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DEVELOPING A VIABLE COMMUNITY-BASED TOURISM PROJECT IN BOTSWANA: THE CASE OF THE CHOBE ENCLAVE CONSERVATION TRUST

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Abstract: *Purpose* – The purpose of this paper is to compare tourism benefits between the Joint Venture Partnership (JVP) and the traditional Community-Based Natural Resource Management (CBNRM) system at the Chobe Enclave Community Conservation Trust (CECT), Northern Botswana.

Design/methodology/approach – The ecotourism conceptual framework informed the study. Unstructured interviews with CECT members and wildlife officers were conducted. Secondary data sources including CECT annual reports and lease agreement documents with the safari company were also used.

Findings – Results indicate that the JVP has better tourism benefits (e.g. revenue, decision making) to local CECT communities than the traditional CBNRM system. The JVP also allows communities equally partnership in tourism businesses. For example, communities have 50 per cent shares in the 5-star Ngoma Lodge.



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Originality/value – Results suggest that the JVP is a better model for achieving tourism benefits for communities. As such, it can significantly contribute to poverty alleviation and improved livelihoods in tourism destinations.

Keywords: *Joint Venture Partnership, Community-based tourism, Conservation, Livelihoods*

Paper type Research paper

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INTRODUCTION

Community-Based Tourism is carried out through the Community-Based Natural Resource Management (CBNRM) programme in Botswana. Globally, CBNRM has been one of the leading themes in local participation in conservation since the 1990s. It is an incentive-based conservation philosophy that links conservation of natural resources with rural development (Blackie, 2005; Swatuk, 2005; Thakadu, 2005; Twyman, 2000). The basic assumption of CBNRM is that for a community to manage its natural resource base sustainably, it must receive direct benefits arising from its use. These benefits must exceed the perceived costs of managing the resources. CBNRM is presented as a “win-win” scenario, which could conserve wildlife, empower local communities and bring economic development. CBNRM thus offers an attractive and alternative pathway to the increasingly criticized and unpopular centralized and conventional conservation approach in most developing countries. CBNRM was also intended to solve problems of human-wildlife conflicts (Thakadu, 2005).

CBNRM is promoted as a mechanism by which local communities gain control over resources in their own area through decentralization of natural resource management. CBNRM is thus part of a process of drawing communities into promoting the local economy while at the same time conserving resources in their local environment. This is very apparent in the claims made about how Community-Based Tourism (CBT) can provide employment and other financial benefits to rural communities, thereby enhancing conservation and economic development. Promoters of CBNRM (e.g. Mbaiwa and Stronza, 2010) suggest that the development of CBT will result in significant economic benefits for local communities. Indeed, decentralization and a roll-back of state management was one of the hallmarks of CBNRM in the 1990s; supporters claimed that decentralized management was the only way to

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ensure that local communities benefited from this new relationship with natural resources and especially with wildlife. Studies (e.g. Ribot, 2004; Mbaiwa and Stronza, 2010) argue that local communities do benefit from decentralization of forest management in many places across the world.

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In this paper, we compare opportunities and challenges of the previous and initial system of leasing out concession areas by local communities to safari tourism companies and the present approach, which promotes the Joint Venture Partnership (JVP) system between local communities and safari companies. The overall goal of the paper is to establish which model is appropriate in the development of viable and sustainable community-based tourism projects in destination areas. A local community-based tourism initiative by the Chobe Enclave Community Conservation Trust (CECT) in the Chobe District, Northern Botswana, is used as a case study.

DESCRIPTION OF THE STUDY AREA

The Chobe Enclave

This study was carried out at the Chobe Enclave located in the Chobe District, Botswana (Fig. 1). The Chobe Enclave is a triangle of land surrounded on two sides by the Chobe National Park and along the north by the Linyanti marsh. The Chobe Enclave is a community trust area situated 67kms south-east of Kasane town towards the border with Namibia. The Chobe Enclave is owned by the Chobe Enclave Conservation Trust (CECT). CECT is a natural resource local institution formed by the five villages of Kachikau, Kavimba, Mabele, Parakarungu and Satau (See Fig. 1). CECT was the first local institution to participate in Community-Based Tourism projects in Botswana in 1993. It was registered as a Trust in 1995 (Mvimi, 2000). Since then, CECT is acknowledged for providing the Chobe Enclave communities an opportunity to participate in CBT. The Chobe Enclave Community Trust (CECT) carries out its CBT projects in demarcated areas of land units or concession within the Chobe Enclave in areas known as Controlled Hunting Areas (CHAs). Presently, CECT owns two concession areas within the Chobe Enclave code named CH/1 and CH/2. CH/1 covers an area of about 1561.6 square kilometers while CH/2 covers an area of about 1431.8 square kilometers. Over the years, the CECT has carried out tourism activities such as safari hunting tourism and photographic tourism in the two concession areas or CHAs in the Chobe Enclave.

Ngoma Safari Lodge

An important community tourism feature in the Chobe Enclave is Ngoma Safari Lodge. The lodge is situated within the Chobe Forest Reserve. The lodge is 55 km from the nearest town, Kasane, and 135 km from the famous Victoria Falls. Apart from accommodation, the lodge provides a nature-based tourism experience (e.g. game drives). This is because the lodge is located within a floodplain and Chobe River. The lodge is located in an area known for having over 75 species of mammals and 450 species of birds in the area. Ngoma Safari Lodge is a luxurious safari destination offering accommodation in eight (8) luxurious suites. Ngoma Safari Lodge is in this case study considered important in that it is owned by the Chobe Enclave villages. During interviews for this survey, the people of the Chobe Enclave were found to be proud of being owners of Ngoma Safari Lodge.

The Chobe Enclave Community Trust

Access to and management of natural resources and participation in tourism by rural communities in Botswana is carried out through local institutions known as Community-Based Organisations (CBOs) or Trusts. In the case of the Chobe Enclave, the local institution they formed is known as the Chobe Enclave Conservation Trust (CECT). As noted earlier, CECT is formed by the five villages of Kachikau, Kavimba,

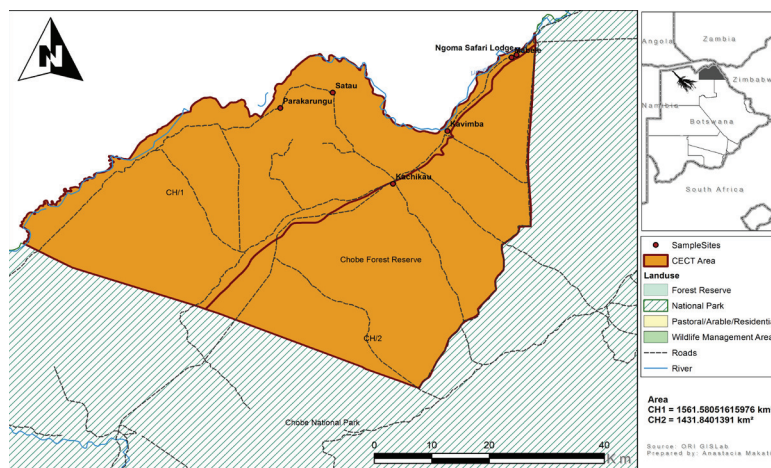


Figure 1:
Map of the Chobe
Enclave

Mabele, Parakarungu and Satau. Community-Based Organisations or Trusts such as CECT are a prerequisite for communities to be allocated concession areas for tourism development by the government of Botswana. As a result, Community Trusts are legally registered entities and organizations. Trusts are formed in accordance with the laws of Botswana to advance the interests of their communities in natural resources use and tourism development (Mbaiwa and Stronza, 2010). In addition, Trusts are necessary in that the government allocates concession areas or Controlled Hunting Area (CHA) and a wildlife quota to communities that have registered Trusts. Community Trusts as local institutions provide leadership in the use of land and resources such as wildlife for tourism purposes by participating communities. They are headed by a Board of Trustees.

Trusts are guided by a constitution that specifies, *inter alia*, the memberships and duties of the trusts, powers of the Boards of Trustees, nature of meetings, and resource governance and sanctions of the trusts. The Board of Trustees is considered the supreme governing body in each CBT tourism projects. At CECT, the Board of Trustees is composed of ten members, with two members elected from each of the five villages of the Trust. The Board of Trustees conducts and manages all the affairs of the Trust on behalf of its members, who are the local village community. These affairs include the signing of legal documents such as leases and contracts with safari companies, and maintaining close contact with the trust lawyers. It also keeps trust records, financial accounts and reports, and presents them to the general membership at the annual general meetings (Mbaiwa, 2002). As a result of its important role in resource management, the Board of Trustees is a focal point for important decision-making regarding quotas and benefit distribution, business deals with the private tourism sector, and agreements with support agencies such as donors and non-governmental organizations (Rozeimejer and van der Jagt, 2000). The Board of Trustees acts as intermediary between the government, non-governmental organisations and their communities on issues of local participation in tourism development and conservation.

METHODS

This study relied on the use of primary and secondary data sources. Secondary data sources involved the use of journal articles and reports on Community-Based Natural Resource Management (CBNRM) in

Botswana with particular reference to the Chobe Enclave. Some of these sources included government policy documents, consultancy reports, CBNRM project reports such as the Memorandum of Agreement or the Joint Venture agreement relating to the lease, construction, development and management of Ngoma Lodge. Other tourism development reports in Botswana and those from the Chobe District were also used. Information derived from these sources includes data on the old system of leasing out concession areas by the Chobe Enclave Community Trust (CECT) to the private safari companies. These data were compared with data from the current Joint Venture Partnership (JVPs) between CECT and the Mboma management. Data collected also included statistics of employment opportunities, income and tourism projects in the CECT concession area.

Primary data were derived from interviews with CECT Board Member representatives, namely the Chairperson and his deputy. Interviews were also carried out with the CECT Trust Manager and Department of Wildlife and National Parks (DWNP) officials in Kasane. A tour of the concession area and the new JVP Lodge (Ngoma Lodge) was also made where the manager of the Ngoma Safari Lodge and three workers were informally interviewed. Interviews with the manager of Ngoma Safari Lodges and workers centered on verifying issues of how many workers are from CECT villages. Finally, some of the data were obtained from ongoing research by authors of this manuscript on tourism development and related CBNRM issues in Botswana, which has been ongoing for almost 20 years.

RESULTS AND DISCUSSION

Nature of the previous Joint Venture Partnerships

When CECT started participating in CBT activities in 1993, it did so through Joint Venture Partnerships (JVPs) with tourism companies based on a model developed by the Department of Wildlife and National Parks (DWNP) in 1999. In this model, the “community and a private sector companies do not merge assets” (DWNP, 1999:12). The weakness of this model is that it does not allow merging of either partner’s assets. As a result, most of the communities like CECT sub-lease their concession areas with resources contained therein to a company, which in turn pay an annual rental fee. In return, the community benefits from rental income and employment opportunities

World Sustainable Development Outlook 2012 as well as the development of associated enterprises and services (DWNP, 1999).

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CECT opted for the DWNP model of the JVP because tourism was a new economic activity to them. As such, it lacked the necessary entrepreneurship skills and experience in managing tourism enterprises. CECT opted for the DWNP JVP model under the assumption that it will transfer entrepreneurship and managerial skills in tourism business from safari tourism companies to local communities. The DWNP model also assumed that this kind of partnership is important for local communities that lack knowledge about how to commercially utilize their natural resources, nor capital to do so. The partnership was thus expected to transfer entrepreneurship and management skills to the local people (DWNP, 1999).

Weaknesses of the previous Joint Venture Partnership

The DWNP model of JVP is generally not a true JVP since it does not allow any merging of assets of the parties involved. Instead, it can be interpreted as a management contract between local communities and safari tourism companies. CECT thus entered into this form of JVP when they started operating in 1993. The nature of JVP between CECT and its previous partners of safari tourism companies is important for understanding the power dynamics involved in the link between CBT and luxury safari tourism companies in Botswana. Mbaiwa (2002) noted that most of the local communities, including CECT, entered into such contract agreements with safari tourism from outside Botswana. In this regard, Botswana's tourism industry, although attempting to increase local participation in tourism development, remained dominated by foreign interests (Mbaiwa, 2005).

The nature of JVPs under the DWNP model thus shaped the distribution of resources, thus determining who benefits and who bears the costs. Previous studies (e.g. Mbaiwa, 2005) have shown that safari tourism operators that have partnerships with local communities were deriving more benefits than concerned local communities. To illustrate this, Mbaiwa noted that in 1998, local communities sold a single elephant to a safari hunting company for US\$ 4,500.00. The same operator would sell the same elephant to a hunter for US\$ 50,000.00. In 2012, CECT sold a single elephant to a safari tourism company for US\$ 10,667. A hunter from a developed country can pay a total of US\$ 65,000.00 to hunt an elephant in Botswana. This therefore

shows that safari tourism companies from developed countries that sub-lease concession areas from local communities derive more benefits than local communities from the same resources.

These results suggest that the previous JVP model designed by DWNP and adopted by local communities such as CECT often resulted in local communities being at a disadvantage from the outset. From the onset, local communities such as CECT lacked the necessary tourism business-management skills as well as the necessary experience in developing viable tourism projects in their concession areas. As such, local CBT organizations such as CECT were vulnerable to safari operators. It is from this perspective that the DWNP model of a JVP is just a form of contract agreement rather than a true community-private sector partnership. The latter requires substantial management skills and trust between stakeholders. The JVP system between CECT and safari companies is thus very weak and directly affected the successful performance of a community-based project such as CECT in Botswana.

According to the DWNP model of JVP, it was assumed that partnerships between foreign safari companies and local communities would result in the transfer of skills (DWNP, 1999). However, studies (e.g. Gujadhur, 2001; Rozemeijer and van der Jagt, 2000) have pointed out that there is no transfer of skills between communities and safari operators in the development of CBT projects under the DWNP JVP model. Gujadhur (2001) stated that even though there are communities with tourism operation plans, there is no example of real collaboration and learning between safari companies and communities. Gujadhur further argued that what was intended as a true joint venture partnership through CBNRM has resulted in a management contract where communities have little to do with the management, monitoring or practicalities of running a tourism business. Instead of being managers, or working at the forefront in the development of community-based tourism, most of the participating communities have become labourers and landlords who are aware that money will come regardless of participation or performance (Gujadhur, 2001; Boggs, 2000). In this regard, CBT has, therefore, created a system of passive participation, raised expectations and provided disincentives to work (Boggs, 2000). Ribot (2004) argued that although CBT partnerships can bring some benefits, and there may be a certain amount of skill-sharing between safari operators with expertise, communities can become dependent on external tour operators to develop their businesses.

Nature, strengths and weaknesses of the present Joint Venture Partnership

In 2010, CECT entered into a new Joint Venture agreement with Ngoma Management Company to manage a 5-star lodge in the Chobe Enclave concession area. The agreement paid particular attention to the “Lease, Construction, Development and Management of Ngoma Lodge”. The Botswana Tourism Organisation (BTO) assisted CECT in negotiating the JVP agreement. The agreement included the building of a 5-star lodge known as Ngoma Safari Lodge on the banks of the Chobe River in the Chobe Enclave concession area. The JVP agreement provides for the contribution of both CECT and Ngoma Management Company. Some of the key aspects of the agreement in the JVP Memorandum of Agreement of 2010 are:

- i. Immovable Assets to be financed in accordance with the budget for the project, which had a total of US\$ 1,254,940.00. CECT would contribute US\$ 450,000.00 of which US\$ 200,000.00 was to come from CECT’s own resources and US\$ 250,000.00 from a USADF grant. CECT would also avail for purposes of developing the lodge, land valued at BWP 1,500,000.00 or US\$ 214,285.00 (Forced Sale Value) or BWP 2,500,000.00 or US\$ 357,142.00 (Gross Replacement Value). Conversely, a grant of US\$ 250,000.00 would be provided by the operator (Ngoma Management Company). Movable assets with a total cost of US\$ 564,940.00 would be acquired at the cost of Ngoma Management Company. This in brief summarizes the financial contribution of each of the partners in the project. Both parties have since made a contribution of the agreed amount. The lodge has been constructed and is currently operational, having opened in 2011.
- ii. CECT shall retain ownership of all immovable assets and the land during the term of the agreement. CECT agreed to lease the lodge land to Ngoma Management Company for a period of 20 years. That is, the agreement allows Ngoma Management Company to run the tourism business without interference from CECT. Upon expiry of the 20 year period, CECT shall have the option to renew the agreement for an additional 10 years on new terms and conditions. On termination of the agreement by the effluxion of time, Ngoma Management

Enterprise shall transfer ownership of the movable assets to CECT in good working condition.

- iii. CECT shall receive land rental fees of BWP 60,000.00 or US\$ 8,571.00 with an annual increment of BWP 15,000.00 or US\$ 2,142.00. CECT shall also receive Variable Community Fees of 6 per cent of all total lodge revenue (Year 1-5), 8 per cent (Year 6-10), 9 per cent (Year 11-15) and 10 per cent (Year 16-20). The Variable Community Fees must be paid quarterly in arrears and within 30 days of the end of every quarter. The agreement also notes that the lodge, which employs 22 staff, should have at least 16 workers coming from CECT. This agreement is currently being honoured at Ngoma Safari Lodge.

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Although the Joint Venture agreement between CECT and Ngoma Management Company has several other clauses relating to the roles and responsibilities of each partner, environmental protection, insurance of property, annual reporting of the business and associated working conditions between the two parties, and interviews with the local community leadership hailed this agreement based on three issues noted above.

When the agreement was signed, Ngoma Safari Lodge was constructed and completed within a year. The lodge was officially opened by Botswana's President Ian Khama in July 2011. Interviews from the Board of Trustee members of CECT, Department of Wildlife and National Parks, Botswana Tourism Organisation and Botswana's Minister of Tourism have shown that Ngoma Lodge is hailed as one of the key tourism projects that will yield tourism benefits to people living in the Chobe Enclave concession area. The lodge is currently presented by government officials as one of the success stories of CBT in Botswana due to the economic benefits it is expected to generate for people living in the Chobe Enclave.

Results of the present Joint Venture Partnership

Financial gains are some of the major economic benefits that Chobe Enclave villages derive from tourism development in their concession area. Tourism revenue that accrues to communities is largely from the following activities: sub-leasing of the hunting area; sale of wildlife quota (i.e. wildlife quota fees for game animals hunted); meat sales; tourism

World Sustainable Development Outlook 2012 enterprises e.g. lodge and campsite; and camping fees and vehicle hire. Income from tourism development accrues to individuals, households and the community at large when it is finally distributed. Table 1 shows the financial benefits that accrued to the five villages of the Chobe Enclave in 2011.

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Data in Table 1 show that at present, Ngoma Safari Lodge is not yielding any significant revenue to CECT; this is partly because the project is in its first year of operation. However, the project is expected to break even in the future. For example, Ms Myra Sekgororoane, the Chief Executive Officer at the Botswana Tourism Organization estimated that CECT will derive net benefits from Variable Fees from the JVP over Ngoma Safari Lodge of BWP 1,039,666.00 in the 10th year. This will increase to BWP 1,721,151.00 by the 20th year.

Employment in this study was found to be one of the main benefits of CBT that improves livelihoods in the Chobe Enclave villages. Employment is provided by the three or four CBT programmes in the Chobe Enclave. As shown in Table 2, CECT employees 54 people, Cranes Nest Safaris employs 26 people, Nemesis Botswana employs 24 people while Ngoma Safari Lodge employs 18 people. In total, jobs created in

Table 1.
Revenue generated
by CECT in 2011

Type of tourism activity	Source of revenue	Revenue
Safari hunting	Nemesis Botswana	3,902,771.80
Photographic	Cranes Nests Safaris	519,299.00
Photographic	Ngoma Management	38,417.17
Totals		5,245,217.24

Table 2.
Employment in CBT
projects at Chobe
Enclave

Employer	No of Males	No of Females	Totals
1. Board members	9	1	10
2. CECT employees			
i. Permanent & contract	18	21	39
ii. Seasonal-Escort guides	10	5	15
Sub-total	28	26	54
3. Joint Venture partners			
i. Cranes Nest Safaris	10	16	26
ii. Ngoma Safari Lodge	8	10	18
iii. Nemesis Botswana	17	7	24
Sub-total	35	33	68
TOTALS	63	59	122

the Chobe Enclave as a result of CECT initiatives into CBT in CH/1 and CH/2 are approximately 122 people. Most of these employees come from the Chobe Enclave Villages. The creation of jobs in CBT projects is important as a poverty alleviation strategy in the Chobe Enclave villages. Every economy aims at full employment for its labour force, and this is also the case for the rural economy in the Chobe Enclave. Those employed support their families financially, thereby raising the standard of living in their households. The main uses of the income from tourism in households includes buying food, building houses, buying clothes, and meeting expenses associated with the education of their children in schools.

The Chobe Enclave villages or CECT members are able to agree on the use and distribution of revenue generated from their CBT projects. In this regard, CECT has been able to promote rural development in member villages so that some of the revenue generated from CBT projects can be used to fund social services and related community development projects. These include: assistance with funerals costs; support for local sport activities; scholarships for students; construction of houses for elderly people and orphans; provision of communication tools such as radios; transport services, particularly in the use of vehicles such as tractors to assist in the collection of firewood when a member dies; funding celebrations such as Botswana Day in primary schools and CECT villages; and dryland crop ploughing for CECT members.

Agreements between CECT and other tourism companies

The JVP with Cranes Nests Safaris

Although CECT has indicated its intentions to move away from the DWNP model of JVPs, the Trust still has such an agreement with Cranes Nests Safaris. According to the Memorandum of Agreement between CECT and Cranes Nest Safaris, CECT agreed to sub-lease CH/1 to Cranes Nest Safaris to operate a photographic tourism business. In this agreement, Cranes Nest Safaris has exclusive rights to conduct photographic safaris in the Linyanti-Shaile exclusive photographic safari area (CH/1) until 2014. Cranes Nest Safaris thus operates a 5-star lodge in the concession known as Linyanti Tented Camp. The camp accommodates a maximum of eight (8) guests in five luxury tents, all with en-suite facilities. Generally, CECT has leased its concession area to Cranes Nest Safaris to run a tourism business.

As part of the benefits to CECT, Cranes Nest Safaris pays photographic and resource fees adjusted annually by 10 per cent to CECT. That is, Cranes Nest Safaris make quarterly payments amounting to US\$ 23,000.00 per quarter, which totals US\$ 92,000.00 annually, excluding VAT. In addition, Cranes Safaris provides employment for 26 people from CECT villages as noted earlier. This, therefore, shows that the previous DWNP options of JVP between CECT and safari companies in the area (although on the point of being replaced with the Ngoma type of JVP) is still yielding some economic benefits to CECT.

The JVP with Nemesis Botswana

Nemesis Botswana is a safari hunting company operating in CH/2. The company has sub-leased CH/2 from CECT and will operate a safari hunting tourism industry until 2014. Nemesis Botswana pays annual land rentals to CECT of BWP 3,461,000.00 in 2010 and BWP 3,902,771.80 in 2011. As noted earlier, it employs 24 people from CECT villages and provides tractors for crop ploughing (dryland crop farming) for CECT members.

There is no doubt that safari hunting tourism is the most profitable CBT project for the Chobe Enclave villages and CECT. This challenge, however, does not affect CECT alone but all CBT projects in Botswana. Johnson (2009) aggregated all the revenue generated by CBT from safari hunting tourism and photographic tourism for 2006 to 2009. In the aggregation, trophy hunting generated P 33,041,127 while photographic tourism generated only P 4,399,900 in this period. This shows that safari hunting tourism is currently more profitable for Community-Based Tourism than photographic tourism. This problem results from several factors, including the fact that rural communities practice CBT in peripheral areas rather than prime areas occupied by big tourism companies (Mbaiwa, 2005).

ITEMS TO CONSIDER IN DEVELOPING VIABLE CBT PROJECTS

Prerequisites for a viable CBT

For a rural community in a tourism destination to develop a viable community-based tourism project, several factors need to be considered:

- i. A defined community e.g. a group of people recognized as a village or community. CECT is composed of five villages duly recognized by the laws of Botswana as villages.

- ii. The existence of a registered Community-Based Trust (CBT) of which the community or village are members. Such a CBT should have a management committee known as a Board of Trustees. The Board of Trustees should be guided by Trust constitutions and Code of Conduct for the Trust to deliver its mandate of implementing community-based tourism projects. The Chobe Enclave villages have all these structures in place. CECT is their community organization that is spearheading the industry.
- iii. The existence of a resource or raw material to be developed for the tourism market. The Chobe Enclave has nature-based tourism resources in the form of flora and fauna.
- iv. The community may require land or concession areas for the community-based tourism projects. CECT has CH/1 and CH/2 as concession areas leased to them by the Botswana Government to practice community-based tourism projects.

Options for community participation

When a community has identified and secured natural resources to serve as tourism products, has access to land, and has formed a Trust and Board of Trustees to guide their participation in Community-Based Tourism (CBT), there are three main options on how they can develop their tourism product, as follows:

- i. Developing and managing the tourism product on their own.
- ii. Sub-leasing the resource-use rights of the products and land to a safari tourism company at a fee.
- iii. Entering into a Joint Venture Partnership (JVPs) with an experienced safari tourism company by holding shares. The idea being that one day the community will buy the company and run the business.

The CECT has a combination of the second and third option. For Ngoma Safari Lodge, they have chosen to enter into a JVP in the hope that they will run the lodge on their own after a period of 20 years. However, they have sub-leased part of their concession areas to Nemesis Botswana for safari hunting and Cranes Nets Safaris for photographic tourism development. The contract and lease agreements with these companies

World Sustainable Development Outlook 2012 are expected to expire in less than five years and the community will have the opportunity to run the business on their own or choose any option they consider will result in yielding maximum tourism benefits.

Stakeholders and their roles

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Rural communities on their own may encounter difficulties in running tourism businesses. As a result, they need to understand and recognize all the key stakeholders. In the case of CECT, key stakeholders include:

- i. Local communities - villages or communities with an interest in CBT.
- ii. Government - the different government departments responsible for natural resources management. In the case of Botswana, these include: the Department of Tourism, Land Boards, the Department of Environmental Affairs, Fisheries, Forests, the Department of Wildlife and National Parks, Botswana Tourism Organization, etc. In Botswana, government departments have come together and formed the Technical Advisory Committee (TAC) whose duties include the following:
 - Advising communities in the review of joint venture partnership proposals;
 - monitoring the implementation of joint venture guidelines;
 - assisting in the monitoring and implementation of the CBO programme;
 - Providing technical advice to the Trusts on trust operations, sub-lease agreements, and government policies on CBO and on the tendering process.
- iii. Private Tourism Sector – these are safari tourism companies interested in forming partnerships with communities to develop tourism products.
- iv. Non-Governmental Organizations – NGOs have expertise in the mobilization of communities; facilitating community issues on capacity building; assist communities in proposal-writing for donor funding. These organizations mobilize and develop capacity building in CBT for communities involved in tourism development.

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- v. Donor Agencies – these may be national or international organizations that may be interested in funding communities on capacity building and resource mobilization.

CONCLUSION

Nature-based tourism in Botswana takes place in remote areas where rural communities live within or around these tourism destination areas. As a result, rural communities need to have established and viable Community-Based Tourism projects for them to derive economic benefits from the booming international tourism business. This is possible if communities form JVPs with established tourism companies. In this regard, CBTs have the potential to link the conservation of nature with the well-being of local communities. With true JVPs, some of the tourism benefits from CBT may include: revenue generation, cultural preservation, and capacity building. Direct community benefits to biodiversity conservation may include the empowerment of local communities to manage their own resources in a sustainable way. In most developing countries, tourism development fails to adhere to the principles of sustainable tourism because the tourism industry is foreign-owned and dominated by foreign tourism companies (Britton, 1982, Mbaiwa, 2005).

The case of Ngoma Safari Lodge and the JVP between CECT and Ngoma Safari Company epitomises a scenario where local communities in developing countries can own tourism facilities and benefit from tourism development in their local environment. Sustainable tourism and CBT thus require a total change in the socio-political, legal, administrative and economic structure of many developing countries (Tosun, 2000). Tourism planning should thus be designed such that policies that are adopted contribute to the needs of host populations and biodiversity conservation in host regions and countries. Sustainable tourism is critical if the needs of both the present generations of tourists, host communities, tourism operators and government agencies are to derive satisfactory benefits from environmental resources, which also happen to be the tourism products.

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