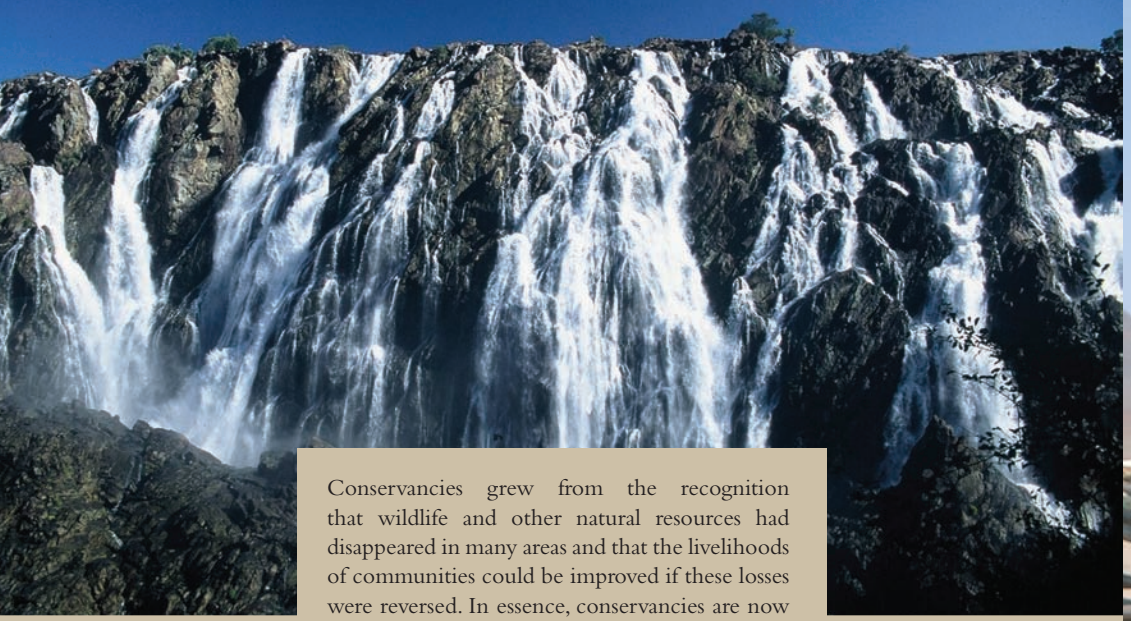
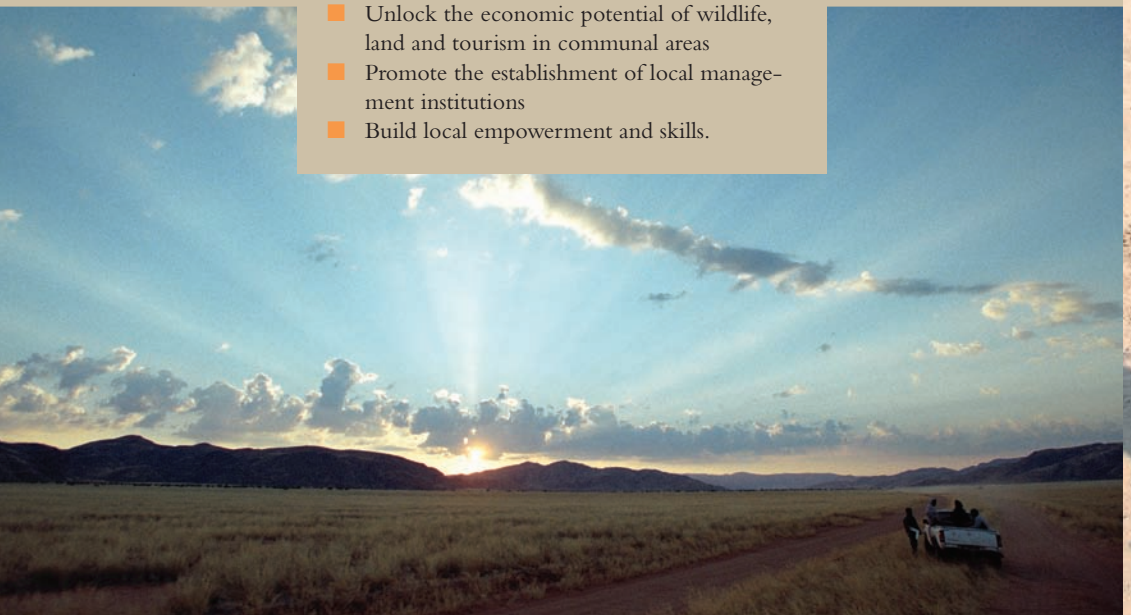


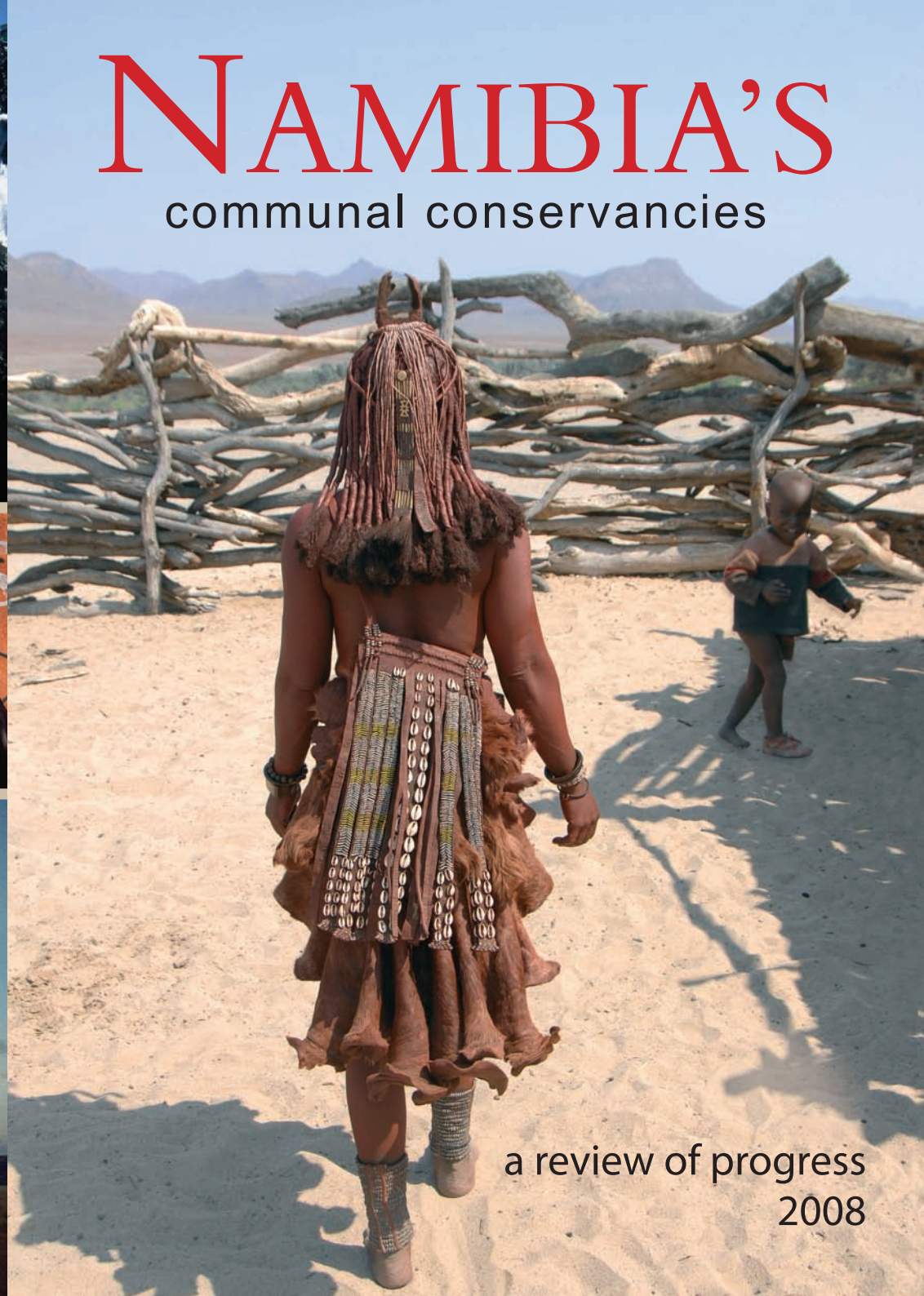
Conservancies grew from the recognition that wildlife and other natural resources had disappeared in many areas and that the livelihoods of communities could be improved if these losses were reversed. In essence, conservancies are now legal institutions which give rural people the right to use, manage and benefit from wildlife within geographically defined areas. In Namibia, conservancies have helped:

- Bring new sets of natural resources into production
- Expand areas managed for wildlife and other natural resources
- Boost the abundance and productivity of natural resources
- Create incentives to manage wildlife and other natural resources sustainably
- Unlock the economic potential of wildlife, land and tourism in communal areas
- Promote the establishment of local management institutions
- Build local empowerment and skills.



NAMIBIA'S

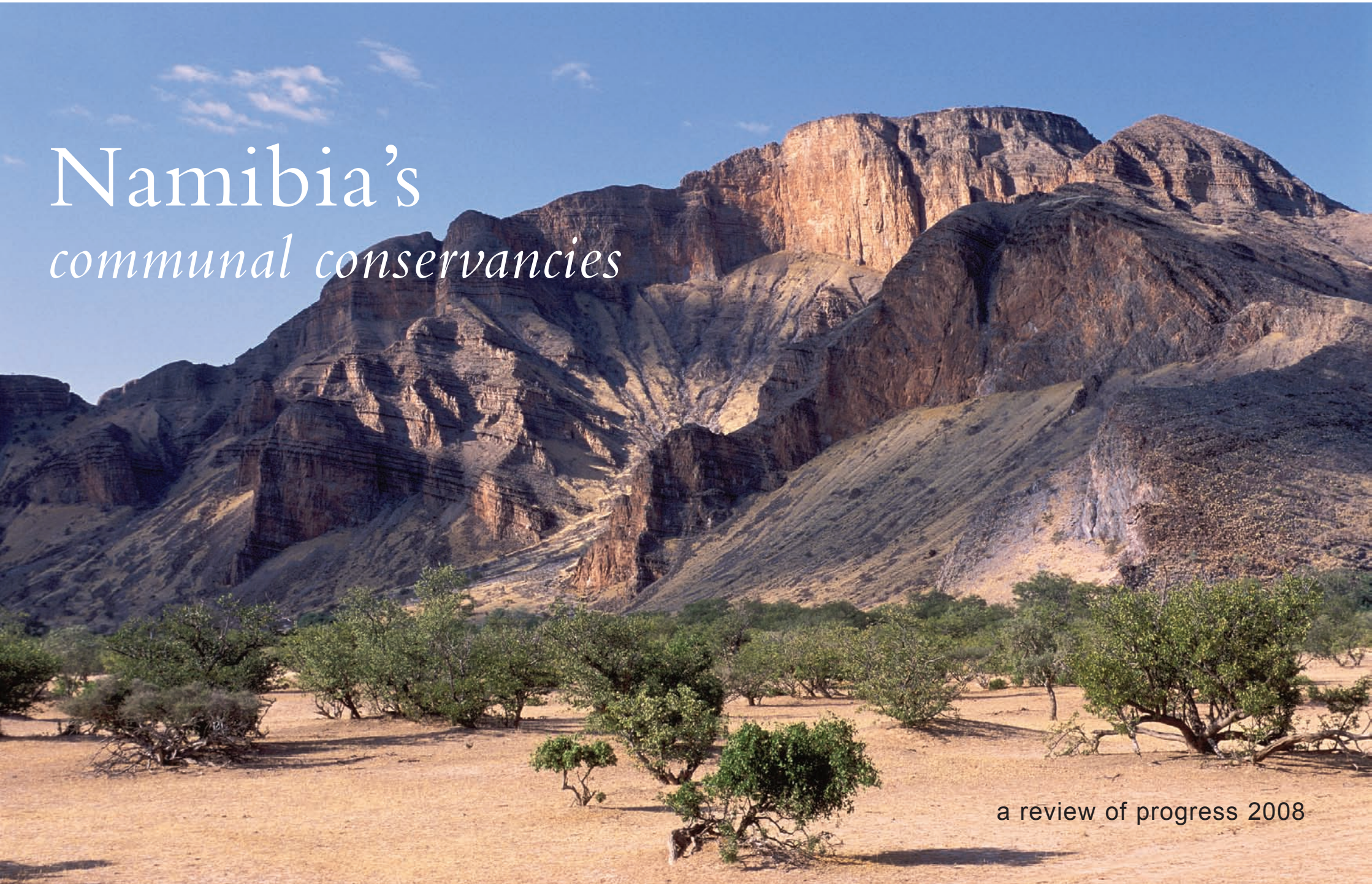
communal conservancies



a review of progress
2008

Namibia's *communal conservancies*

a review of progress 2008



Namibia's
communal conservancies

a review of progress 2008

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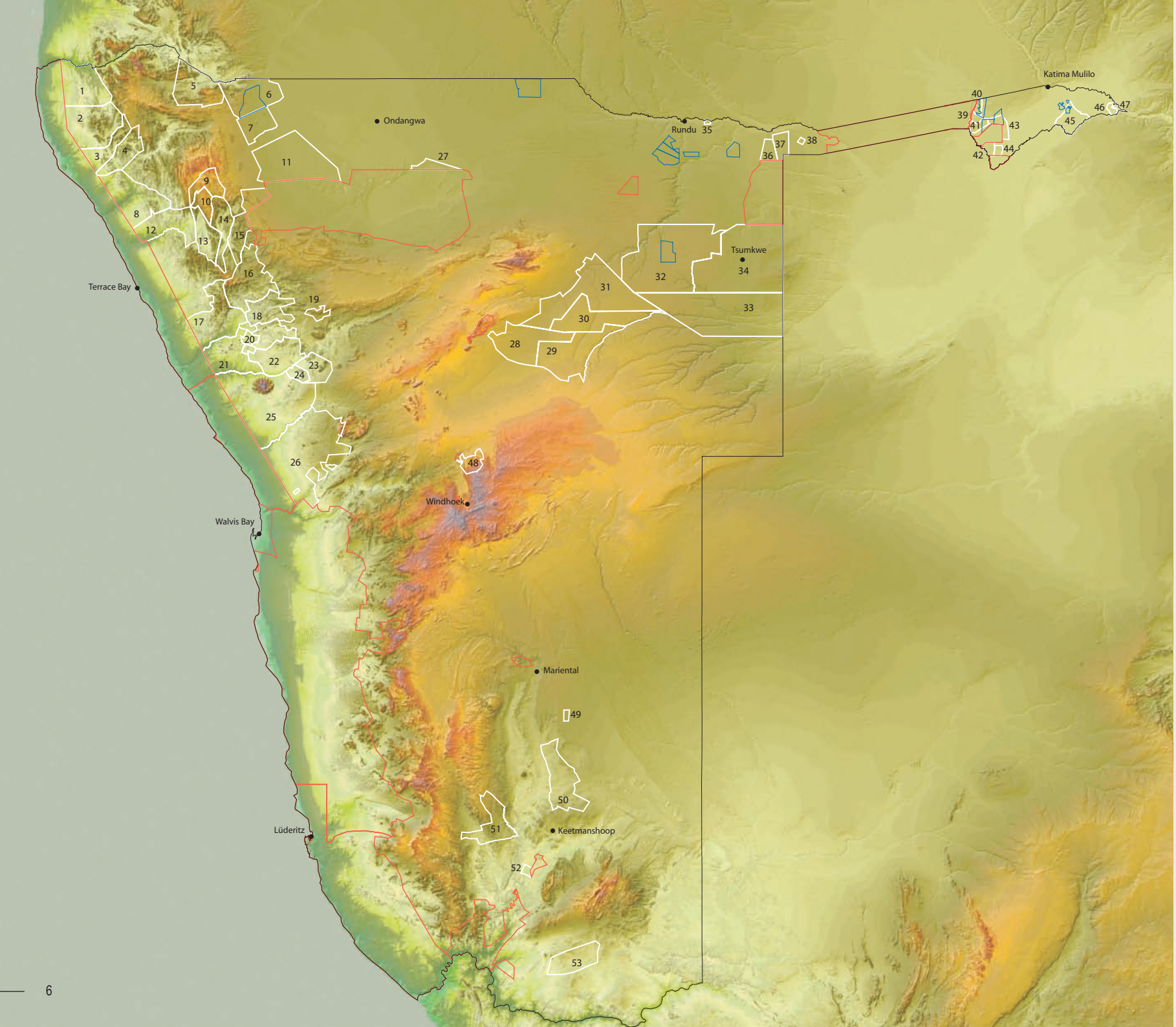
Contents

ABBREVIATIONS

CBNRM	Community Based Natural Resource Management
DoF	Directorate of Forestry
HWC	Human Wildlife Conflict
ICEMA	Integrated Community-Based Ecosystem Management Project
IRDNC	Integrated Rural Development and Nature Conservation
MAWF	Ministry of Agriculture, Water and Forestry
MET	Ministry of Environment and Tourism
NACSO	Namibian Association of CBNRM Support Organizations
NGO	Non-governmental Organisation
NRM	Natural Resources Management
WWF	World Wide Fund for Nature



THE 53 REGISTERED CONSERVANCIES IN 2008 ON AN ELEVATION MAP OF NAMIBIA

1 Marienfluss
2 Orupembe
3 Sanitatas
4 Okondjombo
5 Kunene River
6 Uukolonkadhi/Ruacana
7 Uukwaluudhi
8 Puros
9 Okangundumba
10 Ozondundu
11 Sheya Shuushona
12 Sesfontein
13 Anabeb
14 Omatendeka
15 Ehirovipuka
16 ≠ Khoadi - //Hôas
17 Torra
18 //Huab
19 //Audi
20 Twyfelfontein-Uibasen
21 Doro !Nawas
22 Sorri-Sorris
23 Ohungu
24 Otjimboyo
25 Tsiseb
26 ≠Gaingu
27 King Nehale
28 Ozonahi
29 African Wild Dog
30 Okomatapati
31 Otjituuo
32 N≠a -Jaqna
33 Ondjou
34 Nyae Nyae
35 Joseph Mbambangandu
36 George Mukoya
37 Muduva Nyangana
38 Shamungwa
39 Mayuni
40 Kwandu
41 Mashi
42 Balyerwa
43 Sobbe
44 Wuparo
45 Salambala
46 Kasika
47 Impalila
48 Ovitoto
49 Oskop
50 !Khob !Naub (Kalk Plateau)
51 !Han /awab
52 !Gawachab
53 //Gamaseb

Chapter 1

Introduction

context and background

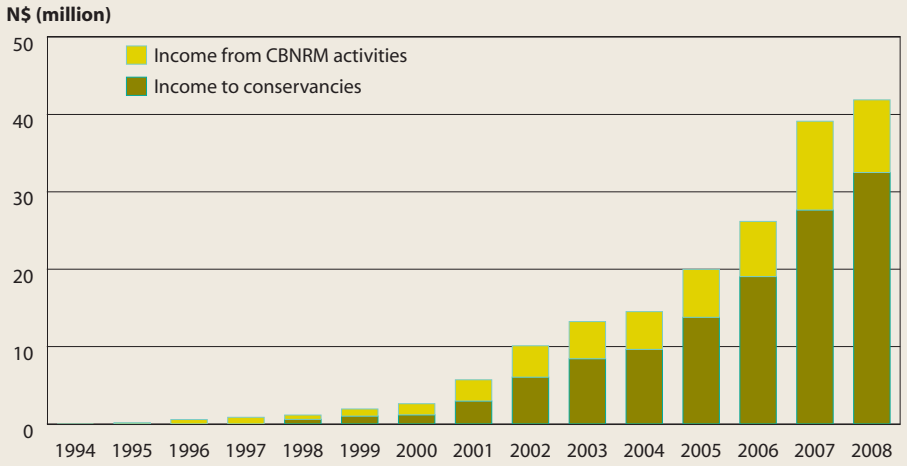
Over the last 17 years Community-based Natural Resource Management (CBNRM) has proved to be an important mechanism for the Namibian government to pursue its goals of sustainable development. CBNRM is based on the understanding that appropriate incentives to use resources sustainably can be developed if resources have sufficient value to local people, and allow for their exclusive rights of use, benefit and management.

Accordingly, the Ministry of Environment & Tourism (MET) introduced legislation in 1996 to give conditional use rights over wildlife to communities in communal areas that formed a management unit called a conservancy. Since then many local communities have used this legal provision to manage their own wildlife and tourism activities, and communal area conservancies are now found in nearly all regions of the country. The conservancy approach has also proven valuable as a conservation strategy as can be seen by the increase in wildlife in many of our country's communal areas. It has also been effective as a rural development strategy, generating income for local communities, bringing new jobs, and providing new skills and expertise.

This publication demonstrates the impressive results of CBNRM in the wildlife and tourism sector. It forms the sixth in a series of publications on the progress and challenges of Namibia's communal area conservancies. The first book provided a review of information up to 2003, after which update booklets and full review books were published each alternate year, respectively. This sixth booklet updates information on communal conservancies up to the end of 2008. While the document focuses on the achievements of CBNRM in relation to wildlife and tourism, it also includes information on the 13 registered community forests in Namibia.

This report recognises the support provided by the MET in collaboration with its partners in developing and implementing the conservancy approach in Namibia. These partners include communal conservancies themselves, members of the Namibia Association of CBNRM Support Organisations (NACSO), a broad range of donors and private sector tourism partners.

Figure 1. Income from the overall CBNRM programme grew from nothing in 1994 to over N$41 million in 2008. The incomes are shown in two categories: income to conservancies and income to CBNRM activities outside conservancies.



Chapter 2

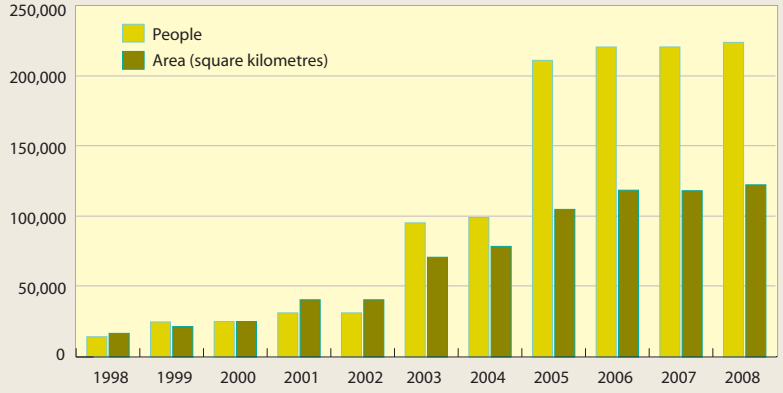
Status of conservancies

in 2008

By the end of 2008, a total of 53 communal conservancies had been registered. Together these conservancies manage more than 12.2 million hectares of communal land and about 224,000 people live in the conservancies. The percentage of all communal land within conservancies has steadily increased to 38.4%. As a percentage of the whole country, communal conservancies cover 14.9% of Namibia's surface. An additional 23 emerging conservancies are in the process of fulfilling requirements to apply for legal recognition as conservancies.

One of the main lessons from the Namibian conservancy programme is that devolving authority over wildlife and tourism to local communities can work in practice. As a result, wildlife populations have increased (*see pages 16 & 17*) and economic benefits to local people have grown. For example, the total income from conservancies increased from about N$600,000 in 1998 to over N$41 million in 2008 (Figure 1).

Figure 2. The area covered by registered communal conservancies continues to grow, as does the number of people living within conservancies.



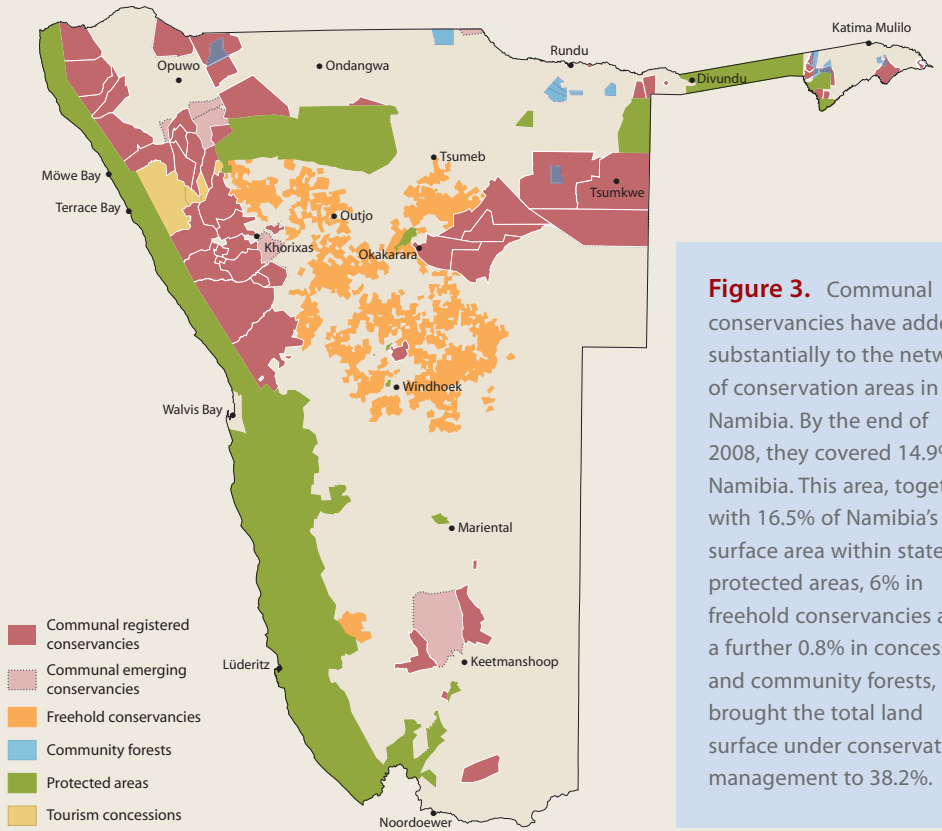


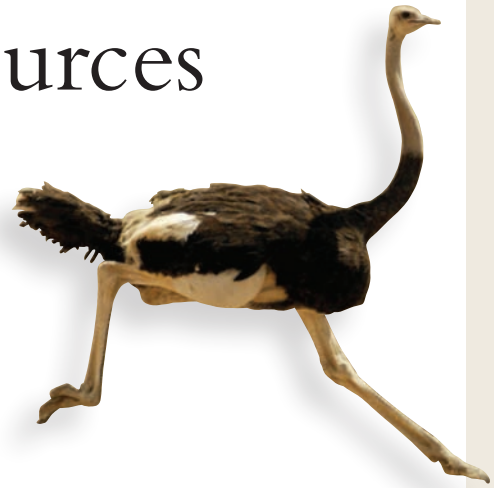
Figure 3. Communal conservancies have added substantially to the network of conservation areas in Namibia. By the end of 2008, they covered 14.9% of Namibia. This area, together with 16.5% of Namibia's surface area within state protected areas, 6% in freehold conservancies and a further 0.8% in concessions and community forests, brought the total land surface under conservation management to 38.2%.

Table 1. The 53 conservancies registered by the end of 2008, the year on which this book focuses. The order of listing follows the date of registration.

Name	Region	Date registered	Area (square kilometres)	Number of people in conservancy
Nyae Nyae	Otjozondjupa	Feb.1998	9,003	2,300
Salambala	Caprivi	June 1998	930	7,700
Torra	Kunene	June 1998	3,522	1,200
≠ Khoadi - //Hôas	Kunene	June 1998	3,366	3,200
Twyfelfontein-Uibasen	Kunene	Dec.1999	286	230
Doro !Nawas	Kunene	Dec.1999	4,073	1,500
Kwandu	Caprivi	Dec.1999	190	4,300
Mayuni	Caprivi	Dec.1999	151	2,400
Wuparo	Caprivi	Dec.1999	148	2,100
Puros	Kunene	May 2000	3,568	260
Tsiseb	Erongo	Jan.2001	8,083	2,000
Ehirovipuka	Kunene	Jan.2001	1,975	2,500
Marienfluss	Kunene	Jan.2001	3,034	300
Oskop	Hardap	Feb.2001	95	120
Sorri-Sorris	Kunene	Oct.2001	2,290	1,300
Mashi	Caprivi	March 2003	297	3,900
Uukwaluudhi	Omusati	March 2003	1,437	25,000
Omatendeka	Kunene	March 2003	1,619	2,500
Otjimboyo	Erongo	March 2003	448	1,000
!Khob !Naub (Kalk Plateau)	Hardap	July 2003	2,747	5,000
//Gamaseb	Karas	July 2003	1,748	5,000
//Huab	Kunene	July 2003	1,817	5,000
Orupembe	Kunene	July 2003	3,565	400
Sanitatas	Kunene	July 2003	1,446	250
Anabeb	Kunene	July 2003	1,570	2,000
Sesfontein	Kunene	July 2003	2,591	2,500
Okangundumba	Kunene	July 2003	1,131	2,500
N≠a -Jaqna	Otjozondjupa	July 2003	9,120	7,000
Ozondundu	Kunene	July 2003	745	2,000
Joseph Mbambangandu	Kavango	March 2004	36	1,000
≠Gaingu	Erongo	March 2004	7,677	2,800
!Gawachab	Karas	Sep.2005	132	500
George Mukoya	Kavango	Sep.2005	486	2,000
Muduva Nyangana	Kavango	Sep.2005	615	2,000
Shamungwa	Kavango	Sep.2005	53	1,000
Uukolonkadhi/Ruacana	Omusati	Sep.2005	2,993	25,000
Okomatapati	Otjozondjupa	Sep.2005	3,096	3,000
Ozonahi	Otjozondjupa	Sep.2005	3,204	5,500
African Wild Dog	Otjozondjupa	Sep.2005	3,824	5,500
Otjituuo	Otjozondjupa	Sep.2005	6,133	9,000
Sheya Shuushona	Omusati	Sep.2005	5,066	35,360
King Nehale	Oshikoto	Sep.2005	508	20,000
Impalila	Caprivi	Dec.2005	73	1,500
Kasika	Caprivi	Dec.2005	147	1,500
Sobbe	Caprivi	Oct.2006	404	2,000
Kunene River	Kunene	Oct.2006	2,764	2,000
//Audi	Kunene	Oct.2006	335	1,000
Ohungu	Erongo	Oct.2006	1,211	1,000
Ondjou	Otjozondjupa	Oct.2006	8,729	2,000
Balyerwa	Caprivi	Oct.2006	223	1,500
Ovitoto	Khomas	May.2008	625	1,000
!Han /awab	Karas	May.2008	1,923	2,000
Okondjombo	Kunene	Aug.2008	1,645	300
TOTAL			122,897	223,920

Chapter 3

Natural Resources



The commitment of the conservancy programme to improved natural resource management is evident in the expansion of areas under formal management, both through registered communal conservancies, and community forests. The 53 registered communal conservancies fall within five of Namibia's six biomes, and cover high percentages of the Nama Karoo, Namib Desert, Acacia Savanna, and Broad-leafed Savanna biomes (*see* Table 2 *below*).

The Namibian Government extended its CBNRM programme in 2001 to include the community-based management of natural vegetation, providing for community forests to be registered under the Forest Act. The first 13 community forests, representing a total land area of 464,324 hectares on which there were about 36,700

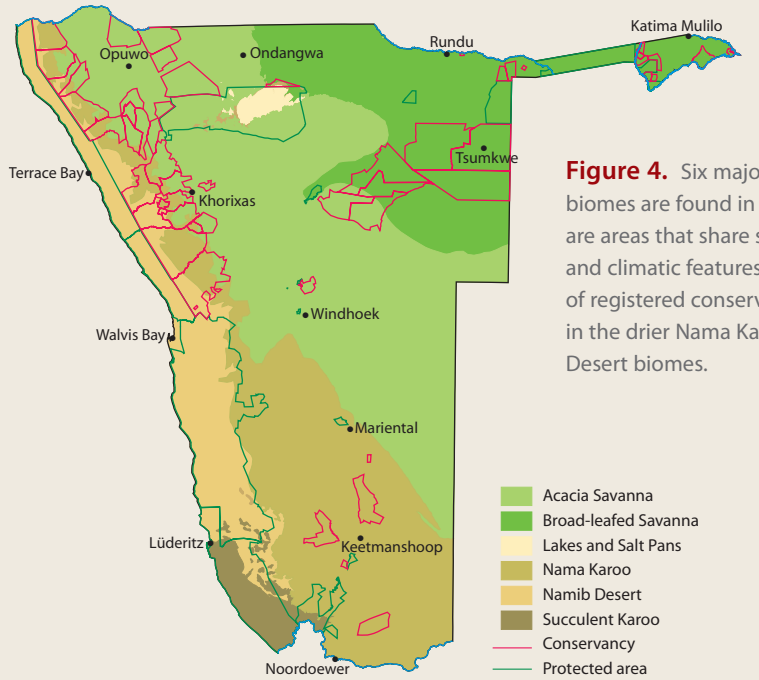


Figure 4. Six major terrestrial biomes are found in Namibia. These are areas that share similar plant life and climatic features. The majority of registered conservancies occur in the drier Nama Karoo and Namib Desert biomes.

Table 2. Percentages of Namibia's total surface area that fall within communal and freehold conservancies, in community forests, tourism concession areas, and national parks and game reserves (top row), and equivalent proportions of different biomes conserved by these conservation management areas. Communal area conservancies contribute more to the protection of Nama Karoo and Broad-leafed Savanna than do other types of conservation management.

BIOME	Communal Conservancy	Community Forest	Conservancy-Community Forest Overlap	Overlap Tourism Concession	Freehold Conservancy	National Parks	Total under conservation management
Total area of Namibia	15.7	0.5	0.2	0.8	6.1	16.6	39.4
Lakes and Salt Pans	0.7	0.0	0.0	0.0	0.0	96.8	97.5
Nama Karoo	13.8	0.0	0.0	1.4	0.6	5.0	20.8
Namib Desert	13.9	0.0	0.0	3.2	0.6	74.9	92.5
Succulent Karoo	0.0	0.0	0.0	0.0	0.0	90.5	90.5
Acacia Savanna	12.1	0.3	0.3	0.2	13.4	4.5	30.3
Broad-leafed Savanna	29.1	1.9	0.5	0.0	1.9	7.9	40.3

Table 3. The thirteen community forests that were registered prior to the end of 2008 and which are predominately found in the north-eastern regions of Kavango and Caprivi and within the Acacia Savanna and Broad-leafed Savanna biomes. All the conservancies were first registered in February 2006.

Community forest	Region	Area (square kilometres)	Number of beneficiaries
Ncaute	Kavango	120	1,000
Ncumcara	Kavango	152	2,023
Ncamagoro	Kavango	263	1,878
Mbeyo	Kavango	411	1,633
Hans Kanyinga	Kavango	277	4,000
Mkata	Otjozondjupa	870	600
Bukalo	Caprivi	53	6,000
Masida	Caprivi	195	1,100
Lubuta	Caprivi	190	1,000
Kwando	Caprivi	200	3,200
Sikanjabuka	Caprivi	40	1,000
Okongo	Ohangwena	755	1,250
Uukolonkadhi	Omusati	1,117	12,000
TOTAL		4,643	36,684

beneficiaries, were gazetted in early 2006. Thirty-four new community forest areas are emerging, which will eventually amount to a total of 47 community forests in the communal lands of northern Namibia over an area of about 3.9 million hectares. Eight of the registered and 20 of the emerging community forests overlap totally or partially with conservancies. Efforts are currently underway to facilitate the integration of conservancies and community forests by harmonising different legal and technical requirements, and by promoting joint management planning in these areas.

Wildlife numbers have grown significantly in conservancies. Formal monitoring systems continue to be implemented and 43 conservancies are using the event book monitoring system to track a range of natural resource issues. The ninth annual road-based game count was conducted in the Kunene region. The results are reflected in Figure 5. Growing numbers of wildlife combined with better monitoring meant that 29 conservancies were able to benefit from trophy hunting quotas during 2008, whilst sufficient wildlife allowed 30 conservancies to harvest game and distribute meat to their residents. The

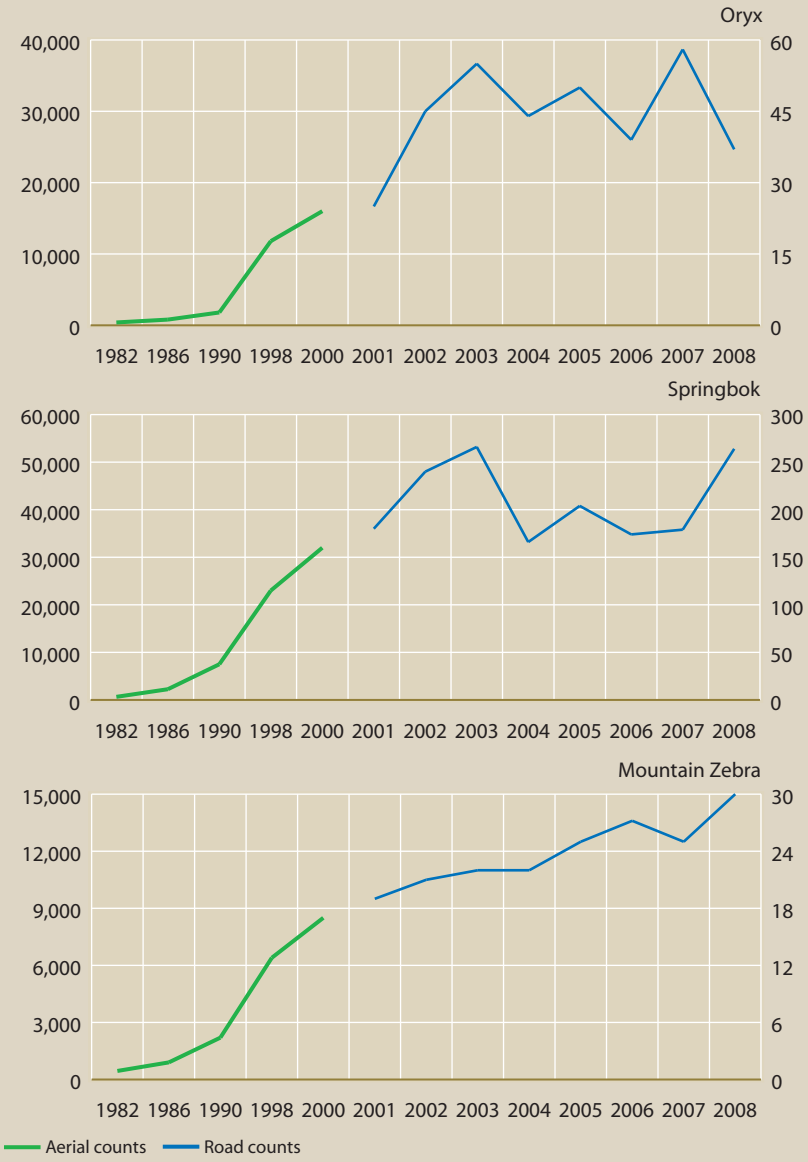


Figure 5. Wildlife numbers in north-western Namibia have increased over the past 20 years. Total population estimates in the 1980s and 1990s were derived from aerial surveys (left vertical axis) while the figures from 2001 onwards are indices of population size determined by the number of animals recorded per 100 kilometres travelled during vehicle surveys (right vertical axis)

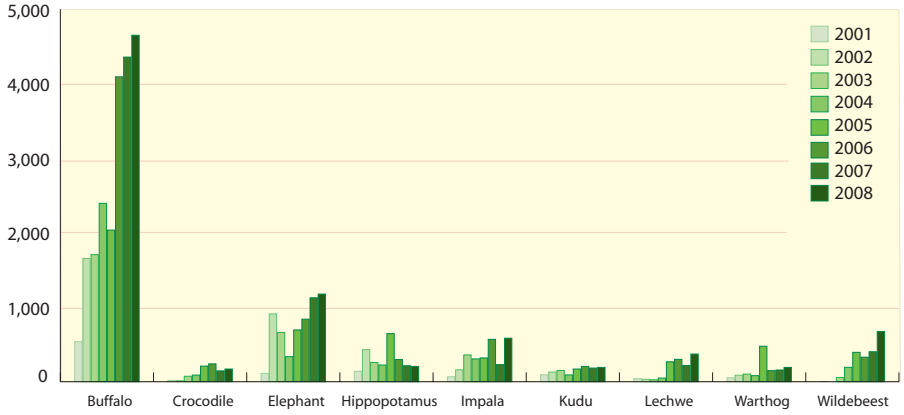


Figure 6. An index showing how wildlife populations increased in Caprivi between 2001 and 2008. The index is based on the frequency with which animals were recorded along fixed routes patrolled in seven conservancies: Salambala, Mayuni, Mashi, Wuparo, Kwandu, Impalila and Kasika.

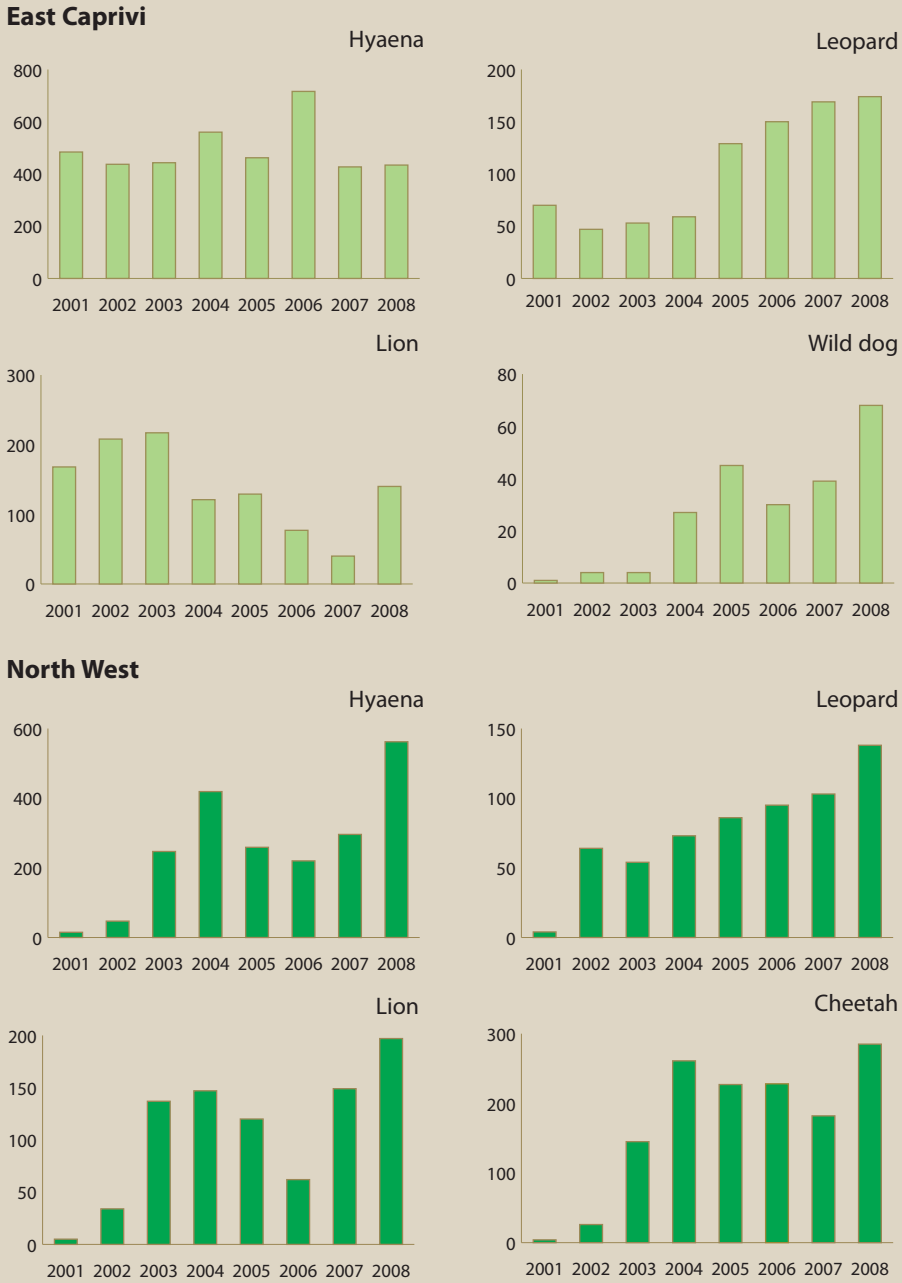
consumptive use of wildlife generated N$12.1 million by way of benefits for conservancies, with N$8.6 million being earned as cash revenue, N$3.1 as the value of distributed meat, and a further N$549,167 in salaries and wages from associated jobs.

Much of the growth described here for the north-west has been due to the reduction and virtual cessation of illegal hunting or poaching, and the steps taken by conservancies to manage conflicts between people and wildlife. Although other factors – in particular the series of recent good rainfall years – have contributed to population growth, this increase would not have occurred had it not been for reduced hunting and strong local management by conservancies.

In addition to the growing populations in north-western Namibia, there has also been a notable recovery of wildlife populations in the first seven conservancies established in Caprivi (Figure 6).

Despite the benefits of increasing wildlife populations and the revenues they have generated, living alongside wildlife has a cost for rural residents. Increasing frequencies of 'problem animal' incidents (see below) are a consequence of both larger numbers of animals and reduced persecution by people. Wildlife now often mixes freely with domestic stock in Kunene, where elephants have been recorded drinking and eating vegetables and crops grown next to homesteads.

Figure 7. Frequencies of sightings of large predators by community rangers in East Caprivi and north-western Namibia between 2002 and 2008.



Year	Crop damage	Attacks on humans	Attacks on Livestock	Other damage	Total
2001	57	8	256	4	325
2002	434	2	324	11	771
2003	1,098	17	1,733	171	3,019
2004	1,084	14	1,684	154	2,936
2005	1,470	15	2,658	139	4,282
2006	2,350	11	3,174	178	5,713
2007	2,390	20	3,194	291	5,895
2008	2,475	29	4,384	207	7,095

Table 4. The number of human-wildlife conflicts over the past eight years caused by all species in all conservancies. These data only reflect incidents in those conservancies using the 'Event Book' monitoring system and not all incidents in the country.

The number of problem incidents continued to rise in 2008, with a total of 7,095 reported country-wide in conservancies. The majority of incidents reported were livestock losses, most of which occurred in the Kunene region, as did damage to boreholes and water installations. Crop damage was again more prevalent in Caprivi, although elephants also frequently destroy small vegetable gardens in some of the north-western conservancies. The design and implementation of innovative ways to deal with the increase in human-wildlife conflict is an ongoing challenge.

Chapter 4

Governance and ownership

Communal conservancies are local management organisations that provide the legal and institutional framework for managing common property resources in the area, particularly wildlife. They are composed of registered members, a committee to represent the membership, and a constitution that sets out the parameters within which the institution will be governed. Governance in conservancies – for example, how decisions are taken, who takes them and who is accountable for what – is a critical issue. Committees must be fully accountable to conservancy members and the participation of members in decision making and other activities is essential. Both committees and staff need to act within the interests of the members to achieve the purpose of the conservancies.

Financial management is one of the most important organisational aspects and a considerable number of conservancies now administer substantial amounts of money. For example, 38 of the 53 conservancies earned cash incomes, and 34 of them contributed to their own operational costs. Among these 34 conservancies, 14 covered all their costs, 11 conservancies contributed more than half their operational costs, while the remaining nine covered less than half their costs. Continued focus was placed on building skills to manage income and expenditure during 2008, with particular emphasis on implementing formal systems and providing regular feedback to members. A total of 25 conservancies have established financial sustainability plans to guide their planning and management.

Conservancies employed 276 people in 2008, of which 154 were entirely funded by the conservancies themselves. A range of positions were offered, for example as Field Officers, Community Game Guards or Rangers, Community Resource Monitors, administrators, managers and office staff, such as receptionists.

Finances and staff represent just two of the elements that conservancies need to manage. Chapter 3 outlined the importance of managing wildlife, and other natural resources are now managed directly or linked to the management structures in a number of conservancies. Good communication and effective and participatory decision making is another management challenge for conservancies. During 2008, 10 conservancies made adjustments to their management structures and five changed their constitutions to improve representation and communication with their members. Women made up 34% of the members of management committees, and women are responsible for the day-to-day management of finances in 27 of the 53 conservancies.

Peer learning and support has been strengthened through the establishment of conservancy associations at regional levels. Both the Otjozondjupa and Kunene regions have established formal conservancy associations. Caprivi, Karas and Hardap have less formal structures, but the member conservancies nevertheless meet regularly.

A total of 32 conservancies held their AGMs in 2008. Financial reports were tabled at all the meetings, and all but three reports were approved by the conservancies. Those that were not approved were incomplete or unclear, and later approved after being presented again. By the end of 2008, 42 conservancies had established management plans and 25 conservancies had submitted them to their Regional Land Boards. The challenge remains to fully implement these plans, and to revise and update them when appropriate. Local level monitoring and compliance will also require ongoing support from MET, NGOs and other local partners.

An increasing number of conservancies are putting HIV & AIDS policies and plans into action in recognition of the threat that the pandemic poses to management and the broader achievements of conservancies. Thus, 13 conservancies have complete policies and plans, while these are in draft form in seven more conservancies. At least 196 Peer Educators were trained within the 53 registered conservancies.

Chapter 5

Benefits

sources and uses of financial and economic gains

Supporting the sustainable use of natural resources to improve the livelihoods of rural people is a key aim of the CBNRM programme. Figure 8 reflects the growing value of cash and in-kind benefits generated through new activities which give households access to incomes that they never had before. These incomes were simply not available prior to the passing of conservancy legislation in 1996.

In 2008, most benefits were generated through conservancies. Thus, conservancies earned more than N$32 million, which is approximately 76% of the total CBNRM income of N$41,888,863. Table 5 also shows additional income of more than N$9 million from other CBNRM activities. This income is generated from activities that take place outside conservancies. In some cases where they do take place in conservancies, there is no formal relationship between the particular enterprise and the conservancy. This can occur where the enterprise predates the formation of the conservancy. Most of this N$9 million was generated by small tourism enterprises (campsites, traditional villages and tour guiding), sales of thatching grass and community forests (N$521,939).

Conservancies obtain benefits from a variety of different sources (Figure 9). Income in the form of direct payments to conservancies and wages comes mainly from joint venture lodges, trophy hunting, small enterprises (e.g. campsites), craft sales and sale of game. In addition, some benefits are non-financial or in-kind, such as meat from hunting and contributions (computers,

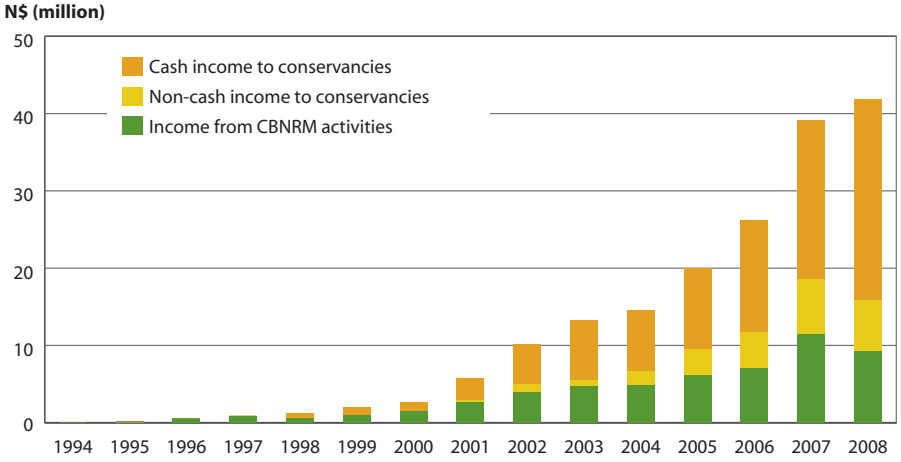


Figure 8. Incomes have risen from nothing in 1994 to more than N$41million in 2008. The graph divides income into three categories: cash payments to conservancies, non-cash or in-kind incomes to conservancies, and incomes to CBNRM activities outside conservancies. Information prior to 1998 did not allow for income to be divided into these three categories. The actual values are shown in N$ in Table 5 below, and cover incomes to both registered and non-registered conservancies.

Year	Cash income to conservancies	Non-cash income to conservancies	Income from CBNRM activities	Total
1994				0
1995				160,000
1996				568,850
1997				860,110
1998	592,467	0	559,309	1,151,776
1999	980,724	537,412	921,687	2,439,823
2000	1,138,258	831,200	1,441,802	3,411,260
2001	2,741,124	639,610	2,743,461	6,124,195
2002	5,110,734	1,965,086	4,054,132	11,129,952
2003	7,692,037	1,006,148	4,804,870	13,503,055
2004	7,887,450	1,748,480	4,881,537	14,517,467
2005	10,436,142	3,310,422	6,197,204	19,943,767
2006	14,506,221	4,539,632	7,132,551	26,178,404
2007	20,582,789	7,065,336	11,479,858	39,127,982
2008	26,010,255	6,486,754	9,391,853	41,888,863

Table 5. The total value of conservancy and CBNRM income each year in N$

education materials, equipment, etc.) to local social or economic development activities. Most of the contributions were planned and run by joint venture partners. Non-financial benefits accounted for 15% of all income in 2008 (Table 5).

By far the most lucrative source of income is from joint venture tourism lodges and camps in which conservancies negotiate levies or income sharing agreements. A total of N$16,946,268 of cash and in-kind benefits was earned from these ventures during 2008, representing 52% of all conservancy income. This is a clear measure of the success of partnerships between conservancies and private sector investors, who recognise viable tourism potential and help conservancies unlock these economic opportunities.

At the end of 2008 there were 20 formal joint venture agreements that were operational and generating income for conservancies. A further six conservancies were receiving income from tourism operators for traversing their land or utilising their resources. In addition, seven potential joint venture agreements are currently being negotiated.

Trophy hunting concessions currently provide the second highest source of income for conservancies. In 2008 they generated N$9.9 million, of which 83% (or

Source of income	Value in N$	Percentage of conservancy income
Miscellaneous	29,850	0.1%
Premium hunting	132,152	0.4%
Crafts	280,201	0.9%
Shoot-and-sell	754,217	2.3%
Campsites (and community-based tourism enterprises)	881,525	2.7%
Veld products	2,143,372	6.6%
Own-use-game	1,404,650	4.3%
Game meat distribution	1,659,280	5.1%
Trophy hunting	8,244,412	25.4%
Joint venture tourism	16,946,268	52.2%
TOTAL	32,475,927	100%

Table 6. The value of conservancy income from different sources in 2008, and the percentages that each source contributed to total conservancy generated income.

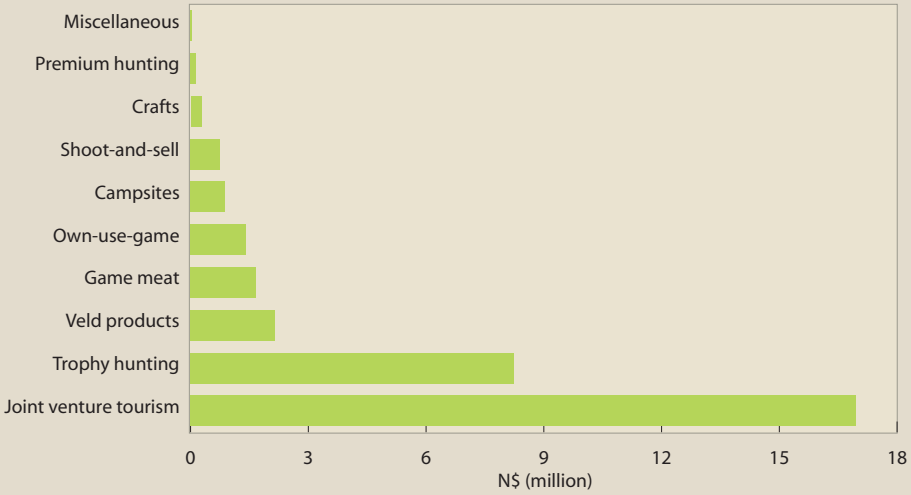


Figure 9. The main sources of incomes from conservancies during 2008. All incomes are as cash except those listed as Own-use-game and Game meat (which is distributed from trophy hunting). The actual values in the graph are shown in Table 6 above.

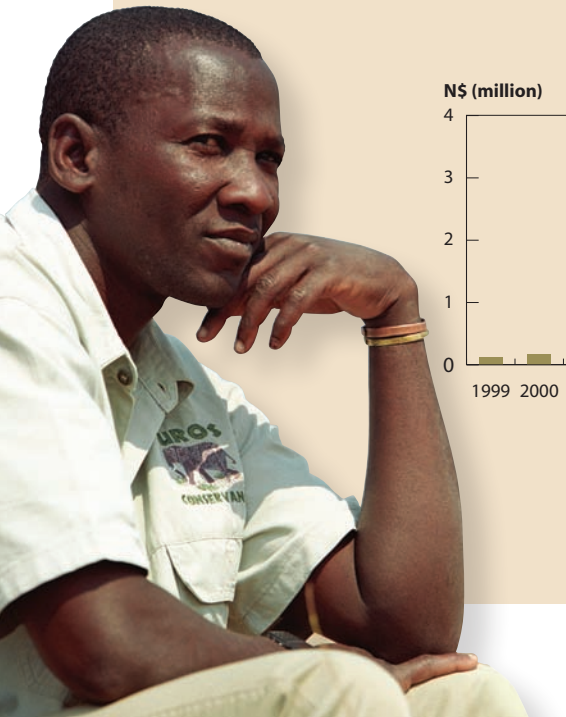
N$8,244,413) was from concession fees and 17% (N$1,659,280) from meat distribution. By the end of 2008, 25 concessions extending over 29 conservancies had been allocated to professional hunters.

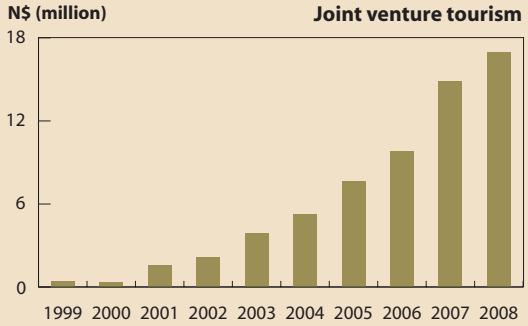
In 2008, the total income generated from direct wildlife utilisation was N$12.19 million or 38% of all conservancy income, with the key activities being trophy hunting, premium hunting, own-use hunting and shoot-and-sell. Of the total generated, approximately N$3.06 million was in the form of game meat that was distributed to members and residents of conservancies, which is an important and tangible benefit to local households.

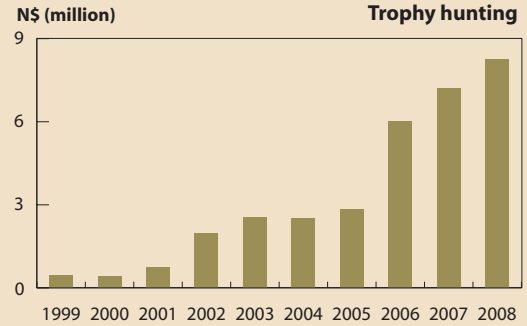
All other sources of conservancy income were considerably smaller than those provided by joint venture lodges and camps and trophy hunting/wildlife harvesting. While these other income categories are relatively small in overall

terms, they do provide substantial benefits to some conservancies and to individual members, for example, for women who produce and sell crafts.

The 13 gazetted community forests also earned incomes during 2008, although these are not included in Figure 9 and Table 6. Their total income amounted to N$521,939, which mainly came from the commercial use of firewood, timber, poles, devil's claw and wood carvings







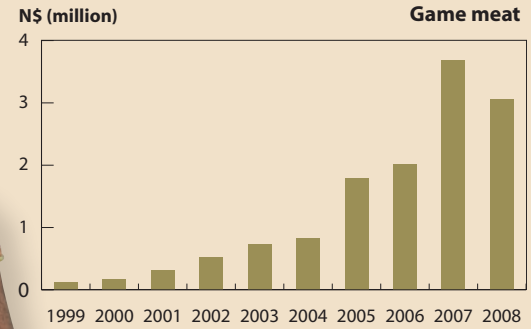


Figure 10. Between 1999 and 2008, incomes from joint venture tourism increased 42 times, those from trophy hunting 18-fold while incomes from game meat rose 24 times. The lower values of game meat in 2008 were due largely due to a hunting concession not being issued to the Kyaramacan Association in the Bwabwata National Park.

The distribution and use of conservancy incomes falls into six main categories. All **operational costs** were covered by incomes in 14 conservancies, while another 20 conservancies used incomes to pay some of their running costs. Salaries for 154 full-time employees of the conservancies made up the greatest proportion of operational expenditure in 2008. Twelve conservancies also made **cash payments** to individual members or to villages, although conservancies increasingly favour the alternate use of these funds for projects or other income-generating activities.

Among these are **capital development projects**, such as the development of water points for game (in Nyae Nyae conservancy) or the purchase of boat engines for transport (by Impalila conservancy). A number of conservancies used funds for **social benefits**, such as cash contributions to local kindergartens and schools, church, youth and farmers groups, and traditional authorities. Other social spending was on school bursaries, water installations, human-wildlife conflict compensation, soup kitchens for pensioners, and to support HIV-&-AIDS-affected orphans.

During the year N$3.06 million worth of **household game meat** from various forms of hunting was distributed to households, with additional meat going to local schools and old age pensioners. Finally, **private sector salaries** formed part of both conservancy income and expenditure. This is because the salaries were generated by and through conservancies but then paid directly to the employees. These amounted to 605 full-time and 2,267 part-time salaries in tourism, trophy hunting and other enterprises made possible by conservancies during 2008.