



approaches to enforce protection of valuable natural resources such as wildlife have proved unending and expensive; optimism because there are positive experiences in sharing benefits with local communities, for example reducing the incidence of poaching. This has been explored with valuable lessons being learnt from Namibia (see case study 1).

## Examples of community-based natural resources management

Some examples of CBNRM include:

- § Management (or co-management) of common property resources such as artisanal fisheries by fisherfolk (for example contact Fiona Nunan, Integrated Lake Management Project Uganda, [fionanunan@infocom.ug](mailto:fionanunan@infocom.ug).)
- § Collaborative forest management (CFM) where communities living adjacent to forest reserves enter into agreements to exploit and conserve the forests. (for example contact Fiona Driciru, Forestry Department, Uganda, [fionafd@ecforest.org.ug](mailto:fionafd@ecforest.org.ug))
- § Catchments management (such as Landcare) where land users in a river catchments collaborate to manage land use in a sustainable way (for example contact N. Nduli at [nduli@narc.agric.za](mailto:nduli@narc.agric.za)).
- § Agreements by communities adjacent to parks to benefit from sales from the park (either through employment or revenue sharing) and the intention is that they therefore have an incentive to conserve the resource (whether wildlife, trees, fish etc) ( for example contact Themba Mangcaqa, Addo Elephant Park, at [tembam@parks-sa.co.za](mailto:tembam@parks-sa.co.za) ).
- § Collective management of the harvesting of a natural resource such as mopane worms

### Box 1. A case study from Namibia

Namibia is an arid country, with average rainfall varying from above 600 mm in the north east to less than 25 mm in the Namib Desert to the west. Namibia's economy is heavily dependent on natural resources. Two-thirds of the 1,6 million population live in rural areas and are directly dependent upon the soil and living natural resources for their livelihoods. Namibia took advantage of the earlier policies that recognised freehold farm owners as proprietors of wildlife on their lands. The policy reforms in 1968 in Namibia that gave the "community" of private farmers' proprietorship over wildlife on their farms was a powerful paradigm shift that saw the reversal of wildlife's decline on commercial (freehold) farms. With farmers enabled to take management decisions over the wildlife on their land and to realise more benefits than costs from wildlife, a multi-million dollar wildlife industry has developed and species which disappeared from freehold land, such as lion, elephant and rhinoceros, have in some cases been returned. Namibia since independence has introduced a common property resource (CPR) management approach. The former black homelands are now recognised as "owners" of the land and its natural resources, and have organised themselves to form conservancies. In order to form a conservancy, a community needs to define its membership, define its physical boundaries, elect a representative committee, agree on a plan for the equitable distribution of benefits and adopt a legally recognised constitution. This is taken as a constituted CPR institution. An NGO has engaged communities in development of ideas, obtaining traditional technical knowledge, experiences, values and how CBNRM fitted in their livelihoods. As rights have been extended to local communities living with wildlife many local communities have become more organised, "their" communally owned wildlife are increasing together with their benefits from the wildlife.

For more information contact J Farrington, at [JOHNF@odi.org.uk](mailto:JOHNF@odi.org.uk)

### Case study 2. Case Study from Tanzania

Since 1986 the Sukuma people in the Shinyanga region, Tanzania have been working on a project, to make sure they are in control and prevent overuse of their natural resources. Using their indigenous knowledge, they are practising a natural resource management system called ngiliti – a Sukuma word meaning enclosure. Involving the conservation of grazing land and fodder lands by encouraging vegetation regeneration and tree planting ngiliti has helped to protect and restore the environment as well as improve livelihoods of communities in the region. Working together with 170 villages the Hifadhi Ardhi Shinyanga (HASHI) project has helped to restore an estimated 350 000 to 500 000 hectares of woodland since the project began. The Shinyanga landscape is now changing thanks to farmers enthusiasm for agro-forestry, local people now grow trees that provide much needed wood for fuel and construction, soil erosion has been curbed and precious watersheds preserved. For further information contact Mr.W.C. Mlenga, Project manager, e mail: [Hashi@africaonline.co.tz](mailto:Hashi@africaonline.co.tz) or [www.tve.org](http://www.tve.org)

### Case study 3. Co-management of fisheries resources in Uganda.

The Government of Uganda is implementing a new approach to the management of capture fisheries. This is a co-management approach involving a partnership between local governments and a national network of new legally

empowered community-based Beach Management Units (BMUs) at all recognised fish landing sites. BMUs will work with local and central governments to manage lake resources, allowing communities to be involved in decision making and management by collecting fisheries information, using it in planning and safeguarding the resources upon which their livelihoods depend. For more information contact Fiona Nunan at [fionanunan@infocom.ug](mailto:fionanunan@infocom.ug).

## Community-based natural resources management and sustainable livelihoods approaches

Some of the ways that the CBNRM approach addresses the SL principles are:

- § **people-focused**, and so puts the poor people (whose livelihoods depend on the natural resources) at the centre of the management;
- § **participatory** ie creating space for poor people to be part of the assessment, decision making, and implementation of their own action;
- § **holistic**, recognising the holistic nature of rural people's lives, their use of multiple livelihood strategies that are risk averse, and so the need for holistic responses;
- § **build on strengths** – builds on the indigenous technical knowledge and skills that people have and what they can do as local organisations or as individuals thus building on their strengths and opportunities and not just needs;
- § use of a **partnership approach** that values local communities as key partners with all tiers of government (local, district, provincial and national), the NGO community as well as the private sector;
- § **sustainable** (in terms of economic, environmental, social and institutional sustainability) as the core yardstick for any intervention;
- § **dynamic**, recognising that change is unavoidable. Change will take place in poor people's lives as well as the policies, institutions and processes which impact on them, and so interventions such as CBNRM should be flexible.

The greatest contribution that CBNRM can make is strengthening and deepening institutional frameworks that maximise the livelihood impacts of local management of natural resources.

## Key documents on community-based natural resources management

**Evaluating Eden. International Institute of Environment and Development (IIED).** The Evaluating Eden project is a collaborative research project support by DGVIII of the ED and the Dutch Ministry of Foreign Affairs (DGIS) which aims to explore the myths and realities of community-based wildlife management. The project is co-ordinated by IIED with regional research teams from collaborating institutions in South and South-East Asia, South and Central America, West, Central, East and Southern Africa, Canada, and Australia. The Project has a webpage with helpful reference materials. Titles featured include: Sustaining Eden: Indigenous Community Wildlife Management in Australia; Northern Eden: Community Based Wildlife Management in Canada; Where Communities Care: Community Based Wildlife and Ecosystem Management in South Asia; Promoting Partnerships: Managing Wildlife Resources in Central and West Africa; Rhetoric or Reality? A Review of Community Conservation Policy and Practice in East Africa; Challenging the Assumptions of Eden: Community Wildlife Management in Southern Africa, among others. To view the webpage, visit: <http://www.iied.org/blg/pubs/eden.aspl>

**The Community Based Natural Resource Management (CBNRM) social science resource kit: Toolkit on community based natural resource management (2002). International Development Resources Centre.** This is a reference tool to assist researchers funded through IDRC's Community Based Natural Resource Management (CBNRM) program in Asia to apply concepts, analytical approaches and research methods from the social sciences in their research. Topics covered include: Gender, Community-Based Natural Resource Management, Participatory Research, Indigenous Knowledge; Institutional Analysis, Common Property, Stakeholder Analysis, Participatory Monitoring and Evaluation, Resource Tenure. The toolkit can be obtained from: [http://www.idrc.ca/cbnrm/documents/CBNRM\\_Toolkit/ResourceKit\\_HomePage.asp](http://www.idrc.ca/cbnrm/documents/CBNRM_Toolkit/ResourceKit_HomePage.asp).

**Bruce Campbell and Sheona Shackleton (2002), The organizational structures for community-based natural resources management in southern Africa. African Studies, University of Florida, USA.** Throughout southern Africa there has been a move to decentralize natural resource management (nrm). Decentralization has taken many forms, resulting in different

organizational structures for nrm. Fourteen case studies from eight countries can be classed into four types, depending on the key organizations for CBNRM: (1) district-level organizations; (2) village organizations supported by sectoral departments (e.g. village forest committees); (3) organizations or authorities outside the state hierarchy (e.g. traditional authority, residents' associations), and (4) corporate organizations operating at the village level (e.g. trusts, conservancies, property associations). It is clear that policies that explicitly decentralize authority to village-level organizations help to avoid some of the problems that have emerged. For details go to [www.africa.ufl.edu](http://www.africa.ufl.edu)

**Matzke, GE and N Nabane (1996). "Outcomes of a community controlled wildlife utilization program in a Zambezi Valley community." *Human Ecology* 24: 65-85.**

Zimbabwe is devolving substantial wildlife management responsibility to local government, and ultimately to local communities, through its Communal Areas Management Program for Indigenous Resources (CAMPFIRE) program. This paper's purpose is to explore the notion that CAMPFIRE offers a useful model for sustainable development discussions by examining the program's impacts in one case study location. It presents a legislative history of the CAMPFIRE Program before specifying the spatial criteria that explain ideal CAMPFIRE sites. Thereafter, it reports results from a study of the development impacts of locally controlled wildlife management in Masoka, an isolated CAMPFIRE community in the Zambezi Valley. The village has developed a land use plan, fenced its fields and settlements, reduced wild animal attacks on people and crops, provided access to primary education for both boys and girls, created local employment, and provided money for household food purchases during a severe drought. In Masoka, the implementation of CAMPFIRE seems to successfully provide incentives to protect megafauna and their habitats.

**'Case Study of Lekgophung Tourism Lodge, South Africa' by Peter John Massyn and Nick Swan.**

The Lekgophung Lodge is a community owned wildlife tourism lodge located in the Madikwe Game Reserve in the north West Province of South Africa. Direct benefits from the Lekgophung Lodge enterprise are expected to boost average household income in the village by about R3,150 per annum and overall disposable income by more than 26%. The rights and benefits to the Lekgophung community through the lodge are durably secured through a range of mechanisms including long term lease rights, partnership contracts with private lodge operators who are required to pay a fixed fee and a percentage of turnover to the community, participation by the community in a multistakeholder park-based development steering committee. The lodge is well integrated with park and local government development initiatives. Although still in a construction phase, the lodge has added value at many levels. The project brings substantial economic benefits and works within the 'new' cost recovery paradigm of protected area management. The document can be downloaded from; [www.livelihoods.org/post/cbnrm](http://www.livelihoods.org/post/cbnrm).

## Useful Internet resources on community-based natural resources management

1. Evaluating Eden: Institute of International Development: [www.iied.org/blg/pubs/eden.aspl](http://www.iied.org/blg/pubs/eden.aspl).
2. Eldis: [www.eldis.org/cf/search/index.cfm?StartRow=31&PageNum=4&keywords=cbnrm&resource=f1agric&type=all](http://www.eldis.org/cf/search/index.cfm?StartRow=31&PageNum=4&keywords=cbnrm&resource=f1agric&type=all)
3. IDS: [www.ids.ac.uk/ids/env/SLSA/slprofiles.aspl](http://www.ids.ac.uk/ids/env/SLSA/slprofiles.aspl)
4. Community-based natural resources management Network (for Documents): [www.cbnrm.net/library/documents/index.aspl](http://www.cbnrm.net/library/documents/index.aspl)
5. Community-based natural resources management Network (for Case studies): [www.cbnrm.net/library/cases/cases.aspl](http://www.cbnrm.net/library/cases/cases.aspl)
6. CBNRM Support Programme: [www.wildnetafrica.com/thechannel/index.aspl](http://www.wildnetafrica.com/thechannel/index.aspl)
7. Links CBNRM: [www.melissa.org/english/links/linkstheme26.asp](http://www.melissa.org/english/links/linkstheme26.asp)
8. CBNRM in Botswana: [www.cbnrm.bw/pages\\_sub\\_dir/Publications.asp](http://www.cbnrm.bw/pages_sub_dir/Publications.asp).
9. Overseas Development Institute (ODI): [www.odi.org.uk/nrp/](http://www.odi.org.uk/nrp/)
10. ARDC – Analysis of CBNRM in Africa: [http://www.ardinc.com/htm/projects/p\\_cbnrm.asp](http://www.ardinc.com/htm/projects/p_cbnrm.asp)

## Upcoming SL activities/programmes

1. The Environmental Evaluation Unit at the University of Cape Town will be running a four day short course on Integrated Coastal Management from 30 June to 3 July 2003. The venue will be the Graduate School of Business, V & A Waterfront, Cape Town. For information please contact, Lynn O'Neill, Environmental Evaluation Unit, University of Cape Town, Private Bag, Rondebosch, 7701  
Tel: (+27 21) 650 2866, Fax: (+27 21) 650 3791, e-mail: [oneill@sceince.uct.ac.za](mailto:oneill@sceince.uct.ac.za).

2. Khanya-managing rural change, CARE South Africa-Lesotho, and Oxfam are holding a national workshop on 23/24 July 2003 to look at the learnings from experience in implementation of livelihoods approaches. The draft programme and registration forms are available on the Events page at [www.khanya-mrc.co.za](http://www.khanya-mrc.co.za). We are looking for people to contribute examples of their experience with livelihoods programmes (2 pages). 3 to 4 people will be commissioned to write up full papers. For more information contact Tsiliso Tamasane, [tssiliso@khanya-mrc.co.za](mailto:tssiliso@khanya-mrc.co.za). If you are interested in attending please contact Keatletsetse Sebete, [keatletsetse@khanya-mrc.co.za](mailto:keatletsetse@khanya-mrc.co.za).

3. The International Institute of Rural Reconstruction (IIRR) is running series of short courses on community-based natural resources management, rural development and management, participatory monitoring and evaluation, etc. For more information visit [www.iirr.org/thml/International.asp](http://www.iirr.org/thml/International.asp) or contact the Course Coordinator, [Education&training@iirr.org](mailto:Education&training@iirr.org).

## Future topics

We welcome feedback, ideas and contributions for upcoming topics. Future topics will include Artisanal Mining, sustainable livelihoods approaches and the environment and sustainable livelihoods and gender.

## Previous Newsletters

**Issue 9:** Community-based Workers as a model for pro-poor service delivery: [www.khanya-mrc.co.za/april-newsletter.thm](http://www.khanya-mrc.co.za/april-newsletter.thm).

**Issue 8:** Institutional support for sustainable livelihoods: [www.khanya-mrc.co.za/feb\\_newsletter.asp](http://www.khanya-mrc.co.za/feb_newsletter.asp).

**Issue 7:** Local Economic Development and sustainable livelihoods: [www.khanya-mrc.co.za/sept\\_newsletter.asp](http://www.khanya-mrc.co.za/sept_newsletter.asp).

**Issue 6:** HIV/AIDS and sustainable livelihoods: [www.khanya-mrc.co.za/june\\_newsletter.asp](http://www.khanya-mrc.co.za/june_newsletter.asp)

**Issue 5:** Social capital and sustainable livelihoods: [www.khanya-mrc.co.za/march\\_newsletter.asp](http://www.khanya-mrc.co.za/march_newsletter.asp)

**Issue 4:** Rights-based approach to development: [www.khanya-mrc.co.za/dec\\_newsletter.asp](http://www.khanya-mrc.co.za/dec_newsletter.asp)

**Issue 3:** Corporate citizenship: [www.khanya-mrc.co.za/oct\\_newsletter.asp](http://www.khanya-mrc.co.za/oct_newsletter.asp)

**Issue 2:** Community-based planning: [www.khanya-mrc.co.za/july\\_newsletter.asp](http://www.khanya-mrc.co.za/july_newsletter.asp)

**Issue 1:** Introduction to sustainable livelihoods approaches: [www.khanya-mrc.co.za/may-newsletter.asp](http://www.khanya-mrc.co.za/may-newsletter.asp)

## Feedback

'I read your last newsletter with interest as we are in the Southern Cape within food security "developing" community-based workers'. Michele Schutte (SA).

'Thanks a lot for sending us the issue on CBW, we know it will help enrich our own experiences'. Fred Kafeero, Environmental Alert (Uganda).

*Sustaining Livelihoods in Southern Africa is an initiative of Khanya-managing rural change and CARE South Africa-Lesotho. The editor is Tsiliso Tamasane and he can be contacted at [tssiliso@khanya-mrc.co.za](mailto:tssiliso@khanya-mrc.co.za), tel +27 82 499 5497. We welcome contributions of events, relevant documents, comments etc.*