

Many Voices
Annual Report 2013

One Future



AFRICAN WILDLIFE FOUNDATION®

African Wildlife Foundation, together
with the **people** of Africa, works to ensure
the **wildlife** and **wild lands**
of Africa will endure forever.

A Strong Mission, Achieved Through Experience and Innovation

At the African Wildlife Foundation, our conservation work is rooted in science, strengthened by more than five decades of on-the-ground experience in Africa, and fostered through our commitment to innovation.

Ultimately, our mission guides our work. Though our projects and strategies have evolved over the years, AWF's conservation approach continues to align with the three key elements of our mission statement: people, wildlife, and land.

People. Our work begins and ends with the people of Africa. AWF partners with individuals and institutions, local communities and national governments, to find fresh, workable conservation solutions. We like to say there are two "e"s in the word "people": one that stands for education and one that stands for enterprise, which we achieve by creating businesses linked directly to conservation. Through education and conservation training, and enterprises that incentivize

people to conserve, AWF implements projects that benefit all involved.

Wildlife. Due to rapid development on the continent and the rise in illegal wildlife trafficking, Africa's wildlife is under greater threat today than ever before. We use a variety of methods aimed at supporting and increasing the protection of at-risk wildlife, enhancing law enforcement efforts, incentivizing local conservation, and reducing human-wildlife conflict.

Land. At the root of all of AWF's work is our science-based philosophy of large-landscape conservation. We focus our resources on areas of ecological importance, giving priority to those that have viable populations of African wildlife and key habitats, and that have the potential to provide economic benefits to communities well into the future.

We invite you to join us in achieving our mission: to ensure the people, wildlife, and wild lands of Africa prosper long into the future. →

AWF's integrated conservation approach ensures that economic growth and development on the African continent are sustainable and sensitive to the needs of wildlife, such as elephants—the world's largest land mammal.





On the cover: Africa is made up of many different voices, lives, and stories. Equally as many voices both within and outside of the continent care deeply about Africa’s wildlife, wild lands, and future. As you read AWF’s annual report, look for the large soundwave such as the one on the right. It will direct you to a special feature in the digital version of our annual report or to AWF.org, where you can hear related stories, view videos, and add your own voice and support for Africa’s people, wildlife, and wild lands.

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In the Chinese Zodiac calendar, 2013 was the Year of the Snake. In Africa, however, 2013 became the year of the elephant and the rhino—and the year the rest of the world decided to take action.

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Wild dogs, elephants, gerenuks, and other wildlife have returned to Manyara Ranch.

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A SHARED COMMITMENT

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Children in Africa that live in rural areas are the least likely to have access to quality educational resources. AWF is building new schools—and a new future—for these students.

Year of Global Concern

In the Chinese Zodiac calendar, 2013 was the Year of the Snake. In Africa, however, it became the year of the elephant and the rhino as poachers and illegal wildlife traffickers eager to fulfill Asian demand for elephant ivory and rhino horn put the two species in their crosshairs. But 2013 also turned out to be the year of international awareness: Previously seen as solely an African issue, elephant and rhino poaching soon developed into a matter of global concern—demonstrating Africa's growing importance in the world.

x1,000



“The entire world has a stake in making sure that we preserve Africa's beauty for future generations.”

— U.S. President Barack Obama

VIEW GALLERY



U.S. Fish & Wildlife Service crushes 6 tons of illegal ivory in a move to encourage other countries to destroy their own ivory stockpiles.

Chinese custom officials take down a global smuggling ring found with 12 tons of illegal ivory worth about US\$100 million.

South African Department of Environmental Affairs, together with the University of Pretoria and the International Consortium on Combating Wildlife Crime, hosts rhinoceros DNA sampling workshop. Law enforcement officers from each of the 11 African rhino range states, as well as from China, Thailand, and Vietnam, attend.

Philippines government voluntarily crushes its stockpile of confiscated ivory, the first consumer country to do so.

Chad government arrests leader of notorious poaching gang suspected of killing nearly 200 elephants in mid-2012 in Cameroon.

JULY 2013
U.S. President Barack Obama pledges American support in combating wildlife trafficking in Africa. Two months later, AWF CEO Patrick Bergin becomes one of eight individuals named to the Advisory Council on Wildlife Trafficking, created under the president's Executive Order.



AUGUST 2013
Authorities in Togo capture leader of West African ivory smuggling network.

SEPTEMBER 2013
Heads of state from a number of African countries, together with several conservation groups, including AWF, announce a three-year, US\$80 million commitment at the Clinton Global Initiative Annual Meeting to stop the slaughter of elephants.

Zimbabwean authorities act swiftly in response to a mass cyanide poisoning of elephants. Several of the convicted poachers receive 15- to 16-year prison terms.

JUNE 2013

Kenyan cabinet approves the expansion of antipoaching measures, adding 1,000 Kenya Wildlife Service (KWS) rangers, increasing poaching fines to up to US\$11,500, and establishing an interagency security team comprising KWS and police personnel.

MAY 2013

Tanzanian President Jakaya Kikwete authorizes the deployment of army units to support antipoaching operations.

MARCH 2013

Global public pressure ahead of the 16th Conference of the Parties of the Convention on International Trade in Endangered Species (or CITES) prompts host country Thailand to announce it will end its legal ivory trade.

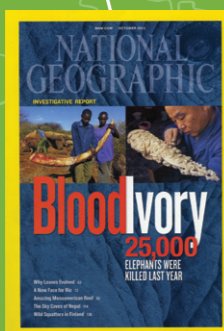
FEBRUARY 2013

The Vatican condemns the use of ivory in creating religious objects and pledges to help fight the illegal ivory trade.



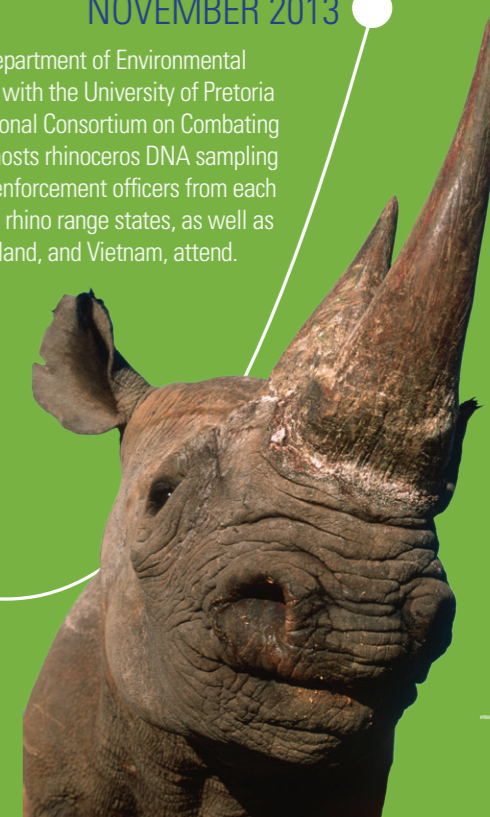
SEPTEMBER 2012

The first of a series of articles examining the large-scale slaughter of elephants and rhinos in Africa runs in the *New York Times*. A month later, *National Geographic* publishes a long-form investigative piece, "Blood Ivory," that discusses the use of ivory for religious objects, particularly in the Philippines, galvanizing public support against elephant poaching.



NOVEMBER 2012

Then—U.S. Secretary of State Hillary Clinton adds illegal wildlife trafficking to the United States' foreign policy agenda.



Asian Stars Step Up

Governments aren't the only ones taking action against illegal wildlife trafficking in Africa. AWF has partnered with WildAid and Save the Elephants to launch a multimedia awareness campaign in Asia, featuring popular Asian celebrities. A survey commissioned in China by the campaign partners found that two out of every three respondents were unaware that rhino horn came from poached rhinos, and more than half of those surveyed did not think elephant poaching is common.

Through radio ads, public service announcements (PSAs) on TV and the Internet, and large billboards in high traffic areas throughout China and Vietnam, these celebs are using their star power and influence to educate Asian populations about how their demand for ivory and rhino horn is killing innocent wildlife halfway across the world.

Awareness campaigns such as these can have amazing results. According to 2012 statistics, Yao Ming's previous WildAid awareness campaign on shark finning contributed to an estimated 50 percent reduction in the consumption of shark fin in China.



WATCH

Stay tuned for PSAs by Chinese martial arts star **Jackie Chan** and by Vietnamese-American TV actress **Maggie Q**, due out soon.



WATCH

The PSA by Chinese director, actor, and screenwriter **Jiang Wen** uses animation to show the brutal way in which ivory is obtained.



WATCH

Martial arts star **Johnny Nguyen** is a household name in his home country of Vietnam. He points out in his PSA that consuming rhino horn is akin to chewing one's fingernails.



WATCH

Former NBA star **Yao Ming** helped kick off the campaign in April.



WATCH

Li Bing Bing, a Goodwill Ambassador for the UN Environment Programme, is one of the most popular actresses in China.

Stepping out of the World's Shadow

Throughout the course of history, the African continent and its inhabitants have encountered, and overcome, many challenges. Today, Africa's people and wildlife are confronting some of the biggest challenges they've ever faced, due to illegal wildlife trafficking and the rapid development that's changing the face of the continent.

A few years ago, these issues would have been left primarily to African governments, groups like African Wildlife Foundation (AWF), and concerned supporters like you to tackle. But, as the mass of people around the world are now beginning to realize, what happens in Africa's landscapes affects us all. Depleted natural resources, intensified international insecurity, greater political instability, a weaker global economy, more unstable climatic changes—all are ripple effects of continued wildlife trafficking and unplanned development in Africa.

I am gratified to see governments around the world, as well as influential allies from Yao Ming to President Obama, now offering their resources, expertise, and, just as important, their voices to stop the slaughter of African wildlife and facilitate smart development on the African continent.

At AWF, we have moved quickly to evolve our existing programs and implement new ones to meet the demands of this extraordinary time. We are securing more land for wildlife; ensuring the long-lasting viability of the continent's wildlife by reinforcing on-the-ground protections; and applying new innovations to engage communities in making big changes for conservation.

Most of all, we have used the strength and power of our voice to make sure that Africa's wildlife and wild lands get the attention they deserve. Thanks to you and other powerful friends, Africa is stepping out of the world's shadow, and its voice is now being heard.

Patrick Bergin

Patrick J. Bergin, Ph.D.
Chief Executive Officer



BIG HELP

Growing demand for elephant ivory and rhino horn is taking a horrific toll on Africa's elephants and rhinos, with fewer than 500,000 elephants and 25,000 rhinos remaining on the continent today. To quickly enable protection of key wildlife populations on the ground, AWF established the Species Protection Grants Program in 2013. Thanks to your generous support, AWF has already awarded US\$1 million to partners engaged in species protection work—of which nearly US\$700,000 went specifically to elephant and rhino projects. Following are just some of the efforts you've made possible.

Ghosts of Central Africa

Despite their ample size, forest elephants are difficult to spot under the dense canopy of the Central African forest—and, because of ivory poaching, they're becoming even harder to locate. Researchers estimated last year that 62 percent of the forest elephant population had been killed for their ivory in the past decade. The study included data gathered between 2002 and 2011 across five Central African countries.

AWF camera traps have captured forest elephants roaming through some of our project sites, offering proof that they haven't all disappeared. AWF has since provided CyberTracker ecological monitoring units and training to wildlife authorities in Cameroon and Democratic Republic of Congo (see pp. 10–11 for more), and has begun working with communities to create a new reserve in the Congo landscape. In addition to protecting great apes, these interventions will help prevent forest elephants from permanently becoming the ghosts of Central Africa.



for the Biggest 2

WATCH



Watch a video on AWF's support of the Great Fish River Nature Reserve in South Africa.

Water for elephants

Botswana has so far been spared from the worst of Africa's elephant poaching, but few countries are safe from the tentacles of illegal wildlife trafficking. AWF is supporting the Kalahari Conservation Society to create artificial water points during the dry season within Makgadigadi National Park. This will keep elephants within protected areas and will have the added benefit of minimizing the human–elephant conflicts that frequently occur on community lands.

Aggressive protections

Save Valley Conservancy in Zimbabwe has lost significant tourism income in the past two years due to unforeseen circumstances—but AWF support of more than US\$100,000 is helping the conservancy to protect its populations of black rhino, elephant, and other wildlife. With Aggressive Tracking Specialists now contracted by Save to provide anti-poaching protection, the conservancy had minimal poaching losses in 2013, and several poachers have been arrested. According to Philip Muruthi, AWF senior director of conservation science, "There's been significant improvement here under difficult circumstances."

Desert patrols

About 95 percent of the desert black rhino can be found in Namibia, and AWF partner Save the Rhino Trust plays a critical role in patrolling and monitoring the species in the northwest part of the country along the Skeleton Coast. A US\$50,000 AWF grant enables a tracking team to patrol the Kunene region once a month to identify individual rhino and collect ecological data.

Census sees success

AWF coordination of transborder patrols and other scout support in the cross-border region between Kenya and Tanzania is making a difference, if recent censuses are any indication. An aerial census conducted in the Kilimanjaro landscape in April during the wet season found the elephant population to be stable—even increasing, with almost 2,000 elephants counted, compared to just more than 1,000 in the early 2000s. Furthermore, the elephant

carcass ratio declined from 3.7 percent of the population in 2010 to 1.8 percent in 2013, indicating that at this point, poaching and human–wildlife conflict have not significantly impacted the elephant population in this area.

A follow-up, dry season census took place in October 2013. Results are still being analyzed, but preliminary analysis is positive.

AWF's new Species Protection Grants Program has increased protections for critical rhino populations in Kenya, Namibia, South Africa, Tanzania, Zambia, and Zimbabwe.



Rhinos and elephants aren't the only wildlife in Africa under threat: All four of the continent's great apes species—the eastern gorilla, of which the mountain gorilla is a subspecies, western gorilla, bonobo, and common chimpanzee—are either endangered or critically endangered. Threats include habitat destruction and fragmentation, the spread of disease from humans, the exotic pet trade, and poaching. “With all the focus on the rhino horn and ivory trade, great apes seem to have been forgotten and might go extinct while efforts are being put in place to save the rhino and the elephant,” says Jef Dupain, director of the great apes program for AWF.

Through the newly launched African Apes Initiative (AAI), AWF is partnering with protected area authorities and other local stakeholders to protect key populations of each of the nine great ape subspecies across West and Central Africa, using our three decades of experience in mountain gorilla and bonobo conservation as models.

Lomako-Yokokala Faunal Reserve, Democratic Republic of Congo (DRC)

About 1,000 bonobos are estimated to live in the 3,625-sq.-km reserve, established by AWF in close partnership with the Congolese wildlife authority and the local community. AWF recently trained rangers and select residents to use the CyberTracker handheld ecological monitoring devices to record their wildlife observations during sweeps of the forest. Teams upload their data to computers, which is combined with other information to produce maps that show the prevalence and distribution of various species and the locations of threats. This quick transfer of information helps park authorities deploy anti-poaching patrol teams on the fly.

AWF plans to transform the Lomako Conservation Science Centre into a much-needed training site for forest-based anti-poaching and ecological monitoring. “This sort of implementation of technology in the field does not happen at all in the Congo Basin,” explains Dupain.

Dja Biosphere Reserve, Cameroon

Both the western lowland gorilla and chimpanzee are found in the Dja Biosphere Reserve, the largest reserve in southern Cameroon. “As a beautiful forest with high potential for biodiversity, Dja is probably in the same condition today as the Lomako forest was in 2004 when AWF started working in DRC,” shares Dupain. The protected area authorities eagerly took to AWF's CyberTracker training.

Apes UNDER THREAT

Niokolo-Koba National Park, Senegal

The largest intact savanna-woodland habitat in West Africa is home to a population of a few hundred chimpanzees. Threats to this area include poaching and human encroachment. On a hot day, it's not unusual to see chimpanzees cooling down at the same watering hole local women use to do their washing. Similar to Lomako and Dja, AWF has provided training to park rangers on using CyberTracker technology to monitor the park.

Idanre Forest Cluster, Nigeria

Due to accelerating habitat loss and degradation from logging and unregulated agricultural activities, forests in southwestern Nigeria are shrinking, reducing available habitat for significant populations of the Nigeria-Cameroon chimpanzee and other vulnerable primates. AWF recently provided Nigerian researcher Rachel Ashegbofe Ikemeh with a US\$15,000 Species Protection Grant to gazette strict conservation areas within the Idanre Forest Cluster for the Nigeria-Cameroon chimpanzee and forest elephants.

“This Initiative is a new chapter in our species protection program.”

— Jef Dupain, director, great apes program, AWF

Though much attention has been focused on Africa's elephants and rhinos, the continent's great apes are under assault, their survival threatened by poaching, the illegal pet trade, habitat destruction, and disease. AWF is targeting specific great ape populations in Central and West Africa for protection.

Ecosystem Integrity



Much attention over the past year has been focused on saving some of Africa's most iconic species—elephants, rhinos, lions, and great apes. Their status as “keystone species,” or species that play a crucial role in maintaining the integrity and functionality of the ecosystem, in part explains the singular focus bestowed on them by many conservationists.

Each iconic species has its own role to play in the ecosystem's hierarchy.

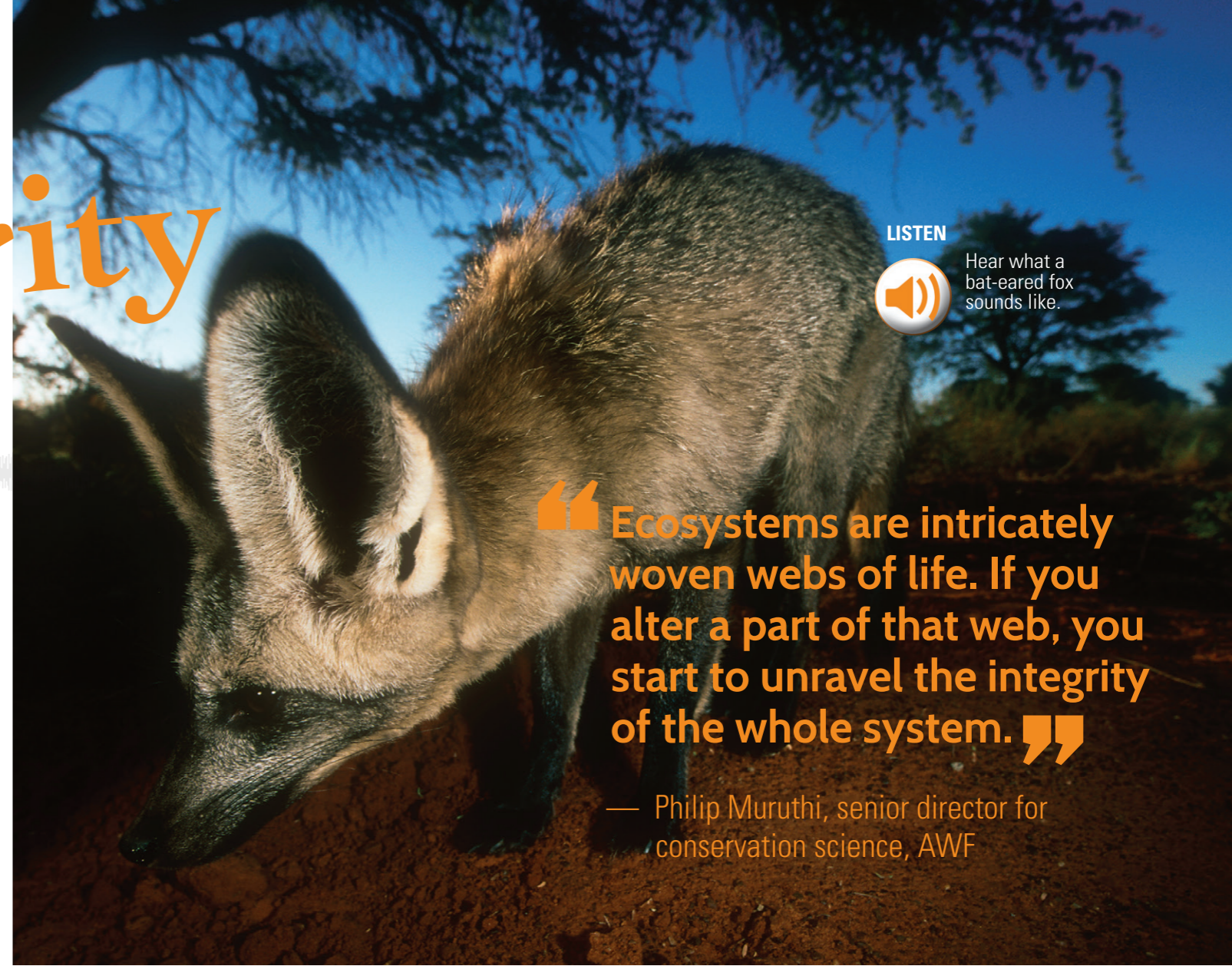
Predators like lions help control the distribution and population size of prey species, which, if left unchecked, would lead to habitat degradation through overgrazing. Savanna elephants keep grasslands open by clearing away brush and woody plants, while foraging forest elephants disperse seeds—by way of their dung—over long distances in the forest, maintaining tree diversity. The disappearance of these species would significantly alter their habitat and negatively impact the other species that share the same space.

“This is often called the cascading effect,” says AWF Senior Director for Conservation Science Philip Muruthi. “Ecosystems are intricately woven webs of life. If you alter a part of that web—by killing off elephants or lions, for example—you start to unravel the integrity of the whole system. There are always consequences.”

Umbrella species

But do conservation efforts directed at the elephant divert conservation resources and actions away from other, less-known species, such as the serval or the bat-eared fox?

“Not at all; in fact the opposite is true,” says Muruthi. “Protecting the big guys can deliver the biggest



LISTEN



Hear what a bat-eared fox sounds like.

“Ecosystems are intricately woven webs of life. If you alter a part of that web, you start to unravel the integrity of the whole system.”

— Philip Muruthi, senior director for conservation science, AWF

Termites make up 80 percent of a bat-eared fox's diet. AWF's efforts to protect Africa's open plains for elephants and other species keeps termite mounds intact and protects an important food source for the large-eared canid.

Carnivores such as the leopard (opposite) and caracal (at right) need a diverse prey base to survive. AWF's protection of large swaths of habitat for wide-roaming species such as the lion helps maintain prey populations for leopards, caracals, and other carnivores.

conservation return on investment. If you protect an elephant corridor, you protect habitat for the impala and for the giraffe. If you mitigate conflict between humans and other predators, those predators can continue pruning the antelope population.”

Conservationists call elephants, lions, and other wide-ranging species “umbrella species” because hard-won protections for them trickle down and benefit smaller species. According to Muruthi, steering resources toward specific species—while still taking into account the broader needs of the ecosystem—does not narrow conservation efforts but rather broadens them.

“What's good for the elephant is often good for the elephant shrew,” he says. “Where exceptions to this general rule exist, they must be studied and addressed in special ways.”



Donate to AWF and help protect the integrity of Africa's ecosystems.



On the Front Lines

“Wildlife protection is important as a way of protecting our natural heritage for future generations.”

— Isaac N. Sinore, community ranger, Lentille Conservancy, and recent Kenya Wildlife Services Law Enforcement Academy Graduate

Rhino poaching in South Africa reached an all-time high at the end of 2013. To end the slaughter, conservation groups are pulling out all the stops, from paramilitary training of park rangers to monitoring wildlife with new technologies.

What would you sacrifice to keep wildlife safe? Most of us will never have to seriously consider that question, but it's one that wildlife rangers and scouts in Africa grimly confront every time they go out on patrol. For in the wildlife poaching war zones called Africa's national parks and reserves, protecting wildlife has literally become a matter of life and death.

In Virunga National Park in the Democratic Republic of Congo, for example, 150 rangers have died in the past 20 years while protecting the park. Kenya Wildlife Service lost five rangers in the line of duty during 2013. In contrast, the U.S. Park Service and U.S. Fish & Wildlife Service (USFWS) combined have lost 48 on-duty officers since 1791, according to Keith Swindle, senior special agent with USFWS.

To help Africa's scouts and rangers better protect themselves and wildlife—and as a reward for high-performing individuals—AWF sent 62

individuals from the Samburu landscape for paramilitary and ecological training at the Kenya Wildlife Service (KWS) Law Enforcement Academy this past year. The three-month, physically strenuous program equips community scouts and rangers with the necessary skills and knowledge to protect and manage wildlife, implement anti-poaching efforts, plan patrols, and more. Even at a reduced cost of about KSh130,000—the equivalent of US\$1,500—per person, the training isn't cheap. But it's well worth it.

“The training equips rangers and scouts on the day-to-day management of the reserves and conservancies. We hope there will never be an opportunity for them to apply the paramilitary training but we want to make sure that they have those skills also,” explains Benson Lengalen, Samburu landscape coordinator.

The most recent group of Samburu locals that received training graduated in mid-December.



WATCH

Watch a Law Enforcement Academy graduation ceremony.

Ambassadors for Rhinos

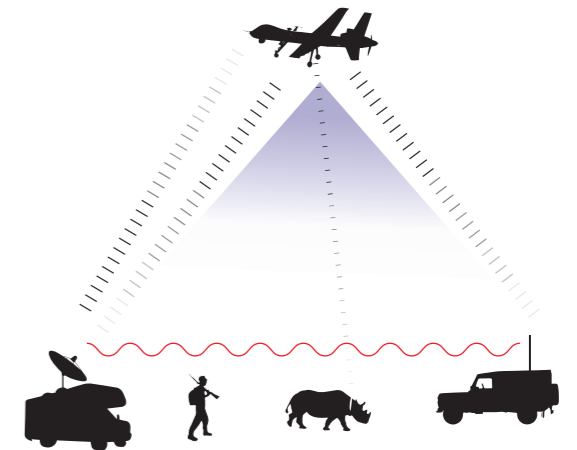
With more than two rhinos being killed every day in Africa, it's nearly impossible to ignore the fact that this species may disappear within the next generation.

That's why one of AWF's partners, Ezemvelo KZN Wildlife—the conservation agency for the South African province of KwaZulu-Natal—is moving to educate and inspire younger generations to become more involved in rhino conservation.

The rhino ambassador program is a community-based concept that was formed in 2012 when the Hluhluwe-Imfolozi Park approached local chieftains for volunteers in combating poaching. What started with 10 teenaged volunteers has now swelled to 300 members, all of whom go through the extensive five-week conservation program.

“With rhino poaching having reached crisis levels, especially in Southern Africa, it's important to encourage communities to take ownership of protecting their wildlife,” says Kathleen Fitzgerald, vice president of conservation strategies for AWF.

Unmanned Aerial Vehicles (UAVs), often referred to as drones, exemplify the latest type of technology used to protect wildlife. Video cameras on board UAVs will allow rangers to scan the ground day and night and, where threats have been identified, deploy resources more quickly to those locations, ideally before a crime is committed.



Technology to the Rescue

Technological innovation is often born out of two things: necessity and war. Conservation groups like AWF need to know more about rare species like the bonobo to determine how best to protect them. At the same time, there is a war on to defend well-known species—rhinos and elephants, for example—that have come under attack. As the urgency to protect Africa's wildlife intensifies, the conservation community is exploring new technologies that get the job done, in peacetime and in times of conflict.

High-tech guards. In AWF's Congo landscape, AWF-trained ecoguards collect important data about wildlife, such as bonobo nest sites and traces of forest elephant, as well as document conservation threats like the location of poacher camps and animal snares. The handheld hardware's ability to instantly capture and communicate data from the field increases the accuracy of information, which is then used by wildlife authorities and AWF to implement conservation actions.

Eyes in the sky. Outside of South Africa's Kruger National Park, a vast area hard hit by rhino poaching, University of Maryland researchers are testing the use of an unmanned aerial vehicle (UAV) that will give ground-based rangers a bird's-eye view of the park. The ability to patrol by air will help rangers track wildlife, as well as potential threats, such as people moving on foot or by vehicle through the park, giving rangers the advantage—and a chance to intervene before the worst happens.

Fingerprinting elephants. Forensic researchers, such as those at the University of Washington, are now using samples from elephant scat to DNA-fingerprint elephant populations in Africa. When DNA samples from seized ivory are compared with the DNA data already on file, scientists, conservationists, and governments will know in which country the elephant lived—and died—helping wildlife authorities focus their resources around known elephant hunting grounds.

With some technologies used for conservation, like UAVs, still in the early stages of development, the costs can be prohibitive for the limited budgets of conservation groups and wildlife authorities. As new technologies come onto the market, however, prices are falling—perfect timing, given how conservation stakes are rising.

“Dogs are the best friends you can have, because you cannot corrupt them.”

—Frank Keshe,
corporal, Kenya
Wildlife Service

More than man's best friend, dogs can also be a friend to wildlife as some canines help “sniff out” smuggled wildlife products while others help rangers track poachers.

Animals Saving Animals

When technology and human know-how hit snags in combating poaching and illegal wildlife trade, it's time to send in the dogs—namely those of the sniffer and tracker type.

Tracker dogs are canines on the front lines, supporting wildlife authorities in pursuing criminals by tracking human scents through national parks and sanctuaries. Trained to track only humans, tracker dogs help rangers pursuing poachers avoid ambushes. These canines are being employed at Manyara Ranch Conservancy in Maasai Steppe landscape to address the elephant poaching taking place in the region.

Sniffer dogs, on the other hand, are used by law enforcement to root out elephant ivory, rhino horn, and illegal weapons at airports and seaports. AWF provided funding to Kenya Wildlife Service (KWS) to strengthen its Canine Detection Unit, and KWS began training eight puppies in early 2013. As the first organization in the world to train dogs for ivory and horn, KWS' canine unit is said to boast a 90 percent accuracy rate in detecting these illegal substances hidden in luggage and cargo.

Some of the AWF-funded puppies are already approaching that high success rate. On a recent visit

to the KWS canine facility at Naivasha Wildlife Training College, AWF Senior Director of Conservation Science Philip Muruthi observed that four Labradors were able to detect hidden ivory and rhino horn eight out of every 10 times, after only about two and a half months of training. “A canine named Jessie is exceptionally good,” he noted.

Right dog for the job

“It is important to get the right dog for the right job,” Muruthi concluded after his visit. “Bloodhounds have proven very effective as tracking dogs in areas with

high human density. Belgian malinois are good as attack dogs. German shepherds are good for tracking in the sanctuaries and parks. Labradors, collies, and English springers are good for sniffing work.”

As Kenya and other African nations continue to combat the killing and trafficking of their wildlife, these incorruptible canines will act as both the first and last lines of defense in helping their human companions stop poachers and save Africa's natural resources. AWF is keen to work with other countries to employ dogs for conservation and anti-trafficking.

RANCH ON THE REBOUND

Ten years ago, Manyara Ranch was a derelict government-owned cattle ranch. Though a part of the Kwakuchinja wildlife corridor between Tarangire and Lake Manyara National Parks, the barren estate was anything but a sanctuary for wildlife spilling over from the parks. Overgrazed and over cultivated, it had also become a killing field. Poaching and sport hunting had made wildlife understandably skittish.

“If you came across an animal then, all you would see was a dust cloud,” recalls Tom Schovsbo, a partner of Mantis Limited, which owns and operates Manyara Ranch Tented Camp, a six-bed luxury camp that opened its tent flaps in 2010. “Buffalo and lesser kudu were almost hunted out before AWF came in.”

The reality today is quite different.

At the center of the ranch is a 35,000-acre conservancy established by AWF, called Manyara Ranch Conservancy. The conservancy flaunts a robust mosaic of species, including zebra, eland, giraffe, elephant, wild dog, lion, and wildebeest.

Seeing is believing

Those who were familiar with the ranch before AWF became involved can't believe the change they are seeing. A local who was hired to drill water on the property found himself surrounded by elephants, recalls Schovsbo. “He was amazed because you never saw elephants before, going back to the 1960s and 1970s. Now we get several hundred,” he says.

Tourists, too, have the same reaction. “When they visit for the first time, they are surprised by what they see, especially as this is not a national park,” says Schovsbo. “The wildlife has really settled down and hangs around the camp in fairly large numbers.”

The conversion of the ranch into a wildlife haven is the result of a

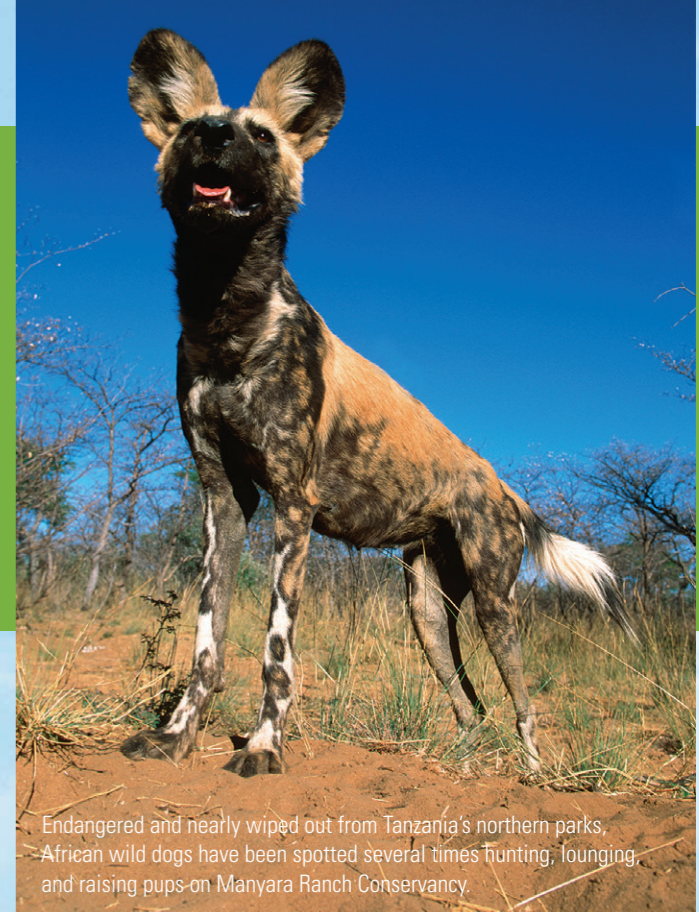
number of investments AWF has made in the area. In addition to facilitating the partnership between Manyara Ranch Tented Camp and local communities, AWF hired and trained local scouts to help protect the conservancy from poachers, cattle overgrazing, and trespassers. In 2007, AWF and the Annenberg Foundation rebuilt a local Maasai school, now called Manyara Ranch Primary School, which is equipped with an Internet-accessible computer lab and which will soon receive additional upgrades through the AWF Conservation Schools program. (For more on AWF Conservation Schools, see pp. 27 – 31.)

“All of these investments help us maintain a good relationship with communities, who are our conservation partners in protecting Manyara Ranch,” says AWF's John Salehe, Maasai Steppe landscape director. “The recovery of the area shows just how resilient nature is. If the land has a chance to bounce back, so will the wildlife.”

Wrangling Climate Change

Climate change will impact ecosystems, undermining the essential services they provide to people, wildlife, and habitats. For this reason, AWF, in partnership with the Tanzania Wildlife Research Institute, is studying the Manyara–Tarangire ecosystem's vulnerabilities to climate change. In particular, the two groups are looking at how climate change and land-use change (through agriculture, for example) will impact the movements of migratory wildlife across the ecosystem. Such efforts are critical for supporting Manyara Ranch Conservancy and the surrounding area's continued recovery.

Large herds of wildebeest, zebra, elephants, and other wildlife are once again passing through Manyara Ranch as they move between Tarangire and Lake Manyara National Parks.



Endangered and nearly wiped out from Tanzania's northern parks, African wild dogs have been spotted several times hunting, lounging, and raising pups on Manyara Ranch Conservancy.



Help Africa's landscapes bounce back: Donate to AWF



Destination

Ethiopia

Unlike many of its neighbors in East Africa, Ethiopia is not often known as a wildlife destination, and the country's tourism infrastructure for wildlife viewing is still relatively undeveloped. This, despite the fact that the country's diversity of habitats has resulted in a diversity of inhabitants, including a number of endemic species found nowhere else on earth. Giant lobelias, Ethiopian wolves, and gelada baboons occupy the country's higher-altitude terrain, while white-eared kob, Nile lechwe, lion, and roan antelope can be found in Ethiopia's valleys.

"Ethiopia is a global center for biodiversity and of high conservation value," explains Kathleen Fitzgerald, AWF's vice president for conservation strategy.

In theory, the country's protected area network is larger than the global average, covering 14 percent of its landmass. The reality is that less than 2 percent of Ethiopia's land is actively managed as a wildlife conservation area, and only two of its parks are formally gazetted. Compounding the issue is Ethiopia's population of 75 million people, 85 percent of which live in rural areas and are dependent on natural resources for their livelihood.

Dancing with wolves

"There is tremendous potential in this country for wildlife-based tourism that will then encourage greater conservation," says Fitzgerald. AWF is therefore helping Ethiopia's protected area authority, the Ethiopian Wildlife Conservation Authority (EWCA), create a tourism package around several of its parks, including Bale Mountains National Park.

The Bale Mountains, a day's drive south of the capital city, Addis Ababa, is known for its exceptional natural value, containing the largest Afro-alpine habitat on the African continent. At its center is the national park, defined by craggy volcanic peaks and alpine lakes and home to a variety of species, among them the mountain nyala, the Abyssinian catbird, Menelik's bushbuck, and the world's most endangered canid, the Ethiopian wolf.

AWF's subsidiary, African Wildlife Capital (AWC), has invested in the construction of a 30-bed ecolodge—called Bale Mountain Lodge—that will set the standard for lodge quality in Ethiopia. Once open for business, the lodge will create direct employment for local communities living near the park as well as a vertical supply chain, spawning other community-based micro-enterprises, including horse-trekking excursions, arts and crafts businesses, and cultural activities.

"This lodge will demonstrate that protection rather than exploitation of the park's natural resources can yield the

most social and economic benefits," says AWC Investment Manager Giles Davies. "And, as tourism revenues go up, the central government will begin to understand the value of what they have, creating a case for more protection of parks like Bale."

It takes a village

In Ethiopia's northern Amhara region lie the dramatic Simien Mountains, a range containing the country's highest peak, Ras Dashan, and large populations of the endemic gelada baboon. In a bid to enhance tourism activities around Simien Mountains National Park—a UNESCO World Heritage Site and one of the two gazetted parks in Ethiopia—AWF is assessing the park's main threats and opportunities. One of those opportunities is the extensive trail system throughout the park, popular with hikers.

"The ability to get out and hike in such a dramatic and beautiful landscape is unique in Africa," says AWF's Fitzgerald, explaining that AWF plans to begin training 60 local trekking guides in early 2014. "If we can put in place some basic infrastructure around the trail system so it's properly managed, it would raise Ethiopia's profile as a hiking destination. And, with properly trained trekking guides, Ethiopia's tourism product will become a more viable option for visitors."

In addition, AWC has provided financing to Village Ways, a social enterprise company that constructs and runs traditional guesthouses for tourists in local areas. With operations in Kenya and Uganda, the company is looking to expand to Ethiopia, beginning in the Simien Mountains. People from the local communities where guesthouses are based would be trained as chefs, hosts, and guides. AWC is additionally considering supporting other tourism ventures in the Simien Mountains.

Ethiopia is developing rapidly and its economy has experienced steady growth for more than a decade. By investing in people and eco-friendly businesses now, in the early stages of the country's development, AWF is helping lay a strong, sustainable foundation on which to build an equally strong, sustainable future.

Ethiopia offers something for everyone—unique wildlife such as the Ethiopian wolf (upper right) and Gelada baboon (middle left), stunning landscapes, and a vibrant history.

Turning an Expensive Problem Into a Lucrative Opportunity

One of the poorest countries in the world is also one of the richest on the African continent in natural beauty and charismatic wildlife. Through the U.S. Agency for International Development (USAID)/Uganda Tourism for Biodiversity Program, AWF is leveraging Uganda's immense natural assets to foster a link between tourism and conservation. The program aims to increase economic opportunities for communities and private landowners around Uganda's national parks and reduce human-wildlife conflict, thereby incentivizing local people to participate in conservation.

As part of this effort, AWF is meeting with landowners to discuss the potential for establishing community conservancies. Lake Mburo National Park, for example, has no buffer zone around it. Privately owned lands abut the park, and wildlife freely encroaches upon private lands to graze alongside livestock. Landowners have noted the significant costs of sharing their land with wildlife, from spending hundreds of dollars a month on salt that's then consumed by zebras to employing staff to fix fencing damaged by impala.

"It's a problem—but it also presents a huge opportunity," explains AWF's Kaddu Sebunya, who is chief of party for the program. "With a community conservancy, these ranchers can begin to benefit from wildlife being on their lands."

Last year, the program team invited Kathleen Fitzgerald, AWF vice president for conservation strategy, to meet with Uganda Wildlife Authority management and 35 ranchers who own land around Lake Mburo and educate them on community conservancies.

The team has since worked to plot the boundaries of ranchers' land, determine the feasibility of establishing tourism enterprises, and more. AWF plans to replicate the community conservancy process with landowners around other program sites.

"When it's completed, this will be the first conservancy in Uganda," explains Sebunya. "The policies are already on the books to enable the establishment of conservancies. Right now, there is just little knowledge of how to implement them."

“We are offering opportunities for communities to benefit from conservation, through nature-based tourism.”

—Kaddu Sebunya, chief of party,
USAID/Uganda Tourism for Biodiversity Program

Success Breeds More Success

In northern Tanzania, where AWF has led the establishment of wildlife management areas (WMAs), these community conservation areas are protecting more than 2.8 million hectares of land and providing benefits to some 350,000 people.

One of the most successful is the Burunge WMA, encompassing 10 villages. Burunge's revenue collections in 2012 were about US\$300,000. Such examples have prompted more communities to seek the creation of their own WMAs. "There are many requests from districts; these processes are driven by communities," explains John Salehe, Maasai Steppe landscape director for AWF.



Download AWF's
WMA handbook.

With many of Africa's national parks and reserves too small to support viable populations of wildlife, AWF is working with communities to protect wildlife outside of protected areas.

An Incentive to Leave Lands Open

About 1,400 elephants call Amboseli National Park in southern Kenya home. With the park being so small, however, wildlife spills out into neighboring lands for food, water, and habitat—leading to frequent conflict between humans and elephants. In July and August, AWF gave landowners to the south of Amboseli a financial incentive to leave their lands open for wildlife, by signing more than 800 new land leases. The leases give landowners steady income while ensuring more than 8,000 acres of protected land for wildlife. Since AWF began the land lease program, it has protected more than 30,000 acres in the Amboseli ecosystem.

Preparing for the Future

Only one African country, South Africa, is on the list of top carbon emitters worldwide. In spite of Africa's minor contribution to global carbon emissions, the continent is the most vulnerable and the least able to adapt to climate change, which—as the glacier atop Mt. Kilimanjaro melts and the shoreline of Lake Chad recedes—is already altering the continent's topography.

Climate change is predicted to negatively impact more than 1 billion Africans. Biodiversity, too, is being affected, as wildlife and people compete for dwindling resources and vegetation reacts to rising atmospheric temperatures. It's estimated that up to 40 percent of Africa's mammals could become critically endangered or even extinct by 2080 as a result of climate change. By 2085, up to 42 percent of plant species in Africa could be lost.

Underlying all the troubling predictions is one issue that could make or break Africa's ability to adapt to the changes ahead: land use.

"Extensive land-use change is happening now and, if not properly managed, will exacerbate whatever environmental stresses climate change brings with it," says David Loubser, AWF's program director for climate change. "We have to implement good land management at the local level—conserving forests as water catchments, zoning areas for sustainable cultivation, offering people alternatives to stripping the environment of its resources—in order to ensure the land remains resilient." A resilient ecosystem is better able to adapt to the impacts of climate change.

Adaptation and mitigation

Making large landscapes ecologically viable and durable for the long term has been a mainstay of AWF's work for more than a decade. Now, AWF is directly incorporating climate change adaptation and mitigation efforts into all of its programs.

"Adaptation often involves identifying what in a landscape is most vulnerable to climate change. It could be the habitat or a species, it could be the community, or it could be the processes that bind these entities together," Loubser explains. "The important thing is to understand what makes something vulnerable and then work to strengthen it."

As an example, Lake Nakuru, a nesting ground for millions of flamingos, is flooding because of the excessive siltation caused by deforestation in the Mau Forest, a water catchment area for the lake. Knowing the reason for the vulnerability, AWF has undertaken a restoration project to help protect and reforest the Mau Forest Complex. "It's important to value the water services that catchments provide so governments and local communities prioritize protecting their forests and don't rely solely on underground aquifers with unknown water resources," says Loubser.

On the mitigation front, AWF is implementing three Reducing Emissions from Deforestation and Forest Degradation (REDD) projects in Kenya, Tanzania, and the Democratic Republic of Congo, that collectively will conserve 690,000 hectares of land (see p. 26).

REDD projects protect forests so they can absorb carbon, a measurable unit that is then sold on a global market to organizations looking to offset their carbon footprint. Money made from that sale goes back to a local community to incentivize them to protect their forests. "Carbon emissions and carbon footprints are pretty nebulous concepts for the local farmer or pastoralist," Loubser says, adding that the price of carbon currently is low and therefore unlikely to be an incentive on its own. "On the other hand, if you provide the communities with better ways to improve their livelihoods that reduce their consumptive reliance on the forest, and in addition they may make a little money from the sale of carbon, the community is happy, the forest is protected, and we achieve the win-win we were looking for."

It's estimated that climate change will impact more than 1 billion Africans. Protecting entire ecosystems so landscapes are more resilient will allow local people like this San woman to adapt to the changes ahead.

Seeing the Forest for the Trees

All Reducing Emissions from Deforestation and Forest Degradation (REDD) projects implemented by AWF must realize specific conservation targets, whether it's protecting a water catchment or a wildlife corridor. Below are three projects that are using REDD as a tool to benefit elephants, lions, great apes, and other species.

Kolo Hills, Tanzania. AWF's first REDD project was initiated because of a desire to protect an important water catchment area that is the source of the Tarangire River, which delivers water to wildlife in Tarangire and Lake Manyara National Parks. Working with local communities around the 20,000-hectare area, AWF has helped reduce agricultural sprawl and increase crop yields for farmers eight-fold through sustainable farming practices and new technologies. Meanwhile, women's groups are making money from tree nursery enterprises and by selling a new conservation-friendly briquette for fires.

Chyulu Hills, Kenya. Working with a number of community partners, this project aims to protect 420,000 hectares of lava and cloud forests, as well as savanna woodlands, between Chyulu Hills, Tsavo, and Amboseli National Parks. Protecting this area from unsustainable development and fragmentation will secure a critical wildlife corridor between the parks, as well as protect the main water catchment for the ever-growing city of Mombasa.

Congo Landscape, Democratic Republic of Congo. In the world's second-largest tropical rainforest, which is home to the endangered bonobo and the forest elephant, AWF is implementing a REDD project designed to protect 250,000 hectares of forest. Conserving the Congo Basin forest—often referred to as one of the lungs of the world—is critical for mitigating climate change. The development of conservation businesses and improved agriculture techniques are helping keep the forest intact. →

The AWF Conservation Schools initiative will not only provide children in rural areas access to quality education, but it will find ways to emphasize the value of local wildlife in their lives.

Donate to AWF to help support the next generation of conservationists.

The model for education and Conservation

AWF's involvement in education stems back to its founding. Fifty years ago, the first "traditional" training initiative was launched when AWF helped to establish the College of African Wildlife Management in Mweka, Tanzania. In the 1970s, AWF supported the establishment of the Wildlife Clubs of Kenya, the first conservation education program of its kind on the continent. Wildlife clubs grew into a successful model that was replicated by the Organization of African Unity (now known as the African Union) in many African countries. In the 1990s, AWF was at it again, funding conservation graduate studies through the Charlotte Conservation Fellows Program. Two years ago AWF launched the Conservation Management Training Program (see p. 40) to nurture qualified conservation leaders in Africa.

The recent launch of the AWF Conservation Schools (ACS) initiative is therefore the next evolution of previous successful, "traditional" capacity-building

efforts. In fact, it is a strategic decision to deliver on AWF's conservation mandate through schooling—we are using schools as a vehicle to enhance conservation in the landscapes where we work.

What we are doing differently

Nearly 57 million children in the world are out of school. Half of these children live in Africa—most in sub-Saharan Africa.

Many partners out there are working to support basic education in Africa. ACS is a unique way of ensuring access to quality basic education while also directly contributing to conservation in Africa. Ultimately, we are sure to grow not only the next generation of African conservationists but also the next generation of African leaders.

And we do it differently. AWF has partnered with award-winning architectural firm MASS Design Group to build or rebuild campuses for primary school children



in exchange for a target community's participation in conservation. The campuses are non-traditional, adapted to local conditions, cost-effective, durable, and sustainable—and further enable learning to happen inside and outside the classroom walls. Through AWF's partnership with MASS, we have an opportunity to provide an "immersion" experience in conservation education. The school environment—its infrastructure and grounds, art, and landscaping—will be part of the conservation curriculum, providing both implicit and explicit opportunities for students and teachers to learn about conservation, sustainability, and the need to balance human needs with care of the natural environment.

In addition to leveraging innovative architecture, the program will supplement national curricula with conservation education about the local wildlife and habitat. It will also target attracting the right school leadership, building their capacity, and appraising their annual performance, and focus on teacher quality through a teacher development and support framework. Finally, it will provide appropriate technology that aids learning. We have recognized the value of partnerships and are making deliberate efforts to identify like-minded partners for sports, IT, and teacher training. AWF Conservation Schools will be centers of academic excellence.

“As the future workforce ... it is vital that our youth receive a quality education.”



— Hon. Sylvia T. Masebo, MP, Minister of Tourism and Arts, Zambia

Since the program began one year ago, a lot of work has been done. The program is now fully functional. Our ACS committee has discussed and approved the details around curriculum and teacher development, setting the necessary strategic direction. Construction of the new Ilima school in the Democratic Republic of Congo (DRC) has begun and improvements on Manyara Ranch Conservation School in Tanzania and Lupani Primary Conservation School in Zambia are on track and in progress. Scoping of two new schools—in Rwanda and in Ethiopia—is at an advanced stage. And, we have developed a sustainability model to cover aspects such as teacher incentives, student welfare, and maintenance and supplies.

Great strides

AWF looks forward to having three functional ACS model schools: two arid savanna prototypes in Lupani and Manyara Ranch Schools; a prototype for tropical rainforest ecosystems in Ilima, DRC, and an Afromontane prototype

with the construction of either the Rwanda or Ethiopia schools. We will soon be implementing pilots for the teacher and head teacher training. Conservation clubs are targets for us, too.

AWF is full of hope. Watch the educational space for innovative conservation-promoting initiatives in the AWF landscapes. →

A Comprehensive Approach

The AWF Conservation Schools initiative is not simply about building a school. It offers a comprehensive approach to primary school education in rural areas, in return for specific conservation concessions from communities living alongside wildlife. Each AWF Conservation School will feature four components:

- A new school and campus designed to meet the ecosystem's climatic conditions, foster learning, and increase student engagement with the natural environment;
- Teacher training and incentives to ensure the highest quality of education;
- A conservation curriculum that builds upon each country's core curriculum standards; and
- Technology components, such as Internet access and computers or tablets.

The technology component has already been a hit with students at Manyara Ranch Conservation School, where AWF built a state-of-the-art IT lab in late 2011. Fifteen-year-old Christopher Andrea, grade 6 student at the school, relates that he has learned how to use MS Word to write and print letters. Andrea, who wants to be a tour guide when he grows up, clearly understands the connection between conservation and the school: "We have got a new IT lab from AWF because of being a conservation school," he says. →



Where infrastructure in Africa is either poor or nonexistent, technology is helping Africans in remote areas overcome obstacles.



What do students think about the AWF Conservation schools? Find out online.

Big Impact, Evidenced Through Small Changes

Before AWF rebuilt Lupani Primary Conservation School in southern Zambia's Sekute Chiefdom, Josephine Kwalombota had struggled academically. It didn't help that, previously, the school had changed sites multiple times, leading to instability and a lack of quality teachers.

Now a grade 3 student at Lupani, 10-year-old Josephine is blossoming at the rebuilt AWF conservation school, showing great improvement in her math and English skills. Josephine's father, Shadreck Kwalombota, observes, "The children are bettering their skills and are excited to go to school."

Conservation and Lupani

While the idea of conservation and natural resource management is not yet a topic that Josephine can talk directly about, she is learning more as a member of the school's conservation club. Her family, though, appreciates why Lupani was built with support from

AWF. In fact, Shadreck notes that fewer people are cutting trees for charcoal since Lupani was constructed and that animals such as kudu and impala have returned to the area. "Changing perceptions and behavior is hard and takes time. But these small changes says something about our community's perception of wildlife and resources," he adds.

In the meantime, the Kwalombota family's ties to Lupani remain strong. It was actually Josephine's grandfather, 93-year-old Frank Kwalombota, who as the village headman had donated land on behalf of the chiefdom for the school. Shadreck is vice chair of the Lupani Parent-Teacher Association. He and Josephine's stepmother—Josephine lost her mother at a young age—are also taking adult evening literacy classes at Lupani and have progressed to Level 2.

As for Josephine herself? Perhaps Lupani's impact is most evident when she's asked what she wants to be when she grows up. "I want to be a teacher," she says. →

A new school building, however beautifully designed, is only the beginning of AWF's investment. The real investment is in the students, who, as they grow up, will ultimately decide the fate of Africa's wildlife.





View the latest construction photos of Ilima school in the DRC.

Building Hope for the Future

What to most people may look like a ramshackle building is actually the local school for the Ilima community in northwest Democratic Republic of Congo (DRC). In Africa, rural areas such as this—Ilima is located in a remote part of the forest—rarely attract the best teachers. Further, the isolated location, as well as the harsh tropical climate, makes the building of permanent infrastructure challenging. While there may not be a direct link between these factors and primary school enrollment, research from the University of Kinshasa and Pennsylvania State University has found that primary school enrollment is 15 percent to 30 percent lower in rural areas in DRC as compared to urban areas.

In the not-too-distant future, however, AWF may be doing its small share to help turn that trend around. And it'll be doing it in part by constructing a building.

“Ilima School will be the first piece of infrastructure in a very rural community.”

— Michael Murphy, co-founder and CEO, MASS Design Group

Dignified infrastructure

AWF and its architectural partner, MASS Design Group, have broken ground on a new school in Ilima, part of the broader AWF Conservation Schools initiative under which AWF will build 15 new primary schools in rural African communities over the next 10 years. Ilima was chosen as a conservation school site because of its ongoing engagement with AWF on land-use planning and other conservation actions to protect habitat for the endangered bonobo.

Conservation typically involves actions that safeguard the natural environment, rather than those that develop human-made structures. Yet one of the main premises behind the AWF Conservation Schools initiative is the need in these rural communities for well-designed infrastructure.

“It's pretty evident that for conservation to work, there has to be investment in communities,” says Michael Murphy, co-founder and CEO of MASS. “Part of that is investing in dignified infrastructure to improve lives. What becomes really interesting about the conservation of wildlife and the environment is the notion of precise infrastructure—where it should be placed, how it should be built, and who it's supposed to serve.”

The planned Ilima school is a good example. As the village sits between two landscapes—untouched forest and areas that were cleared by people for agriculture—the school will be situated to span these areas and ultimately foster learning opportunities around the need for conservation. All classrooms will feature views of the forest, reinforcing the link to the natural environment.

In deference to the rainforest climate, which typically features heavy rains and high heat, school walls will only go up two thirds of the way to the ceiling to allow for unrestricted airflow. A large,

AWF and its architectural partner, MASS Design Group, will soon break ground on a new school in Ilima in northern Democratic Republic of Congo, where eco-friendly materials and child-centric designs will be incorporated into the overall design and construction, such as with this example to the left. MASS Design was shortlisted for the 2013 Aga Khan Award for Architecture for construction of a similar school in Kigali, Rwanda.

suspended roof will provide extra shade from sun and shelter during rains. Rain catchments will make it possible for water to be stored and used later in the agricultural fields.

Knowledge transfer

Unfortunately, the ambitious project is made all the more challenging because of the village's location deep in the Congo Basin. After making an initial visit to the region, MASS calculated that it would take at least one month and multiple modes of transportation to ship construction materials to Ilima. “We want to build efficiently, inexpensively, and functionally,” says MASS's Murphy. Thus the new school will be primarily built from locally sourced brick, with a shingled roof made from a local hardwood. The community will be trained and employed throughout the construction process, a hallmark of MASS's typical construction process and in keeping with AWF's capacity building philosophy.

This transfer of construction knowledge to the local community will also be advantageous from a practical standpoint. “Even if AWF is not on the ground at a particular time, the community can perform the building maintenance on their own,” says Charly Facheux, AWF's Congo landscape director. This will further transfer ownership of the conservation school to the community.

Clearly, building the school at Ilima will amount to more than just brick, mortar, and shingles. And that's exactly the point with AWF Conservation Schools. “Ilima School will be the first piece of infrastructure in a very rural community,” says Murphy. “It will be a civic center, a place for assembly—so much more than just an educational enclosure. We have to be cognizant of that and design it so that it's appropriate.”

The new AWF Conservation School at Ilima will replace the existing dilapidated school seen here. AWF previously replaced two crumbling schools with new facilities, one in northern Tanzania and one in Zambia, visited by Clinton Foundation Vice Chair Chelsea Clinton last August. At the 2013 Clinton Global Initiative annual meeting in New York, AWF committed to building 15 Conservation Schools over the next decade.





African Wildlife Capital's (AWC's) debt-based financing model has led to conservation and socioeconomic benefits in a number of areas: AWC support of a livestock enterprise in northern Kenya has rejuvenated habitat for the Grevy's zebra (left); Grootberg Lodge in Namibia undertook renovations with AWC financing, with the remodeled lodge bringing in greater income for area residents such as the Himba (above); and new high-end lodges are being built in Ethiopia's national parks, encouraging conservation tourism.

African Efficiency

Discussions about conservation don't usually involve words like "efficiency." Unless, that is, the subject of that conversation were African Wildlife Capital (AWC).

Rather than operating on a grant-based financing model, where money is disbursed to projects with no expectation of repayment, AWC offers debt-based financing to viable small and midsize businesses. Companies agree to repay loans over a period of eight to 10 years, with interest.

The result has been a remarkable efficiency, not only in the way conservation enterprise is financed and developed, but also in the way conservation results are achieved.

Use of conservation covenants

AWC uses conservation covenants—financial and conservation-oriented agreements that companies are contractually obligated to meet. The covenants typically require action in such areas as environmental and climate-impact management, conservation education and training, and conservation management planning. Continued support from AWC is linked in part to performance around these covenants.

Explains AWC Investment Manager Giles Davies, "Our debt-based financing model allows us ongoing leverage to enforce the covenants." The results, he says, have been fantastic.

Take Rungwe Avocado Co., AWC's first investment in 2011. The covenants required the Tanzanian avocado exporter to develop an outgrower scheme involving local farmers, ensuring the widespread use of sustainable agricultural practices as well as delivering socioeconomic benefits. By the end of 2013, the company had outpaced expectations and engaged 3,200 outgrower farmers, 52 percent of whom are female. One hundred percent of the farmers further signed their own conservation covenants with Rungwe.

In Namibia, AWC provided financing in September 2012 for community-owned Grootberg Lodge to make structural improvements. Less than a year later, Grootberg was remodeled and back in business—and on track to generate nearly US\$1 million in revenues for the fiscal year, its highest-grossing year ever. The lodge has also followed through on its covenants, which covered issues such as zonation, land management, and good governance. A zonation plan covering 55,000 hectares has been developed. Wildlife is increasing on the conservancy—where lion sightings would have been unheard of just a few years ago, for example, 10 to 15 roam conservancy grounds today. All game drives record the presence or absence of wildlife, and management is conducting additional training for staff in tourism and conservation. Finally, lodge revenues are posted for full transparency.

African Wildlife Capital funds enterprises that may:



Generate finance that can sustain a conservation area or initiative



Engage key local stakeholders in a manner that incentivizes protection of a target conservation area



Redirect business or livelihood-related activities that threaten natural values toward conservation-friendly alternatives



Increase the economic productivity of buffer zones and reduce encroachment into areas of high wildlife value

Continued from p. 33

Revolutionizing enterprise development

At this point, seven deals have been executed, for a total of US\$5 million in financing now under AWC management. They include US\$800,000 to an Ethiopian company to build the country's first-ever high-end ecotourism facility; US\$460,000 to a social enterprise firm looking to build traditional community guesthouses in Kenya, Uganda, and Ethiopia; and US\$400,000 to a Zambian business working to increase food security. Davies hopes to finalize four additional investments in the next few months, many of which—like the AWC deals before them—feature unique financing arrangements or business models.

The pace at which deals are being finalized, and the innovations they embrace, lends credence to the idea that AWC successfully blends the best of for-profit structure with nonprofit sentiments. “The AWC model applies the positive power of risk to generate financial and conservation performance,” explains Davies. Moreover, with the ability to reinvest funds from loan repayments into new conservation enterprise projects, AWC will be able to multiply conservation impact in Africa—quickly and efficiently.

“AWC is revolutionizing the development of conservation enterprise in Africa,” Davies says. “We’re rewarding commercial viability, promoting financial efficiency, and ensuring conservation impact.”

To ensure the agricultural businesses AWC is invested in are protecting nearby wildlife, AWF, with funding from the MacArthur Foundation, is testing, measuring, and refining a methodology for integrating agricultural development with the conservation of wildlife habitat and ecosystem services.

Access to savings and loans options through the AWF-supported Nasaruni financial organization is empowering Maasai women in northern Kenya.



Read about other women who have benefited from this AWF project.

WOMEN'S FINANCE

In the traditionally patriarchal society of the Maasai, you wouldn't expect to encounter a woman in charge. So to meet Benedetta Monto is to see living, breathing proof of AWF's impact.

Benedetta is the chairwoman of the board of the Nasaruni financial organization, started in 2009 in the Samburu landscape with seed money and capacity-building support from AWF. Nasaruni's purpose: to provide opportunities for the women of the rural pastoral communities of northern Kenya to borrow and save money—ultimately bettering their lives and lessening their dependence on the natural environment around them.

What began with 141 registered members and assets amounting to little more than US\$250 has, nearly five years later, evolved into a legally recognized savings and credit cooperative organization with some 1,139 members and an asset base of about US\$102,000. Women comprise 62 percent of the membership.

According to Benson Lengalen, Samburu landscape coordinator for AWF, Nasaruni has loaned out approximately US\$400,000 in the past two years, benefiting up to 1,800 people within the community. Loan repayment rates in the past two years have been above 95 percent.

Tailored to needs

As a married mother of five children ranging in age from 1 to 13 years, Benedetta is aware of the household challenges women in her community face. Under her tenure, Nasaruni has begun offering several types of loans tailored to local needs. These include business loans, education loans structured around the school calendar to pay tuition directly to the school, development loans for buying assets,

and emergency loans for paying medical bills and the like. Each loan has its own structure and terms.

Though she didn't solicit the chairperson role—Nasaruni members elected her because of her confidence and natural leadership skills—Benedetta takes her position seriously, chairing board meetings, providing organizational guidance, and safeguarding Nasaruni's financial assets. She has also been active in promoting women's economic empowerment.

“Nasaruni has transformed the area,” Benedetta says, noting that people are able to start small businesses and children are able to stay in school now that they have access to loan services. “Men are happy because women are able to support themselves—many husbands are now encouraging their wives to join because the whole family benefits from our organization.” Conservation gains have also been made: Community members no longer engage in poaching or in charcoal burning, because they now have access to financial resources to start legitimate income-generating activities.

With the nearest town located 80 km away, Nasaruni is now in the process of adding mobile phone-based banking services. It will soon act as an agent for other commercial banks. AWF is pitching in to support Nasaruni's continued growth, by constructing a new banking hall in Kimanjo village center, which plays host to biweekly cattle auctions.

In the meantime, women like Benedetta Monto are proving that the project is already doing what it's supposed to do: empower people to better their lives and the environment around them.

“The lodge is a blessing to my people in Machenje.”

—Beryngtone Munalula, grandson of Machenje Village elder



A Workable Solution

The Kazungula landscape hosts the largest elephant population in all of Africa. “That alone affords huge opportunities for attracting tourists ... who then contribute positively to our economies,” said Zambia’s Minister of Tourism and Arts, Hon. Sylvia T. Masebo, MP, this past August. Masebo observed, however, that living alongside such a sizeable wildlife population comes with its own set of problems.

In the Sekute Chiefdom in southern Zambia, located near the borders of Zimbabwe, Botswana, and Namibia, unplanned human settlements had intensified competition for natural resources and conflict between locals and elephants.

From burden to opportunity

In such a situation, how do you create opportunities for people while also safeguarding the wildlife that can attract tourism?

AWF’s solution: Machenje Fishing Lodge, a brand-new enterprise owned by the community and managed by an experienced tourism operator. Revenues are shared between the community and operator.

In exchange for AWF building the lodge and other AWF investments, the Sekute Chiefdom allocated more than 20,000 hectares of land exclusively for conservation, with local wildlife scouts enforcing the conservation area.

For elephants, the arrangement provides an extensive protected area for foraging and shelter. For people, the lodge creates jobs (see right) and income, and fosters a greater understanding of the need for conservation.

“It is through community-based conservation enterprises such as Machenje that local communities are able to turn that ‘burden’ of living with elephants into an opportunity,” said Masebo, who officially opened Machenje in August.

The opening of Machenje Fishing Lodge in Zambia’s Sekute Chiefdom has protected land for elephants and helped open up employment and other opportunities for Chiefdom residents.

WATCH



Learn how AWF is assisting communities along the Zambezi River.



The Gift of a Job

Elizabeth Mushabati Mushokabanji had to leave school at the age of 10, because her family couldn’t afford further schooling. Normally, minimal education would limit income-earning opportunities, but Elizabeth is a resident of Machenje Village in Zambia’s Sekute Chiefdom. When the nearby Machenje Fishing Lodge was preparing for its grand opening ceremony this past August, she found a part-time position there, assisting during special occasions.

The 23-year-old has since proven to be a hard worker who has impressed her managers with her attention to detail. She has been promoted to full-time housekeeper at Machenje and is also receiving additional training to become an assistant kitchen aide.

Elizabeth, who lives with her mom and dad and her 3-year-old son, Gift, is grateful for her job at Machenje, which allows her to earn an income to support her son while gaining new skills in the hospitality industry. In addition to continuing her job at Machenje, her goal is to go back to school and finish her secondary education.

“Africans are angry. We don’t quite understand how we’ve gotten to this point with the poaching of our wildlife.”

—Beatrice Karanja, awareness campaign manager, AWF

No longer content to be bystanders while their natural heritage is plundered, Africans are raising their voices in defense of their wildlife.

African Voices Make Themselves Heard

When people benefit from wildlife, they will protect and defend their wildlife. And Africans do benefit from their wildlife, if tourism numbers are any indication. According to a 2013 World Bank report, “Tourism in Africa: Harnessing Tourism for Improved Growth and Livelihoods,” tourism contributed nearly 3 percent—about US\$36 billion—to the GDP of sub-Saharan Africa in 2012. With Africa’s share of the global tourism market having increased from 3 percent in 1980 to 5 percent in 2010, the continent could soon be edging out other international tourism hotspots as a must-visit destination.

Poaching threatens this future, however. Wildlife is a key tourism draw, but currently about 35,000 elephants are being killed each year in Africa. As of mid-December, more than 964 rhinos had been poached in South Africa in 2013.



AWF is thus launching “African Voices for Wildlife,” a pan-African call to action for Africans from all walks of life to end the senseless slaughter of elephants, rhinos, and other endangered wildlife. From heads of state to local farmers, the campaign will give Africans the chance to take ownership of the anti-poaching message and be an active part of wildlife conservation discussions—and decisions.

“In the history of conservation, the African voice has never been heard,” observed Beatrice Karanja, awareness campaign manager for AWF and herself a Kenyan. “Tourism is No. 1, 2, or 3 of the GDP for many African countries. Africans should care about elephants being lost and rhinos being killed.”

Karanja added, “Yes, poaching affects the park warden, but it’s other sectors of society, too. There’s the mechanic who fixes tour buses; the woman growing tomatoes for a nearby hotel. Their livelihoods are gone if wildlife disappears.”

The campaign advertisements will feature everyday Africans expressing outrage, distress, and sorrow about the current poaching epidemic and the impact this could have on them and future generations. They will also include sobering statistics related to poaching. Ads—to be placed on billboards, at airports, and on buses—will begin in Kenya, Tanzania, and Zambia.

“I urge the people of Africa to take a stand and add their own voice to the defense of one of Africa’s most important natural resources, its wildlife,” said Karanja.



The new “African Voices for Wildlife” campaign brings its anti-poaching message to everyday Africans through bus wraps, billboards, and more.

Nurturing the Seeds of Conservation

George Okwaro recalls growing up in rural western Kenya and helping his uncle plant trees believed to be of medicinal value. He remembers how different birds, snakes, and butterflies seemed to be attracted to different tree species. He also remembers how, when the local wetlands were drained, water birds from the area began to disappear, never to be seen again.

Similarly, in the Mau Forest Complex, human development and industrial encroachment have reduced the size of this critical water catchment area in western Kenya to a quarter of what it once was, affecting the entire

early influences and their fieldwork goals becomes clear. Like Okwaro, new trainee Sarah Chiles developed an appreciation for nature at an early age. Her background in anthropology and urban studies, combined with her previous work experience with conservancies in South Africa, has sensitized her to the need for diplomatic, community-based approaches. Chiles is now in Kampala, Uganda, assisting on community engagement issues under the USAID/Uganda Tourism for Biodiversity Program.

Yohannes Seifu has a similar passion for linking community development to conservation. Prior to starting as a management trainee with AWF, he worked with Farm Africa and SOS-Sahel, coordinating community development and training in remote areas of his native Ethiopia. The trainee is headed to the Kilimanjaro landscape, where he will work on a broad range of community and conservation initiatives.

Edwin Tambara, formerly a University of Zimbabwe researcher, says he is hoping to make an impact on conservation on a much broader scale than beyond his research. He will continue to be based in AWF's Nairobi headquarters, where he will be attached to the Conservation Planning team. In this role, Tambara will provide support

across AWF's programs and landscapes.

Vital to development

While each of the trainees already boasts a strong conservation foundation, their upcoming field experience will prove vital to their development as future conservation leaders. Okwaro, for example, says the CMTP experience has changed his thinking about conservation substantially. "I now perceive conservation with a holistic systems approach that allows me to understand the dynamics within the different biomes in the landscape," he says.

It's a lesson Okwaro witnessed as a child in rural Kenya, when the local wetlands were drained and water birds disappeared—but next time, he'll have the experience and knowledge to do something about it. →

South Sudan's Sudd wetlands are home to a diversity of wildlife, including some 800,000 white-eared kob that participate in Africa's second-largest mammal migration.

A Plan for South Sudan

By James Kahurananga, AWF technical advisor for the government of South Sudan

It now has been 10 months since I was posted to South Sudan's Ministry of Wildlife Conservation and Tourism. Among other activities, I provide technical advice to the under secretary in areas of conservation management, offer comments on the wildlife and tourism bills, and contribute ideas on institutional structure.

Development of tourism is South Sudan's biggest conservation opportunity and would provide a sustainable source of income. In spite of the security challenges in places like Boma National Park, where an insurgency by the Yau Yau rebels is taking place, there are others, like Nimule National Park and Badingilo National Park, where tourism is an option. Both are close to Juba and relatively secure.

Nimule is a small, picturesque national park with an area of 254 sq. km. It is bound by the Nile on the south and east and mountains on the west. Agricultural expansion has blocked migration corridors, and Nimule is the only park in South Sudan where elephants are easily seen. Other species found in the park include hippo, Uganda kob, warthog, and other smaller animals. Nimule faces the big challenge of human encroachment on its 154-sq.-km buffer zone, where

people are collecting wood for fuel, grazing livestock, and engaging in brick making and stone breaking.

In 2011, about 187 visitors—including tourists from the United Kingdom, United States, Norway, and Canada—visited Nimule. Nineteen South Sudanese also visited the park. These figures might look small, but they prove that tourism is possible.

Proper planning

AWF has worked with protected area authorities throughout Africa to plan properly for parks. We are now doing the same for Nimule and developing a general management plan with stakeholders such as South Sudan's director of wildlife conservation and national parks and the director of tourism. Experience gained from this process will be applicable to other protected areas.

The government has made efforts, but with issues such as instability and food insecurity, it does not prioritize conservation. It is therefore important to raise awareness globally about the wildlife potential of South Sudan and the need to support the conservation endeavors of this young nation. →

AWF is continuing its tradition of fostering conservation leadership among Africans through the Conservation Management Training Program. Here, new trainees Edwin Tambara (second from right) and Yohannes Seifu (right) learn about the Mau reforestation efforts undertaken by former trainee—now AWF program officer—George Okwaro (far left).

ecosystem. The remaining rivers, which once brought steady nourishment to the region, are now at risk for flash flooding and soil erosion.

As a member of the first class of AWF's Conservation Management Training Program (CMTP), Okwaro was stationed in the Mau to help oversee a reforestation program that mitigates the impact of human activity in this ecosystem. Now a permanent Mau Forest program officer for AWF, he has overseen the planting of more than 160,000 indigenous trees in 2013 and monitors another 18,115 seedlings.

2nd class moves forward

As the second class of trainees moves into the practicum phase of the CMTP, the correlation between their own

Experience is Everything

AWF's Daudi Sumba brings more than 20 years of experience to conservation discussions with governments around the world

Possessing an economist's analytical brain, a conservationist's field experience, a historian's deep subject knowledge, and an extrovert's easy demeanor, Daudi Sumba is perhaps the perfect person to front AWF's relationships with governments around the world. Which is good, because in many cases Sumba is AWF, as far as governments are concerned.

young people, and improving the educational outcomes of the next generation. But, these important outcomes need to be balanced with conservation outcomes that ensure that as Africa develops, it does not lose its spectacular landscapes and species."

Sumba adds: "Conservation landscapes are often seen as idle land with no economic value. But

good conservation practice can improve productivity of these landscapes, improve local livelihoods, and contribute to regional development. A large part of my job involves engaging with policymakers to demonstrate that conservation can greatly contribute to the national economy. Engaging in conservation is a smart investment for the future."

Operating context

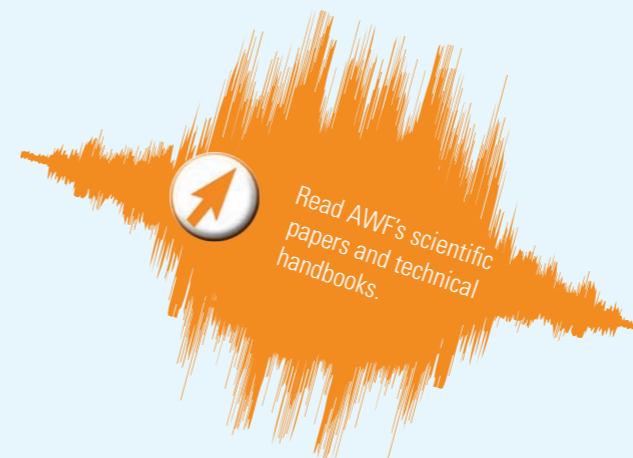
In the course of his 20-plus years at AWF, Sumba has built up an impressive resume of experience across Africa. His initial work with AWF involved developing and analyzing socioeconomic surveys around several national parks in East Africa. From there, he moved on to roles with increasing responsibility and in various

locations. The Kenyan-born Sumba has worked in Botswana, Kenya, Namibia, Tanzania, Uganda, Zambia, and Zimbabwe.

"Experience is everything," Sumba said a few years ago when talking about his AWF career. "I've been fortunate to work in most of AWF's landscapes. So I not only understand the programs but I also understand the conditions and partners in that environment—it gives me operating context."

Sumba recently stepped into the role of vice president for program design and government relations for AWF, leveraging his knowledge of AWF's conservation programs and ties with government officials to raise support for African conservation. "Governments are faced with competing priorities for limited financial resources," he explains. "Leaders in Africa are concerned about raising the standard of living for their citizens, providing employment for

AWF's Daudi Sumba is working with governments to raise support for conservation efforts in African landscapes. "Governments now understand that conservation is critical for sustainable development," he says.



The same can be said about AWF. Founded at the height of the African independence movement in the 1960s, the organization has worked for decades with governments and local communities across the continent, supplying equipment and training to wildlife authorities, offering expertise in land-use planning, establishing conservation enterprises that benefit communities and wildlife, and providing constructive counsel on policymaking around wildlife and natural resource management.

"AWF is a conservation leader in Africa. We have a very good reputation in the African countries where we work, and the development agencies outside of the continent know us well," says Sumba. Many, in fact, have partnered with AWF for years to reach important conservation milestones on the African continent.

There is still more work to be done, however, which is why Sumba continues to traverse the African continent to keep governments well versed in the language of conservation—and the story of AWF.

“We can still have development but in a manner that safeguards the special attributes of Africa.”

—Daudi Sumba, vice president for program design and government relations, AWF

Sharing Our Knowledge

AWF employs a strong corps of technical experts who, in addition to applying their expertise in the field, also author white papers, publish research, and present at conferences to more broadly disseminate their knowledge and push the conversation forward on critical conservation issues. Following is a small selection of the papers published and presentations given by AWF staff this past year:

Article: "Review of food security strategies and their link with conservation in AWF selected landscapes in Southern and Central Africa," Africa Biodiversity Collaborative Group newsletter, February 2013

Research: "Investigating climate change vulnerability and planning for adaptation: learning from a study of climate change impacts on the Mountain Gorilla in the Albertine Rift," *Natural Science*, May 2013

Poster: "Does community-based conservation curtail threats? Using satellite imagery to monitor threats from infrastructure development and land use change," International Congress for Conservation Biology, July 2013

Conference Presentation: "Giraffe in Ewaso Basin and Niger: Status, issues & approaches," Giraffe Indaba 2013, August 2013

AWF technical paper: "Community payment for ecosystem services in the Amboseli Ecosystem: Leasing land for livelihoods and wildlife," September 2013

AWF thanks our funding partners for their support and commitment:



For a full list of AWF's public donors, please visit awf.org/partners

Get Closer to AWF

As our thanks to you for your continued support, we want to ensure you get special opportunities to get closer to AWF and to Africa's amazing wildlife and landscapes:

Learn and share

This past March, AWF launched its redesigned website, AWF.org. We wanted to create an unforgettable experience—one that transports you to the continent of Africa. Whether you're looking for facts on Africa's amazing wildlife or information on the conservation tourism lodges AWF has helped establish, you're sure to walk away with a deeper understanding of, and love for, the continent we work to protect. *Visit awf.org today.*

Your ticket to Africa

Many people never have the opportunity to visit Africa, but we know what a difference it can make to see those elephants, lions, and wildebeests in their natural environments. So in the fall of 2012, AWF relaunched our annual Safari Sweepstakes, to give one lucky AWF supporter and a guest a once-in-a-lifetime adventure to Africa. Our 2012 winner, Leslie Wainger, joined our exclusive AWF safari this past February to the acclaimed Serengeti plains of Tanzania, and the lucky winner of AWF's 2013 Safari Sweepstakes is en route to Africa as we speak. Maybe next year, it'll be you!

Africa, AWF style

AWF's trustees are some of our greatest supporters and lovers of Africa. When they want to share Africa with their friends and networks, they often contact us to create a one-of-a-kind AWF safari that showcases Africa's most amazing wildlife and sights, and the AWF projects that ensure they endure. AWF also offers exclusive member safaris throughout the year. *Visit awf.org/safari to see the latest safari offerings.*



A Shared Commitment

Denise Koopmans, Netherlands

An AWF trustee for the past three years, Denise Koopmans is the managing director of Wolters Kluwer Law & Business in the Netherlands and non-executive board member of several companies. She has worked and lived in many places across the globe.

Q: What interested you about serving on the AWF Board of Trustees?

A: More than 20 years ago, I visited for the first time the African continent and since then Africa has been under my skin. For me personally, it is very motivating to discuss how to contribute to the protection of wildlife in Africa while being part of a professional organization with experts on the board from all horizons.

Q: In your view, what is the biggest conservation challenge facing the continent of Africa?

A: The inherent conflict between a fast-growing population in need of space to live and cultivate vs. the need for space for wildlife. Africa is an emerging continent and people want their share in terms of prosperity. This comes at a price for wildlife and nature, just like it did many years ago on other continents.

Q: You have extensive international experience. How does this perspective affect your view of Africa and African conservation?

A: When traveling to many beautiful places in the world, you start to realize even more the exceptional beauty of nature and wildlife in many parts on the African continent. I had the privilege of recently visiting the Odzala-Kokua National Park in Congo. When I heard that the last lion there was killed about 10 years ago, I realized again how vulnerable nature is. Not to speak about the terrifying decline of the number of rhinos and elephants in parts of southern Africa: If the decline continues at the current rate, our children and grandchildren will not have the privilege like I had to see these species in their natural habitat.

AWF offers specially tailored safaris and other ways for its supporters to get closer to the African continent.

AWF's Board of Trustees comprises a diverse group of individuals who hail from Asia, Africa, Europe, and elsewhere around the world. While they come from different backgrounds and professions, all share an unfailing commitment to protecting Africa's wildlife. Here, three of our trustees tell us why they support AWF and African conservation.

Christopher Lee, Hong Kong

Christopher Lee, an international banking and investment professional, became AWF's first Asian trustee in May 2013. In that short time, he has already worked diligently to bring the cause of African conservation to his networks in Hong Kong and the United States.

Q: Sources cite Asian demand for ivory and rhino horn as a primary cause of Africa's poaching problem. What do you think about this situation?

A: This is a very serious issue, and it has cast a dark cloud on the Sino-African relationship. Ivory or rhino horn is not a commodity like gold, silver, or corn. It's sourced from dead animals. It should not be traded or sold. We need to step up our efforts on education in both Africa and Asia. I am delighted to see that AWF has already made great progress in launching the "African Voices for Wildlife" campaign (see pp. 38 – 39) and is working with Asian celebrities such as Jackie Chan, Yao Ming, and others on educational PSAs (see p. 6).

“AWF is one of a kind in Africa.”

— H.E. Festus Mogae,
former President of Botswana

Festus Mogae, Gaborone, Botswana

Festus Gontebanye Mogae served as the third president of Botswana, from 1998 to 2008. After leaving office, he launched Champions for an HIV-Free Generation, a group of former African presidents and other influential personalities who work to prevent the spread of HIV/AIDS in Africa.

Q: What do you believe is the biggest conservation challenge in Africa right now?

A: Poaching—especially of rhino, elephant, tropical forest apes, and other rare animals.

Q: What can individual Asians do to help stem the tide of poaching taking place in Africa?

A: As a start, do not buy ivory products or other wildlife products. Period. We should also influence our friends and family members in Asia and educate them on why we should eradicate wildlife trafficking. Lastly, those who can, should donate to AWF by visiting our wonderful website at awf.org.

Q: Switching gears a bit: We were curious to hear your take on AWF's subsidiary, African Wildlife Capital (AWC), given your financial and investment background.

A: We financial professionals believe in holding recipients accountable for the money they get and building the skills that they need to sustain their enterprises over the long term. I have reviewed some of the projects that AWC has invested in, and I think AWC created a winning model.



Read the OpEd
Chris Lee wrote in
the *South China
Morning Post*.

Q: As president of Botswana, you played a significant role in the country's conservation policies. What can the average African do to make a conservation impact?

A: Desist from poaching, report poaching activities, take care not to cause wildfires or cut trees, and plant trees in one's own home.

Q: Why do you continue to support AWF's work?

A: It is focused on African conservation, has done so over 50 years, and is most knowledgeable about Africa's wildlife. It is one of a kind in Africa.

AWF's Board of Trustees

We thank our Board of Trustees, who have given generously of their time, resources, and many talents to ensure that AWF remains successful in protecting Africa's wildlife.

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The AWF Council is an exclusive network of our most passionate supporters—nominated by AWF staff and trustees—from around the world. These individuals are key influencers within their networks and, as enthusiastic AWF “cheerleaders,” play a vital role in ensuring AWF achieves its conservation vision for the future.

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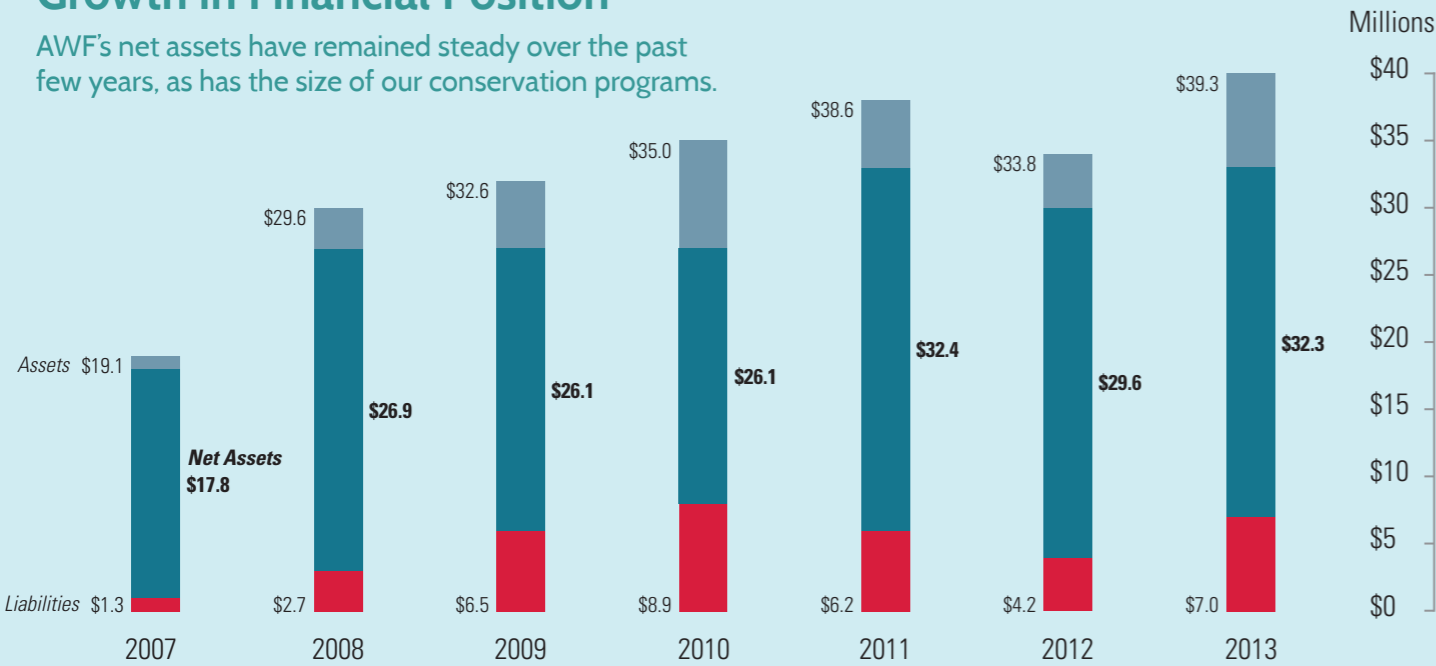


Strength in Numbers

AWF consistently uses its funding in a fiscally responsible and effective manner, ensuring we make the most of the resources we have. These pages tell the story of AWF's financial strength.

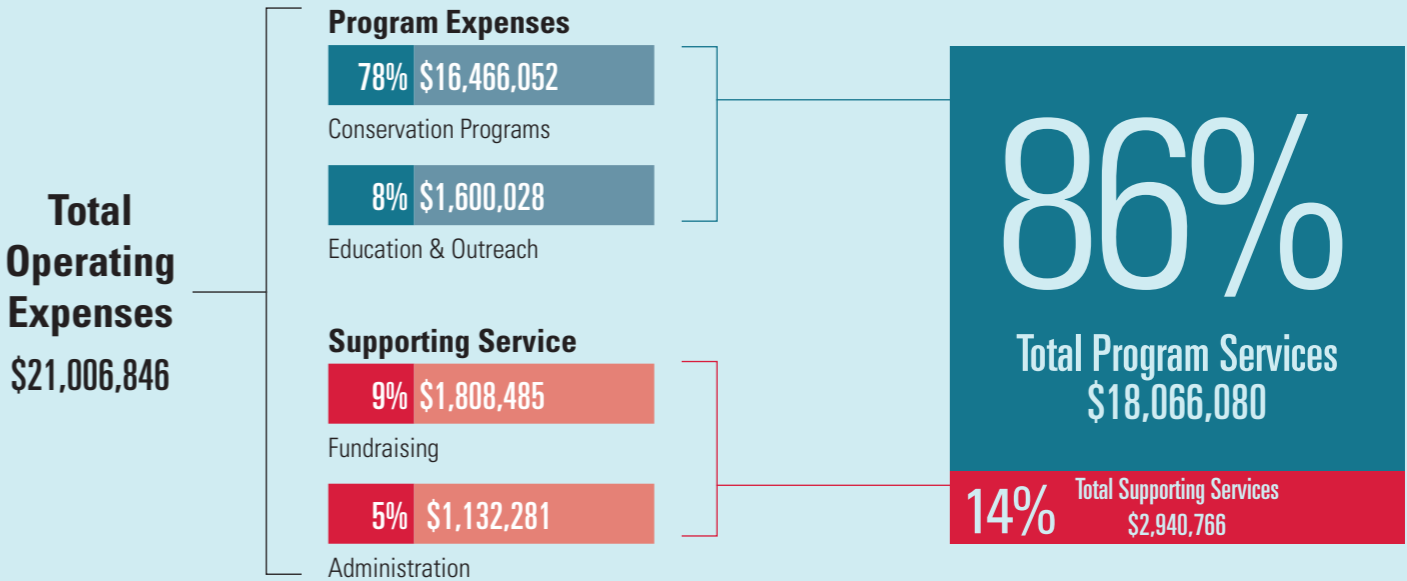
Growth in Financial Position

AWF's net assets have remained steady over the past few years, as has the size of our conservation programs.

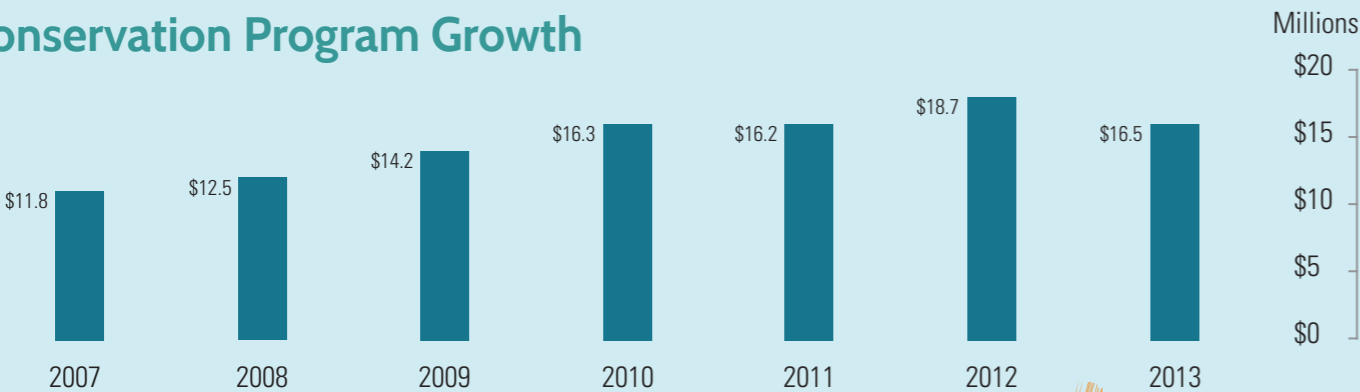


Total Program Expense Ratio

Nearly 90 cents on the dollar go to programs on the ground in Africa.

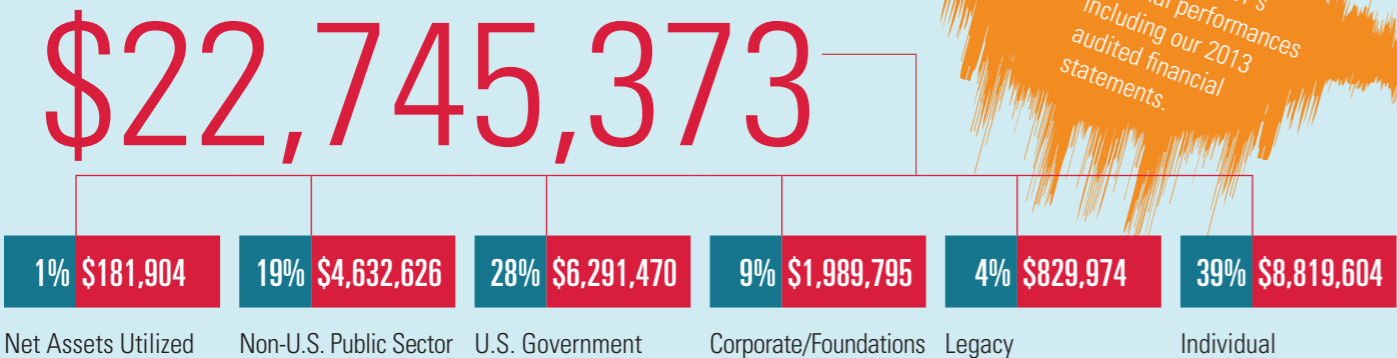


Conservation Program Growth



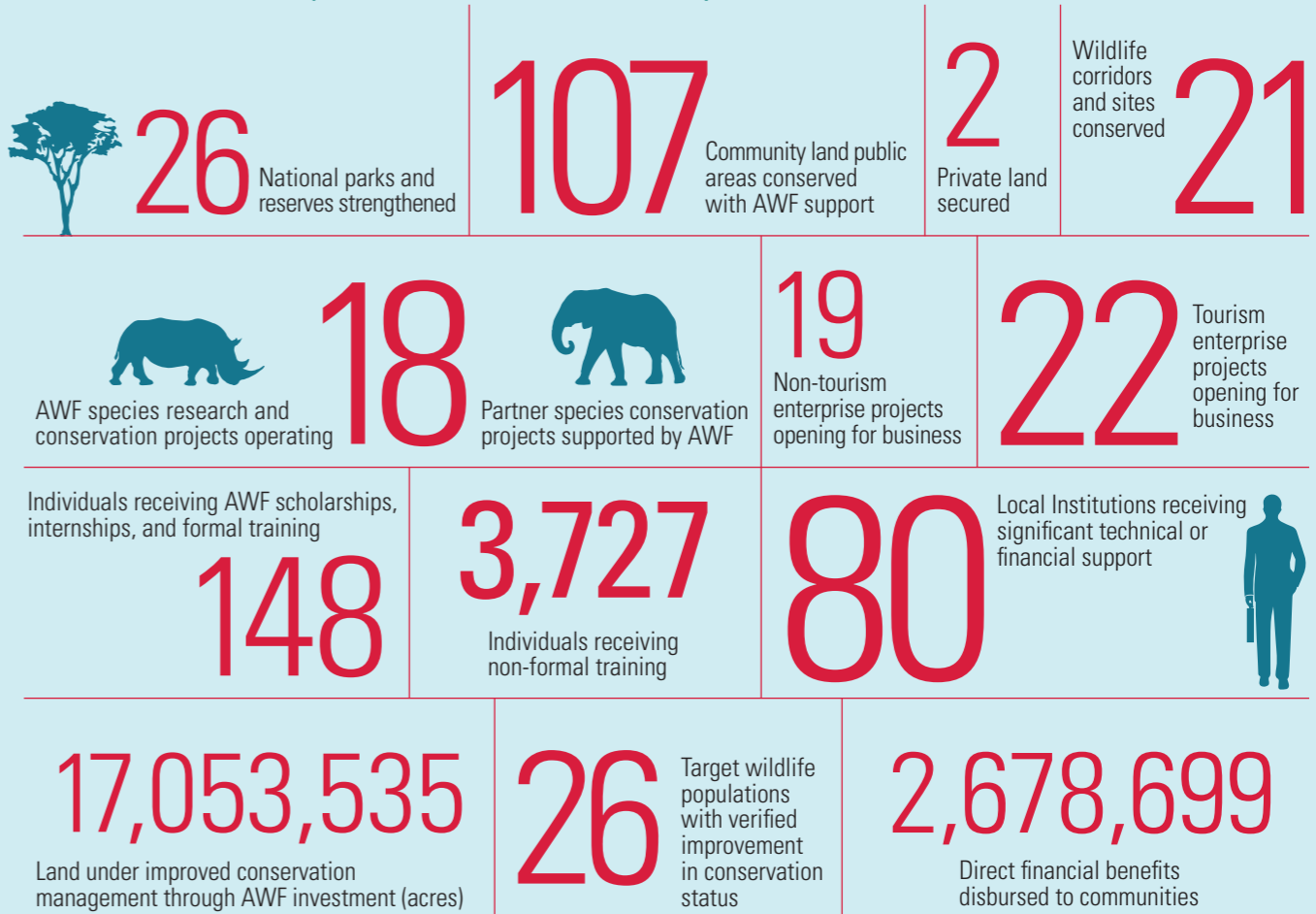
Total Operating Revenues

Thanks to the generosity of our supporters and partners, AWF's operating revenues increased by almost 10 percent over last year.



Statement of Impact

AWF has achieved multiple conservation milestones this year.



You can make an **IMPACT**

There are many ways in which you can help protect Africa's wildlife and wild lands with your gift. Simply select the giving option that's best for you.

MAKE A LEADERSHIP GIFT

Making a Leadership Gift is one of the most generous investments you can make in the future of Africa's wildlife and people and allows you to make an even greater conservation impact. As a member of our giving circles, you'll receive a number of benefits, including a free subscription to *Travel Africa* magazine, an opportunity to meet with Africa-based staff when they're in town, and the option to join an AWF-led safari. awf.org/leadershipgifts

MAKE A GIFT ONLINE

Join one of our leadership giving circles by making a donation online. It's fast, easy, and secure. Stay connected and up-to-date when you sign up for AWF's monthly e-newsletter. awf.org/donate

MAKE A LEGACY GIFT

Let your legacy be the conservation of Africa's wildlife and wild lands. By including AWF in your will or other estate plans, you can ensure that your children, grandchildren, and future generations will have the joy of seeing elephants, rhinos, and mountain gorillas in the wild. awf.org/legacy

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If you own assets such as stocks, bonds, or mutual funds that have increased in value since they were purchased, consider a gift of appreciated securities to AWF. Depending on where you live, you may receive a charitable tax deduction for their full market value and pay no capital gains tax—ensuring your gift has the greatest conservation impact possible. AWF also accepts gifts of property. awf.org/stock

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Make Your Voice Heard

In addition to giving wildlife your support through your donation to AWF, join our online community and make your voice heard on these critical issues! Here are just a few of the ways in which you can get involved and add your voice in support of African wildlife:



Facebook

If you like us, why not "like" us—on Facebook? Join the Facebook family and get the latest on AWF happenings. awf.org/facebook



Twitter

Be plugged in and in the know: Stay up to date with AWF and on African conservation by following us on Twitter. awf.org/twitter



Pinterest

Those stunning photos of African wildlife that you took on safari—or came across on the Internet—need to be shared! Pin your favorite Africa photos on our board. awf.org/pinterest



Google+

On Google+? Add us to your circle and be part of the conservation conversation with AWF. awf.org/googleplus



Blog

Check out our blog for firsthand accounts from field staff in Africa, as well as thoughts from AWF friends and partners. awf.org/blog



Project Pages

Do you know about the diversity of projects we implement across the continent? Learn more about our projects to understand what your money is supporting! awf.org/projects



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Download last year's annual report—in English or French—access AWF's member and partner newsletters, and obtain AWF's technical handbooks and papers via the "Resources & Documents" page on our website. awf.org/resources

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AWF's annual report production team gives our sincere thanks to everyone who assisted in helping to produce this annual report.

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Together, we are creating a movement, and soon we will have a chorus of voices coming together to save Africa's wildlife and wild lands. Join us—African wildlife needs the strongest friends it can find right now.

