community conservation namibia

PEOPLE

the state of

community conservation in Namibia

PLACES

a review of communal conservancies
community forests and other CBNRM initiatives

WILDLIFE

2013
annual report

acknowledgements

The annual Community Conservation Report is very much a collaborative effort. Conservancies and other community conservation organisations gather data throughout the year for their own management applications. This data is supplied to the NACSO working groups to enable evaluation and reporting on programme achievements and challenges at a national level. Although they are far too numerous to mention individually, all community conservation organisations and their staff are gratefully acknowledged for their contribution to this report. We would also like to thank all enterprises, NGOs and individuals who provided additional data and information.

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the state of community conservation in Namibia

a review of communal conservancies, community forests and other CBNRM initiatives

Doro !nawas Conservancy

community conservation in Namibia...

... means practising legally-entrenched community-based natural resource management under the guidance of a formal, national-level CBNRM programme. Communal conservancies, community forests and other community conservation organisations are officially registered entities with legal rights to manage the natural resources under their defined jurisdiction. Rural Namibians are empowered to govern their own environmental affairs, and the generated returns flow directly to communities.

PLACES WILDLIFE PEOPLE

the state of community conservation in Namibia

a review of communal conservancies
community forests and other CBNRM initiatives

2013 annual report

contents

Game guard Andreas Namace, Nyae Nyae Conservancy

preface

Fifteen years since the registration of the first conservancy and thirty years since the appointment of the first community game guard

Nyae Nyae was the first communal conservancy registered in Namibia. That was in February 1998. In June of the same year, the registration of Salambala, ≠Khoadi-//Hôas and Torra followed. Even the optimists of those ground-breaking days are unlikely to have imagined that only 15 years later, 79 conservancies would be registered, covering almost 20 percent of Namibia and half of all communal land.

The rapid growth of the programme in itself speaks volumes for the success of devolving rights and responsibilities over natural resources to rural communities. Community-based natural resource management (CBNRM) principles have a wide range of applications, and are being used to manage wildlife, indigenous plants, freshwater fisheries, rangeland areas and other communal resources. A new 'Nuts & Bolts' section has been added to this report under the title 'The CBNRM Toolbox' to provide an overview of these universal principles and their practical applications.

The Namibian version of CBNRM or community-based conservation has passed many milestones: 30 years ago, in 1983, the first community game guards were appointed by local headmen in response to drastic wildlife declines. The conservancy legislation, which grew out of this and subsequent initiatives, was passed in 1996. With the legislation in place, it took two years for the first conservancy to be registered. Another 25 conservancies were then registered within the next five years, and this figure doubled again in just three more years. The programme was growing at a pace that began to outstrip the ability of support organisations to keep up. While leaps are still taking place (ten conservancies were registered in 2012), the rapid growth of conservancy registration has started to slow – only two were registered during 2013, enabling some consolidation. Community forest registration, on the other hand, jumped from 13 to 32 in 2013, with many more community forests in the process of formation. This is partly explained by the more lengthy registration process, which means that a larger number of forests tend to be registered at distinct intervals.

The annual Community Conservation Report (formerly known as the State of Conservancies or SOC Report) has been published each year for a decade. Flipping through early reports reveals how far the programme has come, and how many individual success stories can be told. 'What's the story?' sections have been added to each chapter to highlight some of the successes and challenges of the last fifteen years. The new sections also give insights into specific developments during 2013, and will provide annual reflections from here on. The main text explaining the internal workings of the programme remains largely unchanged, as these principles need continual reinforcing.

The number of conservancies and community forests, the areas they cover and the people they embrace provide impressive figures. Yet it is what happens in these areas that is important. Despite all the milestones and successes, community conservation is still misunderstood and poorly recognised in many spheres. The approaches and activities of different government ministries continue to be counterproductive, in some instances creating direct threats to achievements. Private sector recognition of conservancies, and equitable engagement with them, remains inadequate or non-existent in some sectors. At the same time, many internal issues remain within conservancies and other community conservation organisations themselves, even amongst the well-established. Weak governance, mismanagement of funds and poor management of the natural resource base persist as challenges.

While there are still many internal barriers, threats and weaknesses, the programme has achieved widespread international recognition for its overall results in improving both the state of the environment and people's lives. Since the registration of the first conservancy, the CBNRM programme has received two Gift to the Earth Awards, WWF's highest recognition of global environmental contributions. This is commemorated in its own Info Section opening this report.

Despite widespread acclaim, there are also external threats to success, most notably the escalating international poaching crisis, which is having profound impacts on rhinos, elephants and other wildlife everywhere. As a side effect of urgent international calls to combat wildlife crime, the controlled legal use of healthy wildlife populations is facing ill-conceived and escalating pressure. These and other issues are touched upon in the relevant chapters. A view to the future is provided in 'Working for a common vision', which also includes a focus on one of our biggest and most pressing global challenges, climate change – and how community conservation can help to counter its effects. Successes and challenges, and the innovation and adaptation that can turn the latter into the former, are the themes of this report.

Chief Emeka Anyaoku and President Hifikepunye Pohamba


Conservancy representatives
Servior Mukengere and Maleska Harases

info: a gift to the Earth

global recognition for an immense contribution

Conservation achievements of global significance are recognised by WWF as 'Gifts to the Earth'. Namibia has twice been recognised for such a contribution – through community conservation: in 1998, when the first conservancies were registered, and again in 2013, when the programme had grown to 79 registered conservancies. Chief Emeka Anyaoku, former President of WWF-International, presented the 2013 award to the Namibian President, His Excellency Hifikepunye Pohamba. While President Pohamba accepted the award, he did so on behalf of the people who made the programme possible, especially the community game guards working in the field. The award was presented at the opening of the tenth Adventure Travel World Summit in Windhoek. The summit is organised annually by the Adventure Travel Trade Association and was held in Africa for the first time – again in recognition of Namibia's exemplary conservation commitment, and the role of responsible tourism in this effort.

the Gift to the Earth Award...

'A Gift to the Earth is a public celebration by WWF of a conservation action by a government, a company, an organization, or an individual which is both a demonstration of environmental leadership and a globally significant contribution to the protection of the living world.'

The Gift to the Earth Award is WWF's highest accolade, applauding conservation work of outstanding merit. WWF is one of the largest conservation organisations in the world, with offices in more than 80 countries, and has been supporting Namibia's community conservation programme since 1993. Chosen from amongst the countless positive initiatives taking place around the world, Namibia's community conservation programme stands out as an inspiring conservation success.

The award draws global attention to the achievements of the recipient. It helps to motivate further action and support, and facilitates broad government endorsement of conservation initiatives. The 2013 award to Namibia was the 112th Gift to the Earth awarded since its inception in 1996.

The award highlights both the environmental leadership and the inspiring conservation achievement contributing to the protection of the living world. The Gift to the Earth is represented by a certificate signed by the WWF International Director General or WWF International President, and is presented by a senior WWF official at a public event to profile the achievement.


Sanitatas Conservancy

to live with wildlife...

... means striving for balanced land use and a healthy environment.
Game does not need to be eradicated from a landscape because it may pose a threat to crops or livestock.
Wildlife can create a great range of returns that far exceed its costs. Game — and all natural resource use — can be integrated with other rural livelihood activities for the benefit of the people and the land...

Community conservation is about managing natural resources sustainably to generate returns for rural people. Conservancies, community forests and other community conservation initiatives create the necessary legal framework for this. By choosing to live with wildlife, rural communities are broadening their livelihood options as well as enabling a healthier environment. Through wise and sustainable management and use, the resources are conserved for future generations while providing significant returns today.

ii.

living with wildlife

an introduction to community conservation in Namibia


≠Khoadi-//Hôas Conservancy

a little history... The earliest community-based conservation initiatives in Namibia, which grew into what is today the national CBNRM programme, started before independence, when the first community game guards were appointed by local headmen in an attempt to reverse wildlife declines. At the time, people living in communal areas had few rights to use wildlife. Wild animals were seen as little more than a threat to crops, livestock and infrastructure, as well as community safety. Ground-breaking legislation passed in the mid-nineties laid the foundation for a new approach to natural resource use. By forming legally-recognised community conservation organisations such as conservancies and community forests, people in communal areas can now actively manage – and generate returns from – natural resources in their area. This continues to encourage wildlife recoveries and environmental restoration. While community conservation organisations are resource management units, they are defined by social ties, uniting groups of people with the common goal of managing their resources. The first conservancies were registered in 1998, and the first community forests in 2006.

What's the story?

behind living with wildlife

recognising waypoints of success and threat for community conservation

a look at progress and challenges and what they mean for people and wildlife in communal areas

Waitress Esme Eises, Doro Nawas Lodge, Doro !nawas Conservancy

From humble beginnings...

Success is often based on simplicity. In the case of community conservation, the simple concept of giving rural people responsibilities and rights over natural resources proved to be a remarkable catalyst for change and development. When local headmen appointed the first community game guards in Namibia in the 1980s with the support of a small group of pioneering conservationists, they were reacting to a poaching crisis, rather than purposefully planting the seeds for a natural resource revolution.

Success often starts small. If the principle is worthy, it may build momentum and gather the needed force for widespread impacts. Once the small community game guard system in the north-west had achieved its initial goal of stopping poaching, changing attitudes and the momentous transformation of national independence provided fertile ground for the development of a much more deep-rooted movement.

Success usually requires collaboration. Over the last thirty years, countless people have contributed to the growth and success of community conservation in Namibia at various levels and in various ways. The pioneers planted the seeds. Government staff developed the legislation that created the necessary legal framework, and continue to implement and support the tenets of the programme. International donors provided long-term funding to enable an ongoing commitment and solid foundations. NGO staff extended support in a myriad of forms from the outset, working with communities, private enterprises and government staff in the field, with ministries and other national stakeholders in the towns, and donor agencies across the globe. Private sector involvement has grown from a few ground-breaking partnerships to a much more wide-spread engagement. Traditional authorities have given their full support in most regions. Conservancy committees and staff, and in particular the community game guards who monitor and protect the game, all worked hard to manage, learn and improve, adapting and refining approaches, structures and systems to bring the programme this far. And the people living with the wildlife from day to day, the communal farmers across Namibia, are continuing to make the most overlooked contribution: facing the perpetual dangers and costs of elephants and lions and crocodiles and hippos and more – often with very limited returns.

All the people and organisations who were and are a part of this movement are far too numerous to mention, yet the positive story told by this report – of improved rural lives and sustainable resource management – is a testimony to them all.

What started as a small group of people willing to commit all manner of resources to help local communities reverse wildlife declines has grown into an impressive and effective national support structure working in close collaboration with government under the umbrella of the Namibian Association of CBNRM Support Organisations, NACSO. Integrated Rural Development and Nature Conservation deserves specific mention, because IRDNC was there in the very beginning, and already in its name embodies the concept that is still the essence of the programme. WWF, through the Living in a Finite Environment (Life) Programme, secured long-term USAID funding for CBNRM support and implementation, which facilitated development during the early nineties and consolidated progress for 15 years. WWF continues to provide a wide range of technical support and funding, which recently received a significant boost through funds from the Millennium Challenge Account Namibia, coordinated by the Conservancy Development Support Services consortium. The Namibia Nature Foundation has made significant contributions to CBNRM since its formation and remains one of the central support organisations. A number of other NGOs provided important input and have become an integral part of the NACSO 'family'.

Today, numerous NGOs and individual consultants are NACSO members and provide CBNRM extension services (see the full list of NACSO members on page 84). While Namibia's community conservation pioneers actually worked against the government structures of the time – the Apartheid regime and its dividing principles – CBNRM became a government programme soon after independence and continues to unite communities, the private sector, support organisations and government through the common cause of environmental conservation and rural development.

... to international acclaim...

For three decades, Namibia has been redefining conservation paradigms. When working with and putting trust in local communities was the last thing on the minds of conventional conservationists operating by the credo of keeping the wildlife in and the people out of national parks, rural Namibians appointed community game guards and drastically reduced poaching in communal areas – enabling a balance between wildlife and people *outside parks*. When most governments tightly controlled natural resource use in communal areas, giving only very limited rights and benefits to local communities, Namibia established conservancies that give *all the rights and the returns* to the people. When community conservation and state protected areas were still seen as very distinct sectors by most, Namibia enabled *economic returns for park neighbours* through an innovative concession policy that provides communities with tourism rights *in national parks*. And today, when Western preservationists are pushing for bans on all consumptive use of wildlife (motivated by drastic wildlife declines in many parts of the world, and especially across much of Africa), Namibia continues to promote a system of *sustainable use* that creates the incentives to conserve wildlife in communal areas as well as on private farmland, generating funds for natural resource management and allowing rural people to *keep the wildlife on the land*.

These and other ground-breaking measures have earned Namibia international acclaim as a leader in conservation. Numerous awards have recognised innovative approaches and conservation successes at national and individual levels. (see 'Local and international awards', page 89). Delegations from more than 20 countries have visited Namibia to learn from our experiences, coming from as far and wide as Mongolia, the United States, Kenya and Cambodia. The main focus of the exchanges has been on achieving conservation of natural resources outside national parks by providing returns for the people living with the resources.

Over the years, community conservation in Namibia has become much broader than wildlife and conservancies. The launch of the national CBNRM policy during 2013 recognised this and provides guidance to the community-based management of a wide spectrum of natural resources. Namibia now protects natural habitats and the species that live there across basically half the country. Seventeen percent of Namibia's land surface, as well as a large marine area, are proclaimed as national parks (up from 12 percent at independence). During the last 15 years of CBNRM, huge and contiguous community conservation areas have been added to this, which now far exceed the state protected areas network. Clearly, Namibia has developed a culture of living with wildlife.

...and back again?

Yet all the success and the growth do not mean that Namibian CBNRM is immune to threats. In some ways, it actually feels as though the programme is coming full circle. Community conservation in Namibia started as a response to rampant poaching. After a quarter of a century of consolidating an excellent conservation and development approach, of building community resource management structures and restoring game populations, wildlife in Namibia's communal areas seemed relatively secure. Within the space of only five years, all has changed. Poaching across Africa is at unprecedented levels – of impact and ruthlessness. Not only the economically valuable species are affected. Most wildlife, and the community conservation structures which manage and conserve it, are at risk.

While the number of rhino poached in Namibia during 2013 was very low compared to neighbouring countries, with only four animals recorded as killed countrywide, commercial poaching is on the increase and of grave concern. Elephant poaching in the Zambezi Region showed a sharp increase. Worse, the carcasses of poached elephants were laced with poison to kill vultures that would circle overhead and give away the perpetrator's location – catastrophic incidents that killed hundreds of vultures and unknown numbers of other scavengers. The poisoning of waterholes to kill elephants has been used as a poaching method in other countries, and affected even mores species. Ruthlessness and greed seem to know no bounds.

The poaching is an opportunistic response to a growing demand in Asian markets, driven by a complex set of cultural, economic and social factors. Extensive, well-organised and well-funded crime syndicates have built up international networks over several years. They are destabilising communities – and communal conservation structures – by infiltrating and bribing, and by inciting deceit and criminality. The value of illicit game products is so high that wildlife crime is extremely alluring – a risk that appears worth taking – even for those who get the least money in the chain while taking the highest risks.

Shocked by the current carnage, the international community has rallied to combat wildlife crime. Politicians and celebrities, conservation organisations and animal rights movements, concerned global citizens and the media all across the world have expressed their shock and outrage. The degree of modern environmental interest and concern is very positive, providing hope that it may be possible to address not only poaching, but a great variety of global environmental maladies.

Unfortunately, indiscriminate international calls to 'stop the slaughter' and 'save the last rhinos and elephants' are having an ill-fated side effect: people unable to make a distinction between poaching and the well-controlled legal use of wildlife – that is an integral part of land management outside national parks – are calling to stop all killing of wild animals. This is inadvertently threatening the very ability of rural Namibians to combat poaching: without the cash income that has funded community conservation structures for the last 15 years, most of the around 530 game guards will not be paid and will not be able to continue working.

The concept of living with wildlife emphasises a balance between different livelihood activities. If wildlife can not be used, it has no value for the land holders and will be replaced by livestock or other enterprises. We will be right back where we started in the 1980s – when local people had no rights over wildlife and rampant poaching decimated game populations. We once again need real innovation to counter these interlinked threats.

Free-roaming black rhinos in communal areas – they symbolise the beginnings of CBNRM in Namibia and are emblematic of the country's conservation success – which could be jeopardised by interlinked external threats.

Erongo-Kunene Community Conservation Area

Community conservation at a glance

At the end of 2013 there were...

- 79 registered communal conservancies
- 1 community conservation association in a national park (Kyaramacan Asssociation, managed like a conservancy)
- 15 concessions in national parks or on other state land being held by 20 conservancies (some shared concessions)
- 32 registered community forests
- 66 community rangeland management areas
- and 3 community fish reserves

in Namibia

What's being achieved?

Community conservation...

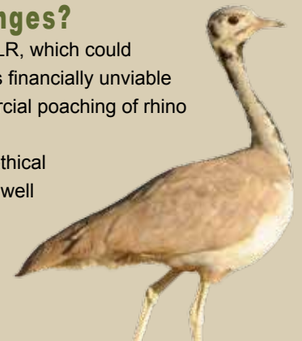
- covers over 163,396 km², which is about 53.4% of all communal land with about 175,000 residents
- of this area, conservancies manage 160,244 km², which is about 19.4% of Namibia
- community forests cover 30,827 km², 90% of it overlapping with conservancies
- community rangeland management areas cover 4,004 km², much of it overlapping with conservancies
- from the beginning of 1991 to the end of 2013, community conservation contributed about N$ 3.92 billion to Namibia's net national income
- during 2013, community conservation generated about N$ 72.2 million in returns for local communities
- community conservation facilitated 6,472 jobs in 2013
- 65 conservancies had a total of 167 enterprises based on natural resources in 2013
- community conservation supports wildlife recoveries and environmental restoration
- Namibia's elephant population grew from around 7,500 to around 20,000 between 1995 and 2013
- Namibia has an expanding free-roaming lion population outside national parks

New in 2013:

- 2 new conservancies and 19 new community forests were registered
- The national CBNRM policy was launched

The biggest challenges?

- the levy imposed by the MLR, which could render joint-venture lodges financially unviable
- the increase in the commercial poaching of rhino and elephant
- pressure based on urban ethical ideals to ban the legal and well controlled sustainable use of wildlife



people, places and wildlife...

Namibia's communal areas offer an enchanting mix of...

people

vibrant cultures and dynamic communities committed to sustainability – people united through community conservation share a common vision for managing their area and its resources

places

vast, diverse and spectacular landscapes – dunes, mountains, grasslands, rivers, woodlands... healthy environments diversify opportunities and drive economic growth

and wildlife

a suite of natural resources – charismatic, free-roaming game, spectacular birdlife, diverse plant resources, fabulous fish... natural resources generate a variety of returns for local people

Communal areas represent over 40 percent of Namibia and harbour a wealth of resources. This is land that was set aside for livelihood use by local communities, owned by the state but governed by local people. It is therefore local communities, rather than outsiders, who should rightfully be the main beneficiaries of resource use in these areas.

Community conservation is renewing a sense of ownership over resources and through this is reinforcing a vital sense of responsibility; it is also cultivating community cohesion and pride in cultural heritage.

Puros Conservancy

THE TERMINOLOGY OF INCOME, BENEFITS AND RETURNS

Understanding the complexity of CBNRM returns can be difficult. For clarity, the following terms are consistently used in this report:
INCOME – indicates cash income received as payment for goods or services, either by organisations or individuals.
BENEFITS – indicates benefits distributed by a conservancy as dividends, or by the private sector as fringe benefits and donations; these can go to communities or individual households. Benefits can be divided into three types:

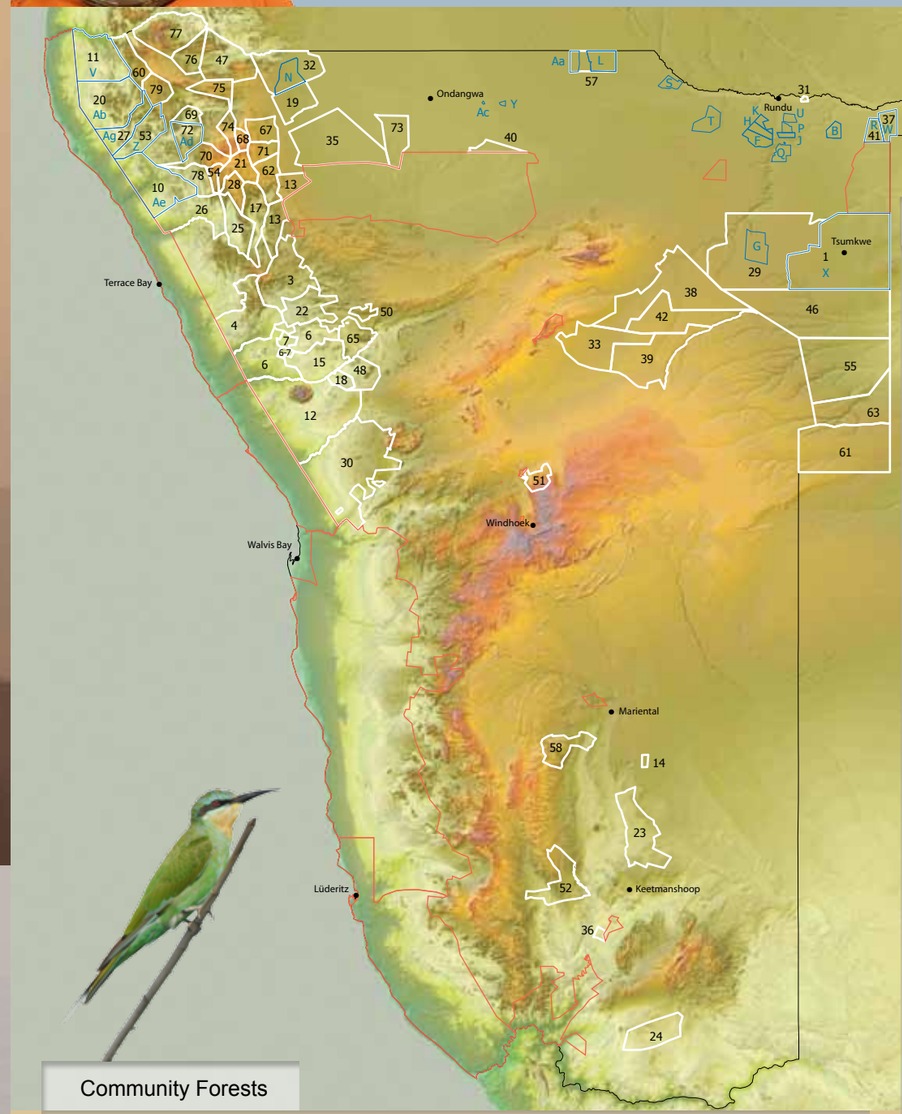
- **in-kind benefits** include meat distribution, fringe benefits from tourism employment such as staff housing, etc.
- **cash benefits** are cash dividends paid to conservancy members from conservancy income
- **social benefits** are investments in community initiatives such as education facilities, health services, etc.

RETURNS - combine income and benefits and indicate overall returns, either to individuals, communities or conservancies.

building foundations
for sustainable resource management

Prior to independence, without the existence of formal management structures and lacking ownership over resources, communities undertook few coordinated natural resource management activities. This resulted in fragmentation, neglect and over-exploitation. Today, community conservation not only monitors and manages resource use, it also provides legitimate structures that enable communities to engage in an equitable manner with the tourism and trophy hunting industries, as well as with a suite of other private sector, government and donor stakeholders. Legally recognised entities have empowered communities to stand up for their rights. **Chapter 1** portrays the details of community conservation governance.

FIGURE 1. The distribution of conservancies and community forests across Namibia
At the end of 2013, there were 79 registered communal conservancies, one community conservation association in a national park (structured much like a conservancy) and 32 registered community forests in Namibia, covering at least 163,396 km^2. [The lists below follow the chronological sequence of registration]



Conservancies

1	Nyae Nyae	51	Ovitoto
2	Salambala	52	!Han /Awab
3	≠Khoadi-//Hôas	53	Okondjombo
4	Torra	54	Otjambangu
5	Wuparo	55	Eiseb
6	Doro !nawas	56	Sikunga
7	Uibasen Twyfelfontein	57	Okongo
8	Kwandu	58	Huibes
9	Mayuni	59	Dzoti
10	Puros	60	Otjitanda
11	Marienfluss	61	Otjombinde
12	Tsiseb	62	Orupupa
13	Ehi-Rovipuka	63	Omuramba ua Mbinda
14	Oskop	64	Bamunu
15	Sorris Sorris	65	!Khoro !goreb
16	Mashi	66	Kabulabula
17	Omatendeka	67	Okongoro
18	Otjimboyo	68	Otjombande
19	Uukwaluudhi	69	Ongongo
20	Orupembe	70	Ombujokanguindi
21	Okangundumba	71	Otuzemba
22	//Huab	72	Otjiu-West
23	!Khob !naub	73	Iipumbu ya Tshilongo
24	//Gamaseb	74	Okatjandja Kozomenje
25	Anabeb	75	Ombazu
26	Sesfontein	76	Okanguati
27	Sanitatas	77	Epupa
28	Ozondundu	78	Otjikondavirongo
29	N≠a Jaqna	79	Etanga
30	≠Gaingu		
31	Joseph Mbambangandu	α	Kyaramacan Association
32	Uukolonkadhi Ruacana		
33	Ozonahi		
34	Shamungwa	6-7	Doro !nawas/ Uibasen Twyfelfontein Joint Managment Area
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		

Community Forests

A	Bukalo	L	Okongo	W	Muduva Nyangana	Ag	Sanitatas
B	Hans Kanyinga	M	Sikanjabuka	X	Nyae Nyae	Ah	Zilitene
C	Kwandu	N	Uukolonkadhi	Y	Ohepi		
D	Lubuta	P	Cuma	Z	Okondjombo		
E	Masida	Q	Gcwatjinga	Aa	Omufitu Wekuta		
F	Mbeyo	R	George Mukoya	Ab	Orupembe		
G	Mkata	S	Kahenge	Ac	Oshaampula		
H	Ncamagoro	T	Katope	Ad	Otjiu-West		
J	Ncaute	U	Likwaterera	Ae	Puros		
K	Ncumcara	V	Marienfluss	Af	Sachona		

Charismatic wildlife in spectacular settings - wildlife is central to unlocking natural resource potential.

managing a broad spectrum of communal resources

Modern approaches have not only returned the rights to the people and the wildlife to the land, but are enabling an increasing range of returns from natural resources, which were unheard of only a few decades ago. This success is based on community empowerment, as well as innovative systems and tools that enable effective management and sustainable use of natural resources. **Chapter 2** illustrates the details and successes of community-based natural resource management activities.

improving rural lives

Many conservancies are showing that community conservation can generate a broad range of community and individual returns (Figure 2) while covering its operational costs from own income. Community conservation is funding rural development projects and empowering communities, while individual households are benefiting through job creation and new income opportunities, as well as in-kind benefits and improved access to a range of services. Details are provided in **Chapter 3.**

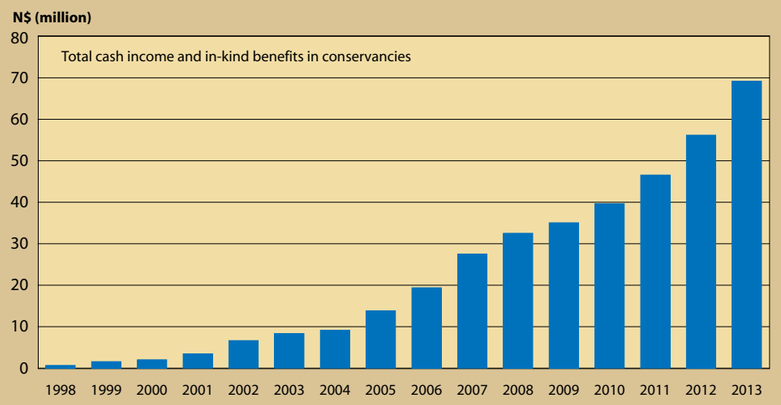


FIGURE 2.
Total returns to conservancies and members
The total cash income and in-kind benefits generated in conservancies grew from less than N$ 1 million in 1998 to more than N$ 68 million in 2013. This includes all directly measurable income and in-kind benefits being generated, and can be divided into cash income to conservancies (mostly through partnerships with private sector operators), cash income to residents (mostly through employment and the sale of products), as well as in-kind benefits to residents (mostly the distribution of harvested game meat).

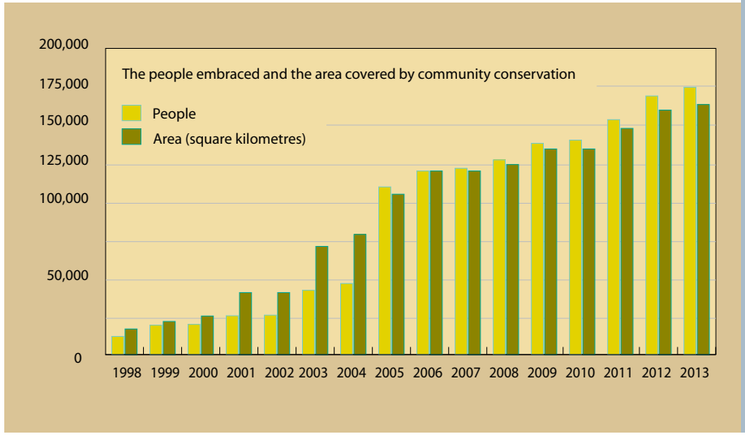


FIGURE 3.
Community conservation cover
The area covered by conservancies and community forests has rapidly grown to 163,396 km^2, which is 53.4% of all communal land. Community conservation is embracing a growing number of communal area residents. At the end of 2013, there were approximately 175,000 people living in conservancies. This figure has been adjusted and updated using new methods to evaluate Namibia Population and Housing Census data for 2001 and 2011. More information is provided on page 62 in Chapter 3.

embracing people, places and wildlife

Community conservation embraces a large number of Namibia's communal area residents and covers a vast portion of communal land (Figure 3). It also creates important linkages with state protected areas and initiatives on freehold land (Figure 4). By joining huge contiguous areas where wildlife can roam free at a landscape level, community conservation is enabling environmental restoration, healthy game populations, and diverse community returns. Through this, the true potential of Namibia's spectacular places can be realised.

entrenching a proven model

Community conservation has shown that it can improve rural lives while contributing to biodiversity conservation, and is recognised as a national development strategy. The movement is still young and growing rapidly, and continues to require broad support. Yet community conservation can become fully sustainable and largely self-financing in the foreseeable future, if appropriate resources can continue to be invested to entrench governance foundations, optimise returns, and mitigate threats and barriers.

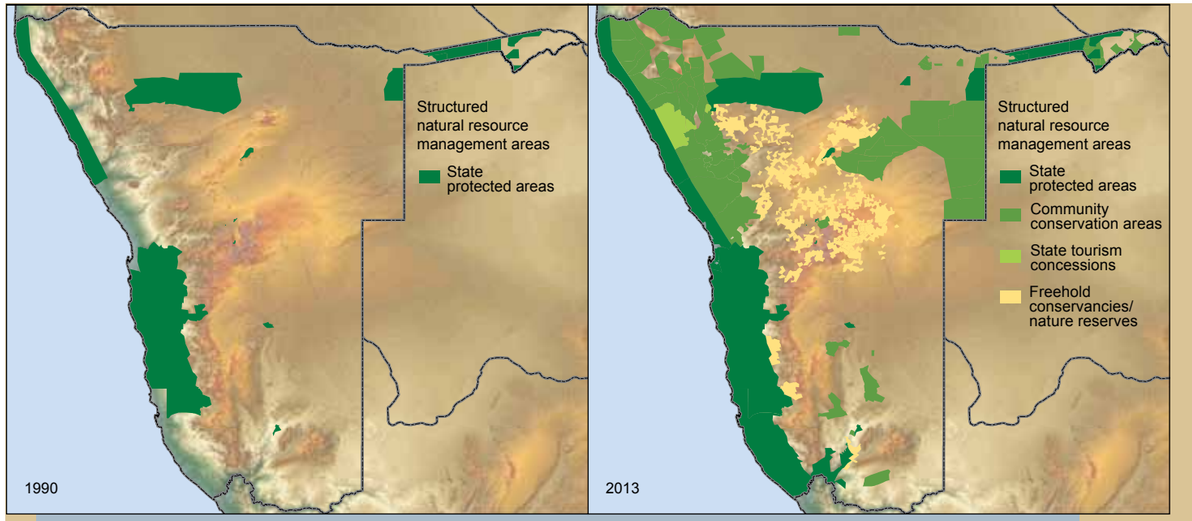


FIGURE 4. The expansion of structured natural resource management across Namibia
At the end of 2013, land under structured natural resource management covered 43.5% of Namibia. At independence in 1990, there were no registered community conservation areas, freehold conservancies did not exist, and a mere 12% of land was under recognised conservation management.

vital components of successful community conservation...

- communities have legally-entrenched rights to manage natural resources
- activities are guided by national policies and legislation
- management areas are clearly defined and legally registered
- jurisdiction over resources is clearly defined
- the sustainable use of natural resources to generate returns for communities is strongly encouraged
- all resource use is guided by a system of monitoring, annually adjusted quotas, permits and controls
- returns flow directly to the community conservation organisations and local communities
- tangible returns provide strong incentives for the wise management and conservation of resources
- communities are empowered to make decisions, engage in partnerships and practise responsible management

nuts & bolts: the CBNRM toolbox

community conservation principles for a broad range of applications

the power of CBNRM

Community conservation creates democratic, community-based governance structures that can achieve community empowerment and equity, manage communal resources, generate collective returns, counter common threats, achieve joint development and facilitate individual growth. These overarching themes are relevant to an extremely wide range of practical activities and sectors, not just natural resources. This section lists some of the applications relevant to people and communal resources in rural areas.

Key activities:

- create community awareness of common goals
- involve entire community in decision-making
- democratically elect leadership
- employ competent staff for day-to-day management of resources and finances
- create strong partnerships
- enable equitable access to resources
- set clear guidelines for sustainable resource use
- ensure equitable distribution of returns
- monitor resources, generated returns and distributed benefits
- monitor threats and adapt to change

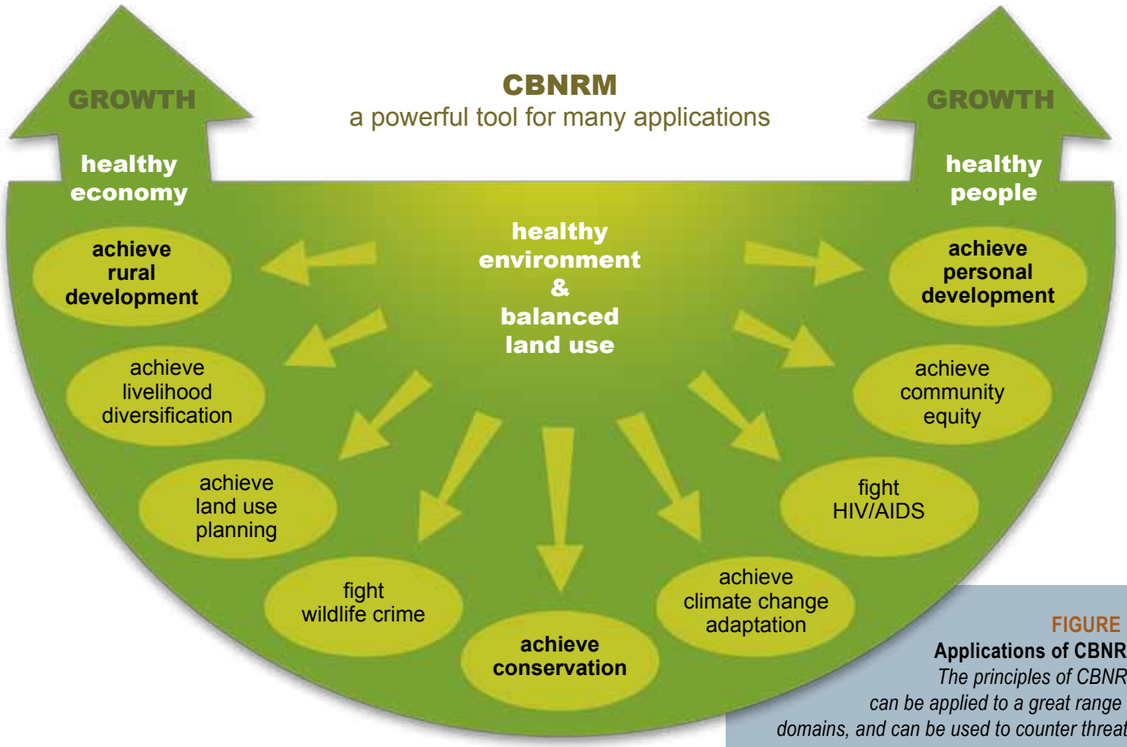


FIGURE 5.
Applications of CBNRM
The principles of CBNRM can be applied to a great range of domains, and can be used to counter threats.

for the people, CBNRM can

- empower local communities
- devolve management to grass-root level
- strengthen rural democracy
- promote social and gender equality
- fight HIV/AIDS and other threats
- build individual capacities
- enhance social cohesion
- safeguard cultural heritage
- improve socio-economic status
- increase household resilience

for the economy, CBNRM can

- ensure equitable natural resource returns
- diversify livelihood options
- create new business opportunities
- facilitate job creation in numerous sectors
- strengthen economic resilience
- increase economic diversity
- reduce costs and increase returns
- attract investment
- enable community-private sector partnerships
- achieve broad economic development

for the environment, CBNRM can

- manage wildlife and other natural resources
- restore species diversity
- facilitate ecosystem health
- achieve land use planning
- integrate different land and resource uses
- enable most productive mix of land uses
- increase tolerance of problematic species
- mitigate human-wildlife conflicts
- generate funds for conservation activities
- combat wildlife crime and other threats

the three pillars of community conservation in Namibia...

institutional development
- good governance creates the basis for resource management and the capture and distribution of returns

natural resource management
- innovative resource management enables biodiversity conservation and sustainable use

business, enterprises and livelihoods
- market-based approaches enable a wide range of community returns

1. building foundations

a democratic resource management model

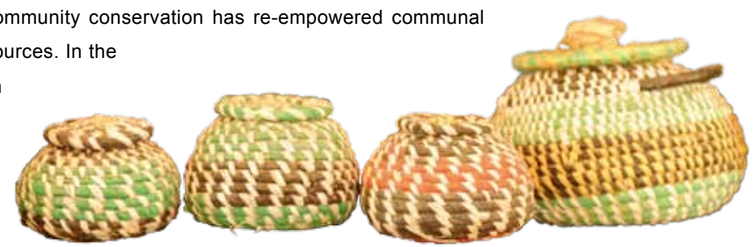

Event Book Audit, Sobbe Conservancy

to build foundations...

... means creating structures that enable wise and effective governance, and that empower rural people to control their environmental policies, actions, affairs and resources for a common, sustainable good...


Administrator Masweta Heinrich, Nyae Nyae Conservancy

creating effective management structures... At a larger scale, resources can only be used sustainably if effective management structures exist to guide their use. On privately-owned land, these structures are created by the owner of the land and its resources. The progressive legal framework that allowed private land owners in Namibia to generate returns from wildlife was already created in 1967. This gave wildlife an economic value and led to large-scale wildlife recoveries. Until independence, all control over natural resources in communal areas rested with the state, with the result that no formal structures for natural resource management existed at a local level. Rural communities felt disenfranchised and the lack of a sense of ownership over resources led to indiscriminate exploitation and neglect. Community conservation has re-empowered communal area residents to manage their natural resources. In the process, an impressive framework has been created for sustainable and equitable resource management.



Conservancies, community forests and other legally-recognised community conservation initiatives create effective formal structures for managing communal resources. This is in itself one of the greatest achievements of the CBNRM programme. A broad governance foundation is being created, which empowers local communities, generates significant returns for them and makes a vital contribution to coordinated land use management in Namibia.

What's the story?

behind building foundations

milestones along the road to accountable governance

in communal conservancies

a look at issues and developments, and what they mean for governance structures in communal conservancies

Book keeper Landine Guim, ≠Khoadi-//Hôas Conservancy

a story of empowerment...

Soon after independence, staff of what was then the Ministry of Wildlife, Conservation and Tourism teamed up with NGO staff working in rural development and conservation to hold extensive consultations with local communities in communal lands. The aim of the dialogue was to gather input from rural people on how they would like to approach the management of natural resources in their areas. This constellation of collaboration linking government, NGOs and local communities has continued to the present day, strengthened significantly over the years by increasing private sector involvement. The main cornerstone of Namibia's community conservation continuity, though, has been the involvement of rural people from the very outset. By enabling communities to help formulate the legislation that would affect them and their communal resources, what is now the Ministry of Environment and Tourism set a clear sign at the inception of the CBNRM programme that this movement was by the people for the people.

The foundations of community conservation in Namibia certainly go deep. The first layers were created before independence, when rural people realised that change was up to them. Going beyond just community involvement, empowerment has been a key aspect. Rural Namibians have been empowered to shape their own destiny by being able to actively use the resources around them – based on stringent guidelines of sustainability. Care for the environment, including the sustainable use of natural resources for the benefit of present and future Namibians, was already enshrined in the national constitution, as a young, independent nation embarked on a positive course of development. Subsequent changes to outdated laws and policies set the framework for community-based conservation. Once the legislation enabling registration was in place and the first conservancies were gazetted, conservancy formation began to snowball, driven by demand.

Nyae Nyae Conservancy is the oldest, as well as the second largest conservancy in Namibia. Its registration at the beginning of 1998 was preceded by many years of NGO support. The Nyae Nyae Development Foundation is itself one of the oldest support NGOs in the country, having evolved out of an organisation started in 1981. The foundation has provided technical support and funding to the Nyae Nyae community ever since.

The registration of ≠Khoadi-//Hôas was initiated by the dynamic local farming community through the Grootberg Farmers' Union. The farmers' association was already formed in 1990. As a well-established entity, the association could fulfil the registration requirements with limited help from external support organisations. The integration of farming activities and wildlife management in ≠Khoadi-//Hôas Conservancy is an ideal basis for balanced land use, as it enables cooperation and parity.

Conservancy formation is certainly not always a simple endeavour. In fact, it has often involved significant conflict. Conservancies are self-defining social entities – groups of people who agree to work together to manage their communal resources. The process of community mobilisation and consensus is a lengthy one, driven by the activists within the community. Reaching agreement with neighbours over defined borders often involves confrontation and conflict resolution. Struggles for power on conservancy committees amongst aspiring community members are widespread. Attempts at personal enrichment are not uncommon. Yet all of these are very human traits and struggles. Overcoming them represents necessary milestones along the road to equitable governance. The process of conservancy formation and management has in fact significantly strengthened rural democracy and has empowered formerly marginalised groups to be a part of decision-making. Importantly, through conservancies, the structures and systems have been put in place to deal with and resolve all such issues, and facilitate equitable resource use.

The first conservancies received very focussed support that built individual and collective governance capacities. These conservancies were able to rapidly establish both management systems and income streams, and soon became largely self-sufficient. As the number of conservancies quickly increased, the ability of support organisations to continue to provide such focussed assistance was overstretched. Many of the 79 conservancies registered at the end of 2013 still need to significantly strengthen their governance structures.

enabling business...

Walking into the office of ≠Khoadi-//Hôas Conservancy feels like walking into the office of a well-run small business in any town. Friendly staff members in crisp uniforms are ready to respond to queries or requests. Management files line wooden shelves, and information posters and photos fill the walls. There is a meeting table surrounded by chairs and several desks have computer work stations. The place seems well-established – and it is. The fifteen-year anniversary is a milestone any business can be proud of. In many ways, a conservancy is just that – a business venture in communal land use. Although its key function is actually to *enable* business, by managing the resources that a variety of sectors – tourism, hunting, indigenous plant use, crafts, fisheries and more – are based on. Conservancies do not necessarily need to run any of the business ventures that use the resources themselves. In fact, these are often best controlled and carried out by private sector operators with the necessary know-how and market linkages, and by conservancy members specialising in a particular resource use.

Through equitable engagement with private sector hunting and tourism operators, based on contracts that stipulate the roles and responsibilities of both parties, conservancies facilitate jobs for residents, generate income to run the conservancy (i.e. manage the resources), and help build local capacities. Residents

can then grow into the intricacies of running a tourism or hunting business over time, and avoid doing damage to Namibia's overall image with sub-standard products or services. Conservancies also support the related craft sector and help to create market linkages for the producers – the conservancy members.

Due to their successes in managing wildlife, many conservancies are beginning to manage related resources such as fish and indigenous plants. These fall under the mandates of separate ministries and were initially seen as distinct sectors. Efforts to integrate the use of all communal natural resources have resulted in most of the newly-registered community forests having identical borders and joint management structures with conservancies. Community forests continue to operate in accordance with the relevant legislation of the Directorate of Forestry within the Ministry of Agriculture, Water and Forestry. Both the plant and wildlife resources of an area are simply being managed by the same community-based organisation. Similar principles apply to fisheries in the Zambezi Region, which are being informally managed by conservancies, in this case in liaison and with the support of the Ministry of Fisheries and Marine Resources. Community conservation organisations simply enable economic development by managing – and ensuring equitable access to – communal natural resources, whatever they may be.

promoting wise governance...

Conservancies are run autonomously by local communities. As is the case in any organisation, their success is based on the capacity, motivation and integrity of the individuals that run them, on the effectiveness of the management systems they use, and on the value of the resources available in their area. The communities who hold committees and staff accountable for their actions also play a vital role. Such democratic governance structures are a new concept for many rural communities, and conservancy committees, staff members and residents all need to grow into their responsibilities. This may be a lengthy learning process, which initially requires considerable external support.

When the management of a conservancy falters – for whatever reason – this often causes the unfounded accusation that the entire conservancy concept is destined to fail, because communities are just not capable of good management. Yet accountability and wise management can be issues anywhere in the world, not just in community-based organisations.

A particular problem that has plagued conservancies is the draining of institutional memory during conservancy committee changes. At least a partial solution is to employ competent management staff, and more and more conservancies are taking this approach. Committees usually consists of community members of good standing, who may have the respect of the people, but few of the specialised skills to manage either finances or natural resources. The day-to-day running of conservancy affairs is thus best handled by competent, paid staff. The committee takes on the function of supervising and guiding staff, promoting community interests and assisting with private sector liaison. The conservancy members are the shareholders of the organisation and receive a variety of dividends.

Unfortunately, many talented young people spend only a few years as conservancy employees, before moving on to jobs with better prospects, often in urban centres and government positions. Conservancies have become an obvious career springboard for rural aspirants. This is a positive stepping stone for individuals, yet continues to erode local capacities. As the economies of rural areas are strengthened through community conservation, job opportunities and career options will continue to improve and more and more qualified people are likely to stay.

Traditional authority involvement remains a vital component of wise conservancy governance. During the early days of CBNRM, traditional authorities appointed game guards, intervened in poaching cases and made other resource management decisions. While conservancies have taken over these roles, close liaison with traditional authorities remains crucial to overall community consensus.

The MET created the basic legislative framework for conservancy governance, continues to monitor individual performance and provides diverse support, and is at times called on to resolve conflicts. Forty-seven conservancies now have management plans in place, 44 presented annual financial reports and 51 held an AGM during 2013. That leaves more than 20 conservancies still needing targeted support.

In collaboration with the MET, NACSO members have been providing much of this support for the last 15 years. Funding from the Millennium Challenge Account Namibia has recently provided a significant boost to strengthen conservancy governance capacities, but will be phased out during 2014. New conservancies are still being formed and many others continue to require assistance. Perhaps the private sector can play a supporting role in the future.

Managing the Mashi Crafts Trading Post – community conservation creates equitable management structures that allow individual producers to benefit from joint marketing and sales.

Manager Bester Mutanincwa, Mashi Crafts Trading Post

Conservancy governance at a glance

At the end of 2013 there were...

- 47 management plans in place
- 32 sustainable business and financial plans in place
- 44 annual financial reports presented
- 51 annual general meetings held
- 12% female chairpersons
- 49% female treasurers/financial managers
- 30% female management committee members
- and 26% female staff members

in communal conservancies in Namibia

What's being achieved?

Community conservation means...

- contributing to improved democracy in rural areas
- empowering individuals, including women, to actively participate in decision-making
- employing staff to manage a broad range of resources
- working according to management and benefit distribution plans
- unlocking human potential by providing access to diverse training and capacity building
- enabling controlled tourism development and trophy hunting activities
- covering an increasing portion of operational costs through own income
- linking into regional conservation structures

New in 2013:

- introduction of conservancy audits for all high-earning conservancies
- systematic conservancy governance support, with focus on AGMs and staff policies

The biggest challenges?

- meeting the governance training needs of the large number of conservancies and community forests
- ensuring effective cooperation between conservancy committees and staff
- addressing the loss of institutional capacity and memory during conservancy committee changes
- increasing the ability of conservancies to manage their contractual responsibilities towards the private sector
- managing competing expectations from stakeholders seeking access to returns from natural resource use

Manager Hilga /Gawises, ≠Khoadi-//Hôas Conservancy

Well-established management in ≠Khoadi-//Hôas Conservancy – after more than a decade of registration, many conservancies have well-trained staff, efficient offices and own vehicles.

good governance
is at the core

Community conservation is governed by local communities that work together to collectively manage the natural resources of their area. All members of the community are empowered to have a democratic voice in the management of the resources and the distribution of the generated returns. Since the inception of the community conservation movement, an impressive range of CBNRM governance structures and management systems have been developed and tailored to meet local needs. Communities have gained the rights to manage and benefit from natural resources. With these rights comes the responsibility to manage the resources sustainably, as well as the responsibility to ensure the equitable distribution of returns. This chapter illustrates governance structures and how they are being applied, evaluated and integrated.

FIGURE 6.
The relationship between governance, resources and returns
At the core of successful community conservation is governance. Without good governance, effective resource management is not possible, and without effective resource management, returns cannot be maximised.

Power to the people

Through community conservation, rural people have been empowered to formally engage with stakeholders at all levels. They can engage with business partners to optimise the generation of returns, with government to address issues, and with support organisations to solicit technical support and funding. Ultimately, however, good governance depends on the capabilities and the commitment of the people to effectively use the management systems and tools available to them to ensure good governance and thus a healthy natural resource base and a wide range of returns. At the core of successful community conservation is good governance and at the core of good governance are the people (Figure 6).

The freedom of choice

A central aspect of community conservation is the right of choice. Communities choose whether to form a conservancy or not, communities forming a conservancy are self-defining, and conservancies can choose how to use wildlife and what partnerships to engage in. The same principles apply to other sectors such as community forestry. The community conservation approach simply allows rural communities to add natural resource use to their existing livelihood activities.

Managing complexity

Conservancies and community forests are responsible for managing natural resources across huge areas. They also need to manage a broad range of business interests linked to the resources, as well as community needs related to income generation and benefit distribution. These are complex tasks requiring different skill sets. Natural resource management at such a scale requires an excellent understanding of environmental dynamics; managing an array of business interests calls for a mix of financial, management and marketing skills; job creation and equitable benefit distribution require a sound socio-economic understanding. This demands training, and continued access to targeted training is a core aspect of community conservation success.

Managing the resource base

The most important function of community conservation is to manage natural resources in a sustainable and equitable way. In open and dynamic systems such as communal conservancies, this depends on access to good information about the resources and effective ways to use the information. Natural resource management in conservancies is based on a wealth of data gathered through a variety of monitoring activities including the Event Book. The processed data is accessible in the form of a range of management tools. This information flow enables informed management that is responsive to needs (Figure 7). The suite of natural resource management systems and tools that have been made available through community conservation is portrayed in **Chapter 2**.

Managing the returns

The second most important function of community conservation, and generally the most closely scrutinised, is to generate returns. Through effective governance, communities need to optimise the natural resource potential of their area and effectively capture its returns using market-based approaches, and to ensure the equitable distribution of those returns to the community. Effective systems and tools again enable community conservation organisations to achieve this. The main governance structures and systems are presented in this chapter, while approaches to generate returns, as well as how they are being used, are described in **Chapter 3**.

understanding
the legal framework

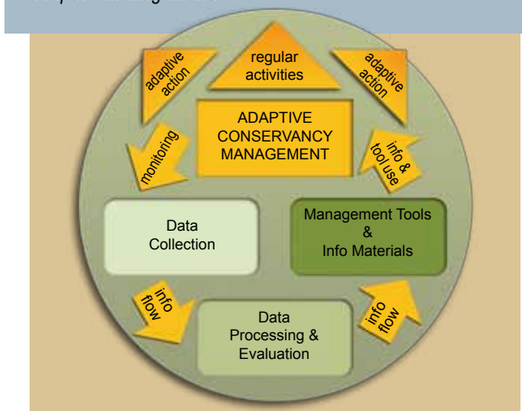
Conservancies

The Nature Conservation Amendment Act of 1996 devolved wildlife use, and the management of related tourism and hunting activities, to communal area residents through the establishment of conservancies. Communities register resource areas with approved boundaries with the Ministry of Environment and Tourism (MET). Registration requirements include a legal constitution providing for the sustainable use of game, a defined membership and a committee representative of members. All adult residents may become members of the conservancy. Conservancies must operate according to a wildlife management plan, as well as a plan for the equitable distribution of returns. At a regional level, conservancies are forming regional associations to coordinate regional activities. The MET provides support to a variety of activities and must ensure that conservancies remain compliant with legislation.

Community forests

The use of all indigenous plant resources is regulated by the Directorate of Forestry within the Ministry of Agriculture, Water and Forestry. The Forestry Act of 2001 and the Forestry Amendment Act of 2005 enable the registration of community forests through a written agreement between the Directorate and a committee elected by a community with traditional rights over a defined area of land. The agreement is based on an approved management plan that outlines the use of resources. All residents of community forests have equal access to the forest and the use of its produce. Community forests have the right to control the use of all forest produce, as well as grazing, cropping and the building of infrastructure within the classified forest.

FIGURE 7.
The conservancy information cycle
The effective collection, evaluation and dissemination of information is a core component of the programme and enables informed, adaptive management.



Forests as fire management areas

The Ministry of Agriculture, Water and Forestry may declare a community forest as a fire management area, in which case the management committee of the forest takes on the responsibility of a fire management committee to implement an approved fire management plan.

Conservation complexes

A number of conservancies and community forests are forming joint management complexes to enable more effective management of resources and activities at a larger landscape level. The Mudumu North Complex, the Khaudum North Complex and the Greater Waterberg Complex are examples. The institutional structures consist of representatives from the 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 authority and NGOs.

Transboundary contributions

At a still larger scale, community conservation supports international conservation connectivity. The Kavango Zambezi Transfrontier Conservation Area, KAZA, is a joint management initiative between Angola, Botswana, Namibia, Zambia and Zimbabwe, which links state protected areas and communal lands across the five countries. Namibia's community conservation structures enable wildlife movement across communal land and facilitate improved coordination of activities in these areas.

Community fish reserves

The Ministry of Fisheries and Marine Resources regulates the use of all inland fisheries resources. A legal framework is being developed to enable communities to register rights and management authority over these resources. In the absence of clear legislation, several conservancies are supporting the management of fisheries in the Zambezi Region (formerly Caprivi).

Community water management

Under the mandate of the Ministry of Agriculture, Water and Forestry, the Water Resources Management Act of 2004 provides the legal framework for communities to manage their water supply. Water point user associations embrace all users of a particular water point and are managed by water point committees elected from amongst the members. At a higher level, groups of water point user associations form local water user associations to coordinate the activities and management of their water points and protect rural water supply schemes. Both types of association are registered as non-profit organisations after approval of their constitution by the Minister. At the scale of water catchment areas, basin management committees provide a framework for integrated management.

Other community conservation initiatives

Further CBNRM initiatives include community rangeland management and conservation agriculture. Neither of these has legally-entrenched governance structures and both are managed at area or site level by participants. Both fall under the mandate of the Ministry of Agriculture, Water and Forestry. Conservancies are supporting these initiatives in many areas.

A local woman managing Damaraland Camp in Torra Conservancy – socio-economic empowerment and greater gender equality are two important results of community conservation.

Manager Helen /Awa-Eises, Damaraland Camp, Torra Conservancy

Institutional development status category	Status in 2013	No. of conservancies reporting on status category	Percentage of category total
Registered conservancies (incl. Kyaramacan Ass.)	80	80	100%
Conservancies generating returns	65	80	81%
covering operational costs from own income	36	51	65%
distributing cash or in-kind benefits to members, or investing in community projects	38	51	75%
Conservancy management committee members	914	67	100%
female management committee members	270	67	30%
female chairpersons	8	67	12%
female treasurers/financial managers	33	67	49%
Conservancy staff members	656	67	100%
female staff members	172	67	26%
Conservancies with Management Plans	47	67	70%
Sustainable Business and Financial Plans	32	67	48%
Conservancy AGMs held	51	67	76%
financial reports presented at AGM	44	67	66%
financial reports approved at AGM	42	67	63%
budgets approved at AGM	33	67	49%
Conservancies that are members of a regional conservancy association	50	67	75%

TABLE 1.
Institutional development in conservancies in 2013
The information shows that more and more conservancies are becoming well-established, and many have strong female participation. A substantial number of conservancies that used to be dependent to some degree on grant aid are now covering their operational costs from own income, with many also distributing benefits to members or investing in community projects. The Kyaramacan Association is included as a registered 'conservancy'.

expanding the capacity for good governance

Management structures

Most community conservation initiatives have broadly similar structures, based on a defined resource area, a constitution, an elected committee, and annual general meetings of the members. A variety of management plans usually guide activities related to natural resources, zonation and land-use, sustainable business and financial management, and the distribution of returns.

In the interest of the people

Good governance depends on the people doing the governing. It is crucial that community conservation organisations are run in the interests of their members rather than of a small elite. Democratic governance means that members participate in the most important decisions such as approving budgets and the distribution of returns. Committees need to be accountable to the members who elect them and there needs to be good, transparent financial management. Democratic governance also means that when committees are not accountable or transparent, members are able to remedy the situation.

Guided by the constitution

The affairs of most community conservation organisations are guided by their constitutions. The constitution is an important tool for good governance, as it provides the foundation for ensuring accountability and transparency in decision-making.

Committee and staff

Community conservation organisations are headed by committees, elected to manage the natural assets of the community, the relationships with business partners, and the income and expenditure of the organisation. Based on funding capacities, the committee employs staff and supervises their activities. Natural resource management forms the core of community conservation functions. Typical employees include managers, game guards, resource monitors, field officers and administrative staff.

The membership

At the heart of community conservation is the relationship between the members and their elected management committee. Ideally, members are able to actively participate in the affairs of the organisation by providing input at village meetings and AGMs.

The AGM

Annual general meetings provide a vital platform for establishing democratic governance in community conservation organisations. At AGMs, management committee elections are held, annual budgets and financial statements are approved by members, issues are discussed and decisions are taken. The AGM fosters a positive relationship with members, facilitates accountability, and helps to avoid mismanagement, elite capture and corruption. The AGM must be held in compliance with the constitution.

Training and certification

Access to training, formal certification and technical support are vital aspects of consolidating governance foundations. A range of formal CBNRM training modules were formulated in 2011 to create an effective training framework for conservancies.

Empowerment and gender equality

The increased capacity of rural communities to govern themselves and take control of their resources is a major success of community conservation. Previously disenfranchised Namibians are making financial decisions, voting for office bearers and engaging with private sector partners, local and regional authorities and central government. Positions of responsibility are being filled in the tourism and hunting industries, and in a range of conservation roles. The provision of student bursaries from CBNRM income seeks to further increase the range of skills available to rural communities.

There has been a broad increase in the number of women participating in CBNRM governance. This is likely to have a beneficial impact on the overall position of women in rural areas. Progress on gender issues is linked to cultural norms. The community conservation movement embraces a broad spectrum of cultures, and different traditional values have various implications for gender balance.

HIV/AIDS mainstreaming

From 2000 onwards, HIV/AIDS has been mainstreamed into all conservancy training programmes to emphasise the importance of fighting the epidemic. The holistic approach highlights the links between HIV prevention and the maintenance of conservancy-based livelihoods, and leverages existing governance structures in conservancies to engage in culturally appropriate prevention activities and behaviour-change communication. Surveys indicate that the initiative has helped to significantly reduce the primary behavioural determinant of the disease's spread in Africa: men having more than one sexual partner. This strong programme impact has important implications for reducing infections in rural areas of Namibia.

monitoring performance to improve governance

In the same way that resources need to be monitored to enable their effective management, governance can only be successful if it is monitored and evaluated. Some of the performance monitoring systems being used by conservancies are still evolving, yet an impressive array has been implemented. They are owned by the conservancies and designed to display data visually to allow all audiences to understand performance, trends and impacts. Data is limited to indicators with local relevance.

Institutional Development

Information showing the status of institutional development is collected on an annual basis. Data includes the level of involvement of conservancy members in decision-making and benefit distribution. Conservancies use the information to evaluate and improve their governance, and support organisations are able to provide targeted assistance. Table 1 summarises 2013 data.

Natural Resource Management

A simple tool is used to portray the natural resource management performance of conservancies. This provides two outputs: maps illustrating the comparative performance of conservancies (Figure 8), and a performance profile for each conservancy. The maps identify those conservancies most requiring support, while the conservancy performance profile enables weaknesses to be quickly addressed, and support providers to more objectively target their interventions.

Businesses, Enterprises and Livelihoods

Systems have been set up to capture key economic returns and livelihood performance data for conservancies. This information is critical in evaluating the financial performance of conservancies, to show members how they are benefiting, and to illustrate what contributions are being made by CBNRM to the national economy. Much of this data is presented in **Chapter 3**.

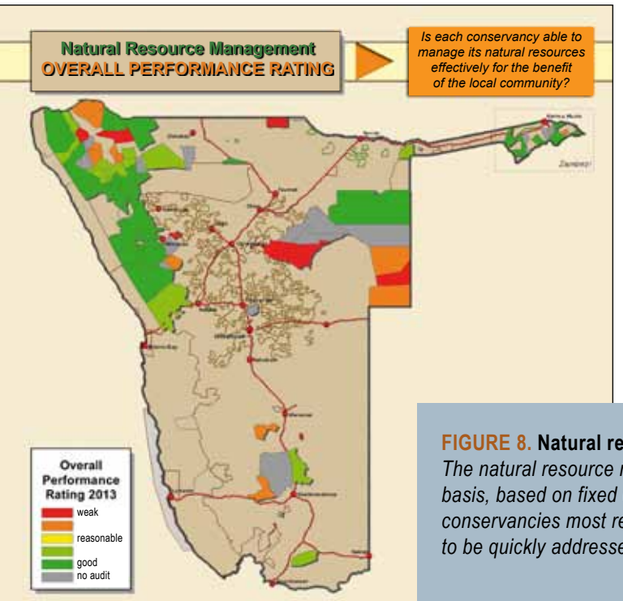


FIGURE 8. **Natural resource management performance ratings**
The natural resource management performance of each conservancy is reviewed on an annual basis, based on fixed criteria. Maps illustrate comparative performance and identify those conservancies most requiring support, while performance profiles enable areas of weaknesses to be quickly addressed, and support providers to more objectively target their interventions.

working with related governance structures

Traditional Authorities

Traditional authorities play a very important role in communal areas. In most conservancies, the active involvement of traditional authority representatives ensures a positive relationship. Where this is not the case, conflicts often arise over resources and returns. The Forestry Act stipulates that a community forest may only be registered with the consent of the traditional authority, facilitating collaboration from the outset.

Regional Councils

All community conservation organisations must comply with a variety of government regulations. By ensuring good communication with regional councils, community conservation organisations enable improved coordination of activities and land use planning.

Regional Land Boards

Regional land boards of the Ministry of Lands and Resettlement play an important role in land use allocation and regulation. Active collaboration with land boards avoids conflicts and improves land use planning.

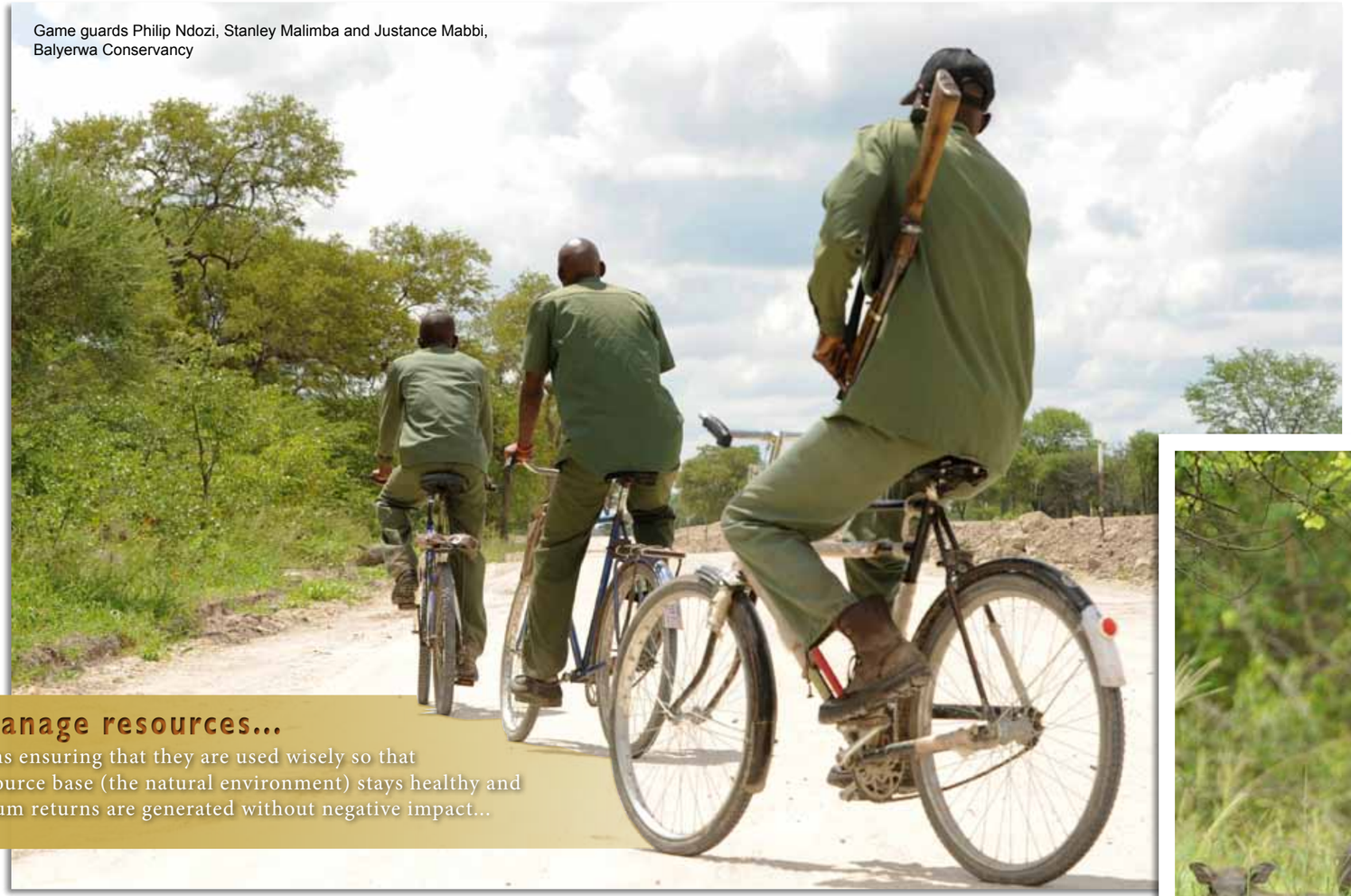
coordinating national level support

A broad support network for CBNRM initiatives is provided through the members of the Namibian Association of CBNRM Support Organisations (NACSO). NACSO embraces a variety of NGOs and individual members, who provide a great range of technical and funding support to community conservation. NACSO acts mainly as a platform facilitating communication, collaboration and coordination amongst its members and the broader CBNRM stakeholder community. The association is headed by a small secretariat, while three dedicated working groups provide technical advice and support the coordination of activities. The Institutional Development Working Group (IDWG), the Natural Resources Working Group (NRWG) and the Business, Enterprises and Livelihoods Working Group (BELWG) are flexible constellations of key stakeholders that pool experience and resources to provide effective support. A list with contact details of conservancies, community forests, line ministries, NACSO members and private sector partners is provided on pages 82-86.

[more info: **www.nacso.org.na**]

Growing crops for the tourism industry in Salambala Conservancy – communities have been empowered to formally engage with stakeholders at various levels, from private sector operators to government ministers.

Vegetable farmers Priscah Matengu and Weston Mwape, Salambala Conservancy



Game guards Philip Ndozi, Stanley Malimba and Justance Mabbi, Balyerwa Conservancy

2. managing resources

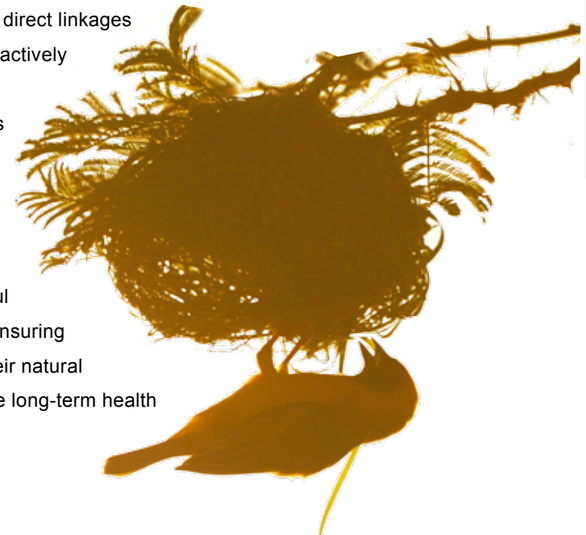
for the benefit of the people and the land

Zambezi Community Conservation Area

to manage resources...

... means ensuring that they are used wisely so that the resource base (the natural environment) stays healthy and maximum returns are generated without negative impact...

applying innovation... Market-based conservation emphasises direct linkages between conservation results and economic returns. Natural resources are actively used in innovative, sustainable and equitable ways to enable rural people to capitalise on Namibia's global comparative advantages – its environment, its cultural resources and its service industries. Strong incentives are created that facilitate biodiversity conservation. Traditional knowledge and skills are paired with modern technologies and approaches to enable adaptive management and innovative resource use. A wealth of information gathered through a variety of monitoring mechanisms is processed to provide powerful management systems and tools. These are managed by the communities, ensuring ownership and relevance. Rural communities are empowered to manage their natural resources to generate significant returns while at the same time ensuring the long-term health of the resource base – the natural environment.



Modern approaches and technologies introduced by community conservation are enhancing the value of natural resources and improving their use. Innovative systems are being applied to unlock the full potential of natural resources as a driver of rural economic growth and development. Simultaneously, this encourages environmental restoration and biodiversity conservation, and is linking individual entities into vast conservation landscapes where wildlife can roam for the benefit of the people.

What's the story?

behind managing resources

resource monitoring is still the core of natural resource management

a look at the evolution of natural resource management in communal conservancies

Fish guards Albert Likondo, Bernard Sikwana and Lawrence Kamwi, Sikunga Conservancy

the humble game guard...

It all started with the humble game guard. The man (or woman) out in the bush, who knows the land and the animals and the plants – and is prepared to go out every day to look after them. Having people out there in the veld, monitoring, managing and protecting the game wasn't just the start of community conservation in Namibia – it continues to be the basis for natural resource management today. Yet game guards are all too often overlooked, while NGO staff and conservancy committees and chairmen are celebrated, both locally and internationally, for the achievements of the programme.

Jackson Kavetu has been working in community conservation for almost a quarter of a century. He was appointed as a game guard by the traditional authority with support from the field NGO Integrated Rural Development and Nature Conservation just after Namibia's independence, long before any conservancy was registered. Jackson has been a champion for the growth of community-based conservation in his area. He has helped the Ehi-Rovipuka Conservancy develop out of the simple game guard concept that he embodies. When the conservancy was registered in 2001, the indispensable practice of game monitoring was already well-established here.

The community game guards appointed during the pioneering days of the movement had no specialised tools, systems or technologies. They received minimum wages and basic rations, and worked according to a simple mandate – to help stop poaching. And they did. They had the backing of the traditional leadership and the support of a small group of dedicated conservationists. They worked within their own communities and convinced people of the value of wildlife, which they began to see as their own.

Today, the around 530 game guards working in conservancies across the country have a whole suite of responsibilities – as well as excellent systems and tools to help fulfil them. Game guards are called on regularly to deal with human-wildlife conflict situations; they assist with game utilisation; they combat poaching and other legal infringements; many need to maintain conservancy infrastructure and help respond to fire, flooding or drought. Their knowledge of the conservancy and its habitats and species needs to be excellent – they are the ones who provide the information to manage the natural resources of their area in a sustainable manner.

Jackson Kavetu still works in Ehi-Rovipuka, but has recently specialised as a predator monitor. Flanked by Etosha National Park and the Hobatere Tourism Concession Area, the Ehi-Rovipuka community is troubled by regular conflicts with lions and other large predators. Support from the NGO AfriCat is enabling Ehi-Rovipuka to manage predators more effectively, which, amongst preventative measures, again includes focussed monitoring as a central component. Jackson's long years of experience make him ideal for the task.

Game guards can be found in diverse settings across Namibia: three men on bicycles, somewhere on a small road in the hinterland of the Zambezi Region, on their way home after a morning of wildlife monitoring in Balyerwa Conservancy. A lone man kneeling on the ground under a leadwood tree in Ehi-Rovipuka Conservancy, recording data in his Event Book. Three men in a boat out on the Zambezi River, checking that fishing nets conform to legal specifications. A man and a woman on a donkey cart in the mopane scrub of ≠Khoadi-//Hôas Conservancy, on their way to check conservancy infrastructure...

Everywhere, game guards are expanding their portfolio of work. Several conservancies in the Zambezi Region now employ fish guards as well as game guards, who work together in a close symbiosis. Fisheries is a key livelihood sector in eastern Zambezi, and a decline in fish catches and sizes motivated community-based management systems, which are already showing positive results. Community fish reserves protect important breeding grounds, while fish guards confiscate illegal nets and create community awareness.

Dedicated rhino rangers are supporting the fight against commercial poaching in north-western Namibia. The monitoring of vegetation and rangeland condition is a part of game guard work in an increasing number of conservancies. As conservancies become more established, needs and priorities evolve. In response, both practical activities and the management systems that guide them continue to be adapted.

the systems that work...

Thirty years after the appointment of the first community game guards, a network of dedicated conservation staff has spread across more than half of all communal lands or about one fifth of the country, monitoring and managing wildlife – and an increasing suite of other resources. In each area, the way game guards carry out their work has evolved to fit local conditions and needs. Yet everywhere it is based on the same overall systems and principles.

Each game guard maintains an Event Book – the yellow booklet used for entering wildlife data and other natural resource information, as well as related events such as conflict incidents, rainfall or poaching. The booklet is the primary module of the highly successful Event Book Monitoring System (more detail on page 44) that also includes annual game counts, which game guards carry out in collaboration with MET and NGO staff. The monitoring is just the first step in the conservancy information cycle (more detail on page 29) that enables the information gathered by game guards to be used for effective and adaptive management.

The Event Book is implemented as part of the conservancy formation process, and is now used in 78 conservancies. Annual game counts are more difficult to implement, requiring different methodologies to suit varying landscapes, habitats and species, and are currently carried out in 52 conservancies. Some conservancies still need to build the capacities to do

game counts, while others currently do not have sufficient game numbers to justify an annual count.

Game utilisation needs stringent controls to ensure sustainability. Rigorous game monitoring, a meticulous quota setting process, strict controls over actual use, and ongoing adaptation to fluctuating circumstances in a dynamic environment form the basis of the sustainable use of wildlife in conservancies. During 2013, 58 conservancies harvested game for their own use, while 44 managed trophy hunting concessions and 18 managed shoot-and-sell game harvesting. Regular quota setting meetings are currently held in 66 conservancies.

The interpretation of available information is as important as data collection – data is worth nothing if it is not used. The Con.Info Data Base enables access to most historical conservancy data, including information on governance, natural resources and CBNRM returns. The data base has been significantly refined over the last few years and forms the hub of the conservancy information cycle. While monitoring data is already aggregated in the field by the conservancies themselves, national level interpretation enables the incorporation of landscape-level trends. The Natural Resources Working Group now collates the data into annual conservancy reporting materials, which are used by the conservancies to guide management decisions, and by the MET and support organisations to direct interventions and assistance.

cooperation and adaptation...

From the start of the programme, community conservation has been based on cooperation and adaptation. Game guards collaborate with the local communities in whose interest they are working. Conservancies collaborate with the Ministry of Environment and Tourism as part of the MET's national mandate to conserve biodiversity. Work with NGOs and natural resource management specialists provides targeted technical support and funding assistance to strengthen management systems and adapt to evolving needs and circumstances.

While many established conservancies are today able to carry out most of their resource management activities on their own, the MET continues to provide support and is assisted by NGOs and independent consultants. Over the years, the Natural Resources Working Group has become an increasingly important service provider. The NRWG offers a wide range of support, including specific technical assistance to the Event Book System and annual game counts, such as producing and distributing the required materials and helping with logistics. The NRWG also supports the quota setting process and helps conservancies to establish fair partnerships with hunting operators.

Adaptation has been crucial during the growth of community conservation. Throughout the 30 years of CBNRM implementation, many things have changed. National independence was the most momentous change, empowering communities and altering the way the nation manages its natural assets. Over the last 25 years, the human population in communal areas has grown tremendously, putting increasing pressure on the land and its resources. Economic growth has opened up new opportunities, but there have also been significant fluctuations in sectors such as tourism and agriculture. And the environment itself continues to change, partly due to human influences, partly due to natural cycles, and increasingly due to the effects of climate change.

The ability to adapt as circumstances change is thus a vital aspect of good resource management. Conservancies have needed to continually adapt resource use in attempts to balance the needs of growing populations of both people and animals – and the intensified land use that has come with this. To add complexity, the available natural resources continually fluctuate, as wildlife moves in search of food, or plant harvests vary according to the abundance of rain.

Game guards in ≠Khoadi-//Hôas – a network of dedicated conservation staff has spread across the communal lands of Namibia to manage and protect wildlife. Activities are tailored to suit local conditions and needs.

Game guards Emil /Goagoseb and Maleska Harases, ≠Khoadi-//Hôas Conservancy

Usage quotas and control mechanisms have thus been refined and adapted, especially for activities such as shoot-and-sell harvesting, which can have major impacts on populations. Human-wildlife conflict is another area that requires continual adaptation. Interestingly, even though elephants, lions and other predators have increased significantly in many areas, the average number of conflict incidents per conservancy has remained relatively stable for all types of conflict. Clearly, the efforts of conservancies to mitigate conflicts are showing some results.

As both external influences and internal complexities continue to increase, conservancies and communities will need to keep adapting – and collaborating. They may need to strike new alliances, as current support structures can no longer meet all needs. While donor funding is likely to decrease, partnerships with the private sector may need to become stronger. Yet even though the world keeps changing, and technology is transforming the way we deal with almost everything, boots on the ground – the humble game guard out in the field – is likely to remain the core of natural resource management for some time to come.

Natural resource management at a glance

At the end of 2013 there were...

- 78 conservancies using the Event Book monitoring tool (incl. unregistered conservancies & Kyaramacan Ass.)
- 52 conservancies conducting an annual game count
- 4 national parks undertaking collaborative monitoring with conservancies
- 38 conservancies directly involved in tourism activities
- 66 conservancies holding quota setting meetings
- 58 conservancies doing own-use harvesting
- 44 conservancies with trophy hunting concessions
- 18 conservancies with shoot & sell harvesting contracts
- 56 conservancies with a wildlife management plan
- 54 conservancies with a zonation plan
- 531 game guards working in conservancies (incl. unregistered conservancies & Kyaramacan Ass.)

What's being achieved?

Community conservation means...

- combatting poaching and other illegal activities
- mitigating human-wildlife conflict and limiting losses incurred through living with wildlife
- zoning areas for different land uses to reduce conflicts
- enabling wildlife recoveries, effective natural resource management and environmental restoration
- working with neighbours to promote a large landscape approach to natural resource management
- black rhinos occur in 15 conservancies
- elephants occur in 46 conservancies
- lions occur in 24 conservancies
- species that had become locally extinct in the Zambezi Region, such as eland, giraffe and blue wildebeest, are thriving after re-introductions
- the North West Game Count is the largest annual, road-based game count in the world

New in 2013:

- development of a game guard certification system
- introduction of new wildlife harvesting control mechanisms

The biggest challenges?

- managing human-wildlife conflict
- achieving recognition of the vital role of community game guards
- ensuring that wildlife harvesting is well-controlled and sustainable
- minimising impacts and optimising returns from consumptive game use

Trackers Pieter Bo, /Kaece //Xari and Robert !Kung, Nyae Nyae Conservancy

Hunting staff in Nyae Nyae Conservancy – if wildlife cannot be used to generate income for conservation activities and provide jobs and other benefits, it is unlikely to be conserved outside national parks.

promoting market-based conservation resources and approaches

Innovative approaches are required to effectively manage wildlife and other natural resources outside state protected areas, where local communities live. Especially in communal areas, where people use a variety of livelihood strategies, success depends on the returns gained from natural resource use. Market-based conservation creates the necessary linkages between conservation goals and the economic value of natural resources in order to deliver significant economic returns and in-kind benefits while safeguarding the environment. This chapter portrays the main resources being managed, and the systems being used to manage them.

All natural resources are interlinked within the diversity of life. While different government structures have been developed to manage wildlife, plant and fish resources, it is possible for communities to integrate these and other sectors to avoid conflicts, and ensure cohesive overall land use and resource management.

Charismatic African wildlife

Wildlife is one of the greatest resources of Africa. Tourists come to Namibia firstly to see wildlife in the stunning, unfenced settings our country offers. Healthy populations of charismatic wildlife such as the Big Five– 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. The effective management of this immeasurable resource lies at the heart of community conservation. Conservancy management has facilitated large-scale wildlife recoveries and enables the protection of valuable species, which is allowing wildlife values to be realised. All wildlife use is regulated through a system of annually reviewed quotas, permits and reporting.

Flourishing indigenous flora

Known mostly for its stunning desert scenery, Namibia is not perceived as a country of forests, yet forest resources form an extremely valuable asset for many rural communities. The use of a great variety of non-timber plant resources from all parts of the country is underlining the value of our indigenous flora. Woodlands in the north and north-east harbour a variety of valuable trees such as kiaat and Zambezi teak with commercial timber value, and burkea and ushivi, used for construction. The growing range of veld products includes devil's claw tubers, omumbiri (commiphora wildii) resin, Kalahari melon seed, thatching grass, as well as marula, baobab, *Ximenia* and *Sarcocaulon* fruits. Harvesting is regulated through a licensing system and plant product user groups have formed to coordinate harvesting and marketing activities.

International corporations are searching the globe for new biological ingredients for their products, an activity called bio-prospecting. While this is likely to open further opportunities within the plant sector, bio-prospecting needs to be carefully controlled. Namibia is taking steps to safeguard its resources from uncontrolled exploitation.

Fabulous fish

Namibia's northern rivers harbour excellent fish resources, including fine food fish as well as sport angling favourites such as tigerfish, catfish and bream. Inland fisheries are an important resource for communities. Fish productivity in rivers can be optimised by creating community fish reserves that facilitate undisturbed breeding. Although netting is generally not allowed within the reserves, communities enjoy increased fish harvests in adjacent areas, as healthy populations of large fish disperse. This is also beneficial to sport angling offered by tourism lodges, which may practise catch-and-release. In the absence of a clear legal framework empowering local communities to manage fish resources, conservancies are assisting in the issuing of fishing licenses.

Healthy rangeland

Healthy rangeland is a vital communal resource, forming the basis of domestic stock as well as wildlife production. Community rangeland management is a holistic approach that combines cutting edge rangeland science with traditional herding and animal husbandry techniques to ensure that sustainable rangeland practices are implemented. Grazing activities in rangeland areas are managed in a collaborative effort by participating farmers.

Productive soils

Conservation agriculture is a simple method designed to optimise crop yields in areas of relatively low or erratic rainfall and poor soils. The method applies various techniques to improve soil quality and optimise the use of rainwater. It produces good harvests from small areas, can increase yields without fertiliser by over 60% and increases harvesting chances in years of erratic rainfall. Conservation agriculture is being implemented by more and more communal farmers.

Vital water

Water is the basis of all life. In a dry country like Namibia, water management is particularly crucial. Especially at the level of water basin management, important collaboration can take place amongst the various land use sectors to ensure healthy water supplies.

The value of diversity and endemism

The conservation of biodiversity is a key objective of community conservation. The most notable biodiversity 'hot spots' are in the north-east of Namibia. By contrast, concentrations of endemic species are greatest in the dry central and western parts. Endemics are species that have a distribution largely or completely confined to Namibia, and our country has a special responsibility for their conservation. Through sustainable management of natural resources, conservancies and community forests are making valuable contributions to the conservation of both biodiversity and endemism (Figure 9).

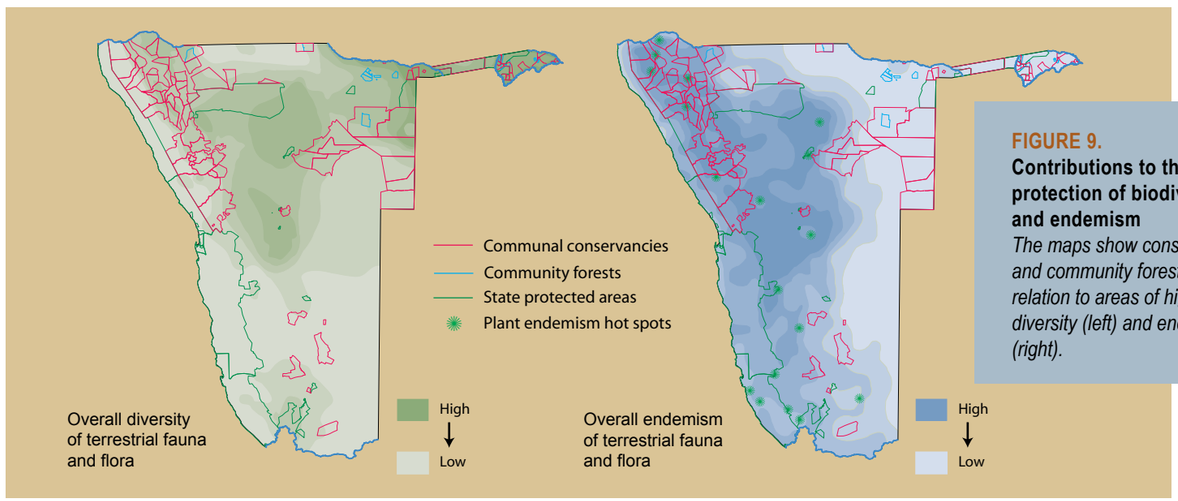


FIGURE 9.
Contributions to the protection of biodiversity and endemism
The maps show conservancies and community forests in relation to areas of high bio-diversity (left) and endemism (right).

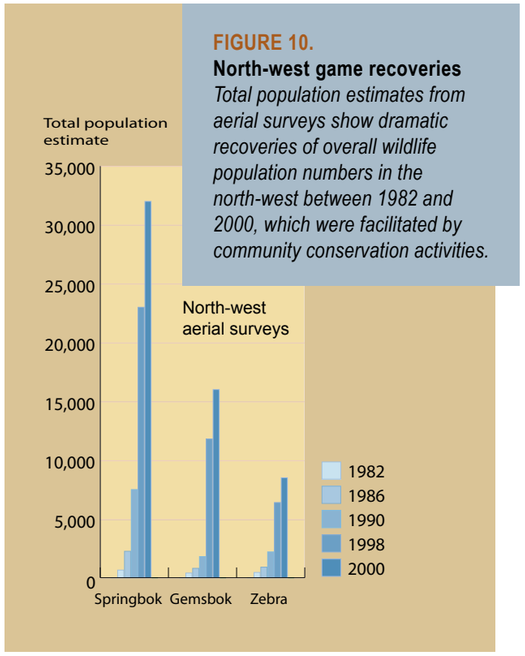


FIGURE 10.
North-west game recoveries
Total population estimates from aerial surveys show dramatic recoveries of overall wildlife population numbers in the north-west between 1982 and 2000, which were facilitated by community conservation activities.

healthy wildlife populations

Remarkable wildlife recoveries

Conservancy efforts to minimise poaching and ensure sustainable use have been rewarded by remarkable wildlife recoveries. This is most evident in the north-west, where wildlife had been reduced to small numbers through poaching and drought by the early 1980's. It is estimated that there were only 250 elephants and 65 black rhinos in the north-west at this time, and populations of other large mammals had been reduced by 60 to 90 percent since the early 1970s. Data from species experts shows that the number of rhinos and elephants has increased substantially since then. Aerial surveys indicate that springbok, gemsbok and mountain zebra populations increased over 10 times between 1982 and the year 2000 (Figure 10).

The game is free to move

Data from the annual North-West Game Count indicates clear fluctuations in the average number of animals seen per 100 kilometres driven (Figure 11). Game movement and range expansion into inaccessible terrain currently not being surveyed, and into areas outside the survey zone, appear to be the main explanation for the fluctuations. 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 adjacent areas would provide a more accurate picture. Additional monitoring that provides more information on seasonal migrations of springbok and gemsbok would also help to answer some of the current questions. Importantly, while they are fluctuating, the estimated numbers of all species remain at or above the estimates recorded through the aerial surveys at the end of the recovery period.

Maintaining healthy populations

It is unrealistic to expect game populations in communal areas to continue to increase indefinitely to the kind of abundance found in national parks. Communal lands are not parks, but areas where local communities engage in a variety of livelihood activities. In community conservation areas, people have agreed to include natural resource management in the range of activities being practised. Land use priorities are shifting to a healthy diversity where wildlife is not only tolerated, but communities are investing their own funds into conservation activities. Wildlife is managed in accordance with a community's land use priorities, based on monitoring and offtake quotas.

Resource monitoring

GAME COUNTS

Most conservancies conduct periodic game censuses. The biggest of these is the North-West Game Count, conducted annually since 1999 (Figure 11). The count includes all the conservancies and tourism concessions outside of national parks in the north-west and is the largest annual, road-based game count in the world. It 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. Conservancies in the east perform an annual moonlight waterhole count, while conservancies in the north-east undertake counts on foot along fixed routes. 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.

AERIAL CENSUSES

Regular aerial censuses have been undertaken by the MET in different parts of Namibia. These confirm wildlife increases in both the north-west and north-east.

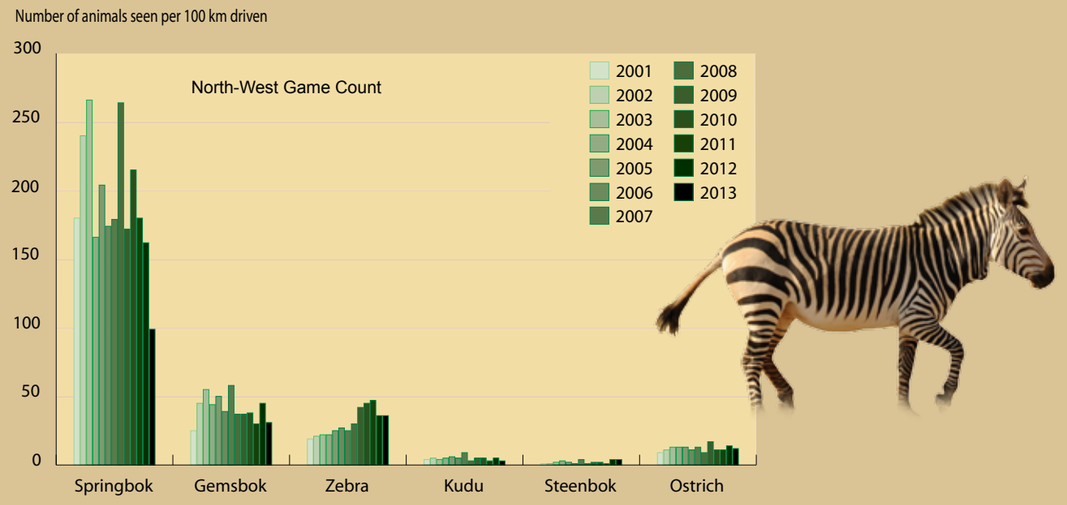


FIGURE 11. Annual North-West Game Count – sightings per 100 kilometres
Data from the annual North-West Game Count shows the average number of animals seen per 100 kilometres driven during the count. This provides population trends over time. The sharp downward trend in sightings of springbok is likely to be due to a combination of factors. These include low rainfall during the last two rainy seasons, which resulted in a significant increase in recorded mortalities during 2013. Harvest quotas have increased over the last decade, but remain below the estimated growth rate of the population as seen on the count, and are unlikely to be the main cause of the decline. Movement in and out of the count area is also a considerable factor in population fluctuations. Importantly, the estimated numbers from the counts remain near the estimated overall population figures at the end of the recovery period recorded through the aerial surveys.

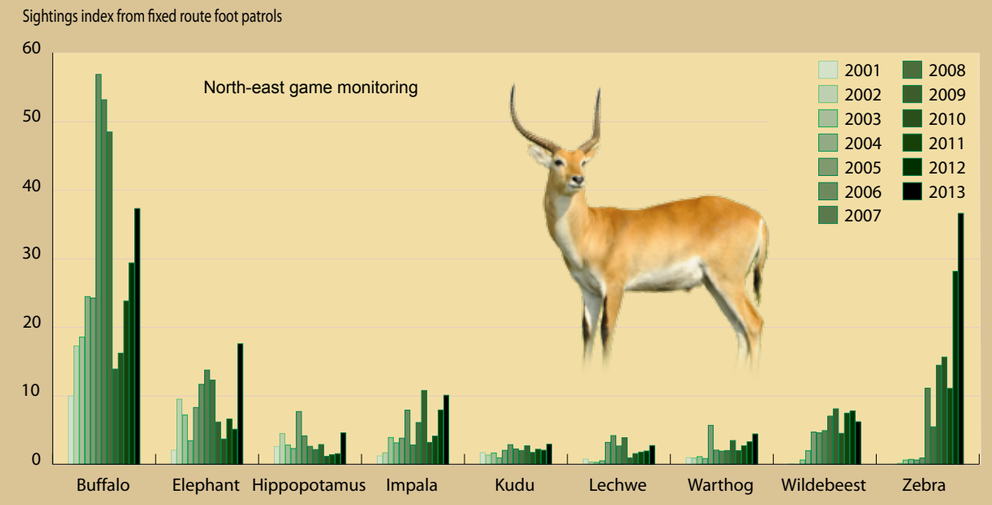


FIGURE 12. North-east game monitoring – sightings on fixed-route foot patrols
Important wildlife recoveries have occurred in the Zambezi Region. These have been largely due to breeding, reduced poaching, introductions, and influx from Botswana. Although poaching had declined substantially over the last 15 years, there has been a recent sharp increase in ivory poaching, which is of great concern. The graph gives an index of sightings during regular fixed-route foot patrols in seven long-established conservancies (Impalila, Kasika, Kwandu, Mayuni and Wuparo). Again, wildlife movement in and out of the area (including trans-boundary movements to and from neighbouring countries, which has been actively recorded for some species through remote tracking) is the main explanation for the significant annual fluctuations.

The data also underlines the value of using different counting methods to gain a better understanding of wildlife dynamics.

THE EVENT BOOK

The Event Book is a highly successful management tool initiated in the year 2000. It has been continuously refined and is used by almost all registered conservancies, while being systematically introduced to upcoming conservancies during their formation. The simple but rigorous tool promotes conservancy involvement in the design, planning and implementation of natural resource monitoring. Each conservancy decides which resources it needs to monitor, bearing in mind issues on which conservancies are obliged to report to the MET. The resources or themes identified may include human-wildlife conflict, poaching, rainfall, rangeland condition, predators and fire. The suite of resources being monitored is increasing and includes plants, fish, honey and even livestock. For each topic there is a complete system that begins with systematic data collection, goes through monthly reporting and includes long-term reporting.

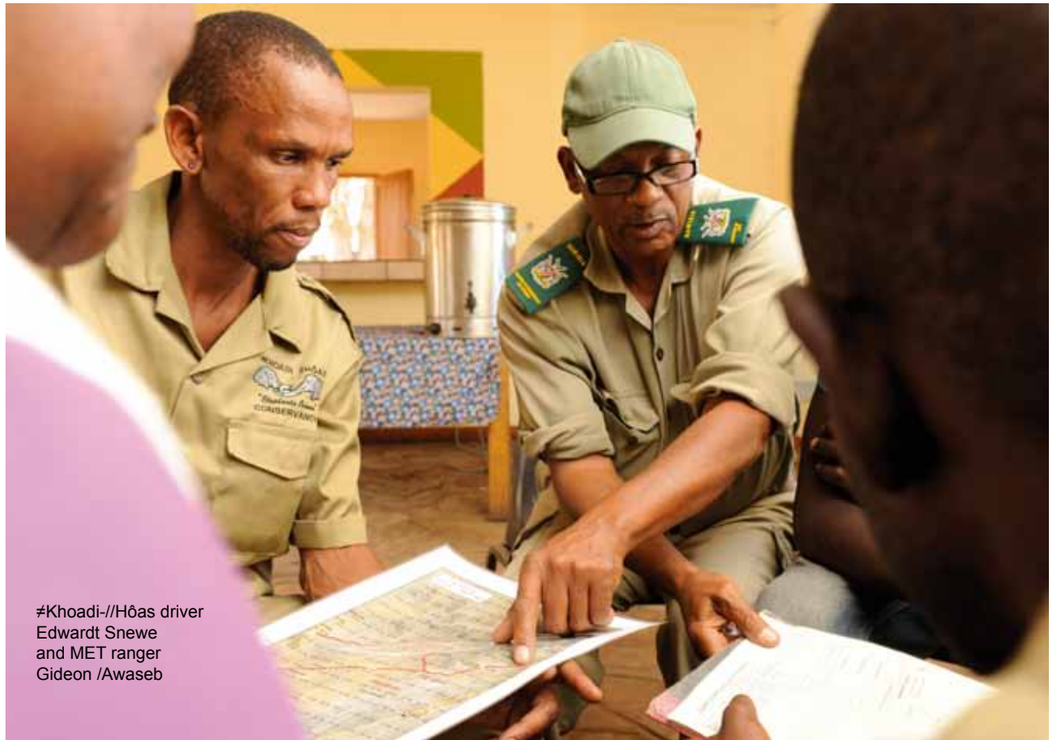
Every year, an annual audit of the system is conducted where all data is collated into a conservancy's annual natural resource report, which the conservancy uses as an important management tool. The report is also sent to the MET and provided to NACSO to update its databases, and is used in national data and trend analyses.

The Event Book concept has been adapted to monitor conservancy enterprises and other economic activities. Due to its almost universal application, the system has been 'exported' to state and private sector parks in Namibia, as well as other countries in Africa and Asia.

Defining and tracking wildlife status

Once initial wildlife recoveries from population lows have been achieved, the management focus changes to maintaining game populations between lower and upper thresholds. Maintaining numbers above the lower threshold ensures that the species is able to recover from external impacts (drought, disease, predation, utilisation, poaching). Keeping numbers below the upper threshold enables viable off-takes and ensures that the population stays in balance with its habitat and other land uses. Tracking population trends with the expectation that wildlife numbers should always increase is not an appropriate approach in the longer term. More sophisticated monitoring tools now define the 'species richness' and 'population health' of game in conservancies. Using game count data and information from a wide variety of other sources, wildlife experts compile 'species richness' lists for each conservancy. These show the present diversity of species in the conservancy relative to past diversity. The population health of each species is also scored, and from the two sets of information maps are generated to portray wildlife status in conservancies (Figure 13).

Game count planning in ≠Khoadi-//Hôas Conservancy – meticulous monitoring is a core component of effective natural resource management and is carried out as a collaborative effort between conservancies and ministry staff.



≠Khoadi-//Hôas driver Edwardt Snewe and MET ranger Gideon /Awaseb

more innovative tools

Staffing

Community conservation is by the people for the people. 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. Adequate staffing is a vital component of effective resource management, and an increasing number of people are formally employed by conservancies.

Mapping

A mapping service was developed to enable conservancies, the MET and support NGOs to generate detailed conservancy maps for registration, planning, management, monitoring and communication. Boundaries are established and mapped first, which is important in publicly proclaiming the existence of a conservancy. Detailed maps show important features for planning and monitoring purposes. The entire process is participatory, with community members being trained to gather data that result in maps with local relevance and ownership.

Zoning

Land use planning has to consider both the needs of farmers to grow crops and rear livestock, and of wildlife to move across the landscape. Zoning conservancies for different land uses can significantly reduce conflicts, while wildlife corridors allow movement between seasonal ranges, reducing local pressure. Many conservancies have zoned their areas, but are constrained by the fact that they do not have legal powers to enforce the zones. Conservancies are working with traditional leaders and regional land boards to make zonation more enforceable.

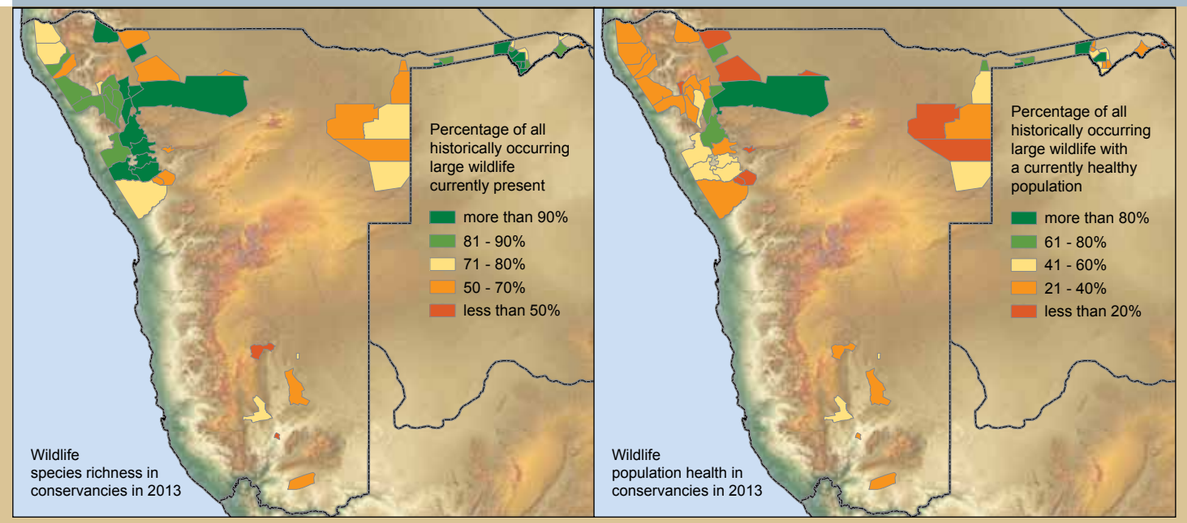
Quota setting

All consumptive use of wildlife in conservancies is controlled through annual quotas that define the number of animals that may be used. The system has been in place since 1998 and is coordinated by the MET with support from NGOs. Annual quota setting meetings take into account both local knowledge and collected information, including game census and Event Book data, harvest returns and desired stocking rates. The meetings allow discussion, review a community's vision for each species and encourage input from private sector operators in the area. The community agrees on quotas for own-use meat harvesting, trophy hunting, shoot-and-sell meat harvesting or live-capture-and-sale. Conservancies then request the quotas from the MET, and these are scrutinised in Windhoek before being approved or amended.

Game use rates and population numbers

Harvest rates require careful consideration based on sound scientific methods. Depending on environmental conditions, springbok populations can, for example, grow by up to 40% per year, while gemsbok and zebra populations may grow by 20%. Harvest rates of less than 20% per year for these species are thus unlikely to reduce overall populations under normal conditions. Game use data shows that harvest rates remain below estimated growth rates, even as a percentage of the animals actually seen during game counts. It is impossible to see all animals during a count, and compared to likely population estimates, harvest rates are minimal.

FIGURE 13. Species richness and population health of wildlife in conservancies: *The* **wildlife species richness** *map (left) indicates the percentage of all large wildlife species that historically occurred, which are currently present in a particular conservancy. The* **wildlife population health** *(right) indicates the percentage of all large wildlife species that historically occurred, which currently have a healthy population in a particular conservancy. Etosha, Mamili, Mudumu and the core areas of Bwabwata National Park are included on the maps for comparison.*



boosting wildlife numbers

Targeted reintroductions of game, which boost natural increases to help rapidly rebuild the wildlife base, are allowing natural resource returns to be realised more quickly. Whilst the bulk of the species being moved are common game such as springbok, gemsbok, kudu and eland, the introductions have also included highly valuable animals such as sable, black-faced impala, giraffe and black rhino (Table 2). The game has been moved from areas where there is an oversupply of animals to areas where populations are low.

Reclaiming range

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 translocations by the MET. Conservancy formation has helped to reinstate the range of these species. A number of conservancies are now officially recognised as rhino custodians. The fact that communities are trusted by the Namibian government to be custodians of highly endangered and valuable species is testimony to the conservation performance of conservancies. Namibia is the only country in the world where black rhinos are being translocated out of national parks into communal areas.

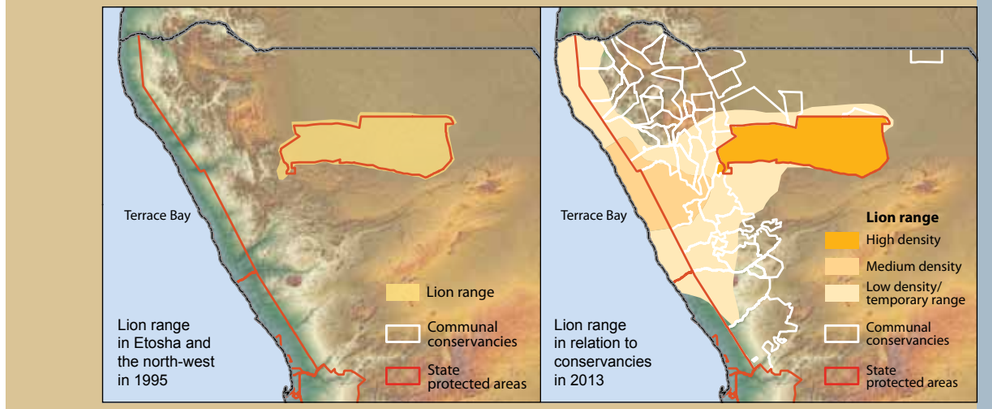
predator management

The status of large predators can be a useful indicator of the health of wildlife populations. The remarkable recovery of the iconic desert-adapted lions in the north-west in both numbers and range after years of vehement persecution 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 14). The perceived threat posed by lions continues to be disproportional to damage caused by this species, perhaps because it is also feared as a threat to human life (Figure 15). Yet the expansion of the population is being tolerated, and is facilitated by community conservation.

Population trends of other large predators in north-western conservancies have generally been stable or increasing. In the Zambezi Region, 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 occurring in communal areas remain well above pre-conservancy levels.

TABLE 2.
Translocations of wildlife into conservancies
Between 1999 and 2013, a total of 10,568 animals of 15 different species were translocated to 31 registered conservancies and four conservancy complexes. The total value of the translocated animals (excluding black rhino) is in excess of N$ 30 million.

Species	1999-2001	2002-2004	2005-2007	2008-2010	2011	2012	2013	Grand Total
Ostrich	-	11	-	-	-	-		11
Springbok	181	550	-	880	-	196		1,807
Common impala	171	69	68	198	-	296		802
Black-faced impala	-	31	162	663	-	-		856
Hartebeest	315	254	-	499	53	43		1,164
Sable	-	-	37	-	-	-		37
Gemsbok	177	251	-	849	-	203		1,480
Blue wildebeest	33	129	116	48	-	269		595
Waterbuck	-	-	-	26	99	95	244	464
Kudu	215	106	83	360	-	88	49	901
Eland	83	193	185	289	50	110	252	1162
Burchell's zebra	1	31	50	192	-	93		367
Hartmann's zebra	-	-	197	147	-	202		546
Giraffe	-	10	48	102	132	40		332
Black Rhino	-	4	10	30	-	-	-	44
Grand Total	1,176	1,639	956	4,283	334	1,635	545	10,568



Adapted from data available on www.desertlion.info

FIGURE 14.
Lion range expansion
Numbers of the iconic 'desert' lions have increased dramatically from a low of around 25 individuals in 1995 to around 150 in 2013. The maps show the equally dramatic range expansion over this period. Lions are once again wandering along the misty shores of the Skeleton Coast, creating a spectacular tourism attraction. Although some lions are killed each year, the fact that people are generally tolerating their presence shows a clear conservation commitment.

The value of wildlife – while they can cause severe problems for communal farmers, species such as rhino, elephant and lion add great value to tourism and hunting products and generate significant returns that offset losses. Ruthless commercial poaching is now threatening community gains and years of conservation work.

managing
human-wildlife conflict

Perceptions of the problem
Wildlife is generating increasing cash income and in-kind benefits for rural communities, yet it regularly comes into conflict with farming activities. Perceptions of the conflicts are often skewed or exaggerated. The widespread belief that human-wildlife conflict continues to increase is wrong. Total recorded incidents are increasing, because the number of conservancies is increasing, yet the average number of incidents per conservancy remains generally stable (Table 3). Data shows which species are causing most problems in which areas, and illustrates a disproportionate control of certain species, which are perceived to be the biggest threat, even though the data indicates otherwise (Figure 15).

National guidelines
The MET launched the Human-wildlife Conflict Policy in 2009 to provide national guidelines for conflict mitigation. The policy makes clear that wildlife is just that – wild, and a part of the natural environment. Although government coordinates its protection, it cannot be held responsible for damage caused by wildlife. The policy sets out a framework for managing wildlife conflicts, 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 those who have suffered losses.

Self-insurance
Prior to the launch of the MET Policy, conservancies in the Zambezi and Kunene Regions had already implemented the Human Animal Conflict Conservancy Self Insurance Scheme (HACCSIS). Through this, losses to conservancy members were offset. Conservancies paid a major portion of the claims from own income, matched by donor funding, and took the lead in running the scheme.

Strict conditions for offsets
The Human-wildlife Self Reliance Scheme makes payments under strict conditions. Incidents must be reported within 24 hours and verified by the MET or a conservancy game guard. Payments will only be made if reasonable precautions were taken. Initial funding for the scheme was provided through the Game Products Trust Fund of the MET. All conservancies received a start-up fund, to which they are expected to add own funding. A portion of the income from problem animals that need to be destroyed flows back to the Game Products Trust Fund.

Avoiding conflicts
Conservancies, the MET and NGOs continue to develop innovative mitigation measures. Chilli is used as a deterrent to keep elephants away from crops, crocodile fences provide safe access to water, predator-secure enclosures protect livestock, and physical barriers protect water infrastructure from elephants. Appropriate land-use planning and zoning are key elements in avoiding conflicts, while generating tangible returns from wildlife is vital in promoting community willingness to live with wildlife and to accept the challenges associated with this.

Safe swimming behind a crocodile fence in Kwandu Conservancy – the impacts of human-wildlife conflict on individual households can be severe, yet perceptions of the overall scale of the problem are often skewed.

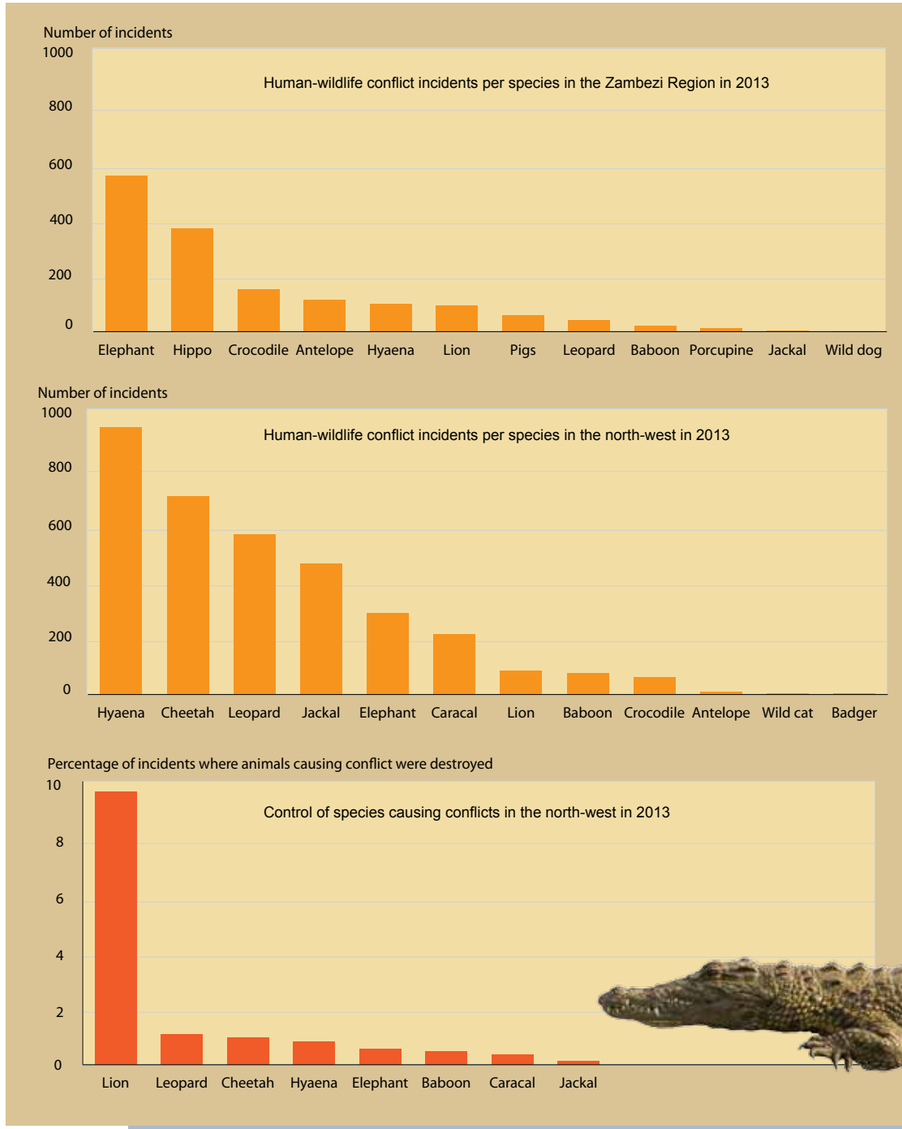


FIGURE 15.
Conflict species...
The orange graphs indicate the number of incidents per species causing conflicts in the Zambezi Region (top) and the north-west (centre) during 2013.

... and their control
The red graph (bottom) indicates the level of control of species causing conflicts in the north-west during 2013, shown as the number of animals destroyed as a percentage of the number of conflict incidents recorded for that species. That close to 10% of conflict lions were destroyed, while lions caused the fewest incidents of all larger land predators, reflects the much higher risks that lions pose, both to people and to large and valuable livestock. It may also indicate skewed perceptions, often influenced by misinformation and fear.

TABLE 3. Human-wildlife conflict incidents across all registered conservancies
The steady increase in the total number of human-wildlife conflict incidents in conservancies is partly due to the increase in the number of conservancies. While the annual average of total incidents per conservancy has remained relatively stable, substantial fluctuations occur in individual conflict categories. Attacks on both people and livestock were at a high during 2013.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Total conflict incidents from all conservancies	3,019	2,936	4,282	5,713	5,640	7,095	7,659	7,772	7,298	7,279	9,228
Number of conservancies	29	31	44	50	50	53	59	59	66	77	79
Average no. of human attacks per conservancy	0.6	0.5	0.3	0.2	0.3	0.5	0.4	0.4	0.1	0.3	0.6
Average no. of livestock attacks per conservancy	59.8	54.3	60.4	63.5	63.2	82.7	82.6	83.7	74.7	66.0	94.7
Average no. of crop damage incidents per cons.	37.9	35.0	33.4	47.0	43.4	46.7	44.4	45.1	34.4	26.1	18.9
Average no. of other damage incidents per cons.	5.9	5.0	3.2	3.6	5.8	3.9	2.4	2.5	1.3	2.1	2.5
Average total incidents per conservancy	104	95	97	114	113	134	130	132	111	95	117

encompassing vast landscapes

Each year, the area embraced by community conservation continues to expand, increasing the number of people who benefit from natural resource use, as well as expanding the national conservation network. 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 a range of national development goals, including several for the environment (Table 4).

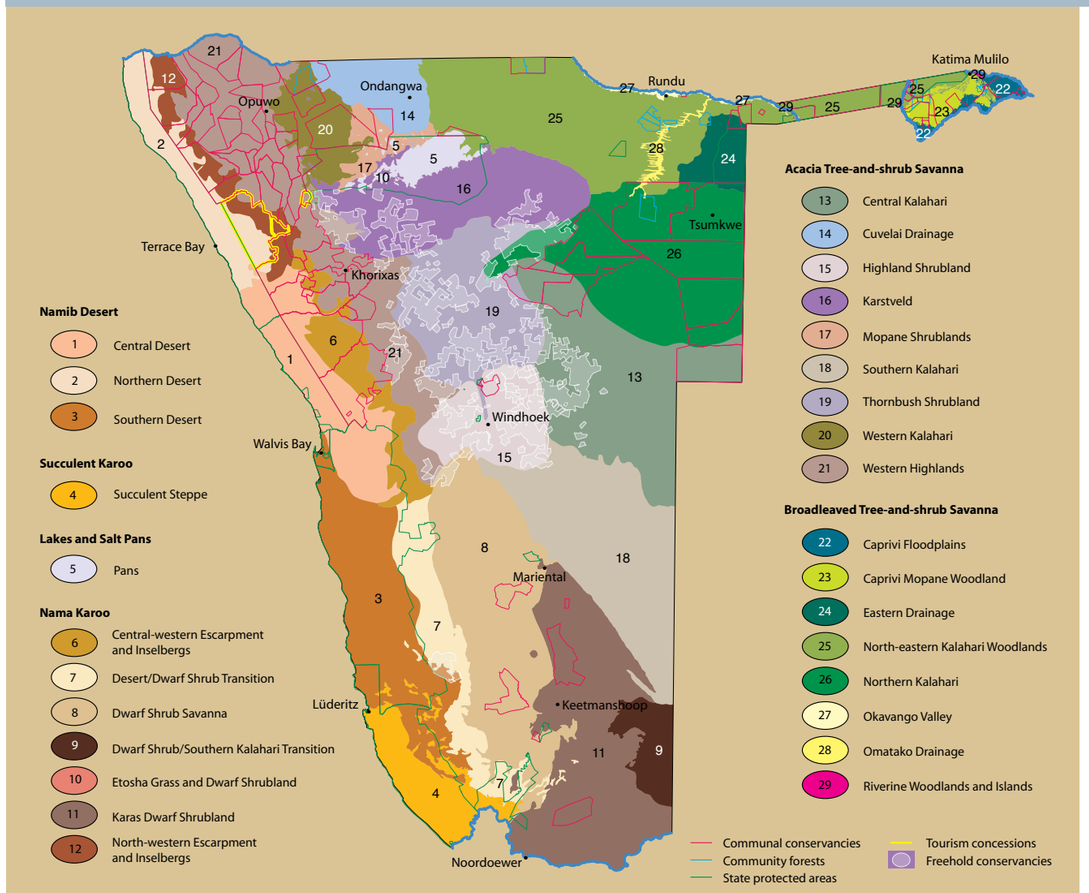
Protecting biomes and habitats

Community conservation embraces increasing portions of Namibia's major biomes, vegetation types and wetland habitats (Figure 16 and Table 5). For many of the categories, conservancies provide the largest portion of protection. Although riverine habitats are spatially small in the context of the entire country, their importance is magnified because they cross arid terrain and provide vital refugia for wildlife. Conservancies in north-western Namibia provide critical protection of these habitats, but they are less well protected in the wetter eastern regions of Kavango and Zambezi. This is due to the tendency for roads and associated settlements to have developed along river courses.

TABLE 4.
CBNRM contributions to National Development Plan 4 aims related to the environment
CBNRM contributes to National Development Plan aims for the environment in a variety of ways, most of which are discussed in more detail in the text and illustrations of this chapter.

National Development Plan 4	CBNRM contribution
What we cherish as a nation: pages 3-5	
Upholding the Constitution and good governance • "... we continue to improve on issues relating to equity in access to productive resources, and in reducing environmental degradation ..."	• is firmly grounded in article 95 of the Constitution • promotes equal access to natural resources through formal management structures and participatory processes (79 conservancies, 32 community forests,66 community rangeland management sites etc.) • reduces environmental degradation through structured natural resource management and use activities
Environment and climate change • "We expect all elements of society ... to support a precautionary approach to environmental challenges and alterations of the natural world contributing to climate change ... [and to] undertake initiatives to promote greater environmental responsibility…"	• emphasises a precautionary approach through natural resource monitoring, evaluation and quotas • creates landscape-level connectivity which mitigates the effects of climate change on wildlife and other resources • reduces pressure on individual resources through land-use diversification • promotes environmental responsibility through community-owned structures and activities
Sustainable development • "We fully embrace ... development that meets the needs of the present without limiting the ability of future generations to meet their own needs ... we encourage people ... to take responsibility for their own development ... to promote development activities that address the actual needs of the people, and require increasing community contributions to development services and infrastructure."	• enables sustainable use of natural resources through formal management structures, benefiting present generations while conserving resources for future generations • encourages a sense of ownership over natural resources and responsibility for development • addresses the needs of the people and increases community contributions through community participation in activities and decision-making
Basic Enablers:	
Environmental management – pages 35 & 39 • "The environmental challenges in Namibia include freshwater scarcity, land degradation, deforestation ... and vulnerability to climate change ..." • "The environmental strategy during NDP4 and beyond will include … the development of an integrated (including spacial) planning ... [and] the implementation of the CBNRM programme …"	• facilitates the reduction and reversal of land degradation and deforestation through mandated, structured and sustainable natural resource management • facilitates wise use of freshwater resources through community water associations • facilitates integrated land-use planning through formal management structures and collaboration with other community, government and private sector stakeholders • facilitates the implementation of CBNRM programme aims

FIGURE 16 AND TABLE 5.
Contributions to the protection of Namibia's major biomes, vegetation types and wetlands
The map shows communal conservancies, community forests, state protected areas, tourism concessions and freehold conservancies in relation to Namibia's main vegetation types and major biomes. The table indicates the portions of particular habitats and biomes covered by each conservation category, as well as the total percentage of the area covered and receiving protection through this.



Habitat, biome or area	Communal conservancies	Community forests outside conservancies	Concession areas	Freehold conservancies	State protected areas	Total coverage
Lakes & dams	15.6%	-	-	1.4%	12.6%	29.6%
Oshanas & flood plains	28.7%	-	-	-	8.6%	37.3%
Pans	3.1%	-	-	-	77.8%	80.9%
Perennial rivers	32.9%	-	-	-	20.8%	53.7%
Ephemeral rivers	25.3%	-	1.6%	6.8%	11.1%	44.8%
Nama Karoo	14.6%	-	1.4%	1.0%	5.0%	22.0%
Namib Desert	13.9%	-	3.2%	0.6%	75.7%	93.4%
Succulent Karoo	-	-	-	-	90.5%	90.5%
Acacia Savanna	19.1%	-	0.2%	13.4%	4.5%	37.2%
Broad-leafed Savanna	32.6%	2%	-	1.9%	8.8%	45.3%
Total area of Namibia	19.4%	0.4%	0.8%	6.1%	16.8%	43.5%

collaborative conservation

In several areas, adjacent community conservation areas and national parks are 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 facilitate the availability of needed capacities and resources. Importantly, the complexes provide the impetus for the implementation of zonation that sets aside areas for wildlife and wildlife-based enterprises. The complexes remove barriers to connectivity and generate economies of scale for both investments and enterprise opportunities. The Mudumu North Complex, Khaudum North Complex and Greater Waterberg Complex are examples of such collaboration.

Joining the parts

Many conservancies adjoin other conservation areas, creating immense contiguous areas under sustainable resource management (Figure 18 and Table 6). 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 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.

Parks and neighbours

A common challenge facing protected areas is the zone along park borders, where the land uses of park neighbours may conflict with a park's conservation objectives. An effective way to deal with this is for protected areas to create direct economic returns from wildlife and tourism for neighbouring communities. Progressive concession legislation is including communities in possible revenue streams from state protected areas. In several cases conservancies have received rights to manage concessions in adjacent parks, with some of the generated revenue going directly to the conservancies and their members. The percentage of park boundaries in communal areas shared with community conservation areas has increased dramatically since the start of the CBNRM programme (Figure 17).

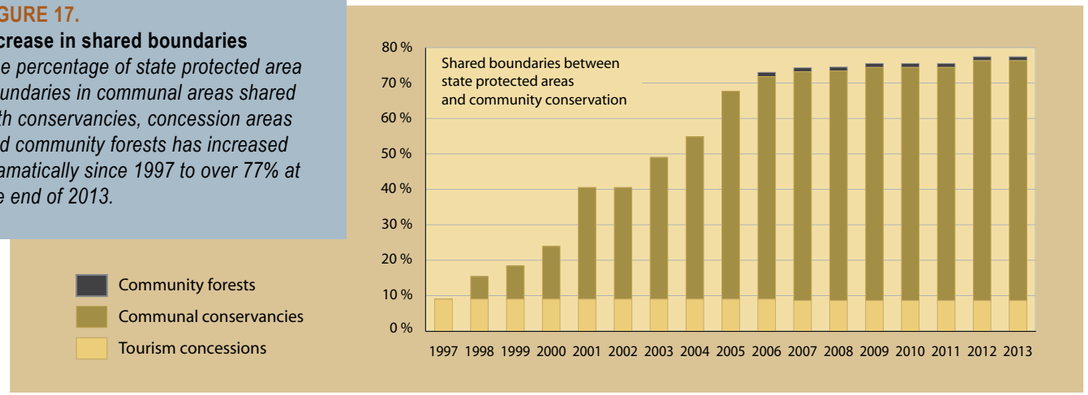
Across borders

The Kavango Zambezi Transfrontier Conservation Area is creating a framework for connectivity at a much larger regional level, linking conservation areas in Angola, Botswana, Namibia, Zambia and Zimbabwe. The Zambezi Region lies at the very heart of KAZA. Being a narrow strip of land intersected by rivers, it creates natural transfrontier 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 by creating movement corridors for wildlife across communal land. Community conservation in Zambezi thus plays a direct role in the long term success of KAZA and also reduces local wildlife pressure by enabling the free movement of animals across the region and facilitating dispersal into neighbouring countries.

Working together to count game in Sanitatas Conservancy – collaboration between government agencies, community conservation organisations, NGOs and private sector partners enables effective landscape level management.

Game count teams, North-West Game Count

FIGURE 17.
Increase in shared boundaries
The percentage of state protected area boundaries in communal areas shared with conservancies, concession areas and community forests has increased dramatically since 1997 to over 77% at the end of 2013.



the scale of community conservation...

160,244 square kilometres of land had been gazetted in 79 communal conservancies at the end of 2013. This represents 52.4% of all communal land in Namibia and 19.4% of Namibia's total land area. At the same time, 32 community forests covering an area of 30,827 square kilometres had been gazetted. Of these, 21 have some overlap with conservancies. It is thus not possible to simply add the two land areas together to arrive at a total figure for the communal area under sustainable management. Taking this into consideration, the overall surface covered by community conservation at the end of 2013 was 163,396 square kilometres. In combination with the 16.8% covered by state protected areas, 0.8% by tourism concessions and another 6.1% in freehold conservancies, this brought the total land surface in Namibia covered by sustainable resource management and biodiversity objectives to 43.5% at the end of 2013.

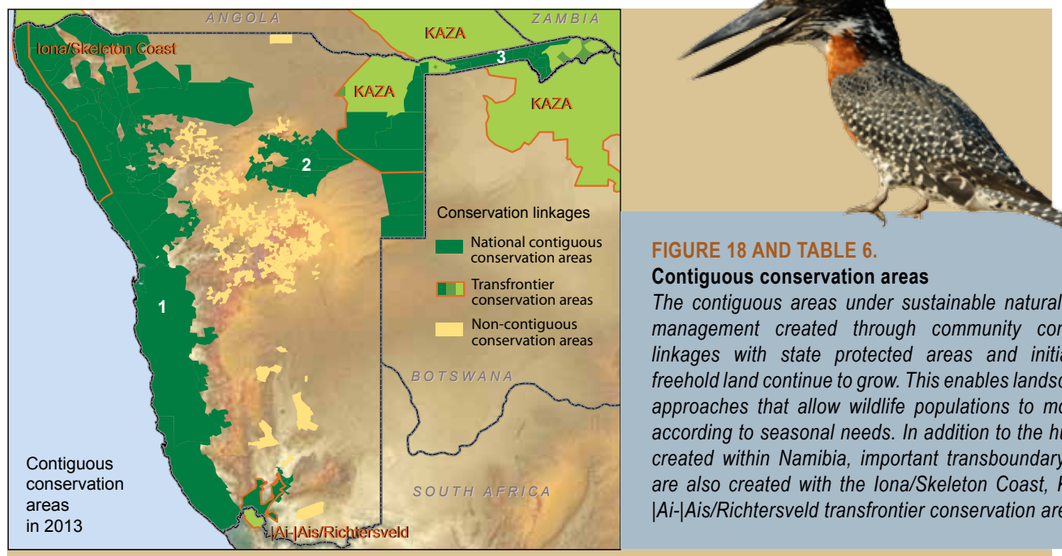


FIGURE 18 AND TABLE 6.
Contiguous conservation areas
The contiguous areas under sustainable natural resource management created through community conservation linkages with state protected areas and initiatives on freehold land continue to grow. This enables landscape-level approaches that allow wildlife populations to move freely according to seasonal needs. In addition to the huge areas created within Namibia, important transboundary linkages are also created with the Iona/Skeleton Coast, KAZA and |Ai-|Ais/Richtersveld transfrontier conservation areas.

Contiguous area (excludes transfrontier linkages)	State protected areas	Community conservation/concessions	Freehold conservancies	Private reserves	Total km²
1. Coastal parks, Ai-Ais & Etosha NP	124,869	92,762	7,210	2,886	227,727
2. Waterberg, Khaudum NP	4,238	59,943	7,314	0	71,495
3. Bwabwata, Mudumu, Mamili	7,330	1,956	0	0	9,286
Total area	136,437	152,686	14,524	2,886	306,533

Waitress Beauty Mbala, Camp Chobe
Salambala Conservancy

to improve lives...
... means facilitating economic opportunities and empowering people to make their own choices from amongst a range of livelihood options that enable a healthy and dignified existence...

3. improving lives

diversifying the rural economy

Manager and guide Kapoi Kasaona,
Palmwag Lodge

diversifying options and increasing opportunities... returns from wildlife and other natural resources generated through community conservation have proven to be substantial. The variety of opportunities and direct rewards being created add a new dimension to community empowerment that traditional forms of land use are not able to deliver on their own. This is particularly valuable in communal areas where human development needs are high and the chances of making a reliable living from traditional land uses are limited by low and erratic rainfall, infertile soils and limited access to markets and services. By diversifying land use and livelihood options and choosing a balanced mix of activities, communities can optimise the potential of their land and its resources. This reduces susceptibility to the impacts of climate change and other threats. Cultural and social benefits include empowerment, fostering community cohesion and keeping communities in touch with the resources that their ancestors valued.

Community conservation is changing the face of rural Namibia. People have increasing access to a suite of new livelihood options based on wildlife, indigenous plants, fish and a variety of other natural resources. New job opportunities and benefit streams are being created, strengthening the economies of communal areas. Communities are able to integrate livestock herding, crop production, natural resource management and other activities into a balanced overall land use.

What's the story?

behind improving lives

appreciating the importance of diverse income streams in communal areas

a look at natural resource returns and what they mean for people living with wildlife in communal areas

Namushasha Cultural Centre, Mashi Conservancy

stories of personal growth...

There is real pride and dedication – an enthusiasm for life itself – in the face of Helen, a manager at Wilderness Safaris' Damaraland Camp in Torra Conservancy. Well-educated, well-dressed, articulate in several languages, self-confident and thoughtful, Helen does not embody the expected image of the average rural Namibian woman. Life in remote communal areas is generally hard. Access to good education is limited, job opportunities even more so. Rainfall is erratic and farming potential is marginal. Infrastructure is often poor, while service centres are distant and difficult to reach. Yet these areas are often extremely rich in indigenous natural resources, which can open up a whole new world of opportunities.

The same qualities that make Helen remarkable can be found in Bester, who runs the Mashi Crafts Trading Post, or Kapoi, who works as a manager and guide in the Palmwag Tourism Concession, or Lawrence, a former fisherman who now works as a fish guard in Sikunga Conservancy, or Hilga, who manages the ≠Khoadi-//Hôas Conservancy, or Beauty, a waitress at Camp Chobe in Salambala Conservancy. That sense of self-esteem and well-being is there in the radiant smiles of Cordelia and Lennety, who are facilitating a better future for children at the Shufu Community Kindergarten through the support of Nkasa Lupala Tented Lodge in Wuparo Conservancy. It is there in the fire-lit face of a mother at the Living Hunter's Museum in Nyae Nyae Conservancy, whose child may grow up with honest pride in a culture that, without conservancies and related developments, might have been lost. And while the Namushasha Cultural Centre is still a young enterprise finding its feet with the support of Gondwana Namibia, that same cultural pride is evident in the young women playing a game of *Mancala ('African Chess')*.

In their own words, and each with their individual nuances and distinctions, these and countless other rural Namibians all tell the story of a life changed for the better through the effects of community conservation. They are inspiring life stories, of personal growth and individual empowerment, each of them a chronicle of triumph based on the concept of living with wildlife, of living a better life in a healthier environment.

These success stories cannot be attributed to tourism development alone, or to the returns from the sustainable use of wildlife, or to craft sales, or any one sector or influence. They have all been made possible through an interlinked combination of influences, catalysed by community conservation. Community empowerment led to conservancy formation, which in turn enables equitable resource use and fair partnerships between communities and private operators, creating a diversified rural economy and opportunities for personal growth.

The stories without doubt represent only a very small percentage of the around 175,000 residents of conservancies. Poverty remains widespread. Rural lives in communal areas remain tough. Conservancies cannot create an instant utopia out of a difficult existence. But they are making a real difference. They are changing individual lives for the better. Many of them.

Let's think back to what was there before, or ahead to what would be there tomorrow, without conservancies: In the 1980s and early 1990s, there were no community-managed hunting concessions. Today, these pay for a large percentage of the running costs and game guard salaries in 44 conservancies. Twenty years ago, tourism development was limited to a few isolated lodges based on a 'permission to occupy' granted by central government for a nominal fee. Equitable sharing of tourism returns was non-existent. There were no agreements to ensure local employment and capacity building. Now there are 39 joint-venture lodges and 29 SMEs generating significant returns from tourism.

If hunting were to be banned in Namibia, if the levy being imposed by the Ministry of Lands and Resettlement would make joint-venture lodges financially unviable, or if other threats jeopardised conservancies, we would be on our way back to a landscape without wildlife – because it would have no value for communal farmers.

Community conservation has created the framework that enables the positive changes to individual lives. The degree of change depends on the breadth of private sector engagement (which is still limited), on the willingness of government to ensure policy integration and remove investment barriers (which are still huge), and on the ability of communities to work together to ensure the sustainable management of their natural resources and the equitable distribution of the returns.

30 years of changing lives...

Modern CBNRM has been improving lives in Namibia for thirty years. The first returns from a structured agreement between a private sector tourism initiative and a local community were initiated by CBNRM doyen Garth Owen-Smith during the pioneering days of the community game guard system in the Puros area in 1987. The success of these early partnership experiments between communities and private industry provided a conceptual basis for the first joint-venture lodge negotiations in Namibia, that took place before the official registration of the first conservancy.

The Ward 11 Residents Trust was established in the Bergsig area with the support of IRDNC in the early 1990s. During 1995, negotiations with Wilderness Safaris led to a formal agreement between the operator and the community, and the subsequent establishment of Damaraland Camp, which opened in 1996. This was the first joint-venture lodge agreement in Namibia. The Ward 11 Residents Trust was registered as Torra Conservancy in 1998.

Since then, several dozen lodges have been established in conservancies, based on a variety of agreements. Some lodges are largely or completely community owned, but are run as joint-ventures by private sector operators to ensure the high standard of services expected by the tourism industry. Some operators agree to only the necessary minimum of

engagement. And a few still bypass conservancies completely and make direct deals with individual land holders or members of the traditional authority. In general, though, the joint-venture sector is growing rapidly, inhibited mostly by investment barriers related to land tenure in communal areas, and by the often time-consuming process of working with communities.

While tourism creates most of the jobs, it is the hunting concessions that generally generate the larger share of cash income to cover conservancy running costs. Trophy hunting requires only minimal infrastructure and can be carried out in areas that have little tourism value. This has enabled communities to enter into concession agreements immediately after registration and has helped conservancies to become financially established.

Three of the first four conservancies registered were able to generate immediate income from either tourism or hunting or both, and all have grown into well-established organisations. While more than a third of all registered conservancies currently generate no financial returns, this is largely due to their recent registration. The number of conservancies generating returns is constantly increasing, as are the amounts they generate. Some of the more recently-registered conservancies still need to consolidate the governance structures that will enable them to enter into agreements with the private sector and generate returns.

growth, diversity and equity...

In a landscape of limited opportunities, fixed employment in a flourishing sector really changes things. It not only generates cash income for households, it catapults rural people into a new world of personal growth, more typically found in urban areas. On-the-job training and exposure to external stimuli widens horizons and unlocks personal potential. Combined with this is the satisfaction that comes from working in, and in many ways for, one's own community to improve not only one's own life, but also the lives of others.

The tourism industry is particularly effective in achieving such growth. Lodge employees usually receive extensive training and are exposed to new cultures and spheres by working with foreign visitors. While the number of lodges in communal areas is still low compared to accommodation available on private land, innovations such as the National Policy on Tourism and Wildlife Concessions on State Land have significantly strengthened tourism in communal areas. Granting concession rights in national parks and state tourism concession areas to neighbouring conservancies has reconnected communities with resources they had historical access to, strengthening collaboration with the parks and generating important returns.

There has been notable growth in the number and diversity of tourism enterprises. Cultural tourism, long neglected in Namibia, is making important contributions to livelihoods, to the quality of visitor experiences, and to the restoration of cultural pride and heritage. The craft sector has also shown tremendous growth and makes similar individual and cultural contributions.

Over the years, conservancies have become important employers in their own right – they are currently employing more people than joint-venture lodges do. Game guards make up over 80 percent of the full-time employees. They manage the assets upon which all natural resource sectors are based, fulfilling the often-overlooked primary function of conservancies.

A 2008 survey estimated that over 2,700 fishermen were using the Zambezi River system in Namibia. About 60 percent of these were estimated to fish full-time, making this perhaps the most important CBNRM sector in Namibia. While conservancies are managing some fish resources, the portion of fisheries falling within conservancies is currently not quantified. Harvesting of indigenous plant resources generates returns for a similar number of people. Most of the returns are highly seasonal, yet provide important cash to supplement other activities. Wildlife harvesting, while it does not create nearly as many jobs as other sectors, provides a very direct benefit to households by supplying game meat to people.

There is still plenty of room to increase equitable natural resource returns and positive results for communities and conservation. Conservancies can improve their management of the resources, while broader engagement by private industry is possible in all sectors. The mobile tourism industry, especially, makes only isolated contributions in return for the privilege of accessing attractive communal resources.

After 15 years of registration, Nyae Nyae, ≠Khoadi-//Hôas, Torra and Salambala all rely on a combination of hunting and tourism returns, complemented by other sectors. The contribution of each sector varies according to its potential in a particular area. The notion that hunting should over time be replaced by tourism is counter-productive to the CBNRM concept, which seeks to use as broad a range of resources as possible, in order to diversify livelihoods, strengthen economic resilience, optimise land use and conserve habitats and species. All sectors can contribute to this goal in some way.

Happy children in Wuparo – the diversity of community conservation contributions has facilitated a wide range of individual and community returns, including investment in education and health infrastructure in conservancies .

Kindergarten teachers Cordelia Saruo and Lennety Mulatehi, Shufu Community Kindergarten, Wuparo Conservancy

CBNRM returns at a glance

At the end of 2013 there were...

- 39 joint-venture tourism enterprises with 640 full time and 46 part time employees
- 44 trophy hunting concessions with 134 full time and 129 part time employees
- 29 small/medium enterprises (mostly tourism/crafts) with 142 full time and 40 part time employees
- 647 full time and 88 part time conservancy employees
- 914 conservancy representatives receiving allowances
- 2,762 indigenous plant product harvesters
- and 930 craft producers

in communal conservancies in Namibia
(part time employment includes seasonal labour)

What's being achieved?

Community conservation...

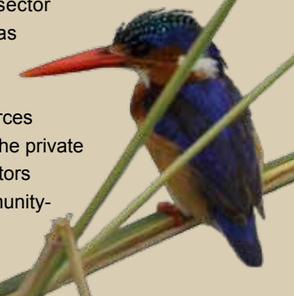
- generated total cash income and in-kind benefits to rural communities of over N$ 72,158,768 in 2013
- of this, trophy hunting generated N$ 20,882,315 in fees for conservancies
- tourism generated N$ 9,568,742 in fees for conservancies
- indigenous plants generated N$ 215,556 in fees for conservancies
- conservancy residents earned a total cash income of N$ 23,982,130 from enterprise wages (mostly tourism) and N$ 11,031,642 from conservancy wages
- conservancy residents earned a total cash income of N$ 2,440,318 from indigenous plants and N$ 1,162,764 from crafts
- 542,280 kg of game meat worth N$ 9,761,040 was distributed to conservancy residents
- N$ 5,648,705 in cash benefits was distributed to conservancy residents
- thatching grass generated N$ 2,745,947 for communities
- craft sales outside conservancies generated N$ 1,211,406

New in 2013:

- substantial development and expansion of joint-venture lodges and signing of new concession agreements
- hosting the Adventure Travel World Summit in Namibia

The biggest challenges?

- removing barriers to private sector investment in communal areas
- developing revenue streams in areas with low tourism potential or few natural resources
- increasing engagement with the private sector, e.g. with mobile operators
- improving the quality of community-run tourism enterprises




Living Hunter's Museum,
Nyae Nyae Conservancy

A living culture in Nyae Nyae Conservancy – community conservation is reinforcing traditional cultural values and real pride in cultural heritage through traditional resource uses and cultural tourism.

improving the livelihoods of rural people

Achieving aims

Since its inception, the community conservation movement has increasingly delivered on one of its central aims: to improve the lives of rural people through the sustainable use of natural resources. The movement is generating increasing returns for people in communal areas, where economic opportunities were historically very limited. One of the most effective strategies for living in drylands and marginal areas is to diversify incomes. Natural resource use is a livelihood diversification. The aim is not to displace other activities, but to apply the most productive mix of land and resource uses.

A productive mix of activities

Livelihoods in communal areas are usually composed of a mix of agricultural activities supplemented by cash income from wages, trade and pensions. Community conservation is significantly expanding this range by creating new jobs in tourism, hunting and conservation activities, providing a variety of in-kind benefits including game meat, improved access to transport, education, health and training, and by generating cash income for community conservation entities to cover their operational costs and fund social projects.

A growing diversity

While most community conservation returns have been generated within conservancies, there is a growing diversity of natural resource sectors that are generating income and benefits for communal area residents. The value of natural resources is increasing, as innovative approaches are being applied, international recognition of their potential grows, and market linkages are improving. This chapter portrays the returns currently being generated and how they can be further expanded.

appreciating potential differences

Significant differences exist between conservancies. There are vast differences in size (the biggest conservancies are more than 200 times as large as the smallest), as well as in the number of residents (ranging from several hundred to more than 30,000). Topography, rainfall and natural habitat, proximity to urban centres, land-use activities and other factors all influence the quantity and quality of natural resources available in a given area. There are big differences in the degrees of conservancy development, based on when a conservancy was registered, the level of commitment of the people involved, the availability of transport, electricity and water infrastructure, and the amount of support received.

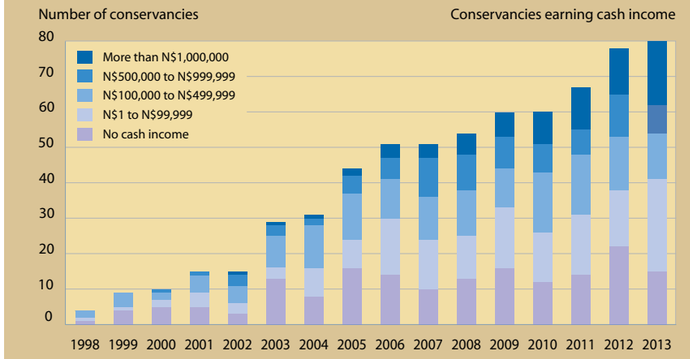


FIGURE 19.
The earning power of conservancies
The graph shows the number of conservancies earning cash, divided into incremental categories (includes Kyaramacan Association). There are great differences in the potential of conservancies to generate cash income, influenced by location, diversity and abundance of resources, and other factors. Newly-registered conservancies may take some time to earn income, showing as clear fluctuations in the number of conservancies without cash income as new conservancies are registered.

Private sector involvement varies significantly from one area to the next, influenced by location, accessibility and tourism potential. All of these factors result in great differences in the potential to generate cash income and in-kind benefits. Figure 19 shows the differing earning power of conservancies. Clearly, conservancies should never be treated as if they were all the same. It is important to differentiate when evaluating the achievements of, or considering interventions in, conservancies. Nonetheless, all conservancies can empower communities to diversify their land-use options and provide important natural resource management services.

TABLE 7. The rise in returns generated through conservancies
Cash income to conservancies and members rose from less than N$ 1 million in 1998 to N$ 56.5 million this year. This increase is only partly due to the increasing number of conservancies (from 4 to 79 conservancies, and one community conservation association). It also reflects the increasing earning power of conservancies. Newly-formed conservancies may take time to establish partnerships with the private sector and begin generating income, yet the cash income and in-kind benefits generated by established conservancies continues to increase. This is shown by the increase in the average total cash income and in-kind benefits amongst those conservancies which are generating income and benefits. **Cash income** *includes fees paid to conservancies by tourism and hunting operators, as well as wages from these operations to residents.* **In-kind benefits** *include game meat and fringe benefits provided to employees by the private sector.*

Year	Total cash income to conservancies	Total cash income to conservancy members and communities	Total in-kind benefits to conservancy members	Total cash income and in-kind benefits	Number of conservancies (includes Kyaramacan Association)	Number of conservancies generating cash income or in-kind benefits	Average total cash income and in-kind benefits per conservancy generating cash income or in-kind benefits
1998	N$ 326,378	N$ 241,784	N$ 94,116	N$ 662,278	4	3	N$ 220,759
1999	662,119	302,073	607,408	1,571,600	9	5	314,320
2000	626,874	434,649	969,472	2,030,995	10	5	406,199
2001	1,439,342	1,267,361	746,364	3,453,067	15	10	345,307
2002	3,221,578	1,866,482	1,557,432	6,645,492	15	12	553,791
2003	4,252,319	3,009,586	1,095,060	8,356,965	29	16	522,310
2004	4,096,656	3,348,486	1,706,344	9,151,486	31	23	397,891
2005	5,177,658	5,038,348	3,627,797	13,843,803	44	28	494,422
2006	8,797,117	5,709,102	4,881,669	19,387,888	51	37	523,997
2007	11,770,975	8,822,708	6,893,694	27,487,377	51	41	670,424
2008	14,184,182	11,866,175	6,472,473	32,522,830	54	41	793,240
2009	12,937,296	13,096,682	9,022,128	35,056,106	60	44	796,730
2010	16,627,425	14,397,321	8,384,320	39,409,066	60	48	821,022
2011	21,617,169	14,885,926	10,056,965	46,560,060	67	53	878,492
2012	25,421,909	20,088,258	10,669,938	56,180,105	78	56	1,003,216
2013	31,605,606	24,896,342	11,699,468	68,201,416	80	65	1,049,253

Please Note: A detailed review of historical economic data for conservancies has led to the revision of most previously-published figures. The above table presents the corrected data, which will be used as the new baseline from now on.

TABLE 8. Living in conservancies

The size and population density of communal areas varies significantly across the different regions of Namibia, as does the diversity and abundance of natural resources in them. These and other factors influence the percentage of communal area residents living in conservancies. In the communal areas of some regions, the entire population lives in conservancies. In the north-central regions, more than 40,000 people live in conservancies, although this represents only around 5% of people in the densely populated area, many of whom live in urban centres. Other regions have only small communal areas, or none at all.

Region	Area covered by conservancies (km^2)	Number of people living in conservancies	Percentage of all communal area residents in region(s)
Erongo	17,289	6,332	55.8%
Hardap	1,424	802	10.5%
Karas	6,550	4,519	32.8%
Kavango (E & W)	1,196	4301	2%
Kunene	57,456	46,133	75.3%
Omaheke	18,404	6,558	21.9%
Omusati, Ohangwena, Oshana, Oshikoto,	13,095	42,696	5.2%
Otjozondjupa	41,059	35,124	100%
Zambezi	3,771	28,589	32.3%
Khomas	no conservancies	no conservancies	no communal areas
Total	160,244	174,693	13.6%

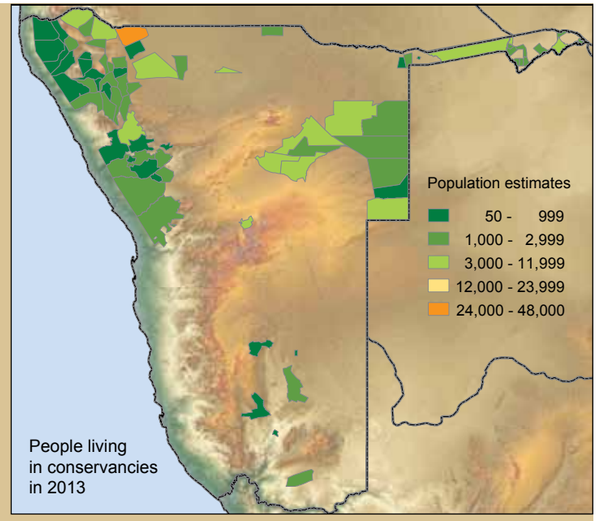


FIGURE 20. People in conservancies

The estimated number of people living in each of the registered conservancies of Namibia varies from less than 100 to over 32,000 people.

reaching the people

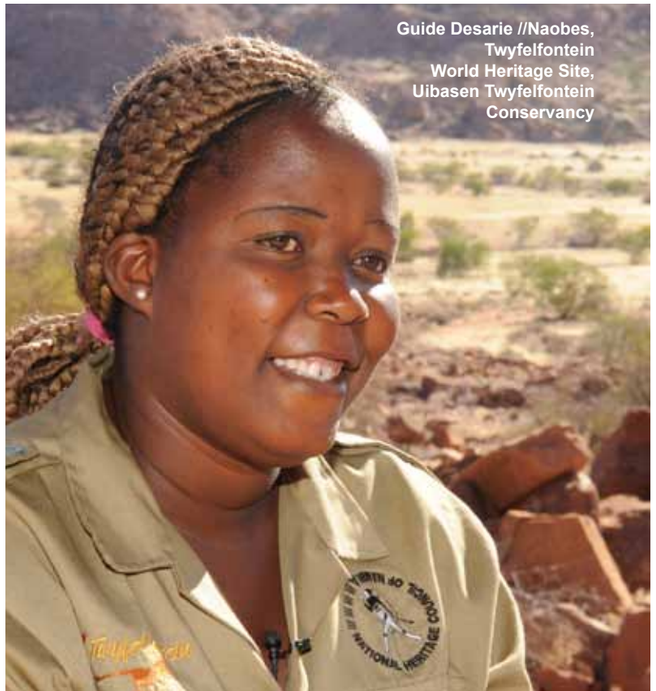
Different areas, different conditions

The communal areas of Namibia, like the conservancies in them, show great variations in size, population density and land-use activities. There are big differences in the number and size of urban areas, as well as in the levels of infrastructure development and the accessibility of outlying areas. The diversity and abundance of game and other natural resources varies significantly, influenced by differences in climate, topography, soils and water availability. This makes some communal areas more suitable to conservancy formation and CBNRM activities than others.

Challenging circumstances

Conservancy formation is challenging and may not necessarily be desirable in areas with a high population density and few wildlife resources, such as parts of the north-central regions. In such areas, it is very difficult to generate meaningful individual returns from natural resources for a high number of residents. In Kavango, as well as in parts of the north-central regions, large areas of communal land have been allocated as individual farms, excluding CBNRM initiatives. The arid communal areas of the south have scarce wildlife resources. Fewer conservancies have been registered in these regions than in the north-west and the parts of the north-east.

Guiding at Twyfelfontein – employment is one of the greatest returns facilitated by community conservation.



Embracing the population

All communal area residents of the Otjozondjupa Region live in conservancies. In Kunene, conservancies embrace over two thirds of all people in communal areas, and in Erongo more than half. The Karas, Zambezi and Omaheke Regions also have a large portion of communal area residents living in conservancies. These people do not all receive direct returns from natural resource use, yet the areas certainly benefit from improved resource management and communities benefit in a variety of ways. In conservancies with a small population and an abundance of natural resources, individual households receive significant returns each year. Population estimates are shown in Table 8 and Figure 20.

wildlife as a driver of economic growth

Wildlife is central to generating returns for conservancies. Game has a range of high-value uses and many species are able to breed quickly, allowing for rapid wildlife recoveries in areas with suitable habitat where game has become scarce. By turning wildlife use into a viable livelihood activity, and complementing it with other natural resource uses, community conservation can make a real difference in the lives of rural people, facilitated through effective overall management structures and improved access to markets. As private sector engagement in community conservation broadens, more opportunities continue to open up.

the complimentary roles of tourism and sustainable wildlife use

Generating the highest returns

The largest portions of conservancy returns come from tourism and sustainable wildlife use. The merits of hunting as a conservation tool compared to photographic tourism are often debated intensely. CBNRM emphasises the importance of using as broad a range of indigenous resources as possible to enhance their value and ensure their protection, as well as the protection of large areas of natural habitat. The Namibian model illustrates that it is extremely valuable to generate returns from both tourism and consumptive use. Optimum returns are facilitated through strategic partnerships with the private sector, which offers specialised skills and market linkages. Capacity building and skills transfer create further benefits. Communities have the opportunity to 'grow into' both sectors and over time run successful community-owned enterprises. Figure 21 compares the two sectors.

Figures include total returns/income/in-kind benefits from all forms of game harvesting.

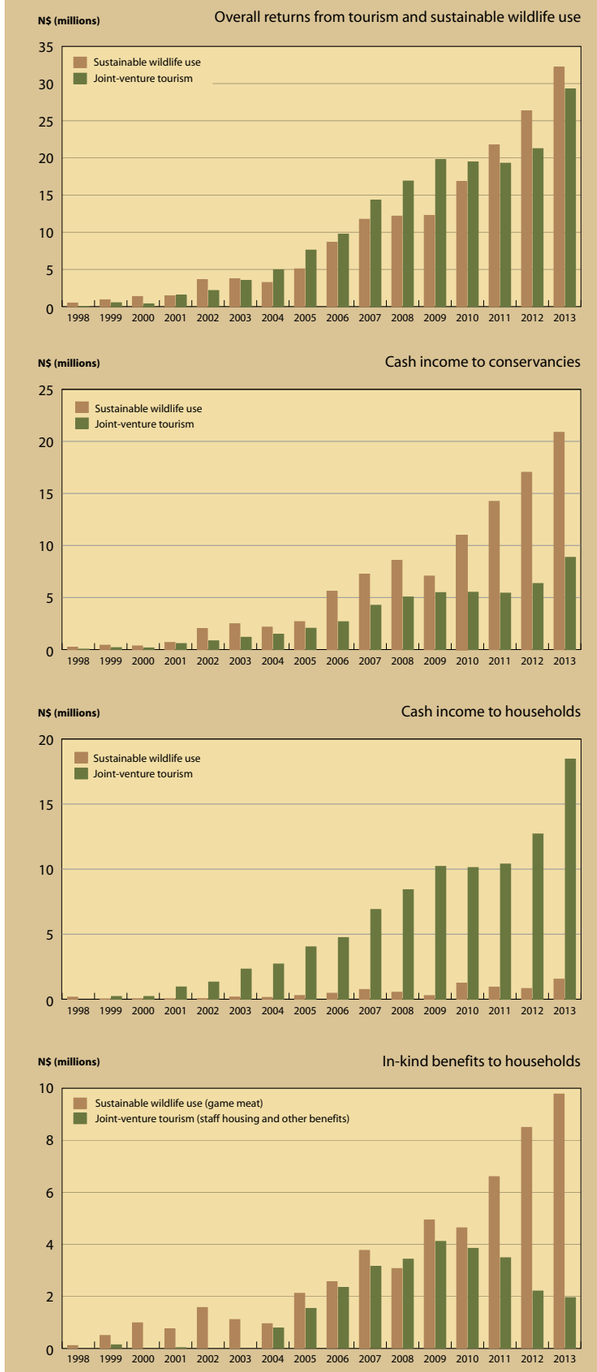


FIGURE 21. The complimentary roles of sustainable wildlife use and joint-venture tourism

While overall returns from the two sectors are similar, tourism provides significantly higher cash income to households in the form of wages, and hunting generates much higher cash income to conservancies to cover operational costs. Sustainable wildlife use provides a huge additional benefit in the form of game meat. Tourism also provides some in-kind benefits, although these have decreased due to the global economic recession.

Joint-ventures and other tourism activities

The first joint-venture lodge agreement in Namibia was signed in the north-west in 1995 (before the registration of the first conservancy) after the pioneering CBNRM activities of the late eighties and early nineties had laid the foundations for this. Dozens of stunning joint-venture lodges in spectacular settings now offer superb visitor experiences. A broad spectrum of arrangements between private sector operators and conservancies has developed, with innovative agreements continually striving to increase conservancy involvement and ownership.

Joint-venture tourism generates significant community conservation returns at a national level, although many areas have no tourism activities. Joint-venture lodges play a particularly important role in providing employment and household income, which consumptive wildlife use does not achieve. Tourism also creates a variety of in-kind benefits to employees, such as food and housing, access to transport, medical assistance, education materials, equipment and bursaries.

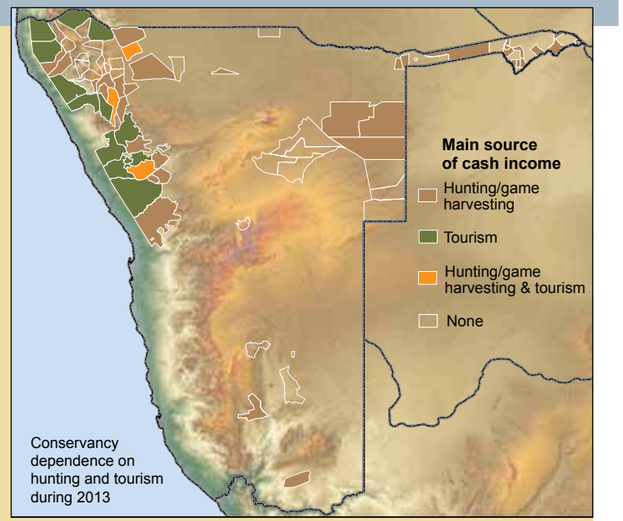
Numerous mobile operators based in urban centres market the superb attractions of communal areas as a core component of their product. This is especially true in the north-west, where desert-adapted wildlife in spectacular settings forms a primary attraction. As the tourism products focus mostly on local community resources, communities should benefit more directly from this sector.

A variety of community tourism enterprises, owned and operated by local communities, are offering exciting, authentic experiences such as living museums, craft centres and campsites to visitors. The enterprises provide important revenue and employment to community members, yet the potential of this sector can be further enhanced through targeted support.

[more info: **www.namibiawildlifesafaris.com**]

FIGURE 22. The right sector for the right place

The map portrays which conservancies depend mostly on tourism income to cover their running costs, and those that rely mostly on trophy hunting or other game harvesting. Hunting is clearly a vital source of cash income in a lot of areas, without which many conservancies would not have been able to form and could not exist. Trophy hunting concessions in communal areas increased from five in 1997 to 44 in 2013, which also indicates a widespread recovery of the wildlife base.



Trophy hunting and game harvesting

Trophy hunting concessions in Namibia's communal areas provide some of the greatest hunting experiences in Africa. Hunting is often wrongly criticised as having negative impacts on wildlife, but trophy hunting utilises such an insignificant percentage of the population (mostly old males) that it generally has no impact on overall populations. It is important to note that most conservancies (including three of the first four that were registered), would not have been viable and probably would not have been established without wildlife use through hunting to initially fund conservancy operations. Cash income from trophy hunting continues to provide critical finance to cover the costs of conservation activities.

Cash income and in-kind benefits from trophy hunting are generated shortly after the registration of a conservancy and the awarding of a trophy hunting contract, providing a timely reward to communities for their conservation efforts. Conservancies may take longer to receive cash income from joint-venture lodges due to more complex agreements, as well as much higher development costs. Joint-ventures have an indirect fee structure based on a percentage of turnover, while hunting fees are based on a direct price per animal. Importantly, hunting is possible in areas that have little or no tourism potential due to their location or lack of scenic interest. Figure 22 shows in which areas each sector generates most of the returns.

Other returns from trophy hunting include employment, training and the distribution of meat from hunted animals. Although meat is an in-kind benefit, it provides a very direct return. Apart from its nutritional value, game meat distribution strengthens local support for wildlife and conservancies, because people see the link between wildlife and conservation in the form of a tangible benefit. This is rated as a key benefit by most conservancy members, many of whom are poor and cannot afford to buy much meat.

Premium hunting is similar to trophy hunting, yet focusses only on the hunting experience. The visiting hunter does not take home a trophy and pays a much lower fee. Premium hunting is currently not practised widely, but offers great opportunities for growth.

Own-use harvesting of wildlife for meat is vital in reinforcing the importance of wildlife management as a central part of rural life. Own-use harvesting supplies meat for traditional authorities and cultural festivals, as well as individual households, thereby reinstating traditional community values associated with wildlife.

Shoot-and-sell harvesting allows conservancies to harvest meat from surplus wildlife stocks for sale to butcheries or individuals outside the conservancy, but needs to be carefully controlled to avoid negative impacts, as larger numbers are often harvested.

A rapid growth in wildlife numbers has allowed some conservancies to initiate live capture operations to sell wildlife to other conservancies or private landowners. The capture is handled by professionals and the cost thereof becomes part of the transaction between seller and buyer. In addition to generating income, the translocation of surplus wildlife into areas with low populations assists the rapid recovery of overall wildlife stocks in Namibia.

emphasising equitable resource use

It is sometimes argued that tourism and trophy hunting in communal areas could and did exist without conservancies, and that the returns being generated should not be attributed to conservancies. A number of lodges were established in communal areas well before conservancies were formed, and there were a few government-controlled trophy hunting concessions. But local communities generally had no democratic control over these activities and received minimal returns. All income from trophy hunting went to the hunting operator and government. Lodges employed few locals and at best made token payments to traditional authorities, without sharing generated revenue with communities — even though communal lands were set aside for livelihood use by rural people and the natural resources being used should have been under their control.

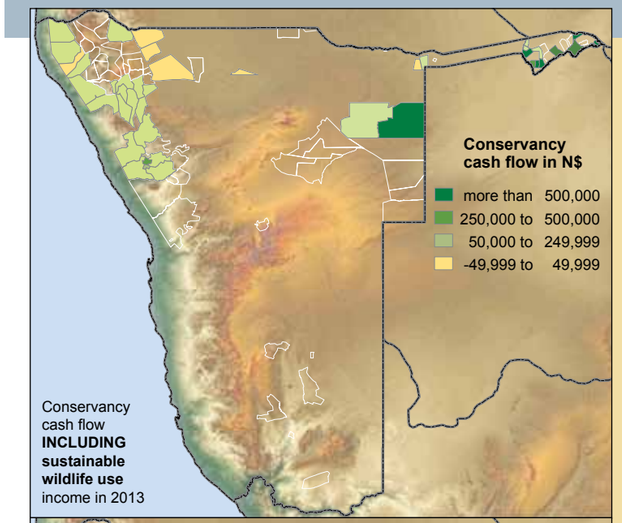
Conservancies have finally enabled *equitable* natural resource use, which did not exist prior to their formation. Joint-venture lodges are based on formal agreements, which oblige the lodges to share profits and employ and train local staff. The returns now go to conservancies and local communities. These changes *should* be attributed to the conservancies. Trophy hunting concessions in communal areas — with all revenue shared between hunting operators and conservancies — were made possible through the conservancy structure. Similar equitable resource use is also occurring in other sectors, and community conservation should be credited for this.

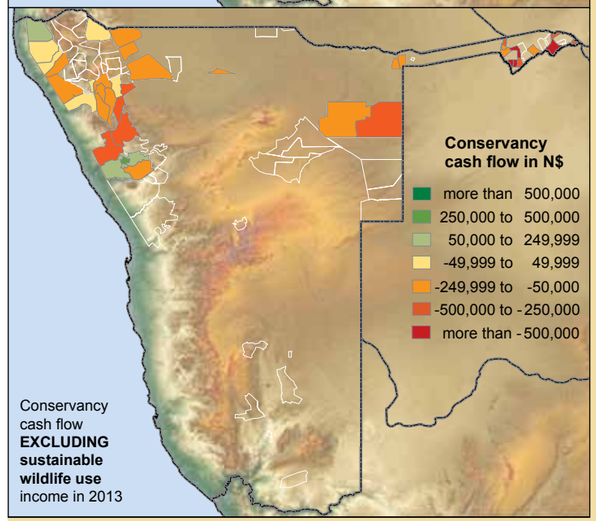
marketing Namibia

All of Namibia is benefiting from the country's status as a community conservation model, which is striving for a balance between conservation and community development. Tourism and hunting operators active in conservancies have a distinct marketing advantage in this regard, especially if they can show that they are contributing to the success through the equitable sharing of their income and by engaging with communities in development activities.

FIGURE 23. The importance of sustainable wildlife use income

The maps illustrate the importance of cash income generated through sustainable wildlife use for selected conservancies providing financial statements (top). The loss of this income would result in a negative cash flow for most of these conservancies, which would no longer be able to cover their running costs (bottom). Those conservancies relying mostly on tourism (Figure 22), would be able to adjust their activities to fit a reduced income, but would become less effective in managing their resources. Those conservancies relying mostly on hunting would become unsustainable and, unless other income could be secured, all conservation activities in those areas would stop.





a widening spectrum of natural resource returns

In addition to returns from tourism, trophy hunting and game harvesting, community conservation is generating cash income and in-kind benefits from an increasing spectrum of natural resource sectors (Table 9). Variations in amounts and sources of returns, as well as how these are being used and distributed are shown in Figure 24.

Crafting a living

Visitors to communal areas are able to buy superb and uniquely Namibian crafts directly from the producers. The sale of crafts, the development of craft outlets and links to wholesalers have provided many people, and especially 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. Many women are operating small businesses of their own. As self-employed entrepreneurs they feed into larger craft projects, living museums and other community-based enterprises, while lodges are also important sales outlets.

Making the most of indigenous plants

A great variety of valuable indigenous plants create an exciting natural resource sector. Income is generated from three major sources: the issuing of permits and use concessions in community forests, the sale of value-added products such as carvings, and the sustainable wild harvesting and sale of non-timber products. Non-timber products include thatching grass and produce from plants such as devil's claw and omumbiri. The significant growth of this sector is likely to continue as new species with commercial potential are investigated and developed. Strategic agreements with international cosmetic and pharmaceutical companies represent significant economic opportunities. The harvesting of the resources is an important source of income for a growing number of people. Indigenous plant nurseries represent another diversification of plant use, selling seedlings to nurseries in urban areas, who in turn sell them to end users.

Fishing for food

Fish are an important direct source of food for many people in northern Namibia, and are sold at markets by fishermen to earn cash income. While subsistence fishing is not directly controlled, both commercial fishing and sport angling require licences, and issuing these can generate income for communities. Recreational catch-and-release angling within fish reserves represents an important income opportunity, generated from rod fees charged by tourism lodges, who share the income with communities. Thriving lodges that market sport angling as a key activity, especially for popular tigerfish, catfish and other species, can create a variety of additional returns for communities.

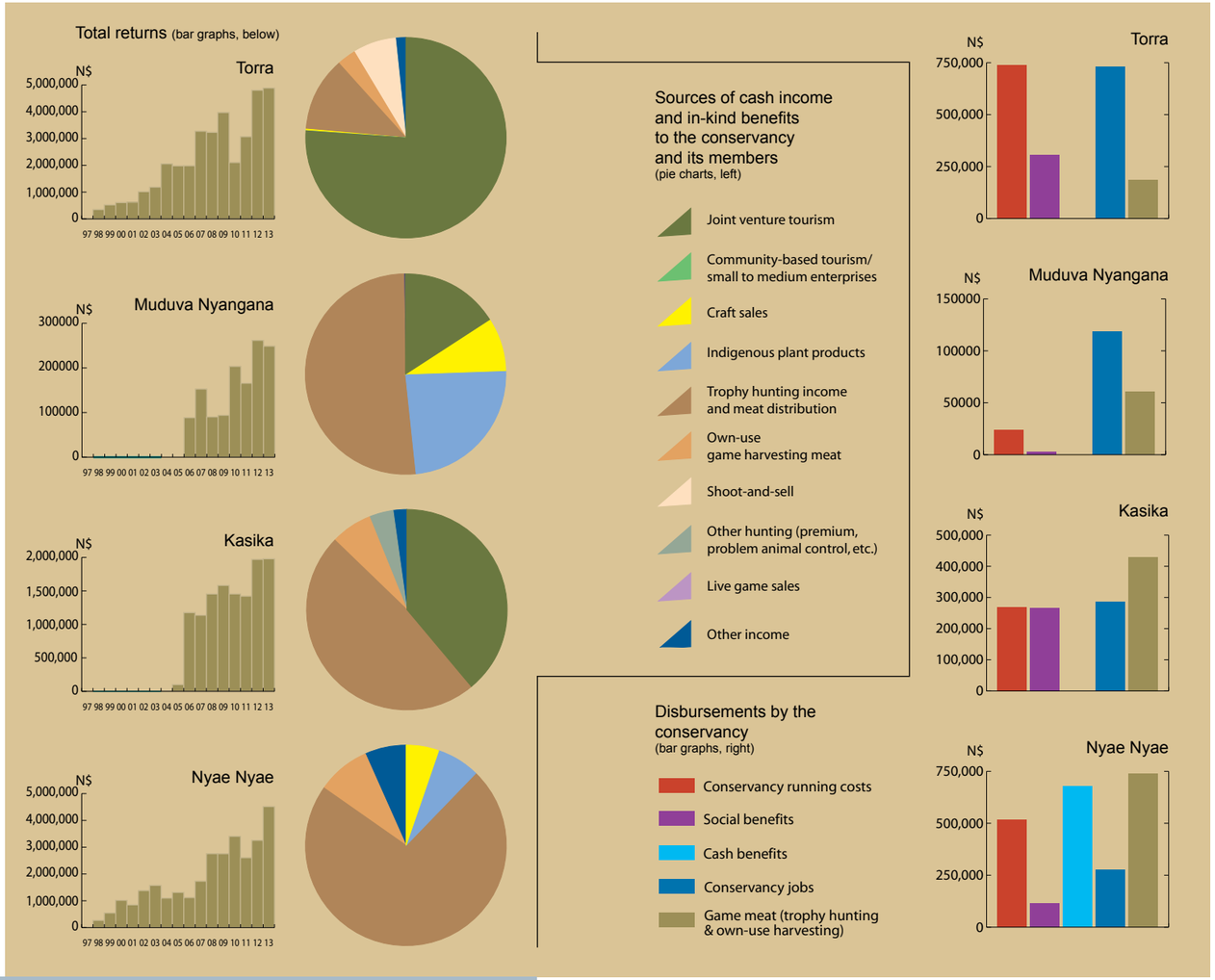


FIGURE 24.
Varied sources of natural resource returns... (above)
There is a large variation between conservancies in terms of their sources of natural resource returns, influenced by the available resources, private sector partnerships and other factors. Four sample conservancies illustrate some of the differences in 2013. The bar charts show total cash income and in-kind benefits over time, and the pie charts illustrate the ratios between sources of returns.

... and disbursements (above right)
Disbursements within conservancies also vary considerably. The same conservancies illustrate some of the differences in 2013. While some conservancies pay out substantial cash benefits to households, others provide broader social benefits to resident communities.

household returns from natural resources

Providing employment

The most significant community conservation return for individuals is direct employment in positions that have been created through natural resource management, most of which did not exist prior to the start of the conservancy movement. These are particularly important for people living in rural areas with few other means of earning regular cash, and have the greatest impact at both household and individual levels (Figure 25). Jobs in tourism represent great career opportunities, as staff can 'rise through the ranks' to the level of regional management or beyond, something that a number of people have achieved. Community conservation organisations are themselves important job creators, with all jobs usually being filled by local people. Jobs created through natural resource management and related tourism and trophy hunting activities are regarded as especially beneficial, because people no longer have to leave the land to seek employment in towns. Jobs can be balanced with a stable household and subsistence agriculture activities, improving social cohesion. Conservancies are able to provide diverse employment through the income they generate. The growth of administrative and managerial positions in conservancies is driven by the recognition that qualified staff is needed for the effective management of conservancy resources. Job creation in rural areas is particularly important given the high rates of unemployment in Namibia.

Diversifying income opportunities

Besides facilitating direct employment, community conservation is enabling a great variety of new income opportunities for individuals, of which craft production and the harvesting and sale of indigenous plant products are the two most important sectors. All new income streams from natural resource use provide much-needed household cash to supplement subsistence agriculture and improve individual lives.

TABLE 9.
Sources of returns to conservancies and their members in 2013
The spectrum of natural resource sectors that generate returns for communities continues to widen. Joint-venture tourism and trophy hunting are making the greatest contributions.

Source of cash income or in-kind benefits	Value in N$	Percentage of total cash income and in-kind benefits
Joint-venture tourism (includes all cash income and in-kind benefits to conservancies and members)	29,272,088	43%
Trophy hunting (includes all cash income to conservancies and members)	20,968,823	31%
Trophy hunting meat	6,260,112	9%
Own-use game harvesting meat	3,500,928	5%
Indigenous plant products	2,655,874	4%
Community-based tourism and other small to medium enterprises	1,974,079	3%
Crafts	1,162,764	2%
Shoot-and-sell game harvesting	990,744	1%
Miscellaneous (e.g. interest)	938,993	1%
Other hunting or game harvesting (e.g. problem animal control)	459,810	< 1%
Live game sales	17,200	< 1%
Premium hunting	-	0%
Total	**68,201,415**	**100%**

natural resource returns for the community

Significant spenders

Conservancies are becoming important spenders in the rural economy, channelling funds generated from natural resource use to communities. Prior to the inception of community conservation, the revenue generated by tourism and other sectors was significantly lower, and almost all of it was drawn out of the area by businesses based in urban centres. Now, an increasing proportion of generated returns stay in communal areas.

Distributing cash benefits

Conservancies with strong revenue streams and a small membership often distribute significant cash benefits to villages and households, where just a small amount can make an important difference. Yet most conservancies cannot make regular cash payouts to members, and annual general meetings tend to support the concept of investment in community projects.

Committed to rural development

Increasing initiatives aimed at maintaining or uplifting general living conditions in rural areas are being funded by community conservation. Examples of initiatives funded by conservancies include water infrastructure, agricultural equipment and materials, bursaries for students and grants to schools, kindergartens and sports tournaments, medical treatment, grants to the elderly, transport and funeral assistance for community members and a variety of other social benefits. Through this, community conservation is demonstrating a clear commitment to rural development.

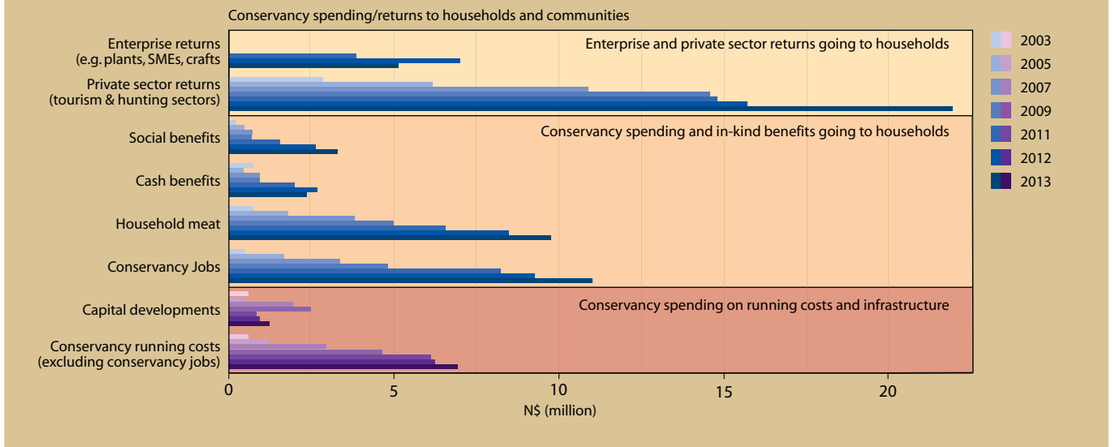
Building capacity

Skilled and educated young people often leave rural areas in pursuit of better opportunities in towns. As the success of community conservation broadens, it can help to reverse urbanisation trends and is already strengthening human potential in communal areas. By recruiting more skilled staff, community conservation organisations can improve their operations in an upward growth spiral. Positions of responsibility are being filled by community members in a range of roles including office management, book keeping and natural resource management, in the management of joint-venture lodges, as tour guides, and as trackers and camp staff in the trophy hunting industry. Rural women are increasingly seen in leadership roles in conservancies, especially in the area of financial management. The provision of student bursaries from conservancy funds is aimed at increasing skills available to rural communities.

The value of intangible benefits

Community conservation creates a great variety of less measurable benefits such as strengthening a common identity and giving communities a collective voice, increasing the participation of women in decision-making, supporting initiatives to combat HIV/AIDS, creating a sense of community pride and ownership over resources, and increasing community awareness of issues. Through CBNRM, communities are recognised as the rightful custodians of natural resources. Community conservation strengthens local level democracy, creates awareness of business and sustainability issues, opens opportunities for entrepreneurship and generally diversifies livelihoods, thereby reducing people's economic and social vulnerability, especially in the face of climate change.

FIGURE 25. Understanding the various returns facilitated by conservancies: *Enterprise and private sector returns generate direct cash income for households through sales and wages, and also include fringe benefits (e.g. staff housing) and donations to the community. Conservancy income is used to fund social benefits (e.g. education, health), make cash payments to members, and pay wages of conservancy staff. Conservancies also distribute meat of considerable value to households. Further conservancy income is spent on running costs (e.g. office, vehicle), while capital developments are investments in conservancy infrastructure.*



covering operational expenses

A key objective of CBNRM is that community conservation should be self-financing and sustainable. Before conservancies or community forests can spend money on social projects or distribute benefits to households, they first need to cover their own operational costs. These include salaries for conservancy staff, allowances for committee members, travelling costs, insurance, office administration and training activities, and vehicle running costs. During their initial development stage, all conservancies and community forests are dependent upon external funding. As they move into a more productive operational stage, an increasing number of conservancies are covering all running costs from their own income (see Table 1 on page 31 in Chapter 1).

the costs and benefits of living with wildlife

Facilitating diversity

Modern environmental understanding makes it clear that biodiversity is vital for the health of local ecosystems as well as the whole planet. An environment is healthiest when it supports a high diversity of indigenous species – including large wildlife. Community conservation facilitates this diversity by enabling communal area residents to achieve a balance between land uses that include wildlife use. But wildlife also creates conflicts and the returns generated from natural resource use should clearly outweigh human-wildlife conflict costs for farmers. Importantly, some of the generated returns need to be used to directly offset the losses of those who incur them.

Inherent environmental costs

Human-wildlife conflict is seen as one of the major challenges facing community conservation. Wildlife often comes into conflict with agricultural activities when predators attack livestock or game raids crops. Such conflicts can be reduced through prevention and mitigation measures, but will never be eliminated entirely. All industries carry some inherent costs. Environmental costs, induced by changes in climate, disease, and the impacts of a great variety of animals from elephants to insects, are an inherent cost of agriculture. Although the types of impact vary from area to area, this is true everywhere in the world.

Creating a positive ratio

Losses caused by wildlife can undoubtedly be severe. This is especially true in the tragic cases where people are injured or killed by wild animals. Poor households surviving on small crop yields or low livestock numbers can also be very hard-hit by wildlife conflicts. Nonetheless, perceptions of the scale of the problem are often skewed. Data evaluation has shown that in the majority of surveyed conservancies, the returns generated from wildlife far outweigh the losses incurred through it. In some cases the positive return ratio exceeds 50 to 1. The returns used in these comparisons do not include any of the farming income and in-kind benefits being generated by agriculture. It is thus possible to offset the losses from wildlife through returns from natural resource use alone, thereby largely recouping this inherent cost to agricultural activities. Such calculations are, however, made at an overall conservancy level. It is vital that the individual community members who incur losses receive fair compensation.

A wide range of returns from natural resources can create a positive return ratio that far outweighs the costs of human-wildlife conflict. Although they are a threat to small stock, jackals are still common in Orupembe Conservancy.

reducing poverty

Immediate and long-term contributions

Namibia is ranked as a middle income country, yet it has a highly skewed distribution of income, and unemployment is extremely high. A large part of the population lives in rural areas and is dependent on natural resources and a healthy environment for its livelihood. Although community conservation alone is not going to reduce poverty for the majority of communal area residents, it can make significant immediate and long-term contributions. The provision of employment is the most direct contribution, providing steady income to build up household assets and reinforce local cash economies. By diversifying rural livelihoods, natural resource use is also creating a range of new economic opportunities. Conservancies are promoting private sector investment in communal area tourism, which generates immediate returns for local people and facilitates a variety of related enterprise opportunities. In addition, CBNRM enables important training and capacity building which, in turn, develops new skills and improves employment options.

Empowered to improve

Social empowerment, which includes the devolvement of legal rights to communities and the development of new governance structures, is an important factor in the long term reduction of poverty in communal areas. This is particularly significant given Namibia's apartheid legacy that left many rural Namibians marginalised and poverty stricken. By lifting some people out of poverty, diversifying livelihood opportunities and providing long-term institutional structures that help to drive economic growth, CBNRM is being recognised by the Namibian government as making an important contribution to national development plan aims (Table 10).

Increasing food security

CBNRM initiatives such as community rangeland management and conservation agriculture are increasing the productivity of communal farmers. Improved livestock productivity and increased crop yields are helping to increase food security, as are initiatives such as fish reserves that improve the size and quality of fish catches. The game meat distributed to households by conservancies is an additional support to households.

Running a kiosk at the Sorris Sorris Conservancy office – community conservation facilitates a wide range of new economic opportunities and contributes to poverty reduction, enabling enterprises, jobs and career options.

Kiosk manager Astrid Eises, Sorris Sorris Conservancy

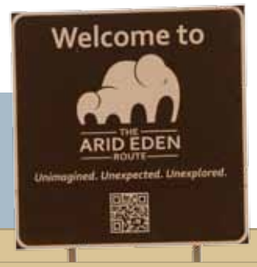


TABLE 10.
CBNRM contributions to National Development Plan 4 objectives related to society and the economy
CBNRM makes a variety contributions, portrayed in more detail in the text and illustrations of this chapter.

National Development Plan 4	CBNRM contribution
What we cherish as a nation: pages 3-5	
Upholding the Constitution and good governance • "Our emphasis is also on good governance, and we continue to improve on issues relating to equity in access to productive resources, and in reducing ... poverty and economic stagnation".	• promotes democracy in rural areas through community participation and democratic election of office bearers • emphasises accountability, transparency and good governance through performance monitoring and evaluation • requires the equitable distribution of returns • promotes economic development and poverty reduction through diversification and private-sector partnerships
Partnership • "... creating an environment that is conducive to working together as a key to economic progress and social harmony ..."	• promotes partnerships through active collaboration amongst communities, and between communities and government, the private sector, NGOs and donor agencies
Capacity enhancement • "...we consider investing in people to be a crucial precondition for the desired social and economic transformation…."	• enables significant capacity enhancement through ongoing training in governance, natural resource management and business, as well as in-service training in the private sector
Comparative advantage • "We capitalise on Namibia's comparative advantages over other countries around the world, and provide suitable incentives to use our national resources in the most efficient and sustainable way possible…"	• capitalises on the comparative advantage of charismatic wildlife in spectacular landscapes (often better suited to wildlife than livestock) through tourism and hunting • provides significant incentives for sustainable resource use through economic returns (N$ 72,158,768 in 2013)
Gender equality and the empowerment of women • "... gender equality is a prerequisite for sustainable development and ... permeates all spheres of life. We will ... endeavour to create and promote an enabling environment in which gender equality and the empowerment of women are realised ..."	• promotes gender equality and the empowerment of women through equal access to employment and governance, resources and economic opportunities, with documented high female participation (e.g. 49% female conservancy treasurers/ financial managers in 2013)
Basic Enablers:	
Health/HIV & AIDS – pages 55-56 • "... broad challenges which impact on health outcomes ... [include] factors such as malnutrition, sanitation, education, infrastructure and poverty ..." • "... the sparsely distributed population of Namibia ... makes it difficult to ... provide health services ... and adds additional transport costs ... to access services ..." • "…HIV/AIDS remains one of the fundamental challenges ... [with] a devastating effect ..."	• facilitates improved health outcomes through funding of community health, education and other infrastructure projects, as well as transport provision to service centres • reduces malnutrition and poverty through economic development, as well as the distribution of cash benefits and game meat to households (N$ 15,409,745 in 2013) • mitigates the HIV/AIDS challenge through the documented reduction of drivers of infection through outreach and education programmes
Extreme poverty – pages 65-67 • "... increasing household food security and ... nutrition levels in order to reduce malnutrition among children ..." • "... improved agricultural productivity would benefit two thirds of the extremely poor households. The adoption of new farm management systems such as Conservation Agriculture … will ... result in higher yields and increased food security ..." • "… increased job opportunities in rural areas – where most of the extremely poor reside – will contribute to a reduction in extreme poverty".	• increases household food security and reduces malnutrition through livelihood diversification and provision of game meat • promotes sustainable practices and increases agricultural productivity through land-use diversification, structured and sustainable management, and activities such as Conservation Agriculture and Community Rangeland Management • facilitates new jobs and income opportunities in rural areas, especially within the tourism, hunting, natural plant product and craft sectors (6,472 jobs in 2013)
Economic Priorities: Tourism – pages 92-96 • "... improve the infrastructure and visitor services on offer in Namibia, as well as to ensure the conservation of the natural environment and cultural heritage through sustainable tourism development ..." • "... improve the availability of skills and training in tourism-related activities ..."	• enables the development of communal area tourism, one of Namibia's prime tourism products (39 JV lodges in 2013) • promotes cultural pride and the conservation of cultural heritage through responsible tourism and the development of living museums and other cultural tourism initiatives • makes significant contributions to environmental conservation, funded through tourism and trophy hunting income
Economic Priorities: Agriculture – pages 106-110 • increasing livestock and crop production in order to improve food security and boost economic growth	• increases livestock productivity through community based rangeland management (66 defined areas in 2013) • increases crop yields through conservation agriculture

contributing to national economic growth

The national impact

Community conservation has an impact on the broader economy of the country significantly exceeding direct returns to rural communities, and contributes to nation building by driving national economic growth. This national impact can be assessed by including all incomes earned by communities, government and the private sector as a consequence of community conservation.

What are these additional incomes?

Firstly, private sector tourism and hunting 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 through community conservation also spend in the wider economy during their trips, generating direct 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 gets re-spent in the economy during further rounds of spending, generating additional income.

Contributions to net national income

All these economic contributions may be termed contributions to net national income (NNI). The NNI contributions can be defined as the value of goods and services that activities, community conservation activities in this case, make available each year to the nation. Contributions made by community conservation to NNI should also include adjustments for stock appreciation (or depreciation). This is the accumulated capital value of wildlife stocks, to which conservancy management and conservation are making an important contribution. The management of wildlife stocks and any related increase in the capital value of the animals is 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 annual increase (or decrease) in the capital value of wildlife is the value attributed to the fluctuating numbers of wildlife in the north-west conservancy areas. This excludes values associated with the other areas for which suitable data are lacking. 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. 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.

An excellent investment

The economic merits of programme spending can be seen by comparing the investment in community conservation to returns 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 11 shows economic rates of return and net present values. In the first 12 years of the programme, costs exceeded economic returns, but since then rapidly growing returns far exceed costs (Figure 26). Positive economic returns for the programme (economic rate of return above the estimated real discount rate) have become evident during the latter years. The depicted economic return is very positive for a programme investment.

FIGURE 26.
Estimates of the national economic returns from CBNRM compared to economic investment costs
In 2013, the net national income (NNI) contribution made by CBNRM was about N$ 444 million. Due to the effects of drought, wildlife stock values in the north-west declined during 2013, which is reflected in the graph. Between 1990 and 2013, the cumulative value of the NNI contributions amounts to an estimated N$ 3.42 billion. The increased capital value of wildlife in north-western Namibia between 1990 and 2013 is estimated at N$ 497 million. Together, the NNI contributions and increased capital value of wildlife over this period add up to about N$ 3.92 billion. This is an impressive figure, which has been increasing rapidly. The graph also shows the value of spending on the CBNRM programme each year, which cumulatively adds up to about N$ 1.6 billion of investment between 1990 and 2013. 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.*

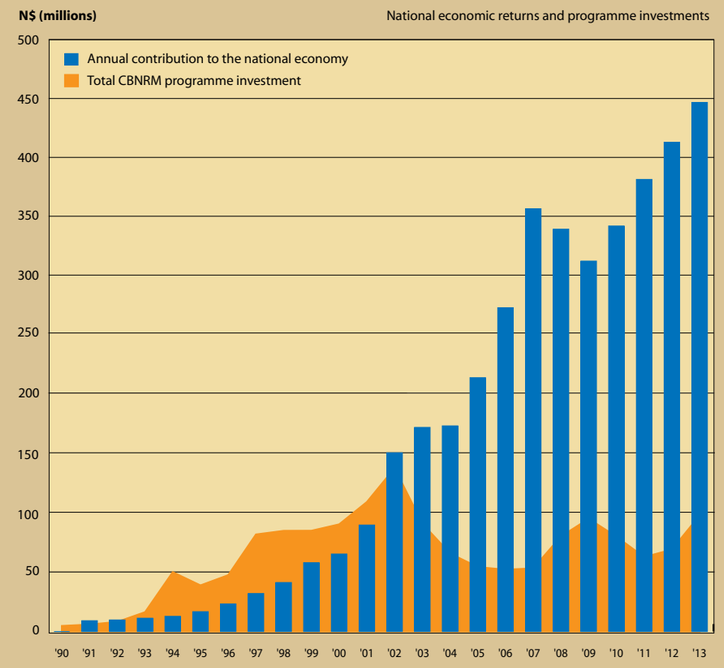
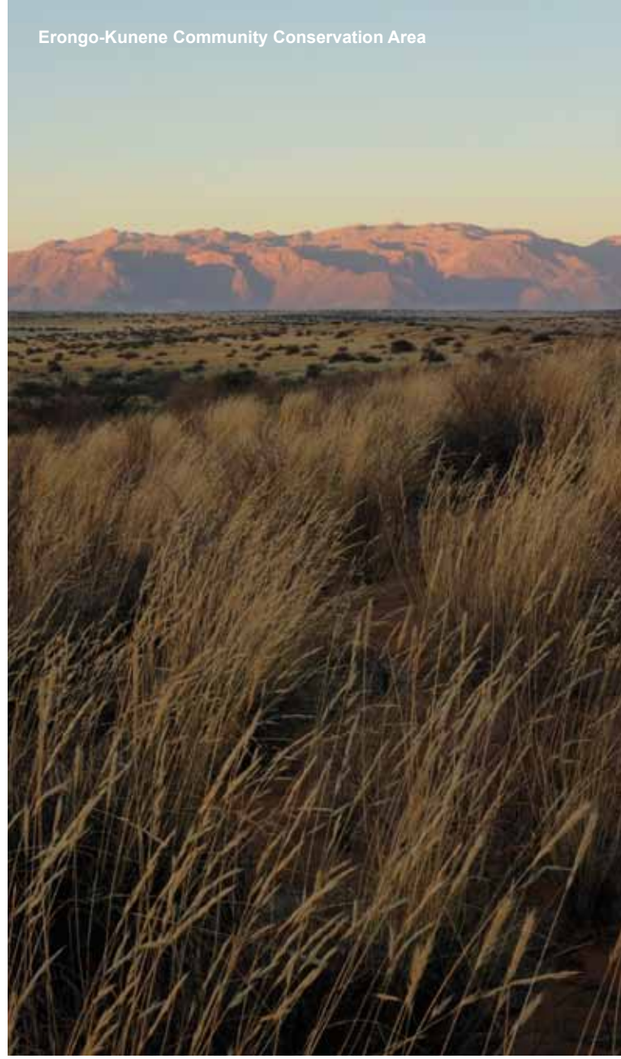


TABLE 11.
The economic efficiency of CBNRM
Since 1990, the programme has had an economic internal rate of return of 23% and has earned an economic net present value of some N$ 669 million. This is a highly positive economic return for a programme investment.

Year	Economic rate of return	Net present value at 6%
15	5%	- N$ 9.3 million
17	16%	N$ 178.1 million
19	19%	N$ 330.7 million
21	21%	N$ 495.3 million
23	23%	N$ 668.9 million

* Figures have been adjusted for inflation to be equivalent to the value of Namibia dollars in 2013. This means they are not directly comparable with those used in the 2012 Community Conservation Report, which used figures equivalent to the value of Namibian dollars in 2012.


Erongo-Kunene Community Conservation Area

Community conservation contributes to national economic growth as well as facilitating the health of ecosystems.

making a global contribution

While delivering the variety of immediate and tangible returns described, community conservation also provides an important service to the nation and the world by maintaining healthy ecosystems.

Providing ecosystem services

Internationally, the concept of payments for ecosystem services is gaining 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 clean water, productive soils and healthy plant and animal communities, which create the basis for human activities and economies. The value of these services can be calculated in monetary terms and options for creating payments to the entities that safeguard the 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.

Benefitting from biodiversity offsets

Biodiversity offsets represent a related concept, 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 some 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 should benefit from these biodiversity offsets, because they are safeguarding national and global biodiversity.


Erongo-Kunene Community Conservation Area

to work for a common vision...

... means focussing on what can be achieved, rather than yielding to difficulties; looking beyond individual activities and local impacts to bigger regional, national and trans-boundary connections, influences and achievements, while facing challenges, anticipating change and striving for sustainability...

achieving sustainability... The Namibian conservancy movement has become an internationally acclaimed CBNRM success model. Community conservation is making significant biodiversity contributions and creating synergies with state protected areas. It is strengthening rural economies and contributing to rural development. A large number of conservancies are already fully self-financing. Other community conservation initiatives are well-established and operating effectively. A sound foundation is being created, but much needs to be done to fully entrench the movement and attain sustainability. Most important are true integration of both policies and activities, ensuring adequate technical support and long term maintenance, continuing to expand and diversify natural resource potential, as well as removing barriers and countering threats that may arise.


Game guard Gerhard Kasupi

X.

working for a common vision

facing challenges
and looking to the future


School children,
Kwandu Conservancy

The aim of community conservation is to enable coordinated, integrated and equitable use of all natural resources such as wildlife, plants, soils and water, and through this to support a thriving rural economy based on a highly productive mix of land uses that includes tourism, trophy hunting, agriculture, forestry, fisheries, craft production and more. Community conservation can empower rural people to make the most of a wide range of livelihood choices to improve their lives.

What's the story?

behind working for a common vision

facing climate change and other global challenges

through community conservation

a look at increasing community resilience to various impacts by applying community conservation principles

Flooding, Zambezi Community Conservation Area

Drought, Erongo-Kunene Community Conservation Area

so will it get wetter or drier?

The shrivelled remains of cattle, dead from drought, are a heartsore sight for most, in a country with a broad farming affinity and a distinct cattle culture. Yet Namibians are used to droughts. They are a part of life across much of the most arid country in sub-Saharan Africa. Rainfall in our country is generally erratic. It's been that way for millennia. Again and again, rainy seasons are poor or patchy, with a harrowing impact on livestock and people. Many parts of the country experienced poor rainfall during 2013. In the north-west, in particular, large numbers of both livestock and wildlife died as a result. But rainy seasons can also be well above average. While some areas experience drought, others are being flooded.

Flooding has become another part of life in parts of Namibia, periodically displacing significant numbers of people. Floods, too, have always occurred in this country. As human populations have grown, though, increasing settlement in areas prone to flooding have multiplied the number of people affected by flooding in the Cuvelai Basin and along the rivers of the Zambezi Region. Yet extreme weather events, be it droughts or floods, appear to be getting more frequent and more severe, something already predicted by experts.

Climate change is not a simple matter. It affects different parts of the world in very different ways. In some areas, the signs are unmistakable – melting glaciers, rising seas and shrinking polar regions are undeniable effects of a changing climate. In Namibia, the changes are more subtle, less well-defined. Accustomed to a generally unpredictable climate, many Namibians still see all extreme weather events as part of normal natural cycles, while others now put every drought or flood down to the effects of climate change. Large variations in annual weather patterns in Namibia are natural, due to its position in relation to the three major systems affecting climate in southern Africa, as well as the influences of the cold Benguela Current along the coast. In general though, climate change modelling indicates that most of Namibia is likely to become even drier than it already is. Most communal areas of Namibia have historically had limited agricultural potential, which will be exacerbated by climate change impacts.

Climate change is a global reality. Yet, like much of Africa, Namibia has a negligible influence on that change. Namibia's carbon emissions and other activities that drive climate change are minimal compared to the impacts of the highly industrialised nations. Slowing climate change is mostly up to changing practices in those countries. While Namibia can only make minor contributions to slowing climate change, it is likely to be one of the countries particularly hard-hit by it.

How then, can Namibia, and especially the poor, rural communities in our communal areas, deal with the effects of climate change in an already harsh environment? Community conservation may have at least some answers.

and what will we do about it?

Many Namibians are seeking to reduce their 'carbon footprint' and their environmental impacts in general. In conservancies, joint-venture lodges are well-aware of their environmental responsibilities, and the Eco-awards Scheme recognises tourism operators with the lowest impacts, motivating best practices.

Community forests facilitate the sustainable use of plant resources, combat deforestation, manage fires and seek to increase natural vegetation cover – activities which reduce carbon emissions and increase carbon storage. Other community conservation practices, such as conservation agriculture and community rangeland management also improve local environments.

Biofuel and carbon storage plantations based on exotic monoculture have been suggested for north-eastern Namibia. However, the effects on indigenous biodiversity and the use of limited water resources to make such plantations viable are not justified.

Mines are the biggest consumers of electricity and water in many parts of Namibia, and are becoming increasingly active in conservancies. Mining is an important economic sector, but must seek to minimise both climate and biodiversity impacts. Biodiversity offset schemes can compensate for some mining impacts.

At a household level, a large percentage of conservancy residents do not have access to electricity or running water. Most could, however, reduce their firewood consumption by using fuel efficient stoves or solar ovens. Such changes would certainly contribute to local environmental health, even if measurable climate change results would be limited.

For most rural Namibians, adaptation to the actual effects of climate change – increasing temperatures, reduced rainfall and extreme weather events – is the primary objective. A key adaptation strategy in rural areas is to optimise land uses. That means finding the mix of activities best suited to each area, which produces the greatest returns with the least environmental impacts.

The sustainable use of indigenous natural resources is particularly effective in Namibia. In arid environments, indigenous fauna and flora, already well-adapted to arid and erratic conditions, can cope better than introduced livestock and crops. Reducing the dependency on agriculture by diversifying livelihoods also strengthens people's economic resilience. The great variety of natural resource uses that are possible is described in other chapters, while further diversification within particular sectors is touched on in the following pages.

Increased diversification of land uses and income sources mitigates the impacts of extreme weather events, and also helps rural communities to deal with further global challenges such as economic or political fluctuations that affect tourism or other global markets. By not relying completely on any one land use, but rather using a complementary mix of activities best suited to the land, rural people are better-equipped to deal with all livelihood impacts.

Coordinator John Aibeb, //Huab Conservancy

The difficult task of conservancy management – conservancies are confronted with multiple internal and external challenges, barriers and threats and need support to deal with some of them.

what lies ahead for community conservation?

Filling the gaps

The rapid growth of community conservation areas is likely to slow over the next few years. The number of community forests may still increase considerably, while conservancy registration is already slowing. Most areas well-suited to wildlife management are now covered by conservancies, although a few obvious gaps remain. Buffer zones along the borders of national parks could be seen as a priority. It is expected that by around 2015, between 90 and 100 conservancies and 40 to 50 community forests will embrace well over 50% of all communal lands.

Realigning support services

Although many recently registered conservancies do not yet generate returns, a growing number of the more established conservancies are able to support their operating costs from their own income. Many are now in the transition from a support-intensive development stage to a less costly, long-term maintenance stage. 36 established conservancies have reached financial self-sufficiency, covering their running costs from own income, with 38 also distributing benefits to members. However, financial independence on its own will not lead to sustainability.

Strengthening governance capacities

Many conservancies and community forests still require focussed governance support, especially those in the early stages of institutional development. Mechanisms that reduce the loss of institutional memory during committee changes are needed, while benefit distribution systems and mechanisms to ensure full accountability for the use of funds must be strengthened.

Improving resource use

Over 70 percent of conservancies currently harvest wildlife for own use, shoot-and sell or trophy hunting. While the offtake is based on sustainable quotas, the actual harvesting methods and controls need to be improved. Shoot-and-sell harvesting is particularly problematic, and mechanisms are being implemented to improve this sector.

Seeing the big picture

The Erongo-Kunene Community Conservation Area covers 74,745 square kilometres, while the Omaheke-Otjozondjupa CCA embraces all communal lands of the Otjozondjupa Region and much of those of Omaheke. The community conservation areas of other regions, while smaller and more fragmented, are also impressive. These contiguous areas represent real development opportunities. Effective overall destination development and marketing can transform tourism and hunting, and associated landscape level management in these areas.

threats and challenges are growing

Standing together to combat poaching

Commercial poaching impacts on rhino and elephant are increasing in Namibia, although they remain below those in other range states. Several rhino were poached in Namibia in 2013, and poaching for ivory increased in the Zambezi Region, also affecting other species. While community conservation makes vital contributions to the protection of valuable species, the highly organised and ruthless poaching threat requires innovation and collaboration at national and international levels to reverse the trends and ensure the long-term protection of high-value species.

Influencing global wildlife use perceptions

The complexities of conservation outside parks are largely misunderstood by both the international and Namibian conservation-minded public. Increasing international calls by conservation organisations, animal rights groups and others to save the last wildlife on Earth have created the impression that wildlife is declining everywhere and urgent action is required. The fact that Namibian wildlife populations are generally stable or increasing is being overlooked, and all consumptive wildlife use is receiving unfounded, increasing criticism. Trophy hunting is facing the most vocal opposition. Sustainable hunting is a positive land use that can safeguard habitats against destructive uses and does not have negative effects on overall game populations, while generating significant income for communities living with wildlife. The loss of legal hunting income would be extremely detrimental to conservancies, many of which would no longer be viable.

barriers persist

While progress has been made, barriers to investment in communal areas persist. Insecurity of land tenure and lease agreements continues to present a challenge. Despite ongoing negotiations, the planned Ministry of Lands and Resettlement tax on lodges in communal areas was not resolved during 2013 and still threatens the viability of lodges and the returns flowing to communities.

Integration is often a slow process and a lack of recognition of community-based organisations remains a barrier to the long-term sustainability of conservancies and other initiatives. Integration of policies at ministry level, as well as of management structures and activities on the ground, can improve efficiency and significantly expand the current range of returns being generated by community conservation. Sectors that will benefit from closer collaboration include inland fisheries and agriculture.

The future at a glance

Community conservation may grow to...

- 90-100 conservancies and 40-50 community forests
- cover over 21% of Namibia and well over 50% of all communal land
- embrace up to 15% of all communal area residents and well over 50% of rural communal areas residents in suitable areas

What might be achieved?

Community conservation can...

- facilitate significant further growth of tourism in communal areas and increase local involvement
- enhance the reputation of communal areas as offering some of the country's most spectacular destinations
- entrench Namibia's position as offering some of the best trophy hunting on unfenced land in Africa
- mitigate the effects of climate change by reducing dependence on subsistence agriculture
- maximise the potential of indigenous plants through further strategic international partnerships
- strengthen incentives for people to live with and manage wildlife so our children's children can continue to share in this important African heritage

New for 2014:

- introduction of mandatory conservancy compliance requirements by the MET
- introduction and roll-out of a game guard certification system

The biggest challenges?

- enabling optimum conservancy governance capacities, effective decision-making and wise leadership, as well as pro-active members
- optimising land allocation and administration in communal areas
- further promoting policy integration amongst government ministries
- ensuring long-term technical support to community conservation structures
- achieving self-sufficiency and programmatic sustainability

diversifying
economic opportunities

Increasing diversity to reduce dependency

Community conservation should ensure economic diversification to reduce dependency on any one sector as the main source of income. Droughts quickly reduce agricultural outputs, while periods of economic downturn or political instability can translate to immediate impacts on tourism or trophy hunting, all of which reduce community returns. By broadening the range of economic activities, as well as diversifying income streams within each sector, vulnerability to external influences can be reduced.

Creating new income streams

New income streams can be created by strengthening the development of a variety of enterprises based on diverse resources including wildlife, plants, fish, crafts and others. The value-added processing of products is only just beginning for most sectors and can be significantly expanded. As tourism in conservancies grows, a range of spin-off enterprises can be developed, and benefit capture along various parts of the tourism value-chain can be significantly enhanced.

Recognising the value of communication

The importance of marketing and communication as a vital aspect of modern management continues to be overlooked. Both internal programme communications and external marketing can be significantly strengthened. Initiatives that build on the recognition achieved through marketing of the communal conservancy tourism sector have been limited. Positive positioning of the communal conservancy hunting sector has been neglected and should be considered an urgent priority. Individual conservancies still need support in developing their own corporate identities. While the use of a pilot series of brochures and posters profiling individual conservancies has achieved some market recognition, the public relations abilities of conservancies themselves needs to be strengthened. At a regional level, larger community conservation areas can be marketed as conservation entities and tourism destinations.

adapting
to growth and change

Managing an increasing complexity

Established conservancies are faced with a growing complexity of business interests, which may compete for the same resources or areas. Conflicts may arise between tourism, trophy hunting and game harvesting interests, as well as between these and agricultural activities. Many conservancies are managing a multitude of agreements with joint-venture lodges, hunting operators, shoot-and-sell harvesting clients, indigenous plant product buyers, and other stakeholders. At the same time, predators and other wildlife are increasing and require greater management attention, including the mitigation of human-wildlife conflicts. As the success of conservancies grows, the often competing expectations of a variety of stakeholders seeking access to natural resource returns place increasing pressure on conservancy management. It is certainly commendable that conservancies are dealing with all these challenges, but also understandable that shortfalls occur and technical support is still needed.

Operating in a dynamic environment

Community conservation operates in a dynamic domain and faces ongoing environmental, cultural and social changes, as well as the rapid growth of the CBNRM programme itself. Conservancies manage resources in large, open systems with highly variable conditions, a variability that is likely to increase with climate change. Economic and social challenges include resource and market fluctuations, as well as land use and resource conflicts.

Ensuring adaptive management

By continually monitoring both resources and activities, as well as refining methods and approaches, community conservation can adapt to the dynamics of growth and change, while maximising returns for local people. Planning, monitoring and evaluation are thus core aspects of community conservation, as are ongoing training and technical support.

attaining
long-term sustainability

Delivering core support services

The NACSO working groups collaborate with government to provide support to community conservation organisations. The Natural Resources Working Group, particularly, has made important progress in delivering strategic technical support to conservancies, rather than carrying out reactive interventions. In the future, it may be more effective for NACSO to provide integrated community conservation extension services under one umbrella, in order to do justice to the inter-dependence of good governance, wise resource management and meaningful returns.

Providing sustainable financing

A sustainable financing strategy has been formulated for community conservation, yet much work needs to be done to implement it. A sustainable finance plan will reduce dependence on declining donor support to Namibia. Finance mechanisms may include tiered payments for services by conservancies and community forests (based on income), increased government support, an endowment to fund critical costs, and the receipt of biodiversity offsets from mining.

Ensuring strategic implementation

Work on the National CBNRM Sustainability Strategy continued during 2013. It aims to ensure the ongoing provision of minimum support packages to community conservation organisations. These will be based on the development phase and operational complexity of a conservancy or community forest. The Strategy also seeks to improve support efficiency through calendar-based training aimed at regional clusters.

Reaching new levels of community conservation

While the conservancy movement has achieved local success and international recognition, current challenges and threats show that it remains vulnerable. Wider private sector engagement, not only at an individual enterprise but also at national industry level, could evolve into a broader support structure based on a synergy between government, NGOs and the private sector. Further integration of the management of all natural resources can also continue to strengthen community conservation, while additional natural resource returns can be unlocked through innovative approaches and effective marketing. All such initiatives can take community conservation to new levels.

Namibian community conservation is like a river flowing through a dry land... it offers a wealth of resources, increases diversity and changes the lives of those close to it. Some returns fluctuate with the seasons; others, flowing deeper and more broadly, are permanent.

XX.

who's who

stakeholder details

registered conservancies 2013

Name	Map No.	Region	Reg. Date	Area km2	Approx. People	Contact
!Gawachab	36	Karas	Sep-05	132	200	0812622401
!Han /Awab	52	Karas	May-08	1923	688	063-283059
!Khob !naub	23	Karas	Jul-03	2747	2025	0814309976
!Khoro !goreb	65	Kunene	Sep-11	1283	1062	-
//Audi	50	Kunene	Oct-06	335	612	0814914728
//Gamaseb	24	Karas	Jul-03	1748	1606	0814028963
//Huab	22	Kunene	Jul-03	1818	772	067-331392
≠Gaingu	30	Erongo	Mar-04	7732	2607	0814561224
≠Khoadi-//Hôas	3	Kunene	Jun-98	3365	3972	081395393
African Wild Dog	39	Otjozondjupa	Sep-05	3824	4399	062-529097
Anabeb	25	Kunene	Jul-03	1570	1348	0813135800
Balyerwa	45	Zambezi	Oct-06	225	1000	0816010056
Bamunu	64	Zambezi	Mar-11	556	2541	0813081477
Doro !nawas	6	Kunene	Dec-99	3978	1143	0812172161
Dzoti	59	Zambezi	Oct-09	287	1509	0817629468
Ehi-Rovipuka	13	Kunene/ Omusati	Jan-01	1980	1651	0813523091
Eiseb	55	Omaheke	Mar-09	6626	1382	0812849859
Epupa	77	Kunene	Nov-12	2912	3230	-
Etanga	79	Kunene	Mar-13	908	1398	-
George Mukoya	41	Kavango-E	Sep-05	486	930	0814301911
Huibes	58	Hardap	Oct-09	1328	750	0814028963
Iipumbu ya Tshilongo	73	Oshana/ Omusati	May-12	1548	2201	0812450369
Impalila	44	Zambezi	Dec-05	73	890	0813187857
Joseph Mbambangandu	31	Kavango-E	Mar-04	43	1640	0813299755
Kabulabula	66	Zambezi	Nov-11	89	552	0818118860
Kasika	43	Zambezi	Dec-05	147	1130	0813210240
King Nehale	40	Oshikoto	Sep-05	508	4564	0813387324
Kunene River	47	Kunene	Oct-06	2764	4158	065-274002
Kwandu	8	Zambezi	Dec-99	190	3559	0813072232
Marienfluss	11	Kunene	Jan-01	3036	340	0818897736
Mashi	16	Zambezi	Mar-03	297	2235	0813000172
Mayuni	9	Zambezi	Dec-99	151	2241	0813322490
Muduva Nyangana	37	Kavango-E	Sep-05	614	1731	0813221856
N≠a Jaqna	29	Otjozondjupa	Jul-03	9123	3579	067-245047
Nyae Nyae	1	Otjozondjupa	Feb-98	8994	2609	067-244011
Ohungu	48	Erongo	Oct-06	1196	1168	0813430733
Okamatapati	42	Otjozondjupa	Sep-05	3096	1840	067-318033
Okanguati	76	Kunene	May-12	1159	2153	0813437722
Okangundumba	21	Kunene	Sep-03	1131	1714	061-228506
Okatjandja Kozomenje	74	Kunene	May-12	656	1416	0818779932
Okondjombo	53	Kunene	Sep-08	1645	100	0818758889
Okongo	57	Ohangwena	Aug-09	1339	2544	0818394958
Okongoro	67	Kunene	Feb-12	956	1222	0813861596

Name	Map No.	Region	Reg. Date	Area km2	Approx. People	Contact
Omatendeka	17	Kunene	Mar-03	1620	1767	0812992614
Ombazu	75	Kunene	May-12	871	2089	0813836629
Ombujokanguindi	70	Kunene	Feb-12	1160	827	
Omuramba ua Mbinda	63	Omaheke	Mar-11	3217	484	0812313027
Ondjou	46	Otjozondjupa/ Omaheke	Oct-06	8731	2748	0814308720
Ongongo	69	Kunene	Feb-12	501	699	0817271298
Orupembe	20	Kunene	Sep-03	3566	215	061-228506
Orupupa	62	Kunene	Mar-11	1234	1769	0812353361
Oskop	14	Hardap	Feb-01	96	52	0813192725
Otjambangu	54	Kunene	Mar-09	348	780	0813364044
Otjikondavirongo	78	Kunene	Mar-13	1067	1428	-
Otjimboyo	18	Erongo	Mar-03	447	266	0814792295
Otjitanda	60	Kunene	Mar-11	1174	462	0812196252
Otjituuo	38	Otjozondjupa	Sep-05	6134	5806	067-243615
Otjiu-West	72	Kunene	May-12	1100	795	0814520790
Otjombande	68	Kunene	Feb-12	329	1285	-
Otjombinde	61	Omaheke	Mar-11	5889	4692	0812278032
Otuzemba	71	Kunene	Feb-12	742	482	0814722807
Ovitoto	51	Otjozondjupa	May-08	625	3292	067-317132
Ozonahi	33	Otjozondjupa	Sep-05	3204	10851	067-317770
Ozondundu	28	Kunene	Jul-03	746	408	0813116960
Puros	10	Kunene	May-00	3562	543	0817163669
Salambala	2	Zambezi	Jun-98	930	8318	0812518791
Sanitatas	27	Kunene	Jul-03	1446	113	0817403987
Sesfontein	26	Kunene	Jul-03	2466	1355	0812971123
Shamungwa	34	Kavango-E	Sep-05	53	140	0816920035
Sheya Shuushona	35	Omusati	Sep-05	5067	3020	0812577683
Sikunga	56	Zambezi	Jul-09	287	2471	0816049429
Sobbe	49	Zambezi	Oct-06	391	1019	0812058669
Sorris Sorris	15	Kunene	Oct-01	2290	950	0817847624
Torra	4	Kunene	Jun-98	3494	963	0818411149
Tsiseb	12	Erongo	Jan-01	7914	2291	0812066928
Uibasen-Twyfelfontein	7	Kunene	Dec-99	286	230	0812372500
Uukolonkadhi Ruacana	32	Omusati/ Kunene	Sep-05	2994	32136	0812706323
Uukwaluudhi	19	Omusati	Mar-03	1437	771	0811248777
Wuparo	5	Zambezi	Dec-99	148	1124	0813355080
Kyaramacan Association	α	Kavango-E/ Zambezi	Mar-06	4,100	4,660	0818984088
Doro !nawas/Uibasen-Twyfelfontein JMA	6-7	Kunene	n.a.	160	n.a.	-

registered community forests 2013

Name	Map No.	Region	Reg. Date	Area km2
Bukalo	A	Zambezi	Feb-06	53
Cuma	P	Kavango-E	Mar-13	116
George Mukoya	R	Kavango-E	Mar-13	486
Gcwatjinga	Q	Kavango-E	Mar-13	341
Hans Kanyinga	B	Kavango-E	Feb-06	277
Kahenge	S	Kavango-W	Mar-13	267
Katope	T	Kavango-W	Mar-13	638
Kwandu	C	Zambezi	Feb-06	212
Likwaterera	U	Kavango-E	Mar-13	138
Lubuta	D	Zambezi	Feb-06	171
Marienfluss	V	Kunene	Mar-13	3034
Masida	E	Zambezi	Feb-06	197
Mbeyo	F	Kavango-W	Feb-06	410
Mkata	G	Otjozondjupa	Feb-06	865
Muduva Nyangana	W	Kavango-E	Mar-13	615
Ncamagoro	H	Kavango-W	Feb-06	263

Name	Map No.	Region	Reg. Date	Area km2
Ncaute	J	Kavango-E	Feb-06	118
Ncumcara	K	Kavango-W	Feb-06	152
Nyae Nyae	X	Otjozondjupa	Mar-13	8992
Ohepi	Y	Oshikoto	Mar-13	30
Okondjombo	Z	Kunene	Mar-13	1644
Okongo	L	Ohangwena	Feb-06	765
Omufitu Wekuta	Aa	Ohangwena	Mar-13	270
Orupembe	Ab	Kunene	Mar-13	3565
Oshaampula	Ac	Oshikoto	Mar-13	7
Otjiu-West	Ad	Kunene	Mar-13	1100
Puros	Ae	Kunene	Mar-13	3562
Sachona	Af	Zambezi	Mar-13	122
Sanitatas	Ag	Kunene	Mar-13	1446
Sikanjabuka	M	Zambezi	Feb-06	54
Uukolonkadhi	N	Omusati	Feb-06	848
Zilitene	Ah	Zambezi	Mar-13	81

government agencies

Ministry of Agriculture, Water and Forestry Directorate of Forestry	Tel: 061 208 7663 www.mawf.gov.na
Ministry of Agriculture, Water and Forestry Department of Water Affairs	Tel: 061 208 7288 www.mawf.gov.na
Ministry of Environment and Tourism Directorate of Regional Services and Park Management	Tel: 061 284 2520 www.met.gov.na

Ministry of Fisheries and Marine Resources	Tel: 061 205 3911 www.mfmr.gov.na
Ministry of Lands and Resettlement	Tel: 061 296 5000 www.mlr.gov.na
Ministry of Mines and Energy	Tel: 061 284 8111 www.mme.gov.na

Game count team, Zambezi Game Count

NACSO secretariat

Namibian Association of CBNRM Support Organisations (NACSO) Secretariat	Tel: 061 230888 www.nacso.org.na

NACSO working groups

NACSO Business, Enterprises and Livelihoods Working Group	Tel: 061 230888 www.nacso.org.na
NACSO Institutional Development Working Group	Tel: 061 230888 www.nacso.org.na
NACSO Natural Resources Working Group	Tel: 061 230888 www.nacso.org.na

NACSO members

Centre for Research Information Action in Africa (CRIAA SA-DC)	Tel: 061 220117 www.criaasadc.org
Desert Research Foundation of Namibia (DRFN)	Tel: 061 377500 www.drfn.org.na
Integrated Rural Development and Nature Conservation (IRDNC)	Tel: 061 228506 www.irdnc.org.na
Legal Assistance Centre (LAC)	Tel: 061 233356 www.lac.org.na
Multi-disciplinary Research Centre and Consultancy (MRCC-UNAM)	Tel: 061 2063051
Namibia Development Trust (NDT)	Tel: 061 238003 www.ndt.org.na
Namibia Nature Foundation (NNF)	Tel: 061 248345 www.nnf.org.na
Nyae Nyae Development Foundation of Namibia (NNDFN)	Tel: 061 236327 nndfn@iafrica.com.na
Omba Arts Trust (OAT)	Tel: 061 242799 www.omba.org.na
Save the Rhino Trust (SRT)	Tel: 064 403829 www.savetherhinotrust.org

NACSO associate members

Kavango Regional Conservancy Association	P.O Box 709, Rundu
Kunene Regional Conservancy Association	Tel: 065 271 257 PO Box 293, Opuwo
Otjozondjupa Regional Conservancy Association	Tel: 061 238 003 PO Box 8226, Windhoek
Namibian Environment and Wildlife Society (NEWS)	Tel: 061 306 450 www.NEWS-namibia.org
Tourism Supporting Conservation (TOSCO)	Tel: 081 453 5855 www.tosco.org
WWF in Namibia	Tel: 061 239 945 PO Box 9681, Windhoek
Dhyani Berger Independent consultant	Tel: 061 225 680 dhyani@iafrica.com.na
Anna Davis Independent consultant	Tel: 061 225 085 ad@iway.na
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Hendrika Skei Independent consultant	Tel: 081 274 4397 ha@iway.na
Annie Symonds Independent consultant	Tel: 061 220 555 annie.s@iway.na

funding partners

Austrian Government	www.bka.gv.at
British High Commission	www.gov.uk
Canada Fund	www. canadainternational.gc.ca
Comic Relief	www.comicrelief.com
Danish International Development Agency (DANIDA)	www.um.dk/en/danida-en/
Environmental Investment Fund of Namibia	www.eifnamibia.com
European Union	europa.eu
Fonds Français pour l'Environnement Mondial (FFEM)	www.ffem.fr
German Church Development Service (EED)	www.eed.de
Gesellschaft für Internationale Zusammenarbeit (GIZ)	www.giz.de
Global Environment Facility (GEF)	www.thegef.org
Humanistisch Instituut Voor Ontwikkelingssamenwerking (HIVOS)	www.hivos.nl
Icelandic International Development Agency (ICEIDA)	www.iceida.is
Millennium Challenge Account Namibia	www.mcanamibia.org
Norwegian Agency for Development Cooperation (NORAD)	www.norad.no
Swedish International Development Agency (SIDA)	www.sida.se
Swiss Agency for Development and Cooperation (SDC)	www.sdc.admin.ch
United Kingdom Department for International Development (DfID)	www.gov.uk
United Kingdom Lottery Fund	
United Nations Development Programme (UNDP)	www.undp.org
United States Agency for International Development (USAID)	www.usaid.gov
Royal Norwegian Embassy	www.regjeringen.no
Voluntary Services Overseas (VSO)	www.vsointernational.org
World Bank (WB)	www.worldbank.org
WWF-International	www.panda.org
WWF-Germany, Netherlands, Norway, Sweden, Switzerland, United Kingdom, United States	www.panda.org

consumptive wildlife use partners 2013

Hunting Concession	Hunting Operator	Contact
≠Gaingu	Gert van der Walt Hunting Safaris	gvdwhuntingsafaris@iway.na
≠Khoadi-//Hôas	African Safari Trails	african-safari-trails@mweb.com.na
//Huab	Omuwiwe Hunting Lodge	pieter@omuwiwe.co.za
Anabeb	Thormählen & Cochran Safaris	peter@africatrophyhunting.com
Balyerwa	Mike Kibble Hunting Safaris	progress@mweb.com.na
Bamunu	Camelthorn Safaris	camelthornsafaris@iway.na
Doro !nawas	Omujeve Safaris	omujeve@mweb.com.na
Dzoti	Ondjou Hunting Safaris	halsenton@iway.na
Ehi-Rovipuka	Thormählen & Cochran Safaris	peter@africatrophyhunting.com
George Mukoya	Exclusive Hunting Safaris	viktor.azevendonamibia@gmail.com
Impalila	Jamy Traut Hunting Safaris	jamytraut@gmail.com
Kabulabula	Kungulu Hunting Safaris	P.O Box 9061 Windhoek
Kasika	Jamy Traut Hunting Safaris	jamytraut@gmail.com
Kyaramacan Association	Allan Cilliers Hunting Safaris	allan@cilliershunting.com
Kyaramacan Association	Hunt Africa Safaris	info@huntafrica.com.na
King Nehale	Van Heerden Safaris	vhsaf@mweb.com.na
Kunene River	Gert van der Walt Hunting Safaris	gvdwhuntingsafaris@iway.na
Kwandu	Jamy Traut Hunting Safaris	jamytraut@gmail.com
Marienfluss	Conservancy Hunting Safaris Namibia	russell@kcs-namibia.com.na
Mashi	Omujeve Safaris	omujeve@mweb.com.na
Mayuni	Jamy Traut Hunting Safaris	jamytraut@gmail.com
Muduva Nyangana	Exclusive Hunting Safaris	viktor.azevendonamibia@gmail.com
N≠a Jaqna	Eden Hunting and Tourism	hunteden@mweb.com.na
Nyae Nyae	SMJ Hunting Safaris	smj@iway.na
Ohungu	Okomutati Safaris & Tours	tommy@chs-namibia.com.na
Okangundumba	Christie's Adventures	cds@mweb.com.na
Okondjombo	Conservancy Hunting Safaris Namibia	russell@kcs-namibia.com.na
Omatendeka	Omujeve Safaris	omujeve@mweb.com.na
Ondjou	Van Heerden Safaris	vhsaf@mweb.com.na
Orupembe	Conservancy Hunting Safaris Namibia	russell@kcs-namibia.com.na
Orupupa	Thormählen & Cochran Safaris	peter@africatrophyhunting.com
Otjambangu	Christie's Adventures	cds@mweb.com.na
Otjimboyo	Nick Nolte Hunting Safaris	info@nicknoltehunting.com
Ozondundu	Christie's Adventures	cds@mweb.com.na
Puros	Conservancy Hunting Safaris Namibia	russell@kcs-namibia.com.na
Salambala	Kungulu Hunting Safaris	P.O Box 9061 Windhoek
Sanitatas	Conservancy Hunting Safaris Namibia	russell@kcs-namibia.com.na
Sesfontein	Thormählen & Cochran Safaris	peter@africatrophyhunting.com
Sikunga	Ndumo Hunting Safaris	karl@huntingsafari.net
Sobbe	Ndumo Hunting Safaris	karl@huntingsafari.net
Sorris Sorris	Rex Safaris	rexeshunt@iway.na
Torra	Savannah Safaris	savannahnamibia@mweb.com.na
Tsiseb	African Hunting Safaris	kaiuwe@erongosafaris.com
Wuparo	Caprivi Hunting Safaris	colinbritz@mweb.com.na

tourism partners 2013-14

Tourism Operator	Conservancies	Enterprises	Contact
African Eagle	Anabeb	Khowarib Mobile Camp	Tel: +264 61 259 681; www.africaneaglenamibia.com
	Doro !nawas	Granietkop Campsite	
African Monarch Lodges	Mayuni	Nambwa Lodge	Tel: +264 81 124 4249
Big Sky Lodges	Anabeb; Omatendeka	Etendeka Mountain Camp	Tel: +264 61 239 199; www.etendeka-namibia.com
Brandberg White Lady Lodge	Tsiseb	Brandberg White Lady Lodge	Tel: +264 64 684 004; www.brandbergwllodge.com
Camelthorn Safaris	Epupa	Omarunga Lodge & Campsite	Tel: +264 64 403 096; www.omarungalodge.com
	Anabeb; Torra; Sesfontein	Palmwag Lodge	Tel: +264 64 403 096; www.palmwaglodge.com
Camp Chobe Safaris	Salambala	Camp Chobe	Tel: +264 66 686 021; www.campchobe.com
Camp Syncro	Marienfluss	Camp Syncro	Tel: +264 65 685 993
Caprivi Collection	Mayuni	Susuwe Island Lodge	Tel: +264 61 224 420; www.caprivicollection.com
Conservancy Safaris Namibia	Marienfluss; Okondjombo; Orupembe; Puros; Sanitatas	Conservancy Safaris Namibia; Etambura Lodge	Tel: +264 64 406 136; www.kcs-namibia.com.na
Desert & Delta Safaris	Kasika	Chobe Savannah Lodge	Tel: +27 83 960 3391; www.desertdelta.com
Gondwana Collection	Mashi	Namushasha Lodge	Tel: +264 61 230 066; www.gondwana-collection.com
Hobatere Lodge	≠Khoadi-//Hôas	Hobatere Lodge	Tel: +264 67 333 017; kh.conservancy@gmail.com
House on the Hill	Orupembe	House on the Hill	Tel: +264 81 124 6826; knott@iafrica.com.na
Islands in Africa	Impalila	Impalila Island Lodge; Ntwala Lodge	Tel: +264 61 401 047; www.namibialodges.net
Journeys Namibia	≠Khoadi-//Hôas	Grootberg Lodge	Tel: +264 61 308 901; www.grootberg.com
Kaokohimba Safaris	Epupa	Epupa Falls Lodge & Campsite	Tel: +264 65 685 021; www.kaoko-namibia.com
Kapika Waterfall Camp	Epupa	Kapika Waterfall Camp	Tel: +264 65 685 111; www.kapikafalls.com
Kunene River Lodge	Kunene River	Kunene River Lodge	Tel: +264 65 274 300; www.kuneneriverlodge.com
Lions in the Sun	Puros	Okahirongo Elephant Lodge	Tel: +264 65 685 018; www.okahirongolodge.com
	Marienfluss	Okahirongo River Lodge	
Losange Lodges	Mashi	Camp Kwando	Tel: +264 81 206 1514; www.campkwando.com
Mantis Collection	Kasika	Zambezi Queen	Tel: +27 21 715 2412; www.zambeziqueen.com
Mashi River Safaris	Mashi	Mashi River Safaris; Mavunje Campsite	Tel: +264 81 461 9608; mashiriversafaris@gmail.com
Mazambala Island Lodge	Mayuni	Mazambala Island Lodge	Tel: +264 66 686 041; www.mazambala.com
Namibia Country Lodges	Twyfelfontein-Uibasen	Twyfelfontein Country Lodge	Tel: +264 61 374 750; www.twyfelfonteinlodge.com
Namibia Exclusive Safaris	George Mukoya; Muduva Nyangana	Kavango Retreat; Khaudum Camp	Tel: +264 81 128 7787; www.nes.com.na
	Omatendeka	Omatendeka Lodge	
	Sorris Sorris	Sorri-Sorris Lodge	
	Sheya Shuushona	Sheya Shuushona Lodge	
Nkasa Lupala Tented Lodge	Wuparo	Nkasa Lupala Tented Lodge	Tel: +264 81 147 7798; www.nkasalupalalodge.com
Olthaver and List Leisure Hotels	Kasika	King's Den Lodge	Tel: +267 73 004 848; www.namibweb.com/kingsden.htm
Skeleton Coast Safaris	Marienfluss	Kunene River Camp	Tel: +264 61 224 248; www.skeletoncoastsafaris.com
	Puros	Leylandsdrift Camp	
	Torra	Kuidas Camp	
Travelling Tortoise	Ehi-Rovipuka	Etosha Roadside Halt & Lodge	Tel: +264 81 376 0184 ; www.travellingtortoise.com
Uukwaluudhi Safari Lodge	Uukwaluudhi	Uukwaluudhi Safari Lodge	Tel: +264 65 273 504; www.uukwaluudhi-safarilodge.com
Visions of Africa	Twyfelfontein-Uibasen	Camp Kipwe	Tel: +264 61 232 009; www.kipwe.com
Whipp's Wilderness Safaris	Sorris Sorris	Madisa Camp	Tel: +264 81 698 2908; www.madisacamp.com
Wilderness Safaris Namibia	Anabeb; Sesfontein; Torra	Desert Rhino Camp; Hoanib Skeleton Coast Camp	Tel: +264 61 274 500; www.wilderness-safaris.com
	Doro !nawas	Doro Nawas Camp	
	Marienfluss	Serra Cafema	
	Torra	Damaraland Camp	

Camp Chobe, Salambala Conservancy

Damaraland Camp, Torra Conservancy

Living Hunter's Museum, Nyae Nyae Conservancy

key events
in the life of community conservation

Early 1980s Local leaders, Nature Conservation staff and NGOs agreed to start the Community Game Guard system in north-western Namibia to curb poaching of wildlife. This was the first coordinated 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 four 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 the President, His Excellency Sam Nujoma. On behalf of Namibia and the CBNRM programme, the President received the WWF 'Gift to the Earth Award' in recognition of the value and uniqueness of the conservancy programme.

August 1999 The second 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 Conservancies 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 six 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 A Namibian delegation headed by Netumbo Nandi-Ndaitwah, Minister of Environment and Tourism, attended the Adventure Travel World Summit in Mexico and presented a bid to host the Summit in Namibia in 2013.

2013 The tenth Adventure Travel World Summit was held in Namibia - the first time that it was held in Africa.

2013 The Ministry of Environment and Tourism launched the National Policy on Community-Based Natural Resource Management.

2013 The number of registered communal conservancies increased to 79 and the number of registered community forests increased to 32. CBNRM generated around N$ 72.2 million in returns during 2013.

≠Khoadi-//Hôas game guard Albert Guruseb and MET senior warden for Kunene South, Nahor Howoses

local and international awards
to community conservation

Regional and international interest in the CBNRM programme continues to grow, as an increasing number of high profile delegations visits 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 Environmental Prize' (Africa).

1994 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): United Nations Environmental Programme 'Global 500 Award'.

1997 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): Netherlands 'Knights of the Order of the Golden Ark'.

1998 Republic of Namibia: WWF 'Gift to the Earth Award'.

1998 Damaraland Camp (Torra Conservancy) and Wilderness Safaris Namibia: British Guild of Travel Writers 'Silver Otter Tourism Award'.

2000 Janet Matota (IRDNC Caprivi): Namibia Nature Foundation (NNF) 'Environmental Award'.

2001 Benny Roman (Torra Conservancy): Namibia Professional Hunting Association (NAPHA) 'Conservationist of the Year Award'.

2001 Prince George Mutwa (Salambala Conservancy): NNF 'Environmental Award'.

2002 Patricia Skyer (NACSO): WWF 'Woman Conservationist of the Year Award'.

2002 Patricia Skyer (NACSO): Conde Nast Traveller Magazine 'Environmental Award',

2003 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): Cheetah Conservation Fund (CCF) 'Conservationist of the Year Award'.

2003 King Taaipopi (Uukwaluudhi Conservancy) and Chris Eyre (MET): NNF 'Environmental Award'.

2004 Chris Weaver (WWF/LIFE): NAPHA 'Conservationist of the Year Award'.

2004 Torra Conservancy: United Nations Development Programme (UNDP) 'Equator Prize' (Sub-Saharan Africa).

2005 NACSO and the NNF: 'Namibia National Science Award — Best Awareness and Popularisation' for the book *Namibia's Communal Conservancies - A Review of Progress and Challenges*.

2005 Wilderness Safaris and Torra Conservancy's Damaraland Camp: World Travel & Tourism Council 'Tourism for Tomorrow Award' (Conservation Award).

2006 Beaven Munali (IRDNC Caprivi): Nedbank Namibia and NNF 'Go Green Environmental Award'.

2006 Anton Esterhuizen (IRDNC Kunene): NAPHA 'Conservationist of the Year Award'.

2007 Chief Mayuni (Mafwe Traditional Authority, Caprivi): Nedbank Namibia and NNF 'Go Green Environmental Award'.

2007 Dorothy Wamunyima (NNF): River Eman Catchment Management Association (Sweden) 'Water Award'.

2007 The Kyaramacan Association and MET: International Council for Game and Wildlife Conservation (CIC) 'Edmond Blanc Prize'.

2008 N≠a Jaqna Conservancy: UNDP 'Equator Prize' (Sub-Saharan Africa).

2010 John Kasaona: CCF 'Conservationist of the Year Award'.

2010 NACSO: World Travel & Tourism Council 'Tourism for Tomorrow Awards Finalist' (Community Award).

2011 Namibia Communal Conservancy Tourism Sector web site: Travel Mole 'African Web Award' (Area Attraction).

2011 Namibia Communal Conservancy Tourism Sector web site: Hospitality Sales and Marketing Association International (HSMAI) and National Geographic Traveler 'Leader in Sustainable Tourism — Platinum Award'.

2011 Chris Brown (NNF): NAPHA 'Conservationist of the Year Award.

2011 Maxi Louis (NACSO): CCF 'Woman Conservationist of the Year Award'.

2012 NACSO and MET: CIC 'Markhor Award for Outstanding Conservation Performance'.

2013 Republic of Namibia: WWF 'Gift to the Earth Award'.

2013 Namibia's Community Game Guards: REI Sustainable Tourism Award.

Community conservation

grew out of the recognition that wildlife and other natural resources
were disappearing in many communal areas, and that these losses could be reversed,
and both rural livelihoods and the environment could be improved,
if local communities were empowered to manage and use the resources themselves

more information at www.nacso.org.na