

**The trophy hunting industry of South Africa:**

**A proposed model to ensure its viable future**

by

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## Declaration

I, PATRICK JAMES DE BEER, hereby declare that the work as contained in this document was compiled and set out by myself and it has not been submitted to any other university.

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SIGNED ON THIS \_\_\_\_ DAY OF JANUARY 2009

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PATRICK JAMES DE BEER

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# Abstract

<b>Title</b>	The trophy hunting industry of South Africa: A proposed model to ensure its viable future
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The trophy hunting industry of South Africa not only contributes to the economic welfare of the country, but also to employment across various sectors of our economy. The industry is further responsible for the conservation of species and promoting South Africa as a prime tourist destination.

The industry is at risk of a near-future recession though. This is primarily due to unsustainable management practises, lodged in a current model that does not promote the long-term viability of the industry, although there is vast scope for potential growth. Negative public perception, over-regulation, mismanagement, poor service delivery, over-utilisation of game stock, and the over-supply of professional hunters and hunting outfitters are but some of the reasons why the need for a new management model exists.

A model was therefore developed that identifies the minimum requirements associated with a sustainable trophy hunting industry. These minimum requirements include regulation, promotion and marketing, service delivery, education and training, knowledge and information management and distribution, empowerment, benefit distribution, conservation, and rate setting. These minimum requirements are allocated to the public and private

functions respectively, according to the function's ability to best manage the specific minimum requirement. The model was applied to a case study to prove its effectiveness and usability. The case study proved that the model will have definite merit if employed as a new management model in the South African trophy hunting industry. It is recommended that the model be further verified, and once implemented, ongoing support be provided to allow an efficient transition from the current system to the proposed model.

**KEYWORDS:**            **trophy hunting industry, professional hunter, hunting outfitter.**

# CHAPTER 1

## 1 Introduction to the research

### 1.1 Introduction

Hunting has long been an important means of survival for both animals and humans. Over thousands of years hunting has evolved from a survival to a recreational activity, and today has become a lucrative trade. This trade can be regarded as the modern means of animal survival (through conservation) and human sustenance, and as an economic contribution to national wealth; i.e. the industry known as trophy hunting.

The trophy hunting industry not only contributes to the economy of South Africa, accounting for 0.25% of GDP per annum (StatsSA, 2008), but also to employment across various sectors of our economy. The industry is further responsible for the conservation of species and aids in promoting South Africa as a prime tourist destination (PHASA, 2008).

The industry is at risk of a near-future recession though. This is primarily due to the unsustainable management practises of the industry, lodged in a current model that does not promote the long term viability of the industry (Damm, 2005).

### 1.2 Objective of the research

The objective of this study is therefore to investigate the current practises that render the industry at risk. This will be achieved through a research questionnaire distributed to the custodians of the industry. The current management model will then be formulated from the results of the questionnaires. Based on the concerns voiced by the custodians, a revised model will then be proposed to ensure the sustainable future of the industry.

### 1.3 Structure of the research report

The industry will be defined in Chapter 2 by means of a literature survey. Chapter 3 will present the results of the research questionnaires, from which a model will be proposed in

Chapter 4. The model will be applied to a case study in Chapter 5, followed by conclusions and recommendations in Chapter 6.

## **CHAPTER 2**

### **2 Literature survey**

#### **2.1 Background to hunting**

Throughout the centuries, hunting has been the most important means of human and animal sustenance, dating as far back as 18,000 years (Wikipedia, 2008). Not only predators, such as Lion and Leopard, but humans also relied (and still rely) on Antelope and bovine meat as a source of nutrition (Wikipedia, 2008). In contrast with sustenance hunting, civilized humans hunt not for a means of survival but as a means of recreation. Many recreational hunters are now selective trophy hunters, whereas others hunt purely to enjoy the outdoors (Wikipedia, 2008).

Hunting, along with natural mortality, droughts and diseases (amongst others), has long been nature's way of controlling population numbers. In the same sense, recreational hunting can also be regarded as a way to control wildlife population numbers and is therefore regarded a serious contributor to the conservation and evolution of the species. Serving as an effective wildlife management tool, if applied correctly, it will ensure the sustainable utilisation of wildlife resources (Wikipedia, 2008).

The conservation of species is expensive though, and the establishment costs of wildlife production and conservation units are already very capital-intensive, not to mention the operating expenses of these units (ABSA, 2003). In the light of this, conservation units, especially privately owned reserves, are dependant on continuous sources of income to sustain their operations (Eloff, 2002). As is generally the case, these units, more often than not, rely on recreational hunting, which can be divided into the trophy hunting and biltong hunting categories respectively, to fund their operations (Patterson & Khosa, 2005).

#### **2.2 The industry defined**

Biltong hunting can broadly be defined as a recreational hunting activity performed by South African citizens with the purpose of gathering venison, either for personal use or for small scale resale to local butcheries (Van der Merwe, Saayman & Krugell, 2007). Biltong hunters

are not trophy chasers, and they usually hunt young male or female specimens due to a less coarse-textured carcass structure. The carcasses of the animals hunted primarily become biltong and drywors, and an increasing trend shows that more and more South Africans are reverting to game meat for cooking purposes due to its superior health benefits compared with domestic animals (Hoffman *et al.*, 2004).

In contrast, trophy hunting is a form of hunting, also referred to as professional or safari hunting, where a non-South African resident engages the services of a hunting outfitter and a professional hunter to guide him/her on a hunt, either for a certain specie or several different species. The primary objective here is to secure a trophy quality animal, in terms of, for example, its horn length, skull size or hide quality, and usually, but not always, comprises an adult males of the specific specie (DEAT, 2005).

The formal classification holds, in terms of Section 97 of the Biodiversity Act (National Environmental Management: Biodiversity Act No. 10 of 2004), that the trophy hunting industry is defined in terms of a hunting client; i.e. a non-resident of the Republic of South Africa, that pays a Professional Hunter, that is, a person who is licensed in terms of provincial legislation as a Professional Hunter, for, or in connection with, the hunting of a listed, threatened, or protected specie (Government Gazette, 2007).

The industry boundaries do not stop at the hunting of animals only. The hunting client expends on, inter alia, accommodation and catering, transport, taxidermy work, gratuities, entrance fees to national tourist destinations, charter fees, equipment purchases etc. (Lendrum, 2004) making the industry a multi-million dollar income generator for South Africa (refer to the section on economic contribution 2.7).

The scope of this research document only covers trophy hunting as a category of recreational hunting, and henceforth biltong hunting, tourism and related industry components will only briefly be referenced where applicable.

## **2.3 Trophy hunting in South Africa**

South Africa has been a popular destination for hunters for many years (Patterson & Khosa, 2005). With a rich biodiversity, South Africa boasts 60 mammalian species available for hunting, which is by far the highest number worldwide. That, coupled with the fact that only

Namibia and South Africa offer the big five (Elephant, White Rhinoceros, Buffalo, Lion and Leopard), Hippopotamus and Black Rhino hunting safaris, and a variety of hunting methods, means that South Africa has been rated as the most sought after hunting destination by many hunters worldwide (Damm, 2005).

Eloff (2002) states that South Africa offers more than 9,000 wildlife production units available to the hunting industry, which totals an area of more than 17,5 million hectares. These areas range from mountainous highlands, grassy plains, savannah, bushveld, and low-lying ravines, amongst others, thus offering the potential hunter a variety of species living in the most diverse range of habitats available in one country. Supporting this statement, the Professional Hunters Association of South Africa (PHASA), cites that South Africa is rated the best hunting destination in Africa, with the critical success factors being the following (PHASA, 2008):

- The highly successful management practices by the conservation authorities in South Africa of National and Provincial Parks. With approximately 7 million hectares set aside and managed by the authorities, an enormous resource base of wild animals is being produced for distribution throughout the country.
- The sustainable use of natural resources.
- The greatest variety of animals available for hunting in any one country in Africa.
- The high degree of professionalism set by PHASA, and sound regulations controlling the professional hunting industry.

Notwithstanding the variety of species and vast areas of land available for hunting, South Africa offers some really competent and knowledgeable professional hunters and outfitters that see to clients' every needs whilst adhering to ethical hunting practices within the framework of conservation principles, provincial- and national authority, and at the same time contributing to the economic wellbeing of the country through ambassadorial best marketing practices and client relations (SCI, 2008). Lendrum (2004) supports this view, and adds the following 10 reasons why hunting clients consider South Africa a top hunting destination:

- Direct access on major airlines from all continents.
- World class infrastructure of transport and health facilities.
- Greatest range of species to hunt, including the Big Six.
- Great variety and reasonably priced wingshooting.
- Bowhunting, with great successes on a variety of species within a limited time.
- Muzzle loading safaris being offered more extensively.
- Low cost entry level hunts that are less expensive than most European and American entry level hunts.
- World class taxidermy services.
- Top tourist attractions.
- Political stability.

## **2.4 Hunting categories**

Trophy hunting in South Africa is not bound by rifle hunting safaris only. The following categories of hunting methods are available to hunting clients (Lendrum, 2005):

### *2.4.1 Rifle hunting*

Rifle hunting safaris used to be the more popular method of hunting. All antelope species and the Big Six can be hunted with a rifle, within the limitations of provincial legislation specific to a species, where the minimum calibre choice is prescribed according to the animal being hunted (SCI, 2006).

This category includes the more recent developments of muzzle loading and handgun hunting.

### *2.4.2 Bowhunting*

According to the Act (NEMBA, 2004), a bow is defined as an instrument consisting of a body and string designed to launch and propel an arrow. Bows are classified as compound-, recurvebows, longbows or crossbows, with the most popular choice being the compound bow. Bowhunting is a much more challenging form of hunting, as compared with rifle hunting, as the hunter needs to get much closer to the animal, and his/her shot placement must be much more accurate.

Other factors playing an instrumental role in bowhunting is the draw mass of the bow, and the weight and composition of the arrow being used. A Buffalo, according to the Mpumalanga ordinance, for example, may only be hunted with a 600 grain arrow using an 80 lb. bow (De Lange, 2007). Other factors to take into consideration during bowhunting are wind speed and direction, vegetation obscuration between the animal and the hunter, the slope at which the shot is taken, and the position of the animal relative to the hunter (Radical Hunter, 2008).

A rifled, professional hunter must accompany a bowhunter on a dangerous game hunt, and certain species of game, such as Buffalo, may only be hunted during the day. The new draft legislation (not in effect yet) prohibits the hunting of Elephant, Rhino and large predators (e.g. Lions and Leopards) with bow and arrow (Patterson & Khosa, 2005).

### *2.4.3 Darting safaris*

According to NEMBA (2004), a darting safari can be defined as a hunting client being authorised by a veterinarian and being accompanied by the veterinarian and a Professional Hunter, and in possession of a permit, to shoot an animal with a projectile loaded with a tranquilising, narcotic, immobilising or similar agent, with the means of immobilising or tranquilising the animal, for the purposes of:

- Carrying out disease control procedures or scientific experiments or for management purposes like fitting or replacing a radio collar,
- Veterinary treatment of the animal, or

- Translocation or transporting the animal.

This form of hunting allows the owner of the wildlife production unit to recover management costs, such as for the operations listed above, by allowing a hunter to pay for the privilege of darting the animal.

The hunter, who needs to get much closer to the animal compared with rifle hunting, usually takes a cast of the animal's trophy (for example the horn of a rhinoceros) and a photograph for the sake of prosperity. This type of hunt is also much less expensive compared with a hunt where the animal is killed (Friedman, 1999).

Codes of conduct, ethics, and procedures have been developed in South Africa but compliance is voluntary and these codes are reportedly not well adhered to. Indeed, the industry has been criticised for darting animals unnecessarily and being driven by money and not conservation management needs. There is little requirement to report such hunts to conservation authorities, making them difficult to assess and regulate (Patterson & Khosa, 2005).

#### *2.4.4 Wingshooting*

Wingshooting can be defined as the hunting of gamebirds using a shotgun (SAWA, 2002). South Africa has a myriad of gamebirds to satisfy a hunting client's every need. These include waterbirds, pigeons, francolin, fowl and partridge, amongst many others (Vary, 2005).

## **2.5 International association and regulation**

The trophy hunting industry of South Africa associates with various international role players and is governed by a South African legislative framework.

### *2.5.1 International authorities and signatories*

#### **Convention on Biological Diversity (CBD)**

South Africa is a signatory, amongst 188 parties, to the Convention on Biological Diversity (CBD) of 2004. The CBD adopted the Addis Ababa Principles and Guidelines (AAPG) that

serve as a reference and guideline for the development of national legislation, regulations and codes of conduct, for the sustainable use of biodiversity and conservation hunting.

The AAPG is based on the International Union for Conservation of Nature and Natural Resources's (IUCN) Amman Policy Statement on Sustainable Use of Wild Living Resources, which represents state-of-the-art practices on the sustainable use of biodiversity. With the AAPG, signatories have a practical tool to focus on keeping their commitment to achieve, by 2010, a significant reduction in the current rate of biodiversity loss.

Comprising 14 principles or guidelines, the AAPG principally enables decision makers to adopt best practises to use their nation's natural resources in a sustainable way to ensure that their biodiversity does not degrade or decline over the long term. These practices include cross border resource exchanges, for example water.

The AAPG also underlines the way ecosystems serve and maintain cultures, societies and communities, and in this sense, the wildlife sector can be an example of the implementation process bringing together stakeholders from various different angles. The AAPG also provides a common base within the various and rarely linked programmes and initiatives to develop coherent approaches to sustainable wildlife use by designing programmes on sustainable hunting (Damm, 2005).

### **Convention on International Trade in Endangered Species (CITES)**

Regulating the international trade in endangered species, the Convention on International Trade in Endangered Species (CITES) urges their member parties, of which South Africa was the 15th signatory in 1975, to adhere to the AAPG for the sustainable use of biodiversity and to share their experiences on sustainable biodiversity use amongst the CBD members.

CITES, with 173 member parties currently, is an international agreement that ensures trade which threatens wildlife with extinction status ceases. CITES determines a country's quota in terms of the international trade of endangered species' products by means of permits and trade certificates, and follows strict tagging and marking protocols to govern the export of legitimate trophies.

South Africa's current quota is 75 Leopard skins, 200 Elephant tusks and 5 Black Rhinoceros's products exportable from hunting practises. These quotas, administered by the

Department of Environmental Affairs and Tourism (DEAT), are divided between the provinces of the country (DEAT, 2005).

CITES classifies biodiversity in terms of Appendices with the following definitions (CITES, 2008):

- **CITES Appendix I:** CITES Appendix I lists highly endangered species which are threatened with extinction. Commercial import or export is not allowed. Movement of these species may be authorised only under very specific circumstances (for example zoos, research institutions, museums, universities etc.).
- **CITES Appendix II:** CITES Appendix II includes species which may become endangered if trade in these species is not regulated. Trade is only allowed if specimens are accompanied by proper and valid CITES permits.
- **CITES Appendix III:** CITES Appendix III species are not considered endangered but are under protection in certain countries. They can be traded with a Certificate of Origin, export permit, or re-export certificate.

### **Council for Game and Wildlife Conservation (CIC)**

Notwithstanding the above signatories in terms of CBD and CITES, South Africa is also a member country of the international Council for Game and Wildlife Conservation (CIC). CIC is a politically independent advisory body, internationally active on a non-profit basis. With its renowned scientific capacity, the CIC assists governments and environmental organisations in maintaining natural resources through sustainable use.

CIC identifies hunting as a component of the larger tourism economy and argues that sustainable hunting, as a means of tourism, is definitely not the only solution for the conservation of species, but it has to be considered as one of the most successful and economically viable approaches to the long-term preservation of animal populations, including in some cases, threatened species. As far as possible, CIC's activities align with various hunting organisations' objectives, including that of Safari Club International (CIC, 2008).

## **Safari Club International (SCI)**

Being the global custodian of hunting practices, the international mouthpiece for sustainable hunting rests in Safari Club International (SCI), of which South Africa also has a local branch (SCI, 2008). SCI is the leader in protecting the freedom to hunt and in promoting wildlife conservation worldwide by:

- Shaping policies and legislation that protect the freedom to hunt locally, nationally and internationally.
- Keeping members informed regarding issues that impact on hunting while educating and entertaining members with engaging articles about the rich heritage of hunting in all forms of media.
- Providing a community for hunters worldwide where camaraderie is enjoyed and expert information is exchanged, and where members are able to participate in a market for quality hunting goods and services.
- Promoting a positive image of hunters and portraying them as responsible citizens who fund wildlife conservation, education and other programmes which benefit the community.

## **Secondary bodies**

The above mentioned authorities are those that directly relate to the hunting industry. Secondary bodies include (as reference only):

- Various conservation organisations, like the World Wildlife Fund for Nature (WWF), the Endangered Wildlife Trust (EWT), and Conservation Force.
- Other conventions, including the African Convention on the Conservation of Nature and Natural Resources.

- TRAFFIC, the wildlife trade monitoring network, which is an international organisation dedicated to ensuring that trade in wild plants and animals is not a threat to the conservation of nature.

### *2.5.2 Government and regulation*

In general, national government does not play a large role in the broader hunting industry, although a few guiding policies have been developed by the Department of Environmental Affairs and Tourism (DEAT). In contrast, provincial government plays the leading role, with the hunting sector residing with the Departments of Nature Conservation of every province.

These departments are responsible for regulating the industry in terms of the applicable acts and ordinances, with most provinces having guiding policies and regulations to enable the implementation of these acts and ordinances (Patterson & Khosa, 2005).

No standalone act serves the hunting industry of South Africa, but with the promulgation of the National Environmental Management Act 107 of 1998, under the auspices of the Biodiversity Act 10 of 2004, and the Protected Areas Act and Protected Areas Amendment Act 31 of 2004, the following issues related to the industry are addressed (DEAT, 2005):

- Regulation of activities involving listed threatened or protected species.
- Regulation of alien or invasive species.
- Regulation of activities in and around protected areas, including reserves, parks, heritage sites, etc.
- The sustainable use, and fair distribution, of natural resources.

In terms of provincial policy, legislation and ordinances, every province has its own system, mostly referred to as an ordinance, to regulate hunting. This entails provincial permitting and licensing, species categorisation, hunting methods and green hunting, reporting requirements, and the regulation of professional hunters and hunting outfitters, amongst others (DEAT, 2005).

### 2.5.3 *Other legislation*

Other acts that impact on the hunting industry in some way or another are the following:

- The Animal Protection Act 71 of 1962, which addresses cruelty towards animals and hunting methods. More specifically related to the hunting industry is section 2(2) which relates to green hunting.
- The Meat Safety Act 40 of 2000, which regulates the use and distribution of, inter alia, game meat.
- The Firearms Control Act of 2000, which regulates the ownership of firearms, including firearms used for hunting purposes and owned by professional hunters as a tool of trade.

## **2.6 Role players**

Various role players comprise the intertwining network associated with the trophy hunting industry. Whether it is a bank that accepts and exchanges foreign currency, or a charter company that transports clients from one hunting concession (or property) to another, the role players are ultimately responsible for the success of the industry. The various role players include the following:

### 2.6.1 *Wildlife production units*

In layman's terms, a wildlife production unit is nothing more than a game farm or a game ranch which can, in part, be defined as "...land fenced and intensively managed for the breeding of a specie or various species of wildlife...", (Bothma, 2005). Wildlife production units are responsible for breeding game for conservation, land utilisation and recreation purposes, including the purposes of hunting, and can therefore be regarded the industry's pool of animal supplies.

South Africa offers more than 9,000 wildlife production units available to the hunting industry, which total an area of more than 17,5 million hectares. Of these, just over 5,000 units (10 million hectares) have exempt status, where exemption refers to a permit issued by provincial government that authorises the wildlife production unit to perform hunting activities

year-round; that is, not bounded by the hunting seasons of the various provinces or species on the property. This is especially important to the trophy hunting industry where hunting must be performed throughout the year (Krug, 2001). To gain exempted status, the unit must be game fenced (Bothma, 2005).

Table 2.1 presents the breakdown of wildlife production units with exempted status, as at August 2000 (Eloff, 2002).

**Table 2-1: Wildlife production units with exempted status**

Province	No. of units	% of total	Area of units (ha)	% of total	Average size of units (ha)
Free State	180	3.56	147 743	1.43	820.79
Limpopo	2482	49.04	3 325 652	32.09	1 339.91
North West	340	6.72	364 935	3.52	1 073.34
Mpumalanga	205	4.05	276 016	2.66	1 346.42
Gauteng	72	1.42	82 076	0.79	1 139.94
KwaZulu-Natal	90	1.78	168 841	1.63	1 876.01
Eastern Cape	624	12.33	881 633	8.51	1 412.87
Northern Cape	986	19.48	4 852 053	46.82	4 920.95
Western Cape	82	1.62	265 205	2.56	3 234.21
<b>Total</b>	<b>5061</b>	<b>100</b>	<b>10 364 154</b>	<b>100</b>	<b>2 047.85</b>

Table 2.1 shows the Limpopo province to have the most wildlife production units, whereas the Northern Cape Province takes the lead in terms of unit sizes. Currently, many domestic farmers are changing to wildlife farming due to the following reasons (Bothma, 2005):

- Global warming, having a negative impact on crop outputs.
- Domestic livestock theft.
- Poor farming practises.
- Land claims.
- Labour laws.

This is especially true in areas where agricultural activities prove not be lucrative, including remote and arid parts of the country (Krug, 2001). Another recent development is the aggregation of wildlife production units to enable the conglomerate members to apply for conservancy status, thereby trying to reduce the onslaught of land claims and land repossession (Patterson & Khosa, 2005).

### *2.6.2 Banking institutions*

Banking institutions primarily render a service in terms of accepting and exchanging foreign currency. As most hunting outfitters quote and invoice in United States (US) Dollar terms, they receive vast amounts of US dollars, either through credit card payments, electronic fund transfers, or cash. Banks in South Africa have designated foreign exchange centres that negotiate the best rates with outfitters and exchange US Dollars to South African Rands.

Secondary services include financing, for example vehicles or property, and credit grants, for example an overdraft facility that could serve as bridging finance in times when the hunting outfitter does not have clients (this is especially the case during the hotter and rainy months from November to February).

### *2.6.3 Butcheries and abattoirs*

Butcheries and abattoirs play a role in the sense that they purchase carcasses from hunting outfitters to be processed into biltong and other game meat products such as cabanossi, and they also export game meat to European countries.

Trophy hunters have little interest in the carcasses of the animals which they have hunted, as their only concern is hunting the best trophy animals and exporting the trophies (in whatever processed form) to their countries of origin. This leaves the hunting outfitter with the carcasses, which are often sold to butcheries at a fairly good rate. Most of the hunting outfitters also account for this extra stream of revenue in their annual budget plans (Damm, 2005).

#### *2.6.4 Charter and transfer companies*

Charter and transfer companies see to the transportation needs of the industry, for example, a transfer from an airport to a hunting concession, or a charter from one concession in one part of the country to another. These companies are growing rapidly in importance as hunting outfitters very rarely, these days, transport their clients themselves, but prefer to make use of charters and transfers.

Notwithstanding client transfers, the industry also relies heavily on charters for the transportation of cats (Lion for example) from one area to another, as it is quicker to get the animal on the ground and awake from its state of sedation and tranquilisation, thus eliminating the risk of the animal dying due to spending long hours on the road in its sedated and tranquilised state.

#### *2.6.5 Taxidermies*

Taxidermies are responsible for delivering a superior product to the hunting client. This is especially the case where the trophies are mounted locally (Damm, 2005). Taxidermies receive the raw trophies skinned, salted and dried from the hunting outfitter. From here, two end-route possibilities exist for exporting the trophies. The first option is to have the trophies locally mounted, where mounting refers, inter alia, to a shoulder mount or a full mount for example. This is the preferred option from a South African perspective, as more revenue is generated for the economy.

The second option is for the South African taxidermy to do a raw preparation. In this case, the raw trophies are properly dried and treated with chemicals and sometimes radiated to eliminate any possible biological hazards in exporting to trophy to another country. This is the preferred option from the client's point of view, as the trophies then get mounted in his/her country of origin, generating revenue for his/her local economy (Patterson & Khosa, 2005).

#### *2.6.6 Export authorities*

Taxidermies work closely with the export authorities or expeditors. These authorities are responsible for inspecting trophies or animal products being exported from South Africa in

terms of bio-hazards, whether correct preparation procedures were followed, whether raw preparations have a certificate of treatment, etc. Once the inspections are certified, the products are 'cleared' ready for export.

Another very important role which the export authorities fulfil relates to the export of CITES listed animals. For example, the export authority must match the permit accompanying an Elephant tusk with the markings (or tag) on the tusk as well as the dimensions of the tusk, in terms of weight, length and diameter. The permit is also matched with the record system of the provincial authority that has issued the permit. Only when all these components match, will the product be cleared for export (De Lange, 2007).

### *2.6.7 Provincial government*

Provincial government is responsible for regulating the industry in their areas of influence, as discussed. Other services offered by provincial government relate to, inter alia, the following (De Lange, 2007):

#### **Permitting and licensing**

One of the most important roles which provincial government fulfils is the issuing of permits and licences. Permits include, inter alia, exemption permits which allow a game-fenced farm to hunt year-round, CITES permits related to hunting CITES-listed animals, permits to operate a wildlife production unit, and permits to hunt certain species with a bow, etc.

Licences refer to permits allowing hunting outfitters and professional hunters to conduct business. These licenses are specific in terms of the areas where an outfitter or professional hunter is allowed to conduct business, as well as the category of game which he/she is allowed to hunt, for example dangerous game or plains game. Renewable after a certain number of years (it varies from province to province), the professional hunter must have recorded a certain number of hunting days per annum to qualify for a renewal (De Lange, 2007).

#### **Returns collection and filing**

Hunting outfitters and professional hunters are obliged, by law, to complete a hunting register (or return) after a hunt, of which a copy is forwarded to the client, another to the taxidermy

accepting the trophies, and a final copy to the provincial authority of the province where the hunt took place. A 21-day grant is allowed to forward the returns to the provincial authority (De Lange, 2007).

The register records the number of hunting days, the dates when the hunt took place, the properties where the hunt took place (matched against the exemption permit's number), the number and species of animals killed or wounded, the gender of the animals, as well as the CITES permit numbers against any listed CITES animals hunted (De Lange, 2007).

These returns are kept on the outfitter's or professional hunter's file and serve as evidence of the outfitter's or professional hunter's activities during the course of a year. The returns can also be used in the court of law to settle disputes and serve as accompanying documents for trophies to be exported (Patterson & Khosa, 2005).

### **Provincial tenders**

Provincial government manages government tenders as well as the tender process for the allocation of CITES permits. Government tenders may include hunting on government owned wildlife production units or hunts related to problem animal control activities. Referring to CITES permits, a hunting outfitter has to submit a formal tender to be recognised for a CITES permit. These permits are allocated based on certain qualifying criteria only (for example BEE status) and a hunting outfitter does not automatically get recognition for such a permit (De Lange, 2007).

### **Law enforcement**

Provincial government, through their departments of nature conservation, is responsible for law enforcement related to the industry. This may include cases such as over-utilisation of resources, poaching, hunting of certain species without the necessary permits or authorisation, hunting on non-exempted farms outside the hunting season, and exposing outfitters or professional hunters who do not have the necessary licenses to operate etc.

#### ***2.6.8 Trackers, skinners and camp personnel***

These people usually form part of a hunting outfitter's permanent staff complement, but a recent trend shows that these skills can also be hired. Associations such as Wildlife

Ranching South Africa (WRSA) run training programmes that equip individuals with the potential to excel in the hunting industry with the necessary skills to become trackers or skinners.

Camp personnel include staff such as catering personnel and cleaners. This category of service providers determines, to a large extent, the ratings of a hunting outfitter. If the outfitter employs personnel not knowledgeable or skilled in their fields of expertise, or if these people are not ambassadors of the outfitter's business, clients soon become dismayed with the level of service delivery from the particular outfit, which may have a detrimental effect on the future business potential of the business and the industry as a whole.

#### *2.6.9 Veterinary services*

The National Directorate, Veterinary Services, is responsible for controlling and reporting on animal diseases in South Africa to prevent other stock from becoming infected and to prevent human consumption of contaminated meat. The Directorate is responsible for controlling animal diseases that are particularly dangerous. To do this, the Directorate's functions are the following (Gateway, 2008):

- Provide information on these diseases and how they should be handled.
- Control the flow of animals and animal products in and across the country's borders, thus preventing the entry of animal diseases from infected areas or neighbouring countries.
- Control the flow of animals and animal products into and out of permanently controlled areas.
- Diagnose and confirm infections through the government laboratories.
- Conduct free tests for certain animal diseases (including rabies, brucellosis and tuberculosis).
- Require vets to report notifiable diseases to the Department.

Veterinary services have certain protocols which they strictly enforce, for example, keeping raw animal products from an infected area in quarantine until the products are sufficiently dried out before export to a non-infected area, and placing certain quotas on meat quantities that may be transported from one province to another. As another example, once a Buffalo is hunted in a tuberculosis infected area, referred to as the Red Line area, the trophy needs to be slaughtered, properly salted and left to dry out for a minimum of 30 days before it can be moved to a taxidermy. Before it can be moved, an officer of Veterinary Services will inspect the trophy, and if it qualifies, a Red Cross permit will be issued, authorising the movement of the trophy (De Lange, 2007).

#### *2.6.10 Associations*

Various associations have been established during the past couple of years, mainly driven by a need for self-regulating functions within the industry, to which members can gain affiliation status. These associations often govern best practises to which their members ascribe. It is then also through affiliation with these associations that members' credibility can be ascertained (Patterson & Khosa, 2005). These associations include:

##### **Professional Hunters' Association of South Africa (PHASA)**

PHASA is the leading professional hunting authority and mouthpiece of South Africa, striving for optimised wildlife utilisation and professional hunting potential in South Africa for the benefit of all stakeholders and the community at large, in an appropriate and sustainable manner, thereby conserving the resource base for generations to come (PHASA, 2008).

PHASA works closely with the nine provincial nature conservation departments of South Africa, as well as with all stakeholders that impact on, or are impacted on, by the hunting industry of South Africa (PHASA, 2008). Founded in 1978, its main objectives are:

- To foster the conservation of South Africa's wildlife and flora resources.
- To support proper wildlife management and utilisation.
- To assist and promote ethical hunting in South Africa.

- To promote and market hunting in South Africa.
- To promote high quality service and ethical standards among members.

PHASA contributes to conservation and empowerment through the Conservation and Empowerment Fund. The fund was established in 1999 and collects US\$ 10.00 or Euro 10 per trophy animal hunted as a contribution to the fund. The fund's objectives are to secure the future of professional hunting by funding projects and accredited research projects, and support key issues vitally important to the professional hunting industry, whilst assisting provincial nature conservation representatives in their task of regulating the professional hunting industry (PHASA, 2008). The fund is currently supported by PHASA members on a voluntary basis.

PHASA can be regarded a self-regulating authority that ensures the sustained and ethical best practises of its members in accordance with its vision and mission statements. Complaints lodged against members are seen in a serious light and various disciplinary sittings have been held in the past, mostly with a successful outcome (Patterson & Khosa, 2005).

### **Confederation of Hunters Associations of South Africa (CHASA)**

CHASA is the national Confederation of Hunters' Associations of South Africa to which 19 of the 21 hunting associations in South Africa are affiliated. CHASA gives guidance in the representation of hunters with the aim of securing the freedom to hunt, and promoting sustainable, ethical hunting through the leadership and co-ordination of the activities of member associations (CHASA, 2008).

### **Provincial or regional hunter and game management associations**

These 21 associations are region-specific and represent the interests of the hunters in their regions. They are responsible, inter alia, for organising regional shooting days, training programmes, conservation projects and research projects.

### **Wildlife Ranching South Africa (WRSA)**

This association represents wildlife production unit owners with the aim of promoting a sustainable game ranching industry whilst marketing products, tourism, activities and services offered by the game ranching industry. WRSA strives to continuously eliminate restrictions that may have an adverse effect on game ranching by delivering inputs to national and provincial policy formulations. WRSA invests aggressively in job creation and community development projects, and presents numerous training courses related to wildlife ranching in South Africa (WRSA, 2008).

### **Taxidermy Association of Southern Africa (TASA)**

TASA is the mouthpiece of the taxidermy industry of South Africa. Their activities include annual conventions that relate industry news and advancements to its members, skills development, and competitions amongst members (TASA, 2008).

#### *2.6.11 Outfitters and professional hunters*

An outfitter can be defined as the person responsible for arranging a hunting safari for foreign clients in exchange for compensation. The outfitter markets his/her hunts, makes the bookings, receives the payment, arranges the hunting concessions, schedules the hunting logistics, and processes taxidermy requests etc. Although also a professional hunter, having hunted three of the Big Five himself, the outfitter employs professional hunters as part of his staff complement.

A professional hunter is employed by a hunting outfitter. Professional hunters may not market hunts or arrange hunting safaris for foreign clients. Professional hunters are responsible for the groundwork of the hunt, i.e. looking after the clients' welfare, conducting the physical hunt, transporting the clients, preparing taxidermy work, etc.

To qualify as a professional hunter or hunting outfitter respectively, the following permit criteria apply (PHASA, 2008):

## **Professional hunters**

- Proof that he/she attended a registered professional hunting school and possesses the necessary knowledge, ability, skill and experience required, as well as having passed the relevant practical examinations together with a submission, within one (1) year of obtaining a certificate from the Director of the hunting school which he/she attended, his/her application for a license to operate as a professional hunter.
- Proof that he/she has successfully completed the theoretical examination set by the relevant provincial nature conservation authorities. No person under the age of twenty-one (21) shall be issued a permit to operate as a professional hunter.
- Unless the applicant can submit written proof of having at least sixty (60) days experience hunting dangerous game or, alternatively, of being in possession of a valid permit before 30 March 1997, his/her professional hunter's permit will be endorsed to exclude the hunting of Elephant, Rhino, Lion, Leopard, Buffalo, and Hippo, which are classified as dangerous game.
- Proof of membership at a recognised Professional Hunters' Association is compulsory.

## **Hunting outfitters**

The same criteria apply as in the case of a professional hunter, with the following added criterion:

- Proof that he/she has been an active professional hunter for a period of at least three (3) years, and is the owner of the land, which will be used for the purpose of outfitting/hunting.
- Proof of the ability to offer the necessary services, facilities and conveniences listed in his/her marketing material.

Professional hunters and outfitters must renew their licences after a certain period, where the period is stipulated in the specific province's nature conservation ordinance. This period may

vary from one year (Mpumalanga province) to three years (Limpopo province). The renewal criteria are as follows (PHASA, 2008):

- The applicant must submit proof that he/she has undertaken (as a hunting outfitter or professional hunter) at least three (3) hunts or completed a minimum of twenty-one (21) hunting days with an overseas client, during that three (3) years preceding the application.
- Should the requirements of the above clause not be fulfilled, the applicant must be re-tested at the discretion of the Director of a professional hunting school and the theoretical exams re-written.

In terms of statistics, the registered number of professional hunters and outfitters in Mpumalanga alone, totalled 213 and 65 respectively during 2004 (PHASA, 2005(b)). The number of outfitters increased to 70 during 2005 (De Lange, 2006). Today, there are 73 outfitters in the Mpumalanga province.

The conservative estimate of South African totals, including statistics from all provinces, is 4,723 professional hunters and 1,859 outfitters (PHASA, 2007). Nine professional hunter schools currently provide professional hunting training in South Africa (Patterson & Khosa, 2005).

#### *2.6.12 Clients*

The trophy hunting industry of South Africa is served with clients from all the major countries of the world, with recent statistics estimating the number of active recreational hunters residing in South Africa, the United States of America and Europe alone, to be 43 million (Viljoen, 2005). On average, 163,000 foreigners from non-African countries visited South Africa per month during 2004 (StatsSA, 2006(a)). Of these, 7,200 were trophy hunters over the 12-month period (PHASA, 2005(a)).

These statistics were collected at South Africa's three major airports, i.e. Cape Town, Durban and Johannesburg. During 2005, the monthly number increased to 169,000 (average), which translates to a 3.68% increase of visitors to South Africa (StatsSA, 2006(b)).

Compared with this, the number of trophy hunters that visited South Africa during 2005 increased by 11.11% to 8,000 (PHASA, 2006(a)).

In terms of bowhunters, statistics show that the amount of trophy hunters visiting South Africa, that hunted with a bow during 2004 totalled 3,741, compared with 3,955 clients during 2005. (These figures refer to both rifle hunters that hunted with bows and clients that were only bowhunting). The year-to-year growth calculates as 5.72% (PHASA, 2006 (b)).

Serving a vast client base, the client market can best be profiled in terms of demographics, geographic distribution, behavioural factors and needs:

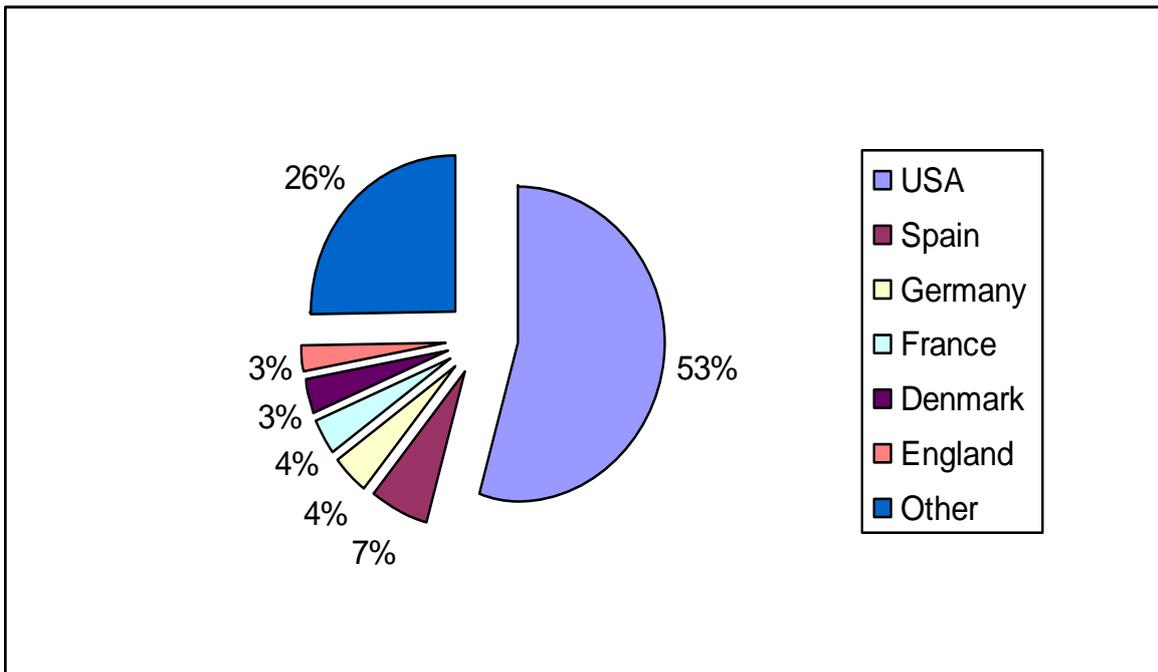
### **Demographics**

Demographics, including the age, income, occupation and education of trophy hunting clients, are a major force influencing the marketing strategy, followed by South Africa's hunting outfitters (Kotler & Keller, 2006).

Research has shown that 98% of the trophy hunters visiting South Africa per annum are white males, fluent in the English language. Their ages range between 40 and 64 (Tempelhof, 2006) and they earn on average R650,000.00+ per annum. Being top earners, 70% of the target market comprises university graduates that now follow an entrepreneurial career. Their occupations range from plumbers to medical doctors to engineers and nature guides. The remaining 2% of the market comprises Blacks, Arabians and Hispanics.

### **Geographic distribution**

Figure 2.1 indicates that during 2005 the number of hunters visiting South Africa from the United States of America was 4,310 (53,87%), making it the leading source country of trophy hunters. This was followed by hunters from Spain 524 (6,55%), Germany 340 (4,25%), France 285 (3,57%), Denmark 270 (3,37%), England 238 (2,89%) and others such as Austria, Belgium, Norway, and the United Arab Emirates etc. (PHASA, 2006(b)).



**Figure 2-1: Source countries of trophy hunters visiting South Africa during 2005**

**Behaviour factors**

The typical trophy hunter visiting Africa is a keen nature enthusiast and spends a lot of time in the great outdoors of their home countries. They hunt on average five species per year during three hunting trips. The Americans hunt for egoistic purposes and preferably in groups of four males. Spanish hunters like to spend money, and will often shoot more than one of a single species, especially Warthog and Buffalo. Canadian hunters are more family centred and will typically combine their safaris with their annual family holiday (Tempelhof, 2006).

Due to trophy hunters' exposure to outdoor activities, they are well equipped in terms of outdoor gear, optics, ammunition variations, rifle accessories, clothing and other hunting gear. In terms of knowledge, the Americans especially spend a tremendous effort studying our country, its statistics, ecology, weather and species before arriving at our airports, and therefore show a huge interest in factual discussions with their professional hunters during the hunts (Tempelhof, 2006).

Trophy hunters are typically well educated in terms of price-and-demand dynamics and they have bargaining power to negotiate best transactions (Timmons & Spinelli, 2003). Yet, others are generally price insensitive, typically willing to pay a premium for unequalled service delivery. Results from a recent client survey indicated that 17.54% of the trophy hunters visiting South Africa from the United States of America are willing to pay a premium of up to 20% to have their expectations exceeded, based on difference points in a market offering (Kotler & Keller, 2006), usually backed by a money back guarantee (Mugaba Safaris, 2006).

### **Client needs (Mugaba Safaris, 2006)**

**Bowhunting:** Due to an increasing trend of rifle hunters reverting to bowhunting, or rifle hunters practicing bowhunting as a second sport, there is a need, especially amongst clients from the United States of America, for dedicated professional hunters in South Africa that can accompany them on their hunting safaris. In South Africa, a lot of the registered professional hunters do not have the knowledge or commitment towards bowhunting (Patterson & Khosa, 2005), mainly due to the only recent emergence of the sport locally, and secondly, only a very few are licensed to accompany a trophy hunter on a dangerous game bowhunting safari (De Lange, 2007).

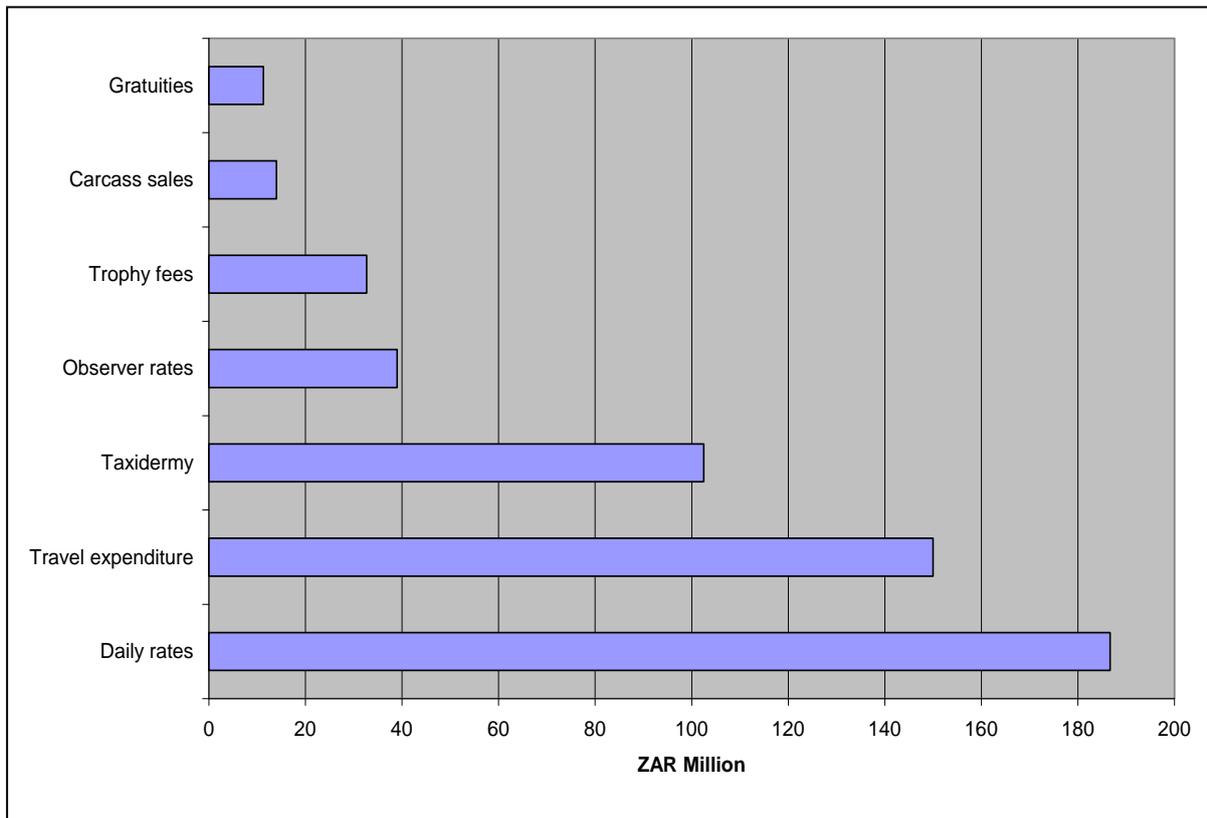
**Safari photography:** It is becoming standard for many trophy hunters to spend time during a safari taking photographs of South Africa's game, sunsets, trees, landscapes, birds, people, vistas etc. For this reason, an increasing number of clients spend quite a lot of money purchasing digital cameras to capture their African memories.

**Service delivery:** It is general knowledge that a lot of questionable outfitters exploit trophy hunters, to the detriment of the industry. The need for reputable outfitters has therefore been voiced by many trophy hunters during a recent client survey (Mugaba Safaris, 2006).

## **2.7 Economic contribution**

Subject to 'free market principles', the trophy hunting industry not only contributes to the economy of South Africa, accounting for nearly 0.25% of GDP per annum (StatsSA, 2008), but also to employment across various sectors of our economy. Figure 2.2 depicts the

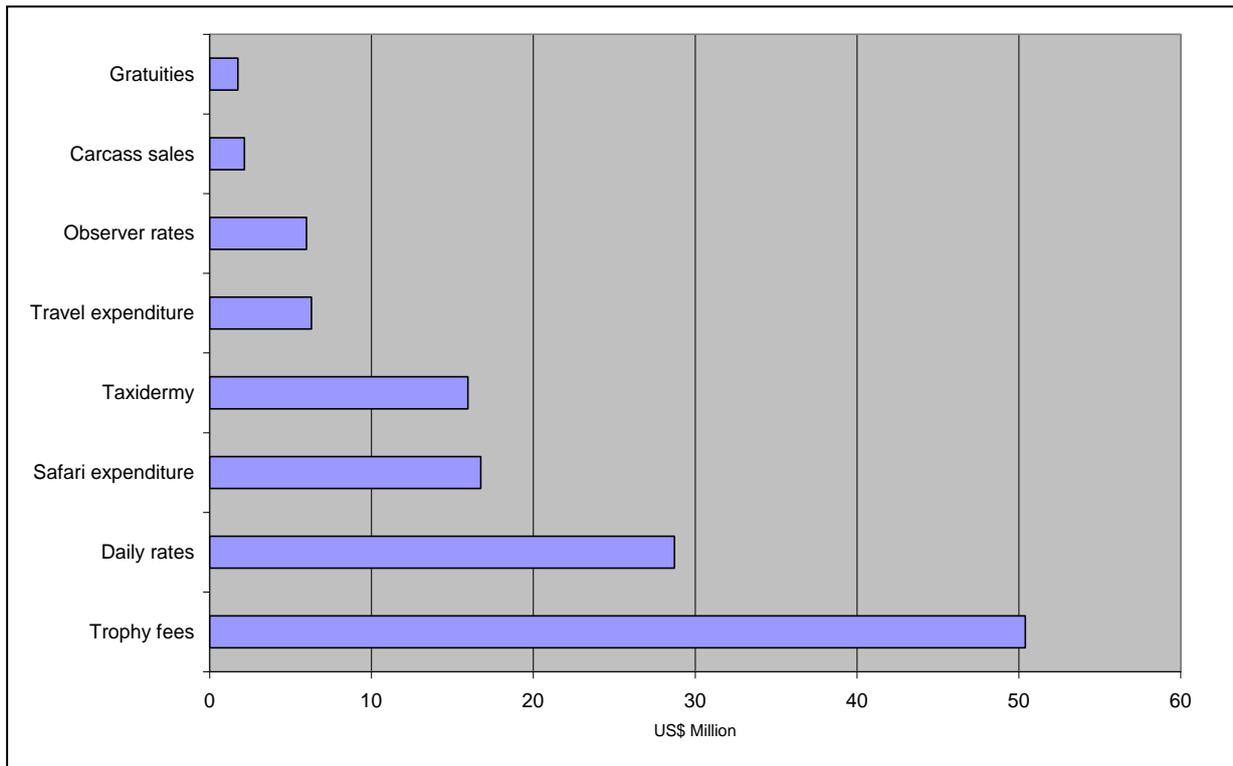
contributions from the respective categories, which characterise the 2000 trophy hunting industry, in South African Rand value (Eloff, 2002).



**Figure 2-2: Category contributions to the 2000 trophy hunting industry revenue statistic**

The total revenue generated by the South African trophy hunting industry during 2003, with daily rates, animals hunted, and taxidermy requests, was nearly US\$ 90 million (PHASA, 2005(a)), compared with almost US\$ 99 million during 2005; i.e. a 8.89% growth in revenue during a two year period (PHASA, 2006(a)).

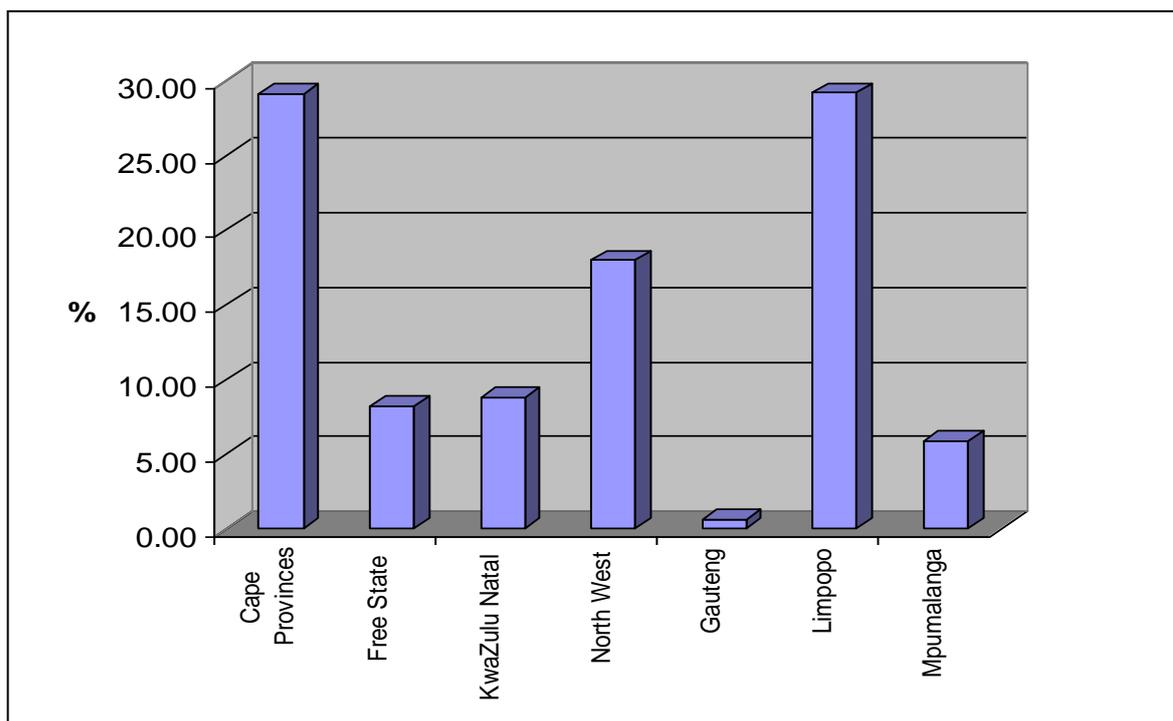
Damm (2005) valued the 2004 trophy hunting industry at US\$ 130 million, including estimates of pre- and post safari expenditure in South Africa, and accounting for South African Airways flight-income in travel expenditure (Figure 2.3). Comparing Figures 2.2 and 2.3, it is evident that daily rates and travelling used to be the main cost drivers in 2000, whereas in 2005 daily rates and trophy fees are degrading most of a client's budget. Gratuities and carcass sales generate the least amount of revenue, which seems to be a constant since the 2000 statistics.



**Figure 2-3: Value of the trophy hunting industry (2004/2005)**

Figure 2.4 portrays the percentage breakdown of the 2005 revenue figure per South African province (PHASA, 2006(b)). The game-rich provinces of Limpopo and the Cape have contributed nearly 60% to the total 2005 revenue value, compared with the industrial province of Gauteng, which contributed a negligible amount towards the trophy hunting industry.

More recent statistics value the hunting industry at ZAR 1 billion (Damm, 2005). This value comprises an 18% contribution from the trophy hunting industry; 53% from the biltong hunting industry, and the balance from secondary industries, including inter alia, taxidermy and wildlife sales. Berruti (2005) estimated the 2005 value, contributed by the wingshooting industry alone, to be ZAR 300 million.



**Figure 2-4: Revenue from trophy hunting in 2005, portrayed as contribution-% per province**

### 2.7.1 Revenue categories

The trophy hunting industry of South Africa can be categorised in terms of revenue earned. These categories include the following:

- **Daily rates:**

Daily rates are the fees the hunter pays to the hunting outfitter for the outfitter's services rendered. Daily rates usually include, inter alia, accommodation and dining, laundry, transfers, and the services of professional hunters and the outfitter's staff complement. South African daily rates vary according to the grade of accommodation offered, the number of clients per professional hunter, and the category of game hunted (Patterson & Khosa, 2005):

If the hunting outfitter offers luxury accommodation, which the Tourism Grading Council of South Africa (TGCSA, 2008) grades as 3 to 5-star, daily rates of anything from US\$ 250 to 500 can be charged. 1-on-1 packages, which translate to one hunter per professional hunter, earn higher daily rates than 2-on-1 packages, where two hunters must share the

services of one professional hunter. Dangerous game hunting packages may earn up to US\$ 1,000 per hunter per day on a 1-on-1 package, compared with the industry-average plains game rate of US\$ 300 per hunter per day on a 1-on-1 package.

- **Observer rates:**

Observer rates, compared with daily rates, are the rates that non-hunters accompanying their hunting partners are paying towards inter alia, accommodation and dining, laundry, transfers and the services of the outfitter's staff complement. The 2007 South African average was US\$ 200 per person per day (PHASA, 2008).

- **Travel expenditure:**

Travel expenditure includes charters, outfitter transport and transfers and international flights.

- **Taxidermy:**

Taxidermy rates refer to the costs a client incurs to have his trophies either raw prepared or mounted in South Africa and exported to his/her country of origin. Taxidermy fees vary according to the type of mount which the client requests, with a shoulder mount being the most popular choice.

Table 2.2 portrays the average 2003 shoulder mount fees of the 20 most commonly hunted plains game species in the trophy hunting in industry (Patterson & Khosa, 2005).

- **Trophy fees:**

Trophy fees refer to the revenue that the hunting outfitter earns on the animals hunted by his hunting client. The average 2003 trophy fees of South Africa's 20 most commonly hunted plains game species, in the trophy hunting industry, are presented in Table 2.2 (Patterson & Khosa, 2005).

**Table 2-2: Shoulder mount and trophy fees of the 20 most commonly hunted species**

<b>RANK</b>	<b>SPECIE</b>	<b>SHOULDER MOUNT FEE (US\$)</b>	<b>TROPHY FEE (US\$)</b>
1	Impala	388	300
2	Warthog	390	250
3	Kudu	568	980
4	Springbuck	315	250
5	Blesbuck	400	350
6	Gemsbuck	615	1200
7	Blue Wildebeest	558	750
8	Burchell's Zebra	548	900
9	Black Wildebeest	235	787
10	Bushbuck	398	840
11	Waterbuck	568	1,700
12	Common duiker	280	250
13	Red Hartebeest	575	850
14	Mountain Reedbuck	315	507
15	Steenbuck	280	250
16	Nyala	500	2,191
17	Eland	1,465	1,700
18	Black Backed Jackal	250	100
19	Caracal	-	633
20	Baboon	400	100

The average 2003 dangerous game trophy rates were as follows:

Buffalo: US\$ 10,857

Lion: US\$ 17,500

Leopard:	US\$ 5,545
White Rhinoceros:	US\$ 25,575
Elephant:	US\$ 19,222
Hippopotamus	US\$ 1,500

- **Carcass sales:**

Trophy hunters are not concerned about the carcasses of the animals hunted. As such, hunting outfitters incorporate the revenue earned from selling these carcasses to butchers as part of their annual budget. The 2005 average income generated from carcass sales is as follows (Mugaba Safaris, 2006):

- Plains game, excluding warthog and Zebra: R10.00 per kilogram.
- Warthog and Zebra: R6.00 per kilogram.
- Giraffe and dangerous game: R5.00 per kilogram.

- **Gratuities:**

Gratuities refer to the revenue received by professional hunters and the outfitter's staff complement for superior service rendered (Patterson & Khosa, 2005). These amounts can be substantial, and during 2005 Patterson and Khosa (2005) estimated this value to be nearly 5% of the total daily and observer rates and trophy fee. There is no defined industry norm in terms of a fixed percentage gratuity, but some hunting outfitters do prescribe a rate of 10% of the total bill of the client.

### *2.7.2 Revenue distribution*

There are no formal figures documenting the distribution of revenue generated by the hunting industry. That is because it is predominantly privately owned, and it can be assumed that the majority of the income is retained by the private owners. This is true not only for the actual hunting outfitters and professional hunters, but also the secondary industries such as

taxidermy and wildlife production (Patterson & Khosa, 2005). According to Patterson and Khosa (2005), revenue from the hunting industry also benefits the following categories:

- **Employment opportunities:**

In 2000, the hunting component of the trophy hunting industry, alone, was responsible for the creation of 5 000 to 6 000 job opportunities. This includes, inter alia, trackers and skinners, camp personnel, and professional hunters. Adding the jobs created in the services sector, this total increases to a conservative 63 000 (Van der Waal & Dekker, 2000).

- **Revenue for conservation authorities and communal landowners:**

The provincial nature conservation authorities generate income through the auctioning or tendering of hunting concessions, gate entry fees, accommodation services provided, and the issuing of provincial licenses and CITES permits.

Ezemvelo KZN Wildlife, for example, charges a levy which is used for social development projects in communities surrounding the reserves. This fee is built into their gate entry fees.

- **Education, training and capacity building:**

To participate competitively in the hunting industry, various skills and knowledge are required. Trophy hunting, in the context of government or communal land concessions, has often led to specific training opportunities for staff or community members. One of the best examples of this type of assistance is the agreement reached by the Makuleke community in conjunction with South African National Parks (SANParks).

In this case, the community has received significant assistance from SANParks and has raised an estimated ZAR 3 million through trophy hunting which has been used to develop tourism infrastructure (Patterson & Khosa, 2005). The majority of the hunting associations, often in conjunction with provincial nature conservation departments, also provide training opportunities such as courses in professional hunting, wildlife tracking, skinning and wildlife scouting.

- **Services:**

Some private sector wildlife producers provide services such as schools, clinics and limited transport facilities for their staff. The provision of these services is done on an ad hoc basis with the wildlife production unit owners not being compelled to provide any of these services.

- **Meat:**

Some communities benefit from the meat of hunted animals. The meat may either be provided free of charge, be part of the staff salary package, or sold at a low rate to surrounding community members. Again, this is carried out in an ad hoc manner with no formal obligation on the part of the provider.

- **Eco-tourism opportunities:**

To offer the hunter a more complete experience, activities such as visits to local communities are arranged by the hunting outfitter. Here hunters are able to watch or partake in activities such as tribal dancing, buy curios, and learn something of the local culture. Income generating opportunities are also provided in this way.

## **2.8 Conservation impact**

The trophy hunting industry is responsible for the conservation of species (PHASA, 2008), where the conservation of species entails the necessary removal of a certain percentage of a wildlife population, in a certain cycle, which varies from one region and wildlife production unit to the next.

An eco-system has a certain capacity, i.e. the carrying capacity, in terms of the number of grazers and browsers it can sustain over a given period. If this capacity is breached, the whole system becomes imbalanced, which is usually to the detriment of all the species it maintains. Therefore, taking a natural, unbounded eco-system, for example, will have predators which control excess antelope numbers. Not only does this practice keep the specie numbers in balance, but it also means a stronger and more efficient species evolves through skills development on the side of predators and antelope alike (Bothma, 2005).

Statistics show that 33,417 animals were hunted during 2003 during a course of 49,298 hunting days (PHASA, 2005(a)), compared with 39,561 animals during 2005 over a period of 58,341 hunting days (PHASA, 2006(a)). Big Five and Hippo totalled 1.17% of the total number of animals hunted during 2005, which translates to a 20.71% revenue contribution (PHASA, 2006(b)), leaving much scope for further exploitation of the hunting opportunities presented by these dangerous game species.

Table 2.3 presents the 2003/2004 income generated from the 20 most hunted species and dangerous game (Patterson and Khosa, 2005).

**Table 2-3: Trophy fee revenue (2003/2004)**

<b>RANK</b>	<b>SPECIE</b>	<b>REVENUE (US\$)</b>
1	Impala	2,105 million
2	Warthog	1,364 million
3	Kudu	5,322 million
4	Springbuck	1,093 million
5	Blesbuck	1,516 million
6	Gemsbuck	3,506 million
7	Blue Wildebeest	1,600 million
8	Burchell's Zebra	1,630 million
9	Black Wildebeest	1,420 million
10	Bushbuck	1,384 million
11	Waterbuck	2,370 million
12	Common duiker	318 thousand
13	Red Hartebeest	1,035 million
14	Mountain Reedbuck	565 thousand
15	Steenbuck	247 thousand
16	Nyala	2,029 million
17	Eland	1,570 million
18	Black Backed Jackal	36 thousand
19	Caracal	220 thousand
20	Baboon	26 thousand
21	Buffalo	1,943 million
22	Lion	3,325 million
23	Leopard	250 thousand
24	Elephant	596 thousand
25	White Rhinoceros	1,535 million
26	Hippopotamus	18 thousand

The species of wildlife on a conservation unit directly correlates to its success. Optimal stocking not only leads to more holistic systems requiring less management, but are also more appealing to hunters and tourists. Conservation units with some, or all of the Big Five, and scarce species such as a Roan or Sable antelope for example, generate more income through hunting and tourism compared with conservation units only offering ordinary plains game (Patterson & Khosa, 2005).

Stocking and maintaining a conservation unit with these species is very expensive though, and considering that the cost of game has increased by nearly 40% over a period of 10 years, and although this type of investment not only requires huge initial capital inputs and operating expenses, very rewarding conservation and financial returns can be realised (ABSA, 2005).

To establish a wildlife production unit calls for the purchase of land meeting, in size and carrying capacity, regulations pertaining to the species or species proposed for the land (Bothma, 2005). Yet the price of land has increased considerably during recent years though due to high demand (Patterson & Khosa, 2005). For example, referring to South Africa's prime conservation regions, i.e. the Lowveld regions of the Limpopo and Mpumalanga provinces, the value of property has increased by up to 2,500% over the last 20 years (Lambrechts, 1995, cited in Krug, 2001).

It is also estimated that the initial development of the property is usually at least twice the cost of the land itself. In this regard, capital outlays are needed primarily on fencing, facilities (wildlife handling facilities, water provision, lookouts and roads), infrastructure (outbuildings, staff quarters), vehicles and equipment, and wildlife for stocking purposes (Bothma, 2005).

The trophy hunting industry is therefore an elegant way to finance expensive wildlife production units which aid in the conservation of species. Note that revenue generated from the hunting industry primarily stay in the hands of wildlife production unit owners, as previously mentioned. The distribution of these funds is usually for the following (Bothma, 2005):

- Capital costs to purchase land and establish lodges, roads, breeding camps, fencing, bowhunter's blinds, watering holes and a water network.

- Operating costs towards maintenance, insurance, utilities, personnel, veterinary costs, fuel and services.
- Non-recurring costs for the purchase of, inter alia vehicles, breeding stock, hunting stock and animal feeds during dry periods.

From a conservation point of view, conservationists prefer hunting income to tourism income. The reason lies in the ecological footprint which a tourist leaves behind, in relation to a hunting client's, for the same amount of income generated. As an example, owners of wildlife production units have indicated that they would need to host five tourism clients, for seven nights, compared with one hunting client, for seven nights, shooting a high income potential package of game animals, for the same amount of revenue. The tourism group needs to be transported daily to wildlife sightings, which impacts on air and ground pollution and the natural ecology, whereas the hunting client is only minimally transported, with little impact on the natural ecology, especially in the case of bowhunting (Damm, 2005).

It can be argued that game can be sold live on auction, and therefore hunting practices are not necessary at all. Damm (2005) has researched this view extensively and came to the conclusion that hunting, be it for biltong or trophies, generates substantially more income than live sales, taking into consideration the cost of capture, transport, losses, veterinary expenditure, and risk. Also, space for the establishment of new wildlife production units, and available space at existing units is scarce, rendering it difficult to source buyers for live game.

## CHAPTER 3

### 3 Industry analyses

#### 3.1 Background

Chapter 2 portrayed the trophy hunting industry as being responsible for the conservation of species, promoting South Africa as a prime tourist destination, and contributing to the economy of South Africa. These benefits extend into a myriad of secondary advantages, including, inter alia, the creation of work opportunities, education, and skills development.

The industry is not well understood and promoted in South Africa though, and extends from public misconception to governmental lack of industry knowledge and information (Patterson & Khosa, 2005). In 2005, the Minister of Environmental Affairs and Tourism, with whom the responsibility lies to regulate the industry through provincial government, called for a special report to determine the status quo of the industry, better understand the dynamics of the industry, and how the industry interacts with the South African economy (DEAT, 2005). It is believed that the industry is at risk of a near-future recession though. This is primarily due to unsustainable management practises of the industry, lodged in a current model that does not promote the long term viability of the industry (Damm, 2005).

#### 3.2 Research methodology

##### 3.2.1 *Problem statement*

The industry is at risk of a near-future recession. This is primarily due to the unsustainable management practises of the industry, lodged in a current model that does not promote the long term viability of the industry (Damm, 2005).

##### 3.2.2 *Research questionnaire*

To assess this hypothesis, a qualitative assessment questionnaire was issued to custodians of the industry. These questionnaires were distributed to 20 active hunting outfitters and professional hunters representative of the industry. Only 12 respondents returned their

completed questionnaires, which can still be regarded a demonstrative statistical sample of the industry custodians (Wikipedia, 2008). As this is a qualitative analysis, the results of the questionnaires have been averaged into general opinion, and arithmetic mean averages where numerical feedback was required. To best present the feedback, applicable questions have been duplicated in this chapter with the averaged responses entered into the relevant fields. Some questions applied to hunting outfitters only.

### 3.3 Research results

**Table 3-1: Research results**

1	For how many years have you been hunting with foreign clients?			7
3	In which provinces are you licensed to operate as a Professional Hunter?			
<b>All respondents are licensed in at least 3 provinces. Limpopo is the most favoured province compared to Gauteng, where only 1 of the 12 respondents is licensed.</b>				
4	In which provinces are you licensed to operate as a Hunting Outfitter?			
<b>All respondents are licensed in at least 3 provinces. Limpopo is the most favoured province compared to Gauteng, where none of the 12 respondents are licensed.</b>				
5	Are you exempt to hunt Dangerous Game?			5 of the 12 respondents answered Yes
6	Do you hunt outside the borders of the RSA?			3 of the 12 respondents answered Yes
7	If you have answered YES to the above question, please specify the countries?			
<b>The countries mentioned are Zimbabwe, Zambia, Tanzania, Namibia and Mozambique. One respondent also hunts in Mauritius.</b>				
8	Which of the following activities do you offer your clients?			
	Bow hunting <b>(7/12 respondents)</b>	Rifle hunting <b>(11/12 respondents)</b>	Handgun hunting <b>(1/12 respondents)</b>	Black Powder Hunting <b>(0/12 respondents)</b>
	Green Hunts <b>(6/12 respondents)</b>	Bow fishing <b>(1/12 respondents)</b>	Fishing Safaris <b>(5/12 respondents)</b>	Wingshooting <b>(2/12 respondents)</b>
9	Which of the following other activities do you offer your clients?			
	Horseback Safaris <b>(1/12 respondents)</b>	Gamedrives <b>(2/12 respondents)</b>	Excursions* <b>(7/12 respondents)</b>	Photographic Safaris <b>(3/12 respondents)</b>
	Adventure Safaris** <b>(1/12 respondents)</b>	Walking Safaris <b>(2/12 respondents)</b>	Golfing Safaris <b>(0/12 respondents)</b>	Elephant back Safaris <b>(3/12 respondents)</b>

\* Excursions refer to Tourist destinations such as Scenic Sites, Natural wonders, Kruger National Park, Maropeng, Sun City etc.

\*\* Adventure activities include Quadbike Safaris, White Water rafting, Ballooning, Caving, Abseiling etc.

10	How many permanent staff members do you employ?				5	
11	Please specify in terms of the categories below:					
	Professional Hunters	2	Tourist guides	0	Chefs	0
	Trackers/Skinners	2	Cleaners	0	Administrative	1
12	How many dedicated vehicles do you have in your fleet?				2	
13	How do you market your service offerings? Please select all applicable options.					
	Hunting conventions	Booking agents	E-commerce	House parties / References		
	Blind calls	Sponsorships	Posted material	Magazines / Publications		
	Other, please specify	Word-of-mouth				
14	Where does your primary hunter market reside?			USA		
15	From which other countries have you had hunting clients before? (Please specify)					
	Russia, France, United Arab Emirates, Poland, Spain, Australia, Italy, Germany					
16	How many hunting days do you register per annum?				280	
17	What is your average Dangerous Game headcount per annum?				25	
18	What is your average Plains Game headcount per annum?				180	
19	Please list three (3) Dangerous Game species, in order of preference, most preferred by your clients.					
	Buffalo, Lion and Leopard					

20	Please list the five (5) Plains Game species most preferred by your clients.							
<b>Kudu, Impala, Warthog, Springbuck, Zebra</b>								
21	With hunting being your clients' primary activity in South Africa, what secondary activities do your clients usually request (in order of preference)?							
Excursions to Kruger National Park, Sun City and shopping								
22	What percentage of your clients was bowhunters during the past three (3) years?							
2004	<b>10%</b>		2005	<b>16%</b>		2006	<b>24%</b>	
23	How many bowhunters have you booked for 2007?					<b>12</b>		
24	On average, what percentage of a package's animals does successfully get bagged by your bowhunters?					<b>60%</b>		
25	On average, what percentage of a package's animals does successfully get bagged by your rifle hunters?					<b>90%</b>		
26	What is your average annual turnover for the past three (3) years?					<b>R 8.5 million</b>		
27	Please allocate your annual operating expenses in terms of the following categories. All allocations totalled must add up to 100%.							
Insurance	<b>3.7</b>	%	Ammunition	<b>0.7</b>	%	Memberships	<b>1.4</b>	%
Vehicle maintenance	<b>5.4</b>	%	Fuel and lubricants	<b>10.2</b>	%	Marketing / Promo items	<b>8.6</b>	%
Communication	<b>4.2</b>	%	Administrative	<b>4.3</b>	%	Accessories	<b>0.4</b>	%
Salaries / Wages	<b>40.6</b>	%	Electricity	<b>2.1</b>	%	Bank charges	<b>2.4</b>	%
Other, please specify								

28	How much does your average client spend per hunt?					<b>USD 8,780</b>			
29	Please allocate your average client's spend in terms of the following categories. All allocations totalled must add up to 100%.								
Accommodation	<b>13.35</b>	%	Trophy rates	<b>54.50</b>	%	Rifle hire	<b>1.33</b>	%	
Charters	<b>5.45</b>	%	Permits/Licences	<b>0.54</b>	%	Transportation	<b>3.02</b>	%	
Taxidermy	<b>15.80</b>	%	Catering	<b>0.38</b>	%	Gratuities	<b>1.91</b>	%	
Commercial shopping	<b>1.91</b>	%	Curio purchases	<b>0.38</b>	%	Entrance fees	<b>0.76</b>	%	
Other, please specify									
<b>Ammunition</b>	<b>0.65</b>	%							
		%							
		%							
		%							
30	What is your average client's annual income?					<b>USD 85,000</b>			
31	Select the characteristics below that most fit your average client's profile								
31.1	Age	> 20	21 - 30	31 - 40	<b>41 - 50</b>	50 +			
31.2	Sex	<b>Male</b>	Female						
31.3	Employ	Self	Employed						
31.4	Education	Secondary	<b>Tertiary</b>						
32	How does your average client prefer to communicate with you? (Please select)								
<b>E-mail</b>		Facsimile		Voice-over-Internet		Telephone		Postage	
33	Do you lately get requests from your clients to Outfit hunts outside the borders of South Africa?					<b>Yes</b>		No	

34	If you have answered yes to the previous question, why would you say your clients would request to hunt in another country?
<ul style="list-style-type: none"> <li>• <b>Much cheaper trophy rates than in South Africa</b></li> <li>• <b>Better quality trophies than in South Africa</b></li> <li>• <b>Unfenced hunting grounds</b></li> <li>• <b>South African hunting regarded too commercial</b></li> <li>• <b>Rifle imports to other African countries much easier than into South Africa</b></li> </ul>	
35	Would you say that South Africa is starting to loose its charisma as being a prime hunting destination amongst foreign clients? Why?
<ul style="list-style-type: none"> <li>• <b>Only to a certain extent, with reference to the arguments listed in Question 34 above.</b></li> <li>• <b>Other reasons listed include:</b></li> <li>• <b>Too restrictive regulations, with reference to Lion hunting, bowhunting and Gun control specifically</b></li> <li>• <b>Unethical hunting practices by some professional hunters</b></li> <li>• <b>Fenced hunting makes some clients feel South Africa performs canned hunting and only drives the commercial benefit of hunting, losing sight of the authenticity of hunting</b></li> </ul>	
36	In your opinion, what is the single worst threat and best opportunity to the industry today? Please substantiate your answer.
Threat	<b>South Africa's hunting stock declines at a rapid rate</b>
<p><b>Driven by commercial benefit, South Africa's hunting practices are unsustainable at the moment. Year-on-year hunting does not allow for our trophy pool to regenerate, meaning our trophies are becoming scarcer. Professional hunters are starting to hunt inferior sized animals, as these are often the only animals available. This practise impacts negatively on our industry as clients are often disappointed in the trophy size of the animal hunted. Also, due to supply and demand factors, trophy sized animals are becoming more and more expensive, to such an extent that South African trophy rates are towering way above African market rates. From a conservation point of view, breeding (or younger) animals are being hunted compared to older trophy animals, which has a detrimental impact on gene quality.</b></p>	

Opportunity	Duration of hunts, success rate and species variety
<p><b>Most of South Africa's hunting facilities has developed infrastructure in terms of roads (which eases accessibility) and fences (meaning the animal's roaming space is restricted to some extent). These opportunities significantly decreases the duration of hunts, as one can cover more hunting grounds on a given day with vehicle and the animals cannot move out of the hunting area (as in the case of other African countries where the hunting grounds are not fenced).</b></p> <p><b>This directly translates into higher hunting success rates than in other African countries. South Africa also offers a much greater variety of huntable species (compared to other African countries), spanning a wide cost range that enables South African hunting outfitters to offer a large variety of hunting packages that can be tailored to individual preference and spending needs.</b></p>	
37	Do you think the following Government levels do their part in promoting the industry? Why?
Local Government	
<p><b>No. Little is done on local government level to promote hunting opportunities in their jurisdicted areas. As local government also do not have any authority over hunting practices, local government has no incentive to become involved in the industry.</b></p>	
Provincial Government	
<p><b>No. Provincial government does not promote hunting per se. They do promote tourist destinations and reserves in their respective provinces to a great extent, by means of their websites and tourist indabas, but no reference is ever given to hunting in the provinces. Their involvement resides primarily in permitting and law enforcement.</b></p>	
National Government	
<p><b>No. National government only drafts legislation and regulates the industry through provincial government. No promotion is given to the hunting industry. The only promotion from national government stems from the recent lion and bowhunting draft regulations where the media where extensively involved for coverage. This means, the industry only receives 'negative' promotion from national government. No marketing of South Africa being a prime hunting destination is steered by national government.</b></p>	

38	Do you think the following Government Departments should be involved in the Trophy Hunting Industry? Why? If you believe a Department should be involved, how would you propose to the specific Department to better its involvement with the Industry?
Agriculture	
<ul style="list-style-type: none"> <li>• <b>Much better cohesion between the departments of Environmental Affairs and Tourism, Agriculture and Land Affairs is needed. These departments operate in silos, where the one is not aware of the decisions made by the others.</b></li> <li>• <b>Agriculture must incentivise farm owners with farms (or portions of farms) unsuitable for livestock- or crop farming to invest in game for these areas. These incentives may be through tax rebates or exemptions. Having suitable areas of land fit to sustain little- to medium-sized herd sizes of various species of game, spread over the country, can assist in growing the hunting stock available to the industry. Non-huntable stock can also be supplied to the demanding game meat industry, which further promotes game and game farming in South Africa.</b></li> </ul>	
Environmental Affairs and Tourism	
<ul style="list-style-type: none"> <li>• <b>Being responsible to regulate the industry, the Department needs a dedicated and competent staff complement that is knowledgeable of the industry, which oversees industry matters, that is up to date with industry developments and aware of world hunting norms and standards.</b></li> <li>• <b>Drafting legislation, this Department must also revise current hunting legislation to be more practical, less demanding on the industry and effective in its various areas of control.</b></li> <li>• <b>This Department is the key player determining the success and succession of the industry, and needs to become much more involved with the ground players operating in the industry.</b></li> <li>• <b>Also, this Department must communicate its industry-decisions made to the other Governmental Departments so that a unified Government can promote the industry as a whole.</b></li> </ul>	

#### Foreign Affairs

- **The Department of Foreign Affairs must first be involved, with the Department of Environmental affairs and Tourism, to promote the industry to other countries. Second, this Department must liaise more intensively with other African countries to exchange industry norms and standards, and to promote the industry across African borders as a unit.**
- **This Department must also provide more readily available support and information to foreign visitors, including, inter alia, rifle importation information, vaccine and medical requirements, atmospheric conditions, consulate contact information in South Africa etc.**

#### Justice and Constitutional Development

**This Department must do more to protect the rights of foreign hunters. Hunters visiting South Africa are exposed to the mercy of professional hunters and outfitters, sometimes to the detriment of the hunters. Cunning marketing practises, over-charging and under-delivery of services, inferior service delivery, abuse of clients by professional hunters and outfitter-sided contracts are but some examples of industry deeds that can be brought to justice by the Department.**

#### Land Affairs

- **Land affairs must take cognisance of the benefits that industry has for South Africa in the land re-distribution and repossession programme.**
- **More land must be made available for wildlife production units.**
- **Established wildlife production units must be exempted from repossession status. If ownership is transferred, an effective management and training plan must be provided to the new owners to enhance their competency and skills as game farmers.**

Provincial and Local Government

- **A simplified administration model needs to be developed and service delivery improved.**
- **Provincial and local government must do their part, on their respective levels, to market the industry opportunities available in their areas of authority. Provincial Government must instigate and administer, in collaboration with the Department of Environmental affairs and Tourism, hunting in Government reserves.**
- **More effective regulation by provincial government is needed, which may be in co-operation with local government.**
- **Better cohesion between hunting outfitters, professional hunters and provincial authority is a definite requirement, including permit office officials, law enforcers and veterinary service representatives. The current notion is that hunting outfitters and professional hunters do not get the required support from provincial government officials, who more than often portray it strenuous to issue permits, return correspondence and communicate effectively with industry custodians. Also, provincial government officials more than often display power-play interaction with industry role players.**

Revenue Services

**Hunting outfitters and Professional hunters must qualify for tax exemptions and better rebates where possible.**

Statistics South Africa

**Statistics South Africa must embark to continuously gather industry data and statistics that should publicly be available. This data must be specific to the trophy hunting industry, and not lumped with tourism data which is the current case. This data will not only assist in promoting the industry but also aid hunting outfitters to formulate their marketing plans and strategies based on better informed decisions making.**

Trade and Industry	
<p><b>Trade and Industry should include Trophy Hunting, not only as a subset of tourism, in their portfolio as an income generator for South Africa, and hence market the industry as such.</b></p> <p><b>This Department therefore needs to invest much more resources in promoting the industry both locally and abroad.</b></p>	
39	<p>What is your opinion regarding the recent proposed change in the Lion hunting regulation and how would you say will it impact on our industry?</p>
<p><b>The draft regulation is not sustainable for the Lion industry as a whole and, if implemented, would lead to the eventual extinction of Lion breeding facilities and Lion hunting in South Africa.</b></p>	
40	<p>What is your opinion regarding the recent proposed structure of the Bow hunting regulation and how would you say will it impact on our industry?</p>
<p><b>The change in regulation involves pachyderms, including Elephant and Rhino, as well as Lion, Leopard and Crocodile. These animals may, with the drafted regulation implemented, not be hunted with bow and arrow.</b></p> <p><b>The impact of this proposal will not be too pronounced in the case of Elephant, Leopard, Crocodile and Rhino, as there was not a high demand for these types of hunts in the past. The impact will be more based on Lion hunts, as dangerous game bow hunts usually includes a buffalo or lion in the package.</b></p> <p><b>The overall impact will be indirect in terms of hunting income for South Africa, as a client will now hunt these animals in another country that still allows these hunts.</b></p>	
41	<p>Would you regard Green Hunts to be a viable alternative to pachyderm hunts? Why?</p>

**Yes. From a regulation, economic and conservation point of view.**

- **Draft regulation stipulates that Elephant, Rhino, Lion, Leopard and Crocodile may not be hunted with a bow and arrow. Regulation does not prohibit the darting of these animals though. Therefore, the opportunity still exists to dart these animals using a bow and arrow.**
- **From an economic point of view, it is much cheaper for a client to dart an animal than killing it. Added to this benefit is the more exhilarating experience of getting within dart range of the animal.**
- **From a conservation point of view, these animals can be darted for research and veterinary purposes with the costs being covered by the client.**

42

In your opinion, what is the future prospect of the South African Trophy Hunting industry?

**Based on the current model, the trophy hunting industry of South Africa does not have a sustainable future, although there is a vast scope for potential growth. Bad public perception, over-regulation, mismanagement, poor service delivery, over-utilisation of game stock and the over-supply of professional hunters and hunting outfitters spirals the industry into a near future recession to the detriment of the conservation and economic benefits that the industry offers.**

43

What would you regard the single most deterrent of clients voting against hunting in South Africa?

No general opinion could be formulated here. Some indications were:

- **crime,**
- **firearm importation difficulty,**
- **high trophy rates,**
- **fenced hunting,**
- **negative perception,**
- **a decrease in trophy quality, and**
- **the commercial drive evident in the industry.**

44	What would you regard the single most determinant of clients voting to hunt in South Africa?
<p><b>The general opinion includes high success rates, developed infrastructure and variety of species.</b></p>	
45	What are the worst obstacles which you are currently experiencing in the industry?
Client perception:	
<ul style="list-style-type: none"> <li>• <b>Clients receive a distorted image of South Africa’s hunting regulation, thinking that outfitters marketing certain hunts are doing so illegally.</b></li> <li>• <b>The image that South Africa ‘mostly’ offers canned hunts.</b></li> <li>• <b>Clients’ perception of their security, being bordered by the turmoil in Zimbabwe.</b></li> <li>• <b>Clients having a distorted image of their rifles/bows being stolen at the airport.</b></li> </ul>	
Safety and security:	
<p><b>Client safety and security, not only on the road, but also at lodges are always a concern, especially the fact that firearms are transported and used daily.</b></p>	
South African political position:	
<p><b>The resignation of Mbeki, Zuma’s leadership and the current turmoil in the leading party leave scope for much concern both with clients and custodians of the industry.</b></p>	
Global political influence:	
<p><b>Air travel restrictions make it tedious for a client to transport his rifle and ammunition.</b></p>	

Macro-economics:	
<ul style="list-style-type: none"> <li>• <b>With a global recession facing world economics, household expenditure does not budget for recreation activities (as in the past), and hunting outfitters now face the possibility of not booking the same number of (or more) clients than in previous years.</b></li> <li>• <b>Not only affecting clients' pockets, hunting outfitters' operational expenses are also much higher than in the case of previous years, particularly due to the recent high oil prices and the weak Rand.</b></li> </ul>	
Micro-economics:	
<p><b>Personal budgets do not cater for 'luxury' activities such as hunting during recent times of economic instability.</b></p>	
Local hunting regulation:	
<ul style="list-style-type: none"> <li>• <b>Restrictions placed on the hunting of certain species with bow and arrow which is impractical.</b></li> <li>• <b>Over-regulation, such as the draft Lion hunting regulations.</b></li> <li>• <b>Gun control restrictions.</b></li> </ul>	
Global hunting control:	
<p><b>The local implementation of global control measures. For example, the unfair distribution of Leopard CITES tags to preferred hunting outfitters or hunting outfitters offering bribes to permit officials to quality for tags.</b></p>	

Rife ownership regulation	
<ul style="list-style-type: none"> <li>• <b>Stringent and tedious ownership rules and regulations deter hunters from acquiring new firearms or renewing their firearm licenses.</b></li> <li>• <b>Also, rifle importation difficulty may have a negative effect on clients wanting to hunt in South Africa.</b></li> </ul>	
Anti-gun lobbying:	
<p><b>Anti-gun lobbying may eventually influence governmental decision makers worldwide to prohibit firearms altogether, which will have a major impact on world hunting industries.</b></p>	
Anti-hunting lobbying:	
<p><b>'Green' organisations that lobby against hunting send distorted messages into the public domain regarding the cruelty of hunting and hunting malpractices. By these means they grow their support base against hunting, which may eventually influence governmental decision makers to prohibit the hunting of certain species.</b></p>	
Transportation, flights and charters:	
<p><b>The cost of transportation and charters, which are becoming too excessive with the recent rise in the oil price, results in decreased profits.</b></p>	
Service delivery:	
<p><b>Service delivery is slow, sometimes non-existent, costly and undependable. This includes services like communication, electricity supply, insurance, maintenance, permitting and licensing etc.</b></p>	
Other, please specify:	
<ul style="list-style-type: none"> <li>• <b>Costly game</b></li> <li>• <b>Scarcity of trophy quality animals</b></li> <li>• <b>Land claims</b></li> </ul>	

46	What would you regard a viable solution to the problems facing the industry today?
<p>Various views have been reported here. The overarching opinion resides in:</p> <ul style="list-style-type: none"> <li>• <b>better marketing of the industry,</b></li> <li>• <b>changing public perception regarding the trophy hunting industry,</b></li> <li>• <b>better management of the industry, and</b></li> <li>• <b>privatisation of the management function of the industry.</b></li> </ul>	
47	In your opinion, does Trophy Hunting contribute to the conservation of species? Why?
<p><b>Yes; By adding value to a product that is then managed properly as a sustainable resource.</b></p>	

### 3.4 Discussion

From the research responses it is evident that the trophy hunting industry does benefit conservation, as the average client spends more than half his average spend on trophy rates (refer Question 29). This translates to nearly R35,000 at an average 2007 exchange rate of R7.00 per US\$. Assuming that 70% of this value is dedicated to conservation expenses, it translates to R24,500 per client for conservation purposes. The 70% assumption is based on a 30% profit margin which hunting outfitters typically charge on game.

The 2005 statistics showed the number of trophy hunters visiting South Africa to be 8,000. If a conservative 5% per annum growth rate in the trophy hunting industry can be assumed since 2005, it means 8,820 clients have hunted in South Africa during 2007. Unfortunately

no statistics are available to validate this number. Notwithstanding that, at an average spend of R24,500 per client, it means that South Africa has generated a handsome R216 million for conservation purposes through the trophy hunting industry during 2007. Further, based on an average US\$ 8,780 total spend, and an exchange rate of R7.00 per US\$, the 2007 total income from the trophy hunting industry, based on the assumption that 8,820 hunters have hunted in South Africa during 2007, translates to R542 million on average.

There is scope for growth in the industry though. Questions 5, 8 and 9 show that less than half the industry custodians are licensed to hunt dangerous game and fully exploit all venues available to generate income for the industry. It is also evident from Question 17 that, on average, only 12% of an outfitter's income is generated from dangerous game hunting, which opens up the opportunity to better manage and market dangerous game hunting in South Africa. Question 22 shows an annual increase in the number of bowhunters hunting with the average outfitter, which means that this method of hunting is better promoted than in the past. There is scope for much bigger representation by bowhunters though, as the low number of 24% of the client complement does not fully do justice to bowhunting in South Africa yet.

Question 42 can be regarded an excellent summary of custodian perception currently.

Based on the current model, the trophy hunting industry of South Africa does not have a sustainable future, although there is a vast scope for potential growth. Negative public perception, over-regulation, mismanagement, poor service delivery, over-utilisation of game stock, and the over-supply of professional hunters and hunting outfitters spirals the industry into a near future recession to the detriment of the conservation and economic benefits that the industry offers.

This statement corresponds with reasons mentioned why clients tend to prefer hunts in other African countries (refer Questions 34, 35 and 43) and supports the general opinions voiced by industry custodians as to why the trophy hunting industry may soon face a recession (refer Questions 36, 37 and 45).

Negative public perception is based on misconduct in the past by professional hunters offering canned hunts to clients, hunting drugged animals, not offering clients the opportunity to hunt most of the animals stated in their packages, and misleading clients with false deals.

Over-regulation refers to the stringent gun control laws that make it a tedious task to import a client's rifle into the country, as well as various ordinances relating to the hunting of certain species, severe bowhunting regulations, and the impractical draft Lion hunting regulations.

Mismanagement refers to instances where misconduct in the industry is not brought to justice and the belief that bribery practises more than often lead to scrapped prosecutions, allowance of practices against the stipulations of regulation, and the awarding of CITES tags to the same individuals year after year. Mismanagement also refers to under-promotion of the industry in world markets and issues including land redistribution that impact negatively on the industry.

Poor service delivery not only refers to provincial governments that lack proper communication skills and the ability to timeously issue permits and licenses, but also to general services including communication services, electricity supply etc. (refer Question 45).

Over-utilisation of game stock is addressed in Question 36, and refers to the year-on-year hunting of vast amounts of trophy animals, without leaving capacity for younger animals to fully develop into trophy specimens and herds to fully regenerate. Due to an ever-increasing scarcity of trophy animals, wildlife production units are in a prime position to charge a premium for trophy quality animals based on supply and demand market principles. This again translates into clients being charged higher and higher trophy rates every year (and this does not include the effects of inflation on annual price increases).

The over-supply of professional hunters and outfitters refers to the large amount of professional hunters and outfitters that register to operate in the industry on an annual basis. Restrictions to entry into the industry basically do not exist and the restrictions that do exist are easily by-passed. This creates a higher demand from hunting outfitters to claim their share of the trophy animal pool, which effectively increases the rates charged by wildlife production units for their game. Also, with the profit share being divided between more and more operators every year, and the ratio of clients per hunting outfitter declining, the opportunity exists for a manipulated supply and demand market through industry malpractices trying to sustain current levels of income.

The respondents also voiced their opinions regarding various opportunities offered by the industry in Questions 36, 41, and 44; these mainly refer to the high success rates of our industry based on South Africa's developed infrastructure and a great variety of species. To

fully capitalise on the opportunities offered by the trophy hunting industry, the general solution expressed to improve the future prospects of the industry can be found in the answer to Question 46; i.e. better promotion of the industry which would positively change public perception, better service delivery, and a sustainable management model.

The hypothesis that the trophy hunting industry faces a near future recession is validated through the custodians' perceptions based on the questionnaire responses. It is therefore evident that there is a definite need for a better management model to improve the long term sustainability of the South African trophy hunting industry and to fully capitalise on the benefits offered by the industry.

## CHAPTER 4

### 4 A proposed model for South Africa

#### 4.1 Introduction

Chapter 2 defined the conservation and economic benefits of the trophy hunting industry, and it seems sensible to capitalise on these benefits to its fullest extent. Yet, in Chapter 3, it is evident that the industry lacks fundamental best practices to classify it as being of a first-rate standard. This chapter will collate the requirements, voiced by the custodians of the industry, into a proposed model to better promote and manage the industry. A possible implementation strategy will be proposed and the benefits and disadvantages of the model will be emphasised.

#### 4.2 Requirements of the model

The feedback to Question 42, as presented in Chapter 3, will be the basis for the development of the model. This question probed respondents to voice their opinions regarding the future prospects of the industry, and the collated responses cannot better summarise the requirements of a new management model:

“Based on the current model, the trophy hunting industry of South Africa does not have a sustainable future, although there is a vast scope for potential growth. Negative public perception, over-regulation, mismanagement, poor service delivery, over-utilisation of game stock, and the over-supply of professional hunters and hunting outfitters spirals the industry into a near future recession to the detriment of the conservation and economic benefits that the industry offers.”

The structure of the model is one of self regulation and can be categorised in terms of government (or public) functions and private functions. These respective functions, in turn, must see to the execution of best practise requirements including:

- Regulation,
- Promotion and marketing,
- Service delivery,
- Education and training,
- Knowledge and information management and distribution,
- Empowerment,
- Benefit distribution,
- Conservation, and
- Rate setting.

#### *4.2.1 Regulation*

National government, through the Department of Environmental Affairs and Tourism, must be responsible for composing a revised national legislative framework that would serve to be a standalone base document according to which the industry can be regulated. This framework, be it an Act or Guideline Document, must first be practical and enforceable in its application; and second, it must be nationalised to include all provinces.

It is imperative here for the Department to bow to the knowledge of a skilled task team, consisting of representatives of the industry, other government departments (such as Land Affairs and Agriculture), service providers to the industry, and private institutions such as PHASA and the WRSA to develop this document, and must not rely only on isolated inputs from a panel of ill-informed individuals, with decisions mostly based on public perception that may lead to emotional and impractical decision making.

#### *4.2.2 Practical and enforceable legislation*

The base document must be practical in its application. Reference is given here to the fact that South Africa does not have a standalone Act that serves to regulate the industry, but rather relies on segments of other Acts that apply to the industry (refer to Chapter 2). A standalone document would serve a better purpose here; one that references matters such as the hunting of certain species, gun control within industry boundaries, meat regulation, animal welfare etc.

This standalone document must reference other Acts, rather than the other way round. This way any person that scrutinises the document can refer to a particular section of interest from another Act, rather than having to study a couple of documents which may only have inferior pieces of information regarding the particular topic. A typical example may be the hunting of a Cape Buffalo. The proposed document may typically summarise the important information relating to the hunting of the specie, in terms of, for example, Schedule and Provincial ordinances, hunting method allowed etc., all summarised in a single table, but referencing the particular sections in the National Environmental Management Act and Provincial ordinances that apply to the hunting of a Cape Buffalo. (Refer to Table 4.1 as an example of such a document).

Another practical application may be to update current provincial legislation and collate all the provinces' ordinances into a uniform national framework. Most of the current provincial ordinances are still based on the 1994 legislation and administration for regulating hunting, and due to the changes in provincial boundaries and the national goal of biodiversity conservation and ecosystems protection, these ordinances in many cases do not find practical application anymore.

In the same sense, provincial ordinances do not promulgate the same regulatory environment. For example, the province of Kwa-Zulu Natal's bowhunting policy states the minimum requirement for hunting an Eland is an X lb. draw weight bow with a Y grain arrow weight, whereas Mpumalanga's policy has a totally different, less stringent, minimum requirement. These requirements need to be nationalised, which would make it easier to compile the proposed standalone Act, and also for the hunter to follow legislative requirements.

**Table 4-1: Species information**

Species	Comments	CITES Schedule	Provincial regulation	Hunting method allowed	
Cape Buffalo	May not be hunted at night	Not listed	May only be hunted from 01/04 – 31/09 in Mpumalanga's Lydenburg region	Rifle	Bow
				√	√
Special remarks	-	-	-	Minimum .375 Calibre	Minimum KE of 80 ft. lb and Momentum of 0.45 lb/s
Reference	NEMA, Section X.XX	NEMA, Section Y.YY, Appendix Z	Mpumalanga Ordinance, Section Y.YY	Limpopo and Mpumalanga ordinances	Mpumalanga Bowhunting Policy, Section Z.ZZ

This standalone Act, or Guideline Document, must further be practical and logical in its application. For example, referring here to the current draft Lion-hunting regulation; in concept, the put-and-take commercial Lion-hunting trade must definitely be better regulated, but to suggest control mechanisms of a Lion having to be free-roaming for a minimum period of 2 years before it can be hunted is in all senses, illogical and impractical. On the other hand, it begs the question as to whether this requirement could practically be enforced, taking the current provincial resource-constraints into account.

Another example refers to bowhunting. New regulations suggest a Lion may not be hunted with a bow. Based on what assumptions, or maybe on public perception that led to emotional decision making? Bowhunting regulations, again, must be nationalised and based on practical considerations. For example, the current Mpumalanga draft bowhunting policy

states that a Cape Buffalo may only be hunted with an 80 lb. bow and 600 grain arrow. These requirements translate into a minimum Kinetic Energy value of 80 ft.lb and Momentum of 0.45 lb/s, referring to old technology bows. Yet, with the advent of new technology bows, a hunter can now realise a Kinetic Energy value of 80 ft.lb and Momentum of 0.45 lb/s using a 70 lb. bow and a 500 gr. arrow (due to increased speeds achieved by these bows), but regulation still prohibits a hunter hunting a Cape Buffalo if not using an 80 lb. bow with a 600 grain arrow, meaning current regulation does not keep pace with emerging technological advancements.

Another typical example refers to the Firearms Control Act, which makes for a tedious administrative task, not only for professional hunters to own firearms as needed for their daily operations, but also for foreign hunters wanting to import their rifles into the country. Although the Act may have merit in the control of firearms in South Africa, its framework is in many instances based on illogical arguments and negative public perception which led to the establishment of an impractical Act and its administration.

Based on the above arguments, a direct correlation can be drawn between illogical decision making in compiling an Act, and the inability to enforce the promulgation of such an Act. Therefore, the proposed standalone Act, or Guideline Document, must be practically instituted, based on logical arguments from a knowledgeable and skilled task team, representative of all segments of the industry, to ensure the requirements of the Act can practically and uniformly be enforced, within provincial resource constraints - be it current resource availability or expanded resource requirements in line with an effective law enforcement structure.

#### *4.2.3 Uniform legislation*

There is a dire need for a uniform framework by which the hunting industry can be regulated. This uniform, nationalised framework, must apply and be enforced, in exactly the same manner in all provinces, promulgating the same regulatory requirements applicable to all sectors of the industry. This would enable better decision making at governmental level, law enforcement and administration at provincial level, self-regulation at private level, and adherence by the stakeholders of the industry.

#### *4.2.4 Promotion and marketing*

Little is done on government's side to promote South Africa as being a superior hunting service provider. Question 37, in Chapter 3, addressed this issue, and the feedback from respondents was that much more needs to be done at a governmental level to promote the industry. Promotion of the industry needs to be in the public function, advancing from local government level instigating promotion programmes of the hunting opportunities available in their juristic areas, to provincial government running promotion programmes of their province's hunting industry, to national government level promoting the national hunting industry both locally and internationally.

Only through government involvement in promoting the industry can public perception be changed positively towards the industry. Public perception tends to be biased towards governmental perception and involvement in a particular industry, and whilst government does not positively promote the benefits and opportunities of the industry, the 'green' public will always nurture their (sometimes ungrounded) beliefs of the 'cruelty' and 'zero-benefits' of hunting.

Chapter 3 also referenced having a broader national government spectrum involved in promoting the industry. Currently, only the Department of Environmental Affairs and Tourism is involved in industry matters (to some extent), but broadening this spectrum to involve departments such as Trade and Industry, Land Affairs and Agriculture, will result in a better governmental understanding of the industry, as well as broader and better international and national promotion of the industry.

Promotion of the industry must be in collaboration with marketing the industry. Whilst promotion of the industry is mainly a governmental function, marketing the industry must be privatised. Associations such as PHASA and WRSA and the hunting outfitters, must be empowered to market the industry according to industry and market norms and standards, yet within the framework of the proposed standalone Act or Guideline Document.

It is imperative though that marketing practices and messages sent out to prospective clients be regulated and monitored to eliminate, once again, negative public perception as well as false marketing practices which impacts on the whole industry. This function must be regulated by a private association, or governing body, strictly enforced and well disciplined

where applicable. For example, PHASA may be given the authority to act as the private governing body of the industry. It would then be their responsibility to, for example, scrutinise outfitter marketing material and media, and attend international conventions to ascertain that the message portrayed by the hunting outfitters aligns with the national framework and industry best practises. If not, strict disciplinary measures need to be taken against the culprits.

#### *4.2.5 Service delivery*

Service delivery is as much a government as a private function. As services may range from telecommunications and energy, to permits and law enforcement, only services directly related to the industry will be discussed.

The model proposes to privatise and concentrate administrative functions to province specific regional offices, linked to a centralised national office, where all permits and licenses, for example, can be issued via a computerised information system. The regional offices would be responsible for accepting hunt returns, dealing with enquiries and complaints at an operator level, issuing permits and licenses, and representing the custodians operating in the specific regions. Their activities, acceptances and issuances form a central information system that collates all province-specific data into a centralised database administered by a national office. The national office, in turn, would also collaborate with the various governmental functions and serve as a central complaints and enquiry centre to clients and industry stakeholders.

By this means, dedicated, knowledgeable and skilled personnel can be appointed in these offices run by a private association, which would lessen the strain on limited public resources. This, in turn, would enable public resources to deal with their applicable service delivery functions, such as prosecution, law enforcement and conservation, more effectively.

Another suggestion here would be to gradually do away with paper-based administration, ranging from permit issuance to hunt returns and database inputs. With the advent of advanced computer systems, intelligent networks and online capabilities, most of the current administration burdens can be relieved by converting to an electronic administration format.

The need for a centralised, up-to-date and well managed computerised administration function and database has long been imperative for the success of the industry, where the database, for example, can be customised to display regional data, provincial data, outfitter and professional hunter specific data, and can be used as input into statistical governmental databases which would be useful for marketing and decision making purposes in the industry.

#### *4.2.6 Education and training*

Education and training would best be managed by a private function, and refers to professional hunter and outfitter training, tracker and skinner training, and skills development in terms of secondary functions like client relations, taxidermy field preparation, abattoir operations, and product development such as curios, drums from animal hides etc. The standard of the education and training programmes must be formally established, regulated and acknowledged by the public function, whereas the curricula of these programmes must jointly be developed by the private and public functions.

In terms of standards, and referring specifically to professional hunter training, much stricter intake requirements and higher standards are proposed. The current system allows for basically anybody to attend a professional hunter course, and the passing requirements are such that the market is flooded with newly qualified professional hunters every year.

Intake requirements need to be as such to only allow for skilled individuals to qualify themselves in the field. In many instances currently, individuals that see hunting as a grand career change, often from an information technology or office-bound background, get accepted into attending the course, qualify, and then enter the market with very little, if any, hunting and client interaction skills. These individuals distort the market image and rates, and must not be allowed to attend the course in the first instance. It is further suggested that much stricter enforcement principles be applied in terms of newly qualified professional hunters that should follow an apprenticeship period, with an established outfitter, before he or she will be licensed to operate on their own account.

#### *4.2.7 Knowledge and information management and distribution*

Knowledge and information management would primarily be a private function, with information being fed to a centralised database, combined with public function information sources, and reported as a single knowledge and information resource in the public domain. For example, by accepting hunt returns and issuing permits and licences, the private function would be able to create a database of, for example, the number of hunting outfitters, professional hunters, animals killed, clients per period etc. This information can be combined with, for example, Statistics South Africa's tourist and industry value information and the Treasury's information regarding annual turnover data of the hunting industry.

By combining knowledge and information regarding the industry in a central location, keeping this information up to date and making it accessible in the public domain, industry role players can use it to better compose their marketing strategies, change public perception regarding the benefits and disadvantages of the industry, better promote the industry, and establish trends regarding future prospects of the industry. This information database can also be effectively used for conservation decision making purposes, the setting of annual quotas, and establishing the impact of hunting on different regional ecosystems. In this regard, an intelligent knowledge system would inevitably also network with data captured from wildlife production units, in terms of, inter alia species population sizes and distribution.

To further warrant comprehensiveness of the system, it can also report information based on governmental and private initiatives in terms of, inter alia, industry specific scientific research projects and real time monitoring outputs; for example, presenting the results of the Leopard research project progressing in the Lydenburg region of Mpumalanga, where distribution and dynamics data of the Leopard population in this region are continuously being monitored.

#### *4.2.8 Empowerment*

Empowerment must be a governmental function, assisted by the private function in terms of capacity development, through applicable education and training programmes. Government must set aside skills development funds that can be channelled through programmes run by the private function to enable creditable individuals to enter the industry as knowledgeable and skilled stakeholders that can effectively contribute to value creation for and in the industry, be it as outfitter partners, professional hunters, trackers or skimmers or any other

function applicable to the benefit of the industry. Outfitters must also make a conscious effort to revise their Black Economic Empowerment (BEE) scorecards by employing these individuals as active partners in their hunting operations. The proposal here is not for outfitters to necessarily part with, uncompensated, an equity portion of their businesses to increase their BEE scores, but rather to allow government to compensate them, at market rates, for this equity portion that can be transferred to credible individuals worthy to participate as partners in the hunting industry.

Although it is suggested that the responsibility lies with government to coordinate empowerment schemes in the hunting industry, it remains imperative that private, public and community interactions be interwoven on an ongoing and dynamic basis to ensure that empowerment is successful, directed towards the right individuals, and is driving an appropriate purpose.

#### *4.2.9 Benefit distribution*

The responsibility of benefit distribution is jointly a governmental function (through the distribution of taxes towards conservation, skills development and industry promotion), and a private function (through the equitable distribution of a suggested compulsory PHASA fund, for example, towards conservation and skills development, marketing etc.).

Benefit distribution can also be interpreted in terms of incentive schemes, for example, through tax rebates for hunting outfitters that achieve a minimum BEE score. This would be considered a governmental function.

#### *4.2.10 Conservation*

Government and the private functions must jointly be responsible for biodiversity conservation. These functions cannot operate in silos, but need to be integrated with a common goal in mind, which is pursuing sustainable annual growth in output of the industry's triple bottom line, consisting of, ecological preservation, economical growth, and social responsibility.

Conservation-based regulation and law enforcement must remain with the governmental functions, filtered through to provincial ordinances and administration offices. Yet, inputs

from the private functions would be required in terms of, inter alia, setting quotas and establishing conservancies.

It must again be noted here that the common goal for both governmental and private functions to pursue is one of sustainable growth. If successful, the problem where year-on-year hunting of certain species does not allow for these species to regenerate would be adequately addressed, either through quota setting or a temporary moratorium placed on the hunting of these species in certain regions.

Chapter 3, Question 38, references the requirement from industry custodians to hunt in governmental reserves and parks. This topic has extensively been researched by Damm (2005) and he estimated a possible US\$ 4.7 million income for conservation purposes if hunting in only the Kruger National Park is considered. If this proposal is viable in future, the administration thereof would primarily be a governmental function supported by the private functions.

#### *4.2.11 Rate setting*

Proposing a self-regulated industry operating in a free market system, hunting outfitters must be allowed to determine the rates they want to charge for their services and offerings. In a free market system, rates cannot be regulated and reach a state of equilibrium, over the whole spectrum of operators, very quickly. This primarily means operators who overcharge will soon be out of business if they do not lower their rates, whereas operators that undercharge cannot deliver a sustainable standard of service and would need to increase their rates pretty soon to compare with market averages. As rates cannot be regulated, it is imperative that marketing practises be policed to protect clients from ill-intended market offerings.

### **4.3 The model defined**

Figure 4.1 depicts the proposed model. The model consists of three levels, that is, the functions level, the requirements level, and the level of function involvement. Joint responsibility requirements are boxed with a dashed-line border.

## 4.4 Implementation strategy

A possible implementation strategy would be to propose the model, its workings, benefits and disadvantages, to stakeholders of the industry. The first group of stakeholders would consist of representatives of the governmental and private functions. Here, a jointly represented forum can be hosted where governmental and private buy-in can be determined and inputs collected. The second group of stakeholders would be the operators in the industry and secondary service providers. As this would be a large group of delegates, the presentations can be province-specific and hosted in the main centres of the applicable provinces.

Once inputs from all the mentioned stakeholders are collated, the model can be revised and a final draft be presented to the governmental and private functions for implementation. Ongoing support and training can be provided, in terms of implementation of the model, for an effortless and efficient transition from the current to the new system.

## 4.5 Benefits and disadvantages of the model

### 4.5.1 *The benefits (or opportunities) of the model include, inter alia:*

- Allowing the respective functions to do what they do best, that is, for example, allowing provincial government to concentrate their efforts on conservation and law enforcement, and the private function to run with administrative tasks, which, overall would result in better service delivery.
- Promoting the industry on all levels of society, both locally and abroad.
- Having a better annual and year-on-year overview of industry statistics through effective data capturing and storing, knowledge management and information sharing, which would result in better channelled marketing efforts.
- Stabilising the components of the industry to a state of equilibrium, referring to the over-utilisation of our species, the over-supply of operators, the under-promotion of the industry etc.

- Having better educated and trained industry role players, ranging from administrative functions to operator levels.
- Fair and equitable benefits distribution.
- Less corruption.
- A practical and enforceable regulatory environment.
- Annual improvements on the industry's triple bottom line.

#### *4.5.2 Disadvantages of, or threats to, the model may include, inter alia:*

- Implementation and transition (from the current to the proposed system) difficulty and a long time horizon to complete implementation and transition.
- Lack of consistent upgrading and improvement of the model.
- Higher expense accounts for both the governmental and private functions to effectively operate according to the proposals of the model, which may need to be absorbed by operators in the industry.
- Lack of e-skills by both functions of the model as well as the operators in the industry.
- BEE.
- Lack of integration between the government departments as well as government and the private function.

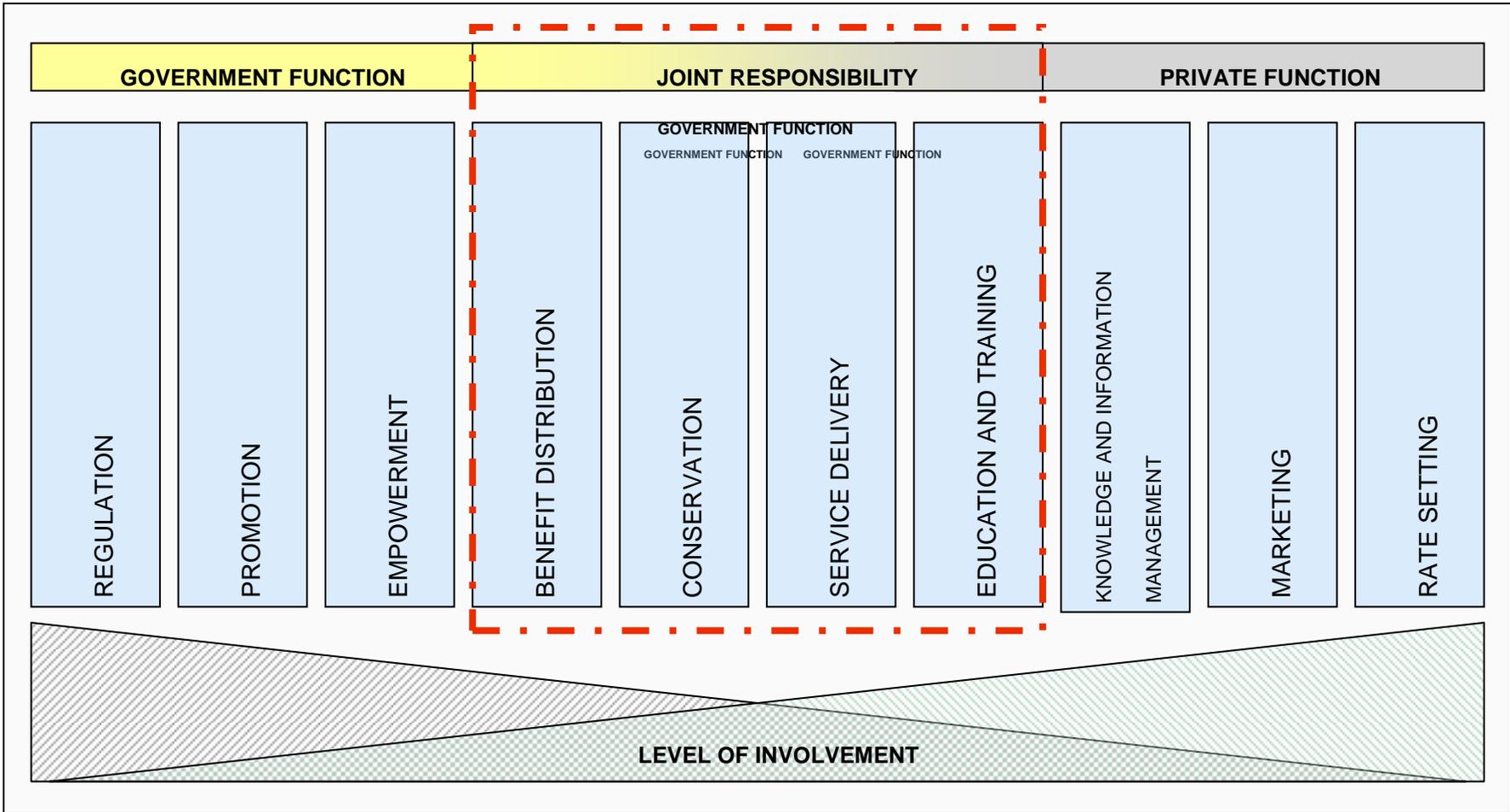


Figure 4-1: The proposed model

## CHAPTER 5

### 5 Case study

#### 5.1 Introduction

Chapter 4 proposed a new model according to which the trophy hunting industry can better be managed and its benefits fully capitalised. In this chapter, a case study will serve the purpose to illustrate the workings of the model, and to compare the new model with the current system.

#### 5.2 Background

For purposes of this chapter, the information necessary for the case study was supplied by a South African based safari operator, Mugaba Safaris (2008).

##### *5.2.1 Company profile*

The outfitter of Mugaba Safaris has been an active professional hunter and hunting outfitter since 2002, and offers hunting safaris in South Africa, Mozambique, Zimbabwe, Zambia and Mauritius. Other offerings include adventure safaris, safari photography, and eco-tourism. Mugaba Safaris is renowned for its bowhunting safaris, with more than 40% of its clientele being bowhunters, and is a market leader in dangerous game hunts, especially bowhunts for Cape Buffalo. The business reported an annual trophy rate turnover in excess of R3,6 million for the 2007 financial year, based on 270 hunting days, a dangerous game headcount of 45 animals, and a plains game headcount of 170 animals. Nearly 80% of Mugaba Safari's clientele is based in the United States of America.

##### *5.2.2 Scenario description*

For purposes of this case study, the following scenario description applies:

Mike Geary from Michigan, USA, will hunt with Mugaba Safaris during February 2009. He is both a bow- and rifle hunter. He wishes to hunt most of the species on his requirements list

with bow and arrow, including an Elephant, Lion, Buffalo and some plains game species. Mike Geary is 65 years old and can only draw an 85 lb. bow. He has bought a PSE X-Force bow for purposes of the safari. With his current equipment setup, this bow delivers kinetic energy of 110 ft.lb and momentum of 0.52 lb/s. His safari is 21 days in duration. Due to a medical condition, this will be his last opportunity to travel great distances, that is, this will be his last opportunity to visit Africa.

### **5.3 Model comparison**

A comparison between the current system and the proposed model is best illustrated by the workings of the model. Table 5.1 lists the requirements of the model and compares, in line with the scenario description, the respective function involvements as it stands today, with the future proposition. The benefits of the transformation, from the current to the proposed model, are also listed in terms of the scenario. The table further references income potential based on a comparison between the current system and the proposed model. It must be noted here that the currency values listed are based on market averages and do not necessarily reflect Mugaba Safaris' rates.

**Table 5-1: Model comparison**

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Regulation	<ul style="list-style-type: none"> <li>• The regulatory environment is controlled by the public function.</li> <li>• Regulation is scattered throughout various documents, not uniform, and outdated.</li> <li>• Being unpractical, current legislation does not keep track of technological advancements.</li> <li>• Little input from the private sector has led to development of the various pieces of regulation.</li> <li>• With current proposals, Mike Geary will not be able to hunt an Elephant or Lion in South Africa, using his bow.</li> <li>• Also, if current proposals are endorsed, Mike Geary will have to pay a deposit on a Lion now, only to wait 2 years to hunt this Lion with a rifle in South Africa.</li> </ul>	<p>The private function has been consulted, to some extent, with the compilation of certain pieces of regulation, but little of the private inputs have been absorbed into the current draft legislative framework.</p>	<ul style="list-style-type: none"> <li>• The public function will be the custodian of the regulatory environment, but regulation will be based on a much broader input from the private function.</li> <li>• The industry will have a single reference document which is uniform over all the provinces of South Africa.</li> <li>• This document will prescribe practical measures to regulate the industry, it will be updated frequently and it will reflect technological advancements in the industry.</li> <li>• The legislative framework will be much better regulated due to better availability of government officials.</li> </ul>	<ul style="list-style-type: none"> <li>• The private function will be involved throughout in developing this single reference document. By this means, the private function is granted the opportunity to take ownership of the document and hence new regulation.</li> <li>• Because the private function represents the operators of the industry, much better outfitter and professional hunter buy-in to and support of the new regulation will be possible.</li> <li>• It will be easier to reference requirements of the law because all industry related issues will be converged into a single reference document.</li> </ul>

## WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?

- The hunting outfitter of Mugaba Safaris can much easier plan Mike Geary's safari in terms of legal requirements, because he has a single reference document that summarises all applicable regulation pertaining to the safari.
- Mike Geary does not need to travel from province to province to hunt certain species based on his equipment setup. Because legislation is uniform and applies to all provinces, he can hunt any specie in any province as long as he subscribes to the prescriptions of the proposed single guideline document.
- Mike Geary can possibly hunt all species in South Africa, because, due to relevant legislation, his equipment subscribes to the minimum requirements as necessary for all species.
- Due to the fact that he can hunt all species in South Africa, he does not need to travel to neighbouring countries to hunt the species which he can not hunt in South Africa. This increases his safari success rate, due to less travel time and more time spent in the bush hunting. Also, due to Mike Geary's time constraint and last opportunity to travel far distances, he can reach his dream now to hunt all the species on this requirements list. This again translates to more income for the hunting outfitter, that is, more income to South Africa, and a satisfied client that can mean exponential growth for Mugaba Safari's client base.
- Due to relevant and applicable legislation, Mugaba Safari's hunting outfitter and professional hunters will find it less tedious to support the industry's regulations and may even start promoting it amongst colleagues. That means a positive paradigm shift occurs.
- If regulation is applicable, uniform, updated and relevant, it leaves little scope for corruption and better enforceability thereof is possible.
- Because species like Lion and Elephant can be hunted in South Africa, proposed new regulations will contribute to Lion and Elephant conservation as income is generated from the hunting of these species which can be applied for further conservation purposes.

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Promotion	Very little promotion is given to the hunting industry, and is concentrated on provincial level only.	The private function, through associations like PHASA and WRSA, is responsible to promote the industry.	<ul style="list-style-type: none"> <li>The public function will actively promote the industry both locally and in the international markets.</li> <li>Due to better cohesion between the various governmental departments, a much better understanding of the industry, and its benefits, is possible, which would lead to much broader promotion of the industry as well as its benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of the industry will mainly be a marketing function.</li> <li>Marketing practises will be better monitored and regulated through the private function.</li> </ul>

#### WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?

- A change in perception will occur regarding hunting and its benefits. This especially applies to pure conservationists that are not supporting the industry and its practises. If government supports and promotes hunting, these activist groups may shift their paradigms to better understand the industry and its associated benefits.
- Due to better cohesion between governmental departments, government, as a unit, will be in a position to better understand the industry, and would direct their efforts to support the industry as far as possible, may this be through incentive schemes, re-considered land distributions etc.
- International promotion drives will highlight South Africa to be a prime hunting destination, which will contribute to the economic and conservational growth of not only the industry, but also the country as a whole.
- Involving a broader government base, from local to national government, will result in regional, provincial and national drives that will enable Mugaba Safaris to be aware of all the hunting opportunities available in South Africa. This information can adequately be used to plan Mike Geary's safari at the lowest cost and best opportunity for the client.

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Empowerment	<ul style="list-style-type: none"> <li>• Being a public function, empowerment has been sided on governmental level only. This means, BEE transformation has only taken place in governmental and public functional positions up to now.</li> <li>• Little empowerment schemes have successfully been rolled out to the roots-level of industry.</li> <li>• Government has funded a skills development programme for training of black professional hunters and outfitters, but most of these individuals that have qualified to become licensed professional hunters are not absorbed into, and fully utilised in the industry. Therefore, a novel idea which was not executed properly.</li> <li>• The industry has not seen government's transformation initiatives on operator level yet.</li> </ul>	<ul style="list-style-type: none"> <li>• PHASA does have the conservation fund that partly finances skills development initiatives. Yet, contribution to this fund is not compulsory and therefore a fixed skills development budget cannot be compiled on an annual basis.</li> <li>• WRSA offers training programmes to operators in the industry. These range from tanning courses to field guide training.</li> </ul>	<ul style="list-style-type: none"> <li>• The public function, in cohesion with the private function, will be able to fund skills development programmes on operator level.</li> <li>• These individuals will be allowed to own a share of a current outfitter's operation, where the current outfitter is compensated for this share at market value.</li> <li>• Communities can be identified that would benefit from the industry's activities.</li> <li>• Previously disadvantaged individuals, many who have superior knowledge of the bush, will now have opportunity to become active stakeholders in the industry.</li> </ul>	<ul style="list-style-type: none"> <li>• The private function can continue to offer skills development and training courses for previously disadvantaged individuals.</li> <li>• This function can assist Government with the placement of qualified individuals with existing operations.</li> <li>• PHASA's conservation fund will become compulsory, of which a percentage thereof can be budgeted toward empowerment initiatives.</li> </ul>

## WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?

- Individuals with superior bush skills will now be able to actively participate in the industry. For Mugaba Safaris, this means the business can now employ a workforce from a skilled pool of individuals that has adequate training to be actively involved in Mike Geary's safari.
- Mugaba Safaris will benefit from the opportunity to sell a portion of the business to a qualifying individual. The value of this share will be market related, and the individual will be referenced by an association such as PHASA.
- Mike Geary contributes to skills and development training of third world individuals, knowing that his contribution would lead to even better service delivery in future.
- Through community empowerment, Mike Geary may have the opportunity to visit a local community and learn more about their culture. By this means, South Africa's vast cultural beehive gets promoted in Mike Geary's country of origin, which leads to further promotion of South Africa. By visiting the community, Mike Geary can buy authentic memorabilia, which again contributes to community upliftment.

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Benefit distribution	<ul style="list-style-type: none"> <li>• Little is done at Government level to equitably distribute the benefits of the industry.</li> <li>• Benefits are sourced through permit and licence fees and park entry fees. Yet, these benefits rarely cover functional operating budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits are distributed by means of an optional contribution to the PHASA conservation fund.</li> <li>• Income gained through the industry's activities are ploughed back, primarily into operational expenses, conservation initiatives, and outfitter profits.</li> <li>• Hunting outfitters and professional hunters contribute to public functional budgets through permit and license fees.</li> </ul>	<ul style="list-style-type: none"> <li>• Government can distribute the taxes sourced from industry towards skills development, training and industry promotion.</li> <li>• Government can introduce better tax incentives to hunting outfitters, for example, based on BEE scores etc.</li> </ul>	<p>The private function can raise the value of the minimum contribution per animal hunted of the PHASA conservation fund, and also make contribution to this fund compulsory. By this means, a steady flow of income is created for the private function that can be directed towards marketing, conservation, skills development and training.</p>
<b>WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?</b>				
<ul style="list-style-type: none"> <li>• Mike Geary will bear the cost of the compulsory contribution to the PHASA conservation fund. Yet, due to the fact that this fund will be properly managed and the benefits of the fund equitably distributed, will give Mike Geary piece of mind that he contributes to the overall bettering of the industry.</li> <li>• Mugaba Safaris may receive some handsome tax incentives from Government.</li> <li>• If Government correctly distributes the taxes, that Mugaba Safaris pays, towards promotion of the industry, skills development and training, Mugaba Safaris can be regarded an indirect beneficiary of this distribution.</li> </ul>				

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Conservation	<ul style="list-style-type: none"> <li>• Conservation has always been a drive on national and provincial level, regulated through provincial ordinances and applicable national Acts.</li> <li>• Only some provinces have allowed hunting at provincial reserves in the past.</li> <li>• Ecological conservation and preservation is driven through the Department of Environmental Affairs and Tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• The private function drives conservation through the establishment and superior management of wildlife production units.</li> <li>• The private function funds conservation drives through, for example, the PHASA conservation fund.</li> <li>• Park entry fees are primarily directed towards conservation.</li> </ul>	<ul style="list-style-type: none"> <li>• Government may be in a better position to regulate conservation efforts.</li> <li>• Due to better private function cohesion, and cohesion between the various Governmental departments, a better understanding of and support for the conservation drives in South Africa is possible.</li> <li>• Government can enforce quotas and a moratorium to prohibit the over-utilisation of certain species.</li> <li>• This function can drive the establishment of conservancies and promote hunting in national parks.</li> </ul>	<ul style="list-style-type: none"> <li>• The private function can support Governmental decision making and contribute to the establishment of legislative frameworks.</li> <li>• Through private involvement, the over-utilisation of species can be better monitored.</li> <li>• Through private function funding, much more conservation initiatives can be introduced which would regenerate our specie pools.</li> </ul>

#### WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?

- Mugaba Safaris will benefit through the availability of more huntable species, larger population sizes and larger conservation areas. This is especially true if hunting in national parks is initiated, and if the numbers of threatened species are restored, through conservation drives, to allow hunting of these species based on specific quota sizes.
- Mike Geary benefits in the sense that he has greater opportunities to hunt the species on his requirements list. Due to the possibility that the over-utilization of certain species will be better managed, he would be in a position to hunt better quality trophies.
- Government benefits in the sense that more income gets generated towards their operational budgets if hunting in national parks and reserves is allowed.
- The species gene pool gets regenerated through enhanced conservation efforts, which means reinforced bloodlines and better quality trophies.
- The over-utilisation of species, and the possible extinction of species, is better controlled.

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Service delivery	<ul style="list-style-type: none"> <li>• Service delivery currently lacks in some provinces due to unskilled and incompetent officials.</li> <li>• Officials are overburdened with administrative duties which prohibit them to apply their functional skills to the best of their abilities.</li> <li>• Due to a paper-based system, service delivery is a timeous task</li> </ul>	<p>Little administrative duties currently lies with the private function and is primarily concentrated in the direct administrative burdens of associations such as PHASA and WRSA.</p>	<p>This function will now be in a position to better apply their skills and know-how in terms of prosecution, law enforcement and conservation.</p>	<ul style="list-style-type: none"> <li>• Due to regional offices that serve to be centralised custodian contact centres, and that issue permits and licenses, a more effective administrative function can be administered.</li> <li>• A national office will serve to be a complaints centre and central administrative function that coheres data inputs from the regional offices.</li> <li>• Skilled officials will man these offices which will result in prompt and effective service delivery.</li> <li>• Due to the online capabilities of these offices, the administrative and data capturing function will be significantly enhanced which again translates to superior service delivery.</li> </ul>
<b>WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?</b>				
<ul style="list-style-type: none"> <li>• Mike Geary will now have the contact details of a national office that sees to all client relations, including complaints and enquiries regarding the industry.</li> <li>• Mugaba Safaris can now apply for permits and licenses, and also receive its documentation, online, which spares a lot of administrative burden.</li> <li>• A regional office can be contacted with regards to any enquiries which would be handled by a skilled professional.</li> <li>• Due to the online capabilities of the offices, data integration is made easy, which would benefit Mugaba Safaris in terms of industry statistics. That again translates to better application of marketing efforts.</li> </ul>				

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Education and training	<ul style="list-style-type: none"> <li>• In terms of education and training, government has worked together with the private function training providers in the past to establish especially the professional hunter training curriculum.</li> <li>• Government, through provincial government, is responsible to grade the theory exams of the professional hunter training course.</li> <li>• Provincial ordinance stipulates the minimum requirements with which a student must comply with before he/she can register as a licensed professional hunter or outfitter.</li> <li>• Little to no standards of minimum intake requirements exist other than that a student can only register to become a professional hunter at age 21.</li> </ul>	<ul style="list-style-type: none"> <li>• The private function primarily operates in a training service provider capacity.</li> <li>• The private function has been involved with the establishment of the professional hunter training programme curriculum.</li> <li>• In terms of professional hunter training, the private function sees the grading the practical component of the course.</li> <li>• The private function, through associations such as WRSA, for example, has established training centres to offer industry specific training and skills development programmes and courses.</li> </ul>	<ul style="list-style-type: none"> <li>• The public function will work in cohesion with the private function to develop industry specific training programmes with relevant curriculum content.</li> <li>• This function will regulate the training facilities and see to high quality training standards, intake requirements and passing requirements being strictly maintained.</li> </ul>	<ul style="list-style-type: none"> <li>• This function would be responsible to establish industry specific skills development and learning centres, and for providing high quality training according to a fixed standard based on an applicable and relevant curriculum which has jointly been developed with the public function.</li> <li>• The private function will see that high intake requirements and passing standards are maintained.</li> </ul>

#### WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?

- The industry will benefit in the sense that a skilled and knowledgeable pool of individuals will be available and allowed to operate in the industry as professional service providers.
- A business, such as Mugaba Safaris, will have peace of mind that the individual/s which it employs on a freelance basis are knowledgeable in their field and equipped with the necessary skills to deliver a substantial level of high quality service.
- Mike Geary will be accompanied by trackers, skinners and professional hunters on which he can rely on to offer their best service. This will enhance his hunting experience and allow him the best opportunity to hunt the animals on his requirements list.
- As stricter intake and passing requirements, maintained at a high and fixed standard, will apply, the industry will not be flooded with professional hunters anymore. Only the best will be allowed to operate in the industry, which will not only benefit the overall perception of the industry, but also result in better service delivery and hence higher financial returns from the industry.

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Knowledge and Information management	<ul style="list-style-type: none"> <li>• Provincial government is responsible to gather provincial specific data by means of permits, licences and hunt returns.</li> <li>• There are no drives to collate all the provinces' data into a centralised database.</li> <li>• Data collection and reporting is mostly paper based.</li> <li>• No definite industry specific statistics are recorded, but rather lumped with South Africa's tourism portfolio.</li> </ul>	<p>The private function has published industry data in the past, based on public information sources, but this data can not be regarded reliable and has not been updated since 2006.</p>	<p>This function will be responsible to keep their knowledge and information sources up to date to reflect real time industry knowledge and statistics.</p>	<ul style="list-style-type: none"> <li>• The private function will be responsible to keep detailed industry specific information and knowledge up to date, from the regional offices, fed to a centralised database hosted at a national office.</li> <li>• This information source will be combined with public function information sources, such as that of Statistics SA, and other private function sources such as that of WRSA.</li> <li>• This combined and comprehensive tool will be made available in the public domain.</li> </ul>

#### WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?

- No detailed description can better highlight the benefit of an up to date, centralised and publicly available knowledge and information source than informed decision making. This ranges from informed marketing efforts and conservational evaluation to better research objectives, service delivery and financial planning.
- Mike Geary benefits in the sense that his safari has been compiled on a rigid foundation of up to date information, which would probably reduce the cost of his safari and increase his success rate.

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Marketing	<ul style="list-style-type: none"> <li>The public function has never been involved in marketing the industry other than promoting the industry on provincial level.</li> <li>The public function has been responsible to regulate marketing practises in the past.</li> </ul>	<ul style="list-style-type: none"> <li>Associations such as PHASA and WRSA have put in extensive effort up to now to market the industry.</li> <li>Marketing has always been a private function, driven by private associations and hunting outfitters.</li> </ul>	<p>The public function will not be involved with direct marketing efforts other than that of promoting the industry as a whole.</p>	<ul style="list-style-type: none"> <li>Marketing should remain a private function, driven by associations such as PHASA, as well as the hunting outfitters operating in the industry.</li> <li>Marketing practises will be monitored and regulated though to eliminate false marketing practices.</li> </ul>
<b>WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?</b>				
<ul style="list-style-type: none"> <li>Due to the fact that the private function will be in a better position than the public function to regulate the industry, and instigate disciplinary measures against culprits, will protect clients, such as Mike Geary, against false marketing practises.</li> <li>Allowing the private function to market it own services and products stimulates the principles of a free market system which is healthy for advancement of the industry.</li> </ul>				

	Current system		Proposed model	
Requirements	Public function	Private function	Public function	Private function
Rate setting	<ul style="list-style-type: none"> <li>• Rates have indirectly been monitored through marketing regulation, but never strictly enforced.</li> <li>• Government does not prescribe the rates charged by industry.</li> </ul>	<ul style="list-style-type: none"> <li>• The hunting outfitters are responsible to determine the rates which they charge for their products and services.</li> <li>• Operating in a free market system, rates are prescribed by demand and supply factors.</li> </ul>	The public function does not interfere with rate setting.	Hunting outfitters are guided by supply and demand factors, active in a free market system, to determine the rates which they charge for their services and offerings.

**WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?**

Mike Geary knows that Mugaba Safari's rates are determined in a free market; therefore he knows he is not over-charged and he will receive a level of service correlating to the rates he is willing to pay.

	Current system			Proposed model		
Country	Other African country		South Africa	Other African country		South Africa
Income distribution	Elephant	US\$ 25,000	A lost potential of US\$ 69,000 due to these animals being hunted elsewhere	A lost potential of US\$ 56,000 due to these animals being hunted in South Africa	Elephant	US\$ 35,000
	Lion	US\$ 15,000			Lion	US\$ 20,000
	Daily rates	US\$ 12,000			Daily rates	US\$ 6,000
	Charter	US\$ 1,000			Charter	US\$ 2,000
	Other, including government levies, permits etc.	US\$ 3,000			Other, including PHASA levies, permits etc.	US\$ 6,000
	TOTAL	US\$ 56,000	TOTAL	US\$ 69,000		

**WHAT DOES THIS MEAN IN TERMS OF THE SCENARIO?**

- If the proposed model is implemented, South Africa does not lose Mike Geary's income in terms of the Elephant and the Lion which he would rather hunt with bow and arrow in maybe Zimbabwe, than with a rifle in South Africa.
- South Africa's trophy rates are generally more expensive, for the same animal, than in other African countries, whereas South African daily rates are generally less expensive. Although the US\$ 56,000 looks much more attractive than the US\$ 69,000, Mike Geary can not hunt most of the plains game species on his list in other African country's, he does not fancy the idea of a tented fly-camp in another African country and he feels much more comfortable with South Africa's developed infrastructure and medical facilities, based on his current medical condition.

## **5.4 Verification of the model**

The case study proves that the model will have definite merit if employed as a new management model in the South African trophy hunting industry. To verify the model and its applicability being a superior, practical and relevant tool that can be implemented to better manage the industry, it would need to be distributed to industry stakeholders for scrutiny, comments and feedback. Only based on stakeholder inputs can this model be verified for its relevance.

## CHAPTER 6

### 6 Conclusions and recommendations

The trophy hunting industry of South Africa not only contributes to the economic welfare of the country, but also to employment across various sectors of our economy. The industry is further responsible for the conservation of species and promoting South Africa as a prime tourist destination. The industry is at risk of a near-future recession though. This is primarily due to unsustainable management practises, lodged in a current model that does not promote the long term viability of the industry. The following can be concluded regarding the trophy hunting industry of South Africa:

- Hunting clients do not only pay for the animals which they hunt, but also expend on, inter alia, accommodation and catering, transport, taxidermy work, gratuities, entrance fees to national tourist destinations, charter fees, equipment purchases etc., making the industry a multi-million dollar income generator for South Africa that contributes nearly 0.25% to South Africa's GDP per annum. This benefit extends into a myriad of secondary advantages, including, inter alia, creation of work opportunities, education and skills development, and the conservation of species.
- Various methods of hunting are offered in South Africa, including rifle-and bowhunting, darting safaris and wingshooting.
- Stakeholders in the industry include international authorities, government, service providers and various associations, outfitters and professional hunters and hunting clients.
- The industry is not well understood and promoted in South Africa, and extends from public misconception to governmental lack of industry knowledge and information. Much better local and international promotion of the industry is therefore necessary to ensure its long term sustainability.
- The biggest threat facing the industry today is the rapid decrease in hunting stocks.

- South Africa is regarded a prime hunting destination due to high success rates achievable in a short period of time, a developed infrastructure, and the great variety of species.
- Some clients refrain from hunting in South Africa due to restrictive regulations, unethical hunting practices by some professional hunters, and fenced hunting, which makes some clients feel South Africa conducts canned hunting that only drives the commercial benefits of hunting, thus losing sight of the authenticity of hunting.

Based on the current model, the trophy hunting industry of South Africa does not have a sustainable future, although there is vast scope for potential growth. Negative public perception, over-regulation, mismanagement, poor service delivery, over-utilisation of game stocks, and the over-supply of professional hunters and hunting outfitters means the industry is spiralling into a near future recession, which is to the detriment of the conservation and economic benefits that the industry offers. The need for a new management model is therefore evident.

A model was developed that identifies the minimum requirements associated with a sustainable trophy hunting industry. These include:

- Regulation - which is uniform for all the provinces of South Africa, relevant, applicable, practical, and updated in accordance with technological advancements.
- Promotion and marketing – both locally and in the international markets, to change public perception about hunting and endorse South Africa as a prime hunting and tourist destination.
- Service delivery – with reference to permit and license issuances, administration and resolving industry matters.
- Education and training – to ensure a skilled and knowledgeable workforce operating in the industry.

- Knowledge and information management and distribution – to have up-to-date data available regarding applicable statistics of the industry to assist in marketing and conservation-related decision making.
- Empowerment – to allow qualifying individuals the opportunity to participate as partners in the industry.
- Benefit distribution – towards empowerment schemes, conservation initiatives, education and training, and outfitter incentive schemes.
- Conservation – to ensure the sustainable future of our wildlife and ecological resources.
- Rate setting – which allows operators in the industry to decide what they want to charge for their services and offerings, governed by supply and demand factors operating in a free market economy.

These minimum requirements are allocated to the public and private functions respectively, according to the function's ability to best manage the specific minimum requirement. Some requirements require close cooperation between the public and private functions, whereas others are solely managed by a respective function. The model therefore consists of three levels, i.e. the functions level, the minimum requirements level, and the level of functional involvement.

The benefits (or opportunities) of the model include, inter alia:

- Allowing the respective functions to do what they do best, that is, for example, allowing provincial government to concentrate their efforts on conservation and law enforcement, and the private function to run with administrative tasks, which would result in better service delivery.
- Promoting the industry at all levels of society, both locally and abroad.
- Having a better annual and year-on-year overview of industry statistics through effective data capturing and storing, knowledge management and information sharing, which would result in better channelled marketing efforts.

- Stabilising the components of the industry to a state of equilibrium, referring to the over-utilisation of our species, the over-supply of operators, and the under-promotion of the industry etc.
- Having better educated and trained industry role players, ranging from administrative functions to operator levels.
- Fair and equitable benefits distribution.
- Less corruption.
- A practical and enforceable regulatory environment.
- Annual improvements on the industry's triple bottom line.

The disadvantages of, or threats to, the model may include, inter alia:

- Implementation and transition (from the current system to the proposed model) difficulty, and a vast time horizon needed to complete implementation and transition.
- Lack of consistent upgrading and improvement of the model.
- Higher expense accounts for both the governmental and private functions to effectively operate according to the proposals of the model, which may need to be absorbed by operators in the industry.
- Lack of e-skills by both functions of the model as well as the operators in the industry.
- BEE.
- Lack of integration between the government departments as well as between government and the private function.

The model was applied to a case study to prove its effectiveness and usability. The case study proved that the model will have definite merit if employed as a new management model in the South African trophy hunting industry. Further recommendations include:

- To verify the model and its applicability being a superior, practical and relevant tool that can be implemented to better manage the industry, it would need to be distributed to industry stakeholders for scrutiny, comments and feedback. Only based on stakeholder inputs, can this model be verified for its relevance.
- A possible implementation strategy would be to propose the model, its workings, benefits and disadvantages, to stakeholders of the industry. The first group of stakeholders would consist of representatives of the governmental and private functions. Here, a joint representative forum can be hosted where governmental and private buy-in can be determined and inputs be collected. The second group of stakeholders would be the operators in the industry and secondary service providers. Once inputs from all the mentioned stakeholders are collated, the model can be revised and a final draft presented to the governmental and private functions for implementation.
- Ongoing support and training must be provided, in terms of implementation of the model, for an effortless and efficient transition from the current system to a new system involving the proposed model.

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