



# Community-led approaches to tackling illegal wildlife trade

Case studies from the Southern African Development Community Region



## Contents

<b>Acronyms</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
<b>Protecting pangolins from poaching in the Congo</b>	<b>5</b>
<b>Ploughshare tortoise protection in Madagascar</b>	<b>8</b>
<b>The Chikolongo Livelihoods Project</b>	<b>10</b>
<b>Combatting Wildlife Crime in the Malawi-Zambia Landscape</b>	<b>12</b>
<b>Protecting wildlife by linking communities in Mozambique</b>	<b>14</b>
<b>The Conservancy Rhino Ranger Incentive Programme</b>	<b>17</b>
<b>Makuleke ecotourism project</b>	<b>20</b>
<b>The Black Mambas</b>	<b>22</b>
<b>The Ruvuma Elephant Project</b>	<b>24</b>
<b>Strengthening the capacity of Wildlife Management Areas to increase wildlife protection in northern Tanzania</b>	<b>27</b>
<b>Matumizi Bora ya Malihai Idodi na Pawaga (MBOMIPA) Wildlife Management Area</b>	<b>30</b>
<b>Increasing Capacity for Anti-Poaching and Enhancing Human-Elephant Coexistence</b>	<b>33</b>
<b>Singita Grumeti Fund</b>	<b>36</b>
<b>Supporting communities and law enforcement in the Greater Kafue Ecosystem</b>	<b>39</b>
<b>Kaindu Conservation Project</b>	<b>42</b>
<b>Lupande Development Project</b>	<b>45</b>
<b>Lower Zambezi Fisheries Management Project</b>	<b>48</b>
<b>Wildlife Protection in the Lower Zambezi</b>	<b>51</b>
<b>North Luangwa Conservation Programme</b>	<b>54</b>
<b>Community Markets for Conservation</b>	<b>57</b>
<b>Akashinga ‘The Brave Ones’</b>	<b>60</b>

## Acronyms

APU	Anti-Poaching Unit
CLZ	Conservation Lower Zambezi
COMACO	Community Markets for Conservation
CPA	Communal Property Association
CRB	Community Resource Board
DNPW	Department of National Parks and Wildlife
DWCT	Durrell Wildlife Conservation Trust
FZS	Frankfurt Zoological Society
GMA	Game Management Area
HWC	Human-Wildlife Conflict
IPAF	International Anti-Poaching Foundation
IFAW	International Fund for Animal Welfare
IIED	International Institute for Environment and Development
IUCN SULi	International Union for Conservation of Nature Sustainable Use and Livelihoods Specialist Group
IWT	Illegal Wildlife Trade
KNRT	Kaindu Natural Resources Trust
MBOMIPA	Matumizi Bora ya Malihal Idodi na Pawage
NGO	Non-Governmental Organisation
NLCP	North Luangwa Conservation Programme
REP	Ruvuma Elephant Project
SADC	Southern African Development Community
STEP	Southern Tanzania Elephant Program
SyR-AP	Synergie Rurale - Action Paysanne
TNC	The Nature Conservancy
VGS	Village Game Scouts
VSLA	Village Savings and Loans Associations
WMA	Wildlife Management Area

## Introduction

Illegal wildlife trade (IWT) is a global conservation issue causing declines of many species of fauna and flora and threatening the livelihoods of people who depend on wildlife. A common approach to tackling IWT is to increase law enforcement efforts. The sheer scale of IWT points to the need for these 'militarised' styles of conservation, however top-down anti-poaching efforts often ignore, or alienate, local communities who can be the 'first line of defence' against IWT.

Community-based anti-poaching initiatives can include a variety of approaches, including:

- Establishing community ranger or game guard programmes
- Generating community benefits from tourism or trophy hunting
- Mitigating human-wildlife conflict (HWC)
- Supporting enterprise development
- Educating communities and raising awareness on conservation

There is no best practice approach to engaging communities in anti-poaching activities, with initiatives based on local contexts, taking time to implement. This is part of the reason they are overlooked – poaching is often seen as a crisis requiring an immediate response.

This compilation of case studies seeks to address this problem, by showcasing a wide range of initiatives that have engaged communities in tackling IWT using a variety of approaches. Prepared to coincide with an online learning event on community engagement in practice, this compilation provides examples of anti-poaching initiatives from the Southern African Development Community (SADC) region.

The case studies are drawn from a broader, global database called People not Poaching, hosted by the International Institute for Environment and Development (IIED) and the International Union for Conservation of Nature Sustainable Use and Livelihoods Specialist Group (IUCN SULi). For more information, visit [www.peoplenotpoaching.org](http://www.peoplenotpoaching.org)

# Protecting pangolins from poaching in the Congo

## Synergie Rurale - Action Paysanne

### Summary

Around the periphery of South Salonga Park in the Democratic Republic of the Congo, a small, local NGO, Synergie Rurale - Action Paysanne (SyR-AP), and people from local communities have devised and implemented strategies to protect pangolins from poachers and IWT. These strategies educate and actively engage the Batere community in anti-poaching activities through their traditional leader, to ensure local protection of three species of pangolins and their natural habitat.

<b>Country</b>	Democratic Republic of Congo
<b>Location</b>	South Salonga Park, on the outskirts of the Salonga-Lukenie-Sankuru landscape in the Chiefdom of Batere
<b>Species affected</b>	Giant Pangolin, Long-tailed Pangolin, Tree Pangolin

### The poaching problem

Poaching for commercial trade in pangolin scales is carried out by local people who are financed by wildlife traffickers from the big cities. Poachers tend to be impoverished and unaware of wildlife regulations.

### The approach

The initiative began in 2010 in collaboration with local community representatives and a traditional leader, Chief of Batere. Since then, SyR-AP and local people have devised and implemented the following strategies to protect pangolins from poachers.

1. Monitoring markets in the big cities and ports throughout the area to collect the sales data of the species of the wild fauna, and to dissuade the traders from engaging in IWT.
2. Ongoing education and awareness raising activities, including workshops and public seminars, targeted at the general population and State security personnel.
3. Reinforcement of traditional principles and practices that prohibit hunting pangolins, which are royal totems belonging to traditional leaders. SyR-AP has worked to obtain written commitments from the Chiefs that they will help to protect these species.
4. Recruiting and transforming poachers into forest rangers and monitoring agents.

## The strategy

### Strengthening disincentives for illegal behaviour

- Un-paid (voluntary) community scouts
- Raising community awareness about wildlife crime penalties and sanctions
- Strengthening and supporting traditional norms and sanctions against IWT

### Increasing incentives for wildlife stewardship

- Tourism
- Payments for ecosystem services
- Policy/regulatory change to enable communities to benefit

### Increasing livelihoods that are not related to wildlife

- Provision of community-level benefits

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

The project has established a mutual and longstanding trust with the community. It has been effective because it has centred on strengthening traditional customs that prohibit the hunting of pangolins, so local communities remain respectful of these traditions and the consequences for breaking them.

The buy-in and cooperation of traditional leaders has been critical for success. These leaders have nominated members of their community, who are often former poachers, to become scouts who monitor and guard pangolin dens. In addition, leaders living near conservation forests have started to denounce and question suspected poachers.

Monitoring of the public market shows that there has been a considerable decrease in the sale of pangolins alongside other species.

## Factors for success

- Sufficient time investment in building relationships and trust between the initiative and local communities
- Effective and trusted community leaders
- Transparent and accountable distribution of benefits to local communities

## Challenges

Four primary factors have hindered the efficient and effective progress and implementation of the initiative:

- Ignorance of the regulations and non-compliance of these by state officials at the provincial and local level.
- Lack of funding for the implementation of socio-economic projects directly benefiting community development as well as projects of policy change and law enforcement by provincial and local authorities.
- The poverty that overwhelms the population.
- Lack of specific policy and strategies for the conservation of pangolins at all levels of governance.

## Factors limiting success

- Lack of supportive national policy/legislation for devolved governance of natural resources
- Lack of long-term donor support that is flexible, adaptive and/or based on realistic time goals
- Lack of supportive, multi-stakeholder partnerships with a shared vision

## Find out more:

<https://www.peoplenotpoaching.org/protecting-pangolins-poaching-congo>

# Ploughshare tortoise protection in Madagascar

**Durrell Wildlife Conservation Trust**

## Summary

Endemic to Madagascar, the ploughshare tortoise is a victim of its exotic appearance. Its high domed golden shell is much sought after by collectors and rare-animal enthusiasts whose demands drive the illegal trade. The wild population of ploughshare tortoise is now thought to be less than 600 adults – all occurring in the Baly Bay National Park (BBNP). Poaching is seen as the main threat to species survival, although bush fires are also a threat. Durrell Wildlife Conservation Trust (DWCT) has been working with local communities for many years to try and prevent the species from extinction in the wild.

<b>Country</b>	Madagascar
<b>Location</b>	Baly Bay National Park
<b>Species affected</b>	Ploughshare Tortoise

## The poaching problem

Ploughshare tortoises are poached for the illegal pet trade as their shells make them highly desirable to reptile enthusiasts. Local people will sometimes take individuals from the wild and give them to smugglers, who take them internationally to supply demand. Poaching is predominantly carried out by young men with poverty a contributing factor. There is also a lack of local, regional and national law enforcement for wildlife crimes.

## The approach

DWCT have been working to protect the ploughshare tortoise for several decades, with activities including community patrols, livelihood programs and captive breeding. A specific project funded by the UK Government's Illegal Wildlife Trade Challenge Fund 'Breaking the chain: combatting illegal trade in ploughshare tortoises' sought to bring all partners working on the illegal trade chain of the species together.

The 'Breaking the chain' (BTC) project aimed to improve patrolling in BBNP to reduce poaching of ploughshare tortoises. Patrollers were recruited from local communities with activities designed to make patrolling more efficient and difficult to predict by poachers. Over 150 patrollers receive wages and meals, covering more than 60% of the park's area. Village elders were involved in the selection process, which both strengthened community support for the patrols, and gave the rangers a degree of respect from their villages.

As part of the BTC project DWCT also hoped to identify the role of local community members in poaching. Communities in the project area of Madagascar are extremely poor and poaching of the species is a very sensitive topic. This is because the incentives of poaching tortoises outweigh the barriers, so locals often find it a quick way to make money and have historic negative attitudes towards the park as they receive little benefit from it.

DWCT's wider activities to protect the ploughshare tortoise include working with 18,000 people in 52 villages, helping to raise living standards and develop opportunities for income.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Performance-based payments/incentives for patrolling or guarding
- Monetary incentives for community intelligence

### Increasing livelihoods that are not related to wildlife

- Provision of community-level benefits

## What has worked and why?

The patrol efforts in BBNP identified over 128 signs of poaching, with poachers apprehended by authorities. However, overall the patrol efforts didn't contain or massively reduce poaching pressure on the species and the tortoises have nearly been extirpated from the wild.

Interviews and focus group meetings with community members led to enhanced knowledge and understanding of why communities engage in tortoise poaching. This research did identify incentives and barriers towards poaching but it did not identify the numbers of people involved in poaching.

## Factors for success

- Supportive, multi-stakeholder partnerships with a shared vision
- Sufficient time investment in building relationships and trust between the initiative and local communities

## Challenges

The success of the BTC project was hampered by a serious spike in poaching at the start of implementation, which led to changes in activities in order to deal with this increased pressure on the ploughshare tortoise. The cause of this spike remains unclear although project partners suspect that rumours relating to the possible extinction of the species could have driven up demand and prices.

Evaluation of the BTC project found that patrollers needed better incentives and training to be more effective. Fear of reprisals by poachers also remains a disincentive for some communities to engage in anti-IWT activities.

## Find out more:

<https://www.peoplenotpoaching.org/ploughshare-tortoise-protection-madagascar>

# The Chikolongo Livelihoods Project

**International Fund for Animal Welfare, Imani Development Malawi**

## Summary

The Chikolongo Livelihoods Project is a partnership between the International Fund for Animal Welfare (IFAW), Imani Development Malawi (Imani) and the communities of Chikolongo, on the western boundary of Liwonde National Park, Malawi. The project has successfully reduced poaching and HWC whilst benefitting local the local community, chiefly by improving food security and nutrition.

<b>Country</b>	Malawi
<b>Location</b>	The communities of Chikolongo live on the western boundary of Liwonde National Park, Malawi, where the initiative is taking place.
<b>Species affected</b>	African Elephant, Hippos, Nile Crocodile, Black Rhino, Ground Pangolin, Leopard, Lion

## The poaching problem

HWC with elephants, crocodiles and hippos is the key issue. HWC primarily occurs because: (1) people enter the park (mainly for access to water but also to poach, fish and take firewood) and (2) animals leave the park and come into contact with communities. High levels of HWC cause negative attitudes towards wildlife which can lead to retaliatory poaching incidences.

## The approach

The Chikolongo Livelihoods Project was initiated by IFAW in 2013 as an extension of their enforcement work inside the park. The primary objective was to take a participatory and inclusive approach to reduce HWC in the community whilst improving food security.

This project successfully delivered specific objectives, including:

1. Establishing a community-developed boundary fence to protect Chikolongo from animals coming onto their land.
2. Providing access to water to the community outside the boundary fence.
3. Improving food and nutritional security of the Chikolongo villagers.
4. Improving the opportunities for livelihoods available to Chikolongo villagers through income generation, e.g. aquaculture, apiculture, agriculture and aviculture.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts

### Decreasing the costs of living with wildlife

- Preventive measures to deter wildlife
- Physical separation of people/livestock and wildlife

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Improving education and awareness

## What has worked and why?

- The population of elephants has flourished, to the point of Liwonde now being in a position to be able to provide elephants to help restock other parks
- Deaths from HWC now significantly reduced/eliminated. From an average of 3 deaths a month the community now experiences no deaths due to HWC.
- The community's attitude towards wildlife has improved, from seeing wildlife as a threat, or a protein source, to seeing wildlife as beneficial, given the links established between wildlife and increased livelihood opportunities.
- Food production from the farm resulted in a 71% increase in protein consumption, which should have a significant impact on health and nutrition.
- The irrigation system installed has increased crop rotations from 2 to 3 and the community is now growing maize and rice, which significantly increases food security and improves resilience to adverse weather conditions that can lead to crop failure.
- Over 60 % of community reports gaining income from the sales of farm produce, some to local tourism lodges.

## Find out more:

<https://www.peoplenotpoaching.org/chikolongo-livelihoods-project>

# Combatting Wildlife Crime in the Malawi-Zambia Landscape

**International Fund for Animal Welfare**

## Summary

This initiative supports the Governments of Malawi and Zambia in reducing IWT and poaching and improving transboundary wildlife management in the Malawi-Zambia landscape. Project activities are focused on strengthening and/or improving engagement of communities by changing behaviour, establishing an anti-poaching unit, the development of alternative livelihoods and more.

<b>Country</b>	Malawi, Zambia
<b>Location</b>	Malawi (focus on Kasungu National Park) and Zambia (focus on Lukusuzi and Luambe National Parks)
<b>Species affected</b>	African Elephant, Black Rhino, Temminck's Ground Pangolin, Leopard, Lion

## The poaching problem

Poaching of high value species is common in the area.

## The approach

The overall goal of the program is supporting the Governments of Malawi and Zambia in reducing illegal wildlife trade and poaching and improving transboundary wildlife management in the Malawi-Zambia landscape.

### Malawi

In Kasungu National Park (KNP) the project takes a holistic approach with three key elements working together towards reducing poaching and trafficking:

1. Behavioural change campaign to ensure communities are a) informed of the value of wildlife and ecosystem services, b) fully aware of what is illegal under the current wildlife crime legislation in Malawi and what the penalties are for poaching and trafficking and c) taking responsibility to providing information to protect wildlife.
2. The establishment of an effective anti-poaching unit, including providing incentives for the community to report wildlife crime as part of a community enforcement network.
3. Initiatives that offer opportunities for community members to address key challenges while at the same time providing livelihood opportunities that are linked to the park. In the short term this is about income generation but in the longer term this hopes to change perceptions about wildlife. This means helping people to start to see the wildlife and park itself as something worth conserving, not just for the sake of conservation but because they see a benefit for themselves too.

## Zambia

At the time of reporting project partners were in the process of designing the interventions, based on data and evidence obtained from needs assessments for communities in Lukusuzi and Luambe National Parks in Zambia.

### The strategy

#### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Monetary incentives for community intelligence
- Raising community awareness about wildlife crime penalties and sanctions

#### Decreasing the costs of living with wildlife

- Preventive measures to deter wildlife
- Physical separation of people/livestock and wildlife

#### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support

#### Build and/or support a sense of community ownership or stewardship

#### Improving education and awareness

Find out more:

<https://www.peoplenotpoaching.org/combating-wildlife-crime-malawi-zambia-landscape>

# Protecting wildlife by linking communities in Mozambique

**WWF South Africa**

## Summary

WWF South Africa and partners created a project with the Mangalane community of Mozambique to expand local economies and improve livelihoods as an alternative to engaging in illegal activities; improve accountable and democratic governance institutions for equitable benefit sharing; and raise awareness on the laws and regulations that empower the community to protect their natural resources.

<b>Country</b>	Mozambique
<b>Location</b>	Located in the Moamba district in Mozambique, the Mangalane community is made up of five villages adjacent to Sabie Game Park on the eastern border of South Africa's Kruger National Park.
<b>Species affected</b>	African Elephant, White and Black Rhino

## The poaching problem

The Mangalane community, which inhabits Sabie Game Park (SGP), and other communities are to some extent involved in poaching. These communities are agriculture-based with few opportunities for alternative livelihoods who are disenfranchised with wildlife and conservation.

## The approach

The basic premise of the project was that greater involvement by the Mangalane community in natural resource management will lead to poverty reduction and improved livelihoods and, in turn, this will lay a foundation for reduced criminal activity.

Community governance was strengthened to ensure active participation and equitable benefits sharing within the Mangalane community, with a particular focus on equitable benefit distribution, and including the most vulnerable members, such as women. This included unlocking income from the wildlife economy to allow communities living adjacent to game reserves to benefit from at least 20% revenue. Formal committees and regular community meetings were used to build capacity within the community to monitor and manage this income and information.

In addition, a mechanism for apprehending and prosecuting poachers and other illegal activities associated with wildlife and natural resource management was agreed and implemented by the community, private landholders as well as the judiciary and police. A community scout programme employed 21 community-elected youth from five villages of the Mangalane community. The programme was established as a proactive response to the need to mitigate human-wildlife conflict by reporting any stray animals.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Raising community awareness about wildlife crime penalties and sanctions
- Strengthening and supporting traditional norms and sanctions against IWT

### Increasing incentives for wildlife stewardship

- Trophy hunting
- Subsistence resource access/use

### Decreasing the costs of living with wildlife

- Preventive measures to deter wildlife
- Reactive measures to deal with problem animals

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Improving education and awareness

## What has worked and why?

The number of rhinos illegally killed on SGR declined from 15 animals during the first year of the project (April 2015 - March 2016) to six animals during the second year of the project (April 2016 - March 2017) and zero between May 2017 and March 2018. In addition, a positive attitude of 80% towards wildlife was observed in a dashboard survey in 2018, the same as for 2017. This was a 60% increase from 20% in 2016. The survey also showed that the social acceptability of poachers in the community declined to 24% among adults in 2018 compared to 82% in 2017, 62% in 2016 and 48% in 2015.

Despite these results, the project is considered to have been only partially effective. What wasn't achieved was higher participation in an expanded wildlife-driven economy that contributes to sustainable livelihoods and multi-dimensional poverty reduction. However, with more participation and improved attitudes toward wildlife, the Mangalane community did have a social foundation to combat IWT.

This initiative shows that when people have positive attitudes toward wildlife and greater capacity to pursue sustainable livelihood opportunities and actually benefit from the wildlife they are trying to protect, wildlife populations can also benefit. However, positive attitudes alone are not enough - the various costs of living with wildlife must not exceed the range of benefits received. When seeking positive growth rates of wildlife within national parks, equal attention is needed to address human-wildlife conflict and to improve community attitudes towards wildlife. As wildlife numbers thrive, livelihoods of adjacent communities must not be compromised, and preventative measures are better than reactive responses.

## Factors for success

- Supportive national policy/legislation for devolved governance of natural resources
- Supportive national policy/legislation on sustainable use of natural resources
- Long-term donor support that is flexible, adaptive and/or based on realistic time goals
- Supportive, multi-stakeholder partnerships with a shared vision
- Devolved decision-making power so local communities have a voice in creating or co-creating solutions

## Challenges

The unstable economic environment within the country did not provide an enabling environment for investment in tourism in SGP. Additionally, most people in the community had never been exposed to employment and didn't have basic employment skills. As such, more funding is required to train potential employees to equip them with these.

Regarding governance, the project was designed with an understanding and intention to support and improve the traditional governance institution. One of our key activities was to help the community develop a constitution to ensure equitable benefit distribution. Due to low literacy levels, the constitution was rejected as people were unable to read it or trust the document. This resulted in some leaders misusing funds without accountability to the community.

Involving the community in the scouts programme was a key activity. However, once people were trained and capacity was built, they left the scouts programme to pursue other employment opportunities in different sectors. While employment is applauded, the project lost potential leaders and skilled persons to lead the initiative in the long-term. The project did not have a skills retention plan for the village scouts programme which should be considered in future.

## Factors limiting success

- Lack of coordinated and coherent sectoral policies/legislation
- Lack of clearly defined tenure or resource use rights

## Find out more:

<https://www.peoplenotpoaching.org/protecting-wildlife-linking-communities-mozambique>

# The Conservancy Rhino Ranger Incentive Programme

**Save the Rhino Trust Namibia**

## Summary

In Namibia's remote north-west Kunene region, where the world's largest free-ranging black rhino population persists on formally unprotected lands, a holistic, community-centred approach to rhino conservation has been established. It is a collaborative, local-level rhino protection institution known as the Conservancy Rhino Ranger Incentive Programme.

<b>Country</b>	Namibia
<b>Location</b>	Kunene region
<b>Species affected</b>	Black rhino

## The poaching problem

Today, recovery of the black rhino is again threatened by rising wildlife crime—specifically poaching and black-market trafficking of rhino horn. There was a renewed surge in poaching since 2011, and especially in 2014 on conservancy lands.

## The approach

The Conservancy Rhino Ranger Incentive Programme is a direct, pragmatic mechanism that empowers conservancies to fulfil their Rhino Custodianship Programme (RCP) responsibilities by strengthening anti-poaching vigilance. The approach taken is guided by the belief that securing a future for wild populations of rhinos depends on local people refusing to tolerate poaching, and rhinos being more valuable alive than dead.

Meeting with local leaders and game guards to understand their viewpoints and context resulted in the development and implementation of a number of strategies and motivations for local communities to engage in rhino conservation. These included:

1. Monetary and non-monetary incentives: The initiative has strengthened and expanded the capacity of local communities to monitor rhinos on their lands. Rangers are paid and performance-based rewards enable and incentivise rhino ranger teams to undertake their duties effectively.

For each conservancy, there are between 18 to 60 fully employed and paid Rhino Rangers who raise awareness about wildlife crime and the consequences, in addition to building trust and strengthening willingness to cooperate by sharing information.

2. Development of community-led eco-tourism enterprises: Training in rhino tourism and the development of community-led rhino tourism activities has helped generate critical finances needed to sustain rhino monitoring and enhanced the value local people placed on keeping rhinos alive.

3. Creating a sense of ownership and stewardship toward rhinos: A logo and motto was developed from the onset which created a sense of unity, reinforced local ownership and generated momentum and pride around a clear cause.

4. Improving education and awareness about conservation and IWT: Additional training of both rangers and other local people to provide local outreach and awareness raising activities in their communities.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Performance-based payments/incentives for patrolling or guarding
- Raising community awareness about wildlife crime penalties and sanctions

### Increasing incentives for wildlife stewardship

- Tourism

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

Between 2013-2018 there was an eight-fold increase in patrol efforts, coinciding with a significant drop in poaching rates - by 80% - since 2014. Only three cases in 2016 and four cases in 2017 were recorded on conservancy lands in north-west Namibia. Between September 2017 and August 2018, not a single rhino has been poached.

New sources of local income have been successfully generated. These finance the monitoring work by Rhino Rangers' and provide additional revenue that benefits the broader community.

Local people's willingness to detect and report wildlife crime has increased. In 2017, local farmers living within rhino conservancies helped foil potential poaching attempts on numerous separate occasions by voluntarily alerting law enforcement after observing suspicious activity near their farms. A community sense of ownership is being reinforced by the initiative's success and has heightened community pride.

This initiative is a leading example of how communities can effectively lead the protection of wildlife and clearly demonstrates that having rights to manage and benefit from rhino coupled with a strong sense of ownership provide a foundation for effective community engagement in the fight against poaching.

The game-changer has been the collaborative multi-stakeholder approach that has harnessed each contributor's skills and expertise in a way that benefits both rhino and local people. Ensuring that decision-making arenas, especially on strategic and operational issues, were led by individuals and organisations that work locally, at the ground level, was also critical to success.

## Factors for success

- Supportive national policy/legislation for devolved governance of natural resources
- Supportive, multi-stakeholder partnerships with a shared vision
- Devolved decision-making power so local communities have a voice in creating or co-creating solutions

## Challenges

- The difficulties associated with sustaining local interest and support whilst ranger patrol and tourism training is carried out.
- Logistical constraints, for example the distance between the homes of some rangers and rhino areas creates a management challenge and increased costs for these individuals.
- Longer term uncertainty about whether new revenues from rhino tourism will fully change attitudes in the wider community.
- The difficulties of changing local customs and beliefs, such as 'witchcraft' customs and practices that may discourage people from reporting suspicious behaviour.
- Confusion from the rangers on whom they actually represent and/or who they are mostly accountable to, since a number of institutions provide various types and amounts of support.
- Lastly, despite the dramatic increase in rhino tourism income, Conservancies still rely heavily on the financial support of NGOs.

## Factors limiting success

- Ineffective and unaccountable CBNRM institutions
- Lack of transparent and accountable distribution of benefits to local communities
- Lack of clearly defined tenure or resource use rights

## Find out more:

<https://www.peoplenotpoaching.org/conservancy-rhino-ranger-incentive-program>

## Makuleke ecotourism project

### A partnership between the Makuleke community, Wilderness Safaris and South Africa National (SAN) Parks

#### Summary

Pafuri Camp is a community-led ecotourism initiative in the northern part of Kruger National Park (KNP). The camp provides a wide range of activities with revenues used in both community development projects as well as biodiversity conservation initiatives. The initiative is based on the idea that community-based action is often the most effective approach to biodiversity protection and sustainable development, with activities designed not only to generate income but also to raise awareness of the value of protecting biodiversity among the local population.

<b>Country</b>	South Africa
<b>Location</b>	Pafuri Camp is situated in the 24,000-hectare Makuleke concession in northern Kruger National Park in South Africa. The site sits on the north bank of the Luvuvhu River and is bordered by Zimbabwe to the north and Mozambique to the east.
<b>Species affected</b>	African Elephant, Lion, Rhinos

#### The poaching problem

Poaching of high value species is common in the area.

#### The approach

Having been forcibly removed in the late 1960s, the Makuleke community won back legal title over their lands in 1998, retaining the conservation status and establishing a Joint Management Board for day-to-day management. Ownership of the Makuleke community land was returned to the Communal Property Association (CPA), who held responsibility for the land on behalf of community members and the land itself remains part of KNP for a period of 50 years.

It was decided that all commercial benefits arising from the land would be accrued by the community. They devised a strategy that would provide a sustainable source of economic development and income for the community and, at the same time, ensure the protection of the land and endemic wildlife species. To help with conservation management and commercial development, a partnership was formed with the SAN Parks and Wilderness Safaris, and together they created Pafuri Camp.

The primary objectives of the camp are to protect the surrounding ecosystems and provide alternative livelihood opportunities and sustainable sources of income to the local communities. Alongside partners, the Makuleke community is involved in environmental management of the area which includes anti-poaching operations and reintroductions of endangered species.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts

### Increasing incentives for wildlife stewardship

- Tourism

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Improving education and awareness

## What has worked and why?

The monitoring and surveillance activities of the anti-poaching units have led to the recovery of both herbivore and predator populations. There was a noticeable drop in snares between 2003 and 2007 and a subsequent rise in predator sightings between 2005 and 2007. These conservation efforts in turn improve game viewing, translating to better business for the camp.

Job security and a steady source of income have stimulated investments in education, housing and community infrastructure and there are community members employed in operating the eco-lodge and as part of anti-poaching efforts. More than 100 community members received temporary employment during the construction phase. Gender equality has also been made a priority and over 50% of staff positions are held by local women.

In particular, the social dimension of the work, and close ties with resident communities, has been crucial to success thus far. Maintaining healthy working relationships with and strong support from national government authorities and bodies was also critical.

## Factors for success

- Supportive national policy/legislation for devolved governance of natural resources
- Supportive, multi-stakeholder partnerships with a shared vision
- Effective and accountable community-based natural resources management institutions
- Transparent and accountable distribution of benefits to local communities

## Find out more:

<https://www.peoplenotpoaching.org/makuleke-ecotourism-project>

# The Black Mambas

## Transfrontier Africa NPC

### Summary

The Black Mambas Anti-Poaching Unit (APU) was founded in 2013 by Transfrontier Africa NPC to protect the Olifants West Region of Balule Nature Reserve in South Africa. Whilst the main objective is the security of the reserve and the protection of wildlife, the Black Mamba initiative educates the communities that live on the boundaries of Balule and the Greater Kruger Park to install a proud, sympathetic and patriotic community with pro-environmental ethos.

<b>Country</b>	South Africa
<b>Location</b>	The teams operate within Balule Nature Reserve, part of the Greater Kruger National Park.
<b>Species affected</b>	African Elephant, Lion, Rhinos, Pangolins

### The poaching problem

Poachers, primarily from local communities as well as poaching gangs and individuals from further afield, have targeted Balule Nature Reserve and the surrounding area, due to ease of access and presence of high value species.

### The approach

The Black Mamba APU was created by Transfrontier Africa NPC in 2013. From an initial six members, there are now more than 30 members of the Black Mamba APU, most of whom are women, and from local communities surrounding the Balule Reserve and Kruger National Park (KNP)

The Black Mambas are the first line of defence, responsible for the early detection of poaching insurgents through monitoring and surveillance during their unarmed daily patrols. Their role in the protection of wildlife consists of 'visual policing' and early detection. Wages are funded by the Department of Environment, Forestry and Fisheries whilst Transfrontier Africa NPC covers all other costs such as equipment, uniforms, food and training.

Another objective of the Black Mamba project is to be role models in their communities. They want their communities to understand that there are far greater benefits to them through rhino conservation rather than poaching. Black Mamba rangers make regular visits to schools to teach students about poaching, how they are working to protect these species and how it's affected them personally as well as improving conservation outcomes.

The Bush Babies Environmental Education Program is interlinked into the curriculum of the local schools and aims to bring 'knowledge to life' whilst raising awareness about the surrounding environment, providing a better understanding of conservation and promoting and encouraging sustainable use of resources and ultimately installing an ethical ethos in future generations.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Non-monetary, in-kind incentives for community intelligence

### Increasing livelihoods that are not related to wildlife

- Provision of community-level benefits

### Improving education and awareness

## What has worked and why?

Since the project started the reserve has had almost no poaching. By 2015, the Black Mamba APU had enabled the arrest of six poachers, shut down five poacher's camps and reduced snaring of wildlife by 76%. More recent figures show that poachers entering the reserve has reduced by 89%.

Within their communities, the Black Mambas have become village heroes and they now have a strong sense of pride, bolstered by the knowledge that they are doing what is thought of as 'a man's job'. Employing women has improved social welfare in the community as most of the women in the unit send their money home so their families can pay the bills.

## Find out more:

<https://www.peoplenotpoaching.org/black-mambas>

# The Ruvuma Elephant Project

## PAMS Foundation

### Summary

Since 2011, PAMS Foundation has supported over 200 Village Game Scouts (VGS) and rangers to undertake regular patrols. Thanks to the dedication of these scouts, their community leaders and the assistance of the government, these areas are becoming a safer place for elephants. In addition, PAMS supports local farmers to erect chilli fences and is developing alternative income opportunities for local communities.

<b>Country</b>	Tanzania
<b>Location</b>	The Ruvuma Elephant Project covers a 2,500,000 ha area of Tanzania between two protected areas: the Selous Game Reserve, in the south of the country and the Niassa National Reserve, just across the border, in Mozambique.
<b>Species affected</b>	African Elephant

### The poaching problem

The area has extremely high levels of elephant poaching. Poachers are mostly local, with operations financed and organised by outsiders.

### The approach

The Ruvuma Elephant Project (REP) was established in 2011 by PAMS Foundation. The goals are to establish a reliable picture of elephant status and threat in the area, to understand seasonal movements, control poaching, to ensure law enforcement and prosecution is a real deterrent, and to reduce elephant mortality due to human-elephant conflict.

Community engagement in combating ivory poaching boils down to three types of action on the part of local people: they act as informants, they act as guards, and they change their own behaviour. The project actively facilitates all three. In return, the people get paid for information, and for carrying out tasks. They get help to protect crops and sell the chilli peppers which are used for crop protection. They are also rewarded for good performance in law enforcement.

### The strategy

#### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Monetary incentives for community intelligence

#### Decreasing the costs of living with wildlife

- Preventative measures to deter wildlife

#### Increasing livelihoods that are not related to wildlife

- Non-wildlife-based) enterprise development/support

## What has worked and why?

Results show that the REP managed to curb elephant poaching in the area. In the three and a half years after the project got underway, the impact on poaching was greater than nearly any other unit or project in Tanzania. Interventions led to the seizure of 1,582 snares, 175 elephant tusks, 805 firearms and 6 vehicles. Law enforcement activities have also led to the arrest of over 500 people.

The REP explains its success by having a strong focus on working closely with communities to achieve reciprocal support and participation, joint patrols and operations, and intelligence-led activities both in and outside the protected areas.

Those involved in the REP believe that the project works because the area is protected by multiple agencies, rather than a single authority. Multiple agency involvement increases transparency which hinders corruption.

Another key factor for success is the high levels of community engagement, which is integrated into and supported by formal law enforcement. This aspect of REP strategy is based on the premise that local involvement in commercial poaching is a manifestation of other problems: lack of viable alternatives, lack of understanding of the importance and value of conservation, and lack of good relationships. All these causes need to be recognised and addressed before there can be any long-term progress.

### Factors for success

- Supportive, multi-stakeholder partnerships with a shared vision
- Sufficient time investment in building relationships and trust between the project and local communities
- Devolved decision-making power so local communities have a voice in creating or co-creating solutions

## Challenges

- The proximity of the project area to a long, porous national boundary.
- Working within funding and capacity constraints.
- The sheer scale of the opposition; the poachers' weaponry and tactics.
- Limited resources and equipment available for the community scouts.

It is important to not raise expectations of communities and then be unable to deliver on those expectations. Promising less and delivering more has proved to be an effective approach to win the support of communities. Equally, it is important to be sincere, reliable and timely in all dealings.

Sometimes the path of least resistance is not the path that is right. It is critical not to compromise on principles or do anything that could be legally used against you in the future – even when this might provide a short-term fix. Similarly, don't limit your friends and allies to a single source. Successful projects require support from a wide variety of sources if they are to be sustainable in the long term.

## Factors limiting success

- Lack of long-term donor support that is flexible, adaptive and/or based on realistic time goals

Find out more:

<https://www.peoplenotpoaching.org/ruvuma-elephant-project>

# Strengthening the capacity of Wildlife Management Areas to increase wildlife protection in northern Tanzania

**A partnership between Honeyguide Foundation, Wildlife Management Areas and their community partners, and Northern Tanzania Rangeland Initiative partners.**

## Summary

Honeyguide Foundation is working in partnership with three Wildlife Management Areas (WMAs) and one Canine Unit across northern Tanzania, to build capacity for community-based anti-poaching efforts. The focus is to help communities from these programme areas to protect their lands and wildlife from illegal or unsustainable use. To do this, Honeyguide is supporting the management teams of each programme area by providing training and financial help, conducting awareness raising, and incentivising conservation using Village Game Scouts (VGS).

<b>Country</b>	Tanzania
<b>Location</b>	Three WMAs within the Tarangire-Manyara ecosystem
<b>Species affected</b>	African Elephant

## The poaching problem

Honeyguide has been working with the 3 WMAs since 2015 (or before), when poaching of elephants for ivory was more widespread throughout Tanzania. An average of 2-3 elephants a year were poached in each of these WMAs, usually by local people hoping to increase their income. Currently, there is no elephant poaching in the WMAs, with the last incident reported in May 2015. It is thought that the programme has contributed to this success.

## The approach

The main objective of the programme is to elevate community-led wildlife protection in the WMAs against illegal or unsustainable use. Each WMA has member communities, who each contributed land towards the designation of the WMA. The employees of each WMA should all come from these member communities, including to form the leadership and management teams. Honeyguide works closely with these teams to build capacity to manage poaching within each WMA.

The key activities are:

- Training VGS on anti-poaching techniques. Support involves guiding management teams on best practices of community-based wildlife protection, providing equipment and paying salaries where needed. VGS are from the member communities of each WMA and are paid a monthly salary for patrolling, alongside additional rewards for arrests or seizures plus performance-based bonuses.
- Reducing costs of wildlife protection for the WMAs, as this currently accounts for 60-75% of WMA management expenditure.
- Designation of a grazing area for cattle in the dry season and wildlife in the wet season. Honeyguide is helping to pilot this method to encourage coexistence between

livestock and wildlife. VGS patrol the area in the wet season to ensure the grass is healthy for when the cattle return in the dry season. Honeyguide has also implemented a toolkit to deter wildlife from destroying crops and raiding wildlife.

- Supporting community anti-poaching teams to liaise with government departments such as the Tanzania National Parks Authority and Wildlife Division regarding anti-poaching activities.
- Supporting WMAs to create Community Investment Funds to formalise the process of directing tourism and hunting revenue to development projects.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Performance-based payments/incentives for patrolling or guarding
- Monetary incentives for community intelligence
- Raising community awareness about wildlife crime penalties and sanctions

### Increasing incentives for wildlife stewardship

- Tourism
- Trophy hunting
- Lease payments
- Payments for ecosystem services

### Decreasing the costs of living with wildlife

- Preventive measures to deter wildlife
- Reactive measures to deal with problem animals
- Physical separation of people/livestock and wildlife

### Increasing livelihoods that are not related to wildlife

- Provision of community-level benefits

### Improving education and awareness

## What has worked and why?

The community-based anti-poaching model of the programme has had a significant impact on wildlife in the WMAs, with no elephants poached in all the areas Honeyguide works since 2015.

Although no formal study has been undertaken on community attitudes, observations and ad hoc information indicate that attitudes towards wildlife and conservation have massively improved.

The programme shows that community-led anti-poaching can be effective, especially when best practice is applied where communities are the primary stakeholder and are involved in designing and developing ideas – this is particularly important as poachers tend to come from local areas.

### Factors for success

- Sufficient time investment in building relationships and trust between the project and local communities
- Devolved decision-making power so local communities have a voice in creating or co-creating solutions
- Effective and accountable CBNRM institutions

### Challenges

A key challenge is access to consistent donor funding, as a drop in donors leads to delayed or cancelled work. A lack of sufficient operational resources, such as vehicles is also a challenge. In addition, government contributions and investments in WMAs has been limited.

### Factors limiting success

- Lack of supportive national policy/legislation for devolved governance of natural resources
- Lack of coordinated and coherent sectoral policies/legislation
- Lack of long-term donor support that is flexible, adaptive and/or based on realistic time goals

### Find out more:

<https://www.peoplenotpoaching.org/strengthening-capacity-wildlife-management-areas-increase-wildlife-protection-northern-tanzania>

# Matumizi Bora ya Malihai Idodi na Pawaga (MBOMIPA) Wildlife Management Area

An association of 21 villages from Idodi and Pawaga

## Summary

Matumizi Bora ya Malihal Idodi na Pawage (MBOMIPA), Swahili for “Sustainable Use of Wildlife Resources in Idodi and Pawaga,” is an association of 21 villages in the Pawaga and Idodi Divisions in central Tanzania. MBOMIPA works with over 50,000 people on sustainable natural resource management and anti-poaching. The association established a community-run Wildlife Management Area (WMA) in 2007 and promotes wildlife-based livelihoods to ensure biodiversity conservation.

<b>Country</b>	Tanzania
<b>Location</b>	MBOMIPA is Tanzania's biggest community-based wildlife management association. The WMA comprises 777 hectares of land along the southern border of Ruaha National Park.
<b>Species affected</b>	African Elephant, Lion

## The poaching problem

In the late 1980s and early 1990s, Tanzania lost half its elephants and nearly all of its population of black rhino from poaching, and other species were similarly affected. Poaching continues today throughout Tanzania although at a reduced level.

## The approach

MBOMIPA was legally recognised as a community-based association 2002, becoming the first Indigenous conservation and development organisation of its kind in Tanzania. It is governed by a general assembly, who appoint four committees to oversee planning and finance, discipline and tourism, law enforcement and infrastructure.

The objectives of the association and the WMA are:

- To conserve and use the natural resources, particularly wildlife, forests, and fisheries, in the WMA and the 21 villages.
- To provide awareness and education on the environment, natural resources and on vital issues such as disease.
- To provide amenities such as schools, hospitals, dispensaries, water, and other social services.
- To market products produced from the WMA.

To prevent HWC there are designated specific agricultural and livestock areas in the buffer zone of the WMA and living fences are used to support food security by protecting crops from elephants and other wildlife.

Since 2018, the Southern Tanzania Elephant Program has supported Village Game Scouts (VGS) in MBOMIPA WMA. The three teams patrol for at least 21 days each month and are provided with wages, food and fuel supplies. All the patrollers use GPS to map coverage and outcomes, and to measure and enhance patrol effectiveness.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Paid in-kind community scouts
- Raising community awareness about wildlife crime penalties and sanctions

### Increasing incentives for wildlife stewardship

- Tourism
- Trophy hunting
- Subsistence resource access/use
- Policy/regulatory change to enable communities to benefit

### Decreasing the costs of living with wildlife

- Preventive measures to deter wildlife
- Physical separation of people/livestock and wildlife

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

The WMA has generated income and jobs from hunting and tourism, with surplus income invested in local infrastructure, improving community wellbeing. As a result, farmers now have better access to markets for their crops, and wells have provided villagers with potable water. Profits have also been used to fund dispensaries and towards the construction of a health centre, which has increased access to basic health services.

A secondary school was built in the village of Idodi, significantly increasing the number of children receiving education at this level. The establishment of agricultural and livestock use zones has also reduced HWC and provided an example of how to integrate communities and communal land in landscape-level approaches to protecting biodiversity.

These benefits are gradually changing attitudes towards conservation and wildlife as members see the impact of wildlife profits being invested in community projects. Villagers have also changed land management practices in an effort to avoid further HWC.

The VGS patrols resulted in the arrest of 13 suspected poachers in 2019, greatly enhancing the security of the WMA. In addition, the amount of wildlife sightings recorded by VGS on their patrols increased from 2018 to 2019.

MBOMIPA's constitution highlights the importance of including women in leadership and decision-making positions. Ecotourism has provided women with greater income-generating opportunities, specifically in the production of handicrafts. Their ability to produce their own sources of income is empowering because it increases confidence, independence, skills, and social status.

MBOMIPA is a legally recognised WMA working in collaboration with the Tanzania Wildlife Division and the Tanzania National Parks Authority and this legal framework provides the association with legitimacy. This is a crucial building block for future sustainability.

### Factors for success

- Supportive national policy/legislation for devolved governance of natural resources
- Coordinated and coherent sectoral policies/legislation
- Supportive, multi-stakeholder partnerships with a shared vision
- Devolved decision-making power so local communities have a voice in creating or co-creating solutions

Find out more:

<https://www.peoplenotpoaching.org/matumizi-bora-ya-malihai-idodi-na-pawaga-mbomipa-wildlife-management-area>

# Increasing Capacity for Anti-Poaching and Enhancing Human-Elephant Coexistence

## Southern Tanzania Elephant Program (STEP)

### Summary

This project aims to strengthen the capacity of wildlife authorities in Rungwa-Kizigo-Muhesi Game Reserves (RKM GRs) to combat wildlife poaching through support of aerial surveillance, ground patrols and increasing ranger capacity. It also aims to enhance human elephant coexistence in the villages surrounding RKM GRs via building community-run beehive fences, establishing Village Savings and Loan Associations to facilitate access to loans and credit, initiating community-led elephant monitoring networks and conducting awareness days.

<b>Country</b>	Tanzania
<b>Location</b>	The project takes place in and around the Rungwa-Kizigo-Muhesi Game Reserve (15,200km <sup>2</sup> ), part of the larger Ruaha-Rungwa ecosystem (45,000 km <sup>2</sup> ) in southern Tanzania.
<b>Species affected</b>	Abbott's Duiker, African Elephant, Bushbuck, Common Duiker, Dik-Dik, Greater Kudu

### The poaching problem

Villagers around the protected areas are involved directly and indirectly in poaching. Around RKM GRs, people living in villages close to the protected areas illegally collect meat, honey, timber and/or fish in order to sustain their daily needs.

From extensive ground experience, it has been observed that there is sometimes collusion with poachers from other regions, especially where ivory is involved. Members of local communities might be involved as trackers, skinners and couriers of ivory.

### The approach

The main strategy is to 1. enhance anti-poaching capacity by supporting rangers and Village Game Scouts (VGS) from both air and ground with data optimisation, training and facilitating community involvement in key protected areas in Southern Tanzania and 2. Support human-elephant coexistence. Specifics include:

1. Improving ground and air patrols in terms of coverage and data collection.
2. Improving data collection for quality reporting and decision making.
3. STEP provides training in GPS and GIS to map patrol results which contributes to intelligence-led patrol planning.
4. Improving the ability to enforce laws related to illegal wildlife trade through increasing capacity for rangers to apprehend culprits by regular vehicle and foot patrols, training and donation of remote surveillance equipment.
5. Livelihood protection and enhancement through beehive fences (crop protection and household income diversification): By improving livelihoods, STEP hopes that tolerance for the presence of elephants will increase.

6. Livelihood protection and enhancement through Village Savings and Loans Associations (VSLA). By making households more resilient, the impacts of human-elephant conflict are less damaging.

7. Awareness raising events to provide fundamental education about elephant behaviour, the drivers of human-elephant conflict and how to stay safe around elephants.

8. Monitoring of human elephant interactions through collection of data about crop, tree and food store damage incidences as well as elephant use of village water sources around and in the village land.

## The strategy

### Strengthening disincentives for illegal behaviour

- Raising community awareness about wildlife crime penalties and sanctions

### Increasing incentives for wildlife stewardship

#### Decreasing the costs of living with wildlife

- Preventive measures to deter wildlife

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

Using local community members to support with monitoring of elephant activities has worked well. STEP enrolled 3 residents to monitor elephant movements within community land. The monitors collect data on crop and food stores damage incidences, use of village water sources and tree damage by elephants.

Monitoring indicators relating to human-elephant coexistence showed that incidents of both crop and food stores' damage have decreased. This may suggest a concurrent improvement of tolerance among members of the communities living with elephants (assuming that crop damage is a driver of low levels of tolerance). In addition, in 2019, 19 farmers accessed loans that supported business establishment and agricultural activities.

Through facilitation of a large education and awareness raising campaign centred around a football tournament, Tembo Week exposed more than 10,000 people to information about elephant behaviour and how to stay safe around elephants. In addition to football matches, the film nights, community trainings and trainings at schools reached more than 10,000 people. These events have potential to amplify important messages and a simple knowledge retention survey showed that an average of 79% of respondents retained knowledge regarding several key aspects of elephant behaviour and safety around elephants.

STEP makes an effort to connect with key stakeholders on the ground to create a shared vision for its work, working closely with village, ward and district-level government. This approach means that STEP has strong relationships with the communities in the areas they work.

## Factors for success

- Supportive, multi-stakeholder partnerships with a shared vision
- Sufficient time investment in building relationships and trust between the initiative and local communities

## Challenges

Several of the human-elephant conflict mitigation methods that were trialled have not worked due to climatic and market factors. A considerable challenge has been that very little donor funding is available for trying things. It is available for scaling things that work. However, different contexts require different interventions and new contexts require trialling interventions before they can be scaled.

For example, beehive fences faced the challenge of low occupancy due to prolonged dry periods and short bursts of heavy rain, limiting the flowering of key tree species and reducing water availability to support bee activities.

Land use and land selection dynamics (particularly unregulated expansion of settlements) has created conflict between humans and wildlife, specifically in the forms of crop damage and human death. Due to limited infrastructure and interaction in peripheral areas, there is little knowledge exchange and new immigrants lack localised information about elephant corridors.

Another struggle has been with low participation, mistrust and a lack of transparency among members and their leaders in the VSLAs, due in part to not frequent enough follow up. Low participation resulted in a lower amount of money available for lending, limiting the perceived value of VSLAs. In general, frequent and dynamic monitoring and evaluating is critical for any field-facing project.

## Factors limiting success

- Lack of coordinated and coherent sectoral policies/legislation
- Lack of long-term donor support that is flexible, adaptive and/or based on realistic time goals
- Ineffective and/or untrustworthy community leaders

## Find out more:

<https://www.peoplenotpoaching.org/increasing-capacity-anti-poaching-and-enhancing-human-elephant-coexistence>

# Singita Grumeti Fund

## Grumeti Fund, Singita

### Summary

Working in partnership with Singita, the Grumeti Fund's mission is to contribute to the conservation of the Serengeti ecosystem, its natural landscape, and its wildlife. Active conservation management, collaboration with local communities, technological innovations and the deployment of hands-on conservation and law enforcement professionals allows Grumeti to achieve tangible change and sustainable results.

<b>Country</b>	Tanzania
<b>Location</b>	Singita Grumeti concessions are found in the western corridor of the Serengeti ecosystem (350,000 acres of land that forms a critical buffer zone for the iconic Serengeti National Park).
<b>Species affected</b>	African Elephant, Black Rhino, Lebombo Cycad, Modjadji Cycad

### The poaching problem

Elephant poaching for ivory is a constant and increasing concern. Retaliation in response to HWC is also present, exacerbated by the reliance of the local communities on small-scale agricultural enterprise, which makes them vulnerable to any losses sustained by wildlife. Killing and funnelling animal products into IWT can compensate for these losses.

Lebombo and Modjadji cycad are threatened by illegal harvesting for private collections (horticultural trade) and trade in traditional medicine.

### The approach

The Grumeti Fund employ a team of 100 game scouts. All of these men come from the local communities bordering the concessions, and the vast majority have a history of poaching involvement. In addition, a Joint Intelligence Unit relies upon on a network of informers from the surrounding villages and communities to provide them with invaluable intelligence on poacher movements. This is of critical importance to ensuring anti-poaching work is proactive rather than reactive.

UPLIFT (Unlocking Prosperous Livelihoods for Tomorrow) is a community outreach program designed to enhance the livelihoods of individuals living along the boundary of the concessions. UPLIFT employs a three-pronged approach to enhance livelihood security: assisting youth to achieve higher levels of education; increasing income generation opportunities; and promoting the peaceful coexistence of wildlife and humans.

Educational support is provided in the form of scholarships for secondary school, vocational studies and education within the conservation and tourism sectors. Across all the Grumeti Fund educational programs, girl's empowerment is a key focus. The Fund's focus on education extends to the environment and the critical role each individual plays in minimising their impact on the earth's limited resources.

In 2019, Grumeti partnered with Raizcorp, a South African-based organisation that specialises in business development as part of a Rural Enterprise Development programme. This involves two key activities: Guiding and Village Learning. Guiding provides intensive one-to-one business support with 11 entrepreneurs participating in 2019, whilst Village Learning

programme provides weekly sessions on how to build and develop both business and personal skills.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Paid in-kind community scouts
- Non-monetary, in-kind incentives for community intelligence

### Increasing incentives for wildlife stewardship

- Tourism
- Lease payments

### Decreasing the costs of living with wildlife

- Preventive measures to deter wildlife
- Reactive measures to deter wildlife

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Improving education and awareness

## What has worked and why?

Wildlife monitoring shows an increase in key herbivores, including a four-fold increase in the elephant population, with no elephants poached in 2019. Carnivores, such as lions and leopards, have also grown in number. 120 former poachers have been converted to game scouts, with over 7000 arrests made due to efficient anti-poaching and intelligence initiatives. Investing time in building relationships has been critical for the development of intelligence networks.

Local communities have become environmental ambassadors and their attitude towards wildlife has changed for the positive, with over 45,000 people reached through more than 30 education initiatives in 2019.

Capacity building, awareness campaigns and benefit sharing are all key to effective community engagement. There needs to be win-win outcomes for both conservation and community development. When local communities receive conservation benefits and are involved in conservation, they will support conservation and become part of the initiative.

## Factors for success

- Long-term donor support that is flexible, adaptive and/or based on realistic time goals
- Supportive, multi-stakeholder partnerships with a shared vision
- Sufficient time investment in building relationships and trust between the initiative and local communities
- Clearly defined tenure or resource use rights

## Challenges

It is important to further strengthen the financial and technical capacity of relevant authorities, and to enhance collaboration between key stakeholders, to effectively fight poaching.

A large number of local households benefit from employment opportunities and development programmes. Linking these benefits to the presence of wildlife, however, is a major challenge. In addition, basic land use planning policies are in place (e.g. prescribed buffer zones to minimize HWC, dedicated grazing areas with rules for access) but are largely unenforced and not monitored.

## Factors limiting success

- Lack of supportive national policy/legislation on sustainable use of natural resources
- Lack of coordinated and coherent sectoral policies/legislation
- Unclear and intangible benefits to local communities from wildlife

Find out more:

<https://www.peoplenotpoaching.org/singita-grumeti-fund>

# Supporting communities and law enforcement in the Greater Kafue Ecosystem

## Panthera

### Summary

Panthera is working closely with the Zambian Department of National Parks and Wildlife (DNPW) on two projects in the Greater Kafue Ecosystem, Zambia. The Kafue Law Enforcement and Wildlife Support (KLAWS) program and the Keeping Kafue in KAZA project aim to protect endangered species within the Kafue National Park (KNP) and surrounding Game Management Areas (GMAs), and to support communities to benefit from wildlife. Key activities include lion monitoring, site security, developing community-level infrastructure and reducing HWC.

<b>Country</b>	Zambia
<b>Location</b>	Greater Kafue Ecosystem, comprising central, west and north areas of Kafue National Park
<b>Species affected</b>	African Elephant, African Wild Dog, Cheetah, Leopard, Lion

### The poaching problem

Commercial poaching is usually carried out by syndicates from outside the community, who target local people and incentivise them to poach by offering them money. Additionally, local people might also be bribed into not informing on illegal activities.

### The approach

Panthera is working on two projects within the Greater Kafue Ecosystem, the Kafue Law Enforcement and Wildlife Support (KLAWS) program and Keeping Kafue in KAZA.

The KLAWS program deploys scouts from both the DNPW and from local communities, equipping them with gadgets with cyber-tracker software to collect data in KNP and the surrounding GMAs. All scouts receive a salary and are generally deployed in poaching hotspots. There are 8-10 teams working at any time – generally 2 scouts from the DNPW lead the team alongside 4 or 5 community scouts. The aim is for the community scouts to learn from their team leaders, to build their confidence and to empower them to support the communities who live around KNP.

One of the overall aims of the Keeping Kafue in KAZA project is to designate community conservancies to maintain connectivity between the protected areas within the KAZA TFCA, and to support these communities to sustainably manage their lands using land use zoning to separate agriculture and livestock from wildlife.

Panthera is working with the communities surrounding KNP through Village Action Groups (VAGs), Community Resource Boards (CRBs) and traditional leaders. Generally, communities feel that wildlife is a nuisance, suffering from crop raiding and more serious HWC. Although the communities have heard of CRBs, there is little interaction and subsequently gaps in awareness. Panthera introduced VAGs to ensure that whenever there is any information relating to conservation (including anti-poaching messaging), it is communicated from within the community, and early signs show this to be effective.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Performance-based payments/incentives for patrolling or guarding
- Raising community awareness about wildlife crime penalties and sanctions

### Increasing incentives for wildlife stewardship

- Tourism
- Trophy hunting
- Subsistence resource access/use
- Policy/regulatory change to enable communities to benefit

### Decreasing the costs of living with wildlife

- Reactive measures to deter wildlife
- Physical separation of people/livestock and wildlife

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

In some areas the communities are now reporting on illegal activities as they understand that wildlife can bring benefits and improve livelihoods. A recent report of species populations in KNP show an improvement in the numbers of predators. There has been a decrease of poaching by some of the communities historically involved, with certain communities around KNP choosing not to poach. However, poaching remains in some areas where people think it is the only option for finding money. Panthera are actively trying to consult and engage these groups via traditional leaders.

The strong partnership between Panthera and DNPW has been a major factor for success. Overall, partnerships have been really important, particularly where Panthera has engaged with experts where they don't have the skills or capacity required. A highlight was a series of site visits from Zambia to Namibia to observe Namibia's CBNRM approach.

Other lessons learned:

- It's really important to have continual engagement with communities, you can't just visit an area once and expect them to understand.
- It's key to implement activities that together support the protection of wildlife resources, ensure long-term community benefits and reduce habitat loss.

- It's essential to remain transparent throughout project implementation.

### Factors for success

- Supportive national policy/legislation for devolved governance of natural resources
- Supportive national policy/legislation on sustainable use of natural resources
- Supportive, multi-stakeholder partnerships with a shared vision

### Challenges

A major lesson learned is that communities have to both like an idea *and* participate in that idea, or else it won't be effective. It's necessary to ensure that everything is fully explained prior to implementing any activities and that communities understand the rationale. If this doesn't happen, it can lead to speculation within the communities and false rumours, which can jeopardise project success.

The idea of setting up a law enforcement camp away from the offices didn't work. This was possibly because it meant those law enforcement activities couldn't be monitored. Also, setting up camps near villages runs the risk of communities informing poachers of their presence.

Overall, there is still a need to increase community benefits derived from wildlife as well as increase the communities' sense of ownership. There remains the feeling that incidents of HWC are not responded to in time, so better mechanisms need to be put in place for more rapid responses plus compensation for damages.

A more participatory approach going forward, such as community consultations, would help to address concerns of the communities and ensure their full involvement in wildlife management decision making. Although Panthera is working to raise awareness in the communities about the benefits of conservation, more needs to be done to enhance the understanding that any development in the area is the result of revenue from wildlife management.

### Factors limiting success

- Lack of coordinated and coherent sectoral policies/legislation
- Lack of transparent and accountable distribution of benefits to local communities
- Unclear and intangible benefits to local communities from wildlife

### Find out more:

<https://www.peoplenotpoaching.org/supporting-communities-and-law-enforcement-greater-kafue-ecosystem>

# Kaindu Conservation Project

## Kaindu Natural Resources Trust

### Summary

In 2015, Kaindu Natural Resources Trust (KNRT) embarked on an initiative to run a community game ranch in partnership with Royal Kafue and with support from The Nature Conservancy (TNC). The initiative is aimed at supporting community-based natural resource management.

<b>Country</b>	Zambia
<b>Location</b>	The eastern part of the Kafue National Park and on the southern part of Lunga Luswshi Game Management Area, in Kaindu Chiefdom.
<b>Species affected</b>	African Elephant, Lion, Roan Antelope, Sable Antelope

### The poaching problem

Generally, poachers come from outside the community but bribe community members to not report poaching incidents. Community members are primarily motivated to receive these bribes due to a lack of alternative income sources. Elephant poaching for ivory is a particular concern in the area.

### The approach

The objective behind establishing a community game ranch was to direct 100% of the benefits of natural resources to community members. Benefits primarily come from hunting revenues, which fund community projects such as female shelters at local clinics, houses for teachers and other community infrastructure.

The community has been involved throughout in decision-making. Existing community structures, for example Community Resource Boards, Village Action Groups and Traditional Leaders, are used to hold consultative meetings. The initiative has also formed education clubs in community schools to raise awareness of the importance and effects of good management of natural resources.

The initiative includes deploying and training village scouts from the community. Scouts receive a salary plus performance-based payments. They are also provided with all necessary uniforms and equipment as an extra incentive. As well as scouts, monetary incentives for community intelligence are provided to community informers who report illegal activities and who sensitise the community on the benefits of good governance of natural resources.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Performance-based payments/incentives for patrolling or guarding
- Paid in-kind community scouts
- Monetary incentives for community intelligence
- Raising community awareness about wildlife crime penalties and sanctions

### Increasing incentives for wildlife stewardship

- Tourism
- Trophy hunting

### Decreasing the costs of living with wildlife

- Physical separation of people/livestock and wildlife

### Increasing livelihoods that are not related to wildlife

- Provision of community-level benefits

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

Assessments show that the community is more aware of the importance of effective management of natural resources. In addition, animal populations are on the rise and poaching incidents have been reduced with the help of scouts and community informants.

Working with the community, and engaging with different community structures, has greatly contributed to the success of the initiative. Support from partners TNC and Royal Kafue has also been essential for success.

## Factors for success

- Supportive, multi-stakeholder partnerships with a shared vision
- Transparent and accountable distribution of benefits to local communities
- Clearly defined tenure or resource use rights

## Challenges

Delays in issuing a title deed delayed development of the community game ranch. This has been a problem for funding, as donors will only support the project if the tenure is well established through the title deed.

## Factors limiting success

- Lack of supportive national policy/legislation for devolved governance of natural resources
- Lack of coordinated and coherent sectoral policies/legislation
- Lack of long-term donor support that is flexible, adaptive and/or based on realistic time goals

Find out more:

<https://www.peoplenotpoaching.org/kaindu-conservation-project>

## Lupande Development Project

### Department of National Parks and Wildlife

#### Summary

The Lupande Development Project was initiated in 1986, in response to high levels of poaching and increasing conflict between local communities and government officials. The experimental program tested the feasibility of allowing local communities to participate in managing wildlife resources through a partnership with the Zambian National Parks and Wildlife Service (NPWS – now the Department of National Parks and Wildlife). The project resulted in a dramatic reduction of poaching of elephants and rhinos, and revenue earned through carefully regulated trophy hunting, as well as other activities, was sufficient to meet costs.

<b>Country</b>	Zambia
<b>Location</b>	Located to the east of South Luangwa National Park was the Lupande GMA. Lupande was occupied at the time by six separate chiefdoms of the Kunda tribe with a total population of 20,000. The initiative was carried out principally in one chiefdom, Malama.
<b>Species affected</b>	African Elephant, Black Rhino

#### The poaching problem

Longstanding negative attitudes towards NPWS mean that poachers entering the Game Management Area (GMA) from further afield were encouraged to hunt illegally as long as they shared some of the meat with local communities.

Socio-economic factors contributed to the negative attitudes since the most common means available to locals to profit from wildlife was poaching and with existing levels of income so low it made such practices a necessity for some individuals.

#### The approach

In response to high poaching levels and increasing negative attitudes between local people and government officials, NPWS adopted an experimental design for managing wildlife that was tested in the lower half of the Lupande GMA. Called the Lupande Development Project, the design was based on the premise that a share of revenues from wildlife should be retained to support the management needs of the department for the area where the funds were generated.

For the workforce, men from local villages, aged 20-35, were chosen for training by NPWS in skills including law enforcement, wildlife censusing, data collection and report writing. After 6 months of training, the recruits became designated village scouts and were officially employed by NPWS. Scouts remained in their respective chiefdom as local custodians of wildlife resources. Additional workers were also recruited from local communities on a seasonal basis to help with other management needs.

The management design also provided for crucial input from village leaders on existing wildlife programs as well as on planning of future ones. Of critical significance to the design of the project was the earning and handling wildlife revenues. Two main sources of revenue were identified – trophy hunting and sustained-yield harvesting of hippos.

The overall design assumed that awareness and understanding of wildlife management by local communities would increase as benefits from revenues increased and village participation grew. The design encouraged local authorities to play a greater administrative role in wildlife management under the guidance and supervision of the unit leader. The idea was this might help to diversify the sources of revenue in the GMAs through the input of ideas and the participation of local residents.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Paid in-kind community scouts

### Increasing incentives for wildlife stewardship

- Tourism
- Trophy hunting
- Subsistence resource access/use
- Legal trade

### Increasing livelihoods that are not related to wildlife

- Provision of community-level benefits

## What has worked and why?

By 1987, Chief Malama instructed his village not to cooperate with poachers and to report the presence of any poachers who entered his area. Chief Msoro, of a neighbouring village, also expressed a desire to have village scouts and later in 1987 personally arrested a local resident for poaching an elephant. These activities had been a rare occurrence in previous years.

The same year 26 scouts from local villages were recruited and trained and the total area under surveillance increased to approximately 400 km<sup>2</sup>. Annual mortality from the poaching of elephants and black rhinos decreased by at least tenfold between 1985 and 1987. In late 1987, a questionnaire survey showed a positive change in local attitudes toward wildlife resources as well as the improved perceptions of NPWS. A common reason for approval was the reduction of poaching in the area.

In terms of revenue, in 1987 wildlife revenue exceeded the annual operating budget by almost four times, with significant shares of wildlife profits generated for both the local community and central government, further increasing public and political support for the economic importance of wildlife.

The leadership from NPWS unit leaders was essential in promoting public awareness of how the involvement of local residents in management could contribute to improved economic benefits to communities from wildlife. Furthermore, allowing the chief's council to be present on a sub-committee showed respect to the traditional leadership authorities in the area.

Salary incentives for the village scouts were above expected income levels for the area and undoubtedly contributed to their relatively high motivation to work. Public reaction in the local

community to the village scouts was initially negative but became supportive once the revenue benefits from wildlife to the local community became apparent.

The program revealed that wildlife conservation in areas outside of protected areas can be made more cost-effective by combining the efforts of NPWS officials with local communities. Improvements in conservation, such as reduced poaching, helped to sustain future revenues from wildlife for local community benefits and helped to meet management costs.

### Factors for success

- Supportive national policy/legislation on sustainable use of natural resources
- Supportive, multi-stakeholder partnerships with a shared vision
- Devolved decision-making power so local communities have a voice in creating or co-creating solutions
- Effective and trusted community leaders
- Transparent and accountable distribution of benefits to local communities

### Challenges

The marginally positive revenue balance achieved in 1987 would have been more substantial had there been a stable hippo population. However, due to an anthrax outbreak, the utilisation scheme was cancelled, highlighting the need for a multiple-use approach to wildlife resources and not to depend on a single source of income or species. However, this stimulated further ideas that resulted in a multi-species utilisation scheme as well as a self-catering tourist enterprise owned and operated by the local community, helping to diversify and maintain wildlife earnings.

### Find out more:

<https://www.peoplenotpoaching.org/lupande-development-project>

# Lower Zambezi Fisheries Management Project

## Conservation Lower Zambezi

### Summary

The project was implemented by Conservation Lower Zambezi (CLZ) to increase the involvement of fishing communities in conservation activities and particularly to stop cross-border IWT. The development and implementation of a fisheries management plan was designed to serve as incentive for fishing communities to participate in conservation to a greater degree in an area where HWC is rife and to build trust between the communities and conservation organisations.

This project sits under the EU-funded 'Partnership for improved anti-poaching and compatible land use in community lands of Lower Zambezi-Mana Pools Transboundary Conservation Area project' Implementing partners are African Wildlife Foundation and Conservation Lower Zambezi.

<b>Country</b>	Zambia
<b>Location</b>	Lower/Middle Zambezi, from Kariba Dam wall to the Mozambique border, covering approximately 250km of river.
<b>Species affected</b>	African Elephant, Antelope, Leopard, Leopard Tortoise, Lion, Temminck's Ground Pangolin, Fish

### The poaching problem

This is usually outside actors but with local facilitation who primarily seek high-value products like ivory, pelts and pangolin. The area has a relatively good 'alternative income' from a high density of tourism businesses leading to some perception of the value of wildlife. High HWC reduces the value of larger, dangerous species like elephant, hippo and crocodile.

### The approach

In this project, the assumption was that cross-border IWT is facilitated by the fishing communities, as they have access to boats to cross the river. To combat this, the communities are involved in both open- (public discussion meetings) as well as closed- (anonymous tip-off hotline, informer incentives) anti-poaching activities.

The open discussions reflected a high amount of HWC that complicates understanding on what people think about IWT. A prior-informed-consent tour was instigated at the start of the project, and the communities expressed willingness to cooperate with the project. HWC and outdated fishing regulations were their biggest concerns. By being consulted on fishing issues, and giving input to management recommendations, the communities should feel a strengthened sense of ownership and official recognition from conservation organisations and government partners that this is recognised.

The project is addressing regulation changes in fishing that should benefit both fishers and the fish. The area already sees a good flow of benefits from tourism, fishing and hunting tourism through employment, as well as leasing (concession fees) - 50% of which are due to the community through Community Resource Boards (CRBs). Unfortunately, the community component is often paid late (up to a year), which can alienate communities from the benefits of wildlife. Whilst fish are technically considered wildlife, in this case helping conserve and

manage the fish stock should secure the fishing resource as the already-viable 'alternative' it provides to poaching.

This project also has an education and awareness component, again particularly in fisheries, where conflicts between fishing stakeholders are mitigated through increased flow of knowledge between the two sectors.

## The strategy

### Strengthening disincentives for illegal behaviour

- Performance-based payments/incentives for patrolling or guarding
- Un-paid (voluntary) community scouts
- Non-monetary, in-kind incentives for community intelligence
- Strengthening and supporting traditional norms and sanctions against IWT

### Increasing incentives for wildlife stewardship

- Tourism
- Trophy hunting
- Subsistence resource access/use
- Lease payments
- Legal trade
- Policy/regulatory change to enable communities to benefit

### Decreasing the costs of living with wildlife

- Reactive measures to deal with problem animals

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

Stakeholders from all sides (including government) have expressed satisfaction with progress, and confidence in the project.

What really works well in this project is the use of recognised community communication channels. Holding 'sensitisation meetings'/public meetings, organised through the traditional leadership (headmen and -women), is a very cost-effective way of communicating to a large audience. The meetings are interactive, with ample opportunity for questions and answers. In communities with low literacy rates, more common communication strategies such as flyers, radio broadcasts, etc. often have an unsatisfactory reach.

Wherever conservation organisations work near communities, it would be worthwhile investing in the employment of local community facilitators and playing a monitoring and support role in CBNRM activities to encourage and support meetings and transparency.

### Factors for success

- Supportive national policy/legislation on sustainable use of natural resources
- Devolved decision-making power so local communities have a voice in creating or co-creating solutions
- Effective and trusted community leaders

### Challenges

Prospective donors would do well to understand the 'on-the-ground' realities and come up with innovative projects in consultation with local field experts. Many large-scale donor projects merely recycle the same approaches and address the same issues. In countries with a lot of donor support, both government officials and community leaders learn 'catchphrases' that gained support previously and use them when consulted on what the needs are.

The current project falls somewhat short on flexibility of funding and timelines, and underestimates the amount of time needed to gain community trust and buy-in. There certainly are not the funds and time to meaningfully restructure and assist CBNRM structures, but this could form part of a longer-term vision that other donors could support.

### Factors limiting success

- Lack of long-term donor support that is flexible, adaptive and/or based on realistic time goals
- Insufficient time investment in building relationships and trust between the initiative and local communities
- Ineffective and unaccountable CBNRM institutions
- Lack of transparent and accountable distribution of benefits to local communities

Find out more:

<https://www.peoplenotpoaching.org/lower-zambezi-fisheries-management-project>

# Wildlife Protection in the Lower Zambezi

## Conservation Lower Zambezi

### Summary

In 1994, concerned local safari operators and other stakeholders recognised the need for organised support to the national wildlife protection authority (now the Department of National Parks and Wildlife, DNPW) to combat the poaching that was decimating the wildlife populations in the Lower Zambezi. In addition to supporting the DNPW, Conservation Lower Zambezi (CLZ) now also runs an Environmental Education Programme, a Community Scout Unit, a Community Engagement Programme, a Detection and Tracking Dog Unit and a Rapid Response Unit.

<b>Country</b>	Zambia
<b>Location</b>	Lower Zambezi National Park is a transboundary National Park located in southern Zambia and Zimbabwe. The Lower Zambezi National Park is 4092 km <sup>2</sup> , but with the adjacent community owned Game Management Areas (GMA) bordering to the west (Chiawa), north (Luano) and east (Rufunsa), is part of a much larger entity: the Lower Zambezi Area Management Unit comprising around 20,000 km <sup>2</sup> .
<b>Species affected</b>	African Elephant, Hippos, Leopard, Lion, Temminck's Ground Pangolin

### The poaching problem

In the past poaching was often to do with bushmeat and subsistence hunting. Today, the motivation to poach is much more commercial, driven by demand and high prices, with poverty a huge driver. Family dynamics in the communities are very strong and some people will protect those who have been involved, and a lack of community benefit from wildlife also means people are reluctant to protect wildlife. High levels of HWC also result in retaliatory killings of animals.

### The approach

The initiative addresses the community motivation for poaching and IWT. A Community Scout Unit was started in 2013, with men and women jointly employed by CLZ and the local Community Resource Boards (CRBs). Scouts are provided with technical and material support, including equipment and food, as well as training and capacity building. CLZ also hosts workshops in communities on law enforcement and the penalties and sanctions surrounding wildlife crime.

Many of the community engagement activities are aiming to reduce the costs of living with wildlife. In 2019 three community members were killed by elephants in the space of two weeks, causing tension between local people and the DNPW. To assist DNPW, CLZ held four Living with Elephants workshops with over 300 people in Luangwa where people were taught safer ways to live alongside elephants.

CLZ also established HWC patrols in 2014 to respond to incidents during the peak HWC season when the community is harvesting their crops. Under the leadership of a DNPW Wildlife Police Officer, community scouts are deployed to provide a trained and armed response, assisting in property and personal protection as well as training in elephant behaviour.

Preventative measures include assisting and educating farmers on the use of chilli-fences as a mitigation method to deter elephants from their fields. Along with chilli farming, CLZ supports alternative livelihoods through the establishment of a women's group called Mbeli. CLZ strongly believes that women can be the most influential members of their community and at the forefront of change and the group's overall purpose is to empower women to engage with conservation whilst supporting them financially.

CLZ's Environmental Education Programme started in 2004 and includes scholarships, provision of tablets and computers, teach training and school visits to CLZ's Education Centre.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Performance-based payments/incentives for patrolling or guarding
- Un-paid (voluntary) community scouts
- Monetary incentives for community intelligence
- Raising community awareness about wildlife crime penalties and sanctions

### Increasing incentives for wildlife stewardship

- Tourism

### Decreasing the costs of living with wildlife

- Preventative measures to deal with problem animals
- Reactive measures to deal with problem animals

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Improving education and awareness

## What has worked and why?

The holistic strategy of CLZ has had some incredible results, including:

### Poaching and patrolling

- 90% reduction in poaching of elephants since 2016
- In 2020, 247 suspects were apprehended and 26 firearms recovered, plus 23 live pangolins and 40 pieces of ivory have been seized.
- 37 community scouts employed

### Community engagement and HWC mitigation

- New farmers started growing chilli following workshops, and by the end of 2016 there were three new chilli farms with successful nurseries.
- 33 felumbus have been established to protect farmers crops.
- The hippo fence protects the crops of 20 farmers from hippos and elephants.

### Education

- Over 1,700 children engaged in education activities each year, with nearly 13,000 involved since activities began in 2010
- Rubatano Day attracts more than 1,000 people each year.

### Factors for success

- Long-term donor support that is flexible, adaptive and/or based on realistic time goals

### Challenges

#### Factors limiting success

- Ineffective and/or untrustworthy community leaders
- Lack of transparent and accountable distribution of benefits to local communities
- Unclear and intangible benefits to local communities from wildlife

### Find out more:

<https://www.peoplenotpoaching.org/wildlife-protection-lower-zambezi>

# North Luangwa Conservation Programme

## Frankfurt Zoological Society

### Summary

In 1986, in partnership with the Department of National Parks and Wildlife, Frankfurt Zoological Society (FZS) initiated a programme in one of Zambia's unique wilderness areas. Thirty years later this initiative has effectively reduced poaching and brought wildlife back from the brink of local extinction. The programme supports the overall management of the North Luangwa ecosystem: law enforcement and anti-poaching, park operations and infrastructure development, ranger training, management planning, and engaging communities through technical and financial support to their community resource boards and youth through its conservation education programme.

<b>Country</b>	Zambia
<b>Location</b>	North Luangwa National Park covers 4,500km <sup>2</sup> in northern Zambia. It lies in Africa's Great Rift Valley ecosystem, on the western bank of the Luangwa River.
<b>Species affected</b>	African Elephant, Leopard, Lion, Black Rhino

### The poaching problem

In the 1970-80s, poaching reached unprecedented levels, the elephant population was decimated and the entire black rhino population was poached to national extinction. Poaching continues today and although it may be carried out by local people, it is driven by commercial criminal gangs operating in the area with regional and international connections.

### The approach

The North Luangwa Conservation Programme (NLCP) was initiated with the aim of conserving wildlife and ecosystems. FZS took over the project in the mid-1990s and continues to work with the DNPW to this day. The programme aims to provide assistance to communities to live within the limits of the ecosystem, creating an attractive investment culture based on revenue retention and devolved decision-making.

In addition to DNPW wildlife anti-poaching staff, 40 community scouts are employed by NLCP; and a further 157 community scouts are employed by Community Resource Boards (CRBs) in Game Management Areas (GMAs) bordering the park. A community enforcement network provides payments made for information on illegal wildlife activity.

Recently, the U.S. Agency for International Development funded the NLCP to work with communities in the wider North Luangwa ecosystem. The goal is to strengthen their ability to participate in, and benefit from, wildlife conservation. The project aims to build the capacity of community institutions for sustainable natural resource management and governance in order to engage communities with conservation enterprise opportunities, particularly tourism.

The project supports conservation enterprise investment, ensuring fairness for all parties and includes tourism, land-use and business management plans developed with the communities. FZS will also continue to facilitate community conservation banks and support small scale village saving and loan schemes to help build resilience and drive socio-economic development. In addition, education and awareness raising activities are delivered in 21 schools and a specially adapted truck brings school groups into the park for overnight visits.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Performance-based payments/incentives for patrolling or guarding
- Paid in-kind community scouts
- Monetary incentives for community intelligence
- Raising community awareness about wildlife crime penalties and sanctions

### Increasing incentives for wildlife stewardship

- Tourism
- Trophy hunting
- Subsistence resource access/use
- Lease payments

### Decreasing the costs of living with wildlife

- Preventative measures to deal with problem animals
- Reactive measures to deal with problem animals
- Physical separation of people/livestock and wildlife

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

The NLCP partnership has delivered the most secure park in Zambia, with successful reintroductions of black rhino, a strong management plan, a well-maintained road network, and a growing tourism industry. In 2018 NLNP recorded zero poached elephants for the first time in over a decade and elephant poaching reduced by over 50% in the GMAs.

Responses from the community conservation theatre tour have been positive and encouraging, with people saying, "they will never poach again as they have seen through the play how tough it becomes for someone caught poaching."

The programme strives for long-term success by reaching out to the local communities, knowing overall success hinges on their engagement. Involving the communities in management decisions is key to generating pride, social capital, and socio-economic benefits in these communities and to improving conservation outcomes.

Generally, the success of the programme is the strength of the NLCP partnership with DNPW and in the trust that is held between all stakeholders. Strong leadership from both FZS and DNPW wardens and rangers have been instrumental to effective ongoing operations and management.

### Factors for success

- Long-term donor support that is flexible, adaptive and/or based on realistic time goals
  - Supportive, multi-stakeholder partnerships with a shared vision
  - Sufficient time investment in building relationships and trust between the initiative and local communities

### Challenges

Poaching continues and more needs to be done to enable the communities to benefit from wildlife - and this needs to be recognised at the government level. NLCP recommend breaking up the current GMAs concessions into mixed-use village level concessions, as with community ownership there will be the potential to encourage investors and commercial development.

True devolved governance, decision making, and revenue sharing is key to any sustainable success for the North Luangwa ecosystem.

Due to the remoteness and seasonal restrictions of access leading to high input costs, tourism development is limited.

### Factors limiting success

- Lack of supportive national policy/legislation for devolved governance of natural resources
- Lack of supportive national policy/legislation on sustainable use of natural resources
- Lack of coordinated and coherent sectoral policies/legislation
- Lack of devolved decision-making power so local communities have a voice in creating or co-creating solutions
- Lack of transparent and accountable distribution of benefits to local communities

### Find out more:

<https://www.peoplenotpoaching.org/north-luangwa-conservation-programme>

# Community Markets for Conservation

## COMACO

### Summary

Community Markets for Conservation (COMACO) is a business that incentivises conservation and has created a market where conservation can be profitable. COMACO was designed to reward people for conserving natural resources instead of punishing them for poaching. Individuals are asked to take a Conservation Pledge to abide by a set of community-decided principles in exchange for training, support and the means to secure a substantial and reliable income through farming. This has dramatically reduced incidents of poaching, with food crops produced by villagers turned into quality products which are then sold across Zambia.

<b>Country</b>	Zambia
<b>Location</b>	North and South Luangwa National Parks and the surrounding game management areas of Zambia's Luangwa Valley. COMACO works with 179,000 farmers forming 81 cooperatives in 76 chiefdoms in the Luangwa Valley.
<b>Species affected</b>	African Elephant, Black Rhino

### The poaching problem

The original programs to address poaching involved law enforcement officials telling people to stop, but they did not provide any alternative sources of income. COMACO however realised that people were poaching because they had no choice. In addition, charcoal-making has been a past coping strategy for villagers who have few alternative sources of income. This led to the forests of the Luangwa Valley and surrounding watersheds to disappear at an unsustainable rate.

### The approach

The founder of COMACO asked what if, instead of imprisoning poachers, we trained them to farm, and provided a market for their crops. The result was a pilot program in 2003, working with 24 of the most well-known poachers in the Luangwa Valley, who were taught basic practices in soil conservation and drought resistance and supplied with high-quality seeds and basic farming tools. In exchange, they agreed to stop poaching and surrender their guns. Many more poachers began approaching field staff offering to surrender their weapons in return for a similar trade and today COMACO works with over 179,000 farmers.

Nowadays, COMACO invites individuals through forming producer groups to adopt a package of eco-agriculture and organic farming techniques that both reduce the environmental impact of farming and drastically improve agricultural yields. In return, COMACO purchases farmers' commodities through a network of depots and collection centres. Farm surpluses purchased by COMACO are manufactured and sold as value-added processed products, or sold to high-paying commodity markets under the brand name "It's Wild!". All revenues are returned to farmers through continued support and programming.

Incentives for farmers' compliance have been incorporated within this structure. Each COMACO farmer signs a Conservation Pledge, which recognises their commitment to abide by a set of conservation principles and are decided by the community. A compliance audit is conducted each year and communities that have performed well are rewarded with a

Conservation Dividend. This takes the form of a cash payment to be used for community development projects and further farmer support, providing a motivation to conserve wildlife.

COMACO has also provided training for poachers in alternative careers, referred to as the poacher transformation project, which began as a pilot project in 2001 before the wider COMACO model was introduced. This flagship programme for the organisation has continued in the Luangwa Valley with more than 760 individuals having completed the program to date.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in-kind community scouts
- Raising community awareness about wildlife crime penalties and sanctions
- Strengthening and supporting traditional norms and sanctions against IWT

### Increasing incentives for wildlife stewardship

- Payments for ecosystem services

### Decreasing the costs of living with wildlife

- Preventative measures to deal with problem animals

### Increasing livelihoods that are not related to wildlife

- (Non-wildlife-based) enterprise development/support
- Provision of community-level benefits

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

By 2019, COMACO had engaged with 179,000 farmers, who had become members of 81 cooperatives across 76 chiefdoms and covering nearly 300,000 ha of land. Within 3 years of piloting COMACO farmers had increased their annual income from \$100 to \$350 per household.

Recent results show that farmers across the region find that fields kept in the COMACO style fare much better than those farmed with standard commercial practices. The It's Wild! brand is recognised for its commitment to quality, conservation and farmer needs and is an important revenue source for conservation. This has been particularly relevant during the Covid-19 pandemic with the shutdown of wildlife tourism. In the 2020 farming season, COMACO paid out over \$2.6 million to cooperative farmers.

Wildlife populations have stabilised in the area, and wildlife crime data from 2016-2018 shows a decline in poaching and trafficking of wildlife. Ex-poachers are now volunteering to provide actionable information on poaching incidents to the Department of National Parks and Wildlife (DNPW).

As membership of COMACO has grown, producer group cooperatives have engaged a wider spectrum of Luangwa Valley communities, which has underpinned sustainable resource

decisions taken in many cases. Village institutions have also acted as mediators in cases of widespread poaching.

The key strength of the COMACO model is its highly adaptive nature. Beginning on a small scale in 2003 with the development of a producer group organisation, COMACO has since restructured into a stand-alone business entity and continues to evolve through an iterative, adaptive process. COMACO also recognises that a successful collaboration with DNPW and the Forestry Department have been really key to its achievements.

### Factors for success

- Supportive, multi-stakeholder partnerships with a shared vision
- Sufficient time investment in building relationships and trust between the initiative and local communities
- Effective and accountable CBNRM institutions
- Effective and trusted community leaders

### Challenges

Incentives for farmers' compliance were initially provided through higher prices for certified farmers versus non-certified farmers. Using this pricing structure as the sole mechanism to maintain compliance was found to be inadequate, however. During its early growth, COMACO often lacked the capital needed for purchases at the higher prices at the precise time when the farmers needed to sell, resulting in farmer frustration, reduced compliance, and increased sales to alternative buyers.

In 2010, in place of this system, COMACO introduced a conservation dividend mechanism to reward all producer groups that are certified as compliant, whether they sell to COMACO or another buyer. This dividend is not a subsidy but rather a true dividend: an incentive returned to members that varies from year to year. Payment takes the form of cash, seed inputs, and farm implements. The dividend mechanism is designed to promote conservation farming compliance and the use of new technologies and, to a lesser extent, to smooth household food availability. From a business perspective, the dividend system allows the incentive to be given after the production and sale of value-added products as opposed to at the time of purchase of raw materials. The approach represents a major adaptive management adjustment.

### Find out more:

<https://www.peoplenotpoaching.org/community-markets-conservation>

## Akashinga ‘The Brave Ones’

### International Anti-Poaching Foundation

#### Summary

Akashinga, which means ‘Brave Ones’, is an all-female community-driven ranger program, developed by the International Anti-Poaching Foundation (IAPF) in the Lower Zambezi, Zimbabwe. The purpose is to empower disadvantaged women to restore and manage a network of wilderness areas and to bring benefits to adjacent local communities. The project follows a bottom-up approach, working with rather than against the local population, training and educating vulnerable women as rangers to protect wildlife against poaching.

<b>Country</b>	Zimbabwe
<b>Location</b>	Phundundu Wildlife Area in the Lower Zambezi
<b>Species affected</b>	African Elephant

#### The poaching problem

Trophy hunting is in decline across Zimbabwe for a number of reasons, limiting the benefits local communities gain from living in areas adjacent to wildlife and increasing pressure on protected areas and allowing poaching to increase. It is estimated that 11,000 elephants have been killed in the Lower Zambezi valley over the last decade.

#### The approach

The Akashinga project was built on the need for a new approach to protect large areas of land that had previously been reserved for and financed by trophy hunting. It has a dual approach to empower disadvantaged women by training them as rangers and to reduce poaching. Akashinga is locally driven, retaining maximum available benefits and management responsibility to motivate conservation. At the heart of Akashinga is the knowledge that communities are the best defence against illegal wildlife crime.

Akashinga employs the most marginalised women from rural communities who have never received an income. The project educates and trains recruits by experts in conservation and law enforcement, and the women who have graduated into the program receive the same law enforcement training and fulfil the same role as a male ranger.

A ranger's main duty is to work with the community in order to stop illegal wildlife crime, and activities include patrolling within and around the reserve, interacting with community members and liaising with local authorities. The armed unit working inside the wilderness area is also supported by an unarmed village scout program working in the adjacent communities.

IAPF ensures that 62% of operational costs go directly back to the local community, with the aim to turn biodiversity conservation into a community project – 80% of these costs reach the houses of the rangers. This is a better financial return for the local community than what trophy hunting had previously provided. Furthermore, a woman with a salary in rural areas invests up to three times more than a man into their family and household. In turn, protecting the area and regulating access to the natural resources allows local communities to have the benefits of the land that they traditionally held.

## The strategy

### Strengthening disincentives for illegal behaviour

- Paid in money community scouts
- Paid in-kind community scouts
- Raising community awareness about wildlife crime penalties and sanctions
- Strengthening and supporting traditional norms and sanctions against IWT

### Build and/or support a sense of community ownership or stewardship

### Improving education and awareness

## What has worked and why?

Five months after the pilot project was initiated more money per month was being put into the local community than trophy hunting had done per year.

The initiative protects over 1.1 million acres of land which has seen a 350% increase in wildlife and in operational areas poaching has been reduced by 80%.

The rangers and communities now have an investment in conservation and retain the majority of benefits, ensuring local ownership of the areas.

## Factors for success

- Sufficient time investment in building relationships and trust between the initiative and local communities
- Transparent and accountable distribution of benefits to local communities

## Find out more:

<https://www.peoplenotpoaching.org/akashinga-brave-ones>