

Pan African Sanctuary Alliance



Strategic Development Conference

Nairobi, Kenya

November 4 to 7, 2015



Summary Report

The Pan African Sanctuary Alliance (PASA), the largest association of wildlife centers in Africa, includes 22 sanctuaries 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 PASA's member organizations in Nairobi, Kenya from November 4 to 7, 2015. This was the 16th annual meeting of the leaders of Africa's primate sanctuaries, beginning with the meeting in 2000 in Entebbe, Uganda which led to the creation of PASA. Thirty-five people participated in the conference, including leaders of 20 of the 22 PASA member organizations and five members of PASA's Board of Directors.

The Strategic Development Conference was made possible by generous grants from the **International Fund for Animal Welfare (IFAW)**, the **Copenhagen Zoo**, and the **Association of Primate Veterinarians (APV)**.

Project V.E.T.S. and **International Veterinary Care** kindly donated veterinary supplies worth several thousands of dollars for the PASA member organizations, and these supplies were brought to Nairobi by PASA Board members and other PASA personnel.



The primary goals of the conference were to learn about the needs of the member organizations and determine how PASA can address them, rebuild the members' confidence in PASA, provide a forum for sharing ideas and knowledge, and provide training. The first steps of planning the conference included a survey sent 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.

The Strategic Development Conference represented a new beginning for the Pan African Sanctuary Alliance. A strong, supportive network was reestablished among PASA and its members and the atmosphere was positive and collaborative, which was greatly needed after the organization endured a couple tumultuous years. A number of people used the word "family" to describe the bond among the member organizations and PASA.

Most of the sessions at the conference were discussions led by sanctuary directors who are highly knowledgeable in certain topics, rather than presentations by experts from Western countries. The directors who led discussions provided practical knowledge which is readily applicable to the African context, based on their experience managing the challenges facing sanctuaries in Africa.

At this conference, in contrast to previous meetings of PASA sanctuary leaders, the founders of sanctuaries were in the minority and many participants were from a younger generation. While these newer managers do not have decades of experience establishing an organization and growing it from the ground up, they have diverse experience in nonprofit management, wildlife rehabilitation, and conservation, often by working and volunteering at a number of wildlife centers in various countries.

Conference Highlights

Every year, PASA gives the Siddle Marsden award to an African staff member of a PASA sanctuary who exemplifies a commitment to primates, a commitment to conservation, and a commitment to excellence. The 2015 Siddle-Marsden Award was presented to Posseh Kamara of Tacugama Chimpanzee Sanctuary for her selfless dedication to the care of the infant chimpanzees at Tacugama, as well as her hard work and positive attitude.



Ofir Drory, founder of the EAGLE Network, gave a presentation about the illegal wildlife trade and EAGLE's work to enforce the laws against the trade. Ofir's work is sometimes limited because of wildlife sanctuaries lack space to accept live animals confiscated from traffickers. While the sanctuaries are dedicated to stopping the illegal wildlife trade, their ability to support EAGLE's efforts is often limited by their resources, including funding and space in their enclosures, and they need to prioritize providing humane conditions for the animals in their care. The conference participants identified a need for EAGLE and PASA to collaboratively address this, and in a meeting later in the day initial steps of this collaboration were defined.

Jim and Jenny Desmond gave an informative presentation about the situation facing the chimpanzees in Liberia who were used for medical research and were recently abandoned by the New York Blood Center. Jim and Jenny also described their plan to travel to Liberia to provide the chimpanzees with improved living conditions and create a sanctuary for them.

Kourtney Stumpe gave a presentation on Open Data Kit (ODK), a versatile app which can be used for recording animal arrivals at sanctuaries, surveys by members of the public, and many



other types of data. Following the conference, Kourtney is visiting many of the PASA member organizations to identify how they can use ODK to their benefit, provide additional training in ODK, and input past data for them.

A focus of the conference was fundraising, including the diversity of fundraising channels available and particularly reaching individual donors through the internet and

social media. This was a topic of interest for many sanctuary directors. They expressed enthusiasm about sharing content (stories, photos, and videos) with PASA to enable PASA to invest in developing a large social media following, which will be used to fundraise for the sanctuaries as well as for PASA. PASA also offered to help sanctuaries improve their own social media communications.

The conference was preceded by an optional visit to Sweetwaters Chimpanzee Sanctuary at Ol Pejeta Conservancy in Kenya and was followed by an optional visit to Colobus Conservation in Diani, Kenya. The agenda included visits to the Giraffe Centre (African Fund for Engangered Wildlife) and the elephant orphanage managed by the David Sheldrick Wildlife Trust in Nairobi.

Significant Outcomes

Sustainability. After a presentation about the status of PASA which showed that revenue in 2015 is far less than in previous years due to the absence of staff through most of the year, there was a consensus among the participants that a priority for PASA should be to focus on its own sustainability and financial health in order to develop the resources to advance primate conservation and build the capacity of its member organizations in more meaningful ways. Furthermore, many directors are concerned about their own organizations' financial outlooks and feel that a highly valuable role for PASA is to help sanctuaries with their financial challenges.



Crisis grants. PASA provides crisis grants to member sanctuaries to help them recover from emergencies that are beyond their control, such as fires, collapsed structures, and the recent Ebola crisis. This was identified as another priority and PASA will continue to provide emergency grants. PASA has had a designated fund for crisis grants which has been depleted, and the organization intends to replenish it.



Accreditation. During the session about accreditation of PASA members, it was agreed that it is important to continue accreditation evaluations in order to help member organizations address their challenges and improve, maintain high standards, ensure compliance with PASA policies, and share innovations. No desire was expressed to change any of the standards for accreditation, but a consensus was reached that people who will conduct the evaluations need to thoroughly understand the challenges facing African sanctuaries and should be able to provide guidance on ways to address those

challenges. Therefore the evaluators should be experienced in working in Africa as well as in sanctuary management; however they should not currently be a manager of a PASA member sanctuary to avoid creating discord among members. Additionally, the directors of the organizations being evaluated will have an opportunity to object to the choice of evaluator.

To ensure the process is helpful to the sanctuaries, in advance of the evaluations the sanctuary directors will notify PASA of the areas in which they wish to improve, and PASA will arrange to send people on the evaluations as appropriate who have relevant expertise to act as advisors. The advisors (unlike the evaluators) may be current sanctuary managers. In 2016, PASA will arrange evaluations of the sanctuaries that are overdue to renew their accreditations.

Advisors. It was discussed that when PASA seeks someone to provide guidance, it can first look to the sanctuary leaders. If they lack the relevant knowledge, PASA will contact advisors with expertise in the topic. While there is value to PASA having advisors, there was no support for forming a standing advisory council as a decision-making body with authority over policies.

Animal care training. Several participants at the conference felt it is more impactful and practical to train animal care staff by sending instructors to the sanctuaries, where they can identify a sanctuary's needs and train all the staff, than to send the staff to a workshop.

Action items for PASA

At the conference, the following action items were discussed for PASA:

Develop a mutually beneficial partnership between the EAGLE Network and PASA.



Arrange training for animal care staff.

Develop an internal website containing resources for sanctuary staff.

Develop methods for accepting donations for sanctuaries, because in many African countries it is difficult to accept credit card and PayPal payments.

Ensure overdue accreditation evaluations are conducted in 2016.

Identify people who have knowledge and abilities that the sanctuaries lack and can serve as advisors to PASA when needed.

Distribute a survey which sanctuary directors and their education officers will complete, in order to determine the priority topics for future education and community outreach trainings.

Learn about the current situation at CERCOPAN and the plan to reintroduce and transfer CERCOPAN's animals, and determine if PASA can help.

Develop a large presence on social media and use it to raise awareness and funds for PASA and its member organizations.



Appendix One: Conference Participants

PASA 2015 Strategic Development Conference Participants

Name	Sanctuary/affiliation
Adeline Serckx	Lola
Aliette Jamart	HELP-Congo
Becky Rose	PASA Board
Christelle Colin	CCC
Dave Du Toit	Vervet
Eric Willaume	Lekedi
Fanny Minesi	Lola
Franck Chantereau	JACK & PASA Board
Frands Carlsen	Copenhagen Zoo
Gregg Tully	PASA
Guillaume Le Flohic	Limbe
Innocent Mulenga	Chimfunshi
Itsaso Velez del Burgo	Lwiro
Jasper Iepema	Lilongwe
Jenny Desmond	HSUS
Jim Desmond	HSUS
Josie Du Toit	Vervet
Kelly Greenway	CRP Gambia
Kourtney Stumpe	PASA
Larry Taylor	AAA
Lilly Ajarova	Ngamba Island
Mary Rose	PASA Board
Michael Wamithi	IFAW
Michele Stumpe	PASA Board
Nick Bachand	Fernan-Vaz
Pam Cunneyworth	Colobus
Pauline Stuart	Chimp Eden
Peter Jenkins	Drill Ranch
Posseh Kamara	Tacugama
Rebeca Atencia	Tchimpounga
Sebastian Louis	Chimfunshi
Sheri Speede	Sanaga-Yong
Sofie Meilvang	Tacugama
Stephen Ngulu	Sweetwaters
Susan Lutter	PASA Board

Appendix Two: Conference Agenda

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1 Nov, Sunday

Optional pre-conference visit to Sweetwaters:
Arrival in Nairobi.
Night in Nairobi.

2 Nov, Monday

Optional pre-conference visit to Sweetwaters:
8am departure to Sweetwaters.
The rest of the day and night at Sweetwaters.

3 Nov, Tuesday – Arrival and conference kick-off

3pm: Return from Sweetwaters to Nairobi.
All day: Participants arrive in Nairobi.
8pm: Icebreaker at the Leadership Centre

4 Nov, Wednesday – Welcome and Updates

7:00 – 8:00 am:	Breakfast.
8:00 – 10:00 am:	Private meeting of delegates of PASA member sanctuaries. Free time for all others.
10:00 – 10:30 am:	Tea break.
10:30 – 10:45 am:	Welcome, review of the agenda, and basics. Gregg.
10:45 – 1:00 pm:	Sanctuary introductions: Each sanctuary delegate discusses their sanctuary's current status and the most important challenges they're facing (3 minutes each). Other participants discuss why they came to the conference and what they hope to gain from participating. Stop periodically for discussion.
1:00 – 2:00 pm:	Lunch.
2:00 – 2:30 pm:	Status and direction of PASA; presentation and discussion. Susan Lutter.
2:30 – 3:00 pm:	Vision and goals for PASA; presentation and discussion. Susan Lutter.
3:00 – 4:00 pm:	Disease prevention; guided discussion. Chris Colin.
4:00 – 4:30 pm:	Tea break.
4:30 – 5:00 pm:	The roles of sanctuaries in conservation; brief presentations and discussion. Jasper and Lilly.
5:00 – 6:30 pm	OPEN
6:30 – 8:00 pm:	Dinner.
8:00 – 10:00 pm:	Free time.

5 Nov, Thursday – Finance and fundraising

- 7:00 – 8:00 am: Breakfast.
8:30 – 9:00 am: Drive to giraffe sanctuary.
9:00 – 10:30 am: Visit the Giraffe Centre (African Fund for Endangered Wildlife).
10:30 – 11:00 am: Return to Leadership Centre.
11:00 am – 12:15 pm: Fundraising part I; presentation with group activities, then questions and discussion. Belinda Davis (via Skype) and Gregg.
12:15 – 1:00 pm: Facebook for fundraising; presentation, then questions and discussion. Belinda Davis (via Skype).
1:00 – 2:00 pm: Lunch.
2:00 pm – 3:15 pm: Fundraising part II; presentation and group discussion, then questions. Panel discussion with Sheri, Franck, and Lilly, facilitated by Gregg.
3:15 – 3:30 pm: Financial Planning (and preventing financial issues); presentation. Gregg.
3:30 – 4:00 pm: Tea break.
4:00 – 4:45 pm: Facilities construction and maintenance; guided discussion. Sheri Speede.
4:45 – 6:30 pm: OPEN
6:30 – 8:00 pm: Dinner.
Dinner-meeting for PASA Board.
8:00 – 10:00 pm: Free time.

6 Nov, Friday – Staff building and succession planning

- 7:00 – 8:00 am: Breakfast.
9:00 – 9:05 am: Siddle-Marsden Award presentation.
9:05 – 9:30 am: Capacity of sanctuaries; guided discussion. Chris Colin.
9:30 – 10:00 pm: PASA visits for accreditation; discussion.
10:00 – 10:30 am: Tea break.
10:30 – 11:00 am: Drive to elephant sanctuary.
11:00 – 12:00 noon: Visit to David Sheldrick Wildlife Trust (an elephant sanctuary) in Nairobi National Park.
12:00 – 12:30 pm: Return to Leadership Centre.
12:30 – 1:30 pm: Lunch.
1:30 – 3:00 pm: The wildlife trade; presentation with questions and discussion. Ofir Drori, Last Great Ape Organization.
3:00 – 3:30 pm: Tea break.
3:30 – 4:15 pm: Recruiting and retaining personnel; guided discussion. Fanny and Gregg.
4:15 – 4:45 pm: Succession planning and sustainability; presentation. Gregg.
4:45 – 6:30 pm: OPEN
6:30 – 8:00 pm: Dinner.
Dinner-meeting for PASA Board.
8:00 – 8:30 pm: The Liberian chimpanzee situation; presentation. Jim and Jenny Desmond.
8:00 – 10:00 pm: Free time.

7 Nov, Saturday – Data collection and closing ceremonies

- 7:00 – 8:00 am: Breakfast.
8:00 – 9:45am: Data collection project; presentation and group activities. Kourtney Stumpe, with an introduction by Michele Stumpe.
9:45 – 10:00 am: ZIMS for African sanctuaries; presentation. Sander Cozijn (via Skype).
10:00 – 10:30 am: Tea break.
10:30 – 11:00 am: Future workshops and trainings; guided discussion. Becky Rose.
11:00 – 11:30 am: How to conduct captive care training; discussion.

11:30 am – 12:30 pm: PASA policies and misc. logistics; guided discussion. Gregg.
12:30 – 1:30 pm: Lunch.
1:30 – 1:45pm: Concluding remarks and any next steps. Michele Stumpe.
1:45 – 2:00 pm: Conference evaluation
2:00 – 2:30 pm: Tea break and end of the conference.
2:00 – 4:00 pm: Private meeting of managers of PASA member sanctuaries, PASA Board, and executive director.
Free time for all others.
4:00 pm: Bus to Doug Cress's house for a closing reception for all participants, including dinner.

8 Nov, Sunday – Departure and post-conference visit
Optional post-conference visit to Colobus Conservation.

9 Nov, Monday
Optional post-conference visit to Colobus Conservation.

The 2015 Strategic Development Conference is sponsored in part by generous donations from:

