

## Singita Grumeti

Sasakwa & Faru Faru Lodges  
Serengeti House & Sabora Tented Camp  
Explore Mobile Tented Camp  
Tanzania

Singita

### *One Planet Action Plan*

**BioRegional**

**solutions for sustainability**

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## *Foreword*

We are delighted that Singita Grumeti has committed to becoming a One Planet Community. This sustainability Action Plan starts to set out how that will be achieved and paints a picture of world class sustainable tourism and conservation which supports the local economy and inspires both visitors and local people alike.

One Planet Living is a global initiative and BioRegional is working with partners all around the world who have made this commitment, sharing lessons learned and developing projects together.

Singita Grumeti joins a network of forward-thinking leaders, from the London 2012 Olympics in the UK to sustainable communities and businesses from China to the USA.

All our partners in the network are striving for true sustainability – to make One Planet Living possible. For me, the urgency and scale of the conservation goals in Singita Grumeti's ambitious plan bring this goal into sharp focus. This is a project where the challenging nature of the Tanzanian reserve brings to life the often nebulous term 'sustainable development'.

The role that tourism has to play in helping to finance conservation efforts at Singita Grumeti Reserves was clear from the beginning. But it was only as we started to work alongside the wildlife team that we fully understood that tourism can also support conservation if implemented correctly. Poaching is the greatest threat to the natural ecosystem, and while the wardens have a crucial role to play, the natural surveillance created by the tourism operation has an equally important role to play. Indeed the conservation team would like to place tourist camps in the remote areas which currently suffer the worst poaching.

Reducing poaching is clearly a laudable goal, but for the 10,000 people living in and around the Game Reserve hunting had been an important source of their diet. While there is no legal obligation for Singita Grumeti to step in and support local people there is a strong moral obligation and unless the local population is given an alternative livelihood the project will simply not succeed in the long-term. As such, we are pleased to support Singita Grumeti's efforts to strengthen the local economy, as well as helping them to dramatically reduce their transport and building emissions.

By embracing One Planet Living Singita Grumeti is setting a new standard in sustainable tourism and conservation and creating a more positive future for local people, wildlife and those fortunate enough to be guests. We are thrilled to be working with Singita Grumeti to create a global exemplar of sustainable development in the heart of Africa.

Sue Riddlestone OBE  
CEO & Co-founder, BioRegional

# 1 *The Singita Grumeti Story*

## *The Serengeti & the Great Migration*

The Serengeti is truly one of the most complex and least disturbed ecosystems in the world and the stage for the Great Migration. One of the ten natural wonders of the world, the Great Migration is the largest mass-movement of creatures in the world with almost 2 million mammals travelling some 800km annually in search of more fertile pastures. The success of this intricate ecosystem is solely reliant on the annual migration.

Nowhere is the Serengeti as iconic as in its western corridor, home to the Grumeti Lands. Here the endless plains pinch up against the vastness of Lake Victoria to the west, creating a micro-climate that consistently brings richer rains and grazing. Historically almost 70% of the Great Migration would pass through this fertile 'pinch point', congregating on the fertile lands of the Grumeti Area for a month or more on their epic journey.

## *A threat to the migration*

At the turn of the century, the Grumeti Lands had been transformed into a barren wasteland due to illegal poaching and uncontrolled legal hunting. The growing demand for 'bush-meat', animal skins and tusks, combined with a local population besieged by poverty and in pursuit of first world conveniences, formed a destructive sub-economy. The lands of this vital fulcrum had been scoured by fire, bow and bullet and now represented a gauntlet on the migration path.

Upon seeing this destruction Paul Tudor Jones made it a personal quest to rehabilitate and restore these lands to their former glory, and safeguard the migration route. Commencing in 2002 he acquired the lease to every hunting concession in the Grumeti Region, and aimed to create a vast sanctuary secure from the unsustainable off take that had become the norm.

Within just a few years 347,000 acres of the Western Corridor was consolidated into the Grumeti Reserves, however land protection was only a small part of the battle as the local economy had become solely dependent on poaching to supplement subsistence farming. For this conservation vision to become truly sustainable, economic alternatives would have to be provided and the local people would have to be educated on the delicate balance of this critical environment.

## *The Grumeti Fund*

The Grumeti Fund was formed in 2003 and, working with the Tanzanian Wildlife Division, the challenge was to turn poachers into game keepers and stewards of the land.

Within a decade, the Grumeti Fund arrested more than 4,500 poachers, and reduced poaching in the reserves to almost non-existence. Thanks to a dedicated team of 150 people protecting and monitoring the wildlife, as well as managing the bushveld, the barren plains of ten years ago have been restored to full wildlife carrying capacity, with some spectacular population recoveries ranging as high as 700%. Equally important, the great herds are once again lingering in this region during the migration, a direct result of the re-stabilised ecosystem.

Today the Grumeti Fund reaches far beyond wildlife protection, with community support and outreach program covering a vast array of activities, including:

- Environmental Education through the Singita Grumeti Environmental Education Centre; teaching almost 1,500 youths the importance of the environment to their long-term livelihoods

- Small Business Support; providing seed capital, construction support and management training to numerous businesses that supply almost 40% of produce to the tourism operations at Grumeti. These include poultry breeding projects, fish farms, beekeeping, pepper production for elephant deterrents and fruit and vegetable farms as part of a horticultural cooperative
- Infrastructure Schemes; improving the daily living conditions of the local community through projects such as digging wells for clean potable water, building dams and water harvesting tanks, as well as build roads to improve access between farms and points of produce sale.

In addition, the company's corporate social responsibility and support to Government through the Tanzania National Parks Authority and the Wildlife Division has seen extensive spending in wildlife conservation in the greater Serengeti ecosystem, including;

- Donating of 32 highly valuable black rhinos to boost the country's tourist attractions;
- Financing anti-poaching operations including training of wildlife guards; the Wildlife Division of the Ministry of Natural Resources and Tourism has received support amounting to TShs 1 billion annually since 2009 under an Agreement in Support of Antipoaching and Wildlife Conservation;
- Payment of relevant fees in full for two hunting blocks even though no hunting is done - instead animals are protected and serve as a tourist attraction to generate funds in order to protect, conserve and restore the famed annual migration route and the Serengeti ecosystem;
- Financing plans for the construction of an airport at Mugumu, in Serengeti District - thus far, about Tshs 500,000,000 has been spent to that effect; and
- Initiating and supporting various participatory programs with neighbouring villages aimed at human development as well as wildlife and environmental conservation.

#### *Conservation Partners*

Such a large operation and ambitious vision for conservation requires consistent revenue generation to sustain these long term social and environmental programmes. In 2006, the Grumeti Fund partnered with Singita, world leaders in the eco-tourism industry; the perfect partners to take the Grumeti Fund and Grumeti Reserves to the next stage.

Today Singita Grumeti comprises five properties which include the flagship Sasakwa Lodge, Sabora Tented Camp and Faru Faru Lodge as well as the newly constructed Serengeti House and Explore Mobile Camps. All the camps are situated within East Africa's world-famous wildebeest migratory route.

Each lodge is built upon the following foundations:

- iconic locations in pristine environments
- privacy
- the employment of passionate, dedicated individuals
- sophisticated, world class product and service
- a pioneering and innovative approach
- the delivery of life-changing guest experiences
- honouring Africa and preserving its heritage for future generations

These five distinct luxurious travel experiences managed by world renowned safari lodge operator, Singita International Ltd, have positioned Singita Grumeti as a world leader in the eco-tourism industry, evidenced by Sasakwa Lodge being ranked No. 1 on the Travel + Leisure World's Best Awards 2011 and 2012 list of Top 100 Hotels Overall.

The operation now provides sustainable employment for over 750 local Tanzanians, as both Grumeti Fund employees and hospitality staff transformed into 'miracle-makers', all trained and inspired to deliver the unforgettable Singita guest experience. The influence of the operation also impacts positively upon the 10,000 people that live in the neighbouring villages and whose livelihoods depend upon the natural environment, and the business Singita Grumeti generates. In addition, the company's investment into the country has resulted in the generation of millions of shillings for both government and private industry, through the collection and payment of payroll taxes, park fees, levies, licences and VAT, and trade with over 200 Tanzanian businesses.

Singita Grumeti is very proud of its fruitful 10- year partnership with Tanzania, its people and its wildlife. When it comes to sustainability, Singita Grumeti's remarkable standings with the country as well as with the global traveller and travel market, position it as a trendsetter for the future.

## *2 The Next Chapter*

The Grumeti Fund, in partnership with Singita Grumeti, has achieved a lot to date.

The next chapter to this story is to secure the longevity of the vision by widening the contributions pool, and to complete the sustainability pyramid by employing best practices in construction and operations to complement the existing best practices currently operating in the areas of conservation, community uplift and hospitality.

The first initiative to do this will be the ambitious Singita Grumeti Hillside Lodges. The project involves the expansion of the operations at Singita Grumeti Sasakwa Lodge to include the development of 7 'right to use' lodges with the express purpose of attracting 7 like-minded influential conservation partners to share the responsibility in continuing to safeguard these lands and ensuring the protection of the project's vision for the future.

As conservation partners to Mr Paul Tudor Jones, the initiative will broaden the financial contributions pool, thus reducing the reliance on just one individual. The partners will make significant annual contributions to the Singita Grumeti Fund to continue and expand the numerous active wildlife, conservation and community outreach programmes. By spreading the burden, we will secure the longevity of the project.

The project will also herald a significant shift in the way we approach construction. Each NEW lodge has been designed, and will be constructed to the highest standard of sustainability; targeting internationally recognised LEED accreditation.

To do this, the buildings have been designed to maximise energy efficiency with high specification glazing and green roofs with deep overhangs, while a large 200kWp photovoltaic farm offsetting and power demands. Water consumption has also been targeted, with efficient fittings being installed throughout the houses, and grey waste water being isolated and passively treated through a constructed wetland, ready for reuse as irrigation.

All materials have been carefully selected to maximise the use of local materials, allowing the buildings to blend seamlessly into the environment, while the majority of imported materials come with high sustainable certifications.

The project will be a pilot project in East Africa and will set a new benchmark in sustainable construction not just for Singita, but for the industry and the region.

### *Sustainable Operations*

Since the fund's inception in 2003, the global sustainability landscape has changed significantly. Businesses and individuals alike are becoming increasingly conscious of conducting their operations and lives in more environmentally responsible ways in order to address the unsustainable demands being placed on the world's resources.

In line with Singita Grumeti's role as a trendsetter in eco-tourism, we have searched for a framework that could holistically encompass the conservation work done to date, the construction practices now in place and chart a new path for sustainability in all areas of our operations. Bioregional's One Planet Framework perfectly suited that vision.

The program uses a 10 principle framework developed jointly by BioRegional and WWF to carefully measure the impact an operation has on the environment and its resources. By studying our carbon emissions, waste patterns, water consumption, food supplying chains and transport habits to name just a few, we aim to play our part in demonstrating that we can live a high quality standard of life while only using our fair share of the world's resources.

By becoming a One Planet Community, Singita Grumeti is adding **'operating within global environmental limits'** as a key tenet of how the company conducts its business. We are very excited to take this next step in our long journey and in this document, share with you our vision.

### *3 One Planet Living*

Globally the world's population is consuming naturally renewing resources and polluting the planet at a rate 50 % higher than what the earth can replenish or absorb.

Ecological foot printing shows that if everyone in the world consumed as many natural resources as the average person in Western Europe, three planets would be needed to support us. If everyone consumed as much as the average North American, five planets would be needed. In South Africa the overall average is just over one planet, but this disguises considerable variations between different regions and lifestyles and in Tanzania the average is about two-thirds of a planet.

At the same time global levels of biodiversity are falling with the Living Planet Index declining by almost 30% between 1970 and 2008. Even this figure is an under-representation of the decline over a longer period, as it includes an increase in biodiversity in temperate regions as they recovered from massive losses prior to 1970.

One Planet Living is a vision of a sustainable world, in which people everywhere can enjoy a high quality of life within the productive capacity of the planet while leaving space for wilderness and wildlife. It uses ten principles of sustainability as a framework with a target for each principle that is linked to the environmental limits of the planet.

#### *3.1 Ecological Footprint*

Ecological footprint analysis is at the heart of One Planet Living as the overarching indicator of what constitutes a sustainable level of consumption, measuring our consumption of natural resources in global hectares of land and sea. The 2012 Living Planet Report shows that we are now exceeding the world's capacity to regenerate by about 50% faster than they can be replenished. If our demands on the planet continue at the same rate, by 2030 the equivalent of two planets' worth of resources will be needed to maintain our lifestyles.

Climate science tells us that in order to avoid runaway climate change, global greenhouse gas emissions need to be reduced by 50% from 1990 levels by 2050. In order for this to happen CO2 emissions will have to be no more than 0.8 tonne per person per annum by 2050.

The graph below shows the trajectory for the global ecological footprint if we continue to consume at current levels in comparison to a rapid reduction in footprint to the One Planet level.

#### *3.2 One Planet Communities Network*

There are now hundreds of communities or companies globally that are using the One Planet Principles. However, in adopting all the targets for One Planet Living, Singita Grumeti becomes a world leader being only the 7th endorsed One Planet Community globally with Sasakwa, Faru Faru, Sabora, Serengeti House and Explore Lodges and Camps becoming the world's first One Planet Hotels, thereby setting a new global benchmark. Like all the One Planet Communities, Singita Grumeti will show that a sustainable future is not an aspiration but a reality.



**North West Bicester, UK**  
*Az Dominion*



**Riverside One, UK**  
*BioRegional Quintain*



**One Planet Middlesbrough, UK**  
*Middlesbrough Council*



**One Planet Sutton, UK**  
*London Borough of Sutton*



**BedZED, UK**  
*Peabody / BioRegional*



**London 2012 Olympic and Paralympic Games**  
*London 2012*



**One Brighton, UK**  
*Crest Nicholson  
BioRegional Quintain*



**B&Q One Planet Home, UK**  
*B&Q plc*



**Petite Rivière, Canada**  
*Groupe Pacific*



**Grow Community  
Bainbridge Island, USA**  
*Asani*



**Sonoma Mountain Village, USA**  
*Coddling Enterprises*



**Imbera**  
*Queretaro, Mexico*



**Mata de Sesimbra, Portugal**  
*Pelicano*



**Ivory Park / Sibaya, South Africa**  
*Johannesburg EcoCity Trust /  
Tongaat Hulett Developments*



**Singita Grumeti Reserves**  
*Tanzania, Africa*



**Barangaroo, Australia**  
*Barangaroo Delivery Authority /  
Lend Lease*



**Hollerich Village, Luxembourg**  
*Schuler Group*



**Villages Nature, Paris**  
*Euro Disney and Groupe Pierre &  
Vacances Center Parcs*



**Masdar City, Abu Dhabi**  
*Mubadala*



**The Hills, Guangzhou, China**  
*China Merchants Property Development*

## *4 Singita Grumeti's Approach to One Planet Living*

By committing to this One Planet Action Plan, Singita Grumeti is aiming to create a benchmark for sustainable tourism for the 21st century – demonstrating how conservation, local economic development and high quality tourism can reinforce each other.

Singita Grumeti is, in effect, both a business and a community combined. This relationship will bode well in the company's commitment to sustainability and collaboration with One Planet. Thus the One Planet Action Plan encompasses not only the tourism component of the business, but the community and conservation aspects as well.

By becoming a One Planet Community Singita Grumeti is pledging to **'operate within global environmental limits'** and committing to this principle as the foundation to the way in which the company conducts its business. Singita Grumeti aims to do this in a number of ways:

- By setting a new standard in conservation and sustainable tourism Singita Grumeti aims to influence conservation in the wider area and tourism globally
- Increasing the awareness of conservation and environmental issues amongst guests, employees, neighbouring communities, suppliers and other stakeholders
- Supporting the increase in health and education levels in the neighbouring communities
- Transforming existing operations to a sustainable One Planet level without compromising conservation and tourism goals
- Developing any new camps and lodges in line with One Planet principles

Since partnering with One Planet Living, Singita has recently opened a sixth camp in the Serengeti ecosystem, Singita Mara River Tented Camp, located in a new concession area known as Lamai, within the Serengeti National Park. With the development of this camp, Singita aimed to create a high end safari camp with a genuinely limited environmental footprint, and Mara River Tented Camp features a fully solar driven electrical system.

### *4.1 Carbon Footprint - Baseline Year in 2011*

The baseline year for the measurement of the carbon footprint was 2011. This showed that the total carbon footprint at Singita Grumeti was 5,170 tonnes, with generator fuel, electricity and vehicles accounting for two-thirds of the total.

### *4.2 The Vision - Singita Grumeti in 2020*

One Planet Communities show that sustainable living is an attractive lifestyle worth aspiring to and is possible to attain in any geographic location. A visit to Singita Grumeti will promote healthy living and support conservation while making it easy for guests to make sustainable choices – but what will this mean for guests and employees?

### *Philemon Mneney, Assistant Ecologist*

Philemon recognizes Singita Grumeti as a company whose loyalty, leadership and commitment to this project, community and country is unrivalled. He says, *“There are only a few companies in this country who are doing the best like this one, in terms of revenue and being loyal to the country and its citizens. There are few companies in this country, which are doing the same work. As a citizen I am proud for this company in terms of their conservation work because I have seen several game reserve operations in poor management and law enforcement, but here, it is great to see a foreign company doing something for the country. This company has done something marvellous in terms of conservation and no one can be compared in this country in terms of conservation. They have been very loyal.”*

In his opinion the timing of the One Planet model is great. *“It has just come at the right time, when we really need it. I absolutely agree that the model or system of OP is going to have a positive impact, not only in conservation, but also in the country and world together, and for other organizations, local and international.”*

Philemon’s dream is to see the communities understanding the importance of their environment. Little things, like knowing the significance of turning off the tap to save water or understanding why a reduction in vehicle usage or alternative transportation is beneficial to sustainability. He predicts that this education will enable the Singita Grumeti team and the local community to speak the same language. He also believes that the One Planet model will encourage inter-company communication, increasing all departments’ understanding of each other and their goals. He says that this model will *“open our eyes more widely”* and people will understand that the preservation of *“land and not the building of infrastructure”* is what brings people here.

### *Laurian Lamatus, Community Education and Tourism Programme Officer*

Laurian believes that sustainability is a key principle in the continued success of the project. He indicates that sustainability will lead to capacity building if *“you see the company training people, that is capacity building. Letting people excel into the knowledge they have. That is to say that you are preparing these people for their future”*. Laurian’s statements on sustainability and the combination of youth education playing a major role in sustainability, undoubtedly shed an exciting and positive light on the future of the One Planet project at Singita Grumeti.

He says, *“If we do our part as Tanzania and we do our part as Singita Grumeti, we will contribute heavily to the future of our planet. If you look into the way that we focus to youth, through the EEC, you are preparing the future leaders who can make the right decision over our natural resources. Secondly, look into the scholarships we offer. We are preparing a new team to roll over this big stone so that we see that Singita Grumeti is not talking about today, it is talking about the 10, 20, 30, 50, 100 years to come.”*

The education of the programme does not just extend to the local communities. As Laurian points out, the One Planet model will also educate guests on the importance of sustainability. He says, *“We have to find where we pin our point – here is where we want to start. From there people from all over the world can come and learn from what we are trying to contribute toward environmental conservation in a sustainable way.”*

Laurian’s support, not only of the Singita Grumeti model as it currently stands, but of the partnership which has been formed with One Planet and their future together, is very positive. He believes that the impact that the two will be able to have on the sustainability of the project will no doubt reach beyond Singita Grumeti, out to the surrounding communities and to the future generations and beyond.

## 5 The 2020 One Planet Action Plan

One Planet Principle	Key 2020 Target	Main strategies for SGR
Zero carbon	30% reduction in energy use	Solar thermal - centralised and individual units
		Energy monitoring, efficiency upgrades and education
		Uninterrupted Power Supply - Sasakwa Hill
	100% renewable electricity	PV/battery bank to replace generators at remote camps Large scale on or off site renewable energy, including 200kWp for new lodges
Zero Waste	90% reduction in plastic	Avoid plastic packaging (e.g. water bottles)
	10% reduction of other waste	Education and sourcing initiatives
	90-95% recycling rate	Anaerobic digestion of food waste
		Recycling of all other waste
Sustainable Transport	50% reduction in land transport emissions	Fleet management: logistics, driver training
		Create a new slower guest experience
Sustainable Materials	50% increase in efficiency of wildlife management activities	Appropriate vehicle use and logistics management
	Imports reduced	Review of all purchases for lower impact options
	Rehabilitation	Rehabilitate quarry and murram pits
Local and Sustainable Food	Low impact new construction	Targeting of LEED credits for reducing waste and responsible sourcing
	60% of staff food local	New initiatives to supply key produce (e.g. poultry)
	100% sustainable fish	Review of purchasing procedures
Sustainable Water	Healthier eating	Progressive shift to a healthier diet
	>5% leakage losses	Metering and automated tanks shut off
	>50% reduction in borehole extraction	Training and education for staff
Education for guests		
Land Use and Wildlife	World Commission on Protected Areas > 75%	Wastewater recycling (Sasakwa)
		Improved management and planning
Culture and Community	Culture of sustainability	Tourism Protocol - ensure new developments, support conservation goals
		One Planet Centre and education
Equity and Local Economy	80% of guests going on a 'cultural' tour	Increased focus on cultural, environmental and anthropological tourism
	50% of salary expenditure on local staff	JVA incorporating OP targets and activities
Health and Happiness	100 new jobs, >60% local	Scholarship education and training programme
		Improvement in key local health and education statistics
		Education to include healthy living
		Support for local sporting initiatives

## 5.1 Zero Carbon

### *Key Strategies*

The building energy situation at Singita Grumeti is complex; with 2 non-grid connected sites where all power demand needs to be met onsite and an unreliable electricity supply at the main lodge that requires back-up generators. The strategy to reduce these emissions will follow 3 steps; understanding the consumption more accurately, installing energy efficiency measures and then meeting all remaining consumption with renewable sources of energy.

### *Targets*

- A 30% reduction in energy use from the 2011 baseline
- 100% of energy supplied to buildings from renewable energy, with diesel only as back up

## 5.2 Zero Waste

### *Key Strategies*

Singita Grumeti has clear advantages and disadvantages in its waste management; while its location means that only very basic facilities are available locally, on the other hand the company controls almost all of the materials that come onto the site. Therefore by aiming to avoid all materials that cannot easily be recycled locally, Singita Grumeti will be able to significantly reduce the impact of waste management.

### *Targets*

- 90% reduction in plastic waste
- 10% reduction in waste other than plastic
- 95% recycling rate for remaining waste

## 5.3 Sustainable Transport

### *Key Strategies*

The fuel consumption of vehicles is a significant contributor to the carbon emissions at Singita Grumeti. The need to reduce this must be balanced against the conservation benefits delivered by the transport, as well as the condition of the roads and the physical danger that the anti-poaching staff can encounter. For this reason, the activities of wildlife have been separated from other activities at Singita Grumeti when assigning targets. It is also important that guests are encouraged to minimise the impact of their international travel wherever possible.

### *Targets*

- 50% reduction in non-wildlife land transport emissions
- 50% increase in the efficiency of wildlife activities
- 10% reduction in airplane cargo mileage
- 50% of guests offsetting or travelling with a lower carbon airline

## *Saitoti Ole Kuwai, Assistant Head Guide*

Saitoti always knew that he wanted to be a guide. He grew up in Ngorongoro Crater Conservation Area and his father was a dedicated conservationist. Saitoti says that before he came to Singita Grumeti he had been *“dreaming to become a guide and find a place where my dreams could come true and I found that Singita is the place that has made my dreams come true.”*

Saitoti believes that the education of the community on the One Planet and Singita Grumeti goals of sustainability are very important. Saitoti notes that climate change and certain unsustainable practices have affected people living in Tanzania. He uses recycling as a small example of how local communities will see direct benefits from the change of practices. For example, he says, *“I have been thinking about alternative ways to dispose of plastic bags and bottles. For example, for people keeping cows plastic bags are a problem, because if a cow eats a plastic bag it will die. This project needs to be put in a form of training and education so that people can change.”*

Just as One Planet and Singita Grumeti’s goals and initiatives focus on a variety of issues, small to large, the effects of not committing to those goals will affect the people and wildlife living here. Saitoti believes that Singita Grumeti has set the stage for future success as the company and community has already come a long way in sustainability efforts.

He closes by saying, *“For me, when I think where we started and where we are now, there is a huge change because when I started here we only had a pride of 5 lions and they were very skittish and the buffaloes, we could only see their dust...but now we can drive right up next to them. And I have seen it all change and I appreciate that. I wish there could be another company like this in Tanzania, because this is absolutely phenomenal. There are areas that in the next 10 or 15 years that will be struggling – something needs to be done and this company is a major example. The company has done a great job.”*

### *5.4 Sustainable Materials*

Singita Grumeti’s primary procurement categories are guest and staff food, fuels, cleaning materials, beverages, vehicle parts, maintenance materials, and construction materials such as sand and blocks.

#### *Key Strategies*

There will be construction at Singita Grumeti in the coming years, and so this principle looks at both materials used in the operation of the site and construction materials.

#### *Targets*

- Reduction in imported materials
- Rehabilitation of quarries and murrum pits (clay pits used in hardening road tracks) for building construction and road maintenance
- Minimise impact of new construction by maximising ‘responsible materials’ that achieve LEED credits

### *5.5 Local and Sustainable Food*

Singita Grumeti purchases vegetables, fruits and eggs locally, through a group initiative the company assisted in establishing, the Grumeti Horticulture and Marketing Cooperative Society Limited, which provides these items for the majority of the property. Many of the company’s other food and beverage suppliers are currently located in Arusha, Tanzania’s main safari purchasing hub.

### *Key Strategies*

As part of Singita Grumeti's approach of supporting the adjacent community, the company sources as much food as it can locally and supports the initiation of projects that can further increase local sourcing. As high levels of meat consumption are detrimental to the environment, local educational programs will look at including the benefits of balanced diets and animal protein substitutes.

### *Targets*

- 60% of food for staff sourced from the local region (i.e. <25km), from 40% today
- 100% of food for staff sourced within 250km
- All fish to be sustainably farmed or harvested
- Progressive improvement in the balance of the staff diet

## *5.6 Sustainable Water*

The water at Singita Grumeti is supplied by 4 boreholes across the 3 main sites and wastewater is disposed of by infiltration from septic tanks.

### *Key Strategies*

All the water from the site is extracted from boreholes and while the Serengeti is, in general, not a water stressed area it is still important to conserve water, both as an inherently precious natural resource and also due to the energy required to pump and clean it.

### *Targets*

- Reduce losses through leakage to less than 5%
- Reduce extraction of water from boreholes by 50%

## *5.7 Land Use and Wildlife*

Biodiversity conservation is the 'raison d'être' of Singita Grumeti; it is the reason the project was established and remains its driving force today. The company is very proud of the gains that have been made in the previous ten years, but is aware that there is still room for improvement in terms of conservation and preserving the harmonious relationship between the conservation and tourism operations.

### *Key strategies*

While great gains in conservation have clearly been made in the last 10 years, Singita Grumeti is still a relatively young 'protected area' and there remain opportunities to improve the processes in place to guide the conservation programme. The presence of the tourism component of the company helps legitimize ecosystem preservation to the surrounding communities, as they can see the direct correlation between wildlife protection and revenue generation. Just as the protection of wildlife makes the tourism venture sustainable, tourism also makes wildlife protection more sustainable - a symbiotic relationship which is imperative to the overall success of the Singita Grumeti project.

### *Targets*

- Achieve and maintain an average management effectiveness score of 75% from assessments based on the World Bank/WWF 'Management Effectiveness Tracking Tool' (ref. Stolton, et.al.,2003)
- Re-establish where necessary and manage key animal and plant species (threatened, endemic and charismatic species) at their ecological carrying capacities.
- Reduce the impact of Invasive Alien Species to predetermined levels that do not pose a threat to Protected Area values, ecosystem processes and biodiversity.

## *Getiga Chiwa, Anti-Poaching Commander*

To Chiwa, Singita Grumeti is an exemplary company mainly because *“it puts effort into so many more areas than just selling safaris and keeping guests happy.”*

Like many of the other employees here, Chiwa acknowledges that other companies don't do as much for the areas in which they are present.

For example, most other companies *“don't do any conservation work - they do nothing to increase game numbers in the area or to protect the game that is there already. Yet here we are busy in the wildlife department doing everything from picking up litter on the side of the road, right through to full-scale law enforcement.”*

One of the other critical aspects of successful conservation and community development that Chiwa sees Singita Grumeti committed to is employment of local people.

He believes that, *“A lot of government and non-government organizations practicing conservation don't realize the importance of local knowledge and participation in conserving areas. At Singita Grumeti we are using guys from the bush who are local and they have beneficial local knowledge....these people are not necessarily educated, but the company trains them in what they need to know and they do well.”*

This relationship is paramount, in that it is mutually beneficial, providing security in both the future of the protection of wildlife and the protection of local employment, and leading to growth in both the conservation and community sectors. Chiwa's appreciation of the company is apparent.

His final comments are as follows, *“I appreciate the fact that our investor found this area and realized the potential of this investment and carried through with it. One of things about working for Grumeti Fund that makes me really happy is that the greater percentage of people working for the Grumeti Fund work together very well and race or nationality differences are not an issue. Everyone works together well, exchanging a lot of thoughts and teaching each other well to ensure a greater success. We need to continue to work together and ensure that all the working relationships are maintained well within the company because ensuring that, the success of the company is guaranteed. The guarantee of the success of the company not only does the investor well, but it does Tanzania well too.”*

## *5.8 Culture and Community*

The Serengeti is not just a biodiversity hot spot; it is also a region of cultural and anthropological importance. The diverse local tribes with their unique cultures and the anthropological importance of the nearby Oldupai Gorge contribute to the cultural uniqueness of the region.

### *Key Strategies*

Singita Grumeti currently runs 'community visits' for guests to visit some of the projects that the company has helped to established, but these could be enhanced to further explore the culture of the region. These visits have to balance protecting the privacy of the local population and the expectations of the guests, and any expansion of the cultural programme will need to carefully maintain this delicate balance.

### *Targets*

- 80% of guests going on a cultural visit
- Creation of a One Planet Centre for guests and staff to promote a culture of sustainability

## 5.9 *Equity and Local Economy*

While the primary goal of Singita Grumeti is conservation this can only be successful in the long term if a resilient local economy is developed. This is most emphatically demonstrated by the conversion of poachers into wildlife scouts. While the most effective strategy from a conservation point of view would be to employ wildlife scouts who are disconnected from the local population, this will not demonstrate to the local population the economic value of their biodiversity or help build the local economy – thus to support this Singita Grumeti has:

- Converted 120 poachers to wildlife scouts
- Employs over 450 people from the district level, injecting millions of shillings into the local economy
- Built 2 schools, 11 water harvesting tanks and drilled 80 boreholes
- Supported the establishment of an agricultural cooperative with 53 members
- Supported the establishment of poultry farms, fish farms, bee-keeping and horticulture projects

### *Key Strategies*

Singita Grumeti, through the Grumeti Fund and its Community Outreach Programme, has supported the local economy since the company's inception, and it is clearly understood that the long-term sustainability of the venture requires a viable local economy.

### *Targets*

- 50% of salary expenditure to be on local staff
- Selected local staff to be trained into junior management roles
- Creation of 100 new jobs of which more than 60% will be for local residents

## 5.10 *Health and Happiness*

The region surrounding Singita Grumeti is rural, equipped with basic infrastructure and markets such as schools, health facilities and employment opportunities. Singita Grumeti is striving to work with the local community to help create and improve the local facilities required to give local people a viable future in the region.

### *Key Strategies*

Singita Grumeti is already a leading employer in the area - providing HIV checks for staff, good accommodation, a balanced diet and recreational/fitness facilities, as well as having developed a range of facilities for the local community. However the company can offer a wider range of health services for employees and work with the community to identify and support the provision of services that would improve their quality of life.

### *Targets*

- Improvement in key local health statistics
- Improvement in local education levels

## 6 Summary

The mission at Singita Grumeti is:

*To rehabilitate and maintain the indigenous biodiversity of the Western Serengeti Mara Ecosystem for the benefit of local communities, and district, national and international stakeholders, through strategies and practices that are financially and economically sustainable, ecologically and environmentally responsible and politically acceptable.*

When Paul Tudor Jones became involved in this project, he shared the vision of Tanzania's first president, Mwalimu Julius Nyerere, of "a world in which people and wildlife live together sustainably forever". The rehabilitation work that Singita Grumeti has undertaken thus far has resulted in many benefits for the local biodiversity and communities. By developing and committing to this One Planet Action Plan the company is now mapping out its future strategy to ensure that all work is set within the context of global environmental limits. Singita Grumeti's aim is to sensitively increase tourism operations, creating a sustainable revenue stream for conservation work and community outreach, whilst also reducing the carbon and ecological footprint, without compromising current standards of operations.

In his Arusha Manifesto of 1961, Julius Nyerere called for action, saying "*The survival of our wildlife is a matter of grave concern to all of us in Africa. These wild creatures amid the wild places they inhabit are not only important as a source of wonder and inspiration, but are an integral part of our natural resources and our future livelihood and wellbeing.*

*In accepting the trusteeship of our wildlife we solemnly declare that we will do everything in our power to make sure that our children's grand-children will be able to enjoy this rich and precious inheritance.*

*The conservation of wildlife and wild places calls for specialist knowledge, trained manpower and money, and we look to other nations to co-operate with us in this important task - the success or failure of which not only affects the continent of Africa but the rest of the world as well."*

Singita Grumeti has achieved much in the way of wildlife conservation, and will continue its vigilance in terms of controlling poaching activities, and with this collaboration with One Planet, the company will now also grow and further concentrate its efforts to reduce carbon emissions and environmental impact. Singita Grumeti is confident that the eight-year sustainability goals, developed in collaboration with One Planet, will contribute to a major reduction in the company's carbon footprint. As a leader in the industry Singita Grumeti also aspires to encourage other companies within the tourism, conservation and community development sectors to adopt similar goals, thus making an even larger impact in the reduction of carbon emissions throughout the African continent.