

Pan African Sanctuary Alliance



Strategic Development Conference

Entebbe, Uganda

December 1 to 3, 2016



*Pasa, a resident of Ngamba Island, was rescued
at the time of the conference in 2000
that led to the creation of PASA*

Summary Report

The Pan African Sanctuary Alliance (PASA), the largest association of wildlife centers in Africa, includes 22 members in 13 countries which are securing a future for Africa's primates and their habitat. PASA advocates for its member organizations on an international scale, provides them with support, and works closely with them to raise awareness globally about wildlife conservation issues.



The Pan African Sanctuary Alliance held a Strategic Development Conference for the directors of its member wildlife centers in Entebbe, Uganda from December 1 to 3, 2016. This was the 17th annual meeting of the leaders of Africa's primate rescue centers, beginning with the 2000 meeting in Entebbe that led to the creation of PASA. Forty-five people participated in the conference, including leaders of 16 of the 22 PASA member organizations, three 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 was made possible by generous grants from the **International Fund for Animal Welfare (IFAW)**, **ARCUS Foundation**, the **Copenhagen Zoo**, the **European Association of Zoos and Aquaria (EAZA)**'s **Ape Conservation Fund**, **Apeneul Primate Park**, the **Association of Primate Veterinarians (APV)**, the **Louisville Zoo**, the **Chicago Zoological Society and Chicago Board of Trade**, the **Cincinnati Zoo**, the **AZK Chapter**, the **Cheyenne Mountain Zoo AZK Chapter**, and the **Pittsburgh Zoo & PPG Aquarium**.

Project V.E.T.S., International Veterinary Care, and **Jill Moyse** of the **Houston Zoo** kindly donated several thousands of dollars worth of veterinary supplies for the PASA member wildlife centers, and these supplies were brought to Uganda by PASA Board members and other PASA personnel.

The primary goals of the conference were to learn about the current needs of PASA's member wildlife centers and determine how PASA can help to address them, provide training in fundraising and other areas of interest, strengthen organizations' capacity to be leaders in primate conservation, and offer a forum for sharing ideas and knowledge between primate protection organizations. Before the conference, PASA sent a survey to the directors of all member organizations to determine the topics most important to them, to ensure the conference agenda was informed by their needs and interests.



Due to the directors' broad range of interests, optional evening sessions were included in the agenda to cover more topics. Discussion sessions were led by sanctuary directors who are highly knowledgeable in certain topics, consultants who have experience working with PASA sanctuaries, and professionals from relevant areas in non-profit management and fundraising. All sessions were designed to be readily applicable to the African context.

Conference 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. The 2016 Siddle-Marsden Award was presented to Clement Manjaalera of Lilongwe Wildlife Centre for his dedication to education and outreach. At Lilongwe, Clement currently oversees a team of 12 people who provide conservation education to more than 35,000 children every year.



PASA launched **Leadership Development Grant** to provide an opportunity for African nationals in management positions at PASA member wildlife centers to attend the Strategic Development Conference. The goal of the grant program is to foster the organizations' succession planning by cultivating their future leaders. Raymond Tchimisso, the general manager of Sanaga-Yong Chimpanzee Rescue, was chosen as the inaugural recipient of the grant. His attendance at the conference was a valuable addition to the group.

Jim Desmond and John Zeonyuway gave an evening presentation about the situation facing the **chimpanzees in Liberia** who were used for medical research and were abandoned by the New York Blood Center (NYBC). Their presentations included a brief history of the chimpanzees and the political turmoil in Liberia, the current state of the chimpanzees in their care, the project's funding sources, and their long-term goals for establishing a PASA member sanctuary in Liberia.



The **Centre for Animal Rehabilitation and Education (CARE)** was represented at the Strategic Development Conference for the first time. Stephen Munro and Samantha Dewhirst of CARE gave a presentation to



introduce themselves to the PASA community and describe the organization's history and the impressive progress they've made.

Fundraising is a high priority for many PASA members. With this in mind, several sessions during the conference were dedicated to various aspects of fundraising. Belinda Davis, a fundraising professional, gave several presentations on digital fundraising, researching grant opportunities, alternative funding sources, and more.

We were joined by **Professor Ephreim Kamuntu, Honorable Minister of Tourism, Wildlife and Antiquities** of the government of Uganda, as well as the mayor of Entebbe and the Executive Director of the Uganda Wildlife Education Centre. Professor Kamuntu, who was a founding board member of Ngamba Island Chimpanzee Sanctuary, gave a keynote address. Everyone in attendance was impressed with his dedication to wildlife conservation.

Pieter Van Heeren developed a **database for primate rescue centers** to record data about the animals in their care, including their behavior and medical histories. He demonstrated use of the database to the conference attendees, and a number of directors expressed interest in him implementing it at their sanctuaries.

Included in the conference agenda was a visit to the **Uganda Wildlife Education Centre (UWEC)** in Entebbe, where PASA members met with UWEC staff to learn about their quarantine procedures, rescue operations, and veterinary care. The conference was followed by a visit to PASA member Ngamba Island Chimpanzee Sanctuary, located in Lake Victoria, close to Entebbe. During the visit, conference attendees were given a behind-the-scenes tour of the sanctuary's enclosures, facilities and feeding operations.

The benefits and challenges of **volunteer programs** were discussed at the conference. PASA members with established volunteer programs offered to share their legal documents with the rest of the PASA family, so that organizations with less-established programs can better protect themselves from potential legal complications with volunteers.



Accomplishments and Outcomes

PASA's Operations Manual details minimum standards and best practices that ensure PASA member sanctuaries are sustainable, effective, and provide excellent animal care. It serves as a guide for wildlife centers that want to join PASA as well as a reference for current members. Earlier in 2016, three directors of PASA member wildlife centers – Chris Colin, Pam Cunneyworth, and Sheri Speede – worked with Gregg Tully to revise the first edition of the manual to make it more relevant and useful. At the conference, PASA members finalized and approved the second edition of the Operations Manual, which is now available on PASA's website.

The PASA members decided that **the 2017 Strategic Development Conference** should be combined with an education workshop, and the wildlife centers' leaders as well as their education coordinators will be invited to attend. This will enable the entire group to discuss the strategy of their education programs, including setting goals and measuring impact. The educators can break off into a separate group to discuss specific education tactics and techniques.



PASA members agreed that PASA's **Emergency Support Program**, which includes quickly providing grants to member wildlife centers in crisis in addition to guidance and technical support, should be a priority for PASA. As more funds are allocated to the emergency program, the extent of PASA's support for members facing severe crises will increase.

A new element to the conference was **small-group meetings**, which covered reintroductions, arboreal monkeys, Cameroon-specific issues, community-based programs, and protecting wild populations. Future Strategic Development Conferences will include small-group meetings to allow for more intimate discussions between participants interested in topics that are not relevant to all conference attendees.



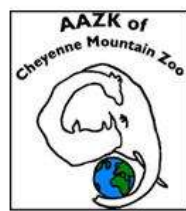
For the first time, PASA directors and managers completed a **comprehensive census** about their wildlife centers' conservation programs, volunteer and staff capacity, collaboration with researchers, and community development programs. The census gives PASA a more thorough understanding of each center's needs. Furthermore, with this information, PASA can provide accurate, updated information to the general public through social media, email correspondence, PASA's website content, and online campaigns.

Immediately following the Strategic Development Conference, PASA jointly held a capacity-building workshop with the **Global Federation of Animal Sanctuaries (GFAS)**. This workshop was at the same location as the conference, and included leaders of a dozen sanctuaries from outside the PASA family, based in Africa and abroad, as well as the PASA members and other guests. This marked PASA's first collaboration with GFAS.

Acknowledgement of 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 2017.

The 2016 Strategic Development Conference was sponsored in part by generous donations from:



Appendix One: Conference Participants

Name	Sanctuary/Affiliation
Larry Taylor	Ape Action Africa
Frank Rietkerk	Apenheul Primate Park
Linda May	Arcus Foundation
Stephen Munro	CARE
Samantha Dewhirst	CARE
Christelle Colin	Chimpanzee Conservation Center
Sebastian Louis	Chimfunshi Wildlife Orphanage
Innocent Mulenga	Chimfunshi Wildlife Orphanage
Pauline Stuart	Chimp Eden
Pam Cunneyworth	Colobus Conservation
Frands Carlsen	Copenhagen Zoo
Irene Edem	Drill Ranch
Liza Gadsby	Drill Ranch
Nick Bachand	Fernan-Vaz Gorilla Project
Franck Chanterreau	JACK
John Zeonyuway	Liberia Chimpanzee Rescue
Jim Desmond	Liberia Chimpanzee Rescue
Jasper Iepema	Lilongwe Wildlife Centre
Clement Manjaalera	Lilongwe Wildlife Centre
Guillaume Le Flohic	Limbe Wildlife Centre
Itsaso Velez del Burgo	CRPL (Lwiro)
Lilly Ajarova	Ngamba Island Chimpanzee Sanctuary
Joshua Rukundo	Ngamba Island Chimpanzee Sanctuary
Gregg Tully	PASA
Susan Lutter	PASA
Michele Stumpe	PASA
Kaitlyn Bock	PASA
Raymond Tchimisso	Sanaga-Yong Chimpanzee Rescue
Sheri Speede	Sanaga-Yong Chimpanzee Rescue
Belinda Davis	Soi Dog Foundation
Bala Amarasekaran	Tacugama Chimpanzee Sanctuary
Sofia Felero	Tchimpounga Chimpanzee Rehabilitation Centre
Rebeca Atencia	Tchimpounga Chimpanzee Rehabilitation Centre
Dave Du Toit	Vervet Monkey Foundation
Tamara de Juana	Vervet Monkey Foundation
Alejandro Benitez	Vervet Monkey Foundation
Allison Leach	Photographer/Sanaga-Yong
Courtney Lowrance	Conservation Finance
Amy Hanes	Researcher, Brandeis University
Pieter Van Heeren	Consultant and Specialist
Caroline Griffis	Enrichment Specialist

Appendix Two: Conference Agenda

PASA Strategic Development Conference December 1 to 3, 2016

Imperial Botanical Beach Hotel & Convention Center

P.O.Box 553, Plot M79, Lugard Avenue, Entebbe, Uganda

Tel: +256 (0) 414 320800, Fax: +256 (0) 414 320832, Email: reservations@ibbhotel.com

Wednesday, November 30 – Arrival and Icebreaker

All day: Participants arrive in Entebbe.

8:00 pm: Icebreaker at the hotel bar.

Thursday, December 1

7:00 – 8:00 am: Breakfast.

8:00 – 8:15 am: Opening remarks and overview of PASA. **Lilly Ajarova and Susan Lutter.**

8:15 – 8:30 am: Setting guidelines for the conference. **Gregg Tully.**

8:30 – 8:40 am: Siddle-Marsden Award presentation. **Susan Lutter.**

8:40 – 9:45 am: Update about PASA (presentations and discussion):

Introduction. **Gregg.**

Edutainment Films Program. **Kaitlyn Bock.**

Emergency Support Program. **Kaitlyn Bock.**

New uses of technology. **Pieter Van Heeren.**

Advocacy. **Kaitlyn Bock.**

Bushmeat awareness campaign. **Kaitlyn Bock.**

Primate Care Training Program. **Gregg.**

9:45 – 10:15 am: Tea break.

10:15 – 12:30 pm: Introductions: each representative of a PASA member organization briefly discusses their sanctuary's current situation and the most important challenges they're facing (three minutes each). Other participants discuss why they came to the conference and what they hope to gain from participating (three minutes each).

12:30 – 1:30 pm: Lunch.

1:30 – 2:15 pm: Private meeting for representatives of PASA member organizations, PASA Board, and Gregg: Unresolved topics in new Operations Manual, and approval of new Operations Manual (guided discussion). **Michele Stumpe, Pam Cunneyworth, Chris Colin, Sheri Speede.**

For everyone else: free time.

2:15 pm: Private meeting for representatives of PASA member organizations. **Franck Chantereau.**

For everyone else: Discussion of PASA's current and potential roles in the

- global conservation and animal welfare communities. **Susan Lutter**.
 Discussion of the process of joining PASA. **Gregg**.
 Mid-afternoon: Tea break.
 6:30 – 8:00 pm: Dinner.
 Dinner-meeting for PASA Board.
 8:00 – 9:00 pm: Introduction and update about CARE (Centre for Animal Rehabilitation and Education). **Samantha Dewhirst and Stephen Munro**. (Attendance is optional.)
 9:00 – 9:30 pm: Benefits of positive reinforcement training. **Caroline Griffis**. (Attendance is optional.)

Friday, December 2

- 7:00 – 8:00 am: Breakfast.
 8:00 – 8:30 am: Introduction to PASA. **Susan Lutter**.
 Keynote address by Uganda government representative, Honorable Minister of Tourism, Wildlife and Antiquities, **Professor Ephreim Kamuntu**.
 8:30 – 9:10 am: Relationships between governments and sanctuaries (panel discussion).
Professor Ephreim Kamuntu, Lilly Ajarova, Liza Gadsby, and Itsaso Velez del Burgo.
 9:10 – 9:30 am: Fundraising: **Each director** of a PASA member organization spends 1 minute to list their main funding sources and their main fundraising activities.
 9:30 – 10:00 am: Tea break.
 10:00 – 11:00 am: Fundraising: What funders want to see in applications, reports, and personal communication (panel discussion with Q&A). **Linda May, Frands Carlsen, and Frank Rietkerk**.
 11:00 – 11:30 am: Fundraising: Researching funding organizations: foundations, zoos, other NGOs, and corporations. Introduction to the PASA funding database (presentation with demonstration and discussion). **Belinda Davis and Gregg**.
 11:30 – 12:00 noon: Criteria for PASA's crisis grants (discussion). **Michele Stumpe**.
 12:00 – 1:00 pm: Lunch.
 1:00 – 3:00 pm: Visit to UWEC: Rescue, intake, and quarantine procedures.
 3:00 – 3:45 am: Fundraising: Alternative approaches, including crowdfunding and peer-to-peer (presentation with discussion). **Belinda Davis**.
 3:45 – 4:00 pm: Group photo.
 4:00 – 5:00 pm: Small group meetings. (Attendance is optional.) Topics and facilitators:
 • Community-based programs and protecting wild populations. **Michele Stumpe**.
 • Arboreal monkeys. **Dave Du Toit**.
 6:30 – 8:00 pm: Dinner.
 8:00 – 8:45 pm: Liberia Chimpanzee Rescue and new developments in Liberia. **Jim Desmond**. (Attendance is optional.)
 8:45 – 9:00 pm: Research on infant chimp care at sanctuaries. **Amy Hanes**.

Saturday, December 3

- 7:00 – 8:00 am: Breakfast.
- 8:00 – 8:45 am: Digital fundraising: Social media and email appeals (presentation with discussion). **Belinda Davis.**
- 8:45 – 9:45 am: Fundraising: How can PASA support its members' fundraising and build their fundraising capacity (guided discussion)? **Gregg.**
- 9:45 – 10:15 am: Tea break.
- 10:15 – 11:15 am: Fundraising: Grant writing tactics (presentation with discussion and activities). **Gregg.**
- 11:15 – 12:00 am: Small group meetings. (Attendance is optional.) Topics and facilitators:
- Reintroductions. **Jasper Iepema.**
 - Cameroon. **Guillaume Le Flohic.** (People working in other countries are welcome.)
- 12:00 – 1:00 pm: Lunch.
- 1:00 – 2:00 pm: Preventing and managing diseases in sanctuaries (panel discussion). **Rebeca Atencia, Sheri Speede, and Chris Colin.**
- 2:00 – 3:00 pm: Strategies of education programs (guided discussion). **Clement Manjaalera, Pam Cunneyworth, Jasper Iepema, and Sheri Speede.**
- 3:00 – 3:30 pm: Tea break.
- 3:30 – 4:30 pm: How can PASA increase the reputation of sanctuaries as important conservation organizations? How can PASA and its members become more recognized and influential in the conservation community (guided discussion)? **Susan Lutter.**
- 4:30 – 4:45 pm: Concluding remarks and any next steps. **Susan Lutter.**
- 4:45 – 5:00 pm: Conference evaluation. **Kaitlyn Bock.**
- 6:30 – 8:00 pm: Dinner.

