

# LARGE-SCALE

## Black Rhino Conservation

in north-western Namibia

How engaging and empowering local people through creative partnerships and cultivating pride is helping protect one of the world's last wild rhino populations



**Conservancy Rhino Ranger  
Incentive Programme &  
Rhino Pride Campaign**  
Review of Progress (2012 – 2018)



*Rhino Pride*  
CAMPAIGN



Cover image & Inside cover by:  
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# ACKNOWLEDGEMENTS

This report represents the efforts and achievements of many different institutions and individuals working in Kunene to upscale protection measures, particularly advancements in community engagement and empowerment, in order to save the black rhino. In fact, the results presented here are primarily due to a massive shift in the way rhino protection is conducted in Kunene - as a **Complete Collaborative Effort!** It began with a call to action in 2011 from local leadership, including Traditional Authorities and Conservancies, particularly those seeking to improve their stewardship capacity and their accountability under the Ministry of Environment and Tourism's (MET) Rhino Custodianship programme. Community-based support organisations heeded the call, especially Save the Rhino Trust (SRT), Integrated Rural Development and Nature Conservation (IRDNC), the Namibia Nature Foundation (NNF) and the Minnesota Zoo. We extend our thanks for previous support to the Millennium Challenge Account Namibia, notably Dr Chris Thouless in the Conservancy Development Support Services, for initiating the rhino tourism feasibility study in 2013 which served as a benchmark and basis for private sector tourism engagement in our programme. In particular we wish to thank Wilderness Safaris, Journeys Namibia, Camelthorn Safaris, Ultimate Safaris and Matiti Safaris whose involvement helped not only to bolster the monitoring effort but also dramatically increased local income generating opportunities directly from rhino. Significantly, the Namibian Police Force has

also risen to the occasion by accompanying nearly every patrol team into the field. This multi-stakeholder initiative has made huge strides together in demonstrating the power that local collaboration, engagement and empowerment represents in the quest to protect rhino. Lastly we want to express our gratitude for the hard-won historical efforts in the region that laid the foundations upon which this work could build, and we thank SRT's co-founder and previous CEO, Rudi Loutit, whose leadership helped to catalyse the initiative during SRT's Strategic Review meeting facilitated by the Nature Conservancy in 2010 (see timeline on page 14).

Our heartfelt thanks go to our main sponsors who have given generously over the years, specifically in direct support for our Conservancy Rhino Ranger Incentive Programme: The Minnesota Zoo, the Nature Conservancy, Houston Zoo, WWF Namibia & the Keanes Family, the Namibia Nature Foundation, USAID, INL, B2Gold, the Conservation Travel Foundation, Tourism Supporting Conservation, Nature Friends, Swiss African Travel, the North Carolina Zoo, the Dietrich Family Foundation and Nakara Namibia. Among the various donors who provided additional funding in kind, primarily through SRT, are the US Fish & Wildlife Service, Tusk Trust, Save the Rhino International, the Save Foundation, the Africa Wildlife Foundation and the David Shephard Wildlife Foundation.



***'If you want to go fast, go alone. If you want to go far, go together.'***

**- African Proverb**

Many individuals contributed to various parts of this review over the past six years, either directly to the development of the review document and/or with programmatic leadership in the implementation. They are (in no particular order but arranged by affiliation):

- **Ministry of Environment and Tourism:** Pierre du Preez, Piet Beytell, Kenneth Uiseb & Christopher Munwela
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- **Minnesota Zoo:** Dr Jeff Muntifering (coordinating editor/adviser)
- **Namibia Association of CBNRM Support Organisations:** Maxi Louis
- **The 13 conservancies and their rangers** (see list to the left)

## CONSERVANCIES:

- Puros
- Otjikondavirongo
- Sesfontein
- Anabeb
- Omatendeka
- Ehirovipuka
- #Khoadi-//Hôas
- Torra
- Doro !Nawas
- Uibasen
- Sorris Sorris
- Tsiseb
- //Huab

## ACRONYMS

**MET** - Ministry of Environment and Tourism

**SRT** - Save the Rhino Trust

**IRDNC** - Integrated Rural Development and Nature Conservation

**NNF** - Namibia Nature Foundation

**CRR** - Conservancy Rhino Rangers

**CRCSG** - Communal Rhino Custodian Support Group

**CBNRM** - Community-based Natural Resource Management

**NACSO** - Namibia Association of CBRNM Support Organisations

We had three main objectives in mind while producing this review report on large-scale rhino conservation in north-western Namibia.

We hope this document will:

1. Serve as an internal benchmark for programme leaders to reflect and build upon successes, and learn from failures to improve our own collaborative efforts in Namibia
2. Demonstrate and inspire programme partners, especially Conservancies, that our efforts are making a difference but require sustained support to thrive
3. Share our experiences from community-based rhino conservation in Namibia to advance the theory and practice of community-based conservation efforts globally for other rhino populations or endangered species
4. Provide a practical tool for other community-based conservation practitioners seeking to engage and empower local people to strengthen natural resource management and/or stem the growing tide of wildlife crime

**Photo credits:** All photos are credited to the Conservancy Rhino Ranger Support Group which consists of the Save the Rhino Trust, Integrated Rural Development and Nature Conservation, the Namibia Nature Foundation and Minnesota Zoo.

**Suggested citation:** Muntifering JR (ed). 2019. *Large-scale black rhino conservation in north-west Namibia: a review of the Conservancy Rhino Ranger Incentive Program*. Venture Publications, Windhoek, Namibia.

# EXECUTIVE SUMMARY

Between 1970 and 1990 roughly 97% of the world's extant black rhino (*Diceros bicornis*) were wiped out to supply an illegal global trade in rhino horn. Listed as critically endangered by the IUCN, some populations began to recover in the late 1990s but have recently fallen victim to a resurgence of poaching which, if left to continue unabated, is estimated to result in the extinction of rhinos on the African continent within the next 10-20 years. These realities have sent rhino range countries into a state of crisis management that has primarily called for increased investment in military-style enforcement strategies. However, effective solutions will probably require a context-specific, stakeholder-driven mix of top-down and bottom-up mechanisms that engage and empower local people in rhino protection.

Namibia has long been a global leader in designing and delivering effective community-led conservation strategies. When community-based conservation started in the early 1980s amid a major commercial poaching epidemic in the Kunene Region in the northwest, the system was able not only to catch poachers, but also to put a stop to poaching within a few years. The subsequent recovery of most wildlife species including desert-adapted black rhino and elephant from near-extinction can be largely attributed to local communities and their leadership being directly involved in wildlife conservation, in partnership with NGOs and Government.<sup>1</sup> This early initiative evolved into the national government-led communal conservancy programme in which more than 50% of Namibia's communal or state land is under community conservation status. For nearly 20 years no rhino poaching has taken place in the remote Kunene Region in the northwest of the country: the last time a rhino was poached there prior to the recent wave of poaching that has swept across Africa, was in 1994. The Kunene Region boasts the world's largest free-ranging black rhino (*Diceros bicornis bicornis*) population on formally unprotected land. Over the past six years rhino conservation practitioners have built upon these foundations by adopting a more holistic, community-centred approach to rhino protection and by intensifying previous efforts to deal with the latest unprecedented surge in poaching. This report provides a summary of our progress to date.

In 2011, in the face of escalating poaching activities, local traditional authorities and conservancy game guards saw the need to improve their capacity to protect the rhino on their lands and to better fulfil **their** obligations as 'Rhino Custodians'

– under the Ministry of Environment and Tourism's National Rhino Custodianship Programme. With support from the Ministry of Environment and Tourism a small group of dedicated field conservationists formed a semi-formal working group, known as the Communal Rhino Custodian Support Group (CRCSG), to provide targeted support to these Communal Rhino Custodians. The first phase of the initiative was to design and implement a scheme to strengthen and expand the capacity of Communal Rhino Custodians to effectively monitor the rhino on their lands. We called this the Conservancy Rhino Ranger Incentive Programme whereby Conservancies agreed to select and employ 'Rangers' and the CRCSG agreed to design and deliver a suite of critical 'Incentives' known to drive effective rhino monitoring performance. We anchored our approach in **harnessing human values<sup>2</sup>** that we believed would motivate and sustain the improvements required to effectively combat poaching. Thus we established an enhanced training curriculum, provided state-of-the-art rhino monitoring and field patrol equipment, and introduced monetary and non-monetary performance-based rewards that enable and incentivize rhino ranger teams to complete quality patrols. Once they acquire the basic skills needed to effectively monitor the rhino on their land, and pending necessary approvals, training in rhino conservation tourism and the development of community-led rhino tourism activities takes place.

Through close collaboration with local community leaders we **quintupled the number of trained, equipped and motivated locally-appointed rangers** and since the programme's inception and the resurgence of poaching in 2012 **increased team patrol efforts and rhino sightings by over 1,200% and 425%** respectively. We also dramatically



1 Owen-Smith, G. (2010). *An Arid Eden: A personal Account of Conservation in the Kaokoveld*. Jonathon Ball Publishers, Johannesburg

2 Muntifering, J. R., Linklater, W. L., Clark, S. G., !Uri-#Khob, S., Kasaona, J. K., /Uiseb, K., Du Preez, P., Kasaona, K., Beytell, P., Ketji, J., Hambo, B., Brown, M. a., Thouless, C., Jacobs, S., & Knight, A. T. (2015). *Harnessing values to save the rhinoceros: insights from Namibia*. Oryx, 51, 1–8.



improved working relationships with law enforcement by fully integrating Namibian police officials in nearly every field patrol, strengthening synergies between local knowledge and essential law enforcement. We have helped to facilitate or improve existing partnerships which are directly supporting rhino protection by expanding our force from a single institution (SRT) to currently two additional NGOs, and by securing more direct engagement from MET and 13 participating Conservancies. Furthermore, five private sector tourism operators have established formal partnerships with five Conservancies, with the result that **more than one third of the rangers are now leading rhino tourism activities on behalf of their community**. This has **generated a net income of over US\$1,000,000** for their respective communities and helped to offset rhino management costs over the past four years. For example, the growth in tourism income was a key factor which **enabled the rapid expansion of Conservancy-employed (salaried) rangers from initially 14, many of whom were volunteers, to presently 62 fully employed rangers**. At the same time frame the number of tourists who contributed directly to rhino conservation by booking tracking activities led by SRT/Rhino Rangers **rose from 1,200 in 2011 to more than 4,200 in 2017**. This suggests that Namibia's reputation as a 'black rhino conservation tourism destination' is growing.

More recently we complemented the community-based monitoring/tourism work by further harnessing broader community values through carefully crafted theory-based social marketing to create a positive rhino social identity in the whole region through our Rhino Pride Campaign initiated in 2017. The Rhino Pride Campaign has since engaged thousands of Namibians, among them hundreds of rural farmers,

unemployed youth and school children who live within the rhino range. Central to our approach is to ensure that all messaging is channelled through influential people and platforms – including music, sports and pledges – led by locally respected Traditional Authorities as well as through routine farm visits during patrols, all of which builds trust and positive relationships between the broader community and those working directly for the protection of rhino.

The tangible (nearly exponential) increase in local Conservancy net income derived directly from rhino tourism combined with bolstered 'rhino pride' has in all likelihood driven a reciprocal increase in Conservancy investment into rhino protection. This is illustrated by an **increase of Conservancy contributions towards overall programme expenses from 10% at inception to currently nearly 40%**, which also helps to fuel a dramatic increase in patrol efforts and rhino sightings. Together with increased law enforcement support and government-sponsored management (i.e. dehorning), these efforts have reduced poaching by over 80% between 2011 and 2017 with zero poaching cases over the latest 23 months (August 2017 – July 2019). What is more, local people for the first time voluntarily provided pre-emptive information to police that foiled more than 18 separate suspected poaching attempts since early 2017. We believe that our results demonstrate how a diverse mix of partnerships and investments in carefully designed local community engagement and empowerment strategies are fundamental to improve the value which local people attach to saving rhino. As a result, rhino protection efforts become more effective and lasting. Our case offers a sign of hope against the heartache in efforts to stem the tide of illegal wildlife trafficking.

Starting Small - the first Conservancy Rhino Ranger training workshop held in 2013 which included 18 rangers from 9 Conservancies. The programme has since expanded to include 13 Conservancies supporting over 60 rangers.



# AN INTRODUCTION

## THE RHINO CRISIS: REDEFINING THE PROBLEM

The rate at which rhino poaching has escalated since 2010, poses a major threat to the long-term conservation of extant rhinoceros populations. The resurgence of global trade in rhino horn is seen as the major cause of the killings. Despite a variety of strategies suggested by conservation specialists for the protection of rhinos, military-style law enforcement has been the most dominant response to safeguard Africa's remaining 20,000 white rhino (*Ceratotherium simum*) and 5,000 black rhino (*Diceros bicornis*). And despite courageous efforts to combat poaching, excessively high rhino poaching rates persist: poaching across Africa increased nearly 17-fold between 2007 and 2016. Over 1,000 rhinos have been poached each year for the past five years in South Africa alone. Although rates stabilised last year, on average one rhino is still killed illegally every eight hours. Effective and reliable rhino protection should be enforced by Government, but this review shows that investing

in community-based strategies which are grounded explicitly on local values and rights, and facilitated through locally devised institutions, can improve our collective efforts to combat rhino poaching.

Rhino poaching is a complex problem that is interconnected with other problems on multiple scales, making it particularly difficult to solve. Military-style protection strategies focus narrowly on poaching. They primarily seek to catch 'poachers', often targeting and criminalizing local people as the 'problem'. This approach in many ways reinforces the 'fortress conservation' model and has resulted in mistrust in conservation efforts among local people and a sense of alienation. It may also establish barriers that compromise local support for conservation. The social injustices of fortress conservation and/or military-style law enforcement have created challenges which require multi-stakeholder responses to the poaching problem.

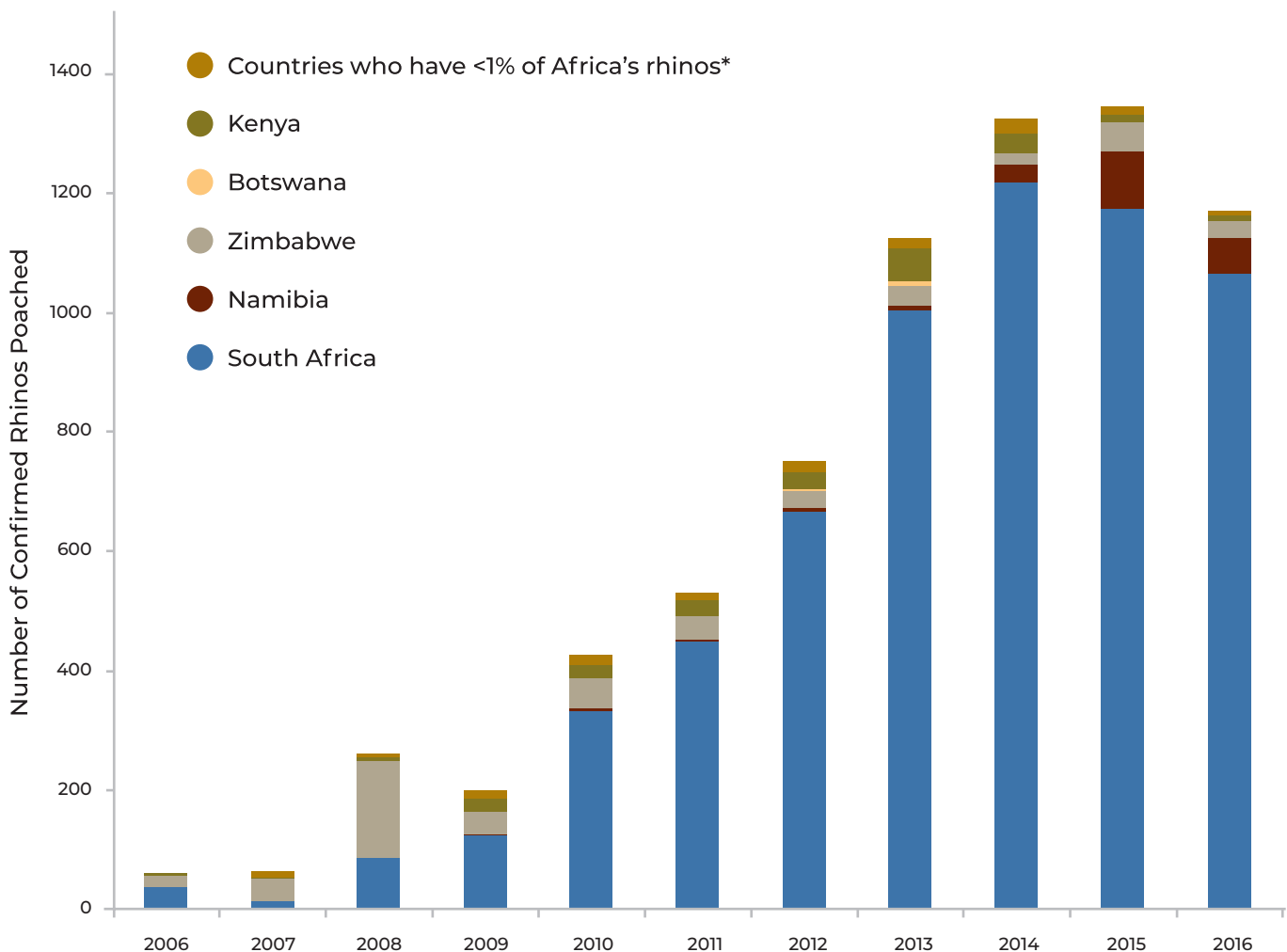


Figure 1: Trends in rhino poaching across Africa (adapted from IUCN SSC, *African and Asian Rhino Specialist Groups and TRAFFIC publication entitled African and Asian Rhinoceros Status, Conservation and Trade to CITIES*).

## THE ROLE OF INCENTIVES

Motivational instruments or incentives are fundamental in fostering positive changes in local attitudes and behaviours that align with conservation objectives and facilitate collective action. Without appropriate incentives to comply with government-imposed regulations and conservation objectives it is not surprising that in many cases local communities are unable or unwilling to stem the tide of organised poaching. What is worse, they may sometimes become complicit in poaching activities.

How a problem is typically defined has tremendous influence on the 'answers' or solutions that are suggested and subsequently implemented. The poaching problem is often labelled as a war against criminals. Thus it should not be surprising that response strategies often promote a strong focus on law enforcement-based tactics. While we fully support law enforcement as a key measure to combat poaching, we also believe that poaching is rather a result of a much deeper problem and will never be solved completely if left unaddressed. Essentially we believe the deeper problem lies somewhere in the way local people value rhino, their attitudes affected by historical and present attempts (or lack thereof) to engage and/or empower them in rhino conservation. We therefore suggest rephrasing the problem with two practical questions: (1) Through which mix of instruments, incentives and institutions could the values that local people attach to conserving the rhino be maximized? (2) Who decides how rhinos are managed?<sup>3</sup> This framing shifts the focus to community-based approaches, acknowledging the complex systems in which multiple stakeholders operate. Solutions ensuing from this approach will promote strategies that prevent poaching from becoming a normal, tolerated behaviour in local communities. This shift will also contribute significantly toward improving law enforcement efforts since police will be protecting a resource that local people place great value upon keeping alive.

## OUR APPROACH

### Early Grassroots Efforts

Namibia has long been a global leader in designing and delivering effective community-led conservation strategies. When community-based conservation started in the early 1980s amid a major commercial poaching epidemic in the Kunene

Region in the northwest, the system was able not only to catch poachers, but also to put a stop to poaching within a few years. The subsequent recovery of most wildlife species including black rhino and desert adapted elephant from near-extinction can be largely attributed to local communities and their leadership being directly involved in wildlife conservation, in partnership with NGOs and government. This early initiative evolved into the national government-led communal conservancy program in which more than 50% of Namibia's communal or state land is under community conservation status. For nearly 20 years no rhino poaching took place in the northwest: the last time a rhino was poached there prior to the recent wave of poaching that has swept across Africa, was in 1994.<sup>4</sup>

### Fundamental Design Principles: Improving the Value local People attach to saving Rhino

Top-down rule-making and enforcement that ignores local norms and institutions can produce negative outcomes, particularly where government and law enforcement officials lack the necessary resources. While military-style responses are in some cases necessary, they could deliver more effective conservation if they were motivated by local values and incorporated them. In fact, plenty of evidence suggests that monitoring and enforcement systems which are locally devised and seek to engage and empower local people in conservation are much more effective in protecting natural resources than the conventional top-down only approach. A balance between top-down law enforcement-based strategies and bottom-up community-based mechanisms is therefore needed to ensure that behaviour in the common interest prevails over individuals' short-term financial gains.

Understanding the individual and community values that motivate pro-conservation behaviour is central to solving complex conservation problems. Common-interest solutions require that resources (e.g. rhino) are used and managed through local institutions, which is a critical factor in reducing over-exploitation, and mobilizing local support for rhino conservation. An ideal mix of instruments, incentives and institutions which promote pro-rhino behaviour should ensure that community values and the institutions within which they are shaped and shared are maintained or enhanced.

3 Muntifering, J. R., Linklater, W. L., Clark, S. G., !Uri-#Khob, S., Kasaona, J. K., /Uiseb, K., Du Preez, P., Kasaona, K., Beytell, P., Ketji, J., Hambo, B., Brown, M. a., Thouless, C., Jacobs, S., & Knight, A. T. (2015). *Harnessing values to save the rhinoceros: insights from Namibia*. Oryx, 51, 1–8.

4 Owen-Smith, G. (2010). *An Arid Eden: A personal Account of Conservation in the Kaokoveld*. Jonathon Ball Publishers, Johannesburg

Values are the most basic agent of exchange in all human interactions and they underline the things and events that people desire and demand. Relationships, norms and values – especially when they are tied to social emotions such as gratitude, compassion and pride – reduce the likelihood of individuals acting in their short-term self-interest. From among the many existing descriptions of human value concepts, each with its own merits, we adopted Herold Lasswell's policy-oriented value concept<sup>5</sup> because it creates an explicit link between values and institutions, which we feel is critical in the context of rhino conservation.<sup>6</sup> Lasswell's value classification states that human motivations are underpinned by personal, group and institutional values and can be categorized, regardless of age, gender, nationality or culture, as **power, wealth, respect, well-being, affection, rectitude, skills or intelligence**. People use these values to accumulate other sought-after values through institutions which use resources and have an impact on them. Dignity is ultimately achieved if all basic values are attained. Changing or enhancing how the value of rhino is seen, while developing or strengthening local institutions that embody these values, can become the basis for a shift in or the reinforcement of local support for rhino protection. Coercive tactics that deter poaching do not harness the values and norms of local communities, but often work against it. Instead, strategies that recognize and harness individual and communal values and invest in building local institutions which build social capital are likely to hold greater promise for achieving and sustaining pro-rhino behaviour.

5 Clark, S. (2000). *The Policy Process*. Yale University Press, New Haven, USA.

6 DeSteno, D. (2018). *Emotional Success: the motivational power of gratitude, compassion and pride*. Houghton Mifflin Publishers, Boston, USA.

VALUE	DESCRIPTION
<b>POWER</b>	Desire to make and carry out decisions or have influence on them
<b>KNOWLEDGE</b>	Desire to give and receive information
<b>WEALTH</b>	Desire to control resources: money, land or human capital
<b>WELL-BEING</b>	Desire for mental, physical and spiritual health
<b>SKILL</b>	Desire to develop talents and special abilities
<b>AFFECTION</b>	Desire for friendship, loyalty or love
<b>RESPECT</b>	Desire to give and receive recognition within a community
<b>RECTITUDE</b>	Desire for moral or ethical standards

Table 1: H. Lasswell's Value Concept Scheme

### A Theory of Change

Our Theory of Change (Figure 2) explicitly incorporates values and institutions into our design with results and outcomes that can be tested (see page 44: Preliminary TOC Evaluation – measuring the Supporting Evidence). We believe that by harnessing values we can reduce the tolerance towards poaching, and increase the quality and quantity of protection measures which ultimately will help to maintain not only a healthy, growing rhino population but also improve local livelihoods.



Figure 2: Our Theory of Change for improving the effectiveness of community-based rhino conservation

## INTRODUCING THE CONSERVANCY RHINO RANGER INCENTIVE PROGRAMME

### Origin

In 2011, in the face of an escalating poaching threat, local community leaders and game guards saw the need to improve their capacity to protect the rhino on their lands and better fulfil their obligations as 'Rhino Custodians'. With support from the Ministry of Environment and Tourism a small group of dedicated field conservationists formed an informal working group that sought to provide targeted assistance to these Communal Rhino Custodians. Our first initiative was to design and implement a programme to strengthen and expand the capacity of Communal Rhino Custodians to monitor the rhino on their lands. We called this the Conservancy Rhino Ranger Incentive Programme (hereafter 'CRR Programme'). The CRR Programme is based upon a team approach to optimize rhino protection and shift the rhino conservation agenda from what was historically a government or NGO-led endeavour to more of an **authentic collaborative, community-led initiative**. At its most simplified it can be seen as two essential components operating in tandem: **Conservancy Rhino Rangers** are local people selected and employed by and accountable to their respective Conservancy to monitor and generate income from the rhinos on their land. They are supported by a suite of **Incentives** which are designed and delivered strategically by a semi-formal consortium of rhino or local community-based natural resource management specialists from dedicated field-based organisations, namely the Save the Rhino Trust, Integrated Rural Development and Nature Conservation, the

Namibia Nature Foundation and the Minnesota Zoo. Together these two entities – grounded upon the common goal of ensuring the objectives set forth in the government-led **Rhino Custodianship Programme** – are upheld by the Communal Conservancy Custodians who seek to train, equip and motivate a new generation of "rhino rangers" to conduct rhino monitoring and combat poaching. The programme provides an enhanced training curriculum, state-of-the-art rhino monitoring and field patrol equipment, and performance-based cash bonuses that enable and incentivize rhino ranger teams to conduct quality patrols. Once rhino ranger teams acquire the basic skills needed to effectively monitor the rhino on their land, and pending necessary approvals, training in rhino tourism will help to guide the development of community-led rhino tourism activities which are intended to improve rhino security by generating the necessary finances to sustain rhino monitoring and enhance the value that people place on keeping rhino alive. More recently we sought to extend the role of the rangers to include community extension that broadens the human-rhino relationship and bolster local 'rhino pride' by cultivating compassion, growing gratitude and bolstering pride.

At the heart of this approach is the belief that a future for Africa's wild rhino will only be secured when poaching is simply not tolerated by the local people, when rhino become more valuable alive than dead, and where innovative solutions – grown from the grassroots – are supported through authentic partnerships between government, NGOs and the private sector.





### Structure

The Conservancy Rhino Ranger (CRR) Incentive Programme is nested within both regional and national rhino conservation programmes (Figure 3). At the national level the Rhino Custodianship Programme of the Ministry of Environment and Tourism provides the fundamental basis for the entire programme because all black rhino in Namibia are state-owned and the Ministry’s contractual agreements with communal conservancies as *Communal Rhino Custodians* establish clear roles and responsibilities between Government and Conservancy. Also, the CRR Programme aligns with NACSO principles: we ultimately seek to support community-based nature resource management, and the majority of the support organisations are formal NACSO members. At the regional level the CRR Programme is implemented by a core group of local field-based organisations and rhino specialists known as the Communal Rhino Custodian Support Group or simply the *Rhino Ranger Support Group*. This group of individuals represents a diverse set of skills and expertise and is responsible for overseeing the design and delivery of the incentives, for developing new instruments and facilitating the expansion of existing and new institutions in close partnership with participating Conservancies. The CRR Programme and the suite of incentives made available by the key support organisations in essence provide the Conservancies with the necessary support to fulfil their custodianship role (Figure 4).

# NESTED STRUCTURE



Figure 3: A high-level structural diagram of how the Rhino Ranger Incentive Programme fits into national and regional rhino conservation.

> It should be noted that many members of the Support Groups, which institutionally operate at a REGIONAL level, are from the LOCAL communities and many of them are also registered members of their respective LOCAL Conservancy (i.e. Rhino Custodians).

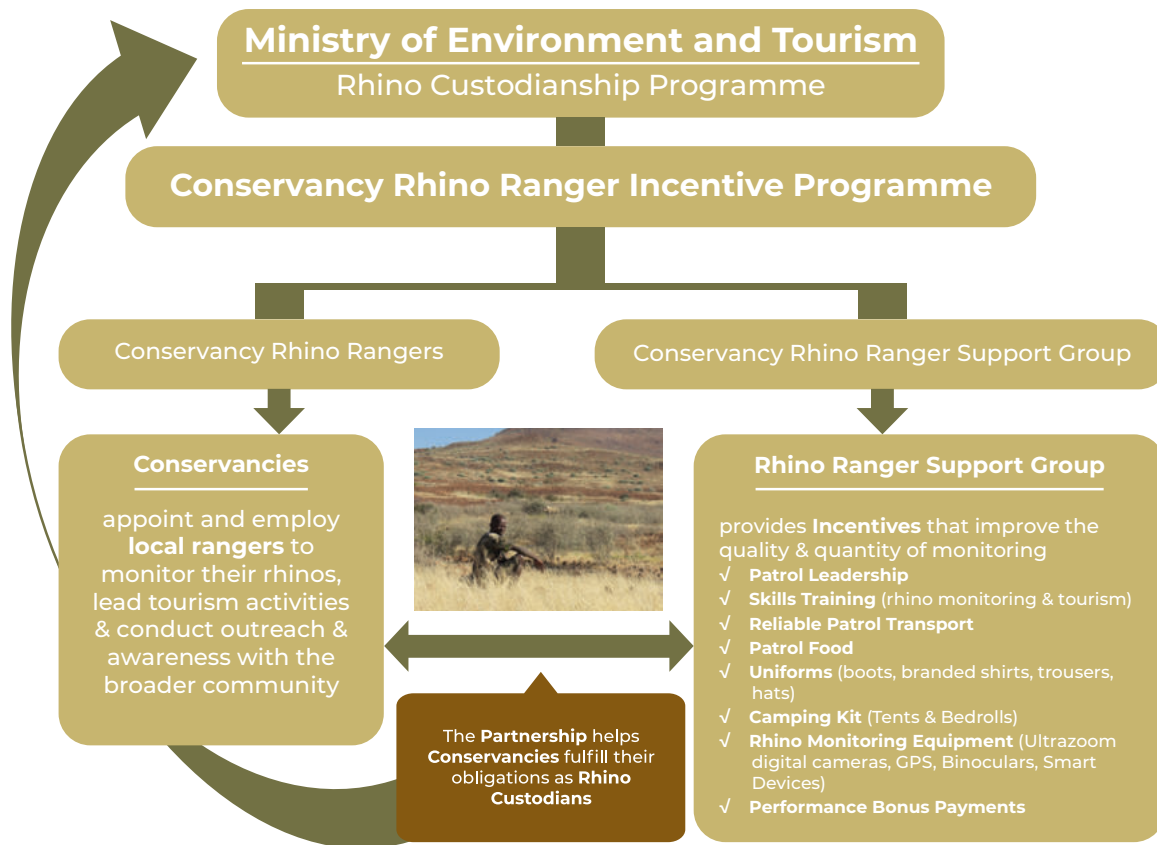


Figure 4: How partnerships function between participating Conservancies & the Rhino Ranger Support Group with collaborative support from the Ministry of Environment and Tourism's Rhino Custodianship Programme

In practice the majority of this work revolves around managing joint patrol deployments and the information they produce in a manner that improves collaborative spirit, respect and motivation which in turn yields greater returns on rhino protection. Specifically, overseeing the monitoring activities, quality control and security of information and tourism protocols is carefully managed under the Save

the Rhino Trust's existing mandate from MET for the west Kunene black rhino population and fully integrated with the on-going monitoring work. Finally, the thirteen participating Conservancies signed letters of agreement with the Communal Custodian Support Group, which includes appointing at least two fully employed rangers to commit to the programme (Figure 5).

## STRUCTURE 2017

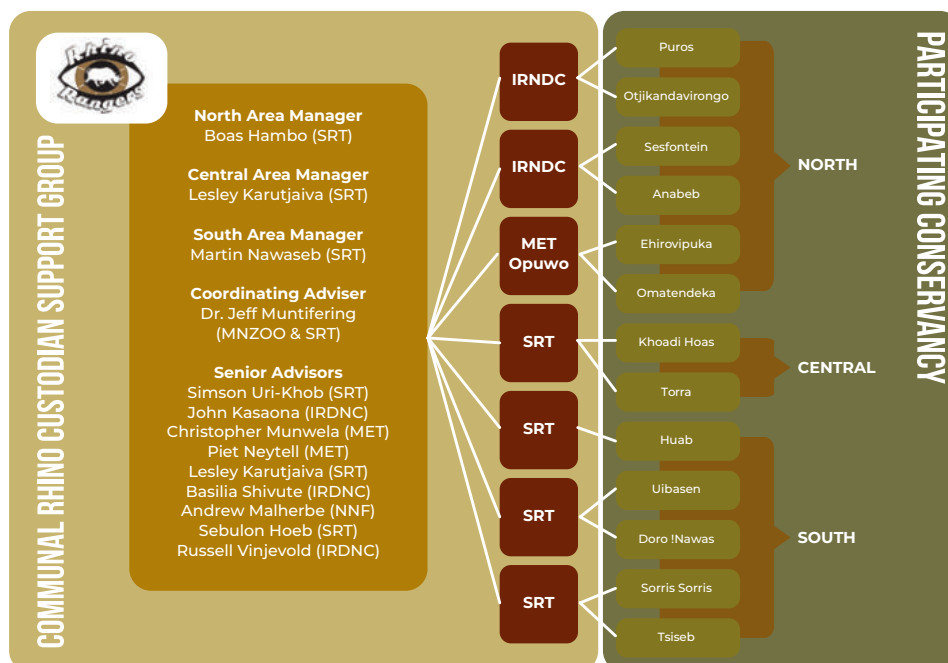


Figure 5: The key support organisation's participating personnel and roles

# CONCEPT PLANNING

APR 2010

First multi-stakeholder rhino security workshop held in Namibia (Windhoek). South African and Zimbabwean rhino conservationists warn about impending poaching threat and share experiences from their countries

AUG 2010

Under the leadership of SRT CEO Rudi Loutit, SRT holds internal strategy planning meeting and agrees to co-develop with partners a new community-based rhino protection strategy focused on building capacity and empowering Conservancy Rhino Custodians

DEC 2010

SRT presents concept plan to NACSO's Natural Resource Management Working Group (NRWG)

MAY 2011

First rhino security meeting held at Wêreldsend in the Kunene Region. Conservancy representatives from NGOs strongly request increased support to improve their efforts to monitor rhino

# MONITORING & TOURISM

FEB 2016

Grootberg Lodge trackers are fully integrated into the Conservancy Rhino Ranger Programme

DEC 2015

The Programme receives its first major Namibian donation from B2Gold (ca. US\$ 25,000 per year over a 3-year period)

JUL 2015

A scientific article entitled 'Harnessing values to save the rhinoceros: insights from Namibia', which outlines our conceptual model, is published in the international Oryx journal

AUG 2014

The Programme conducts its first Rhino Ranger-led tourism activity from Palmwag Lodge

APR 2014

The Regional Rhino Tourism Expansion Concept Plan is finalized with inputs from Conservancies, NGOs and both regional and national MET

# MONITORING

# MONITORING, TOURISM & PRIDE

JUN 2016

Ultimate Safaris opens the Huab Under Canvas camp for rhino tracking with Huab Rhino Rangers

DEC 2016

A survey is conducted among rural farmers, youth and school learners to establish baseline knowledge, attitudes and perspectives on rhino conservation

MAR 2017

The first Rhino Pride Campaign strategy and work planning meeting is held with 17 participants from six local and international institutions

JUN 2017

Rhino rangers provide targeted outreach for their local Rhino Youth Clubs

SEP 2017

Rhino ranger teams initiate the Farm Visit Programme to improve trust and relationships with local farmers in their areas

SEP 2018

Two Rhino Pride events are simultaneously held in the region on World Rhino Day (Sept 22): more than 1500 youth participate in sports tournaments, school debate, a pledging & rhino hero jacket ceremony, and in musical performances

SEP 2018

The CRR Programme & Rhino Pride Campaign receive top honours at the annual International Conservation Award ceremony of the Association of Zoos and Aquariums

AUG 2018

The CRR Programme is selected as the first case study to feature on the new IUCN Sustainable Use and Livelihoods online learning platform for local communities protecting wildlife

AUG 2018

30 rangers, including 16 SRT staff and 14 CRRs, receive their Rhino Hero jackets

JUL 2018

The leadership and members of over 200 conservancies attend Rhino Pledge Ceremonies in the northwest, facilitated by IRDNC and SRT



# INITIATION



Poached Rhinos



Patrol Effort (ranger patrol days)



Partners supporting Conservancy Rhino Rangers



Rhino Rangers

JUN 2011

SRT conducts needs assessment to identify current barriers to Conservancy Game Guards on rhino patrols

NOV 2011

A Concept Plan is developed for a 'Conservancy Rhino Ranger Incentive Programme'

FEB 2012

Minnesota Zoo and The Nature Conservancy Minnesota raise US\$40,000 as seed money to kick-start the programme

JUN-AUG 2012

Agreement letters are discussed and signed by nine Conservancies, after which the Conservancies start to select 'Rhino Rangers'

# TRAINING

MAY 2013

1st Training and Team Building Workshop for Rhino Rangers is held at SRT Maigoha with 18 rangers; new gear/equipment is distributed

APR 2013

Custom Rhino Ranger Logo is designed

SEP 2012

SRT begins joint pilot patrols with new Conservancy 'Rhino Rangers'

AUG 2012

A Regional Rhino Tourism Expansion Feasibility Study is completed and submitted to MCA-Namibia

SEP 2017

The Programme becomes the runner-up in the Africa Game Ranger Association's Annual Ranger Awards for Best Conservation Practitioner

SEP 2017

Selected as a finalist for inclusion in the 'Combating Wildlife Trafficking Case Study Compilation Contest' published by USAID, USA

JUL-OCT 2017

The Rhino Pride Campaign exhibits at trade expos across Namibia including Ongwediva, Otjiwarongo and Walvis Bay; over 15,000 Namibians sign Rhino Pledge Posters

SEP 2017

The Opuwo Football Club hosts the first Rhino Friends Sports Tournament in Opuwo. Over 300 youth compete in rhino-themed football and netball.

JUN 2018

Rhino Award Boards are designed and displayed at Maigoha

MAR 2018

Mondesa Youth Opportunities and SRT produce their Save the Rhino music video for kids

MAR 2018

A Rhino Friend group from southern Kunene protests at a rhino poaching court case in Outjo. The accused are refused bail.

DEC 2017

Traditional Authority Rhino Pledge & Pride Concerts: over 50 traditional authorities and leaders from the Kunene and Omusati regions attend a Rhino Pledge ceremony led by the Governor of Omusati. Roughly 2,000 youth attend Rhino Pride concerts.

2012

2



679



1



14



2013

5



1003



1



15



2014

18



1112



2



18



2015

9



1449



3



21



2016

3



3101



8



34



2017

4



3966



9



62



2018

0



5530



9



66



# MILESTONE SUMMARY

Since the inception of CRR programme in 2012...

**1,229%**

Increase in Patrol Effort

**16,833** 

Kilometers walked in 2018 by Ranger Teams

**> N\$2,000,000**  
**(~USD \$150,000)**

Direct Cash Performance Bonus Payments



**60%**

Percentage of overall patrol effort contributed by Conservancy Rhino Rangers in 2018

**6** 

Rhino Songs written and performed by Namibian artists in English, Damara/Nama, Herero, & Oshivambo

**~250** 

Rural farmers directly engaged in Rhino Awareness



**> 1,000**

Individuals in Kunene pledging to be Rhino Friends Forever



**425%**

Increase in Rhino Sightings



**> N\$1,400,000**  
**(USD\$ 100,000)**

Amount of funds Conservancies directly invest in paying ranger salaries in 2018

**4X**



Increase in the number of Paying Tourists on Rhino Tracking Activities

**> 2,000**

Youth from Kunene directly engaged in Rhino Pride activities

**> N\$15,000,000**  
**(~USD \$1,100,000)**



Amount of Income generated by Conservancies from Rhino Tourism

**0** 

Rhino Poached since August 2017

**60%**

Decrease in Cost per Rhino Sighting

**> 250**

Sets of Uniforms (Boots, trousers, shirts, etc) provided to Conservancy Rangers



**9X** 

Increase in the number of institutions directly supporting community-based rhino monitoring

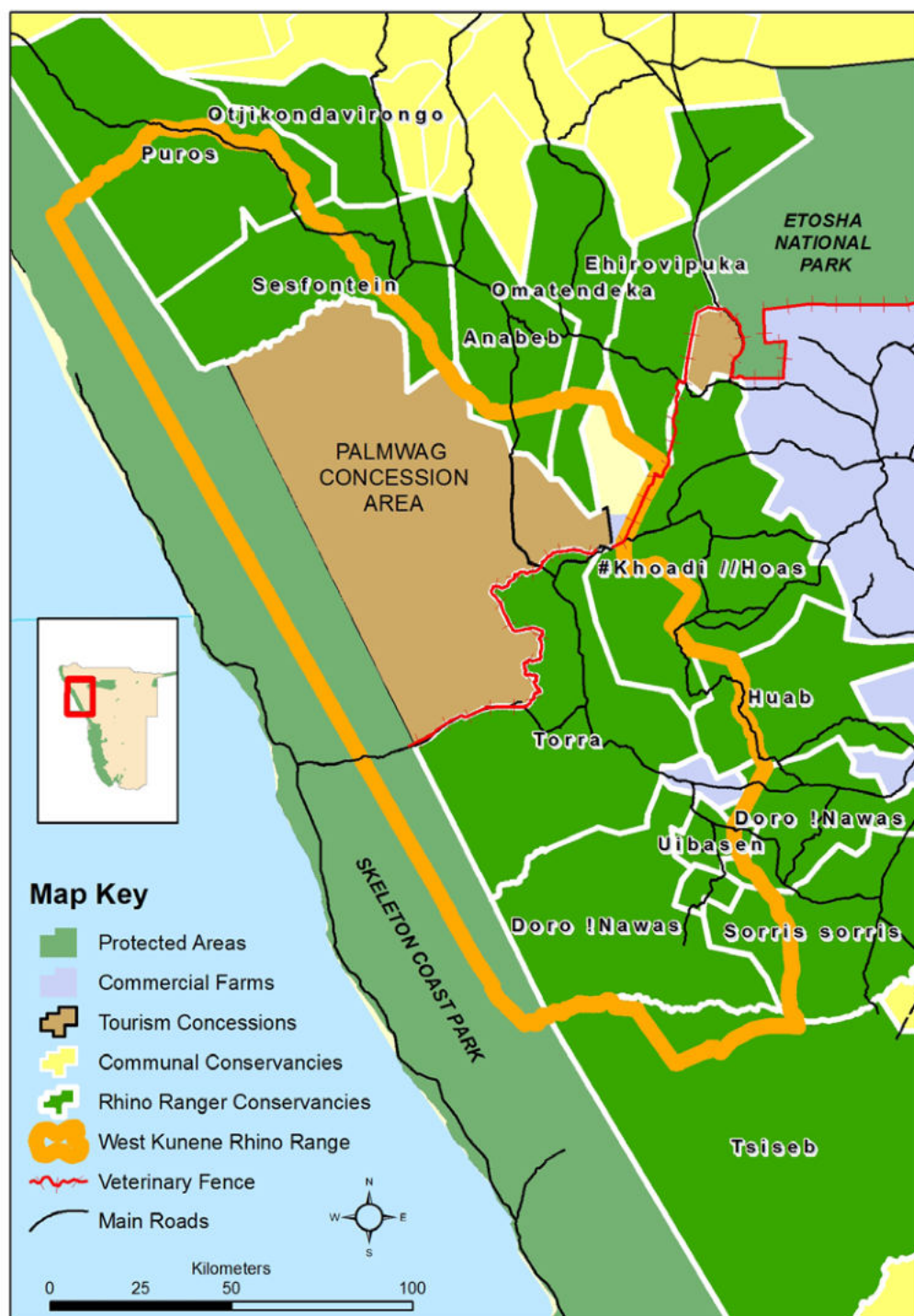
**2X**

Increase in % of rhinos observed each month



# PROGRAMME GEOGRAPHICAL EXTENT

The programme's operational area covers the entire western Kunene rhino range, which includes roughly 25,000 sq. km, with specific focus on the Conservancy lands. Thirteen Conservancies fully participate in the programme (see below) at present, although Tsiseb is still in the process of formally appointing rangers.



Map 1: Extent of the north-western Rhino Range & Coverage of the Conservancy Rhino Ranger Incentive Programme

# THE STORY THUS FAR

## INCENTIVES & INSTRUMENTS

Creative design and delivery of a suite of both value-based incentives and key instruments are central to our efforts to build capacity and encourage better performance. Each incentive was strategically selected to directly align with and harness fundamental values as discussed above, and instruments are selected to provide the critically necessary enabling conditions to produce exceptional results. As you will see there is also plenty of overlap between incentives and instruments, which we believe helps to strengthen the overall approach. We believe that this approach will not only improve each ranger's ability and capability to conduct quality patrols but also create a strong sense of belonging and identity that fosters lasting commitment and performance. We expect a lot from the rangers and vice versa.



Photo 1: Conservancy Rhino Rangers lead a group of 'rhino tourists' to observe and photograph a wild black rhino

INCENTIVE / INSTRUMENT	VALUE ALIGNMENT	PROVISION
<b>LOGO &amp; UNIFORMS</b>	Respect, Affection	Annually
<b>TRAINING</b>	Skills, Knowledge	Basic Rhino Monitoring provided immediately, <b>Advanced</b> following successfully completed Basic and 12 month in-service training, <b>Tourism</b> after successful completion of <b>Advanced</b>
<b>TEAM BUILDING &amp; INNOVATION (TBI) SESSIONS</b>	Power, Respect	Usually at least once per annum, often aligned with training workshops
<b>RANGER-SELECTED PATROL FOOD</b>	Well-being, Power	Sufficient, well-balanced patrol food for each ranger
<b>SPECIALIST MONITORING EQUIPMENT</b>	Skills, Knowledge	One per team per patrol
<b>QUALITY CAMPING GEAR</b>	Well-being	After the first 12 month in-service training
<b>PERFORMANCE-BASED BONUS PAYMENTS</b>	Wealth, Skills	Monthly
<b>RHINO ID CARDS</b>	Knowledge	Annually
<b>CONSERVANCY RHINO LOG BOOKS</b>	Skills, Respect, Power	Annually
<b>RHINO DIARY</b>	Skills, Knowledge	Upon initiation
<b>RHINO RANGER HONOUR CODE</b>	Ethics, Respect	Upon initiation
<b>AWARDS &amp; RECOGNITION</b>	Respect	Annually
<b>RHINO HERO JACKETS</b>	Respect, Affection	After 5 years of service
<b>DIGNIFIED MEMORIAL TOMBSTONE</b>	Respect, Affection	During tombstone unveiling

Table 2: How it works at a glance



## INCENTIVES

**Logo & Uniforms:** Designing a logo is much more than simply producing a pretty picture to put on a uniform. It symbolizes a unique identity and, when designed and delivered properly, can cultivate a strong sense of belonging and pride. Thus our Rhino Ranger logo, which depicts an eye with a rhino inside, and its accompanying slogan 'keeping an eye on our rhino' is fundamental to ensuring that our rangers feel connected, safe and part of a unique, elite team with a noble mission. Branded shirts and a full set of non-branded apparel – boots, socks, trousers and wide-brimmed hats – are given to each ranger every year. Branded winter jackets are provided every second year.



**Training:** In order to maintain quality rhino monitoring it is crucial to ensure that all our rangers go through rigorous training programmes and pass successfully. Over the past five years we have developed three formal training courses: basic and advanced rhino monitoring as well as rhino conservation tourism. These courses are based on decades of experience and sound theoretical underpinning with support from the IUCN African Rhino Specialist Group. We also ensure that our classroom-based teaching is complemented with copious amounts of practical training which takes place in the field during real patrols alongside other veteran rhino monitoring specialists. In combination we believe that the skills and knowledge transfer is optimized to provide the best possible holistic learning experience for the rangers. We roll out our training in the following manner (see Appendices for more detailed outlines of each training module):

1. During the first six months each newly appointed ranger is expected to receive the 3-day Basic Rhino Monitoring training which builds strong foundational skills in rhino monitoring, such as learning how to identify and record (draw & take photos) key identification features (photo 2).
2. Following the Basic training, rangers receive another six months of practical 'in-service' training to polish their skills before they take their Basic Rhino Monitoring Exam.

3. Once the rangers pass the Basic exam, they can choose to pursue either an Advanced Rhino Monitoring 'degree' or a Rhino Conservation Tourism 'degree', or BOTH.
4. The Advanced Rhino Monitoring qualification largely focuses on more advanced practical aspects of patrolling and may be assessed by any rhino monitoring specialist.
5. The Rhino Conservation Tourism qualification is primarily a classroom course. It focuses heavily on engaging and communicating with tourists as well as demonstrating how to work with tour guides to deliver a successful rhino tourism experience.

**Team Building & Innovation (TBI) Sessions:** While not nearly as structured as each of our training courses, we incorporate opportunities for rangers at each training session to interact informally with each other as well as with their superiors. We encourage this exchange during formal training sessions as well as during informal 'campfire' chats. During formal sessions we put aside time to discuss operational challenges and collectively find solutions. These sessions provide an opportunity for any ranger to voice an opinion on any decision made by senior leadership. Senior leadership also utilizes this time to present new ideas to advance the programme and expects feedback from all rangers before reaching a final decision. These discussions are often either catalysed or continued (and improved) during campfire chats.

**Ranger-selected Patrol Food:** Most people appreciate a healthy diet, and even more so when your job makes extreme

physical demands on your body. We recognize this and ensure that our rangers are properly fed during patrols. That does not mean they are feasting on fresh fruit and delicacies, but they are given a generous menu. One key item is sufficient meat as the prime protein source. We also adapt the menu according to suggestion from the rangers themselves. We can't always keep everyone happy but, despite definitely showing signs of fatigue, we feel that the majority of rangers at least do not return with an empty stomach.

**Performance-based Bonus Payments:** Financial incentives can be powerful motivational instruments. When designed and delivered appropriately, they often compel people to work hard and produce results. While locating rhino in the Kunene Region is no simple task, it is devastating to return from such an exhausting mission without proper information. Thus we give rangers the opportunity to earn additional income depending on both the quantity (how many rhinos) and quality (how completely and accurately the data was collected and recorded) of their sightings. The 'bonus' amounts are not massive but they provide just enough extra motivation for the rangers to strive for excellence with each sighting. To complement the performance categories we also offer a small bonus for each 'field day' that rangers commit to. This augments their modest salaries and provides yet another important incentive to get more 'motivated boots on the ground' for a relatively small investment.



Photo 2: A ranger-in-training practices drawing rhino horns and ear notches during one of SRT's training courses



Photo 3: Rhino Pledges, led by local traditional authorities, involve local people voluntarily stating their intentions to support rhino conservation in front of their peers



Photo 4: Rhino Award Boards are prominently displayed at SRT's base camp to recognize and reward top patrolling performance

**Rhino Ranger Honour Code:** Patrolling for rhino and recording sensitive information demands strict attention to security and a strong moral code. There is a growing body of evidence that strongly suggests a number of approaches which help to 'keep people honest' or keep their moral compass aligned with good decisions. Simple pledges are one such method, which has been tried and tested worldwide across numerous cultures and under various conditions. Pledges, when designed properly, serve to align beliefs and expectations under a unifying principle and provide a sound reminder of allegiance to a cause. There are also potential social implications in case of non-compliance whereby rule-breakers can be punished. Thus we collectively established a Rhino Honour Code, drawn up by rangers themselves. During Basic Rhino Monitoring Training each ranger is now required to fully read, pledge and sign their name on the Rhino Honour Code. We then award a custom-made 'Rhino Friend' bracelet (photo 3) as a token of their dedication. We also expanded the 'Rhino Friend Pledge' to members of the broader community through our Rhino Pride Campaign (see section below).

**Awards & Recognition:** In addition to monetary incentives (bonus payments) it has been found that non-monetary awards and recognition result in more lasting and sustained behavioural change. This is due to the fact that the 'reward' is based on praise, which targets our more intrinsic motivation. Unlike extrinsic factors which require consistent care and maintenance, intrinsic motivation can be sustained with relatively little investment. Not surprisingly it is also much more financially sustainable – an important factor which any implementing agency should consider. We bestow awards and give recognition primarily for three performance metrics: Best Photo, Best Sighting and Best Overall Patrol. Each category is objectively scored and posted each month on large 'Rhino Award Boards' (photo 4) at our Field Headquarters. The boards are positioned in a way that any ranger (or anyone for that matter) who enters our operations room is sure to see them. Photos are first filtered for top quality (about 15-20 each month, or one picture from each team) and then printed and laminated and posted on a separate board just next to the Award Board. All staff and trackers vote

on the 'best' photo. Currently the 'award' is the simple public recognition of top performance among peers. However, we hope to introduce additional recognition in the near future, which may take the form of special certificates, badges or pins for the Rhino Hero Jackets (see next page) and or non-cash prizes like family trips to exclusive tourism camps.

*“Pledges, when designed properly, serve to align beliefs and expectations under a unifying principle and provide a sound reminder of allegiance to a cause.”*



Photo 5: Rhino Hero Jackets, modelled off the well-known Varsity Jacket concept, is a symbol of pride and prowess for each ranger

**Rhino Hero Jacket:** It is widely known that in some places, where communities tolerate poaching as normal behaviour, poachers are often revered as local heroes or 'Robin Hoods'. In north-western Namibia we strive to maintain and strengthen the opposite: the local rhino protectors are the heroes. This local status can be leveraged through a variety of visual cues. The 'letterman or varsity' jacket, for example, is a successful status symbol worldwide. It is no ordinary jacket but a practical display of one's talents, skills and accomplishments. Typically used for athletic or academic excellence, we have adapted the jacket to recognize and display our ranger's

commitment to the cause (they receive a jacket only after five years of service and earn a chevron for every subsequent five years), their respective employer/affiliation, their training levels (custom-made pins) and their rhino monitoring performance (gold star pins emblazoned with 100 for every 100 rhino sightings). The jackets' leather and wool construction also makes them extremely durable and suitable for the harsh northwest. To further elevate their symbolism for values, they are presented by highly respected figures in the ranger's communities, such as from the Traditional Authorities and Conservancy Leadership (photo 5).

“  
*In north-western Namibia we strive to maintain and strengthen the opposite: the local rhino protectors are the heroes.*”

**Dignified Memorial:** Memorial services, although typically solemn events, also provide an opportunity to honour and celebrate an individual's life. This is particularly true for the local cultures in Namibia and the larger region. In the unfortunate, yet unavoidable event of a ranger passing on, we offer a custom-made Rhino tombstone to the family to signify the loved one's legacy.



# RHINO MONITORING



Photo 6: Rhino Rangers hone their photography skills

## INSTRUMENTS (TOOLS OF THE TRADE)

**Specialist Monitoring Equipment:** Effective rhino monitoring requires that a certain amount of critical information is collected, compiled and communicated. A range of tools has been developed to improve this process and they are essential for rangers to perform – one would not expect a surgeon to successfully complete a liver transplant with a butter knife! While it is our aim not to become overly reliant on high-tech equipment, we do provide a suite of relatively simple yet powerful tools for the proper collection of quality information. Our core monitoring equipment consists of three key tools: **binoculars, Garmin GPS devices (we use the basic Etrex 10 or 20) and ultra-zoom digital cameras.** Binoculars are essential for close-up views of key rhino identification features such as tears/notches in the ears, horn shape and other unique marks while remaining at a relatively safe distance. GPS units are critical for recording precise locations of key observations. Digital ultra-zoom cameras provide quality photographic evidence to verify each sighting, including date and time (photo 6). How and where the data gets processed is confidential, but every piece of information captured in the field is securely transferred to the Ministry of Environment and Tourism. It is then used to inform subsequent patrol deployments, track trends in patrol effectiveness and rhino performance and guide decisions that influence management actions. It is fundamental to protecting rhino.

*We are currently transitioning to rugged smartphones with CyberTracker linked to a customized data model developed in SMART Conservation Software. We use this new technology*

*with our GPS units to expedite and simplify the data collection and downloading process and reduce/eliminate any barriers to their effectiveness. SMART is especially useful for managing our individual rhino sightings data with an add-on feature known as the Entity Function. It enables rapid processing of which rhinos were seen and when, so that any missing rhinos are quickly identified. Furthermore it is easy to interpret the reports and produce efficient feedback for informed decision-making.*

**Quality Camping Gear:** Each patrol is expected to be in the field for 14 to 21 days each month, living and working under extremely challenging conditions. The north-western Kunene landscape (photo 7), dominated by rugged mountains rising to 1800 metres above sea level, is one of the **harshest, hottest** and particularly **resource-limited** areas in Africa. Day temperatures easily exceed 40 degrees C and average annual rainfall amounts to 100 mm; potable water is very sparse in the field. As the majority of our ranger teams move exclusively on foot, tracking rhino and uncovering human activity in this environment is no trivial feat: in search of rhinos and potential human threats rangers can cover over 70 kilometres in a single day. Thus it is imperative that they have a minimum of durable camping gear. We fit out each team with a full set of necessities such as cooking utensils, tables and chairs as well as solar lights, a charging station and water containers. Each ranger also receives a bedroll and a canvas tent. Rangers share tents while completing their 12-month in-service training, after which they are given their own personal tent.



Photo 7: The Kunene black rhino range is extremely remote and rugged testing each rangers' stamina and dedication

**Rhino Patrol Notebook:** In addition to the 'hardware' for collecting quality information, we have also devised a simple yet useful paper notebook for recording patrol information in a systematic way. The patrol notebook was carefully designed to ensure that critical information is captured in a way that allows for quick and easy transcription into patrol reports when back at base. The notebook is also structured around our 'data model' that is easily integrated with our digital data management system.

**Rhino ID Cards:** A major outcome of our ranger-based patrolling is strengthening the relationship between rangers and their rhinos. Making a more direct, personal connection strengthens the bond – as in any relationship between humans. We expect our rangers to learn not just how to find rhinos and record their observations, but to also identify them by name. As a means to assist them with this sometimes challenging task we have created pocket-sized laminated Rhino ID Cards for each individual rhino (photo 8). Each card contains key information to enable accurate identification in the field, including drawings of the ear notch/mark patterns, age, gender and more. No sensitive locational information is provided just in case these cards happen to get into the wrong hands.

**Conservancy Rhino Log Books:** Building relationships between rhinos and people should not start and end with the rangers – it should also be extended far into the broader community. The critical step beyond ensuring that rangers report certain non-sensitive aspects of their monitoring efforts to rhino management, is establishing a solid feedback system to the rangers' Conservancy leadership. Aligned with the Conservancy's existing long-term monitoring system we have created a more rhino-specific reporting system, known as the Event Book, that is simple yet sufficient in its objective. The system consists of two levels of reporting: The first one involves daily sighting records for each individual rhino (photo 9), while the second one provides a monthly summary of all of a Conservancy's rhino on an A3 page (photo 10). After completing a patrol, each ranger is expected to initial the date box on the 'rhino calendar' to verify his/her presence at the sighting. At the end of each month the Conservancy Field Officer tallies up the total number of sightings (i.e. the number of boxes initialled for each rhino) for each rhino and enters it on a blue summary sheet. Two critical pieces of information can easily be extracted from these log sheets: (1) which rhino(s) appear to be missing and (2) when they were last seen. The logs can also be used to show ranger performance, and they are designed to be easily communicated to staff and/or committee members during management meetings. We also request that each rhino sighting entered into each respective ranger's Rhino Diary (see below) is signed off by the Conservancy and should be verified by a similar entry into the Conservancy Log Books. For reasons of security no specific information on rhino locations should be recorded in these systems.

**Rhino Name: Maro**

PROFILE INFORMATION	
Date of Birth:	July 1996
Gender:	Female
Birthplace:	Torra
Mother:	Matilda
Custodian(s):	Torra
Notes:	3 calves since 2006, DH


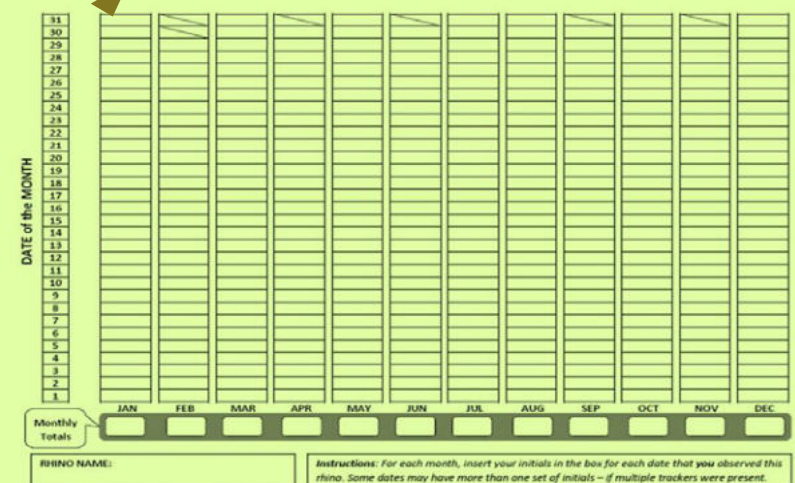


Photo 8: Rhino ID cards



**MONTHLY TOTALS**

**RHINO NAME:** \_\_\_\_\_

*Instructions: For each month, insert your initials in the box for each date that you observed this rhino. Some dates may have more than one set of initials – if multiple trackers were present.*

Photo 9: Conservancy Rhino Log Book sheets

RHINO NAME	J	F	M	A	M	J	J	A	S	O	N	D
Maro	A	E	A	P	A	U	U	U	E	C	O	E
	N	B	R	R	Y	N	L	G	P	T	V	C

**Add the total number of sightings recorded for each rhino at the end of each month from the rhino sighting sheets**

Photo 10: Conservancy Rhino Log Book sheets

TO BE COMPLETED BY RHINO TRACKER/RANGER								TO BE COMPLETED BY SRT & CONSERVANCY SENIOR STAFF							
RHINO DIARY ID	RHINO ID FORM NUMBER	DATE	SKILLS PROVIDED: <input checked="" type="checkbox"/> ALL THAT APPLY					RHINO ID FORM	PHOTO	GPS	RHINO REPORT CARD	CONSERVANCY OFFICE REPORT	SRT CHECK	CONSERVANCY CHECK	POINTS
			TOURISM	TRACKING	SCRIBE	CAMERA	GPS								
<b>TOTALS</b> <small>ADD THE NUMBER OF TICKS IN EACH COLUMN</small>															

Photo 11: Rhino Diary entry

**Rhino Diary:** Over time rangers may accumulate a number of rhino sightings and associated rhino monitoring experience. Keeping track of it all can be daunting. To assist rangers in this regard we developed the Rhino Diary – almost like a Rhino Résumé or CV. Each ranger receives a personal Rhino Diary to track each completed and confirmed rhino sighting. The diary also provides an opportunity for rangers to record to which aspect of the monitoring work they contributed, i.e. tracking, GPS, transcription, photography and tourism. Each sighting and ranger contribution associated with it is added as a new entry in the diary. The maximum is 10 entries per page to make it easy to tally up the sightings (photo 11). Each entry is verified by a team leader after each patrol and, as mentioned above, by the respective Conservancy following their feedback. The Rhino Diary can serve as a valuable tool for programme leaders to track ranger efforts and skills, but it also helps rangers to maintain a record of their experiences and expertise. Based on the Rhino Diary as evidence, the Rhino Hero Jacket gold star pins are awarded to rangers each time they have accumulated 100 rhino sightings.



Photo 12: Rangers complete Rhino ID Forms using GPS units and cameras to verify each and every rhino sighting



## HOW IT WORKS

Shifting rhino monitoring from a government / NGO-led initiative to a more authentic community-based effort is no easy task. It has taken a few years of trial and error to discover the most effective way to make this happen, but the results have been remarkable and well worth the effort.

Patrols typically consist of up to five rangers spending roughly 14-21 days out in the field. Their deployments can have a rhino monitoring or an anti-poaching mandate, but there is clearly overlap between the two. No deployment is ever the same, teams are constantly in flux, and there is no set calendar for deployments. Some teams operate strictly on foot, others by vehicle or a combination of the two. This unstructured system ensures that no patrolling patterns emerge, while at the same

time it keeps deployments flexible to respond to emergencies or any incoming intelligence. A number of rangers also integrate their patrols, which are designed to function as a standard day patrol, with rhino tracking tourism (see below).

## WHAT WE HAVE ACHIEVED

We record and track a number of key metrics to assess the impact of our collective work. These metrics measure both effort and key events (i.e. rhino sightings). The table below shows the growth in rhino monitoring at a glance by comparing the calendar years 2011 and 2018 – the former being the year before the CRR Programme was fully established and 2018 being the most recent complete year. Pre-CRR efforts and events were almost exclusively recorded by SRT staff.

KEY MONITORING METRIC	DESCRIPTION	PRE-CRR LEVEL (Jan – Dec 2011)	CURRENT LEVEL (Jan – Dec 2018)	PERCENT CHANGE
TEAM FIELD DAYS	Total days that 'teams' are out on patrol	416	5,530	<b>+ 1,229%</b>
Ranger Field Days	Total days that 'each ranger' is out on patrol	2810	13,366	<b>+ 359%</b>
Kilometres walked	Total accumulated kilometres walked on all patrols	2,488*	16,833	<b>+ 575%</b>
Total Rhino Sightings	Total number of rhino sightings including re-sightings of the same rhino	692	3,632	<b>+ 425%</b>
Percentage of Individual Rhinos seen	Average proportion of known individual rhinos seen out of the entire population on a monthly basis.	24% (+/- 6%)	53% (+/- 8%)	<b>+ 121%</b>

Table 3: Pre and Post summary annual statistics for key rhino monitoring effort and event indicators

*\* At that time we measured foot effort during patrols as time (hours) instead of distance (km). However, to get an approximate baseline for comparison, we estimate that a ranger on average walks roughly 4 km/hour (which is possibly over-estimated, given the harsh terrain) during a patrol).*

**Since poaching began in north-western Namibia in 2012 and the Conservancy Rhino Ranger Incentive Programme was initiated, all monitoring measures have increased dramatically. They are summarized in a series of figures in the final 'Overall Impact' evaluation section integrated with overall impact on poaching rates (see pages 39-43).**

# RHINO TOURISM



Photo 13: a Conservancy Rhino Ranger proudly poses with a tourist group he just successfully led to view a wild black rhino

Custodianship of black rhino causes costs for conservancies, including increased monitoring efforts and law enforcement, while a number of conservancies have traded off livestock range for rhino “wilderness”. To ensure that the current and future rhino rangelands are secure, it is imperative that rhino provide income-generating opportunities to offset management and other opportunity costs (photo 13). However, due to the sensitivity of black rhino behaviour and security risks, these opportunities must be regulated in some manner which secures common interest among the stakeholders.

Various rhino tourism feasibility studies conducted in the region over the past decade confirmed that:

- very strong demand for the activity existed but there was a supply deficit
- rhino monitoring can be integrated with tourism activities with negligible disturbance of the rhino<sup>7</sup>
- potential and actual tourism benefits both have a significant positive effect on local people's attitudes to and perceptions of protecting rhinos (based on two Namibian MSc research projects from the region)

Designing a sustainable rhino tourism experience that serves as an effective community-based conservation mechanism requires that the individual values of a diverse group of stakeholders are reconciled, in particular those of local communities. As the demand for expanded rhino tourism opportunities continues to increase, it will be crucial to design and implement benefit-sharing mechanisms which ensure that security, quality monitoring and broad community support for rhino are sustained. The initiative will thus not only extend and maintain the quality and quantity of community-led monitoring efforts but also reinforce rhino tourism as a legitimate and profitable form of land use.

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*To ensure that the current and future rhino rangelands are secure, it is imperative that rhino provide income-generating opportunities to offset management and other opportunity costs*

7 Muntifering, J. R., Linklater, W. L., Naidoo, R., !Uri-#Khob, S., Du Preez, P., Beytell, P., Jacobs, S., & Knight, A. T. (2018). *Sustainable close encounters: integrating tourist and animal behaviour to improve rhinoceros viewing protocols*. Animal Conservation, DOI 10.1111/acv.12454

## HOW IT WORKS

Organized rhino tourism has been conducted in the Kunene Region for nearly 30 years, yet it has only recently been developed to the extent that significant returns have been realized for both local communities and rhino conservation.

In practice, aligned with conservation tourism principles, a locally-grown rhino tourism prototype has developed a series of best practices over the past 15 years that:

1. Minimize rhino disturbance
2. Increase monitoring quality and quantity
3. Maintain high levels of tourist satisfaction
4. Sustain rhino-related benefits to local communities including jobs, skills training and revenue-sharing agreements with operators
5. Provide a structured messaging approach that builds a broader rhino constituency but also instils an authentic sense of pride in traditional skills and rhino protection in the trackers. "The interest and positive comments we hear from the guests we lead to the rhino is very inspiring to me. It reminds me of how important our work is... to look after our rhino" (Martin Nawaseb, pers. com).

These lessons were codified in a draft Rhino Tourism policy paper, co-produced by the Ministry of Environment and Tourism and the Save the Rhino Trust, and reviewed by a number of Communal Conservancies in 2014. The policy document outlined four key **Guiding Principles and associated regulations:**

1. **Ensure that quality rhino monitoring is sustained**
2. **Ensure that activities are regulated and disturbance is minimized**

### 3. Ensure that security requirements are upheld

### 4. Ensure that new revenue streams from rhino reach the local conservancy

The policy document also outlined a few key implementation steps that included planning, training and certification, marketing and booking, conducting the activity and processing outputs which serve as a monitoring and evaluation tool (see figure 6).

Planning is critical as it entails establishing the basis for the initiative, which begins with CRCSG compiling and disseminating information about the benefits and costs of rhino conservation tourism to Conservancy committees. It also provides an opportunity for open debate between the various stakeholders – including CRCSG, Conservancy Committees and tourism partners – which strengthens resolve and cultivates a common ground for all parties to pursue. A final output for the planning phase is a contractual agreement between the Conservancy and the tour operator to initiate the new rhino tourism enterprise.

While the planning process is underway, much of the training and certification can commence. This often involves months of preparation work. Rangers must first pass their Basic Rhino Monitoring course (to run a successful rhino tourism operation, they must be competent in finding rhinos and producing useful monitoring information), they should have at least 12 months of in-service training under their belt (greater practical experience is certainly desirable to ensure consistency especially on safety requirements) and they should pass a course in Rhino Conservation Tourism. The Rhino Conservation Tourism training, as mentioned earlier, is heavily focused on clarifying roles and responsibilities between guide and tracker as well as providing a powerful rhino conservation message to tourists.



“

*In practice, aligned with conservation tourism principles, a locally-grown rhino tourism prototype has developed a series of best practices over the past 15 years*

09/04/2019



Figure 6: Five Implementation steps for developing joint-venture rhino tourism enterprises

A key aspect of the training is direct exposure to real-world rhino conservation tourism by shadowing SRT trackers and Wilderness Safaris guides at the award-winning Desert Rhino Camp (photo 14). Currently the certification process is primarily the task of the Save the Rhino Trust, but opportunities to achieve higher levels of national accreditation are being explored.

Once the contract is signed and the training completed, the activity can be marketed and sold to guests. Since tour operators are under no strict obligation to engage Conservancy Rhino Rangers, the CRCSG provides marketing assistance to ensure that the operators see more than

the costs and hopefully receive greater benefit in taking a collaborative approach. While most of the marketing takes the typical form of online promotional strategies and booking agents, we have also found that often a reasonable number of bookings can be achieved through on-site marketing for 'walk in' guests. This can be further improved by some simple on-site strategies such as prominently advertising the activity or holding the standard 'campfire briefings' in an exclusive but easy to spot location. "Those plain measures attract attention and interest from other guests and have been found to increase walk-in bookings" (Kapoi Kasaona, personal communication).



Photo 14: A group of Rhino Rangers shadow experienced SRT rhino tourism specialist Martin Nawaseb who demonstrates how to provide a rhino conservation message to tourists visiting Desert Rhino Camp

Once guests are booked, the activity can operate. Ensuring, however, that **security requirements are upheld is paramount**. We have developed a few key actions to consider prior to departure that every operator should adhere to. First, copies of identification documents (passports or national ID Cards) must be obtained. Second, an indemnity form should be completed – which not only prepares guests for the safety hazards of the activity but also serves as a simple repository for each guest's key information. All this information should be archived with the operator in case an incident occurs and law enforcement requests information for possible criminal cases. Trackers and guides should also be alert to any suspicious behaviour displayed by guests, such as repeated questioning on rhino behaviour and movements and/or using GPS equipment to mark locations.





Photo 15: Kapoi Kasaona, general manager at Palmwag Lodge, stands next to the small yet successful rhino tourism marketing poster displayed while the lodge was being renovated.

As for the actual operations, while each situation and setup is somewhat unique, based on extensive experience we generally encourage enterprises to follow three critical steps (Acts):

1. **ACT 1 = SETTING THE STAGE:** Guests must be briefed before departure. Ideally, this is done the night before by guides and trackers around a campfire. The main objectives are to create a feeling of suspense and excitement for the guests while also managing expectations, which is critical. In addition the briefings provide an excellent opportunity for guides/trackers to introduce the conservation aspects and importance of the activity – an objective that often gets over-looked and under-appreciated. Lastly, safety issues must be explained and risks and rules clearly stated and understood.
2. **ACT 2 = DELIVERING RESPONSIBLE RHINO VIEWING:** The activity itself should be conducted just like a typical rhino patrol, with the rangers at all times leading the group's movements and approach to the rhino while the guides ensure the safety and well-being of the guests. When fresh tracks are located, strict viewing protocols are followed by the rangers to ensure guest safety and satisfaction without compromising their own ability to collect their monitoring information.
3. **ACT 3 = MESSAGING RHINO CONSERVATION:** Following the patrol, or as the patrol comes to an end, the ranger should have an opportunity to further expand on community-based rhino conservation, i.e. by explaining their work (describing in more detail why they monitor rhino, who they work for, and why it's important), presenting their tools and describing techniques they use, and expressing their gratitude for the guests' decision to support their work by booking the rhino safari.

“

*“Both days’ sightings, in different zones, were, in equal measure, thrilling and exhilarating and, happily, our combined group managed to view, photograph and safely exit our sightings without the rhino having been alerted to our presence.”*  
*- Anonymous visitor at Desert Rhino Camp 2016*

Once the activity is completed, there are a number of important pieces of information that require careful processing. First and foremost the rhino monitoring data collected by the rangers should be compiled and submitted to the Conservancy and the Save the Rhino Trust. Ensuring that this information is secured and updated upholds security requirements and also provides a baseline of rhino information on which to evaluate any trends in potential human-induced disturbance.

Lastly, once income begins to accrue, the important question arises of how to distribute such income. A critical component of all the joint-venture rhino tourism contracts is the financial agreement clause. It stipulates how much of the income generated from rhino tracking activities must be directed to the Conservancy and under what conditions. Each contract is negotiated separately, as operators and Conservancies need to weigh different sets of contextual variables (such as the operating costs of the activity, or the operator's and the Conservancy's prevailing financial situation), but a general rule of thumb is to return roughly 20-25% of the gross income (or Rack Rate) for the tracking service provided by the Conservancy Rhino Rangers. The Rack Rate is also a good base on which to negotiate and which to monitor because it is completely transparent and a fixed amount per person can easily be calculated from this amount and be verified

independently. The income generated by rhino tourism and distributed to Conservancies is utilized to finance a number of the Conservancy's activities and expenses, including Rhino Ranger salaries, other Game Guard costs and fuel for vehicles. It is emphasized to Conservancies to itemize the Rhino Revenue in their financial reports to the Committee as well as for Annual General Meetings.

### **WHAT WE HAVE ACHIEVED**

Overall, rhino tourism enterprises in the region have more than doubled since the programme's inception, growing from two rhino tracking activities to five regularly operating enterprises. This expansion of the supply side has resulted in tremendous growth in the number of 'rhino tourists' (i.e. guests who specifically book a bona fide rhino tracking safari) from just over 1,000 paying rhino tourists in 2012 to over 4,000 in 2017. Mirroring this trend, the number of trained CRRs who lead rhino tracking activities has also grown steadily from initially five rangers (already present at Grootberg Lodge) to currently 17 in three Conservancies, which is roughly 30% of the CRRs. In addition, two new rhino tourism enterprises are well into the planning phase with a third one about to enter the planning phase. Once they are operational the percentage of CRRs fully engaged in leading rhino tourism activities for their Conservancy could approach 80% or higher.



### Has Rhino Tourism sustained or improved Monitoring?

Some of the greatest results achieved with the rhino tourism expansion can certainly be seen in the monitoring work. Prior to the CRR-led rhino tourism expansion roughly 10% of the region's rhinos were routinely monitored by tourism. That number has now increased to some 45% with the addition of four new conservancy-based rhino tourism enterprises. The monthly sighting success of rhino tourism patrols is also significantly bigger than the non-tourism patrols: on average they produce verified identification forms for about 80% of the rhinos in the respective patrol sector. This is much higher than the average monitoring success of 57%, but it is highly variable (Figure 7). While some 'trap happy' rhinos are certainly viewed more often, the activity overall produces results which are currently on par with, or superior to, traditional monitoring patrols.

**Has Rhino Tourism produced negative impacts on the rhino population?** One might expect that higher levels of human activity (monitoring effort) in tourism areas could produce excessive disturbance resulting in displaced rhinos

and/or reduced breeding. However, neither the long-term analysis of monitoring and breeding records at Desert Rhino Camp nor the preliminary assessment of the more recent tourism activities suggest evidence of any disturbance-related impacts on movement, breeding or survival<sup>8</sup>. In other words, rhinos which are exposed to rhino tourism pressure do not change their movements, breed less or suffer any higher levels of mortality than rhinos which are not exposed to any tourism activities. This is probably due to our efforts to ensure proper use of the area (i.e. rotational monitoring) and strict viewing requirements (i.e. with the goal to view a rhino when it is completely unaware of human presence), both of which minimize the likelihood of rhinos becoming chronically disturbed or displaced by human presence. We are not 100% successful in reducing individual viewing disturbances but we have managed to restrict them to a relatively small number of isolated incidences with no major or longer-term impacts. As tourism demands continue to increase and new enterprises are established, we will certainly see to it that proven standards are upheld and trends in rhino disturbance are continually monitored and evaluated.

8 Muntifering, J.R., R. Loutit, S. Uri-Khob, K. Kasaona, C. Bakkes, P. Beytell & P. du Preez. 2011. *Evidence-based Management of Rhino Conservation and Tourism in Namibia's Northwest Communal Lands*. Society for Conservation Biology Annual Meeting, Auckland, New Zealand.

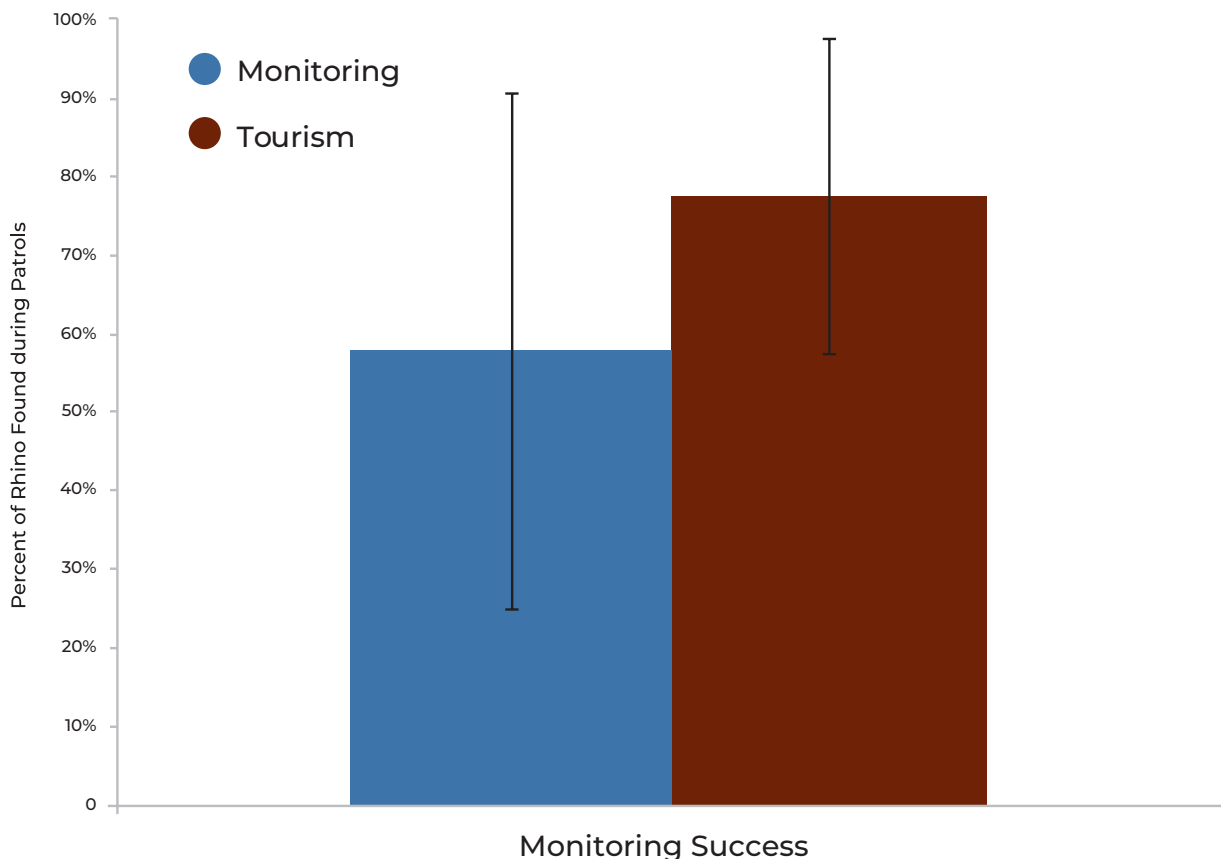


Figure 7: Comparison of 'patrol success' between standard monitoring patrols and tourism patrols. Bars represent variation (+/- 2 SD).

**Has Rhino Tourism reduced security threats for rhinos?**

One significant, but not unsurprising finding of rhino tourism is that it is not the panacea for rhino poaching. Despite our hopes, rhinos in tourism areas have also been poached over the past five years. On the other hand, the detection rates (i.e. time between death and detection) of rhino carcasses are up to **three times faster in tourism areas than elsewhere with over 70% detected within two days of death**. This is important because early detection of rhino carcasses is a major factor in achieving higher poacher arrest and conviction rates.

**Has Rhino Tourism increased financial benefits for participating Conservancies?**

Rhino tourism has the potential to generate significant income. For example, previous research suggested that tourists are willing to pay a minimum of about US \$100 per person per day for the ranger-led rhino tracking activity. This has since been confirmed by actual rhino tracking enterprises which maintain fairly high booking rates and now charge nearly double this amount and in some cases (i.e. Desert Rhino Camp) significantly more. So, how has this potential reached community level?

Since the beginning of the CRR Programme, income accrued at the Conservancy-level specifically from Rhino Tourism has amounted to roughly USD \$1,000,000 or on average about USD \$200,000 per annum. More notable, however, is that annual rhino tourism income from 2012 (before CRR-led rhino tourism) up until the end of 2017 has more than doubled (a 102% increase), with nearly USD \$300,000 generated in 2017 for five Conservancies. It is equally noteworthy that the number of Conservancy-appointed and employed rangers during the same timeframe has more than quadrupled from 14 rangers in 2012 to 59 rangers at the end of 2017 (Figure 8). It is not surprising that two-thirds (67%) of the growth was seen in the Conservancies which receive income from rhino tourism.

**This further demonstrates not only that rhino tourism can generate significant funds for local use but, more importantly, that Conservancy leadership is indeed willing to reinvest such income into protecting rhino.** It is estimated that Conservancies are currently contributing roughly US \$120,000 per annum to the salaries and field allowances (that some provide) for their rangers.

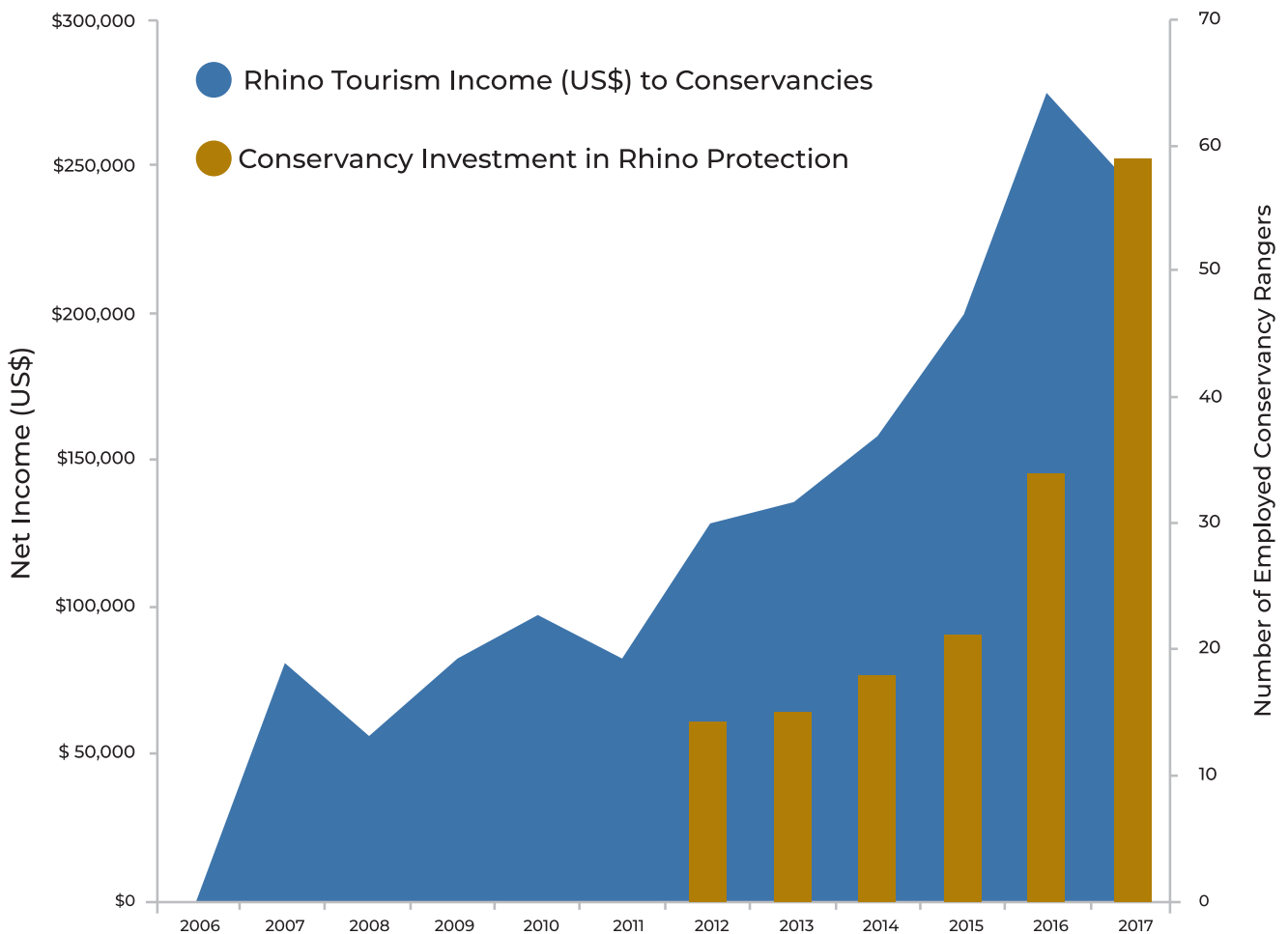


Figure 8: Trends in net income of Conservancies from rhino tourism and Conservancy investment in rhino protection (using ranger salaries and field allowances as proxy)

# RHINO PRIDE



Rhino Pride  
CAMPAIGN

## HOW IT WORKS

Poaching is a problem that often reaches well beyond the consumers of rhino horn, affluent businessmen and organized criminals. Poaching syndicates often target corrupt government officials, down to rangers and local people just trying to feed their families. However, when given a proper contextual mix of disincentives (reasons NOT to do the wrong thing) with incentives (reasons to DO the right thing), local people can be a powerful line of defence against would-be poachers. Most importantly it is crucial to prevent poaching from becoming a socially-accepted norm – or a behaviour that is tolerated, and in some cases applauded, in the local communities. Education is a necessary step but efforts need to go beyond simply conveying information about the problem in order to catalyse pro-rhino behaviour among the general public. Like motivating a team of rangers, strategies to inspire the general public need to harness local values in a manner that creates pride and a positive social identity attached to saving rhinos.

The changing local social context in north-western Namibia can be summarized as:

- A large generation of young rural people between 16 and 35 years old are most severely affected by unemployment
- A shift in social status symbols from livestock to money and material items
- A lack of perceived and actual opportunities for youth, especially school-aged children, to engage in communal conservation programmes
- An increase in wildlife poaching, especially of black rhino
- A lack of local intelligence provided to authorities to deter and catch poachers

Consequently we believe that this changing context is leading towards a socio-ecological situation which, if not addressed, could result in:

- Further degrading the next generation's attitude towards wildlife to the point where future communities will have no interest in or intention of becoming conservation stewards
- Limiting law enforcement efforts and effectiveness, which may ultimately:
- Reduce wildlife populations, particularly the viability of the world's last wild rhino population
- Decreasing the region's overall social and ecological resilience to climate change and other social problems such as crime and alcohol abuse

9 Ajzen, I. (1991). *The Theory of Planned Behavior*. *Organizational Behavior and Human Decision Process* 50: 179-211.

10 Heberlein, T. (2012). *Navigating Environmental Attitudes*. Oxford University Press, Oxford, UK

11 Ham, S., Brown, T., Curtis, J., Weiler, B., Hughes, M., and Poll, M. (2009). *Promoting persuasion in Protected Areas*. Queensland, Australia.

Thus, beginning in 2016, underpinned by well-accepted theories on human behaviour (Theory of Planned Behaviour<sup>9</sup> & the importance of norms<sup>10</sup>) and cognitive theories (EROT/TORE framework<sup>11</sup>) we designed a survey to capture baseline information on local knowledge, attitudes and willingness to report rhino crime. More than 150 rural farmers and 375 school children across the rhino range were surveyed over a six-month period. The results from the survey helped guide the development of a number of strategic interventions and activities that become known as the Rhino Pride Campaign.

In March 2017, a consortium of field-based conservation organisations operating in north-western Namibia, including all the support organisations under the CRCSCG, launched the Rhino Pride Campaign. Our goal was to improve the value that local people attach to saving rhino by increasing their knowledge and their attitude towards rhino and ultimately catalysing more pro-rhino behaviour and norms, especially willingness to report suspicious behaviour. We also sought to create new opportunities for more people to establish a positive identity with rhino, channelled through activities they find enjoyable and through people they find inspiring. We believe that if local people feel that pro-rhino behaviour is likely to result in outcomes which they believe are good, which are supported by people whose viewpoints are important to them and if it is something they feel fully capable of doing, then pro-rhino norms and the behaviour required to secure a future for rhino will be established (see full Theory of Change diagrammed on next page). The community and learners outreach programme will be implemented in collaboration with the Conservancy and include Game Guards, Rhino Rangers and Community Activists.

While the rangers' work remained focused on monitoring and tourism, there was a clear need to diversify their time to include targeted outreach within the Rhino Pride Campaign. Since to date the Campaign is still in its infancy, the rangers have primarily been engaged in two key activities directed at two important target audiences: unemployed youth and rural farmers while additional local staff supplement the effort through other activities.



Photo 37: Karel Wetha, our Rhino Pride Campaign team leader, conducts a baseline survey with a rural farmer

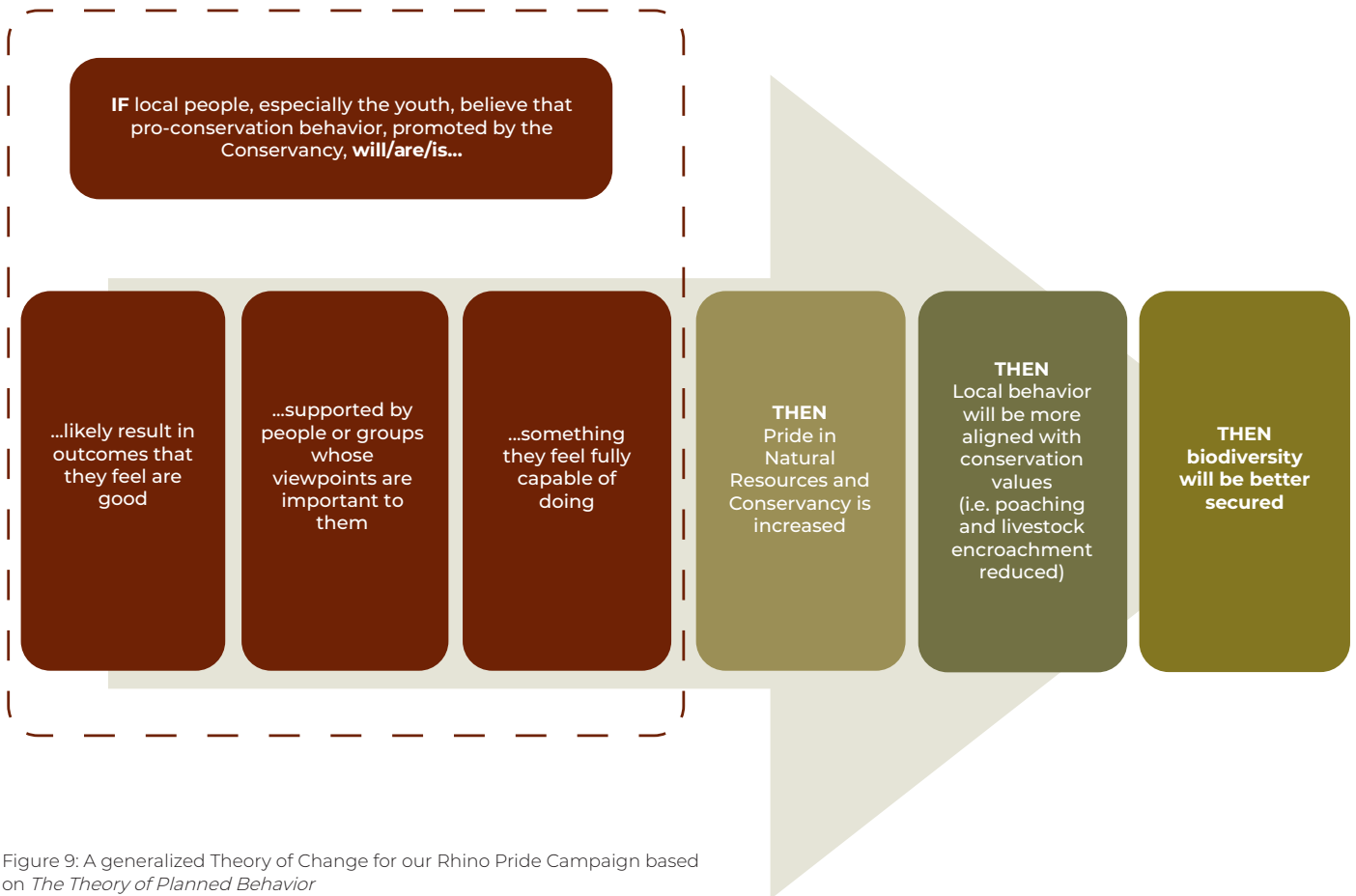


Figure 9: A generalized Theory of Change for our Rhino Pride Campaign based on *The Theory of Planned Behavior*

## WHAT WE HAVE ACHIEVED

### Inspiring Unemployed Youth to become Rhino Friends Forever

Shortly after inception a custom logo and slogan (I'm a Rhino Friend Forever) were created for the campaign together with CRCSG members. Between March and December 2017 **fourteen Rhino Friend Youth Clubs** were established in nine communities engaging roughly 200 unemployed youth in bi-monthly activities. These activities were often led by the local Rhino Ranger team and included presentations about their work, demonstrations on rhino monitoring, especially drawing ears and horns, and participating in patrols.



Rhino Friend Forever - the Rhino Pride Campaign's slogan



Our 14 Rhino Friend Youth Clubs engaging over 200 local youth conducted a number of rhino-oriented activities including two rural area clean-up campaigns, school debates, and camping and tracking rhino with Rhino Ranger teams.



One of the more impactful events we helped facilitate took place in late 2017 in conjunction with the annual Traditional Authority Trip. These annual events, jointly led by IRDNC and SRT, seek to provide first-hand experiences to Traditional Authorities in the region particularly with regards to sensitize and raise awareness of conservation and development issues. During this event, over 50 Chiefs and Headmen from both Omusati and Kunene Region took part in the excursion which included the Omusati Honorable Governor Endjala conducting our first Rhino Friend Pledge Ceremony and a series of packed impromptu Rhino Pride concerts with performances by Bullet ya Kaoko and Adora. The concerts, which attracted thousands of local residents in Outapi and Okahao, provided an opportunity for the well-known artists to sing their rhino songs and speak to the crowds about the importance of saving our rhino.



Rhino Friends Club members participated in 5 Expos across the country spreading awareness and recording more than 5,000 signed 'pledges' from Namibians including Namibian well-known artist, Adora.



A total of 8 custom Rhino Songs have been written and recorded by more than six well-known Namibian artists in 4 languages including a new rhino song and music video 'Save the Rhino' created by school children at Mondessa Youth Opportunity school in Swakopmund.



A popular rhino song written and recorded by Tulisan and Adora also engaged Rhino Friend Club members in producing a music video filmed locally in Khorixas.



These activities have in turn inspired Rhino Friend Youth Clubs to begin their own activities, which have included a number of rhino pride festivals.



Working side-by-side with Namibian Police at road blocks, especially over the holiday season.



More than 50 youth from the region participated in a peaceful demonstration march in Outjo and hand over a signed petition to the magistrate calling for 'no bail' for a gang of poachers who were caught red-handed in August 2017 – the last poaching case in Kunene. Consequently, the magistrate refused bail.



Over 1000 area youth participated in rhino-themed sporting leagues and tournaments throughout the year and about 750 Rhino Friend Sweatbands were distributed to athletes who participated in the Second Annual World Rhino Day Sports tournaments held in Okangwati and Khorixas.



Over 60 Conservancy leaders from 22 Conservancies located in the remote far northwest participated in 'Rhino Movie Night' which shared a number of rhino music videos and rhino protection documentaries from the area to remote, 'off-the-grid' areas.

### Building Relationships with Rural Farmers

In addition to engaging with the local youth, one of the key outcomes of our baseline survey on local farmers' beliefs and attitudes towards rhino was that they feel somewhat alienated from rhino protection. In order to strengthen their connection with rhino and their willingness to protect them, we began conducting 'Rhino Farm Visits' with our patrol teams. Each team was expected to visit 3-5 different farms during each patrol on their 'rest' days. The goal was simply to build better relationships based on trust and gratitude. Each visit consisted of sharing stories and activities over tea and biscuits (provided by the patrol team) while the rangers listened carefully to all the problems and concerns the farmers face (photo 17). To date, over 100 farm visits have been conducted by four different vehicle-based patrol teams across the range. Since these visits began, a number of our rangers have received numerous calls and messages from Rhino Friendly Farmers who voluntarily provide information. To further enhance gratitude, we aim to introduce voluntary customized service projects with our Rhino Friend Youth Club members assisting farmers with small farm tasks such as building predator-proof fencing, repairing infrastructure and fixing water pipes.



We distributed Hundreds of Rhino Friend Forever stickers, many of which were prominently placed upon vehicles to help spread the positive message.



Photo 17: A Conservancy Rhino Ranger team visits with a rural farm family during a patrol.

### Enhancing Ranger Pride, Gratitude & Compassion

Research in cognitive science has amassed tremendous evidence which shows that the social emotions of pride, gratitude & compassion can reduce a person's desire for short-term rewards<sup>12</sup> – a frame of decision often likened to collusion with poachers. Thus we believe that if we boost these emotions in rangers we can reduce the likelihood of collusion, a sad reality in many wildlife crime cases. One method we have employed to achieve this has been to ask Namibians and foreigners for personalised hand-written letters thanking the rangers for their tireless, dangerous work. Many of the letters are written by children and contain heartfelt messages, accompanied by drawings of rhinos of all shapes and sizes. These letters are hand-delivered to the rangers at various times during the year. Hundreds of letters have been received for the rangers over the past couple of years (photo 18). We have also awarded 32 Rhino Hero Jackets in 2018 (see section above) to rangers who have completed at least five years of service and recorded over 100 verified rhino sightings.



Photo 18: A 'ranger thank you' letter from Namibian school child

***The next critical step in the Rhino Pride Campaign is to conduct a comprehensive impact evaluation to understand more clearly the programme's effectiveness and where best to invest resources as we move ahead.***

Although we have not measured the impact of the letters or jackets, it is noteworthy along with our other motivational instruments and incentives that to date not a single Conservancy Rhino Ranger, or rhino monitoring staff member of a support organisation who is directly involved in the programme, has been arrested or convicted of collusion (despite in-depth investigations). We also plan to adapt our farm visits to include more mutual sharing and assistance, which hopefully enhances gratitude on both sides.

<sup>12</sup> DeSteno, D. (2018). *Emotional Success: the motivational power of gratitude, compassion and pride*. Houghton Mifflin Publishers, Boston, USA.



# OVERALL IMPACT & SOME KEY LESSONS LEARNT

In this chapter we highlight some key success measures that we have tracked – including teamwork, stewardship and efficiency in relation to poaching trends – to provide insights and evidence of our overall impact. We also offer a handful of ‘lessons learnt’, successes as well as failures, which may be transferrable to other conservation contexts. Lastly, we present a more systematic evaluation of our programme by directly assessing pre-defined assumptions in design and outcomes from our Theory of Change as another way to measure of overall impact.

**Boosting the ‘Boots on the Ground’:** The importance of ‘boots on the ground’ is a commonly cited key strategy in wildlife protection, but knowing how much is enough is often less well-defined. Whereas the IUCN African Rhino Specialist Group recommends one trained and equipped ranger per 10-20 sq. km,<sup>13</sup> our efforts suggest that poaching can be combatted with lower ranger densities. Two important findings were made by correlating our patrol effort and rhino sighting events

with trends in poaching. First, our dramatic increases in team field days (12-fold) and verified rhino sightings (at least 4-fold) following the establishment of the CRR Programme clearly illustrate the importance of, and provide further support for, ‘boots on the ground’. Second, our data suggests that probably between 2015 and 2016 a threshold was reached which dramatically reduced the ability and desire of poachers to operate in our region. More specifically our data suggests that an optimal monitoring effort (team field days) and events (verified rhino sightings) lay somewhere between 2,000 and 3,000 per annum or roughly 160 to 250 team field days / rhino sightings per month (Figure 10). We must note, however, that due to the complexity of poaching behaviour it is impossible to draw any cause-effect conclusions. The fact that poaching cases were reduced, yet poaching pressure remains relatively high (see Postscript) during 2016-2019, certainly suggests that trained, equipped AND motivated LOCAL boots are indeed likely to have played a major role in stopping the poaching.

13 Du Toit, R. (2006). *Guidelines for Implementing SADC Rhino Conservation Strategies*. SADC Regional Programme for Rhino Conservation. Harare (Zimbabwe).

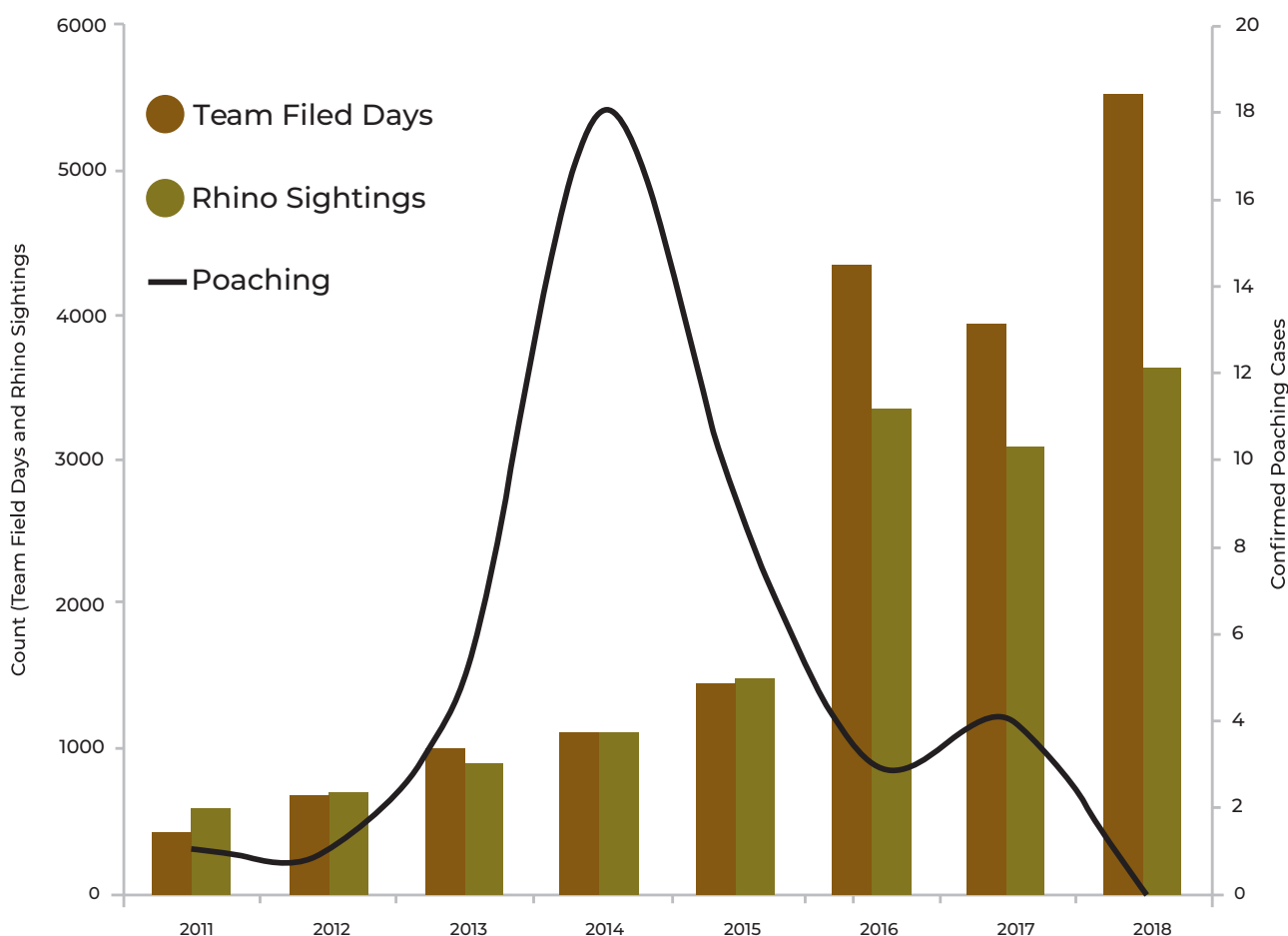
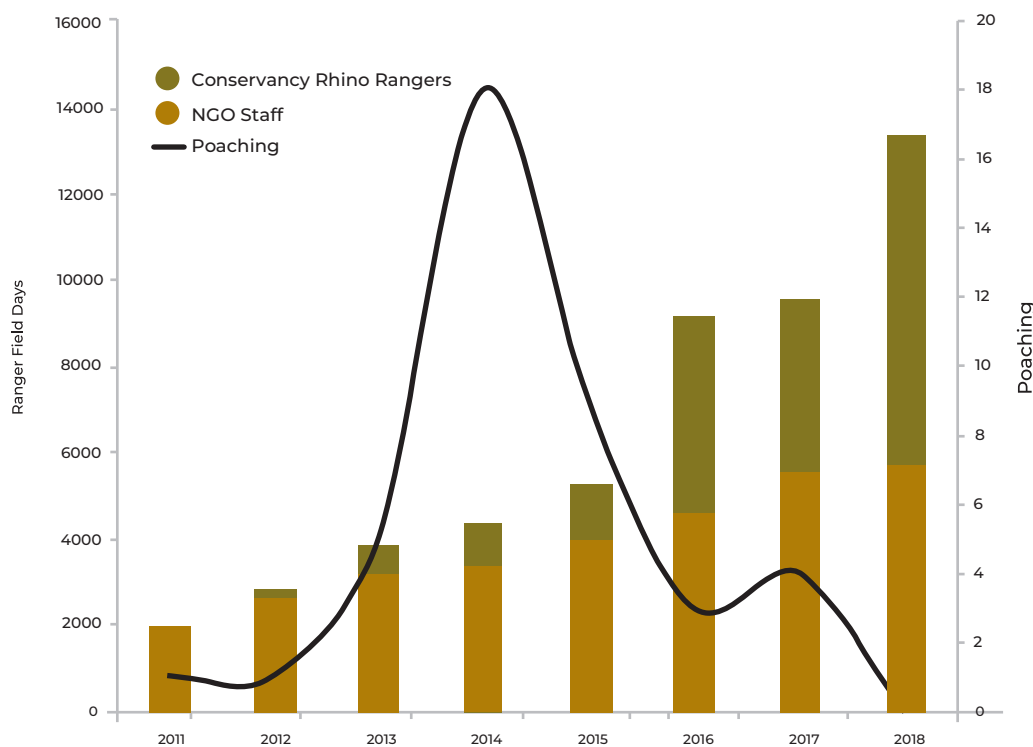
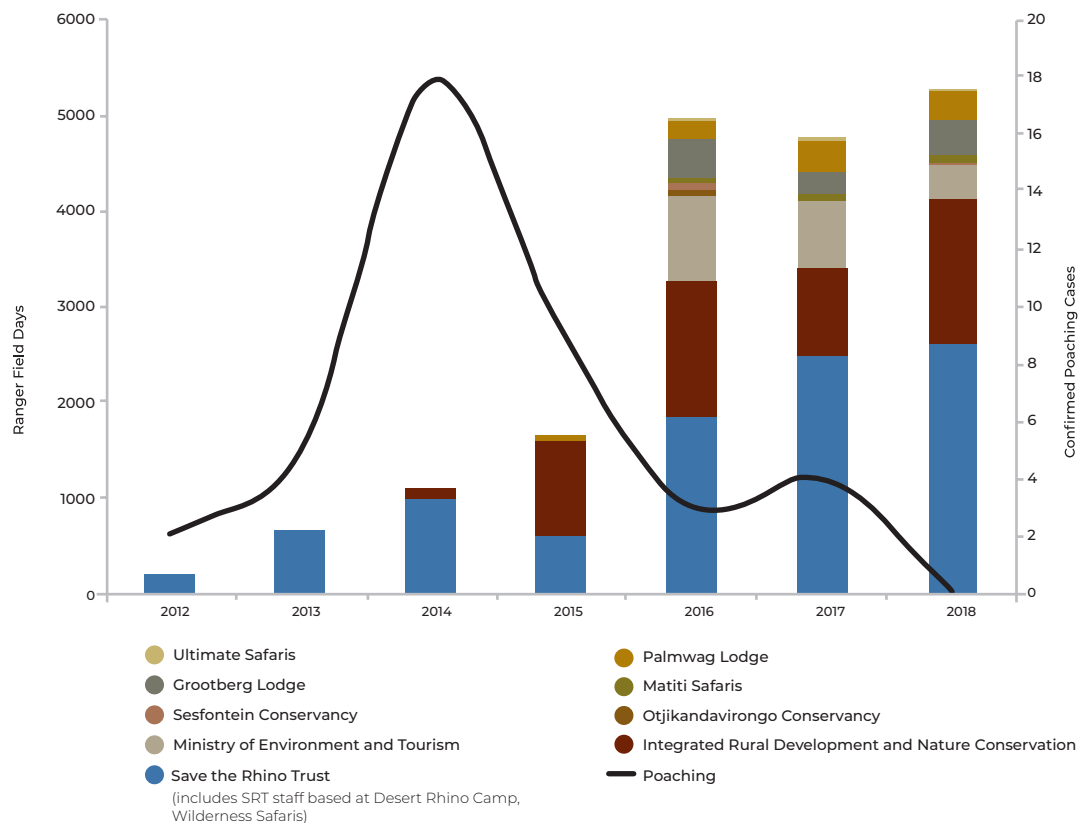


Figure 10: Trends in the growth of organisations which directly support the CRR Programme

**Teamwork Wins:** One of the most important outcomes, and at the same time critical factors leading to the other key outcomes, has been the amount of cooperation and teamwork that the CRR Programme has forged. Just five years ago, prior to the inception of the programme, only one organisation (SRT) was actively monitoring rhino in the region: almost exclusively with their own staff and some support from MET. That number has now jumped to 13 Conservancies, four support organisations (SRT, IRDNC, NNF and Minnesota Zoo) and five private sector

tourism operators. Furthermore, six Conservancies have begun their own patrols (with SRT/IRDNC vehicle support) over the past few years, including three Conservancies which conduct their own rhino tourism. After a short pilot phase the number of institutions supporting the CCRs rose from two (2015) to nine at present (Figure 11). The collaborative approach, spurred by the new common purpose and promise anchored in Conservancy commitment, has been the underlying factor driving the massive increase of team field days in such a short period of time.

Figure 11: Trends in the growth of organisations directly supporting the CRR Programme



**Shifting Stewardship from NGO to Community:** The programme's goal to shift the stewardship for the region's rhino away from NGOs towards a more truly community-led initiative has been as important as enhancing teamwork. The CCR programme has indeed proven to be an effective mechanism for this. Since the programme's inception proportional contributions to ranger field days have steadily increased to a milestone in 2018, where more than half (58%) of the ranger effort was provided by the Conservancy ranger teams (Figure 12).

Figure 12: Proportional contributions to the rhino patrol effort (ranger field days) by NGOs and Conservancies



“  
*One of the most important outcomes, and at the same time critical factors leading to the other key outcomes, has been the amount of cooperation and teamwork that the CRR Programme has forged.*”

**Improved rhino monitoring efficiency:** Increased collaboration and community inputs may improve efficiency as well as effectiveness. While the addition of CRRs has resulted in more teams spending more time in the field monitoring more rhino, expenses have also increased substantially – nearly doubling since the programme’s inception. However, despite the spike in overall expenses, the new collaborative model has reduced the cost per rhino sighting tremendously. For an estimate on efficiency we calculated a crude cost per rhino sighting, adjusted for inflation, as a measure that could be compared over the years. We pooled all known costs of conducting rhino

monitoring from all the support organisations (except for private sector tourism because we considered their input to be support in kind since the funds were acquired completely sustainably from tourism income). Despite increasing overall costs, the crude cost per rhino sighting has decreased by 60% since 2011 after adjusting for inflation (Figure 13). This result is again a probable consequence of support organisations pooling resources and Conservancies entering into more joint-venture tourism partnerships (which were considered support in kind because the funds were acquired completely sustainably from tourism income).

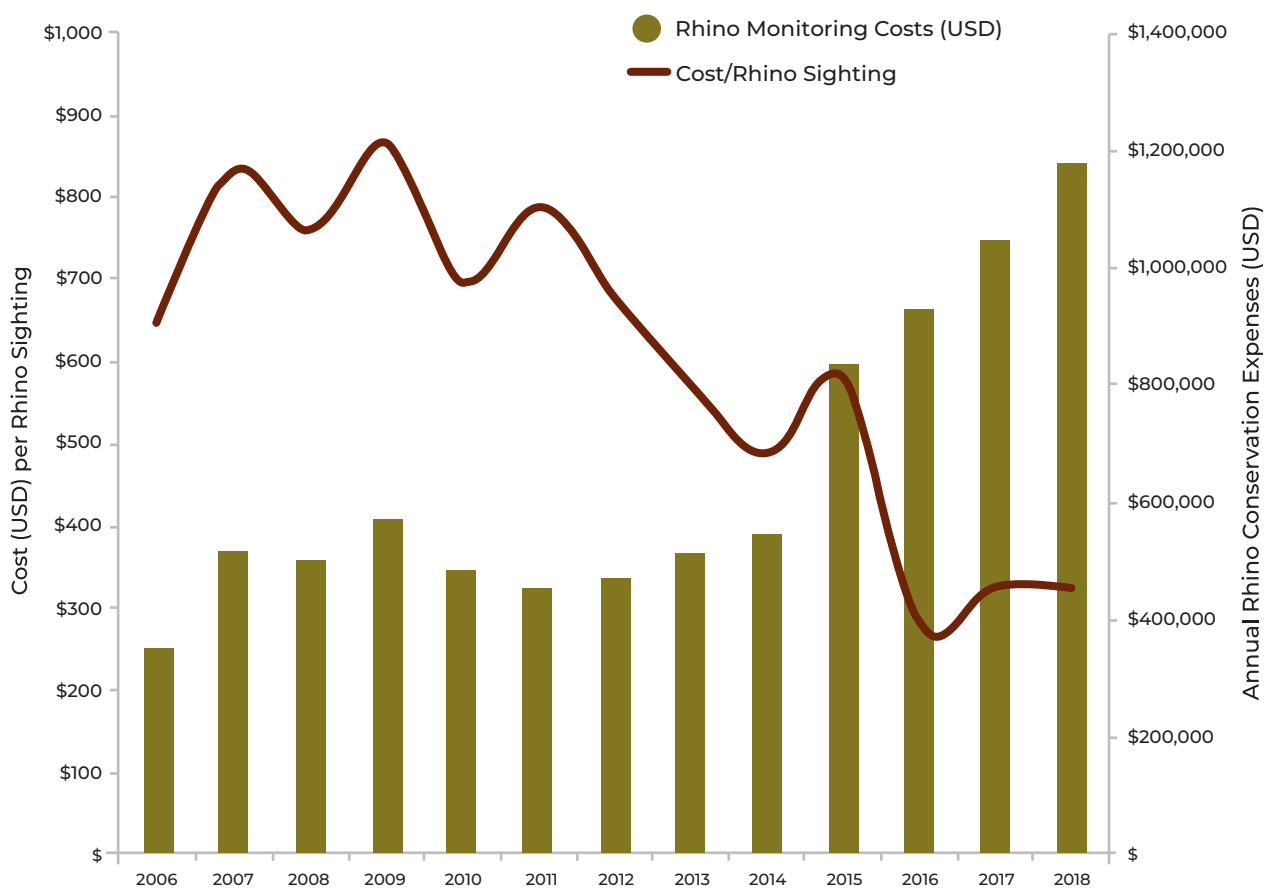


Figure 13: Trends in monitoring efficiency using crude cost of each rhino sighting as a proxy



**Decrease in Poaching:** As shown in the previous Figures, poaching decreased by roughly 80% from its peak in 2014 through to 2017 and bottomed out at zero in August 2017. No rhino has been poached since then (see Postscript). When correlated with collaborative ranger-based patrol effort and enhanced stewardship, the evidence is pretty staggering. The impact of motivated 'boots on the ground' on combating poaching has also been supported anecdotally by various sources stating that poachers arrested in other regions of Namibia claimed that they initially investigated Kunene but found it too 'hot' (meaning too many boots on the ground) and therefore chose to move elsewhere.

More specifically, we learnt seven key lessons that are transferrable to other ranger-based programmes:

**01 Let the Locals Lead:** Despite being somewhat of a cliché, this simple yet profound lesson is central to our success. However, the authenticity must be honoured by ensuring that ALL decision-making arenas engage with and are driven by local stakeholders. From the very early stages of inception to programme design and delivery, nearly every single problem-solving discussion and subsequent decision – strategic and operational – was introduced, debated, prescribed and invoked with our locally-based Rhino Ranger Support Group with constant feedback from the rangers and Conservancy leadership. Our support group primarily consisted of individuals who have extensive experience and expertise working at the ground level in the region. This included most members of the advisory committee. While all programmes should be open to external advice and critique, how such information is processed and interpreted and how it influences decisions should be kept as 'local' as possible. This de-centralized notion also fits in with the theory of Adaptive Governance which underlines the importance of polycentricity, i.e. governance through multi-layered authorities, each with their own sphere of influence and responsibility.

**02 Identify & remove or reduce all barriers to implementation:** We learnt early on that even if conditions exist for optimal uptake and behavioural change (i.e. knowledge, beliefs and attitudes towards rhino are generally positive), they may not be enough to result in the action on-the-ground that rhino protection requires in the current poaching crisis. Thus it is critical to look deeper and perhaps more pragmatically at barriers which may restrict community willingness or ability to protect rhino – also accepting that communities in fact have limits to their impact. In our case many Conservancies were simply unable financially or not altogether willing to support basic needs to enable their rangers to conduct quality patrols for rhino. Some of these basic shortfalls were proper uniforms (boots & socks), specialist equipment (GPS and cameras) and reliable transport. Furthermore, even though members of the broader community were positive about rhino, reporting rates were low to non-existent during the first wave of poaching (2012-14). Therefore we conducted surveys to identify possible factors limiting the ability to report. We found that farmers felt 'left out' of rhino protection because patrol teams would often just pass by without stopping or even greeting them and they rarely received any relevant information on how to report. After we introduced our routine farm visits in 2017, relationships improved and reporting rates increased (Boas Hambo, personal communication, 2018). (See Postscript)



**03 Collaboration (which is key) can be cultivated around a unique identity that represents a common goal which is 'owned' by all:** Historically, institutions working in the area to protect rhino have largely operated within their own organisational silo with only minimal communication. We found that introducing a neutral logo and slogan (Rhino Rangers – keeping an eye on our rhinos), which is not attached to any specific group or organisation, helped to unite Conservancy staff, government officials, private sector tourism and NGO staff in being a direct part of and playing a key role in advancing a common goal. This removed the historical silos and created a more fertile common ground for collaboration and communication to germinate. It also opened up a number of new cooperative strategies that included joint patrols, cost-sharing agreements between various support groups and general good will. However, this very same positive lesson has also created some challenges with rangers becoming somewhat confused 'who' they actually work for and donors being unsure of who is supporting what. More emphasis should thus be placed on clarifying roles and responsibilities (see next page).



#### 04 **Ensure regular, open and authentic communication between support groups, community leadership and rangers themselves (clarify goals, roles and responsibilities):**

Initially we worked hand in hand with Conservancy leadership to draw up 'Agreement Letters'. These letters were very simple (two pages) but solid, with clear descriptions of the shared goals and divided roles and responsibilities of the Conservancy and the Support Group to ensure that everyone was (literally) on the same page. Expectations were clear. We avoided using the term 'contract' or 'MOU' to foster partnerships based more on trust and respect than authority. The letters took time to develop and often required a process of 2-3 meetings and discussions but they were worth the effort. Ironically, one of our major failures has been a rather slow response to renewing and updating agreements. This is especially critical as new Conservancy leadership takes over every few years and institutional memory often fails to transfer information from predecessors. This problem has caused some tension between the CRCSG and Conservancy leadership when new leaders felt uninformed or disconnected from the programme. Since rhino monitoring is a difficult and dangerous task we have also found it important to discuss expectations openly and honestly with rangers themselves. Cooperation between CRCSG and Conservancy management on issuing clear Rhino Ranger job descriptions is a good way to handle this matter, and so is holding open discussion forums at Team Building meetings between rangers and Support Group members.

#### 05 **Ensure that a set of key outcomes directly related to the resource of interest are selected, measured and monitored over time to enable learning and adaptation (ideally attached to a Theory of Change):**

In order to improve effectiveness, programme leaders should design and implement systems which monitor a number of carefully selected outcomes. In our case we measured the performance of rhino monitoring led by teams of local rangers. Measuring included team patrol days, ranger field days, rhino sightings, patrol 'success' and of course poaching events. These metrics and their associated levels, monitored throughout programme implementation, enabled managers to examine the potential impact of various interventions intended to strengthen performance (i.e. adjusting the performance bonus scheme to increase not only the number of rhino sightings but also the diversity of individual rhinos located during patrols). Future measures will target ranger motivation such as pride and the relationship between job satisfaction and performance.

#### 06 **Reward performance with monetary as well as non-monetary means:**

It is no secret that money moves people, and rangers are no exception. However, we also learnt that monetary rewards do not need to be extreme to have a significant effect on performance. We found, for example, that our performance bonus payments to rangers on average amount to some 10-20% of the total financial outlay per ranger (salary to bonus ratio), although they are highly variable. Yet, these relatively small bonus payments are surprisingly effective in ensuring that the quality and quantity of monitoring work is maintained or increased. On the other hand we found that establishing some simple monthly recognition of performance also generates excitement and requires only basic technical data management expertise and some promotional creative thinking. Although we have yet to measure their impact, our observations are that non-monetary incentives can be just as powerful as money when it comes to improving performance and morale and they are likely to be more resilient (as an intrinsic motivator) in the long run.

#### 07 **Seek sustainable financing mechanisms and include a gradual transition from NGO to Community financial ownership a priori:**

One of the most critical lessons we have learnt is to begin searching for sustainable financing from the get go. Fortunately, north-western Namibia has a healthy and growing tourism market which bodes well for our case. In theory it will be possible for tourism to cover most, if not all, operational costs for Conservancy Rhino Rangers in the future, as additional enterprises begin operating in partnership with Conservancies. However, there are obvious risks in placing too much hope on a tourism market largely based on foreign visitors. Included in this lesson is to think ahead and negotiate terms with Conservancies for a gradual transition of financial responsibilities from Support Organisations to Conservancies. **Here, we have failed** to anticipate the importance of this critical aspect and are now hoping to try and create motivation for a series of new categories of 'Conservancy Contributions' in Agreement Letters. For example, Conservancies that have at least one regular rhino tourism enterprise and additional tourism income would only be eligible for the basic level of support, while Conservancies with no rhino tourism and little tourism income would qualify for the highest level (under the condition that a process for establishing rhino tourism activities will be initiated). Aligning with our underlying philosophy, i.e. ensuring that appropriate incentives are in place, will help to shift into this new gear of Conservancy ownership.



# PRELIMINARY TOC SUMMARY EVALUATION

## – MEASURING THE SUPPORTING EVIDENCE

Following our review, we can provide some preliminary evidence to help evaluate our four main assumptions stated previously in our Theory of Change (the last four 'THEN' statements). While this certainly is not an exhaustive list, it provides important insights into the programme's general impact and is worth exploring. \*Success rating: (+) Above Expectations, (=) Meets Expectations, (-) Below Expectations

ASSUMPTION TO TEST	SUCCESS MEASURE	RESULTS - TREND DESCRIPTION	SUCCESS RATING*
1. The local community views this work as helping to protect a valuable resource and will <b>INVEST IN ITS PROTECTION</b>	Positive growth in appointment of salaried Conservancy Rhino Rangers	Between 2012 and 2018 the number of Conservancy appointed (salaried) Rhino Rangers increased from 18 to 62.	+
	Increase in proportional financial contributions by Conservancies	Between 2012 and 2017 the proportion of Conservancy-financed expenses of the programme increased from ca. 10% to 33%.	+
2. The <b>QUALITY AND QUANTITY</b> of rhino monitoring will increase	Increase in frequency of <i>Verified</i> Rhino Sightings (Rhino ID Forms & Photographs provided to SRT) by Conservancy Rhino Ranger teams	Between 2014 (the first year CRRs began patrolling independent of SRT) and 2018 the number of verified rhino sightings reported by CRR-led teams (non-SRT) increased from 79 to 918.	+
	Increase in frequency of rhino monitoring patrol effort (team field days & ranger field days)	Between 2012 and 2018 the number of team field days increased 12-fold and ranger field days increased 5-fold.	+
3. <b>RANGERS WILL GAIN RESPECT AND AFFECTION AND POACHING WILL BE LESS TOLERATED</b>	Independently verified 'support' from rural farmers for rangers	In 2017 results of a qualitative survey among ca. 300 rural farmers suggested positive relationships with the Rhino Rangers and some requested the Conservancy to hire more ( <i>unpublished data from Baseline Survey 2017</i> ).	=
	Increase in the frequency of local information CRRs receive and deliver to law enforcement	Between 2012 and 2016 no pre-emptive intelligence was provided to CRRs. Between 2017 and September 2018 pre-emptive information provided to CRRs led law enforcement in 11 (of 16) independent cases to stop/remove potential poaching gangs from the area.	+
4. <b>POACHING LEVELS WILL REMAIN LOW OR ABSENT</b>	Poaching rates decrease	Between 2012 and 2017 poaching declined by 83%. The last poaching of a rhino occurred in August 2017 (as of May 2019: over 20 months with zero poaching).	+



# FINANCIALS

Overall we have spent just over N\$ 4,000,000 (US\$ 333,000) on direct support for the Conservancy Rhino Rangers since our inception in August 2012. This does not include support in kind, such as patrol transport (except by support vehicle) and support staff provided by partner organisations. The bulk of direct expenses were incurred by performance bonus payments (35%) and patrol food (24%), while equipment was fluctuating (16% on average). Expenses increased significantly during the first three years while they appear to have stabilized during the past two years at roughly N\$ 1,500,000 (US\$ 125,000) per annum. The 'personnel' and 'vehicle' costs are necessary to support our Northern Area Manager who operates on a consultancy basis with the Save the Rhino Trust.

When we examine trends in shifting levels of estimated financial contributions we find some interesting developments. The programme began, not surprisingly, with very low proportional Conservancy investment (12% of overall programme expenses). That percentage steadily increased, however, as the programme became more established and produced results, especially the tourism integration (see above). Over the past two years there has been a strong shift in proportional contributions, with less dependency on NGOs and **Conservancies tripling their proportional contribution.** We will pursue strategies to continue this trend and under current projections hope to see a 50:50 match by 2020.

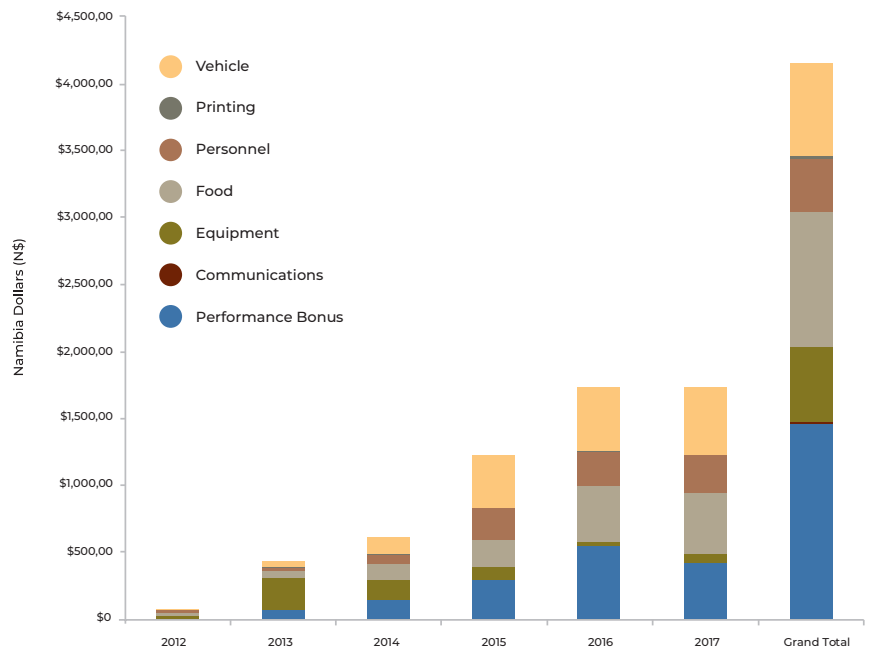


Figure 14: Trends in direct CRR programme expenses

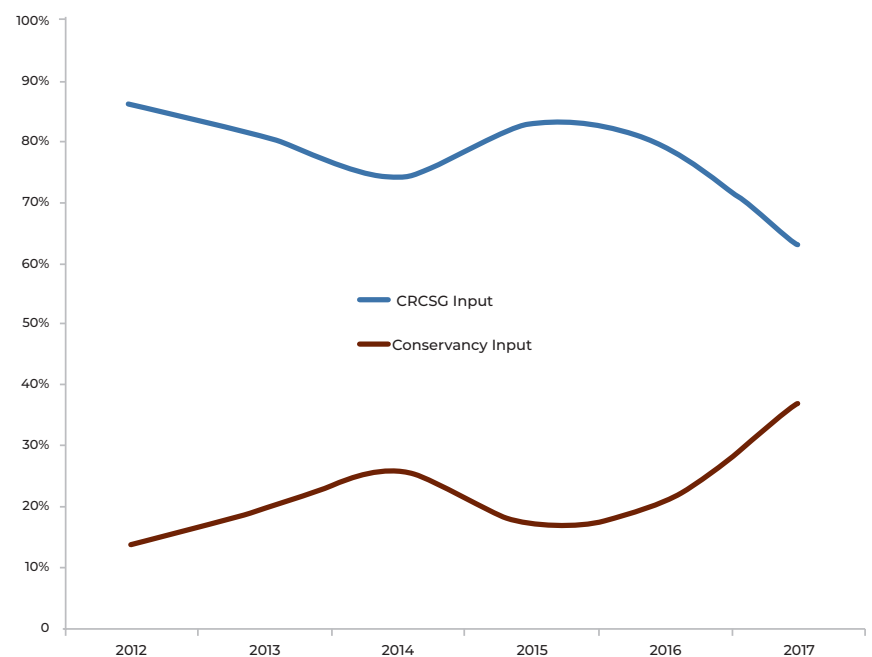


Figure 15: Proportional financial contributions by support organisations and participating Conservancies

# POSTSCRIPT

A handful of exceptional milestones were achieved while compiling this progress report in 2019. May 2019 marks over 20 months of zero recorded poaching cases in Kunene since the first poaching case in 2012. Furthermore, since March 2017 there have been a total of 16 independent cases of law enforcement, after having received voluntary pre-emptive local intelligence, 'engaging and removing' would-be poachers from the region **before** they presumably could poach. Strong correlations are evident in these positive results – most notably a third consecutive year of record-breaking rhino monitoring effort boosted by another steep increase (nearly double) in the number of Conservancy Rhino Rangers, as well as the launch of

the Rhino Pride Campaign in March 2017, which includes routine farm visits by patrol teams to build relationships with members of the broader community. While proving a direct cause and effect is not possible due to the complexity of poacher behaviour, the evidence clearly points to the importance of establishing collaborative, locally-based protection systems and engaging the broader community in outreach initiatives. Other factors that probably have contributed to this success are MET's efforts to dehorn the region's rhinos, enhanced relationships between law enforcement and additional informer systems, and reward payments for intelligence overseen by organisations such as the Save the Rhino Trust and the Namibian Police.

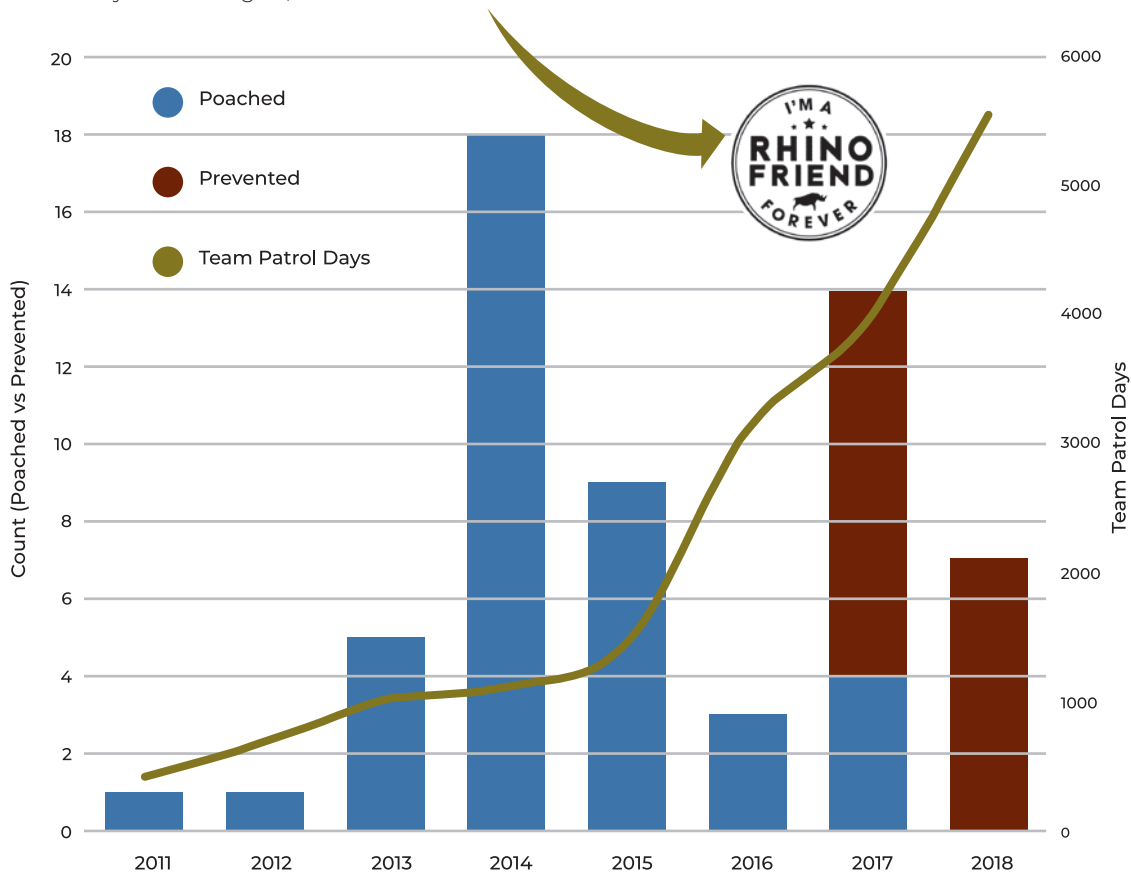


Figure 16: Concurrent trends in confirmed poached and prevented cases in Kunene. Strong correlations are evident with patrol effort increases and the launch of the Rhino Pride Campaign in March 2017 (baseline awareness surveys conducted in 2016 with farmers).







## WAY FORWARD – A VISION FOR 2023

As we enter into a maturing phase of large-scale community-based rhino conservation in Kunene, we hope to apply a number of lessons learnt to new strategies that advance our efforts. We are specifically seeking to become more sustainable while exploring new ways to share and disseminate our lessons to other ranger-based programmes. In the following we outline a few key goals, strategies and measures for the next five years. This shortlist will be expanded after subsequent reviews and feedback from other stakeholders as we communicate this progress report's findings more broadly.

GOAL	STRATEGY/ACTION	MEASURE
<b>ESTABLISH SUSTAINABLE FINANCING</b>	Seek unique 'matching' markets where foreign funds are made available on condition of local investment (i.e. Namibia's Wildlife Credit Scheme)	By 2020 at least 20% of the Support Organisation budget will be offset by sustainable financing. By 2023 at least 50% of the Support Organisation budget will be offset by sustainable financing.
<b>PROMOTE A GREATER SHIFT AWAY FROM NGO DEPENDENCY</b>	Design a process of adaptively re-defining the relationships between support group members and participating Conservancies to build greater equity and a more balanced power relationship which compensates for weaknesses and builds on strengths within the partnership(s)  Create a tiered support scheme when renewing Conservancy Agreement Letters	By 2020 a new engagement strategy will be designed and tested by support group members and Conservancies to strengthen partnership agreements.  By 2020 all participating Conservancies will have renewed their agreement letters with the Support Group.  By 2020 Conservancies and Support Organisations will provide CRR Programme operating funds in equal (50/50) shares.  By 2023 Conservancies will be providing at least 75% of CRR Programme operating funds.
<b>ENHANCE COMMUNITY REPORTING SYSTEMS</b>	Expand, strengthen and formalize outreach by focusing on pride, gratitude and compassion (which may or may not focus on messages or activities directly connected to rhino)	By 2020 a 'Rhino-hood Crime Watch' programme will be formalized throughout the West Kunene Rhino Range.  By 2020 Rhino Friends Youth Club members will regularly visit participating farmers and conduct service projects with them.  By 2023 at least 90% of the rural farmers will be voluntary participants of the programme.
<b>SHARE LESSONS &amp; EXPLORE TRANSFERABILITY CASE STUDY OPPORTUNITIES</b>	Develop a platform for disseminating lessons and experience  Identify and establish formal advisory roles with other ranger-based programmes	By 2020 at least one platform will be developed with/by an internationally-recognized partner organisation and information will be uploaded regularly.  By 2020 at least two additional ranger-based programmes will be benefiting from external support.

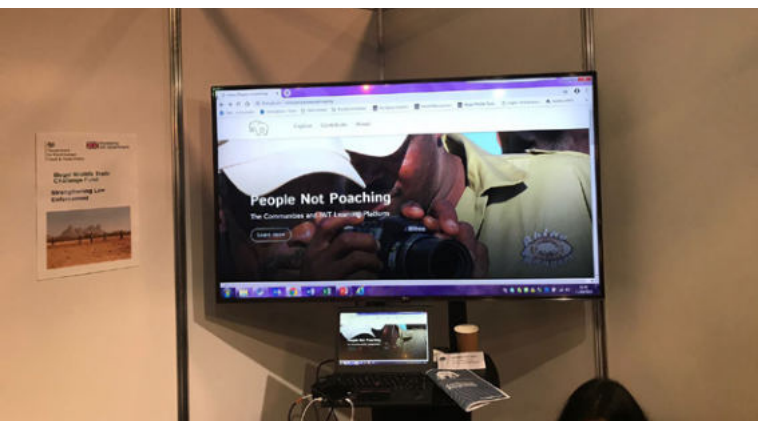
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- » NACSO (2015). *The state of community conservation in Namibia: a review of communal conservancies, community forests and other CBNRM initiatives*. Windhoek, Namibia.
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# PROGRAM ACTION/RESULTS DISSEMINATION LIST

We have shared our work widely to numerous audiences within the United States, Europe as well as colleagues in Rhino Conservation in Africa at IUCN African Rhino Specialist Group meetings.



Illegal Wildlife Trade Conference held in London.  
Credit: Christian Dietrich

## CASE STUDY PROFILES & SELECTED PRESENTATIONS

!Uri-#Khub, S. & Muntiferung J.R. *In Press. Enhancing Community-based Rhinoceros Protection in North-west Namibia*. Proceedings to the IUCN African Rhino Specialist Group Meeting. Gross Barmen, Namibia.

IUCN Sustainable Use & Livelihoods online platform People Not Poaching 2018: <https://peoplenotpoaching.org/conservancy-rhino-ranger-incentive-program>

Muntiferung, J.R. 2018. The Conservancy Rhino Ranger Incentive Program, in *Combating Wildlife Trafficking Case Study* (ed C. Price), pp. 12-14. US AID, Washington DC. Available at: <https://rmportal.net/cwt-case-study-Compilation/finalists/finalists-pdf-folder/compiled-cwt-synthesis-and-cases>

Muntiferung, J.R., B. Hambo, K./Uiseb and P. du Preez. 2015. The Rhino Ranger Incentive Programme, Namibia. in *Conservation, Crime and Communities: case studies of efforts to engage local communities in tackling illegal wildlife trade* (ed D. Roe), pp. 26–29. International Institute of Environment and Development, London. Available at: <https://communitiesforwildlife.iied.org/rhino-rangers-incentive-programme>

## SHORT SELECTED POPULAR MEDIA ARTICLES & SOCIAL MEDIA POSTS

*Association of Zoos and Aquariums William Conway International Conservation Award 2018 Top Honours:*

<https://www.aza.org/international-conservation-award>

*Rhino Friends Clean-up Campaign*, March 2018. Video available at: [https://www.youtube.com/watch?v=I9OL4rxfp\\_Q](https://www.youtube.com/watch?v=I9OL4rxfp_Q)

*The Villager*, January 31, 2018. Rhino Poacher's Case Postponed Again (Rhino Friends Demonstration). Available at: <https://www.thevillager.com.na/articles/12433/rhino-poachers-case-postponed-again/>

*The Namibian*, November 7, 2017. Namibian Tulisan and Adora's animated call to action. Available at: <https://www.namibian.com.na/171336/archive-read/Namibian-Artists-Tulisan-and-Adoras-Animated-Call-To-Action>

*Game Rangers Association Annual Ranger Awards*, 2017. Press Release for Namibia Conservancy Rhino Ranger Programme 1st Runner Up for Best Conservation Practitioner. Available at: <http://www.rhinoconservationawards.org/>



*Mongabay*, 2015. How black rhino and local people help each other in Namibia, by Jeremy Hance. Available at: <https://news.mongabay.com/2015/01/how-black-rhinos-and-local-communities-help-each-other-in-namibia/>

### Facebook:

Namibia youth stand up against poaching – music video. May 7, 2018. Available at: <https://www.facebook.com/SaveTheRhinoTrust/videos/1855434797829480/>

Leaders across Namibia pledge to protect rhinos. January 25, 2018. Available at: <https://www.facebook.com/SaveTheRhinoTrust/videos/1744359498937011/>



Tulisan & Adora Rhino Music Video. November 27, 2017. Available at: <https://www.facebook.com/SaveTheRhinoTrust/videos/1623066281066334/>

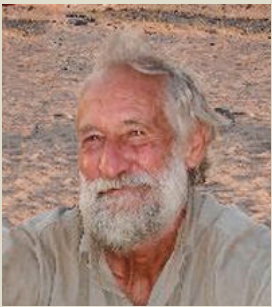
# TESTIMONIALS

*What People in Namibia and Beyond are Saying about our efforts to Protect Black Rhino*



**GUSTAV TJIUNDUKAMBA,  
CHAIRMAN, KUNENE  
REGIONAL COMMUNITY  
CONSERVANCY  
ASSOCIATION**

The Conservancy Rhino Ranger programme has been important firstly because it helped create jobs in our communities. Their work also has helped ensure there will be rhinos for our future generations. Through this programme it is clear that if rhino are present and well protected by our local rangers, there will be significant benefit opportunities to help uplift and improve livelihoods of our communities.



**GARTH OWEN-SMITH,  
CBNRM PIONEER**

Conservancy Rhino Rangers have shown that the best way to stop rhino poaching is through community action



**JUDY JULIANA MELEKIE, CHAIRLADY, HUAB  
CONSERVANCY**

Our Conservancy Rhino Ranger Programme helped us realize that if we really want to save our rhinos we need to also save the environment they rely upon. We are proud of our rangers who make sure both rhinos and their environment are safe and protected.



**BASILIA SHIVUTE, KUNENE OPERATIONS  
MANAGER, IRDNC**

As H. E. Luccock stated, "No one can whistle a symphony. It takes a whole orchestra to play it." Thus, I salute the collaborative effort by the Rhino Rangers, who remains unsung heroes and heroines, the rhino custodian conservancies, the support organizations involved for uniting against wildlife crime/for obtaining zero poaching.



**MARTIN NAWASEB, SAVE THE RHINO TRUST &  
SOUTHERN AREA MANAGER, CONSERVANCY  
RHINO RANGER PROGRAMME**

I support the Conservancy Rhino Ranger Programme because we need to patrol a huge area and the rangers help us close important gaps in our coverage and they know their area well. It has helped us kick poaching out of Kunene!



**ROB MOFFETT, DIRECTOR, ONGAVA GAME  
RESERVE & TRUSTEE, SAVE THE RHINO TRUST  
NAMIBIA**

Even as poaching runs rampant elsewhere it's the local communities that make Namibia's rhino conservation program one of the most successful in the world. Leading the future direction of the successful national policy is the Conservancy Rhino Ranger programme.



**JOHN FRAWLEY, PRESIDENT AND CEO, MINNESOTA ZOO**

The Minnesota Zoo is very proud and privileged to contribute towards the conservation of critically endangered black rhinos in Namibia. This project is in many ways an extension of the Zoo's long-standing commitment to in situ conservation. The effectiveness of collaboration and community empowerment is truly evident here: with strong Namibian and international partners, we are confident that the last truly wild population of black rhinos in Africa can be protected and sustained.

**MAXI LOUIS, SECRETARIAT, NAMIBIA ASSOCIATION OF  
COMMUNITY-BASED NATURAL RESOURCE MANAGEMENT  
SUPPORT ORGANIZATIONS**

Namibia's North West Black Rhino Population is a remarkable success story of partnerships between Conservancy Rhino Ranger Programme, and all its stakeholders to fight poaching and at the same time addressing livelihoods of our communities who are the real conservationists on the ground.



**ANGUS MIDDLETON, EXECUTIVE DIRECTOR, NAMIBIA NATURE  
FOUNDATION**

The Conservancy Rhino Ranger programme carried out in some of the most remote and arid terrain on earth is a world class programme. A critical ingredient is the high degree of collaboration between all the partners, of which NNF is grateful and honored to be a part. Yes, grateful! Because the sum is so much more than our individual parts. The simple proof is that there are still wild free ranging black rhino in these remote and yet accessible areas.

**DR JEFF MUNTIFERING, CONSERVATION BIOLOGIST, MINNESOTA ZOO;  
SCIENCE ADVISER, SAVE THE RHINO TRUST**

I am very proud and privileged to play a small leadership role in this exciting project working alongside so many determined and dedicated Namibian conservation leaders from government, tourism, NGOs and of course all the Conservancies and their Rhino Rangers we partner with. It's a shining example of how a small group of dedicated people who decide to rally around a common cause can truly make incredible positive impact!



**MATT BROWN, AFRICA  
DIRECTOR, THE NATURE  
CONSERVANCY**

The Conservancy Rhino Ranger Program helps extend protection for black rhino into the community conservancies which has proved a valuable source of additional tourism revenue. The program provides training, mentoring and increased sense of stewardship for community members. Without any poaching and with increase benefits to local communities, the program is clearly effective. This is a great model that will be replicated across Africa.



**DR. MARGARET JACOBSOHN,  
CBNRM SPECIALIST,  
ANTHROPOLOGIST & WRITER**

CRRs are able to play their positive role in stopping the rhino poaching in the north-west because we in Namibia were able to re-engage their communities at all levels, and forge a team between communities, NGOs, MET and local police. There is no Holy Grail or method that can be rolled out in other countries that are losing their rhino but the principles of community action are the same, whatever the context



**JAUIRE ALLU, CHAIR,  
PUROS CONSERVANCY  
& IRDNC CLUSTER  
COORDINATOR**

As Conservancy chairman in Puros, it has been my pleasure to watch our Rhino Rangers become community assets by using their skills to generate local income from rhino tourism by protecting them. Now, anyone who would like to visit our rhino area must be accompanied by one of our Rhino Rangers.



**KAPOI KASAONA,  
GENERAL MANAGER  
AT PALMWAG LODGE  
& PREVIOUS ANABEB  
CONSERVANCY  
CHAIRMEN**

I believe one of the Conservancy Rhino Ranger Programme's greatest achievements has been the creative way community-led rhino monitoring has been combined with a successful tourism model. The result is a special experience for guests, more sustainable rhino monitoring and greater benefits to our community.



**NATASHA GOMEZ,  
RHINO RANGER, HUAB  
CONSERVANCY**

I am so proud to be selected by my Conservancy to take care of our rhinos. I hope my work will help show how important our rhinos are for the country and for future generations.



**CHIEF PETRUS UKONGO  
OF THE #AO-DAMAN  
TRADITIONAL AUTHORITY**

I'm very impressed that our sons and daughters from the communities have stood up through the Conservancy Rhino Ranger Programme and decided to protect our rhino for future generations.

**SIMSON !URI-#KHOB, CHIEF EXECUTIVE OFFICER,  
SAVE THE RHINO TRUST NAMIBIA**

Each and every single extra committed boots on the ground in the field make a difference in how effective we can cover the area and protect our rhino. Therefore, the Conservancy Rhino Ranger Programme was a great assistance to the conservation of our rhino in north-west Namibia and it is obvious with the massive reduction in poaching we have seen.



**DR MIKE KNIGHT, CHAIR, IUCN AFRICAN RHINO SPECIALIST GROUP**

The Conservancy Rhino Ranger Programme remains one of those iconic community born initiatives that has seen both the local peoples value of the black rhinos as a cultural and natural resource grow. Moreover, the programme has offered a growing sense of pride and ownership, in addition to further local capacity building, not to mention a huge contribution to rhino conservation.

**CHRISTIAN DIETRICH, FORMER WILDLIFE TRAFFICKING INVESTIGATOR FOR INTERPOL, AND BOARD MEMBER OF THE DIETRICH AMERICAN FOUNDATION.**

I had the distinct pleasure of visiting SRT and the rhino rangers in May 2019 and observing their work in the field. I was incredibly inspired by the dedication of the rhino rangers, and the difficult conditions in which they conduct anti-poaching patrols (intense heat, unforgiving terrain, remote locations, etc). Their presence, and that of the logistics teams helping the rangers, is a vital line of defense in protecting this unique black rhino population. As a donor to this project, I am proud to see the impact modest gifts can make!



**ALEXANDRA MARGULL, CEO WILDERNESS SAFARIS NAMIBIA**

The commitment and dedication of the Rhino Rangers is a true reflection of the incredible commitment of Save the Rhino Trust (SRT) to make a long-lasting and sustainable impact to rhino conservation in north-west Namibia. Having been partners with SRT for the past 15 years, and sharing this incredible rhino conservation experience with our guests at Desert Rhino Camp, we can definitely attest to the fact that this programme has played, and continues to play, a vital role in Namibia from both a conservation and tourism perspective. We are proud to have been part of this unique partnership and to support such an exemplary conservation programme.

## LEE EHMKE, PRESIDENT AND CEO, HOUSTON ZOO

In a world where rhinos are besieged and losing ground to the pressures of illegal hunting and habitat loss, it is uplifting to watch the great progress being made in Namibia, where the Desert black rhino population is thriving. The innovative work of the Conservancy Rhino Ranger Programme serves as a model for community-based conservation, and we are pleased that the support we have been able to provide is helping sustain and grow these inspiring efforts.



### BOAS HAMBO, NORTHERN AREA MANAGER, CONSERVANCY RHINO RANGER PROGRAMME

I started working for the Conservancy Rhino Ranger Programme since the beginning. Back then, things were very challenging because we started operating at a bad time - poaching started almost the same time we had to think the best way to save the rhino. Training new guys to conserve the animals was difficult but we managed to get teams on board. Working for the rhino ranger programme is a great pleasure as it makes me proud to conserve what we love the most. Loading guys on vehicles and taking them out reminds me when I was young and used to see community game guards going out in to the field. It was a dream of all young people and I'm one of the lucky ones. The programme is growing and so is the support from the community. That tells me that we have more work to do and inspires me to work harder so as to be a positive example to other regions and counties around the world. We'll continue working hard and we'll do all we can to pass the programme to the younger generation.



### LESLEY KARUTJAIVA, DIRECTOR OF FIELD OPERATIONS, SAVE THE RHINO TRUST

The program started very small, and currently it has expanded and is also very active. The support from the rhino ranger program made so many changes on fighting to stop poaching together with other stakeholders, it has also brought job opportunities for many of our local people within the western Kunene conservancies which everybody must be happy about. To me the program is like a friend to SRT in the rhino liberation struggle, and together with the rhino ranger program we won the battle of poaching and we going to keep winning I believe. The program is consisting of dedicated local people and I think if we can work together as a team, the program will be alive forever and also going to be active constantly. The program also involved the community, which is a good sign of togetherness in protection of our resources and conserving our wildlife. One problem is to continue improving communication and cooperation within the program, apart from that, the program must continue and the support group must not get tired of supporting, because as we say in Oshi-Herero, 'Omunue umue kautoora Ona' (One finger can't pick something up). So -one rhino one people.



### MARK DAWE, MANAGING DIRECTOR, B2GOLD NAMIBIA

The Kunene region is home to the largest population of free roaming black rhinos on our planet and what makes this story so extraordinary is that there are no national parks and many resident indigenous communities in this area. The heroes of this story are the indefatigable communities who have linked arms to protect their wildlife and especially the black rhino that is so critically threatened. The Conservancy Rhino Rangers programme is the cornerstone of this success. Rangers spend their nights and days in the remote wilderness, tracking and guarding these iconic animals, not only ensuring their survival for the appreciation of future generations, but also ensuring the livelihoods of their own communities. The Ministry of Environment and Tourism, conservation organisations and their strategic partners, all led by passionate, selfless and tireless individuals, have all partnered with the communities to create the greatest conservation story of our day. Our challenge now is to duplicate this model throughout our enigmatic continent. I salute all of the heroes of this story, but especially the communities who have had the wisdom and foresight to harness the multitude of benefits of their unique natural endowment.



**CHRISTOPHER MUNWELA, DEPUTY DIRECTOR KUNENE REGION, MINISTRY OF ENVIRONMENT AND TOURISM**

The Rhino Ranger Programme have proven to be one of the most effective and successful tool to combat rhino poaching in Kunene. Kunene area was hard hit by poachers due to its vastness and rough terrain. MET could not succeed alone in combating rhino poaching especially, free roaming rhinos of Kunene but with the combined effort and jointly working with the Rhino Rangers, we have managed to bring rhino poaching to Zero between 2017 and 2019.



**ANDREW MALHERBE, CHIEF OPERATIONS OFFICER, SAVE THE RHINO TRUST**

The Programme aligns well to the national CBNRM framework in Namibia and builds onto strong community conservation foundations laid by the Ministry of Environment and Tourism, communities and conservation NGOs. Inclusion and participation of local people in rhino monitoring and tourism activities has shown us that there are sustainable and inclusive answers to tough questions posed by the illegal wildlife trade.



**KAREL WETHA, RHINO PRIDE CAMPAIGN LEADER**

My name I Karel Wetha and I am a Rhino Friend Forever. The Rhino Pride Campaign has taught me that no matter how much I love conservation, if I can't teach the youth about wildlife they will not be touched to care about rhinos. Given how few rhinos we have and how little money there is to protect them, loving wildlife and nature will make you rich beyond measure. The Rhino Pride Campaign has brought me pride like I never felt before!



**DIALENICA KAMBALA, RHINO YOUTH CLUB MEMBER, FRANSFONTEIN**

My name is Dialencia Kampala, I am 25 years old and from Fransfontein Rhino Friend Youth Club. I really enjoy being a part of the Rhino Pride Campaign. Joining and accompanying the Rhino Friends Youth has been a life changing experience for me because it has taught me to love animals just as I love humans. I make more Rhino Friends with extended family in different places with other Rhino Friends.



**CHIEF LUCKY KASAONA, RHINO CLUSTER COORDINATOR, IRDNC**

Black rhino is a significant animal because of their distinctiveness. Since the establishment of the Conservancy Rhino Rangers in Western Namibia, the poaching of the rhino has scaled down and is now under control. This is due to the determination these guys have inserted into the programme. Yet, they face security challenges in the sense that they are dealing with people who are well equipped with weapons while the rangers walk with the sticks they pick up in the field. More importantly, their work is not fully cherished by the Conservancies they work for despite being so important to our local communities and even at the national and international level.

**CHRIS WEAVER, DIRECTOR, WWF IN NAMIBIA**

The SRT and IRDNC Rhino Ranger Programme has proven to be extremely successful in protecting the world's last free-roaming population of black rhino. Since commencement of the Rhino Ranger effort six years ago, we have seen increased community ownership and pride over the Erongo and Kunene rhino population. The Programme has created strong incentives for Rangers to steward and protect their rhino, with Rangers spending long days patrolling remote and difficult terrain. Notably, this has translated to a large numbers of pre-emptive apprehensions of would-be poachers and resulted with zero poaching of rhino over the past 18 months. This is an impressive achievement that would not have been possible without the support and dedication of SRT and its staff, and WWF has been pleased to support them in this role.







**JOHN KASAONA, EXECUTIVE DIRECTOR, INTEGRATED RURAL DEVELOPMENT AND NATURE CONSERVATION**

The Conservancy Rhino Ranger Programme is just right in terms of motivating local farmers to become more involved in the monitoring and management of their own natural resources. It is great to see the young and inspired cadres from communities who dedicate their time for the sake of preserving the a scarce and valuable national resource – the black rhino.

**TRISTAN COWLEY, MANAGING DIRECTOR, ULTIMATE SAFARIS NAMIBIA**

A truly wonderful programme which is having a significant impact both on a rural human and rhino level. We feel privileged to play a small part in all of this, and it is an exemplary example of how large scale conservation can be achieved with extremely limited resources. A massive success story!



**PIET BEYTELL, NATIONAL RHINO COORDINATOR, MINISTRY OF ENVIRONMENT AND TOURISM**

The dramatic increases in patrol effort and rhino monitoring alongside poaching reductions in Kunene clearly demonstrates the Conservancy Rhino Ranger programme has filled a critical missing gap that has uplifted Conservancies to become more effective Rhino Custodians.'



**DR DILYS ROE, CHAIR, IUCN SUSTAINABLE USE AND LIVELIHOODS SPECIALIST GROUP, PRINCIPAL RESEARCHER, INTERNATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT, UK**

Namibia has long been a leader in innovation in community-based conservation. The Rhino Rangers Incentives Programme demonstrates how that leadership has continued to evolve, even in the face of unprecedented poaching pressure. If viable populations of wild animals such as rhinos are to persist in Africa, then the people that live alongside wildlife have to have a real incentive to conserve it. Without community-based conservation there is no future for rhinos. Namibia – and the remarkable NGOs that work in partnership with the government of Namibia – must be commended for continuing to explore all opportunities to generate value to local people from wildlife and, in turn, to secure the future of that wildlife.

*The future of Namibia's black rhino lays largely in the hands of the youth. May they be Rhino Friends Forever*



# APPENDIX TOOLS

## APPENDIX 1 - CRR AGREEMENT LETTERS

### Memorandum of Understanding

Between

\_\_\_\_\_ Conservancy

and

**Communal Rhino Custodian Support Group**

("CRCSG")

(Collectively the "Parties")

#### WHEREAS:

- A. Rhino poaching in Africa has reached crisis level;
- B. As a proactive measure to deter poaching, the Ministry of Environment and Tourism (MET), through its innovative Rhino Custodianship Program, has provided registered communal conservancies an opportunity to receive rhino back onto their lands in exchange for assistance with monitoring and reporting;
- C. The MET and Communal Rhino Custodians have requested assistance from various conservation organizations to support their rhino monitoring efforts;
- D. The Communal Rhino Custodian Support Program aims to assist the MET and Communal Rhino Custodians by providing new incentives to ensure more effective rhino patrols are conducted. The program is implemented by a support group (CRCSG) currently comprised of senior staff within Save the Rhino Trust (SRT), Integrated Rural Development and Nature Conservation (IRDNC), Namibia Nature Foundation (NNF) and Minnesota Zoo; (new support agencies may be added in the future).
- E. The Parties share a common commitment to improve wildlife monitoring efforts in the Kunene Region specifically for black rhino and enter into this agreement with the sole intention and appreciation that establishing closer collaboration and clarifying partnership arrangements will result in more effective rhino conservation and management practice as we strive to maintain a proactive approach towards anti-poaching efforts.

#### THEREFORE THE PARTIES AGREE AS FOLLOWS:

##### 1. Scope of Responsibilities

- 1.1 The Parties shall by mutual agreement collaborate on patrol initiatives focused on monitoring black rhino;
- 1.2 The respective responsibilities for the Parties related to joint patrol initiatives shall generally be as follows:

##### *The conservancy will provide:*

- 1.2.1 **MINIMUM OF 2 FULLY EMPLOYED STAFF** to serve as 'Conservancy Rhino Rangers' working under similar conditions as the Conservancy Game Guards but focused on rhino monitoring and available (but not always fully utilized) for patrolling at least 14 days per month;

##### *CRCSG will provide:*

- 1.2.2 **TRANSPORT** at least once every second or third month for a period not less than 7 days and not to exceed 14 days per patrol; CRCSG agree to contact each respective conservancy field officer at least 1 week in advance with the planned patrol dates and to arrange pick-up locations;
- 1.2.3 **BASIC FOOD RATIOS** to be shared by all participating individuals during the planned patrol period;

- 1.2.4 **BASIC RHINO TRACKING AND MONITORING TRAINING** while on-the-job;
- 1.2.5 **RHINO BONUS PAYMENT**, aligned with the current SRT Rhino Bonus System, to each Conservancy Rhino Ranger that was present and assisted with each respective sighting. Each bonus envelop, sealed and with the respective individual's name clearly visible, will be delivered to the conservancy office no more than 3 months following the final day of the respective patrol.
- 1.2.6 **GENERAL FIELD EQUIPMENT** for the sole purpose of conducting rhino patrols which will remain with CRCSG staff and will include, but not limited to, canvas tents (to be shared), bedrolls, cooking supplies;
- 1.2.7 **BASIC UNIFORMS** for a maximum of 2 selected Conservancy Rhino Rangers from each participating conservancy which will include 2 shirts, 2 trousers, 1 set of boots, 2 sets of socks, and 1 cap to remain with each respective rhino ranger;
- 1.2.8 **ONE SET OF SPECIALIST RHINO MONITORING EQUIPMENT** per conservancy on a needs basis that will remain with the conservancies, but not more than once during this said contract period, including 1 set of binoculars, GPS unit, digital camera, and Rhino ID Book to enable custodians to conduct additional patrols while capturing standard rhino monitoring information;

## 2. Information and Confidentiality

- 2.1 The Parties shall ensure that information regarding the status, distribution and management of black rhino in the region is confidential and new conservancy rhino rangers **will be required to sign confidentiality forms before conducting joint patrols**
- 2.2 Records related to rhino monitoring data shall be maintained and managed as follows:
  - 2.2.1 Standard monitoring data forms will be completed jointly by CRCSG and Conservancy Rhino Rangers during joint patrols, but may also be completed separately;
  - 2.2.2 Rhino ID Books will be provided only to individuals that are given prior consent and registered either by MET Chief Control Warden, MET Chief Scientist(s), SRT Senior Staff or CRCSG managers.
  - 2.2.3 All records shall be provided to SRT at least every second month and will be managed according to agreed principle between SRT and MET

## 3. Term, Renewal and Disputes

- 3.1 This MoU shall be in effect from the date of signing and shall remain in effect for **one calendar year**. Thereafter, the MoU will be reviewed by both parties, and if funds are available, discuss options for extension;
- 3.2 Either Party may propose an amendment or renewal of this MoU at any time. Amendments shall be made only by mutual agreement of the Parties and should be approved by the signatories on this MoU; and
- 3.3 The Parties will seek to resolve issues or disputes about the MoU or its implementation in good faith and in a manner that maintains a respectful and collaborative working relationship;

**IN WITNESS WHEREOF the Parties have executed this Protocol on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_**

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Authorized Signature of CRCSG

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Authorized Signature of Conservancy

## APPENDIX 2 - BASIC AND ADVANCED RHINO MONITORING TRAINING OUTLINE



### TRAINING AND ASSESSMENT CRITERIA IN BLACK RHINO MONITORING

*(Modules based upon IUCN African Rhino Specialist Group Training standards)*

MODULE	ASSESSMENT CRITERIA	
	BASIC LEVEL	ADVANCED LEVEL
<b>1</b> RHINO CONSERVATION BACKGROUND (ISSUES)	<ol style="list-style-type: none"> <li>1. Understand the field ranger's role in protecting rhino</li> <li>2. Describe the importance of monitoring and accurate data</li> <li>3. Understand the value of keeping rhino alive</li> <li>4. Explain Namibia's Rhino Custodianship Programme (conservancy role and responsibility)</li> </ol>	<ol style="list-style-type: none"> <li>5. Know the global rhino population trends in status and distribution</li> <li>6. Describe the causes and consequences of rhino population decline</li> <li>7. Explain the pros and cons of the various strategies used to conserve rhino</li> </ol>
<b>2</b> BLACK RHINO BIOLOGY & BEHAVIOUR	<ol style="list-style-type: none"> <li>1. Explain black rhino body features and senses (eyesight, smell and hearing)</li> <li>2. Describe the various rhino signs observed in the field (spoor, dung, scrapes and browsing)</li> <li>3. Know the main food rhinos prefer</li> <li>4. Describe the main daily activity patterns of rhino (drinking, eating, sleeping)</li> <li>5. Understand rhino behavior towards humans</li> </ol>	<ol style="list-style-type: none"> <li>6. Understand differences in body features between white and black rhino</li> <li>7. Explain rhino mating behavior and gestation period</li> <li>8. Explain the importance and collection of key rhino population performance indicators (age at first calving, interval calving interval)</li> <li>9. Understand black rhino social behaviour</li> </ol>
<b>3</b> PATROL AND TRACKING TECHNIQUES	<ol style="list-style-type: none"> <li>1. Correct patrol techniques</li> <li>2. Describe areas where rhino sign is more likely to be located</li> <li>3. Interpret and follow rhino sign</li> <li>4. Demonstrate how to approach, observe and leave a rhino sighting undetected</li> </ol>	
<b>4</b> MAP WORK AND GPS	<ol style="list-style-type: none"> <li>1. Describe how a GPS works and its main functions</li> <li>2. Read and record a GPS location</li> </ol>	<ol style="list-style-type: none"> <li>4. Describe a landscape with a paper map</li> <li>5. Correctly locate places and</li> </ol>
	<ol style="list-style-type: none"> <li>3. Care for the GPS</li> </ol>	<ol style="list-style-type: none"> <li>locations on a map</li> <li>6. Read grid references on map</li> <li>7. Explain what GPS coordinates are</li> <li>8. Manually enter locations into GPS</li> <li>9. Navigate with a GPS</li> <li>10. Record patrol effort with GPS (trip computer)</li> <li>11. Record a track log</li> </ol>

<b>5</b> <b>USING BINOCULARS</b>	<ol style="list-style-type: none"> <li>1. Describe how binoculars can help with monitoring</li> <li>2. Demonstrate how to use binoculars to collect data</li> <li>3. Explain how to care for the binoculars</li> </ol>	
<b>6</b> <b>AGEING RHINO</b>	<ol style="list-style-type: none"> <li>1. Understand the importance of correctly ageing rhino</li> <li>2. Age rhino (using the A-F system) by SIZE with rear and side view of calf next to mother</li> <li>3. State at what age the front and rear horn emerges in a rhino calf</li> </ol>	4. Age rhino by their horn growth
<b>7</b> <b>SEXING RHINO</b>	<ol style="list-style-type: none"> <li>1. Understand the importance of correctly sexing rhino</li> <li>2. Positively ID male and female rhino</li> </ol>	
<b>8</b> <b>ID FEATURES (EARS)</b>	<ol style="list-style-type: none"> <li>1. Understand the importance of observing ear marks to ID individual rhino</li> <li>2. Differentiate between right and left ears</li> <li>3. Differentiate between man-made (male and female) and natural ear marks</li> <li>4. Demonstrate an ability to accurately (reasonably – see SADC manual) draw ear notches on ID Forms using the 7 Step process</li> </ol>	5. Explain the man-made scoring system for rhino ear notches
<b>9</b> <b>CLEAN RHINO</b>	<ol style="list-style-type: none"> <li>1. Explain the difference between an identifiable, clean and incomplete rhino sighting</li> <li>2. Demonstrate how to record a clean rhino sighting on an ID form</li> </ol>	
<b>10</b> <b>ID FEATURES (HORNS)</b>	<ol style="list-style-type: none"> <li>1. Demonstrate an ability to accurately draw horn shape of rhino on ID form</li> </ol>	
<b>11</b> <b>ID FEATURES (SCARS &amp; RHINO ID FORM)</b>	<ol style="list-style-type: none"> <li>1. Describe any observable body scars (kinked tail)</li> <li>2. Complete the rhino ID form (minus body condition)</li> </ol>	
<b>12</b>	1. Understand the importance of rhino	4. Demonstrate an ability to score
<b>RHINO CONDITION ASSESSMENT</b>	<ol style="list-style-type: none"> <li>body condition</li> <li>2. Know which parts of the rhino's body are the best indicators of condition</li> <li>3. Know when to report a very low rhino condition</li> </ol>	<ol style="list-style-type: none"> <li>rhino body condition on the standard 1 – 5 point scale</li> <li>5. Understand the importance of light for assessing condition</li> </ol>
<b>13</b> <b>USING DIGITAL CAMERA (new)</b>	<ol style="list-style-type: none"> <li>1. Understand how a digital camera functions and security risks</li> <li>2. Demonstrate the ability to zoom in and out</li> <li>3. Demonstration the ability to take a photograph that is properly centered and in focus</li> <li>4. Explain proper care and storage</li> </ol>	<ol style="list-style-type: none"> <li>5. Demonstrate the ability to use the built-in GPS function (if possible)</li> <li>6. Demonstrate the ability to examine (zoom in/out) a saved photo on the camera LCD screen to verify ID features</li> </ol>

Once a Conservancy signed the letter and appointed their Rhino Rangers, the first incentive was provided by the Support Group – Training. The first and most critical training provided is Basic Rhino Monitoring. In this course, rangers are provided with the skills and knowledge to perform the basic rhino monitoring functions. Once completed, the rangers may pursue an advanced course that provides more technical training in equipment use and body condition assessment. Both of these courses are based off the IUCN African Rhino Specialist Group Rhino Monitoring Training. A general outline of each course is provided below - please contact us if you would like more information or training materials on the subject.



# RHINO CONSERVATION TOURISM

## Training Course Outline: objectives & competencies

<p><b>Objectives:</b></p> <p>People who receive training in this module will gain knowledge on:</p>	<ol style="list-style-type: none"> <li>1. The rhino conservation story: what threatens their survival and what can be done to help save them</li> <li>2. The pros and cons of rhino tourism as a conservation tool</li> <li>3. Rhino biology and behavior in a monitoring and tourism context</li> <li>4. How to plan and execute linked rhino monitoring and tourism activities successfully</li> </ol>
<p><b>Competencies:</b></p> <p>People who receive training in this module will be able to:</p>	<ol style="list-style-type: none"> <li>1. Provide a short yet sound overview of the threats facing Africa's rhino and what strategies are being used to help protect them, with a special focus on the historical and present situation in Namibia</li> <li>2. Communicate why and how a thorough understanding of rhino biology and behavior can help improve both rhino protection and the sustainability of the tourism enterprise(s)</li> <li>3. Develop successful co-management practices for rhino-based tourism activities within your operating area / conservancy</li> <li>4. Comprehend the critical factors that lead to a successful rhino tracking excursion including (a) the collection of good rhino monitoring data, (b) ensuring tourists are safe and satisfied, and (c) minimizing rhino disturbance</li> <li>5. Accurately observe, record, secure and report on basic rhino monitoring information and security threats</li> </ol>
<p><b>This Module is intended for:</b></p>	<p>Conservancy Rhino Rangers, Tour Guides (especially those planning to conduct rhino tracking with conservancy rhino ranger teams)</p>
<p><b>Duration:</b></p>	<p>5 Days (2 days classroom), (3 days practical)</p>

The training of this module will generally follow this schedule:

<b>TOPIC 1</b>	Key Issues in Rhino Conservation
<b>TOPIC 2</b>	Rhino tourism as a conservation tool
<b>TOPIC 3</b>	A primer on rhino biology and behavior in a linked monitoring and tourism context
<b>TOPIC 4</b>	Planning responsible rhino conservation tourism
<b>TOPIC 5</b>	Practicing responsible rhino conservation tourism
<b>TOPIC 6</b>	Providing a Rhino Conservation message
<b>TOPIC 7</b>	Capturing, securing and reporting rhino monitoring data and security threats

#### **Prerequisites**

- ☒ Either a Guiding Level x or BASIC Rhino Monitoring course (offered by Save the Rhino Trust in accordance with the IUCN SSC African Rhino Specialist Group's training course for field rangers).

#### **Participants will be evaluated by:**

- ☒ Completing a written/oral examination
- ☒ Completing a practical examination including scenarios

#### **Course Instructor(s): if an instructor only has one of the two qualifications then a co-instructor must be appointed to cover both aspects**

- ☒ Have at least 2-3 years working experience monitoring rhino and a minimum of 50 rhino sightings recorded using the internationally-recognized and Namibia Ministry of Environment and Tourism-approved IUCN African Rhino Specialist Group standard rhino monitoring system
- ☒ Have at least 2-3 years of experience leading at least 50 tour groups to view rhino in the wild

**Note:** the overall purpose of this course is to highlight the theory and practice of how rhino monitoring and tourism can be linked for the benefit of rhino conservation and indirectly lead to community empowerment and rural development through non-consumptive use of rhino. It is NOT in the scope of this course to train participants on rhino tracking, tourism hospitality / general guiding, or tourism enterprise development. Finally, although course content has largely been developed through roughly 10 years of research and experience in Namibia's northwest communal areas and the resident west Kunene rhinos, we feel many of the concepts and practices developed and promoted in this course is arguably transferable to different rhino locations in Namibia.

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Once rangers become proficient in monitoring, we offer training in Rhino Conservation Tourism – based on our own extensive experience trying and testing numerous approaches since 2003. The skills transferred in this course will enable the rangers to fully integrate their monitoring work into providing a world-class rhino tourism experience to guests conducting in partnership with private sector tourism operators. An outline of the course is provided below - please contact us if you would like more information or training materials on the subject.

# APPENDIX 4 - CONSERVANCY RHINO LOG BOOK TEMPLATE

DATE of the MONTH		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
31													
30													
29													
28													
27													
26													
25													
24													
23													
22													
21													
20													
19													
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12													
11													
10													
9													
8													
7													
6													
5													
4													
3													
2													
1													
Monthly Totals													

**RHINO NAME:**


*Instructions: For each month, insert your initials in the box for each date that you observed this rhino. Some dates may have more than one set of initials – if multiple trackers were present.*

RHINO NAME	J A N	F E B	M A R	A P R	M A Y	J U N	J U L	A U G	S E P	O C T	N O V	D E C

*Add the total number of sightings recorded for each rhino at the end of each month from the rhino sighting sheets*

The importance of Rangers providing feedback to their Conservancy is vital to ensuring Conservancy support is maintained. Based upon Namibia's well-known Event Book System, a simple paper-based tool for Conservancy Game Guards to monitor natural resources, we developed Conservancy Rhino Log Books to enable similar individual-based reporting at the Conservancy level. No sensitive location information is included but enough to enable the Conservancy leadership to quickly establish which rhinos are seen (or not seen), how often and by which rangers. Two levels of reporting were designed: 1) a yellow sheet – one for each known rhino – comprised of 365 boxes (dates) arranged in columns (months) with a summary box underneath each month column. Anytime a sighting is recorded for each individual rhino the date box is initialed by each respective ranger. Each month a total tally is then established and recorded for each rhino. (2) a blue sheet – that includes a list of the rhinos – and requires the field officer to transfer the total monthly sighting tally from each individual rhino sheet.

# APPENDIX 5 - RHINO RECEIPT TEMPLATE



# RHINO BONUS

**PATROL ID**

**TEAM MEMBER**

RECEIPT

### 1. RHINO SIGHTING BONUS

Category	\$ / Sighting	# Sightings	Deductions \$	1 \$ Bonus
Single Rhino	\$35			
Rhino Cow + Calf	\$55			
Special Sighting	\$100			
<b>TOTAL</b>				

### 2. FOOT PATROL BONUS

Daily Foot Patrol KM Category	\$/KM	KM	2 \$ Bonus
15 – 25 km	\$2.50		
+ 25 km	\$5.00		
<b>TOTAL</b>			

### 3. RHINO DIVERSITY BONUS

Patrol Sectors Covered	Total Diversity Bonus \$ Possible	% Total Known Rhino Seen	3 \$ Bonus

**GRAND TOTAL BONUS \$**  
(1 \$ + 2 \$ + 3 \$)

\$

**PAID BY**

**DATE**

The Rhino performance-based bonus system is one of the most powerful motivational tools we use. However, if the rangers are unsure how or why they did not receive the full bonus, the power of the bonus as a teaching tool is dramatically reduced. Further, whenever money is involved and is required to go through many different hands before reaching the rangers, having a 'paper trail' also helps avoid any confusion and false accusations of missing money. Thus, we created a simple Rhino Bonus Receipt that provides a clear explanation of precisely how much money was awarded and, in some unfortunate cases, where money was deducted. Each month, the rangers receive their bonus payments along with the receipt for them to sign. One copy is sent to the office for financial filing, one copy is kept in the book at basecamp and one copy is kept by each ranger.

## APPENDIX 6 - RHINO DIARY TEMPLATE

TO BE COMPLETED BY RHINO TRACKER/RANGER		TO BE COMPLETED BY SRT & CONSERVANCY SENIOR STAFF												
RHINO DIARY ID	RHINO ID FORM NUMBER	DATE	SKILLS PROVIDED: <input checked="" type="checkbox"/> ALL THAT APPLY				RHINO ID FORM	PHOTO	GPS	RHINO REPORT CARD	CONSERVANCY OFFICE REPORT	SRT CHECK	CONSERVANCY CHECK	POINTS
			TOURISM	TRACKING	SCRIBE	CAMERA								
<b>TOTALS</b>														
			ADD THE NUMBER OF TIC'S IN EACH COLUMN											

Each Rhino Ranger receives a Rhino Diary which is a A5 booklet with 100 pages (see template above). For each sighting, the ranger will record the Rhino ID Form Number, the date and what skills he/she contributed to the sighting. Ideally, each month the Support Group leader will sign off on each sighting as well as Conservancy leadership when the sighting is recorded in the Conservancy Rhino Log Books. The diary serves as a useful tool for each ranger to keep running track of their experience and expertise.

# PATROL DE-BRIEFING REPORT

**1. PATROL BACKGROUND**

AREA	DATE OUT	DATE IN

**2. IS THIS PATROL BASED ON INTELLIGENCE (CIRCLE)?**     YES     NO

**3. PATROL TRANSPORTATION (CIRCLE):**

HELICOPTER	FIXED WING	VEHICLE	DONKEY	FOOT	OTHER:
------------	------------	---------	--------	------	--------

**4. IS THIS PATROL ARMED (CIRCLE)?**     YES     NO

**5. PATROL MANDATE (CIRCLE):**

ANTI-POACHING	RHINO MONITORING	RHINO TOURISM	OTHER:
---------------	------------------	---------------	--------

**6. PATROL OBJECTIVE(S)**

**7. PATROL PERSONNEL**

TEAM MEMBER	ORGANIZATION	FIELD DAYS	AREAS PATROLLED
<b>TEAM LEADER:</b>			

# PATROL DE-BRIEFING REPORT

## *8. PATROL OBSERVATIONS (GPS RECORDS)*

**CODE = HUMAN ACTIVITY (H), ANIMALS (A), WATER FEATURES (W), POSITION/ CAMPS(P)**

DATE	WAYPOINT ID	CODE	DESCRIPTION	PHOTO TAKEN?

# PATROL DE-BRIEFING REPORT

## 9. DAILY PATROL LOG (MUST BE COMPLETED FOR EVERY DAY OF THE PATROL)

DATE	TIME OUT	TIME IN	FOOT KM	VEHICLE KM	MEMBERSON PATROL



# PATROL DE-BRIEFING REPORT

## 10. PATROL COMMENTS/RECOMMENDATIONS

## PATROL CHECKLIST & SIGN OFF

ITEM	<input checked="" type="checkbox"/>
<input type="checkbox"/> PATROL BRIEF	<input type="checkbox"/>
<input type="checkbox"/> CAMERA	<input type="checkbox"/>
<input type="checkbox"/> GPS	<input type="checkbox"/>
<input type="checkbox"/> BINOCULARS	<input type="checkbox"/>
<input type="checkbox"/> MEDICAL	<input type="checkbox"/>
<input type="checkbox"/> WEAPON / PERMIT	<input type="checkbox"/>
<input type="checkbox"/> PATROL DEBRIEF	<input type="checkbox"/>

\_\_\_\_\_  
**TEAM LEADER**

\_\_\_\_\_  
**DATE**

\_\_\_\_\_  
**SENIOR STAFF**

\_\_\_\_\_  
**DATE**

# APPENDIX 8 - CONSERVANCY RHINO TOURISM JOINT VENTURE CONTRACT TEMPLATE

## Memorandum of Understanding

Between

**X CONSERVANCY**

&

**X SAFARIS**

(Collectively the "Parties")

### WHEREAS:

- A. X CONSERVANCY is a registered communal X CONSERVANCY under the Ministry of Environment and Tourism (MET);
- B. X CONSERVANCY is a registered Communal Rhino Custodian under the MET's Rhino Custodianship Programme whereby the X CONSERVANCY has agreed to take responsibility for monitoring the rhino on their respective X CONSERVANCY land.
- C. X SAFARIS is a fully recognized Namibian tourism operator registered under the Namibia Tourism Board with head office in X.
- D. X SAFARIS, with their base at X Lodge, is ideally positioned to access the X CONSERVANCY'S rhino area
- E. X SAFARIS maintains a healthy and diverse guest base for which rhino tracking is sought after yet currently unavailable
- F. A rhino tourism expansion study conducted in 2012 identified X CONSERVANCY as a priority rhino tracking expansion site;
- G. X CONSERVANCY has identified X SAFARIS, with their base at X Lodge, as a prime candidate to partner in conducting joint rhino tracking tourism activities in the X extent of X CONSERVANCY
- H. The Parties have previously collaborated on other tourism initiatives and share a common commitment to improve and diversify their collective tourism products while enhancing rhino conservation efforts in the region;

### THEREFORE THE PARTIES AGREE AS FOLLOWS:

#### 1. Purpose of this MOU

- 1.1 The Parties are entering into this MOU in order to clarify the scope and intent of their partnership to advance conservation and tourism efforts in the X CONSERVANCY focused on desert adapted Black Rhino through establishing a new joint rhino tracking activity referred to as the ' X .
- 1.2 The Parties intend that activities undertaken to implement this MOU will continue to enhance their collaborative working relationship and assist them both in delivering more effectively on their respective missions and responsibilities.
- 1.3 The joint efforts of the Parties shall be conducted in a manner that is consistent with X CONSERVANCY's land use zonation and management plan, aligned with regional rhino tourism principles and provide a complimentary activity to the existing tourism experiences on offer by X SAFARIS.

#### 2. Liaison and Communications

- 2.1 X CONSERVANCY and X SAFARIS shall each nominate a senior representative to act as the primary point of contact for effective liaison and communication between the Parties. The senior representatives shall be responsible to ensure the timely and efficient implementation of this MOU and review progress at forum meetings on a frequency not less than once every 6 months. It is intended that these bi-annual meetings would involve representation from both parties as well as other interest groups upon request and subject to their availability.

- 2.2 The senior representatives nominated in 2.1 above will be responsible to share, or nominate an external party to share, protocol agreed on and relevant information to other parties.

### 3. Decision-Making

- 3.1 Decision-making between the Parties shall be by consensus. Consensus means that both Parties are willing to accept a decision and support its implementation without public statements of reservations together with proper data collection and reporting to MET.

### 4. Scope of Responsibilities for Joint Initiatives

- 4.1 The Parties shall by mutual agreement collaborate on tourism initiatives focused on desert adapted Black Rhino, including but not limited to:
- 4.2 The respective responsibilities for the Parties related to joint tourism initiatives shall generally be as follows:
- 4.2.1 X SAFARIS shall be responsible for the development, marketing and management of the rhino tracking tourism operation for guests. The safety and comfort of the guests will be the sole responsibility of X SAFARIS at all times;
- 4.2.2 X CONSERVANCY shall be responsible for ensuring at least 2 RHINO RANGERS are made available on a 'secondment' basis to provide a rhino tracking service for the tourism experience offered by X SAFARIS;
- 4.2.3 X CONSERVANCY will ensure quality rhino monitoring data is collected during each sighting
- 4.2.4 X CONSERVANCY will assume full responsibility for the management of the rhino sighting advising X SAFARIS on appropriate viewing protocols to ensure conservation and safety objectives are met;
- 4.2.5 X CONSERVANCY will encourage their RHINO RANGERS to engage with all guests, share information and do presentations on occasion as per protocol.
- 4.2.6 Both Parties shall comply with relevant legislation, regulations or other stipulations of the MET related to tourism activities that involve rhino viewing.

### 5. Guiding Principles for Joint Tourism Initiatives

- 5.1 For rhino viewing conducted within X CONSERVANCY from Palmwag Lodge, the guiding principles outlined below in Section 5.1.1 – 5.1.7 shall apply.
- 5.1.1 *Group Size:* To minimize disturbance and to ensure safety, there shall be no more than 8 guests per vehicle, 16 guests in total, for each viewing opportunity for a single rhino. Where larger numbers of guests are involved, the viewing distance and time will be more conservative than normal and/or the guides/trackers may choose to approach the rhino one smaller group (<8) at a time.
- 5.1.2 It is understood between the parties that no private vehicles will be allowed on the rhino tracking safari;
- 5.1.3 *Geographic Area for Viewing:* The Parties shall agree on areas within the X CONSERVANCY within which half or full day rhino viewing trips shall normally operate (Appendix A). An area rotation strategy will be developed to maintain appropriate coverage of the operating area to achieve monitoring goals while also minimizing over-use of certain areas and displacing rhino (Appendix B).
- 5.1.4 *Minimum Age Limits:* To ensure safety, the minimum age limit for rhino viewing shall be 12 years of age.
- 5.1.5 *Viewing Protocols:* RHINO RANGERS shall be responsible for all decisions related to the approach and viewing of a rhino, including early withdrawal from the viewing site if the animal is unduly disturbed or to ensure safety. The viewing approach will be guided by the 'Rhino Viewing Cards'. RHINO RANGERS shall also be required to complete sighting records (rhino ID and photos) for monitoring purposes during the viewing opportunities with the tourism guests which they will be expected to share and describe with the guests during picnic lunch.
- 5.1.6 *Management of Guests and Specialist Guides:* X SAFARIS Guides shall be responsible for the management of guests during a viewing opportunity under the overall guidance of the RHINO RANGERS, including explanation of

viewing distances and times according to the 'Rhino Viewing Card' well before the actual rhino sighting, preferably at the Campfire Briefing (Appendix C). If the group also includes a 'specialist guide,' this individual shall be required to follow the agreed procedures and instructions of the X SAFARIS Guides and RHINO RANGERS at all times.

5.1.7 Additional operating procedure details are included in Appendix D.

## 6. Financial Arrangements

6.1 The Parties agree to the following financial arrangements to be provided from X SAFARIS to X CONSERVANCY to support the activities outlined under this MOU.

For the Rhino Trek, the following conditions apply:

6.1.1 All income generated from the Rhino Trek will be collected and banked by X SAFARIS;

6.1.2 **A Royalty Payment in the amount of N\$X per person for half day / N\$X per person for the full day rhino trekking activity** will be directly deposited in the RHINO CONSERVATION ACCOUNT on a monthly basis no later than the 7<sup>th</sup> of each month. This amount may be re-negotiated before the beginning of each financial year.

6.1.3 X CONSERVANCY will provide X SAFARIS with an invoice for the appropriate amounts each month and a receipt for the Royalty Payments indicated above no later than 10 working days after funds are received in good order;

6.1.4 All payments shall be provided by direct Bank Transfer and proof and payment slips to be emailed to X CONSERVANCY office.

## 7. Records of Sightings, Data Sharing and Confidentiality

7.1 The Parties undertake to share data and information with each other on a periodic basis to ensure the effective implementation of this MOU, consistent with the purposes outlined in Section 1.

7.2 Records related to rhino sightings and monitoring data shall be maintained as follows:

7.2.1 Standard monitoring data forms will be completed by the RHINO RANGER team (see Appendix F).

7.2.2 All records shall be provided to Save the Rhino Trust for analysis and re-distribution to MET in accordance with under the *Memorandum of Understanding* between SRT and the Ministry of Environment and Tourism.

7.3 X SAFARIS shall maintain records of guests that participate in the rhino tracking activity through standard Indemnity Forms (Appendix E). These records should be provided to SRT as required by the Regional Rhino Tourism Protocol on no less than a quarterly basis.

7.4 The Parties shall ensure that information regarding the status, distribution and management of desert-adapted Black Rhino in the region is collected, compiled and managed in a manner that reflects the confidential nature and sensitivity of this data. This will be formally acknowledged by X SAFARIS Guides and RHINO RANGERS signing a Confidentiality Statement.

## 8. Annual Meeting

8.1 The Parties shall meet on annual basis to review progress toward the implementation of this MOU at a time and place by mutual agreement to review and refine this MOU, as required, and subject to the provisions set out under Section 9.

## 9. Term, Renewal and Dissolution of MOU

9.1 This MOU shall be in effect from the date of signing and shall remain in effect for a period of \_\_\_\_\_ years.

- 9.2 Either Party may propose amendment or renewal of this MOU at the Annual Meeting. Amendments shall be made only by mutual agreement of the Parties.
- 9.3 Either signatory to this MOU may withdraw upon provision of written agreement to the other, with a notice period of not less than 90 days.

**10. Dispute Resolution**

- 10.1 The Parties will seek to resolve issues or disputes about the MOU or its implementation in good faith and in a manner that maintains a respectful and collaborative working relationship.

IN WITNESS WHEREOF the Parties have executed this Memorandum of Understanding on the \_\_\_\_ day of \_\_\_\_\_, 2017.

\_\_\_\_\_  
 Witness

Authorized representative of X CONSERVANCY  
 \_\_\_\_\_  
 X CONSERVANCY

\_\_\_\_\_  
 Witness

Authorized representative of X SAFARIS  
 \_\_\_\_\_  
 Owner, X SAFARIS Namibia

# FRONT

## RHINO VIEWING CARD

Closest	Maximum
<b>DISTANCE</b>	<b>TIME</b>
<b>100 meters</b>	<b>5 minutes</b>
<b>150 meters</b>	<b>15 minutes</b>
<b>200 meters</b>	<b>25 minutes</b>
<b>250 meters</b>	<b>45 minutes</b>

# REVERSE

## Using the Rhino Viewing Card

### What is the Rhino Viewing Card?

- ✓ The Rhino Viewing Card is Desert Rhino Camp's (DRC) rhino viewing policy.
- ✓ It provides rhino viewing guidelines under different conditions that minimize the chances of a rhino viewing event resulting in a disturbed rhino.
- ✓ This card is based upon research jointly conducted at DRC since 2003.

### Why do we need a Rhino Viewing Card?

- ✓ Research has also confirmed that our rhino are very sensitive to human disturbance and will move into areas that are less safe (higher risk of being poached), lower quality habitat, and more difficult for tourists to see.
- ✓ Our ideal rhino sighting is achieved when we observe our rhinos completely unaware of our presence — providing guests with an authentic experience with wild rhino and Save the Rhino Trust with the ability to monitor them.
- ✓ The Rhino Viewing Card is thus a means to both illustrate our genuine intent to practice responsible rhino tourism to our guests while providing our guides with a simple tool for attaining a respectable number of ideal rhino sightings.

### Where did the numbers come from?

- ✓ Our rhino viewing policy is the result of research designed specifically to help understand how to approach our wild rhino without disturbing them.
- ✓ Based upon detailed information collected during hundreds of rhino viewing events over many years, we now understand:

1. **The main factors that drive rhino disturbance:** wind direction, whether the rhino is sleeping or active, the approach distance, and the viewing time;
2. **Associated viewing times and approach distances that result in only a small number of rhino disturbance events**

- ✓ The research findings were then translated into a set of 'rhino viewing scenarios' displayed on this card to help guide each rhino viewing event.

*Desert Rhino Camp is the only place on earth where guests may go on foot with Save the Rhino Trust trackers to observe the last population of truly wild black rhino living in their natural environment. You can help us sustain our responsible tourism business and rhino conservation project by respecting these simple guidelines so our success may endure for generations to come.*

## **Appendix D: Additional Operating Procedures for Desert Rhino Trek**

The following Operating Procedures shall guide the day-to-day activities of both Parties related to rhino viewing from X Lodge in the X CONSERVANCY. Adjustments to these Operating Procedures may be made by mutual agreement without necessitating the renewal of the full *Memorandum of Understanding*.

### **General Conduct**

- ☒ RHINO RANGERS must adhere to X SAFARIS staff policies and procedures while on-duty and based at their accommodation facilities constructed and maintained by X SAFARIS.

### **Campfire Briefings**

Each evening prior to the rhino tracking activity, guests that have booked will be encouraged to attend a short, semi-formal campfire briefing provided by X SAFARIS Guide(s) and, if possible, RHINO RANGERS. Once all guests and leaders are present, X SAFARIS Guide will thank everyone and lead introductions. If RHINO RANGERS are not present, the Guide must provide the full briefing

- ☒ A Senior RHINO RANGER shall be present in uniform for evening discussions with tourism guests around the campfire (time and place to be specified). Topics to be covered may include but not limited to:
  - ☒ Brief history of rhino conservation in the region;
  - ☒ Brief background of information (uniqueness of Kunene rhinos) and threats (poaching/disturbance);
  - ☒ Introduce the Rhino Viewing Card and reference research conducted;
  - ☒ Brief background of the Communal X CONSERVANCY System and the MET Rhino Custodianship Programme
  - ☒ Brief background of the Rhino Ranger Programme;
  - ☒ Reference to the monitoring data collection process to illustrate how the tourism activity directly supports community-based rhino conservation
- ☒ X SAFARIS Guides are responsible for briefings to tourism guests on rhino viewing for the following day, including:
  - ☒ Colour of clothing;
  - ☒ Correct footwear;
  - ☒ Sun protection, hats and drinking water;
  - ☒ Medications are responsibility of individual guests;
  - ☒ Schedule for the following day, including wake-up calls, breakfast and departure times;
  - ☒ Safety and procedures for approaching Black Rhino on foot for both people and rhinos with reference to the Rhino Viewing Card as indication for X SAFARIS' stance on practicing RESPONSIBLE TOURISM;
  - ☒ General overview of the activity (i.e. we will be joining the trackers on a 'rhino patrol' whereby we drive a pre-determined route to search for fresh rhino sign. When the trackers locate fresh sign, we will accompany them on foot to view the rhino(s). The trackers will be in charge of the sighting at all times including how close we approach and when we leave the sighting. We will stop for a picnic lunch and the trackers will provide a short presentation on their monitoring work. We will return to Palmwag by xx.
  - ☒ Addressing any questions raised by tourism guests.

### **Early Morning Routine (if guide and trackers use SAME vehicle)**

- ☒ X SAFARIS guides check vehicle(s).
- ☒ X SAFARIS guide/management prepares equipment and refreshments for tourism guests (chairs/tables, food, drinks).
- ☒ X SAFARIS guide/management ensures a minimum of 2 RHINO RANGERS are present at least 30 minutes before sunrise.
- ☒ The activity departs before sunrise (times to be specified)
- ☒ When fresh rhino sign is located, RHINO RANGERS will begin tracking. Guide and guests may join or stay with vehicle. Both trackers and guide will carry a radio.
- ☒ If the guide/guests stay with the vehicle, the trackers will radio the guide when the rhino is located and send one of the trackers back to escort the guide/guests to the rhino sighting.

### **Approaching Rhino(s) on Foot**

Upon approaching the rhino by foot, X SAFARIS Guide(s) will provide an additional briefing to the guests to address:

- ☒ There will be no talking during the approach.
- ☒ The group should try to minimize sound while walking such as avoiding stepping on dry sticks, leaves and/or loose stones.
- ☒ The group will approach the rhino in a single file with at least 1 RHINO RANGER and one X SAFARIS Guide in the front and 1 RHINO RANGER in the back.
- ☒ The group will remain together and maintain the speed of the slowest moving person. If there are two X SAFARIS Guides present, it is possible for one X SAFARIS Guide to stay with one or two less fit guest(s) while the rest of the group pushes ahead. A X SAFARIS Guide must ALWAYS be present with guests.
- ☒ Should the rhino become aware of the group, the guests are to watch and listen very closely to the X SAFARIS Guide(s) instructions. These are usually given by hand signals (stop, go, crouch down) by the X SAFARIS Guides which should be explained.
- ☒ Should the rhino charge (which is very unlikely) the guests should remain in a tight group with the X SAFARIS Guide while the RHINO RANGERS will attempt to divert the rhino in a different direction. Guests should NOT scatter under any circumstance.
- ☒ Double-check to make sure everyone has sufficient water.
- ☒ Remind guests that the hike may be long and challenging, and the X SAFARIS Guide will carry additional water plus a medical first aid kit should they be required.
- ☒ For group sizes greater than 8, the RHINO RANGERS and X SAFARIS Guides will decide the best approach procedure. One option would be to keep the entire group together while maintaining a more conservation distance or the group may be broken into smaller groups (no greater than 8 guests) with each smaller group led in/out separately by the RHINO RANGERS and their respective X SAFARIS Guide(s).

As noted in Section 5.1.5, RHINO RANGERS shall be responsible for all decisions related to the approach and viewing of a rhino, including early withdrawal from the viewing site if the animal is unduly disturbed or to ensure safety.

- ☒ RHINO RANGERS shall lead the group toward the viewing point, in single file, with one RHINO RANGER at the back.
- ☒ Communication between the RHINO RANGERS and X SAFARIS Guides shall be primarily by hand signals.
- ☒ RHINO RANGERS will use the viewing guidelines provided by the Rhino Viewing Cards to choose an appropriate viewing distance and time. It is possible for the group to remain viewing the rhino for an extended period given the group retreats to a further distance to minimize the chances of rhino becoming aware. Again, Rhino Viewing Cards may also be used to provide guidelines for appropriate distances under the requested time frame.
- ☒ RHINO RANGERS shall also be required to complete sighting records for monitoring purposes during the viewing opportunities with the tourism guests.
- ☒ Under certain circumstances, the RHINO RANGERS may approach closer to obtain a photo for the database. The RHINO RANGERS will maintain the power to allow or not allow guests to accompany.
- ☒ X SAFARIS Guides are responsible for managing photography by tourism guests.
- ☒ RHINO RANGERS shall switch off all hand-held radios when approaching the rhino for viewing.

### **Lunch Stops**

- ☒ RHINO RANGERS shall assist X SAFARIS guides to unpack chairs/tables and prepare food for tourism guests.
- ☒ Tourism guests will be invited to eat first, followed by the X SAFARIS Guides and then RHINO RANGERS.
- ☒ RHINO RANGERS are to be available to discuss records of sightings or their work more generally during the lunch stop. Guests are encouraged to inspect the ID forms and ask questions.
- ☒ It is agreed that the lunch stop venues are to be agreed on by both parties and a process of rotation of these standardized sites is to be maintained in order to protect the environment around these areas
- ☒ X SAFARIS Guides are responsible to make sure the lunch site is cleared of all rubbish and evidence of our presence each day after having used the said site

### **Off-Days for RHINO RANGERS and Transportation**

RHINO RANGERS will work on a rotational basis managed by their X CONSERVANCY



**APPENDIX E: Indemnity Form for Rhino Tourism**

# **CONSERVANCY RHINO TOURISM INDEMNITY FORM**

Please complete the information requested below and be sure to sign and date the bottom. Your information will remain confidential

<b>FULL NAME</b>
<b>CITIZENSHIP</b>
<b>PASSPORT NUMBER</b>
<b>GENDER</b>
<b>DATE OF BIRTH</b>
<b>COUNTRY OF CURRENT RESIDENCE</b>
<b>CONTACT PHONE NUMBER</b>
<b>EMERGENCY PHONE NUMBER</b>
<b>EMAIL (OPTIONAL)</b>

In seeking to participate on a RHINO TRACKING tour conducted in partnership with \_\_\_\_\_ Conservancy, I hereby warrant and acknowledge;

- that my general health is good and there is nothing which renders me unfit to undertake a tour
- that I understand and appreciate fully the fact that there may well be risks, hazards and dangers involved to which I would be subjected, more particularly;
  - o that there will not always be protection in the form of fences, buildings and vehicles in which to take cover, and that exposure to one or more of the following potentially dangerous animals, such as lion, hyena, rhinoceros, leopard, as well as poisonous snakes, scorpions, spiders, insects and plants and other natural hazards may occur whilst on tour;
  - o that I am aware of the potential dangers of exposure to the sun - directly or indirectly - and that serious sunburn may result from unprotected exposure
  - o that I am aware of the potential hazards of the rough, rocky terrain in which we may be hiking across

I accept your 'standard conditions of contract' and I voluntarily assume the risk inherent in taking part in such a tour and I, together with my heirs, executors and administrators hereby release the above said Conservancy, its officers, servants, agents and representatives, from any duty or care towards me, in connection with my participation in any tour, and from liability from all or any claims that could accrue to me or my heirs, executors and administrators arising out of my participation in the tour or in any related activities irrespective of whether such claim or claims arose through the negligence of any person, or from any of the risks, dangers or hazards inherent in an African tour, or of any loss of, or damage to, any property from any cause whatsoever and I further indemnify and hold harmless associated persons against any claims howsoever the same may arise.

---

SIGNATURE

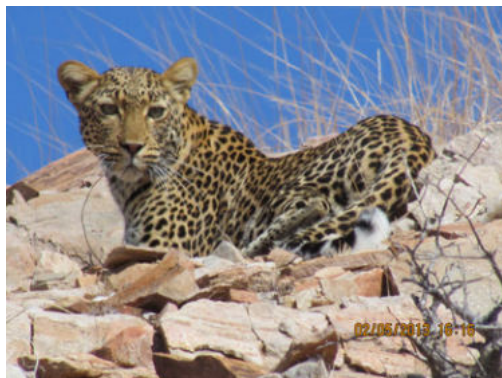
DATE



## RANGERS AT RISK

Rangers often encounter dangerous wild animals during patrols. On one occasion (above) an experienced ranger uses fire to scare off a hungry lion during a foot patrol. His colleagues witness and learn (and photograph) from a distance. Other dangers regularly encountered on patrol and captured on camera by rangers include (from left to right) spitting cobras, rock pythons, lions, leopards and charging rhinos.







One of the West Kunene rhinos' preferred food is the poisonous *Euphorbia virosa*. Black rhino and kudu have developed an enzyme that enables them to tolerate and actually thrive on the toxic plant.



A number of sites have been identified in the region with rock art depicting wildlife such as rhino. These sites suggest people have had relationships with wild animals here for thousands of years.







#### SAVE THE RHINO TRUST

📍 Shop no 12, Ocean View Spar Shopping Centre  
Ocean View, Swakopmund, Namibia  
☎ +264-64-403829  
✉ [srt@rhino-trust.org.na](mailto:srt@rhino-trust.org.na)  
🌐 [www.savetherhinotrust.org/donate.html](http://www.savetherhinotrust.org/donate.html)

#### INTEGRATED RURAL DEVELOPMENT AND NATURE CONSERVATION

📍 2nd Floor, 19 Lossen Street, PO Box 24050, Windhoek  
☎ +264 61-228506  
✉ [irdnc@iafrica.com.na](mailto:irdnc@iafrica.com.na)  
🌐 [www.irdnc.org.na/](http://www.irdnc.org.na/)

#### MINNESOTA ZOO

📍 13000 Zoo Blvd, Apple Valley, MN USA  
☎ +1-952.431.9200  
✉ [jmuntif@gmail.com](mailto:jmuntif@gmail.com)  
🌐 [my.mnzoo.org/dev/contribute2.aspx?don=20&fieldAmt=](http://my.mnzoo.org/dev/contribute2.aspx?don=20&fieldAmt=)

#### NAMIBIA NATURE FOUNDATION

📍 76 & 78 Frans Indongo Street  
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✉ [info@nnf.org.na](mailto:info@nnf.org.na)  
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