

Poverty, Inequality and Environment Series No 1

***GETTING THE LION'S SHARE
FROM TOURISM:
PRIVATE SECTOR-COMMUNITY
PARTNERSHIPS IN NAMIBIA***

***Volume III
Inventory of tourism partnerships in Namibia***

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Acronyms

CBD	Convention on Biological Diversity
CBNRM	Community-Based Natural Resource Management
CBTE	Community-Based Tourism Enterprise
DEA	Directorate of Environmental Affairs
DFID	UK Department for International Development
FENATA	Federation of Namibian Tourism Associations
IIED	International Institute for Environment and Development
IRDNC	Integrated Rural Development and Nature Conservation
JMC	Joint Management Committee
LAC	Legal Assistance Centre
LIFE	Living in a Finite Environment
MET	Ministry of Environment and Tourism
MHT	Mud Hut Trading
MLR	Ministry of Lands and Resettlement
MWCT	Ministry of Wildlife Conservation and Tourism
NACOBTA	Namibia Community Based Tourism Association
NACSO	Namibia Association of CBNRM Support Organisation
NAPHA	Namibia Professional Hunters Association
NDT	Namibia Development Trust
PTO	Permission To Occupy
RISE	Rural Peoples' Institute for Social Empowerment
SRT	Save the Rhino Trust
TAS	Terra Africana Safaris
TASA	Tour and Safari Association
WIMSA	Working Group for Indigenous Minorities in Southern Africa

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Introduction

Partnerships between the private sector and local communities are a growing phenomenon in a number of natural resource sectors worldwide including forestry, agriculture and tourism in response to changes taking place in the market, civil society and environment and development policy – both nationally and internationally.

In a number of developing countries, tourism partnerships between the private sector and local communities are becoming more and more common, especially as communities are increasingly gaining rights to wildlife and other valuable tourism assets on their land through national policy changes on land tenure. In other cases, partnerships are developing on private land as tourism operators recognise that not only is local support essential for the long-term maintenance of the tourism assets on which the industry depends, but that many communities have cultural resources which can greatly enhance or diversify and existing tourism product.

In Namibia, a national review of natural resource management policies following Independence from South Africa in 1990 has provided the stimulus for the development of tourism partnerships. The major driving force has been the recently introduced communal conservancies legislation that gives local people use rights to wildlife and tourism on communal land. Coupled with a national programme on community-based natural resource management this provides a framework through which both biodiversity conservation and rural development goals can be achieved by enabling communities to benefit from commercial ventures on their land. Partnerships are therefore being encouraged between the private sector and communities in order to both improve the standard of living of local communities and ensure the long-term economic viability of the new conservancies (D. Callihan , pers comm).

Volume I of this study is a background report which describes the increasing involvement of local people in the tourism industry in Namibia; the policy and institutional framework that supports private sector – community partnerships; the rationale behind, and characteristics of, such partnerships – both in general terms and within Namibia; and the key ingredients are for successful partnerships – that is, ones that meet the expectations of both sides.

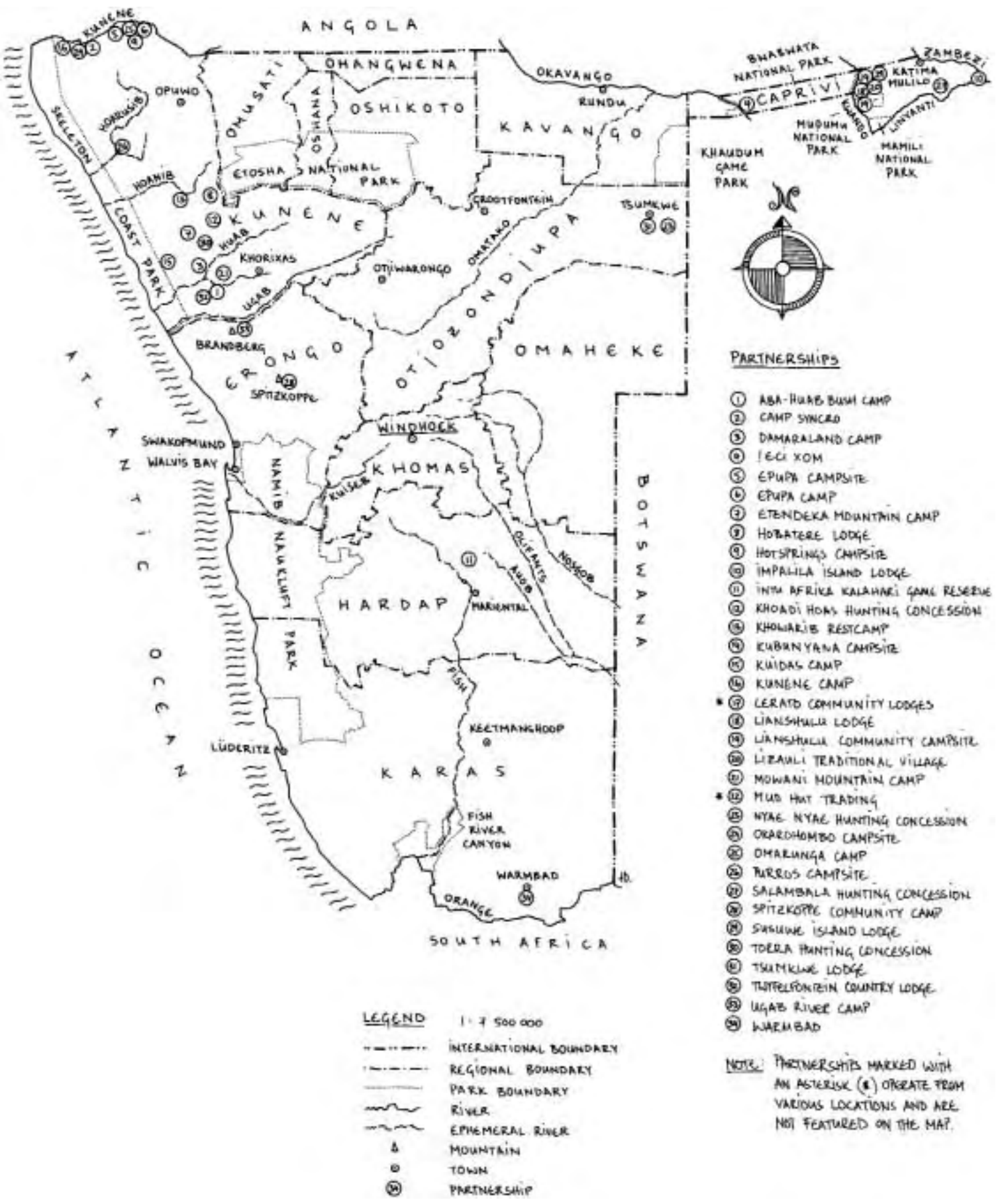
Volume II presents guidelines which aim to provide advice on how both parties can get a good deal from the partnership rather than one side at the expense of the other. They set out the questions both sides to the partnership, community and private sector should consider at each stage of the negotiation process and the reasons why these issues are important.

This volume describes tourism partnerships that currently exist, or have been tried and abandoned, in Namibia. The experience of these initiatives provides the basis for the analysis in Volume I and the guidelines in Volume II.

Broadly speaking, partnerships can be divided into eight main types, depending on the type of company and the type of community (see Volume I, Chapter 4):

1. A company enters into an agreement with a community to develop a new enterprise on conservancy land
2. A company with an existing facility on communal land that becomes registered as a conservancy enters into an agreement to share benefits with the local community. This is in recognition of the changing land and resource rights.
3. A company enters into a “good neighbours” agreement with a community living next to or near an existing private enterprise.
4. A company leases hunting rights from a community e.g. Africa Safari Trails and #Khoadi //Hôas conservancy.
5. A company enters into an agreement with a community to utilize an existing community-based facility .
6. A company enters into an agreement with a community to develop a new community-based facility.
7. A company enters into an agreement with a community to “buy in” services or products – usually to complement an accommodation facility.
8. A company enters into an agreement with a community to develop and market products.

Private sector-community tourism partnerships in Namibia



1. *Aba-Huab Bush Camp*¹

KEY FEATURES

Partnership between:	Sandy Acre Safaris and the resident Namibian entrepreneur.
Current status:	Terminated
Location:	Kunene Region
Partnership type:	5
Type of Agreement:	Formal

The Aba-Huab Bush Camp was a joint venture whereby the tour operator, Sandy Acre Safaris constructed a permanent bush camp for the use of its clients alongside the popular and well know Aba-Huab Campsite. SandyAcre Safaris is a British orientated company which specialises in taking small groups of visitors on exclusive and very well serviced mobile safaris. Itineraries are designed to give a well balanced combination of stays in the best lodges, hotels and guest farms available. Guests can also experience the remoter parts of the country where few fixed accommodation facilities exist based at fully-equipped 'mobile' tented camps.

SandyAcre negotiated with the owner of Aba-Huab Campsite in 1997 to use part of the existing and non-serviced campsite to construct a permanent tented camp. SandyAcre provided the capital to build a kitchen, store, shower block, water tower and dining area. In return, the company's camping equipment – tents , beds, kitchen equipment etc. was to be stored at the site and it was to be maintained by the community so that it would be ready for utilisation when clients arrived. When no SandyAcre tours were visiting, Aba-Huab would be free to use the Bush Camp to accommodate passing trade. The charge for the SandyAcre site would be N\$35 per night compared to N\$20/night for the Aba-Huab site, with a proportion of the surplus fee passed to SandyAcre to offset the capital investment. A complete hand over of the camp was foreseen if SandyAcre was convinced of the management capabilities of Aba-Huab, with all equipment transferred free of charge.

By 1999 very little had been done with the camp. The kitchen area was only partially constructed; a water tower was constructed but left uncovered and the water subsequently contaminated; this in turn rendered the shower block unusable. The stores building was also not completed and it was not possible for SandyAcre to store equipment on site as planned thereby having to still bring everything with them. SandyAcre reported that there appeared to be very little interest in maintaining the site – it was often not prepared for visitors and a SandyAcre representative had to make sure everything was in order prior to guest arriving– defeating the objective of the camp. As a result SandyAcre became extremely fed up with the arrangement and the agreement was terminated in 2000.

It is thought that the main reason behind the failure of the partnerships was that enthusiasm for the Aba-Huab Bush Camp was taken over by the development of a conservancy and the subsequent construction of two lodges at Twyfelfontein (see Inventory numbers 21 and 31). The owner of Aba-Huab Campsite has always hoped to develop a lodge and it is felt that the bush camp was an interim idea that lost momentum when the lodge construction was secured through a partnership.

SandyAcre Safaris also believe that a core problem associated with the Bush Camp partnership was the individual, rather than community, ownership of Aba-Huab Campsite. The owner employs local people to work at the campsite but they receive a wage rather than a share in any profits.

¹ See Volume 1 Case Study No 4

2. Camp Syncro²

KEY FEATURES

Partnership between:	Kaokohimba Safaris and Marienfluss Himba communities.
Current status:	Ongoing
Location:	Marienfluss valley, Kunene Region
Partnership type:	7
Type of agreement:	Informal

The Himba are probably Namibia's most advertised cultural group and no publicity on Namibia is complete without a picture of a (half-naked) Himba woman. Their semi-nomadic lifestyle makes it easy to encounter them throughout Kaokoland. They normally walk long distances and seldom use faster means of transport than donkeys. Settlement life for the Himba is an ongoing event of domestic and cattle farming duties. These activities and the appearance of the Himba people are what will interest visitors when they come to Africa in search of an authentic cultural experience.

Kaokohimba Safaris was founded in 1989 and is owned and managed by one individual. The company started with overland safaris to the Marienfluss Valley and then approached the community with a request to build a small permanent camp along the river (maximum capacity of eight visitors).

The core cultural product offered by Kaokohimba Safaris is a visit to a Himba village. Visits are equally divided across the two main settlements at Okapupa and Ombivangu although smaller settlements of these two communities might be visited if migratory patterns bring people closer to where the camp is located. Village visits are not guaranteed and need the approval of the village elders. But the good relationship between Kaokohimba Safaris and the community means that such approval is almost automatic. Visits respect the daily activities of the Himba, with no "performances" requested or conducted. Ongoing activities of the Himba are explained with as little interference as possible. Kaokohimba Safaris always takes plenty of time to discuss issues and concerns that the community has and will not leave unless certain elder people have been greeted and matters arising satisfactory discussed. Photos are only taken with permission from the community.

There is no formal agreement between Kaokohimba Safaris and the community. The arrangement is based on a voluntarily contribution by Kaokohimba Safaris, related to actual visits to the villages of the Marienfluss community. Visits are paid for with a varying mixture of sugar, salt, flower, tobacco but always include fresh drinking water which is carried in a big tank on board the company vehicle. If the settlements at the river are occupied, and clients visit the village during a walk, the 'payment' will be made later in the day (next day) when the vehicle goes out for an airstrip transfer. The payment (quantity) is normally higher if clients want to take photos. If clients conduct film or photo sessions for commercial purposes, a payment into the Marienfluss Development Fund has to be made. Photographers are charged N\$ 2500 and film/video production N\$ 5000. The Marienfluss Development Fund is a voluntary fund, initiated by Kaokohimba Safaris and administered by the Namibia Nature Foundation. Apart from photo and video royalties, donations from Camp Syncro clients are paid into the fund (currently N\$ 45000). The community can select a purpose for the money but the operator wants to reserve the right for final approval to avoid unrealistic developments.

Additional inputs from Kaokohimba Safaris include a shop selling basic supplies, road maintenance, rubbish collection and disposal, awareness raising amongst tourists, facilitation, health care provision, transport and communications. A large craft development project has also been initiated by Kaokohimba Safaris who, since 1995, have bought crafts and artefacts from the Himba and sold them on to Mud Hut Trading (see Inventory No 22).

² See Volume 1 Case Study No 5

3. Damaraland Camp³

KEY FEATURES	
Partnership between:	Wilderness Safaris Namibia and Torra Conservancy
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	1
Type of agreement:	Formal

Torra, located in the Kunene Region in north-west Namibia, was one of the country's first communal conservancies and is characterised by spectacular arid mountainous scenery and a wide range of wildlife including elephants and lions. The Residents Trust that preceded the Conservancy entered into negotiations in 1994 with Wilderness Safaris, a large Southern-African adventure travel company and reached a successful outcome in 1996 when a joint venture agreement was signed for the establishment of a luxury tented camp, Damaraland Camp.

Direct financial benefits to the community from the Damaraland camp include a bednight levy of 10% of accommodation price and an annual rental of N\$3,000 for the permission to occupy the land. Payments to the community from bednight levies despite low occupancy levels have been fairly significant. Between July 1998 and June 1999 they equalled N\$174,846, equivalent to N\$582 per community member (although revenues have not been distributed this way). This would be comparable to about three months of pension payments or wages from casual agricultural labour. Other benefits include training, employment and asset transfers.

The opportunity of employment at Damaraland Camp is considered a significant benefit as it is better paid and more reliable than the other work available in the region. Fourteen people from various parts of the conservancy currently work at the camp and have accommodation there. In addition there is casual employment for members of the conservancy. Payments in the form of local salaries including casual labour are currently around N\$200,000 per year, thus exceeding bednight levies. In addition, small amounts are paid to the community for laundry services.

Ownership of the venture was a key issue in the negotiations and a flexible approach was adopted. The agreement states that Wilderness Safaris has ownership of the assets of the enterprise but opens the possibility for the community to purchase these either at the end of the agreement i.e. after ten years or to extend the contract by a further five years and acquire 20% of the assets each year through a corresponding reduction in the payments of rental and bednight levy.

³ See Volume 1 Case Study No 1

4 !Eci Xom

KEY FEATURES

Partnership between:	Anvo Safaris and the Kxoe Community
Current status:	Proposed
Location:	Caprivi Region
Partnership type:	3
Type of agreement:	Formal

Anvo Safaris is one of Namibia's oldest and best-known big game hunting companies. The owner is an internationally acclaimed big game hunter with many years of successful experience in all parts of Namibia. His latest big game concession formed part of the West Caprivi Game Reserve. As part of that contract with the Namibian government, ANVO Safaris constructed a hunting camp on a little elevated sandbank in the Okavango River, known as 'White Sands' a name which was subsequently given to the camp. ANVO Safaris hunted in the Okavango River area between 1993 and 1997, after which they did not renew the concession. White Sands camp still remains however, although its legal status is somewhat unclear as no PTO has been issued for the site.

A memorandum of understanding, signed in 1995 between Anvo Safaris and the Kxoe – the resident San community indicated that, if the status of the land on which the camp is situated was clarified, the camp could be upgraded and expanded and reopened for tourists. A percentage (to be agreed upon) of the income from the camp would go the Kxoe community.

However, political and security events unrelated to tourism, have severely disrupted the progress of this partnership initiative. Secessionist disturbances in the Caprivi Region since 2000 forced the government to call a state of emergency in the area and tourism has come to a complete halt. In addition, a dispute arose with the Ministry of Prisons and Correctional Services who claimed ownership of the White Sands site. This dispute has jeopardised all development in the area.

5. Epupa Campsite⁴

KEY FEATURES

Partnership between:	Kaokohimba Safaris and Epupa communities.
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	3, 7
Type of agreement:	Informal

Epupa Campsite is one of four camps at Epupa Falls, on the Kunene River - the border between Namibia and Angola. Traditionally there is no resident community at Epupa – the main Himba settlements are further south where the traditional authority resides. With the development of tourism in the area however, informal community settlements have grown substantially.

Kaokohimba Safaris (see Inventory No 2), together with the Chief Warden for Kaokoland, approached the headman of the Epupa area and obtained permission for the construction of a camp. In 1993, Kaokohimba Safaris initiated the Epupa Fund whereby 10% of turnover at their two campsites (Epupa and Hotsprings) was paid-out annually to the headman. In 1998, the company initiated a community meeting with two other companies operating campsites at Epupa and a fixed amount of N\$20,000 per year for the four camps (Epupa Campsite, Hotsprings Campsite, Epupa Camp and Omarunga Camp) was agreed as a community payment.

⁴ See Volume 1 Case Study No 5

6. *Epupa Camp*

KEY FEATURES

Partnership between:	Epupa Camp and Epupa communities.
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	3
Type of agreement:	Informal

Epupa Camp is one of four camps at Epupa Falls, on the Kunene River. Epupa Camp was originally built as a base camp for a large feasibility study on the Epupa Dam proposal. When the study was concluded in 1997 the camp began to operate as a tourist lodge with some of the team members of the feasibility study as the major shareholders. Epupa Camp charges N\$600 per person/night and receives around 600 guests per year. Its contribution to the N\$20,000 annual community payment, agreed with Omarunga Camp and Kaokohimba Safaris is N\$10,000 – roughly a 3% bed night levy. See Inventory No 5 for details of the partnership agreement.

7. *Etendeka Mountain Camp*

KEY FEATURES

Partnership between:	Etendeka Mountain Camp and neighbouring communities
Current status:	On hold
Location:	Kunene Region
Partnership type:	3
Type of agreement:	Informal

Etendeka Mountain Camp is one of three remaining government concessions on communal land – the other two being Hobatere and Palmwag. The Camp is just north of the veterinarian gate at Palmwag and run by a Namibian couple. Approved in 1993, Etendeka offers an exclusive, low-impact nature experience to mainly special interest tourists.

In 1994, a joint exercise between Integrated Rural Development & Nature Conservation (IRDNC) and Etendeka Mountain Camp was initiated to obtain insight into the tourism awareness of the surrounding communities and to investigate how financial revenue from tourism might be used by the various households. Etendeka voluntarily offered to pay a bed night levy of N\$ 10 per person/night to five communities identified as utilising the same resource base – covering an area up to 200km north: Sesfontein, Khwarib, Warmquelle, Omuramba and Otjikowares. Each community received approximately N\$ 8000.

Etendeka still collects bed night levies but presently does not pay out any money so as not to jeopardise the formation of several conservancies in the area. There is currently no conservancy in the immediate vicinity – although two are emerging nearby – Sesfontein and Omatendeka. Etendeka has indicated several times that it will negotiate a concession right with a conservancy once approved.

8. Hobatere

KEY FEATURES

Partnership between:	Hobatere Lodge and #Khoadi //Hôas Conservancy
Current status:	Negotiations terminated
Location:	Kunene Region
Partnership type:	3
Type of agreement:	Formal

Hobatere is a government-granted concession on communal land bordering the Etosha National Park . Hobatere Lodge is a well-established (since 1991) enterprise within the Namibian tourism industry. It is home to a wide selection of game, including elephant, giraffe, eland and hartmann's zebra. Ornithological trips to bird watching spots are offered. The lodge offers 24 beds and has an average occupancy of more than 50%. The product of the lodge is very much wildlife-orientated and used to include nature activities in the western part of the Etosha National Park before the Ministry closed the Galton gate for day visitors. The concessionaire is a well-known ornithologist and conducts specialist tours throughout the country. Although the concession area falls within communal land, it has never been occupied as it has always had a protected status with the Ministry of Environment & Tourism taking responsibility for resource management as part of its activities in the neighbouring Etosha National Park.

When the #Khoadi //Hôas Conservancy was proposed and boundaries had to be determined, it included the present concession areas of Hobatere. In 1999, with the concession due to expire in 2000, the lodge began to negotiate a partnership with the #Khoadi //Hôas Conservancy (supported by LIFE and the DEA), whereby it was proposed to integrate the concession into the conservancy. Various draft contracts were discussed focussing on the following benefits/responsibilities:

- Number of staff to be employed and trained from the local community
- Bed night levy
- Development of a community campsite in the southern section of the concession area
- Lease fee
- Game translocation
- Resource management

Unfortunately agreement was never reached and the government renewed the existing Hobatere concession despite an earlier commitment to transfer concession-granting rights to conservancies.

9. Hotsprings Campsite⁵

KEY FEATURES

Partnership between:	Kaokohimba Safaris and Epupa communities.
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	3, 7
Type of agreement:	Informal

Hotsprings Campsite is one of four camps at Epupa Falls, on the Kunene River - the border between Namibia and Angola. Partnership arrangements between the local Himba community and Kaokohimba Safaris are as for Epupa Campsite (see Inventory No 5).

⁵ See Volume 1 Case Study No 5

10. *Impalila Island Lodge*

KEY FEATURES

Partnership between:	Island Lodge Management and nearby communities
Current status:	Ongoing
Location:	Caprivi Region
Partnership type:	3
Type of agreement:	Informal

Impalila Island Lodge is situated in Namibia's most easterly point at the junction of four countries – Namibia, Zimbabwe, Botswana and Zambia –and at the meeting point of the Zambezi and Chobe rivers. There is currently no conservancy in this area but the lodge has paid a bed night levy of N\$20 per guest to neighbouring communities for the past seven years. Island Lodge Management (ILM) has indicated that once a conservancy has been established a formal, revenue-sharing agreement will be developed similar to their agreement with the Mayuni Conservancy and Susuwe Island Lodge (Inventory No 29). In addition ILM has a policy of only employing local people from the immediate area to work at the Lodge (see also Inventory No 14).

11. Intu Afrika Kalahari Game Reserve⁶

KEY FEATURES

Partnership between:	Intu Afrika Pty Ltd and Members of the Corridor 17 San community
Current status:	Ongoing
Location:	Hardap Region
Partnership type:	7
Type of agreement:	Formal

The Intu Afrika Kalahari Game Reserve is a luxury lodge and game farm near Mariental – a few hours drive south of Windhoek. Intu Afrika is owned by the API Group, a multinational company based in South Africa involved in mining as well as tourism and covers an area of 23,000 ha.

In 1995, Intu Afrika, then managed by two anthropologists, developed a project to involve the local San bushman community in its tourism enterprise through employment and cultural activities. The San community contacted WIMSA - the Working Group for Indigenous Minorities in Southern Africa – and asked them to facilitate the agreement. WIMSA first proposed a contract whereby a certain amount of land was allocated each year to the San so that they could build up their control, but this was rejected by Intu Afrika. After further negotiations, a joint venture agreement was signed in August 1998 providing for employment for San from Corridor 17 on a rotational basis; payment of a bed levy of 5% into a Community Trust account; accommodation for employees plus their families. In return the San were expected to provide cultural performances and maintain “community cohesion”. A Management Committee was also to be established including 3 San, one teacher and one Intu Afrika representative with the power of veto. The purpose of the committee would essentially be to regulate conduct of the San.

The Agreement was signed by both parties in August 1998, and the first (quarterly) bed levy payment was made in April 1999 but unfortunately since then relationships between the lodge and the Corridor 17 community deteriorated. According to the Intu Afrika management problems arose due to “unacceptable behaviour” of the San – particularly drunkenness. The San in return specified a lack of respect, bad treatment and missing funds as major problems.

No further payments of bed levies were made since April 1999 and the San claim that this is the reason for the breakdown of the agreement. Intu Afrika claimed that the bed levies were not paid because the San breached numerous clauses of the contract on account of their behaviour – particularly alcohol abuse – and that in addition the contract was verbally terminated by San representatives at a meeting between the community and the lodge in May 1999. Intu Afrika also state that the initial idea was intended to be an agreement between the lodge and the already resident San community. WIMSA’s intervention, involving the wider community at Corridor 17 through the rotational employment scheme, resulted in the initiative becoming too large and too ambitious. (Howard Hebbard pers comm.)

The partnership has now changed substantially and interaction between tourists and the San is kept to minimum as the lodge claims to have received complaints from tour groups. Intu Afrika is now in the process of developing a new initiative working with the resident San family only (approximately 40 people), but creating a trust fund for the wider community. The Trust will be administered by Intu Afrika although the operating guidelines will be based on an agreement between the lodge and the San community. Funds from craft sales will be paid into the Trust and into bank accounts rather than being given as cash to individuals, and the Trust money will then be used to pay for education, health care and so on. In this way Intu Afrika hopes to control the problems - particularly alcohol-related – arising from sudden, unaccustomed, influxes of large amounts of cash. Intu Afrika is also developing a cultural centre at the lodge entrance in an attempt to raise tourist awareness of the San culture.

⁶ See Volume 1 Case Study No 6

12. #Khoadi //Hôas Hunting Concession⁷

(a)

KEY FEATURES	
Partnership between:	#Khoadi //Hôas Conservancy and Terra Africana Safaris
Current status:	Terminated
Location:	Kunene Region
Partnership type:	4
Type of agreement:	Formal

The #Khoadi //Hôas Conservancy was officially registered in June 1998. It covers approximately 25,000 hectares and has 1,200 members who are largely dependent on livestock farming as their main livelihood activity and potential source of income. Shortly after registering as a Conservancy, #Khoadi //Hôas was approached by Terra Africana Safaris (TAS) who wished to secure a hunting contract. TAS presented the Conservancy committee with a contract for the hunting concession which was quickly signed with no outside advice or facilitation.

The agreement did not work out, essentially because there was no obligation on TAS to pay for the #Khoadi //Hôas hunting quota in advance – the contract stipulated that TAS would pay a specific trophy fee to the Conservancy for every animal shot or wounded on the Conservancy area. Although the contract was signed in June 1998, for some reason, TAS didn't undertake any hunting activities. The Conservancy therefore lost out on the potential income it could have generated from the season's hunting quota and the agreement was not renewed.

(b)

KEY FEATURES	
Partnership between:	#Khoadi //Hôas Conservancy and Africa Safari Trails
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	4
Type of agreement:	Written, formal

#Khoadi //Hôas Conservancy was keen to learn from its mistakes with Terra Africa Safaris and determined to secure a better deal for the 1999 hunting season. A workshop was organised by LIFE which reviewed what had gone wrong and drew up develop guidelines for all hunting operations in the conservancy. These guidelines effectively form the trophy hunting policy for #Khoadi //Hôas Conservancy and were used to draw up a tender document for the remainder of the 1999 hunting season and for the 2000/2001 seasons. The guidelines were attached to the tender document as "operational conditions" and in addition a number of "tender conditions" were included which stipulate a reserve price for the concession and state explicitly that the agreement relates solely to hunting rights and that "any other negotiations related to tourism rights will be undertaken under a separate agreement".

Four companies tendered for the #Khoadi //Hôas concession, the successful candidate being Africa Safari Trails which was selected not just on basis of the price offered for the quota but also for additional benefits: these included training and employment of four skimmers/trackers plus the training of one professional hunter from within the community. Those to be employed are selected by the conservancy committee based on need (e.g. lack of any other sources of revenue).

⁷ See Volume 1 Case Study No 3

13. Khowarib Rest Camp

(a)

KEY FEATURES	
Partnership between:	Khowarib Community and Rhino Tours
Current status:	Terminated
Location:	Kunene Region
Partnership type:	5
Type of agreement:	Formal

The Khowarib settlement consists of approximately 400 people of mainly Damara origin who are all subsistence livestock farmers (mainly small stock). Khowarib was one of the first communities to get involved in communal tourism, utilising the natural attraction of the famous Khowarib gorge – where the Hoanib River attracts an impressive array of birds, with salvadora bushes and mopane trees adding to the beautiful setting. As such the gorge forms a highlight in travels through Damaraland and is visited by many 4X4 travellers.

There have been several attempts to create a partnership with the Khowarib Rest Camp. The first initiative came from a Swakopmund based tour operator called “Rhino Tours”. They failed to consult the community when drawing up a contract with the camp manager and indicated that they were not willing to involve the whole community, as it would complicate the business. Rhino tours accused the community of stealing building material, which led to their withdrawal in 1995.

(b)

KEY FEATURES	
Partnership between:	Khowarib Community and Sunrise Developers
Current status:	Terminated
Location:	Kunene Region
Partnership type:	5
Type of agreement:	Formal

A second initiative at Khowarib failed for the same reason as the Rhino Tours agreement. Sunrise Developers from Outjo wanted to build permanent basic camping structures and again drew up an agreement with only the camp manager. As with Rhino Tours, the greater community was left out and subsequently contacted NACOBTA whose intervention led to a withdrawal of Sunrise Developers, as they were not willing to include the community in the deal.

14. Kubunyana Campsite

KEY FEATURES	
Partnership between:	Island Lodge Management and Mayuni Conservancy
Current status:	Ongoing
Location:	Caprivi Region
Partnership type:	6
Type of agreement:	Informal

Kubunyana Campsite is on the Kwando River, in the East Caprivi, bordering the Susuwe Island Lodge development on Birre Island (Inventory No 29) Island Lodge Management (ILM) funded, developed and built this campsite on behalf of the conservancy in compliance with their joint venture Memorandum of Understanding. The campsite consists of two separate facilities:

- i) A tented camp consisting of three large serviced and furnished tents under thatch with its own kitchen and ablution block;
- ii) A campsite consisting of four sites which can take two tents each, an ablution block and a communal kitchen.

ILM assists with the marketing and reservations for this facility from its reservations office and provides management support at the campsite.

15. Kuidas Camp

KEY FEATURES

Partnership between:	Skeleton Coast Fly-In Safaris and Torra Conservancy
Current status:	Under negotiation
Location:	Kunene Region
Partnership type:	2
Type of agreement:	Formal

Skeleton Coast Fly-in Safaris (SCS) has been accredited with making the Skeleton Coast one of Namibia's most famous and exclusive tourism destinations. The Skeleton Coast is one of the world's most treacherous and barren shorelines, the product of dense coastal fogs and cold sea breezes caused by the icy Benguela Current. Scores of ships and mariners have met their end here foresting its aura of mystery and impenetrability. SCS has been in operation since 1982 and has constructed several camps both in and outside its concession in the Skeleton Coast National Park. At present, three camps exist on communal land: Kuidas, Kunene and Purros, (see Inventory Nos 16 and 26).

Kuidas Camp is situated at the Terrace Fountain in the Torra Conservancy and is the most southern of SCS' camps, close to the border with the park. The Kuidas Camp used to be part of the Doros Concession which was initially administrated by the Damara Government, who received an annual fee from SCS of N\$ 10,000 and an additional visitor levy of N\$ 50. After independence, these amounts were paid to the central government in Windhoek. When the concession expired it was not renewed by the central government due to the evolving communal area conservancy legislation. The Torra Conservancy has now applied for a PTO for the site, which never existed separately from the concession agreement. There are ongoing discussions whereby SCS is looking for the re-establishment of a new concession in a contract with the Torra conservancy and have indicated an amount of N\$ 50 per visitor as bed night levy plus an annual lease fee of approximately N\$ 3000. However there are doubts over the future of the camp since the MET appears to be reluctant to issue Torra with the PTO as the site falls in a sensitive area.

16. Kunene Camp

KEY FEATURES

Partnership between:	Skeleton Coast Fly-In Safaris and Hartmann Valley Community
Current status:	Under negotiation
Location:	Kunene Region
Partnership type:	3, 2
Type of agreement:	Informal

Kunene Camp, on the Kunene River, is located in the proposed Marienfluss Conservancy. SCS have an informal agreement with the community, contributing a bed-night levy of N\$10 per person which amounts to around N\$6,000 annually. SCS have indicated that they would renegotiate a revenue-sharing agreement with the Marienfluss conservancy (once gazetted) if certain conservation goals are met – for example efforts have been made by the company to persuade the Himba not to grow vegetables on the pristine banks of the river as it interfered with the tourism activities and is (arguably) not a traditional activity of the people (see also Inventory Nos 15 and 26) .

17. Lerato Community Lodges

KEY FEATURES

Partnership between:	Lerato Community Lodges and Various Conservancies
Current status:	Abandoned proposal
Location:	Various
Partnership type:	1
Type of agreement:	Formal

Lerato Community Lodges, a subsidiary of Lerato Holdings – a large South Africa corporation, put forward a proposal to the national CBNRM programme in 1998 to develop a number of small (10 bed) luxury “eco-ethno” tourism lodges throughout Namibia in cooperation with various conservancies as part of a wider project including Botswana and South Africa. In return for a 25 year land lease within various conservancies, Lerato was offering shares in Lerato Leisure Holdings Limited with annual dividends plus a bed-night levy of N\$20. Lerato also wanted the exclusive right to select the site for any lodge development with a particular conservancy plus a first option for any further tourism development.

At a workshop organised by the CBNRM programme, conservancies expressed a number of concerns about the proposal including:

- Lerato was an unknown company in Namibia, with no tourism experience, and conservancy members were concerned about the prospects of dealing with a ‘faceless, foreign company’.
- A 25 year contract was considered too long (especially bearing in mind that Lerato has no track record in either Namibia or in tourism) – plus conservancies are only able to offer concessions on their land, not leases since they do not own the freehold title.
- Despite the share offer the conservancies recognised that they would not have any significant say in the company’s affairs. They would be more interested in a bednight payment related to a percentage of turnover, an annual concession fee and a review of the financial package every five years.

The concerns expressed by the community were not answered satisfactorily by Lerato at a workshop organised by the CBNRM programme and negotiations came to a halt. There is no indication that Lerato has pursued the concept in other countries.

18. Lianshulu Lodge⁸

KEY FEATURES	
Partnership between:	Lianshulu Lodge and neighbouring villages
Current status:	On hold due to disruption of tourism in Caprivi
Location:	Caprivi Region
Partnership type:	3
Type of agreement:	Informal

Lianshulu Lodge holds one of only two concessions in national parks in Namibia and operates in the Mudumu National Park, East Caprivi. Until tourism was brought to a halt in the region following secessionist activities and political unrest, the Lodge maintained a series of partnerships with its neighbouring villages (see also Inventory Nos 19 and 20). These five communities – Lizauli, Lianshulu, Sauzuo, Sachona and Lubuta comprise a total of approximately 750 households, and several thousand people.

In 1993, following discussions with the Linyati Khuta (the Mafwe tribal authority) and IRDNC, Lianshulu Lodge instituted a bed night levy of N\$5 per tourist, per night to be paid to the five neighbouring communities. By 1995 the lodge had accumulated N\$26,000 and distributed the funds. Three of the villages – Sauzuo, Lianshulu and Lizauli divided the money between individual households, generating N\$35 per household, while Lubuta and Sachona used their share of the funds for community projects. Following a workshop in 1999, both the villagers and the lodge management agreed the bed night levy would have been better spent on community income-generating projects rather than being distributed to individual households and that if there were to be a second distribution that would be the preferred option. Unfortunately recent episodes of unrest in Caprivi have resulted in lots of cancellations at the lodge and a consequent severe decline in income to the extent that the lodge feels it can not pay out a levy at this stage.

In addition to the bed levy the lodge was providing a number of other benefits to its neighbours:

- **Compensation for lion kills:** The lodge compensates the surrounding communities (7-8 km to the South or North of the park) for any cattle clearly killed by lions.
- **Compensation for wildlife quota foregone:** The Mayeyi Traditional Authority is entitled, by the MET, to take six buffalo from the park per year for community feasts etc. As compensation for not doing this, the lodge buys them six cattle a year for their annual celebrations in lieu of buffalo.
- **Direct employment:** When operating at full capacity the lodge employs around 40 local staff and provides accommodation, food and training.
- **Other initiatives:** The lodge also provides other assistance to the neighbouring communities e.g. a monthly ration of milie meal, tea, coffee etc to the Khuta, visits by a nurse, car repairs, building repairs etc; plus it operates an open invitation to local schools in the area to visit the lodge and learn about conservation, wildlife and tourism.

The various arrangements that Lianshulu Lodges has with the communities around Mudumu National Park appear at first glance very one-sided, but the lodge management sees good relations with the neighbouring communities as essential to the long-term protection of the area and the tourism product. Demonstrating to local communities that wildlife conservation pays in the form of benefits from tourism therefore makes good, long-term business sense. The lodge also values the support it gets from the local tribal authority in helping to resolve any employment disputes, particularly when staff have been laid off as a result of under-occupancy during the periods of disturbance.

⁸ See Volume 1 Case Study No 2

19. Lianshulu Community Campsite

KEY FEATURES

Partnership between:	Lianshulu Lodge and Lianshulu Village
Current status:	Proposal on hold due to disruption of tourism in Caprivi
Location:	Caprivi Region
Partnership type:	6
Type of agreement:	Informal

Lianshulu Village - one of the neighbours of Lianshulu Lodge - has acquired permission from the MET to operate a tourism venture in Mudumu National Park (as compensation for being relocated when the park was proclaimed). Prior to the latest bout of disturbance in Caprivi in January 2000, Lianshulu Lodge had stated that it would assist the community in this venture by providing capital for the construction costs, uniforms, removing rubbish, maintenance etc. A Community Trust was to be formed and jointly administered by the lodge and the community, into which income would be paid and out of which would come salaries, maintenance costs and capital repayments. At the time of writing and with continuing unrest in Caprivi the status of this venture is not clear.

20. Lizauli Traditional Village

KEY FEATURES

Partnership between:	Lianshulu Lodge and Lizauli Community
Current status:	Abandoned due to disruption of tourism in Caprivi
Location:	Caprivi Region
Partnership type:	6
Type of agreement:	Informal

Following a workshop at Lianshulu Lodge in 1992, the lodge embarked on an initiative in 1993 to assist the Lizauli Community, 13 km north of the lodge, to develop a traditional village as a tourist attraction. Lianshulu put up N\$20,000 to build the village and to provide advice on managing it as a tourist attraction. The lodge offered excursions to the village amongst the activity options that are included in the full-board rate. Members of the Lizauli community provided tourists with guided tours of the village, demonstrating traditional practices and providing dancing displays for which tourists paid a N\$20 entrance fee. The village also includes a craft stall, to sell crafts made by Lizauli community members. The village was doing well until disruption of tourism in the region in 2000, with N\$10,000 of the capital investment has been repaid to Lianshulu Lodge and the remaining N\$10,000 written off. Since 2000 the traditional village has been abandoned and it is not clear if resources will be available to revitalise the initiative when tourism recommences in the region.

21. Mowani Mountain Camp

KEY FEATURES

Partnership between:	Mowani Mountain Camp and Uibasen Conservancy
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	1
Type of agreement:	Formal

Close to the famous rock art sites of Twyfelfontein, the Mowani Mountain Camp is a new development based on an agreement with the Uibasen Conservancy. A signed contract exists but at the time of writing the contents of the contract had not been examined by the authors. However, the Uibasen Conservancy has indicated that it is very happy with the agreement.

22. Mud Hut Trading⁹

KEY FEATURES	
Partnership between:	Mud Hut Trading and Various Communities
Current status:	Ongoing
Location:	Various
Partnership type:	8
Type of agreement:	Formal

Mud Hut Trading (MHT) works with over 1000 producers, mainly women, in various parts of Namibia including, Kavango, Nyae Nyae and Caprivi. The total turnover of Mud Hut Trading was N\$ 500,000 in 1998, most of which (85%) was sold through the Crafts Centre in Windhoek. But taking into account local sales, turnover of crafts from the groups in the MHT programme was N\$850,000.

MHT operates on Fair Trade principles on the basis of a long-term association with producer groups with intensive input at the beginning and periodic visits afterwards. This constant mentoring is considered critical as other projects have failed because of lack of continuity. Drawing on donor funds, MHT provides training in product development, market development and book-keeping and helps producers draw up grading systems to assess quality. At the same it acts as a marketing outlet adding on a 100% mark-up for retail sales and 25% for wholesale. These mark-ups are based on advice from consultants and are considered the lowest margins possible without compromising the viability of MHT. Products are bought during periodic buying trips by MHT staff and payment systems vary. In some cases MHT pays after the crafts have been produced. In others it will provide some advance payment particularly where there is regular production.

The nature of MHT's partnerships with its producer groups is undergoing change. In view of management difficulties experienced by the producer groups a new model is being tried involving appointment of a paid manager for each group. The second type of change will be to formalise the agreements with producer groups. At present there is nothing to stop other people from buying from MHT's network of producer groups, provided they can match its prices. If this happened, MHT would lose what it has invested in the groups in terms of training and mentoring and might fall below the minimum sales volume that it needs to be viable.

⁹ See Volume 1 Case Study No 7

23. Nyae Nyae Hunting Concession

KEY FEATURES

Partnership between:	La Rochelle and Nyae Nyae Conservancy
Current status:	Ongoing
Location:	Otjozondjupa Region
Partnership type:	4
Type of agreement:	Formal

Namibia is home to one of the most interesting and mysterious cultures still found in the world today—the San. One distinct San group, the Ju/'hoansi, has been involved in community-based tourism for several years. The Ju/'hoansi reside in the eastern Otjozondjupa Region which for tourism purposes, is still referred to as “Bushmanland”. The Ju/'hoansi formed the first communal area conservancy to be registered in Namibia comprising of some 30 villages, occupied by approximately 2000 people in a 9000 km² area.

In 1998, the government of Namibia opted for the auction of communal area hunting concessions. As Nyae Nyae was registered as a conservancy, it was given the choice to have its quota auctioned or to sell it directly to a bona fide professional hunter or safari company. Although potentially the price received through a government auction could be higher, there was a fear amongst the conservancy committee that one of the hunting companies who had previously operated in the area and who the Ju/'hoansi did not like, would obtain the concession again.

The conservancy, with the support and facilitation of the LIFE project, approached the La Rochelle Hunting Farm and negotiated a deal which came close to the average auction value. The contract drafted and later signed was based on lessons learned from Zimbabwe and the input of a consultant. The reserve price was set at N\$ 80,000 and La Rochelle offered N\$85,000. The two-year contract (1998/99) was signed in US\$ and was eventually worth N\$ 115,000 due to exchange rate changes, of which N\$ 50,000 was distributed directly in cash to the conservancy members and N\$ 65,000 was used for the management and operation of the conservancy.

When a new contract was due to be negotiated, the conservancy opted for a tender procedure to obtain a potentially better package. The tender was well received and a total of six companies were shortlisted based on the value of the package offered. It is interesting to know that La Rochelle was not amongst the first six, but they were invited to bid based on good faith. The conservancy drafted a ranking of tenders and confronted La Rochelle with their last place in the ranking and offered them a chance to reconsider their offer. This was primarily done because the conservancy was pleased with the relationship between themselves and the professional hunter conducting hunts in the area. La Rochelle accepted this change to increase the proposed package by more than 100%. A contract was signed for N\$ 260,000 in 2000, N\$270,000 in 2001 and N\$280,000 in 2002. In addition to the quota payment, La Rochelle also provide training (including as professional hunters) and employment (as trackers, skimmers, cooks etc) to eleven community members for a minimum of five months in every year.

24. Okarohombo Campsite¹⁰

KEY FEATURES	
Partnership between:	Kaokohimba Safaris and Marienfluss Himba communities.
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	6
Type of agreement:	Becoming formalised

Okarohombo Campsite was constructed in 1992 by Kaokohimba Safaris to complement its main enterprise at Camp Syncro (see Inventory No 2). During the period 1994 to 1998 Kaokohimba Safaris made annual payments of 20 per cent of the gross revenue of the campsite to the local Himba community. As a result of these payments and increased awareness within the community that there was money to be earned from tourism, pressure grew on the Kaokohimba Safaris to hand over the campsite to the community and ownership was transferred in 1999. Kaokohimba Safaris has since assisted the community to raise funds to upgrade the campsite and then carried out the building works plus the transport of all materials to the site against a marginal reimbursement. The value at the time of the handover, was estimated at N\$ 5000. Four serviced sites (toilet and shower) are now available and a turnover of ±N\$ 30,000 was made in 1999.

The community have subsequently approached Kaokohimba Safaris with the request that it administers the money made by the camp, pays salaries, buys rations and provides loans (if approved) to community members. With the development of the conservancy, support NGOs have advised against this initiative. At present, until a detailed tourism plan for the conservancy is drawn up, the formalisation of the agreement has not been further pursued.

25. Omarunga Camp

KEY FEATURES	
Partnership between:	Ermo Safaris and Epupa communities.
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	3, 7
Type of agreement:	Formal

Omarunga Camp is one of four camps (see Inventory Nos 5, 6 and 9) at Epupa Falls, on the Kunene River - the border between Namibia and Angola. Constructed in 1991, the Camp offers permanent luxury tents and operates as a lodge for mainly fly-in clients. In 1998, facing a letter of eviction (along with Epupa Camp) from the Ministry of Local Government and Housing an agreement was drafted with the local headman whereby an annual payment of N\$20,000 was agreed for all four camps in the area, with Omarunga's share being N\$8,000. Shortly after the agreement was drafted the wider community protested against the payment of all the money to the headman and have demanded a system whereby the whole community benefits.

¹⁰ See Volume 1 Case Study No 5

26. Purros Camp

KEY FEATURES

Partnership between:	Skeleton Coast Fly-In Safaris and Purros Conservancy
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	3, 2
Type of agreement:	Informal

Of Skeleton Coast Safaris' (SCS) three camps on communal land (see Inventory Nos 15 and 16) its longest standing relationship is with the Purros community. Purros Camp is located next to the community-based Purros Campsite on the banks of the ephemeral Hoarusib River. As with Kunene Camp, an informal agreement exists whereby the community receives a bed-night levy of N\$ 10 per visitor (amounting to approximately N\$6,000 annually) in return for various conservation activities and tolerance towards local wildlife (mainly elephant).

In addition to the bed-night levy, SCS offer its clients a chance to visit a Himba settlement and buy crafts. It is estimated that the average spending by a visitor is close to N\$ 100 which provides an additional annual income of around N\$ 60,000.

With the formation of a conservancy at Purros, discussions are underway to formalise the partnership and allocate the revenue to conservation activities. SCS has also discussed the idea of a new joint venture with the conservancy somewhat away from the present camp to allow clients to relax for a couple of days after a safari.

27. Salambala Hunting Concession

KEY FEATURES

Partnership between:	Wésé Adventures and Salambala Conservancy
Current status:	Ongoing
Location:	Caprivi Region
Partnership type:	4
Type of agreement:	Formal

The smallest of Namibia's registered communal area conservancies is found in the Salambala Forest of the East Caprivi. The Salambala Forest lies north of, but adjacent to the Chobe River floodplain in East Caprivi. It is composed of dense mopane woodlands, which eventually dissipate into highly productive grasslands. Historically, it was an area rich in wildlife, containing such high-value species as red lechwe, buffalo, roan and sable antelope, cape buffalo, elephant, hippo and mixed predators of importance to Namibia's wildlife heritage. Members of the Basubia Tribe who have traditionally valued the area for its rich wildlife and forest resources inhabit the Salambala Forest and surrounding area. However, in more recent times, and with the decline in wildlife numbers, the area has been subject to sparse settlement and is widely utilised for livestock grazing and as a source of natural resource products such as mopane poles, thatching grass, veld foods etc.

At a workshop held by the Salambala Management Committee in 1998 a number of development options for the Salambala Conservancy were discussed. During these discussions it was decided that it would take several years for the conservancy to build up its wildlife base and species-diversity to a level that would attract viable numbers of tourists. As a result, during the initial years of the conservancy operation, there would be a need to pursue income from limited amounts of safari hunting. Assisted by the LIFE programme and based on the lessons learned from the Nyae Nyae hunting contract (see Inventory No 21), Salambala invited professional hunters to bid for the trophies allocated by the Ministry.

An invitation to bid was sent to 35 companies of whom four replied. The committee selected Wésé Adventures based on the price offered. A two-year hunting concession was negotiated (1998 + 1999) which included a zero quota for 1998 – ie providing a double quota for 1999. A price of N\$ 180, 000 for the double quota was agreed with Wésé Adventures, with an extension at N\$135,000 per year for 2000 and 2001. In addition the agreement included provisions for staff positions to be recruited from the conservancy community and for elephant meat to be distributed to selected communities at Wésé Adventures' cost. Wésé Adventures are also currently working with Salambala to develop a permanent tented lodge on the Chobe River for photographic safaris as a joint venture. Support NGOs have initiated a tourism planning exercise for the area to safeguard the best possible deal in lodge development. It is therefore, at present, not clear if the Wésé Adventures proposal will go ahead.

28. Spitzkoppe Camp

KEY FEATURES	
Partnership between:	Uri Adventures and Spitzkoppe Community
Current status:	Proposal abandoned
Location:	Erongo Region
Partnership type:	1
Type of agreement:	Formal

The Spitzkoppe Mountain is a unique landmark in Namibia. It is a well-known and frequently visited destination by both international and local travellers en route to Swakopmund. The mountain is located on fenced communal land and a PTO is held by the Spitzkoppe Community Project.

Uri Adventures is a new tour operator owned by three enterprises: Uri Veldmotors, Whitewater Eco Tours and Ritz Tours. Whitewater Eco Tours operates mainly rafting trips on the Kunene river. Ritz Tours is the tour operator division of Ritz Sure Travel, a large Namibian outbound travel office. Uri Veldmotors is the manufacturer of the Uri 2x4 off-road vehicle with which overland tours are conducted in Namibia. Uri Adventures contacted the community as well as the Namibia Community Based Tourism Association (NACOBTA) to assist with facilitation of a partnership to establish an exclusive and permanent camp at the Spitzkoppe Mountain. The Spitzkoppe community would have to set aside an exclusive area for the construction of the Camp, away from the existing community-owned Spitzkoppe Restcamp. Controlled by Uri, the site would also offer bookings to other tour operators.

In June 2000, NACOBTA drafted an investment portfolio for Spitzkoppe to encourage other private companies to tender for the site and to allow a comparison with the Uri Adventures offer, but Uri subsequently pulled out of the negotiations. NACOBTA subsequently initiated a public invitation to tender for the development of a lodge at the mountain. The community has made a preliminary selection of a partners and negotiations are continuing.

29. Susuwe Island Lodge

KEY FEATURES	
Partnership between:	Island Lodge Management and Mayuni Conservancy
Current status:	Ongoing
Location:	Caprivi Region
Partnership type:	1
Type of agreement:	Formal

Susuwe Island Lodge is a luxury lodge which evolved as a joint venture partnership agreement between Island Lodge Management (ILM) and the Mayuni Conservancy which also includes Kubunyana Campsite (Inventory No 14). The Lodge is set on the remote Birre Island in the Kwando River, within the Bwabwata National Park and was sanctioned by the MET upon completion of a full Environmental Impact Assessment.

ILM negotiated with the Mayuni Conservancy for exclusive rights to develop a lodge on Birre Island – an area that would be unsuitable for any community-based enterprise since it can only be reached by fly-in clients, and hence attracts the upper end of the market. In return, ILM contractually:

- i) Funded, developed and built Kubunyana Campsite (Inventory No 14) at a cost of N\$120,000. The Campsite is community owned, and all remuneration goes directly to the conservancy. ILM provides ongoing marketing and reservations support as well as management support and training.
- ii) Pays a percentage of turnover to the conservancy which escalates annually over six years.
- iii) Pays N\$24,000 per annum as a “concession fee” for the tourism rights within the Bwabwata National Park granted to the conservancy by the MET.

In turn the conservancy is obliged to conduct anti-poaching activities and to limit burning within the tourism areas for the conservancy.

In the eight months to date since opening the lodge, monies have also been distributed as compensation for cattle killed by lions and cattle have been bought by ILM in lieu of the buffalo quota given to the Traditional Authority for community feasts (as similar arrangement to that instigated by Lianshulu Lodge (Inventory No 18).

The Lodge employs 22 people full time and has a building team of eight people.

30. Torra Hunting Concession

KEY FEATURES	
Partnership between:	Savannah Safaris and Torra Conservancy
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	4
Type of agreement:	Formal

Torra conservancy is currently the only community in Namibia that has both tourism and hunting agreements. In addition to its joint venture at Damaraland Camp with Wilderness Safaris (see Inventory No 3) Torra also has an agreement with Savannah Safaris for its hunting concession. In 1999 Savannah Safaris paid an area fee of N\$17,000 plus fees per animal shot which amounted to N\$120,000. In addition, it was agreed that meat from animals killed would be distributed locally by the company. There was no provision for formal training in the agreement but people from the community were involved in skinning and thus learnt by doing. The contract rolled over into 2001 with the same conditions.

31. Tsumkwe Lodge

KEY FEATURES	
Partnership between:	Tsumkwe Lodge and Nyae Nyae Conservancy
Current status:	Terminated
Location:	Otjozondjupa Region
Partnership type:	3
Type of agreement:	Informal

Eastern Otjozondjupa has been an adventure tourism destination for several years. Both the San culture and the interesting wildlife are a valuable tourism resources in the Nyae Nyae Conservancy. Although the numbers of wildlife in the conservancy are small, they include species such as wild dog and roan antelope not found elsewhere in Namibia outside of protected areas. Elephants migrating through the area are also among the biggest found in the country.

Tsumkwe Lodge is a well-established eight-unit accommodation facility within the town of Tsumkwe which, although within the boundaries, is not included in the Nyae Nyae conservancy . However the Lodge had a number of agreements with the conservancy:

- A 5% bed night levy was paid to the conservancy on all visitors staying at the lodge.
- The conservancy received a 10% commission for all people booked at the lodge on the advertised rack rate.
- The Lodge collected a conservancy entrance fee from all tourists visiting the area.

However, with the opening of the conservancy office, this informal agreement appears to have been terminated.

32. Twyfelfontein Country Lodge

KEY FEATURES	
Partnership between:	Namibia Country Lodges and Uibasen Conservancy
Current status:	Ongoing
Location:	Kunene Region
Partnership type:	1
Type of agreement:	Formal

The recent agreement between Uibasen Conservancy and Namibia Country Lodges is not without controversy. Construction had already begun on Twyfelfontein Country Lodge long before a PTO had been issued for the site or an agreement finalised. When the PTO was finally awarded, it was issued in the name of the lodge and not that of the community thus contravening MET guidelines. This happened after the investor indicated to the issuing authority (Ministry of Lands) that he would not be able to obtain a loan from a bank if the PTO was issued in the name of the conservancy. The Conservancy was thus in a very weak position to negotiate a good deal and the contents of the final contract remain to be seen.

33. Ugab River Camp

KEY FEATURES	
Partnership between:	Trans Namibia Tours and Brandberg West Community
Current status:	Terminated in 1997
Location:	Erongo Region
Partnership type:	5
Type of agreement:	Formal

The Brandberg area is an international attraction in Namibia with dramatic scenery, common to the southern Damaraland area. The Ugab catchment supports much wildlife of which the black rhino is the most sought-after. North of the famous Brandberg Mountain, on the bank of the ephemeral Ugab River a small camp was developed by the Brandberg West community. A number of adventure tour operators used the site and, recognising its potential value, one community member applied for and was awarded the PTO.

Trans Namibia Tours (TNT) is one of the largest tour operators in Namibia and works in partnership with Namibia's largest coach tour operator – Oryx Tours Namibia. The company is a 100% subsidiary of 'Welcome Tours' which is a leading tourism company in South Africa. In 1994 TNT approached the holder of the PTO for a more permanent partnership based on scheduled tours that would utilise the site. The campsite was upgraded, with all the camp equipment (including a vehicle) supplied by TNT and a contract was signed to create a formal partnership. The community was to maintain the site and manage the camp including preparations for pre-booked arrivals of TNT groups in return for a bed-night fee.

However, over the three years that the agreement was operational, TNT highlighted a range of unsatisfactory incidences relating to the unreliability of the community. The theft of a large generator (valued at approximately N\$ 12000) was one of the major incidences. Among other complaints, there was the issue of continuous misuse of a 4x4 vehicle, for private purposes and resulting damage to the vehicle, and maintenance of the campsite and camping equipment was completely unreliable and unsatisfactory. In addition, the PTO owner had unrealistic expectations as to level of benefits the camp would generate, demanding at one stage half of the fees or at least N\$ 150 per person, pointing to rack-rate price lists obtained from top hotels and lodges. Water supply also became a problem and the MET decided that the camp was too close to the river and has to be moved – thus completely losing the benefit of the large shady trees on the river bank.

Numerous discussions and meetings did not resolve the problems and the need for the involvement of the Windhoek-based managers of TNT increased to an extent that by 1997 the costs could not be justified (TNT calculated that it was incurring a cost of N\$408 per tourist per day) and the agreement was terminated.

34. Warmbad

KEY FEATURES	
Partnership between:	Swanson Enterprises and Warmbad residents
Current status:	On hold
Location:	Karas Region
Partnership type:	8
Type of agreement:	Formal

The historic town of Warmbad in Southern Namibia is home to a famous hot springs. The population of Warmbad is estimated at 900 and comprises mainly Bondelswart people, who are part of the larger Nama culture. Warmbad’s ‘Omkhaisen Youth Association’ has been struggling for the right to develop and utilise natural and cultural resources located within the Warmbad town lands, with a particular emphasis on the hot springs.

The hot springs in Warmbad are the property of Swanson Enterprises, a South African mining company.. The company acquired the hot springs from the Ministry of Local, Regional Government and Housing just after independence in 1990 although it took until 1996 before Swanson Enterprises published a business plan for the development of the hot springs.

The hot springs emanate from a rocky outcrop about 25 meters above, and 300 meters away from the Hornsriver . Built next to the springs is a bathhouse dating back to German colonial days. Outside the bathhouse, a large swimming pool, built much later by the South African administration, is also part of the property of Swanson Enterprises. In addition there are numerous old colonial buildings in the town, the ownership of which is disputed between the town council and the Ministry.

The business plan prepared by Swanson Enterprises focuses on the commercial development of the hot springs which are believed to attract between 5,000 and 10,000 visitors annually. The actual financial and employment benefits would come from the development of destination facilities for which external funding is being sought . Accommodation in one of the historical buildings, a restaurant facility, and an upgraded campsite. This idea is packaged into a ‘cultural’ product with the aim to “restore the Nama culture back to its former glory”. How this will be achieved from the restoration of a swimming pool, is not explained.

The Youth Group at Warmbad contacted Swanson Enterprises after having been exposed to the tourism potential for communal area development. Since then, the youth have tried to keep the momentum going by contacting the Ministry of Environment & Tourism to assist in, what they called, “under-utilisation of the only resource able to assist in the development of the community” and publishing regular articles in the national press on the importance of the hot springs and how the community feels robbed of an important asset. However, after little action from Swanson Enterprises the community has become sceptical about the prospects of a partnership.

The community of Warmbad now has received support from donor organisations to develop some of the old buildings into a historical museum.