

Pan African Sanctuary Alliance



Community Engagement Workshop and Strategic Development Conference

LIONSROCK, Bethlehem, South Africa

November 7 to 14, 2019



Summary Report



Leaders of wildlife centers throughout Africa gathered for PASA's conference in South Africa.

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 Community Engagement Workshop for the managers of the community projects and education programs of our 23 member sanctuaries at LIONSROCK, a sanctuary for rescued big cats near Bethlehem, South Africa from November 7 to 11, 2019. Immediately following the workshop PASA conducted our Strategic Development Conference for the directors of our member wildlife centers at the same venue from November 11 to 14, 2019. There was a day of overlap between the two events on November 11 for the education and outreach staff to present their findings to their respective sanctuary directors and discuss the strategy of their community-based programs and education programs.

Together, these two groups were able to formulate plans to grow the capacities of their wildlife centers. This leading-edge approach allowed the sanctuaries to expand their conservation messaging and return to their home countries prepared to implement new programs and improve their existing programs. A concrete outcome of the conference and workshop is that **sanctuary management and staff are collaborating to design programs with clear goals and specific objectives**, creating measurable changes in the behavior of program participants, and conducting more effective monitoring and evaluation.

The **Strategic Development Conference** was the 20th annual meeting of the leaders of Africa's primate rescue centers. Both the conference and the workshop were hosted by FOUR PAWS South Africa, which manages LIONSROCK.

The topics of the sessions included forming effective monitoring and evaluation mechanisms to evaluate education and conservation programs as well as hiring, training, and retaining staff.

Sessions were also held to address the rampant chimpanzee trafficking in West Africa and to discuss best practices for reintroducing great apes and monkeys to the wild. Gregg Tully, PASA's Executive Director, presented the progress made in strategic planning for PASA in 2019, and the PASA member organizations shared their feedback. Additionally, we toured the LIONSROCK sanctuary, a home for rehabilitated big cats which were rescued from cruel situations around the world.

Sixty-three people attended the conference and workshop, including leaders of 18 of the 23 PASA member organizations, six members of PASA's Board of Directors, and numerous other individuals committed to the conservation and protection of Africa's wildlife.

The Strategic Development Conference and Community Engagement Workshop were made possible by generous grants from the **Arcus Foundation**, the **Columbus Zoo and Aquarium**, the **Columbus Zoo AAZK Chapter**, **Fondation Brigitte Bardot**, **FOUR PAWS**, the **International Fund for Animal Welfare (IFAW)**, the **Louisville Zoo AAZK Chapter**, the **Memphis AAZK Chapter**, the **New Mexico Biopark Society**, and the **Pittsburgh Zoo & PPG Aquarium**.



A teambuilding activity during the Community Engagement Workshop.

International Veterinary Care, the **Jacksonville Zoo and Gardens**, the **Knoxville Zoo**, **Project VETS**, and the **Riverbanks Zoo and Garden** 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 relationship-building opportunities to improve their effectiveness in conserving and caring for African great apes and monkeys, strengthening their capacity to be leaders in the movement to defend African wildlife.

People remarked that the 2019 Strategic Development Conference was the most positive and collaborative PASA conference in memory. Participants' priorities were closely aligned with each other and with PASA International, and there was more of a focus on improving and expanding their organizations rather than solving problems. We attribute this in part to our continual efforts to increase communication within the PASA family as well as to frequently seek input from our members about their needs and how PASA International can most effectively address those needs.

The four-day **Community Engagement Workshop** immediately before the Strategic Development Conference brought together the managers of PASA member organizations' education programs and community-based programs. They shared insights about developing programs that are driven by SMART objectives and that have mechanisms for clear monitoring

and evaluation. The workshop was led by a committee of three African sanctuary educators, rather than specialists from North America and Europe as was commonly done in the past. We're pleased that the wildlife centers' educators have enough expertise and experience that they can organize workshops in collaboration with PASA International.

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 2019 Siddle-Marsden Award to **Joseph Maiyo**, a supervisor at Sweetwaters Chimpanzee Sanctuary.

Joseph was the founding caregiver at Sweetwaters 26 years ago. He is instrumental in quarantine care, introduction and integration of new arrivals, and has significantly improved the sanctuary's operating procedures. He is not only revered by management and his subordinates but also by chimpanzees who look at him as a father figure, having given them a home and cared and fed them for the last 26 years.



Members of PASA International's Board of Directors and Executive Director congratulate Joseph Maiyo, the recipient of the 2019 Siddle-Marsden Award.

At the end of 2019, Joseph Maiyo reached retirement age of 60 years, having dedicated nearly half of his life to taking care of chimpanzees.

PASA members have indicated a need to foster succession planning for their organizations. In response, PASA launched the **Norm Rosen Leadership Development Grants** 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. Recipients of the grant will be able to attend the SDC for years. Furthermore, this is just the beginning of a larger leadership program, the goal of which is to make sanctuaries more sustainable by empowering African staff to become sanctuary leaders.

This year, PASA awarded a Leadership Development Grant for the first time to **Philip Sekulya**, the Assistant Sanctuary Manager at Ngamba Island Chimpanzee Sanctuary. Philip's supervisors report that he brings a calm and analytical mindset to the management team, contributing and critiquing fairly and objectively. He has proved and continues to be a valuable member of the team, integral to its success. We also awarded grants to two previous grant recipients, to continue to build their capacity as future leaders: **Dorothy Basemera** of Ngamba Island Chimpanzee

Sanctuary and **Raymond Tchimisso** of Sanaga-Yong Chimpanzee Rescue. Each leadership grant recipient gave a brief presentation about themselves and their career interests.

Belinda Davis, a presenter at the 2016 SDC and a fund development specialist, gave a talk about engaging with and cultivating supporters and donors. This furthered PASA's ongoing effort to help member organizations diversify their revenue and become less dependent on grants.

Meg Gammage-Tucker, a faculty member of the Indiana University School of Philanthropy with over 25 years of fundraising experience, gave a presentation about becoming a stronger leader in conservation. Her messaging was reinforced by Fiona Miles (Executive Director of FOUR PAWS South Africa), Samuel Mutisya (Head of Conservation of Ol Pejeta Conservancy), and Matthieu Bonnet (Director of Gabon and Congo Republic of the Aspinall Foundation), each of whom discussed their own experiences and lessons learned as conservation leaders.

Ioana Dungler, International Director of Wild Animals for FOUR PAWS, and Michele Stumpe, Co-Chair of the PASA Board of Directors, led a session about negotiating and making effective agreements with government agencies. Developing positive, clearly-defined relationships with local and national agencies is critical for African sanctuaries. These relationships are necessary to renew MOUs, establish protected areas, arrange CITES permits, and collaborate to confiscate wildlife from traffickers and ensure the animals receive high-quality long-term care. Ioana provided examples from her diverse experience around the world, and Michele enlightened the audience about theory of negotiation based in part on her experience as an attorney.

Meg Gammage-Tucker facilitated group discussions about succession planning as well as building, managing, and motivating a Board of Directors. She also provided handouts of her presentation and other materials to attendees. Participants gave enthusiastic feedback that the combination of Meg's presentations and active participation from members of the discussion groups was very informative.

We were pleased to be joined by the leaders of several sanctuaries that are not PASA members but are part of our extended family: ATO, 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 report on the progress her organization Papaye has made since 2018 to improve the conditions for chimpanzees living on Pongo Songo and nearby islands as well as the adjacent shore in Cameroon.



Conference and workshop participants sorted through boxes of donated uniforms and veterinary supplies generously provided PASA International's conservation partners.

Accomplishments and Outcomes

The 2019 SDC had a more supportive and collaborative atmosphere than any other SDC in memory. This fostered a stronger primate protection community, and the impact is still apparent through ongoing discussions via email.

During a discussion about tuberculosis, it was clear that every primate sanctuary represented at the conference is concerned about TB. There was a consensus to collaborate with researchers at the University of Minnesota to train sanctuary vets and standardize sanctuaries' procedures for testing and treating TB.



Conference participants made meaningful connections, strengthening the Alliance across Africa to collaborate and protect endangered wildlife.

The participation of FOUR PAWS staff was valuable for sharing diverse perspectives from outside the primate field. For example, Signe Preuschoft, who works with orangutans, led a group discussion about ape reintroductions and contributed valuable ideas based on her experience.

Before the SDC, PASA sent a survey to the sanctuary directors about priority topics, in order to ensure the conference agenda was informed by their needs and interests. Based on their feedback, PASA chose the main agenda topics.

At the conclusion of the workshop, all participants completed an evaluation form which includes quantitative and qualitative questions. The quantitative portion of the evaluation form lists seven statements about the impact of the workshop. Average scores ranged from 3.5 to 4.7 on a scale from 1 to 5, indicating that most participants agreed or strongly agreed with all statements. These statements and the average scores follow:

- I gained useful knowledge that will improve how I do my job: 4.4
- I will share some of the knowledge with my staff/co-workers: 4.7
- The conference was helpful for the main challenges of my organization: 4.1
- There were enough sessions about useful topics: 3.9
- During the sessions, there was enough time to interact: 3.5
- There was enough time outside the sessions to talk to other conference participants: 4.1
- Lionsrock was a good venue for the conference: 4.5

Similar to previous PASA conferences, most of the criticism consisted of statements that would like to have more time for sessions, more time for networking, and more time for discussions during the sessions. This is an indicator that they highly value their time together – **the only time each year that they can meet with a group of people facing the same challenges and situations that they do.** We feel that to provide enough time to satisfy everyone, the conference would need to be prohibitively long.

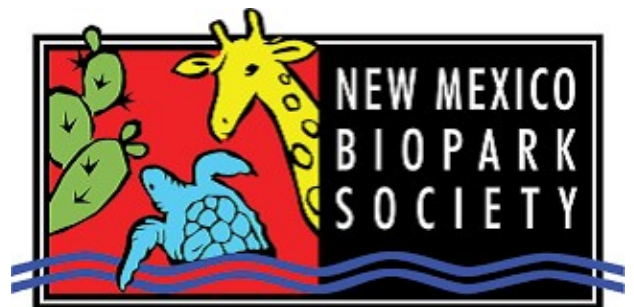
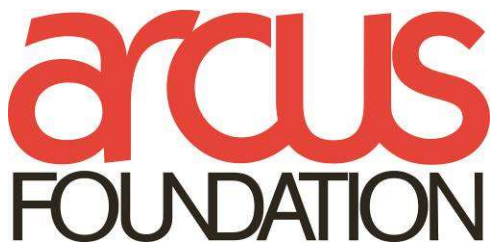
In Gratitude of Our Supporters

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 Malawi in November 2020 or as soon as the COVID-19 global health crisis is resolved.



PASA's 2019 Community Engagement Workshop and Strategic Development Conference were made possible by generous donations from:



The following organizations generously donated veterinary supplies and uniforms for African primate sanctuaries:

International Veterinary Care



Community Engagement Workshop and Strategic Development Conference Participants

Agnes Souchal
Alfred Bongadu
Aliette Jamart
Bala Amarasekaran
Belinda Davis
Bockarie Ambrose Kenneh
Caroline Griffis
Chris Colin
Dave du Toit
Dorothy Basemera
Eric Willaume
Fiona Miles
Franck Chantereau
Gladys Mokwena
Gregg Tully
Hana Bruger
Ian D'heygere
Innocent Mulenga
Ioana Dungler
Iris Weiche
Itsaso Vélez del Burgo Guinea
Jana Swart
Joseph Maiyo
Joshua Rukundo
Kaitlyn Bock
Kristina Parren

PASA International
Sanaga-Yong Chimpanzee Rescue
HELP Congo
Tacugama Chimpanzee Sanctuary
We Animals Media
Tacugama Chimpanzee Sanctuary
PASA International
Chimpanzee Conservation Center
Vervet Monkey Foundation
Ngamba Island Chimpanzee Sanctuary
Parc de la Lékédi
FOUR PAWS
JACK Chimpanzee Sanctuary
FOUR PAWS
PASA International
Vervet Monkey Foundation
Lilongwe Wildlife Trust
Chimfunshi Wildlife Orphanage
FOUR PAWS
FOUR PAWS
Lwiro Primate Rehabilitation Center
Chimpanzee Eden
Ol Pejeta Conservancy and Sweetwaters Chimpanzee Sanctuary
Ngamba Island Chimpanzee Sanctuary
PASA International
PASA International

Community Engagement Workshop and Strategic Development Conference Participants

Landry Charles Pambou	Projet Gorille Fernan-Vaz
Lebo Mantsho	Chimpanzee Eden
Lianne Crouthers	PASA International
Lucie Gelen	ATO
Lynne Gaffikin	PASA International
Marie LaForge	HELP Congo
Mary Brown	PASA International
Marilyn Pons-Riffet	Association Papaye International
Matthieu Bonnet	Projet Protection des Gorilles
Meg Gammage-Tucker	Consultant, Build 4 Impact
Michele Stumpe	PASA International
Moses Muthoki	Ol Pejeta Conservancy and Sweetwaters Chimpanzee Sanctuary
Nancy Mungania	Colobus Conservation Ltd
Nebart Mtika	Lilongwe Wildlife Trust
Nicholas Bachand	Projet Gorille Fernan-Vaz
Nora Jose	Projet Protection des Gorilles
Pam Cunneyworth	Colobus Conservation Ltd
Philip Sekulya	Ngamba Island Chimpanzee Sanctuary
Pieter Van Heeren	Consultant and Database Specialist
Raymond Tchimisso	Sanaga-Yong Chimpanzee Rescue Center
Rebeca Atencia	Tchimpounga Sanctuary
Richard Ssuna	Second Chance Chimpanzee Refuge Liberia
Rita Groenewald	Chimpanzee Eden
Rowena Facee Schaeffer	Go-Ape.nl
Sabrina Brando	PASA International, AnimalConcepts, and the University of Stirling
Samantha Dewhirst	Centre for Animal Rehabilitation and Education
Samuel Sylvester Mutisya	Ol Pejeta Conservancy and Sweetwaters Chimpanzee Sanctuary
Sebastian Louis	Chimfunshi Wildlife Orphanage
Signe Preuschoft	FOUR PAWS
Silver Birungi	Ngamba Island Chimpanzee Sanctuary

Community Engagement Workshop and Strategic Development Conference Participants

Susan Lutter

Sylvie Deconninck

Tanya van Tonder

Tarisai Makwelele

Terence Wirba

Wilson Ateh

Yvon Yala

PASA International and Ape Action Africa

Chimpanzee Conservation Center

FOUR PAWS

Chimfunshi Wildlife Orphanage

Ape Action Africa

Limbe Wildlife Centre

HELP Congo

PASA Community Engagement Workshop and Strategic Development Conference

Agenda

LIONSROCK, Bethlehem, South Africa

Date	Time	Hours	Agenda item
<hr/>			
7 November			Arrivals
Thu			Community Engagement Workshop participants arrive
			Icebreaker event
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8 November			Community Engagement Workshop day 1
Fri	8:00	1.00	Breakfast
	9:00	0.50	Welcome and opening remarks (Ioana Dungler and Gregg Tully)
	9:30	0.50	Brief introductions (All participants; 1 minute each)
	10:00	0.50	Tea break
	10:30	2.00	How to focus on changing behavior rather than only giving knowledge, facilitated by Rita Groenwald
			Activity, led by Silver Birungi
			Examples of projects that produce behavior change, by Tanya van Tonder
			Discussion
	12:30	1.00	Lunch
	1:30	1.50	Case studies, part 1: community projects (Each participant presents one of their community or education projects, including target audience, objectives, results, and how they are evaluated. Strictly 10 minutes, then strictly 5 minutes for questions)
	3:00	0.75	Tea break
	3:45	2.00	Working with communities, facilitated by Wilson Ateh
			Activity
			Panelists discussing their experiences: Rebeca Atencia, Nebart Mtika, Nancy Mungania, Terence Wirba, Itsaso Velez del Burgo
			Discussion
	5:45	---	End of meeting
	6:15		Dinner
		8.75	

Date	Time	Hours	Agenda item
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9 November			Community Engagement Workshop day 2
Sat	8:00	1.00	Breakfast
	9:00	1.00	Case studies, part 2: education projects
	10:00	0.50	Tea break
	10:30	2.00	Creating clear goals and specific objectives, and producing measurable changes in behavior, facilitated by Itsaso Velez del Burgo Presentation about SMARTER by Silver Birungi Project in small groups: make SMARTER objectives to create behavior change Discussion about the small-group project Presentation about ADDIE by Silver Birungi
	12:30	1.00	Lunch
	1:30	1.50	Monitoring and evaluating programs, facilitated by Richard Ssuna <i>Sharing examples of effective M&E of education and community programs</i> <i>Discussion of how to improve M&E of sanctuaries' programs</i>
	3:00	0.50	Tea break
	3:30	1.00	Case studies, part 3: education projects
	4:30	---	End of meeting
	4:45		Sanctuary tour
	7:15		Dinner
		7.50	
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10 November			Community Engagement Workshop day 3
Sun	8:00	1.00	Breakfast
	9:00	1.50	Case studies, part 4: community and education projects
	10:30	0.75	Tea break
	11:15	2.00	Helping communities solve human-wildlife conflict, facilitated by Moses Muthoki Brief discussion to clarify what we mean by "human-wildlife conflict" Presentation about Ngamba Island's Darwin Initiative project, by Silver Birungi Discussion: what work is currently being done about human-wildlife conflict Discussion: how to more effectively reduce human-wildlife conflict
	1:15	1.00	Lunch
	2:15	1.50	Preparation for "Next steps in community engagement," in groups (facilitators put participants into groups, and participants plan discussions with their directors the next day) <i>Activity</i>
	3:45	0.50	Preparation for "Next steps in community engagement," in plenary <i>Discussion</i> <i>Plan an activity to engage directors and educators</i>
	4:15	0.75	Tea break
	5:00	0.50	Conclusions and next steps
	5:30	0.25	Workshop evaluation, by Kaitlyn Bock
	5:45	---	End of meeting
	6:15		Dinner Strategic Development Conference participants arrive Icebreaker event; one drink ticket for each attendee
		8.75	

Date	Time	Hours	Agenda item
11 November			Joint meeting (Community Engagement and Strategic Development)
Mon	8:00	1.00	Breakfast
	9:00	0.50	Welcome and opening remarks (Fiona Miles, Ioana Dungler, Michele Stumpe, and Gregg Tully)
	9:30	0.25	Brief introductions (All participants; 15 seconds each)
	9:45	0.25	Siddle-Marsden award presentation to Joseph Maiyo from Sweetwaters (Pam Cunneyworth)
	10:00	1.25	Tea break and distributing donated supplies
	11:15	1.50	Next steps in community engagement, in groups (Silver Birungi, Rita Groenewald, Terence Wirba)
			<i>Summary of outcomes of Community Engagement Workshop</i>
			<i>Activity to engage directors and educators (15 minutes)</i>
			<i>Divide into groups</i>
			<i>Group discussions about next steps in community engagement</i>
	12:45	1.00	Lunch
	1:45	0.75	Next steps in community engagement, in plenary (Silver Birungi, Rita Groenewald, Terence Wirba)
	2:30	0.25	Case study of a strategic planning process (Nick Bachand, presentation)
	2:45	0.25	PASA Primate Care Training program (Caroline Griffis, presentation)
	3:00	0.75	Tea break
	3:45	1.75	Becoming a stronger leader in conservation (Meg Gammage-Tucker, Fiona Miles, Samuel Mutisya, Matthieu Bonnet: presentations then panel discussion)
	5:30	---	End of meeting
	6:00		Dinner
			Some Community Engagement Workshop participants leave
		8.50	
12 November			Strategic Development Conference day 2
Tue			Community Engagement Workshop participants leave
	8:00	1.00	Breakfast
	9:00	1.75	Each African organization's current situation, challenges, and future plans, part 1 (Director/general manager of each organization based in Africa; 8-10 minutes each)
	10:45	0.75	Tea break
	11:30	0.25	Introduction to recipients of Leadership Development Grants (Dorothy Basemara, Raymond Tchimisso, Phillip Sekulya; 5 minutes each)
	11:45	1.25	Update about PASA (Gregg Tully)
	1:00	1.00	Lunch
	2:00	1.00	How strictly should we follow the IUCN reintroduction guidelines (Signe Preuschoft, Christelle Colin, Dave Du Toit; panel discussion)
	3:00	2.50	Private meeting for leaders of PASA member organizations only (Franck Chantereau and Pam Cunneyworth)
			Tea served during private meeting
	3:15		Sanctuary tour
	5:30	---	End of meeting
	6:00		Dinner
		8.50	

Date	Time	Hours	Agenda item
13 November			Strategic Development Conference day 3
Wed	8:00	1.00	Breakfast
	9:00	1.75	Each African organization's current situation, challenges, and future plans, part 2 (Director/general manager of each organization based in Africa; 8-10 minutes each)
	10:45	0.75	Tea break
	11:30	1.25	Negotiating and making effective agreements with government agencies (Ioana Dungler and Michele Stumpe; two presentations)
	12:45	1.00	Lunch
	1:45	1.25	Small group discussions <i>Chimpanzee trade in West Africa (led by Bala Amarasekaran)</i> <i>Succession planning: recruiting and developing future leaders (led by Meg Gammage-Tucker)</i> <i>Ape reintroductions (led by Signe Preuschoft)</i>
	3:00	0.25	Reporting on small group discussions
	3:15	1.00	Small group discussions about PASA International's strategies <i>Support for animal care, veterinary treatment, and rescue (facilitated by Franck Chanterreau)</i> <i>Support for education and community programs (facilitated by Pam Cunneyworth)</i> <i>Representing the Alliance worldwide (facilitated by Lynne Gaffikin)</i> <i>Fundraising and communications (facilitated by Susan Lutter)</i>
	4:15	---	End of meeting
	4:30		Sanctuary tour
	7:00		Dinner
		7.25	
14 November			Strategic Development Conference day 4
Thu	8:00	1.00	Breakfast
	9:00	1.25	Small group discussions <i>Animal sponsorship/adoption programs (led by Belinda Davis)</i> <i>Building, managing, and motivating a Board of Directors (led by Meg Gammage-Tucker)</i> <i>Arboreal monkeys: reintroductions and other topics (led by Ian D'heygere)</i>
	10:15	0.25	Reporting on small group discussions
	10:30	0.75	Tea break
	11:15	1.25	Engaging with and cultivating your supporters and donors (Belinda Davis; presentation then discussion)
	12:30	1.00	Lunch
	1:30	1.00	Techniques for training and managing staff (Rebeca Atencia, Dave du Toit, Joshua Rukundo, Innocent Mulenga; panel discussion)
	2:30	0.25	Concluding remarks and next steps (Susan Lutter)
	2:45	0.25	Conference evaluation (Kaitlyn Bock)
	3:00	2.50	Private meeting for leaders of PASA member organizations only (Franck Chanterreau and Pam Cunneyworth) Tea served during private meeting Sanctuary tour for anyone unable to join previous tours
	5:30	---	End of meeting
	6:00		Dinner
		8.50	