Our team drilled boreholes in 10 villages to provide them with safe potable water, and supported the planting of 49,946 tree seedlings in schools and communal areas.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Several key infrastructural projects were achieved in 2020, with a priority being the completion of the perimeter fence to minimise human-wildlife conflict. We erected 42km of fencing

during the year, completing the entire perimeter up to the Dwangwa River boundary. Having removed some of the original sanctuary fence, wildlife previously restricted to the southern sanctuary are able to move freely throughout the park. To increase accessibility for management and to enhance the tourism experience, 59km of new roads and tracks were created, particularly in the northern section. The construction of a house at Bua for the Technical Manager and an office and radio room at Kaludwe Ranger Camp were completed, while construction commenced on a new ranger camp in the west of the reserve, which is intended to accommodate eight rangers along with their families. A safe and effective refuse disposal facility containing an incinerator was also built.

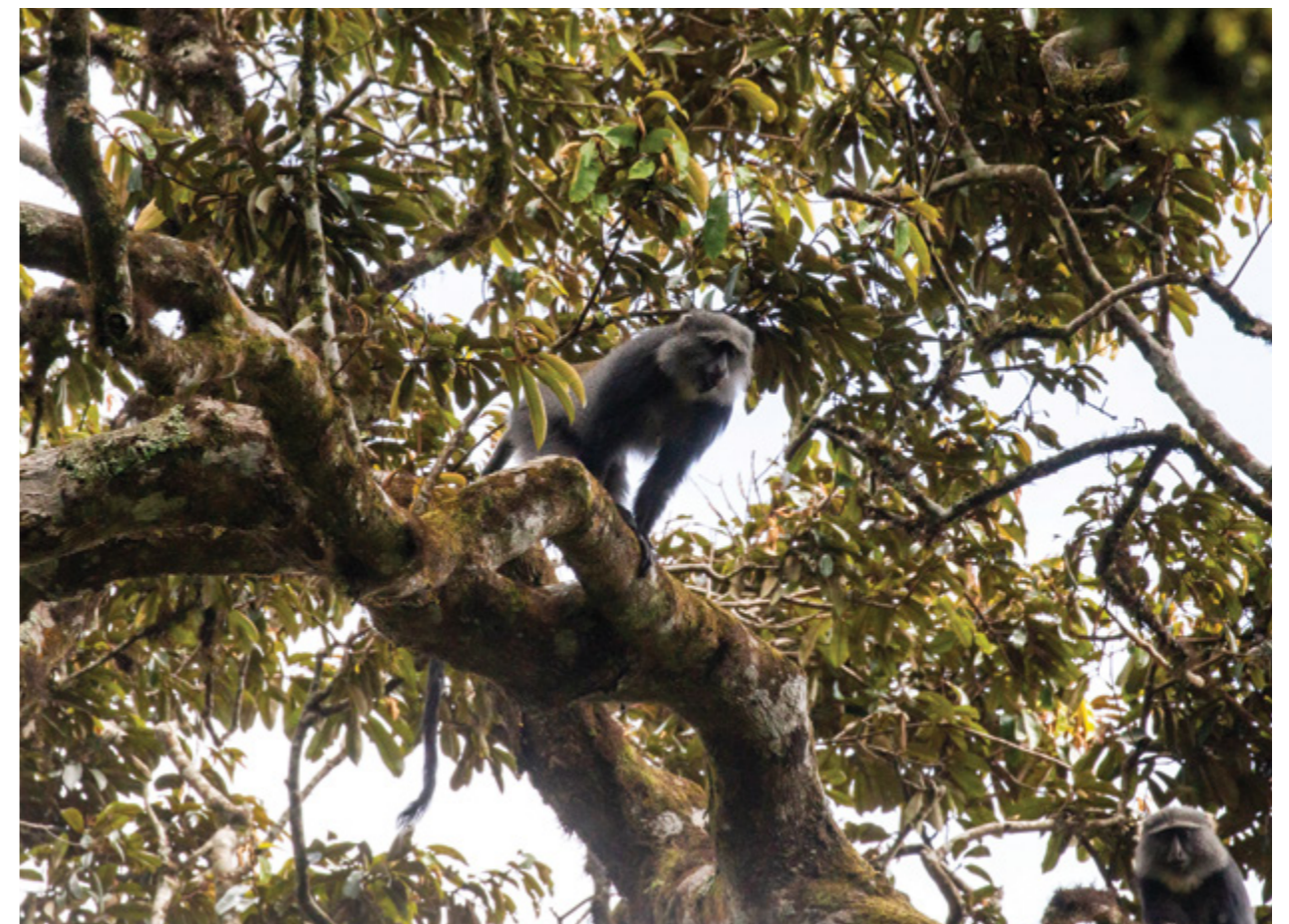
We have a total of 135 permanent employees, 133 of whom are nationals, and 150-200 casual employees every year.

TOURISM - Nkhotakota generated US\$8,519 in tourism revenue collected from gate entry, guided walks and the reserve's Mphatso Coffee Shop. The reserve received 1,078 visitors, of which 520 were non-paying, including Government officials,

community members and schoolchildren. Figures were only slightly down from 2019 (during which US\$15,801 was generated from 1,195 visitors) due to the Covid-19 pandemic, and indicate an encouraging upward trend. A new game-viewing hide on the Bua River was constructed and a new tourist road leading to a scenic viewpoint on the Kaombe River was created. In addition, we opened an 8km road network for tourists and can now offer ranger-guided day walks.

OBJECTIVES FOR 2021

- + Achieve a 50% reduction in the number of illegal activities within the park
- + Implement additional viable income-generating projects, increase honey production to 1,500kg & ensure effective community engagement
- + Complete & implement a comprehensive Tourism Development Plan (TDP)
- + Reduce elephant breakouts and conflict
- + Establish accurate population estimates for key species
- + Develop & implement a clear Government-mandated project plan for the protection of lake salmon



A troop of blue monkeys in Nkhotakota's forest canopy © Daniel Nelson ↑

ZAMBIA



LIUWA PLAIN NATIONAL PARK

3,369KM² | AFRICAN PARKS PROJECT SINCE 2003

MAJOR FUNDERS

Rob and Melani Walton Foundation, Stichting Natura Africae, US Department of State, WWF The Netherlands & WWF Zambia

PARTNERS

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

BANGWEULU WETLANDS

6,645KM² | AFRICAN PARKS PROJECT SINCE 2008

MAJOR FUNDERS

Rob and Melani Walton Foundation, Stichting Natura Africae, US Department of State, WWF The Netherlands & WWF Zambia

PARTNERS

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

A COLLABORATIVE VISION



PARK MANAGER
Deon Joubert

"It is essential that we invest in the protection of our wildlife and enhance the infrastructure for tourism. Having worked together for 18 years, we believe that African Parks is a partner who can help us to actualise these parks' potential in contributing to the economy and the wellbeing of our people."

- Minister of Tourism and Arts, Hon. Ronald K. Chitotela

ZAMBIA – Liuwa Plain National Park has one of the oldest conservation histories in Africa, dating back to the 19th century, when the King of Barotseland appointed his people as custodians of the landscape. However, by the early 2000s, decades of unsustainable use, poaching and human-wildlife conflict had resulted in a steep decline of wildebeest and zebra, the grasslands were threatened by agriculture, and just one lonely lioness remained. In 2003, African Parks was invited by the DNPW and the BRE to join them in helping ensure the King's legacy. In 2008, we began a series of lion reintroductions, followed by eland and buffalo, providing a healthy prey base for the growing predator populations. As a result of effective law enforcement, poaching levels subsided and community land-use plans were implemented, along with sustainable fish harvesting and other community projects, providing alternative livelihoods for local people. Today, the park hosts the second-largest wildebeest migration in Africa and is a stronghold for hyaena, cheetah and lions, as well as being an important bird area. Besides this wildlife spectacle, the park is the largest employer in the region and provides critical educational and health benefits to Liuwa's community members. Liuwa supports 29 schools within the park, and over 4,000 local farmers to improve food security and strengthen community resilience to climate change. With more than 12,000 people legally living in the park, Liuwa is a demonstration of human and wildlife synergy.

BIODIVERSITY CONSERVATION - July marked the annual aerial census documenting 31,956 wildebeest, 4,160 zebra, 358 tsessebe and 189 buffalo, showing a marked increase over 2019 numbers. Our long-standing partnership with the Zambian Carnivore Program (ZCP) saw the continued monitoring of 243 different hyaenas within 12 clans, of which 19 adult females are collared and 46 new cubs were recorded. Twelve cheetahs were monitored and, for the first time, an individual was documented moving between Zambia and Angola, providing new insights into the transboundary nature of this population. The small but growing lion population increased in May with the birth of three cubs, which successfully integrated into the pride. Two sub-adult males formed a coalition and left the pride, roamed widely across the park and into the surrounding Game Management Area (GMA), where they were unfortunately involved in human-wildlife conflict resulting in the loss of cattle. Considerable efforts were made to sensitise communities and assist with preventative measures to protect their livestock and keep lions away from human settlements. Three lions were recollared and one female was newly collared.

LAW ENFORCEMENT - Voster Mweene was promoted to serve as the new head of law enforcement, where he oversaw Liuwa's team of 64 rangers, conducting 12,423 field days, with 39 items of ammunition and 41 snares confiscated. A total of 62 arrests were





made, in collaboration with Wildlife Crime Prevention, which led to 60 convictions. Forty-eight animals were poached within the park and GMA, almost double from 2019, most likely a result of the drought coupled with the pandemic. Two pangolins were confiscated from outside Liuwa and safely released into the park. Two community scouts completed an intensive guiding course in the Lower Zambezi National Park.

COMMUNITY DEVELOPMENT - The food-relief programme continued from 2019 into June of 2020, whereby 600 of the most vulnerable families were provided with maize to see them through one of the worst droughts in recent decades. Seventy-one new scholarships were awarded to schoolchildren, bringing the total number of children fully supported up to 185. Libonda Secondary School received 32 new ZEDuPads (a pre-loaded solar tablet with thousands of lessons in multiple languages) and a projector specifically for Information and Communication Technology which is being promoted by the Government. All 29 schools in the park and its immediate surroundings were supported with Covid-19 PPE and wash stations worth US\$2,000. Food rations for boarders were increased, assisting 600 children in total. The park's relationship with the local community is critical to its long-term

survival and to that end, 209 community meetings were held throughout the year with a key focus on Covid-19 prevention measures, overall human health, and human-wildlife conflict. The Jumpstart Project continued to have a positive effect on local communities by doubling the number of farmers active in conservation agriculture from 1,558 in 2019 to 4,172 in 2020 and supporting 4,292 community members in enterprise development. Thirty-one students graduated from a vocational training programme where they are now interning within the park in their respective trades. The construction of the mango-processing facility was completed and became operational — the park will buy mangoes from community members to be dried and sold, with funds raised going back to the community. The number of bee farmers doubled from 60 last year to 120, and 775 beehives were deployed in the park.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - The Predator Management Plan was validated after an extensive stakeholder process and saw DNPW, the BRE, ZCP, WWF and the local district council coming together to develop the document, which focuses on the ecological, social and financial impacts of predators. The plan will

be signed off by the Zambian Government early in 2021. Park infrastructure made significant headway, with the completion of phase two of the new headquarters. Law enforcement teams were able to operate from the new offices and barracks mid-year. Management houses, a general staff village block, a new aircraft hangar and the new administrative office were also completed, with almost all staff operating from this new headquarters by the end of 2020. One house was built for Induna Kaongolo, bringing the total number of houses built for the park's Indunas (or Chiefs) to 10.

TOURISM - As a result of the Covid-19 pandemic, the park saw a 57% reduction in the number of visitors from 2019, amounting to 493 paying guests, of which 285 were campers, 134 were day visitors and 74 were visitors to King Lewanika Lodge. The tourism revenue generated was US\$164,136, a 38% reduction from the previous year. Liuwa hosted BBC film crews that were filming for *Dynasties Two*, a documentary

nature series. Back in 2004, the park had few visitors and just a basic tourism infrastructure. Today, it has well-managed community campsites, a five-star lodge and a new self-catering camp. The park is largely dependent on tourism as its primary revenue stream. The path ahead inevitably involves the development of the park's commercial infrastructure, with a goal set for revenue generation to contribute 20% to the operational budget by 2024.

OBJECTIVES FOR 2021

- + Provide security to wildlife & communities in the park through the execution of the Predator Management Plan
- + Restore & manage the biodiversity of the park to natural levels including the restoration of species that are locally extinct or rare
- + Increase tourism revenue
- + Generate revenue from natural & wildlife resources



HORIZONS OF HOPE



PARK MANAGER
Jonathan Chisaka/Phil Minnaar

ZAMBIA – Bangweulu, meaning “where the water meets the sky”, is an apt name for one of Africa’s most important wetlands. This community-owned protected area is not just a life source for wildlife, such as the endemic black lechwe and hundreds of bird species (including 10% of the world’s wattled cranes) but also for the 50,000 people who live here. Bangweulu is unique in that it is made up of Game Management Areas (GMAs) where local communities have retained the rights to sustainably harvest its natural resources. Due to pressure on Bangweulu’s wildlife and fish stocks, in 2008, six Community Resource Boards and the DNPW entered into a long-term agreement with African Parks to deliver on a shared vision to sustainably manage and protect their natural assets. Over the last 12 years, with high compliance from communities, poaching has been reduced considerably, resulting in the recovery of fish stocks, a dramatic increase in the numbers of black lechwe and tsessebe and the historic return of the African cheetah. In addition to creating a more sustainable landscape providing food security for local residents, this collaboration between the Government, communities and African Parks has resulted in improved access to education, healthcare, employment and other sustainable enterprises. While progress here has been on an upward trajectory, we

were devastated by the untimely loss of Bangweulu’s Park Manager, Jonathan Chisaka, who passed away on July 18th. Jonathan was a key figure in Bangweulu for over 11 years and he has left lasting contributions for both people and wildlife in this extraordinary landscape.

BIODIVERSITY CONSERVATION - Bangweulu is designated as an Important Bird Area by BirdLife International and is a RAMSAR Wetland of International Importance. The area hosts more than 430 bird species, including the critically endangered shoebill stork, which is a flagship species in the park. The Shoebill Management Plan was revised in 2020 after a successful aerial survey recorded newly identified shoebill habitat. The ongoing monitoring programme for this rare species, threatened largely by the illegal pet trade, covered three chiefdoms and brought the total number of recorded nests to five. These nests are monitored by 10 shoebill guards and in 2020 six chicks hatched and fledged. In addition to the birdlife in Bangweulu, carnivores such as the spotted hyaena, side-striped jackal and serval are all present and a reduction in poaching means their populations are on the rise. The buffalo population has increased to over 450 individuals with numerous calves. The tsessebe population has grown from 700



in 2018 to over 2,000, while the sable population increased to a total of 50 since their translocation in 2017. Black lechwe numbers continue to increase, with a population of 36,635 within these wetlands.

In an exciting end to 2020, three cheetahs were successfully reintroduced to Bangweulu from South Africa, with two more to follow in 2021. This was a collaborative effort between the Government, the Endangered Wildlife Trust, Ashia Cheetah Conservation and National Geographic. Their return after an almost 100-year absence is a testament to the support from the Community Resource Boards and a strong desire to enhance nature-based tourism in the region.

LAW ENFORCEMENT - Bangweulu's law enforcement team grew, with 34 newly trained recruits. Now consisting of a total of 88 rangers, the team conducted 16,080 ranger days. Fifty-eight snares were confiscated and 50 arrests resulted in 31 convictions. The Namashitu forest law enforcement camp was established to provide better protection and improved monitoring of buffalo and tsessebe breeding groups. The old Mukanga hunting camp was reconstructed into an effective law enforcement camp for the protection of the ecologically sensitive Lumbadwa area, which is significant for shoebills and sitatunga. The Mpelembe law enforcement station was opened with five newly built houses, and the DNPW office block was renovated. Law enforcement boats and motors were upgraded,

and radio communications are now fully operational, providing critical coverage over the entire landscape. EarthRanger, an online software platform used for recording law enforcement and wildlife data, is now fully operational.

COMMUNITY DEVELOPMENT - Bangweulu is a community-owned ecosystem where strong community engagement is essential for long-term sustainability. Our mobile health outreach was supported by the Ministry of Health and reached 811 people. In October, representatives from all six chiefdoms took part in training workshops on issues of sexual and reproductive health. In collaboration with the Ministry of Health, 15 rural health posts dealing with family planning, HIV and reproductive health were installed in areas with limited access to services. A rural health centre was also constructed in Chiundaponde. In addition to conducting environmental education for approximately 1,100 children, financial support was provided to 15 schools in Bangweulu. This included the purchasing of desks and the construction of staff housing and classroom extensions, as well as the launching of the new Bangweulu School Bursary supporting an initial 32 students for the year.

Bangweulu's enterprise development initiatives showed promise, with 721 community members directly involved in activities such as beekeeping, with 1,845 new hives installed, while village



↑ Three cheetahs were released into Bangweulu Wetlands in December 2020 © Andrew Beck



action groups helped establish chicken- and goat-rearing projects. As part of the Umuganda activity, 200 trees were planted for a community orchard on land set aside by the Chiundaponde Village headperson. To support the Government of Zambia's Covid-19 prevention and awareness-raising efforts, we partnered with WWF-Zambia and assigned a community development facilitator to assist with outreach and sensitisation initiatives. And lastly, to celebrate Jonathan Chisaka's legacy, an annual memorial soccer tournament was held, a bittersweet but memorable event for all who attended.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Our law enforcement infrastructure was upgraded and we built two new housing units in the Kabinga chiefdom. The Kopa and Chiundaponde law enforcement housing and office block underwent maintenance, with the installation of solar energy for both the office and the Station Commander's house. Fifty kilometres of the Chiundaponde-Mpelembe road was upgraded to provide easy access for law enforcement vehicles. The bridge over the Lulimala river was finished, shortening the diversion in the rainy season by 19km. All waterways were opened for law enforcement boats to conduct needed patrols, while also providing easy access for community facilitators to hard-to-reach communities.

TOURISM - The Bangweulu Wetland Management Board signed an agreement with Remote Africa Safaris for the lease of the Shoebill Island Camp. The Kayeshi Hunting Camp was upgraded, whereby the traditional grass huts were replaced with canvas tents with new bathrooms and hot water. A new lounge, kitchen and fireplace were also constructed. Three new chalets were built at the Nsoke Community Camp, while refurbishing and upgrades were completed for Nkondo camp and both the Inja and Chimbwe runways. Tourism numbers were extremely limited but, despite travel restrictions due to Covid-19, the park received 16 self-drive visitors and a total of 19 international visitors. The total income generated by the park was US\$88,799, just 24% of 2019's income.

OBJECTIVES FOR 2021

- + Strengthen the integrity of the management mandate
- + Ensure effective law enforcement presence and control throughout the GMA
- + Complete a comprehensive Shoebill Management Plan
- + Enhance revenue generation through the annual lechwe harvest, hunting & tourism
- + Increase the community's low levels of financial capital by further developing sustainable commercial enterprises

RWANDA

GOVERNMENT PARTNER
Rwanda Development Board (RDB)



AKAGERA NATIONAL PARK

1,120KM² | AFRICAN PARKS PROJECT SINCE 2010

MAJOR FUNDERS

The Government of Rwanda & The Wyss Foundation

NYUNGWE NATIONAL PARK

1,019KM² | AFRICAN PARKS PROJECT SINCE 2020

MAJOR FUNDERS

Fondation Segré, The Government of Rwanda
& The Wyss Foundation



PROFESSIONALISM AND PRIDE



PARK MANAGER
Jes Gruner

"When you look at the transformation of Akagera, with species like lions coming in 2015, rhinos in 2017, this is not by accident. We could not have done this alone which is why we invited African Parks to help us realise what I know and what many know to be true: that we are dependent on our natural resources for our economic development and our survival. We cannot deplete our natural resources and expect to thrive. By working with African Parks we are creating something that will be sustainable in the very-long term, while getting the results we need and which we see on a day-to-day basis."

- His Excellency, Paul Kagame, President of Rwanda

RWANDA - A commitment to socio-economic change is at the heart of our partnership with the Rwanda Development Board (RDB). When African Parks was invited by the Government to help professionalise park management in 2010, there was a clear joint vision: to transform Akagera from a depleted landscape overrun by more than 30,000 cattle into an income-generating park for the benefit of people and wildlife. Effective law enforcement and strong community engagement from the start was the foundation for rehabilitation. After practically eliminating poaching in just five years, lions were reintroduced in 2015, followed by black rhinos in 2017 and again in 2019 from European zoos. Besides being a haven for wildlife, the park began heavily supporting income-generating enterprises for local communities. By the close of 2019, Akagera was 90% self-financing, with revenue generated by almost 50,000 tourists, 50% of whom were Rwandan. Even though 2020 saw a 68% reduction in visitors due to Covid-19, Akagera continued to provide for the

300,000 people living around its boundaries, directly benefitting from its existence. Beekeeping unions and fisheries cooperatives flourished; the parks' plant nurseries provided seedlings; and women's groups were supported with mushroom-growing and chicken-farming – providing for employment and food security in challenging times.

As a result of our track record in Akagera and a 10-year successful collaboration with the RDB, in October 2020, the Government once again entered into a long-term agreement to have African Parks manage Nyungwe National Park. The Rwandan Government is showing how protected areas, with clear vision and under the right management, can support people and wildlife long into the future.

BIODIVERSITY CONSERVATION - Akagera appointed a Conservation and Research Manager to oversee the monitoring and management of key species in the park. The first ever foot-survey was

→ Since their reintroduction in 2015, Akagera's lion population has grown to over 30 individuals © Wilderness Safaris



conducted for counting elusive species in harder to access areas, including rare antelopes like roan and eland, as well as giraffe, to determine presence and habitat-use. The exercise was also noteworthy for inviting park guests to partake, using participatory science to engage Rwanda's residents in Akagera's conservation efforts. It was an extensive effort made up of 20 teams of rangers and park staff escorting the guest participants to hike 10km transects over two days. The survey was successful and informative in terms of gauging numbers of key species, including accounting for nearly 50% of both roan and eland populations. Eighty-one giraffe were counted, comprising nearly the entire population, as well as over 1,300 buffalo and more than 600 zebra. Six vulture species, including the lappet-faced and white-backed, were documented — a rare find for the park.

Five elephants and five lions were collared, and nine rhinos were fitted with transmitters. The lion population, which was reintroduced in 2015 with just seven lions, continues to thrive, with 35 individuals recorded in the park. Unfortunately,

two of the rhinos that were translocated from European zoos in 2019 died of natural causes during 2020. However, one rhino calf was born and since the initial rhino reintroduction in 2017, the population now stands 25. During the annual grey crowned crane census, the Rwanda Wildlife Conservation Association spotted two shoebills in a wetland to the west of Akagera, a species that does not occur in large numbers in Rwanda, nor had it been inside the park since 2017.

LAW ENFORCEMENT - Not one high-value species (elephant, rhinos and lions) have been lost to poaching since 2010 or from when they were reintroduced. Poaching of game species has practically been eliminated whereby in 2020, only three animals (zebra and buffalo) were known to have been poached inside the park, compared to 10 in 2019 and 25 in 2018. Akagera's 78-strong ranger unit, consisting mainly of people from local communities, performed 24,120 field days, resulting in eight arrests, the seizure of 120kg of meat, the confiscation of 521kg of fish and the removal of 27 snares. Refresher training focused on

using GPS and CyberTracker devices. The first trial of fence sensors reporting into the central control room through the LoRa network was proved to be effective. To improve medical safety skills within the team, one ranger was identified as a first-aid medic and spent a month based at the local hospital, followed by a two-week training course with advanced medics, where he subsequently gave five days of training to fence attendants and drivers. Akagera's K9 Unit continued to contribute to the overall law enforcement capacity, providing increased monitoring and overall coverage of the park.

COMMUNITY DEVELOPMENT - Ten years of community outreach and ensuring that the park delivers tangible benefit to the local communities has made Akagera a source of pride and a valued asset in the region. Despite a total collapse of tourism, which has been the main revenue generator over the last decade, the park continued to support thousands of people and their families in multiple ways. Agricultural activities continued throughout the year, including the women's chicken cooperative, mushroom-growing and honey-harvesting with 375 bee farmers. The value of honey traded for the year was US\$23,035. The sustainable fishing harvest agreement was extended with COPABARWI, a cooperative Akagera has worked with for five years, and the 2020 harvest was an impressive 146 tonnes. Harvesting occurred in a lake outside the park where Akagera provided 150,000 fingerlings in 2019. It was agreed that harvesting could occur 10 days a month, which generated 2,800kg for the year. Training was conducted for 22 environmental teachers and mentors from 11 schools to help continue to build a constituency for conservation. More than 17,000 seedlings were provided and planted at 10 different schools to aid in reforestations. Dormitories were constructed at the community centre to accommodate school groups and will be put to good use in 2021. Radio broadcasts proved to be an effective communication tool throughout the lockdown, with topics ranging from the environment to human-wildlife conflict, as well as profiling the cooperatives that operate in and around the park. The freelance community guides earned US\$45,988 in revenue. Other community benefits the park provided, including local staff salaries, local purchases and equipment hire, amounted to US\$333,718.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Akagera's long-standing Field Operations Manager, Ladis Ndahiriwe, was promoted to Park Manager at the end of the year, while Jes Gruner took on the role of Park Manager of Nyungwe National Park. Major construction projects included an office extension and the construction of the rhino-trackers' house at Magashi. A new LoRa network tower was installed to expand coverage in the northern part of the park, and the Magashi LoRa tower was raised to improve monitoring of key species. The closures and reduction in tourists offered an opportunity for training, whereby four local staff completed a management course at the Gordon Institute of Business Science; 163 staff were enrolled in a year-long English-language training programme; 10 senior managers completed the manager's tool kit online course designed for African Parks; and prior to the lockdown 37 individuals were enrolled in a two-month course to earn their motorcycle licences. Extensive internal training was held all year, including service excellence in hospitality, medic and first-aid refresher training for rangers and drivers, and presentations were conducted on the work of the conservation and research department.

TOURISM - Despite Covid-19 closures and travel restrictions, Akagera received over 15,800 visitors including 13,819 paying visitors. A total of US\$1,054,000 was generated by tourism in 2020 (a 54% decrease compared to 2019). Specials were held for residents, which helped the lodges to continue operating, with 32% average occupancy at Ruzizi Tented Lodge and 27% at Karengye Bush Camp for the months they were open. Despite the reduction in visitors, data showed some positive trends, such as longer stays and a higher spend per person. The year 2020 saw an average spend of US\$62 per person compared to an average of US\$46 per person in 2019. Facilities at Ruzizi were renovated, and the park issued an expression of interest for a new lodge whereby five interested bidders made submissions which were then moved to a request for proposals.

OBJECTIVES FOR 2021

- + Ensure zero losses of rhino or elephant to illegal activities & document their population growth
- + Continue the sustainable implementation of fishing cooperatives in the park, to derive additional income & nutrition for communities
- + Extensively map the impact of alien invasive species in the park



↑ A receptionist at Ruzizi Tented Lodge warmly welcomes tourists © Scott Ramsay

EAST AFRICA'S LARGEST AFROMONTANE FOREST



PARK MANAGER

Jes Gruner

"Entering into this new agreement for Nyungwe National Park is an additional testament to fruitful, collaborative efforts. African Parks will help realise our vision in making Nyungwe National Park an even more spectacular place to visit by advancing wildlife management and conservation, expanding tourism infrastructure, and increasing tourism marketing and promotion; and all done with and for the communities around the park."

- Clare Akamanzi, Chief Executive Officer of the Rwanda Development Board

RWANDA – Nyungwe National Park is one of the oldest rainforests in Africa, covering 1,019km² of dense Afromontane forests, bamboo-covered slopes, grasslands, and wetlands. The park feeds two of the world's largest rivers, the Congo and the Nile, and provides 70% of the country's fresh water. Along with providing ecosystem services estimated at US\$4.8bn, the park is a regional biodiversity hotspot supporting 1,068 recorded plant species, 322 bird species and 75 known mammal species. This includes a quarter of Africa's primate species – 13 altogether – like chimpanzees and the extremely rare Hamlyn's and L'Hoest's monkeys.

However, Nyungwe's unique shape and topography have exposed it to a variety of threats, including poaching, illegal mining, and encroachment from agriculture, which have together endangered the integrity of its flora and fauna and prevented it from reaching its true potential as a tourist destination and in supporting its local communities. Therefore, following a 10-year successful partnership with the Rwanda Development Board that has resulted in the ecological and economic revival of Akagera National Park, African Parks was invited by the Government in October 2020 to enter into a 20-year agreement to manage Nyungwe and ensure the sustainable management of the largest expanse of forest in the country. Nyungwe became the 19th park to fall under African Parks' management.

Together with the Government, we will work to secure the sustainability of the park by improving law enforcement, investing in and stimulating local enterprise, and by optimising Nyungwe's exceptional potential for conservation-based tourism.

Working closely with local communities will be a top priority and essential in restoring and protecting wildlife to ensure the long-term ecological, social and economic viability of the park. Its spectacular mountainous topography and unique biodiversity make this park globally unique and give it enormous potential to emerge as one of the continent's most extraordinary tourism destinations. With adequate conservation and the optimisation of tourism and other sustainable revenue-generating activities, Nyungwe will support healthy terrestrial ecosystems to benefit people long into the future.

OBJECTIVES FOR 2021

- + Park Management Unit (PMU) recruited and in place
- + 50% of HQ facilities completed
- + Assessment, training and secondment of ranger team
- + Develop & implement a Tourism Development Plan





CONGO

GOVERNMENT PARTNER

Ministry of Forest Economy, Sustainable Development and Environment

GOVERNED BY

Fondation Odzala-Kokoua



Odzala-Kokoua National Park

ODZALA-KOKOUA NATIONAL PARK

13,487KM² | AFRICAN PARKS PROJECT SINCE 2010

MAJOR FUNDERS

Arcus Foundation, Bennink Foundation, Fondation Segré, Rob and Melani Walton Foundation, Save the Elephants and Wildlife Conservation Network's Elephant Crisis Fund, Stichting Natura Africae, The European Union, The Wildcat Foundation, US Department of State & WWF The Netherlands

THE GREEN LUNGS OF AFRICA



PARK MANAGER
Jonas Eriksson

“We are extremely proud to have concluded a revised agreement for the management of Odzala-Kokoua National Park, including the Lossi Gorilla Sanctuary in 2020. This new chapter in our partnership to protect one of the Congo’s flagship parks is an expression of our nation’s contribution to the global fight against climate change and biodiversity loss. It is intended to embed conservation in our approach to socio-economic development, enhancing eco-tourism and enabling communities to benefit from healthy, functioning landscapes.”

- Her Excellency, Rosalie Matondo, The Minister of Forest Economy, Congo

CONGO - Odzala-Kokoua National Park is situated in one of the most biodiverse ecosystems on the planet — the Congo Basin, a tropical rainforest second only to the Amazon in its extent. Described as one of Earth’s green lungs, this vast forest provides vital ecosystem services and supports around 75 million people in the region. Odzala hosts the largest population of western lowland gorillas in a national park, as well as 16% of the total forest elephant population in Africa. Recognising Odzala’s extraordinary potential, its global significance in mitigating climate change, and its harbouring of unique biodiversity, the Government of the Republic of Congo has sought to provide enduring protection and embed the conservation of the park within its national approach to socio-economic development. In 2010, to that end, the Government invited African Parks to sign a long-term management agreement to preserve Odzala while enhancing eco-tourism and delivering benefits for the 12,000 people on its periphery. Building on our decade of partnership, in 2020 the Government of Congo reaffirmed our management agreement, strengthening our partnership for the remaining 15 years of its term and incorporating the Lossi Gorilla Sanctuary, a 380km² adjoining habitat, within the mandate. Together we are charting a path to ensure the sustainability of this magnificent

landscape, working closely with communities to meet their needs without over-exploiting natural resources. By safeguarding its rich array of wildlife, and by cultivating tourism and income-generating activities, Odzala is on a path towards sustainability and being recognised as a prized and valued conservation destination.

BIODIVERSITY CONSERVATION - One of the most significant challenges in Odzala’s dense tropical forest is developing accurate population estimates for key species. Tracking and monitoring these populations and their dynamics has been a long-standing priority for our teams. To improve monitoring of Odzala’s endangered forest elephants, an additional five elephants were fitted with collars during the year, bringing the total number of elephants with active collars to 20. The results of the Wildlife and Human Impact Survey indicated a stable trend for the gorilla and elephant populations, giving a mean estimate of 7,558 gorillas and 7,270 elephants in the park. The preservation of western lowland gorillas in Odzala is a major priority, with the region representing 2.1% of their global population. The mean estimate of chimpanzee numbers was 827 animals, with a slight decrease observed in the north of the park





potentially linked to increasing human pressure in the area. Camera-trapping results identified 36 spotted hyaenas in natural forest clearings (or bais), capturing their unique hunting behaviour, including chasing forest elephants on four occasions. Six new bird species were also identified, along with the first ever recorded visual of a mandrill monkey. Odzala's species list was updated to 107 mammals and 456 bird species. The gorilla habituation programme was postponed due to Covid-19, but staff continued to monitor the population.

LAW ENFORCEMENT - Odzala's Intelligence Unit, which was formed in 2019 to improve the coordination of anti-poaching efforts, has become well-established, with a Joint Information and Operations Centre created at the Eastern Sector Base. The unit consists of three analysts, five investigators and eight radio operators providing full operational coverage across the entire park. Our team of 84 rangers logged 363 patrols, totalling 12,826 ranger field days. Their efforts resulted in the confiscation of 47 firearms, 9,014 rounds of ammunition, 25,514kg of bushmeat, over 400kg of ivory, 30,275 snares, the dismantling of 236 illegal poacher camps, and in 72 arrests that led to 28 convictions. Travel regulations imposed due to Covid-19 resulted in a revision of our law enforcement training programme. Despite these challenges, we facilitated two locally run training courses, providing

specialised training in human rights for 40 eco-guards, and in the use of the Spatial Monitoring and Reporting Tool (SMART) for 10 staff. Weekly mentoring sessions were conducted by a Wildlife Conservation Society (WCS) Regional Analyst for two of our analysts as part of an INL (International Narcotics and Law Enforcement Affairs) cooperation with WCS and the World Wide Fund for Nature (WWF) to strengthen law enforcement capacity in the region.

COMMUNITY DEVELOPMENT - One of our primary goals in securing the long-term sustainability of Odzala is in developing a close partnership with communities to support livelihoods, reduce dependence on the park's resources and improve overall resilience for the 12,000 people on the park's periphery. We conducted sensitisation missions in 36 villages, supported 12 wildlife clubs that reached 580 children, and broadcast 17 community radio programmes to encourage engagement with the conservation of the park. A cocoa-farming pilot project was launched in two communities, helping 20 farmers to generate almost US\$11,000 through the production of 13,300kg of cocoa. We trained seven community beekeepers who produced 25kg of honey, with their first sales scheduled for 2021. Mobile medical missions were carried out in 89 surrounding communities, providing healthcare services to 2,759 people during the course of the year. Several methods were trialled to help deter crop-raiding elephants, such

as a bee fence, which is yet to prove its effectiveness with only 17 of the 70 hives so far colonised, and the installation of strobe lights and distribution of wildlife surveillance kits to farmers. In addition, two watch towers were built to increase field surveillance and five rapid intervention teams were established, which proved extremely effective in deterring elephants from people's crops. The park's damage insurance scheme paid out just over US\$38,000 in compensation to 141 people. A social mapping exercise was launched with the support of Nature +, as part of the EU-funded programme ECOFAC VI, which has produced maps of 18 of the 33 communities on Odzala's periphery. Two community representatives were elected to the Board, and a new plan to manage the Community Development Fund was developed and will be operational in 2021.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Odzala's team was made up of 262 full-time staff, with 96% being nationals. The construction of the Eastern Sector Base was completed, and 45 staff are now permanently based there. The base consists of a Joint Intelligence Operation Centre, office and storage space, a workshop, an armoury, staff accommodation and a small four-tented camp with a refectory. A 28km road was opened between the Eastern Sector Base and the Mambili River to increase accessibility for staff and visitors. Two control posts located in the north and east of the park and a viewing tower at Dzébé were also completed for tourists and for research. We renovated the bridge between Mbomo and Lango Lodge in cooperation with the Congo Conservation Company. Four motorcycles, a minibus and a Land Cruiser were procured to boost operational capacity. All teams and vehicles have been equipped with satellite trackers, and

the Domain Awareness System has been installed in the control room.

TOURISM - The gorilla habituation programme, a key contributor to tourism development, was put on hold to mitigate the risk of exposing animals to Covid-19. Due to the pandemic, the three lodges operated by the Congo Conservation Company were closed from March. However, prior to their closure in the first quarter, they sold 408 bed nights and allocated US\$8,277 from community fees to Odzala's Community Development Fund. Excluding community fees, the total revenue generated for the park in 2020 was US\$20,242, with January and February showing respective 150% and 85% increases compared with 2019. A Tourism Development Plan was created and will be implemented in 2021, and a feasibility study was conducted regarding the development of a seasonal "fly-camp", which will be finalised in 2021.

OBJECTIVES FOR 2021

- + Finalise a long-term sustainability strategy
- + Develop a Tourism & Revenue Generation Plan with the goal of generating 25% of annual park budget by 2024
- + Implement viable income-generating activities to benefit communities
- + Continue the implementation of the decentralisation strategy with the completion of the Northern Sector Base
- + Ensure year-round road accessibility for effective management of the park
- + Provide specialised training to law enforcement staff three times a year



DEMOCRATIC REPUBLIC OF CONGO

GOVERNMENT PARTNER

Institut Congolais pour la Conservation de la Nature (ICCN)



GARAMBA NATIONAL PARK

5,133KM² | AFRICAN PARKS PROJECT SINCE 2005

Adjacent Domaines de Chasse: 9,663km²

MAJOR FUNDERS

Kibali Gold Mine, Save the Elephants and Wildlife Conservation Network's Elephant Crisis Fund, The European Union, The Wildcat Foundation, UNESCO & US Agency for International Development, US Department of State

PEACE AND SUSTAINABILITY



PARK MANAGER
John Barrett

“The illegal wildlife trade has had devastating effects on our natural heritage, both in DRC and throughout Africa. It not only impoverishes landscapes, but negatively affects the millions of people relying on these areas as well. But seeing the emerging role a secure Garamba plays in the stability of the region, we are committed more than ever to combatting poaching and to our partnership with African Parks, which is creating a safer landscape and a brighter future for countless people and wildlife in the region.”

- Director-General, ICCN, Mr. Cosma Wilungula

DRC – Garamba is one of Africa’s oldest national parks and a UNESCO World Heritage site. Bordering on South Sudan and surrounded by dense tropical forests, it hosts the critically endangered Kordofan giraffe and the largest remaining population of elephants in the DRC. The park suffered for decades from being positioned in a lawless landscape overrun with rebel forces that plundered the landscape, leaving human and environmental devastation in their wake. In 2005, however, the ICCN entered into a long-term agreement with African Parks to bring much-needed stability to the park and the region. This was not without significant challenges, which included the continued onslaught by heavily armed poachers and a tragic human toll, including the loss of rangers and civilians. However, the tide changed when, in 2016, with support from key funders, we were able to significantly overhaul our law-enforcement approach assisted by world-class technology, and to good effect. Since 2017, not one ranger has lost their life while on patrol and 2020 was the first full year in decades where not one poached elephant carcass was recorded. Other key wildlife populations are also all

on the rise. In the last four years with this new-found security, Garamba is able to support tens of thousands of people who live around the park – in the form of schools where children can learn, the provision of healthcare that saves lives, and investment in social enterprises and sustainable development — where there is now an emerging conservation-led economy providing people with real options for a better future. The shared vision with the ICCN for Garamba is being realised in that this historic park now serves as an anchor for regional stability and the source of a better today for so many people, as well as for wildlife.

BIODIVERSITY CONSERVATION - Sitting in the north-eastern corner of the DRC where forests and savannah collide, Garamba provides refuge to an array of equatorial wildlife species, including several that are endangered and threatened.

The results of the March aerial survey indicated Garamba’s elephant population to be at around 700 individuals, with almost 6% being under one year old. This means that the population most likely



stopped declining in 2018 and has finally stabilised. With no elephant carcasses with signs of poaching discovered since September 2019, December 2020 marked 16 straight months without a confirmed loss of elephant to poaching. Along with the elephants, the critically endangered Kordofan giraffe population has increased by 38% to 66 individuals since 2018, including eight newly identified juveniles. Three giraffes were fitted with ossicone tracking devices in February to help gather important data and to aid in protection measures. Achille Diodio, who is from the local Haut-Uele Province in the DRC, was promoted to the Research and Monitoring Manager position in June.

LAW ENFORCEMENT - Combined with Garamba's adjacent Domaines de Chasse, the landscape under management is expansive and spans 14,790km², all of which was protected over the year by the park's 222 well-trained rangers. Garamba's canine unit received extensive, ongoing training, including helicopter deployment and how to detect illegal wildlife products, as well as arms and ammunition. Their efforts resulted in a total of 70,207 ranger days, 98 arrests, the confiscation of 15 firearms, as well as 85kg of ivory intercepted from outside of the park and 214kg of pangolin scales. In December, a mobile court tried 14 cases of wildlife crime originating

from Garamba between 2016 and 2020, with one case postponed but 13 resulting in prison sentences between three months and 10 years. These mobile courts incentivise judges to perform their duties by delivering maximum penalties and also work as a deterrent to create awareness around the penalties associated with wildlife crime.

COMMUNITY DEVELOPMENT - Garamba is the main source of stability for the exceptionally vulnerable communities (due to the complex security situation in the wider region) who live in and around the park. Sustainable development is at the heart of our community work and in 2020, with funding from the EU, Garamba supported a total of 8,419 community members in social enterprise like beekeeping, fish farming, poultry and agriculture. Twenty-nine farmers produced and sold their cassava-cutting productions; 89 honey producers benefitted from the eight new educational apiaries; and 1,389 households benefitted from subsidised solar lamps and solar kits. Two primary schools were built, benefitting 1,085 children, and two health posts were constructed, benefitting 5,000 people. The Nagero Hospital and Gangala health posts, which are directly managed by the park, provided services to 12,189 patients, of which 49% were women and 38% children under five years old. In April, the park initiated a Covid-



↑ A local child studies under a solar lamp provided by Garamba's solar lighting programme © Black Bean Productions



19-preventative control strategy that consisted of training park staff, as well as members of the Community Conservation Committees in barrier and prevention methods, which reached 60,000 community members. Twenty-six water springs and two boreholes were constructed in 26 villages, bringing access to safe water to an estimated 30,000 people. Two tree nurseries supported by the park provided more than 40,000 seedlings and plants (including cocoa, cedar and shade trees). More than 60 environmental education sessions took place, sensitising 4,961 community members on various topics, including women's rights, bushfire prevention, waste management, the importance of trees, water-point management and hygiene.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Significant infrastructure improvements were made during the year, including the construction of 32 basic ranger houses, three officer houses, four middle-management houses and a consultant's house to free up space for future paying guests at Garamba Lodge. The construction of Camp Dungu was completed and provides a venue for environmental education activities, to be used mostly by students from primary schools in and around the Garamba complex. The extension of Nagero Hospital was completed in November, allowing for more in-patients, a larger maternity ward, and a breakaway

room for staff. A primate enclosure was built near the airstrip to temporarily house confiscated primates before they can be sent to Lwiro Primate Rehabilitation Centre in Bukavu. Construction was completed on the first chimpanzee monitoring camp in Domaine de Chasse Mondo Missa and the second camp will be completed by early 2021.

TOURISM - A commercial manager was hired in October 2020 to develop a Tourism Development Plan in order to see tourism provide a sustainable funding stream for Garamba.

OBJECTIVES FOR 2021

- + Conduct an elephant demographic survey & an aerial survey
- + Collar 10-15 more elephants in the Garamba Complex, & develop mitigation measures for human-wildlife conflict
- + Improve national capacity-building through a wide variety of training to be provided on site & through placements
- + Conduct a basic field ranger course in early 2021, with the aim of recruiting & training up to 30 rangers to replace those who have retired
- + Provide 10,000 community households with solar energy through the development of three solar mini-grids & subsidised sale of 13,000 solar kits

Anti-poaching dogs have significantly aided the law enforcement teams with seizing illegal wildlife products © Black Bean Productions ↑

CENTRAL AFRICAN REPUBLIC

GOVERNMENT PARTNER
Ministry of Water, Forestry, Hunting and Fishing



Chinko

CHINKO

24,335KM² | AFRICAN PARKS PROJECT SINCE 2014

Expansion area: 30,945km²

MAJOR FUNDERS

Lion Recovery Fund , People's Postcode Lottery, Saraya Co. Ltd, Save the Elephants and Wildlife Conservation Network's Elephant Crisis Fund, The European Union, The Rob and Melani Walton Foundation , US Agency for International Development & US Department of State

THE LARGEST MANAGED WILDERNESS IN AFRICA



PARK MANAGER
Loren Lungren

“Our public-private partnership with African Parks builds on a relationship forged in 2014, which has already helped to transform Chinko. This new agreement forged in 2020 allows us to increase the impact being made through good governance, demonstrating the value of partnerships in helping to secure a landscape, enabling stability to return, biodiversity to recover, and people to benefit from sustainable development. It also sees us creating and managing together what could be the largest wilderness in all of Africa”.

- His Excellency Amit Idriss the Minister of Water, Forestry, Hunting and Fishing (MEFCP)

CENTRAL AFRICAN REPUBLIC - Despite decades of civil war and unrest in the Central African Republic (CAR), Chinko has emerged as a conservation hotspot and a beacon of hope for stability in the region. Just seven years ago, poaching was rampant, the entire landscape was overrun by hundreds of thousands of cattle and armed herders, and little to no wildlife could be found. To bring needed stability to the region the Government of CAR invited African Parks in 2014 to manage Chinko with a shared vision to protect the country's natural assets and provide direly needed benefits for local people. In just a few short years, this vision is being realised, and Chinko's transformation has been dramatic. A core area spanning 13,500km² is now entirely poaching free, and with herders now observing the park boundary and 23,000km² being kept clear of cattle, Chinko has become a sanctuary where wildlife are finding respite and numbers are dramatically on the rise. The park has continued to serve as the largest employer in the region and delivers much-needed assistance, training and education to local communities, while also investing directly in social enterprises. A significant milestone was

achieved on April 15th 2020, when the Government and African Parks signed a revised public-private partnership (PPP) agreement for 25 years. The new mandate increases the protected area from 19,846km² to 24,300km² and adds surrounding former hunting blocks, known as the Functional Landscape, taking the total area to be included under our management to 55,000km². With potential to link to existing faunal reserves and national parks, the total area managed for conservation and sustainable resource use will eventually be over 103,000km². In one of the most volatile and unlikely places in the world, this will be the largest managed wilderness in all of Africa.

BIODIVERSITY CONSERVATION - Under the revised mandate, the Chinko River drainage area (measuring more than 52,000km²), which contains two major permanent rivers spanning 550km, is now fully protected. Freshwater habitats are among the most threatened terrestrial ecosystems in the world, but now there is a legal structure (the newly revised public-private partnership agreement) for the long-term protection of one of the most pristine river



systems in Africa. Wildlife are benefitting from this newfound protection, and populations of key species are seeing marked increases since 2017. Chimpanzees were documented via camera traps in the west of the reserve for the first time, and their population in the Chinko Conservation Area (CCA) is now estimated to be at least 1,200. New, independent groups of African wild dogs were found in the north and south, increasing the numbers of known packs from eight to 13, solidifying Chinko as a stronghold for this critically endangered species. Additional camera-trap photos and video confirmed an array of species such as giant pangolins, common hippopotamus, western African buffalo, eastern giant eland, bongo antelope, defassa waterbuck, roan antelope and Lelwel hartebeest. At least four lion prides were confirmed within an 800km² area, some even 16km from the Chinko headquarters. Elephants have also been observed more frequently, via track count and aerial surveillance, with an estimated population of at least 80, substantially more than initially thought after decades of poaching before the active management of Chinko in 2014.

LAW ENFORCEMENT - Providing security and stability for this massive reserve and surrounding communities is essential for the long-term future of this enormous landscape. With the expansion of

our mandate, our obligation increased significantly, so a new strategy for expanding law enforcement in the region, with a fit-for-purpose operations and infrastructure plan, was the focus of the year. Seventy percent of the reserve was patrolled via foot and vehicle, with over 30,000km² under aerial surveillance and covered by the transhumance teams. These teams are made up entirely of local people and have been largely responsible for keeping 23,000km² free of cattle through non-confrontational and sensitisation techniques with herders. Thanks to our consistent aerial surveillance, the threat of a massive movement of largely armed herders on their way to Chinko was intercepted by our law enforcement and transhumance teams, who were able to ensure that park boundaries were adhered to. The basic field ranger training was completed early in the year. Ranger patrol man-days totalled 1,955; aerial patrols consisted of 2,200 flight hours; vehicle surveillance covered 6,312km; and there were 2,224km of boat patrols.

COMMUNITY DEVELOPMENT - Sensitisation initiatives were held, reaching more than 1,500 people, more than double than in 2019. These were held in all the main villages, focusing on the expansion of Chinko's mandate and including conservation education and training in sustainable agriculture practices. With



↑ Transhumance Sensitisation Officers guide cattle herders around Chinko's boundary © Gael Le Martin



Chinko's 350 full- and part-time staff, the CCA is a major consumer in the region, purchasing manioc, rice and palm oil for rations, as well as materials including cement and wood for construction, driving a much-needed local economy and increasing Chinko's value. This was evident when four elephants ventured out of the forest west of Chinko and found themselves in a village, where community leaders contacted Chinko staff to come and help guard "their elephants" to prevent them from being poached. It was a successful mission and the elephants were able to enter into a safe remote forest on their own. Through ECOFAC6 funding, 300 members from 15 agricultural groups received training on farming techniques, how to make compost, use farming tools and plant seeds. These members also received training on financial management, logistics and livestock management. Faced with the "Newcastle disease" that broke out in July on the park's periphery, and given the disease's considerable effect on food security and its contagious nature for wild birds, Chinko initiated a three-month rapid response whereby 10,000 chickens belonging to 1,228 households were treated and immunised.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - To accommodate two new aircraft added to the fleet, a new hangar and aviation office were constructed. The new Cessna C208 aided efforts tremendously with day-to-day logistics, and the newly obtained BK-117 helicopter, with its enlarged carrying

capacity of both fuel and personnel, enhanced our ability to proactively address key threats. Chinko's team grew to 277 permanent staff members, with five new staff members employed to strengthen finance, logistics and monitoring departments.

Numerous road-repair projects were completed, including the expansion of the interior road network, which now accounts for 850km of opened roads within the reserve. Bridges were repaired and there were upgrades to roads outside of the reserve, significantly benefitting the local population by increasing access and mobility. A site was chosen for the new forward operating base in the north, enabling the Chinko team to cover a much larger area under the new mandate, with full implementation in 2021.

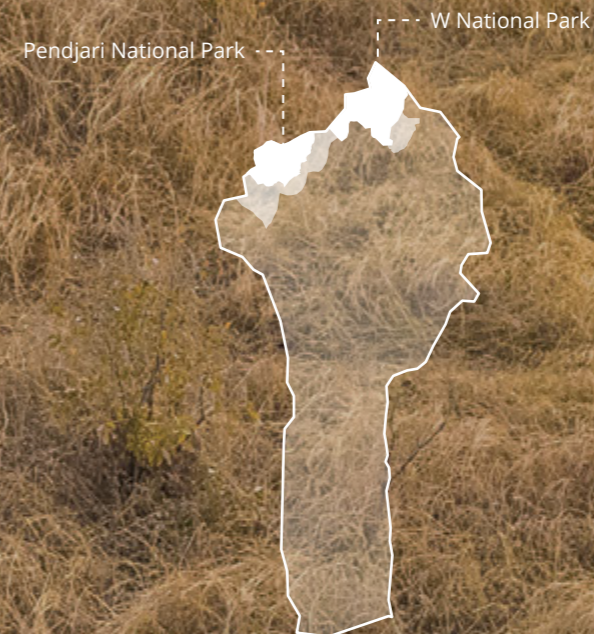
OBJECTIVES FOR 2021

- + Completion of the land-use plan, including participatory mapping of the region
- + Train communities in sustainable hunting, fishing, logging & agriculture modules
- + Open the Trois Rivières forward operating base, in a first phase of development
- + Conduct a fish & benthos biomass & diversity inventory, as well as a lion call-up survey, to improve data on species & populations in Chinko
- + Open Chinko Camp - a high-end sport-fishing "catch-and-release" tourist facility



BENIN

GOVERNMENT PARTNER
Government of Benin



PENDJARI NATIONAL PARK

4,844KM² | AFRICAN PARKS PROJECT SINCE 2017

MAJOR FUNDERS

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

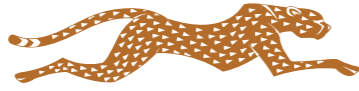
W NATIONAL PARK

8,022KM² | AFRICAN PARKS PROJECT SINCE 2020

MAJOR FUNDERS

Fondation des Savanes Ouest-Africaines, Government of Benin, Lion Recovery Fund (LRF), PATRIP Foundation, Save the Elephants and Wildlife Conservation Network's Elephant Crisis Fund (ECF), The Wyss Foundation & UNESCO

WHERE PARKS ARE NATURAL ASSETS



Pendjari
National Park
Benin

PARK MANAGER
Jean-Yves Koumpogue

“Biodiversity and natural assets are world goods. While poverty compromises the existence of everything, including biodiversity, it should not be an excuse to degrade your environment. There is much about Benin that has yet to be shown to a global audience, and in protecting our natural assets – our forests and our wildlife — we are ensuring a legacy of sustainability while creating places worth visiting. The collaboration with African Parks for Pendjari and W is extraordinary, especially because it comes at a time when my Government is committed to making tourism a lever for long-term development. It is all at once a matter of preservation of our environment and our natural resources, sustainable tourism and social impact.”

- His Excellency, President Patrice Talon, Benin

BENIN - Pendjari National Park forms the primary component of the vast 32,250km² transnational W-Arly-Pendjari (WAP) Complex spanning Benin, Burkina Faso and Niger. While this is the largest remaining, intact wild ecosystem in West Africa, it has been threatened over the years from lack of management and resources and growing human pressures, all against the backdrop of a region plagued with increasing instability. In response to the fragility of this globally significant landscape, and in a show of foresight in recognising that revitalising the nation’s protected areas could play a major role in overall sustainable development for Benin, the Government invited African Parks in May 2017 to assume management of this park and revitalise it through tourism and enterprise in support of the local communities. Just six months later, Pendjari received an extraordinary lifeline when, in January 2018, US\$23m was committed over 10 years by the Benin Government, The Wyss Foundation, National Geographic, and The Wildcat Foundation, to make

this vision a reality. In just three years, Pendjari now maintains the largest and most professionally trained group of rangers in its history. Important ecological research is under way through the monitoring of elephants, lions and other endangered species; even during Covid-19, the park provided employment, supported communities and livelihoods, and provided education, healthcare and stability for thousands of people. The progress made to date, coupled with growing support for Benin’s protected areas, led to the Government officially inviting African Parks to manage W National Park in Benin in May 2020, thereby expanding the impact of well-protected areas to thousands more people.

BIODIVERSITY CONSERVATION - Wildlife surveys of large mammals were conducted to determine trends, with preliminary data still being analysed but with increases in certain species, such as hippos, already being seen. Surveys of small and medium fauna using transects were carried out and the inventory report

→ Pendjari’s rangers are vital in securing the park and controlling wildlife crime © Marcus Westberg





and action plan for large carnivores has been finalised. To better understand wildlife movements and collect critical data, a collaring mission was completed in December 2020, with five more elephants collared (increasing the number to 30 for Pendjari) and 10 antelope (five topi and five hartebeest) collared for the first time. This was part of a wider transboundary effort, in which 25 elephants were also collared along with five antelope in W National Park. Together, this made up the largest collaring effort in Benin to date, made possible with NGS, along with The Wyss Foundation and Save the Elephants and Wildlife Conservation Network's Elephant Crisis Fund (ECF), among others, and will aid in understanding more about the transboundary nature of these key populations and species.

LAW ENFORCEMENT - Since September 2017, African Parks has conducted five basic field ranger training courses. During 2020, 41 newly hired, trained and well-equipped rangers were added to the team, making up a law enforcement unit of 155 individuals, with 119 rangers and six in the intelligence unit, increasing the impact on security in the whole Pendjari Complex. Key activities included providing professional-level training such as basic and advanced tracking for all rangers; leadership training for 20 team leaders; Phantom training courses for 19 rangers; specialised training on how to conduct investigations; and the training of analysts and

investigators to aid in the curbing of wildlife crime. Rangers were also trained in first aid and helicopter safety. Members of the operational law enforcement team held regular meetings with court judges throughout the year to aid in prosecutions, which are often the weakest link in law enforcement when it comes to wildlife crime. The rangers conducted 390 patrols, amounting to 14,774 patrol man-days, while 153 arrests were made and over 140 firearms and rounds of ammunition were confiscated, along with 409 confiscations of wildlife products, including 385kg of bushmeat and one piece of ivory. Eight animals were known to be poached, including one elephant. Our law enforcement team continued the effective collaboration with the Benin military for joint security operations along the Benin and Burkina Faso, as well as the Niger, border to ensure overall improved safety of the WAP landscape.

COMMUNITY DEVELOPMENT - In March 2020, we immediately put into place a Covid-19 action plan to prevent transmission to communities inside and outside the park. A total of 230 awareness-raising meetings were organised in villages around the park (both about the park and about Covid-19), with donations of hundreds of litres of sanitiser, bleach, soap, hand-washing stations and masks being delivered to community leaders, villages and local hospitals. Twenty wildlife environment programmes

were held; 12 radio programmes about conservation and the park, among other topics, were recorded; 224 cases of human-wildlife conflict were validated and compensated; 1,754 children visited the park free; 63 beekeepers were trained and equipped with beekeeping equipment and 252 beehives were installed. Ninety-nine permits were provided for 1,179 local people to enter the park to harvest non-timber forest products at specific water points. Pendjari also reopened community-based fishing on rivers bordering the park, where 317 people sustainably harvested 2,523kg of fish.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Before assuming management of the park in 2017, little to no infrastructure existed. Today, the park boasts a strong foundation, with construction of the key operational bases finalised in 2020. All the strategic points of the park are accessible all year round by vehicle and now boat, and the park had continuous aerial surveillance all year long via the three aircraft that make up the park's fleet. The communication system via VHF now covers 90% of the park and LoRa tracking was successfully installed and is operational. In 2020, 64.5km of the 96km fence line was completed, reducing human-wildlife conflict from 157 incidents in 2019 to 123 in 2020, with the majority of issues occurring in unfenced portions of the park,

which will be completed in 2021. Lastly, 136km of roads were maintained and 16.3km of new road upgrades were made. With 285 full-time employees, Pendjari remains one of the largest employers in the region.

TOURISM - The Tourism Development Plan was finalised and approved by the Ministry of Tourism. The tender process for tourism concessions in the park was also finalised. A new high-end tented camp was completed in a similar style to Camp Nomad in Zakouma and will be fully operational in 2021. A community guide training programme was also organised to improve tourist experiences in the park. Despite the global lockdown, Pendjari generated US\$187,264 from tourism, with 50% of visitors coming from within Benin.

OBJECTIVES FOR 2021

- + Establish & maintain all-season park-wide road access
- + Maintain security for the entire Pendjari Complex for humans & wildlife
- + Protect & manage key ecological corridors
- + Reinvigorate & continue to increase tourism
- + Develop & implement a national communication plan promoting WAP



AN ANCHOR OF SECURITY AND SUSTAINABILITY



PARK MANAGER
Christophe Lemée

"W and Pendjari National Parks are crucial to the sustainability of the entire WAP landscape, and are among the most important conservation projects in the West African region. Their contribution of biodiversity and natural resources is important both within and beyond Benin, for those who depend on the parks and for those travelling to experience them. We see the potential to create stability, improve livelihoods, and increase social and economic development through effective management of our country's protected areas."

- His Excellency the Minister of the Living Environment and Sustainable Development, Mr. José Tonato

BENIN - W National Park is a transboundary protected area and UNESCO World Heritage Site covering three countries: Benin, Burkina Faso and Niger, and is named for the shape of the Niger River, which makes up the northern boundary of the park. W National Park is contiguous with Pendjari National Park (which African Parks has been managing since 2017). Together, the parks form a significant portion of the W-Arly-Pendjari (WAP) Complex, a globally significant transboundary landscape which, at 32,250km², represents the largest intact wild ecosystem in West Africa. In recognition of the significance of the wider ecosystem and the prevailing threats, the Benin Government coordinated with African Parks in September 2019 to implement a Priority Intervention Plan (PIP) to urgently secure W National Park. This plan, which was carried out by the Benin Government, West African Savannah Foundation (FSOA), and African Parks, aimed to improve law enforcement capacity, rehabilitate existing infrastructure, and strengthen collaboration with local communities. Based on that progress, and how significant Pendjari and W are for unlocking an ecological and sustainable future for the region, the Benin Government

committed to W's long-term protection by concluding a full management agreement with African Parks in June 2020, making W the 18th park to fall under our portfolio. It is a testament to the proactiveness and vision of the Government, which in three years has fully committed to the protection of its parks for the overall security and sustainability of the country.

BIODIVERSITY CONSERVATION - W lies within the Sudano-Sahelian bioregion and is characterised by wooded savannah and gallery forests in the south, and open savannah with thorny scrub in the north. Two large river systems, the Mékrou and Alibori, drain into the park, which is part of the Niger River basin. The WAP Complex is home to the last viable populations of several species in the region, including the Northwest African cheetah; 90% of the West African lion subpopulation, where only 400 individuals remain; several rare antelope species, including the korrigum; and more than 1,700 elephants, which is the largest stronghold in the region. While we only had six months of the year being fully operational, much was accomplished. A long-term sustainable strategy workshop was held in Alfakoara with the





aim of having the largest Sudano-Sahelian ecosystem in Benin serve as a base of stability and cohesion for local communities. A five-year park-wide waterhole development plan was completed, and the first fire management plan was created and implemented for the park. The recruitment of the park's conservation team was completed in December, which included two veterinarians, of whom one is local, to support livestock and wildlife in and around W. Funding was secured by the Lion Recovery Fund to begin research on the critically endangered West African lions and, at the end of the year, thanks to support from UNESCO and the Elephant Crisis Fund, four Western hartebeest and two lions were collared, along with 20 elephants, for the first time in the history of the park, to help monitor these transboundary populations. National authorities, local mayors and traditional leaders were present for some of the collarings.

LAW ENFORCEMENT - A strong coordination and collaboration with the Benin Security and Defence Forces was developed to provide the necessary security to this vast, transboundary landscape. A Joint Intelligence and Operations Centre was built and became operational; and a state-of-the-art law enforcement system was implemented, including the acquisition of communications and tracking equipment,

patrol equipment and the training and daily mentoring of law enforcement teams. Three basic field ranger training sessions were completed, bringing the number of rangers trained to 101. A total of 274 field patrols were conducted, mobilising 7,684 ranger days, which led to the arrests of 707 people within the park, including 28 poachers, and resulted in 639 convictions. Confiscations included 28 firearms and 76 rounds of ammunition, four pieces of ivory weighing 10.5kg, as well as 916kg of bushmeat and 97kg of fish.

COMMUNITY DEVELOPMENT - Community engagement and development are key to the long-term future of the park, and to that end 1,588 community meetings were held throughout the year. The herd-management strategy to move livestock out of the park to counter illegal grazing was designed and implemented. A census of domestic animals and permanent livestock herds on the outskirts of W was also completed, with 162,634 individuals (including 99,392 cattle) belonging to 2,085 owners counted, of which 89% were Beninese. These findings help us better understand the impact of grazing and how to prevent human-wildlife conflict. A solar pump was installed to provide water for livestock at Alfakoara village. A community awareness programme for prevention of the spread of Covid-19 was completed

with the distribution of 9,000 locally made masks, 50 litres of liquid soap, 25 litres of hand sanitiser, and the donation of 50 hand-washing stations.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - W grew an impressive team of 181 permanent employees, of which 96% are nationals. Construction teams worked hard at expanding and rehabilitating the park's operational base, as well as upgrading roads and infrastructure. Two light aircraft were deployed daily to provide aerial surveillance, and the airstrip was built. Over 720km of roads were opened in the park to allow for park-wide access. Three earthmoving machines and 15 motorbikes were repaired and an additional 15 motorbikes and six new vehicles were procured. There was a closing ceremony held on September 30 in Alfakoara to herald the successful ending of the PIP. From the 1st of October, CENAGREF officially transferred the responsibility for the management of the W National Park to African Parks, where, after the handover, the W National Park Management Board was formed and the first committee meeting was held in November.

TOURISM - The year 2020 saw foundational components being laid in the form of law enforcement and infrastructure, ecological research, wildlife protection and community development. A Commercial Development Manager was recruited in December and looks forward to devising a tourism plan for the park to attract both national and international visitors and increase revenue streams in 2021 and beyond.

OBJECTIVES FOR 2021

- + Establish & maintain all-season & park-wide road access, aiding efficient deployment of operations
- + Train & recruit law enforcement personnel
- + Finalise & implement a five-year commercial development plan to generate & diversify the park's revenue sources
- + Manage regional transhumance & local pastoralism across the park according to the new land-use plan
- + Increase collaboration & coordination with regional authorities regarding security



CHAD

GOVERNMENT PARTNER
The Republic of Chad



ZAKOUMA NATIONAL PARK

3,054KM² | AFRICAN PARKS PROJECT SINCE 2010

SINIAKA MINIA WILDLIFE RESERVE

4,643KM² | AFRICAN PARKS PROJECT SINCE 2017

MAJOR FUNDERS

Fondation Segré, Lion Recovery Fund (LRF), Save the Elephants and Wildlife Conservation Network's Elephant Crisis Fund (ECF), The European Union & US Department of State

ENNEDI NATURAL & CULTURAL RESERVE

50,141KM² | AFRICAN PARKS PROJECT SINCE 2017

MAJOR FUNDERS

The Dutch Postcode Lottery & The European Union

A GLOBALLY SIGNIFICANT RESTORATION



PARK MANAGER
Leon Lamprecht

"We made a decision to call on specialists with long-standing experience, such as African Parks, with whom we have signed park management agreements for the rehabilitation of species which are on the verge of extinction. We must salute the efforts made by Chadians and African Parks with funding from the European Union. Today, Zakouma National Park is rehabilitated. I would implore Chadians instead of going elsewhere, to come and discover Zakouma, where we are in the process of requesting it be proclaimed a World Heritage Site. This is their park. It is a national asset, which has biodiversity that exists nowhere else."

- Field Marshal of Chad, President of the Republic, Head of State, Idriss Deby Itno

CHAD - Ten years of partnership between the Government of the Republic of Chad and African Parks have given rise to one of Africa's most astonishing conservation stories— the resurrection of Zakouma National Park. This unique Sudano-Sahelian landscape, flanked by the Sahel and the fertile Central African rainforests, had been heavily poached, resulting in the loss of 90% of its elephants in just eight years. By 2010, only 454 remained. That same year, the Chadian Government took deliberate and decisive action to protect and restore Zakouma for all Chadians, by inviting African Parks to enter into a long-term agreement to turn this park around. With strong community engagement and a near total end to poaching, Zakouma quickly became a haven for wildlife and a foundation for regional stability. In 2017, to build upon this momentum, the Government created the Greater Zakouma Ecosystem (GZE) with the incorporation of Siniaka Minia Wildlife Reserve (SMWR) and Bahr Salamat Faunal Reserve and connecting areas under our management mandate to preserve migration corridors, restore wildlife, and extend much needed security to areas outside of Zakouma's park boundaries. Over the past decade, we have worked progressively to create a highly effective law enforcement team, and to build the trust

of communities, instilling safety and stability in the landscape so that both people and wildlife can thrive. The drastic reduction in poaching has been maintained, with 2020 hailing a significant milestone of not a single known loss of elephant to poaching in five years. Not only have wildlife populations resurged, but the park is the largest employer in the region, schools have been built, teachers paid, and thousands of children are going to school for the first time. In December 2020, Zakouma was honoured to again host the Field Marshal of Chad, President of the Republic, Head of State Idriss Deby Itno, who came to see Zakouma's progress. The Presidential delegation, which included Ministers, Advisors and the Governor of Salamat, visited the park as part of an official tour of Salamat, Batha and Guera provinces. Earning wide recognition as one of the world's most sensational wildlife experiences, Zakouma has become a national icon and a guiding light for conservation practice in Africa.

BIODIVERSITY CONSERVATION - In 2020, an extensive camera-trap study was undertaken in which over 144,900 images taken by 62 cameras throughout the landscape were analysed. The results indicated the presence of a greater number of leopard, cheetah and striped hyaena, as well as a larger distribution of lion,



than had previously been estimated. Our carnivore researcher counted a minimum of 86 lions, including 20 cubs from eight litters (with the count still continuing into 2021), and 18 cheetahs. Thirty-four juvenile red-necked ostriches were translocated from Zakouma, which contains an important source population of this critically endangered subspecies, to Ennedi and Ouadi Rime-Ouadi Achim Wildlife Reserve to assist in bolstering Chad's ostrich population. An additional 10 elephants were fitted with tracking collars, as part of the annual elephant-collaring exercise to facilitate their ongoing monitoring. Five lions were collared as part of a year-long research study supported by the Lion Recovery Fund; and the two female rhinos were fitted with new transmitters to facilitate their ongoing monitoring in the park. Clear signage was erected demarcating the wildlife migration corridor to the north of Zakouma to prevent agricultural encroachment and ensure its integrity.

LAW ENFORCEMENT - We reached a significant milestone for law enforcement at the close of 2020, which saw our rangers maintain an almost five-year track record of not losing a single elephant to poaching. Only 24 elephants have been poached during African Parks' management tenure. Zakouma's law enforcement team consisted of a total 123 staff, 62 of which were field rangers for Zakouma and 18 field rangers for SMWR. Rangers carried out a total

of 13,419 patrol man-days, which resulted in the confiscation of 10 firearms and in 54 arrests for wildlife crime, illegal fishing and illegal grazing, leading to 21 convictions. We continued to emphasise improving the skills and capacity of our teams, with four gate guards and six rhino monitors receiving basic ranger training. A capacity-building exchange was also initiated, in which four law enforcement managers from Pendjari National Park in Benin spent three weeks in Zakouma. Four new vehicles were added to our fleet to boost the anti-poaching capacity of the Mamba teams.

COMMUNITY DEVELOPMENT - Communities are central to achieving long-term sustainability of the Greater Zakouma Ecosystem. Our teams worked concertedly throughout the year to maintain engagement and support, implementing a range of sensitisation workshops and precautionary measures around Covid-19. We hosted 2,136 students and local leaders at Camp Dari as part of our environmental education programme to encourage a connection to nature, and all of our community facilitators participated in extensive training in environmental education. The park invested in supporting and constructing schools, with 18 built to date, and provided US\$69,066 in support of teachers' salaries in 2020 alone. Communities around Zakouma were trained in the use of new fuel-efficient stoves. A process is under way to reclassify the SMWR as a



↑ Zakouma's team of 92 Law Enforcement members has transformed the park into a nucleus of security for people and wildlife © Steve Winter



national park. As part of this process, the GZE Land Use and Management Plan and the socioeconomic study were presented to the Ministry of Environment and Fisheries. The SMWR community extension officers undertook multiple sensitisation missions to inform people of the GZE Land Use and Management Plan; of the activities that are legally permitted within the reserve; and of the option to utilise an alternative transhumance corridor to navigate east around the reserve.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - Key infrastructure in the SMWR continued to be developed, which included clearing and grading all main roads and airstrips, and the opening of a new airstrip at headquarters. Construction was able to proceed on a new headquarters at Samer, a third airstrip in the centre of the reserve and a forward operational base in the south of the reserve. A radio repeater tower was erected in SMWR as part of a plan to install an effective new communication system in 2021. An 18km road was completed leading from Am Timan to the Goz Djerat entrance of Zakouma, significantly boosting the accessibility of this route should flooding occur on the old road. Twelve staff houses were upgraded, and five new management houses were constructed. With Zakouma experiencing

the highest flood levels in 40 years, the aircraft was deployed to assist local authorities and assess flooding in multiple villages north of the park.

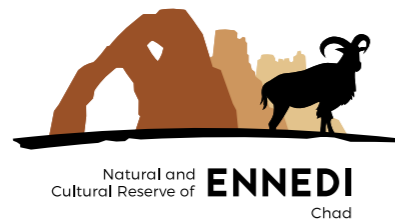
TOURISM - In response to the Covid-19 pandemic, all tourism activities from March to June were temporarily suspended in line with the Government of the Republic of Chad's travel directives. However, the park saw 2,602 tourists overall, with 98% of those being local, who stayed at Tinga Camp and Camp Dari. We constructed a viewing platform on the Salamat River and Zakouma hosted its first Safari Trail Run as part of the Le Treg franchise.

OBJECTIVES FOR 2021

- + Continue implementing permanent core infrastructure in the SMWR to support operations
- + Maintain zero losses of elephant & rhino to poaching
- + Ensure the implementation of the GZE Land Use & Management Plan
- + Complete the introduction of a founder rhino population
- + Generate tourism revenue of at least US\$500,000

Girls learning in an outdoor classroom in Zakouma, Chad © Steve Winter ↑

SAHARA'S EDEN



PARK MANAGER
Annabelle Honorez

CHAD - Located deep in the Sahara Desert, the Ennedi Natural and Cultural Reserve (ENCR) is a unique sandstone masterpiece sculpted by the elements over millions of years. Wildlife abound, and it contains a globally significant rock art collection, proof of the human heritage of the region dating back 7,000 years. This rich mix of culture and nature led to the Ennedi Massif being declared a UNESCO World Heritage Site in 2016. In 2018, the Chadian Government invited African Parks to help realise their vision to create, preserve and transform the ENCR into a coveted destination to benefit local people while safeguarding its iconic flora and fauna. The reserve, situated in the heart of the African-Eurasian migratory crossroads, is a marvel for bird-lovers with over 189 listed species, including the Arabian bustard, sooty falcon and Sudan golden sparrow. It is also a refuge for a wide variety of iconic, desert-dwelling species, including Barbary sheep, dorcas gazelle, striped hyaena, caracal, honey badger, and desert hedgehog, among others. Preserving the biodiversity of this ancient desert is also essential for the 30,000 nomads who legally move through and rely on this landscape every year.

BIODIVERSITY CONSERVATION - For the first time in Ennedi, five Barbary sheep and five dorcas gazelles were fitted with satellite GPS collars. Due to years of poaching and competition with livestock, both species are listed as vulnerable to extinction (IUCN). To date, very few detailed studies have been carried out on either wild population and we are hopeful that these satellite data provide insight into the spatial ecology of these species. Together with the Sahara Conservation Fund, African Parks enabled the translocation of 34 red-necked ostrich chicks from Zakouma National Park to the northern part of Chad. Seventeen of them went to the ENCR where, for many months, they have been cared for. Sadly, three chicks died of disease in Fada, where a rearing facility is being setup to continue increasing ostrich numbers in the region. Two females were selected for breeding purposes while the remaining 12 birds travelled to the rehabilitation enclosure in Aloba, where they will be fitted with tracking devices and released into the wild in 2021. Several camera traps, deployed strategically on trees surrounded by seemingly desolated lands, produced a multitude of images showing flocks of white storks, glossy ibises and marabou storks

→ Thirty-four red-necked ostrich chicks were translocated from Zakouma to Ennedi Natural and Cultural Reserve in 2020 © Elsa Bussiere





gathering in thousands throughout the rainy season. Combining data collected from these camera traps and other research, the reserve published the first Ennedi bird species list.

LAW ENFORCEMENT - A collaborative agreement was signed with the National and Nomadic Guard of Chad (GNNT) to conduct patrols throughout the massif and surrounding plains. This patrol unit covers up to 1,500km each month, travelling with 4x4 vehicles through villages where the team raises awareness about poaching and the risks of breaching the laws protecting wildlife. The first basic field ranger training was successfully completed, augmenting the team with the first 39 trained rangers, all of whom came from local communities. During patrols, the mobile unit came across several abandoned camps with the remains of poached dorcas gazelles. Illegal weapons were confiscated, along with a living young Rüppell's vulture which was released two weeks later. The mobile unit investigated the mysterious death of a presumed poisoned Egyptian vulture in the reserve, tracked by BirdLife Bulgaria, showing once more the global significance of the reserve for migratory birds. The team also retrieved one of the five satellite collars deployed on dorcas gazelles, which had been dismantled and the animal may well have been poached. In addition, these patrols also revealed

higher densities of wildlife in extremely remote areas of the reserve.

COMMUNITY DEVELOPMENT - Considering the vulnerability of the communities living in Fada, a crossroads for both people and goods, the ENCR focused efforts here to address the Covid-19 pandemic. Our staff trained several medical doctors as well as 42 young volunteers to sensitise communities and conduct preventative measures. An important goal for the reserve is to help strengthen the education system in priority communities. Efforts follow a dual approach, combining children's schooling and women's education to deal with the widespread illiteracy within the reserve. A collaborative protocol was also signed with the town of Aloba to initiate the establishment of a community primary school. In Fada, together with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the reserve launched the first phase of a comprehensive waste management project, along with the rehabilitation of a public garden in order to set up a horticultural apprenticeship project for women. The reserve's biodiversity and community departments also put together the One Health Project: the final recourse for the iconic crocodiles of the Guelta d'Archei. Through this project, the reserve aims to engage communities in a participative approach to conservation development, in order to identify an

effective resource management system of the guelta, where a shared fate links man and nature.

PARK MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT - African Parks was granted an official hearing with the Field Marshal of Chad, President of the Republic, Head of State Idriss Deby Itno, when he visited Zakouma National Park in December 2020. One of the items discussed was the amended Decree of Creation of the reserve, which was submitted to the Government in 2019 to define suitable reserve boundaries, encompassing the entire mountain massif as well as the whole UNESCO World Heritage Site. This amendment is necessary for the reserve to fall in the IUCN Protected Area Category System.

The pandemic made building materials difficult to source, slowing down numerous construction plans. However, building of the permanent headquarters began in Fada, where two boreholes were drilled. A garage, a solar-energy room and a carpentry and welding workshop were also completed. A high representative of the Ennedi West Province generously donated six adult ostriches, an enclosure and a borehole to the reserve, to help the team establish the red-necked-ostrich-rearing facility. In terms of expanding the ENCR team, an Archaeology Department was initiated, whose functions will be to establish partnerships with academic institutions

and launch a first and comprehensive census of archaeological sites in the ENCR in 2021.

TOURISM - Due to Covid-19, there was no tourism to the reserve from March until the end of the year. Before the global lockdown, we managed to host one group of 11 donors and Board members, who explored the Ennedi Massif and visited the reserve's temporary headquarters, guided by local operator Société de Voyages Sahariens. Thereafter, the reserve organised a series of webinars throughout the rest of the year and provided virtual tours of this Eden of the Sahara.

OBJECTIVES FOR 2021

- + Facilitate the official publication of the newly revised Decree of Creation
- + Complete construction of the reserve's headquarters & control room
- + Select, train & deploy 41 additional rangers with an adequate surveillance strategy
- + Continue the ostrich breeding and reintroduction programme; plan for the scimitar-horned oryx & addax reintroduction programmes for 2022 releases
- + Fully launch the community development projects on environmental education, vegetable gardening & waste management in Fada
- + Finalise a long-term sustainable strategy for the reserve



"We are in a race against time to save Africa's wildlife and wild places. Multiple and compounding threats, including deforestation, illegal mining, poaching, and wildlife trafficking among others have imperilled Africa's lands, waters, and wildlife – some of the most awe-inspiring on Earth. Only by working with Governments and local people can we protect natural areas for the benefit of people and wildlife across the African continent. By supporting African Parks, I know that funding is being used effectively to help nations and communities protect nature and their economy now, not tomorrow."

- Hansjörg Wyss, Founder and Chairman of The Wyss Foundation

OUR PARTNERS

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INVESTING IN NATURE FOR OUR SURVIVAL

CHAIRMAN'S MESSAGE | ROBERT-JAN VAN OGTROP

As Chairman of African Parks, I extend my deepest thanks to everyone who makes this organisation possible. That includes our Government partners who have entrusted in us the full responsibility to manage their national parks. And it also includes all our funders — institutional, philanthropic, and public alike — who have provided funding year upon year, as well as our exceptional and motivated workforce, who together make it possible to effectively manage a growing portfolio of parks, ensuring that 14.7 million hectares of Africa's unique landscapes are being conserved.



on our beautiful planet Earth. While the world's leaders have the ability to change the course of the planet, they do not seem to fathom the rate at which we are losing nature, or the scale of interventions required to secure what is left. Which is why African Parks has a critical role to play. African Parks is a very real and effective solution for sustainably managing protected areas in Africa. With 19 parks in 11 countries under protection, key ecosystems are being conserved while each park serves as an anchor of safety, allowing for conservation-led economies that support hundreds of thousands of people.

The year 2020 has been an extremely important year in funding developments for African Parks. We received two significant gifts from two private foundations which are transformational for conservation and in helping us achieve our growth ambitions. Equally important are how these commitments are structured, with allocations to sustain existing parks, to help us take on more parks, to grow our endowment fund, which is critical for long-term sustainability, and with matching components that are unlocked by other contributions, ensuring a critical need for every dollar, regardless of its source.

Science dictates that we need to protect 30% of the planet in the next 10 years if we want to preserve the Earth's remaining biodiversity, curb extinction rates, and stabilise our changing climate. And if Covid-19 has brought us anything, it is that now many more people appreciate the importance of the role of nature, which we are intrinsically part of, and that biodiversity is necessary for our very own survival and that of all other living creatures. It is of vital importance that we understand the concept of "oneness" and that everything is interconnected

We have a clear vision for how we will protect at least 35 million hectares by 2030. But we need funding commitments to evolve with this ambition to make it real. Conservation needs flexible, long-term "forever funding" — where permanent capital is secured to sustain nature's capital. We are committed to Governments on average for 20 years, and we are committing to increasing our footprint to help protect 30% of Africa in the next decade. We need financial resources to be equally committed, that serve on the same time frames, and are diversified coming from all sectors: foundations, institutions, individuals, Governments, and corporations. We need everyone to be involved to succeed at the scale that is necessary.

To our current partners, thank you for standing with us, and for choosing African Parks. To those of you who are inspired to do more or want to support our mission for the first time, we welcome you. There has never been a more urgent time to get involved in this race to protect Africa's biodiversity. The need is now: please join us.


Sincerely,
Robert-Jan van Ogtrop



GOVERNMENT PARTNERS

Although our model is one of delegated management, we are fully reliant 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 our work. Their statutory roles are enshrined in the agreements, and their participation is ensured through approval of park business plans and having representation on each park's Board. We thank them all for the trust and confidence bestowed upon African Parks and their commitment and foresight in conserving their countries' 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 and in June 2020 for W National Park. 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 (Ministère du Cadre de Vie et du Développement Durable), José Tonato, the Director-General of the National Centre of Management of Reserves and Protected Areas (CENAGREF), Ferdinand Kidjo, and Edmond Toli, 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, 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 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 in the management of the new Natural and Cultural Reserve of Ennedi. The Chadian Government, on the

advice of The European Union, approached African Parks in 2010 to assume management responsibility of Zakouma 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 2010, when our first management agreement was signed for Odzala-Kokoua National Park and we are very proud to have seen additional protection of this unique landscape through the signing of a new management agreement with the Minister, Madame Rosalie Matondo, in 2020. Under the Ministry, African Parks works 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 co-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. Mateus Jose Mutemba is the current General Director of ANAC.

 **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 in Nyungwe National Park in 2020, and recognise Ms Claire Akamanzi for her unwavering support of Akagera and Nyungwe.



ZAMBIAN DEPARTMENT OF NATIONAL PARKS & WILDLIFE (DNPW)

The Zambian DNPW works to protect and conserve Zambia's wildlife estates and to 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 the Bangweulu Wetlands in 2008. Dr Chuma Simukonda 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 the Litunga 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 the Parks and Wildlife Act [Chapter20:14] of 2001. 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 CULTURE, TOURISM AND ENVIRONMENT (MCTA) & THE NATIONAL INSTITUTE OF BIODIVERSITY AND CONSERVATION AREAS (INBAC), ANGOLA

MCTA is the Ministerial Department responsible for the formulation, execution, and control of the Executive's policy regarding environmental 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 natural resources. INBAC was created to ensure the implementation of the Biodiversity Conservation Policy and management of the National System of Conservation Areas.

CATALYSTS FOR CONSERVATION

STRATEGIC PARTNERS

We are deeply grateful for a core group of funders who provide largely flexible, multiyear funding of more than US\$500,000 per year. 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 Conservation Fund (ACF), the philanthropic operation of Acacia Partners, makes conservation investments that address the declining biological diversity of life on Earth. ACF supports results-oriented, entrepreneurial organisations that maximise 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 and has also invested in African Parks' Incubator Programme, which trains select NGOs on the implementation of African Parks' model.



Adessium Foundation is a grantmaking foundation working towards the benefit of nature and society. Its mission is to contribute to a balanced society by supporting initiatives and organisations in the Netherlands and Europe that are committed to an open and just society, healthy ecosystems and equal opportunities for everyone. Adessium has been a funder of African Parks since 2008, funding both the portfolio of protected areas and institutional development.



The Government of Benin made a significant five-year commitment of US\$6m when President Patrice 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.



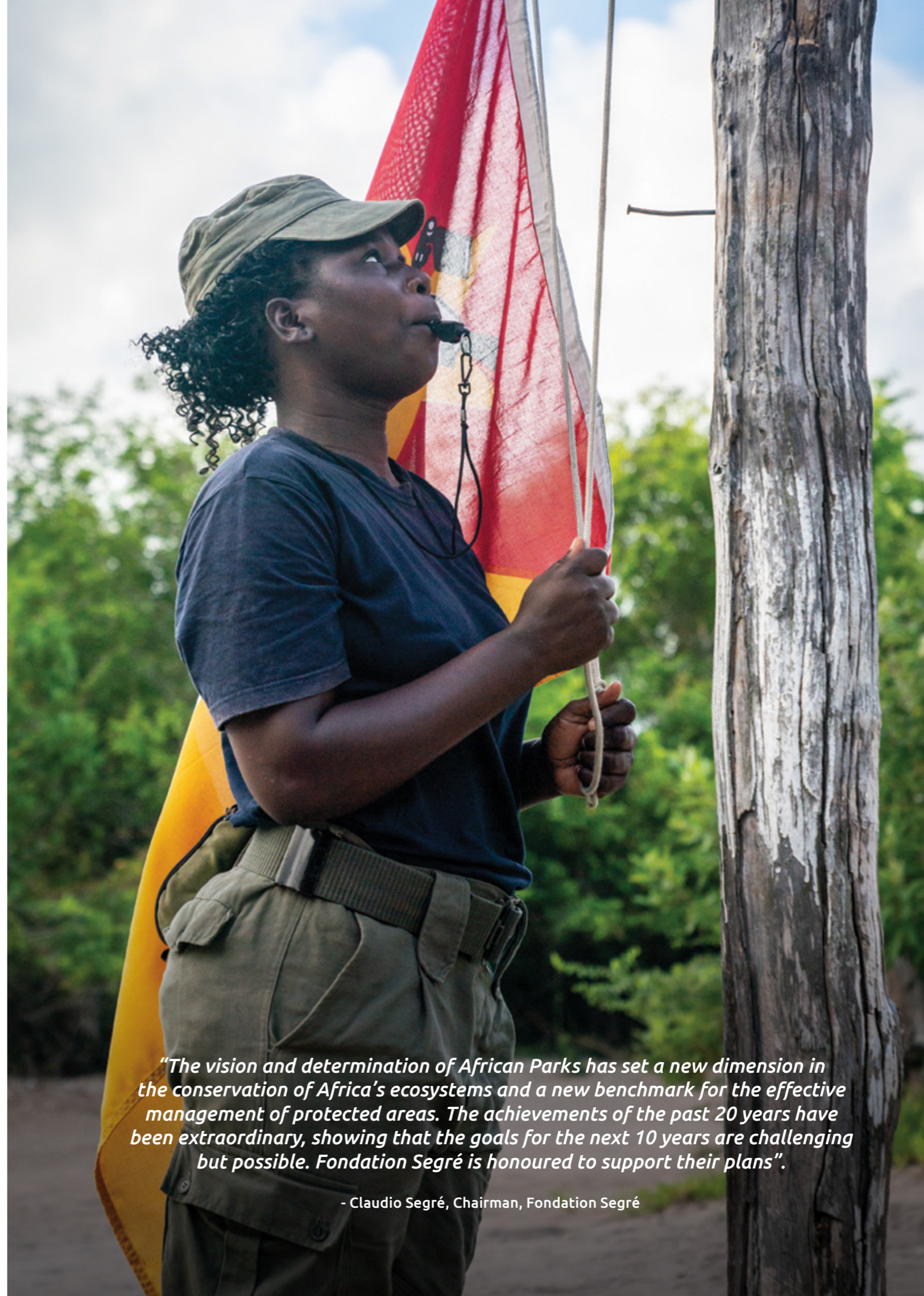
PATRIP Foundation is a non-profit organisation that channels multi-donor funds into cross-border projects aimed at increased stability and integration in fragile regions. PATRIP is improving the security, conservation and social development of the border regions of Northern Benin as a donor to W National Park through funding of €1.7m for a phase one of infrastructures inside and outside the park. This project is financed by the German Federal Office through the PATRIP Foundation and KfW.



The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is Germany's leading provider of international cooperation services. As a federal enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development. Since the start of African Parks' engagement in the WAP, GIZ has provided funding to support the aerial survey in the WAP complex in 2019 and a feasibility study for the rehabilitation of the Arly and W Burkina Faso in 2020.



The Foreign Commonwealth and Development Office (FCDO) leads the UK's work to end extreme poverty, deliver global goals for sustainable development and tackle a wide range of global challenges. In Malawi, £1m 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



"The vision and determination of African Parks has set a new dimension in the conservation of Africa's ecosystems and a new benchmark for the effective management of protected areas. The achievements of the past 20 years have been extraordinary, showing that the goals for the next 10 years are challenging but possible. Fondation Segré is honoured to support their plans".

- Claudio Segré, Chairman, Fondation Segré



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. At least 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 €6.2bn. African Parks has received €15.2m since 2010. In 2018, we received a multi-year Extra Project award for Ennedi. In 2020 African Parks received €900,000 in unrestricted funding, but was also the recipient — together with WWF and Peace Parks — of €16.9m for a Dreamfund project, to boost the ecological and socio-economic development of the world's largest terrestrial transfrontier conservation area, the Kavango Zambezi (KAZA).



The Elephant Crisis Fund (ECF), a joint initiative of 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\$3.3m 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 critical in managing large landscapes, namely the Garamba National Park and its periphery, the Chinko Conservation Area, the Ennedi Natural and Cultural Reserve, the Greater Zakouma Ecosystem and the Odzala-Kokoua National Park. Improved management of those ecologically important landscapes through effective park management and governance, safety and security for people and wildlife in respect of their respective rights and opportunities in green sectors for local populations contribute to the EU NaturAfrica initiative.



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 the Benin Government, Global Environment Facility (GEF) and Financial German

Cooperation (Kreditanstalt für Wiederaufbau — KfW). The Foundation has been providing significant annual financial contributions to the successful management of the Pendjari National Park, since 2017. In 2019-2020, the FSOA provided 85% of funding to implement a Priority Action Plan to secure the Beninese W National Park, which evolved into a full management mandate to African Parks, in June 2020. The Foundation also committed promptly to cover full funding to establish the first three-month plan from the African Parks Mandate for the management of Park W-Benin, up to December 2020. Its larger vision is to create a sustainable source of funding and support the synergy of actions within the W-Arly-Pendjari Complex.



The Howard G. Buffett Foundation seeks to catalyse transformational change, particularly for the world's most impoverished and marginalised 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, to the re-introduction of rhinos, to general park management and security. The Foundation also donated an Airbus helicopter to Garamba National Park, providing a vital force multiplier for its anti-poaching team. African Parks was also the beneficiary of a donation of real property, and

the proceeds from the sale were received in 2020, providing important funding for ongoing operations.



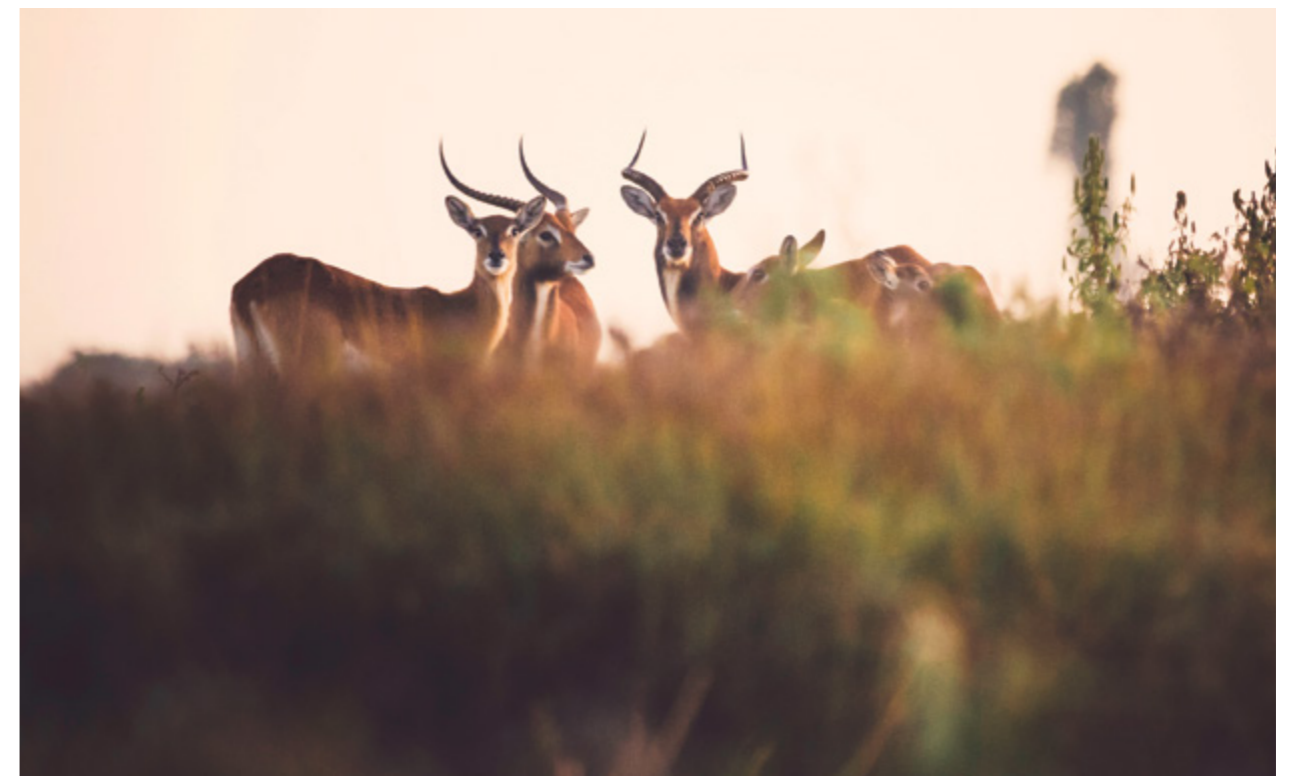
The Oppenheimer Generations Foundation provides catalytic, flexible and discretionary funding in support of their commitment to building sustainable and prosperous societies. The Foundation began funding Bazaruto Archipelago National Park in 2018, committed US\$2m over five years to bring this marine 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. African Parks received a \$1m grant to support the set-up of operations and restoration of two new parks in the African Parks portfolio: Matusadona National Park in Zimbabwe and Iona National Park in Angola.

Fentener van Vliissingen 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 €25m 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 2020 the Fund contributed US\$1.8m towards African Parks Network.



People’s Postcode Lottery manages lotteries on behalf of 20 Postcode Trusts. A minimum of 32% goes directly to charities and good causes across Britain and internationally. African Parks has been a recipient of funding raised by players of People’s Postcode Lottery since 2015. In 2020, African Parks received £2m as part of the Postcode Climate Challenge initiative, to help secure ecosystems and mitigate climate change in Chinko, Odzala-Kokoua, Liuwa Plain and Nyungwe National Park.



The mission of the Rob and Melani Walton Foundation is to elevate people, planet, and purpose by changing what people feel is possible and know is doable. The Rob and Melani Walton Foundation 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 they have provided critical support to our anti-poaching work in Central Africa. Their generosity has supported diverse efforts in Garamba National Park,



↑ Akagera, Rwanda, protects a population of 78 Masai giraffe © Marcus Westberg



Chinko and Odzala-Kokoua National Park. In 2018, the Schwartz family made a five-year pledge to provide ongoing 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, Odzala-Kokoua, Zakouma, and most recently Nyungwe National Park. To date, they have provided over US\$5m.



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, and recognises the reciprocal relationship between the livelihoods of local communities and the successful protection of an ecosystem’s wildlife. The foundation provided €4m in 2020, continuing its long-term commitment to Liuwa Plain National Park and the Bangweulu Wetlands. It also supported community and research projects in Odzala-Kokoua, and the start of operations in Iona National Park, Angola.



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 United States 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, prerequisites for sustainable economic development and the protection of natural resources. They began providing support in 2018 and have committed over US\$3m 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.

Tourists glide down the Shire river in Liwonde National Park, Malawi © Marcus Westberg ↑



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, both in Malawi. In 2017, The Wyss Foundation made a ground-breaking commitment of US\$65m to provide ongoing support for Akagera and the Malawi Parks along with start-up funding for five new parks. This enabled the addition of Pendjari and W National Parks in Benin, Bazaruto Archipelago National Park in Mozambique, Iona National Park in Angola, and Matusadona National Park in Zimbabwe.



The Lion Recovery Fund (LRF), an initiative operated and managed by the Wildlife Conservation Network, is a nimble and flexible fund that invests in the most innovative and

effective projects across Africa that can recover lions and restore their landscapes. Since 2017, the LRF has contributed more than US\$2.3m to African Parks. This funding has benefitted eight different African Parks sites, but with a particular focus on several parks in West and Central Africa given the extreme vulnerability of lion populations in those regions. The LRF has invested heavily in African Parks' Chinko site in Central African Republic, a vast 55,000km² wilderness with immense potential for lion recovery.



Noé was the first NGO to enter into an incubator programme with African Parks in 2018. Parcs de Noé, the Protected Area Management branch of Noé's vision, is to manage five protected areas in Africa by 2025. Noé signed its first management agreement for Termit and Tin Toumma reserve in Niger in 2018 which has since then seen the resurrection of one of the most iconic desert reserves in Africa. Noé pioneered a Priority Intervention Plan for Bindi Léré Faunal Reserve in Chad in 2020 while also finalising the process to change the status of the reserve to a National Park with the Chadian Government to take on its management once created. The year 2020 also saw significant advancements in the discussions with the Congolese Government in order to conclude on a long-term management agreement for Conkouati-Douli National Park, planned to start in May 2021.



Mulanje Mountain Conservation Trust (MMCT) in Malawi actively seeks to support improved biodiversity conservation for the 500 endemic species occurring in the reserve, and to improve community livelihoods through more intensive sustainable natural resource use. In 2020, African Parks partnered with MMCT for a 10-year partnership through the Incubator Programme. MMCT has facilitated the development of an Integrated Management Plan for the Mt Mulanje Biosphere Reserve in cooperation with the US Forest Service, which was officially launched by the Minister of Forestry & Natural Resources in December 2020. Subsequently, MMCT has completed a new strategic plan to align their future work to a potential new management role at Mt Mulanje, through a collaborative management partnership with Government, which will soon be submitted to the Ministry of Forestry & Natural Resources for consideration.

"We support African Parks because we believe they have the skills and experience to deliver on their commitments. Their long-term agreements with Governments give them full authority to carry out anti-poaching activities and enforce the rule of law in challenging areas. In addition to providing long-term support to Garamba National Park in the DRC, we've supported key interventions at several other parks under their management since 2014."

- Rodger Schlickeisen, Wildcat Foundation

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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P.O. Box 2336, Lonehill, 2062, South Africa

Tel: +27 11 465 0050 Email: info@africanparks.org

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germany@africanparks.org

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2020 FINANCIAL PERFORMANCE

The 2020 management accounts and annual financials presented herein include the financial results of three additional protected areas within the portfolio: Nyungwe National Park, W National Park and Iona National Park. These new parks would have normally contributed towards an increase in spending across the portfolio. However, management undertook a review of activities across the portfolio during the first quarter of 2020 when it became evident that travel restrictions as a result of Covid-19 would negatively impact the commercial revenue of the organisation. As such, certain activities were postponed in order to mitigate the impact of Covid-19 on commercial revenues. The group generated US\$3m in gross commercial revenue for the financial year, down 48% from 2019.

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.

Grant funding accounted for 92% of the total income of the group at US\$64m. Individual donors and Government funding consisted of 30% and 42% of the total grant funding utilised. The grant funding per the management accounts of US\$64m compares to the US\$60m in the summarised annual financial statements. US\$4m worth of consolidation adjustments were posted in the financial statements. These adjustments relate to a debit from revenue into deferred income (liability) 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.

An additional capital of US\$45.3m was injected into the African Parks' **endowment fund** in 2020, bringing the total capital balance as at 31 December 2020 to

US\$84m. 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 assets are held on the balance sheets of Stichting African Parks Foundation (SAPF) in the Netherlands and African Parks Foundation of America, both affiliated entities of African Parks Network (APN). A total of US\$1.7m was drawn down from the returns generated from the endowment fund held by SAPF to contribute towards the running costs of APN.

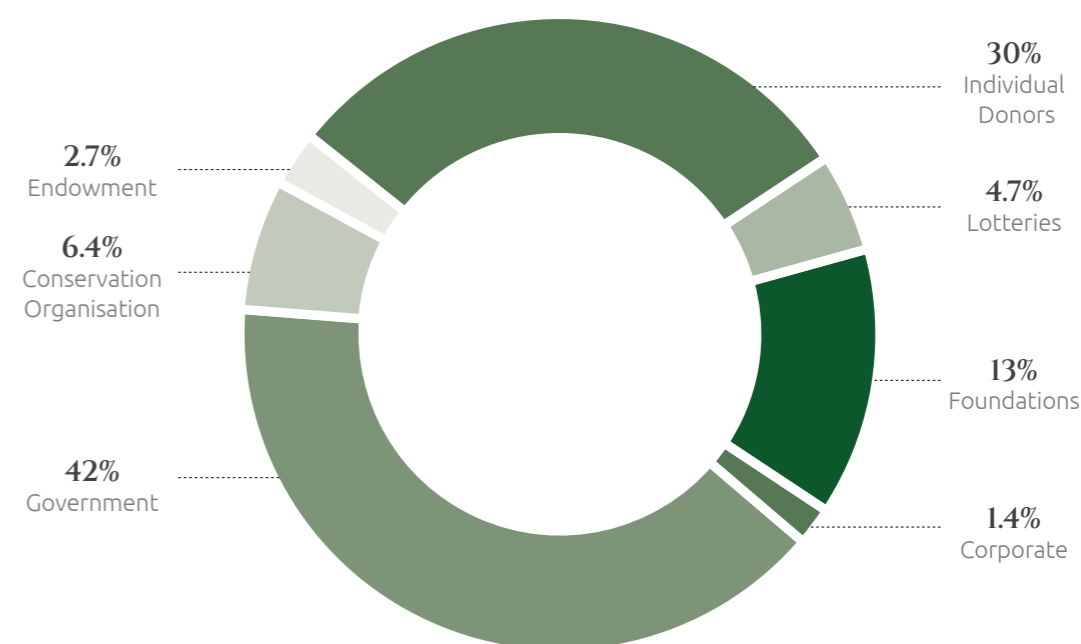
Group spending decreased by 6% or approximately US\$4.5m in the current year. Part of the reason for the decrease is the fact that we added three new aircraft in 2019 for a total cost of US\$8.5m. Additions to aircraft only amounted to US\$376,000 in 2020. Garamba also reflected a decrease in spending of US\$4m. The three new parks (Nyungwe, Iona and W National Park) contributed US\$5.1m towards total group spending. This is typically lower than one would expect for these three parks but we only incurred activities in the field for part of the year in most of these parks. Nyungwe's total spending for instance only represents three months' worth of subdued activities as the park was in its handover process.

The organisation controls group spending through careful budget monitoring whereby budgets for the year are pre-approved. The actual spending against these budgets is monitored every month through the monthly management accounts. The total budget approved by the APN Board for 2020 was US\$80m whilst the actual spending was US\$69m. A deliberate re-forecast was done during the first quarter of 2020 in an attempt to mitigate the impact of Covid-19 on our revenues. Park budgets were reviewed and certain activities were postponed. In addition, travel restrictions naturally brought upon "savings" across the portfolio through reduced travel costs, reduced activities (e.g. Chinko) as supplies were not available in country for part of the year, etc.

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	62,553	6,994	69,547	-	65,593
Grant funding	59,329	4,693	64,022	-3,633	60,389
Gross park revenue	3,082	-	3,082	-170	2,912
Endowment income	-	1,760	1,760	-	1,760
Other income	142	541	683	-151	532
Total group spending	62,321	6,971	69,292	-	65,499
Operating expenditure	52,402	6,947	59,349	1,028	60,377
Capital expenditure	9,919	24	9,943	-4,821	5,122
Net surplus before taxation	232	23	255	-161	94

SOURCES OF DONOR FUNDING



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 2020 (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 2020. 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. A summarised group statement of comprehensive income is presented on page 133. A consolidated deficit for 2020 of US\$63,000 (2019: surplus US\$19,000 was recorded).

SUMMARISED GROUP STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020

	2020 US\$'000	2019 US\$'000	% change
Income	65,595	62,194	
Grant funding	60,390	54,163	11%
Endowment income	1,760	1,677	
Other operating income	3,445	6,354	-46%
Operating expenses	-65,132	-61,652	6%
Employee benefit expenses	-26,556	-20,872	
Depreciation	-5,123	-7,230	
Other expenses	-33,453	-33,550	-0%
Results from operating activities	462	542	
Net foreign exchange differences and finance revenue/(expense)	-369	-256	44%
Surplus/deficit before taxation	93	286	
Taxation	-140	-256	
Surplus/deficit for the year	-47	24	
Other comprehensive loss	-16	-5	
Total comprehensive (deficit)/surplus for the year	-63	19	

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.

The increase in **grant funding** by 11% is due to a combination of :

- New parks included in the portfolio, namely: Nyungwe, Iona and W National Park;
- A requirement to draw down on additional income due to lower than budgeted commercial income being generated across the group;
- The consolidation journal whereby donor income is debited and deferred income is credited was

lower in 2020 compared to 2019. This is directly related to a lower level of additions to fixed assets in 2020 compared to 2019. Additional explanations around deferred income have been provided further along in this paper.

Other operating income consists of commercial revenue of US\$3m. African Parks Network (APN) generated operating income of US\$365,000 from its conservation travel initiatives (took place before end of Q1-2020) and from the farm that it currently owns. Finally, other operating income would also include recoveries from insurance claims received in the year. These are negligible. The decrease in operating income is a direct result of Covid-19.

Net foreign exchange differences and finance expense consists of realised and unrealised foreign currency losses incurred during the year. The total unrealised foreign loss was US\$512,000 and this was all incurred in APN Company books. This amount included US\$208,000 unrealised loss on the revaluation of the farm as the rate of exchange at year end was ZAR14.65 to the USD (2019: ZAR14.04).

**ABRIDGED GROUP STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2020**

	2020 US\$'000	2019 US\$'000	% change
Assets			
Non-current assets			
Property, plant and equipment	42,524	37,581	13%
Non-current asset held for sale	-	4,985	
Right of use asset	261	344	
Current assets			
Inventories	951	773	
Receivables and prepayments	13,241	12,337	7%
Cash and cash equivalents	16,847	19,920	-15%
Non-current asset held for sale	4,129		
Total assets	77,952	75,940	
Equity and liabilities			
Capital and reserves			
Foreign currency translation reserve	-1,764	-1,747	
Retained earnings	2,072	2,106	
Maintenance reserve	322	321	
Non-controlling interest	-626	-612	
Non-current liabilities			
Deferred taxation	819	680	
Lease liabilities	226	294	
Current liabilities			
Provisions	318	179	
Trade and other payables	2,778	4,559	-39%
Undrawn funds	27,284	27,836	-1%
Lease liabilities	67	60	
Deferred income	46,456	42,265	9%
Total equity and liabilities	77,952	75,941	

The main contributors to the increase in **property, plant and equipment** (PPE) are Liuwa (US\$800,000), Garamba (US\$816,000) and Zakouma (US\$1,372,000). It is worthy to note that we capitalise all PPE (individual items costing >US\$500 and lasting >1 year) based on the fact that we control the use of these items. Should African Parks leave a park (either voluntarily or involuntarily), it would not be able to retain the use of most of the PPE relating to that park and would need to recognise a disposal loss. All aircraft remain in the name of APN and could be re-purposed to other parks.

Non-current asset held for sale represents the Ukulima Farms which were donated in 2017. The farms were revalued down by US\$850,000 in the current year.

US\$7.5m of the total amount of **receivables and prepayments** relates to receivables from donors, some of which were received in 2021. US\$588,000 of the balance relates to receivables from affiliate entities such as African Parks Foundation of America.

Cash and cash equivalents represent a combination of funds held locally by the parks within their local banks, funds held by the parks as petty cash (US\$364,000) and funds held by APN in its offshore account. The group was highly exposed to Central African Francs (CFA) at year end with the Benin parks (Pendjari and W) holding a total of US\$1.6m worth of CFAs. This is because a large portion of their funding is CFA based.

A **deferred taxation** balance existed within the Akagera set of books. It is an accounting adjustment and was recognised for the first time in 2018.

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 2021 or because they are earmarked for specific activities that are yet to take place or because they were

surplus funds raised. 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 2020**

	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 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 01 January 2020	-1,747	321	2,106	680	-612	68
Surplus for the year	-	-	-33	-33	-14	-47
Other comprehensive loss	-16	-	-	-16	-	-16
Balance as at 31 December 2020	-1,763	321	2,073	631	-626	5

**ABRIDGED GROUP CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2020**

	2020 US\$'000	2019 US\$'000
Net cash inflow/(outflow) from operating activities	7,668	10,079
Net cash outflow from investing activities	-10,130	-13,257
Net cash inflow from financing activities	-612	-1,029
Net increase in cash and cash equivalents	-3,074	-4,207
Cash and cash equivalents at the beginning of the year	19,921	24,128
Cash and cash equivalents at the end of the year	16,847	19,921

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

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

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 and approved 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 Financial Reporting Standards (IFRS) and are audited by KPMG South Africa.

African Parks Network has affiliated organisations in The Netherlands, Switzerland, Germany, the UK, and the USA. These are Stichting African Parks Foundation (The Netherlands), African Parks Stiftung Schweiz (Switzerland); African Parks Foundation Germany; African Parks UK; and African Parks Foundation of America (USA). 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 that ensures a common purpose for all.

JOIN US ON THIS CHARTED COURSE

African Parks is the leading organisation in protected area management in Africa.

When you donate to African Parks, you are not only protecting Africa's iconic landscapes and wildlife, you are also creating safe places where jobs are created, sustainable enterprises are funded, schools are built, children can learn, mobile health units are deployed and conservation-led economies can begin to grow.

The benefits are many in supporting African Parks. We operate at scale, we are 100% accountable for every single dollar that comes to us, and for every single aspect of park management, guaranteeing that funds deliver the most immediate and direct impact. We have a clear vision for securing 30% of Africa for nature, and the track record to show that it is all possible.

However you wish to support our work, in big or small ways, it all matters. Thank you for your trust and if you would like to find out more, please contact:

Tineke Floor
Sophie Vossenaar
African Parks - Europe
tinekef@africanparks.org
sophieiev@africanparks.org

Toni Condon
African Parks - US
tonic@africanparks.org

Vega Hall Martin Embree
African Parks – Asia
vegahme@africanparks.org

