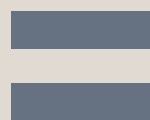
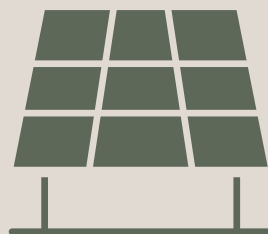
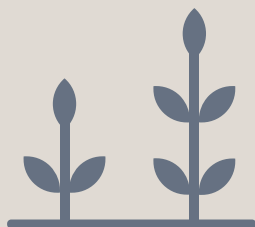
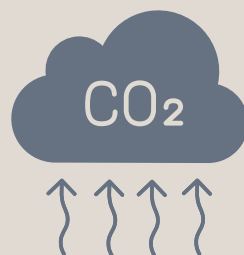
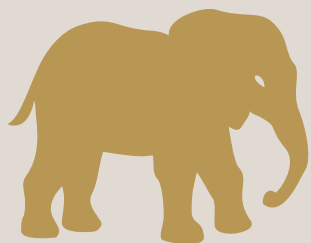


THE DIFFERENCE



VOLUME 4 JANUARY 2022



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“We must listen — and we must act — and we must choose wisely. On behalf of this and future generations, I urge you: Choose ambition. Choose solidarity. Choose to safeguard our future and save humanity”

○ UN Secretary
General Antonio Guterres, COP26.



MILTON

Founder's Note



Impact is the theme for The Difference V4, our journal focusing on people and programs that are effecting positive change within our society - measuring sustainable development and investment outcomes.

Once again, would like to thank our guest contributors, industry leaders, our partners and friends for sharing their experiences and knowledge, we trust you seek inspiration reading about their efforts and focus on making a positive **impact**.

Of course, 2021 was a challenging year for many in our industry and in addition the impact we have had on the planet was starkly described at COP26, as you will further read within this edition.

Through our participation in Glasgow, two clear observations stood out, the first, is that there is an incredible amount of complex debate and political rhetoric in the system which is confusing and difficult to validate. Secondly, there is an apparent lack of general public awareness of the issues to hand and access to the real science-based facts.

Post-COP26, I certainly hope there is a better understanding of the realities we face today in the public realm and that governments now accept that the 'genie is out of the bottle'.

It is now clear that we all have to take *immediate* action.

The added disruption and turmoil caused by this extended pandemic is further reason for us all to use this time to consider our carbon footprints, consumptive behaviours, and collective **impacts** caused by carbon emissions.

Sir David King summarized our Glasgow event well when asked about what the solution is to reduce emissions and the impact on the planet by saying that we all need to adjust

our 'behavioural patterns' as the rest of the world look to the west as role models and until western society adjusts its consumption demands, it will be hard to convince others to do the same – a sobering thought indeed – given the complexities associated with effecting such culture shifts in thinking.

In this edition, we focus on positive **impacts** made at regional and project levels including wellness within development, children's healthcare programs in rural areas and specialist hospitality training, community partnerships and agriculture programs - all evidence that the circular economy continues to emerge and make a difference. Tourism is proving no longer to be the silver bullet for providing the levels of positive **impact** once perceived. We continue to see impact being measured across multiple sectors using technologies, data capture and methods of measure which look at 'whole systems in a joined-up ways'.

It is these impact outcomes and data sets that inform Natural and Social Capital valuation methodologies which continue to gain momentum and recognition, an approach we support and adopt.

We have said this before - transparency, purpose and measured outcomes will continue to act as cornerstones in attracting smart capital within the sustainable investment arena, driven often by the demand for readily available and high-quality data - all helping track and effect the much-needed change required to contribute for our collective futures.

○ Paul Milton, Founder

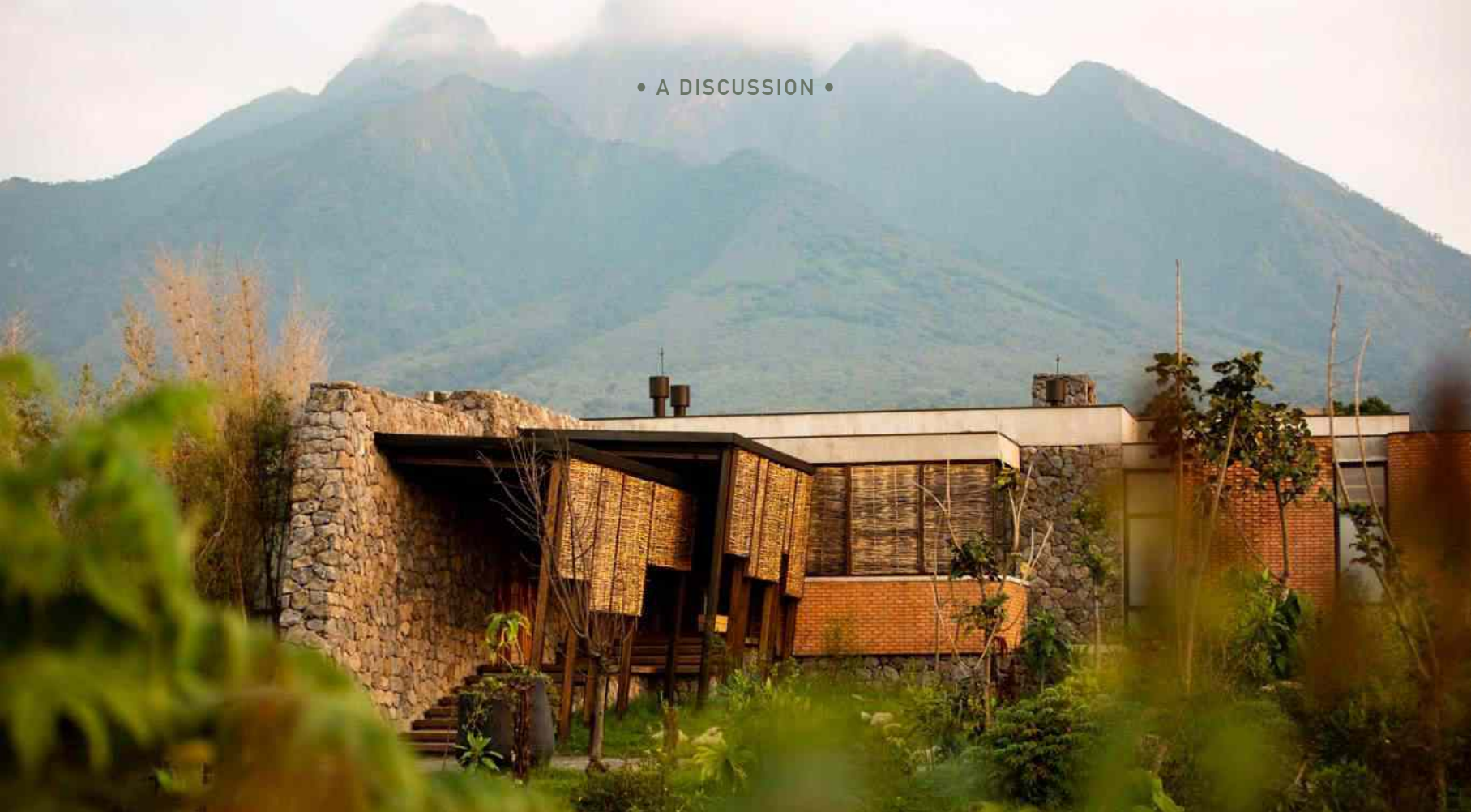
Sustainable Tourism Development in Rwanda

We spoke to Clare Akamanzi at the Rwanda Development Board about their vision for Rwanda, which heralds a new chapter for this extraordinary country; one that tells a story of resilience and celebrates its natural and cultural diversity.

For the past five years, Milton Group have worked alongside the Rwanda Development Board – and more recently in an exclusive partnership with both Visit Rwanda and David Yarrow – to address conservation threats through sustainable tourism development.

Needless to say, we were delighted that Singita Kwitonda Lodge, Rwanda, was selected to be featured at the Build Better Now Exhibition at COP26, along with 16 other sustainable projects from around the world.





We have had the privilege of working with Clare and her team over the pasts several years and thought it would be interesting to take a look behind the scenes of the RDB and better understand the opportunities and outlook for future investment within Rwanda.

Tell us about Visit Rwanda and how it came to be what its purpose is today?

Rwanda is one of the fastest-growing and most innovative countries in Africa. We unveiled a new brand identity, Visit Rwanda, as part of a broader strategy to attract more tourists and investment.

Visit Rwanda is a call to action and an invitation. We have partnered with leading travel and media organisations to showcase the wonders of our country, portraying the reality of Rwanda to the world, a country of hope, astounding beauty, and endless opportunity.

The Visit Rwanda partnerships with Arsenal Football Club and Paris Saint-Germain have led to the Visit Rwanda brand being seen tens of millions of times a day globally. This awareness is supported by targeted marketing campaigns, including visits by players that promote the country's exquisite coffee and culture, and

regularly reach millions more.

These activities have enhanced our brand, and the commercial media value far exceeds Rwanda's initial investment in these partnerships. For us, investing in tourism is one of the best ways to attract capital and sustainably expand our economy, focusing on the benefits for our people.

What are the key tourism goals that Visit Rwanda and the Rwanda Development Board are currently focused on?

Our ultimate target is to continue to work with the private sector to recover from the pandemic and increase tourism revenues from 498 Million USD in 2019 to 800 Million USD in 2024. We are working tirelessly on a recovery strategy to welcome back travellers from our key source and emerging markets. Through the Visit Rwanda campaign, we will continue our promotional efforts targeting travel trade and media.

The other goal is to attract more green investment in the tourism sector by putting conservation at the forefront and ensuring sustainable tourism practices. By working with leading conservation partners such as African

Parks Network, we have successfully positioned Rwanda as a leading luxury ecotourism destination, and enabled tourists and investors to be a part of Rwanda's environmental protection efforts.

Another avenue for growth is the Meetings, Incentives, Conference and Events sector. Over the last few years, Rwanda has invested in world-class facilities and today, according to the International Congress and Convention Association, Kigali is the second-best place in Africa to host conferences and other global events.

Rwanda is one of the safest options for hosting conferences and major global events, thanks to a successful and ongoing vaccine rollout and a people centred response to the pandemic. The country is also easy to reach when it comes to flights within the region and serving international hubs in Europe and Asia.

The Covid-19 pandemic has had a material and negative impact on global nature-based tourism, what are you considering for the future in terms of attracting the market?

The pandemic has demonstrated Rwanda's unrivalled resilience in the face of adversity.

The government's management of the pandemic has been pivotal to our recovery efforts and its decisiveness in tackling the pandemic has been lauded internationally.

Amidst the pandemic, Rwanda was honoured to be among the top tourist destinations that received the world's first-ever global safety and hygiene stamp by the World Travel and Tourism Council. This affirmed that Rwanda fulfils global standardised health and hygiene protocols in the face of a global pandemic.

There is no doubt that COVID-19 has had an enormous impact on our tourism sector, with visitor numbers dropping enormously - like many places around the world. Having opened our borders on 1 Aug 2020, we continue to strengthen health and safety measures to ensure safe and seamless experiences for visitors.

Rwanda is a luxury ecotourism destination, one that will enable travellers to have meaningful experiences and a great impact on communities and nature.

A large part of our success has been the strong partnerships we have built with conservation and hotel partners worldwide - from the

Fossey Fund and Gorilla Doctors to African Parks Network and Wilderness Safaris. We are working closely with them to ensure wildlife conservation and research continues despite the pandemic.

The Government of Rwanda is also looking at unconventional funding sources - whether that be private foundations, philanthropists, carbon markets or even crowdfunding. Rwanda has an ambitious climate action plan to reduce emissions by 38% compared to business as usual by 2030 and to build resilience to climate change. Part of this plan includes using nature-based solutions, which can create both green jobs and advance biodiversity protection.

Above all, we continue to create a vibrant and diversified wildlife and wildlands economy that not only conserves nature but that accurately values and actively restores it.

How do you foresee Rwanda's influence upon the East African tourism market in the future?

Rwanda will continue to position itself as a hub for travel and business within East Africa. Rwanda has been deliberate and has seen relative success due to policies of openness,

promoting partnerships, and ease of doing business.

Rwanda has created a conducive environment to do business and one can register their business from wherever they are in the world in just six hours. Should one visit the country, our One Stop Centre provides facilitation across all investor services from work permits to customs to Environmental Impact Assessments.

To further facilitate the growth of business and tourism, Rwanda has implemented a visa on arrival policy for all visitors, with members of the AU, Commonwealth, and Francophonie receiving a free visa on arrival. Through its national carrier, RwandAir, the country has enabled airlift and connections to several destinations across the continent and globally. These routes have increased to at least 65 destinations globally due to the partnership with Qatar Airways.

In 2020, Rwanda opened its fourth national park to tourists. The park, which is still in its restoration phase, is home to primates and amazing bird species. In November 2021, amidst the COVID 19 pandemic, Rwanda translocated and introduced 30 white Rhinos



into Akagera National Park in collaboration with African Parks and other partners. With such milestones, Rwanda is slowly becoming a diverse destination offering rich experiences.

There is a strong commitment to conservation with private sector partners. A range of new brands and properties in Rwanda, from Singita to One&Only, and Wilderness Safaris, put environmental sustainability and ecotourism at the forefront of their offerings. We are pleased by this trend because it aligns perfectly with Rwanda's commitment to protecting our environment for generations to come.

And lastly, it's also important to have a clear strategy and the governance structures to implement it effectively - from the local level to the central government. Rwanda has put a strong legal policy and institutional framework

to implement our vision.

How would you describe the positive impacts to date achieved by the RDB in terms of biodiversity and community development?

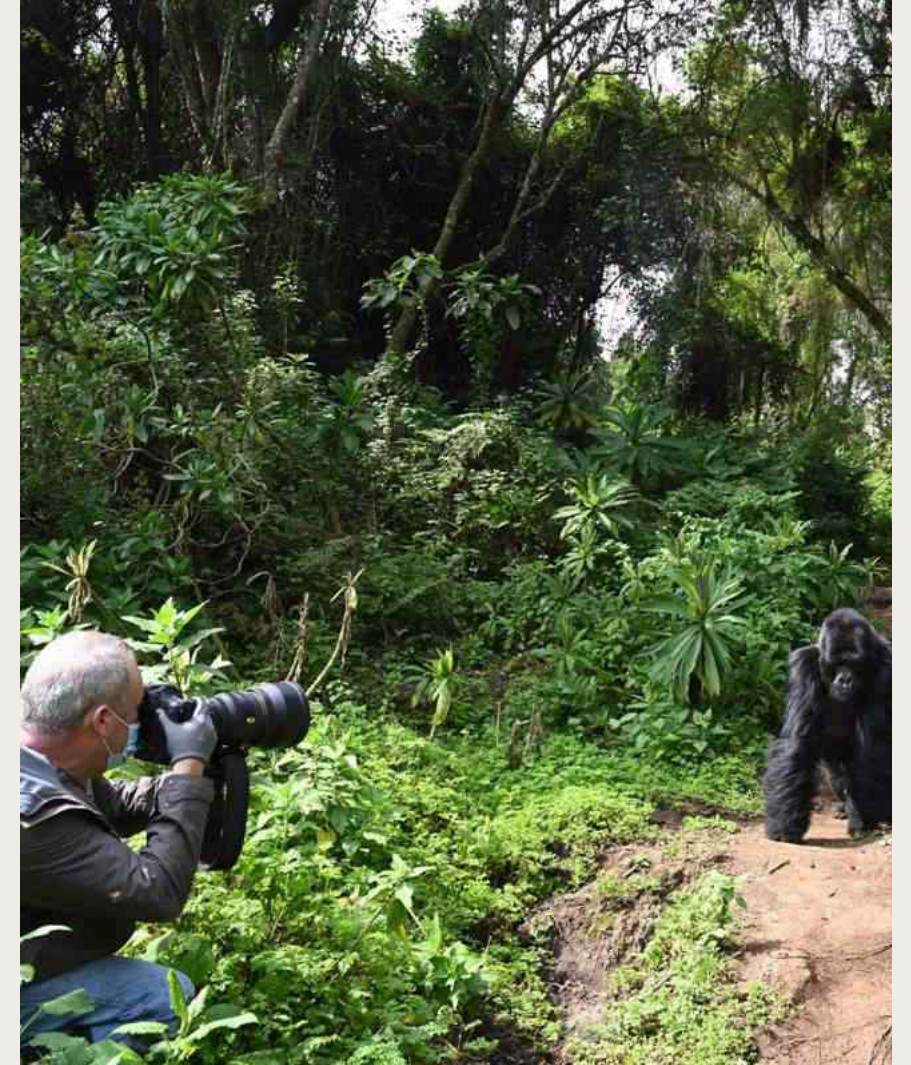
Rwanda has taken a deliberate grassroots approach to conservation because the communities surrounding our parks determine their health and have the most to gain from thriving natural resources. We have created an environment whose economic imperative is to protect our natural resources. Conservation and tourism go hand in hand, so prioritizing conservation at the political level is crucial for community efforts to succeed.

We have invested in building awareness about our parks' value, especially restoration and

conservation of wildlife in all National Parks. For example, in Akagera National Park, new species such as the White Rhino have been introduced, and some old species such as lion and Black Eastern Rhino have been restored.

Through a revenue sharing programme, we give 10% of all tourism revenue back to the communities surrounding the parks. This money has helped build schools, hospitals, community centres and other community development projects.

As mentioned earlier, in order to support Rwanda's vision of responsible tourism, the country has seen some of the biggest names in luxury tourism. Singita Kwitonda Lodge and Kataza House, Bisate and Magashi Lodge by Wilderness Safaris and One and Only's Nyungwe House, and Gorilla's Nest are all



incredible properties that call Rwanda home. Their presence is a testament to the welcoming environment for investment and a relentless commitment to sustainability. Investors in tourism in Rwanda have committed to integrate community partnerships and restore ecosystems in everything they do.

Visit Rwanda recently partnered with Milton Group and David Yarrow to support Rwanda in the national challenge to attract sustainable tourism. Can you tell us more about this partnership, its initiatives and how it came about?

Last year, Milton Group and David Yarrow partnered with Visit Rwanda to contribute to the ongoing conservation efforts for their mountain gorillas and their habitat. As mentioned before, the mountain gorillas

continue to grow, but their habitat does not expand. To continue to protect them, there is an urgent need to expand their habitat and invest in the communities around them by ensuring their housing and ensuring sustained economic activity.

The partnership is still ongoing, but so far, we have created content that has been used to promote Rwanda as a luxury ecotourism destination. This content includes a video of David Yarrow's experience filming and photographing the mountain gorillas in Volcanoes National Park and the production of four themed photographs of the mountain. This content has been shared through social media and other partnership platforms.

Through Visit Rwanda's partnership with Arsenal Football Club, David Yarrow offered his

testimonial on his tourism experience and the potential investment opportunities in Rwanda to over 100 investors and potential tourists that participated in a webinar last May. David's gift to Arsenal, 'The Pilgrim', was also unveiled to the participants live from the Emirates Stadium.

Through this partnership, any David Yarrow artwork sold through events relating to Visit Rwanda and/or Arsenal will include a commission structure where a percentage of the profits go back towards gorilla conservation.

The Government of Rwanda's policy enables a private sector-led economy, and the services and industry sectors are leading Rwanda's structural transformation. The contribution of Private investments to the economy has had a positive shift from Us\$ 398M in 2010 to Us\$ 2.4 B in 2019.



What sectors and investment opportunities do you see as part of Rwanda’s vision for the future?

Rwanda’s “vision 2050” highlights investments to be made under strategic pillars. This requires investing in human development, high quality health care, high-quality education which in turn lead to higher productivity and innovation.

As a country, we are also focused on manufacturing anchored to a regional logistics hub, modern and innovative services sectors driving transformative growth, export-oriented knowledge services, high-end sustainable tourism and financial services. We continue to strengthen export competitiveness and trade connectivity, create opportunities for a knowledge intensive economy (Proof-of-

concept destination) and invest in excellence in R&D and Innovation;

Agriculture is a major economic sector for the people of Rwanda, employing about 70% of the total population. The industry contributes about 31% to GDP, and it stands out as one of the most strategic sectors in Rwanda’s development. It accounts for a more significant part of the foreign exchange earnings from the exports of products, including; coffee, tea, hides and skins, pyrethrum, and horticulture. 75% of Rwanda’s agricultural production comes from smallholder farmers. Modern Agriculture is key in expanding the export base.

Attracting investment in the creation of smart and green cities, efficient housing and efficient transport systems is also high on our agenda.

What outcomes have you seen over the past year as a result of the work you’ve been doing to attract sustainable tourism investment in Rwanda?

Rwanda is shaping up as one of Africa’s premier business tourism destinations, building on its strong governance and major investments already undertaken, such as the Kigali Convention Center, the Kigali Arena, and the Kigali Golf Course.

Other infrastructure investments in transport and logistics and human development have also facilitated the increase in high-end tourism and hosting major sports events.

The outcome has been a more diversified and inclusive tourism growth.

What are the fiscal incentives for investors looking to invest in Rwanda?

The objective of these sector-specific incentives is twofold; to promote a more diversified private sector with increased productivity and to contribute to long-term government revenue through higher value-added economic activities.

Some of the main and non-fiscal incentives include, 0% corporate income tax for firms with HQ in Rwanda, preferential corporate income tax rates to designated priority sectors and export-oriented projects, accelerated depreciation rates of 50% to investments with high costs of capital goods, exemptions for capital gains tax, corporate income tax holiday, up to 7 years to anchor investments, incentives to facilitate the establishment

of specialized and innovation Parks, free repatriation of capital and assets, assistance to access to utilities, work permits and provision of aftercare services, among others.

Could you tell us more about the Liberal Trade Regime?

Rwanda is integrated into the region, on the continent and globally and is a signatory of preferential trade regimes, including being a member of the East Africa Community common market. Being part of this community allows us to access a market of over 170 million people, it allows for free movement of goods & services, labour and capital among the 5-member states.

Rwanda has duty-free quota-free market access for goods entering the European Union

and American markets through the American Growth and Opportunity Act agreement.

In addition to this, we have signed bilateral investment treaties with countries such as the US, South Korea and Congo Brazzaville, among others.

Rwanda has double taxation agreements with Mauritius, South Africa, the Government of Jersey and the 4 partner states of the East African community. DTAA’s are crucial in attracting foreign investment and providing protection from discriminatory tax measures.

And most recently, we also have access to a wider market as a member of the African Continental Free Trade Area, a trade block that seeks to promote intra-African trade.

www.rdb.rw

Reflections on COP26

with Pooran Desai OBE
and Niamh James



A new world is being ushered in with tough challenges, but with opportunities too.

Pooran Desai OBE and Niamh James, from OnePlanet, recently attended the UN Climate Change Conference (COP26) in Glasgow. Following the event, we invited them to discuss their views and key takeaways from last year's conference.

Pooran Desai OBE, founder of OnePlanet, has worked in sustainability for over two decades. He co-founded Bioregional in 1994, setting up enterprises in sustainable forestry, organic farming, recycling and real estate development. Niamh James, an Anthropology graduate from Goldsmiths, has recently joined the OnePlanet team as a Communications Officer. Milton Group utilises the OnePlanet framework and digital platform for data collection, reporting and measuring outcomes across all our projects.

Pledges by governments and companies at COP26 were not nearly enough to deal with the climate disruption already unfolding rapidly around the world. The latest scientific evidence warns us of inevitable changes which will affect every one of us in the near term, regardless of what we do now. To deal with our predicament, new approaches based on adaptation to climate change and regeneration of the earth's living systems will be required to create the resilient communities, businesses and assets which we now need as a matter of urgency.

COP26 Glasgow

The United Nations Climate Conference, COP26, held over two weeks in Glasgow starting at the end of October 2021, was heralded as the most important meeting of humanity to date. Scientists have been saying that the 2020s is the last decade we have to avoid truly catastrophic climate changes caused by man-made emissions, in particular carbon dioxide from the burning of fossil fuels.

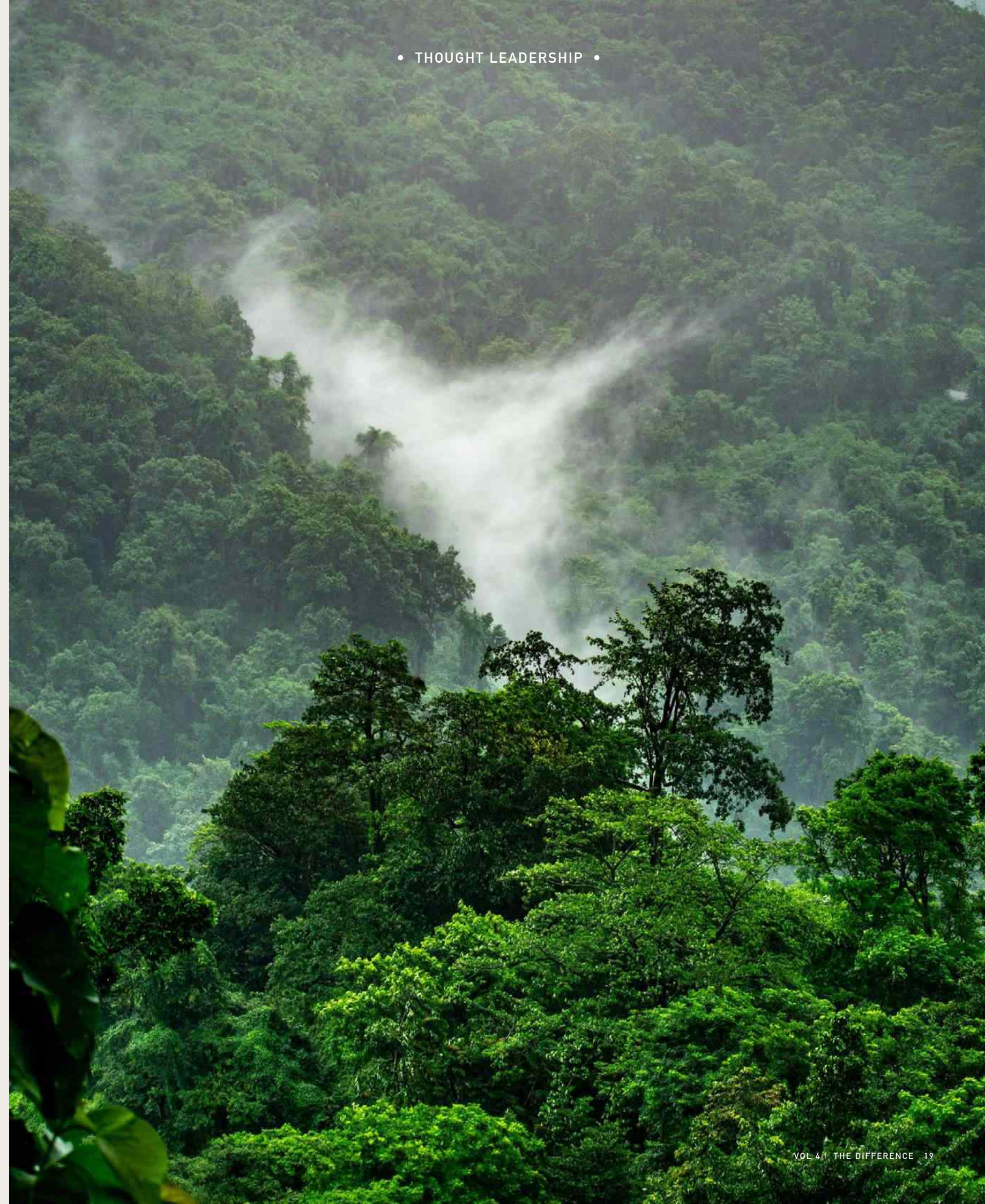
The responsibility of the UK government's presidency of COP26 was a heavy one and it was not going to be easy to deliver the commitments needed given that 25 previous COPs had all failed to reduce the steady increase in carbon emissions. Not only was the task going to be difficult, but nature had thrown in a couple of curveballs. First there was the coronavirus pandemic which had delayed the COP by one year. Second, 2021 saw unprecedented 'off the charts' extreme weather events. These indicated that climate

changes were happening seventy years earlier than predicted - the climate models on which the COP negotiations were based had underestimated the urgency of our need to act.

On the positive side, corporations and governments at COP26 did deliver pledges and statements to limit emissions of greenhouse gases to avoid the catastrophic consequences of exceeding 1.50C of global warming. Some pledges were backed by genuine intents from certain parties and probably better than the 'blah blah blah' criticism which climate activist Greta Thunberg had levelled at the COP process. Yet, many pledges were also no doubt made without real commitment and indeed some even cynically. Overall, these pledges are in reality not enough to avoid the acceleration of the climate disruption we are already experiencing around the world. We will now need to look at actions which go well beyond current commitments and embed an approach

we might call 'Adapt.Regenerate' which we will outline in this article.

The complexities of the politics around COP26 mean that it could probably never have delivered what we need. And it didn't. There is little doubt that in 2021, as a global society, we entered a new world of extreme danger and possibly imminent collapse of the living systems on which we depend. However, could we also see this crisis as an opportunity to bring out the best in ourselves and humanity?





COPs in Context – the Anthropocene

The climate and ecological crisis we find ourselves in today can be understood as the potential destruction of planetary conditions that currently sustain human society on Earth. Increasingly, scientists are suggesting that conditions could cause natural systems to completely breakdown where they are no longer able to support human life. Humans have been singled out as the main drivers causing changes at a global scale, not least the warming of the planet. Geologists have named this environmental shift on the Earth’s 4.5 billion-year history as the Anthropocene, from ‘anthropos’ or human being. They declare we have left the relative stability of the Holocene, during which all civilisations have emerged, and entered a new geological era. Hence, we are in an era where the human being is the main driver of planetary conditions. The impact of humans grew rapidly during The Industrial Revolution in the eighteenth century when the emergence of industrial production increased the extraction of natural resources and the

emissions of carbon dioxide (CO₂) and other greenhouse gases.

Environmental concerns have a long history, with Indigenous communities warning the world for centuries. Scientists started warning about negative impacts on the environment, namely climate change, almost forty years ago. In the 1980s, major concerns about the effects of certain gases in excess in the atmosphere started to be discussed. For example in 1985, American scientist [Carl Sagan warned the US Congress](#) about the warming properties of gases such as carbon dioxide and the possible ‘long-term and global consequences.’ He stated that more research needed to be given to the issue to strategise actions to mitigate warming. Sagan warned that if we failed to reduce the rates of fossil fuel-burning and act now, ‘there are very serious problems that our children and grandchildren will have to face.’ Three years later, the matter gained further recognition when NASA climate scientist [James Hansen showcased the results of his 1988 study](#)

on global warming to Congress. His research predicted a global average temperature increase using a climate model which has proven to be incredibly accurate.

It was in this same year that the Intergovernmental Panel on Climate Change (IPCC) was set up by the United Nations to advance research and knowledge on anthropogenic climate change. Their first assessment report was released in 1990 and was then followed by an international United Nations treaty which 197 nations are now part of under a common mission to combat climate change. Since 1995, the United Nations has held a global conference every year where nations come together to strategise how we are to avoid dangerous climate change. Each is known as a COP, or ‘Conference of the Parties’ and numbered sequentially, with the latest being COP26. So, after 25 previous COPs where world leaders have come together to mitigate global warming and its effects, what has been achieved?



COP21 and The Paris Agreement

A major achievement of the UN’s annual climate summits has been The Paris Agreement of 2015 which resulted from COP21 in Paris, France. It is a legally binding international treaty that was adopted by 196 nations. Its goal is to limit global warming to well below 2°C by the end of the century, aiming not to exceed 1.5°C. The Paris Agreement was an inspirational

milestone because it brought nations together under a binding agreement to undertake ambitious efforts that will collectively tackle climate change. Whilst this incentive was important, the commitment that was laid out did not come close to limiting global warming to 1.5°C (see Figure 1 for an explanation of why it is important to remain under

1.5°C of warming). However, ahead of 2021’s COP negotiations, the IPCC released an updated synthesis report revealing that global average temperatures were set to reach 2.7°C by the end of the century.

Why is it Important that we Stay Below 1.5°C?

Currently, we are already seeing the effects of climate change. At roughly 1°C of global warming, coastal erosion and flooding are destroying people’s homes, food resources and livelihoods. Extreme drought in areas of the world is destroying crops and pushing people into malnutrition and poverty. These events are causing people to migrate elsewhere, marking the start of a climate refugee crisis.

It is predicted that even in the best-case scenario of 1.5°C warming, severe drought will affect 350 million people and 14% of the global population will experience severe heatwaves. Although Arctic ice may still last through most summers, sea levels are

set to rise by an average of 40cm which will be disastrous for Island states such as the Maldives.

Just half a degree more of warming to 2oC will have significantly worse consequences. Severe drought will affect 411 million people and 37% of the global population will be exposed to severe heatwaves which will be lethal for many. Ice-free summers in the Arctic will be ten times more likely, causing even more warming and a 50cm-average sea level rise which is seen as a ‘death sentence’ for Island nations that will disappear. It is predicted that 200 million people will be displaced.

At 3°C of warming everyone will be affected. As more people become displaced by increasing climate change disasters, there will be increasing competition for fewer vital resources which could lead some places into societal collapse. Beyond this temperature parts of the world could be hit by six climate disasters at once. Triggered feedback loops will cause even greater heating and the climate system will have escaped all human control. Global society as we know it will not exist. At 4°C, the Earth will be more or less uninhabitable.

“

I believe we’ve got five years to put in place everything that needs to be done. Frankly if we don’t manage this, we are cooked.

”

Sir David King,
Former UK Government Chief Scientific Advisor, Adapt and Regenerate COP26 Event

No Evidence yet of a Decrease in Global Carbon Emissions

Unfortunately, since the COP processes started there has been no underlying decrease in carbon emissions. The underlying trend is that emissions have been increasing at over 1.5% per annum, with decreases only due to economic downturns, only to rebound during economic recoveries. Climate scientists have been accurate with their predictions to date (though now tipping points may change this - see Figure 2). The scientists’ prophecies of changing weather patterns have begun to manifest.

In a paper published in Nature in 2017, Christiana Figueres, the Costa Rican diplomat and executive director of the UN Framework Convention on Climate Change (UNFCCC), stated that if emissions were to continue to rise beyond 2020, or even remain level, the temperature goals set in Paris become

unattainable. The trajectories that we might follow are shown in Figure 1. According to Figueres, there was a mean budget of around 600 gigatonnes (Gt) of carbon dioxide left to emit before the planet warms dangerously. On this basis, as of 2021, we have just four years now until we exceed this carbon budget.

Although coronavirus temporarily reduced carbon emissions in 2020, they have bounced back to almost pre-pandemic levels, and to date, oil and gas continues to grow whilst some countries are still using coal, the dirtiest source of carbon emissions, to fuel most of their economic growth. The acceleration in climate change now also means that accepted climate models are proving to be out-of-date exacerbated by the slow, consensus process on which COPs are founded.

As time has passed since Figueres’ clear expression of the challenge, the COP processes have been kept ‘believable’ by modifying the trajectories for decarbonisation by increasingly relying on carbon removal technologies which are as yet unproven to be viable (for example Biomass Energy with Carbon Capture and Storage, BECCS) or even need to be invented. Now the COP processes state that the global economy must decarbonise by 2050, with high-income nations needing to completely decarbonise much sooner by 2030.

THE CARBON CRUNCH

There is a mean budget of around 600 gigatonnes (Gt) of carbon dioxide left to emit before the planet warms dangerously, by more than 1.5-2°C. Stretching the budget to 800 Gt buys another 10 years, but a greater risk of exceeding the temperature limit.

**Data from The Global Carbon Project.*

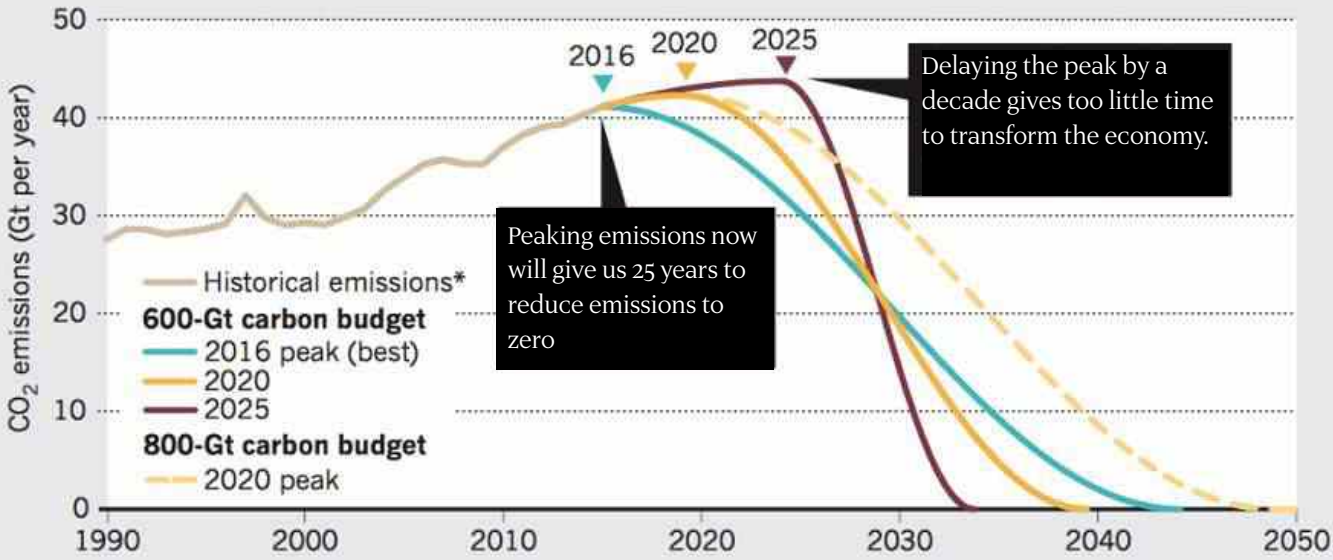


Figure 1 - Trajectories to avoid catastrophic climate change



“

There will be no global economy like we know it today once rice production collapses... the global markets will shut down

”

Professor Sir David King

At our current rate of emissions, Vietnam will be underwater within the next 30 years

Extreme Weather Events of 2021 Warn of the Planet Crossing Tipping Points

Major climate disasters in 2021 hit many countries around the world, with every continent affected. A cyclone in Indonesia triggered flash floods and landslides which severely damaged the landscapes and consequently killed 150 people and left thousands homeless. In Germany and Belgium, floods devastated low-lying towns in the region and at least 170 people died in the worst natural disaster to hit the European country in decades. A smothering heatwave in June killed 569 people in Canada’s westernmost province of British Columbia over five days as a so-called “heat dome” – a weather system that traps in hot air – descended on the country’s west coast. Experts said climate change was the underlying cause of the record-shattering heat.

These extreme weather events signal that serious action needs to be taken and are providing evidence to support the theory that there are climatic and ecological tipping points. A [climate or ecological tipping point](#) refers to parts of the Earth system that have potential to change dramatically in response to global warming. It is a threshold where a tiny change in temperature could push a system

into a completely new state. Most alarming is that it is practically impossible to stop once this change starts - the last Jenga block to be pulled before the whole tower collapses. Scientists have outlined nine tipping points across the planet and have warned that the chance of triggering one becomes increasingly more likely as temperatures rise. Further, it is predicted that certain tipping points, once triggered, set off other tipping points in the Earth’s system in a domino effect. If this were to happen, temperatures would rise extremely rapidly and the ability to curb them will escape human control.



Adapt Now! Event in Glasgow

In the second week of COP26, co-sponsored by Milton Group, OnePlanet partnered with journalist Nick Breeze from ClimateGENN to host a fringe event on the day of ‘Adaptation, Loss and Damage’. The event was to promote the launch of our co-produced film [Adapt Now!](#) and to hold a live Q&A session with the speakers that feature in the film. Our panel included Dr Alice Hill - former Special Assistant to President Obama and Senior Director for Resilience Policy at the National Security Council, Professor Sir David King - Founder and Chair of the Climate Crisis Advisory Group, Professor Kevin Anderson - Climate scientist and Deputy Director at Tyndall Centre for Climate Change Research and Jakapita Kandanga - Climate Activist from Fridays for Future Namibia.

‘Adaptation’ recognises that the impacts of climate change are going to be unavoidable for millions of people regardless of what actions are taken going forward. Therefore, measures need to be put in place to adapt and protect people from extreme weather patterns. ‘Loss and damage’ refers to the events of climate breakdown that are so severe that they cannot

be protected against or adapted to.

Dr. Alice Hill expressed how engaged and informed communities can lead adaptation and prepare our communities to plan for a future in a way that will respond to the climate crisis.

‘For every dollar spent on risk reduction we save about eleven dollars in damages’
– Dr. Alice Hill

Professor Sir David King stated that if we do not drastically address our emissions, Vietnam will be underwater within the next 30 years. Flooding will destroy crops such as rice which will trigger the breakdown of our global food systems, international trading and economy.

‘There will be no global economy like we know it today once rice production collapses... the global markets will shut down’
– Professor Sir David King

Professor Kevin Anderson warned that we need to adapt our infrastructure to a world that is much warmer than 1.5oC because that is where we’re currently headed.

‘Put the infrastructure in that is suitable for a very, very different climate from the one you’ve got today’
– Professor Kevin Anderson

Climate activist Jakapita Kandanga informed us that more attention needs to be given when money gets sent to poorer countries as much of it can get lost when there are corrupt politicians in charge.

‘Money put into African countries for them to be able to cover the climate crises never really reaches the people it’s supposed to reach’
– Jakapita Kandanga

A 25-minute video including highlights of the panel session can be found [here](#)

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Some Good Outcomes, but not Enough

So, what can we say were the outcomes of COP26? There were some positive things. A ‘Glasgow Climate Pact’ was agreed by all UN member states with the intention to keep the objectives of the Paris Agreement alive and limit global temperatures rising above 1.5°C. The Pact was the first COP document to include a commitment to ‘phase down’ the use of coal, one of the most damaging sources of carbon emissions. Leaders from more than 100 countries pledged to stop deforestation by 2030. One hundred nations also signed up to a scheme that would cut 30% of methane emissions by 2030 which will be key to deterring temperature rise.

Outside of the formal COP process there were positive developments as well. During the two weeks of COP26, the world saw hundreds of thousands of people take to the streets to demand greater climate action from their governments. These protests put pressure on world leaders to deliver more. Kevin Anderson expressed in our panel that ‘the marchers, the youth movements, the civil society groups are a key part of leadership’ when it comes to tackling the climate crisis.

Misses included a last-minute change of the ‘phase out’ of coal to the ‘phase down. The Glasgow Climate Pact also doesn’t recognise the role of nature-based solutions, instead,

the document only noted ‘the importance of protecting, conserving and restoring nature and ecosystems.’ This can be understood as a huge oversight and an inability to understand the interconnectedness of Earth’s living systems and the many benefits that would come from restoring them. Moreover, there is a history of countries not meeting commitments made at COPs. In 2009, at the COP15 held in Copenhagen, high-income countries pledged to aid low-income countries by promising \$100 billion in climate finance. Twelve years later this commitment has been missed each year since 2030, yet the state of our climate has continued to worsen.

An Underlying Disconnect

In the post COP26 period, one of the most interesting questions to ponder are statements such as this one made by Alok Sharma, COP26 President at the end of the conference:

‘We can now say with credibility that we have kept 1.5 degrees alive.’

Yet, the vast majority of climate scientists believe that we will not achieve a 1.5°C target. In a survey conducted by Nature, authors of the latest Intergovernmental Panel on Climate Change (IPCC) report gave their opinions of the current climate crisis. Most alarming, 96% of respondents felt that the 1.5°C goal of the Paris Agreement is unlikely and 60% of the climate scientists expect world temperatures to exceed at least 3°C by 2100. It is getting hard to understand why statements such as Alok Sharma’s are being made at the same time as scientists don’t believe we will achieve it. Perhaps another quote from Dr Alice Hill sheds some light:

‘The human brain isn’t particularly well suited for assessing catastrophic risk’
[Dr. Alice Hill](#)

Could it be that governments and companies do not want to comprehend the fundamental

changes we would need to stay under 1.5°C and instead are avoiding difficult decisions by holding on to forlorn hopes? Do we lack the leadership and/or do we face a deeper cultural problem? As Professor Kevin Anderson suggests,

‘We will not do it with our current leaders. They are ill-equipped and unable to understand the challenges that we face.’
[Prof. Kevin Anderson](#)

We are in a predicament which raises as many questions as answers... Will existing transformative technologies grow fast enough? Do we rely on the hopes of technologies not even developed yet? Will nature-based solutions be enough to help us? Will we have no choice but to resort to geo-engineering such as trying to refreeze the Arctic as proposed by Sir David King’s Climate Repair Centre at Cambridge University? Are there deeper questions we need to ask ourselves? Do we need to move away from a consumer-based society? Do we need to rethink our relationship with nature? These are very big questions and any positive response is going to have to bring out the best in us and in humanity as a whole.

“
We will not do it
with our current
leaders. They
are ill-equipped
and unable to
understand the
challenges that
we face.
”

Prof. Kevin Anderson
COP26



Adapting Positively

One thing, however, is clear now that reducing carbon emissions (mitigation) will not be enough. We will need to adapt to the climate disruption now baked in - from sea-level rise to more powerful storms and wildfires. Adaptation has been a taboo subject for a long time among environmentalists. Accept adaptation and you undermine mitigation. Thinking about adaptation is an admission of failure. Talk about adaptation and you condemn the poor in their millions to death, leaving the compassionate rich to live with their guilt. But things have been changing. More focus is being placed on practicalities. Many are speaking about adaptation in the context of preparedness, particularly in light of the experience of the coronavirus pandemic.

How we adapt is now a question we must ask ourselves. We can adapt using 'degenerative' solutions, or we can adapt using solutions that regenerate the living systems on which we depend. It is important to recognise that adaptation and mitigation are not separate strategies. Nature-based solutions, such as reforestation, regenerative agriculture and restoring wetlands, are an example of adaptation that regenerates the planet whilst mitigating the effects of climate change. Although nature-based solutions cannot solve climate change on their own, they are an excellent way to remove carbon from the atmosphere whilst providing other benefits such as reducing flood risk, preventing greenhouse gas emissions, regenerating our soils and increasing biodiversity.

Within the Glasgow Climate Pact, actions regarding adaptation have been outlined and further detailed than in previous years. High-income countries pledged that the \$100 billion fund for low-income nations will be met and have been urged to at least double their funds towards adaptation efforts for these countries. In reality, albeit to different extents, in an interconnected world, the effects of climate change will be felt by all of us, not just the poor on the frontline. When we look at mass migration, societal disruption, sea-level rise, more extreme storms, it is reasonable to say that today, all assets wherever they are in the world, are at risk.

In Conclusion

In retrospect, it was never going to be possible for COP26 to be a success – if by success we mean that the world is clearly set on a path to tackle the existential threat which climate change poses. But there is also growing commitment in many parts of society. The field is wide open for leadership in every part of society.



Global Surgery Crisis

Our founder met Garreth Wood and was immediately struck by the power and positive impact that the Kids Operating Room initiative is having in rural areas of Africa. Given Milton Group's work on the continent, we wanted to highlight Garreth's vision and share his outlook as we continue to establish ways of working together.

In most low and middle-income countries, children comprise more than half of the population and 85% are expected to require a surgical intervention by age 15. Today, 1.7 billion children globally do not have access to surgical care when they need it.

While the global child health movement has made great strides tackling communicable disease children's surgical needs have been neglected and their preventable deaths uncounted. More children die of injuries than of HIV, TB and malaria combined. Conditions like appendicitis become life-threatening, while a broken leg can mean a lifetime of disability. Simply put, millions of children are dying every year from surgically curable conditions.

When available, operating time is limited with adults preferred for use of these limited spaces. Indeed, there is poor public awareness that children require surgery at all, and providers and parents alike avoid anaesthesia in children

for fear they won't survive. Resources essential for children's surgery have been omitted in planning surgical services because "children aren't a priority". As a result, the children's surgical workforce is limited and existing infrastructure ill-equipped to care for children.

This crisis is most pronounced across the continent of Africa where 93% of the population does not have access to safe and affordable surgical and anaesthesia care. It is estimated that African countries have 25% of the burden of the world's diseases but only 1.3% of the world's health workforce. Most shockingly, there are still 11 countries in Africa without a single paediatric surgeon.

Perhaps, on realising the scale of the problem, you are shocked by this. Maybe you are asking how you have not previously heard of this issue or, at the very least, why those in high-income countries or the international community are not doing more to rectify

it. Part of the problem is that for the past 50 years donor nations and philanthropists have been consumed with vertical, disease specific interventions.

Instead of looking to build capacity and strengthen health care systems in a sustainable way from the ground up, international development, overall, has looked at isolated healthcare issues, such as, for example, the eradication of polio. In many ways, this approach has been successful: in 1990, 12.6 million children under-five died every year; by 2018 that number had dropped to 5.3 million. Yet those numbers are still colossal, given the level of investment and we have a situation whereby mortality and morbidity from common conditions needing surgery have grown in the world's poorest regions, both in real terms and relative to other health gains.



Shaking Up Global Surgery

This glaring gap in global health is exactly why Nicola and I created Kids Operating Room (KidsOR).

KidsOR is a global health charity focused entirely on the provision of high quality, safe surgical services for children in low- and middle-income countries. From our bases in Edinburgh, Dundee and Nairobi, we provide surgeons and their teams with the infrastructure and training needed to transform the care available for their nation's children.

Sustainability is at the heart of our model, and we only invest in local people; building real capacity and promoting self-reliance in the long-term. From our early experience in Uganda working to help just one surgeon, we have developed a business model that is fundamentally different from the conventional INGO approach. A number of Western charities fly in doctors or surgeons for periods. These programmes deliver questionable benefits and even then the numbers are small. Therefore, these programmes deliver immediate benefits to those they reach. But the numbers are small, and their impact is further limited both by the length of onsite time, and by the fact that there is no sustainable infrastructure left behind – people or facilities – once they have gone.

KidsOR is different. Our business model insists we create sustainable infrastructure in every location where we work and is respectful to the incredible people already working in these countries. We organise the finance and the logistical know-how to establish state-of-the-art children's Operating Rooms. With regional partners we train local surgical teams, and we work with health authorities in-country to ensure that the facilities we create are maintained and upgraded over the years.

The result? Children are treated in a specially designed, fully-equipped surgical unit and given skilled care by local surgeons who speak the same language as them. By building local capacity and planning for the future, we create independently strong and sustainable services.

KidsOR:

- Provides dedicated Operating Rooms with specialist facilities and equipment for children's surgery
- Provides scholarships and mentoring, supporting existing surgical teams to become paediatric specialists
- Monitors, collates and understands our impact on surgical outcomes
- Advocates for, and on behalf of, children for their right to safe surgery

Surgery has long been overlooked as a health need for the world's poorest people. As a result, untreated surgical conditions have exerted substantial but largely unrecognised negative effects on human health, welfare and economic development

Lancet Commission on Global Surgery, 2015

Impact

There is a strong humanitarian and moral case for the work of KidsOR. But there is also a strong economic or business case for our work too.

We have partnered with University of California San Francisco (UCSF) to measure our impact on the communities we serve. Not only does an operation immediately improve the quality of life and life chances of each child; the long-term impact on the community and country is tremendous.

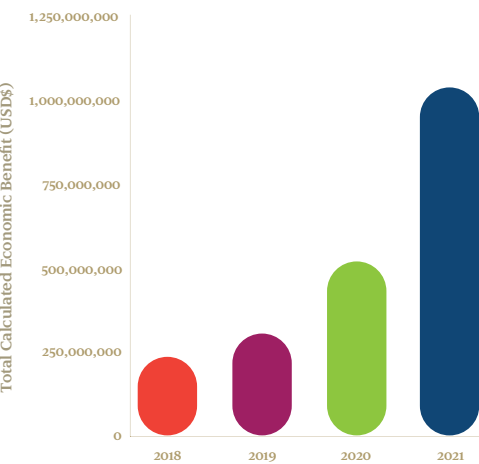
We employ local data collectors to collate data on the surgical procedures performed in our Operating Rooms so our research team can evaluate the consequences of a child having surgery. As well as surgical data, we capture non-surgical data from every operation performed such as; Where did the child come from? How far did they have to travel? How long was the mother unable to work because she was with her child at the hospital?

UCSF's analysis of our data is comprehensive. As a result, we are able to attach monetary values for years of disability prevented and the consequent economic benefit to individuals, families and – most importantly for government support – countries.

Our research shows that each new Operating Room, when given to a highly skilled local surgical team, will go on to provide an average of 600 children a year with access to life-changing, or life-saving, care. And as a result, by the end of 2021, our Operating Rooms will have created enough capacity for more than 30,000 children to access care every single year. In so doing, we are helping our partner surgical teams avert more than half a million years of disability for every single year of activity across all Kids Operating Rooms around the world.

The projected economic benefit of that, when you consider children who will now grow up to contribute to their nation's economy, rather

Calculated Economic Benefit each year of KidsOR's Global Health Intervention



than dying in childhood or living their whole lives in disability, is a staggering one billion US dollars a year, every year our Operating Rooms are working.

One of our early Operating Room installations at Muhimbili National Hospital in Tanzania proved transformational, doubling the number of operations taking place annually with no additional staff. A 3-year waiting list for non-emergency surgery was eliminated in three months. In one year after the Operating Room was installed the operations resulted in 20,349 years that children would otherwise have spent living with disability have been avoided, which will ultimately benefit the Tanzanian economy by £35m.

We seek to initiate wider change in the way that charities and NGOs use their data. At a local, regional, and global level, the data collected by KidsOR at each hospital is essential to improving quality of care, supporting

surgical teams, improving medical research, strengthening the global knowledge base, advocating for further investment, sustaining political will, and providing donors with transparency.

We have the data to prove that surgery has an excellent return on investment. It costs \$300,000 to provide and fit a paediatric Operating Room. The return is circa \$20M of economic benefit per Operating Room per year. Surgery is affordable and the life-saving returns are immediate. So too are the returns on community, on humanity, on the national economy. In fact, the returns are unrivaled.

Kids Operating Room represents the most impactful children’s philanthropic effort in the world

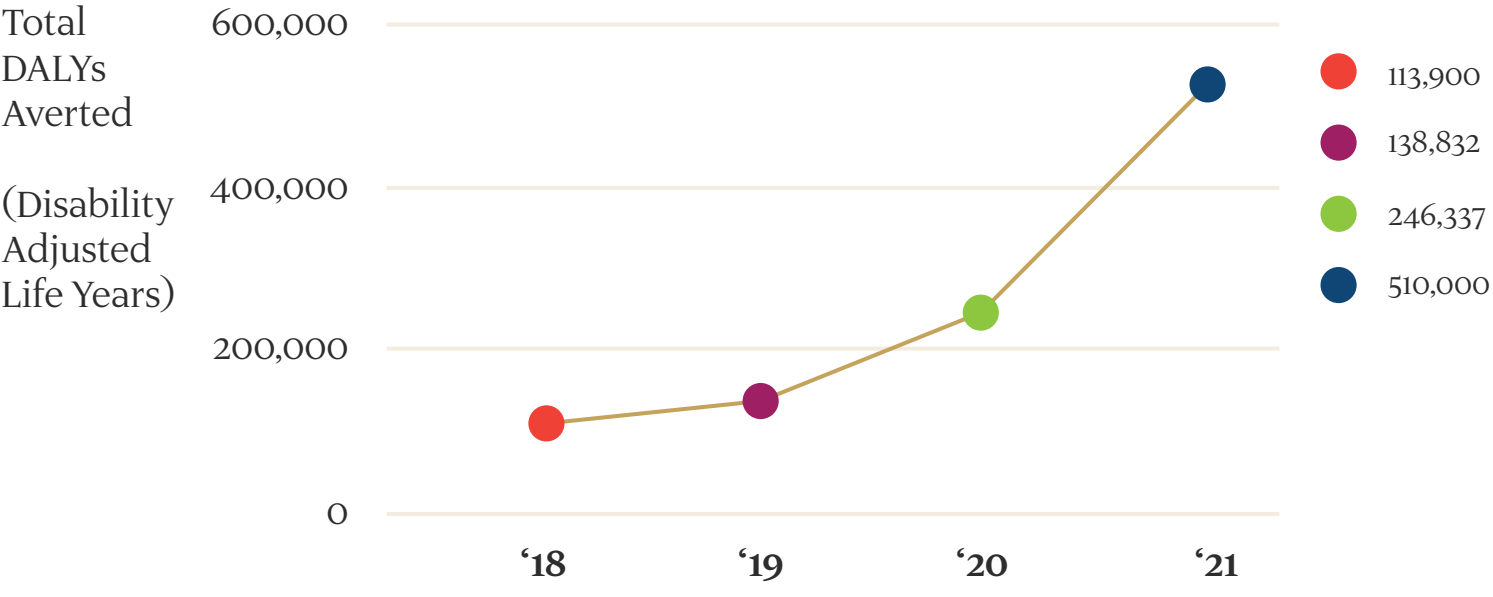
Dr Diana Farmer, Former President of the American Paediatric Surgical Association



Before we had no light source; we used my phone torch as our operating light

Dr Mulenga, Paediatric Surgeon, Lusaka, Zambia

Years of Disability Averted Each Year of KidsOR’s Global Health Intervention



One DALY represents the loss of the equivalent of one year of full health. DALYs for a disease or health condition are the sum of the years of life lost to due to premature mortality (YLLs) and the years lived with a disability (YLDs) due to prevalent cases of the disease or health condition in a population. - World Health Organisation

Health System Strengthening

Our approach to deciding which countries and which hospitals to work in is to gain a detailed understanding of the current landscape of paediatric surgery in low- and middle-income countries. We undertake intensive research and extensive discussions and consultation with the country’s paediatric surgery health workforce to identify gaps and opportunities to maximise return on investment.

Developing a situational analysis of each country to understand the structural barriers that exist to access surgery is a key element of our process. This includes developing a robust understanding of the factors that influence the development and implementation of a comprehensive paediatric surgery program such as: the percentage of the population who are children; where most of the population lives; the mortality rate of those under 5; the surgical health workforce.

This analysis guides our choice of hospitals where installation of dedicated paediatric Operating Rooms is most needed. Focus on public hospitals for us is also key. This is where

we believe surgical costs are highly subsidized and where many children in low- and middle-income countries can access urgent help when needed. Investing in the public health service of a country is the action most likely to help bring care to the poorest children of that nation, and to simultaneously strengthen the health system of that country.

We work directly with local surgeons and their teams to create fully equipped Operating Rooms for children. Each Operating Rooms has over 3,000 items of equipment.

Our specialist team of architects and bio-medical engineers design each Operating Room based on the specific needs of the hospital and surgical team. Every Kids Operating Room includes our child-friendly designs of animals to provide a calm and reassuring environment for children. All medical equipment is tested, shipped and installed by local KidsOR teams then handed over to the hospitals, with training on how to use and ongoing bio-medical engineering support for the next three years.

I mentioned earlier that there are 11 countries in Africa with no dedicated paediatric surgeon. This is incredibly dangerous for countries like Burundi and South Sudan, where children make up more than 42% of the population. Currently in these countries when children require surgery, they must wait in hope of an adult surgeon with adult sized equipment who might be willing to operate or rely on infrequent surgical camps.

KidsOR works with surgical colleges to train surgeons in countries identified as having the greatest need. These trainees deliver urgent care in high-need locations from the day they begin, instantly increasing overstretched hospital capacity to offer transformative care for the children they serve. Furthermore, our training programme is creating Africa’s next generation of leaders in paediatric surgery. Once qualified, they will train paediatric surgeons for years to come, providing a legacy of sustainable care for the countries we work with.



Profile: Kakuma Refugee Camp

In June 2021, KidsOR installed the world's first children's Operating Room in a refugee camp in Kakuma, Kenya. The children's Operating Room is expected to care for up to 1,000 children every year led by Kenyan Paediatric surgeon Neema Kaseje. Alongside key partners

UNHCR, the International Refugee Council and funded by the Biltema Foundation the dedicated OR will also scale the paediatric surgical care in Kakuma through the training of junior doctors.

See a 90 second video of the difference surgery made for Jibril,



Situation Analysis Africa

Launched at the World Health Assembly in May 2020, Kids Operating Room in Africa 2030 strategy will increase capacity for essential and emergency surgery for children in Sub-Saharan Africa.

Following detailed consultation with partners including Ministries of Health, Surgical Colleges and front-line doctors, we have set out where each of these investments should be made to maximise their impact and achieve the greatest return on investment in terms of lives saved. We now have a unique understanding of how children's surgery should develop in sub-Saharan Africa to deliver the best return on investment.

Our model and ethos is to ensure that the local teams are equipped with the tools and skills required to provide sustainable local solutions. Our vision is for every child to have access to safe surgery when they need it. Our action plan details how that vision will become a reality for children across the continent.

Equal Access to Safe Surgery

Access to healthcare is a basic human right and surgery is an indivisible, indispensable part of any sustainable health care system. We believe in a world where every child has equal access to safe surgery, and we won't stop until we are no longer needed. You, reading this now, could be key to helping bring about that vision. I would be delighted to speak to you if you are interested in learning more. Please get in touch, garreth.wood@kidsor.org

www.kidsor.org/

@kidsoperatingroom

@kidsoperating

FACTS & FIGURES

Expected to enable at least

750,000 children

to access life-saving or life-changing care within the decade, our strategy will:

Invest in the installation of

120 dedicated Paediatric Operating Rooms,

each a local centre of excellence for children's surgery

Provide training scholarships to develop

100 new Paediatric Surgeons

Provide training scholarships to develop

100 new Paediatric Anaesthesia Providers

Driving Positive Impact at

Karingani Game Reserve



On behalf of the founding partners, Milton Group were appointed in 2017 to manage their investments in Karingani Game Reserve, a 371,000-acre protected wilderness zone in Mozambique. Milton Group has an integrated and enduring vision for Karingani to become a world-leader in sustainable conservation and a model for impact investment. The goal is to restore, enhance and maintain the natural ecological processes and biodiversity of Karingani through an effective and sustainable partnership between the Mozambican Government, private investors and participating communities with a focus on the circular economy providing long term economic sustainability.



Karingani Game Reserve is located in southwestern Mozambique at the junction of the Kruger National Park in South Africa and the Limpopo National Park in Mozambique, and forms part of the Greater Limpopo Transfrontier Conservation Area (GLTFCA). The GLTFCA is a hugely ambitious and game changing strategy to integrate these existing Mozambican, South African and Zimbabwean national parks with private game reserves into a contiguous, aligned conservation management zone where animals can traverse freely across vast protected areas.

Karingani's purpose is to utilise, exemplify and demonstrate the viability of world-leading investor-funded sustainable conservation practice in order to re-establish and preserve the presence of wilderness and wildlife, alongside thriving and like-minded communities in this vast and strategically important habitat, which, without careful, long-term stewardship, faces the stark risk of being lost forever. Karingani holds a 100-year vision to deliver a long-term conservation plan supported by a sustainable business model and integrated community partnerships for the purpose management and protection of Karingani's at-risk environment benefiting future generations.

Our aim remains to be the gold standard of reporting, data collection and analysis at Karingani, focused on measuring and quantifying the outcomes of our efforts, consistent valuation benchmarking for self-improvement, making a positive impact and creating long-term value through progression from analogue-based annual reporting to digital-based reporting. Karingani measures the key performance outcomes towards the property's planned restoration and ultimate vision in maintaining the current and future biodiversity and providing positive social impact within the neighbouring communities over the next two decades. This vision is being delivered as two distinct phases: **Phase 1 Ecological Restoration** and **Phase 2 Maintenance of Biodiversity and Sustainability**.

The Karingani Founders' program delivery



strategy is to invest through a holistic and integrated business model that delivers measurable conservation and community impact through a real estate and hospitality development model. The model is designed to unlock capital in the land by divesting equity interests to other like-minded partners who collectively seed fund the capital required to establish the reserve infrastructure and early-stage development program and generate revenue through hospitality development programme critically enables the reserve to operate a sustainable annual business from land and traversing right contributions made by the vested property stakeholders over the long term.



Land Rehabilitation & Ecological Restoration

Ecological Restoration, as a means of conserving biodiversity and improving human well-being, is now widely adopted globally, and complies with the One Planet framework that we use across our projects. This underpins why and how Karingani applies its best-practice management decisions towards the goals of restoration. Restoration is a long-term process that will be implemented using principles of adaptive management, whereby annual management plans are guided by a monitoring framework that evaluates the successes and failures of previous years' plans. The expectation is that the restoration phase for Karingani will span the next two decades; the period of time required to enable the land to become dynamically self-regulating, through intervention and management in the early years of this process.

Three predominant key performance indicators – Hydrological, Geomorphology and Soil integrity have been identified with significant overlap to the effect they play on each other and in turn to the restoration of Karingani landscape. Initial stages include digital mapping and analysis of remote sensing imagery to develop outlines of the key soil types, watershed catchments and associated drainage lines within Karingani. The subsequent stages will see building on these digital analyses with ground-truthing and refinement. A key focus for the restoration

of the land back to its natural processes is the removal and rehabilitation of past human habitation and land scarred by damaging agricultural practices.

Land rehabilitation and the ecological restoration of the natural systems of this 371,000-acre reserve is key to restoring it to a natural state of functions, prior to the damaging historical and modern-day effects of humans on the land. For Karingani, becoming a self-regulating and naturally thriving landscape is a consistent and core part of our vision for the future of the reserve.

Karingani's purpose is to utilise, exemplify and demonstrate the viability of world-leading investor-funded sustainable conservation practice



*A Karingani partnership
with the Cubo Community*

A Timeline for Positive Impact



April 2020

Sugar beans crop is planted mid-April under the pivot and being to sprout



June 2020

Trenches are dug and the piping is laid to install a drip irrigation system in preparation for growing tomatoes and maize



July 2020

The sugar bean crop is ready for harvest. Crops are hand organised into windrows to prep for machine harvesting



August 2020

In mid to end of August, the sugar bean crops are harvested producing a record high yield



November 2020

Tomato and cabbage crops mature and preparation for harvest begins



December 2020

The cabbage and tomato harvest continues, however a TUTA infestation in is discovered in the tomatoes impacting the crops harvest yields



May 2020

Sugar bean crop growing well. Prep begins for the drip irrigation system installation



July 2020

Sugar beans can be seen growing on the plants



August 2020

In early August, the land is prepped and poles are organised in preparation for planting tomatoes and cabbage. In mid August the first cabbage seedlings are planted.



August 2020

The first tomato seedlings are planted and continue to be planted until 17 November 2020



November 2020

At the end of November, the first tomatoes and cabbages are harvested



March 2021

Newly appointed farm manager, Johan Keys manages to combat the TUTA infestation and the tomato crops excels far past expected yield and continues to produce. The land is prepped for the upcoming sugar bean harvest





• OUTCOMES •

Community Partnerships & Development

The Karingani Founders are committed to achieving socio-economic uplift within local communities that are generationally sustainable. The investment model is focused on catalysing this social impact directly through employment and indirectly through the revenue income opportunities delivered through the development programme. Socio-economic uplift is planned to be achieved through education, healthcare, provision of clean drinking water, job creation, sustainable agriculture projects, training and skills development and entrepreneurship / small business development opportunities.

Our community constitution was developed with the local communities to foster a transparent partnership of trust and shared values. Community leadership and liaison remains a vital service and plays an integral part of the project in terms of the interaction with the members of surrounding communities, maintaining positive relationships, engaging through educational presentations, assisting with counter-poaching initiatives, developing partnerships and proven to be extremely committed towards the long-term vision of Karingani.

In 2019, the Kurhula Community Farm project was developed at Karingani upon a 35-acre piece of land with the aim to provide food security and income to the local Cubo community. The aim of this agriculture project is to provide food security, economic empowerment, and increase economic diversity whilst at the same time providing great in-job training and skills development in farming, planning, implementation, business management, agricultural development and routes to market. The farm is reaching successful crop targets with 37 tonnes of Sugar Beans and 1,550 tonnes of tomatoes harvested with a successful total crop value yield of \$303,010 during the reporting period 2019/20. Women's employment is a key focus of Karingani with 26 women seasonally employed on site to aid with Kurhula's harvests during the 2020 and 2021 harvests.

In 2020 and under a transparent partnership with the Cubo community, the 8 bed 4-star Xinghana Lodge was completed, owned 70% by Karingani and 30% by the Cubo community. Xinghana was named after the Shangaan word for 'friendship' to commemorate the friendship between Karingani and the

local Cubo community. There is a focus on employing locally to positively impact the local economy, transfer skills and grow a strong reliable workforce for future development projects at Karingani. A total of 37 semi-permanent jobs have been created during the construction period with 12 permanent jobs for tourism operations. The construction also identified key small businesses within the local community to support including a local concrete brick maker. With an emphasis on skills transfer, employees for the construction of Xinghana Lodge all received health and safety training, and a number of important skills trained by an experienced on-site foreman, including reading drawings and plans, brickwork, plumbing and roofing. Core construction teams were kept throughout the duration of the project to maintain continuity and ensure skills transfer through all construction phases, including a dedicated team of 10 workers from the Cubo Community. Through the Women in Construction (WIC) program implemented by the contractor in the second phase of the construction program, 6 labour positions were created for finishing tasks that included: cladding, swimming pool finishes, landscaping, touch up painting,

pathways and cleaning. This represented 12.5% of the total workforce and is part of Karingani's vision to provide female employment for local communities.

At present the staff compliment of Karingani comprises approximately 150 local Mozambicans across all the departments from maintenance to security. Over the last eight years, more than 150 local community members have undergone development and skills training in security and conservation to form the basis of the anti-poaching efforts of Karingani over this time period. It is predicted that during the hospitality development and infrastructure construction phase, Karingani will create in excess of 500 semi-permanent jobs over the next 10 years. Once in a stable state of commercial hospitality and estate management operations the reserve will potentially employ well over 1,000 local community members in permanent jobs. In addition to this, the accepted industry standards for tourism suggest an eight times multiplier for downstream job creation from the direct employment numbers. Downstream jobs and opportunities include security, logistics, catering, agriculture, crafts, skilled maintenance and related hospitality.

Ultimately the project partners want the community members to make the direct link

between their improved well-being and the existence of Karingani and its wildlife as a prime conservation area and tourism asset that they can depend on for future growth and prosperity. Critical to the success of the conservation management and anti-poaching work is to offer an alternative economic option to poaching and to educate the next generation to be responsible for conserving this asset as a source of independence.

Conservation and environmental education, and awareness if a key factor in mitigating human wildlife conflict, a critical issue. Through our field trips with children from local communities we aim to grow conservation awareness and knowledge, and create a new appreciation and value for wildlife and conservation for future generations. Prior to the restrictions of the pandemic, during the March 2019-20 reporting period, 117 children attended field trips in Karingani Game Reserve with great excitement. Environmental education remains a key factor in the long-term success of the reserve.

As part of Karingani's commitment to the increase of education amongst local communities the Karingani Higher-Education Sponsorship program was established. Two students are currently being supported through their university education with Eunice

Nyathi, daughter of Karingani Community Ambassador Jonas Mongoé and a youth of the Cubo community currently on the second year of her four-year diploma in Tourism at the University of Johannesburg sponsored by the Janse van Rensburg and Milton families. Eunice is expected to finish by 2023 and she will be a welcome addition to the Karingani tourism team. Joseph Cubai, is being financially supported with his informatics studies at the Eduard Mondlane University in Maputo. Also in his second year of a four-year qualification. During his study leave he also joins the Kurhula team part-time for valuable income and work experience and hopes to add his training and skills to the Karingani team when his studies are complete.

Community partnerships and development will remain critical to the success of the reserve with the importance of environmental education being a proven key factor in safeguarding the future of wildlife species and the provision of alternative economies due to increased economic diversity leading to a lack of reliance on jobs that rely on the illegal wildlife trade. Karingani's effects on socio-economic uplift is at the forefront of our operations and reporting and will determine the success of the reserve alongside our conservation and ecosystem successes.



Female employment

26

On site
2017/2018

30

On site
2018/2019

36

On site
2019/2020

36

On site
2020/2021

*Consistent with last year

Conservation

Karingani has the potential to be one of the most iconic game reserves in Africa. The natural attributes, diversity and quality of the terrestrial vegetation have a significant impact on the carrying capacity and thus the attractiveness as a safari destination. The game carrying capacity is estimated to be 39 kg/ha which is comparable to some of the best safari destinations in Africa such as Malilangwe Game Reserve in Zimbabwe and Grumeti Reserves in Tanzania.

Due to the scale of the property the ecosystem and habitats are very diverse. Typical Lowveld habitat types are well represented, in addition to large areas of rare vegetation type that has little protection outside of Karingani. This diversity will support a diverse suite of large mammal species. At present, the majority of larger game species that occur in the Kruger are also present in Karingani though at significantly lower densities, owing to the fact that the area has had little to no protection for the last 40 years. The porous existing Kruger fence along with the construction of our new eastern boundary fence and the protection afforded by the anti-poaching unit, has already resulted in a noticeable increase in Karingani's large mammal and bird numbers. With respect to large predators, all five namely; lion, leopard, cheetah, spotted hyena and wild dog occur naturally in the reserve. There is little doubt that significant populations of these species could be sustained in the reserve in the future, particularly once prey populations increase and the boundary with the Kruger National Park becomes more permeable to wildlife movement.

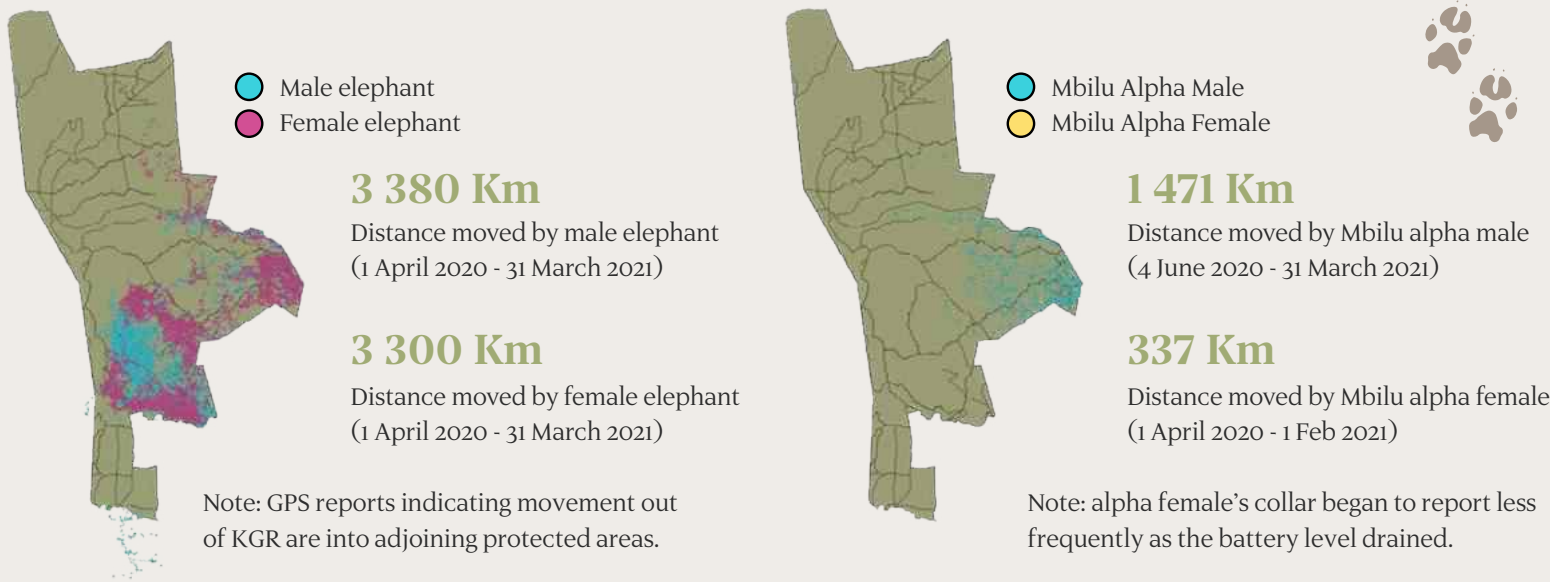
Annual game counts are undertaken by aerial survey to appraise our progress made. The quantity and diversity of game measured in these studies are significant and represent the positive impact of securing the boundary and conducting effective anti-poaching. All indications are that wildlife is naturally returning to the area with its new levels of protection and this trend will likely continue until populations begin to approach ecological carrying capacity.

Karingani is an ideal candidate to become one of the most successful and ecologically diverse game reserves across Africa and the positive impact and outcomes of our conservation efforts so far are evidence for the great potential the reserve has to fulfil this mission.



Facts & Figures – March 2020/21

Wildlife Movement Data



Carbon Stats

SECURITY



>76 tons Carbon production from 29 300 litres of diesel

>14 tons Carbon consumption from 5 340 litres of petrol

90 tons Total carbon dioxide emissions

-42 tons Decrease from 2019-2020

OPERATIONS



>214 tons Carbon production from 8 2270 litres of diesel

>21 tons Carbon consumption from 7 990 litres of petrol

234 tons Total carbon dioxide emissions

+9 tons Increase from 2019-2020

CONSERVATION



>2 tons Carbon production from 820 litres of diesel and petrol

2 tons Total carbon dioxide emissions

-6 tons Decrease from 2019-2020

LODGE AND TOURISM (SUNGULO)



>23 tons Carbon production from 8 700 litres of diesel and petrol

23 tons Total carbon dioxide emissions

-10 tons Decrease from 2019-2020

COMMUNITY (INTERNAL ALLOCATION)



>4 tons Carbon production from 1 490 litres of diesel and petrol

4 tons Total carbon dioxide emissions

-2 ton Decrease from 2019-2020

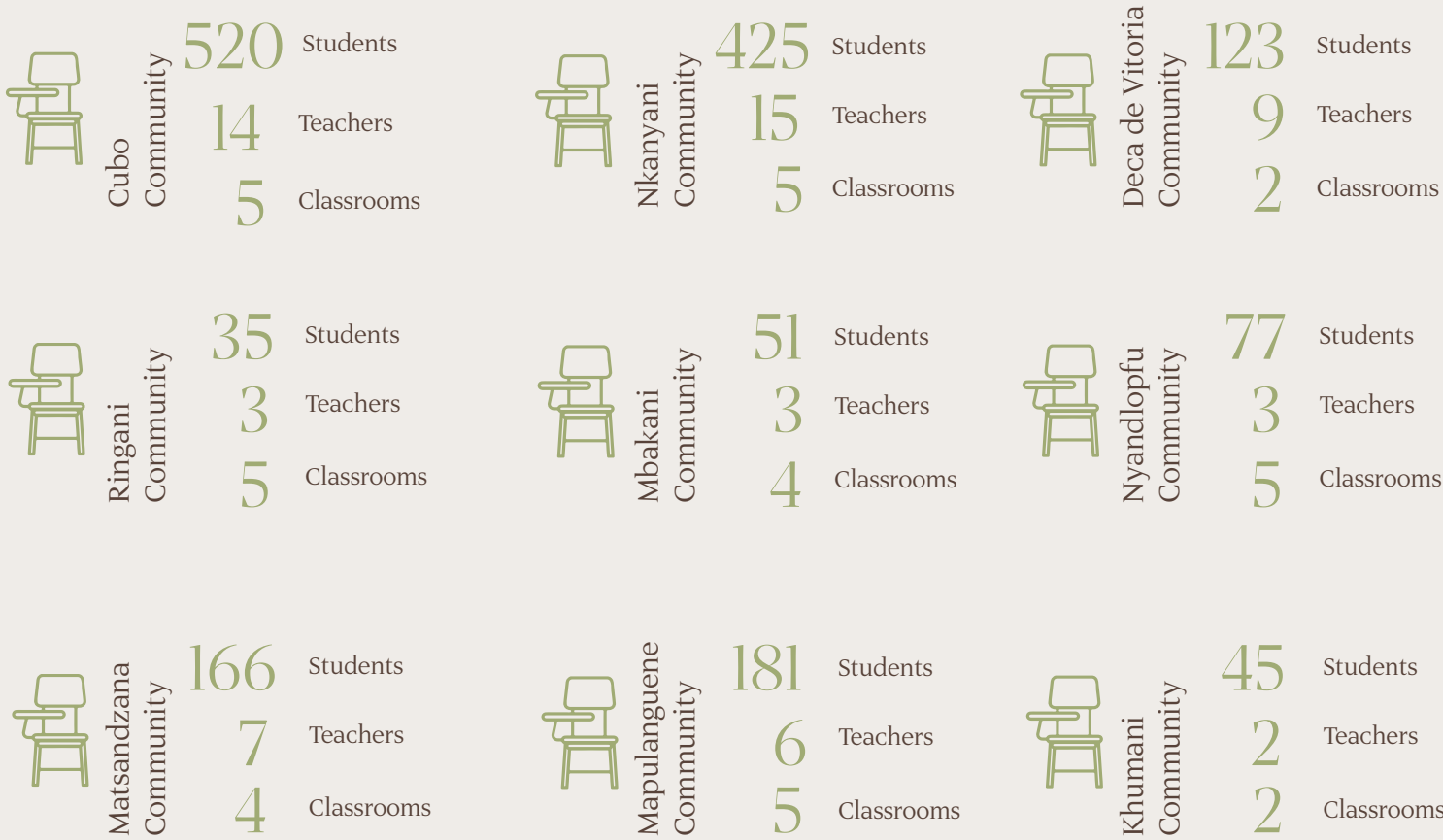
GRAND TOTAL CARBON EMISSIONS



351.81 tons Carbon dioxide emissions recorded during the report period

-50.84 tons Decrease from 2019-2020

School Enrollment



144 people

employed from 9 out of 10 of our immediate neighbouring communities, equating to 72% of the total staff count.

36 women

employed on site.

The success of Karingani will ensure that the long-term ecological function of the ecosystem is maintained and protected, whilst presenting new livelihood opportunities to local communities through the development of a functioning nature-based tourism economy. The headlines discussed above define the key steps being taken towards achieving Karingani's purpose and mission to become a model for holistic nature-based tourism – to generate real impact and make a difference to the land, wildlife and communities that live upon it.

“
Health is the state of complete
physical, mental, and social
well-being and not merely the
absence of disease or infirmity
”

The World Health Organization

Sustainable Design in the 21st Century

A Global Focus on Wellness

Jim Tinson, CEO and fellow board member at Hart Howerton, alongside our Founder, and Hart Howerton Managing Principal, Tim McCarthy, discuss the impact of Sustainable Design in the 21st Century with a Global Focus on Wellness. We are delighted to have two key industry thought leaders share the importance of sustainable design and the impact they are making on the built environment, thank you both.



In the age of climate change, designing for a sustainable future demands more than mitigating a building's impact on the environment. Addressing the challenges raised in COP26 — to comprehensively consider how we also adapt and regenerate — demands a whole system approach to shaping the built environment.

To maximize impact, design and development must also incorporate health and equity outcomes alongside more accepted “green” environmental objectives. To help guide that interdisciplinary thinking, architects, planners, and stakeholders can apply nine principles to create the latent conditions in the built environment that improve health outcomes, while also measuring the success of environments designed to improve the health and well-being of a community or individual.

Designing for a sustainable future must extend beyond today's status quo of environmental solutions to include and measure a building's impact on the individual. Sustainable design

of the 21st century extends beyond addressing the environmental footprint of development to now include and measure the impact of a building, community, or space on individual performance and productivity.

Through increased scientific evidence and public awareness, the development and design professions can increasingly expand a focus on global sustainability that improves health outcomes, while asking how to effectively measure such an ambition. But first, we must answer this question: what is the benefit of measuring it at all? For those who develop and design places rather than merely execute projects, it's important to understand whether there is a tangible ROI when focusing on community or individual health and well-being.

The answer is that indeed there is a significant ROI in taking this approach. Together, health, equity, and sustainability collectively support the broader ambitions of resilient development. This is why institutional investors, pension funds, family offices, and

real estate investment managers are hearing a chorus of consensus from various stakeholders to align health and equity outcomes with more accepted “green” environmental objectives when developing real estate.

Many global organizations and companies have acknowledged the World Health Organization's (WHO) description of climate change as “the biggest threat to health in the 21st century — it affects health and well-being...through worsening air quality, changes in the spread of infectious diseases, threats to food and water, and effects on mental health.” In responding to this broader definition of sustainability and resiliency, architects, planners, and designers must anticipate the role of the built environment in moving “sick care” (traditionally reactive medicine and healthcare) to “self-care” (proactive care for one's own health). The collective goal should be to align with the WHO's “One Health” approach to designing and developing, with the benefits for both people and planetary health in mind.

Before COVID-19, corporate wellness programs emphasized typical people-focused health and wellness perks — from fitness centers and massage services to meditation and mindfulness classes. Such programs were

considered a competitive advantage to attract and retain top-tier talent. But the pandemic has accelerated a trend: organizations worldwide are increasingly integrating not only wellness programs but healthy buildings into their

offerings. Those who invest in, develop, and design real assets must now also increasingly commit to adopting healthy environments to drive improved health outcomes.

Christie Park at Public Market Emeryville, Emeryville, California.

Nestled in between the Oakland-Berkeley corridor, the once-industrial city of Emeryville continues to lay new ground for growth and development in the wake of California’s bustling tech boom. At the forefront of this growth, and the center of the Emeryville Public Market redevelopment, lies Christie Park.

At 1.5 acres, the new park forms the center of a blossoming mixed-use district, whose original development plan was the first project to receive a LEED-ND Platinumrating. This village green is surrounded by multi-family residential development and serves as a primary open space for those residents.

The park’s main features are responsive to the local community’s involvement during the design process and represent an approach to “healthy living” found throughout the project.



Wellness Design Ascends

A quick search of “wellness design” on the internet yields scores of articles detailing how design can influence the health and well-being of the people who live and work in a particular space or place. An article in Architect: The Journal of the American Institute of Architects', calls designing for health and wellness “The Next Great Challenge.” Metropolis² magazine recently explained “How New Wellness Standards Are Reshaping Architecture.” The magazine pointed out that the WELL Building Standard — a new set of performance standards and metrics on health outcomes certified by the same body that administers LEED certifications — was released to address an ecosystem that has traditionally been overlooked: the human body and how the built environment affects it. The Architect’s

Newspaper³ also elaborates on the industry-altering effect of these changes, noting how “Wellness design is spreading across hospitality architecture and beyond.”

A major point echoed throughout these publications is that there is growing interest in, and evidence supporting, how our surroundings affect us physically and psychologically on levels that trend toward long-term health and wellness outcomes. While “wellness design” is a relatively new way to define a previously abstract idea — looking at achieving better health outcomes for residents and visitors through particular places and spaces — its origin is rooted in history that dates back to the late 19th century, when visionary architects and planners acknowledged that public health crises needed

to be addressed through the physical design of place and infrastructure.

This early recognition of the critical role behind the design of buildings and communities as a tool to improve health for those who lived and worked there is being mirrored today by forward-thinking leaders in architecture, urban planning, and related industries who are moving the conversation of sustainability to the next level. This growing 21st-century understanding about how design influences health and wellness began with a renewed focus on the health of communities. Heightened by the pandemic which created health-related needs for social distancing and safe private spaces, this recognition is now at the forefront of nearly every industry.

Designing for Healthy Living

At Hart Howerton, our team of planners, architects, landscape architects, and interior designers brings an interdisciplinary perspective to many of the world’s most sensitive environments, with a focus on determining how to create complete environments that celebrate a day in the life of a place. Honing in on people health, population health, and planetary health through design facilitates not only understanding the environmental effects of what our industry is building, but also sheds light on how the individuals and communities that experience these places are impacted by these designs.

This commitment drove our firm to partner with the University of Virginia’s (UVA) Center for Design and Health and to collaboratively establish a Healthy Living Initiative. This initiative quantified principles specific to the influence of physical space and place — from smart location and sustainable development to mixed uses and biophilia — on health outcomes. This has established a framework of nine basic tenets that are intrinsic components to designing sustainable

places for healthy living.

From research drawing on their network across medicine, business, and design, the Center for Design and Health at UVA confirmed the effectiveness and interrelationship of each design principle in facilitating healthier communities. With the pandemic accelerating interest in designing for healthy living, professionals in architecture, medicine, and real estate are increasingly seeking the best ways to break down their professional or academic silos and use health outcomes as influencers in creating physical environments. Designing for Healthy Living ultimately encapsulates a universal formula, measured through its core tenets, which is accessible in its approach and acts as a roadmap not just for our firm, but also for industry partners to continually innovate within the larger framework of sustainable design.

An increasing number of successful examples illustrate how our profession’s approach to the design of healthier places can happen in an integrated, holistic way, incorporating thought

leaders across diverse fields and backgrounds from healthcare and finance to developers and policy makers. Clients benefit from this extended brain trust and the access it offers to knowledge that binds market-researched design with avenues for improved long-term health and wellness in our buildings, neighborhoods, and communities. This access leads clients to a pivotal intersection at the helm of healthy living and its substantiated ROI.

Wellness-focused design has created a paradigm shift not only in how architects, landscape architects, and planners design and execute buildings and communities, but also in influencing requirements for real estate development. An increasing number of environmental and social governance policies are emerging, particularly for portfolio investors who invest in buildings that not only consider green standards, but now increasingly contemplate wellness standards for the people who occupy the buildings — for example, the Global Real Estate Benchmark (GRESB).

THE 9 PRINCIPLES OF HEALTHY LIVING

“Designing for Healthy Living,” a research initiative and collaboration between Hart Howerton and University of Virginia, identifies basic elements of design that optimize the quality of complete well-being for mind, body, and spirit in creating new environments. These elements are buildable components of a design that can be applied to any project with the same positive outcomes.

PRINCIPLE 1

Smart Location

PRINCIPLE 2

Integrate Nature

PRINCIPLE 3

Mix Uses

PRINCIPLE 4

Mix It Up

PRINCIPLE 5

Circulation Alternatives

PRINCIPLE 6

Pride of Place

PRINCIPLE 7

Provide Access to Healthy Foods

PRINCIPLE 8

Lifelong Learning

PRINCIPLE 9

Sustainable Development

Palmetto Bluff, set in a vast, protected maritime and pine forest, centers around a pedestrian-oriented village along the May River fashioned after the historic patterns of coastal towns of the Low Country.

Surrounded by rivers and wildlife preserves, the 18,000-acre barrier island's master plan was inspired by the majestic landscape and the relaxed

lifestyle characteristic of its location. The destination encompasses an extensive nature preserve, two picturesque villages featuring locally sourced dining options, a riverfront marina, a mix of housing options, and sports and recreation facilities.

3

The Role of Place and Space in Wellness

Urban designers of past generations played a critical role in helping rapidly growing cities overcome severe epidemics of infectious diseases, from tuberculosis and cholera to typhoid and yellow fever. Today's communities face an equally compelling health threat: the spread of chronic diseases like cancer, heart disease, Type-2 diabetes, and asthma. COVID-19, too, demands that buildings within those same communities lead the fight against acute respiratory illnesses, lead the fight to

improve health outcomes by improving indoor air quality for a global population that spends approximately 90% of time indoors. Below the surface and casting an even broader net are the psychological impacts of the built environment on community members and their long-term health and well-being.

Making changes to the built environment — changes that facilitate lifestyle shifts — are fundamental to addressing current health

challenges. Emerging research suggests that these types of design decisions, interventions, and strategies are a needed, and potentially transformative, approach to improving health and wellness person by person, as well as community-wide.

Located in the middle of San Francisco Bay, Yerba Buena Island is a naturally formed 158-acre island in a remarkably distinct setting beside the Bay Bridge. The landmark development sets a new standard for Bay Area living, merging nature, wellness, and community into daily urban life.

Homeowners will have unlimited access to 72-acres of parks and open green spaces, as well as five miles of trails that connect the

residences, private amenities, parks, and beachfront. The rugged terrain and unique topography of the naturally formed Yerba Buena Island create an unparalleled setting for daily well-being. Organized around three neighborhoods, 128-townhomes and 108-mid-rise units are carefully sited into the steep terrain of the site -- connecting residents to neighborhood stairs, trails, parks, and open spaces -- all linked by ferry to the financial center of San Francisco.

4

The ROI of Wellness Design

The bottom line is that there are very specific reasons why people enjoy particular places, and why people tend to naturally feel more comfortable in one space versus another. The nine principles of Healthy Living defined by Hart Howerton and UVA help bring a place to life, creating an ideal setting for health and wellness to flourish. Post-pandemic, a heightened firsthand awareness of why these ideals are important means a growing number of potential residents care about the principles behind wellness design, keeping health and wellness priorities top of mind as they seek sustainable communities and wellness-infused places to live and work.

Investing in building healthier is a win-win with a high ROI on both sides. As residents gain increased access to living and working opportunities that support their health and well-being, real estate developers in turn will benefit from residents' heightened motivation to live in — and invest in — healthy buildings and places.

When the designs of buildings and spaces incorporate the nine principles of Healthy Living to increase residents' and workers' sense of wellness, people feel better in them because they are better in them. These places stimulate human activity of mind and body in ways that encourage wellness and enable improved health outcomes. People enjoy greater well-being when the places where they live and spend time reflect exactly what they need for optimal health and happiness.



Set in Texas Hill Country, Miraval Austin is a luxury resort that captures the essence of a holistic wellness retreat. The resort's world-leading programming creates unique experiences that promote movement, contemplation, resiliency, and healthful intention.

A robust organic food program also introduces guests to sustainable food cultivation at Miraval's 10-acre organic farm that provides the resort's farm-to-table restaurant its unique diversity of plants and produce.

Sitting above the village of Aurora, The Spa at the Inns of Aurora draws inspiration from the area's agricultural roots and breathtaking views of Cayuga Lake. Composed of agricultural forms arranged to embrace scenic vistas, the building is surrounded by lavender fields that shelter guests who mindfully immerse themselves in history, food, and nature.

The contemporary architectural forms, with expansive windows and gracious halls, meaningfully integrate indoor-outdoor experiences allowing one's innate desire to connect with nature — biophilia — to enrich each guest's sensory wellness journey.

Reinforcing the design's commitment to health and well-being, the Spa is registered to pursue WELL Certification, the premier global

standard for advancing human health and well-being in buildings.



Applying the Principles of Healthy Living: Sustainability in Practice at Islas Secas Reserve & Lodge

Located off the coast of Panama, Islas Secas is a 14-island archipelago in the pristine ocean wilderness of the Gulf of Chiriquí. Working with Hart Howerton Board Member and collaborator Paul Milton of the Milton Group, Hart Howerton created a design that raised the bar on sustainable off-the-grid luxury. Reinforcing ownership’s commitment to conservation, each aspect of the sustainable master plan and vision for the infrastructure, landscape, and architecture complements a business plan audit and market positioning exercise rooted in the creation of a world-class, 5-star, sustainable resort destination. Islas Seas has also become a model for conservation-based tourism, where natural and social capital are an integral part of the business model, reinforcing the vision of creating a healthy and sustainable place.

With a defined 15-year investment plan to ensure positive EBITDA, Milton Group’s work involved the analysis of the existing operations, master planning, development programming, sustainable infrastructure concepts, and a market positioning strategy. Complementing the business plan, Hart Howerton’s design approach to building “light on the land” with sustainable infrastructure and the use of local building materials extended the resort’s commitment to environmentally responsible design beyond the teak and stone structure to include a solar array that powers the whole island and an organic farm that utilizes recycled water.

Working in collaboration with local artisans and craftspeople, including regional bamboo experts, the result was the creation

of a sustainable retreat that supports the education of visitors to this place while also creating economic opportunities that financially support the local economy. The strategy continues to be used as a model for how sensitively scaled development can be a catalyst for healthy, large-scale, sustainable development in one of the most environmentally sensitive habitats in the world.

The resort is built and operated with the health of people and the planet at its core, with measurable impact:

Built Environment

- 100% renewable energy, 100% recycled wastewater, and 100% recycled food waste.
- Solar power: delivers 90% of the overall power demand through a 1,424-module solar array and 1.5 MWh battery bank; building materials are primarily sustainable and local.
- Waste: plastics are being eliminated, and an organic farm makes use of recycled wastewater and composting.
- Constructed wetlands: treats the resort’s wastewater for reuse in flushing toilets, irrigation, and other nonpotable uses.
- Plant nursery: grows native plant species to support land remediation and an exotic species removal program, as well as supplying fruit for staff and guests.
- Oyster culture: has partnered with the Aquatic Resources Authority of Panama (ARAP) to research alternative income sources for coastal artisanal fisherman, while delivering important ecosystem

services such as nutrient regulation and water filtration.

Natural Capital

- Catalyst in regional marine maritime protectorate.
- Islas Secas Foundation supports land, water, and wildlife conservation.
- Extensive reforestation programs within archipelago.
- “Blue Mind” mental wellness benefits of biophilia.

Social Capital

- Local employment
- Local school children.
- Environmental education programs.

Jim Tinson, Partner & CEO, Hart Howerton; Member, ULI Sustainability Council & Tim McCarthy, Partner & Managing Principal, Hart Howerton; Chair, ULI Global Exchange Council; Board Member, Cornell University’s Institute for Healthy Futures

www.harthowerton.com

Full list of photo credits on back cover ① – ⑦

¹See https://www.architectmagazine.com/practice/designing-for-health-and-wellness-the-next-great-challenge_o

²See <https://metropolismag.com/viewpoints/architecture-wellness-standards/>

³See <https://www.archpaper.com/2017/05/wellness-design-hospitality-architecture/>

ISLAS SECAS RESERVE & LODGE CHIRIQUÍ, PANAMA



A Discussion with The South African College for Tourism



We are delighted to work closely with Peace Parks Foundation on matters of African conservation and thought leadership. Dr. Anton Rupert established the South African College for Tourism (SACT) in 2001 under the auspices of the Peace Parks Foundation with the purpose of providing education and training to economically empower young women living in rural communities in southern Africa. We invited Caroline Rupert, a member of the board of directors for Peace Parks, and Mariette Ferreira, the Executive Director at SACT, to discuss with us the history of the college and the impact the program has had on women's employment since inception.



TD: Can you tell us what lead to the opening of the SACT in 2001, and how it came to be what it is today?

SACT: Yes, SA College for Tourism (SACT) is a registered non-profit organisation and was established in 2001 by Dr. Anton Rupert under the auspices of the Peace Parks Foundation in partnership with the Rupert Family Foundations, international agencies and public donors. The College was founded as an instrument of capacity building and economic empowerment institution aimed at young, disadvantaged, rural women (demographically worst affected by unemployment).

Through its Hospitality Training Division which is linked to eco-tourism, the SACT has dedicated itself to the upliftment, promotion and upskilling of these young individuals.

At its essence the College remains committed to this initial vision. Although we do now admit men, we remain committed to the founding tenants of women’s empowerment

and employment. Over the past 20 years, SACT has graduated 1483 students, 97% of whom are women.

In addition to hospitality training, the college now offers tracker training through its Tracker Academy which was established in 2010, as well as eco-herding skills through its Herding Academy which was launched in 2017. Graduates are able to return to their communities as entrepreneurs with small tourism businesses, or to work as part of the local eco-tourism industry within or around conservation areas.

TD: What was the driving factor for establishing the college and how did Peace Parks Foundation come to be involved?

SACT: Alongside Nelson Mandela and HRH Prince Bernhard of the Netherlands, Dr Rupert founded Peace Parks Foundation in 1997 to designate large areas of land, spanning borders and governmental bodies, to be protected and conserved as peace parks.

One of the outcomes we identified for the establishment of transfrontier conservation areas (TFCAs) in southern Africa, was to create economically sustainable livelihoods for people living in or adjacent to these parks. We knew that tourism stimulates economic growth and job creation. In South Africa approximately 1 in every 20 people directly rely on the tourism industry for employment.

Our vision in opening SACT was to train women living in and adjacent to these parks to be employed in the hospitality industry. Thereby uplifting the individual, their families and their communities at large while simultaneously imparting the value of conservation within the tourism sector. Employing women who live in rural communities surrounding the TFCAs creates community “buy-in” for land and environmental conservation because the community gains its livelihoods from this land.

TD: What is the process for applications to the SACT and how does the college recruit potential future students?

SACT: Our hospitality training division has built relations over the years with community-based recruiters who selects candidates from rural and peri-urban areas for acceptance onto the hospitality training programme. We select candidates from an application process including submitting: a written application, a financial statement of need and a video of themselves describing why they want to attend SACT and what job they want in a guesthouse/hotel. SACT selects 70 applicants to attend the 11-month training programme at our Hospitality campus in the Eastern Cape town of Graaff-Reinet.

From 2022, an online application process will be available for students to apply. However, we do give priority to applicants from preferred areas as described above. We rely heavily on the recruiters to ensure that they interview and recruit candidate with the right attitude and aptitude for hospitality service training to ensure we can shape these candidates for employment in 5-star lodges.

Recruitment criteria include but is not limited to: Unemployed and unskilled youth between the ages of 18 and 34 with a focus on recruiting mostly women; hail from rural communities in

and around TFCAs; annual household income is below the assessed income limitation level, to enhance the employability and earning capacity of these women thus reducing levels of inequality and decreasing their government grant dependency.

TD: The SACT provides professional training to unemployed men and women from impoverished rural backgrounds. Can you tell us more about the type of training that the College provides and the curriculum?

SACT: Certification: SACT offers a 120 credit Certificate in Small Accommodation Establishment Operations (the certificate course) combined with four national hospitality skills development courses and a life skills course.

The certificate course is aligned to unit standards registered with the South African Qualifications Authority. This also applies to the four skills development courses which enjoy accreditation by the Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA). CATHSSETA

confers certificates on learners who have completed the skills development courses. These include Front of House Reception, Assistant Chef, Assistant Housekeeper and Table Attendant.

Depending on which specialisation stream is followed, students receive another certificate in either Professional Cookery, Food and Beverage Services and Bar Attending, Wellness Therapist Assistant or Laundry Assistant.

Facilities: Operational training facilities at the disposal of SACT include a fully equipped commercial kitchen, a state of the art demonstration kitchen and a training kitchen with 15 fully equipped work stations, a dining hall with a seating capacity of 180, a conference hall with a seating capacity of 200, a small restaurant and a small conference hall, each capable of seating 36 guests, a fully operational bar, a public reception area with bathroom facilities, a fully equipped reception or front office, five fully equipped en-suite guest rooms, laundry facilities and a computer laboratory with 16 work stations. Added to this is a fully equipped lecture room capable of seating 90 learners at desks.



In addition, SACT learners have access for training purposes to all operational areas of the Drostdy Hotel in Graaff-Reinet, a 5-star full-service boutique establishment which is operated as a wholly-owned subsidiary of the College.

Activities:

SACT training programmes encompass 30% theory and 70% operational or practical training,. Emphasis is placed on skills training to ensure students receive the most useful training in combination with the hours they spend in operational training at the Drostdy Hotel.

During the first semester (January to June) learners attend an HIV/AIDS Awareness and Prevention seminar facilitated by a government volunteer. The seminar is repeated during the second semester. Also during this time, the Department of Labour conducts a workshop covering topics such as career guidance, CV's, work ethics, labour law and the roles and responsibilities of both the employer and employee.

All learners attend a Financial Literacy (Business & Personal) seminar facilitated by volunteers from a local bank and a course in Income Tax (personal and corporate) and Value Added Tax offered by SARS officials. The latter course is repeated during the second semester with the view of assisting learners to register at the time with SARS for personal tax purposes.

Lessons throughout the course includes Life Skills module and other general subjects. The life skills module includes environmental awareness, personal development, workplace entry, workplace behaviour, workplace health and safety, proudly African and HIV/AIDS awareness and prevention. The schedule is adapted according to functions, public holidays, exams etc. Life skills are not only taught during formal classroom sessions but are incorporated with core module facilitation and at catering functions and events via practical “on the job” training. As part of their practical training, learners gain work experience at functions such as wedding, parties and conferences happening at at SACT or the Drostdy after hours or on weekends.

With the newly developed curriculum which includes four specialisation streams, learners are assessed based on Potential and Performance Evaluations (9-Box Performance Model). This is a three-way evaluation by the learner, trainer and the said model to identify students for each specialisation stream. This same model is adapted for year-end results to determine students for internship and employment placements based on their attitude, aptitude and performance.

Post-graduation:

SACT places on average 85% of its graduates in year-long paid internships at various establishments (funding dependent). This provides a safe environment for these

young graduates to hone their skills through mentorship and support from industry partners.

Graduates are earmarked for deployment (as per existing agreements with accommodation establishments and stakeholders) to Drostdy Hotel, SANParks, Thornybush Collection, Londolozi-, Samara- and Singita private game reserves, African Safari Lodge Foundation guest houses and Bergplaas Spirit of the Wild guest farm and various other guesthouses and restaurants.

Graduate Monitoring:

To measure the broader socio-economic impact of its programmes, SACT engages with its alumni using incentivised surveys and ongoing communication via its dedicated Facebook page and WhatsApp Groups. The results guide SACT's programme development to ensure beneficiaries receive relevant interventions to aid their socio-economic empowerment.

A recent social impact survey highlighted a need to strengthen the post-graduation deployment programme. The proposed solution was an online portal which provides linkages between alumni and the wider eco-tourism industry (within TFCAs) to access employment opportunities. To reach an even wider audience and higher deployment results, SACT developed a website which includes a graduate employment online marketing

system. This will act as a recruitment agent and medium between post-graduates and potential employment opportunities. After verification of credentials, learners' CVs will be uploaded to the system and marketed to hospitality establishments for recruitment.

TD: Could you tell us more about the addition of your new Wellness Therapy Assistant program?

SACT: One thing that sets SACT apart as a training institution is our close partnerships

with industry leaders in the hospitality sector. Luxurious treatments have become very popular as a service offering to guests during their stay and SACT grabbed the opportunity to include this as part of its specialisation training.

Upon developing the Wellness Therapy Assistant programme, it was envisioned that not all students will qualify or be interested in this field of work and it therefore was developed as part of the Front of House

candidates since it fits these candidates' profile best.

For establishments to have the combined skill set of both Front of House Reception and Wellness Therapist Assistant, makes employment of these candidates even more attractive.

The programme was launched in 2021 as a pilot programme which will become accredited as a Skills Programme from 2022 onwards. The top students graduating from this programme



“

There must be authenticity, there must be emotion and most of all there must be something that transcends.

”



will receive an opportunity as interns at the Drostdy Hotel to further hone their skills in both departments before deploying them to 5-star establishments.

TD: Since inception, the college has trained many women in hospitality services – can you tell us what some of them have gone on to do in their careers and how the college is focusing on women and girls’ empowerment?

SACT: Over the past 20 years, SACT has trained 1483 youth of which 97% were women between the ages of 18 and 34 years.

Statistics gathered by the formal graduate monitoring and tracking system operated by SACT indicate 87% of graduates are deployed into either internships or employment the year following their graduation. The success of the outcome mentioned above is very clear when taken into account that every one of the young women who join SACT annually is unskilled and unemployed. Empowering and upskilling women impacts their community at large. Training a rural woman in a vocational skill builds her competency while simultaneously impacting her children, extended family and village. Employing and increasing women’s earning capacity indirectly benefits an average of 5 more people.

TD: Since the opening of the SACT, there has also been the launch of the Tracker Academy and Herding Academy – can you tell us about the role of these institutions?

SACT: Tracker Academy (TA) was established in 2009 and is the only formally accredited tracker training institute in southern Africa that is training professional wildlife trackers for the conservation industry. Whilst there are others that evaluate trackers’ skills, TA stands alone in the training of the next generation of trackers to ensure that this ancient African art is never lost. Tracker Academy’s overarching mission is to ensure that indigenous knowledge has material value in modern conservation efforts.

The Academy trained nearly 200 professional trackers of which 90% (180) are formally employed in the conservation industry. Graduates are employed in anti-poaching units, animal monitoring organisation and in eco-tourism throughout southern Africa. Organisations where graduates have been employed include African Parks Network, Rhinos without Borders, SANParks, Wildlife, Wildlands Trust, Mpumalanga Parks & Tourism Agency, Cape Nature, Samara, Londolozi, Tswalu, Singita, Ulusaba, Thornybush, andBeyond, Wilderness Safaris and many others.

Furthermore, TA graduates have conducted ex-situ predator habituation projects in Brazil (jaguars), Chile (mountain lions), Rwanda (leopards) and Botswana (leopards) - proving that South Africa has valuable indigenous knowledge to export for the benefit of world conservation efforts.

The Herding Academy was launched in 2017 and is a holistic learning centre where the ancient skill of herding animals is being applied within a holistic decision-making framework to regenerate the landscape and bridge the socio-economic and cultural barriers that existed between humans and wildlife throughout southern Africa.

Through the Herding Academy, herding animals is brought to life by trained professionals and herders, using livestock to mimic the herd and migration effect of the once ancient wild herds roaming our ecosystems, regenerating rural livelihoods. The CATHSSETA accredited course provides practical, holistic insight to the land owner, the future student employee or on-site practical herding training to rural and communal stock farmers through our three different short courses.

The course outline focusses on teaching both theory and practice to address our ever changing environmental and social challenges.

The Herding Academy is centrally based in Eastern Cape, South Africa. Three training programmes on offer in Regenerative Land Management: Introductory Course, Executive Land Management Course and Professional Herder Course.

TD: Could you share with us a few key success stories for graduates of the program and the roles and areas that they are deployed to?

SACT: We are very proud that a number of our graduates have had great success upon graduation from the college and worked up through the ranks to key managerial/ administrative/culinary positions in their respective places of work. Below we share a few of our key success stories.

Our graduate from the class of 2014, Cynthia Tshambo successfully worked her way up through the ranks at Madikwe River Lodge from her position as Housekeeper to Acting General Manager. Zingisa Patso, also from the 2014 graduate class, began her career as a chef learning at the Drostdy Hotel, working her way up to Chef de Pastrie and is currently a Sous Chef at Kwandwe Private Game Reserve. Another 2014 graduate, Felicety May, is now a Commis Chef at Golden Gate National Park. From the graduate class of 2016, Thsepiso Thelingoane, began her career as an intern holding the position of Night Auditor/ Receptionist at Thornybush Game Lodge and is now working as Hospitality Programme Co-ordinator/Line Manager for the Good Work Foundation. Elzette Lamont graduated in 2019 and is currently focusing on growing her baking business that she began on the side after working as a Waitress and Assistant Chef. One of our successful 2020 graduates, Vuyo Mda, is now holding the role of Office Administrator at The Imibala Trust.

TD: Do you have partnerships with certain hospitality operators and game reserves for employment opportunities for graduates of



the program?

SACT: Yes, SACT has built partnerships over the years and has formalised many of these. Partners include but are not limited to: Drostdy Hotel, Thornybush Collection, Londolozi-Singita- and Samara Private Game Reserves, SANParks which includes various parks in most of the provinces of South Africa, Tembe Elephant Park, Bergplaas Reserve: Spirit of the Wild.

TD: Nature-based tourism is undeniably a key driver for socio-economic uplift, particularly in rural areas, what are the ways in which SACT has had a positive effect on this?

SACT: Hospitality, a vital component of ecotourism, has the highest employability within the sector. Furthermore, the significant

growth in tourism (pre-Covid 19) has seen a substantial increase in the creation of employment opportunities, overshadowing any other industry. This burgeoning sector requires skilled workers, especially women and youth, to cater for the growing demand in the hospitality industry. To meet this market demand, SACT developed a unique skills development programme for rural women and disadvantaged youth.

By supplying professionally trained hospitality workers and wildlife trackers who hail from rural communities in and around TFCAs, SACT is playing an active role in the improvement of livelihoods and conservation.

TD: Where do you see the tourism industry going post-pandemic and what is SACT

planning for in the future to adapt to these new market demands?

SACT: We see people wanting more nature-based experiences in wide open, outdoor spaces, which is why southern Africa is the ideal place for tourists to visit. We know having experiences that are deeper in meaning and understanding has become crucial for many tourists and we have prioritised teaching our students ways to adapt and see gaps in the market that they can fill, be it entrepreneurially or otherwise.

One thing we know is that training individuals to find employment, support themselves, their families, their villages and the greater economy is more critical than ever. Employment and financial independence are ways in which

we empower people to lead more fulfilling lives and contribute more meaningfully to their communities. This is what makes SACT's mission and vision relevant and more crucial than ever.

TD: If you are intending to grow, how do you intend to scale your positive influence and attract more students?

SACT: With funding received from an American-based donor, SACT had the opportunity to pilot a remote training model which saw training of a further 55 candidates in six different accredited skills programmes. This model makes use of registered consultant hospitality trainers and utilises hotels, restaurants and guesthouses as local training sites where these candidates are situated.

This model has proven to be cost-effective since each individual is trained in one specific accredited skills programme with very low overheads due to the training being conducted on-site at the various hospitality establishments. Many lessons were learnt including emphasis on recruiting the most suitable candidates for these programmes.

SACT therefore has the capacity to grow and increase its impact on more beneficiaries by scaling our model via off-site training offerings. The 11-month training programme conducted on campus in Graaff-Reinet can only accommodate a maximum of 90 students annually and is donor dependent. We have however reduced our recruitment to 70 candidates annually due to the Pandemic and to ensure that the market doesn't become over-

saturated with job seekers and not enough jobs to employ them. It is important to set the balance and pay attention to the demand of the market.

www.peaceparks.org/sact

 SACollegeForTourism



The Royal African Society 120 Years of Change



By Nick Westcott

Nick Westcott, the Director of The Royal African Society since 2017, kindly discusses below the impact the organisation has had on connections and people across the globe, reaching a network of more than one million people internationally. The Royal African Society is a membership organisation that provides opportunities for people to connect, celebrate and engage critically with a wide range of topics and ideas about Africa today – amplifying African voices and interests in academia, business, politics, the arts and education. We first met Nick in 2018 when RAS kindly agreed to co-sponsor with Milton Group and Tusk a Thought Leadership event on conservation at Buckingham Palace hosted by HRH The Duke of Cambridge. We hope Nick's story inspires and encourages our readership to engage and learn more about the work and impact The Royal African Society is having on communities today.

In 2021 the Royal African Society celebrated its 120th Anniversary. In those 120 years, Africa, Britain and the Society itself have changed dramatically. The Society has been both a mirror and a driver of those changes, and is now making a difference in ways unimagined by its founders.

The Society was inspired by Mary Kingsley, an extraordinary Victorian explorer whose two solo trips to West Africa in the 1890s – recorded in two best-selling books – caused a sensation. She died in South Africa in 1900 at the age of 38 and her friends founded The African Society, as it was originally known, in 1901 in her memory. What marked her out from other contemporary explorers was that she had little time for colonial officials or missionaries but a fascination with what Africans themselves

thought and how they saw the world. Africans played a significant part in the Society's founding and early years, providing funding, speaking at its meetings and writing in its journal.

But from 1914 to 1944 they disappear. The Society and its journal became part of Britain's imperial project, finding out about Africa to better rule and develop it. Only in the later 1940s did Africans re-enter the picture, this time as nationalists, arguing at the Society's meetings for more rapid change and ultimately for independence. The Society became a debating chamber for the politics and practice of decolonisation.

After independence, the Society grew more academic, focussed on explaining how the new nations of Africa were evolving, what drove

them, how they were governed and how they should develop. But from 2000 it changed again, to focus on providing a platform for African voices not only from Africa but in the UK and globally too.

My own story illustrates the shifting focus.

As a student in the 1970s I was fascinated with independent Africa. In 1976 I travelled overland from Nairobi to Cape Town with a small rucksack. My journey on foot, bus, car and train through countries only 15 years independent was a revelation. I met hostility nowhere (except from a few in South African – but my hair was a lot longer then), and was overwhelmed by the hospitality and generosity of so many who had so little to spare. I have never wasted water since. It awakened a love of Africa – particularly for some reason at



Young Poets at Africa Writes

dawn, arriving in any small town after a long overnight journey to a rejuvenating cup of tea by the roadside – which has never left me. The next five years were spent writing a thesis on Tanzanian history, before making a thirty-five year detour into diplomacy. Periodically this drew me back to Africa, to Dar es Salaam in the 1990s, West Africa in 2008-11 and then across the whole continent from a job at the European Union until 2017. Watching Africa's evolution over these decades taught me much about its countries, its people and, to be honest, the similarity of human nature and the diversity of human government.

Coming back to London and the Royal African Society at the end of 2017, I've been struck by the extent to which the lives and destinies of Britons and Africans have continued to be inextricably intertwined, but in different ways. With nearly two million people of African heritage living in the UK as British citizens, Africa has effectively become part of what Britain is. The Society reflects this, as British

society reflects it too.

Since 2000, the Society has grown out from its academic roots to embrace the interests of the growing African diaspora in the UK and provide a platform not only for people from academia, business and politics but also the cultural and educational spheres, and not only people from Africa but all people of African heritage wherever they live. Our mission is to promote Africa, but particularly by promoting and amplifying African voices wherever they are. And in this we are having growing impact.

Our respected academic journal, *African Affairs*, is still the top-rated journal globally for African studies, and increasingly incorporates research by African authors alongside that from western universities.

Since 2011 it has been augmented by the African Arguments website. This now reaches 1-2 million regular readers worldwide, half of them in Africa and a quarter in the UK, with up-to-the-minute analysis from African

academics, reporters and experts on current social, economic and political issues. Often these are pieces they might have difficulty publishing locally because of censorship or lack of independent outlets, so our platform is of real value in enabling free speech and facilitating independent research on the continent. Last year we also set up a training programme for young journalists, the African Arguments Fellowships, giving them the skills to improve their journalism and compete better in the global marketplace for African news, which is still heavily dominated by western agencies such as Reuters AP, AFP and the BBC.

But the greatest innovation has been on the cultural side. In 2011, the Society launched the first Film Africa festival, bringing the latest and best of African cinema to the UK for British audiences to enjoy. Africa has a rich cinematic tradition, and we bring works from North Africa and francophone countries as much as from anglophone ones to the festival. In 2020,



HRH Prince William at RAS event

the festival became hybrid, with a number of the films viewable online throughout the UK, thanks to the British Film Institute's BFI-Player. The following year, in 2012, our African literary festival, Africa Writes, was launched at the British Library with a keynote address from Chimamanda Ngozi Adichie, and has continued to bring new writing from Africa's flourishing literary scene and the African diaspora to a wider public. In particular, it aims to nurture young talent and provide it with the platform it deserves.

From this grew our education programme. Over the last five years we have experimented with new ways to bring African and diaspora literature and poetry into the classroom. In 2021 we ran a pioneer programme for 'Poetry in the primary classroom', bringing black poets into schools and encouraging children to explore this means of expression. It has been hugely popular and we plan this year to expand it beyond London to other parts of the country.

So we explore Africa, but in a very different

way from Mary Kingsley – though like her our aim is to listen to African voices and hear what they have to tell us, even when it is not necessarily what we want to hear. There have been lively discussions at some of our events this past year about the return of cultural property, including the Benin bronzes held in the British Museum, and about Rwanda, where some question President Kagame's political methods even if he delivers rapid economic development for the Rwandan people. We also provide a platform for visiting African leaders. In recent years we have hosted Presidents Akufo Addo of Ghana, Ellen Johnson Sirleaf of Liberia, Ouattara of Cote d'Ivoire, and most recently the newly-elected President of Zambia, Hakainde Hichilema.

The Royal African Society is a non-political membership charity. But that doesn't mean we don't campaign on issues that will make a real difference to the African community in Britain and Africa, or Britain's overall relations with Africa.

In 2018, we held a conference jointly with the London School of Hygiene and Tropical Medicine and Wellcome Institute on mental health in Africa, which showed that innovative methods for dealing with mental health issues there have much to teach the whole world. In September last year we organised another conference, in partnership this time with International Crisis Group and Africa Confidential, on 'Climate, Conflict and Demography in Africa'. The aim was to help amplify the African voice at COP26 in Glasgow by explaining how climate change was already exacerbating conflict in the Sahel and the Horn of Africa, and, with population growth, accelerating the degradation of the natural environment in many parts of Africa. Around a thousand people in three continents participated in the virtual event, and its conclusions were fed into COP26 and were, at least partly, reflected in the final outcome.

Our Royal Patron, Prince William, Duke of Cambridge, is also patron to the conservation charity Tusk and we have campaigned jointly with them to improve African governments



President Hichilema

ability to monitor habitat loss and develop better policies to deal with the pressure of human expansion. We were also delighted when one of our nominees for the 2021 Earthshot Prizes – the Pole Pole Foundation from the Democratic Republic of Congo – was chosen as a finalist. John Kahekwa, who established the Foundation, has set an outstanding example of how to do community-based conservation even in adverse conditions. The fact that both the gorillas the forest they live in are still there in Bukavu is a tribute to John's commitment, perseverance and leadership within the community.

In terms of having practical impact here in the UK, our work with Parliament in the UK is also crucial. Through our support to the All-Party Parliamentary Group for Africa, we researched and published a report in 2019 on the problems Africans face getting visas to visit the UK and how this could be remedied. Our hard evidence, illustrating that African were twice as likely to be refused a visa as visitors from any other continent, hit home.

Several of the recommendations are already being applied by the Home Office. In 2021 we have been working on another report, to be publish by the APPG shortly, on what children are taught about Africa and its relations with Britain in the school curriculum and how this can be improved. We need to get away from the traditional image of Africa as a poverty-stricken continent of mud huts and wild animals which, alas, is still all to prevalent, and help all children, whatever their heritage, recognise how Britain and Africa's histories have been tied together and how Africa is an integral part of modern Britain. Here too we focus on practical not polemical suggestions that will inspire action by all the bodies concerned.

All this we do with a permanent staff of eight. We rely heavily on our individual and corporate members, together with a very few benevolent individuals, to provide the resources that enable us to undertake these activities. The last two years of remote working, virtual events and no travel have



John Kahekwa

posed major challenges for the Society as for everyone else. But it has made our work all the more important, especially bringing to public attention the very real impact of Covid-19 on Africa and African communities. This story is far from over, and we need new members to join us so that the work can continue.

Anyone with any connection with or interest in Africa will find that the Royal African Society has something to offer. Having been around for 120 years so far, we are determined to continue making a difference, having an impact, for the next 120 – at least.

Dr Nick Westcott CMG
Director, Royal African Society

www.royalafricansociety.org
@royafrisoc

Singita Volcanoes National Park Featured at the Build Better Now Exhibition



**UN CLIMATE
CHANGE
CONFERENCE
UK 2021**
IN PARTNERSHIP WITH ITALY



The built environment has a central role to play in supporting the world's transition to a net zero carbon economy. Globally, buildings consume over a third of energy produced and are responsible for 38% of carbon emissions. Build Better Now consisted of a virtual exhibition highlighting the most sustainable building projects from around the world, as well as a thoughtfully curated calendar of events following daily themes of the official COP26 Presidency Programme.

Make Architects designed a sustainability focused 360° installation that acted as a centrepiece within the exhibition, 'The Fountain of Circular Recovery', which highlighted opportunities for recovery, reuse and recycling in the built environment to establish a truly circular economy.

Climate change has never been higher on the global public agenda and Build Better Now was curated to give the sector a strong voice within this internationally significant event, raising awareness and offering practical solutions for tackling the climate crisis.

Following the Open Call in June 2021, a rigorous

selection process was undertaken to find projects for the exhibition. A judging panel comprising industry leaders from across the world, with insight into the complexities of built environment sustainability issues on a regional and local level, selected projects that are making an immediate positive impact on the planet and people's lives.

As the owners representatives, developers, and master planners of Singita Kwitonda Lodge, Rwanda, Milton Group were delighted that it was included in the selection of 17 sustainable projects from around the world, to be featured in the Build Better Now exhibition at COP26, curated by the UK Green Building Council. Our partnership with the Rwanda Development Board was created to help attract sustainable nature-based tourism investment into Rwanda, so we're pleased this project has been honoured. Singita Volcanoes National Park rehabilitates a former agricultural site, rewilding the land and restoring the habitat of the critically endangered mountain gorilla to create a benchmark for sustainable conservation. This project demonstrates how a strong initial vision in partnership with the

government agency, and with buy-in from all project partners has resulted in a property where sustainable operations are a natural continuation of the spirit imbued during the construction process.

Some of the other projects selected alongside Singita Volcanoes National Park included a cultural centre in Sweden that will be one of the world's tallest timber buildings; a 100-hectare innovation district in Italy digitally mapped and powered by 100% renewable energy sources; and the largest new build energy-positive office building in Norway, which supplies surplus renewable energy to neighbouring buildings as well as powering electric buses.

The Build Better Now exhibition has provided a welcome source of inspiration and an aspirational yet achievable vision for the future, through examples that cover a range of innovative solutions that are having an immediate positive impact on the planet, and are both scalable and replicable.

www.virtualpavilion.co/singita-volcanoes-national-park



‘Changing Lanes’ with David Yarrow

Congratulations to David Yarrow, world-renowned photographer and conservationist, on his latest exhibition ‘Changing Lanes’ which was recently unveiled at the Maddox Gallery, London. The exhibition showcases a wide array of his work, from a selection of his most famed shots over the years featuring iconic figures such as Cindy Crawford, Cara Delevingne and David Gandy to his most recent works captured during the Covid-19 pandemic, many being heavily influenced

by classic cinematography, Old Hollywood, and the American Wild West.

A huge thanks to David Yarrow for his consistent commitment to wildlife conservation and raising awareness through various initiatives including our mutual partnership with the Rwanda Development Board, through which he is doing vital work to safeguard the endangered mountain gorillas of Volcanoes National Park.

A portion of the proceeds from the highlight of this exhibition, ‘CATWALK’, his latest image of an African lion inspired by the shows at Paris Fashion Week, are going to the Kevin Richardson Foundation to support their efforts towards the protection of the vulnerable African lion population that are facing threats from increasing levels of habitat loss and poaching.







The U.S. Tusk Lion Trail 2021



This past summer, the African Community & Conservation Foundation (ACCF) and Tusk raised \$1,000,000 on the U.S. Tusk Lion Trail, a global art installation in support of African people and conservation. ACCF and Tusk placed 12 life-sized lion sculptures onto the streets in iconic locations throughout The Hamptons in New York. The artworks were on display in The Hamptons for the public to enjoy through the end of August 2021. The Trail in The Hamptons was organized by ACCF in partnership with Tusk.

The population of African lions is estimated to have declined by as much as 50% over the last 25 years. There are now fewer wild lions left in the world than rhinos. Each sculpture highlighted the magnificence of lions, threats to their existence and the people and solutions working for their survival - raising awareness for conservation efforts across the world.

ACCF and Tusk teamed up with Curator Chris Westbrook who has brought together a spectacular array of talented artists from the world of art, design, film, theater, and comedy, to release a phenomenal Pride of Lion sculptures.

The installation encouraged visitors to follow the 'trails' via easy-to-use physical and digital maps, allowing them to 'collect' lions as they go. This fun, interactive experience was the perfect activity for families. Each lion sculpture has been generously sponsored by

an ACCF or Tusk supporter. Maps can be found at us.tuskliontrail.com. The Hamptons lion sculptures were designed or painted by the following talent.

1. John Banovich | King of Beasts | Wölffer Estate Vineyard / Sponsored by Rhonda Vetere
2. Roberto Dutesco | IAMWILD | Nova's Ark Project / Sponsored by Ninety One
3. Deborra-Lee Furness & Oscar Jackman | Ubuntu | Montauk Beach House / Sponsored by Evan Pollack
4. Elizabeth Jordan | Aslan | Montauk Beach House / Sponsored by Graylish LLC
5. Donna Karan & Xio Grossett | Past Present Future | Urban Zen / Sponsored by EarthX
6. LUVELLI | His Majesty | The Stephen Talkhouse / Sponsored by Deutsche Bank – With Kind Thanks to James Davies & Alex Giannou
7. Kevin McEvoy | Serengeti | Duck Walk Vineyard / Sponsored by The Todd Family
8. Paton Miller | Great Lion | Wölffer Estate Vineyard / Sponsored by EMSO Asset Management
9. Beth O'Donnell | Goldilocks | Southampton Arts Center / Sponsored by Sandi Young – Butterfly Effect

10. Jeremy Penn | Kitten Face | Duck Walk Vineyard / Sponsored by Dr. Taryn Marie Stejskal - Resilience Leadership Institute
11. William Quigley | It's Not Just a Lion | AB NY Gallery / Sponsored by Teneo
12. Dan Rizzie | Sinh | Amagansett Square / Sponsored by Alli McCartney – Alignment Partners at UBS Financial Services

DHL was the global lead partner for the Tusk Lion Trail, which is co-sponsored by ISPS Handa, Ubicquia, Inc., and The Padded Wagon are Premier sponsors for the U.S. Tusk Lion Trail. Other in-kind sponsors include Branded Visual Systems, Dan's Papers, Duck Walk Vineyards, Flexible Systems, Hamptons Magazine, Imagine Studios, Make Everything Workshop, Nova's Ark Project, The Purist, Urban Zen, and Wölffer Estate Vineyard.

Following the interactive sculpture exhibition, the unique works of art that were displayed across The Hamptons were auctioned at an event held in conjunction with ACCF at Wölffer Estate by leading global auction house Bonhams, on August 27th. Funds raised at the auction and through public donations went to support the work of ACCF, Tusk and our partners in protecting species and empowering communities across Africa.

More information about the event can be found here: <https://us.tuskliontrail.com>

and the Tusk Conservation Awards 2021



It was a great honour to attend 2021's Tusk Conservation Awards at the British Film Institute, presented by HRH The Duke of Cambridge, to celebrate the work of leading African conservationists. We continue to work together with Tusk on thought leadership initiatives focused on long-term conservation programs and ultimately promoting greater collaboration within our sector.

The Tusk Conservation Awards were established in 2013, in partnership with Ninety One, to showcase the incredible work of men and women, who are committed to protecting Africa's unique and rich biodiversity. All finalists not only receive grants to support their work, but also the international recognition they have earned, which further contributes to the development of their projects.

In the midst of the pandemic, the 2020 Awards took place virtually, so it was a joy to be able

to celebrate the immense achievements of the last year in person. We heard inspiring and moving stories about the work that each finalist undertakes on a daily basis to protect wildlife and communities on the frontline, for which they deserve a great amount of respect and recognition for their self-less and outstanding efforts.

The vulnerability of African conservation has never been more prominent due to the devastating impact of the pandemic. A lack of tourism coupled with economic devastation has led to a decrease in funding for conservation efforts and a sharp increase in poaching. It is also a time of huge global concern for the decline in the planet's biodiversity and the impact of climate change, so the sheer dedication and self-sacrifice of 2021's finalists is an inspiration, and speaks volumes to us all.

"If we keep destroying or removing the threads that make up the natural tapestry of life on Earth, it will simply begin to break down, exacerbating climate change still further."

- HRH the Duke of Cambridge

A huge congratulations to the winners and finalists; Caleb Ofori-Boateng and Rachel Ikemeh, finalists for the 'Tusk Award for Conservation in Africa', Julie Razafimanahaka, winner of the 'Tusk Award for Conservation in Africa', Suleiman Saidu, winner of the 'Tusk Wildlife Ranger Award' and Simson Uri-Khob, winner of the 'Prince William Award for Conservation in Africa'.

Finally, congratulations to Charlie Mayhew and his team for another splendid program.

<https://www.tuskawards.com/>

In Partnership with the Rwanda Development Board and David Yarrow



YARROW

MILTON

For five years, the Milton Group have worked alongside the Rwanda Development Board to address conservation threats through sustainable tourism development. Focusing on three key goals; to reduce the level of conflict between humans and wildlife; to increase the amount of natural habitat available to the park's mountain gorillas so that their numbers

can continue to grow; and to help support the local community's socio-economic uplift.

Over the course of the past year, we have partnered with Visit Rwanda and David Yarrow to support Rwanda in the national opportunity to attract sustainable tourism, through thought leadership, conservation awareness and

tourism branding programs. These initiatives are creating a compelling narrative around the gorillas that inhabit the Volcanoes National Park, and ultimately an emotional connection with Rwanda.

We are honoured to be helping make a difference through this exclusive partnership.



'The Thinker' by David Yarrow

Highlights & Headlines

Follow the links to read the full pieces.

 [themiltonpartnership](#)



The unprecedented and extreme climate events over the past few months signal that we have entered a new phase in climate change with collapse of earth systems, meaning that reducing carbon emissions is no longer enough...

The time to act is now. Please share this video with others, to help inspire a movement of change.

Together we can tackle the climate crisis head-on. #AdaptNow

[Read more >](#)



Paul Tudor Jones recently spoke to The Times about his conservation and humanitarian work across Africa, having fallen in love with the continent at an early age.

We've had the pleasure of working alongside Jones across numerous projects, from the Grumeti Game Reserve, Tanzania, to the Volcanoes National Park, Rwanda and Karingani Game reserve, Mozambique. By protecting and preserving over two million acres of land, and the communities that surround it, Jones is one of the largest philanthropists on the continent.

[Read more >](#)



Milton Group are investors and founding partners of OnePlanet. Recognising the need for an integrated approach to climate change, the OnePlanet Living principles® form a fundamental framework and base for all our projects.

[Read more >](#)

@milton_group



[instagram.com/milton_group](#)



Blog



Collaboration



Places



Projects



World-renowned photographer, David Yarrow, created these majestic sculptures alongside some key contributors, to be featured on the Tusk Lion Trail this month.

@davidyarrow partnered with the Kevin Richardson Foundation to create one of two lions. The second sculpture was sponsored by Genesis Imaging, who delicately wrapped both pieces with David Yarrow's iconic lion photographs. Artist, Eliot Haigh, painted the wonderfully detailed faces on the lions.

#TheLionsAreComing
#TuskLionTrail

[Read more >](#)



Today, on **#WorldGorillaDay**, we're celebrating the positive impact that @singita_Kwitonda Lodge, is having on securing the future recovery of the endangered mountain gorilla.

Over time, habitat encroachment as a result of the growing human population and political instability, has pushed this species to a precarious state – with just over 1,000 surviving in at-risk natural habitats.

#MiltonGroup

[Read more >](#)



It was a great honour to attend the Tusk Conservation Awards, presented by The Duke of Cambridge, to celebrate the work of leading African conservationists. We continue to work together with @tusk_org on thought leadership initiatives to make a difference. Congratulations to Charlie Mayhew and his team for another splendid program.

We heard incredibly inspiring and moving stories from the finalists and winners about the work they do to protect wildlife and communities on the frontline. The vulnerability of African conservation has never been more prominent due to the devastating impact of the pandemic

[Read more >](#)

“We are, after all, the greatest problem solvers to have ever existed on Earth... If working apart, we are a force powerful enough to destabilize our planet. Surely working together, we are powerful enough to save it.”

○ Sir David Attenborough, COP26.

We'd like to thank our contributors & partners for their valued input on The Difference Volume 4.

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