NAMIBIA'S

communal conservancies

a review of progress
and challenges
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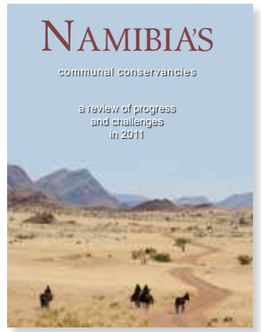
SOURCES OF PHOTOGRAPHS

All photographs courtesy of the NACSO/WWF in Namibia photo library except page 21: Simone Micheletti, page 24: Roy van der Merwe, page 26: Jake Cink and page 27: Kunene River Lodge.

ABBREVIATIONS

AGM	Annual General Meeting
CBNRM	Community Based Natural Resource Management
CBS	Central Bureau of Statsistics
CBTE	Community Based Tourism Enterprise
DoF	Directorate of Forestry
DRFN	Desert Research Foundation of Namibia
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HWC	Human Wildlife Conflict
ICEMA	Integrated Community-Based Ecosystem Management Project
IRDNC	Integrated Rural Development & Nature Conservation
LAC	Legal Assistance Centre
MAWF	Ministry of Agriculture, Water & Forestry
MCA-N	Millenium Challenge Account – Namibia
MCC	Millenium Challenge Corporation
MET	Ministry of Environment & Tourism
MFMR	Ministry of Fisheries and Marine Resources
MLR	Ministry of Lands and Resettlement
MME	Ministry of Mines and Energy
MRLGHR	Ministry of Regional and Local Government and Housing and Rural Development
NACSO	Namibian Association of CBNRM Support Organisations
NDP3	National Development Plan 3
NPC	National Planning Commission
NDT	Namibia Development Trust
NGO	Non-governmental Organisation
NNDFN	Nyae Nyae Development Foundation of Namibia
NNF	Namibia Nature Foundation
NRM	Natural Resource Management
RISE	Rural Institute for Social Empowerment
Sida	Swedish International Development Cooperation Agency
SRT	Save the Rhino Trust
UNAM	University of Namibia
USAID	United States Agency for International Development
WWF	World Wide Fund for Nature or World Wildlife Fund

Contents



THE COVER

The Marienfluss lies in the furthest reaches of an area formerly known as Kaokoveld. Wedged between the mountain ranges of the escarpment in the east and the Skeleton Coast Park in the west, the conservancy stretches north to the Kunene River, the border with Angola. With the support of a local tourism operator and a field-based NGO, the Marienfluss Conservancy registered their conservancy a little over a decade ago.

The conservancy covers a large area with a small population of around 400 people, most of whom speak Otjihimba. Because of its arid environment the Marienfluss has always been marginal for settlement, but has supported small groups of semi-nomadic Himba for generations.

Following page: Communal conservancies embrace one in four rural Namibians, most of whom are dependant upon farming for a living. Millet is the staple food of the North-Central Region of Namibia, and is also widely grown in Kavango and Caprivi Regions. Although crops, livestock and fishing are the main activities in rural areas, communal conservancies provide diversified sources of income based on wildlife and tourism.

Preface

As this report on the progress and challenges facing conservancies and community forests was being compiled, the Ministry of Environment and Tourism (MET) was putting the final touches to a new policy on Community-based Natural Resource Management (CBNRM) in Namibia. This policy is aimed at integrating the country's community-based approaches to different natural resources. It demonstrates the Namibian government's commitment to give decision-making and management authority to resource-users at a local level in the wildlife, water, land, forestry and agricultural sectors.

The policy builds on the past successes of the communal area conservancy programme, which is demonstrated by the growth in the number of conservancies from four in 1998 to 66 in 2011, with an additional 13 community forests and one community association.

As we look back at 2011, the key theme of sustainability emerges strongly. Considerable work took place in 2011 on the development of a sustainability strategy for CBNRM in Namibia. The aim is to ensure that a basic level of technical extension support can be given to conservancies and community forests even though these organisations may become self-sufficient in terms of covering their own costs through their earnings from wildlife, tourism and forestry. It is also important to help conservancies and forests to build institutional sustainability, ensuring that the democratic foundations being laid are not undermined.

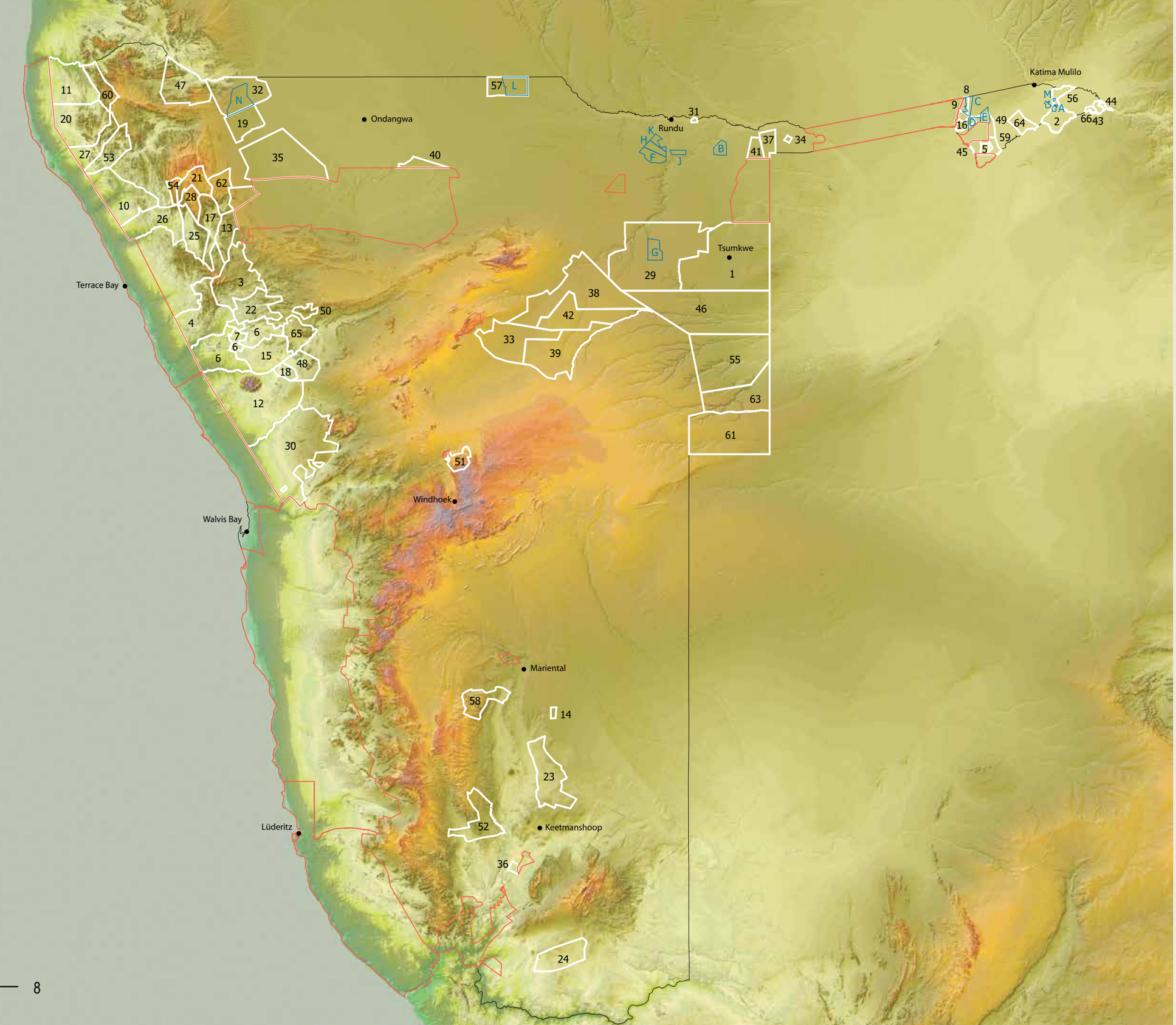
Also as we look back at 2011 and we see some of the same challenges as in the past. Human wildlife conflict is still an issue that needs attention, there is a need to ensure that more of the benefits from wildlife and tourism reach rural households, and democratic principles need to be further entrenched in conservancy decision-making.

There was also progress in 2011, and the successes that we document in this report provide testament to the hard work and dedication of government officials, non-governmental organisations (NGOs), the private sector and community members themselves. The implementation of the conservancy and community forest programme in Namibia is facilitated through partnerships between the Ministry of Environment and Tourism, the Directorate of Forestry, regional councils, NGOs, the private sector and rural communities. These partnerships have been supported by a broad range of donors and international NGOs which are listed below.

Non-governmental assistance is largely provided through the Namibian Association of CBNRM Support Organizations (NACSO), a collaboration of 13 local NGOs, the University of Namibia and individual associate members. Private sector tourism investors have become increasingly important partners over the last 10 years. In association with conservancies, they offer the bulk of jobs to conservancy members and facilitate significant returns of cash income to conservancies.

A broad range of donors support the programme through the provision of technical expertise and funding. Since becoming a national programme, the main foreign contributors to CBNRM have been the founding donors of United States Agency for International Development (USAID) and the World Fund for Nature (WWF). These early investments leveraged valuable funding from the Swedish International Development Agency (SIDA); United Kingdom Department for International Development (DfID); Danish International Development Agency (DANIDA); European Union; Gesellschaft für Technische Zusammenarbeit (GTZ – now GIZ); United Nations Development Programme (UNDP); Global Environment Fund (GEF); World Bank; *Fonds Français pour l'Environment Mondial* FFEM; WWF (Germany, International, Netherlands, Sweden and USA), German Church Development Service (EED); Humanistisch Instituut Voor Ontwikkkelingssamenwerking (HIVOS); Canada Fund; Comic Relief; UK Lottery Fund; British High Commission; Norwegian Agency for Development Cooperation (NORAD); Austrian Government and Royal Norwegian Embassy, Icelandic International Development Agency (ICEIDA), the Swiss Agency for Development Cooperation (SDC), Voluntary Services Overseas (VSO), and the Millennium Challenge Corporation (MCC).

NACSO and the Ministry of Environment & Tourism would like to thank all the partners who have collaborated in developing and implementing the conservancy approach in Namibia.



THE 66 REGISTERED CONSERVANCIES AS OF 2011 ON AN ELEVATION MAP OF NAMIBIA

1 Nyae Nyae
2 Salambala
3 ≠Khoadi-//Hôas
4 Torra
5 Wuparo
6 Doro !nawas
7 Uibasen Twyfelfontein
8 Kwandu
9 Mayuni
10 Puros
11 Marienfluss
12 Tsiseb
13 Ehi-Rovipuka
14 Oskop
15 Sorri-Sorris
16 Mashi
17 Omatendeka
18 Otjimboyo
19 Uukwaluudhi
20 Orupembe
21 Okangundumba
22 //Huab
23 !Khob !Naub
24 //Gamaseb
25 Anabeb
26 Sesfontein
27 Sanitatas
28 Ozondundu
29 N≠a Jaqna
30 ≠Gaingu
31 Joseph Mbambangandu
32 Uukolonkadhi Ruacana
33 Ozonahi
34 Shamungwa
35 Sheya Shuushona
36 !Gawachab
37 Muduva Nyangana
38 Otjituuo
39 African Wild Dog
40 King Nehale
41 George Mukoya
42 Okamatapati
43 Kasika
44 Impalila
45 Balyerwa
46 Ondjou
47 Kunene River
48 Ohungu
49 Sobbe
50 //Audi
51 Ovitoto
52 !Han /Awab
53 Okondjombo
54 Otjambangu
55 Eiseb
56 Sikunga
57 Okongo
58 Huibes
59 Dzoti
60 Otjitanda
61 Otjombinde
62 Orupupa
63 Omuramba Ua Mbinda
64 Bamunu
65 !Khoro !Goreb
66 Kabulabula

THE 13 REGISTERED COMMUNITY FORESTS AS OF 2011

A Bukalo
B Hans Kanyinga
C Kwandu
D Lubuta
E Masida
F Mbeyo
G Mkata
H Ncamagoro
J Ncaute
K Ncumcara
L Okongo
M Sikanjabuka
N Uukolonkadhi

Conservancy
Community forest
Protected area

Chapter 1

Introduction

the Namibian CBNRM Programme

"A growing demand to create more conservancies across the country is an indication of the Ministry's Community-Based Natural Resource Management Programme's successes. Therefore, Government, communities and private sector, in total have close to half of the country, an astonishing 42%, earmarked for conservation. This is a remarkable achievement."

The Honourable Minister of
Environment and Tourism
NETUMBO NANDI-NDAITWAH

The Namibian CBNRM approach is based on devolving use rights over natural resources and management authority to community institutions established in terms of national legislation. These community institutions, the conservancies and community forests, are provided with technical advice and support by government and NGOs.

Conservancies and community forests form part of a growing Community-based Natural Resource Management (CBNRM) sector in Namibia. In addition to conservancies and community forests there is also a network of water point committees established throughout the country to manage the provision and use of water at local levels, and important progress is being made towards community management of inland fisheries. This publication focuses on conservancies and community forests and describes their progress in managing wildlife and other natural resources, in promoting good governance and democracy at a local level, and in generating a wide range of benefits for rural residents.

Although CBNRM in Namibia is supported by Namibia's development partners, and uses lessons learned from similar programmes elsewhere, it is a home grown approach based on government policy and legislation. The policy and legislation provide an incentive-based approach to conservation – enabling communities to earn income and other benefits from their sustainable management of natural resources.

Conservancies are self-selecting social units or communities of people that choose to work together and become registered with the Ministry of Environment and Tourism (MET). In order to meet the conditions for registration a conservancy must have a legal constitution, and have clearly defined boundaries that are not in dispute with neighbouring communities. They must also have a defined membership and a committee representative of community members. Conservancies are also required to draw up a clear plan for the equitable distribution of conservancy benefits to members.

Once registered, a conservancy may use certain species of game for its own consumption, and benefit

from other types of game utilisation including trophy hunting and the live capture and sale of game. Conservancies are able to establish their own community-based tourism enterprises (CBTE) or to create joint venture (JV) agreements with private sector entrepreneurs for lodge development (*see Tourism Joint Ventures in Conservancies on page* 20). An important aspect of the conservancy approach is choice – communities choose whether to form a conservancy or not, communities forming a conservancy are self-defining, and conservancies can choose how they want to use wildlife from a number of options. The conservancy approach simply allows rural communities to add wildlife and tourism to their existing livelihood activities and to choose how they balance these activities.

The MET and members of NACSO provide a wide variety of technical support to conservancies.

Indigenous plans are sustainably harvested, benefiting livelihoods.

An important role of the MET is to ensure that conservancies remain compliant with legislation.

In the past, the main focus of conservancies was wildlife management and tourism. However, conservancies are increasingly providing the framework for other key activities. For example the sustainable harvesting of indigenous plants for the manufacture of various products has increased significantly (*see Chapter 2*). Conservancies often provide transport for the produce of harvesters or help harvesters to negotiate fair and beneficial deals with reputable dealers. In a similar way conservancies help provide links between craft producers and bulk buyers of crafts (*see Chapter 2*). Sustainable agricultural and range management practices are being promoted in several conservancies and linked to Human Wildlife Conflict Management and improved food production (*see Chapter 3*).

A major development in 2011 was the launch of a comprehensive training programme for conservancies with support from the Millennium Challenge Account-Namibia and the Millennium Challenge Corporation. This training programme is based on a set of standardised training modules covering wildlife management, business and tourism development, and governance issues. It aims to provide a structured set of training events which are then followed up by clearly focused technical assistance.

By the end of 2011 there were 66 conservancies managing 146,312 km² of communal land, while 13 community forests covered 4,652 km², although this includes some overlap with conservancies. In addition the members of the Kyaramacan Association (KA) worked with MET officials to jointly manage the multiple use zone of the Bwabwata National Park. The conservancies covered 17.8 % of Namibia's land surface with an additional of 0.2% under community forests where there is no overlap with conservancies.

Wildlife management is one of the core activities of conservancies. Chapter 3 demonstrates the ways in which conservancies contribute their resources to managing wildlife and setting aside wild habitat. For some years wildlife in many conservancies, particularly in the northwest and north east, has been increasing. Chapter 3 also portrays the latest trends and indicates that some species continue to increase while others remain generally stable with some annual fluctuations. This chapter also focuses on efforts to reduce and mitigate increasing Human Wildlife Conflict (HWC) which results from higher numbers of predators and elephants.

Figure 1. Benefits from the overall CBNRM Programme grew from nothing in 1994 to almost N$ 50 million in 2011. The incomes are shown in two categories: benefits to conservancies and benefits from CBNRM activities outside conservancies.

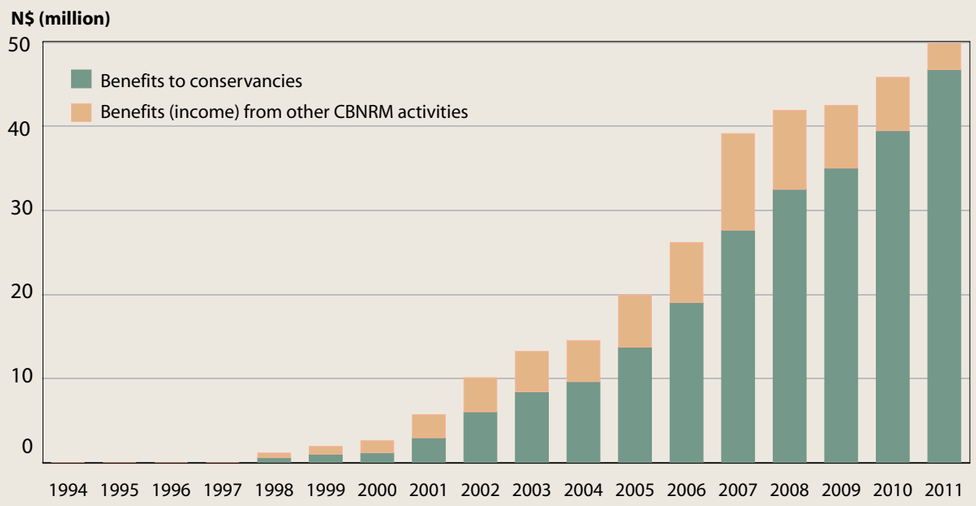
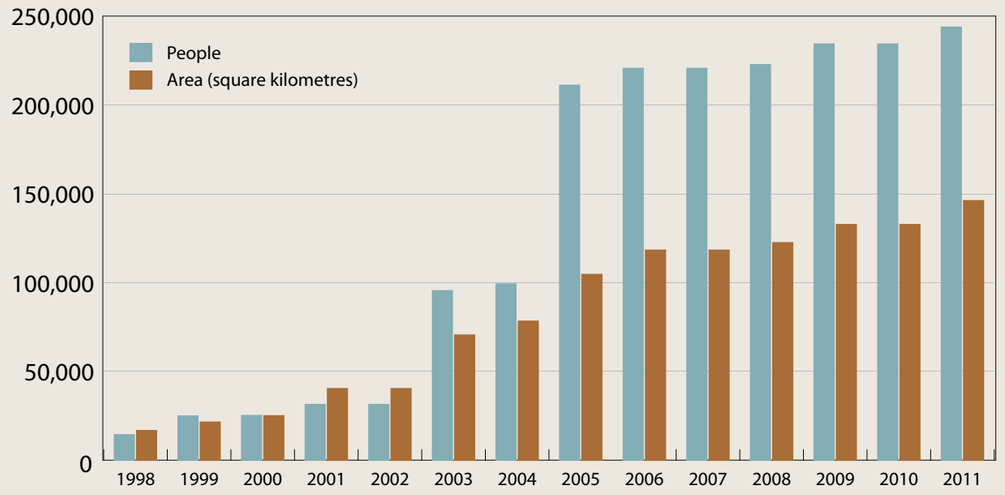


Figure 2. The area covered by registered communal conservancies has grown rapidly, as has the number of people that live in conservancies.



From 1991 – 2011 the CBNRM Programme contributed more than N$ 2.4 billion (2011 values) to Namibia's Net National Income. In 2011 the 66 conservancies and other CBNRM activities generated a total of almost N$ 50 million (see Figure 1). In total the Programme generated 1,512 full time and 11,223 part time jobs.

In the 57 conservancies that reported, 665 people were employed by them. An additional 847 conservancy committee members, 33% of whom were women, received allowances for services rendered.

Tourism enterprises in conservancies generated 696 full time and 1,608 part time jobs, with around half taken by women. Hunting operations generated 155 full time and 66 part time jobs. Employment and harvesting of natural products, including thatching grass, amounted to 24 full time jobs and 2,474 part time jobs in conservancies.

More details about income and expenditure by conservancies and benefits to communities are found in Chapter 2.

Communal conservancies and community forests are local structures that take decisions about resource management, businesses partnerships, benefit distribution, recruitment of staff, and land use planning. These important decisions need to be based on democratic principles of transparency and accountability. Chapter 4 provides information about the mechanisms being used to promote good governance in decision-making and financial management within conservancies and community forests.

In order to form a community forest, a written agreement is required between the government and a body representing the community which has traditional rights over an area of communal land. The agreement and a management plan for the community forests define the rights of the community to use forest resources. Community forest gain rights over forest resources and grazing land. The community forest committees issue permits for the use of various types of forest products. Although income data for 2011 was incomplete, average total income to the community forests from 2008 to 2010 was N$ 544,666 per year.

Community forests are supported by the Directorate of Forestry in the Ministry of Agriculture Water and Forestry and the German Development Service (GIZ). A number of communities are combining forest management with wildlife and a number of community forests overlap in some way with conservancies. Information on community forests is provided in Chapters 2 and 3.

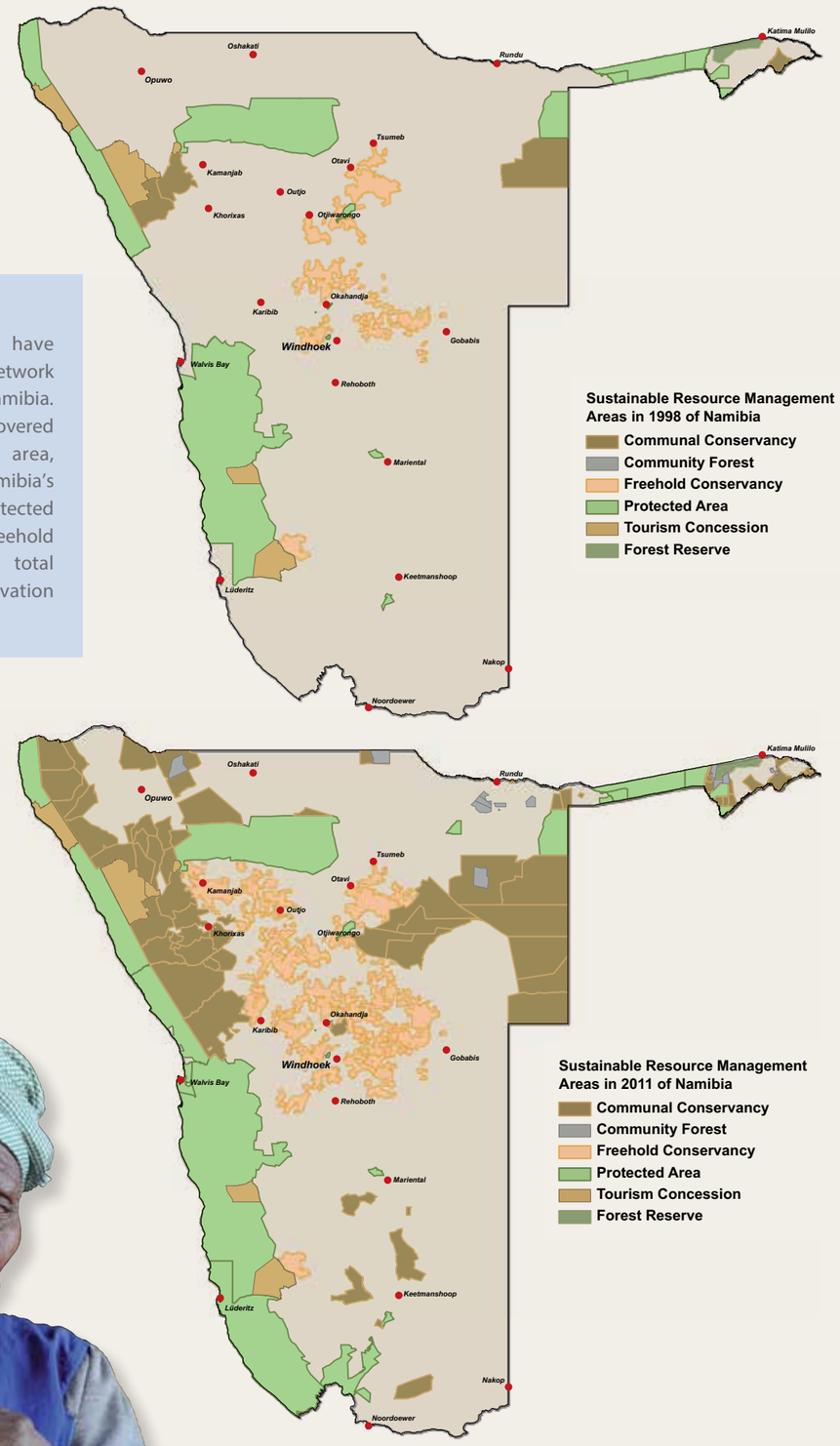


Figure 3.
Communal conservancies have added substantially to the network of conservation areas in Namibia. At the end of 2011, they covered 17.8% of Namibia. This area, together with 16.7% of Namibia's surface area within state protected areas and a further 6.1% in freehold conservancies, brought the total land surface under conservation management to 41.5%.

Elephants range across national boundaries and are found in national parks, communal conservancies and community forests.

The chapters that follow demonstrate successes in CBNRM in Namibia but also highlight problems and challenges. Chapter 5 summarises the main challenges and identifies steps being taken to address them. The chapter outlines a future vision for CBNRM, in particular the steps needed to develop a sustainable strategy, including a permanent CBNRM extension service, financially self-sufficient conservancies and forests, and means of providing critical services on a sustainable basis.

KEY EVENTS IN THE LIFE OF CBNRM AND CONSERVANCIES

Early 1980s Local leaders, Nature Conservation staff and NGOs agreed to start the Community Game Guard system in north-west Namibia to curb poaching of wildlife. This was the first CBNRM activity in Namibia.
From 1990 to 1992 A series of socio-ecological surveys identified key issues and problems from a community perspective concerning wildlife, conservation, and the then Ministry of Wildlife, Conservation and Tourism (MWCT).
1992 MWCT developed the first draft of a new policy providing for rights over wildlife and tourism to be given to communities that form a common property resource management institution called a 'conservancy'.
1993 The Living in a Finite Environment (LIFE) Programme brought major donor support (USAID and WWF) and the CBNRM programme started to evolve as a partnership between government, NGOs, and rural communities.
1995 Cabinet approved the new policy for communal area conservancies, and work began on drafting legislation to put the policy into effect.
1996 Parliament passed the new conservancy legislation for communal areas.
1998 The first communal area conservancies were gazetted. A workshop was held to plan and launch a national CBNRM coordinating body.
September 1998 Official public launch of Namibia's Communal Area Conservancy Programme by His Excellency the President, Sam Nujoma. On behalf of Namibia and the CBNRM Programme, the President received the WWF international award for 'Gift to the Earth' in recognition of the value and uniqueness of the Conservancy Programme.
August 1999 The 2nd phase of the LIFE Programme started. This was to last a further five years.
July 2000 The CBNRM Association of Namibia, CAN, (consisting of MET and NGOs) secretariat was established. It was later renamed the Namibian Association of Community Based Natural Resource Management (CBNRM) Support Organisations (NACSO).
2001 The Forest Act was passed by parliament.
2003 The Polytechnic of Namibia incorporated the teaching of CBNRM into its National Diploma in Nature Conservation, institutionalising CBNRM as an option in its Bachelor of Technology (Nature Conservation and Agriculture) degree.
October 2004 The ICEMA, LIFE Plus and IRDNC Kunene /Caprivi CBNRM Support Projects were launched.
February 2005 The first State of Conservancy Report, entitled *Namibia's Communal Conservancies – A Review of Progress and Challenges* was launched.
2005 The Parliamentary Standing Committee on Economics, Natural Resources and Public Administration, which visited conservancies in the north-west, strongly endorsed conservancies and tourism for contributing to national development.
2005 The Forest Amendment Act was passed amending the 2001 Forest Act.
November 2005 In its report *Recommendations, Strategic Options and Action Plan on Land Reform*, the Permanent Technical Team on Land Reform (PTT) recognised conservancies and community forests as CBNRM models to be followed for the development of Namibia's communal lands.
2006 The 6-year *Strengthening the Protected Area Network (SPAN) Project* was officially started.
February 2006 The first 13 community forests were gazetted in terms of the Forest Act.
2007 Cabinet approved the National Policy on Tourism and Wildlife Concessions on State Land
2009 Netumbo Nandi-Ndaitwah, Minister of Environment and Tourism, launched the National Policy on Human Wildlife Conflict Management.
2011 CBNRM generated almost N$ 50 million in benefits during 2011.

In the 57 conservancies that reported, 665 people were employed full time. An additional 847 conservancy committee members, 33% of whom were women, received allowances for services rendered.

Tourism enterprises in conservancies generated 696 full time and 1,608 part time jobs, with around half taken by women. Hunting operations generated 155 full time and 66 part time jobs. Employment and harvesting of natural products, including thatching grass, amounted to 24 full time jobs and 2,474 part time jobs in conservancies.

More details about income and expenditure by conservancies and benefits to communities are found in Chapter 2.

AWARDS

Regional and international interest in the CBNRM programme continues to grow, as an increasing number of high profile delegations visit Namibia to study and learn from its experience. A host of awards from international, regional and Namibian organisations have recognised the success and progress made in developing CBNRM and conservancies in communal areas:

1993 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): Goldman Grassroots Environmental Prize for Africa.
1994 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): United Nations Environmental Programme Global 500 Awards.
1997 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): Knights of the Order of the Golden Ark, Netherlands.
1998 Republic of Namibia: WWF Gift to the Earth Award.
1998 Damaraland Camp in Torra Conservancy and Wilderness Safaris Namibia: Silver Otter Awards for Tourism.
2000 Janet Matota (IRDNC Caprivi): Namibia Nature Foundation Environmental Award.
2001 Benny Roman (Torra Conservancy): Namibian Professional Hunting Association (NAPHA) Conservationist of the Year Award.
2001 Prince George Mutwa (Salambala Conservancy): Namibia Nature Foundation Environmental Award.
2002 Patricia Skyer (NACSO): WWF Woman Conservationist of the Year Award.
2002 Patricia Skyer (NACSO): Conde Nast Traveller Magazine's 2002 Environmental Award.
2003 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): Cheetah Conservation Fund's Conservationist of the Year Award.
2003 King Taaipopi (Uukwaluudhi Conservancy) and Chris Eyre (MET): Namibia Nature Foundation Environmental Award.
2004 Chris Weaver (WWF/LIFE): Namibian Professional Hunting Association (NAPHA) Conservationist of the Year Award.
2004 Torra Conservancy: 2004 UNDP Equator Prize for the best Community Environmental Project in the world.
2005 NACSO and the Namibia Nature Foundation: Namibia National Science Award in the category: Best Awareness and Popularization for the book *Namibia's Communal Conservancies – A Review of Progress and Challenges.*

2005 Wilderness Safaris and Torra Conservancy's Damaraland Camp Lodge: World Travel & Tourism Council 'Tourism for Tomorrow Conservation Award 2005'.
2006 Beaven Munali (IRDNC Caprivi): Go Green Environmental Award, Nedbank Namibia and Namibia Nature Foundation.
2006 Anton Esterhuizen (IRDNC Kunene): Namibian Professional Hunting Association (NAPHA) Conservationist of the Year Award.
2007 Chief Mayuni (Mafwe Traditional Authority, Caprivi): Go Green Environmental Award, Nedbank Namibia and Namibia Nature Foundation.
2007 Dorothy Wamunyima (Namibia Nature Foundation): River Eman Catchment Management Association's Water Award, SIDA.
2007 The Kyaramacan Trust and MET: Edmond Blanc Prize, International Council for Game and Wildlife Conservation (CIC).
2010 John Kasaona: Cheetah Conservation Fund, Conservationist of the year.
2010 NACSO, finalist in Tourism for Tomorrow Awards
2011 Namibia Wildlife Safaris, Tours and Conservancies web site: Travel Mole Web Award in category Area Attraction or Tour.
2011 NACSO website: Leader in Sustainable Tourism, Platinum Award.
2011 Chris Brown: Namibian Professional Hunting Association (NAPHA) Conservationist of the Year Award.
2011 Maxi Louis: Cheetah Conservation Fund, Woman Conservationist of the year.

Chapter 2

Improving lives

the economic benefits of conservation

If something is of value, we will protect it. The philosophy behind the CBNRM programme and communal conservancies is that people who derive benefits from wildlife and other natural resources will conserve them.

This cost benefit analysis of living with wildlife is dealt with in detail in Chapter 3. However, the economic burden of living with wildlife is balanced against the gains that wildlife brings in the form of income – direct and indirect – from hunting and tourism. However, communal conservancies and community forests are concerned with more than wildlife. Incomes are earned from forest and indigenous plant products and from fishing, as well as from the sustainable use of wildlife. Increasingly, incomes are derived from tourism, either through joint ventures with lodges or employment in the tourism industry, and through sales of products like crafts. All of these incomes depend upon the conservation of the natural environment.

Most rural Namibians still live from farming. In the north central and north eastern areas, crop production is as important as livestock, whereas in the arid north western and southern areas, livestock production is the key source of income. One of the most effective and common strategies for living in drylands and marginal areas is to diversify incomes. The CBNRM programme has been successful in generating incomes in rural communities from new sources, but it is still the 'new kid on the block'. The first communal conservancies were formed in 1998, just thirteen years ago.

Conservancy members earn incomes from employment by joint venture lodges and community camp sites

Year	Cash income to conservancies and members	Non-Cash benefits to conservancies	Other income from other 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	83,1200	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
2009	25,919,349	9,102,510	7,459,156	42,481,015
2010	32,299,243	7,170,120	6,348,230	43,817,592
2011	36,377,109	10,366,289	3,116,037	49,859,433

Table 1. Column 1 shows all cash flowing into conservancies, including fees paid by tourism and hunting operators, as well as wages from these operations to conservancy residents. Income from other CBNRM activities (column 3) shows a decline from a peak of over 11 million dollars to just over 3 million dollars in 2011. Much of this income is derived from individual economic activity such as the sale of thatching grass and crafts. In real terms this income has not declined, but is now captured in household income data within conservancies, which have grown in number and area.

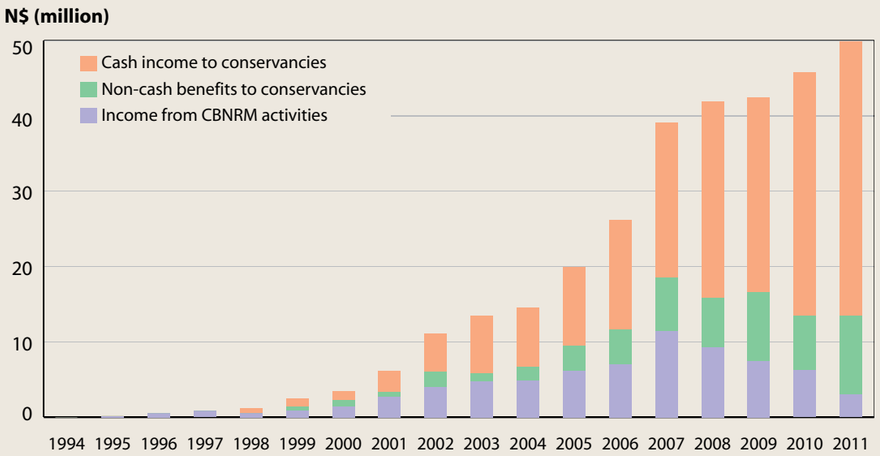


Figure 4. Total benefits from CBNRM have risen from nothing in 1994 to almost N$ 50 million in 2011. The graph shows three types of benefit: cash incomes to conservancies; non-cash (income in kind) to conservancies, like game meat; and income from CBNRM activities outside conservancies.

Balancing the needs of the farmer with the desire to conserve Namibia's natural heritage and biodiversity is the task of CBNRM. This delicate balancing act may be guided by government and driven by NGOs, but it is the people on the ground, literally, who put the policy into action. Farming will continue to be the mainstay of rural livelihoods for a long time, but households in communal conservancies derive increasing benefits from other income sources that this chapter deals with.

The data presented in Figure 4 and Table 1 provide a clear picture of income growth. Cash income to conservancies and members rose from just over half a million Namibia Dollars in 1998 to more than thirty six million this year. This eighty-fold increase is attributable in part to the growth in the number of conservancies (from 4 to 66 and one community association), but also reflects the increased earning power of conservancies.

Household benefits

One of the main indicators of poverty is the lack of a full-time job. For every employed person, a household or family usually benefits. Direct employment is one of the most significant impacts of the CBNRM Programme on rural poverty. This year 603 people were employed exclusively by joint venture lodges (*see Joint Venture articles below*), of which almost half were women. Almost all positions were permanent, with only 38 temporary staff.

Employment in tourism is regarded as particularly beneficial because of its proximity to home, enabling employees to also manage household activities. Although some wages from tourism operations could be low (particularly for campsite employees), they are significant for people living in rural areas with few other means of accessing regular cash to diversify their livelihoods. Job creation is particularly important given the high rates of unemployment in Namibia, estimated at 51%. The importance of full-time employment was further highlighted by research on community attitudes in five conservancies in 2008, which led to the conclusion that of all the benefits provided by conservancies, "employment was the most significant, having the greatest impact at both household and individual levels".

Tourism Joint Ventures in Conservancies

It is often asked, "What does tourism have to do with conservation?", and the answer is: a great deal, at least in Namibia's communal conservancies, many of which straddle land best suited to wildlife, and therefore to eco-tourism development.

Unlocking this tourism potential so that income can flow from lodges and safaris to local communities has required a change of mind-set by both rural populations and the tourism industry. Before the first conservancies were formed, wildlife was seen by farmers on communal land as a threat and there was very limited interest from the tourism industry to engage with communities.

With the advent of communal conservancies two things happened: First, limited trophy hunting was allowed, which brought immediate income to conservancies, whose members therefore saw a new value in wildlife; and second, as wildlife numbers recovered, tour operators became more interested in conservancy areas, where visitors would see free roaming wildlife in its natural habitat.

The concept of the joint venture (JV) lodge was born. In a typical JV the conservancy would offer land to a private sector investor to build a lodge. The conservancy provided eco-services: principally game guards who contributed to the reduction of poaching in the area, and the lodge operator would offer jobs, training, marketing and management expertise, and a percentage of the turnover to the conservancy.

Today 32 formal JV lodges are conservation nodal points on conservancy land, providing direct income to locals who work as lodge staff and tour guides, and revenue to conservancies with which they can cover costs such as game guarding, and distribute as benefits. These may include support to the elderly and students, schools and clinics, the provision of boreholes for livestock, or direct cash payments to conservancy members.

Nkasa Lupala Tented Lodge in Caprivi Region is a joint venture between Wuparo Conservancy and private investors.

A need to optimise ownership and income for successful CBNRM

For the past 16 years the conservancy programme has been developing partnerships with the private sector in constructing, managing and marketing lodges in the conservancy areas. Ideally the programme strives to maximize the sense of ownership and generation of profits from lodge operations. Figure 5 illustrates this concept. Enterprise A generates a high return to the community, but there is little sense of ownership and so the business is less likely to generate community commitment towards the management of the surrounding environment. However, while Enterprise B generates less benefits there is much more commitment from the communities to look after their environment due to their increased sense of ownership. For CBNRM the ideal approach is Enterprise C, where there is a high level of community ownership matched with a high level of benefits accruing to the local communities – and it is this aspect that the national CBNRM programme has been actively striving towards.

In recent years the national CBNRM programme has been supporting a number of innovative JV arrangements that strive to increase the sense of conservancy involvement and ultimately collective ownership (Figure 6). As a result there is now a spectrum of JV structures, ranging from the conventional model of a private sector investor building and operating, to that of conservancy ownership and management.

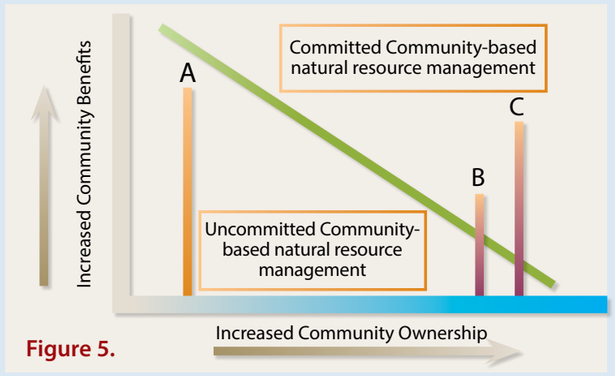


Figure 5.

Conservancies are negotiating deals that maximize opportunities for greater community profits and create an increased sense of ownership.

Traditional rental agreement	Minority stake holding	Majority stake holding	Conservancy ownership
Private sector lodge on conservancy land pays a percentage of turnover to the conservancy, with a guaranteed minimum payment.	A traditional rental agreement, but the conservancy also holds a minority stake holding in the lodge, taking part of the risk and part of the profit.	Conservancy owns the lodge buildings and outsources the operation of the business to a private company that provides the movable and operational assets. In return the conservancy receives rent and a percentage of turnover.	Conservancy hires in a management company to run the lodge and sets up a PTY that takes responsibility for the movable assets and operational costs of the business. The conservancy owned PTY pays the conservancy rent as well as declared dividends
100% private sector ownership			100% conservancy ownership
Example: Twyfelfontein	Example: Doro Nawas	Example: Etendaka	Example: Grootberg

Figure 6. A spectrum of JV structures

A spectrum of JV structures

Private Sector Invests and Operates

Currently the predominant JV structure has been a build and operate approach. In this case an investor would build a lodge and maintain it for a fixed period, and in return pay a fee based upon annual turnover. The deal is protected by a minimum fee payment in case the lodge turnover is not sufficient, which encourages the lodge to perform well. An example of this arrangement is the Brandberg White Lady Lodge in the Tsiseb Conservancy, near the famous rock painting.

Community invests and Private Sector Operates

There are a growing number of opportunities for communities to access capital to invest in lodge operations with the aim of increasing their return or their share of ownership – or ideally both. In some cases the investment is a loan for new buildings. In return the conservancy receives an increased percentage based upon the performance of the lodge. An example is Nkasa Lupala Tented Lodge in Wuparo Conservancy. The conservancy raised a portion of the capital to invest in the construction of the lodge, for which they receive a higher proportion of the turnover.

In other instances the conservancy investment can be significant enough to cover construction of lodge buildings, which are rented out to an operator. In return the conservancy receives a percentage on turnover for the user's rights to the area, as well a rental fee on the structure. Etendenka Trail Camp is a good example of this expanding model.

Community Invests and Private Sector Manages

To date there is one such example in Namibia: the Grootberg Lodge in #Khoadi-//Hôas Conservancy, which originally raised funding for the lodge through a grant from the European Union. The conservancy has hired an experienced management company to run their business. The management company that earns a fee based on turnover and the conservancy that is exposed to the profit and loss of the business.

An important difference between the above two models is the degree of "business risk" associated with each. In the case of the private sector running the business, it is the private sector partner that carries the risk. They must pay their conservancy partner the agreed minimum fee regardless of performance. When the conservancy owns the business, it pays the contracted management firm a minimum fee. To the extent that conservancies are often new to business, especially the intricacies of the tourism trade, every effort has been made to mitigate the risk associated with an under-performing business and maximise the level of ownership and return.

Conservancy Minority Equity Ownership

Some JV structures fall between the above examples. For example Doro Nawas Lodge, where Wilderness Safaris was able to raise capital for the conservancy, which would become an immediate 45% shareholder in the lodge. In this case the conservancy had two potential income streams, a fee based on turnover that covered the rights to use the land, and a dividend on return when declared.

Building on experience

With several emerging models of a JV agreement, there is no longer a "single size fits all." Fundamentally, a mutually acceptable contract is the basis of any JV that is going to succeed. A conservancy entering into negotiations with a private investor may be doing it for the first time, and will require assistance. The experience built up over the years by support NGOs and NACSO in supporting conservancies during the negotiating process has made it easier to assure both sides a potential win-win scenario (*see "A Deal made in Paradise", page 25*).

Example 1
A virtuous circle

With just under one person per square kilometre, #Khoadi-//Hôas Conservancy is sparsely populated. High on the Grootberg Pass, overlooking the conservancy and the Klip River Valley is the Grootberg Lodge.

The lodge terms itself mid-market, but the rooms are luxurious and the views priceless. It was built with a grant from the EU, and has been operational since 2005. Grootberg currently employs 38 community members full time, and another 10 on a seasonal basis. Jobs range from cleaner to assistant manager, and the lodge is the biggest employer in the conservancy, paying salaries totalling N$ 729,759 annually.

In addition, with the introduction of a new Hotel Management Agreement (HMA) structure, profits from the lodge now benefit the conservancy more strongly. This is a common model in the hotel industry. For instance: a large company owns a hotel property in Windhoek, and chooses the Hilton group to manage it. In the same way, ≠Khoadi-//Hôas Conservancy owns Grootberg Lodge and chose a tourism operator to market and manage it.

During 2011 the conservancy formally established and registered the new Grootberg Lodge PTY, which in turn has signed an HMA with the contracted management company, Journeys Namibia. This structure is a first for Namibia. Although Grootberg is 100% community owned, the actual structure of the relationship with the management company was historically that of a traditional JV; i.e. the conservancy was paid a fee, but did not truly benefit from being the owner of the asset; the owner of "their" lodge.

The HMA structure currently in place improves the relationship. The conservancy now has a contract with a Journeys Namibia to provide marketing and management expertise, for which the management company is paid a fee and an incentive bonus when it excels. The conservancy reaps the financial benefits when the business performs well, which it has an established track record of doing.

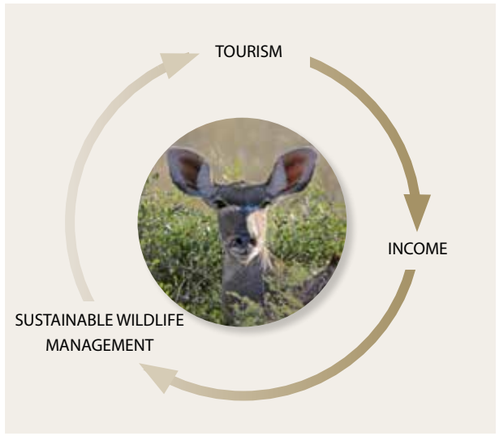
The benefits of ownership can be significant. Grootberg Lodge's financial projections suggest that the conservancy will yield four times the amount it would otherwise receive as a fee. The difference over time may be millions of dollars, and could make a significant impact – transforming livelihoods.

Epicentre of a Virtuous Circle

If the impact on the community is great, it is certainly matched by the impact on wildlife. Figures for the translocation of wildlife into communal conservancies are provided in Chapter 3 in this report. One of the smallest but most impressive figures is the increasing population of black rhino now inhabiting the Kunene region. In 1980, there were an estimated 50 left in the region and the species was on the verge of local extinction. Now the population has risen to a sustainable level, and is extending its range.

Visitors to Grootberg Lodge who participate in a game drive along the Klip River are very likely to see black rhino, with the help of trained guides and trackers from the conservancy. The lodge is the epicentre of a virtuous circle. Income from tourism improves livelihoods and protects wildlife, and with more wildlife, tourism can grow. As a result, Grootberg Lodge is building another 4 rooms to capitalize on its successful business model.

Grootberg Lodge is wholly owned by #Khoadi-//Hôas Conservancy, which has a Hotel Management Agreement with Journeys Namibia to run the lodge.



Example 2
A deal made in paradise

For over ten years, Wuparo's main income came from hunting revenues. The conservancy employs 10 game guards and a management team. It maintains 4x4 vehicle and an office. It is self-sustaining, but there isn't much cash left over to distribute to members, or for conservation activities.

Additional income came from a community camp site offering simple ablutions next to the river, and charging just N$ 60 per person – not a big money spinner. Wuparo needed a lodge, and for that it needed an investor.

The Micheletti family are Italians who fell in love with the area. It's not hard to see why. The river gives way to reeds, grass and trees, and lions hunt buffalo in plain view of the breakfast table. The prospective investors met with the conservancy, which was sceptical. Others had been before, but nothing had come of it. They wanted a serious proposal.

Tough negotiations

The Acting Deputy Chairperson is 'Shine' Limbo, who negotiated on behalf of the conservancy. "It was a big job, a hard job," he recalls, "with a lot of small pieces to put into place." Limbo is a rural farmer, and hard-nosed commercial deals were not his speciality. He says that negotiations with previous investors had failed because they were not open about their projections and empowerment plan.

Always a warm welcome from Assistant Manager Bertha Lunyazo, at Nkaza Lupala Tented Lodge. She comes from a nearby village.

That's where the IRDNC and WWF came in. Over the years the support NGOs have helped conservancies to negotiate contracts with investors building lodges and camp sites. The Michelettis got down to business with Wuparo Conservancy, with the support NGOs in the background, advising the conservancy management committee. The NGO team had done this all before. They could draw on the experience of negotiations with Wilderness Safaris and Namibia Country Lodges; they could call on lawyers to advise on contracts; and a unique instrument called a 'financial dashboard' was designed to allow a conservancy to keep a watchful eye over the lodge finances without requiring a diploma in book-keeping.

A model deal

When the deal was done, it was a good one, including the indirect benefits. An initial 80% of the staff had to come from the area, with training to increase the number as time went on. One guide has been trained by FGASA (Field Guide Association of Southern Africa), and others will follow.

The lodge pays the conservancy a fixed amount monthly, and on top of that a percentage of the turnover after agents' commissions, VAT and the Namibia Tourist Board levy have been deducted. In addition the MCA is providing a grant of one million Namibia Dollars to Wuparo to boost the marketing of the lodge. Wuparo will lend the money to the lodge, which will use it for marketing. As the turnover increases, so does revenue to the conservancy – call that the interest on the loan. At the end of the agreement the loan will be written off, with all original principal and interest having been paid to the conservancy.

For the investors it's "a dream come true." And for the conservancy? As 'Shine' Limbo puts it: "Compared to other lodges in Caprivi, this is a good deal." The agreement says that after ten years the lodge buildings will belong to the conservancy. At that point Wuparo and Nkasa Lupala will negotiate a new deal for the running of the lodge.

Marketing 'Destination Namibia'

All Namibian tourism businesses benefit from the country being seen to lead the world in achieving a balance between conservation and community development. In 2011 the achievements of the Conservancy Tourism Sector received a higher profile in Namibia and internationally as a result of dedicated efforts to share Namibia's story.

NACSO received an MCA–Namibia marketing grant to exhibit at the Tourism Expo in Windhoek in June 2011, to enable tourism in conservancies to be promoted more widely to the trade and the public. The aim was to raise the profile of the sector by promoting its achievements as a competitive advantage for 'Destination Namibia'.

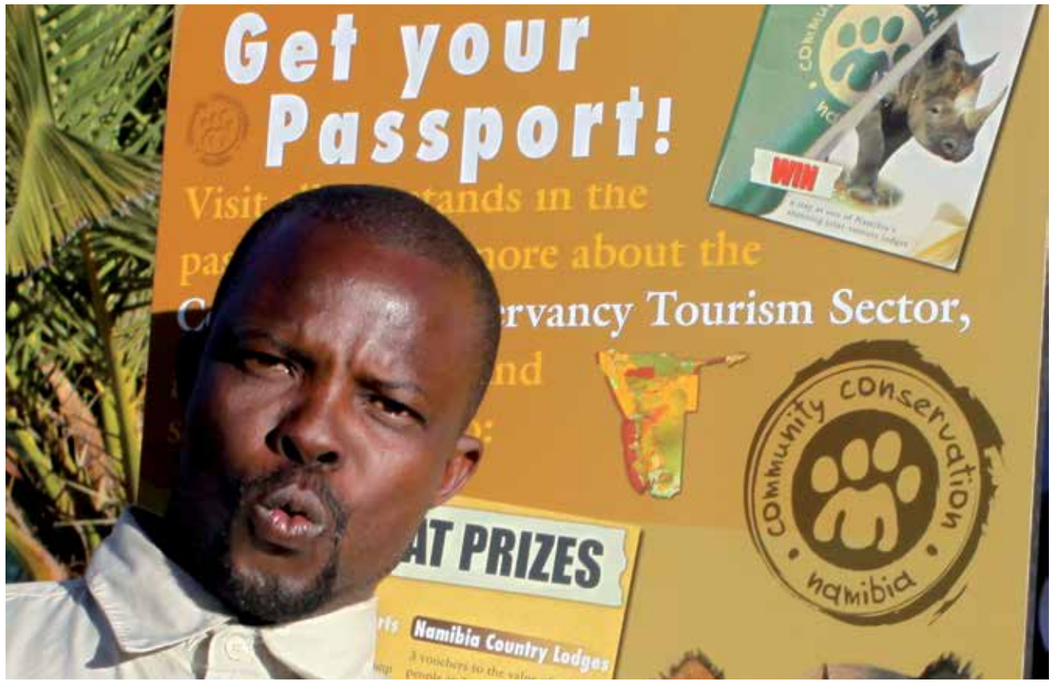
In addition to a high profile stand staffed by trained conservancy representatives, a "Conservancy Passport" was developed as a tool for conveying the core achievements of the sector to the public. In all, 105,000 passports were inserted into national newspapers and handed to guests at Expo. The Conservancy Tourism Sector stand won first prize for the quality and success of this effort.

Looking forward

In October 2011 a delegation led by the Minister of Environment and Tourism, the Honourable Netumbo Nandi-Ndaitwah, attended the Adventure Travel World Summit (ATWS) in Chiapas, Mexico. The 17 member strong delegation included four representatives from the conservancy tourism sector, tasked with the goal of explaining Namibia's unique approach to community benefits from tourism development in communal conservancies.

Namibia's presence at the ATWS was an outstanding success and the Minister instructed the delegation to begin preparations for bidding to host the ATWS in Namibia in 2013.

The 'Conservancy Passport' used at the Tourism Expo. A total of 105,000 copies were distributed, with information about tourism in the communal sector



Namibia hopes to host the Adventure Travel World Summit in 2013: white water rafting at Kunene River Lodge.

These and other efforts to promote the achievements of the conservancy tourism sector and 'Destination Namibia' have yielded a far higher profile for the sector within the national tourism industry, and the momentum is expected to continue throughout 2012 and beyond … especially if Namibia succeeds with its intended bid to host the Adventure Travel World Summit in 2013.

Diversification of incomes

There is a large variation in conservancy and personal income sources (see Figure 7). Joint venture lodges and craft centres within conservancies provide outlets for craft sales which remain an important source of individual income, especially to women (*see Crafting a Living on page 31*).

Where tourism does not provide revenue to conservancies and individuals, trophy hunting is often the main source of income, with 155 people employed full time within conservancies in 2011. Of these jobs, 118 went to men, and 37 to women. An additional 66 part time jobs were generated (*See hunting and tourism article on page 29*).

Wildlife is an important income stream, but Forest and indigenous plant products provide growing sources of income to individuals. Both are considered in more detail elsewhere in this chapter, but it is worthwhile pointing out here that the collection of indigenous plant products netted individuals a total of over N$ 2 million, with conservancy revenue from the products netting N$ 325,774.

While the collection and sale of firewood provide income to households, there are concerns about the sustainability of the practice. Namibian trees, particularly Mopane and Camelthorn, take many decades to grow to maturity, and provide important soil stabilization. Even a log lying on the ground

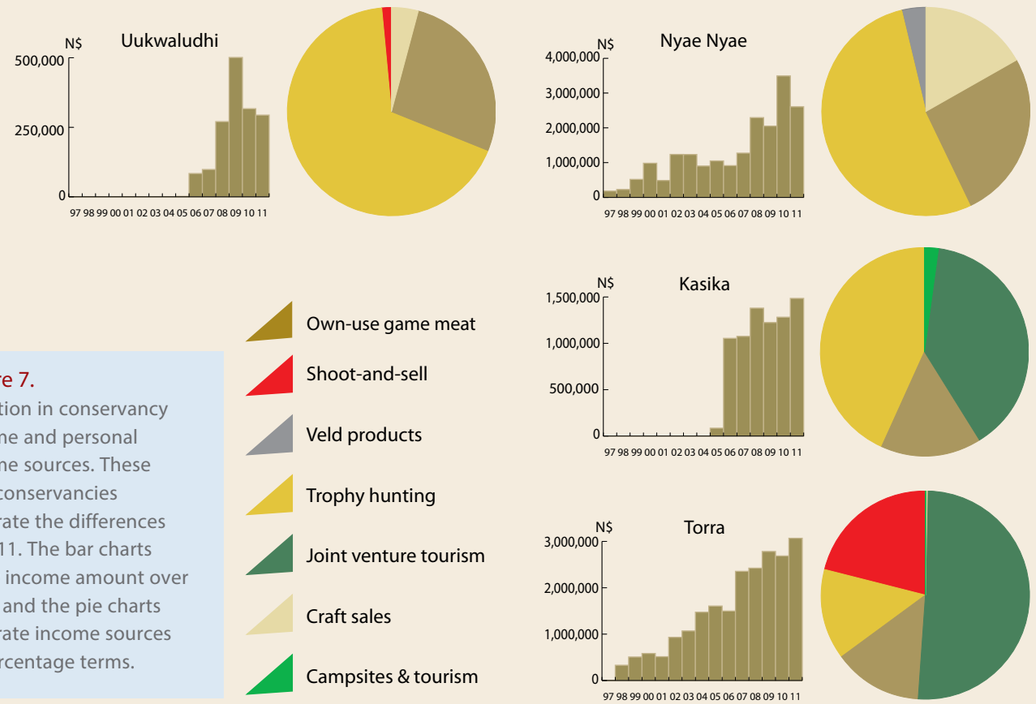


Figure 7.
Variation in conservancy income and personal income sources. These four conservancies illustrate the differences in 2011. The bar charts show income amount over time, and the pie charts illustrate income sources in percentage terms.

Firewood must be sustainably harvested to prevent erosion.

anchors the soil and provides shelter and nutrients for insect life. There is increasing evidence of illegal harvesting and sale of wood in conservancies and community forests, an issue which needs to be addressed by conservancies and the MET.

The sale of thatching grass provides significant benefits to households, with commercial buyers collecting by the roadside for transportation to towns, and across the border from Kavango into Angola. While the sale of thatching grass and reeds may be considered small scale seasonal enterprises, the growth of full time SMEs (small and medium enterprises) has continued to disappoint.

Finally, conservancies themselves account for significant employment. The key service that a conservancy provides to private sector partners is wildlife monitoring by game guards. Most conservancies have a minimum of four guards, and some as many as ten who patrol the conservancy area and communicate with farmers. Additional staff may include a field officer who supervises wildlife monitoring and a conservancy manager. At least 665 people were employed by conservancies in 2011.

Source of Income	Value in N$	Percentage of Conservancy Income
Joint Venture tourism	18 927 747	40.5%
Trophy Hunting	14 106 260	30.2%
Trophy Hunting game meat	5 029 841	10.8%
Veld products	2 516 013	5.4%
Own-use game meat	1 537 429	3.3%
Miscellaneous	1 328 670	2.8%
Campsite / CBTEs	1 162 486	2.5%
Shoot-and-sell	1 062 786	2.3%
Crafts	755 664	1.6%
Thatching grass	119 000	0.3%
Premium hunting	73 280	0.2%
Live game sales	70 500	0.2%
Other hunting (problem animal control, traditional authorities)	53 720	0.1%
TOTAL	**46 743 396**	**100.0%**

Table 2. Sources of income and benefits to communal area conservancies during 2011.

Hunting and Tourism play complementary roles in improving livelihoods

Namibia's CBNRM Programme is premised upon wildlife becoming a viable livelihood activity. It is therefore important that the programme seeks to unlock the full value of wildlife in communal areas. Otherwise, if land-owners perceive wildlife as a nuisance and as competition with livestock and other livelihood options with little return, then wildlife in communal areas will have no future.

In recognition of this, Namibian conservation legislation (Nature Conservation Amendment Act of 1996), devolved broad utilization rights to communal residents. This allows communal farmers to gain direct and sustainable benefits from wildlife through various forms of utilization. The two most profitable and significant sources of income and benefits that are being generated from wildlife in communal areas are joint venture lodges and the sustainable use of wildlife. Community run enterprises, veld (natural plant) products and live game sales have added diversity, but yield smaller benefit levels (Figure 7 & Table 2). Income can be disaggregated into several categories including direct income to conservancy accounts, wages and salaries to individual members, as well as benefits in kind such as food, housing, transport, medical assistance and assistance with school fees and bursaries. Such contributions are often made by joint venture tourism partners.

The merit of hunting as a conservation tool compared to non-consumptive use of wildlife through photographic tourism is often debated intensely. However the Namibian experience illustrates the value and complementarity of applying both 'uses'.

Since 1998, the overall largest producer of conservancy income and benefits has been tourism, predominantly from joint venture lodges. From 1998 to 2011 joint venture lodges generated approximately N$ 120 million in income and benefits (fees, employment and in-kind) as compared to benefits from the sustainable use of wildlife (fees, employment, in-kind and game meat) which generated N$ 100 million. However, during the current economic depression, annual wildlife utilisation income and benefits are now exceeding those from joint venture lodges. Figure 8 shows that for 2011 the total from wildlife utilisation was almost N$ 22 million compared to N$ 18 from joint venture lodges.

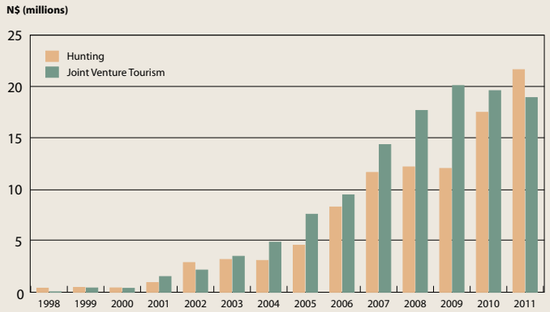


Figure 8. Conservancy benefits

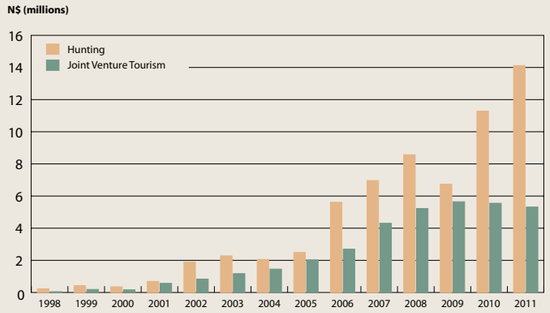


Figure 9. Conservancy cash income

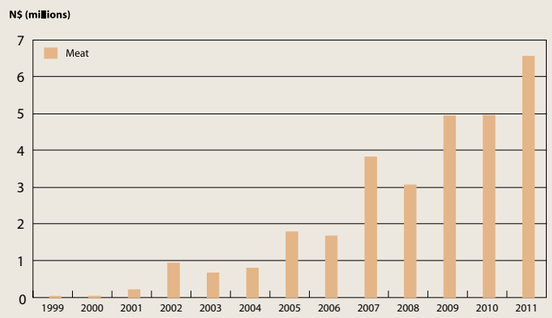


Figure 10. Meat distribution

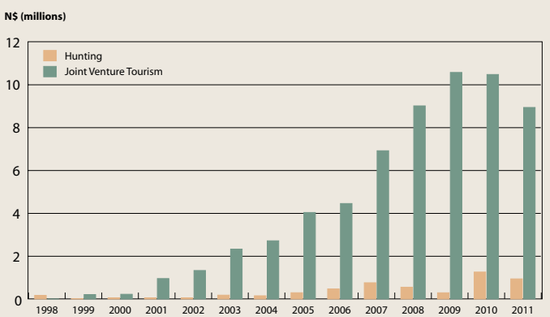


Figure 11. Household income

It is important to note that most conservancies (including three of the first four registered), would not have been viable, and therefore probably not established, without wildlife utilisation to initially fund conservancy operations. In particular, trophy hunting generates significantly greater cash income to conservancies, providing critical finance to cover conservation management and employment costs (Figure 8). From 1998–2011, conservancies received N$ 64 million in conservancy fees from wildlife utilisation, while joint venture lodges generated N$ 35 million over the same period – around half as much. In 2011 wildlife utilisation generated N$ 14 million in cash to conservancies compared to N$ 5 million from joint venture lodges (Figure 9).

Furthermore, hunting revenues and associated benefits tend to occur shortly after registration of a conservancy and awarding of a contact, providing a timely reward to community members for their conservation effort. In contrast, most conservancies take several years to realize benefits from a joint venture lodge due to the often complex nature of negotiating and structuring joint venture lodge agreements. There is also a rather indirect fee structure based on a percentage of turnover, unlike the hunting fee structure that is based on direct price per animal harvested.

Of the associated benefits, meat from wildlife utilisation should not be underestimated (Figure 10). Meat is rated as a key benefit by most conservancy members, many of whom are poor and cannot afford to buy much meat. In 2011 over 386 tons of meat were distributed to conservancy members, which at a rate of N$ 17 per kg equates to N$ 6.5 million in non-financial benefits.

However, joint venture lodges play a particularly important and complementary role to hunting through the generation of significant direct household benefits in terms of employment and personal income, which the wildlife utilisation currently does not come close to achieving. Between 1998–2011 JV lodges generated N$ 62 million while wildlife utilisation produced only N$ 5 million (Figure 11).

Looking at the broad spectrum of benefit generation, notably during the recent economic downturn, the consumptive use of wildlife plays a very important and complementary role to that of non-consumptive use. From a Namibian perspective hunting has been key to the success and sustainability of the communal conservancy movement.

Crafting a living – the growth of the craft sector in communal areas

The craft sector in Namibia has grown considerably over the years, gradually building on skills and abilities and broadening product ranges. In 2010 it provided over four thousand craft makers with an aggregate income of over N$ 2 million in enterprises monitored around the country, particularly in conservancy areas. The year 2011 saw a drop in income from the sale of crafts, due in part to decreased tourism following the global economic downturn, and tourists spending less. Individual incomes from sales amounted to just under N$ 1.4 million.

The sale of crafts, development of craft outlets (particularly in conservancies) and links to wholesalers have provided women with an independent source of income, which is an important success. Craft making can be fitted into women's daily routines without taking them away from the homestead, which is of importance to many women, some of whom support orphans as well as their own children. When crops fail, income from crafts can provide a much-needed boost to the monthly income and crafts are an increasingly important safety net upon which women can rely.

The making and selling of crafts in Namibia has become a significant cottage industry. Many women are operating small businesses of their own; as self-employed entrepreneurs, they feed into larger projects such as Mashi Crafts, Shankara Crafts, Twyfelfontein, !Ghunku, Ohandje, the living museums and other community-based enterprises. Joint venture lodges are also an important outlet for craft sales.

A useful spin-off from craft marketing and the efforts of community enterprises is the development of marketing skills and decision-making by management committees and staff, who also learn to invest profits from sales. Management skills are honed through the administration and running of businesses, which may provide employment to over 300 people.

Logistical challenges remain a significant hindrance to communities looking for markets for craft products. Though production is suited to rural areas, the very nature of these areas makes transport difficult and costly. Some projects and regions are more successful than others. For example, the Living Village in Grashoek (*see page 34*) does remarkably well. Crafts on sale at the venue add value to the experience and provide treasured mementos.

Financial empowerment of historically marginalized groups like the San through living museums and craft sales is one success story. The overall impact on women is another. Many woman employ others in the production of crafts and have opened bank accounts, and are able to keep records of sales and income. This in turn has prompted the growth of local craft markets such as Mashi Crafts, which serves several conservancies and many craft makers in the Caprivi Region.

Overall, the vision for the future includes the development of more exclusively Namibian products, expansion into wider national and international markets, greater independence for craft makers and the ability to seek markets and initiate direct contact with buyers, both retail and wholesale.

Benefits from Community Forests

The Community Forestry in Namibia (CFN) Project is a development programme of the Republic of Namibia co-financed by the German Federal Ministry For Economic Cooperation and Development (BMZ) through the German Development Bank, KfW. The Project is being implemented by the Directorate of Forestry within the Ministry of Agriculture, Water and Forestry (MAWF). The aim of the Project is to enable rural communities to acquire the rights, capacity and resource information for managing their forests and pasture in a sustainable manner and in collaboration with relevant authorities and stakeholders.

Although community forests often overlap with communal conservancies, and increasing integration is a CBNRM objective, there are differences between the two types of entity. Community forestry falls under the Forest Act (2001) and is the responsibility of the MAWF. Whilst not everybody who lives in a conservancy is a member of it, all residents of community forests have the same rights over forest products.

Income from forests is generated from three major sources:

- The issuing of permits and use-concessions
- The sale of (value added) forest products such as wooden figures and bowls
- The sale of 'non-timber' products. These include thatching grass and indigenous natural plants like devil's claw, Ximenia, monkey oranges, Mangetti nuts and Kalahari melons.

Increasingly, indigenous natural products are the raw products of commercial processes (*see page 34: Commercialization of Indigenous Natural Plant Products plant products*).

Community forests enhance Namibia's carbon storage, helping to mitigate climate change.

Income data is incomplete for 2011, but the average income to the combined 13 community forests from 2008 to 2010 was an annual N$ 544,666 per year.

Benefits to forest residents fall into three categories. The sale of permits and concession rights is the primary source of income. After operational costs of the community forest are covered, the remaining income is used for community development, including a portion given to the traditional authority. This is in accordance with a Benefit Sharing Plan, which is a constitutional requirement of the elected management committee. This common income is often used for community projects, such as the provision of school uniforms (a requirement of most state schools) and diesel for water pumps essential for livestock.

Craft products such as carvings and the sale of thatching grass and indigenous natural plants provide much-needed cash income to supplement subsistence agriculture.

A final and less tangible benefit is that of grazing rights. Livestock production is an important source of capital for most communal farmers. However,

Above: *Mashi Crafts is an important outlet for craft makers in the Caprivi Region.*

Below: *Clay pots are functional as well as decorative. Leena David trains other women in the tradition.*

Traditional crafts such as bracelets and necklaces from ostrich shells bring income to poor households

as a consequence, there is considerable pressure on grazing land. This is alleviated in community forest areas where residents have the right to graze in forest land. Additional grazing rights may only be given to outsiders if grazing in the area is considered to be sustainable, and for a fee payable to the forest management body which monitors the condition of the grazing land.

Finance through the KfW has given a considerable boost to forestry through the Community Forestry in Namibia (CFN) programme, and funds will soon be allocated to the second phase of this programme through a financing agreement to be signed by the Republic of Namibia and the Federal Republic of Germany. An indication that community forests bring worthwhile benefits to communities is the submission of 19 applications for community forests that were pending in December 2011.

Commercialization of Indigenous Natural Plant Products

The poorest of the poor live in remote areas and make use of the income derived from the sale of natural products to improve their food security. However, efforts are being made to commercialize these products to improve and diversify their livelihood opportunities. Sustainable wild harvesting and trading of indigenous natural plant products in Namibia has the potential to contribute to the alleviation of rural poverty and the conservation of natural resources.

A LIVING VILLAGE KEEPS SAN CULTURE ALIVE – AND PROVIDES INCOME FOR HOUSEHOLDS

It was silent in the bush. The Ju/'hoan San hunter blew into the grass in his hand as a dozen tourists around him held their breath. Then suddenly the grass burst into flames and everybody started clapping.

This was Grashoek, a small village where ten years ago the San community started the living village to earn money from tourism, and have never looked back.

Overland tour busses bring visitors from Europe who are keen to see 'the real Namibia'. The tour operator always makes a turn at Grashoek, because the welcome is warm and the villagers make certain that the visitors are engaged in everything. That includes stripping branches with knives to make bows and threading ostrich shell discs on threads, under the expert guidance of the Ju/'hoansi in the area once known as Bushmanland.

For many years, the San peoples in the area lived under oppression by settlers and exploitation by farmers. Now, in control of their own land – Grashoek lies in N≠a-Jaqna Conservancy – there are new opportunities to earn a living. An afternoon of bow making and craft sales can bring in several hundred Namibia dollars. Money from crafts goes to individuals, and money for the show – N$150 per person – goes to the common pot, which helps to pay for school fees and clothes.

Before the craft sale, G/ag'o Xao, the hunter, led the men to a clearing where a straw target was set up. It has to be said that the modern San have one thing in common with European tourists – they are lousy shots. Everybody missed, but all had fun. A visitor had the last word: "We are not treated as common tourists here – more like friends. That is very special."

The Living Village at Grashoek brings tourists close to San traditions.

The growth in this sector has been significant over the last few years and is likely to continue to grow. Since the implementation of the MCA–Namibia Indigenous Natural Products (INP) Producer and Processor Organisational (PPO) support sub-activity in 2010, a total of 54 producer groups have been supported and over 4,300 producers trained by the end of 2011. Income paid directly to 2,228 producers amounted to approximately N$ 2.5 million, translating into an average income of over N$ 1,000 per individual. The main contributor to this is the harvesting and sale of devil's claw, although income from Marula and Ximenia and Sarcocaulon products are also not insignificant. Aside from devil's claw, the oils and fragrances produced are largely used in cosmetic formulations.

New species with commercial potential are continuously being investigated and developed through the MCA-Namibia INP Innovation Fund and the Indigenous Plants Task Team. Marula fruit juice and food oil are examples, as are the essential oils from Mopane and Commiphora (*see following section*).

Although INP products generate a limited amount of cash income for conservancies and community forests, the substantial supplementary income generated by individuals is much more important. For example, the sale of just over 100 tonnes of devil's claw from 18 PPOs generated just over N$ 2 million which was paid directly to harvesters. This equates to approximately N$ 1,600 per harvester. Devil's claw supplied through MCA–Namibia supported PPOs in 2011 amounted to almost 20% of Namibia's total exports of the product.

If the sector is to remain competitive and continue to have a positive impact on livelihoods, several critical factors warrant consideration.

- Securing reliable markets
- Securing a consistent supply (despite adverse weather conditions)
- Improving quality
- Transforming production processes to make them more efficient, making Namibian INPs competitive on the global market

Conservancy and community forest management committees will play an increasingly important role in INP-related management aspects if the INP sector is to sustain itself.

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The commercial harvesting of Commiphora wildii resin in Kunene conservancies

In November 2004, IRDNC started an investigation into the perfume plants used by the Himba people in Kunene Region's remote north-west. Omumbiri (Commiphora wildii) was the most important resin-producing plant used by the Himba women for perfume. Only the resin that is naturally exuded from the tree is harvested, making the process completely sustainable.

The first commercial harvest of resin was gathered in 2007. A total of 5 tons, worth US$ 50,000, was harvested by 319 conservancy members, of whom 206 were women and girls. Together, the harvesters earned just over N$ 250,000.

Although the harvest was a success, problems were identified during the first harvest season which included difficulties with cash flow, support to harvesters – particularly food, water and transport in this vast and arid area, and the harvesters' reliance on the support NGO, IRDNC.

In Caprivi, devil's claw is sustainably harvested and sliced and dried in the village.

During 2008, resin was sold to BeHave, a French fragrance company. BeHave facilitated the product registration for omumbiri in the EU and this was successfully completed in December 2008. Representatives from BeHave, Estee Lauder and Aveda visited Orupembe Conservancy to observe the harvesting and buying processes. They were impressed by the institutional arrangements within the conservancies as well as the support given to the supply chain by IRDNC. The second commercial harvest of omumbiri started in 2008. Additional funding was obtained from WWF in Namibia and ICEMA to increase the Revolving Plant Fund, and this facilitated the pre-purchase of the 2008/2009 harvest.

Livelihood impacts

The months in which the resin is harvested coincide with the months when people are most affected by arid conditions. During the hot, dry season, livestock are thin and produce limited amounts of milk. Supplementary sources of food are minimal. During this time, all the veld water and many fountains have dried up and people are forced to use the few remaining water points. The months from October to January are probably when these communities are most in need of additional resources.

The use of the income contained during the 2008/2009 harvest season are given in Table 3 below.

Most of the money was spent on food to meet the immediate needs of the family. 'Savings' means that people have kept cash (not in the bank) to be able to pay for an emergency such as accessing healthcare in the regional capital Opuwo.

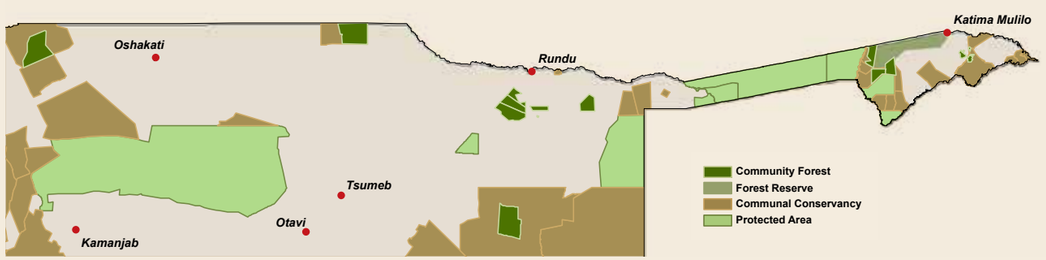


Figure 12. Community forests often overlap communal conservancies

	Conservancy			
Benefit	**Orupembe**	**Sanitatas**	**Puros**	**Marienfluss**
Food	29	49	32	21
Savings	46	36	29	23
Clothing and household	12	15	30	8
School funds and uniforms	7	0	7	8
Repayment of Debt	0	0	0	13
Purchase of Livestock	2	0	2	21
Healthcare	4	0	0	0

Table 3. Use of cash earned from omumbiri during the harvest season expressed as percentages.

Conservancy	Number of harvesters	Number of dependent children	Total
Marienfluss	37	146	183
Okondjombo	35	93	128
Orupembe	64	205	269
Puros	80	109	189
Sanitatas	29	178	237
Total	275	731	1 006

Table 4.
Number of people benefiting from income from omumbiri harvesting.

The number of dependants of each of the female harvesters is indicated in Table 4. This information gives an indication of the number of people benefiting from the omumbiri harvesting income.

Benefits from CBNRM

A key objective of CBNRM policy is that communal conservancies and community forests should become self-financing, sustainable entities. Through the initial development stages, all conservancies were dependent upon donor funding. In recent years some conservancies – a total of 28 by 2011 – had sufficient income to cover their operational costs, while a smaller number had cash in hand to distribute either as cash benefits, or to spend on community benefits.

"Since the omumbiri has started, we don't need to borrow food from our neighbours. If we are hungry today, we can go and harvest and get money and tonight we can buy food."

While it is true that many conservancies have low potential for generating high levels of income, others are in areas with significant tourism attractions and high wildlife numbers, with the potential to generate considerable income and benefits for members. The highest-earning conservancies are in the north west and north east of the country, particularly in the Kunene and Caprivi Regions.

Commiphora resin is processed by a locally owned factory in Opuwo, the capital of Kunene Region, before being exported.

Operational costs for a conservancy include staff, an office and transport. While it is not uncommon to see a conservancy vehicle inoperational due to lack of funds to repair it, the use of such a vehicle may be a community benefit in itself. Marienfluss Conservancy, for example, lies a day's drive away from the regional capital Opuwo, and the conservancy vehicle is often the only means to transport sick residents to the clinic, or children to and from the school hostel. The conservancy has invested in the purchase of a house in Opuwo, which conservancy members rank as a very important benefit with a significant impact on their well-being.

It may be possible for a conservancy with strong revenue streams and a small membership to distribute significant benefits in cash; just N$ 50 can be important to a rural household seeking resources to send a child to school. But most conservancies cannot make significant cash pay-outs to members, and annual general meetings have tended to support the concept of investment in community projects. These may include diesel to keep a water pump for livestock flowing, bursaries to students and support to elderly people in need. Donations for infrastructural projects such as clinics and kindergarten buildings have also been made and conservancies have supported traditional authorities with donations of meat for cultural festivals.

Data from 48 conservancies reveals that, from earnings of N$ 23 million, approximately N$ 16 million were spent on operational other costs including jobs, leaving N$ 6 million, of which N$ 3.5 million was distributed in community and cash benefits, with the balance being carried forward as reserves.

Figure 13 provides a breakdown of the benefits from conservancies to local communities. Cash and social benefits are smaller than household jobs and meat, which are considerable benefits to be factored in. By far the largest benefit that conservancies bring to local communities is jobs.

Perhaps a less obvious community benefit than cash or a water pump is the increased capacity of rural communities to govern themselves and take control of their resources. As will be discussed in Chapter 5, previously disenfranchised Namibians are, through conservancies and community forests, making financial decisions, voting for office bearers and engaging with local and regional authorities and government through the MET.

Positions of responsibility are being filled by conservancy members in the management of joint venture lodges, as tour guides, and in a range of conservancy roles including office management, book keeping and wildlife management. Furthermore, the provision of student bursaries from conservancy funds is likely to increase the range of skills available to rural communities in the long term.

Increasing numbers of rural women are playing leadership roles in conservancies in cultural settings that have traditionally not accepted women in such roles. In 2011, three conservancies were chaired by women and 29 conservancies had women treasurers; 33% of committee members and 22% of conservancy staff were women.

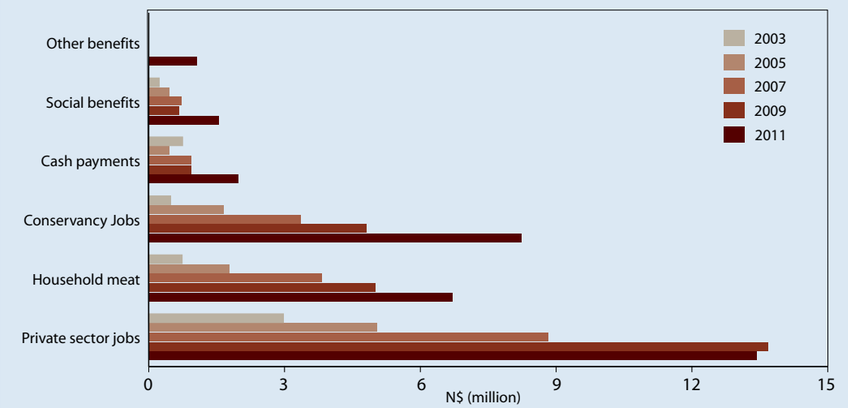


Figure 13.
Categories of conservancy spending and direct benefits to households.

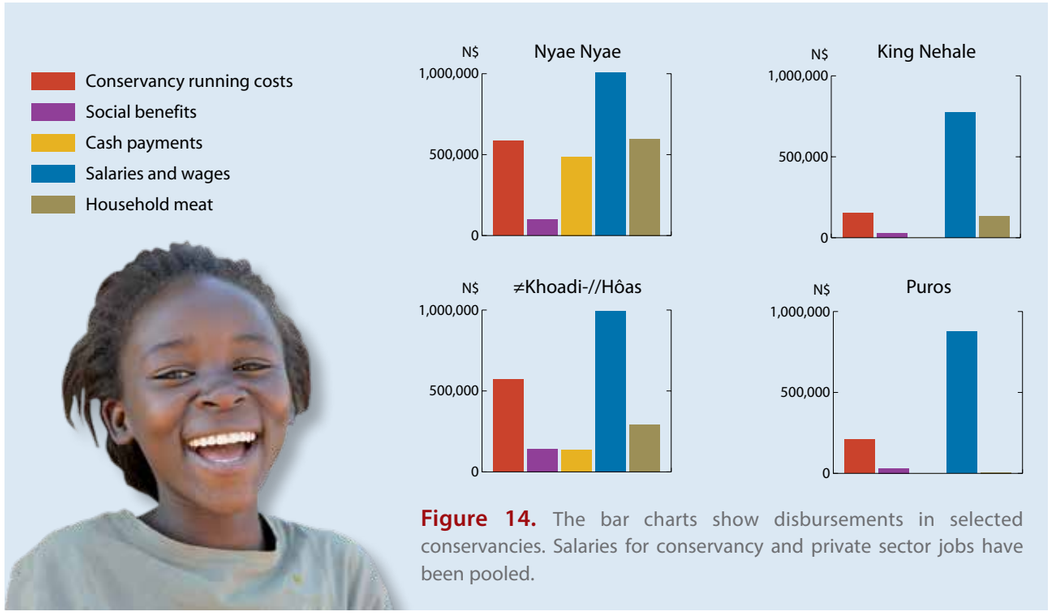


Figure 14. The bar charts show disbursements in selected conservancies. Salaries for conservancy and private sector jobs have been pooled.

Poverty

While Namibia is ranked as a middle income country, it has a highly skewed distribution of income and an official unemployment figure of 51%. According to the Central Bureau of Statistics (CBS) 2009, 41.5% of Namibian households are poor (i.e. they have monthly expenditures of less than N$ 262 or (approximately US$ 37) per adult equivalent) with the incidence of poverty in rural areas at 38.2%. Most of the population lives in the rural areas and is dependent on natural resources for their livelihoods.

Conservancy members meet to oversee operational costs and to decide how to share benefits.

Although CBNRM alone is not going to reduce poverty for the majority of communal area residents, it can make a significant immediate and long-term contribution to poverty reduction. The provision of employment provides steady incomes that can be used to build-up household assets and reinforce local cash economies. In addition, work generated by CBNRM is linked to training and capacity building which, in turn, develops new skills and may generate more employment.

Table 5 gives an overview of CBNRM contributions to the development goals in Namibia's third National Development Plan, particularly the eradication of extreme poverty and hunger.

Social empowerment, which includes the devolvement of legal rights to communities and the development of new civil society structures, is an important factor in the long term reduction of poverty within conservancies. This is particularly significant given Namibia's apartheid legacy that left rural Namibians largely marginalized and poverty stricken. By lifting some people out of poverty, improving livelihood opportunities and providing long-term institutional platforms that help to drive economic growth, CBNRM is being recognised by the Namibian government as making an important contribution to rural development in Namibia.

Focus on Nyae Nyae – a mix of community and cash benefit

The members of the Nyae Nyae Conservancy in north eastern Namibia are almost all Ju|'hoansi San. This is the poorest and most marginalised group in Namibia. According to the 2003/4 Namibia Household Income and Expenditure Survey, 63% of San people were poor and the San had the highest incidence of extreme poverty (NPC 2008). One of the main ways that the conservancy supports members is through the provision of water and the protection of existing water installations from elephants. In addition the conservancy generated a total of 23 full-time jobs in 2011 with a wage bill of N$ 273,000. The conservancy also makes an annual cash payment to its members. From 2004 to 2009 the conservancy paid each member N$ 300 and for 2010 and 2011 the amount was increased to N$ 400 to each of the 1,219 members: a total of N$ 487,600 per year. Although these amounts per person are relatively small, they make a huge difference in a remote area where there are few jobs available except through the government and the conservancy.

In 2011 the conservancy spent 54% of its income of N$ 1,384,000 on direct cash benefits, i.e. wages and payments to members. Research found that conservancy members valued the cash payments even though they did not lift them out of poverty. Most people used the income for food, a temporary benefit, but some members pooled their income and invested in livestock. The research concluded that without this support, and with no other donors, some community members would have had no income at all.

NDP 3 Goal: Eradication of Extreme Poverty and Hunger		
STRATEGIES	**CONTRIBUTION OF CBNRM**	**STATUS**
1. Strengthen & diversify the agricultural base of poor rural communities through measures that diversify & improve agricultural production to ensure food security and expanded livelihoods with attention to gender equity.	Increased attention to conservation agriculture and sustainable range management as part of CBNRM activities in conservancies.	Community based rangeland and livestock management is practised in 31 rangeland intervention areas in conservancies, community forests and areas identified by traditional authorities. Conservation agriculture increased crop yields in selected conservancies.
2. Ensure poor communities, particularly those in rural areas, are able to broaden their income base by participating in non-farm activities while maintaining environmental sustainability.	CBNRM adds or expands wildlife and tourism as land uses and provides new jobs and other income generating opportunities.	42 trophy hunting concessions, 32 formal JV tourism lodges, 26 community campsites, official craft markets/outlets, cultural villages, beekeeping, and indigenous plant harvesting all provide "off-farm" incomes.
5. Increase access and improve quality of basic/general education in rural areas.	Conservancies support education through funds for class rooms, meat for hostel children, accommodation for teachers, and support to mobile schools.	Conservancies made cash donations to education in 2011.
7. Strengthen & sustain Namibia's safety nets for the temporarily and chronically vulnerable, including people with disability and those affected by HIV&AIDS.	Many conservancies have their own HIV&AIDS policies and strategies and some support OVC.	Research findings show Conservancy HIV/AIDS outreach and policies appear to have significantly reduced the incidence of men having more than one sexual partner.
8. Expand employment opportunities.	Conservancies and tourism and hunting in conservancies create additional jobs. Many of these are in remote areas where few other jobs are available.	Communal Conservancy Tourism Sector provided 696 jobs, while trophy hunting provided 155. Conservancies employed 665 staff members.

Table 5. An overview of the contribution of CBNRM to development goals contained in National Development Plan 3, particularly the eradication of extreme poverty and hunger.

CONTRIBUTION TO NATIONAL ECONOMIC GROWTH

In addition to delivering the variety of incomes and livelihood contributions already discussed, the CBNRM programme contributes significantly to nation building by driving national economic growth and has a much broader reach than might be immediately apparent.

The total value of measurable direct benefits earned for communities by the CBNRM programme in 2011 was N$ 49.86 million, most of which was generated through conservancies. Yet, the programme also has an impact on the broader economy of the country, significantly exceeding this figure. The economic contributions of CBNRM extend beyond direct benefits to rural communities and support the development of the country as a whole. This national impact can be assessed by calculating the degree to which the programme increases national income by including all incomes earned by communities, government and the private sector as a consequence of CBNRM.

What are these additional incomes? Firstly, private sector tourism and hunting joint venture partners earn income which is not distributed in conservancies, for example as salaries for people outside the conservancy, profits for the company, interest and principal payments to financiers, as well as government taxes and rentals. Secondly, tourists drawn to Namibia by the attractions held in trust by conservancies also spend money in the wider economy during their trips, generating income for urban hotels, airlines and car rental companies, for example. Thirdly, tourism and other enterprises use products such as food and fuel from other sectors of the economy, and this generates further national income. Fourthly, part of all this new income earned by households, companies and government is spent again in the economy during further rounds of spending, producing additional income generation.

The initial direct benefits generated by conservancies and other CBNRM activities therefore induce impacts on the broader national economy, through so-called 'linkage and multiplier' effects. The calculation of these additional incomes is done using data from tourism and natural resource use surveys, data from the national wildlife, forest and tourism satellite accounts, detailed financial and economic enterprise models for tourism and natural resource use activities, as well as a national economic model, the social accounting matrix or SAM. The national income that is attributable to the CBNRM programme is thus significantly more, some 6.3 times, than that earned directly within communities.[i]

All the economic contributions described here may be termed contributions to net national income (NNI). The NNI can be defined as the value of goods and services that economic activities, CBNRM activities in this case, make available each year to the nation. In 2011, the NNI contribution by CBNRM reached approximately N$ 313 million, and the cumulative addition to NNI over the years that the programme has run has amounted to more than N$ 2.4 billion.[ii]

The contribution made by CBNRM to NNI should also include adjustments for stock appreciation. This is the accumulated capital value of increasing wildlife numbers, to which conservancy management and conservation are making an important contribution. The incremental value of the animals produced is therefore seen as an extra economic benefit of conservancies. The animals' value is taken as their monetary value 'on the hoof', in other words the value they could fetch if they were to be sold or harvested commercially. The total estimated cumulative value of increased wildlife populations between 1990 and 2011 adds up to an estimated N$ 413 million.[iii] These figures have been adjusted for inflation.

The capital stock values of wildlife are those attributed to growing numbers of wildlife in the North West conservancy areas, and exclude values associated with the other areas for which suitable data are lacking. But the North West figures are considered to provide at least an indication of the relative values of wildlife that have benefited from protection in conservancies. Evidence suggests that there have been substantial increases in wildlife stock values elsewhere, especially in the North East. Care is needed in estimating capital stock values, as, if other factors – such as good rainfall and other conservation activities – also contributed to the stock increases, the appreciation in values might not be due to conservancies alone and might thus be exaggerated. Besides stock values, further economic values could be counted if adequate measures were available, including the economic value of local management institutions and the capacity which resulted from training provided to people associated with conservancies.

The total value of NNI and increased capital value of wildlife in north-western Namibia from 1990 to

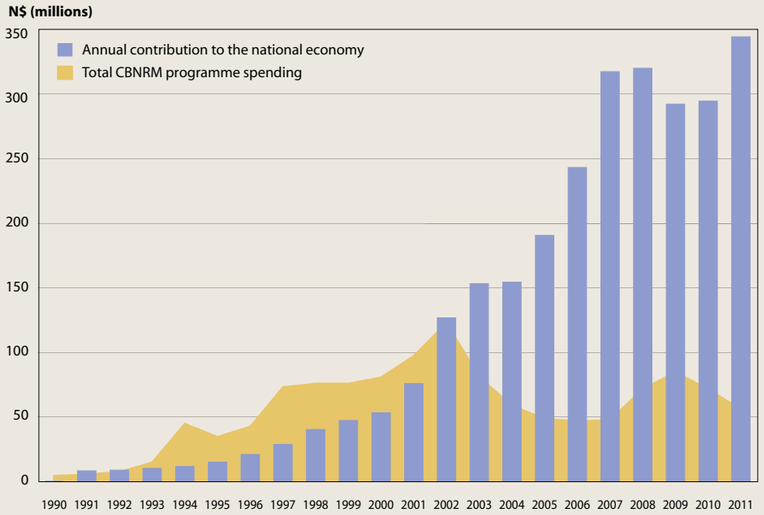


Figure 15. Estimates of economic investment costs and economic benefits in terms of national income over 21 years of CBNRM programme implementation (N$, 2011).

Year	Economic Rate of Return(ERR)	Net Present Value @6%(NPV)
15	4%	N$ 17,3 million
17	15%	N$ 150,6 million
19	19%	N$ 297,8 million
21	21%	N$ 451 million

Table 6. Measures of economic efficiency – economic rates of return and net present values – for the CBNRM programme between 1990 and 2011.

2011 amounts to a cumulative sum of about N$ 2.8 billion. Figure 15 shows this income. This is an impressive figure, which has been increasing rapidly. But what investments have been made to achieve these benefits? Figure 15 also shows the value of spending on the CBNRM programme each year, which cumulatively adds up to about N$ 1.2 billion of investment between 1990 and 2011. Donors supplied most of the funds, while the MET and NGOs also provided inputs, mainly as 'in-kind' contributions, such as staff, vehicles and other kinds of support.

The economic merits of the programme spending can be seen by comparing the investment in CBNRM to benefits in terms of NNI and increasing annual stock asset values in a cost-benefit analysis. This can provide an indication of the degree to which the investment made in the CBNRM programme has contributed overall to the national economy and whether this investment has been economically efficient. Table 6 shows economic rates of return and net present values calculated 15, 17, 19 and 21 years after the start of the programme. In the first 13 years of the programme, costs exceeded benefits, but in the following six years rapidly growing benefits far exceed costs. Positive economic returns for the programme (economic rate of return above 6% – the estimated real discount rate) have become evident during the latter years. Over the 21years since 1990, the programme has generated an economic internal rate of return of 21%, and has earned an economic net present value of some N$ 451 million. This is a very impressive economic return for a mostly donor-funded public programme investment.

MAKING A GLOBAL CONTRIBUTION

While delivering the variety of immediate and tangible benefits already described, conservancies and community forests also provide an important service to the nation and the world by maintaining healthy natural ecosystems.

By generating income that covers their own running costs, many conservancies are able to do this without government or donor support.

Internationally, the concept of payments for ecosystem services is gaining increasing hold, as ecosystems come under ever-greater pressure from industry and development. Ways need to be found to ensure that ecosystems continue to deliver vital services such as productive soils and healthy plant and animal communities that create the basis for human activities and economies. The value of such ecosystem services is today being calculated in monetary terms and options for creating payments to the entities that safeguard these services are being explored. Conservancies and community forests could in future become the beneficiaries of such payments and would thereby be able to carry out their functions more effectively and sustainably.

Biodiversity offsets represent a related concept, which is being developed to mitigate the impacts of destructive activities such as mining. The rapid growth of uranium and other mining across much of western Namibia is impacting on a number of conservancies. The pressure on mining companies to offset the biodiversity impacts of their activities will increase as global environmental concerns such as loss of biodiversity and climate change become more acute. Again, conservancies could be the beneficiaries of some of these biodiversity offsets, because they are safeguarding some of our national and global biodiversity.

i Note that this factor of 6.3 is not simply a value added multiplier but includes several other linkages.

ii These figures have been adjusted for inflation to be equivalent to the value of Namibia dollars in 2011. Note that this means the figures used here are not directly comparable with those used in the 2009 State of Conservancies Report, which used figures equivalent to the value Namibian dollars in 2009. In addition, adjustments for inflation in 2009 used a GDP deflator, whereas for 2011 the Consumer Price Index has been adopted as this is seen as more representative and stable. This has led to small increases in the relative annual Net National Income contributions and Net Present Values.

iii It is noted that the values estimated for wildlife stock increases resulting from CBNRM have been restricted to the north western conservancies. On-going efforts to update and further develop Namibia's wildlife resource accounts will ensure that, in the future, wildlife capital asset values due to CBNRM will be fully and appropriately accounted for.

Chapter 3

Managing natural resources

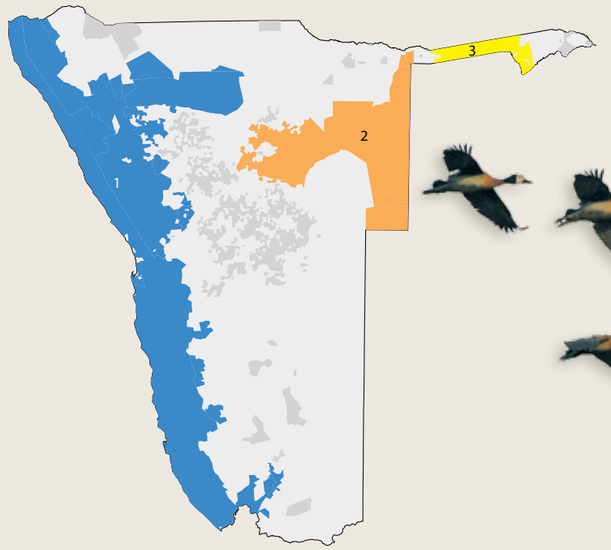
for the benefit of the people and the land

Community conservation is unlocking the potential of natural resources as a driver of economic growth and rural development across much of Namibia; and it is linking huge areas of the country into vast conservation landscapes where wildlife can roam for the benefit of the people.

Community conservation through conservancies and community forests has changed the face of Namibia. Rural people have increasing access to a suite of new livelihood options based on wildlife, fish, indigenous plants and other natural resources. This is strengthening the economies of communal areas as people integrate livestock herding, crop production and natural resource management. The community conservation areas also link with national parks, tourism concessions and initiatives on freehold land to create three huge swathes of contiguous land under sustainable resource management (Figure 16 & Table 7), benefiting both the environment and the people.

Rural communities have been using and managing the resources of their environment for countless generations. Many traditional uses, including livestock herding, hunting for own use, harvesting of plant products, cropping and fishing, continue in conservancies and community forests today. However, changing aspirations driven by the modern world and human population growth are placing ever-increasing demands on natural resources in rural areas. In many places, this has led to serious levels of environmental degradation that have had severe impacts on people's lives.

Smart, adaptive natural resource management, that is responsive to business opportunities, enables rural communities to escape the descending spiral of declining resources, environmental degradation and poverty. By maximising the benefits of sustainable natural resource use, conservancies and community forests can find a balance between various resource and land uses. This allows rural people to meet modern aspirations without negative impacts on the environment.



Contiguous Area	Protected Areas	Community Conservation/Concession	Freehold conservancy	Private Reserve	Total
1. Coastal parks, Ai-Ais & Etosha NP	124,869	71,658	7,210	2,886	201,924
2. Waterberg, Khaudum NP	4,238	59,943	7,314	0	62,387
3. Bwabwata, Mudumu, Mamili	7,330	1,876	0	0	9,206
	135,429	**120,678**	**14,524**	**2,886**	**273,517**

Figure 16 and **Table 7.** The contiguous areas under sustainable resource management and conservation through adjacent state protected areas, communal conservancies, community forests, tourism concessions, private reserves and freehold conservancies.

Environmental benefits which lay largely untapped in the past are now being reaped through the active use of wildlife and other valuable resources. Rural livelihoods have been diversified through a variety of new uses such as tourism, trophy hunting, sport fishing, craft production and the harvesting of indigenous plant products for niche markets. Importantly, the potential has only just begun to be realised.

This chapter highlights how the CBNRM programme can further unlock the potential value of a wide range of natural resources to reduce poverty and create employment and wealth, whilst ensuring that resources are used sustainably and where necessary are rehabilitated.

Modern, market-based approaches

Modern approaches and technologies introduced by the CBNRM programme are enhancing the value and improving the utilisation of wildlife and other natural resources.

Throughout much of history, rural communities relied completely on the direct use of natural resources for their survival. The colonial period disenfranchised people in communal areas from the natural resources around them, to the detriment of wildlife and other resources. Today, modern approaches have not only

Many conservancies, such as Ehi-Rovipuka, operate from modern offices.

returned the rights to the people, but are enabling them to generate an increasing range of benefits unheard of only a few decades ago. Market-based conservation actively uses natural resources in innovative and sustainable ways to enable rural people to capitalise on Namibia's global comparative and competitive advantages – its environment, its cultural resources and its service industries. This empowers rural communities to significantly improve their socio-economic status while at the same time ensuring the long-term health of the resource base – the natural environment.

The sustainable use of wildlife through tourism, trophy hunting and more traditional own-use activities is now a well-entrenched rural development strategy in Namibia. This is particularly valuable in communal areas where human development needs are high and the chances of making a decent living from traditional land uses are limited by low and erratic rainfall, infertile soils and limited access to markets and services.

The conservancy structure is proving to be an effective organisational framework for managing a variety of communal resources in addition to wildlife. CBNRM activities such as minimum tillage conservation agriculture and community based rangeland and livestock management focus on adapting traditional agricultural practices to mitigate increasing human pressure on resources, while optimising returns from these activities (*see the Community Based Rangeland and Livestock Management Focus in this chapter for more details*).

The development of the craft and thatch industries has successfully opened up new business opportunities. The sustainable harvesting of indigenous plant products used in the pharmaceutical and cosmetic industries, activities such as sport fishing and other innovative resource uses are all continuing to broaden the range of benefits from natural resources for rural communities. The Namibian government has responded through changes to the forestry and fisheries legislation, which now allow communities to increasingly utilise and manage these resources in a variety of ways, including the establishment of legal instruments such as fish protection areas. (*See both the Community Fisheries Focus and Community Forest Focus in this chapter for more details*).

The main focus of this chapter is on natural resource management systems and on information that quantifies conservation results and demonstrates the sustainability of the wider CBNRM programme.

While some information on community forests is provided, the main focus is on conservancies. The income and benefits derived through the use of natural resources are captured in Chapter 2.

Adapting to growth and change

Community conservation operates in a dynamic domain and faces ongoing environmental and social changes, as well as the rapid growth of the CBNRM programme itself. By continually monitoring both resources and activities, as well as refining methods and approaches, conservancies and community forests are able to adapt to these dynamics while maximising benefits for local people. Conservancies operate in large, open systems with highly variable environmental conditions. Rainfall is extremely sporadic. Wild animals move over vast areas following available grazing and browse; predators roam in search of prey; elephants follow ancient migration routes. Wildlife is free. Community forests may deal with immobile resources, but also face seasonal challenges such as fire and erratic rainfall. The effects of climate change are likely to increase this variability. Adaptive management that takes changing circumstances into account is vital in such systems. Planning, monitoring and evaluation are thus core aspects of conservancy and community forest activities, as they allow for adaptive management through the strategic use of all gathered information.

Adaptive management has also been critical in the overall evolution of the conservancy structure. As the programme has grown, a variety of management and monitoring systems have been developed and implemented. There are two main components to natural resource management:

The first is staffing, and an increasing number of people are formally employed by conservancies and community forests to manage natural resources. Community conservation is by the people for the people, and

Community conservation is diversifying livelihoods through a suite of activities based on natural resource use, including tourism, hunting, harvesting of natural plant products and craft sales, and community campsites like this one in Doro !nawas Conservancy.

COMMUNITY BASED RANGELAND AND LIVESTOCK MANAGEMENT FOCUS

General overview

Namibia, like most dry climates of the world, is experiencing severe loss of productivity from its rangelands. For example, the privately owned farms of Namibia are today able to produce half as much beef as 60 years ago. In Africa and Asia, 90% of the land surface is suitable for wildlife and/or livestock, but in Namibia 98% of farmland is best suited to wildlife, livestock or a combination of both. Sixty two percent of Namibia's population is rural. Rangelands are therefore a critical contributor to GDP (21%) as well as an important livelihood activity. Losses to the Namibian GDP as a result of rangeland degradation amount to at least N$1.6 billion per annum. This makes residents poorer and increases economic risks. The input costs of livestock production have increased through higher dependence on feed and supplements, as well as increased veterinary costs. Higher costs combined with lower stocking rates mean that farmers are poorer and farming with livestock is considerably more risky than it was in the past.

The most important question is whether these trends can be reversed. Farmers throughout the world are showing that they can – through innovative changes in management and decision making. Farmers in Botswana are now able to carry three times the government recommended stocking rate, and farmers in Natal, South Africa, up to six times the recommended rate, whilst still improving the resource base and making money. Such high stocking rates are attained through years of good management and refined decision making, and can be accompanied by low inputs, high profits and an ever improving natural resource base, with increased biodiversity, soil cover and production.

Regenerating our rangelands is the first and most important step to turn around what is now a wavering livestock industry. Such a turn-around will also have a significant effect on natural resource management activities and wildlife populations. The implementation of the Draft Rangeland Policy and Strategy in Namibia's parks, communal and private lands will be a key to reviving a once lucrative industry. This key national development strategy will be vital to the social and economic wellbeing of the country as a whole. Community based rangeland and livestock management (CBRLM) is a holistic approach that deals with the entire production chain of livestock, from increasing grass production to the livestock market. CBRLM is fast developing into a national response, and carries the full support of the Ministry of Agriculture, Water and Forestry (MAWF).

The rangeland component of the CBRLM programme is based on well recognised but innovative principles. Overarching is the realisation that increasing production is as much about numbers of livestock on a given piece of land as it is about the timing of grazing intervals on individual plants. The main principles involve strategic timing of grazing intervals, changing livestock densities based on seasonally produced fodder, and applying animal impact during the dry season to improve water and mineral cycles, and prepare soils and grasses for the upcoming growing season.

The livestock intervention is underpinned by aspects such as discussing farmers' production goals within the grazing area to gain a sound understanding of overall objectives, assessing bull to breeding female ratios to ensure the presence of enough quality bulls, and replacing unproductive animals to leverage productivity. Marketing is based on developing auction facilities to increase competition between buyers, as well as the formation of regional associations to assist with marketing.

Progress

In 2010 and 2011, CBRLM expanded into a further five regions of the country through the Millennium Challenge Account-Namibia (MCA-N) initiative, a programme identified and supported by the MAWF. The programme is now active in nine regions, with only the three southern regions of the country having no active CBRLM initiatives. CBRLM is active in 31 rangeland intervention areas in conservancies, community forests and areas identified by traditional authorities. Twenty four grazing areas are actively combining their herds and ensuring that the principles of sound rangeland management are applied. This is expected to increase considerably in 2012, as over 50 other sites are under mobilisation.

A CBRLM reader has been produced to form the basis for field facilitator training, with inputs from various local and international entities. Various other field aids have also been developed. Using some of the lessons learned from the CBNRM programme, a draft 'Grazing Area Book' was produced that will be housed in the grazing area and kept by the grazing committee. This will outline livestock management plans and the objectives of the committee, identify weak areas of production, document decisions and track management. In addition, a rangeland monitoring system has been developed for the MCA target sites.

Namibia has experienced a severe loss of productivity from its rangelands. This trend can be reversed through innovative changes to rangeland and livestock management.

community participation has grown ever since local leaders first appointed community game guards to look after wildlife in the north-west in the early 1980s. At the end of 2011, 67 conservancies had taken over the full responsibility of natural resource management in their areas, including the supervision of staff.

A suite of tools aimed at collecting, evaluating and disseminating information to assist in decision-making forms the second component. This includes the Event Book system, wildlife censuses, a quota-setting system, mapping services and a variety of information materials.

A mapping service was developed to enable conservancies, MET and supporting NGOs to generate detailed maps of their areas for registration, planning, management, monitoring and communication. The first step is the establishment and mapping of area boundaries, which is important in publicly proclaiming the existence of a registered conservancy and the rights that go with its formation. Maps are then generated which show important local features that are helpful for planning and monitoring. The entire process is participatory, with community members being supported and trained to gather data that results in maps with local relevance and ownership.

The Event Book is a highly successful management and monitoring tool initiated 11 years ago. It has been refined and introduced to all registered conservancies, as well as some still in the process of formation. This simple but rigorous monitoring tool promotes conservancy involvement in the design, planning and implementation of natural resource monitoring. Each conservancy decides what resources it needs to monitor while bearing in mind issues on which conservancies are obliged to report to the MET.[i] The resources or themes identified may include human wildlife conflict, poaching, rainfall, rangeland (veld) condition, predators and bush fires and a variety of others. Increasingly, conservancies are monitoring a larger suite of resources including plant foods (melon seed, mangetti nuts, marula oil), palms, fish, honey, and even livestock. For each topic selected for monitoring, there is a complete system that begins with systematic data collection, goes through monthly reporting and includes long-term reporting.

Every year, an annual 'audit' of the system is conducted where all data is collated and compiled into a conservancy's annual natural resource report, which is sent to the MET and provided to NACSO to update its monitoring databases. At the end of 2011, the Event Book system was functioning in 67 conservancies (some not yet registered) and was rapidly expanding to include other natural resources. The basic concepts of the Event Book have been adapted to monitor conservancy enterprises and other economic activities. Due to its almost universal application, the system is has been 'exported' to state and private sector parks in Namibia, as well as to other countries in Africa and Asia.

In addition to day-to-day monitoring through the Event Book, most conservancies conduct periodic game censuses. The biggest of these is the North-West Game Count, which has been conducted annually over the past 12 years (Figure 17) and is the largest annual road-based game count in the world. This includes all the conservancies and tourism concessions outside of national parks in the north-west. The count covers an area of around seven million hectares and is undertaken as a joint exercise between conservancy members and staff, and MET and NGO staff. The same methodology has been expanded to conservancies and protected areas in the south of Namibia. Conservancies in other parts of the country also carry out annual game counts, but the methods differ to accommodate local conditions. The Nyae Nyae Conservancy performs an annual moonlight waterhole count, while conservancies in the north-east undertake foot counts. All census methods are intended to contribute to and work synergistically with other existing census methods, such as the aerial censuses conducted by the MET.

All consumptive use of wildlife within conservancies is controlled through the allocation of annual quotas. A quota setting system has been used in conservancies since 1998. This consultative process is coordinated by the MET with some support from NGOs. Annual quota setting meetings are held in each conservancy. They take into account both local knowledge and collected information, including game census and Event Book data, harvest returns and desired stocking rates of various species. The meetings allow discussion and information sharing, review a community's vision for each species and encourage input from private sector operators active in the area. Through the process, the community agrees on a quota and how the harvest should be utilised, setting numbers for own-use, trophy hunting, shoot-and-sell or live-capture-and-sale. Conservancies then officially request their quotas from MET, and these are scrutinised again in Windhoek before being approved or amended. Once approved, the quotas can be marketed by the conservancies to professional hunters, game capture operators and meat harvesting companies. The consumptive use of wildlife is discussed in more detail in the Sustainable Use Focus in this chapter.

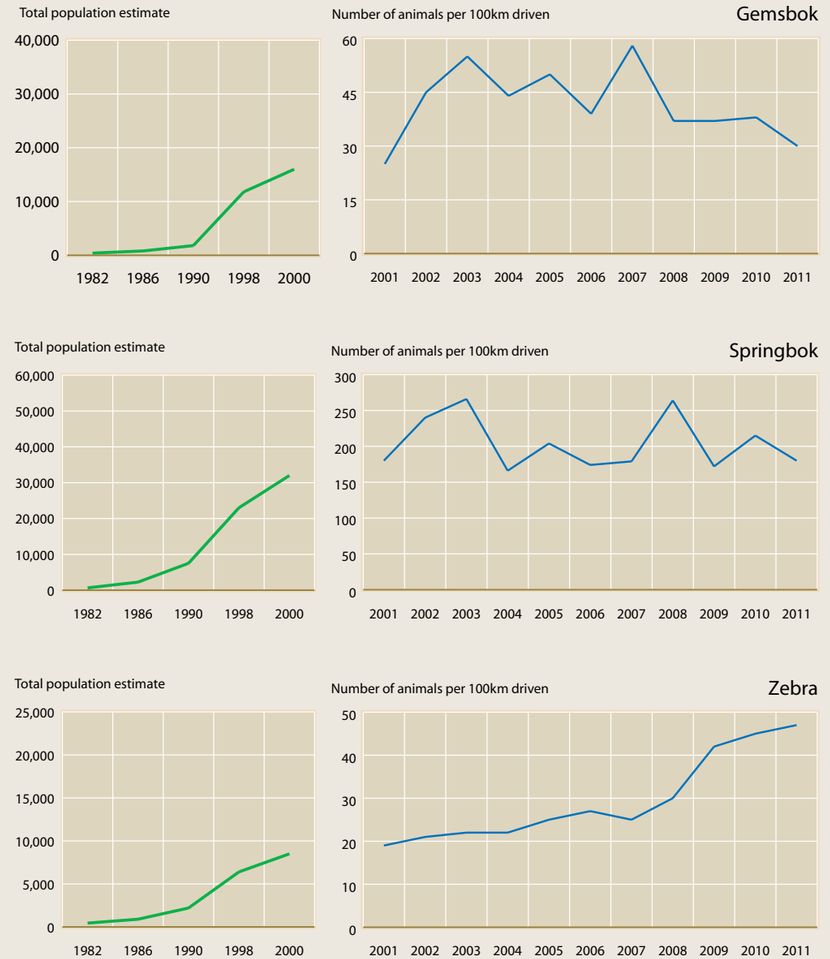


Figure 17.
Wildlife numbers in north-western Namibia have increased dramatically over the past 25 years. Population estimates during the 1980's and 1990's were derived from aerial surveys (graphs at left indicating total population estimates) while the more recent figures are density estimates from the vehicle surveys of the annual North-West Game Count (graphs at right indicating number of animals recorded per 100 kilometres travelled). Fluctuations in numbers from the vehicle surveys are due to a variety of factors, including game movement into and out of the areas counted, although the general trends are upward. Current estimates for springbok indicate around 160,000 animals in the north-west.

A simple tool has been developed that provides a visual picture of the natural resource management performance of each conservancy. During the annual audits of conservancies undertaken in January of each year, progress in a number of key performance areas is scored against formal achievement ratings. This is used to develop two outputs: (i) a series of maps illustrating the comparative performance of conservancies; and (ii) a performance profile for each conservancy showing areas of strength and weakness (Figure 18). This allows support providers to more objectively target their interventions. The maps identify those conservancies most requiring support, whilst the conservancy performance profile enables particular areas of weakness to be quickly identified and addressed. The tool requires some further development and improvement, but early results are showing great promise. A comprehensive digital information resource containing all conservancy and associated protected area information has been developed and expanded since the year 2000. Known as CONINFO, it comprises various databases, reports, maps, documents, posters, materials, manuals and decision support tools that conservancy support agents may require. It is freely available to all stakeholders and much of the information is now accessible online via the NACSO website. Considerable effort has

Category		Pvalue	Performance
			Weak – Good
Committment to NR Management	1 Adequate staffing	3	
	2 Adequate expenditure	3	
	3 Audit attendance	4	
Planning	4 NR management plan	2	
	5 Zonation	2	
	6 Leadership	1	
Monitoring	7 Display of material	2	
	8 Event Book modules	5	
	9 Event Book quality	2	
	10 Compliance	3	
	11 Game census	1	
	12 Reporting and adaptive management	5	
Management	13 Law enforcement	4	
	14 HWC	1	
Resource Utilisation	15 Sources of NR income	5	
	16 Benefits produced	3	
Resource Sustainability	17 Resource Sustainability	3	

Figure 18. An example of outputs of the natural resource management assessment tool used to identify the key performance areas where support is required. The web diagram provides a more dynamic representation of the same information.

been spent on the development of an interface to facilitate user access to the various data sets. Much of the information presented in this report has been compiled from various databases and files comprising CONINFO.

The costs and benefits of living with wildlife

Human wildlife conflict is widely perceived as one of the biggest challenges facing community conservation, yet a recent study documents that the benefits from natural resources are outweighing the costs of living with wildlife by a ratio of more than 50 to 1 in some conservancies. There are still numerous conservancies where this is not the case, including those where cost currently outweigh benefits. Yet all conservancies have the potential to generate benefits that far outweigh human wildlife conflict costs. The study is discussed in detail in the Human Wildlife Conflict Focus in this chapter.

Rural people generally engage in a variety of livelihood activities. Livestock herding plays an important role in the livelihoods of most communities, and crop production is carried out in areas where rainfall and soil conditions make this possible. Wildlife is contributing ever-increasing benefits to rural communities as shown in Chapter 2, but wildlife can obviously come into conflict with farming activities. Table 8 shows the number of conflicts between people and animals occurring in all registered conservancies, and Figure 19 shows the species involved in HWC. Countrywide, a total of 7,298 problems were reported in registered conservancies during 2011.

In order to provide national guidelines for human wildlife conflict mitigation, the MET launched its Human Wildlife Conflict Policy in 2009. The policy makes clear that wildlife is just that – wild, and a part of the natural environment. Although government is responsible for its protection, it cannot be held responsible for damage done to crops and livestock by wildlife. The policy sets out a framework for managing wildlife, where possible at local community level. Two key strategies seek to mitigate the costs of living with wildlife. The first is prevention – practical steps for keeping wildlife away from crops and livestock. The second is the Human Wildlife Self Reliance Scheme, which involves payments to farmers who have suffered losses.

Prior to the launch of the Human Wildlife Conflict Policy, some conservancies in Caprivi and Kunene had already successfully piloted and implemented the Human Animal Conflict Conservancy Self Insurance Scheme (HACCSIS). Through this, conservancy members who incurred losses received some compensation. Conservancies paid a major portion of the claims from their income, matched by donor funding, and took the lead in running the scheme. Conservancy income was considerably bolstered by trophy hunting revenues, and it seems appropriate that this revenue should be used to compensate for losses caused by wildlife. In 2009, seven conservancies together spent a total of N$ 237,000 on payments as part of the mitigation scheme. The compensation paid out for losses was lower than the market value of the livestock or crops, but it made a difference to farmers wavering in their support for conservancies.

The Human Wildlife Self Reliance Scheme makes payments under strict conditions. Livestock death must be reported within 24 hours and verified by the MET or by a conservancy game guard. Payments will not be made if reasonable precautions were not taken. Initial funding for the self reliance scheme was provided by the MET from the Game Products Trust Fund. Each conservancy was provided with N$ 60,000 as a start-up fund, to which conservancies are expected to add funding of their own. Conservancies with a strong income should be able to run their own self-insurance schemes in the future. However, there is a concern that unless conservancies match the funds provided by the MET and rigorously check claims – in other words, move towards self reliance – that claims will rise and funding will be insufficient to deal with them.

In some cases it will be necessary to destroy an animal that has attacked humans or persistently attacked livestock. Usually, a professional hunter contracted by a conservancy will be the person licensed to destroy the animal. In line with the policy that income from trophy hunting will be used to offset losses caused by wildlife, a portion of the income from the problem animal will flow back into the Game Products Trust Fund.

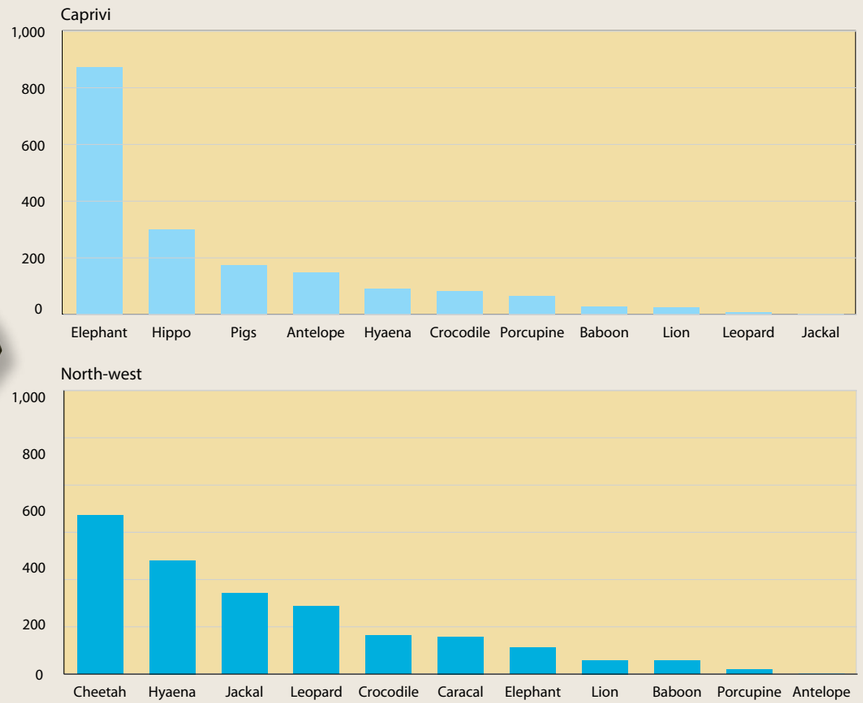
Conservancies, the MET and NGOs are continuing to develop innovative ways to avoid conflict and react appropriately following a conflict incident. Preventing conflicts is one of the central measures. Innovative techniques have been developed to keep elephants away from crops by using chilli as a deterrent. Other practical efforts to reduce conflicts include crocodile fences to provide safe access to water, predator-secure enclosures for keeping livestock safe at night, and appropriate physical barriers to protect water infrastructure from elephants. Some of these systems still require much broader implementation and community acceptance to effectively reduce incidents.

Land use planning at regional and local levels has to take into account both the needs of farmers to grow crops and rear livestock, and of wildlife to move across the landscape. Zoning conservancies so that different land-uses are allocated to separate zones can significantly reduce conflicts, while wildlife corridors allow movement between seasonal ranges, reducing local pressure. Some communities have already zoned their conservancies in this manner, but a major

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011
Human Attack	17	14	15	11	16	29	22	21	8
Livestock Attack	1,733	1,684	2,658	3,174	3,161	4,384	4,876	4,940	4,929
Crop damage	1,098	1,084	1,470	2,350	2,172	2,475	2,621	2,662	2,273
Other Damage	171	154	139	178	291	207	140	149	88
Total	**3,019**	**2,936**	**4,282**	**5,713**	**5,640**	**7,095**	**7,659**	**7,772**	**7,298**

Table 8. The number of human wildlife conflict incidents caused by all species in all conservancies over the past nine years. These data reflect incidents in only those conservancies using the Event Book monitoring system and thus are an underestimate of human wildlife conflict in the country as a whole.

Figure 19.
A comparison of species causing human wildlife conflict in the two major areas of the conservancy programme: Caprivi and north-west.



limitation is the fact that conservancies do not have legal powers to enforce the zones. Some conservancies are now working with traditional leaders and regional Land Boards to make zonation more enforceable.

Generating tangible benefits from wildlife is central to any solutions. Firstly, visible benefits from wildlife promote community willingness to live with wild animals and accept the challenges associated with this. Secondly, solutions require funding and active management. Unfortunately, many human activities in communal areas (farming and settlement patterns, for example) currently work against maximising income from wildlife. Conservancies need to find long-term solutions that allow currently competing land uses to co-exist. Yet if the benefits from wildlife are perceived to be sufficiently high, conservancy residents appear to be willing to tolerate problem species. In Nyae Nyae Conservancy, elephants regularly damage infrastructure, compete with people for bush foods and are dangerous. But despite widespread fear, people say that they wish to live with elephants because they represent income and employment through tourism and trophy hunting. Most Nyae Nyae residents said in a research study that given the choice, they would prefer to live with elephants rather than without them.

Increasing wildlife, increasing benefits

Wildlife is a central focus of community conservation, and increasing wildlife populations are generating more and more benefits for local people.

Healthy populations of indigenous wildlife are a core component of efforts to unlock the value of natural resources in communal areas. Namibia's stunning landscapes, replete with healthy populations of charismatic wildlife such as elephant, rhino, buffalo, leopard and lion, create a tourism value that is not easily surpassed by other land uses. Adding other rare and valuable species such as cheetah, wild dog, roan and sable, as well as classic tourism favourites such as zebra, giraffe, hippo, crocodile and antelope to the list further increases that value.

Wildlife management has thus been one of the central activities of the CBNRM programme. Conservancy efforts to minimise poaching and ensure sustainable use have been rewarded by a remarkable wildlife recovery in many parts of Namibia. Nowhere is this more evident than in Kunene, where wildlife populations had been reduced to small numbers through illegal hunting and ongoing drought by the early 1980s. It is estimated that around this time there were only 250 elephants and 50 black rhino in the north-west, and populations of other large mammals had been reduced by 60 to 90% since the early 1970s.[ii]

A variety of data are available to show how wildlife numbers have increased in the north-west. The earliest come from aerial surveys which indicate that springbok, gemsbok and mountain zebra populations increased over 10 times between 1982 and 2000, although this figure may be influenced to some extent by variations in methodology. A second set of data was collected from extensive fixed route vehicle surveys over the past 12 years during the annual North-West Game Count (Figure 17).

The vehicle survey data shows noticeable local fluctuations in the population numbers of some species, especially highly mobile species such as springbok and gemsbok. Importantly, neither mass mortalities nor significant poaching have been recorded. Harvest quotas are so small in relation to the overall population that these are unlikely to have any significant effect (*for more detail, see the Sustainable Use Focus in this chapter*). Game movement and range expansion, both into inaccessible terrain currently not being surveyed and into areas outside the survey zone, appear to be the main explanation for these fluctuations, as regional estimates remain relatively stable. Limitations in the accuracy of the census methods may also play a role. Finding ways to cover more of the inaccessible terrain currently excluded from the counts and expanding the census to cover some of the adjacent areas would provide a more accurate picture of population numbers. Additional monitoring that provides more information on seasonal migrations – especially of

Since the beginnings of community conservation, wildlife has shown significant increases in most communal areas. Natural growth has been boosted by targeted translocations of wildlife.

Sport anglers and food fishers may compete for the same large fish species. Sport angling can generate significant income from the catch-and-release of species such as tigerfish, which are also caught regularly by people fishing for food, but in this case have a much lower value.

COMMUNITY FISHERIES FOCUS

The complex environments of the Upper Zambezi River system in Caprivi support important fisheries on the floodplains, in the main river channels, and in Lake Liambezi. Fishing for food is of highest importance both in terms of food security and economic value, but angling tourism is also a major attraction in the area and makes an important contribution to local livelihoods. Anglers target one of the world's premier freshwater angling species, the tigerfish, *Hydrocynus vittatus*, and there are also several large cichlid species that are unique to the Upper Zambezi. Riverside lodges are dependent on angling tourists for up to 70% of their revenue and in remote, rural areas such as the Caprivi floodplains, these lodges are often the only source of paid employment and therefore are of major importance to the local economy.

Improved communications in the area, together with rapidly increasing human populations in the region, have caused over-exploitation of the fish resources to supply major Zambian urban centres and the neighbouring Democratic Republic of Congo. The larger, more valuable species have been severely depleted through excessive fishing and use of destructive fishing gear such as shore seines and drifting gillnets. Increased night fishing limits fishery management.

Most of the floodplains are now under recently established or planned conservancies. These community organisations are taking on responsibility for management of natural resources, including protecting the fish stocks from excessive exploitation. Supported by the MFMR/NNF/WWF Zambezi/Chobe Fisheries Project, conservancies have established fisheries committees to manage the resources for community benefit. The idea of Fish Protection Areas (FPAs), which is analogous to Marine Protected Areas (MPAs), has been adopted. While the major aim of such areas is to act as protected breeding areas for the most important species (food fishers and anglers target the same large species) the conservancies saw additional potential benefits in the form of earning revenue for their members from anglers by allowing the use of non-consumptive catch-and-release angling based on payment of fees to the conservancies.

Two pilot FPAs are established and functional. In the first of these, an 11 km long side channel in Sikunga Conservancy, strong support has been forthcoming from two tourist lodges and from the local angling club, organiser of the Zambezi Classic Tournament, which is of major economic benefit to the lodges and conservancy. All participating teams pay fees to the conservancy, and the main sponsor in 2012 donated a boat for protection of the FPA. Fishers who formerly exploited the channel are now employed as fish guards by the conservancy to protect it, while still being allowed to fish in adjacent areas, thus preventing the commercial exploitation of the channel by Zambian fishers, but keeping their natural resources for their own benefit provides motivation to the guards to police the channel effectively.

The second pilot FPA in Impalila Conservancy is the 13 km long Kasai Channel that links the Zambezi and Chobe Rivers creating Impalila Island. Lodges in the rapidly growing town of Kasane in Botswana on the edge of Chobe National Park, as well as on the opposite Namibian bank, offer angling for tigerfish as a major tourist activity, increasingly based on fly fishing. Illegal fish netting conflicts with tourism in areas adjacent to the FPA. A negotiated expansion of the protected area to include the prime tigerfish angling zone would be in the long-term interests of the local economy, with fees from angling compensating conservancies for the loss of fishing areas.

Other communities see the benefits that Sikunga and Impalila conservancies are beginning to derive from angling tourism and requests are received from other floodplain communities for the establishment of more FPAs to keep out commercial fishers. The idea is also taking root in neighbouring Zambia. Expectations need to be carefully managed and emphasis of project activities is always on the importance of the FPAs to counter severe over-exploitation of the most valuable fish species, driven by unsustainable commercial demand. It is, however, an undeniable fact that without the earnings from tourism the FPAs would have had less chance of successful establishment.

HUMAN WILDLIFE CONFLICT: A STUDY ACROSS 29 CONSERVANCIES IN NORTHERN NAMIBIA

Human wildlife conflict is a significant challenge facing all conservancies in Namibia. Data on conflicts has been collected for many years as part of the Event Book, and has recently been analysed in terms of the costs to farmers. Although human wildlife conflict is often perceived as a pure natural resource management issue, the impact is actually on both livelihoods and wildlife populations.

The cost of living with wildlife is not evenly distributed across or within conservancies (Figure 20). A relatively small number of farmers carry a disproportionate financial burden. The analysis of conflicts across 29 conservancies in northern Namibia was carried out to better understand the situation, so that more appropriate and focused mitigation can be planned. The study looks at the four main types of human wildlife conflict:

- Garden and crop damage
- Livestock losses from predators
- Infrastructure damage
- Attacks on humans

The information is presented as the number of incidents per conservancy; per 1,000 ha of land per conservancy, and per 1,000 people per conservancy. An economic assessment of the costs of human wildlife conflict to farmers was also carried out. The cost per conservancy was compared to the total tangible benefits generated by the conservancy.

Gardens and crops

The greatest costs by far for crop damage are experienced in the Caprivi (Figure 21), where the seven worst impacted conservancies are found. In the most impacted conservancy, Kwandu, the average annual crop loss amounts to about N$ 45 per conservancy member per year. The maximum loss in any one year was about N$ 68 per person and about N$ 15 per hectare. The region with the next greatest crop losses is the Kavango at much reduced levels of about N$ 4 per person. Over 90% of the damage is caused by elephants.

Livestock losses

In terms of costs per conservancy, the north-central regions and Kunene experienced the largest numbers of livestock losses from predators. When analysed per area some of the Caprivi conservancies enter the list of worst impacted conservancies. When analysed per capita the Kunene conservancies occupy the top 13 places; i.e. all conservancies in the Kunene are ahead of all other conservancies.

The worst impacted conservancy in terms of cost per capita, Sanitatas, experienced twice the loss of the next worst conservancy, Marienfluss. Each member of the Sanitatas Conservancy experienced an average annual loss of about N$ 1,000, and the maximum loss in any one year was N$ 1,400 per person. Livestock losses are clearly associated with proximity to national parks and dedicated wildlife areas, particularly Etosha and Skeleton Coast National Parks, Hobatere and Palmwag tourism concession areas, and Mudumu and Mamili National Parks. This underlines the need for the strategic zoning of appropriate land uses.

Infrastructure damage

In terms of cost per capita, the southern Kunene conservancies are the worst affected by damage to infrastructure, followed by conservancies in the Caprivi. Elephants cause over 99% of the damage. The average annual cost per person in the worst three impacted conservancies was about N$ 20, and the maximum in the five years was just over N$ 60. However, these costs are not distributed evenly across the conservancies. Particularly in Kunene, elephants follow well established routes down river courses and between river systems, and have favoured feeding areas in different seasons. This makes individuals farmers more prone to experience infrastructure damage, particularly in drier seasons and years. Individual farmers can experience damage of well over N$ 100,000 when elephants pull down and destroy a windmill, pull up pipes and damage water tanks.

Attacks on humans

With regard to serious injuries and deaths, incidents are reported rather than costs, because it would be inappropriate to place a financial value on human life. Caprivi conservancies suffer the most attacks, particularly Impalila, Kwandu, Wuparo, Sikunga and Salambala. In terms of conflict per capita, Uibasen Twyfelfontein heads the list at just under 3 human attacks per 1,000 people per year, followed by

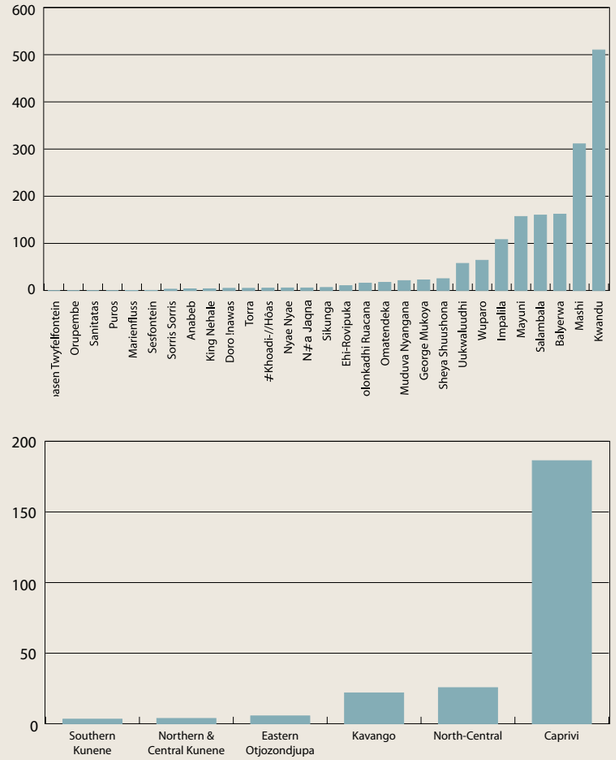


Figure 20 (*left*)
Human wildlife conflict is clearly distributed unevenly across conservancies, with some suffering much higher losses than others. The graph shows the average annual number of incidents of garden and crop damage in 29 conservancies for the five-year period 2006–2010.

Figure 21 (*left*)
Average annual incidents of garden and crop damage from human wildlife conflict shown per region in northern Namibia for the five-year period 2006-2010.

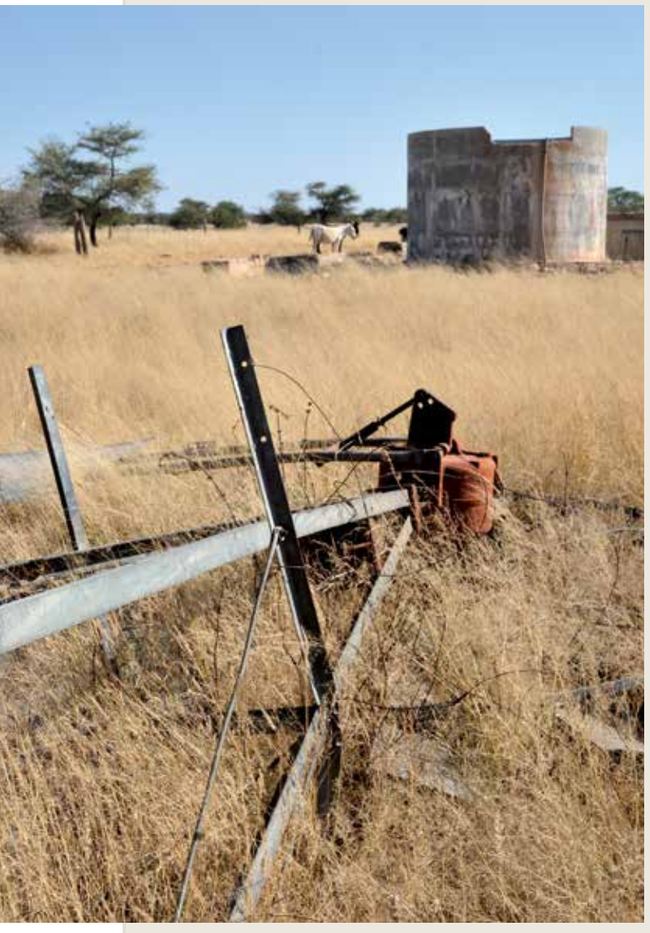
Data for this study was gathered from the Event Books of community game guards and analysed to determine the type of human wildlife conflict, the species responsible, the costs of the incidents, and the geographic location of the problems. Here, game guards in King Nehale Conservancy investigate infrastructure damage caused by elephants.

Impalila (just under 2 attacks per year), Marienfluss, Sikunga and Kwandu. In Caprivi, crocodiles and hippos play the largest role, while in Kunene elephants are the main culprits. With the rapidly expanding numbers of tourists to the Uibasen Twyfelfontein Conservancy – around 700,000 visitors to the World Heritage Site annually, this conservancy is in urgent need of attention.

The overall picture

Cattle farming areas emerge as those suffering the greatest overall human wildlife conflict losses and those bearing the greatest costs. These are in the north-central and Kunene Regions, with Sheya Shuushona, Ehi-Rovipuka and ≠Khoadi-//Hôas Conservancies carrying the greatest costs – all bordering onto Etosha National Park. In terms of the cost of human wildlife conflict per area, the small Caprivi conservancies head the list. However, in terms of overall costs per capita, the Kunene Region occupies the 12 top positions. Human wildlife conflict costs range from an average of about N$2.4 per person per year (Uukwaluudhi) to about N$1,010 per person per year (Sanitatas), with the highest in any one year over the five year period being about N$1,410 per person per year (Sanitatas).

Infrastructure damage can carry very high costs, as when windmills and other water infrastructure is damaged.



Cost-benefit ratios

The benefits gained from natural resources should clearly outweigh the human wildlife conflict costs for farmers who live with wildlife. All industries carry some inherent costs, and losses to environmental causes have always been a part of agriculture. The benefit data used here is that of total benefits earned by each conservancy, including cash and in-kind benefits such as meat from hunting quotas. The benefits do not include any of the farming income and in-kind benefits generated from livestock and crops. These calculations seek to illustrate that it is possible to offset the losses from wildlife through benefits from natural resource management alone, thus basically removing this as an inherent cost to agricultural activities.

The top performing conservancies in this category are those that have relatively high benefit levels and low costs – figures shown in green in Table 9. The worst affected conservancies have low benefits and high costs – shown in red and orange. Around 80 % of the surveyed conservancies have benefits exceeding costs, with six conservancies having benefits exceeding costs by a factor of 20 times or more. There are also six conservancies where costs currently exceed benefits.

A number of conservancies are earning relatively high benefits, but also carry high human wildlife conflict costs. Bringing down the costs of human wildlife conflicts through mitigating measures will dramatically improve the cost-benefit ratio. This would have a significant livelihoods impact for the people directly affected by human wildlife conflict in conservancies such as Mashi, ≠Khoadi-//Hôas, Sesfontein and Doro !nawas. Bringing down these costs through focused project interventions is highly feasible and should be given priority.

Benefit to Cost Category	Benefit : HWC Cost Ratio	Conservancy	Cost (N$)	Benefit (N$)
Total benefits (2009) exceed average HWC costs (2006–2010)	>50 : 1	Uibasen Twyfelfontein	20,500	2,970,000
	35–50: 1	Nyae Nyae	56,000	2,750,000
		N≠a Jaqna	23,000	1,044,000
		Torra	96,500	3,969,000
	20–35 : 1	Puros	51,500	1,372,000
		Balyerwa	107,100	2,272,000
	10–20 : 1	Mayuni	70,000	1,133,000
		Impalila	92,000	1,205,000
		Anabeb	94,000	1,099,000
		Salambala	104,000	1,221,000
		Uukwaluudhi	60,500	687,000
	5–10 : 1	Mashi	203,000	1,959,000
		George Mukoya	27,000	251,000
		Marienfluss	169,000	1,321,000
		Wuparo	69,000	503,000
		Muduva Nyangana	14,000	94,000
		≠Khoadi-//Hôas	309,000	1,963,000
		Sesfontein	267,437	1,475,000
		Doro !nawas	234,000	1,207,000
	1–5 : 1	Orupembe	101,000	178,000
		Kwandu	226,000	381,000
		Omatendeka	227,000	251,000
Average HWC costs (2006–2010) exceed total benefits (2009)	<1 : 1	Uukolonkadhi Ruacana	106,000	78,000
		Ehi-Rovipuka	343,000	148,000
		Sanitatas	253,000	94,000
		King Nehale	207,000	69,000
		Sorris Sorris	151,000	44,000
		Sheya Shuushona	533,500	138,000

Table 9. The costs and benefits of living with wildlife. Successful conservancies clearly demonstrate that it is possible to generate benefits from natural resources that significantly outweigh human wildlife conflict costs.

The impact of human wildlife conflict on farmers is highly variable from year to year. Finding solutions to help reduce the incidence of human wildlife conflict is extremely important from a poverty and livelihoods perspective. The large financial losses experienced by some conservancy farmers pose the serious risk of farmers turning against the conservancy model.

As mentioned, human wildlife conflict is much more than a natural resource issue. It is a production, enterprise and livelihoods issue. And it is a conservation issue, as animals causing damage are often destroyed, which has direct impacts on fragile populations such as those of some predators.

Helping farmers mitigate the costs of human wildlife conflicts will have an immediate impact on their livelihoods, increase their incomes and reduce poverty. Improved conflict mitigation will also support the conservation of high value species.

Figure 22. The trend in game population estimates in seven long-established conservancies in east Caprivi (Salambala, Mayuni, Wuparo, Kwando, Impalila and Kasika) from data gathered on fixed route foot patrols. The figures on the y-axis are an index of sightings.

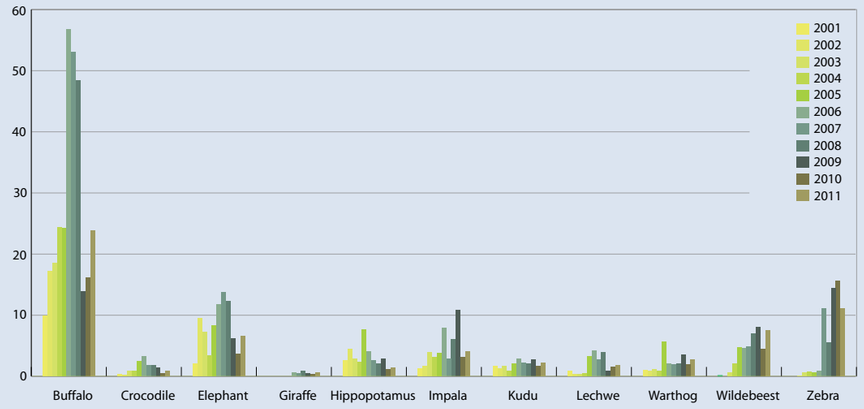
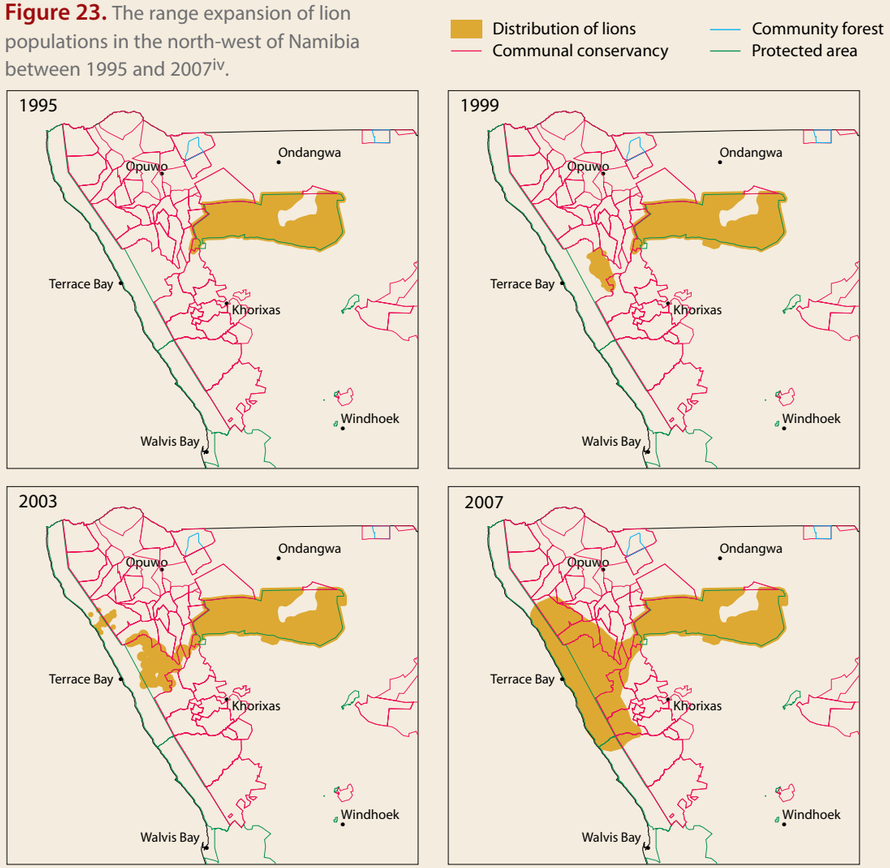


Figure 23. The range expansion of lion populations in the north-west of Namibia between 1995 and 2007[iv].



species such as springbok and gemsbok, would also help to answer some of the current questions.

Natural population fluctuations also occur. Cycles of drought are a part of this system and it is expected that mass drought related mortalities will occur again and again in the future, as almost happened at the end of 2007. Most areas in the north-west were then in a desperate state and the condition of animals had severely declined. Fortunately, mortalities were avoided by the onset of excellent rains in February/March 2008. In times of drought, harvesting levels must be increased so that the value of animals can be realised and extensive rangeland damage, caused by wildlife biomass exceeding carrying capacity, is avoided. Smaller populations of wildlife are then able to come through the drought in good condition and breed more effectively to quickly rebuild the population.

Other evidence for increasing wildlife populations in the north-west is derived from data collected by species specialists. For example, black rhinos and elephants have recovered from the poaching onslaught of the late 70s and early 80s with numbers having more than doubled. While some of this growth has been due to recoveries after an extremely severe drought in the 1980s, the recoveries would not have been possible without management activities by conservancies and the virtual cessation of poaching.

There has been a shocking rise in highly organised commercial poaching for ivory and rhino horn in most range states in recent years, which is still increasing. Strong conservation systems have thus far helped avoid significant impacts in Namibia, yet Namibia is by no means immune to the onslaught. The MET continues to strengthen conservation and security measures for vulnerable species, working in collaboration with conservancies, NGOs and other stakeholders. A variety of initiatives have been implemented, including targeted training, increased monitoring, the use of innovative technologies, local and national intelligence networks, and a dedicated 'hotline' for reporting wildlife crimes via toll free sms to the number 55555.

A significant recovery of wildlife populations has also occurred in the north-east of the country. Whilst still falling short of the potential of the area to carry game, the recovery is largely due to breeding, a reduction in poaching, as well as immigration from Botswana, as disturbances from poaching have declined (Figure 22). These increases have been confirmed by aerial censuses

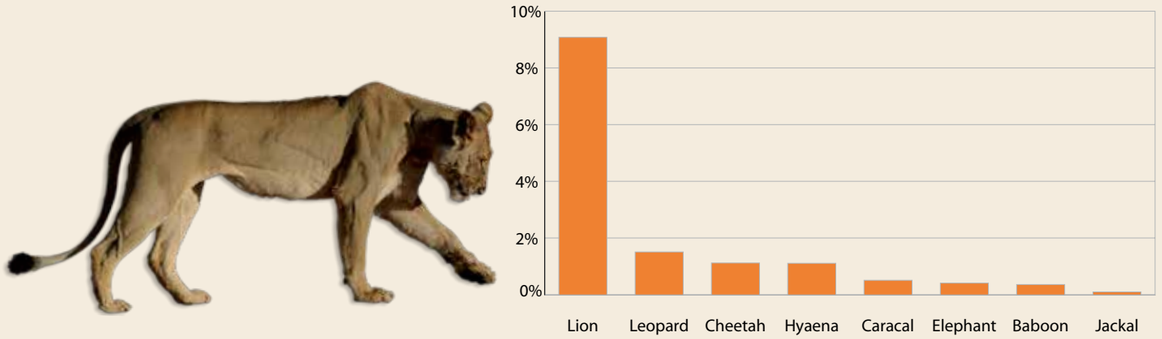
Species	2004	2007	2009
Buffalo	3,262	5,951	9,633
Elephant	860	3,062	3,450
Hippopotamus	1,387	1,269	1,291
Impala	742	1,361	1,457
Kudu	98	234	171
Lechwe	738	767	777
Reedbuck	76	162	105
Sitatunga	2	7	19
Waterbuck	60	30	130
Wildebeest	6	35	64
Zebra	1,084	1,653	1,689
Lion	4	10	24
Wattled Crane	8	24	41

Table 10. Data on selected species from the wetlands and floodplains aerial censuses conducted in Caprivi in 2004, 2007 and 2009[iii].

of the wetlands and floodplains of the Caprivi in 2004, 2007 and 2009 (Table 10). While confined to these special habitats, the surveys covered protected areas, conservancies and lands under other jurisdiction.

Data from the aerial censuses, which were complete counts repeated in exactly the same way each time,

Figure 24. The number of 'problem animals' removed as a percentage of the number of conflict incidents recorded for various species in all north-western conservancies between 2001 and 2011. The disproportionate control of lion is probably because people are afraid of them. Yet, lions are the most valuable of all predators for tourism and trophy hunting and their removal reduces the value of areas for these industries.



show a dramatic increase in buffalo and a significant increase in elephant from count to count. The entire present range of lechwe in Namibia is covered by the aerial counts, which indicate a small but steady increase. The increase in wattled cranes is a response to large floods of recent years. These data show the value of using different counting methods to gain a better understanding of wildlife dynamics. There are noticeable declines in the number of recorded sightings during fixed foot patrols in conservancies in some years. These are likely to be due mainly to extensive flooding and the seasonal movement patters of wildlife, often into or out of national parks and neighbouring countries.

Detailed data on wildlife movement patterns in Caprivi and the larger Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA) has been collected by the MET in recent years. Regular data is being collected for a number of species, including elephant, buffalo, lion, leopard, hyaena, wild dog and crocodile. This clearly shows the extent to which wildlife moves between conservation areas and into neighbouring countries (Figure 32).

The status of large predators can be a useful indicator of the health of wildlife populations. The remarkable recovery of the iconic 'desert' lions in the north-west between 1995 and 2007 in both numbers and range is a clear indication of the health of the prey base, as well as of a greater commitment by local communities to tolerate potential 'problem animals' that have great value (Figure 23). More recent data indicated this trend has continued, despite a disproportionate removal of lions as problem animals (Figure 24).

Population trends of other large predators in north-western conservancies have generally been stable or increasing, while north-eastern conservancies are registering reduced sightings of predators. In Caprivi, where game count trend data are less reliable due to methodological difficulties, sighting trends of predators are important indicators for trends in prey species. The numbers of all predators remain well above pre-conservancy levels.

Boosting the numbers

Targeted reintroductions of game, which boost natural increases in wildlife, are allowing natural resource benefits to be realised more rapidly.

Between 1999 and 2011, a total of 8,388 animals consisting of 15 different species were translocated to 30 registered conservancies and three conservancy complexes (Table 11). Whilst the bulk of the species were common game such as springbok, gemsbok, hartebeest, kudu and eland, the introductions have also included highly valuable animals such as sable, black-faced impala, giraffe and black rhino. The game has been moved from areas where there is an oversupply of animals to areas were populations are low.

The range of several species that had become locally extinct, namely giraffe, black-faced impala, Burchell's zebra, blue wildebeest, eland, sable and black rhino, has been re-established through the translocations. Conservancy formation has helped to reinstate the range of these species, and a number of conservancies are now officially recognised as rhino custodians. Nine conservancies have received reintroductions of black rhino. The fact that communities are trusted by the Namibian government to be custodians of these highly endangered and valuable animals is testament to the conservation performance of conservancies. Namibia is the only country in the world where black rhinos are increasing outside state protected areas, and the only country where black rhinos are being translocated out of national parks into communal areas.

The total value of wildlife reintroductions (excluding black rhino) is well in excess of N$ 27 million. Many of the animals have been donated by the MET and freehold farmers. The cost of purchasing, capturing and transporting the animals has largely been borne by funds provided by support agencies, the MET and private farm owners. This represents a significant investment into communal lands which not only has immediate conservation, financial and livelihood benefits, but also provides for tremendous capital appreciation. Many game species can breed and increase at between 10 and 25% per annum, directly translating the initial investment into compounded growth. Such rebuilding of the wildlife resource base creates the foundation for maximising conservancy benefits from tourism, trophy hunting and other forms of utilisation. Conservancies are also becoming important partners in the national biodiversity initiative to protect landscapes, ecosystems, species and genes.

Expanding sustainable resource management across Namibia

Each year, the area embraced by community conservation continues to expand, increasing the number of people who gain an income from natural resource use, as well as expanding the national conservation network.

A total of 146,312 square kilometres of land had been gazetted in 66 communal conservancies at the end of 2011. This represents 47.8% of all communal land in Namibia and 17.8% of Namibia's total land area. At the same time, 13 community forests over an area of 4,652 square kilometres had been gazetted. Six of these community forests have some overlap with conservancies and so it is not possible to simply add the two land areas to arrive at a total figure for the communal area under sustainable use. Taking this into consideration, the overall surface covered by community conservation is 147,800 square kilometres. In combination with the 16.7% covered by state protected areas, 0.8% by tourism concessions and another 6.1% in freehold conservancies, this brings the

Species	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Grand total
Eland		83		43	150		72		113	175	83	31	50	800
Gemsbock	48	81	48	251						653	196			1277
Giraffe				10				22	26	50	22	30	132	292
Red hartebeest	42	43	230	254						282	217		53	1121
Hartmann's zebra								197		147				344
Black-faced impala				31				74	88	16	366	281		856
Common impala	81		90		69				68		198			506
Kudu		215		106			83			261	99			764
Ostrich				11										11
Black rhino						4		3	7	6	11	13		44
Sable									37					37
Springbok	89	92		307	243					880				1611
Waterbuck												26	99	125
Blue wildebeest	33			53	46	30		116				48		326
Burchell's zebra	1			31					50	50	43	99		274
Grand Total	**294**	**514**	**368**	**1097**	**34**	**34**	**155**	**412**	**389**	**2520**	**1235**	**528**	**334**	**8388**

Table 11. 8,388 animals animals of 15 species have been translocated into communal conservancies over the past 13 years. A number of these introductions boosted populations of existing species to provide critical mass for them to recover to former numbers.

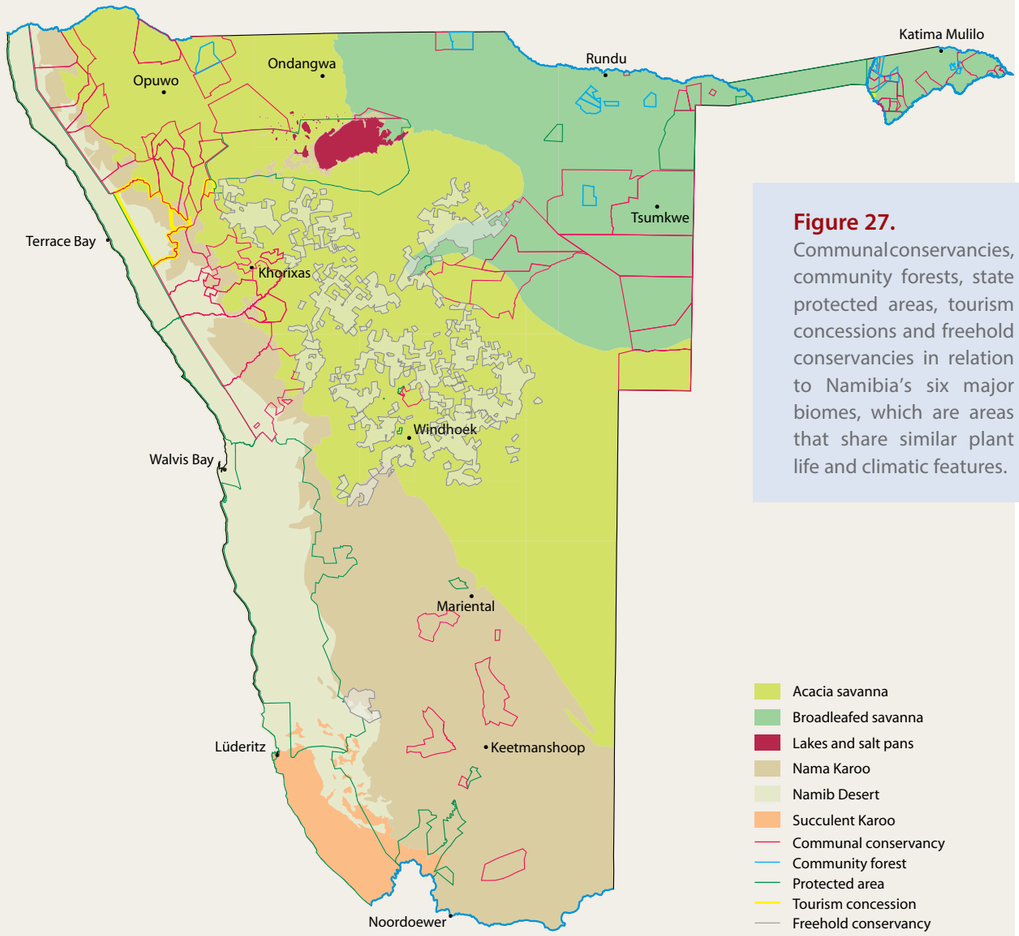


Figure 27.
Communal conservancies, community forests, state protected areas, tourism concessions and freehold conservancies in relation to Namibia's six major biomes, which are areas that share similar plant life and climatic features.

Biome	Communal Conservancies	Community Forests	Concession Areas	Freehold Conservancies	National Parks and Game Reserves	Total
Total area of Namibia	17.8	0.2	0.8	6.1	16.7	41.5
Lakes and Salt Pans	0.7	0	0	0	96.9	97.6
Nama Karoo	14.6	0	1.4	1.0	5.0	22.0
Namib Desert	13.9	0	3.2	0.6	74.8	92.5
Succulent Karoo	0	0	0	0	90.5	90.5
Acacia Savanna	15.1	0	0.2	13.4	4.5	33.2
Broad-leafed Savanna	32.4	1.1	0	1.9	7.9	43.3

Table 12. Percentages of Namibia's total surface area within communal and freehold conservancies, concession areas and national parks and game reserves (top row) and the proportions of different biomes conserved by these conservation areas. Communal area conservancies contribute more to the protection of broad-leafed savannah than do other types of protected areas.

total land surface in Namibia covered by sustainable resource management and biodiversity objectives to 41.5% (Figure 27, Table 12).

Whilst the level of conservation management differs within the various areas, all endorse the principle of sustainability and the elimination of illegal and destructive use of natural resources. This landscape connectivity spreading across Namibia is vital in ensuring environmental resilience and countering the impacts of climate change. The developments must be considered as a huge success in Namibia's efforts to fulfil its constitutional commitment to safeguard the environment while at the same time achieving economic growth and rural development. CBNRM is recognised by the Namibian government as contributing to national development goals for both the environment (Table 13), and socio-economic development, including the eradication of extreme poverty and hunger, and job creation (Table 5, Chapter 2), as set out in the National Development Plan 3 (NDP3), Rural Poverty Reduction Strategy and Vision 2030.

Table 13. An overview of the contributions of CBNRM to national development goals for the environment as set out in the National Development Plan 3.

Environment Sub-sector Goal 1: Improved condition of natural resources and biodiversity throughout Namibia's different vegetation types and habitats		
INDICATORS	**CONTRIBUTION OF CBNRM**	**STATUS**
1. Area of conservancies	Supports the establishment and operation of communal area conservancies	146,312 km² covered by conservancies
2. Area under community forestry	Increasing support through the CBNRM programme to community forests where they intersect/overlap with conservancies	4,652 km² covered by community forests
5. Targeted key wildlife species stable or increasing	Documented increases of key species in conservancies with key biomes/habitats	Black rhino population and range increasing; mountain zebra population increasing; cheetah population stable
STRATEGIES	**CONTRIBUTION OF CBNRM**	**STATUS**
1. Manage protected areas, habitats and species	Conservancies adjacent to PAs provide support zones with land under compatible forms of land use and conservancies provide links between PAs, particularly in the north-east.	Ministry of Environment and Tourism, conservancies, community forests & NGOs cooperate in the management of the Mudumu North Complex in Caprivi and the Khaudum North Complex in Kavango
2. Promote CBNRM	The number of conservancies & community forests continues to increase, along with the benefits from CBNRM	66 registered conservancies and 13 registered community forests
3. Incorporate awareness action into environmental projects and programmes	CBNRM is raising general environmental awareness action through its activities in conservancies	67 conservancies (some not yet registered) use the Event Book monitoring system. 23 conservancies have integrated natural resource management plans.
Environment Sub-sector Goal 3: A strong climate change strategy in place with Namibia prepared for the predicted impacts, especially those that affect Namibians living in rural areas		
STRATEGIES	**CONTRIBUTION OF CBNRM**	**STATUS**
Improve adaptation to climate change and mitigation efforts	Conservancies & community forests can help counter habitat fragmentation, link protected areas with informally conserved areas, contribute to improved grassland management, and maintenance of forest cover. If livestock production becomes less viable, wildlife production will become more important to people's livelihoods.	Conservancies & community forests in the Mudumu North Complex and Khaudum North Complex link protected areas. Conservancies in the Kunene Region link Etosha with the Skeleton Coast Park. Community based rangeland and livestock management is practised in 31 rangeland intervention areas in conservancies, community forests and areas identified by the Traditional Authority. Community forests conserve 4,652 km² of forest resources.

SUSTAINBLE USE FOCUS

The consumptive use of wildlife can be an emotive and contentious issue. Much of the disagreement is ideological. Some people disagree *in principle* with the idea of hunting or harvesting any wildlife. These people generally live in urban areas and tend to be removed from the realities of food production and land management. Their inclination is more towards animal rights than conservation. They focus on individual animals rather than on the survival and welfare of ecosystems, populations and species. Sadly, many of their well-intended actions are detrimental to sound conservation objectives. Mainstream global consensus, expressed via the United Nations Convention on Biological Diversity, as well as by the International Union for the Conservation of Nature (IUCN), places sustainable use at the heart of people-centred conservation. This is also Namibia's approach, as reflected in its Constitution.

The information in this book clearly illustrates the importance of generating a broad spectrum of benefits from wildlife to enable rural communities to integrate wildlife with other land uses. This has proven to be a successful approach for conserving wildlife outside state protected areas. Consumptive use of wildlife includes own-use, shoot-and-sell, premium and trophy hunting, as well as the live capture and sale of game.

Off-take levels for harvesting wildlife require careful consideration based on sound scientific methodology. Over the last two decades, a clear system of wildlife utilisation in communal conservancies has been developed to ensure that off-take levels are sustainable (Figure 25). The various aspects of this system are touched on in the main text of this chapter.

In the vast, unfenced environments covered by communal conservancies, wildlife moves over large areas in response to the seasonal availability of food and water. In such systems, which often have significant climatic variations, it is extremely difficult for any given conservancy to track wildlife population trends, or to explain apparent declines or increases, when only looking at wildlife numbers in their conservancy. The seasonal movement of wildlife makes quota setting and harvesting at a local level more challenging.

Monitoring population trends across clusters of conservancies is a more useful approach. Sudden declines in a population in one conservancy can usually be matched with sudden increases in neighbouring conservancies. In addition, animals move into areas that are not covered by the game counts (e.g. in drier years animals tend to move into inaccessible, mountainous areas which are difficult to count, or may move out of the area altogether). This creates the situation where populations periodically 'disappear' from census data, only to 'reappear' the following year. It is therefore necessary to monitor population trends at a landscape level rather than at a conservancy level, as well as over long periods of time.

Off-take levels in the conservancies of the north-west as a whole are very conservative (Figure 26). Off-take rates are calculated as a percentage of the total population. Even when one calculates the annual off-take as a percentage of only those animals actually seen during the North-West Game Count, this remains below 20% for all species for all years. As it is impossible to see every animal during a game count, the actual percentage is of course much lower. When calculating the annual off-take as a percentage of the likely population estimate, the levels are below two percent and therefore significantly below annual growth rates. It is also worth noting that the road-based North-West Game Count is unable to cover approximately 30% of the overall area due to inaccessible terrain. The population estimation method used assumes that there are no animals in these areas – which is obviously not the case. Assuming that there are no animals in almost one third of the north-west provides a significant additional safety net against over-utilisation at a regional level.

While over-utilisation is clearly not a concern, there is a need to improve harvesting methods. Game guards from a large percentage of conservancies have been trained in rifle handling and marksmanship. Six conservancies now have meat handling facilities to enable them to process harvested meat more effectively. Further work to broaden conservancy understanding of key issues and improve skills should continue to refine the sustainable use of wildlife in communal conservancies.

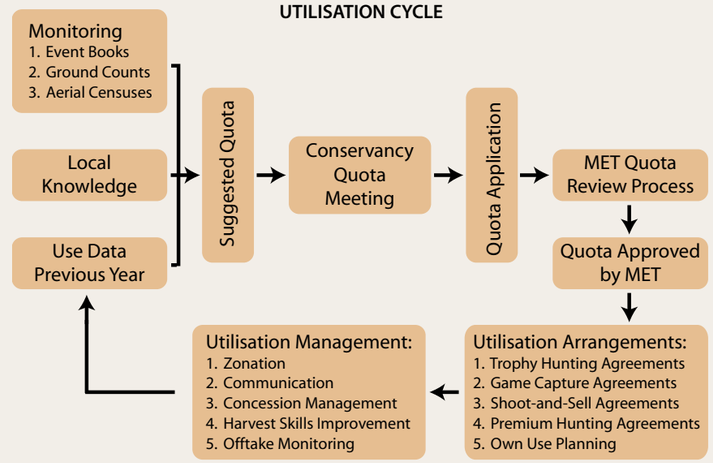


Figure 25. The sustainable use of wildlife is controlled through a detailed system of monitoring, consultation, evaluation and adaptive management.

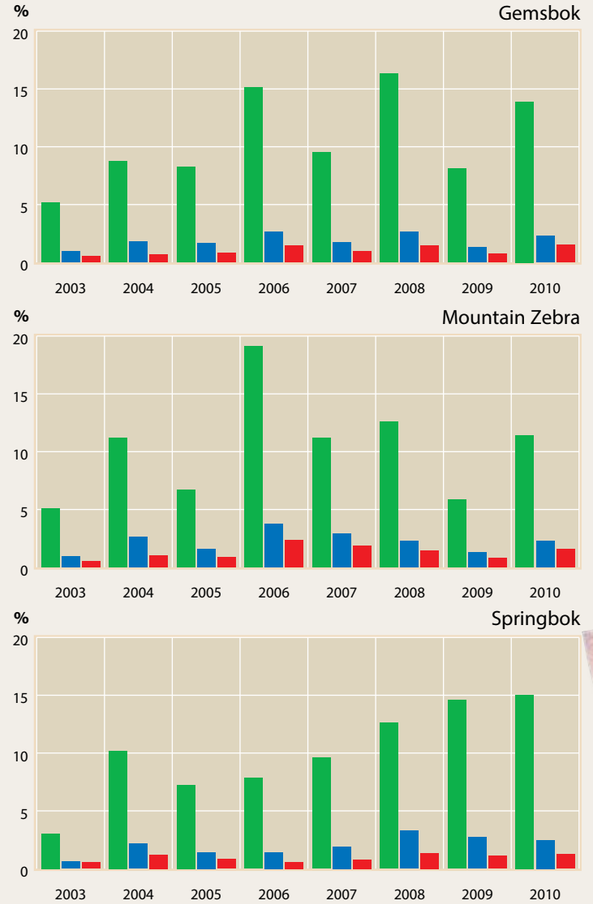


Figure 26. The bars represent numbers or animals utilised as a percentage of the animals counted or estimated during the game count of the previous year. The different colours indicate the off-take as a percentage of different methods of estimating the overall wildlife population. The minimum estimate (blue) is calculated using a 'belt transect method' while the likely population estimate (red) is calculated using the 'DISTANCE' programme. Such systems for estimating game populations are necessary because it is not possible to accurately count wild animals.

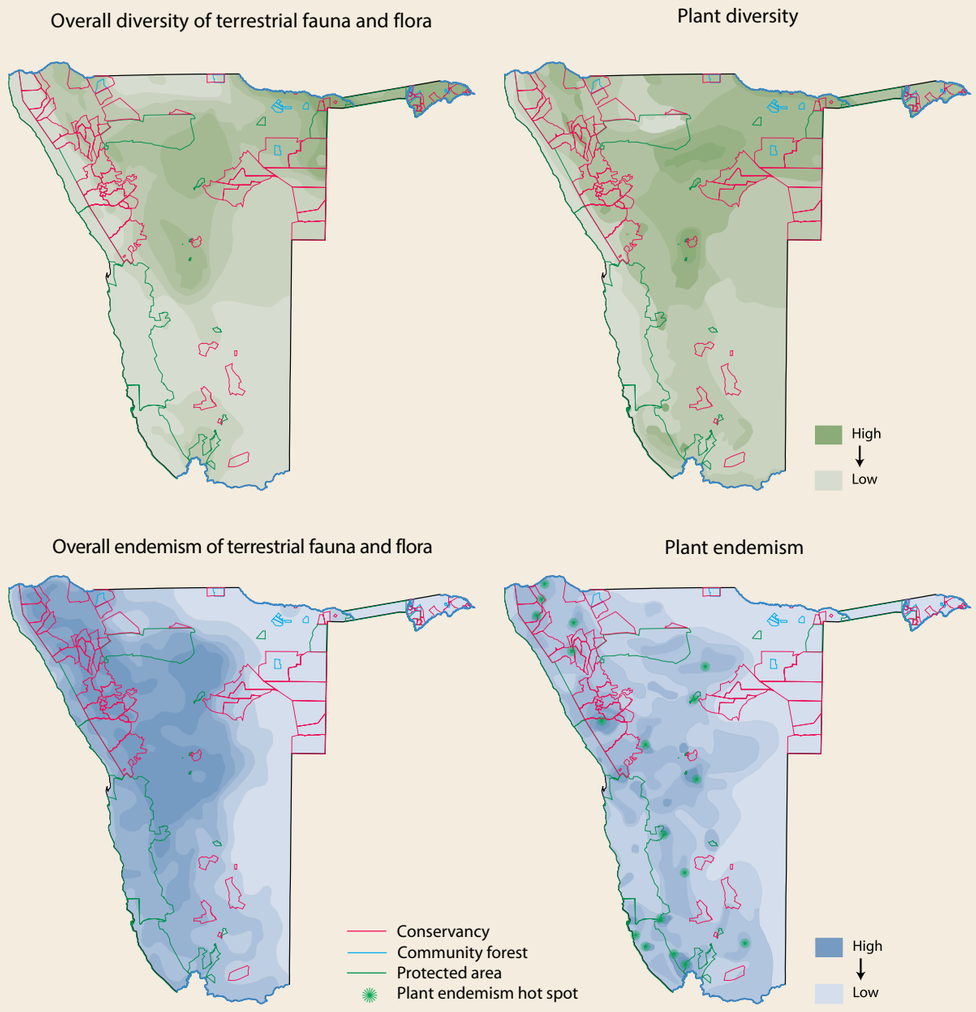


Figure 28. Registered conservancies, community forests and other protected areas in relation to indices of terrestrial diversity and endemism in Namibia.

Conservancies and community forests achieve both conservation and development results because they represent a commitment to sustainable use by a large sector of the rural population. Whilst there will always be some people that might not practice sustainable activities, the increasing area under community conservation can be seen as an indicator of the overall commitment to sustainable use principles by Namibians.

The conservation of biodiversity is one of the key objectives of CBNRM, and the maps in Figure 28, top, provide an indication of how the formation of conservancies and community forests relates to the diversity of plant and animal life in Namibia. The most notable contributions to the protection of biodiversity 'hot spots' are in the north-east of the country. Figure 29 shows how communal conservancies and community forests, together with state protected areas, tourism concessions and freehold conservancies, are contributing to the protection and sustainable management of an ever-increasing percentage of Namibia's 29 major vegetation types.

In contrast to patterns of overall biodiversity richness, which is highest in the north-east, concentrations of endemic species are greatest in the dry western and north-western regions. Endemics are species whose distribution is largely or completely confined to Namibia. Our country has a special responsibility for the conservation of endemic species. Conservancies in the arid Kunene and Erongo Regions therefore make a valuable contribution to the conservation of such special plants and animals (Figure 28, bottom). A number of conservancies have included key species in their monitoring systems, such as large predators, wattled cranes, black-faced impala, roan and sable.

Although riverine habitats are spatially small in the context of the entire country, the importance of these linear oases is magnified considerably, because they

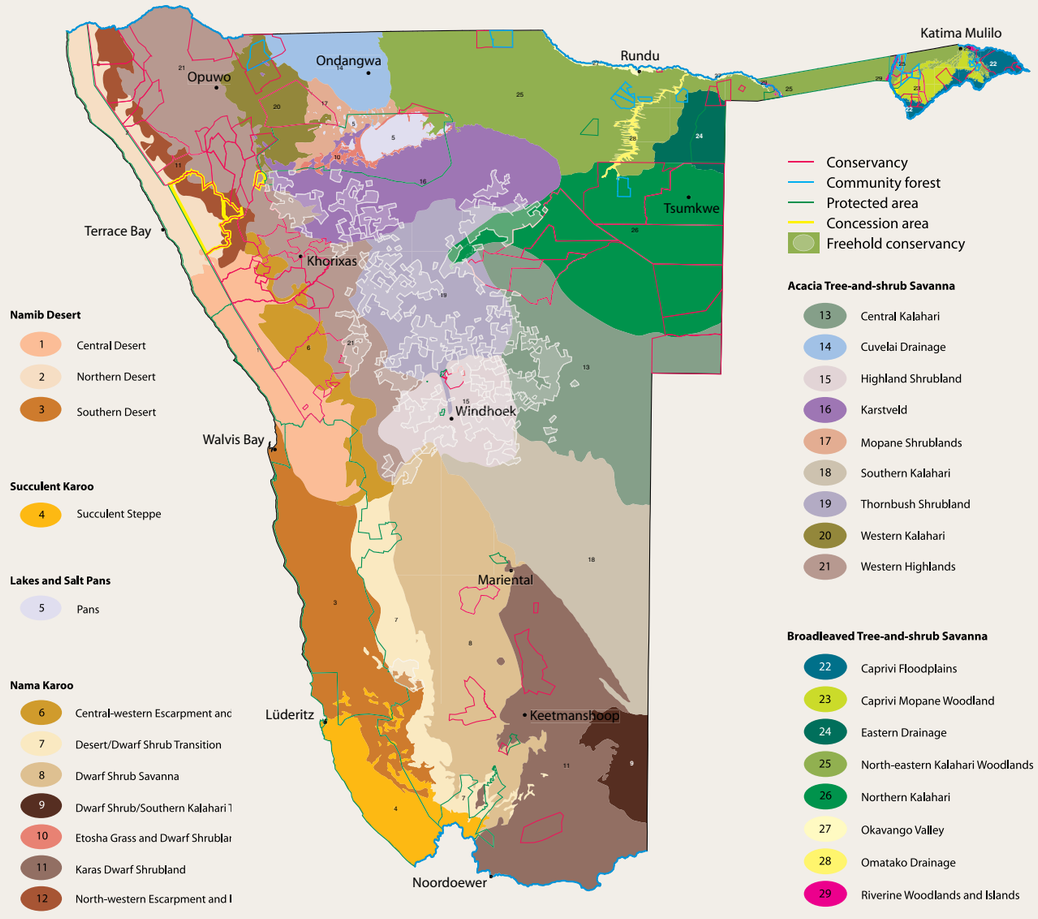


Figure 29. Registered conservancies, community forests and other protected areas in relation to Namibia's main vegetation types.

Conservancies and community forests make an important contribution to the protection of Namibia's major biomes.

transect arid terrain and thus provide critical refugia for wildlife from adjacent areas. While conservancies in north-western Namibia provide critical protection of these habitats (Figure 30 and Table 12), riverine habitats in the wetter eastern regions of Kavango and Caprivi are less well protected. This is due to the tendency for roads and associated settlements to have developed along river courses, even if these fall under conservancy management.

The expansion of areas under sustainable resource management is one benefit of communal conservancies, especially in regions and habitats where there are no state protected areas. Another benefit is the fact that many conservancies adjoin other conservation areas, thus enlarging the contiguous area under sustainable resource management. This creates landscape-level approaches that allow wildlife populations to move freely according to seasonal needs.

The largest contiguous area is created in the arid north-west, where conservancies and tourism concession areas now form the entire eastern boundary of the Skeleton Coast National Park and create a broad link to Etosha National Park through adjacent conservancies. This is particularly important here, as animals need to be able to move in response to climatic conditions to maintain productive populations.

One of the challenges facing protected area managers is the zone of potential conflict along park borders, where the land uses of park neighbours often conflict with park objectives. The most effective way of dealing with this is for protected areas to create incentives for neighbours to practice compatible land uses. Direct community benefits from wildlife and tourism that result from the proximity of conservancies to neighbouring parks achieve this objective. In some cases conservancies have received the rights to manage concessions in adjacent parks, with the resulting benefits going directly to the conservancies and their members. The percentage of park boundaries in communal areas that are shared with conservancies, concession areas and community forests has increased dramatically over the past 16 years to about 75.6% at the end of 2011 (Figure 31).

In several areas, adjacent conservancies, community forests and national parks are now working together in joint management forums that allow collaborative landscape level management and planning. The advantages of such collaboration include more effective management of mobile wildlife populations, improved monitoring and land-use planning, and more effective anti-poaching activities and fire management. Such approaches are also more cost effective and ensure that the necessary capacities and resources are available to do the job.

The Mudumu North Complex, the emerging Khaudum North Complex and the Greater Waterberg Complex are examples of such joint management. The institutional structures consist of representatives from MET, conservancies, community forests and the private sector. The forums also have representation from supporting sectors such as agriculture, police, defence force, local government, water affairs, traditional authorities and NGOs. Importantly, such complexes provide the impetus for the practical implementation of zonation that sets aside areas for wildlife and wildlife based enterprises. The complexes remove barriers to connectivity, allow landscape-level management and generate economies of scale for both investments (e.g. game reintroductions, training, planning, anti-poaching, etc.) and enterprise opportunities.

Wetland habitat types	Total wetland habitat protected	National parks	Concession areas	Communal conservancies	Freehold conservancies
Perennial rivers	35%	19%	0%	18%	0%
Ephemeral rivers	37%	11%	1%	25%	7%
Oshanas, flood plains, lakes and dams	23%	9%	0%	27%	0%
Pans	84%	78%	0%	2%	0%

Table 14. The percentage of various wetland habitats in Namibia under some form of protection, illustrating the key role that communal conservancies play in protecting and managing these critical and rare habitats in arid Namibia. The rivers were considered to be linear habitats and the percentage protected was estimated as being the linear proportion of the main river course that fell in one of the conservation categories. The other wetland habitats were based on percentage of their total areas that fell in one of the conservation categories.

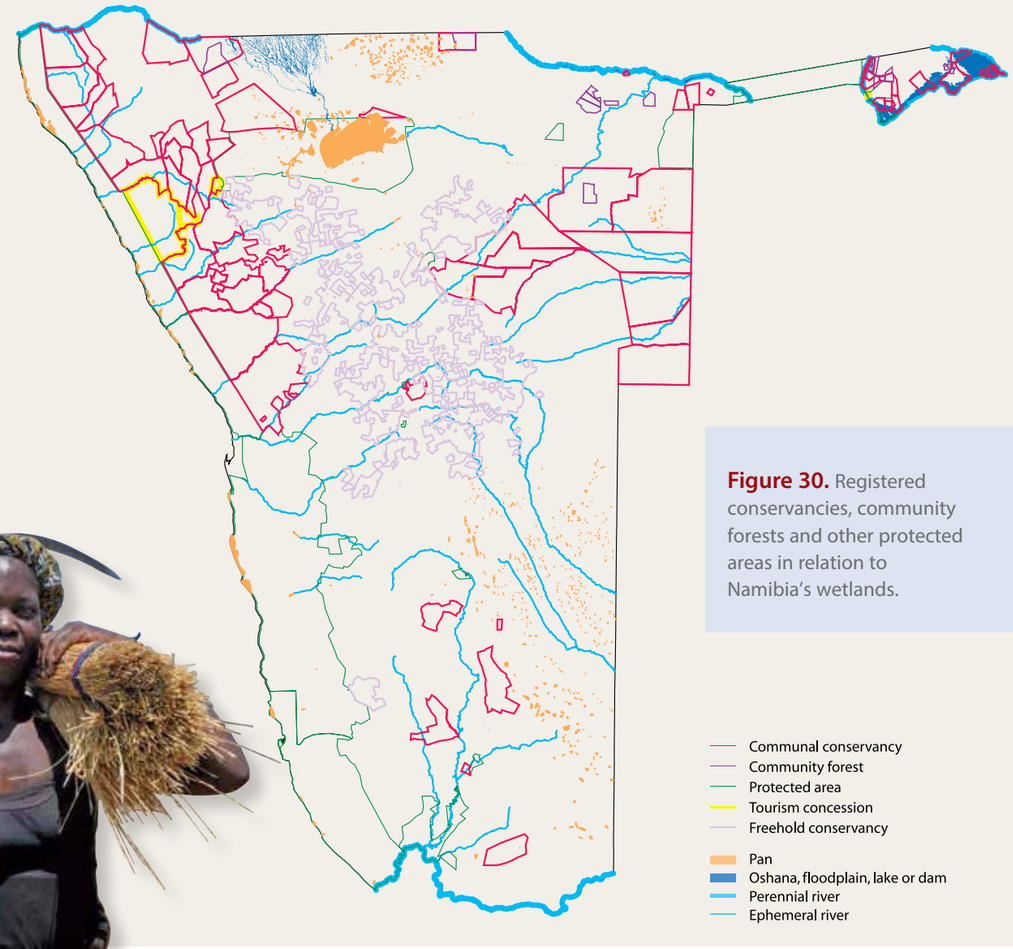
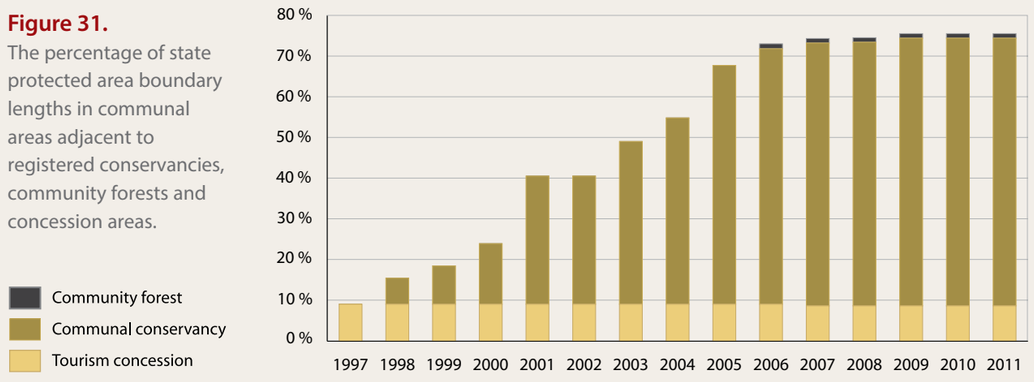


Figure 30. Registered conservancies, community forests and other protected areas in relation to Namibia's wetlands.

Figure 31.
The percentage of state protected area boundary lengths in communal areas adjacent to registered conservancies, community forests and concession areas.



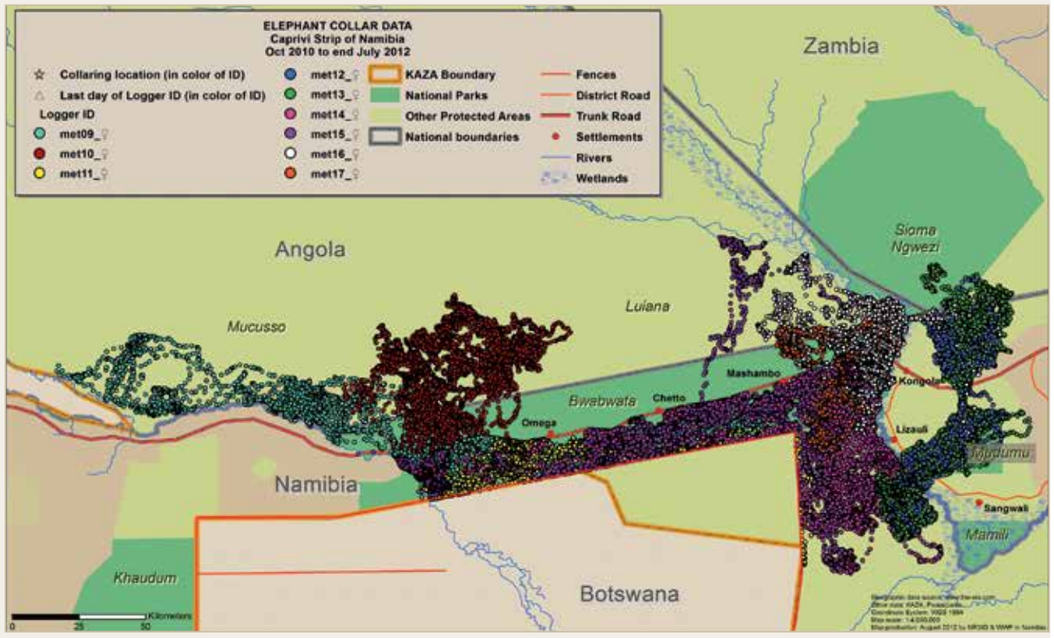


Figure 32. Movement patterns of collared elephants in Caprivi and the greater Kavango Zambezi Transfrontier Conservation Area. The map indicates the extent of wildlife movement into neighbouring countries. It also shows clear movement bottlenecks along the Trans Caprivi Highway, where movement is inhibited by human activities and settlement.

The Kavango Zambezi Transfrontier Conservation Area (KAZA) is creating the framework for such connectivity at a much larger regional level, linking conservation areas in Angola, Botswana, Namibia, Zambia and Zimbabwe. The Caprivi lies at the very heart of KAZA. Being a narrow strip of land intersected by rivers, it creates natural trans-frontier migration and habitat corridors for a wide range of species. One of the main objectives of KAZA is to ensure connectivity between state protected areas in different countries, by creating movement corridors for wildlife across communal areas. By keeping movement corridors open, conservancies and community forests in Caprivi thus play a direct role in the long term success of KAZA.

COMMUNITY FORESTRY FOCUS

Forest cover in Namibia was once much greater than it is now. With population growth requiring timber for building traditional houses, and the rapid commercial exploitation of species such as Namibian teak, forest reserves were in severe danger of depletion. With climate change an increasing concern in Namibia, as well as the rest of the world, the maintenance of forest cover is of particular importance.

Forestry in Namibia falls under the Directorate of Forestry within the Ministry of Agriculture, Water and Forestry (MAWF). The Directorate's mandate was expanded considerably in 2008 to include the entire country and to integrate newly established community forests into the overall programme. Currently, there are 13 gazetted community forests in Namibia, many of them overlapping or falling inside communal conservancies. These community forests are in eight regions spread across the north of Namibia (Caprivi, Kavango, Ohangwena, Omusati, Oshikoto, Oshana, Otjozondjupa and Omaheke) and have become an essential and integral part of the CBNRM programme.

Community forest management is guided by the principles of sustainable management to not deplete, but maintain and improve the resource base, and of sharing benefits among all local residents. Hence, community forests empower local people to take responsibility and to become actively involved in forest management, thereby increasing the value and benefits of forest resources to local people.

A principal source of income from community forests is the commercial extraction of Namibian teak. The Directorate of Forestry calculates an 'annual allowable cut', based on an inventory of timber resources, which is binding for a 5-10 year period. Community members themselves make the inventory, as they know their areas intimately. Technical guidance is given by the National Forestry Inventory (NFI) Department, which analyses the data and compiles inventory reports. These then form the key components of the management plan.

The principle of an inventory mirrors the annual game counts carried out in communal conservancy areas in the north-west and north-east, data from which is analysed before quotas are set for the sustainable use of game. The WWF coordinates an annual vegetation survey in selected conservancy areas, and all of these community based monitoring activities provide information which is collated into the NACSO CONINFO data base.

Although the inventory creates a basis for the sustainable use of timber, community forests face considerable challenges in the execution of the management plans. It is one thing to sign a contract with a commercial timber firm, but quite another to monitor timber cutting, and there is strong anecdotal evidence for companies exceeding their quotas.

Training in monitoring and law enforcement is planned with funding from the Food and Agriculture Organization (FAO), but has not yet begun. Forests face similar challenges to conservancies, with training in book-keeping and financial management being a high priority.

They also reduce localised wildlife pressure by enabling the free movement of animals across the Caprivi and dispersal into neighbouring countries, especially Angola and Zambia. A wealth of movement data collected by the MET clearly shows some movement bottlenecks along the Trans-Caprivi Highway, as free movement is inhibited by human activities and settlement (Figure 32). Reducing some of these barriers to ensure freedom of movement for a variety of wildlife species is vital to both the success of KAZA and the success of individual conservancies and protected areas in Namibia.

i For more detail see Stuart-Hill, G., D. Ward, B. Munali & J. Tagg. 2005. *The Event Book System: a Community Based Natural Resource Monitoring System from Namibia.* Biodiversity & Conservation, 14: 2611–2631.
ii WWF. 1995. *Namibian Community Based Natural Resource Management Programme.* Project Document. Gland: World Wide Fund for Nature.
iii M. Chase. 2009. *Aerial wildlife census of the Caprivi river systems: a survey of rivers, wetlands and floodplains.* September 2009
iv From information supplied by Flip Stander

Chapter 4

Governance

a democratic model

Conservancies and community forests are local institutions that are providing communities with increased opportunities to manage their own affairs. These institutions provide a major new form of corporate legal social organisation for communities on communal land covering a large part of Namibia. Conservancies earn income and need to decide how to use it for the benefit of members; they enter into legal contracts with the private sector for hunting and tourism activities; they employ staff, and take important decisions about wildlife use.

Democratic governance is crucial to conservancies. It is crucial for ensuring that conservancies are run in the interests of their members rather than in the interests of a small elite. Democratic governance means that the members themselves participate in the most important decisions such as approving budgets and benefit distribution. Democratic governance means that conservancy committees are accountable to the members who elect them and it means that there is good financial management that is transparent to members. Democratic governance also means that when committees are not accountable or transparent, then members have clear recourse to measures to remedy the situation.

The annual general meeting at Ehi-Rovipuka Conservancy is an opportunity for ordinary conservancy members to hear reports and to question the committee and managers.

The 2010 edition of this report identified a number of governance problems in conservancies:

- In some conservancies, committees were taking all the major decisions themselves without involving members;
- Especially in the case of finances, members did not have the opportunity to approve conservancy budgets drawn up by the committees;
- In a few cases large sums of money were unaccounted for;
- Some committee members voted themselves large loans;
- Many conservancies were spending all their income on operational costs (including allowances for committee members) leaving little for community benefit;
- In many conservancies there was little involvement of members in developing constitutions.

Since then a number of strategies have been launched to by conservancies and support organisations to address these issues. One of these strategies has been the development of a major training programme focused on governance issues with financial support from the United States Millennium Challenge Corporation and the Millennium Challenge Account-Namibia. Under this programme 11 training modules for governance were developed covering key issues such as Annual General Meetings (AGMs), constitution development and revision, benefit distribution, and financial management. Training courses using these modules were given to clusters of conservancies. In addition to the training, support organisations also provided follow-up technical assistance.

Another strategy was the provision of targeted support to those conservancies that were experiencing governance problems because of splits within membership or because of poor relationships between members, committees and staff.

The conservancy constitution is an important tool for good governance as it provides the foundation for ensuring accountability and transparency in decision-making. However many conservancy constitutions in the past were developed quickly using a general template. A third strategy has therefore been the ongoing revision of outdated conservancy constitutions in order to make them more workable and to strengthen their usefulness as tools for good governance.

A fourth strategy has been to ensure that AGMs are held in compliance with conservancy constitutions. AGMs are particularly important because they provide one of the most important platforms for the establishment of democratic governance. At AGMs management committee elections should be held and a budget and financial statements approved by members.

Governance Status	2011 Figures
No. of registered conservancies	67 (including KA)
Total no. of management committee members	847 (282 female)
Percentage of female management committee members	33%
Management plan/Framework in place	53
Sustainability or business plan in place	30
AGM held	40
Committee elections held	14
Financial report	34 presented
	30 approved
Budget approved by members at AGM	31
No. of conservancy staff	665 (148 female)
Percentage of female conservancy staff members	22%
Female treasurer/Financial manager	33
Female Chairperson	4
Constitutions revised and approved	17
No. of conservancies that are members of a regional conservancy association or forum	49

Table 15 shows the governance status in 2011 for a number of conservancies which provided data. Selected key issues show that conservancy management is well established, with strong female participation. Financial management is sound in most conservancies, and in addition to the data provided, at least 28 conservancies that used to be dependant to some degree on grant aid are now covering their own operating costs.

As a result of the implementation of these strategies field workers report an improvement in governance in many conservancies. For example, the governance reports of 55 out of 67 conservancies showed improving trends for 2011, and 48 conservancies out of 67 had completed their financial reports. The number of AGMs that were held in compliance with conservancy constitutions greatly increased during 2011. There was also a greater demand from conservancies themselves for revising their constitutions as communities become more aware of the need for good governance.

Not all financial reports that were presented at AGMs were accepted by conservancy members. In most cases this represents a positive trend because it means members are checking the financial statements and refusing to approve them if they find major discrepancies. Also, not all conservancies held their AGMs in 2011. In some cases this was because key reports such as the financial statements were not ready in time. The AGMs were held in early 2012 once the reports were ready.

The next sections provide detailed examples of how governance and institutional issues are being addressed within conservancies.

AGMs as tools for promoting good governance

The experience of Torra Conservancy in Kunene Region during 2011 demonstrated how preparing and holding an AGM can be useful processes for improving conservancy governance. While personnel from the support NGO IRDNC were working with the conservancy committee to prepare for the AGM a number of key underlying governance problems began to emerge. A first attempt to hold an AGM failed because a quorum could not be reached. However a consultative meeting was held with those present to discuss governance issues.

It emerged from this meeting that Torra had not updated its membership register and a high portion of the 460 members were living outside the conservancy, making it impossible for the conservancy to reach a 51% quorum and hold a constitutional AGM. It was resolved at the consultative meeting that the conservancy would undertake a re-registration activity to record those who do reside in the conservancy and to gain feedback from members on the performance of the committee and other important issues.

As part of this process the conservancy committee acknowledged that there were problems with financial management and the proposed new conservancy budget held the danger of continuing a trend of very high operational costs, leaving little room for community benefits or financial reserves. The committee agreed to re-work the budget and put together a plan with IRDNC for closer monthly monitoring and mentoring, particularly around decision making and controls for improved financial management.

IRDNC then supported the conservancy with the re-registration and consultation process taking place across the five geographic units of the conservancy.

Marienfluss Conservancy is building a meeting hall where meetings will be held in the future.

The consultation process revealed that conservancy members were concerned about the performance of the conservancy, their lack of communication or engagement with members, and a number of other issues.

In preparation for the AGM, the Torra committee, with support from IRDNC, revised the budget, reducing operational costs and allocating the saving to benefits. On 24th November 2011 a quorum was achieved and a successful AGM was conducted with good community participation from all regions of the conservancy. A total of 176 members attended the AGM (the quorum was 165 members). Members were able to discuss their concerns and it was agreed that the constitution should be revised in a participatory way. Members agreed that the quorum should be fixed at 130 members, rather than 51% of members, in order to prevent the problems that occurred in the past.

The Torra committee used a novel way to encourage members to stay in the AGM venue and not wander around outside. They held a raffle throughout the AGM and a condition of winning a prize was that members had to be present in the hall when tickets were drawn. This proved an effective way to encourage members not only to stay in the hall, but also to be involved in the AGM.

Revising conservancy constitutions

The use of a simple governance assessment tool called the Institutional Dashboard has led to the revision of conservancy constitutions in Caprivi Region. The Dashboard enables residents of the conservancy to comment on the performance of the conservancy committee with the results being drawn in graphs on flips charts.

In Wuparo Conservancy one of the main outcomes was that members had little knowledge of the

Full participation by the membership is a key to successful governance.

constitution and felt that this led to poor transparency and accountability of the conservancy committee. In particular Wuparo members wanted greater financial accountability and transparency on spending by the committee members and wanted to increase the level of benefits to members. Previously very little of the conservancy income was being distributed as benefits. In order to address these issues the conservancy decided to revise its constitution. The main governance results of revising the constitution include the following:

- More formalized sub-conservancy structures (village areas) where there are constitutional requirements, such as having regular meeting;
- Each village area was required to open a bank account into which the conservancy is required to make immediate disbursement of income (averaging at 25% of income). Immediately after the adoption of the constitution, approximately N$ 330,000 was disbursed to the 7 village areas and in 2011 this increased to approximately N$ 370,000. This is a remarkable improvement from previous years where members rarely saw any benefit distribution.
- Enhanced ability for local level detection of mismanagement of funds at village level. For example in one of the village areas the local chairman and treasurer drew N$ 10, 000 without community approval. When this came to the attention of the members they demanded a meeting and after recovering the money the chairman and treasurer were immediately replaced.
- Improved information flow between the conservancy management and village areas through regular meetings leading to more community awareness.

The Wuparo constitution revision process proved an important vehicle for improving the flow of information from the committee to members, ensuring regular conservancy meetings, ensuring the timely disbursement of funds, equity in employment related to zones, recruitment of new members and an increase in benefits to members.

Kwandu Conservancy also carried out a similar constitution revision process. In 2011 it held a Special General Meeting to adopt the new constitution which had been developed with the participation of members and traditional leaders. The new constitution provided clarity on the roles and responsibilities of staff members and elected representatives. It gave added guidance on financial decision-making and provided for a percentage of income earned to be used for benefit distribution. Members had been concerned that too much of the conservancy income was being spent on operational costs and salaries.

Another focus of constitution revision has been the need to align conservancy constitutions with those of community forests where conservancies are applying to gain community forest status. Kwandu is an example of such a conservancy. Twelve constitutions for conservancy/community forests were developed in Caprivi, Kavango and Kunene. The approach taken has been to write two constitutions – one for the conservancy and one for the community forest, which were more or less identical with only the most necessary changes in order to align existing constitutions with community forest legislation. The aim was to ensure that although there were two constitutions, only one election for one committee would be held and this would serve as both the Conservancy Committee and Forest Management Committee. It was important to have the separate constitutions so that if one body were dissolved it would not result in the other being dissolved as they were established through the separate constitutions. This process mostly took place in established conservancies so there was an opportunity to update or revise their constitution before it was redrafted as a community forest constitution.

Conservancies and Gender Equality

There is an increasing trend of women being appointed to senior conservancy positions (Table 15). In 2011 the Nyae Nyae Conservancy elected a female chairperson, the Chairperson and Treasurer in the N≠a Jaqna Conservancy were female and 70% of the Management Committee of the King Nehale Conservancy were female.

Overall in 2011, 33% of conservancy management committee members were female, 22% of conservancy employees, and 49% of conservancy treasurers or financial managers were female. Four conservancy chairpersons were female.

There has also been a general improvement in the number of women participating in governance meetings, on conservancy management committees, and taking roles within conservancies. This suggests that alongside the general benefits being delivered to rural communities through the conservancy programme, gender issues are starting to be addressed. Women are taking an increasingly prominent role in conservancies, which may have a beneficial impact on the general position of women in rural areas, where men are generally still dominant in decision-making.

In the San conservancies of Nyae Nyae and N≠a Jaqna the women elected as chairpersons were not

Management plans are discussed in detail at conservancy AGMs.

new to positions of authority. Xoa//an /Ai!ae, the Chairperson of Nyae Nyae Conservancy, was formerly the Coordinator of the Nyae Nyae Craft Project for several years and served as a conservancy board member for the two years prior to being elected as Chairperson. Sara Sungu, Chairperson of N≠a Jaqna Conservancy, was and is still a Senior Councillor of the !Kung Traditional Authority and had been active in community matters for many years.

Despite this high profile involvement, Sara Sungu still reports that: '*It is challenging in our culture for a women to lead men, we are known (women) to be people who should be under men and obey mainly what men say. In this case I find myself leading and making decisions for men, which is not accepted easily by many (both men and women). Some women perceive my personality to be unusual in our culture. A few more are beginning to accept female decision making after gender training and such, but many still seem to be finding it difficult to be led by a women.*'

The progress on gender issues and balance in governance and decision making is strongly related to the cultural norms that exist within conservancies. The Namibian conservancy programme covers a broad spectrum of cultures including Himba, Herero, Ovambo, Kavango, Caprivian and San, all with different traditions in relation to marriage, inheritance of women, female visibility, empowerment and culturally acceptable jobs/roles for women. Such traditional values all have implications for how fast and how far we can expect a gender balance to be achieved in conservancy management.

In Nyae Nyae women have sometimes been !nore (area) owners/heads and therefore it is not such a great leap of faith to the community to elect a female chairperson. Additionally, the San people of Nyae Nyae have not historically been asset owners in terms of property or livestock, so there are no gender-biased traditions in terms of inheritance of women following the death of a husband. However the role of game guards and herders has been suggested, but rejected by San women as not fitting with their other roles within the community.

In Kunene, Himba women are traditionally the herders and therefore one can expect female herders and game guards amongst the staff in those areas to be acceptable and easily accommodated. However, in Herero tradition women are traditionally stripped of their family assets, including livestock, in the event of the death of the male head of the family.

To further improve the gender balance in conservancies it may be worth basing developments on culturally acceptable roles for females and progressing from there. At the same time there is a need to ensure that actions to increase female participation in conservancy committees, governance meetings, and decision making or roles/jobs that may be gender based (such as craft and tourism) are beneficial in raising the profile and recognition of women who have experience and skills that can benefit the conservancy and community generally.

HIV/AIDS

From 2000 onwards, HIV/AIDS was mainstreamed into all conservancy training programmes in an attempt to highlight the importance of fighting the epidemic. During 2011 the results of a survey spanning seven years were made available. Some details about the research and some key findings are set out below.

Two-thirds of all people living with HIV (22.5 million) reside in sub-Saharan Africa. Although the epidemic appears to have stabilized, the rate of new infections remains high and HIV continues to devastate families and communities, despite numerous programmatic approaches to combat the disease.

From 2003–2007, a community-based HIV/AIDS outreach and education programme in 31 conservancies raised awareness of the disease through radio broadcasts, written material, and traditional song and dance. The programme trained peer educators, drafted HIV policies and plans, and disseminated condoms.

This holistic programme made explicit the links between HIV prevention and the maintenance of conservancy-based livelihoods, and leveraged existing governance and management structures in conservancies to engage in culturally-appropriate prevention activities and behaviour-change communication.

The programme then used demographic and health survey data from 2000 and 2006/2007 to evaluate whether changes in numbers of sexual partners were related to the exposure of rural Namibians to the community-based HIV/AIDS programme. A total of 204 households were surveyed in 8 conservancies in 2000, while 259 households in 10 conservancies were included in the 2006/07 survey, with questions asked to women and men aged 15–49.

To evaluate the impact of the community-based HIV/AIDS programme on changes in the number of sexual partners between 2000 and 2006/2007 three potential non-conservancy comparison groups were assessed:

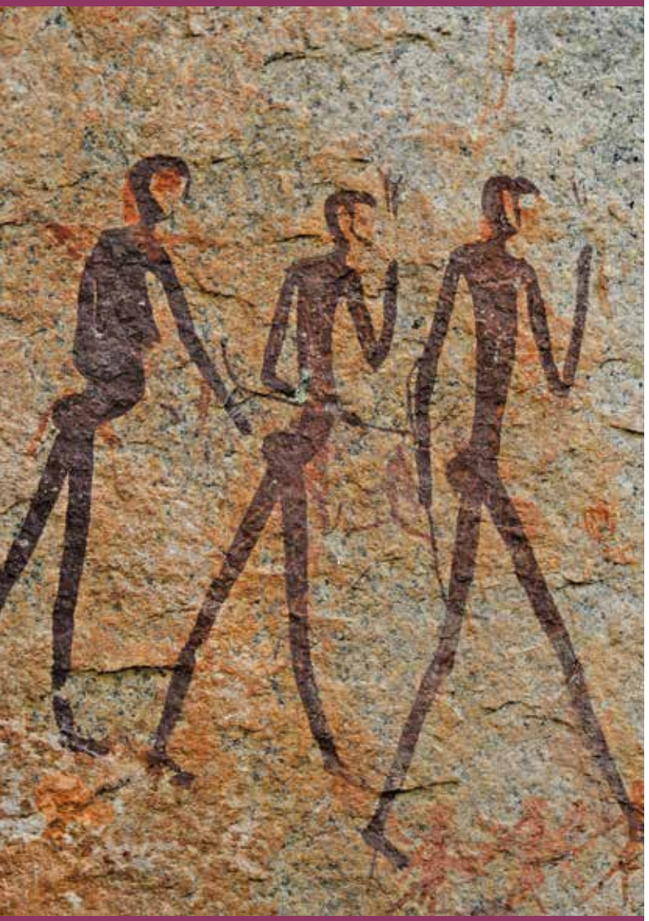
- All men/women outside of conservancies
- All men/women in the nearest demographic health survey defined sampling cluster outside of each surveyed conservancy
- A comparison group where statistical 'matching' was used to create a matched sample similar to conservancy residents in terms of characteristics that might confound programme impact.

From 2000 to 2006/2007 there was a significant drop in the number of conservancy men having two or more sexual partners, relative to non-conservancy men. HIV/AIDS outreach and policies associated with Namibia's communal conservancy programme appear to have significantly reduced the primary behavioural determinant of the disease's spread in Africa: men having more than one sexual partner. Such an apparently strong programme impact has dramatic implications for reducing infections in communal areas of Namibia.

Also, given the high prevalence of HIV in sub-Saharan Africa and the devastating effects that the disease has on the social and economic fabric of communities, especially with regard to natural resource management, lessons from Namibia's CBNRM programme and the associated HIV/AIDS mainstreaming effort may help in slowing the disease in other communal areas of Africa.

Chapter 5

Challenges and vision



sustaining natural resources for the future

Following registration of the first four conservancies in 1998, the Namibia CBNRM Programme has evolved from an embryonic initiative that was questioned by many traditional conservationists, to a national movement responsive to popular demand. This process is being driven by empowered communities, who for the first time have the full right to benefit from their wildlife and natural resources.

With the registration of 66 communal conservancies and 13 community forests, the CBNRM programme is undergoing a transition from a high-cost development phase to a long-term maintenance phase. By 2015, the number of communal conservancies should reach an anticipated ceiling of 90–100 conservancies, while community forests may expand to 40 or more. Cumulatively, it is estimated that communal conservancies and community forests will encompass more than 21% of Namibia's land surface (slightly more than half of all communal land), and allow thousands of Namibians to be the rightful stewards and benefactors of their natural resources.

The development of the CBNRM Programme has been remarkable, with its success being punctuated by delegations from no fewer than 20 countries who have visited Namibia to observe and learn from Namibia's widely acclaimed conservancy movement.

However, despite the many accolades received by the Programme, there remain numerous challenges and barriers to overcome to secure the long-term sustainability of communal conservancies and community forests.

Community participation in conservancies has brought new democratic opportunities, and new challenges to government and NGOs in providing support

CHALLENGES

The conservancy movement continues to grow and expand at a rapid pace. While such growth can be geographically portrayed on maps, the movement is also expanding into new programme areas, meeting frontiers that few community conservation efforts in the world have breached. The sheer scale of the CBNRM programme is making it increasingly challenging to meet support demands and to integrate conservancy activities with other forms of resource use and development. Concomitantly, the growing business opportunities require more sophisticated business expertise, while increasing financial returns necessitate improved governance and accountability.

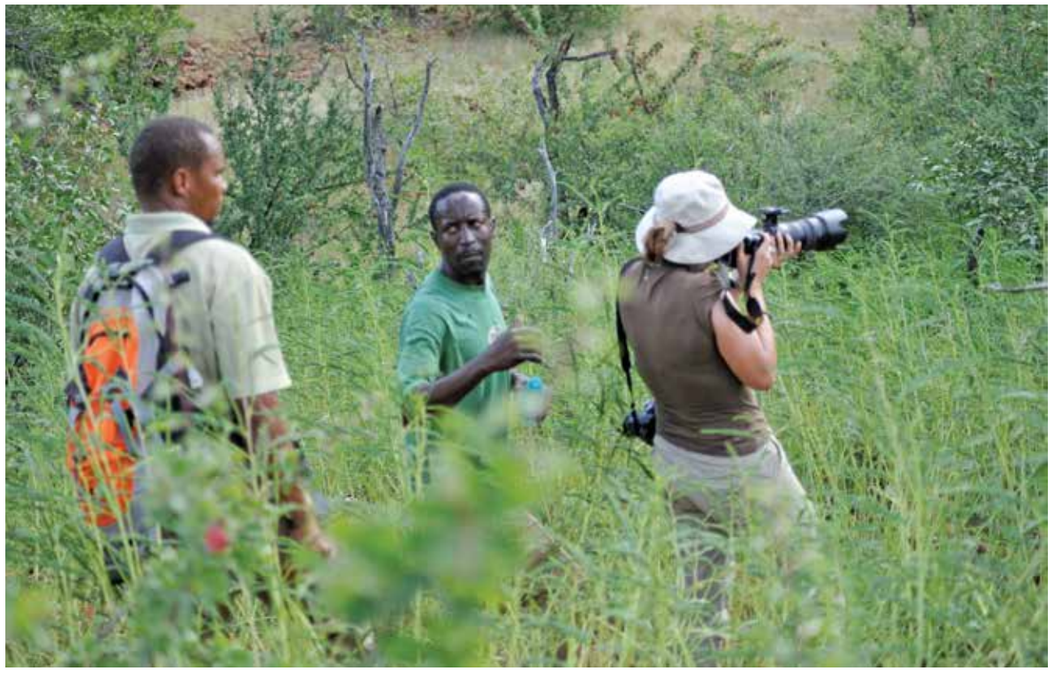
The CBNRM programme has become one of Namibia's most effective forms of rural development, but its popularity and resulting pace of expansion have exceeded the scope of a single ministry's mandate and spilled into the realms of managing a myriad of natural resources including wildlife, forests, fish, water, grazing, and land. Thus, despite the successes achieved to date, there are many issues still confronting the programme.

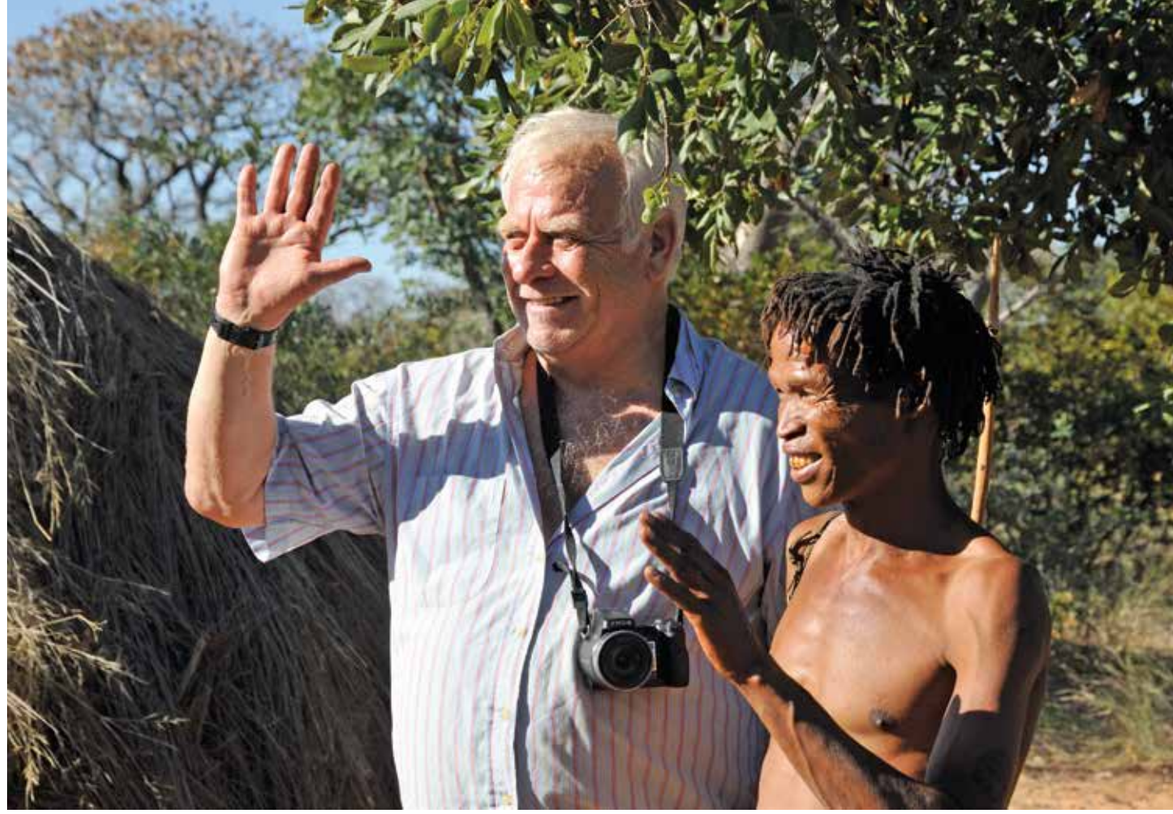
Depressed Global Economy

During 2011, the global economy continued to founder, particularly in Europe which is the origin of the vast majority of foreign tourists who visit Namibia's parks, communal conservancies and nature-based tourism destinations. A drop in tourism arrivals during 2011 affected the performance of several lodge operators who market communal conservancy tourism products. This sub-par performance in turn resulted in a loss of income to some conservancies, and reduced benefits to their members. This situation exposes the vulnerability of the CBNRM Programme if it is over-reliant on foreign tourism, and reinforces the need for conservancies to diversify income-generation enterprises. Most conservancies currently receive the majority of their income and benefits from joint-venture (JV) lodges and trophy hunting concessions. However there is a pressing need for economic diversification, and to strengthen the development of enterprises based upon indigenous plant products, the value-added processing of such products, and to capture benefits along various parts of the tourism value-chain. Similarly, a range of spin-off enterprises needs to be developed and exploited as tourism in conservancies grows.

Above: *Mongolia delegation visiting Namibia to learn from the development of the Namibian constitution and CBNRM Programme.*

Below: *Tracking black rhino in the Klip River Valley. Valuable species bring significant revenue to conservancies.*



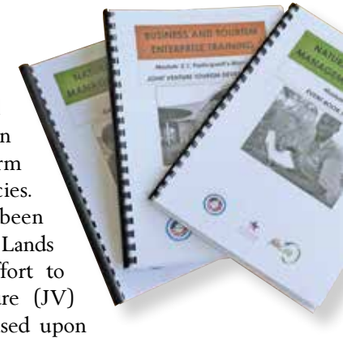


2011 saw a drop in toursm arrivals due the depressed global economy.

Inadequate CBNRM Support Capacity

The rapid expansion of conservancies and community forests is taxing the ability of CBNRM support organisations (NGOs and government) to meet ever-increasing training and support demands. Many conservancy and community forest committees are not receiving systematic and comprehensive capacity-building support, thereby exposing such committees to poor governance and weak management. Further compounding the situation is the withdrawal of much donor support to Namibia arising from its status as a middle-income country. Thus, while the demand for training and support to conservancies and community forests is escalating, donor support funds are declining. This has made the Namibian CBNRM Programme vulnerable to erosion of its support systems at a time when they are most in demand and need. With the assistance of the Namibia Millennium Challenge Account (MCA-N), a total of 27 formal CBNRM training modules have been formulated. This is a positive step forward for promoting training to conservancy and community forest committees and staff. However, there remains a need to move the CBNRM Programme to more cost-effective and efficient training approaches.

Inadequate Programme Integration and Policy Harmonisation



Weak recognition of the conservancy movement by ministries other than the Ministry of Environment and Tourism (MET) remains an impediment to the long-term sustainability of conservancies. Full resolution has not been reached on the Ministry of Lands and Resettlement (MLR) effort to tax conservancy joint venture (JV) lodges for land leaseholds based upon net lodge profits. A final resolution on this matter is essential, as a high lodge taxation rate would dramatically reduce the profitability of JV lodges and their ability to generate benefits for conservancies. Similarly, a number of JV lodges continue to suffer from conflicts with resident traditional authorities which demand direct payments from the lodges instead of through the conservancies. There is a need for joint intervention and coordination between the MET and counterpart ministries such as the MLR and the Ministry of Regional and Local Government

Fish stocks need protection in Namibia's riverine areas

and Housing and Rural Development (MRLGHR) to address these issues.

Significant progress has been made by a number of Caprivi conservancies on the establishment of fresh water fish sanctuaries and the introduction of innovative fishery management practices at such places as Lake Liambezi. However, the Ministry of Fisheries and Marine Resources (MFMR) remains slow to endorse such efforts in fishery legislation or regulations, or to formally recognize the role being played by conservancies in the management of fishery stocks. The security of land tenure is becoming an increasing concern to many communal area residents, with illegal fencing of grazing lands being widespread and proposals to establish individual small-scale livestock farms on communal lands, raising concerns to the displacement of the users of the commonage. On the other hand, the MLR is proposing innovative opportunities for communities to secure group rights over land, which could be an opportunity for conservancies to secure long-term tenure over their land. Good progress has been made on the integration of communal conservancies and community forests, but the Ministry of Agriculture, Water and Forestry (MAWF) has been slow to register a long-standing backlog of community forests or to formally embrace such integration through policy adjustment.

The development of new mines and affiliated prospecting procedures are increasingly threatening areas of high biodiversity in parks, tourism concessions, and conservancies. The approval of Exclusive Prospecting Licenses (EPLs) in the Hobatere and Palmwag Tourism Concessions is a serious concern to the maintenance of a key wildlife corridor between Etosha National Park and the western conservancies, and the largest free-roaming population of black rhino in the world. On a more positive note, the Ministry of Mines and Energy (MME) has recognised the importance of Namibia's global biodiversity assets and is open to strengthening the EPL review process to safeguard these unique national treasures.

Management Capacity

Organisational management capacity continues to operate at less than optimal levels in many conservancies and community forests. Many management committees lack the knowledge and skills to conduct their affairs in accordance with good governance standards, resulting in poor budgeting and weak financial accounting and reporting systems. Some committees are not conducting Annual General Meetings (AGMs) or do not follow constitutional procedure in the conduct of AGMs. There have been instances of inappropriate use of conservancy finances or missing funds. Fortunately such instances have been the exception rather than the norm, and proactive steps are being taken to strengthen these critical governance responsibilities.

Conservancy management plans are being more effectively developed, refined and implemented, but adherence to zonation plans is inconsistent, as the institutional memory between outgoing and incoming committees is often absent. Wildlife quota setting remains a learning process for many conservancies, as there is a need to strengthen understanding of the long-term linkages between sustainable harvest rates of game and income generation. The implementation of joint venture lodge and hunting contracts by some conservancies is sometimes over-weighted towards short-term profit-making, at the expense of good business principles and partnerships. Such short-sightedness can be expected from new entrants into the business world, but there is a need to strengthen the business knowledge, skills, and ethics of conservancy committees and staff.

Benefits distribution remains a challenge to the programme. Conservancies often use a disproportionate amount of their cash income to cover operational and staff costs, while a number of conservancies have not been able to fully account for their income. Such situations can lead to reduced conservancy management effectiveness, internal

Conservancy management plans include zonation – keeping wildlife and farming areas separate

conflict and loss of conservancy credibility with government and private sector partners. Systems need to be strengthened around the management and accounting of conservancy income, and transparency around decision-making on conservancy budgets, while greater proportions of benefits need to reach individual member and household levels.

Barriers to Private Sector Engagement

Private Sector Engagement in the CBNRM Programme, especially in conservancies, needs to be promoted and strengthened. At present, private sector investments face a number of barriers, including the absence of head- and sub-lease arrangements for lodge sites between conservancies and lodge operators (current land legislation does not allow this arrangement); short lease durations for lodge operations (there is a 10 year ceiling unless approved otherwise by the Minister of Lands and Resettlement); the inability to secure commercial loans from banks owing to insecure tenure arrangements and short leaseholds; and potential MLR legislation to tax lodges on communal lands heavily. Addressing the above constraints will unlock and catalyse major private sector investments in communal conservancies, and in the process greatly increase employment opportunities and development.

Threats to Wildlife

While wildlife recoveries have been widespread and impressive, such recoveries have resulted in an increase in the number and range of conflict-causing species such as elephant, lion, leopard, cheetah, wild dog, hyena, hippo and crocodile. The backlash in terms of an increase in the number of human-wildlife conflict incidents is serious, and could undermine the conservancy movement if effective conflict mitigation practices are not introduced and applied.

The commercial poaching of rhino and elephant is escalating across Africa, being driven by highly lucrative Asian markets. South Africa has long been considered to have southern Africa's best managed park system,

yet has been unable to counter increasing demands for rhino horn, with 448 rhino being poached from within its park boundaries and private reserves during 2011. Namibia now has the world's largest population of black rhino, and it can be assumed that it is only a matter of time before commercialized efforts are made to poach our rhino. There is a need for conservancies, support NGOs, private sector partners and the MET to proactively prepare for and counter this externally-driven threat.

Programmatic Sustainability

The rapidly increasing numbers of conservancies has resulted in valid questions being asked about the viability of some of them. Questions have been raised about the income-generating ability of conservancies that have little wildlife and/or tourism potential to cover their operating costs. Unease exists about the possibility of conservancies and community forests becoming financially dependent upon government for their existence. The escalating demands for training and support from conservancies and community forests raise questions about the long-term ability of government to provide for and fund such needs.

THE VISION FOR THE FUTURE

The Namibia CBNRM Programme is now an internationally acclaimed community conservation success model. Conservancies are making significant biodiversity contributions, creating synergies with national parks and adding to rural development, employment and livelihoods at the community level. The continued expansion of conservancies and community forests is countering habitat fragmentation and increasing connectivity of biological corridors at large landscape scales. The resultant improved management of Namibia's grasslands, woodlands and forests is enhancing carbon storage in soils and vegetation, and laying a foundation to mitigate climate change. Over the next decade it is envisaged

The remains of an elephant poached for its tusks. Commercial poaching is increasing in southern Africa.

Trainee conservancy guides explore the Lufthöhle cave on the Brandberg, Namibia's highest peak, famed for its rock art.

that communal conservancies and community forests will eventually spread to more than 50% of all communal lands, allowing rural Namibians to further market their unique wildlife, tourism and forestry resources to a growing global market with an increased willingness to pay for Namibian products and experiences. However, in order to do so the above challenges and barriers must be overcome, while steps must be taken to bolster the long-term sustainability of the support services which are critical to the operations of conservancies and community forests.

Towards a Sustainable Strategy

It has taken almost two decades to change national policies, catalyse wildlife recoveries and promote a wider sense of ownership of the CBNRM movement in Namibia. However, wildlife and tourism are increasingly being **recognised as valid and competitive land-uses** that can integrate with and complement agricultural livelihoods. Concomitantly, conservancies and community forests have recognised the need to integrate, with many of the pending community forest applications having boundaries that are synonymous with existing conservancy boundaries. Integration with other key ministries is slowly taking place, but vastly improved inter-ministerial coordination and communication are essential if these grass root bodies are to contribute optimally to the creation of employment and development in rural areas.

The success of the communal conservancy movement has placed Namibia at the forefront of global conservation. Much has been achieved, but

the potential and promise of the conservancy movement and community forest programme still remain largely untapped, and it will take many more years to reap the benefits the programme is sowing. This will require new and innovative approaches to elevate conservancies and community forests to greater heights of productivity and ensure means of permanently maintaining their success.

The conservancy movement and community forests are undergoing a critical transition from a capital-intensive development stage to a less costly, long-term maintenance stage. Impressively, 28 of the established conservancies have attained financial self-sufficiency, while 23 others are receiving income that is being used to support conservancy operations. However, financial independence on its own will not lead to sustainable conservancies and community forests. Rather, it has been recognised that these community-based organisations (CBOs) will require recurrent access to a range of critical support services, and the availability of these support services will be dependent upon the ability of the National CBNRM Programme to permanently provide such services as the training of new committees, assistance in developing and revising management plans, brokering of new JV lodge and trophy hunting agreements, constitutional reform, conflict resolution, quota setting, enterprise development, advocacy, programmatic monitoring and management and so on. In short, there is a need for a permanent CBNRM extension system for conservancies and community forests.

Sunrise near Oshakati in the North.

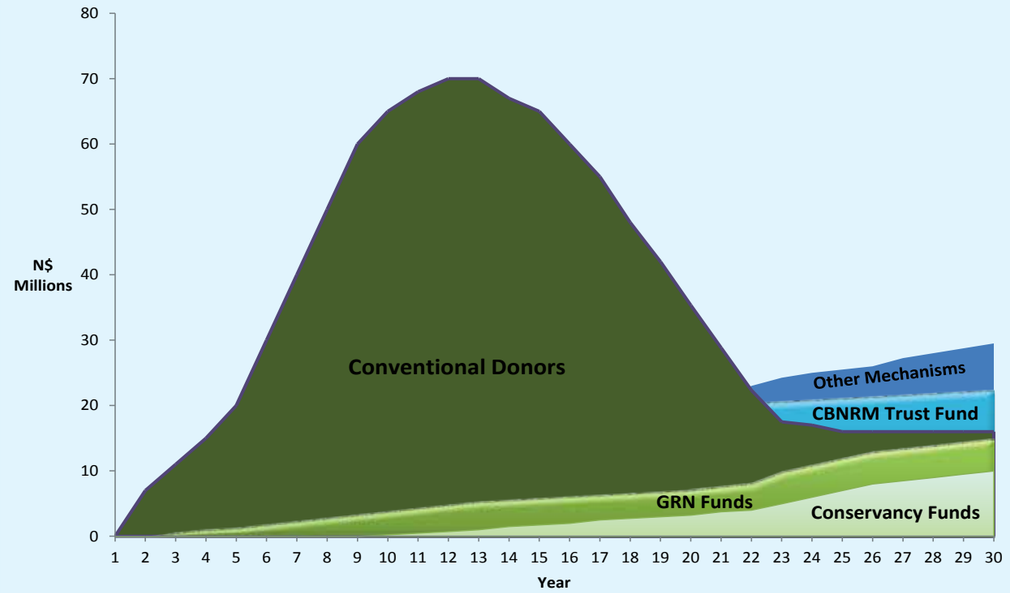


Figure 33. The illustrative transition from the high-cost development (largely donor funded) phase to the long-term maintenance phase of the CBNRM Programme.

The CBNRM Programme has embarked upon a sequence of steps to identify the long-term maintenance needs of communal conservancies and community forests. A National CBNRM Sustainability Strategy is near completion, with this Strategy giving recognition to the long-term provision of Minimum Support Packages based upon the development phase (emerging, developing or established) of a conservancy or community forest and it operational complexity in relation to business opportunities. The Strategy further seeks to improve the cost-effectiveness and efficiency of support through the introduction of a calendar-based training programme aimed at clusters of conservancies through regional training centres. A sub-component of the Strategy entails the creation of a conservancy and community forest Sustainable Finance Plan that recognises the need to reduce dependence on declining donor support to Namibia. Sustainable finance mechanisms for the conservancies and community forests movements are being explored for a variety of opportunities, including tiered payments for services by conservancies and community forests (based upon income levels), increased government support, the creation of an endowment to fund critical long-term costs, and the potential receipt of biodiversity offsets for mining operations (Figure 33). Many of these income sources will be managed under the umbrella of a CBNRM Trust Fund which will be used to provide critical support services on a sustainable basis to conservancies and community trusts, and also for national level services provided by NACSO.

The success of the conservancy movement has prompted a bold vision for the long-term development and impact of Namibia's CBNRM Programme. This vision recognises that success cannot be permanent unless programme sustainability becomes a core focus, and that substantial effort and innovation must be applied to take current successes to higher levels of impact. The vision also recognises that a key component of the future sustainability of the programme is the attainment of programmatic financial independence. While the Namibia CBNRM Programme has already crossed new frontiers of community conservation, there are many more thresholds to pass before the communal conservancy and community forest movement is truly sustainable.

Organisations

supporting communal area conservancies in Namibia

Ministry of Environment and Tourism (MET)	**Private Bag 133306** Windhoek Namibia Tel: +264 61 284 2111 www.met.gov.na
Ministry of Agriculture, Water and Forestry (MAWF): Directorate of Forestry (DoF)	**Private Bag 13184** Windhoek Namibia Tel: +264 61 208 7555 www.mawf.gov.na

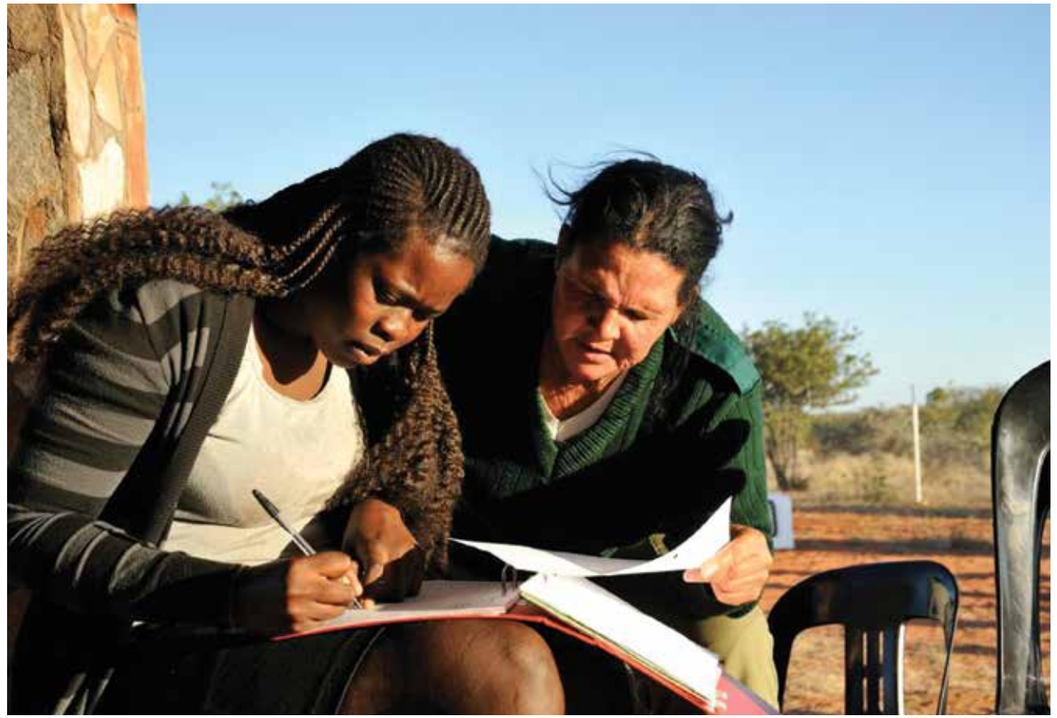
NAMIBIAN ASSOCIATION OF CBNRM SUPPORT ORGANIZATIONS (NACSO)

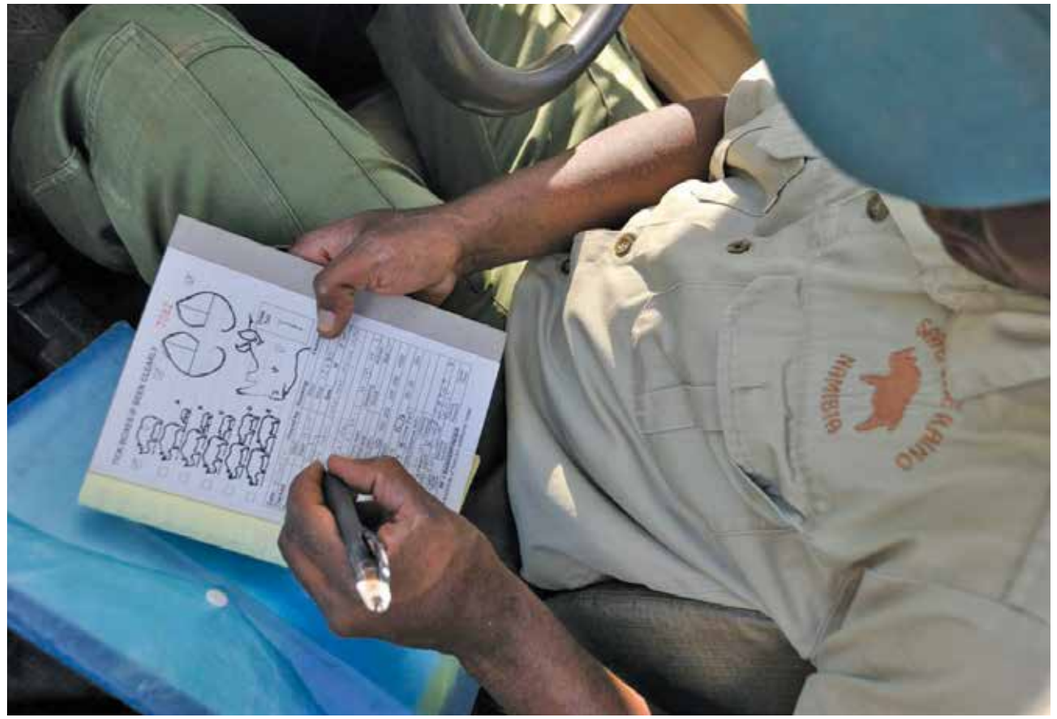
NACSO Secretariat Director: Ms Maxi Louis	P.O. Box 98353 Windhoek Tel: +264 61 230 888 Fax: +264 61 237 036 maxi@nacso.org.na www.nacso.org.na

NACSO MEMBERS

Name	Contact	Service provided	Area of operation
Centre for Research Information Action in Africa – Southern African Developing and Consulting (CRIAA SA-DC)	Executive Director PO Box 70433 Tel: 061-222860 Fax: 061-222864 Windhoek	Technical advice, feasibility assessments and market linkages to organizations and communities on development of the veld product industry	National
Desert Research Foundation of Namibia (DRFN)	Director PO Box 20232 Tel: 061-377500 Fax: 061-230172 Windhoek	Support to community organizations on desertification and livelihood issues	National
Integrated Rural Development and Nature Conservation (IRDNC)	Directors PO Box 24050 Tel: 061-228506 Fax: 061-233261 Windhoek	Field based NGO providing technical assistance to registered and emerging conservancies	Kunene and Caprivi Regions
Legal Assistance Centre (LAC)	John Hazam PO Box 604 Tel: 061-233356 Fax: 061-234953 jhazam@lac.org.na Windhoek	Legal advice, training and review to conservancies on constitution development, support and representation on contracts and conflict resolution; development and review of CBNRM related policies and legislation; advocacy for CBNRM issues	National
Multi-disciplinary Research Centre and Consultancy (MRCC-UNAM)	Director Private Bag 13301 Tel: 061-2063051 Fax: 061-2063050 Windhoek	Research into the social effectiveness of CBNRM and conservancies in Namibia	National
Namibia Development Trust (NDT)	Director PO Box 8226 Tel: 061-238003 Fax: 061-233261 Windhoek	Field based NGO providing technical assistance to registered and emerging conservancies	Karas, Hardap, Otzondjupa and North Central Regions
Namibia Nature Foundation (NNF)	Director PO Box 245, Tel: 061-248345 Fax: 061-248344 Windhoek	Provides assistance in grant administration, fundraising, financial management and monitoring and evaluation	National
Namibia Non-Governmental Organization Forum (NANGOF Trust)	Executive Director PO Box 70433 Tel: 061-222860 Fax: 061-222864 Windhoek	Represents a broad range of CBOs and NGOs	National
Nyae Nyae Development Foundation of Namibia (NNDFN)	Director: Lara Diez PO Box 9026, Eros Tel: 061-236327 Fax: 061-225997 Windhoek nndfn@iafrica.com.na	Field based NGO providing technical assistance to registered and emerging conservancies	Otjozondjupa Region

Name	Contact	Service provided	Area of operation
Omba Arts Trust (OAT)	Director, Karin le Roux PO Box 24204 Tel: 061-242799 Fax: 061-242799 Windhoek ccsleroux@gmail.com	Independent non-profit initiative supporting the development, marketing and promotion of Namibian craft with emphasis on fair trade	National
The Rössing Foundation (RF)	Director PO Box 284 Tel: 064-512000 Fax: 064-512001 Arandis	Targeted support for conservancies in north-central Namibia	National
Rural People's Institute for Social Empowerment (RISE)	Director PO Box 50155 Tel: 061-236029 Fax: 061-232597 Windhoek	Field based NGO providing technical assistance to registered and emerging conservancies	Erongo
Save the Rhino Trust (SRT)	Director P.O. Box 2159 Tel: 064-403829 Fax: 064-400166 Swakopmund	Rhino conservation and management, training and capacity building in rhino management	Kunene Region
Welwitschia Development Trust (WDT)	Director PO Box 437 Tel: 067-331751/2 Fax: 067-331751 Khorixas	Support to targeted conservancies	Kunene Region





NACSO ASSOCIATE MEMBERS

Name	Contact	Service provided	Area of operation
Kavango Regional Conservancy Association	P.O Box 709 Rundu	Independent umbrella organization representing registered and emerging conservancies in the Kavango Region	Kavango Region
Kunene Regional Conservancy Association	Secretary PO Box 293 Tel: 065-271257 Fax: 065-273257 Opuwo	Independent umbrella organization representing registered and emerging conservancies in the Kunene Region	Kunene Region
Otjozondjupa Regional Conservancy Association	PO Box 8226 Bachbrecht, Windhoek Tel: +264 61 238 003 Fax: +264 61 233 261 info@ndt.org.na	Independent umbrella organization representing registered and emerging conservancies in the Otjozondjupa Region	Otjozondjupa Region
Namibian Environment and Wildlife Society (NEWS)	Chairperson: Peter Cunningham Namibian Environment & Wildlife Society PO Box 3508, Tel: 061-306450 Fax: 061-306290 Windhoek, Namibia Information@NEWS-Namibia.org	Organization to conserve the natural environment of Namibia and to promote appropriate protection, wise and sustainable use of natural resources and sustainable development	National
Annie Symonds **Independent consultant**	Tel: +264 61 220 555 annie.s@iway.na		
Dhyani Berger **Independent consultant**	Tel: +264 61 225 680 dhyani@iafrica.com.na		
Anna Davis **Independent consultant**	Tel: +264 61 225 085 ad@iway.na		
Brian Jones **Independent consultant**	Tel: +264 61 236 186 bjones@mweb.com.na		
Hendrika Skei **Independent consultant**	Tel: +264 81 274 4397 ha@iway.na		
Carol Murphy **Independent consultant**	P.O. Box 1551 Katima Mulilo Tel: 066-254721 Cell: 0812964625		
WWF in Namibia	Managing Director Chris Weaver PO Box 9681 Tel: 061-239945 Fax: 061-239799 Windhoek	Provides technical support to implementers in the field of natural resource management, enterprise and business development and institutional development	

EMERGING REGIONAL CONSERVANCY FORUMS

Name	Contact	Service provided	Area of operation
Caprivi Chairperson's Forum	Private Bag 1050, Ngweze Tel: +264 66 252 108 Fax: +264 66 252 518 Contact through IRDNC Caprivi	Independent umbrella organization representing conservancies in Caprivi Region	Caprivi
Erongo Regional Conservancy Association	P.O. Box 72, Uis Tel: +264 81 211 7891 Fax: +264 504 225	Independent umbrella organization representing conservancies in Erongo Region	Erongo Region

TOURISM PARTNERS

Tourism Operator	Conservancy	Operator Details
Andre Visser	Mayuni Mazambala Island Lodge	Tel: +264 66 686 041 Fax: +264 66 686 041 mazambala@mweb.com.na www.mazambala.com
Dennis Liebenberg	Omatendeka and Anabeb Etendeka Mountain Camp	Tel: +264 61 239 199 Fax: +264 61 234 971 roger@bigsky-lodges.com http://www.etendeka-namibia.com/
Desert & Delta Safaris	Kasika Chobe Savannah Lodge	Tel: +27 83 960 3391 info@desert-delta-safaris.com www.desert-delta-safaris.com
Fort Sesfontein Lodge & Safaris	Sesfontein Fort Sesfontein Lodge	Tel: 264 65 685 034 Fax: 264 65 685 033 info@fort-sesfontein.com www.fort-sesfontein.com
Fritz Schenk	Epupa Omarunga Camp	Tel: +264 64 403 096 Fax: +264 64 402 097 kaoko@iway.na www.natron.net/omarunga-camp/main.html
Islands in Africa	Impalila Impalila Island Lodge Mayuni Susuwe Island Lodge	Tel: +264 61 401 047 Fax: +264 61 401 057 info@islandsinafrica.com www.islandsinafrica.com
Johan Liebenberg	Mashi Camp Kwando Salambala Camp Chobe	Tel: +264 66 686 021 Fax: +264 66 686 023 reservations@campkwando.com www.campkwando.com
Journeys Namibia	≠Khoadi-//Hôas Grootberg Lodge	Tel: +264 61 308 901 lodge@grootberg.com www.grootberg.com
Kaokohimba Safaris	Marienfluss Camp Syncro Epupa Epupa Campsite	Tel: +264 65 685 021 koos.cunene@iway.na www.kaoko-namibia.com
Kobus de Jager	Tsiseb Brandberg White Lady Lodge	Tel: +264 64 684 004 Fax: +264 64 684 006 ugab@iway.na www.brandbergwllodge.com

Tourism Operator	Conservancy	Operator Details
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Liana Greeff	Anabeb Ongongo Camp	Tel: +264 81 314 0216 Fax: +264 67 302 114 ongongo.campsite@hotmail.com www.ongongocamp.co.za
Lions in the Sun	Puros Okahirongo Elephant Lodge Marienfluss Okahirongo River Lodge	Tel: +264 65 685 018 Fax: +264 65 685 019 okahirongo@iway.na www.okahirongolodge.com
Marius Steiner	Okangundumba Camp Aussicht	Tel: +264 61 234 342 www.campausicht.com/
Namibia Country Lodges	Mashi Namushasha Lodge Nyae Nyae Nyae Nyae Fly in Camp Twyfelfontein-Uibasen Twyfelfontein Country Lodge Uukwaluudhi Uukwaluudhi Safaris Camp	Tel: +264 61 374 750 Fax: +264 61 256 598 wdw@ncl.com.na www.namibialodges.com
Namib Sun Hotel Group	Kasika Kings Den Lodge	Tel: +264 66 686 057 Fax: +264 66 686 058 chobe.kingsden@olfitra.com.na
Nicolas Pienaar	Sorris Sorris Matisa Lodge	Tel: +264 64 406 107
Russell Vinjevold	Marienfluss, Okondjombo, Orupembe, Puros, Sanitatas Etambura Lodge – Kunene Conservancy Safaris	Fax: +264 61 244 558 info@namibweb.com http://www.namibweb.com/etamburacamp.htm
Simone Micheletti	Wuparo Nkasa Lupala Tented Lodge	Tel: +264 81 147 7798 Fax: +264 61 225 964 info@nkasalupalalodge.com http://www.nkasalupalalodge.com/
Skeleton Coast Safaris	Puros Puros Camp Marienfluss Kunene Camp Torra Kuidas Camp	Tel: +264 61 224 248 Fax: +264 61 225 713 info@skeletoncoastsafaris.com www.skeletoncoastsafaris.com

Tourism Operator	Conservancy	Operator Details
Trevor Nott	Orupembe House on the Hill	Tel: +264 64 570 032 Fax: +264 64 570 032 knott@iafrica.com.na
Visions of Africa	Twyfelfontein-Uibasen Camp Kipwe	Tel: +264 61 232 009 kipwe@visionsofafrica.com.na www.kipwe.com/
Wilderness Safaris Namibia	Anabeb, Sesfontein and Torra Palmwag Tourism Concession Balyerwa Lianshulu Lodge Doro Nawas Doro Nawas Lodge Marienfluss Serra Cafema	Tel: +264 61 274 500 Fax: +264 61 239 455 info@wilderness.com.na www.wilderness-safaris.com

TROPHY HUNTING PARTNERS

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≠Khoadi-//Hôas	African Safari Trails	african-safari-trails@mweb.com.na
//Huab	African Safari Trails	african-safari-trails@mweb.com.na
Anabeb	Thormahlen & Cochran Safari (Pty) Ltd	peter@africatrophyhunting.com info@africatrophyhuting.com
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Balyerwa	Mike Kibble hunting safari	progress@mweb.com.na
Bamunu	Camelthorn Safari (Pty) Ltd	camelthornsafaris@iway.na
Doro !nawas	Omujeve Safari (Pty) Ltd	omujeve@mweb.com.na
Dzoti	Ondjou Safaris cc	halsenton@iway.na
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Kayramacan Association/ Bwabwata West	Hunt Africa cc	info@huntafrica.com.na
Kabulabula	Kungulu Hunting Safaris	P.O Box 9061 Windhoek Namibia 0813917501
Kasika	Jamy Traut Hunting Safaris cc	jamytraut@gmail.com
Kayramacan Association/ Bwabwata East	Allan Cilliers Hunting Safaris cc	allan@cilliershunting.com
King Nehale	Van Heerden Safaris (Pty) Ltd	vhsaf@mweb.com.na
Kunene River	Thormahlen & Cochran Safari (Pty) Ltd	peter@africatrophyhunting.com

Conservancy/ Concession	Hunting Operator	Contact details
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Mashi	Namibia Country Lodges/Africa Thirstland Safaris (Namushasha Hunting Safaris)	wdewettie@gmail.com
Mayuni	Delta Safaris Hunter and Tours	P.O Box 1807 Ngweze Namibia
Muduva Nyangana/ North Kaudom Concession	Namibia Exclusive Safaris cc	viktor.azevendonamibia@gmail.com
Torra	Savannah Safaris	savannahnamibia@mweb.com.na
Sorris Sorris	Rex Safari	savannahnamibia@mweb.com.na
Sheya Shuushona	Camelthorn Safari (Pty) Ltd	viktor.azevendonamibia@gmail.com
Ozondundu	Christie's Adventures cc	cds@mweb.com.na
N≠a Jaqna	Eden Hunting and Tourism (Pty) LTD	hunteden@mweb.com.na
Otjambangu	Christie's Adventures cc	cds@mweb.com.na
Nyae Nyae	African Hunting Safaris	smj@iway.na
Ohungu	Okomutati Safaris & Tours cc	tommy@chs-namibia.com.na
Okangundumba	Christie's Adventures cc	
Okondjombo	Conservancy Hunting Safari Namibia (Pty) Ltd	cds@mweb.com.na
Omatendeka	Omujeve Safari (Pty) Ltd	omujeve@mweb.com.na
Ondjou	Van Heerden Safaris (Pty) Ltd	vhsaf@mweb.com.na
Orupembe	Conservancy Hunting Safari Namibia (Pty) Ltd	russell@kcs-namibia.com.na
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Otjimboyo	Nick Nolte Hunting Safari	
Puros	Conservancy Hunting Safari Namibia (Pty) Ltd	russell@kcs-namibia.com.na
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Uukolonkadhi-Ruacana	Namibia Country Lodges Hunting	wdewettie@gmail.com
Wuparo	Caprivi Huntin Safari cc	colinbritz@mweb.com.na damuller@iway.na

NACSO's award winning website IS YOUR ONLINE GUIDE TO CBNRM IN NAMIBIA

NACSO
Namibian Association of CBNRM Support Organisations

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INTRODUCTION

The Namibian Association of Community Based Natural Resource Management (CBNRM) Support Organizations (NACSO) is an association comprising 13 Non-Government Organizations (NGOs) and the University of Namibia. The purpose of NACSO is to provide quality services to rural communities seeking to manage and utilize their natural resources in a sustainable manner.

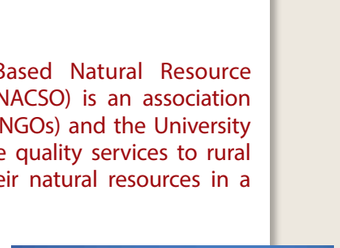
The philosophy behind the formation of NACSO was to harness the wide range of skills available in Government, NGOs and the University of Namibia into a complementary nation-wide CBNRM support service. The rationale was that no single institution houses all of the skills, resources and capacity to provide community organizations with the multi-disciplinary assistance that is required to develop the broad range of CBNRM initiatives taking place in Namibia. These skills could include advice on governance and institutional issues, on natural resources management, and assistance with financial and business planning.

Download NACSO's Five-Year Strategic Plan [pdf 243kb].

NACSO'S HISTORY

The NACSO concept was conceived in 1996. However, it was not until August 1998, when a meeting of CBNRM support organizations was convened, that partners began seriously developing the NACSO concept. In September 1999 the constitution was approved and the CBNRM Association gained legal status.

The important work carried out by NACSO on rural development projects, in conjunction with NGOs such as IRDNC, NNF, and WWF has continued to date.



TWO WEBSITES WITH ALL THE INFORMATION YOU NEED

www.nacso.org.na is the business end of things. It carries information about CBNRM: upcoming events, news and press releases. It is also a highly important resource base – a treasury of past and present information about game counts, conservancies and much more.

www.namibiawildlifesafaris.com is our sister site – the relaxation side of things. Tourists and Namibians can find the latest information on joint venture lodges and camp sites on this award winning site.

PEOPLE

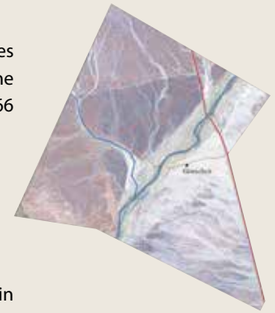
Despite her 27 years and youthful appearance, Joglinde Touros is the manager of Uibasen Twyfelfontein Conservancy. Between her other tasks she is happy to provide directions to the Twyfelfontein World Heritage site and the nearby Bushman rock engravings. Like many young Namibians, Joglinde wanted to get away from rural poverty and she managed to study accountancy. She had always been good at maths, and a career in figures beckoned. In 2009 Joglinde came back to her home village looking for something useful to do.

It wasn't long before she was appointed as conservancy manager, which she admits was a "big challenge" for a young woman in a rural area. But Joglinde is going far. She has gained a place at Taylor's University in Malaysia to study hospitality and tourism.

You can find stories like Joglinde's under 'News' and 'Press releases' on the NACSO web site.

PLACES

CONSERVANCY PROFILES

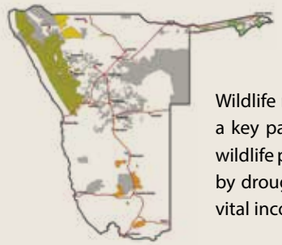


Click on Conservancy profiles on the left hand pane of the web site for access to all 66 communal conservancies

Since this book began in 2004, it has carried the profiles of all the Namibian communal conservancies. That first book published the details of 29 conservancies: population, languages, geographical features and natural resources.

In 2011 there are 66 conservancies, and more are emerging. It is not only the number that has grown. In recent years the information on conservancies has expanded, and includes details of joint venture lodges and camp sites, trophy hunting partners, facts, figures and human interest stories.

From 2012 all of this information will be increasingly available on the web, with NACSO's award winning web site being the first stop for information on conservancies.



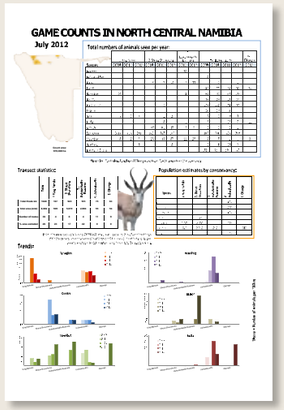
WILDLIFE

GAME COUNTS

Wildlife numbers are important. Communal conservancies are a key part of the Namibian government's strategy to rebuild wildlife populations that were decimated before independence by drought and poaching. Wildlife attracts tourists who bring vital income to rural areas.

Organized by the MET, the game counts cover all of Namibia's communal conservancies. The north west count is the largest road based game count in the world, and the Caprivi count, done on foot, covers a gruelling 800km of tracks.

Information from the counts is collated into a data base and is available in tabulated poster form on the NACSO web site under Coninfo.



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Conservancies

The 66 conservancies that had been registered by the end of 2011.

Detailed information on each conservancy can be found under 'Conservancy Profiles' on the NACSO web site: **www.nacso.org.na**

Name	Region	Date registered	Area (square kilometres)	Number of people in conservancy
Nyae Nyae	Otjozondjupa	Feb.1998	8,992	2,300
Salambala	Caprivi	June 1998	930	7,700
Torra	Kunene	June 1998	3,493	1,200
≠Khoadi-//Hôas	Kunene	June 1998	3,364	3,200
Uibasen Twyfelfontein	Kunene	Dec.1999	286	230
Doro !nawas	Kunene	Dec.1999	3,978	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	3,562	260
Tsiseb	Erongo	Jan.2001	7,913	2,000
Ehi-Rovipuka	Kunene	Jan.2001	1,980	2,500
Marienfluss	Kunene	Jan.2001	3,034	300
Oskop	Hardap	Feb.2001	96	120
Sorris 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	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	2,465	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	43	1,000
≠Gaingu	Erongo	March 2004	7,731	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	780
Okondjombo	Kunene	Aug.2008	1,645	300
Otjambangu	Kunene	Mar.2009	348	300
Eiseb	Omaheke	Mar.2009	6,625	5,000
Sikunga	Caprivi	Jul.2009	287	2,000
Okongo	Ohangwena	Sep.2009	1,340	2,000
Dzoti	Caprivi	Oct.2009	287	1,200
Huibes	Hardap	Oct.2009	1,327	1,100
Otjitanda	Kunene	Mar.2011	1,174	180
Otjombinde	Omaheke	Mar.2011	5,891	3,330
Orupupa	Kunene	Mar.2011	1,234	1,210
Omuramba ua Mbinda	Omaheke	Mar.2011	3,217	330
Bamunu	Caprivi	Mar.2011	556	750
!Khoro !Goreb	Kunene	Sep..2011	1,283	980
Kabulabula	Caprivi	Nov.2011	89	2,770
TOTAL			**146,312**	**243,850**

Conservancies grew out of 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.

By integrating communal conservancies and community forests, and linking them with protected areas and freehold conservancies, conservation at scale becomes possible with large areas of Namibia under conservation management.

Increased opportunities for tourism and the sustainable use of wildlife are the foundation of improved livelihoods and a continued recovery in the wildlife base.