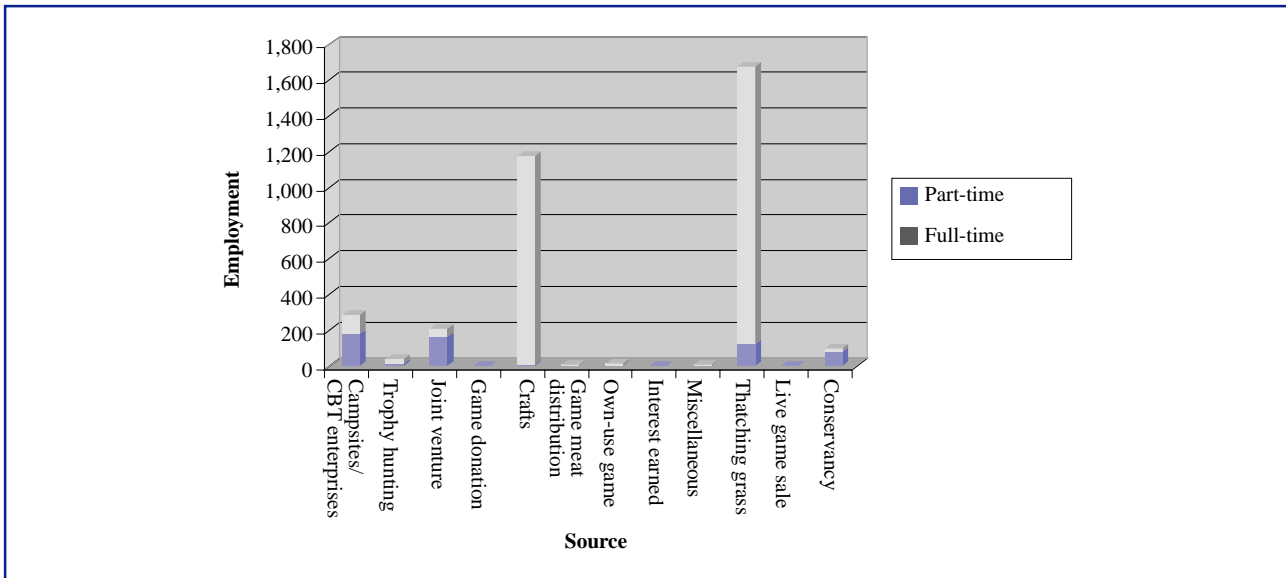




Figure 8: Individual and conservancy income for select conservancies, 2003



concerned (although few have formally developed and ratified plans). What is significant, perhaps, is that revenue derived from conservancy activities is considered a collective or community benefit. These kinds of benefits are quite different from benefits that may affect individuals and households directly, e.g. employment at a tourist lodge or the income that may come from craft sales. This is an important issue, as conservancy residents must balance the needs of individuals with the potential for communities to earn income for NRM and for any collective projects or development activities.

Achievements in income generation and employment

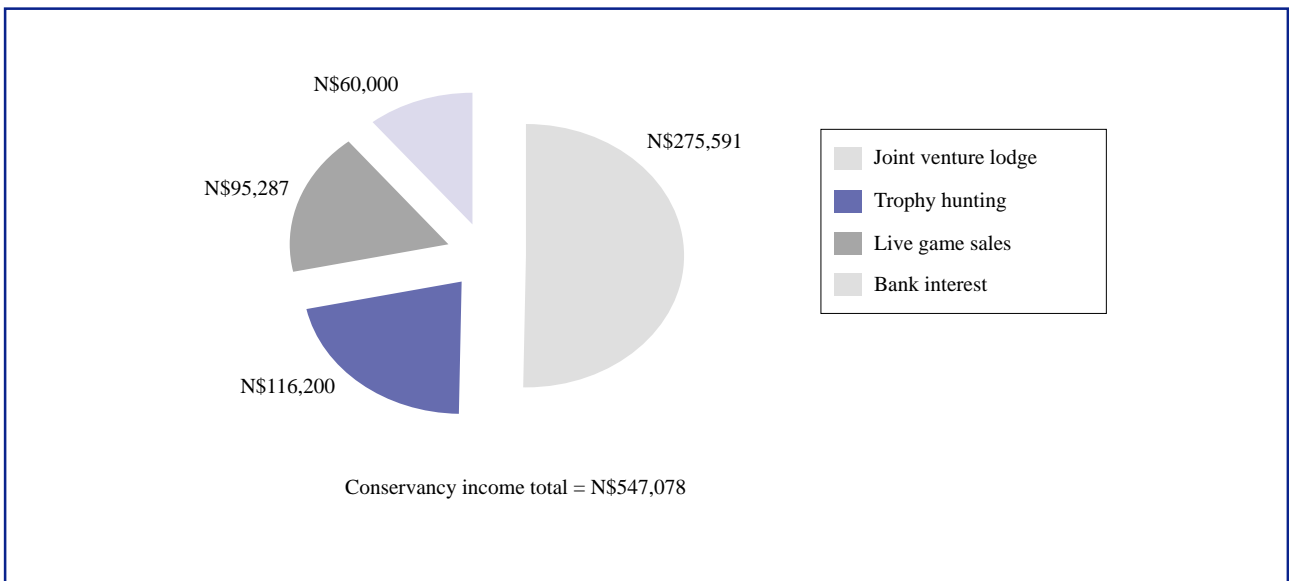
Incomes generated through tourism (both consumptive and non-consumptive) for conservancies have been significant. Chapter 1 provided details based on recent earnings. According to the WWF-LIFE programme, they amounted to over N\$14.5 million in 2003 (including non-financial values). Figure 8 shows the distribution of this income for selected conservancies in terms of the portion which is earned as collective income at conservancy level and that

portion which is earned by individuals. In those cases where individual incomes are earned in the form of wages from work in tourism enterprises, these amount to approximately half the total annual conservancy income.

The contribution that this income makes in terms of the operational costs of running a conservancy and in terms of the contribution to household incomes can be significant. In the case of Torra Conservancy, for example, the income earned by the conservancy was just less than N\$550,000 and the operational costs of the conservancy were approximately N\$260,000. In Mayuni the income earned by the conservancy was over N\$350,000 and their operational costs were in the region of N\$95,000. The incomes that these two conservancies are able to generate would cover the operational costs and leave surplus for either distribution to the broader membership, for investment in some form of community development project or to earn bank interest. An example of the breakdown of the various sources of income for Torra Conservancy is provided in Figure 9.

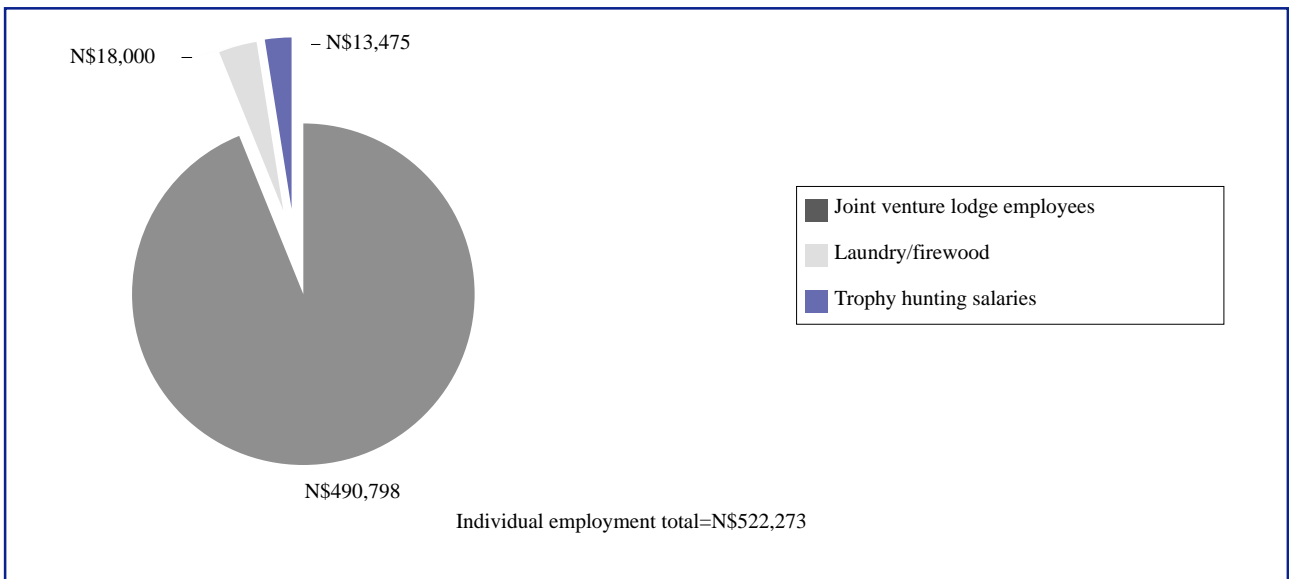


Figure 9: Torra income breakdown (conservancy)



Source: Derived from WWF-LIFE data

Figure 10: Torra income breakdown (individual incomes from wages)



Source: Derived from WWF-LIFE data

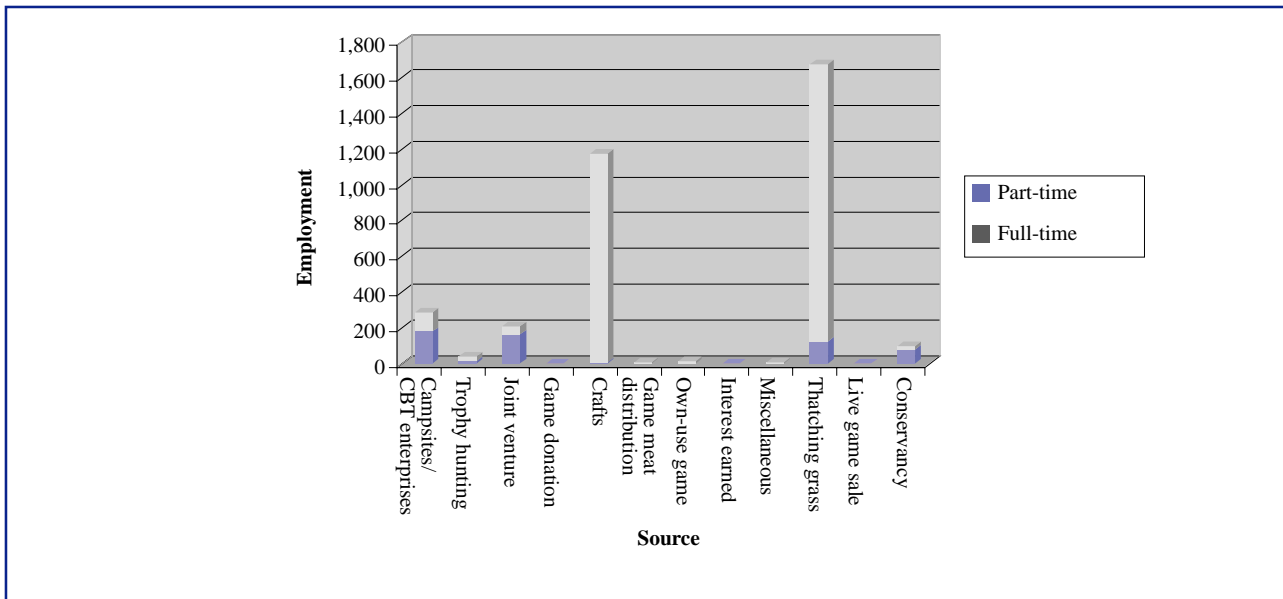
In Torra’s case, presented above, the bulk of employment income comes from opportunities in the joint venture lodge. Currently there are 41 employees: 24 of these are full-time, including a locally recruited lodge manageress, and 17 are part-time. The professional hunter employs a further three individuals and a number of people are paid for collecting firewood. The laundry is done by the women who live on a neighbouring farm to the lodge. Individual incomes for those fortunate enough to gain employment can also be significant, as the above illustrates. Importantly, few local employees will rely solely on the incomes they derive from tourism

work and this therefore increases the value of the opportunities their employment provides (see Long 2003 for further details relating to Torra’s experience).

The total number of employees recorded by WWF-LIFE across all conservancies for 2003 was 542 full-time jobs and 2,933 part-time employees. This represents 1.4% and 8% of the 37,000 plus registered conservancy members; or 0.2% and 1.2% of the estimated populations of the registered conservancies respectively. Figure 11 illustrates the distribution of this employment by source. The majority of



Figure 11: CBNRM employment by sector for 2003



Source: WWF-LIFE 2003

full-time jobs in tourism come from employment opportunities in either joint venture or community-based enterprises. The bulk of part-time employment is in the natural resource product development and marketing sector – including crafts and thatch grass. The interest shown in these activities by local people suggests that they make a direct contribution to livelihoods and are relatively easy to access. Discussion elsewhere in this report focuses on the development value of these activities, and their ‘fit’ with existing livelihoods (see Chapters 5 and 8), suffice it to say here that these two activities accounted for 11% of total conservancy income or N\$1,670,106.

In the tourism sector as a whole for the communal areas in Kunene, Erongo and Caprivi Regions, Roe *et al.* (2003) report that in 2001 there were as many as 830 locally employed people working in tourism enterprises in communal areas, and not only conservancies. In addition the study in question also surveyed the number of Namibian employees involved in tourism operations that used communal areas. The total number of employees amounted to over 1,200 (including those locally employed), and accounts for 6% of all direct tourism jobs in Namibia. The contribution that employment in tourism makes to livelihoods of individuals at the local level is dealt with in more detail in Chapter 8.

In terms of the contribution that the conservancies and CBNRM are currently making to the national and regional economy the same study suggested that tourism generated over N\$113 million. Of this an estimated 36% (or N\$41 million) is value added to the Namibian economy at local, regional and national levels. Overall tourism in communal

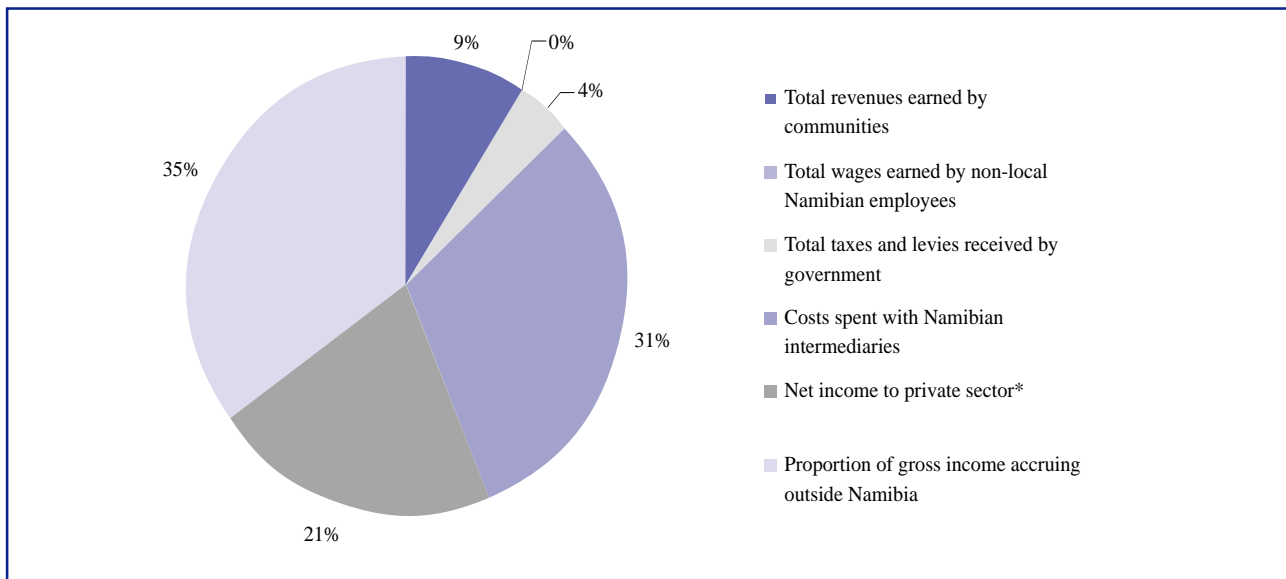
areas contributes up to 8% of the total national contribution from tourism (Roe *et al.* 2003).

Roe *et al.* also provide an analysis of the distribution of the income generated by tourism in communal areas. Of the total income in 2001, their work indicated that 9% was captured by local communities, 21% by the private sector and 4% by the Government – while 31% was spent in Namibia with intermediaries. This 31% onward spending implies a significant opportunity for forward economic linkages, although it must be stressed that it is not known how much of this is captured at the local level (2003: 5).

The data presented by Roe *et al.* suggests that the private sector captures significantly more revenue than communities. However, this must be put in the context of high levels of investment and high operating losses for the private sector in early years or in difficult times – such as those recently experienced in Caprivi. The private sector therefore bears a considerable amount of risk in order to generate a profit and has continued to pump money into the local economy – through salaries, bed levies and so on – even in the absence of profit. While the figures demonstrate an apparently positive economic impact on local communities, at the time of their study there was little evidence available on the precise distribution of this income *within* each conservancy or community and the subsequent poverty reduction impact at the household or individual level. The following chapter and Chapter 8 of this report discuss this issue in more detail and provide some evidence of the value of tourism incomes at the household level in relation to other livelihood opportunities. Figure 12 illustrates the overall distribution of income from tourism for the communal areas of Kunene, Erongo and Caprivi Regions.



Figure 12: Distribution of gross income from tourism in the communal areas of Kunene, Erongo and Caprivi Regions in 2001



*Net income from all tourism operations does not indicate profit on gross revenue and includes income earned by mobile operators outside communal areas as well as those enterprises actually located in communal areas.

Source: Roe *et al.* 2003

In terms of contributing to the development of tourism in communal areas, and in promoting CBNRM as one strategy to address economic development at a regional and national level, the various stakeholders working in support of the CBNRM programme have made a number of important contributions. The enterprise and development working group within NACSO has taken the lead in this regard, particularly in providing training to community members in negotiating with the private sector and in the development of regional tourism planning.

Key national and programme-level developments

CBNRM largely works on establishing common property resource management regimes, and supporting at a collective level improved ways of capturing benefits (including revenues from tourism) derived from resource management. To this extent much of the achievements of CBNRM have been largely at an aggregate level, and not directly targeted at individual households.

At a national programme level, NACSO is a strong organisation through which various stakeholders can cooperate and share experiences. This forms the basis for the review and revision of implementation activities. In terms of the overall skills base of the many organisations involved in CBNRM (Government and NGO) there has been significant capacity built. In addition, in 2002 MET established a CBNRM subdivision (CSD) dedicated to supporting the implementation of CBNRM. The CSD aims to provide and coordinate information and technical support to communities and other stakeholders. Ultimately the aim

is to support sustainable natural resource management and utilisation. Participation and the improvement of the livelihoods of all Namibians are a central part of the mission statement of the CSD. The establishment of the CSD demonstrates the Government's commitment to supporting CBNRM and the rural constituents involved in the conservancy programme.

Programme implementers have shown some capacity to adapt and adjust with the changing needs of communities as the programme has entered a number of different phases. These phases can be identified as follows:

1. The pioneering phase based on empowering local individuals through giving back responsibility for wildlife conservation through the game guard programme. This programme was extended to include the participation of women in NRM through the community resource management programme. The emphasis was on intrinsic conservation values and empowerment of traditional authorities, but also demonstrating that wildlife could have an economic value.
2. The consultation and policy development phase. The emphasis was on finding out the attitudes of local people, developing trust, developing pilot income-generating projects within existing legislation and developing new policy and legislation.
3. The conservancy formation phase. In response to new legislation a focus on assisting communities to form conservancies. This required a shift from a focus on