



CARE OF THE

# People

## GOALS

Maximise localised shared value opportunities through:

- 1 Economic benefit
- 2 Capacity building
- 3 Social service infrastructure

# Care of the People



People. So often the magic ingredient, and &Beyond is extremely fortunate to have a deep resource of willing, able and passionate staff who make a difference every day. This said, we also have incredible neighbouring communities who play a vital role in the sustainability of the reserves we operate in.

Integration between rural communities and conservation is key to the long-term success of any conservation endeavours. Watching developments over the last couple of years, strong initiatives across the group to drive positive engagement with local communities has been inspiring.

In Botswana, our lodge teams were quick to address a disconnection between two rural communities and the benefits to those communities coming out of the conservation area. Together with Africa Foundation, our long-standing community and conservation development partner, they actively engaged with these Okavango Delta communities and in these discussions identified their specific needs.

Today, these community members have a stable water source throughout the year following the installation of two boreholes; students are invited to apply for tertiary education bursaries; there are small business opportunities and the development of educational facilities.

In South America, our &Beyond Virá Virá lodge team, together with the generosity of a guest donor and local supplier, have completed a solar-driven rain water harvesting project that provides irrigation water year-round. The water is used to support a community tree nursery and reforestation project, and is also irrigating the community's organic garden.

We have had some great successes in the delivery of our Care of the People impact goals. Our drive for 50% of our lodge operational expenses to support local procurement initiatives has been largely successful, and influential in building the local economy linked to the conservation areas we operate in.

As a group, we have come very close to achieving our goal of 65% local staff employment at each lodge. An interesting dynamic that influences this statistic is the long-service legacy of our existing Kenya staff - this is great to see, but does restrict local new hirings. It is also heart-warming to see the strides made in the focus areas of training opportunities, education, healthcare and small business development.

The devastating impact of COVID-19 has been felt at all levels. It necessitated a new set of priorities to build the resilience of the vulnerable rural communities neighbouring our lodges. USD 511,934 was raised through our shareholders and Africa Foundation to support the six focus areas across our Africa operation, namely: clinic support; water access; food assistance; business support; school PPE and additional classrooms. A remarkable effort all round.

&Beyond chose not to retrench staff over this period, opting for a mixture of salary reductions and an element of furlough at 50% salary, with extended lodge closure periods and an element of local bookings.

In looking back, it is a culture of care that has connected our challenges and achievements, and this same culture of care that will take us forward.

**Tony Adams**

CONSERVATION & COMMUNITY IMPACT DIRECTOR





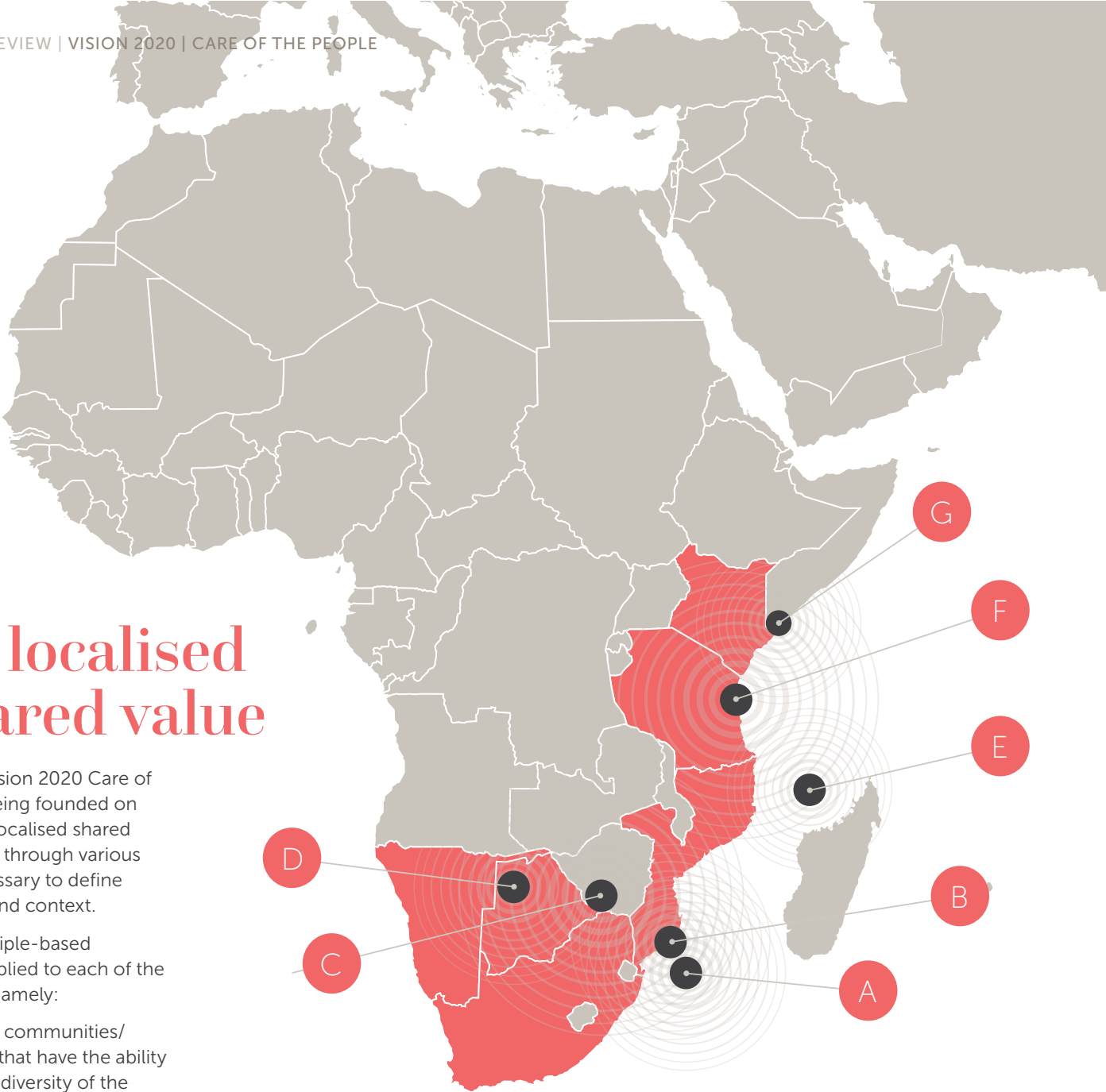


# Defining localised shared value

With each of our Vision 2020 Care of the People goals being founded on the maximising of localised shared value opportunities through various means, it was necessary to define 'local' in the &Beyond context.

The result is a principle-based definition that is applied to each of the &Beyond regions, namely:

"Local is defined by communities/settlements/towns that have the ability to influence the biodiversity of the areas we operate in."



- A

**SOUTH AFRICA – &BEYOND PHINDA PRIVATE GAME RESERVE (5 COMMUNITIES)**

Communities within a 50 km (31 mi.) radius of &Beyond Phinda Private Game Reserve and the town of Hluhluwe are defined as local.
- B

**SOUTH AFRICA – MPUMALANGA (23 COMMUNITIES)**

&Beyond Ngala Private Game Reserve (Kruger National Park), &Beyond Tengile River Lodge and &Beyond Kirkman’s Kamp (Sabi Sand Game Reserve): communities within a 50 km (31 mi.) radius of these areas, including the towns of Hazyview and Hoedspruit, are defined as local.
- C

**BOTSWANA (4 COMMUNITIES)**

We operate 5 lodges and camps in Botswana. Due to the low population density of the country, not only do human settlements have less impact on wildlife conservation areas, but our operations are further away from these human settlements; therefore local is defined as any place within Botswana’s borders.
- D

**NAMIBIA (2 COMMUNITIES)**

&Beyond Sossusvlei Desert Lodge: due to the low population density of Namibia, not only do human settlements have less impact on wildlife conservation areas, but our operations are further away from these communities; therefore local is defined as any place within Namibia’s borders.
- E

**INDIAN OCEAN ISLANDS: MOZAMBIQUE & ZANZIBAR (13 COMMUNITIES)**

The connection of 2 000 km (1 243 mi.) of Indian Ocean coastline between our Mozambique and Zanzibar Island lodges has created a unique opportunity to support a critical part of this fragile marine ecosystem. Communities along the coastline within 50 km (31 mi.) of our lodges in Zanzibar and Mozambique are defined as local.
- F

**TANZANIA (16 MAINLAND COMMUNITIES)**

Our 5 lodges operate in open systems managed by Tanzania National Parks (TANAPA). Local refers to communities surrounding the Northern Circuit National Parks (including the Serengeti) as well as Mwanza and Arusha, whose economic stability depends on the tourism revenue generated by wildlife tourism.
- G

**KENYA (10 COMMUNITIES)**

Local refers to the communities surrounding the Masai Mara National Reserve, including the Greater Mara ecosystem. Nairobi has not been included due to the distance and the lack of direct linkage to the Masai Mara and its related conservation areas.

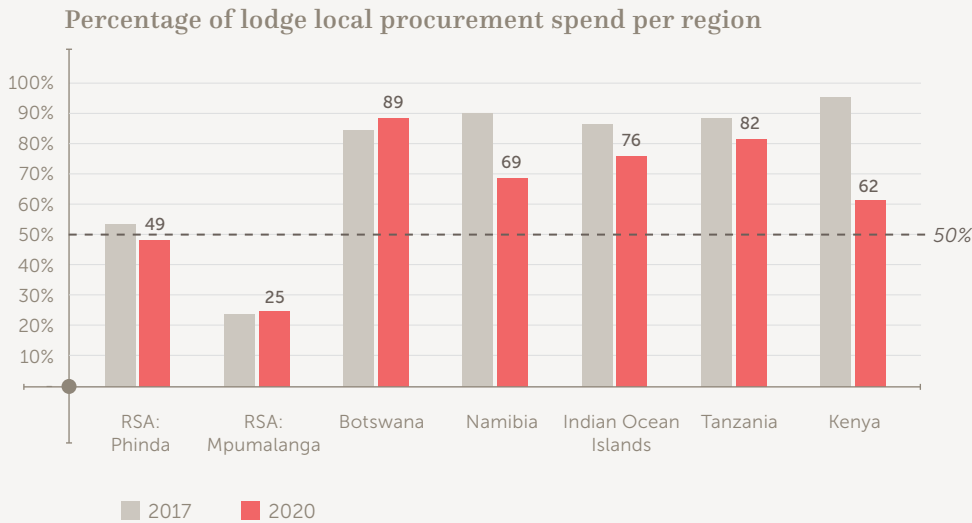
GOAL 1

Maximise our localised shared value opportunities through:

Economic benefit

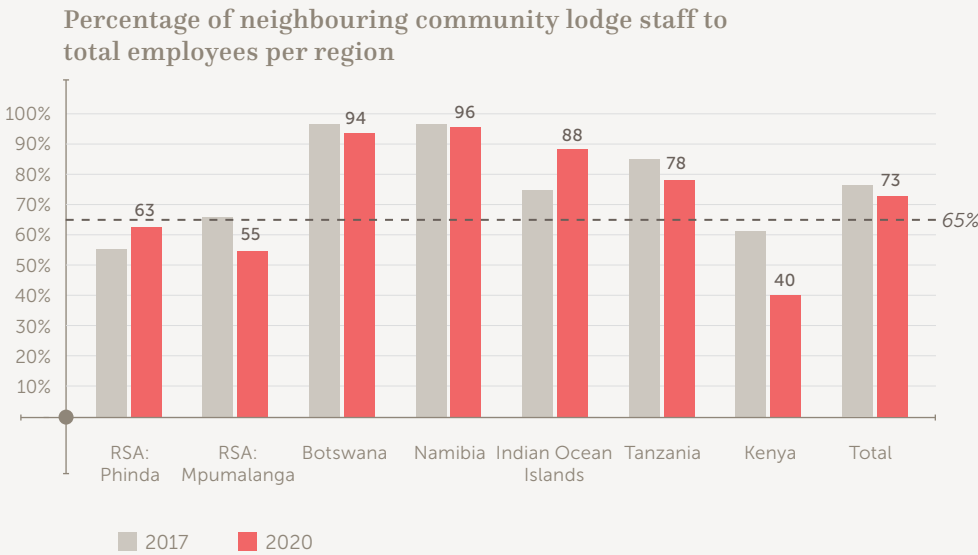
1.1 LOCAL PROCUREMENT

At least 50% of lodge operational expenses are sourced from small local business



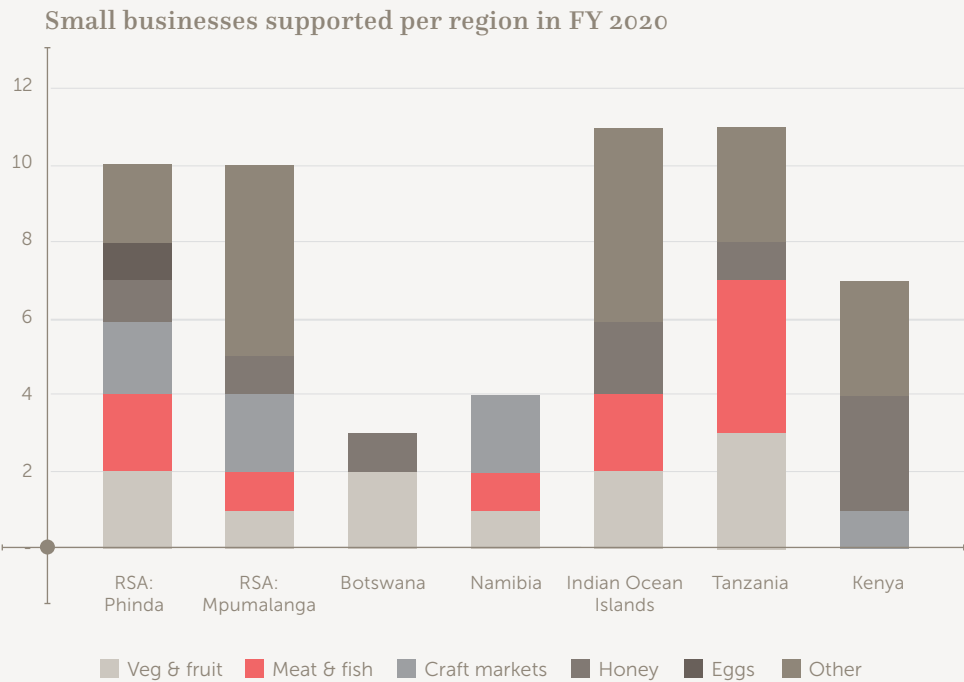
1.2 LOCAL EMPLOYMENT

At least 65% local



GOAL 1

1.3 CREATE / MAINTAIN 1 – 2 SMALL LOCAL BUSINESSES PER REGION



Job creation and increased income generation are at the heart of these small business development community projects.”



Learnings

**Definition of local:** when setting our Vision 2020 targets, we focused carefully on the definition of local based on the context of each region. For some, with high density populations close to the conservation area, we kept the radius of local too tight to be practical for the supply chain of those lodges. For our Vision 2030, we have redefined local so that the radius extends from the edge of the entire conservation area.

**Stronger metrics:** the % local procurement metric and number of small community businesses supported were solid foundational measurements that helped us focus on our supply chain; however looking forward, we need more specific economic metrics for small, community-owned and operated businesses.

**Aligned data systems:** extracting data to prepare the Impact Review each year was time consuming due to a range of varied systems across the group and resulted in inconsistencies specifically with our local procurement data. We are in the midst of rolling out new accounting software throughout our regions which will improve and facilitate the quality of our reporting.

**Africa Foundation:** our Care of the People goals depend strongly on our collaboration with Africa Foundation. In order to scale the economic opportunities generated for our communities we are working hard at integrating our teams at every touch point in the organisation to ensure that 1 + 1 = 10.

GOAL 2

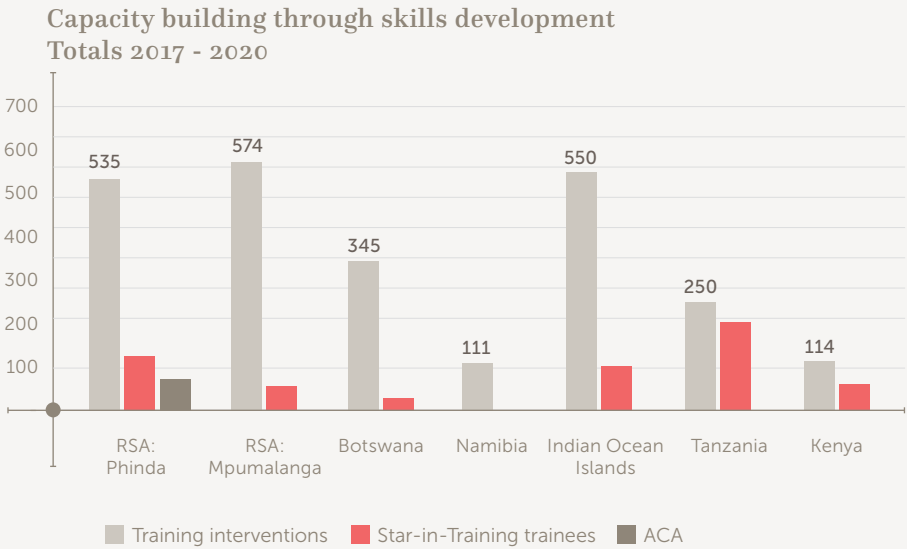
Maximise our localised shared value opportunities through:

Capacity building

Capacity building develops and strengthens community resources through the building of skills and further education.

2.1 COMMITMENT TO LOCAL SKILLS DEVELOPMENT

- Local community members' attendance in at least 3 skills development interventions per year, per country
- At least 5 Star-in-Training opportunities provided per country, per year



A total of

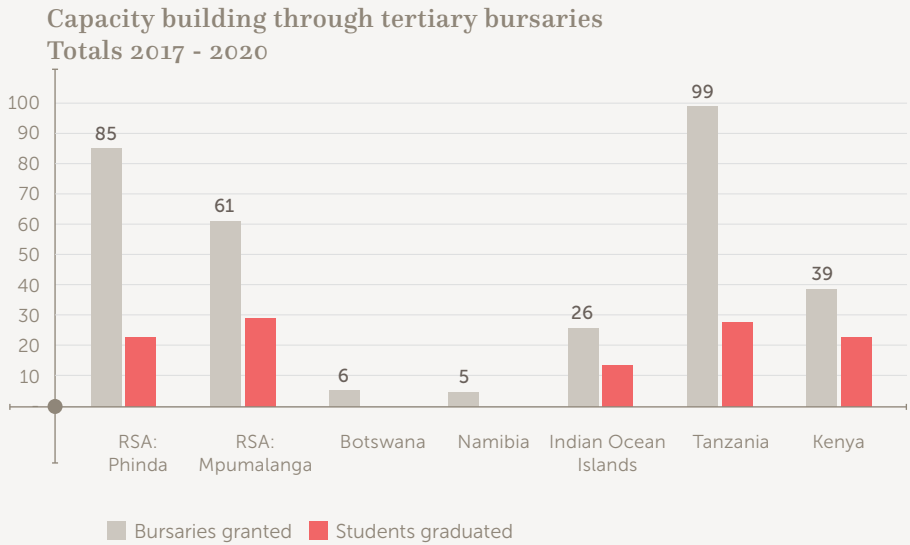
321

bursaries

were awarded to students across Africa from 2017 – 2020

2.2 FACILITATE FORMAL EDUCATION PROGRAMME PARTICIPATION

Through the Community Leaders Education Fund (CLEF), an Africa Foundation programme



GOAL 2

BUILDING CAPACITY THROUGH CLEF

Facilitating formal tertiary education opportunities through Africa Foundation’s Community Leaders Education Fund.

CLEF’s total impact from 1996 to date:

- 915 Bursaries awarded
- 604 CLEF students
- 533 CLEF graduates
- 62 Rural African communities
- 1<sup>st</sup> Postgraduate student

Aa Top Terms

**ACA:** Africa Foundation’s Artisans and Crafter Africa, job creation initiative, funded through Allan Gray Orbis Foundation Endowment: this skill-upliftment programme works closely with unemployed, or below minimum wage crafters and small business contractors

**Star-in-Training programme:** An 8Beyond lodge programme providing valuable on-site training and workplace experience for individuals from the local community that do not have the option of tertiary education. Hospitality skills include bartending, housekeeping, laundry and waitering

FY 1996 - 2020:  
More than  
**3.5**  
million ZAR  
invested in CLEF  
bursaries





GOAL 3

Maximise our localised shared value opportunities through:

- 3.1 3 STAR PROJECTS PER REGION ACROSS HEALTHCARE OR EDUCATION INFRASTRUCTURE AT ANY TIME
- A Star Project is a social infrastructure project identified by an &Beyond lodge for priority funding.

Africa Foundation works in consultation with community leadership to identify essential projects and areas of development.”



**BOTSWANA**  
**SEXAXA PRIMARY SCHOOL**

Before this project, Sexaxa village had no school. The building of the new school was broken up into phases based on available funds. Following on the completion of two classrooms, an ablution block, a kitchen and dining hall in 2017, fundraising was initiated for more classrooms.



**RSA: PHINDA**  
**ZAMANI CRÈCHE**

Fulfills a vital function as an Early Childhood Development Facility in the Mduku Community. Previous additions had enabled the crèche to separate infants from the older children. The growth of the crèche necessitated a separate kitchen and dining room, and outdoor play equipment.



**KENYA**  
**EMURUTOTO CLINIC**

In May 2019, the donor-funded Emurutoto Clinic and doctors’ accommodation were officially opened, transforming the lives of the neighbouring communities. A complementary project supporting the clinic with a filtered water supply from the nearby Emurutoto Water Pan was prioritised.

GOAL 3

Star Projects such as Kenya’s Emurutoto Clinic, Namibia’s Maltahöhe school feeding programme and the Benguerra Island Clinic played a fundamental role in supporting community resilience over the COVID-19 lockdown. ”



**NAMIBIA**  
**MALTAHÖHE SCHOOL PROJECT**

&Beyond Sossusvlei Desert Lodge started a school feeding programme at Maltahöhe’s P.A. Schmidt Primary School over 15 years ago. Initially the children received breakfast, but in 2017, a new project supported the construction of a kitchen and dining hall for a lunch time meal as well.



**INDIAN OCEAN ISLANDS**  
**BENGUERRA ISLAND CLINIC**

The completion of this clinic on Benguerra Island has spared local residents the 19 km (11.8 mi.) dhow boat travel to the mainland town of Vilanculos for general medical attention. With accommodation for just one doctor, additional on-site facilities were required for more personnel.



**TANZANIA**  
**MAYOKA PRIMARY SCHOOL**

This school in the Mayoka Community near Lake Manyara, has grown exponentially since it was established in 1973. In 2018, with pupil numbers over 550, there was an urgent need for an extra 12 ablution cubicles for a more hygienic environment and to ease the recess-time congestion.



**RSA: MPUMALANGA**  
**BOHLABELA CRAFT MARKET**

Situated outside the Kruger National Park’s Orpen Gate, this craft market officially opened in 2009. As part of an initiative to re-invigorate key craft centre businesses, this project supported renovations to the existing building, and improved the entrance and parking facilities.

GOAL 3

# Our community partners

Together with Africa Foundation, we were able to maximise shared value opportunities through a range of social service infrastructure developments:

AFRICA FOUNDATION

Since 1992, &Beyond and Africa Foundation, our conservation and community partner, have worked together to facilitate the community-led, socio-economic development of rural communities living in or close to our &Beyond operational areas.

INVESTMENT INTO SOCIAL INFRASTRUCTURE

AFRICA FOUNDATION IMPACT IN NUMBERS	TOTAL TO DATE	RSA: PHINDA	RSA: MPUMALANGA	BOTSWANA	NAMIBIA	INDIAN OCEAN ISLANDS	TANZANIA	KENYA
INCREASE IN LIFE EXPECTANCY								
Ablutions	48	14	-	4	-	16	83	14
Enviro Loos	294	63	231	-	-	-	-	-
Access to electricity	6	6	-	-	-	-	-	-
Clinic renovations	5	2	-	-	-	-	3	-
Ambulance	1	-	-	-	-	-	1	-
New clinic building	4	2	-	-	-	1	-	1
Medical staff accommodation	16	4	-	-	-	2	6	4
Home Based Care Centres (HBC) and Orphans & Vulnerable Children Centres (OVC)	11	5	4	-	-	-	2	-
Vegetable gardens (healthcare)	22	7	11	1	-	2	1	-
Water access sites	48	30	6	-	-	-	5	7
Boreholes	22	-	22	-	-	-	-	-
Hippo Water Rollers	4 764	689	3 823	-	-	80	140	32



GOAL 3

INVESTMENT INTO SOCIAL INFRASTRUCTURE

AFRICA FOUNDATION IMPACT IN NUMBERS		TOTAL TO DATE	RSA: PHINDA	RSA: MPUMALANGA	BOTSWANA	NAMIBIA	INDIAN OCEAN ISLANDS	TANZANIA	KENYA
QUANTITY OF EDUCATION									
Classrooms (new / renovated)		307	132	71	2	-	18	68	16
New school built		2	2	-	-	-	-	-	-
Dormitories		5	-	-	-	-	-	1	4
Dormitory beds and mattresses		160	-	-	-	-	-	160	-
School libraries and media centres		3	-	2	-	1	-	-	-
CLEF bursaries granted		915*	397	296	6	5	30	109	58
QUALITY OF EDUCATION									
Playground equipment		15	2	11	-	1	-	1	-
School equipment, desks		1 767	-	-	-	-	400	1 102	265
School kitchens / dining halls		38	9	17	1	1	-	8	2
Administration block / school offices		18	5	9	-	-	-	3	1
School fencing		12	9	2	-	-	1	-	-
Teachers' accommodation		32	13	-	-	-	2	15	2
PROSPERITY									
Small business development	Bakery	2	1	1	-	-	-	-	-
	Honey	8	-	-	-	-	-	3	5
	Craft markets	7	3	3	-	-	1	-	-
	Commercial farms	11	4	6	-	-	-	-	1
	Training centre	1	-	-	-	-	1	-	-
Job creation through projects		106	20	86	-	-	-	-	-
CONSERVATION									
Trees planted		500	-	-	-	-	-	500	-

\*14 CLEF bursaries preceded this period



Top Terms

- Social service infrastructure:** range of projects in collaboration with Africa Foundation across three key community development areas of education, healthcare and small business development

**Home Based Care Centre (HBC):** in many rural areas, clinic facilities are under-resourced. The home-based-care system provides at-home support and care to chronically ill, housebound patients as well as those affected by HIV
- Orphans and Vulnerable Children Centre (OVC):** a care centre run by volunteers offering orphaned and vulnerable children meals, support, counselling, homework assistance and a safe haven. The centre's carers also provide a link between social workers and medical practitioners

**Hippo Water Rollers:** these user-friendly drums have a stainless steel handle that enables the robust barrel to be pushed or pulled with ease over the roughest rural terrain. Each drum holds 90 litres (25 gallons) of water – the equivalent of several trips to community boreholes or taps with canisters or buckets

GOAL 3

# Africa Foundation

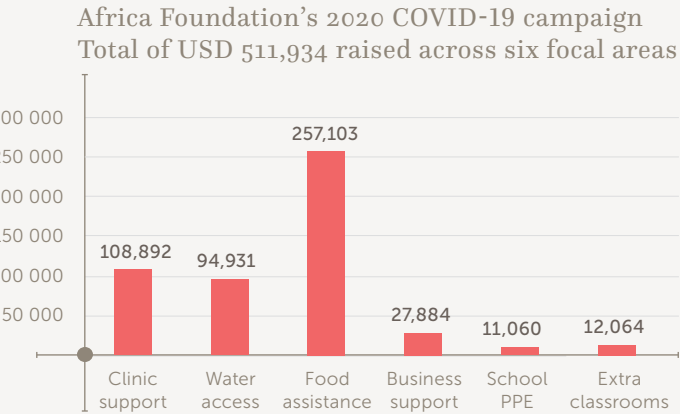
## COVID-19 CAMPAIGN

The COVID-19 pandemic made its way at warp speed across Africa, and with it deep stress fractures appeared in the resilience of those vulnerable rural communities surrounding our lodges.

For Africa Foundation (AF), this crisis necessitated a new set of six fundraising priorities to address these stress points:

- Clinic support
- Water access
- Food assistance
- Business support
- School PPE
- Additional classrooms

Thanks to the rapid response of 8Beyond, 8Beyond shareholders, the AF teams in SA, UK and USA and the generosity of donors, a total of USD 511,934 was raised in 2020 to support Africa Foundation's COVID-19 Africa Campaign.



### REGIONAL PROJECT HIGHLIGHTS



#### BOTSWANA WATER ACCESS

For the remote communities of Tsutsubega and Gogomoga, water challenges were a daily reality, with Delta channels shrinking to muddy pools during the dry season. The borehole projects identified before COVID-19 were fast-tracked to completion, providing a stable water source and community resilience.



#### RSA: PHINDA FOOD ASSISTANCE

In a collaboration with government authorities, community leaders, schools and crèches and 8Beyond staff, food parcels were delivered to those not eligible for government assistance, children-headed families, families with disabled members, and centres for Orphans and Vulnerable Children (OVC).



#### KENYA FOOD ASSISTANCE

The Maasai villages of Hard Rock, Olonana, Ilkinye and Enkutoto, situated close to the gate of the Masai Mara National Reserve, depend heavily on income from guest cultural tours as they have no available land for farming. 270 food parcels were distributed to 90 households (584 people).

GOAL 3

Africa Foundation’s COVID-19 achievements:

- 11 000 Villagers benefit from new Zanzibar clinic
- 7 134 Food parcels distributed in Southern Africa
- 1 300 Kenyan community members receive food support
- 5 040 Vegetable garden starter packs with food parcels donated
- 36 Schools and crèches across all regions supported
- 24 Rural clinics across all regions assisted
- 14 Boreholes repaired or drilled across all regions



NAMIBIA  
FOOD ASSISTANCE

Namibia’s Hardap district authorities requested support for the remote Uibis Community. Many members had lost their source of income, and access to supplies was restricted. 360 vulnerable households were identified, and three distributions of food parcels took place.



INDIAN OCEAN ISLANDS  
CLINIC SUPPORT

Against the backdrop of the COVID-19 pandemic, the Kigomani Clinic healthcare project was escalated to a priority. The ablution block was completed – the last official requirement for the opening of the new clinic – and 11 000 people had access to nearby medical care.



TANZANIA  
SCHOOL PPE

PPE and sanitising supplies were distributed to a number of Tanzanian primary and secondary rural schools to assist them with the government’s mandatory requirements for reopening. Each school received 100-litre water tanks with taps, antiseptic liquid, hand sanitiser, surgical masks and gloves.



RSA: MPUMALANGA  
BUSINESS SUPPORT

With no guest trade, the Ku-Humelala Craft Group, supported by Africa Foundation and Allan Gray, and trained by Global Gift Innovators, turned their talents to masks. Nine of these 15 women have had their husband’s income halved or cut completely, while six are single mothers, or sole bread winners.





ACHIEVEMENTS

73	Rural communities supported
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321	CLEF (Community Leaders Education Fund) bursaries awarded from 2017 to 2020
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2 479	Training interventions across our 8Beyond Africa operation
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73	Job creation initiatives through ACA* funded by Allan Gray Orbis Foundation Endowment
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587	Star-in-Training lodge trainees across our 8Beyond Africa operation
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56	Small businesses supported in 2020
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\*Africa Foundation's Artisans and Crafter Africa