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### ACRONYMS & ABBREVIATIONS

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<th>Acronym</th>
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<tbody>
<tr>
<td>ACT</td>
<td>African Conservation Tillage Network</td>
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<tr>
<td>AWF</td>
<td>African Wildlife Foundation</td>
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<tr>
<td>BATUK</td>
<td>British Army Training Unit Kenya</td>
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<tr>
<td>CBO</td>
<td>Community Based Organisation</td>
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<td>EWB</td>
<td>Engineers Without Borders</td>
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<td>GEF-SGP</td>
<td>Global Environment Facility Small Grants Programme</td>
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<td>GER®</td>
<td>Global Ecosphere Retreats</td>
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<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit</td>
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<td>GPST</td>
<td>Global Partnership for Sustainable Tourism</td>
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<td>GSTC</td>
<td>Global Sustainable Tourism Council</td>
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<td>ITB</td>
<td>Internationale Tourismus Boerse</td>
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<td>TAC</td>
<td>Technical Advisory Committee</td>
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<td>ITB</td>
<td>International Tourism Exchange</td>
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<td>LRAM</td>
<td>Long Run Alliance Member</td>
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<td>LRD</td>
<td>Long Run Destination</td>
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<td>LRI</td>
<td>Long Run Initiative</td>
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<td>LRS</td>
<td>Long Run Supporter</td>
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<td>LUC</td>
<td>Laikipia Unity Cup</td>
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<td>LULI</td>
<td>Laikipia Unity and Land Initiative</td>
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<td>LWF</td>
<td>Laikipia Wildlife Forum</td>
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<td>MYSA</td>
<td>Mathare Youth Sports Association</td>
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<td>RWH</td>
<td>Rain Water Harvesting</td>
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<td>SATUBO</td>
<td>Samburu Turkana Borana Beading Group</td>
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<td>STF</td>
<td>Street Football World</td>
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<td>TAC</td>
<td>Technical Advisory Committee</td>
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<td>TNC</td>
<td>The Nature Conservancy</td>
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<td>UNWTO</td>
<td>United Nations World Tourism Organisation</td>
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<td>WTTC</td>
<td>Tourism for Tomorrow Award</td>
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<td>ZSL</td>
<td>Zoological Society of London</td>
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INTRODUCTION

The vision of the Zeitz Foundation is of an ecosphere – our planet and all of its life-sustaining regions – maintained in the healthiest possible state, with the major contribution to that health coming from people making sustainable choices.

2012 was an exciting year for the Zeitz Foundation (ZF) as we began to witness the positive impact and results of our work. As a young organisation, much of our energy in the previous two years has been devoted to developing and refining our strategy and conceptual approaches, establishing organisational and implementation capacity, developing tools and methodologies, initiating innovative programmes and projects and building the profile and partnerships for the Foundation. Whilst we continued to consolidate and expand in these areas throughout 2012, it was also a year of results and real progress towards achieving our vision and mission at every level.

ZF delivers on its vision and mission through two programmes, the global Long Run Initiative (LRI) and the Laikipia Programme in Kenya. The Laikipia Programme centered in the Greater Segera area can be viewed as our ‘nursery’ in which innovative initiatives that encompass and represent the 4Cs – Conservation, Community, Culture and Commerce - approach to sustainability are nurtured and parented (see Fig. 1). When they approach maturity and show real signs of promise and potential, we share the lessons and experiences throughout the LRI network.

2012 witnessed very significant progress in our nursery in Laikipia, piloting new projects and approaches throughout the Greater Segera area and Laikipia, which has led to the expansion and consolidation of the Laikipia programme as a whole (see map 1). The result will be the launch in early 2013 of 3 significant new programmes throughout Laikipia that focus on Community, Culture and Conservation: the Laikipia Unity Programme (Culture and Community); the Laikipia Unity and Land Initiative (Conservation) and the Laikipia Cheetah and Wild dog Project (Conservation). Whilst each of these four programmes has a specific focus on a particular C, they all integrate and address all 4Cs.

In keeping with the ZF philosophy of collaboration, all these projects are implemented in collaboration with a range of appropriate and committed partner organisations. Our primary partners are the communities surrounding Segera and throughout Laikipia. Other key partners include Laikipia Wildlife Forum(LWF), Mathare Youth Sports Association(MYSA), PITCH_Africa, the Samuel Eto’o Private Foundation, Zoological Society of London (ZSL), The Nature Conservancy (TNC), African Wildlife Foundation (AWF), GEF Small Grants Programme, Wonderbags and Engineers Without Borders (EWB), to mention just a few. Effectively this allows us to share our ‘parenting’ of projects and programmes with a broad range of appropriate, experienced and committed institutions.

The second programme is the Long Run Initiative (LRI), which enables ZF to engage at the international scale in enhancing ecosystems management and promoting and building recognition and support for the 4Cs approach to sustainability. The LRI programme has gone from strength to strength throughout 2012 and new directions and priorities for the LRI were provided by the membership during our biennial LRDs meeting in Wanås, Sweden in 2012 and are highlighted in this report.

The two ZF programmes, Laikipia and the Long Run Initiative, are distinct yet closely linked initiatives and mutually reinforcing and combined together, provide ZF with a unique ability to meet its goals and objectives through a unique, effective and practical process of applied reciprocal learning at various scales from the local to global.

Highlights of the year included:
- Continued growth in the membership of the Long Run Initiative, including LRS, LRAMs and GER® certified LRDs and significant increase in demand and interest in its services;
- Convening of the second membership meeting for the Long Run Destinations in Wanås, Sweden;
- Further growth in the ZF network, profile and reputation as a leader in the field of applied approaches for sustainable development;
- The successful implementation of the second Laikipia and Beyond Unity Cup;
- Construction of Africa’s first WATERBANK school in collaboration with PITCH_Africa, an innovative and precedent setting design;
- A successful fundraising and awareness-raising event in London, in collaboration with the Zoological Society of London, at which ZF Ambassador Usain Bolt was the guest of honor and ZF Specialist Colin Jackson was MC.

The 2012 annual report focuses on the results and impacts of the Zeitz Foundations activities to date, illustrating what we have achieved so far, how and why.
SECTION 1 - LAIkipia Programme:
The Mission of the Zeitz Foundation Laikipia Programme is: ‘to work within Laikipia to develop and implement best practice examples of the 4C’s in operation which can be replicated and scaled-up throughout the global programme, contributing to ZF’s ability to realize its global vision and mission’.

The Zeitz Foundation’s Laikipia Programme is based upon the 4C’s approach to sustainable development developed and implemented by the Foundation through its international Long Run Initiative. All components of the programme incorporate Conservation, Community, Culture and Commerce in a holistic manner, although have a focus on one primary component.
1.1. COMMUNITY:

People matter; it is the right of every person to have their basic needs met and enhancing the well-being of communities is a fundamental obligation of all.

1.1.1. Strengthening Community:

In order to understand ZF work in Laikipia, it is necessary to have a little background information. Laikipia County is home to a multitude of people from different ethnic groups, social and economic backgrounds. Its inhabitants range from wealthy farmers with large landholdings, to marginalised pastoralist ‘squatters’ and small-scale farmers. The vast majority of people resident in Laikipia, and particularly around Segera, have moved into the area within the last 25 years and a multiplicity of different ethnic groups are present in any one village - many of whom have a history of struggle and conflict - ranging from the Samburu, Maasai, Turkana, Pokot, Kikuyu, Embu, Meru and those of European descent. Consequently, there is little sense of social cohesion or ‘community’ as it is generally defined - ‘a group of people that shares common values’. In order to effectively develop and deliver sustainable programmes, it has proved necessary to first develop strong inter and intra-community relationships that are built on mutual trust, respect and understanding - a community.

Developing effective and representative institutions and communications mechanisms where necessary and working with existing institutions and mechanism where they already exist is an integral component of building these relationships and understanding diverse needs and perspectives of the community of which we are a part. In part therefore ZF has had to work with our diverse neighbours in the immediate vicinity of Segera and throughout Laikipia in developing social cohesion, unity and a sense of ‘community’.

1.1.2. Developing Community Capacity:

Within the Greater Segera area, ZF has worked within our community developing, training and resourcing representative and accountable institutions, the Jirani na Mazingira Committees (JMCs) (see map 2). Previous years had seen the establishment and training of representative and accountable institutions around Segera, involving comprehensive needs and resource assessments with representatives of all our 6,000 immediate community neighbours. In 2012, ZF, at the request of these institutions, facilitated the registration of these committees into legally recognised Community Based Organisations (CBOs) and developed comprehensive proposals with each of them, based on their own resource use and needs assessments.

These proposals were submitted to GEF Small Grants Programme and each CBO has successfully received funding for a coordinated range of projects that will empower these communities and bring about improved livelihoods and sustainable ecosystems management in line with the 4Cs. Perhaps as important in the long run as the projects and activities themselves, is that such an approach ensures that a diverse group of people, with different interests, livelihood and ethnicities come to recognise themselves as a ‘community’, willing to work together for the greater good of all, and with their own resources and improved management capacities which empower them to do this.

Projects that our community are now engaging with for the first time in 2012 include rainwater harvesting activities to improve access to reliable and hygienic water sources; conservation agriculture to improve nutritional standards and provide cash incomes; beekeeping and beadwork to generate sustainable incomes which are built upon traditional cultural practises; and alternative sustainable energy sources to decrease wood and charcoal use.
ZF provides technical advise, management support and capacity training for all these projects, and where appropriate facilitates the development of working relationships between our community and external agencies to provide further technical and/or financial support direct to the community itself.

For example, arising from the Resource Use Assessment exercise carried out in Sukutan and which identified water as one of the key areas for the communities, ZF facilitated Engineers without Borders (EWB) – USA, to carry out a feasibility study on the options for Sukutan community. Two visits by EWB were made to Sukutan and they have prepared a report and fundraised for the appropriate and sustainable interventions, drilling of a shallow well that will address a large percentage of the household water needs and also through household roof water catchment using an innovative design that incorporates the traditional Samburu building style.

All ZF staff in Laikipia are drawn from our immediate surrounding communities and developing their capacity is an immediate contribution to our community efforts and is an integral component of building local leadership for sustainability.

In 2012 three of our staff were registered for Diplomas in a Community Projects Planning and Management course. This training will equip our staff with skills in programme delivery in our expanded outreach in 2013. Three staff will graduate from this self-paced course in August 2013. (In Box 1, James Lempur, a beneficiary, describes his experiences with ZF in his own words.)

Our environmental education officer also undertook a one-week field training with Laikipia Wildlife Forum and was trained as a trainer of trainees with focus on helping teachers in the schools where we have Eco clubs integrate environmental education into the normal school curriculum.

Other capacity building activities for our neighbours include Preliminary Reporting and Management training for the members of two CBOs, which had applied for and were given funding by GEF SGP in Embu and Nanyuki before the funds were released in September 2012. Project launches were then done in October and their activities commenced.

A capacity building training exercise had been carried out in Sukutan and through the CBO, three women groups in the area have been registered with the Ministry of Social Services. A look and learn visit by community leaders to community conservancies in the north of Kenya was undertaken and additional look and learn activities planned for early 2013.

### 1.1.3. Education and Schools Support:

Enhancing and further developing local leadership is an integral component of building a sustainable future. In this respect our children are our collective future and their education is of fundamental significance not just to them as individuals but also to the community as a whole.

To this end ZF introduced a bursary scheme for children from our neighbouring primary schools to enable them to move on to secondary school. The bursary scheme assists bright students from poor families to grow into resourceful and socially productive adults. In 2012, ZF supported 15 students through secondary education. The aim is to raise this number to 40 students by 2015. This scheme is reliant on the generous support of individual sponsors for these children and our thanks goes to all those who are already sponsoring children through ZF.
Worthy of special mention here is Hazelgrove School in the UK, whose students, parents and teachers have organised a series of fundraisers with the proceeds going to support two of the children in the bursary scheme. (Box 2 below shows an excerpt from a letter from one of our children explaining why this has been important to him.)

Support to our local schools has seen the rewarding of incentives (learning materials and solar lamps) to top performing students and teachers in schools throughout Greater Segera. Providing such support is essential to building the self-esteem of the teachers and pupils at these schools. We would also like to acknowledge and thank Dame Vivienne Westwood - patron of the Uaso Nyiro Primary school and Zeitz Foundation Community Ambassador - for her on going support in building a school library and donating a full set of curriculum books to all children in the school.

Perhaps our most notable 2012 achievement in relation to schools has been the construction of Africa’s first ever WATERBANK school. This innovative new design (see Fig. 2 below), developed by our collaborating partner PITCH_Africa and funded by Guernsey Overseas Aid, addresses not only a schools infrastructural requirements but also its water needs and is a major breakthrough in school and institutional design which has ramifications for construction in semi-arid areas throughout Africa. In addition to 4 full-sized indoor/outdoor classrooms, the WATERBANK School also includes protected vegetable gardens for the children, 4 teacher’s rooms, community spaces and workshop, a courtyard theatre and a 150,000 litre water reservoir with integrated water filtration. The workshop spaces can be used for health projects and other local initiatives that strengthen the school and local community. Most importantly all this is provided at the same cost as a standard linear floor classroom block, a major achievement which will ensure that this design is adopted in schools throughout Kenya and elsewhere.
Approximately 80% of diseases in Laikipia are caused by polluted water and the main reasons for students’ classroom absence are related to drinking contaminated water. This school will not only have enormous effect on the health of the 700 students, but subsequently on their performance in school. In addition to clean drinking water, the school will also contain a self-sustained vegetable garden. The introduction of vegetables in the school diet will have significant nutritional value for the children.

The new school buildings were officially opened in a colourful ceremony attended by some 2,000 members of our community and representatives of PITCH_Africa, Segera Ranch, Guernsey Overseas Aid and the Chairman and Founder of ZF in November. Plans are well advanced, as discussed below, to expand this unique design throughout Laikipia, beginning with the construction of the Samuel Eto’o Laikipia Unity Football Academy and Community Environmental Resource Centre in 2013.

**Uaso Nyiro School buildings**

Former Uaso Nyiro School buildings

The new WATERBANK School
1.2. CONSERVATION:

Biodiversity is life. Conservation is safeguarding this biodiversity and the integrity of the ecosystem services it provides which support global needs.

The promotion of conservation and sustainable ecosystems management in Laikipia is interwoven and fundamental to all aspects of the Zeitz Foundation Laikipia Programme and international activities. However, certain programmes have conservation as their main objectives, whilst also ensuring that other C’s are integrated to maintain a holistic balance.

1.2.1. Conservation Management on Segera Retreat

ZF and Segera management in 2010 developed a Conservation Management Strategy and ZF was primarily responsible for its implementation throughout 2011. In 2012 Segera appointed new management and all activities (with the exception of the Patas Monkey Project) that related to conservation within the Segera Retreat were handed over to Segera management. ZF’s final input in this regard was the preparation and submission of the ‘Segera Ecological Factsheet’ for Segera and Wilderness Safari’s in February 2012. Since then, all conservation activities undertaken by ZF have focused on Laikipia District, with a particular geographic focus on those area adjacent to Segera Retreat (the Greater Segera area).

1.2.2. Laikipa Unity and Land Initiative (LULI):

ZF has been providing technical and facilitation advice to the Laikipia Local Government since 2010 relating to the ‘contested lands’ of Laikipia. This input has resulted in the launch of a new programme in 2013 in partnership with The Nature Conservancy (TNC) and Africa Wildlife Foundation (AWF). This long-term programme aims to address what is arguably the most pressing social, economic and environmental issue facing Laikipia; that of the fate of the one third of the County (230,000 acres) that is comprised of ‘contested land’ (see map 3 below) and the tens of thousands of people who inhabit them.

The Laikipia Unity and Land Initiative (LULI) evolved from the earlier engagement between ZF and the Government of Kenya through the District Commissioner’s and the Member of Parliament’s offices on how to resolve longstanding land tenure and land use planning issues in Laikipia County. In 2012 ZF actively reached out to other partners to move the process forward, forming a Technical Advisory Committee (TAC), under the auspices of the local government led Steering Committee, to guide the next steps. Members of the TAC include The Nature Conservancy, African Wildlife Foundation, Maliasili Initiatives, Mpala Wildlife Research Centre and Laikipia Wildlife Forum (LWF), chaired by ZF.

Under the TAC, a research team was assembled in 2012 comprising of a natural resource economist, a land rights lawyer, social scientists and ZF’s Laikipia staff with the brief to undertake a land use options study that can advise on the available options and the next stage of resolving the “contested lands” problem. The team undertook field work between May and October 2012 and a comprehensive report was finalized in December 2012.

The objective of LULI is to bring about a new dispensation that results in the lands being managed as larger and more ecologically sustainable and economically and socially viable units. This new system will foster enhanced wildlife and ecosystem services, as well as improve socio-economic

Map 3: The ‘contested lands’ in Laikipia
outcomes. LULI stands to make a useful contribution in thinking about how best to address Kenya’s deeply rooted land problems that have been a key factor in the country’s recurring outbreaks of violence and ethnic tension. The Initiative also stands to help bring about improved outcomes for both the people and the wildlife/wildlands of Laikipia, whilst introducing innovative new financing mechanisms for conservation.

As a result of this study TNC, AWF and ZF are commencing implementation of a pilot initiative in Sukutan in early 2013 aimed at developing methodologies and innovative financing mechanisms to serve as a model for the other areas that LULI is relevant to throughout the County.

1.2.3. Environmental Education:

The ZF environmental education officer continued with his outreach activities through the Eco clubs established in each of our four neighbouring schools in 2011. These schools include Endana Secondary and Primary, Ireere and Uaso Nyiro Primary schools. This outreach included conducting 40 lessons in each of these schools, 120 in total and reaching over 240 children who are members of the eco/environment clubs.

Lessons and activities follow the curriculum established in 2011 and cover issues as diverse as animal identification and behaviour, tree planting, sustainable water management, the 3R’s (Reduce, Reuse and Recycling) and conservation agriculture.

1.2.4. Climate Change and Anti-poaching Theatre Outreach:

During the Laikipia Unity Cup 2012, the Zeitz Foundation theatre group travelled throughout Laikipia undertaking theatrical performances focused on raising awareness about the problems of climate change and elephant and rhino poaching.

24 individual performances were delivered, reaching over 30,000 people in total, including performances at the final match held at Nanyuki Stadium covered by local and international media.

1.2.4. Patas Monkey Conservation Project:

In early 2012, ZF secured funding through LWF to undertake a one-year Patas Monkey Monitoring project on Segera Retreat and in neighbouring communal areas. Patas are identified in the Segera Conservation Strategy as a key species requiring intervention to stem their population decline.

The objectives of this project are to increase the profile of the Patas, contribute to better understanding of the needs of the species and develop environmental education materials on Patas for Laikipia. The project has been successfully implemented, with a dedicated ranger team monitoring the species on Segera and in the neighbouring area.

An information poster on Patas (see Fig. 3) was also developed and distributed across Laikipia. Two water holes for the exclusive use of the Patas will be constructed on Segera in the first quarter of 2013. The success of this project has led to further discussions with LWF and GEF SGP regarding scaling up activities throughout Laikipia.
1.2.5. **Wangari Maathai Memorial Forest:**

Not only Kenyans, but the international community, was bereft of a remarkable icon when Professor Wangari Maathai died on 25th September 2011, aged 71. Her last wish was that every institution and organization in Kenya would plant 71 trees in her memory.

To honor the memory of this remarkable Kenyan icon - winner of the Nobel Peace Prize in 2004 for her contribution to sustainable development, democracy and peace - ZF has established the ‘Wangari Maathi Memorial Forest’ at its headquarters on Segera. We plan to plant 71,000 indigenous trees in this forest, 1000 for each year she lived. In collaboration with the local schools and through the Eco-clubs we have also established similar forests in all local schools with the aim of planting 7100 trees in each. In 2012, over 500 trees were planted in the Memorial forest, many by visitors to Segera, a further 500 throughout Segera and 4000 at local schools and other institutions.

1.2.6. **Cheetah and Wild dog Habitat Conservation:**

In November 2012 ZF and the London Zoological Society undertook a joint fundraiser in London to raise funds for a collaborative project for the conservation of the Wild dog and Cheetah habitat throughout Laikipia to support the 4Cs approach to sustainability.

This successful fundraising effort has led to the development of this project, implementation of which will begin in mid 2013.

The role of ZF will be to raise awareness and appreciation of these iconic species throughout Laikipia and contribute to the conservation of their habitat.

1.2.7. **Sustainable Water Management:**

To emerge from poverty in the semi-arid environment of Laikipia and to maintain the hydrological balance within the ecosystem, people, livestock and wildlife need access to good quality water in sufficient quantity and purity and with adequate and equitable distribution systems. Rainwater Harvesting (RWH) is considered the most feasible option because of its capability to increase water availability in a sustainable manner, while also addressing other socio-economic and technological needs. Rainwater harvesting practices focus on the collecting and conserving of rainwater early in the hydrological cycle, before water has either flowed into rivers and groundwater reservoirs or evaporated. The primary stages necessary for the development of rainwater harvesting technologies are the creation of catchment areas, conveyance systems and collection devices.

ZF has a major focus on developing and introducing sustainable rain water harvesting practises throughout Laikipia which are suitable and practical for use both at domestic and institutional levels. Projects initiated and/or undertaken in 2012 include the construction of the WATERBANK School at Uaso Nyiro Primary; engagement and planning with EWB in the Sukotan area which will pilot the construction of domestic level rainwater tanks in Sukotan and planning with the Chinese Ganzu Water Management Research Institute which will see the introduction of a range of different designs for domestic level rain water capture in Northern Approaches and Endana commencing in April 2013. The RWH systems that prove to be most reliable and replicable will then be scaled up throughout the County through the Laikipia Unity Programme.
1.2.8. Additional Conservation Activities:

In addition to activities and projects implemented directly by ZF staff, ZF also provided a grant to the Naibosho Community Conservancy to further their wildlife monitoring and management activities and provided financial support to the on-going LWF ‘Study of the Rural Economy of Laikipia’. The LWF study aims to inform and engage the new Laikipia County government on sustainable land and ecosystems management and will be integrated into new development plans for the County.

Negotiations and planning with the Tropical Biology Association were also undertaken, which will lead to a Conservation management course hosted by ZF and Segera Retreat on Segera in 2013, thirty post-graduate students from throughout Africa will attend this course.
1.3. CULTURE:

Our world is culturally diverse. Celebrating commonality is what nurtures understanding. Respecting difference is crucial to our future. Our ability to innovate and evolve is what makes us uniquely human. Drawing on our uniqueness we enrich each other and contribute to a greater common good.

1.3.1. Laikipia Unity Cup:

Following the widely acclaimed success of the events of the inaugural 2010 Laikipia and Beyond Unity Cup (LUC) football tournament, and in response to popular demand, the second edition of LUC took place in April/May 2012. Once again the LUC utilized the unifying power of sport as a means to bring together in a constructive spirit of peace and harmony, the diverse communities within Laikipia and utilize this engagement as a platform on which to build peace and unity, strengthen environmental awareness and undertake a range of conservation activities, whilst delivering health care to the marginalized communities of Laikipia.

Highlights of the LUC 2012:

- 50 football teams (1,200 young men and women) competed in hundreds of football matches in 5 remote rural locations throughout the district during 5 separate ‘3 day’ weekends;
- Approximately 30,000 people, all ethnic and social groups within Laikipia, participated in the events either as spectators, contributors or players;
- Approximately 10,000 people actively participated in environmental education sessions and activities, ranging from tree planting, town ‘clean up’s’ to water conservation activities as well as human wildlife conflict and climate change awareness theatre performances;
- Approximately 10,000 people received free medical treatment, primarily women and children;
- Thousands took part in voter education activities, including theatre performances and participatory discussions;
- Most major institutions in the district actively supported events, including commercial ranches, local government, BATUK, Nanyuki District Hospital, Kenya Air Force, Kenya Wildlife Service and senior local politicians;
- Emphasizing the message of Laikipia and Beyond, 10 teams drawn from throughout Kenya participated in the regional events including 5 teams drawn from STF (Street Football World) Network. The network had teams from Kibera, Marsabit, Kilifi, Trans Nzoia and Oyugis. All visiting teams were taken on environmental education visits to wildlife conservancies;
- Permanent football pitches and other sports facilities have been provided to three schools where no facilities existed before;
- Extensive media coverage ensured the messages of peace, unity and environmental conservation were heard throughout the country and internationally.

LUC 2012 was also supported by United Nations office for Sports and Development and this partnership has seen three participants from the Laikipia Unity Cup participate in UN Youth Leadership Training camps in Zurich Switzerland and Doha Qatar. This further strengthens ZF efforts to develop leadership capacity amongst the youth of Laikipia and contributes to cultural exchange and understanding.
1.3.2. Laikipa Unity Programme:

“Sport has the power to change the world. It has the power to unite in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair”. – Nelson Mandela

Much time and emphasis has been devoted in 2012 to the planning, resourcing and development of partnerships for the Laikipia Unity Programme (LUP), which will be formerly launched in April 2013. This programme has evolved from a combination of the projects and activities that ZF has been engaging with and piloting around Segera and Laikipia over the last 3 years, most notably the Laikipia and Beyond Unity Cup.

The Laikipia Unity Programme is an integrated and region-wide program to cultivate peace, improve standards of living – particularly for women and youth - and promote environmentally sustainable livelihoods across Laikipia County. The LUP will introduce and rapidly scale-up sustainable water, energy and conservation agriculture methodologies and technologies using the powerful and unifying medium of football as a catalyst.

LUP is an umbrella for two distinct yet importantly interrelated initiatives;

• an innovative model school, football academy and community environmental education center (the Samuel Eto'o Laikipia Unity Academy) for environmentally and culturally appropriate technologies and approaches addressing peace, sport, environment and social enterprise for the region;

• and the powerful region wide football and sport network reaching 40,000 people, created through Laikipia Unity League (LUL) and the biennial Laikipia Unity Cup (LUC).

LUP is possibly unique in combining an innovative community incubator and a compelling region-wide knowledge distribution system. The LUC/LUL events provide an essential mechanism for the rapid scaling-up and dissemination of ideas incubated at the Academy, and the Academy in turn will learn from and add value to ideas developed in the regional network. The LUP will also serve as a cost-effective scalable model for other regions in Africa where access to water and strain on environmental resources is a major factor in community tension.

The primary objective of the LUP is to empower the people of Laikipia to address the pressing livelihood and environmental problems they face in an integrated and holistic manner. The specific objectives of the programme include:

• Improve environmental management and the integrity of ecosystems throughout the County through the introduction and adoption of appropriate and sustainable water management (principally rain water harvesting), solar energy generation and conservation agriculture technologies;

• Improve the health of communities, particularly women and children, through the introduction of clean and reliable water, energy and agricultural technologies;

• Strengthen community cohesion and unity - through the powerful and culturally appropriate unifying power of sport - as a means to address the escalating violence between communities, the major victims of whom are often women and children;

• Provide enhanced education and sporting opportunities for the youth, male and female, of Laikipia to enable them to expand their horizons and opportunities available to them to improve their lives;

• Promote alternative income generating opportunities, including conservation agriculture and micro-enterprises focused on alternative energy production.

Funding for the construction of the Eto'o Academy was successfully sourced in 2012, including from the Samuel Eto'o Private Foundation, the Cameron O'Reily Trust and Guernsey Overseas Aid. Construction will begin in mid 2013.
1.3.3. Cultural Exchanges and Interaction:

During the year, ZF helped establish partnership and cultural exchange between two of our neighbouring schools and a variety of international schools creating on-going linkages through which the children in different countries learn to understand and appreciate each other cultures. ZF also supported the participation of Uaso Nyiro School in the finals of Rift Valley Province Cultural, Drama and Music Festival where they emerged the third best team and number one in the Laikipia County.

1.3.4. Segera Private Art Collection and C4C:

Throughout 2012 the ZF Specialist for Culture, Mark Coetzee, has been working to establish the Zeitz Collection at Segera Ranch. Mark Coetzee has been acting as the curator of the Zeitz Collection and oversees its remit of acquiring, conserving, archiving, researching and exhibiting seminal bodies of work from artists such as Owusu Ankomah, Kudzanai Chiurai, Marlene Dumas, Rashid Johnson, Isaac Julien, Glenn Ligon, Julie Mehretu, Nandipha Mntambo, Wangechi Mutu, Chris Ofili, Andrew Putter, Nicolas Shlobo, Kehinde Wiley and Hank Willis Thomas.

An important project of the Zeitz Collection is the establishment of the Zeitz Sculpture Garden. Situated at Segera, the Zeitz Sculpture Garden brings together monumental bronze, stone and steel works, land and earth art, outdoor projections and site-specific interventions. The Zeitz Sculpture Garden strives to represent a broad spectrum of outdoor projects from across Africa and its diaspora. Mark has also taken the lead, supported by other ZF colleagues, in the development of the C4C at Segera Retreat.
1.4. COMMERCE:

Trading and the accumulation of wealth have been central to the development of civilizations over thousands of years and are likely to remain so. Uncontrolled, this commerce has had negative impacts, but conducted in a more holistic and sustainable way, it can be a positive contributor to The Long Run.

1.4.1. Developing Alternative Sustainable Livelihoods:

Much of the work of ZF relating to community development has focused on the promotion of alternative income generating opportunities for our immediate neighbours in the vicinity of Segera. These income generating activities enable our community to develop livelihood strategies that draw upon their own cultural and traditional heritage, whilst improving their livelihoods and reducing unsustainable use of the natural resource base, such as charcoal making and river bank cultivation. In essence, these commercial projects address all 4Cs.

Examples include establishment and support to the SATUBO women’s beading group, a collaborative initiative of ZF and local women (see Box 3 below).

The SATUBO Beading Group

The SATUBO Beading Group was established by a group of women determined to work together to improve their living situation, despite their different tribal affiliations. The name SATUBO is an abbreviation of the different tribes the women originate from - Samburu, Turkana and Borana – which beautifully symbolizes their union. Jane, the elected Chairperson of SATUBO, is a great example of how individuals can excel as long as they are given the opportunity. In 2011 the Zeitz Foundation offered Jane the chance to receive basic training in management and bookkeeping - an opportunity she embraced wholeheartedly. Today Jane successfully manages the group’s finances and enjoys great respect for her fair leadership. “As the only member that can read or write I try to be a role model for the other Mamas. They tell me that I greatly inspire them to overcome illiteracy,” Jane conveys modestly. Jane thrives in her role and greatly appreciates the chance to contribute to the development of her community. “SATUBO was a way of coming together as women to overcome our common challenges. It has not only had great impact on my life, but also on our entire community”. With the income from SATUBO Jane is able to better care for her family. “My two main priorities are my children’s education and their health. SATUBO has had immense affect on my family’s situation and we are very positive about the future now”.

1.4.2. Wonderbags:

ZF established relations with Natural Balance, the makers of Wonderbag fireless cookers, and held demonstrations in the communal areas around Segera and also to the staff of Segera Retreat. This has led to the development of a project with Wonderbags, implementation of which will begin in 2013. Plans for this project include the establishment of a small scale manufacturing facility which will create dozens of local jobs; a 40% reduction in the use of charcoal and other carbon generating fuels; improved domestic nutrition, health and water management, and saving of up to 3 hours per day per family in time spent in gathering firewood. If successful in the immediate vicinity of Segera, this project will be scaled-up throughout Laikipia and Kenya and eventually introduced globally through the LRI (see Fig. 4 on the next page).
1.4.3. Conservation Agriculture:

ZF has continued to support and promote conservation agriculture and in 2012 signed a Memorandum of Agreement (MoU) with African Conservation Tillage Network (ACT), a Pan-African NGO that provides capacity building to farmers on conservation tillage, to enable us to significantly expand our activities in this area in 2013.

Conservation agriculture improves agricultural productivity through the sustainable utilization of natural resources of land and water in Africa’s farming systems. Conservation agriculture requires zero tillage, reducing moisture and fertility loss in soils, and zero inputs of artificial pesticides and fertilizers. In 2012, two extra conservation agriculture plots were identified and fenced off. Two training sessions were held jointly with ACT and Ministry of Agriculture on two locations in Endana and at the main gate village.

The conservation agriculture plot, which ZF installed at Endana Secondary in 2011, has continued to thrive, providing training to students and local farmers groups, and improved nutrition for Endana School. Additionally, 4 new conservation agriculture plots have been installed as a component of the WATERBANK School development at Uaso Nyiro School and local women’s groups and students are being trained on an on-going basis.
1.4.4. Beekeeping:

A Community apiary has been identified in Northern Approaches to the south of Segera. Using funds provided by the GEF SGP, an initial 40 hives were purchased by the CBO in December 2012. ZF has engaged with Desert Edge Ltd, with whom we have an MOU, to provide apiculture and business management training and they will also purchase the honey produced by the CBO. Should this apiary prove successful, additional beekeeping activities will be expanded in other areas.

1.4.5. Conclusion:

As a result of these activities in 2012, ZF has established a firm basis on which to launch, in partnership with other organisations, 3 significant programmes in 2013; the Laikipia Unity Land Initiative (LULI); the Laikipia Unity Programme (LUP); the Cheetah and Wild dog habitat conservation project; as well as consolidate the Greater Segera 4Cs Projects Portfolio. This consolidation of a diverse range of activities will facilitate ZF’s ability to achieve its mission of improved ecosystems management for Laikipia.
SECTION 2: LONG RUN INITIATIVE

The mission of the Foundation is to create and support sustainable, ecologically and socially responsible projects and destinations around the world to achieve long-lasting impact and sustainability through the holistic balance of conservation, community, culture and commerce (the 4Cs) in privately managed areas.

The means through which the Zeitz Foundation aims to achieve this mission at the global scale is through the Long Run Initiative (LRI). The LRI creates a driving force that promotes and encourages more sustainable thinking around the globe, with firm roots in a network of members on the ground that practically demonstrate sustainability in action.

The LRI is a membership programme, built around Global Ecosphere Retreats® (GER) certified Long Run Destinations (LRDs), Long Run Alliance Members (LRAMs) and Long Run Supporters (LRS) but reaching out, into every aspect of our day to day life by putting the Long Run Philosophy of acting today for a better tomorrow into practice. It is based on the recognition that our world is a complex and dynamic system of interdependencies, requiring a constant rebalancing of the 4Cs.

All LRI members are required to commit to the 4Cs approach to sustainability, although the level of this commitment differs according to the different categories of membership.

LRSs are simply required to sign the Zeitz Foundation’s Charter while LRAMs are required to meet stringent criteria in accordance with the 4Cs.

In order to become a GER® certified LRD, rigorous criteria must be met through a detailed strategic plan (E4C plan) that is monitored on an annual basis to ensure that it is implemented.

This process encourages the different levels of membership to support each other, aspire and commit to greater efforts to become truly sustainable tourism enterprises that manage their land for conservation purposes and improve ecosystems management in their locations.

In 2011 the LRI was conceptually refined beyond its original manifestation – which took the form of LRDs and Global Ecosphere Retreats® certification – into its current three tiered membership (see Fig. 5).

**Long Run Supporters (LRS)** are organisations that share the ZF’s drive to support sustainable, ecologically and socially responsible projects around the world, and have demonstrated their commitment by signing the Long Run Charter.

**Long Run Alliance Members (LRAM)** are institutions that directly manage or significantly influence the management of a natural area of conservation value with defined geographical boundaries that are committed to achieving sustainability through a holistic balance of the 4Cs.

**Long Run Destinations (LRD)** are global leaders in sustainable development. They are primarily tourism-focused enterprises that engage in fostering community development, cultural stewardship and biodiversity conservation. They have undergone all the steps of the rigorous Global Ecosphere Retreats® (GER) certification process that confirms actions and results in respect to the 4Cs.
2.1. Expansion of the Long Run Initiative to promote the 4Cs approach to sustainability

2012 was the first year in which the newly refined programme began to expand significantly and witness an increase in its membership, outreach and impact. The expansion of the LRI network (see map 4 below) leads to an increasing number of members who commit to adopting the 4Cs approach to sustainability, ensuring that holistic, committed efforts in all of these areas are taking place and that improved and sustainable approaches to ecosystems management are expanded into geographically expansive natural habitats which contain significant biodiversity throughout the world.

The rapid uptake of the 4Cs approach among those destinations and organisations that are genuinely committed to a sustainable future and that meet the necessary criteria to demonstrate this commitment, enhances ecosystems management through community development, cultural stewardship, biodiversity conservation and commercial viability and provides opportunities for applied, reciprocal learning processes globally.

At the end of 2012, all LRAMs and LRDs combined managed or significantly influenced the management of an area of approximately 7.2 million acres, ensuring the long-term conservation of a vast area of biodiversity value around the world.

Following the development of a three-tiered approach for the LRI, efforts to identify appropriate new LRS and LRAM - and therefore encourage widespread adoption of a holistic approach to tourism - became a significant focus of activities.

Pro-active efforts were made throughout 2012 to identify and solicit appropriate members, relying on comprehensive research and recommendations following which ZF personnel approached potential members and maintained continuous personal interaction.

Existing awards schemes (e.g. Tourism for Tomorrow Award (WTTC), Responsible Tourism Award, World Travel Awards etc.) and recommendations from existing GER® certified LRDs were the main sources of potential new members for the LRI in 2012, although there was an increasing number of unsolicited applications.
2.1.1. Global Ecosphere Retreats® Certification

The Zeitz Foundation’s Global Ecosphere Retreats® (GER) certification is setting a new standard in sustainability and is a driving force in promoting and developing sustainable thinking around the globe.

GER® certification is undertaken by those LRAMs that are ready to transition from a commitment to sustainability to the effective demonstration that their resources are sustainably managed.

During the certification process potential LRDs need to complete four steps, which is very demanding in comparison to other tourism certification schemes as the destination has to go significantly beyond the normal routine of ‘ticking boxes’. They are required to explain how they will interpret the 4Cs on the ground and develop a framework on how to implement their long-term vision in the years to come through the development of a E4C Plan.

By January 2012 eight founding members of the LRI had completed the process. All perceived the certification process as very valuable as it helped them to assess their projects and activities to date, identify which areas require further attention and provide them with a framework on how to achieve the destination's long-term vision. Feedback on each of these steps from our members highlights the value of this approach (see Box 4 below):

- **Step 1:** Completion of the Long Run Destination Benchmarks Self-Assessment: self-administered evaluation of the LRAMs’ current progress in realising a series of anticipated initiatives, baseline information and documentation;

  “The most important impact on Caiman was to clarify ideas not yet measured in the business strategies and to understand the nature and the importance of each stakeholder; as well as the importance of developing a more dynamic holistic view of the Destination.” (Caiman Ecological Refuge, Brazil)

- **Step 2:** Development of a comprehensive E4C Plan: an E4C Plan is a strategic planning document, which outlines outcomes, results and activities within each of the 4Cs over a three to five year period;

  “To compile the E4C plan made us go back ten years and realize that we were actually on the right track all the time but lacked a proper action plan and making sure the message gets across to all team members in a well packaged and simple way. In this regard, drafting the E4C plan was a very rewarding exercise.” (Wolwedans, Namibia)

- **Step 3:** External Assessment: After review and approval of the draft E4C Plan the Long Run Alliance Member will be subject to an external assessment undertaken by ZF, including both an on-site and remote components;

  “During the certification process, the assessors met with members of the community to evaluate our relationship with them. This was unexpected and highlights the commitment to quality, integrity and the thoroughness of the GER® certification. We were under the microscope at every level.” (Monte Azul, Costa Rica)

- **Step 4:** Completing of an Annual Activity Planning and Progress Reporting: A framework in which to plan and then monitor the implementation of the E4C Plan in accordance with each of the 4C.

  “We knew we had a holistic approach to understanding our world through art, history and nature, but The Zeitz Foundation brought it all together and managed to summarize everything we are.” (Wanås, Sweden)

Box 4: Feedback on the value of the different steps involved in the GER® certification process

In 2012, four LRAMs – Cottars Camp (Kenya), Huaoarani Ecolodge (Ecuador), Grootebos Private Nature Reserve (South Africa) and Campi ya Kanzi (Kenya) commenced the rigorous GER® certification process and by the end of the year, all 4 aspiring LRD candidates were still in the process of completing their E4C Plans and will be subject to the External Assessment (Step 3) in the second quarter 2013. It is anticipated that they will complete the certification process in the third quarter 2013.

At the end of 2012, Soneva Fushi (Maldives) and Vista Alegre (Brazil) were also invited to undergo the certification process and have commenced with Step 1 of the GER® certification process.
2.1.1.1 Monitoring existing GER® certified members

For each destination to complete the certification process, they need to complete an Annual Activity Plan, a framework in which the destination plans and then monitors its progress in the implementation of its E4C Plan in accordance with each of the 4Cs.

The progress in implementing the E4C Plan is monitored by the destination and the Zeitz Foundation on an annual basis to demonstrate that it is implementing its E4C Plan. The destination’s Annual Activity Plan and Annual Report is the basis for maintenance of GER® certification. Box 5 provides comments from LRD members regarding the value of GER® certification.

“All the Zeitz Foundation can indeed claim to promote a very innovative approach to sustainable ecosystem management, as it is oriented towards the private sector and makes a very strong case that capital and business skills can be, and need to be, profitably invested into saving our Earth!” (Chumbe, Tanzania)

“To become a Global Ecosphere Retreats® certified LRD each destination is required to start with a self-assessment tool, which if passed successfully, leads to a full 2–3 day audit by independent auditors. These audits are then made available to all members to allow learning by sharing. Where issues are not of a high enough standard, the LRD is mentored to improve these before acceptance as an accredited LRD. This is a far more thorough system than any other tourism sustainability accreditation that I know of.” (Tahi, New Zealand)

All GER® certified LRDs submitted their Annual Activity Plan and Annual Reports in 2012, highlighting that they are continuously working to improve their business practices and that the 4Cs approach can provide a valuable framework in which to approach sustainability.

GER® certified LRDs are the pinnacle of the LRI programme and as such are key to demonstrating, influencing and encouraging others to strive for greater sustainability through the 4Cs.

2.1.1.2 Support of innovative projects

To encourage and catalyse further efforts and best practise amongst the GER® certified LRDs, ZF provides small catalytic grants to them to assist in carrying out innovative 4C projects. In 2012 grants were provided to Monte Azul (Costa Rica - see Box 6) and Tahi (New Zealand).

Monte Azul (Costa Rica) started its artificial wetland project in January 2012. The first phase largely focused on the construction of the biojardineras. By May of 2012 four artificial wetlands were completed. The construction of the remaining biojardineras was completed in October.

Besides the building of the biojardineras, Monte Azul organised workshops for the community to raise awareness about the conservation of natural resources and encourage the implementation and replication of sustainable alternatives as demonstrated by the artificial wetlands project. Among these was the Sculpture Festival “Art in the Community” and the schools cross country race “Water is Life”. Monte Azul also produced a professional video and a presentation on how to build an artificial wetland.
Tahi (New Zealand) focused its project on the restoration of the biodiversity of Pataua North, reduce the levels of animal and plant pests, restore ecosystem health and protect the significant biodiversity in the area.

Since the project started in January 2012, approximately 25,000 trees and plants have been planted which will help reclaim the land. Much of the focus has been placed on two of the newest redeveloped wetlands, which cover an area of approximately 4.5 hectares and include an ancient stand of Kahikatea (New Zealand’s tallest tree). Tahi has also been involved in the restoration and enhancement of the neighbouring landscape, which is dependent on action across a wider local scale to reduce the re-invasion of pest weeds and animals as well as enhancing the natural reintroduction of native species that have been lost from the properties.

As part of this, in 2013 Tahi plans to raise plants in the nursery, fence and replant an adjacent area owned by local Maori. This is currently in negotiation with Kaumatua (Elders), and will commence once all the discussions are complete.

Both projects have scope to develop into significant Payments for Ecosystems Services projects, (encompassing biodiversity, water management and carbon/deforestation) should the pilots prove successful and appropriate opportunities prove forthcoming. In the longer term, mechanisms are being developed to enable LRSs to also support projects centred on the 4Cs in LRDs.

2.1.2. Long Run Alliance Members (LRAM)

To expand the LRI and create a truly international network of like-minded businesses that together will be a driving force in promoting and developing more sustainable thinking around the globe, 71 tourism-related businesses were invited to apply for Long Run Alliance Membership in 2012.

While the majority were unable to provide sufficient information, many were not selected on the grounds that they did not meet the minimum criteria required or did not respond to the initial approach sent to them.

Only 10 destinations met the Zeitz Foundation’s criteria and were invited to become LRAMs. These included: Nikoi Island (Indonesia), Soneva Kiri (Thailand), Saruni Samburu (Kenya), Amazon Yarapa River Lodge (Peru), Heritance Kandalama (Sri Lanka), Kapawi Ecolodge (Ecuador), Soneva Fushi (Maldives), Great Ocean Ecolodge (Australia), Soneva Giri (Maldives) and Posada Amazonas (Peru) (see Fig. 7). This brings the number of LRAMs to 26.
These are all leading examples of well managed tourism enterprises in areas of high biodiversity value that have clearly demonstrated their commitment to improving their management practices and enhancing ecosystems management in the areas that they manage and/or influence within the framework of the 4Cs.

Stretching across four continents these new members represent valuable additions to the LRI and ensure that a driving force towards a more sustainable future can be realised on the ground.

In this regard sharing examples of best practice and learning with other like-minded businesses is essential not only to improve ones own business practices but also to inspire others within the tourism industry. The value that members place upon becoming LRAMs is best summed up by the members themselves as indicated in Box 7 below:

**Huorani Ecolodge:** “The greatest challenge for us know is to continue strengthening our sustainability model for the ecotourism business and the conservation strategies we have established and we believe that some of the Long Run Member already have that know how and there is always room to learn.”

**Huilu Huilo Biological Reserve:** “For us it is important to be linked in an international network with people that have the same objectives and vision that we have about a sustainable future, because we can collabor ate in solving common problems and also have international visibility.”

**Pacuare Ecolodge:** “We feel that Zeitz Foundation has a genuine understanding of the values that are the baseline for businesses like Pacuare Lodge.”

**Grootbos Private Nature Reserve:** “The Grootbos business model is very closely aligned with the Long Run Alliance objectives. We would like to share our lessons and learn from other like-minded organizations as well as share our projects with visitors from around the world.”

**Box 7: Reasons expressed by members for joining the LRI**
2.1.2.1. Long Run Supporters (LRS)

“Acting today for a better tomorrow” is not only the philosophy that LRAMs and GER® certified LRDs have committed themselves to but it makes also good business sense to businesses and organisations outside the tourism industry. ZF continuously approaches leaders around the world in diverse fields who have a keen interest and commitment to sustainability through supporting biodiversity conservation, social entrepreneurship, community development, and cultural stewardship to become LRS. Significant progress has been made in 2012 as 22 organisations that share ZF’s vision were invited to join the LRI as LRS.

LRSs not only sign the Long Run Charter, a declaration of intent and commitment to promote more sustainable lifestyle choices to build a better future, but they are also vital to promote and expose the recognition for the 4Cs approach to sustainability to other industries.

Many supporters also provide practical inspiration and innovation to other tiers in the membership. For example the LRS PITCH Africa and Wonderbag are both implementing innovative projects in Greater Segera area around founding LRD, Segera Retreat. This partnering of LRS with GER® certified LRDs to develop innovative new approaches to ecosystems management will be expanded in 2013.

Already further collaborations have started including linking the LRS University of Exeter Business School’s “The One Planet MBA” programme, with LRAMs and GER® certified LRDs. As a result, MBA students will support projects focused on sustainability at the Cottar’s Camp (Kenya), Huaroani Ecolodge (Ecuador) and Segera (Kenya) in 2013.

To other LRS, a declaration of committing to the 4Cs has only been the starting point of a significant journey marked by change. One such example would be Wilderness Safaris, which joined the LRI in 2011 as the first LRS in the tourism industry and in Africa (See Box 8 on Wilderness Holdings case study, page 29).

In 2012 22 new LRS joined the LRI including: Timberlake (South Africa), Explore Tibet (China), Collective Leadership Institute (Germany), Sanctuary Olanana (Kenya), University of Exeter Business School (UK), Wildlife Works (Kenya), Ecosphere (India), CES (Canada), Andaman Discoveries (Thailand), The BRITDOC Foundation (UK), Koch Architekten (Germany), HM Design (US), Socialtours (China), PEPY Tourism (Cambodia), Andaman Discoveries (Thailand), The Haciendas (Mexico), Honeyguide Foundation (Tanzania), Taller Maya (Mexico), Wonderbag (South Africa), Micato Safaris (US), Green Motion Travel (Canada), Treedom Group (Thailand) and Whole World Water (US). These new LRS members join the existing ones, which bring the number of LRSs to 33 (see Fig. 8 below).
From the start Wilderness Holdings wanted to embed the Zeitz Foundation’s 4Cs across its operations and within its guest experiences to ensure a sustainable approach throughout the business.

“The reason Wilderness exists is to conserve pristine wilderness areas and the flora and fauna - or biodiversity - that they support. We believe that in conserving these areas, and including the local communities in this process, we will make a difference to Africa and ultimately the world. Our planet would be a dull place without both cultural and biological diversity; so by joining The Long Run, we hope to spread the message that sustainable business operations are critical.” (Andy Payne, Wilderness Holdings CEO)

Since joining the LRI, Wilderness Holdings have restructured their operations and followed the 4Cs framework in their Annual Integrated Reports since 2011.

“We adopted the 4Cs framework predicated on the belief that a business is not truly sustainable unless it specifically addresses issues arising under the dimensions of Commerce, Conservation, Community and Culture. Therefore, Wilderness’s Annual Integrated Report is now successfully adopting our financial and 4Cs sustainability framework into one coherent document, through which we have demonstrated that each aspect of our business - Commerce, Conservation, Community and Culture - is as important as the other: by doing good we can create value for our shareholders.” (Andy Payne, Wilderness Holdings CEO)

In 2012 Wilderness Holdings launched the “4Cs Safari” to create a unique and unparalleled safari experience that provides the company with another competitive edge while effectively communicating its philosophy and values and raising awareness for a holistic approach towards sustainability to its customers. The safari includes the following:

“This 13-night/ 14-day safari is a journey committed to the philosophy of ecotourism. It will allow you to visit and enjoy incredible wildlife and scenery while, at the same time, contributing to the protection of the region’s precious natural and cultural resources. The 4Cs Safari (Commerce, Conservation, Community, and Culture) takes you behind the scenes, to experience and learn about responsible, nature-based tourism, staying in unique and exclusive parks and camps which are dedicated to this valuable tourism ethic, one which we hope will help to ensure African conservation in a modern era. Led by a Wilderness Safaris Sustainability Coordinator, guests can expect a unique experience into the ethical practices of Wilderness Safaris with specialized information and expert guiding throughout the journey.”

(Wilderness Holdings)
2.2. Creating a network of sustainable tourism destinations and businesses to encourage reciprocal learning, adoption and innovation of best practise globally

While members commitment to the 4Cs approach to sustainability is essential, the recognition of the need and willingness to share knowledge about successful approaches or challenges faced in developing sustainable tourism initiatives is also vital as it allows for the co-creation of innovative approaches and strategies for the benefit of all members and society in general as shown in Fig. 11 below.

2.2.1. Creating a platform for exchanging examples of best practices

ZF has created a platform, through the social networking site Socialcast (see Fig. 12), to provide a secure environment to all members to connect with other passionate and committed LRAMs and GER® certified LRDs to share experiences and exchange ideas while giving them access to expert advice and guidance.

Each GER® certified LRD has its own section on which to post information (e.g. plans, reports, protocols, etc.) whilst the main page enables all members of the LRI to participate in inter-active learning exchanges and take advantage of the various resource sections provided by ZF (e.g. volunteers, awards and prizes).

In 2012 significant improvements have been made in the use of Socialcast among the members. Lively discussions on a broad range of 4C related issues such as environmental education, carbon footprint, rainwater harvesting, community engagement and art and culture are taking place and features such as the “monthly focus” on one destination encourages even greater knowledge sharing about successful approaches or challenges faced.
The GER® certified LRDs Monte Azul (Costa Rica), Caiman Ecological Refuge (Brazil), Wanås (Sweden) and Tahi (New Zealand) were featured in 2012 and their projects and activities within the 4Cs shared with the other members of the LRI. Chumbe Island Coral Park (Zanzibar) and Nkwichi Lodge (Mozambique) will be featured in the first quarter 2013. The members themselves best express the benefit of this, as outlined below:

“Tahi has been impacted on many levels by our involvement with the Zeitz Foundation. They have provided us with an amazing forum from which to learn and be involved with like-minded eco tourist destinations around the globe. This has lent us an invaluable opportunity on many different levels, with knowledge sharing a large part of this.” (Tahi, New Zealand.)

As the LRI continues to grow in leaps and bounds, the extent of knowledge sharing will increase exponentially, further encouraging continuous innovation and improvement. Through Socialcast, the relationships between members have also been strengthened significantly over the last three years. In addition the collective exhibition at the ITB in Berlin in March 2012 (see section 2.3.4) and especially the 2nd meeting of GER® certified LRDs in September 2012 (see section 2.2.2) have renewed their commitment to further increase the sharing of relevant information or engagement with the LRAMs and GER® certified LRDs on Socialcast.

Other examples of how members cross-fertilize and strengthen each other include the collaboration between GER® certified LRD Wanås (Sweden) and the LRAM Nirox Foundation (South Africa); and GER® certified LRD Caiman Ecological Refuge (Brazil) and Pacuare Lodge (Costa Rica). While the former was initiated because both members share a mutual commitment to contemporary art and African culture, the latter was driven by research interests in jaguars, their behaviour and their habitats.
2.2.2. 2nd meeting of GER® certified Long Run Destinations

While Socialcast provides a great platform for exchanging information, the value of a face-to-face meetings of all GER® certified LRDs and ZF Specialists and is central to the learning and networking process.

The second meeting of GER® certified LRDs was organised by the Zeitz Foundation and hosted by Wanås (Sweden) in September 2012. GER® certified LRDs and LRAMs which are undergoing the GER® certification process - including Monte Azul (Costa Rica), Tahi (New Zealand), Segera (Kenya), Caiman Ecological Refuge (Brazil), Chumbe Island Coral Park (Tanzania), Huaorani Ecolodge (Ecuador) and Cottar’s 1920s Camp (Kenya) - came together for two days to share knowledge and experience and interact with ZF Specialists for Conservation and Culture who provided tailored guidance on biodiversity conservation and cultural interaction and exchange.

The objectives of the meeting were to:
1. Strengthen LRD network and relationships and common identity between LRDs;
2. Encourage reciprocal learning and sharing of information and experiences between LRDs in relation to their 4Cs (Conservation, Community, Culture and Commerce) activities;
3. Share ideas on strategy/activities to raise awareness about the LRI and LRDs, and identify priority areas for action and strengthening over the next two years;
4. Enable LRDs to seek direct advise and input from ZF Specialists.

Participants at the 2nd LRD meeting

Impressions from the 2nd LRD meeting
During the meeting, a vision for the LRI for 2020 was defined collectively, as were the key strategies and actions on how to achieve it, which will focus on:

1. Awareness raising and profiling;
2. Strengthening LRI network and relationships;
3. Encouraging reciprocal learning and sharing of information and experiences between GER® certified LRDs in relation to their 4Cs activities;
4. Wise growth to create a truly global network of like-minded businesses;
5. Activating the LRS network and engaging them with GER® certified LRDs;
6. Maximise the potential of the ZF Ambassadors to communicate the LRI globally;
7. Development of additional tools that will assist all GER® certified LRDs to work towards a net positive impact on the environment (e.g. Environmental Profit and Loss, framework for integrated reporting).

The Wanås meeting was a success on many levels as relationships were strengthened, extensive amounts of knowledge and information shared and the strategy for the LRI strengthened.

The two-day discussions also highlighted that the greatest difference between the members of the LRI is their cultural identities and natural area of biodiversity value they are situated in. However, what differentiates the GER® certified LRDs from each other was not seen as a weakness but rather a major strength. This is because the 4Cs approach to sustainability could be differently interpreted across the globe, which makes it applicable to all and that knowledge sharing both on a practical and ideological level is beneficial to all members no matter where they are located. Feedback from members is presented in Box 9 below.

To ensure that the GER® certified LRDs are working collectively to achieving the long term vision of the LRI, ZF is sending out a monthly reminder to follow up on the points above.

"It was an amazing experience and I left with my head in a spin with all the possibilities! I can say with certainty that the experience will have a positive impact on everything we do and plan at Monte Azul, thanks to the insight and input from each of you."
(Monte Azul, Costa Rica)

"It was incredibly thought provoking and interesting."
(Cottars Camp, Kenya)

"Thank you very much for inviting me, it really was an honor and a pleasure to participate in your meeting. I am really impressed by all your members' commitment!"
(GIZ, Germany)

"It was really fascinating and inspiring to see some of the good work being done by the members of the Long Run Initiative. It allowed us as Wilderness to broaden our thinking of what else we could do to improve the integration of the 4Cs into our business through the examples set by other Long Run Destinations. It was hugely inspiring to see the good work being done, what are true ecotourism destinations."
(Wilderness Safaris, South Africa)

Box 9: Feedback from the 2nd LRD meeting in Wanås, Sweden

To address point one – awareness raising and profiling - a one-page document has already been developed about the GER® certification by ZF, that should ideally be included in the LRD’s guest information folders.

A standardized short power point presentation has also been developed that can be amended and adapted by LRDs to promote the LRI in verbal form as part of a welcoming presentation or during any visitor presentation.

An example of how the members are incorporating the material at the destination level can be seen in Fig. 13 on the right.
During the 2nd LRD meeting C4C Centres have also been identified as an effective tool for communicating activities within the 4Cs and to emphasise an GER® certified LRD’s commitment to sustainability.

At the same time C4C Centres also represents a space where LRDs can demonstrate that they are part of a global network of like-minded businesses – the Long Run Initiative – and promote the other LRDs by raising awareness of them and encouraging guests to visit all. The GER® certified LRD’s are currently exploring options on how to incorporate the concept at their destination to raise awareness effectively among their guests. An example can be seen on the rights:

To continue the dialogue, strengthen existing relationships and forge new ones, the next meeting will be held in Segera in October 2013 and in April 2014 at Caiman Ecological Refuge in Brazil.
2.3. Raising global recognition for the 4Cs approach to sustainability

ZF’s efforts on expanding the LRI has seen the number of members committed to the 4Cs approach to sustainability increase significantly over the past three years. This has not only resulted in the global expansion of improved and sustainable approaches to ecosystems management, but also sharing of practical examples of best practices on the ground. The LRI has so far successfully demonstrated to others that the 4Cs approach creates long lasting impacts and sustainability.

Global recognition and support for the 4Cs approach to sustainability inspires others in the tourism industry to increase their actions, and a multi faceted approach ensures the credibility of the profile and reputation of the LRI within the travel industry and the general public.

2.3.1. LRAMs and GER® certified LRDs as representatives for the 4Cs approach to sustainability

LRAMs and GER® certified LRDs are representatives of the LRI as they represent practical examples where successful changes have been brought about as a result of the 4Cs approach to sustainability. For the LRI to become globally recognised for its dedication to achieve long lasting impact and sustainability, the creation of a collective identity and strong brand recognition was one of the priority areas in 2012.

To raise awareness among the wider public, guidelines on how to use the Long Run logo and standard text have been developed and shared with all members for inclusion on their website and other communication tools (see Fig 14. on the right). The creation of a collective identity and a strong brand – the LRI – will underline the importance of the 4Cs approach to sustainability while the collective action on the ground by its members will provide proof for its positive impact.

2.3.2. Spreading the word

To improve outreach and communications and further promotion of the GER® certified LRDs and LRAMs, ZF upgraded The Long Run website in December 2011.

Over the last 12 month the website has been continuously updated and additions made whenever necessary with a particular focus on making the website more visitor friendly.

Weekly stories about projects and activities within the 4Cs at the destination level helped raise awareness for the holistic approach to sustainability while featuring the work and commitment of individual destinations. As a result of these efforts, The Long Run website selected by Travel Mole, the UK’s specialist online marketing agency for the travel industry, as the 2012 winner for the ‘Best Responsible Tourism Site’.

In addition, the LRI also regularly contributed to the ZF Facebook page and website. Regular monitoring indicates that there has been a steady and large increase in interest and hits throughout the year.
2.3.3. Highlighting best practices

As the profile of the LRI gains global recognition and the benefits of membership are becoming self-evident, the strategy to engage with potential new members is becoming increasingly demand driven. To strengthen this process, close collaboration with other key global sustainable tourism organisations (e.g. GSTC, GPST, WTTC) and other international conservation and development organizations (e.g. IUCN, GIZ) have been nurtured and further strengthened enabling ZF to use our networks more effectively to increase awareness about the LRI and its members internationally.

In addition to existing collaborations, new ones were formalised, for example, in 2012 ZF was accepted as a member of the International Union for Conservation of Nature (IUCN), the world's oldest and largest global environmental organization. Membership in IUCN provides ZF with access to its vast global network of conservation experts and knowledge that will further improve its credibility.

The LRI and its members featured in two prominent IUCN publications as outstanding examples of sustainable tourism business practices - “integrating Business Skills into Ecotourism Operations” and Sitting and Design of Hotels and Resorts – Principles and Case Studies for Biodiversity Conservation”, and these have further raised awareness on the LRI while at the same time raising its profile and credibility (see right).

While the former will help conservation organisations, community-based organisations and protected area managers to plan and run effective ecotourism businesses, the latter focuses on the need for sustainable tourism business’s to consider the biodiversity principles to ensure that hotel developments have a positive impact on biodiversity, respect, involve and support local communities and build strong collaborations with all stakeholders involved in the development.

2.3.4. Showcasing members of the Long Run Initiative

The attendance at key tourism trade fairs and conferences in 2012 has also significantly contributed to increase the profile and recognition of the LRI while driving demand for and interest in those destinations that can demonstrate that their activities are sustainable.

In March 2012, four GER® certified LRDs collectively exhibited at the world’s major tourism events - ITB in Berlin. These included Monte Azul Centre of the Arts from Costa Rica; Chumbe Island Coral Park from Tanzania; Tahi from New Zealand; and Caiman Ecological Refuge from Brazil. The event provided all members with the unique opportunity to share their examples of best practice through promotional materials developed by ZF showcasing the GER® certified LRDs and LRAMs.

The event also provided the LRI and its members exposure to industry professionals and potential guests thus strengthening marketing for the destinations, which is crucial to their commercial viability.
In September 2012 ZF also exhibited and participated in numerous events at the IUCN World Congress where more than 3000 delegates visited the exhibition and received information about ZF the LRI and its members. The ZF Director also made presentations and participated in a variety of different working sessions.

Both events were a great success for ZF, the LRI and GER® certified LRDs. It saw new partnerships fostered with globally recognised institutions in the field of sustainable tourism such as the Global Sustainable Tourism Council, the Global Partnership for Sustainable Tourism, The International Ecotourism Society, the Rainforest Alliance, GIZ and many others which have further strengthened ZF’s network international exposure.

2.3.5. Conclusion

2012 was the first year in which the newly refined programme began to expand significantly and witness an increase in its membership, outreach and impact. This has not only lead to an increasing number of members who have committed themselves to adopt the 4Cs approach to sustainability - LRAMs and LRSs - but also enabled six LRAMs to transition from a commitment to sustainability to the effective demonstration that their resources are sustainably managed by entering the GER® certification process.

Within the LRI the frequency of knowledge sharing about successful approaches or challenges faced in developing sustainable tourism initiatives has also increased, which benefitted all members and encouraged a greater adoption of innovative approaches and strategies at the destination level. In this regard, the 2nd meeting of GER® certified LRDs further strengthen the LRI network, increased the level of information sharing among the members. During the meeting a vision for the LRI for 2020 was defined collectively, as were the key strategies and actions on how to achieve it.

While awareness raising and profiling has been part of the LRI’s on-going activities, it represents one of the key areas for 2013 in which we want to build on our successes in 2012 by focusing on the creation of a strong LRI brand, highlighting best practices in international media and publications and showcasing the members of the LRI at key conferences and trade shows.