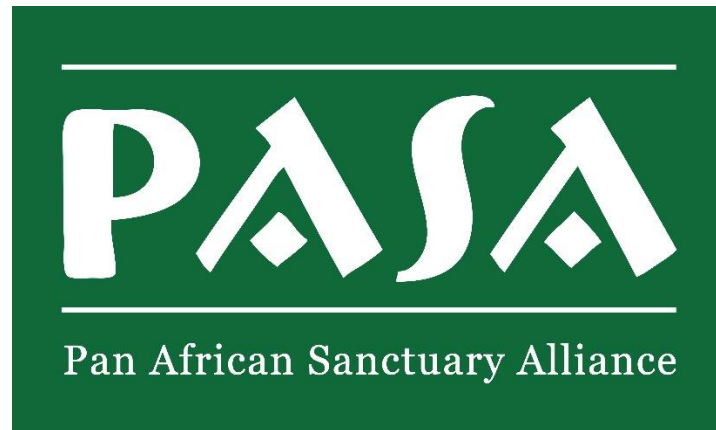


Pan African Sanctuary Alliance



Strategic Development Conference

Freetown, Sierra Leone

November 2 to 6, 2018



Summary Report



Leaders of African wildlife centers gathered for PASA's four-day conference in Sierra Leone.

The Pan African Sanctuary Alliance (PASA), the largest association of wildlife centers in Africa, includes 23 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 Freetown, Sierra Leone from November 2 to 6, 2018. This was the 19th annual meeting of the leaders of Africa's primate rescue centers. The conference was hosted by Tacugama Chimpanzee Sanctuary, home to 86 chimpanzees.

The topics of the sessions included forming effective support groups in North America and Europe as well as hiring, training, and retaining staff. Sessions were also held to address the rampant chimpanzee trafficking in West Africa. PASA's Executive Director and Board Chair presented the progress made in strategic planning for PASA in 2018, and the PASA member organizations shared their feedback. Additionally, we visited Tacugama Chimpanzee Sanctuary and River Number 2, an ecotourism project outside Freetown.

For the first time, PASA held a grant-writing workshop after the Strategic Development Conference for a smaller group of wildlife center managers and directors. The workshop was led by Elizabeth Ross, an accomplished grant-writer with years of successful experience.

Fifty-one people attended the conference and workshop, including leaders of 19 of the 23 PASA member organizations, 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 grant-writing workshop were made possible by generous grants from the **Arcus Foundation**, the **Columbus Zoo and Aquarium**, **Copenhagen Zoo**, the **Jane Goodall Institute**, the **Maria Norbury Foundation**, the **American Association of Zookeepers (AAZK)** of **Cheyenne Mountain Zoo**, the **Los Angeles AAZK Chapter**, **Pittsburgh Zoo & PPG Aquarium**, the **South Florida AAZK Chapter**, the **Buffalo Zoo**, the **Greater Cincinnati Chapter of AAZK**, the **International Fund for Animal Welfare (IFAW)**, the **Little Rock Zoo AAZK Chapter**, the **Louisville Zoo**, the **Louisville Zoo AAZK Chapter**, the **Memphis AAZK Chapter**, the **Columbus Zoo AAZK Chapter**, the **Detroit Zoo AAZK Chapter**, and **Zoo de Granby**.



Pam Cunneyworth, director of Colobus Conservation and PASA board member, gives a presentation on PASA's strategic development.

Barcelona Zoo, **Project V.E.T.S.** , **International Veterinary Care**, **Worldwide Veterinary Service (WVS)** , and the **Cincinnati Zoo** kindly donated veterinary supplies and zoo uniforms valued at several thousand dollars for the PASA member wildlife centers.

The primary goal of 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, strengthening their capacity to be leaders in primate conservation.

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: cultivating diverse fundraising programs and improving staff training and retention.

Discussion sessions were led by wildlife center directors who are experienced in certain topics, consultants who have worked with PASA member organizations, and professionals from relevant areas in fundraising. All sessions were designed to be readily applicable to the African sanctuary context.

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 2018 Siddle-Marsden Award to Jean Maboto, the head caregiver and longest-working staff member at Tchimpounga Chimpanzee Rehabilitation Centre. Maboto manages 53 caregivers across different sanctuary departments, teaching them dedication and compassion.



Jean Maboto is the recipient of the 2018 Siddle-Marsden Award.

“[Jean] is a true leader for the team, an example and an inspiration to all who work at Tchimpounga.” - Rebeca Atencia, Director

PASA members have indicated a need to foster succession planning for their organizations. In response, PASA launched the **Norm Rosen 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 of cultivating future leaders in primate welfare. This year, PASA awarded grants to three first-time recipients: Dorothy Basemera, the Guest Relations and Partnership Officer at Ngamba Island Chimpanzee Sanctuary; Babila Tefon, the General Manager at Ape Action Africa; Dondo Ouendeno, the Assistant Manager at Chimpanzee Conservation Center. PASA also awarded grants to two previous 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. Each leadership grant recipient gave a brief presentation about themselves and their career interests.

The grant is just the beginning of a larger leadership program, where the goal is to make sanctuaries more sustainable by empowering African staff to become sanctuary leaders. Recipients of the grant will be able to attend the SDC for years.

A focus of this year’s Strategic Development Conference was **fundraising**. Meg Gammage-Tucker, a faculty member of the Indiana University School of Philanthropy who has 25 years of fundraising experience, led valuable sessions about major gifts and web-based fundraising. On the day after the conference, Elizabeth Ross, founder and director of the Kasiisi Project, conducted a grant workshop for conference attendees who are writing grant proposals.

A high priority for many PASA members is to diversify their fundraising. During the conference, leaders of PASA member organizations led sessions on forming effective support groups outside

of Africa. Itsaso Velez del Burgo, representing Lwiro Primate Rehabilitation Center, gave a presentation on maximizing digital fundraising campaigns, such as Great Ape Giving Day.

We were pleased to be joined by the leaders of several sanctuaries that are not PASA members but are part of our extended family: Liberia Chimpanzee Rescue and Protection, Second Chance Chimpanzee Rescue in Liberia, Association Papaye International, and CARE in South Africa. During the conference, each non-member sanctuary gave a brief introduction about their organization, their successes, challenges, and plans for the future. Marilyn Pons-Riffet gave a fascinating introduction to her organization Papaye which, under her new leadership, is making great progress in improving the conditions for chimpanzees at Pongo Songo in Cameroon.

Included in the conference agenda was a visit to PASA member Tacugama Chimpanzee Sanctuary. During the visit, conference attendees were given a tour of the sanctuary's grounds including the nursery, chimp enclosures, and educational facilities. Conference attendees also had an opportunity to spend an afternoon at River Number 2, a community-run eco-project.

Before the start of the conference, Barcelona Zoo sent a very generous supply of zoo uniforms to Tacugama Chimpanzee Sanctuary to arrive in time for the conference. This significant donation – the single largest donation of zoo uniforms in PASA's history – allowed the directors and managers to bring much-needed boots, work pants, gloves, and work shirts to their sanctuary staff. Several sanctuaries were able to provide uniforms for their entire staff!



Sanctuary leaders sort through boxes of uniform donations provided by the Barcelona Zoo.

Accomplishments and Outcomes

At the Strategic Development Conference, we achieved our top objectives of teaching diverse approaches to fundraising and empowering wildlife centers to more effectively hire, train, motivate, and retain staff. Additionally, we continue to cultivate a strong, unified community of primate protectors across Africa.

It was discovered that several chimpanzee sanctuaries in West Africa have seen a significant uptick in animal intakes over the past year. PASA is starting to make plans to organize a multinational conference in the next year, during which we intend to provide a foundation for a multiple-year, cross-border collaborative program. The aim will be to strengthen law enforcement, increase public awareness, and produce concrete solutions to address the unchecked wildlife trafficking crisis in West Africa.

Another outcome of the conference was a commitment by the PASA member organizations to provide guidance and support to non-PASA member sanctuaries. The three PASA members

located in Cameroon agreed to provide veterinary and management consultation to Papaye, which is also located in Cameroon.



Conference participants enjoy an evening at River Number 2, a community eco-project in Freetown.

Staff of PASA member organizations are excited to develop their skills in many areas including grant-writing, donor cultivation, major gifts, and digital campaigns, 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.

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.

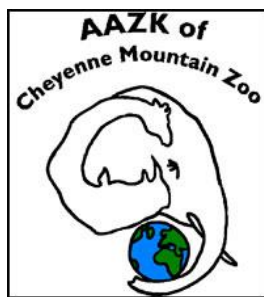
In Gratitude of Our Supporters

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 South Africa in November 2019.



PASA's 2018 Strategic Development Conference is sponsored in part by generous donations from:



Conference Participants

Alice Slade	Tacugama Chimpanzee Sanctuary
Aliette Jamart	HELP Congo
Allison Leach	Sanaga-Yong Chimpanzee Rescue Center
Alma van Dorenmalen	Lilongwe Wildlife Center
Aram Kazandjian	Tacugama Chimpanzee Sanctuary
Babila Tafon	Ape Action Africa
Bala Amarasekaran	Tacugama Chimpanzee Sanctuary
Becky Rose	PASA
Caroline Griffis	PASA
Chris Colin	Chimpanzee Conservation Center
Claudine Andre	Lola ya Bonobo
Dave du Toit	Vervet Monkey Foundation
Dondo Ouendeno	Chimpanzee Conservation Center
Dorothy Basemera	Ngamba Island
Elizabeth Ross	The Kasiisi Project
Eric Willaume	Parc de la Lékédi
Franck Chantereau	JACK Chimpanzee Sanctuary
Frands Carlsen	Copenhagen Zoo
Gregg Tully	PASA
Guillaume Le Flohic	Limbe Wildlife Center
Innocent Mulenga	Chimfunshi Wildlife Orphanage
Itsaso Vélez del Burgo Guinea	Lwiro Primate Rehabilitation Center
Jana Swart	Chimpanzee Eden
Jean Maboto	Tchimpounga Sanctuary
Jenny Desmond	Liberia Chimpanzee Rescue
Jim Desmond	Liberia Chimpanzee Rescue
Joseph Thomas	Humane Society International (HSI)
Joshua Rukundo	Ngamba Island
Junius Cooper	Humane Society International (HSI)
Kaitlyn Bock	PASA
Lilly Ajarova	Ngamba Island
Marie LaForge	HELP Congo

Marilyn Pons-Riffet	Association Papaye International
Mary Brown	PASA and Rainforest Trust
Matthieu Bonnet	Projet Protection des Gorilles
Meg Gammage-Tucker	Consultant, Build 4 Impact
Natasha Tworoski	PASA
Pam Cunneyworth	Colobus Conservation
Pauline Stuart	Chimpanzee Eden
Pieter Van Heeren	Consultant and Database Specialist
Rachel Hogan	Ape Action Africa
Raymond Tchimisso	Sanaga-Yong Chimpanzee Rescue Center
Rebeca Atencia	Tchimpounga Sanctuary
Samantha Dewhirst	Centre for Animal Rehabilitation and Education
Sarah Bell	Researcher
Sebastian Louis	Chimfunshi Wildlife Orphanage
Sheri Speede	Sanaga-Yong Chimpanzee Rescue Center
Stephen Munro	Centre for Animal Rehabilitation and Education
Stephen Ngulu	Sweetwaters Chimpanzee Sanctuary
Susan Lutter	PASA and Ape Action Africa

PASA Strategic Development Conference

November 2 to 6, 2018

Agenda

Golden Tulip Essential Kimbima, Freetown, Sierra Leone

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James: fb.manager@goldentulipessentialkimbimafreetown.com

Travel to and from the airport

- From Freetown airport to the hotel: Tacugama staff will meet you. Take a bus for five minutes, then take the Sea Coach boat to Freetown (25 minutes, US\$40 one-way). Then a vehicle will be waiting to take you to the Golden Tulip Essential Kimbima hotel (10 minutes). If there isn't a vehicle, take a taxi (a few dollars).
- After the conference, plan to leave from the hotel 3 ½ hours before your flight leaves.

Friday, November 2

- Participants arrive in Freetown
- 6:30 – 8:00pm · Dinner
- 8:00pm · Icebreaker

Saturday, November 3: Introductions and Updates

- 7:30 – 8:30am · Breakfast
- 8:30 – 9:15am · Welcome and opening remarks (Bala Amarasekaran, Susan Lutter, Gregg Tully, and government leaders)
- 9:15 – 9:30am · Brief introductions (All participants; 15 seconds each)
- 9:30 – 10:45am · Each African organization's current situation and most important challenges, part 1 (Director/general manager of each organization based in Africa; five minutes each)
- 10:45 – 11:30am · Tea break
- 11:30 – 11:45am · Introduction to recipients of Leadership Development Grants (Each grant recipient; three minutes each)
- 11:45 – 12:15pm · Update about PASA (Gregg Tully)
- 12:15 – 1:15pm · Lunch
- 1:15 – 2:00pm · Forming effective support groups in America and Europe (Panel: Claudine Andre, Christelle Colin, and Sebastian Louis)
- 2:00 – 5:00pm · Private meeting for leaders of PASA member organizations only (Franck Chanterreau and Pam Cunneyworth)
- 6:30 – 8:00pm · Dinner
- 8:00pm · Meeting for sanctuaries that use Pieter Van Heeren's database (Pieter Van Heeren)

Sunday, November 4: Fundraising, Part 1; Visit Tacugama

- 7:00 – 8:00am · Breakfast
- 8:00 – 8:10am · Siddle-Marsden award presentation to Jean Maboto (Franck Chantereau)
- 8:10 – 9:00am · Each African organization's current situation and most important challenges, part 2 (Director/general manager of each organization based in Africa; five minutes each)
- 9:00 – 10:15am · Major gifts (Meg Gammage-Tucker)
Why they are necessary for your program
Return on investment (ROI)
Identifying prospects
- 10:15 – 11:00am · Tea Break
- 11:00 – 12:00pm · Major gifts: Tips for successful cultivation and asking for donations (Meg Gammage-Tucker)
11:00am: Overview
11:15am: Importance of reliable communication with donors (Gregg Tully)
11:20am: Panel discussion and Q&A (Panel: Lilly Ajarova, Claudine Andre, and Sheri Speede)
- 12:00 – 1:00pm · Lunch
- 1:00 – 2:00pm · Bus to Tacugama Chimpanzee Sanctuary
- 2:00 – 5:30pm · Visit Tacugama Chimpanzee Sanctuary
- 5:30 – 6:30pm · Bus to hotel
- 6:30 – 8:00pm · Dinner

Monday, November 5: Staff Development; Strategic Planning

- 8:00 – 9:00am · Breakfast
- 9:00 – 10:30am · Staff development: hiring, training, motivating, and retaining staff (Panel: Lilly Ajarova, Bala Amarasekaran, Alma van Dorenmalen, Rachel Hogan, Stephen Ngulu, and Eric Willaume)
- 10:30 – 11:15am · Tea break
- 11:15 – 12:15pm · Small group discussions:
 - Arboreal monkeys: reintroductions and other topics (led by Eric Willaume)
 - Illegal wildlife trade in West Africa (led by Jenny and Jim Desmond)
 - Building more secure enclosures (for “escape artists”) (led by Innocent Mulenga)
- 12:15 – 12:30pm · Reporting on small group discussions
- 12:30 – 1:30pm · Lunch
- 1:30 – 2:30pm · Small group discussions:
 - The roles of PASA (led by Becky Rose)
 - Ape reintroductions (led by Matthieu Bonnet)
 - Forming and working with an effective Board of Directors (led by Elizabeth Ross)

- 2:30 – 2:45pm · Reporting on small group discussions
- 2:45 – 3:30pm · Tea break
- 3:30 – 5:00pm · Private meeting about PASA's strategic planning, for PASA member organizations only (Susan Lutter and Gregg Tully)
- 6:30 – 8:00pm · Dinner

Tuesday, November 6: Fundraising, Part 2; Visit Beach Ecotourism Project

- 7:30 – 8:30am · Breakfast
- 8:30 – 10:00am · Web-based fundraising (including peer-to-peer and crowdfunding campaigns) and social media (Meg Gammage-Tucker)
Strategies, trends, and how to maximize ROI
- 10:00 – 10:45am · Tea Break
- 10:45 – 11:45am · Web-based fundraising and social media: Examples of successful fundraising using each strategy
Panel discussion and Q&A (Kaitlyn Bock, Dave Du Toit, Aram Kazandjian, and Itsaso Velez del Burgo)
- 11:45 – 12:30pm · Effective email appeals (Kaitlyn Bock)
- 12:30 – 12:45pm · Concluding remarks and next steps (Susan Lutter)
- 12:45 – 1:00pm · Conference evaluation (Kaitlyn Bock)
- 1:00 – 2:00pm · Lunch
- 2:00 – 3:00pm · Bus to River Number 2 Beach
- 4:00pm · Visit River Number 2 Beach ecotourism project, including dinner and drinks
· Group photo
· Bus to hotel

Wednesday, November 7

- Breakfast
- Participants leave Freetown

For any questions, please contact:

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