

**TALKING WITH TORRA  
PROCEEDINGS OF A PARTICIPATORY LIVELIHOODS  
WORKSHOP WITH TORRA RESIDENTS**

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Wildlife Integration for Livelihood Diversification (WILD) Project  
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**Acronyms**

AGM	Annual General Meeting
BDP	Benefit Distribution Plan
CBNRM	Community-based Natural Resource Management
EEU	Environmental Economics Unit
IRDNC	Integrated Rural Development and Nature Conservation
JV	joint venture
MET	Ministry of Environment and Tourism
NGO	non-governmental organisation
NR	natural resources
PTO	Permission to Occupy
RWS	Rural Water Supply
TCC	Torra Conservancy Committee
WILD	Wildlife Integration for Livelihood Diversification
WSN	Wilderness Safaris Namibia

**EXECUTIVE SUMMARY**

1. *People employ a highly diverse mix of **livelihood assets and livelihood strategies** depending on access. The majority of Torra resident's have a primary dependence on the natural resource base and livestock farming to achieve their livelihood outcomes. Thus, people do not follow one singular activity but apply a mix of assets, resources and strategies to achieve livelihood outcomes.*
2. *Participants reported 17 factors that made their **livelihoods vulnerable** and affected security. Other than sudden death or severe illness the next top factors were associated with drought, stock theft and predator damage to stock and livestock illness. They questioned whether the conservancy could not play an increasing role in supporting their livestock systems, including support for marketing and disease outbreaks and reducing predator damage.*
3. *For **livelihood problems** participants identified 22 factors. The top five issues relate to a lack of employment and training opportunities, and access to cash income and financial support. A number of the key problems, e.g. lack of employment and financial income, are key priorities for Torra Conservancy Committee (TCC), while others fall outside the scope of their remit and capacity.*
4. *Participants identified a variety of **policies, institutions and processes** affecting livelihood outcomes – both formal rules and regulations, and social norms or informal rules of the community. Participants stated it was unclear at times who was responsible for what, e.g. conservancy and elephants. A businessman who had applied for a Permission to Occupy (PTO) from the Traditional Authority, but had been refused by the conservancy gave another example. Participants stated the conservancy should provide information to clarify conservancies' roles, responsibilities and actual jurisdiction and develop local conservancy policies with the community.*
5. *Participants identified positive (good) and negative (bad) changes or impacts resulting from conservancy development interventions. The Conservancy Committee need to review further the costs and benefits of the conservancy and incorporate the findings into management plans.*
6. *Participants identified over 25 **potential community development options**. The variety of options identified shows the community has a wealth of potential ideas about how Torra could spend its money. These options could be consolidated to a top ten (building on visioning work) and tabled at a series of special meetings, fed into the development of TCC action plans for benefit distribution and community development planning.*
7. *Participants identified over 22 **critical factors affecting a conservancy's success**. Topics included conflict within the community, lack of information, lack of clarity on decision-making and no financial support to members. TCC should review these factors together with the options for a successful conservancy process (below) to ensure strong community support.*
8. *Participants developed **options for a successful conservancy process**. Top options centred on community involvement in decision-making and awareness of conservancy activities including transport for meetings, farm visits and transparency in management decisions. The conservancy and community need to identify ways to support conservancy successes by reviewing identified options.*

Photo 1: Workshop participants standing outside Jacobus Basson Primary School in Bersig



## 1. INTRODUCTION

This report documents research findings from a participatory livelihood research workshop carried out by the WILD Project in Torra Conservancy in August 2002 in Bersig. The purpose of the research was to conduct a mini workshop (see Appendix 1 for agenda and Appendix 2 for methodology used for developing resource flow maps) with a diverse group of 14 community individuals representing a broad section of the Torra community. The purpose of the workshop was to *“to explore and understand community and livelihood natural resource management issues, and the impacts and development options for Torra Conservancy, together with community members from Torra Conservancy area”*.

Researchers also consulted with other community members including conservancy staff and committee members, Damaraland Camp staff, local teachers and hostel workers, agricultural extension officers, as well as local community members including farmers, the Traditional Authority, small business people and entrepreneurs, and youth. In addition to the interviews and workshop, the project team attended the Torra Annual General Meeting (AGM) and presented the WILD Project to community members. This series of activities provided an overview of community, livelihood and CBNRM-related issues in Torra Conservancy. This document focuses on presenting the workshop findings for discussion, together with key issues arising and options for the conservancy and other stakeholders to improve Torra Conservancy and CBNRM programme activities to support increased livelihood benefits.

The Wildlife in Livelihoods Diversification (WILD) Project is a UK Department for International Development (DFID)-funded applied livelihoods research project for the Ministry of Environment and Tourism (MET). Its purpose is to *“provide research findings, based on good data, in order to strengthen decision-making about Community-based Natural Resources Management (CBNRM) at all levels”*. This report explores and documents the key

livelihood issues relating to the Torra Conservancy and CBNRM programme activities. It provides research findings useful for Torra Conservancy and community and other organisations and individuals in the Namibian CBNRM programme to assist improved decision-making for supporting livelihoods and CBNRM.

The research activities are a component of ongoing WILD Project fieldwork in Torra and form the foundation on which are built discreet household research activities – the WILD/EEU livelihoods survey feedback and three focused research proposals on localised wildlife utilisation, community meat distribution and elephant mitigation measures. In addition, Torra Conservancy is in the process of developing a vision action plan for community and conservancy activities and this research aims to feed into that process. The initial vision document was used as a key resource by participants for workshop discussions and to guide the team on activities and methodologies for the research. The WILD research also provides useful information to the committee and community to feed into process for developing future CBNRM and livelihoods-based activities in Torra Conservancy.

The first section of the report provides a brief overview of Torra Conservancy. The second section gives an overview of the methodology. The third section then presents the information arising from the workshop sessions with discussions of findings and options, then analyses and summarises key issues arising and options for Torra to consider<sup>1</sup>. The workshop agenda and some of the methods used are presented in Appendix 1 and 2. The workshop handout is provided in Appendix 3.

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<sup>1</sup> Four months after this research was conducted TCC implemented a cash payout of N\$ 630 to each individual registered member in response to fierce community pressure to “taste the benefits” (Vaughan *et al.* 2003. WILD Working Paper 15). At a feedback session of these research findings to TCC and IRDNC staff, Linda Baker of IRDNC and several members of TCC wished this report to reflect that the period in which this research was being conducted was a particularly turbulent time for the conservancy. Tensions were high between the TCC and community, but subsequent to the cash payout relations may have improved. Whilst the researchers believe it is partly true that the cash payout has eased community and TCC tensions, it is unlikely to have affected some of the critical research findings on issues such as communication, disparity in job and meat distribution, and inclusive participatory community decision-making. These are only likely to change when TCC specifically addresses them through its conservancy development activities.

Photo 2: Participatory resource flow map of Anton Mapanka's farm at Spaarwater Post



## 2. BACKGROUND TO TORRA CONSERVANCY AND COMMUNITY

Torra was one of the first four communal-area conservancies to be registered in Namibia in 1998. It is situated in the Khorixas Constituency Ward 12 of Kunene Region, Namibia. The Bersig Village is regarded as Torra's main urban centre. The conservancy has an estimated 350 registered members (TCC, *pers. comm.*). Ethnic groups in the conservancy include Damaras and Riemvasmakers. The Riemvasmakers were relocated to the area in the early 1970s after they were forcibly removed from their homeland by the South African apartheid government. There are also several families of Hereros and Wambos in the area. Most people derive their livelihoods from small stock (goats and sheep) and cattle farming, and small-scale vegetable gardens.

There are an estimated 123 households in the area. However, it should be noted that during the production of three community settlement maps with participants and TCC, as part of the research, there was much discussion about the definition of the term 'household'. Participants tended to agree that it meant those people using the same fire and eating together. However, they all stated that to determine the number of households was difficult – just as it was difficult to define a community because everybody is different. In addition, households were said to be fluid and very dynamic with people coming and going. The number of households identified by the different groups were: TCC 132; Workshop Group 1 126; and Group 2 143. It is important to note that the Torra office does not have a map of community settlements or a specific social map indicating households and relations etc. The development of such a map could be a useful planning and recording tool for conservancy activities, e.g. meat distribution, overlaying areas of high predator damage to livestock, or elephant visitation and damage etc.

Torra Conservancy is heralded to be one of the top communal-area conservancies in Namibia – in terms of income generation and sustainability, and the level of conservancy development. It is the first conservancy to gain autonomy over its running costs covering salaries, fuel for the vehicles and other daily expenses. The conservancy is well supported by the Integrated Rural Development for Nature Conservation (IRDNC) NGO, who are located on the edge of the Torra area. The conservancy derives most of its income from the lucrative joint venture (JV) with the Damaraland Camp run by Wilderness Safaris Namibia (WSN). Trophy hunting sales to professional hunters is the second income earner for the conservancy and live game sales third. Bank interests also are considered a valuable cash income for the conservancy. At the time of the report and AGM Torras revenue stood at just over N\$ 1.2 million (TCC pers. com.) In 1997 there was a mobile registration process visiting farms where the majority of members joined Torra conservancy. After the initial registration process, registration was relied on people coming to visit the office to sign up and be registered. The conservancy is run by a elected committee and full time staff members. Currently there are 5 community game guards and 1 field officer and 1 community activator. The committee comprises of 6 elected staff, 2 women and four men who are responsible for overall management of the conservancy.

The conservancies' main activities include a Joint venture (JV) with Wilderness safaris (WSN) and a trophy hunter. Monitoring of wildlife numbers and poaching by community game guards. Live sales of springbok heavily subsidized by the LIFE program, community own use hunting and meat distribution and support for a number of conservancy community needs including a donation of N\$ 20,000 to the local school. The committee holds a yearly annual General meeting of members AGM and occasional specific issues based meetings when called for by members or the committee. The conservancy whilst financially independent is still heavily supported by the NGO Integrated rural development for Nature conservation (IRDNC) who have a major field base close to the main centre of Bersig and with a number of staff including senior staff coming from that community. Torra are assisted with transport resources, training of staff and decision making from IRDNC staff and IRDNC vehicles and staff can be regularly seen moving in and around the conservancy area.

The Torra conservancy area is indicated in map 1 and 2 below. The main settlements are primarily located along the Khorixas to Bersig to Palmwag main road. There are a number of posts some distance from the main road and closer to high wildlife areas. Wildlife is fairly well spread through out the are but with higher concentrations along the Huab River and borders with the Klip River Mountains and skeleton cost park and Palmwag concession area. There are two shops, a small clinic, junior school, police station, agricultural extension office and several telephones in the Bersig village.

Map 1: Torra Conservancy map

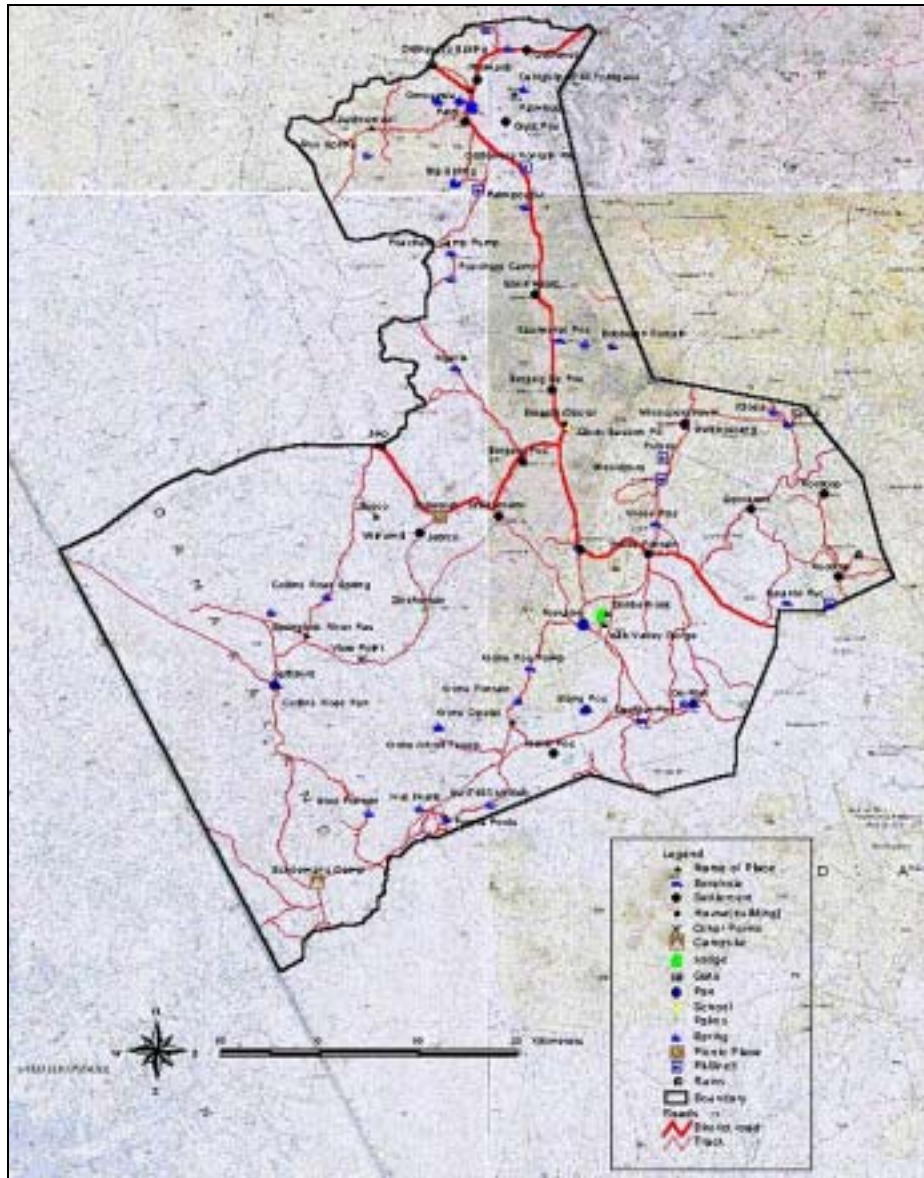


Photo 3: Torra community area map: community developed settlement and NRM map of the conservancy



### 3. METHODS AND ACTIVITIES

The participatory workshop research process was designed in order to explore the critical livelihood and conservancy issues in the community. This was guided by WILD Projects three relevant outputs as below:

**Output 1:** Implications for livelihoods of changing NRM activities and options within conservancies understood

1. Document and describe existing livelihood strategies
2. Document and describe the impacts of the conservancy programme
3. Document and describe the options for livelihood diversification under the conservancy programme

**Output 2:** Critical internal factors (community and conservancy level) influencing the adoption and impact of changing NRM activities and options documented and understood

**Output 3:** Critical external factors (regional and national) influencing the adoption and impact of changing NRM activities and options documented and understood

The workshop research process considered the following key areas:

1. Livelihood assets and resources
2. Livelihood activities and strategies
3. Prioritised key factors affecting livelihood vulnerability
4. Policies, institutions and processes affecting livelihoods
5. Prioritised key livelihood problems

6. Prioritised impacts and changes resulting from the conservancy process – positive and negative
7. Prioritised conservancy and community development options
8. Prioritised critical factors affecting a conservancies success
9. Prioritised recommendations and options for a successful conservancy process

These were addressed through a number of participatory research exercises, including the development of community resources and settlement maps, household livelihood maps, a wealth-ranking exercise to understand how people are different, building discussion and brainstorming around a matrix of livelihood issues, capturing key critical livelihood and CBNRM issues on flipcharts, and ranking and prioritisation of critical issues arising under certain themes by community members.

**Photo 4: Participants participatory ranking of conservancy development options**



In order to obtain a diverse community input into the workshop research process, a representative group process was developed. In discussion with conservancy staff a social map of the conservancy was drawn and indications given of whom might attend from different areas within the conservancy. This process ensured that people were collected from all areas of the conservancy and from different age, gender and ethnic groups, together with people utilising different livelihood strategies including school teachers, conservancy staff, hostel workers, small business people, youth representatives, farmers and others. The selected group was then representative of the diversity of people within the community.

A community feedback session was conducted on the Sunday following the end of the workshop and after the church service, at which workshop participants and WILD staff opened up a classroom and presented flipchart findings to the Traditional Authority, members of the community and conservancy staff. In addition, a short summary brief (see Appendix 3) was prepared and presented and copies left for the TCC. A follow-up feedback meeting was conducted with TCC shortly after the workshop to get their input on the findings and options,

and discussions were held on how this information would feed into the TCC work plans. This information and other research findings were then fed back at a larger and more comprehensive feedback meeting in June 2003 (see Vaughan *et al.* WILD Working Paper 28).

#### **4. SUMMARY OF KEY FINDINGS AGAINST RESEARCH OUTPUTS AND LIVELIHOOD THEMES**

##### *4.1 Livelihoods activities and strategies*

<b>Livelihood assets and resources</b>	
<b>Social</b>	Environmental clubs, friends and family, women's group, water point committees, soccer clubs, hostel committee, school committee, youth group, choir, pioneers organisation, Bloukring and Jongwag group for the youth, farmers' union, shepherds, church committee – Roman Catholic and Lutheran, meat distribution committee, Maria legion and Torra Conservancy Committee
<b>Human</b>	Training, good health, initiative, hard working, honesty
<b>Physical</b>	School, hostel, churches, roads, water pipes, donkey carts, quarantine camp, dip tanks, homestead gardens, livestock loading point, shops, fences, Torra office, auction kraal, telephones, water points and engine rooms, clinic, wind pumps, police station, small businesses e.g. tyres repair, slaughter point, agriculture development centre, dams, storerooms, laundry rooms, rubbish site
<b>Financial</b>	Banks accounts, pensions, small business income, loans, donations, Damaraland Camp employment income, other employment income
<b>Natural</b>	Water – springs, grazing, mountains for gemstones, rocks and sand for building, different plant species, soils and clay, livestock – different types: horses, mules, donkeys, goats, sheep, pigs, cattle, chickens, dogs and cats, cow and goat dung, wood for poles/fire/building, palm trees, leaves, honey and gum, wildlife, springbok, small mammals, predators, elephants shit, medicinal plants and animals including: Dassie's urine, trees – anna bome, skaap bos, jan twak, de riet boss, reeds, wild fruit and berries, makalani nuts, kalkoen bos, aloe, hoba, baboon dung

As can be seen from the above findings, people in Torra Conservancy utilise a wide range of assets as a base for their livelihoods. Participants said what was important was maintaining access to a suite of assets and being able to use them in a mixture of ways to achieve different strategies, as identified below. People said as the majority of people in their community were farmers they were particularly dependent upon drawing upon the natural asset base, as well as their human and social capital – particularly in times of vulnerability and stress.

<b>Livelihood activities and strategies</b>	
<b>Employment and income generation</b>	Small businesses, cool drinks, alcohol, selling fat cakes/sweets, hostel workers and cleaners, other piece work, collecting and selling natural products fruits and gums, emigrating to urban areas for work, small crafts, digging and selling gemstones, sending monies (remittances to family members), making school uniforms, making donkey carts, teachers and other government employees, selling vegetables fruit, making and selling rakes, transporting people, collecting honey to make and sell beer, fixing tyres, selling meat, selling mopane worms, fixing cars
<b>Household activities</b>	Cut and collect wood, collecting natural products fruits and gums, looking after children, household gardening, cleaning house, collecting herbs for medicinal purposes, collecting mopane worms, making butter
<b>Farming activities</b>	Repair water points, tending livestock – milking, dehorning, castration, grazing, drive donkey carts and horses etc., cutting poles for building, collecting reeds for houses, slaughtering animals and selling meat, milk, hides etc.
<b>Other</b>	Studying, cleaning churches, singing in choir

Utilising a variety of different assets (as above people were then able to apply a number of different livelihood strategies to achieve livelihood outcomes). An example was given of a hostel worker who, whilst receiving a government wage, was also a farmer, as well as making and selling school clothing. In addition, people said having a strong family network was important to achieve successful livelihood outcomes, since this enabled them to draw upon a range of resources and support at different times. Thus people do not pursue one single activity, but apply a mix of assets and resources to achieve livelihood outcomes.

**Photo 5: Workshop participants discussing livelihood issues**



<b>Prioritised key factors affecting livelihood vulnerability</b>
1. Sudden death in the family
2. Severe sudden mental or physical disability
3. Drought and HIV/AIDS
4. Motor accidents
5. Stock theft
6. Predator damage to livestock and going to jail
7. Livestock illness
8. Low salaries
9. Lack of families and friends for support
10. Fighting
11. Loss of livestock
12. Bankruptcy
13. Elephant problems
14. Low marketing meat prices
15. Stealing money and theft
16. High living costs
17. Un-trustworthy livestock shepherds

Participants reported 17 critical factors that made them vulnerable and affected their livelihood security. Other than sudden death or severe illness, the next top factors were associated with drought, stock theft and predator damage to livestock and livestock illness. They said people were vulnerable in different ways, but as the majority were livestock farmers any threat to their production system made them very vulnerable. They questioned whether the conservancy couldn't play an increasing role in supporting their livestock systems including support for marketing and disease outbreaks and reducing predator damage.

<b>Prioritised key livelihood problems</b>
1. Lack of employment opportunities
2. No financial support from the conservancy to members
3. Lack of recreational facilities
4. Joint lack of training and educational facilities – low livestock prices
5. High prices at local shops
6. Poor financial management by the Conservancy Committee
7. Bad manners of managers at tourist camps
8. Elephants frightening people
9. Predators killing livestock
10. Poor medical facilities
11. Elderly not looked after
12. Committee makes decisions and rules without community consultation
13. No rights for men
14. Rape
15. Elephants damaging water points

16. Child molestation
17. (Joint) Lack of community transport; Alcohol abuse
18. Housebreaking and burglary
19. Poor housing infrastructure
20. HIV/AIDS illness and affects
21. Debts
22. Roads not tarred and maintained

Twenty-two factors were highlighted and identified as prioritised key livelihood problems. The top five issues relate to a lack of employment and training opportunities and access to cash income and financial support. Again participants said these problems were not homogeneous across the community, but were of differing level severity depending on people’s access to a variety of livelihood assets and strategies. A number of the key problems, e.g. lack of employment and financial income, are key priorities for the TCC, who are aiming to increase employment opportunities through supporting tourism. Participants stated that whilst some problems were critical for community members to overcome to ensure sustainable livelihoods, they fell outside of the remit of the conservancy and were not something they either expect the conservancy to do or feel the conservancy is capable of. However, increased community consultation concerning the conservancy development plan, building on the visioning document, would clarify future development options to target priority livelihood problems falling within the scope of the TCC mandate and capacity.

#### *4.2 Key policies institutions and processes affecting livelihoods*

<b>Policies institutions and processes affecting livelihoods</b>
MET and conservancy wildlife rules, Torra Committee rules, meat committee rules, veterinary services rules, negotiating access to grazing, traffic rules, school rules, processes of race discrimination, vet quarantine and Red Line, issues of bias and nepotism in community power sharing, e.g PTO rules, church rules, different club rules, gossiping and jealousy, unequal distribution of conservancy benefits and privileges, bureaucracy, court rules, Traditional Authority rules, local community rules, domestic household rules

Participants identified a variety of policies, institutions and processes which affect their livelihood outcomes. Some were said to be the formal rules and regulations of the police or MET and conservancy, whilst others were the social norms or the informal rules of the community, such as attending funerals and supporting related households in times of need. In discussions they said there were so many different institutions and rules that it became very unclear at times who was responsible for what. An example was given of the conservancy and elephants. Participants stated that whilst elephants were seen to be the property of the MET (on behalf of the Namibian Government), the conservancy also had a claim on them, especially when it came to benefits derived from them (e.g. from trophy hunting meat and income revenue). However, when a water point was broken, the conservancy did not clarify if it was their responsibility but passed it to Rural Water Supply (RWS) – who in turn passed it back to the MET who then passed it back to the conservancy and so on.

Another example was given by a ‘small’ businessman who had applied for a PTO from the Traditional Authority but had been refuted by the conservancy, who said it was their right to make decisions over land in the area. Participants stated that the conservancy should support the community with information so people understand the conservancy’s roles,

responsibilities and actual jurisdiction over certain activities. Participants stated that the conservancy should agree and develop some local conservancy policies with the community. An example was given of the prosecution and fining of wildlife offenders according to local rules.

**Photo 6: Anton Mapanka discussing conservancy rules at the workshop**



#### 4.3 The positive and negative changes resulting from the conservancy

Prioritised impacts and changes resulting from the conservancy process	
Positive	Negative
1. Compensation for livestock lost to wildlife	1. Apartheid and bias in meat distribution
2. School and kindergarten donation	2. Poor meeting organisation
3. (Joint) Community meat distribution; Provide jobs and opportunities	3. Inadequate livestock compensation
4. (Joint) Provision of vehicle, car, office and radio; Trophy hunting and live sales for income	4. Poor financial management
5. (Joint) Torra Conservancy has money; Providing salaries to game guards; Yearly community meetings; Increase in wildlife numbers	5. No financial assistance to members
6. Hold community meetings	6. Bad manners of campsite mangers
7. (Joint) Meals provided at AGM; Transport to AGM meetings; Conservancy has own vehicle	7. IRDNC still controls Torra
8. (Joint) Decreased illegal use of wildlife; Have a new institution to speak on behalf of the community	8. (Joint) Nepotism; Game guards in danger

	9. (Joint) Inadequate meat distribution; Lack of criteria for standard pay
	10. (Joint) Unfair distribution of financial assistance; Game guards are not active
	11. (Joint) Competition for grazing and water between wildlife and livestock; Restriction of people’s wildlife utilisation has taken ‘bread’ out of people’s mouths; High expectations which conservancy has not delivered
	12. (Joint) Too few community meetings; Oppression of some minority groups; Financial reports are never satisfactory
	<b>Unranked</b>
	No regular contributions or donations
	Appoint conservancy staff without community involvement
	Meals for meetings too few
	Committee enjoys more privileges than members
	Abuse of the Torra vehicle whilst under the influence of alcohol
	Restriction of wildlife utilisation for cultural practices
	Increased number of community conflicts

Participants identified a number of positive (good) and negative (bad) changes or impacts resulting from the formation of the conservancy and its interventions. On the whole they stated the conservancy was a good thing, but that it can bring bad things – such as costs and conflicts – for some members of the community. Further review of the costs and benefits by the Conservancy Committee and incorporation of the findings into management plans would help to address negative aspects, such as lack of information and lack of community consultation, and support positive outcomes.

**Photo 7: Employment of Torra community members at Damaraland Camp was cited as a positive change brought by the conservancy**



#### 4.4 Prioritised community development options

<b>Prioritised conservancy/community development options</b>
1. Provision of community ambulance
2. Support for community campsites and joint ventures
3. (Joint) Establish women's desk for social problems and community development; Subsidise livestock drugs; Remove the Red Line
4. Transport for school learners
5. (Joint) Develop community garden project; Assist starting small businesses; Build donkey butchery
6. Build community hall
7. (Joint) Establish needlework projects; Support community shop; Ostrich farming
8. (Joint) Clinic to be enlarged and better equipped; Attract investors; Assistance to provide extra classes for Grade 10 drop outs; Assistance for youth activities e.g. exchange visits tours and trainings; Employ more game guards
9. (Joint) Develop gemstone project; Craft centre; Support community consultation in all management plans
10. (Joint) Provide technical training centre; Financial assistance to education bursary fund; Loans for livestock
11. (Joint) Electrical elephant fences for gardens; Strategy to reduce and compensate for problem animals; Fund to promote small business
12. (Joint) Assist elderly with roofs; Purchase sport equipment; Lobby for electricity and post office; Develop poultry project
13. Set open criteria for developing
<b>Unranked</b>
Build service station
Develop funeral fund
Support water point committees and technical assistance for pipes etc.
Train community members as tour guides and safari people
Build pay point place for elderly
Provide food and money for the elderly
Exchange visits between conservancies
Develop more joint ventures
Establish more campsites
Game slaughtering place

Participants identified over 25 potential community development options and ranked them in order of priority of which would most assist the development of community livelihoods. The first option for a community ambulance was felt to be outside of the remit of the conservancy, but suggestions were made that the conservancy could look to lobby for government support and possible subsidy. Other options included the development of jobs and employment and support for local community social organisations such as a women's desk. The variety of identified options shows the community has a wealth of potential ideas about how Torra could spend its money. These options could be consolidated and refined to a top ten (building on visioning work) and tabled at a series of special meetings. They could also be reviewed in a

participatory learning and action-research process supported by the TCC to prioritise activities that can be supported by TCC. These would then be discussed and tabled at specific meetings and fed into the development of action plans for benefit distribution and community development planning by TCC and the community.

*4.5 Prioritised critical factors affecting a conservancy's success*

<b>Prioritised critical factors affecting a conservancy's success</b>
1. Conflict and division within the community
2. Conservancy pays low wages and doesn't have common salary scale
3. (Joint) Biased financial assistance; Poor leadership skills
4. Quantity of distributed meat unsatisfactory
5. (Joint) Not enough community meetings; Misuse of Torra Conservancy vehicle
6. (Joint) Some community members against the conservancy; Poor financial management
7. (Joint) Anti-conservancy groups; poor communication gap between community and committee; Committee members enjoy more benefits than members and staff; Committee spending too much time outside on workshops than with the community
8. Committee biased with nepotism in jobs and assistance to friends and ethnic groups
9. Lack of systematic participatory planning strategies to achieve desired vision and outcomes
10. Lack of training opportunities
<b>Unranked</b>
Poor Torra promotion
IRDNC still controls Torra and committee do not make decisions independently
Appointment of game guards without community consultation
Restriction of wildlife use suppresses cultural practices
Meetings advertised too late
Wildlife and livestock competition on grazing and water

Participants identified over 22 critical factors affecting a conservancy's success. These ranged from conflict within the community, lack of information, lack of clarity on decision-making and no financial support to members. A key area identified was communication and information dissemination and inclusive/transparent decision-making. The TCC should review these factors and see which are currently being addressed and which could be reviewed and strengthened together with the options for a successful conservancy process (below). Participants stated that some of these problems were dynamic and changed over time, while others were always present until resolved, e.g. lack of communication. If a number of these factors were targeted they would then support the development of a firm foundation for Torra and its other activities as well as ensure strong community support.

#### *4.6 Prioritised recommendations and options for a successful conservancy process*

<b>Prioritised recommendations and options for a successful conservancy process</b>
1. Provide unbiased village-to-village transport for meetings
2. More training for committee members and community
3. (Joint) Provide financial assistance; Conservancy and committee must visit all farms and undertake more extension activities; Community should be consulted in all major management decisions
4. (Joint) Provide weapons and radios for game guards; Develop and circulate community newsletter
5. (Joint) Give detailed financial statements to the last cent; Provision of notice board for information sharing
6. Translation and interpretation of the constitution and copy to each one home language
7. Free and fair elections of the committee
8. (Joint) Game guards to monitor elephant problems better; Community pay telephone at the office; Three general meetings per year
9. Develop more joint ventures
10. (Joint) Provide more transport to Conservancy Committee and members; Better monitoring of rhinos; Provision of membership cards to members
<b>Unranked</b>
Better information on the balance between wildlife and livestock
Committee must prioritise its targets and activities with dates
Opinion box at the office
More meals for the AGM

Participants developed the above options for a successful conservancy process after reviewing all of the other information arising. The top options centred around community involvement in decision-making and awareness of conservancy activities including transport for meetings, farm visits and transparency in management decisions. Other options included increased training of the committee in management and provision of resources to manage extension and outreach activities, as well as financial support to conservancy members. These options were all positively supported by the community and could be further discussed by the conservancy and community as options to support the success of the conservancy. Support for community consultation could be strengthened, as identified above, by working on a short list of the above action points. Community should be involved in decision-making and awareness improved about the above options and which TCC plans to address now and in the future. The TCC said that some of these issues were likely to be addressed only in future. This is a positive step forward, but needs to be shared with the community to involve them in design and decision-making.

## APPENDIX 1 : WORKSHOP AGENDA

### Programme of research activities for Wild Project community livelihoods and CBNRM research and mini workshop at Bersig, 12<sup>th</sup> –18<sup>th</sup> of August 2002

#### Preliminary research and set-up activities

#### Saturday 10<sup>th</sup> August 2002

- Attended and recorded AGM
- Gave presentation on WILD Project and forthcoming research activities
- Reviewed initial findings for input into workshop activities

#### Monday and Tuesday 12 and 13th August

- Met with representatives of TCC and discussed the research framework for WILD including participant selection and activities for the week
- Made visits to Palm Opstal and Vrede Opstal and surrounding posts to arrange meetings for focus group discussions for livelihoods and community representative selection
- Reviewed criteria for selecting participant
- Reviewed research process develop checklist
- Reviewed agenda for workshop
- Focus group community discussions around key livelihood, community and NRM themes for feeding into the workshop process

#### Wednesday 14th August

#### Workshop

**Theme:** Mini workshop on community, livelihoods and Torra Conservancy

**Purpose of Workshop:** To explore and understand community and livelihood natural resource management issues and the impacts and development options for Torra Conservancy with Torra community members

- Prayer
- Introductions
- Why are we here?
- WILD Project
- Purpose and importance of the research
- How do we work together
- Housekeeping: food, times, rules
- Clarifications and discussion
- Built a livelihoods and conservancy impact and options research framework together with active flipcharts
- Overview of key headings
- How we can use the matrix to record and review information

LUNCH

- Torra community resource and settlement maps
- Explained the process
- Drew maps outside
- Drew on maps
- Reviewed maps and findings, tallied number of households and added information to the framework

**Thursday 15<sup>th</sup> August**

- Reviewed previous day's work and added new information to research framework
- Further developed and brainstormed livelihood headings for assets and activities against the research framework
- Developed household livelihood resource maps

LUNCH

- Reviewed and discussed household maps
- Added information arising from the maps to the research framework

**Friday 16<sup>th</sup> August**

- Reviewed previous day's work and the research framework
- Discussion and ranking of key livelihood problems and opportunities

LUNCH

- Discussion and ranking of critical impacts both positive and negative
- Discussion and ranking of key livelihood and community development options for the conservancy to implement

**Saturday 17<sup>th</sup> August**

- Reviewed previous day's work and the research framework
- Discussion and ranking of critical factors affecting the success of a conservancy
- Developed options for resolving negative critical issues
- Reviewed and summarised findings
- Discussed way forward and issues of feedback

LUNCH

- Travelled to Wereldsend to present to committee

## APPENDIX 2: SUMMARY OF RESEARCH METHODS AND ACTIVITIES

### Method 1: Developing community resource and settlement maps

#### Purpose

To explore and illustrate all the resources critical for sustaining livelihoods and the boundaries within a certain community.

#### Output

A fully developed community map showing roads and other infrastructure, settlements areas of key resource use such as grazing and trees and areas where wildlife and wildlife conflict are found. The map will provide discussion for key resources in the area and form a foundation for a discussion of the use of those resources, access to infrastructure and settlements.

#### Method

- Discuss with the group the purpose of maps e.g. to demonstrate and show certain resources and features within a community.
- Discuss the concept that everybody has a map of their area in their head and by sharing it with other group members we can develop one common map of the area.
- Move outside to a large sandy area. Collect lots of tins, bottles, plastics, elephant and cow dung, sticks, leaves, rocks and other rubbish.
- Ask the group to draw a map of their area.
- It is often useful to start with the roads and show where they are going and all the settlements.
- Encourage all people to join in and describe and develop their area using the rubbish.
- Follow the process and use the checklist to remind people to include everything they can.
- Once the map is complete ask the group to talk you through it and discuss the key features e.g. water pumps, roads etc.
- After the map has been developed, move back inside or to a flat area suitable for drawing. Join two flipchart sheets together, give out pencils and coloured pens and ask them to redraw the map on paper. Start first with the pencils so that mistakes can be rectified and use the different coloured pens to demonstrate key features, e.g. red roads and blue water sources. Make two groups if more than 5-6 people in the group so everybody has an opportunity to contribute.
- Put up a flipchart checklist of the key features and resources to be included on the map (see below)
- Assist the group with discussion of what resources are where to make sure all resources, features and households are present.
- Identify and name all the households.
- Tally up the households and get a total. This map and household list can then form the basis for future wealth-ranking activities.
- When the map(s) are finished put them up on the wall. Compare and contrast them with other maps and ask a group member to explain their map to everybody.
- Identify the key livelihood resources and use them for discussion points such as water points and maintenance issues, highlight areas of key wildlife conflict, as well as grazing and timber areas etc. Discuss the distance to certain resources e.g. clinics and auction

kraals and how all the resources affect livelihoods in terms of access, use and maintenance etc.

- When you are finished ask if any group volunteers would like to make one big map (join four flipchart sheets together). Photograph the maps and process of creating the maps and leave the map behind to be put up at the school or conservancy office.

**Checklist for developing community resource and settlement maps**

Below is a summary checklist of resources and key features to be included on community resource and settlement maps. The list is not exclusive and as other things arise make note and add to checklist.

Rivers	Roads	Posts, Opstals, Houses etc.
Wind pumps	Springs	Diesel pumps
Auction kraals	Homestead kraals – theirs and family	Clinics
Shops	Police stations	Agricultural offices
Wildlife areas – elephants/lions	Trees	Gates and fences
Mountains	Police stations	Telephone lines and boxes
Boundaries veterinary	Boundaries traditional	Boundaries conservancy

## APPENDIX 4 : SUMMARY BRIEF OF RESEARCH FINDINGS

### **WILD preliminary research findings feedback to Torra Conservancy Committee and community Sunday 18<sup>th</sup> August 2002**

**Kit Vaughan and John Bosco Katjiua, WILD Project Kunene**

As part of the WILD Project's research activities, it held a mini workshop on community, livelihoods and the conservancy programme, attended Torra Conservancy AGM and held a number of focused group discussions between 10<sup>th</sup> and 18<sup>th</sup> August 2002, in and around the Torra Conservancy area. Due to the busy nature of the Conservancy Committee, it was not possible for the WILD team and committee to meet and discuss the feedback and findings. Kit Vaughan prepared this brief summary feedback for circulation among the committee in preparation for a feedback meeting on Thursday 22<sup>nd</sup> August, at 10.30 am.

#### **Main activities for the week of 10th –18th August**

- Saturday: attended AGM; held initial discussions with MET and Conservancy Committee.
- Sunday: set up research project and housing, met with Conservancy Committee.
- Monday: discussed research, set-up process, household selection and wealth ranking; undertook community social and NRM map with conservancy staff. Developed criteria for and selected participants for the workshop.
- Tuesday: farm visits to Palm and Posts and Vrede and Posts; held interviews with schoolteachers and hostel workers.
- Wednesday to Saturday: Ran mini workshop with 13 members and residents from all over Torra – of different ages and with different key livelihood strategies, e.g. teacher, game guard, farmer etc. Activities included:
  1. Developing social and NRM maps of Torra
  2. Developing list of households and locations in Torra
  3. Developing household maps of key NRM resources and activities
  4. Discussing and prioritising people's key livelihood activities and resources
  5. Discussing and prioritising people's key livelihood problems, vulnerability and institutions, and power relationships.
  6. Then discussing, ranking and prioritising:
    - The key impacts good and bad of the conservancy
    - The development options for the conservancy
    - Recommendations for a successful Torra Conservancy
    - Factors influencing a conservancy's success
- A number of questions arising from the discussion were recorded on the flipchart for discussion and feedback with the committee.
- Sunday 18th August: visit to Damaraland Camp, informal meeting with some TCC members and community feedback at school.

### Some key findings

1. Torra is a well developed conservancy with almost NS 1.2 million in its bank account. It has a number of ongoing activities including trophy hunting, own-meat hunting, a joint-venture lodge, game guard patrols etc. It is currently busy developing a number of new income-generating projects also.
2. The committee is relatively new, having being elected in November 2001 and is busy with many activities.
3. The majority of the community appears to support Torra; however, there are some outstanding community tensions, e.g. financial issues, lack of information and community decision-making.
4. People's key livelihood activities are centred on farming, access to remittances and income from government and private sector jobs. People rely heavily on their natural resources – soil, water, livestock, wildlife and grazing – to secure and develop their livelihoods.
5. The top five key livelihood problems were ranked as:  
1: lack of employment opportunities, 2: no financial assistance for the members of Torra, 3: lack of training, education and recreation centres, =4: alcohol misuse; low prices of livestock, 5: high prices at shops.
6. The top five positive impacts of the conservancy were ranked as:  
1: has paid compensation for livestock, 2: school donation, =3: community meat distribution; work opportunities, =4: car, office and radio; trophy hunting and selling wildlife, =5: increase in wildlife and paying salaries to community game guards; Torra Conservancy now has money.
7. The top five negative impacts of the conservancy were ranked as:  
1: discrimination in meat distribution, 2: meetings are not well organised, 3: not paying out the equivalent amount for stock losses, 4: financial management unclear, 5: no financial assistance to community members.
8. The top five development options for the conservancy ranked as:  
1: need an ambulance, 2: community campsite, =3: remove red line vet fence; assist pensioners with food on payday; support women's organisation for social work and income generation; =4: assistance to start small businesses; garden project; donkey butchery, 5: transport school children and needy people.
9. The top five recommendations for a successful conservancy process ranked as:  
1: better transport for meetings, 2: more training to the committee members and community, =3: Torra to visit all small and big farms; community should know more about what the committee members are deciding, 4: radios and weapons for community game guards and newsletters, =5: clear financial accounting; visit more farms; put up notice boards.
10. The top five factors affecting a conservancy's success were:  
1: apartheid among community members, 2: do not pay the amount people need for compensation, =3: weak leadership; apartheid in financial help, =4: vehicle misuse; not enough community meetings, =5: I don't want Torra lack of investment in programme; management of money is not good.

### Follow up and way forward

A meeting is planned with the WILD Project team and the Conservancy Committee on Thursday 22 August at 10.30 am. WILD will give more details on the findings of the week's research, discuss and interview with the committee to get their insights and perspectives, and discuss the way forward for the work, outputs from the work, and ongoing and planned future research activities.

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5. **Vaughan, K. and Katjiua, J. 2002.** An Overview of Community-based Natural Resource Management and Rural Livelihoods in ≠Khoadi //Hoas Conservancy. Kunene. August 2002.
6. **Arnold, M.B. 2001.** Predators in the Kunene Region: An Overview of Problems and Prospects. Kunene. August 2001.
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8. **Murphy, C. 2002.** A Summary of Participatory Livelihoods Workshops with Mayuni Conservancy, October, November 2001 and January 2002. With fieldwork assistance from Andrew Long, Helen Suich, Robert Kapala, and Daisy Nheta. Caprivi. March 2002.
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13. **Murphy, C. and Mulonga, S. 2003.** Senior Community Field Ranger Workshop – Caprivi Region. January 2003.

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15. **Vaughan, C., Mulonga, S and Katjiua, J.B.** Cash from Conservation: Torra Community Tastes the Benefits. A Short Survey and Review of the Torra Conservancy Cash Payouts to Individual Registered Members. October 2003.
16. **Vaughan, C., Katjiua, J.B., Mulonga, S and Long, S.A.** Living with Wildlife. Proceedings of Workshop to Evaluate Wildlife Utilization and Human Wildlife Conflict with Community Game Guards in Kunene. May 2003.
17. **Vaughan, C., Katjiua, J.B. and Branston, N.** Talking with Torra. Proceedings of a Participatory Livelihoods Workshop with Torra Residents. October 2003.
18. **Vaughan, C., Katjiua, J.B. and Branston, N. , and K. Bundra May 2003.** CBNRM in the Kunene Region Proceedings of a Workshop Held to Discuss WILD Project Key Findings and Build Stakeholder Consensus. Ombinda Lodge. May 2003.
19. **Murphy, C.** Proceedings of WILD Project Feedback Workshops in Caprivi. April 2003.
20. **Jones, B., Long, S.A., Vaughan, C., Murphy, C., Katjiua, J.B. and Mulonga, S.** Wildlife, Tourism and Livelihoods in Namibia: A Summary of Preliminary Findings of the Project up to end August 2002. August 2002.
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22. **Vaughan, C., Katjiua, J.B. and Branston, N.** Whose Thirst First? A Review of Human Elephant Conflict and Mitigation Measures around Water Points and Gardens in Kunene Region. October 2003.
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- 29. Vaughan, C. and Katjiua, J.B.** Report from WILD Project and Khaibasen Research Group Workshop, Grootberg Training Centre, #Khoadi //Hôas. October 2003.
- 30. Vaughan, C., Katjiua, J.B. and Savage, T.** Proceedings of MET and WILD Project CBNRM Stakeholder 'Policy to Practice' Workshop, Grootberg Training Centre, #Khoadi //Hôas. October 2003.
- 31. Murphy, C. and Savage, T.** Proceedings of WILD/MET: CBNRM Development and Research Priorities in Caprivi, Katima Mulilo: 23<sup>rd</sup> October 2003. October 2003.