

Pan African Sanctuary Alliance



Strategic Development Conference

Chingola, Zambia

September 6 to 9, 2017



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Summary Report



Sanctuary leaders and educators gathered for PASA's three-day conference in Zambia.

The Pan African Sanctuary Alliance (PASA), the largest association of wildlife centers in Africa, includes 22 organizations in 13 African countries. Our members are securing a future for Africa's primates by fighting the illegal wildlife trade, rescuing and rehabilitating orphans of the trade, educating the public, empowering communities, and protecting critical habitat. PASA strengthens our member organizations and works to build a global movement to save Africa's great apes and monkeys.

The Pan African Sanctuary Alliance held a Strategic Development Conference for the directors of our member wildlife centers in Chingola, Zambia from September 6 to 9, 2017. This was the 18th annual meeting of the leaders of Africa's primate rescue centers. The conference was hosted by Chimfunshi Wildlife Orphanage, the second-oldest chimpanzee sanctuary in Africa and home to 119 chimps.

This conference brought the mutual support between PASA and our member organizations to new heights, with the directors of member organizations expressing their dedication to providing PASA with the resources needed to grow and more effectively represent our members on the global stage. **As the threats to the existence of Africa's primates increase, this collaboration is needed more urgently than ever before.**

For the first time in PASA's history, the Strategic Development Conference was held alongside a Community Engagement Workshop for the coordinators of conservation education, outreach, and community development programs. For the first time, the program coordinators planned and managed their own workshop, as part of PASA's efforts to build the capacity of the personnel of our member organizations.

Fifty-three people attended the conference and workshop, including leaders of 17 of the 22 PASA member organizations, 14 education professionals from PASA sanctuaries, four members of PASA's Board of Directors, and other individuals committed to the conservation and protection of Africa's great apes and monkeys.

The Strategic Development Conference and the Community Engagement Workshop were made possible by generous grants from the **Arcus Foundation**, the **Columbus Zoo and Aquarium**, **Four Paws**, the **International Fund for Animal Welfare (IFAW)**, **Pittsburgh Zoo & PPG Aquarium**, the **Copenhagen Zoo**, the **Jane Goodall Institute**, the **Little Rock Zoo**, the **Maria Norbury Foundation**, the **Greater Houston Chapter of the American Association of Zookeepers (AAZK)**, the **Greater Cincinnati Chapter of AAZK**, the **Memphis AAZK Chapter**, the **Tampa Bay AAZK Chapter**, the **Toronto Zoo AAZK Chapter**, and the **Calgary Zoo AAZK Chapter**.

Project V.E.T.S., **International Veterinary Care**, **Worldwide Veterinary Service (WVS)**, and **Lion Country Safari** kindly donated veterinary supplies valued at several thousand dollars for the PASA member wildlife centers. Most of these supplies were brought to Zambia by PASA Board members and PASA volunteers, while some were arranged by Chimfunshi Wildlife Orphanage.

The primary goal of the Community Engagement Workshop and the Strategic Development Conference is to provide PASA member sanctuaries with critical training and networking opportunities to improve their effectiveness in protecting and caring for African great apes and monkeys.

Before the conference, PASA sent a survey to the directors of all our member organizations to determine the topics most important to them, in order to ensure the conference agenda was informed by their needs and interests. Based on feedback from the directors, PASA focused on two objectives: strengthening the organizations' strategic planning and improving their conservation education and community development programs.

During the first day, all participants met in the same room and discussed the strategy of their education and community programs, including establishing goals and objectives and evaluating the impact of their programs on wildlife conservation. During the subsequent days, the Strategic Development Conference was separate from the Community Engagement Workshop. The education coordinators collaborated to identify ways to increase the effectiveness of their programs in addition to learning skills and techniques of community-based conservation. The two groups periodically met together so the educators could update the directors on their progress.



Sanctuary leaders sort through an assortment of veterinary donations.

Conference and Workshop Highlights

The **Siddle-Marsden Award** is presented every year to an African staff member of a PASA member wildlife center who exemplifies a commitment to primates, a commitment to conservation, and a commitment to excellence. PASA was pleased to give the 2017 Siddle-Marsden Award to Bibila (Babs) Tafon of Ape Action Africa for his dedication to the primates at Mefou Sanctuary in Cameroon. At Mefou, Babs serves a critical role as the Manager and Head of Veterinary Care, overseeing the health and welfare to over 350 primates. Larry Taylor, Deputy Director of Ape Action Africa, accepted the award on Babs' behalf.



Larry Taylor accepts the Siddle-Marsden Award on behalf of Bibila Tafon.

PASA members have indicated a need to foster succession planning for their organizations. In response, PASA launched a **Leadership Development Grant** in 2016 to provide an opportunity for African nationals in management positions at PASA member wildlife centers to attend the Strategic Development Conference, with the goal to cultivate future leaders in primate welfare. This year, PASA awarded grants to two recipients: Raymond Tchimisso, the general manager of Sanaga-Yong Chimpanzee Rescue; and Dr. Joshua Rukundo, the senior veterinarian and Conservation Programs Director at Ngamba Island Chimpanzee Sanctuary.

Strategic planning was a primary focus of the conference. One day of the conference was dedicated entirely to this topic, with a workshop facilitated by James Reader, a management consultant from South Africa. Mr. Reader led interactive sessions that prompted dialog between participants regarding planning for both PASA and PASA members. Joint sessions between educators and directors cultivated strategic views of community engagement and education programs.

A high priority for many PASA members is to efficiently manage the funds they have. During the conference, three leaders of PASA member organizations provided training in **financial management**, including best practices, the importance of annual budgets, and how to create informative financial reports.

The conference saw attendees from many different fields of African wildlife conservation. We were joined by photographer and content creator Gerry Ellis, who documented the conference and conducted video interviews with the conferences attendees. Gerry also gave an evening presentation in which he shared a recent episode of his YouTube series “Apes Like Us” that featured PASA member sanctuary Ape Action Africa.



Chimfunshi and PASA board and staff present Sheila Siddle the Circle of Compassion Award.

Included in the conference agenda was a visit to PASA member Chimfunshi Wildlife Orphanage, one of the largest wildlife sanctuaries in the world. During the visit, conference attendees were given a tour of the sanctuary's grounds including the chimp enclosures and educational facilities, and had the opportunity to observe a feeding.

During the visit to Chimfunshi, PASA presented the first ever **Circle of Compassion Award** to Sheila Siddle, founder of Chimfunshi Wildlife Orphanage and pioneer in the field of African primate conservation. The award recognizes her lifetime of dedication to the animals and

people of Zambia. In 1983, Sheila and her late husband David launched Chimfunshi as one of the first chimpanzee sanctuaries in Africa. Since then, Sheila's tireless dedication to rescuing and providing refuge to chimpanzees across Africa has served as an inspiration to animal advocates around the world, including many PASA leaders. The Circle of Compassion event was commemorated with a tree-planting ceremony in her honor.

Accomplishments and Outcomes



Conference participants gather for a small group discussion.

At the Strategic Development Conference, we achieved our top objectives of enhancing PASA member organizations' sustainability, conservation education, and community outreach programs, and set a foundation to expand these roles in the future.

An additional, unanticipated outcome of the conference was a commitment by the PASA member organizations to strengthen PASA and support PASA's expansion and strategic planning. For example:

The directors expressed an interest in continuing to work with a strategic planning specialist to facilitate a plan for the growth and increasing effectiveness of PASA, as well as their own wildlife centers. As such, PASA will implement a long-term strategic planning program which involves active participation of our member organizations.

There was also a consensus that the PASA family collectively improve our internal communication, with suggestions to use messaging apps in addition to email.

PASA members made a commitment to share resources and knowledge with each other. They highlighted a need for staff exchanges between facilities and smaller, regional workshops to develop the skill sets of their employees who manage programs and provide animal care.

Staff of PASA member sanctuaries are excited to develop their skills in many areas including report writing, online marketing, communications, use of software and fundraising, so they can more effectively share their stories with overseas supporters and a growing online audience, and raise urgently needed funds for their conservation and primate protection programs.

Participants in the Community Engagement Workshop indicated their desire to develop skills that will improve their outreach and education, including theory of change and media training. Attendees learned tools for developing programs that meet the needs of their target audiences and methods for evaluating those programs.

PASA directors and managers completed a **comprehensive census** about their wildlife centers' conservation programs, volunteer and staff capacity, collaboration with researchers, and community development programs, as well as the primates they have rescued and are providing long-term care for. This annual census gives PASA a thorough understanding of each center's needs and enables us to provide accurate, updated information.

The **evaluation survey** at the end of the conference included questions about whether the participants gained knowledge that will improve their work, if they will share the knowledge with their colleagues, and if the conference was helpful for their organizations' main challenges. On a scale from 1 to 5, the average scores for these questions ranged from 3.95 to 4.53. Respondents wrote very favorably about the emphasis on strategic planning and about combining a Community Engagement Workshop with the conference. With our members' encouragement, PASA intends to plan another joint conference in the coming years.



Sofia Fernandez-Navarro of Tchimpounga Chimpanzee Rehabilitation Centre connects with Itsaso Vélez del Burgo of Centre de Rehabilitation des Primates de Lwiro.

In Gratitude of Our Supporters

The Pan African Sanctuary Alliance would like to thank the **very generous organizations and donors that make the Strategic Development Conference a significant and valued event for Africa's primate conservation and protection community.** The conference would not be possible without their support.

We look forward to holding the next Strategic Development Conference in late 2018.

The 2017 Strategic Development Conference was sponsored in part by generous donations from:



Appendix One: Conference Participants

Name	Sanctuary/Affiliation
Jeta James Fawoh	Ape Action Africa
Larry Taylor	Ape Action Africa
Stephen Munro	CARE
Sam Keegan	CARE
Christelle Colin	Chimpanzee Conservation Center
Ibrahima Balde	Chimpanzee Conservation Center
Gregory Nkwembe	Chimfunshi Wildlife Orphanage
Innocent Mulenga	Chimfunshi Wildlife Orphanage
Sebastian Louis	Chimfunshi Wildlife Orphanage
Pauline Stuart	Chimp Eden
Kelly Martin	Colobus Conservation
Pam Cunneyworth	Colobus Conservation
Pieter Van Heeren	Consultant and Database Specialist
Zachary Schwenneker	Drill Ranch, Pandrillus
Caroline Griffis	Primate Behaviorist
Gerry Ellis	Filmmaker/Apes Like Us
Gladys Mokwena	Four Paws South Africa
Tanya van Tonder	Four Paws South Africa
Jonas Kunda	Green Initiative Zambia
Jean Michel Dziengue	HELP Congo
Marie La Forge	HELP Congo
Franck Chantereau	JACK Chimpanzee Sanctuary
Glenn Raynor	JGI Democratic Republic of Congo
Clement Manjaalera	Lilongwe Wildlife Center
Jasper Iepema	Lilongwe Wildlife Center
Guillaume Le Flohic	Limbe Wildlife Centre
Armel Mbakop Betke	Limbe Wildlife Centre
Cintia Garai	Lola ya Bonobo
Fanny Minesi	Lola ya Bonobo
Christian Masunga	Centre de Rehabilitation des Primates de Lwiro
Itsaso Velez del Burgo	Centre de Rehabilitation des Primates de Lwiro

Joshua Rukundo	Ngamba Island Chimpanzee Sanctuary
Lilly Ajarova	Ngamba Island Chimpanzee Sanctuary
Silver James Birungi	Ngamba Island Chimpanzee Sanctuary
Eric Willaume	Parc de la Lekedi
Becky Rose	PASA
Susan Lutter	PASA
Gregg Tully	PASA
Kaitlyn Bock	PASA
Natasha Tworoski	PASA
Wendy Craft	PASA
Allison Leach	Enrichment Specialist/Sanaga-Yong
Alfred Bongadu	Sanaga-Yong
Raymond Tchimisso	Sanaga-Yong
James Reader	Strategic Planning Consultant
Stephen Ngulu	Sweetwaters Chimpanzee Sanctuary
Bala Amarasekaran	Tacugama Chimpanzee Sanctuary
Ethel Sillah	Tacugama Chimpanzee Sanctuary
Rebeca Atencia	Tchimpounga Sanctuary
Sofia Fernandez-Navarro	Tchimpounga Sanctuary
Dave Du Toit	Vervet Monkey Foundation
Megan Stark	Vervet Monkey Foundation

Appendix Two: Conference Agenda

PASA Strategic Development Conference September 6 to 9, 2017

Agenda

Borrowdale Inn, Plot 4060 Chingola Central, Chingola, Zambia

Tuesday, September 5

- Participants arrive in Ndola.
- Buses depart for Chingola: 12:30pm from Katuba Guesthouse, 12:50pm from Ndola airport, and 2:45pm from Ndola airport
- 6:30 – 8:00pm · Dinner.
- 8:00pm · Cocktail reception.

Wednesday, September 6: Introductions and Community Engagement Strategy

- 8:00 – 9:00am · Breakfast.
- 9:00 – 9:15am · Welcome and opening remarks. (Innocent Mulenga and Susan Lutter.)
- 9:15 – 9:30am · Setting guidelines for the conference. (Gregg Tully.)
- 9:30 – 9:45am · Brief introductions. (All participants.)
- 9:45 – 11:30am · Each African organization's current situation and most important challenges. (Directors/general managers of organizations based in Africa (five minutes each).)
- 11:30 – 12:15pm · Tea break.
- 12:15 – 1:00pm · Fundraising for education and community programs: approaching individual donors and foundations, and obtaining donations of equipment and supplies. (Discussion facilitated by a panel. (Susan Lutter, Christelle Colin, and Innocent Mulenga.)
- 1:00 – 2:00pm · Lunch.
- 2:00 – 4:45pm Strategy of community engagement and education programs.
 - Case study: Using an evaluation to improve a public awareness program and create positive change. (Glenn Raynor of JGI.)
 - Goals: Common conservation goals of community/education programs, types of programs that achieve these goals, and pros and cons each type of program in terms of achieving conservation goals. (Glenn Raynor.)
 - Small group discussions (groups of 5-6 people; each group should include at least 2 sanctuary personnel): what are the conservation goals of your community and education programs? Would other types of programs (different from your current programs) achieve those goals?

- Objectives: Setting one-year objectives of conservation/education programs that support the conservation goals. SMART objectives. (James Fawoh Jeta and Silver James Birungi.)
- The same small groups: discuss potential short-term objectives for the programs that support conservation goals. (The objectives can be for the future, rather than the current year.)
- ~3:15 – ~4:00pm · Tea break.
- Evaluations: Challenges and methods of evaluating the impact of community/education programs on conservation, and using evaluations to improve programs. (Glenn Raynor.)
- The same small groups: discuss potential methods of evaluating the programs and using evaluation results to increase impact of programs on conservation.
- Wrap-up.
- 4:45 – 5:15pm · *Only relevant to PASA members*: Using PASA's new database of funders. (Gregg Tully.)
- 6:30 – 8:00pm · Braai (barbeque dinner).
- Evening talks: attendance is optional.*
- 8:00 – 8:30pm · Enrichment strategies for disabled animals. (Allison Leach, Sanaga-Yong Chimpanzee Rescue.)
- 8:30 – 9:00pm · Films about sanctuaries: important tools for outreach. (Gerry Ellis, filmmaker, of Apes Like Us.)

Thursday, September 7: Financial Management and Private Meeting

- 8:00 – 9:00am · Breakfast.
- 9:00 – 10:00am · Small group discussions:
 - Arboreal monkey reintroductions. (Pam Cunneyworth.)
 - Great ape reintroductions. (Fanny Minesi.)
 - Preventing escapes; insurance for damage by animals. (Lilly Ajarova and Franck Chanterreau.)
- 10:00 – 10:15am · Reporting on small group discussions.
- 10:15 – 11:15am · Update about PASA (presentation and discussion). (Gregg Tully.)
- 11:15 – 12:00pm · Tea break.
- 12:00 – 3:15pm Financial management.** (Sebastian Louis, Bala Amarasekaran, and Franck Chanterreau.)
- 12:00 – 12:30pm · Basics of financial management for nonprofit organizations. (Bala Amarasekaran.)
 - Benefits of good financial management.
 - Principles behind creating good practice.
 - Financial management system.
- 12:30 – 1:00pm · Creating and understanding monthly financial reports. (Sebastian Louis.)
 - The value of annual budgets and how to make them. (Sebastian Louis.)
 - Long-term financial management. (Sebastian Louis.)

- 1:00 – 2:00pm · Lunch.
 - 2:00 – 3:00pm · Panel discussion with Sebastian, Bala, and Franck.
· Questions and discussions about any aspects of financial management.
 - 3:00 – 3:15pm · Introduction to “Accounting for International Development.” (Gregg Tully.)
 - 3:15 – 4:15pm · Small group discussions:
 DR Congo: government relations and other topics. (Fanny Minesi.)
 Everyday financial management (such as bookkeeping). (Bala and/or Sebastian.)
 Balancing sanctuary's capacity with the need to rescue primates. (Jasper Iepema.)
 - 4:15 – 4:30pm · Reporting on small group discussions.
 - 4:30 – 5:15pm · Tea break.
 - 5:15 – 5:45pm · Joint meeting with Community Engagement Workshop participants to review what they discussed. (James Fawoh Jeta, Silver James Birungi, and Jonas Kunda.)
 - 6:30 – 8:00pm · Dinner.
- Evening talks: attendance is optional.*
- 8:00 – 8:30pm · Primate Care Training: developing an enrichment program at Fernan-Vaz. (Caroline Griffis of PASA.)
 - 8:30 – 9:00pm · Introduction to Parc de la Lekedi, a sanctuary in Gabon for chimpanzees, gorillas, and other wildlife. (Eric Willaume of Parc de la Lekedi.)
 - 9:00 – 9:15pm · Conservation films for all - examples from Lola ya Bonobo. (Cintia Garai of Lola ya Bonobo.)

Friday, September 8: Chimfunshi Wildlife Orphanage

- 7:00 – 8:00am · Breakfast.
- 8:00am · Bus departs for Chimfunshi Wildlife Orphanage. Before 8:00am, everyone should be outside waiting for the bus.
- ~10:00am · Arrive at Chimfunshi. Conference participants divide into groups, and each group travels together to various locations.
- Lunch · Under the main pavilion.
· Siddle-Marsden award presentation. (Gregg Tully.)
· Circle of Compassion award presented to Sheila Siddle. (Becky Rose and Franck Chanterreau.)
- 2:30pm · Group photo.
- 3:00 – ~5:00pm · Most conference participants travel from Chimfunshi to Borrowdale Inn. (PASA member sanctuary directors and PASA Board remain overnight.)
- 3pm · Private meeting at Chimfunshi for representatives of PASA member organizations. (Franck Chanterreau and Pam Cunneyworth.)
- 6:30 – 8:00pm · Dinner at Borrowdale Inn.

Saturday, September 9: Strategic Planning

- 8:00 – 9:00am · Breakfast at Borrowdale Inn.
- 7:15 – ~9:15am · PASA member sanctuary directors and PASA Board travel from Chimfunshi to Borrowdale Inn, after breakfast at Chimfunshi.
- 9:30 – 5:30pm** **Strategic planning.** (James Reader.)
 - Welcome/intention.
 - Exercise - Small group icebreaker.
 - Input - High level context affecting PASA members.
- 45 minutes · Tea break.
 - Exercise - resources/challenges across PASA members.
 - Cafe exercise - Strategic review of resources/challenges.
 - Input - simplified best practice on strategy.
- 1 hour · Lunch.
 - Identification of strategic themes to guide PASA members.
 - Most practical quick wins for each theme.
- 45 minutes · Tea break.
 - Next steps and follow up.
 - Review of day; closure.
- 5:30 – 6:00pm · Joint meeting with Community Engagement Workshop participants to review what they discussed. (James Fawoh Jeta, Silver James Birungi, and Jonas Kunda.)
- 6:00 – 6:15pm · Concluding remarks and next steps. (Susan Lutter.)
- 6:15 – 6:30 pm · Conference evaluation. (Kaitlyn Bock.)
- 7:00 – 8:30pm · Dinner.

Sunday, September 10

- Breakfast.
- 6:30am & 9:30am · Buses depart from Borrowdale Inn to Ndola. Everyone should be outside waiting for their bus.

For any questions, please contact:

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