



USAID
FROM THE AMERICAN PEOPLE

COMMUNITY-BASED NATURAL RESOURCE MANAGEMENT (CBNRM) RURAL DEVELOPMENT AND POVERTY REDUCTION

WHAT IS CBNRM?

CBNRM aims to create the right incentives and conditions for an identified group of resource users within defined areas to use natural resources sustainably. This means enabling the resource users to benefit from resource management and providing strong rights and tenure over land and the resources. CBNRM also supports the development of accountable, decision-making bodies that can represent community members and act in their interests.

RURAL DEVELOPMENT

CBNRM is making a positive contribution to rural development across the region. It is **providing jobs** to people in marginal areas where there are few other job opportunities and cash is scarce.

In some cases, CBNRM also provides **direct cash payments to households** as “dividends” from sustainable resource management

CBNRM INCOME (US\$) TO COMMUNITIES:

Botswana: \$7,400,000 (2006-2009)
Mozambique: \$2,800,000 (2006-2009)
Namibia: \$4,850,281 (2011)
Zambia: \$1,400,000 (2009)
Zimbabwe: \$1,184,006 (2006)

CBNRM JOB CREATION:

Zimbabwe: 701 in the CAMPFIRE Program
Zambia: 1,012 village scouts
Namibia: 1,385 permanent and 262 temporary



Communities participating in CBNRM activities receive cash dividends for program participation. Photo credit: USAID/Zambia

In **Namibia**, the Nyae Nyae Conservancy makes annual cash payments to its members, San people, who are among the most marginalized and poorest in Namibia. These members, in urgent need for cash income, received N\$300 (US\$40) annually (increased to N\$400 (US\$53) per member in 2010). The conservancy’s payments to each member are an important cash injection for poor families in a remote rural area.

CBNRM enables communities to **earn income** from a wide range of natural resource uses, including trophy hunting, photographic tourism, and the sale of forest products. Community members are using this income for **social projects and local infrastructure development**.

CBNRM SKILLS AND CAPACITY BUILDING

Another important contribution of CBNRM to rural development is the provision of skills and capacity building.

- ◆ **Wildlife management:** Monitoring, game counts, anti-poaching, quota setting, and human-wildlife conflict management.
- ◆ **Business development and operation:** Marketing, business plans, managing contracts, and operating small and medium-sized enterprises
- ◆ **Administration:** Running an office, employment policies, keeping asset registers, and vehicle and other asset management
- ◆ **Financial management:** Budgeting, accounting, and procedures for authorizing spending
- ◆ **Good governance:** Transparent financial management, approval of budgets by members, holding annual general meetings, communication between committees and members, and transparent decision-making by committees

In **Zambia**, for example, Community Resource Boards use their funds for community projects such as water points, schools, health clinics, feeder roads, and crop protection fences. In **Mozambique**, communities use their income from natural resource use for similar activities as well as for maize mills, bridges, boreholes, microcredit initiatives, and transport to carry produce to markets.

Individuals and households also earn income from small-scale **CBNRM enterprises**. In **Zambia**, these include beekeeping, rattan production and processing, and carpentry. In **Zimbabwe** small-scale enterprises include honey production, sale of traditional medicine, and the production baobab and marula oil. In **Malawi**, some beekeepers tend more than 100 hives and harvest more than a ton of honey annually providing much needed cash income.

Wildlife-based CBNRM activities provide important sources of meat that contribute to local **food security**. During 2011 in **Namibia**, N\$6.56 million worth of household game meat (425 tons) from various forms of hunting went to households within conservancies, with additional amounts going to local schools and pensioners. In the Nyaminyami area of **Zimbabwe**, an average of 1,500 impala per year provided meat at a subsidized price for 34,000 people. CBNRM activities aimed at reducing and mitigating human-wildlife conflict also contribute to improved food security ensuring that crops are protected from animals such as elephants and hippos and livestock is protected from predators.



Rural communities generate income from non-timber forest products through community based enterprise development. Several communities collaborated on creating a small outlet for these products in the town of Mzuzu — capital of the northern Region of Malawi. The products include honey and forest-grown coffee. Photo credit: Andrew Watson, DAI

POVERTY REDUCTION

CBNRM contributes to poverty reduction particularly where **permanent jobs** are created and **successful businesses** are established. In **Malawi** for example, income to beekeepers from honey production enables them to build permanent houses with metal roofs or make purchases of items such as motorcycles, bicycles, and fertilizer. Successful individuals generally attain food security and are able to pay school fees for their children.

Importantly, income from CBNRM jobs and businesses enables households to **build up assets** that can help them get through hard times and cope with shocks such as droughts. People with few or no household or productive assets are usually more vulnerable to such crises.

Although cash payments to households or individuals from CBNRM are often small, they can still be significant in remote areas where jobs are few and there is little cash in the economy. The timing of such payments is often important in order to increase their impact—such as close to Christmas or when school fees are due. These payments can help to **alleviate** some of the symptoms of poverty even if they do not lift people permanently out of poverty.

CBNRM's efforts to **empower** communities also contributes to poverty reduction by providing communities with rights to manage resources and decision-making bodies that manage their own affairs and can advocate in the interests of their members.



Elephants quenching their thirst along the Chobe River. Photo credit: Michiel Terellen

CBNRM is only a *part* of the solution to poverty alleviation. CBNRM will not address all poverty-related problems. It cannot lift large numbers of people out of poverty, nor should it be expected to. It does, however, provide jobs for some people, additional cash and meat,

enterprise opportunities, income for communities to use to improve their livelihoods, and livelihood diversification (which provides additional security in the marginal, semi-arid areas prone to drought that cover much of southern Africa).

HOW CAN YOU ENSURE THAT CBNRM CONTRIBUTES TO RURAL DEVELOPMENT AND POVERTY REDUCTION?

There are many ways that decision makers can improve CBNRM's contribution to rural development and poverty reduction.

- 1 **Incorporate CBNRM into National Development Plans** and strategies and allocate sufficient **government financial and human resources** for the implementation of CBNRM.
- 2 Ensure that good support is given to **building the capacity of communities** to manage their own affairs and to exercise **good governance**.
- 3 Enlist the support of business experts to **guide enterprise development in CBNRM**, and where appropriate **encourage beneficial partnerships** between communities and the private sector.
- 4 Develop policies that **support the emergence of markets** for CBNRM enterprise products—avoid imposing taxes and levies that make it difficult for these enterprises to be successful.
- 5 **Recognize that wildlife and tourism can be important** additional productive land uses on communal land, and develop policies and legislation that support their development.

The findings and recommendations provided in this set of Policy Briefs are based on stocktaking assessments of nearly three decades of CBNRM implementation in southern Africa. A report summarizing the findings of assessments carried out in Botswana, Malawi, Namibia, Zambia and Zimbabwe as well as detailed country assessments can be found at www.frameweb.org/SASStocktakingReports.html.