# the state of community conservation in Namibia

a review of communal conservancies
community forests and other CBNRM initiatives

annual report
2016

# Acknowledgements

The annual Community Conservation Report is very much a collaborative effort. Conservancies and other community conservation organizations gather data throughout the year. This is then returned to them in poster form and used in adaptive conservancy management. The data is also supplied to the NACSO working groups to enable evaluation and reporting on programme achievements and challenges at a national level. Although key data is presented in this report, the full data is shared with partner organizations, and especially the Ministry of Environment and Tourism (MET).

Although they are far too numerous to mention individually, all community conservation organizations and their staff are gratefully acknowledged for their contributions to this report. We would also like to thank all enterprises, private sector partners, NGOs and individuals who provided additional data and information.

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P O Box 98353 | Windhoek
Telephone: +264-61-230888 | Fax: +264-61-237036



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The state

of

# community conservation

## in Namibia

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

Photo: Patrick Bentley

# Contents

# Foreword

## From NACSO Director Maxi Louis

This year has been the year of the lion. While conservationists are justly proud that Namibia has a population of between 600 and 800 lions, with an estimated 150 in the semi-desert area west of Etosha National Park, lions and other predators continue to prey on farmers' cattle and threaten their livelihoods – and even their lives.

After four years of drought, the rains finally came. The drought was responsible for an increase in predator numbers – weak and dead game is easy prey. But as game became scarce, predators sought survival by attacking livestock.

Human-wildlife conflict was, therefore, a key challenge for farmers, conservationists and government during 2016. NACSO consulted throughout the year with the Ministry of Environment and Tourism (MET) on the Government's Human-Wildlife Policy. Key issues had to be addressed, such as mitigation and offsets for losses.

Mitigation means reducing human-wildlife conflict. In the north-east, the Kwando Carnivore Project has built several lion-proof kraals with the active assistance of the farmers who use them, and experiments are underway with mobile kraals and makeshift bomas. In the west, kraaling is more problematic because grazing is often far from the kraal.

Farmers obviously want the costs of stock losses to be offset. We cannot expect them to admire wildlife while it destroys their livelihoods. The MET has provided an invaluable start with its Self Reliance Scheme, whereby conservancies were granted N$ 60,000 each to pay offsets to farmers who had suffered losses. For their part, conservancies were asked to raise funds for offsets from their own operations: conservation hunting and tourism. Many have done so, while others lack the income to provide meaningful offsets to farmers.

If human-wildlife conflict has been a major challenge, it has not been the only one. Drought has caused people to move into areas previously reserved by conservancies for wildlife. In some cases these are farmers within unfenced conservancies erecting fences, and in other cases pastoralists have moved from their own areas to occupy conservancy areas. NACSO has been working with partners to look at land occupancy issues from a legal perspective.

We are a small NGO with few resources. Our work is through our members and with our partners, the largest and most important being government. But our greatest resource is those whom we serve: residents of conservancies and community forests. How we serve them best is by offering guidance and assistance to overcome their challenges, one of which is governance. Conservancies have to comply with the MET's Standard Operating Procedures. They are required to hold properly conducted Annual General Meetings (AGMs) and to produce accurate financial reports. They have to be democratically accountable to their members.

Our role, as a conservation NGO, is to remain in the background and assist with training in management. New training modules are being developed and we are grateful for the Morby Foundation for funding. Conservancies increasingly manage their own affairs, with growing levels of advocacy to government from regional and national conservancy associations. A great deal has been done, but much more is possible!

## to live with wildlife ..

… means striving for balanced land use and a healthy environment. Wildlife — and all natural resources — can be utilized sustainably and integrated with other rural livelihood activities for the benefit of the people and the land...

# Living with wildlife

1.

## Community conservation in Namibia


Bennety Busihu: IRDNC's Cluster Coordinator for the Mudumu South Complex

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, natural resources are conserved for future generations while providing significant returns today.

### CBNRM: Community Based Natural Resource Management

The earliest community-based conservation initiatives in Namibia, which have today developed into a national CBNRM programme, started before independence when the first community game guards were appointed by local headmen to help reverse wildlife declines. At the time, wild animals were seen as little more than a threat to crops, livestock, infrastructure, and community safety. Furthermore, people living in communal areas had been denied their traditional rights to utilize wildlife.

Ground-breaking legislation passed in the mid-nineties laid the foundation for a new approach to natural resource use. By forming legally-recognized community conservation organizations such as conservancies and community forests, people in communal areas can now actively manage natural resources and generate returns from them. This continues to encourage wildlife recoveries and environmental restoration.

The first conservancies were registered in 1998 and the first community forests in 2006. The Kyaramacan Association was founded in 2006 within Bwabwata National Park and is treated as a conservancy by NACSO, and in this report. While community conservation organizations are resource management units and businesses, they are also defined by social ties uniting groups of people with the common goal of conservation.

*Refer to page 11 for a detailed definition of the terminology of income, benefits and returns, which is used throughout the report.

# What's the story?

**behind living with wildlife**

*A look at progress and challenges in CBNRM, and what they mean for people living with wildlife in communal areas*

Elephant damage to a water tank in Uukolonkadhi - Ruacana Conservancy

*Rural communities* in Namibia often live under difficult conditions. In communal areas, infrastructure is limited and economic opportunities are few. Livelihoods based on marginal agricultural potential are generally meagre. Many wild animals are an additional burden to farmers, posing a direct threat to the lives of people and the safety of their property, be it livestock, crops or infrastructure.

*Wildlife* has always had a central place in traditional African culture, both in belief systems and as a source of food, leather and other resources. Although rights over wildlife were denied to rural communities during the colonial period, recognized communities may now utilize wildlife as part of a broad spectrum of natural resources, and benefit from rights over wildlife through tourism enterprises. Although it is fully protected in national parks, wildlife may be utilized sustainably under conservation management in communal conservancy areas.

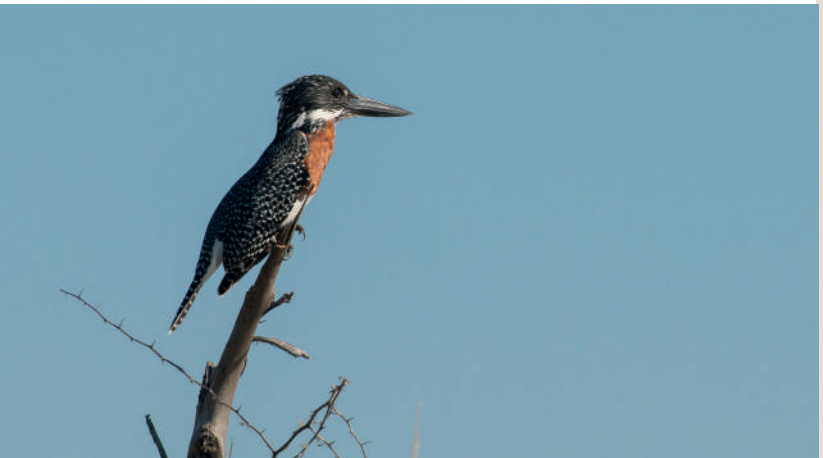
*Diversifying land* uses to include wildlife, rather than eradicating it in favour of livestock and crops, pays real dividends for both people and the environment.

## A complementary land use

The loss of habitat to other land uses is one of the prevalent threats for wildlife in Africa. Large-scale agriculture has been proposed for areas in the north-eastern Zambezi Region (formerly Caprivi), and widespread prospecting and mining are threatening wildlife habitats in parts of the Erongo and Kunene Regions. This may benefit some sectors of the economy, but can disadvantage the rural poor, who are dependent upon natural assets, including wildlife. NACSO is working with the relevant ministries to seek solutions and to minimize impacts. However, such developments can be only countered if wildlife is recognized as a viable complementary land use by all sectors of the national economy, so that its true value can be realized.

The severe drought that affected large parts of Namibia during the four years preceding 2016 underlined the country's vulnerability to climate change impacts. While Namibia is generally an arid country and has always had to deal with highly variable rainfall and extremely dry cycles, climate change is exacerbating these characteristics.

Agriculture, therefore, carries a high risk due to the growing impact of climate change. Economic diversification to include the sustainable use of indigenous resources such as wildlife, which is drought-resilient, and naturally occurring indigenous plants, can mitigate the impact.



*Community conservation*

# AT A GLANCE

### At the end of 2016 there were...

- 82 registered communal conservancies
- 1 community conservation association in a national park (Kyaramacan Association – managed like a conservancy)
- 19 concessions in national parks or on other state land held by 23 conservancies (some conservancies share concessions)
- 32 registered community forests
- and 2 community fish reserves

**in Namibia**

## What's being achieved?

### Community conservation...

- covers 165,182 km$^2$, which is about 52.9% of all communal land with an estimated 195,258 residents (another approximately 5,752 members of the Kyaramacan Association live in Bwabwata National Park)
  - of this area, conservancies manage 162,030 km$^2$, which is 19.66% of Namibia
  - community forests cover 30,828 km$^2$, 89.9% of which overlaps with conservancies
  - community rangeland management areas cover 4,004 km$^2$, much of which overlaps with conservancies
- from the beginning of 1990 to the end of 2016, community conservation contributed an estimated N$ 5.98 billion to Namibia's net national income
- during 2016, community conservation generated over N$ 111 million in returns for local communities
- community conservation facilitated 5,147 jobs in 2016
- 57 conservancies hosted a total of 164 enterprises based on natural resources
- community conservation continued to support wildlife recoveries and environmental restoration
- Namibia's elephant population grew from around 7,500 to around 22,800 between 1995 and 2016
- Namibia has an expanding free-roaming lion population outside national parks

## The biggest challenges?

- countering the increasing threat from commercial poaching and trafficking of rhino and elephant parts
- countering growing convervancy financial mismanagement
- countering international pressure to ban Namibia's legal consumptive use of wildlife
- increased local poaching due to drought and loss of livestock
- a levy imposed by the Ministry of Lands and Resettlement, which could render joint-venture lodges financially unviable
- award of prospecting and mining licenses without due consideration to biodiversity and social issues

# Three pillars of community conservation in Namibia

- ***Institutional development***
  Good governance creates the basis for resource management and the equitable distribution of returns

- ***Natural resource management***
  Innovative resource management enables biodiversity conservation and the sustainable use of wildlife and plant resources

- ***Business, enterprises and livelihoods***
  Incentive-based conservation approaches enable an expanding range of rural livelihood options

## *Support to conservation*

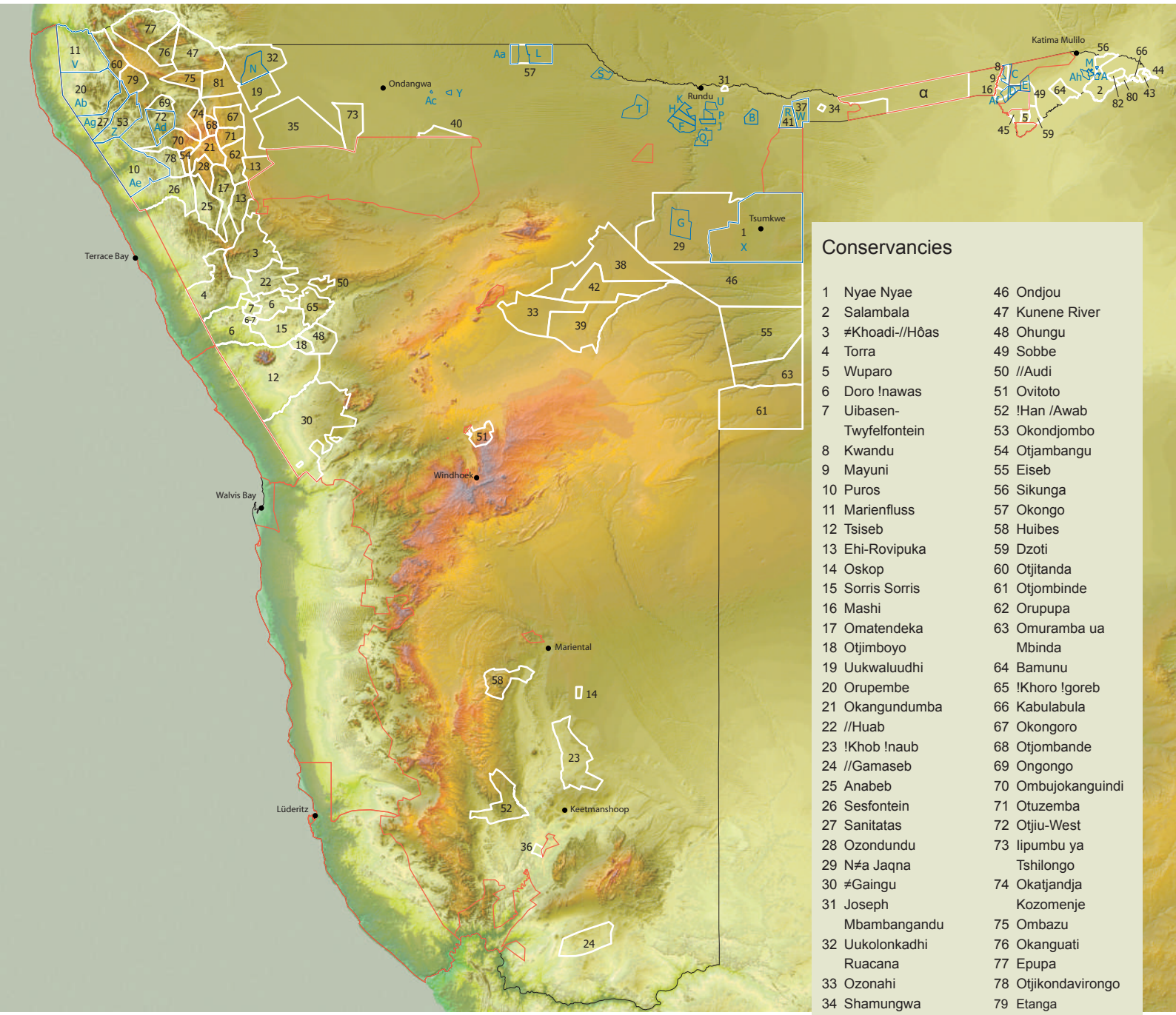
A broad support framework for CBNRM activity is provided by members of NACSO, the Namibian Association of CBNRM Support Organisations. The Association is headed by a small secretariat, with three working groups providing technical expertise: the Institutional Development Working Group (IDWG), the Natural Resources Working Group (NRWG) and the Business, Enterprises and Livelihoods Working Group (BELWG). These are flexible constellations of NACSO members and partners 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 76-79.
[ more info: www.nacso.org.na ]

NACSO strategic development workshop

**FIGURE 1. The distribution of conservancies and community forests across Namibia**

*At the end of 2016, there were 82 registered communal conservancies and 32 registered community forests in Namibia and one community association in a national park, covering 165,182 km². [The lists below follow the chronological sequence of registration]*




## Conservancies

1 Nyae Nyae
2 Salambala
3 ≠Khoadi-//Hôas
4 Torra
5 Wuparo
6 Doro !nawas
7 Uibasen-Twyfelfontein
8 Kwandu
9 Mayuni
10 Puros
11 Marienfluss
12 Tsiseb
13 Ehi-Rovipuka
14 Oskop
15 Sorris Sorris
16 Mashi
17 Omatendeka
18 Otjimboyo
19 Uukwaluudhi
20 Orupembe
21 Okangundumba
22 //Huab
23 !Khob !naub
24 //Gamaseb
25 Anabeb
26 Sesfontein
27 Sanitatas
28 Ozondundu
29 N≠a Jaqna
30 ≠Gaingu
31 Joseph Mbambangandu
32 Uukolonkadhi Ruacana
33 Ozonahi
34 Shamungwa
35 Sheya Shuushona
36 !Gawachab
37 Muduva Nyangana
38 Otjituuo
39 African Wild Dog
40 King Nehale
41 George Mukoya
42 Okamatapati
43 Kasika
44 Impalila
45 Balyerwa
46 Ondjou
47 Kunene River
48 Ohungu
49 Sobbe
50 //Audi
51 Ovitoto
52 !Han /Awab
53 Okondjombo
54 Otjambangu
55 Eiseb
56 Sikunga
57 Okongo
58 Huibes
59 Dzoti
60 Otjitanda
61 Otjombinde
62 Orupupa
63 Omuramba ua Mbinda
64 Bamunu
65 !Khoro !goreb
66 Kabulabula
67 Okongoro
68 Otjombande
69 Ongongo
70 Ombujokanguindi
71 Otuzemba
72 Otjiu-West
73 Iipumbu ya Tshilongo
74 Okatjandja Kozomenje
75 Ombazu
76 Okanguati
77 Epupa
78 Otjikondavirongo
79 Etanga
80 Nakabolelwa
81 Ombombo
82 Lusese

α Kyaramacan Association

6-7 Doro !nawas/Uibasen-Twyfelfontein Joint Management Area

## Community Forests

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

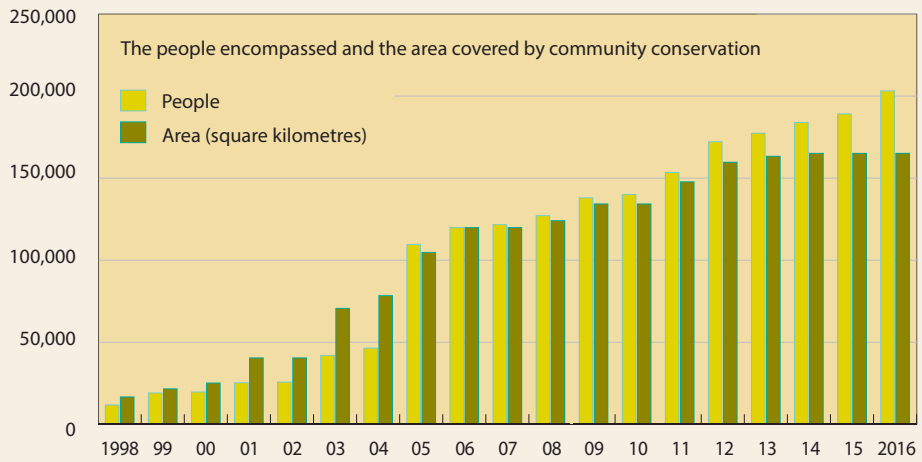
# Facts & Figures

behind living with wildlife

## The growth and benefits of community conservation

Community conservation encompasses a large number of Namibia's communal area residents and covers a vast portion of communal land (Figure 2). It also creates important linkages with state protected areas and private conservancies on freehold land (Figure 3). By joining large contiguous areas where wildlife can roam freely at a landscape level, community conservation is enabling environmental restoration, healthy game populations, and diverse economic returns to communities. Through this, the true potential of Namibia's spectacular landscape can be realized.

**FIGURE 2.**
**Community conservation cover**
*The area covered by conservancies and community forests has rapidly grown to 165,182 km², which is 52.9% of all communal land. At the end of 2016, there were an estimated 195,258 people living in conservancies, with another 5,752 members of the Kyaramacan Association living in Bwabwata National Park. This figure has been adjusted and updated based on Namibia Population and Housing Census data for 2001 and 2011. More information is provided on page 56 in Chapter 4.*



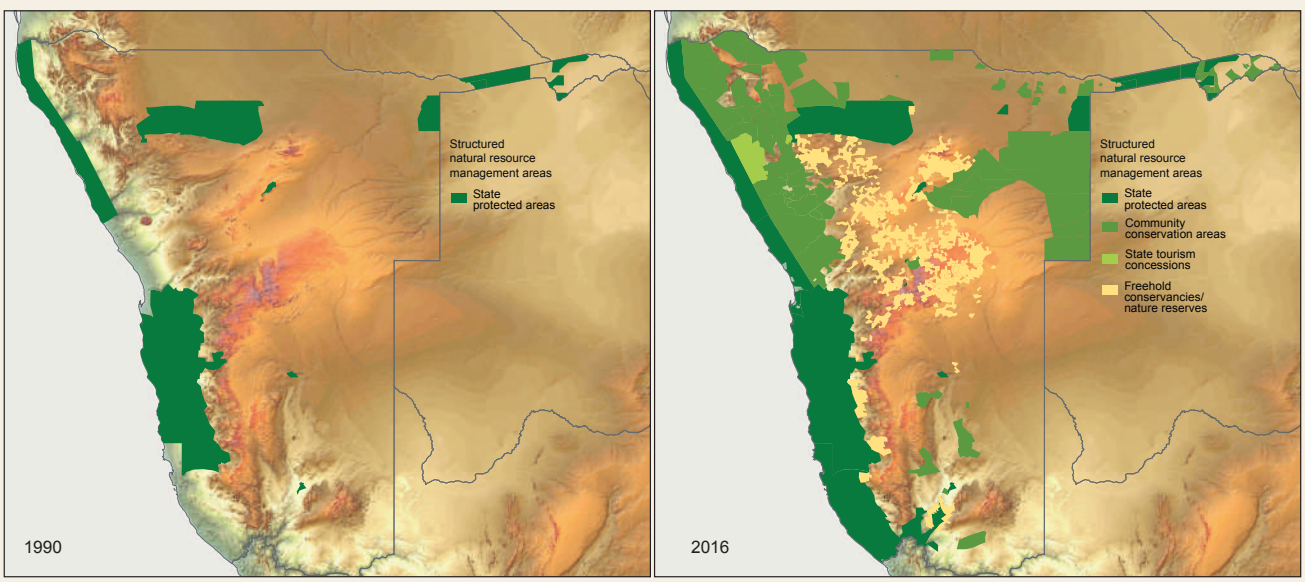




**FIGURE 3. The expansion of structured natural resource management across Namibia**
*At independence in 1990, there were no registered community conservation areas, freehold conservancies did not exist, and a mere 12% of land was under recognized conservation management. At the end of 2016, land under structured natural resource management covered 43.7% of Namibia.*

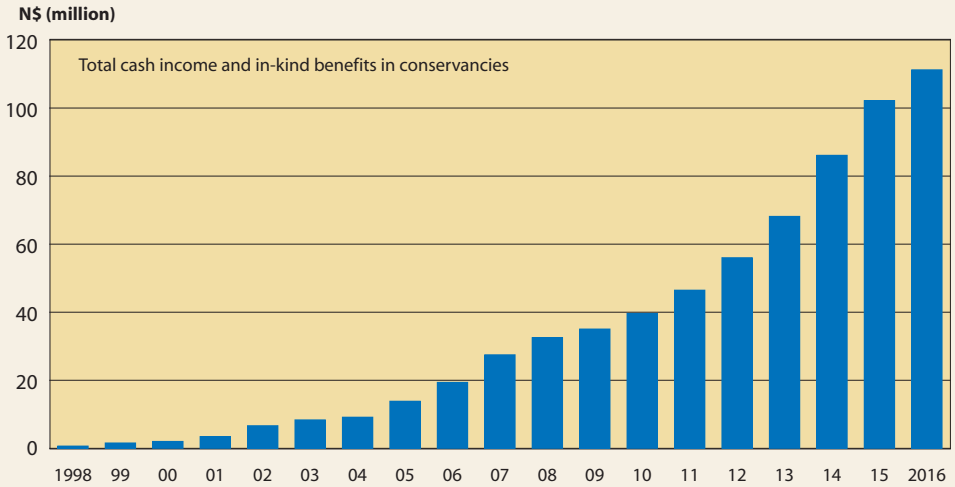



**FIGURE 4. Total returns to conservancies and members**
*The total cash income and in-kind benefits generated in conservancies (including the Kyaramacan Association) grew from less than N$ 1 million in 1998 to more than N$ 111 million in 2016. This includes all directly measurable income and in-kind benefits being generated, and can be divided into cash income to conservancies (mostly through partnerships with private sector operators), cash income to residents from enterprises (mostly through employment and the sale of products), and as in-kind benefits to residents (mostly the distribution of harvested game meat).*

*Community conservation* has shown that it can improve rural lives while contributing to biodiversity conservation, and is recognized as a national development strategy. Many conservancies are showing that conservation can generate a broad range of community and individual returns (Figure 4) while covering their operational costs from their own income.

Community conservation can become fully sustainable and largely self-financing in the foreseeable future, provided that appropriate resources continue to be invested to entrench governance foundations, optimize returns, and mitigate threats and barriers to development.

Salambala Conservancy Treasurer Judy Mwinga

## 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 organizations or individuals.

**BENEFITS** – indicates benefits distributed by a conservancy as dividends or social benefits, or by the private sector as fringe benefits and donations; these go to communities or individual households and can be divided into three types:

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

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

## Emphasizing equitable resource use

It is sometimes argued that tourism and conservation hunting in communal areas could exist without communal 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 small number government-controlled trophy hunting concessions. But local communities generally had no 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 available should have been under their control.

*Conservancies* have enabled equitable natural resource use, which did not exist prior to their formation. Joint-venture lodges are based on formal agreements, which oblige lodges to share profits and to employ and train local staff. In return, conservancies provide eco-services such as anti-poaching activities, which benefit the private sector. An equitable portion of the financial returns now go to conservancies and local communities. These changes are attributable to conservancy formation.

Conservation hunting concessions in communal areas — with all revenue shared between hunting operators and conservancies — were also made possible through the conservancy structure. For a comparison of revenue from conservation hunting and tourism, see Figures 23 to 26 and Table 9 on pages 57 to 61.

Receptionist Beauty Mbala at Camp Chobe – Salambala Conservancy

The Ministry of Environment and Tourism facilitates the registration of conservancies and is responsible for compliance monitoring. NACSO supports the MET in conservancy governance and assists in the annual game counts

# NACSO MEMBERS

Provides technical support to conservancies including training in natural resources management; community capacity building; institutional and economic development; financial and logistical assistance

Implements rhino conservation and management, and responsible rhino tourism ventures

Supports sustainable livelihoods through the development, sales and marketing of quality crafts

*Associate member*

Links the tourism industry to local people, conservation organisations and research.

Supports San communities in conservancies

Researches into the social effectiveness of CBNRM and conservancies in Namibia

Advises communal and commercial farmers on cheetah conservation

*Associate member*

Works to conserve Namibia's natural environment, to promote appropriate protection, wise use of natural resources and sustainable development

Provides legal advice to conservancies on constitutions, contracts, legal conflicts, conflict resolution, and advocacy on CBNRM issues

Provides technical support nationally to implementers in the fields of natural resource management, business and enterprise development, and institutional development

*Associate member*

*Associate members*

Three Regional Conservancy Associations - Kavango, Kunene and Otjozondjupa.
These are independent organisations comprised of registered and emerging conservancies in their respective regions acting as representative umbrella bodies

## to build foundations...

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

# Building Foundations 2.

a democratic resource management model


Photo: Patrick Bentley

*Resources* can only be sustainably used if effective management structures exist to guide their use.
Before independence, rural communities were disenfranchised and the absence of a sense of ownership over resources led to their neglect and indiscriminate exploitation.
*Conservancies,* community forests and other legally recognized community conservation initiatives have created effective formal structures for democratically managing communal resources.
*CBNRM,* Community Based Natural Resource Management, is the basis of democratic control by local communities over natural resources and the distribution of benefits from them, usually through communal conservancies.

## Building foundations

**for sustainable resource management**

*Prior to independence,* without the existence of formal management structures and lacking rights 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 the use of natural resources; it also provides legal structures that enable communities to engage with the tourism and conservation hunting industries in an equitable manner, as well as with the private sector, government and donor agencies. This chapter provides details of community conservation governance.

# What's the story?

## behind building foundations

*A look at progress and challenges and what they mean for the governance structures of community conservation*

The Traditional Authority of the Riemvasmakers is a strong supporter of Torra Conservancy

## By the people for the people

*Community conservation* is about empowering rural communities to exercise responsible stewardship over their natural resources. Yet good governance requires specific skills, as well as the capacity to manage through practical experience. These are not always available in remote areas, where access to quality education is limited and aspiring young people tend to seek careers in urban areas.

*The governance indicators* for communal conservancies ('Covering operational expenses', page 22) show there continues to be significant fluctuations in governance capacities. Reasons for this, in addition to the lack of skills, include turnover in conservancy staff, and the election of new committee members who need to develop capabilities and experience in order to be effective. In particular, the high turnover rate of conservancy committees creates problems in many conservancies, as institutional memory is lost with outgoing committee members.

*The degree of external support* is another factor affecting conservancy governance. The Millennium Challenge Account Namibia (MCA-N) provided funding from 2011 to 2014 that enabled intensive support and training to over one-third of all conservancies over a period of four years. The increasing challenges of governance partially caused by the void created at the end of the MCA-N funding underlines the need for a more long-term support structure that facilitates stable governance. To address this, extensive work has been undertaken to initiate the Community Conservation Fund of Namibia (CCFN) as a sustainable financial mechanism to ensure long term critical services delivery to conservancies and community forests (see Chapter 5, A sustainable support structure).

*A key requisite of CBNRM* is that community conservation should be sustainable and self-financing. Before conservancies or community forests can spend money on social projects or distribute benefits to households, they need to cover their own operational costs.

## Management

*The conservancy committee* remains the main governing body in most conservancies. While there are more committee representatives (950 in 2016) than staff members, the number of staff grew from 716 the previous year to 853. Of those, 584 were community game guards and resource monitors. That leaves an average of three staff members to manage the business interests and overall operations of each conservancy. While this rightfully prioritizes field-based wildlife management, the overall management of a conservancy's operations and business affairs requires a degree of know-how and business acumen that is not always present. Ideally, conservancy governance should shift to well-trained managers, including financial managers, with conservancy representatives functioning primarily in an oversight role.

*Conservancy governance* is monitored according to a variety of indicators (Table 1, page 20). Most categories have shown improvements over the last three years, although fluctuations remain. The percentage of both female committee and staff members has increased between 2012 and 2016. Seventy-one percent of the reporting conservancies held annual general meetings during 2016, up from 63% in 2012. However, all conservancies should be holding AGMs as well as submitting annual financial reports to the Ministry. Clearly, conservancy governance is still in need of support. This includes more cohesive activities between the MET and NACSO, particularly in terms of assisting with management plans. Conservancy reporting also needs to be improved, as some of the fluctuations mentioned may be due to a lack of reporting.

Bi-annual audits and performance ratings are used to track the natural resource management performance of conservancies, which are evaluated according to 19 natural resource management indicators in a total of six categories. The ratings are combined into an overall management score. All ratings are mapped according to colour codes, enabling rapid identification of conservancies needing support. The overall management score of all conservancies is shown in Figure 6 on page 22.

*Conservancy governance*
# AT A GLANCE

### At the end of 2016 there were...

- 52 management plans in place
- 15 sustainable business and financial plans in place
- 52 annual financial reports that had been presented
- 55 annual general meetings that had been held
- 14% female chairpersons
- 41% female treasurers/financial managers
- 39% female management committee members
- 29% 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 conservation hunting activities
- covering an increasing portion of operational costs through conservancy generated income
- developing regional conservation structures

### 2016 saw:

- continued roll-out of Guidelines for the Management of Conservancies and Standard Operating Procedures by the MET
- continued development of adaptive management in conservancies using data collected by conservancies and collated in poster form

## The biggest challenges?

- meeting the governance training needs of the large number of conservancies and community forests
- increasing the distribution of equitable financial benefits to members
- ensuring effective cooperation between conservancy committees and staff
- addressing the loss of institutional capacity and memory during conservancy committee changes
- managing competing expectations from stakeholders seeking access to returns from natural resources and other sources, especially farming

# Facts & Figures

behind building foundations

## Governance

### *Conservancies*

There are several types of governance structures used to manage natural resources locally, regionally and across international borders.

*Community conservation* is governed by local communities working together to manage the natural resources of their areas. All members of the community are empowered to have a democratic voice in the management of the resources and the distribution of the returns generated. Since the inception of the community conservation movement, 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, integrated and evaluated.

*Rural communities* have been empowered to engage formally with business partners to optimize the generation of returns; with government to address natural resource management and governance issues; and with support organizations to solicit technical advice and funding.

Communities choose whether to form a conservancy or not. Conservancies define their own roles: determining how to use wildlife and which 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.

*Training is essential*. Natural resource management at scale requires a strong understanding of environmental dynamics. Managing an array of business interests calls for a mix of financial and marketing skills. Job creation and equitable benefit distribution require a sound socio-economic understanding. Continued access to targeted training is a core aspect of community conservation success.

Training in Mayuni Conservancy: The 'JV Financial Dashboard' is a management tool used by conservancies to oversee finances in joint-ventures with the private sector

### *Community forests*

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 of Forestry 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. The Directorate of 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 with national parks, to enable more effective management of resources and activities at a larger landscape level. The Mudumu 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 may include the private sector. The forums also have representation from support sectors such as agriculture, police, the defence force, local government, water affairs, traditional authorities and NGOs.

### *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. Several conservancies are supporting the management of fisheries in the Zambezi Region (formerly Caprivi) – see Focus on fishery protection on p. 49.

Fishery protection sanctuaries have been developed in Zambezi region, patrolled by conservancy fish guards

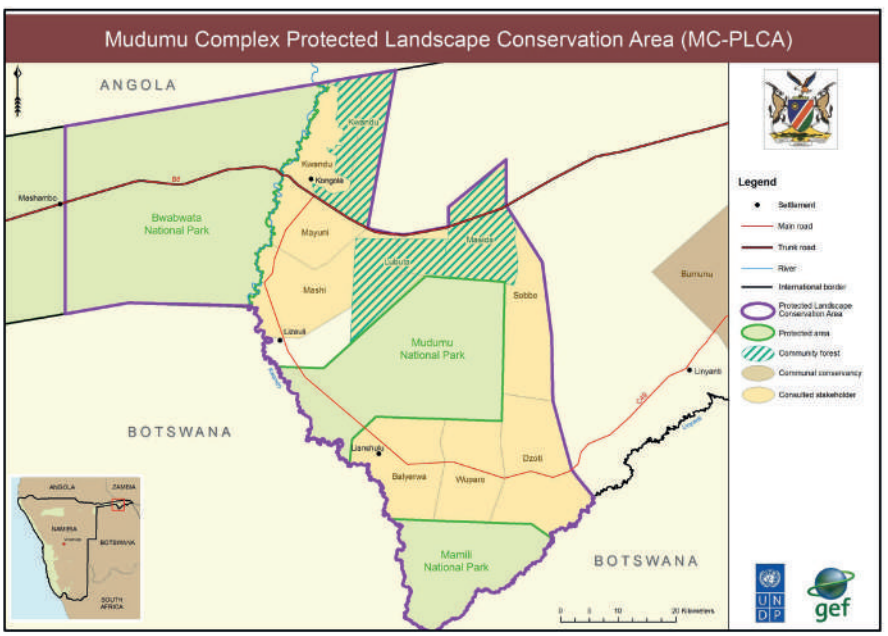



**FIGURE 5.**
**Map of Mudumu Complex**
*Two complexes, Mudumu North and South, have been merged to encompass an area around and including Mudumu National Park, the eastern core wildlife area of Bwabwata National Park, 7 conservancies and 3 community forests.*

The Conservancy Chairperson's Forum is a national opportunity for conservancies to learn about issues and to exchange views, as well as to raise issue of concerns with senior officials from the Ministry of Environment and Tourism

**TABLE 1. Institutional development in conservancies in 2016**

| Order | Category | Status | Number of conservancies reporting | Percentage of category |
|---|---|---|---|---|
| 1 | Registered conservancies (including the Kyaramacan association) | 83 | 83 | 100 |
| 2 | Conservancies generating returns | 62 | 83 | 75 |
| 3 | covering operational costs from own income | 28 | 46 | 61 |
| 4 | distributing cash or in-kind benefits to members, or investing in community projects | 38 | 46 | 83 |
| 5 | Conservancy management committee members | 950 | 78 | 100 |
| 6 | female management committee members | 370 | 78 | 39 |
| 7 | female chairpersons | 11 | 78 | 14 |
| 8 | female treasurers/financial managers | 32 | 78 | 41 |
| 9 | Conservancy staff members | 853 | 78 | 100 |
| 10 | female staff members | 245 | 78 | 29 |
| 11 | Conservancies management plans | 52 | 78 | 67 |
| 12 | sustainable business and financial plans | 15 | 78 | 19 |
| 13 | Conservancy AGMs held | 55 | 78 | 71 |
| 14 | financial reports presented at AGM | 52 | 78 | 67 |
| 15 | financial reports approved at AGM | 43 | 78 | 55 |
| 16 | budgets approved at AGM | 35 | 78 | 45 |

*A comparison with previous years shows that conservancy management capacities fluctuate, influenced by staff and committee changes, as well as the degree of external support. Many conservancies have strong and growing female participation, and a substantial number of conservancies that used to be dependent on grant aid are now covering operational costs from their own income, with many also distributing benefits to members or investing in community projects. Figures include the Kyaramacan Association, which operates as a de facto conservancy within Bwabwata National Park.*

### *Transboundary conservation areas*

At an international scale, important transboundary linkages have been created with the Iona/Skeleton Coast Park on the Angolan border, the |Ai-|Ais/Richtersveld Transfrontier Conservation Area linked to South Africa, and the Kavango Zambezi Transfrontier Conservation Area (KAZA), which is a joint management initiative between Angola, Botswana, Namibia, Zambia and Zimbabwe linking 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 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.

## Management structures

*Good governance* depends upon the people mandated. It is crucial that community conservation organizations are run in the interests of their members rather than those 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.

*The constitution* of a conservancy or community forest is the foundation for good governance, as it provides for accountability and transparency in decision-making.

Management is provided by committees elected to manage the natural assets of communities, relationships with business partners, and income and expenditures. Based on funding levels, the committee employs staff and supervises their activities. Employees include managers, administrative staff, game guards and resource monitors. Natural resource management forms the core of community conservation functions.

*Annual general meetings* provide a vital platform for establishing democratic governance in community conservation organisations, and must be held in compliance with the constitution. 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.

*Access to training*, formal certification and technical support are vital to build and consolidate governance foundations. CBNRM training modules were designed in 2011. Some of these have been refined, while new modules are being added to create an effective training framework for conservancies in management, accounting, natural resource monitoring and other aspects of governance.

*Empowerment and gender equality* is a cornerstone of CBNRM. Historically disenfranchised Namibians, especially women, 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.

## Allied governance structures

*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. In the case of community forests, the Forestry Act stipulates that a forest may only be registered with the consent of the traditional authority, thus facilitating collaboration from the outset.

*Regional councils and land boards* are responsible for a variety of government regulations including land allocation. By ensuring good communication with them, community conservation organizations enable improved coordination of activities and land use planning.

## Performance monitoring

*The natural resource management performance* of each conservancy is reviewed annually, based on fixed criteria. Maps (Figure 6) illustrate comparative performance and

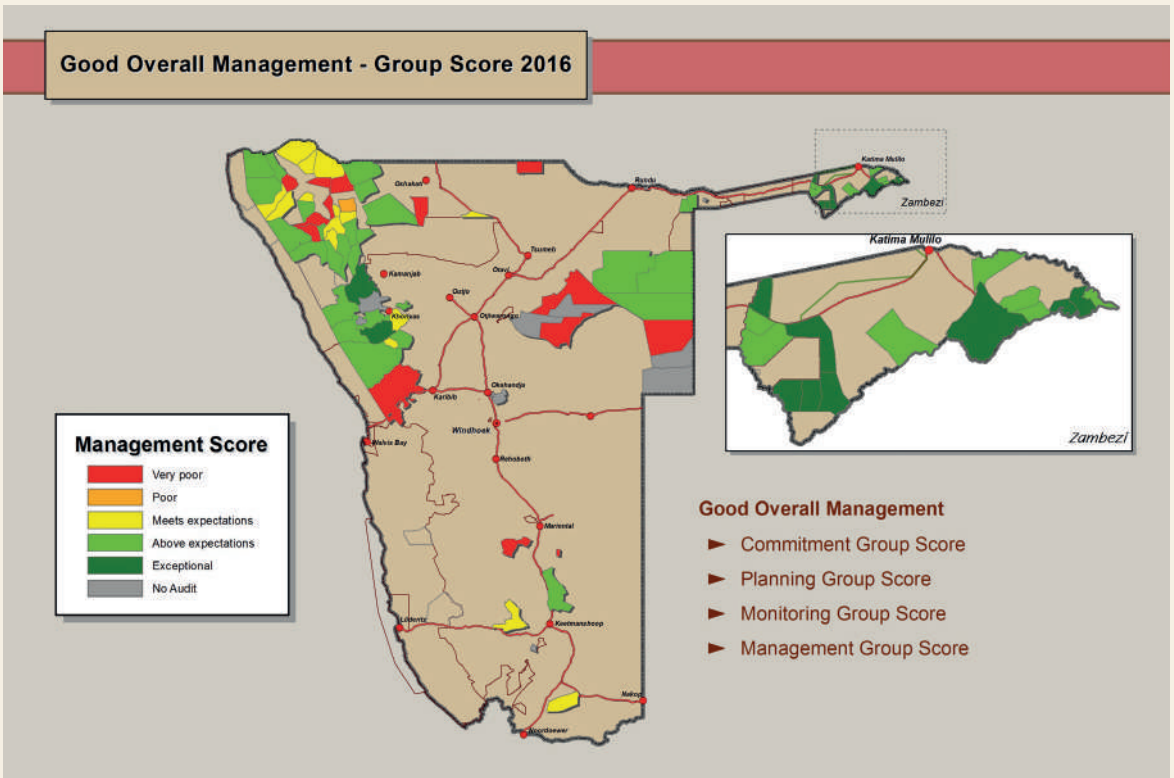



**FIGURE 6. Natural resource management performance ratings**
*Institutional development data is collected annually during integrated performance audits. Conservancies are rated for their commitment, planning, monitoring and management. Conservancies use the information to evaluate and improve their governance, while support organisations are able to provide targeted assistance.*

identify those conservancies most in need of support. Performance profiles enable partners to target support interventions effectively.

*Financial returns*, economic contributions and livelihood performance data are captured annually. 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.

*Coverage of operational expenses* is a key objective. Community conservation should be sustainable and self-financing. Before conservancies or community forests can spend money on social projects or distribute benefits to households, they need to cover their own management costs. These include salaries for conservancy staff, allowances for committee members, travel costs, insurance, office administration and training activities, as well as vehicle running costs.

During their initial development stage, most conservancies are dependent upon external funding. As they move into a more productive operational stage, an increasing number of conservancies are fully covering all running costs from their own income.

Reuben Mafati: IRDNC's Cluster Coordinator for the Chobe, Zambezi East Complex

Headwoman Rosa Nangula Kazala is a member of the Kyaramacan Association in Bwabwata National Park: female empowerment is a strong feature of CBNRM

# Where are we now?

## building foundations in 2016

Institutional development can take place without an office – Lusese is a newer conservancy, gazetted in 2014

## Learning and reflection

### A look at institutional development and governance of conservancies

When legislation was passed in 1996 to give local communities the right to manage and benefit from wildlife by forming conservancies, it stipulated the requirements for registering a conservancy, but did not provide clear guidelines on how to operate one. The legislation also did not provide MET staff with steps to take should a conservancy not be managed effectively. In hindsight, this may have been a good thing. One of the real strengths of the Namibian conservancy programme has been innovation and adaptation. The year 2016 has seen the strengthening of systems, but also challenges to conservancy governance.

*Constitutional reviews* have continued to take place in many conservancies as people have realized that one size does not fit all. Many conservancies began with constitutions, which were highly democratic, but not necessarily suited to their particular circumstances. An example is quorum setting, where conservancies have now become more practical in assessing the number of people who are required to attend an annual general meeting.

*Block meetings* have been adopted in some conservancies to improve representation, with a strong emphasis on regular block (or village area) meetings in very large conservancies. Block representatives sit on the management committee, so that all parts of a conservancy

are represented. Many conservancy constitutions emphasize a quorum based on block representation rather than sheer numbers.

*Benefit distribution* has been reconsidered by many conservancies, with a stronger emphasis on community benefits such as electricity provision, and/or assistance to education by building primary schools or giving student bursaries. Cash distribution may be beneficial in some conservancies, such as Nyae Nyae, where poverty levels are high and even a small amount of cash make a significant contribution towards food or school clothing. However, cash benefits may be too small to be meaningful in conservancies with large populations. This is an issue for conservancies themselves to decide at general meetings.

*Conservancy committees* have continued to function effectively, however there is often a gap between knowing what needs to be done in a conservancy, and implementation. Frequently there is a lack of willingness or ability to enforce decisions and to deal with bad practices. Financial mismanagement and corruption is an issue in point. Many committees have not dealt quickly and effectively with cases of corruption, and police support has not always been forthcoming when requested. Closer compliance with the MET Standard Operating Procedures is required (see 'Improved management and strong partnerships', page 26).

There has also been a tendency for committees to recycle themselves, without fresh blood coming in. This enables the same people to build up power bases by representing the committee to outsiders and government, and to receive sitting allowances. There are, however, many long-serving representatives who continue to provide outstanding service.

*Institutional memory* is often lost when committees do eventually change, and is not helped by failure to implement a hand-over procedure. It is apparent that committee training will be a long-term requirement of the programme for which core funding and support capacity is required. The development of a sustainable finance mechanism to provide core funding for governance training and other critical services will assist greatly. Details of the Community Conservation Fund of Namibia can be found on page 73 in 'Working for a common vision'.

*Financial reporting* has improved in most conservancies. Almost half of them, 41%, have female treasurers. Although women's representation on committees is strong, the views of women are often not taken as seriously as those of men in meetings.

*Regional conservancy* associations have not developed as quickly or as strongly as was hoped. For a conservancy association to function it needs an office with dedicated staff and funding for transport, as members often live far from each other. This year the groundwork has been laid for the strengthening of regional associations, with a series of meetings planned throughout 2017.

## Democracy and management – a poor mix?

As conservancies grow and become businesses, agreements, particularly with tourism partners, become more valuable and complex, requiring increasingly sophisticated management. A potential solution to this challenge may lie in the employment of people with the requisite skills, including outsiders.

The north central conservancies get to grips with forming their association

Community forests usually overlap conservancies, thus simplifying integrated management

As Namibia moves towards two decades of conservation success, there is a need to recognize the key challenges of governance. While democratic oversight and grass roots participation is vital, good management is also necessary. There has been a concerted effort to strengthen regional conservancy associations as well as management, so that responsibility for conservation is increasingly placed in the hands of the people who live in conservancies, and support organizations can focus more on technical issues.

## Improved management and strong partnerships

### A look at current developments and what they mean for the governance structures of community conservation

*Standard Operating Procedures*. In 2013, the MET launched the National Policy on Community Based Natural Resource Management. Related to this, Guidelines for the Management of Conservancies and Standard Operating Procedures were published in August 2013. Since then, the Ministry's CBNRM staff has been carrying out consultative meetings in conservancies to ensure a sound understanding of the guidelines and how the Standard Operating Procedures are to be implemented. To date, implementation has been inconsistent and has depended upon good collaboration between MET and NGO staff, and conservancies. The Guidelines include clear compliance requirements for conservancies, both in terms of governance and wildlife management, and provide a powerful tool for managing conservancies and promoting appropriate returns to members.

*Integration* of conservancies and community forests is strongly recommended by the MET guidelines. Ideally, conservancies and community forests should have similar boundaries and be managed by one committee. In areas where the boundaries of separate entities overlap, difficulties in the coordination of activities have hampered effective management of natural resources.

*The private sector* is identified in the MET guidelines as an appropriate partner in business development. Joint-venture tourism is well established in many conservancies, although the sector still has potential for growth. The management of contracts with the private sector, including the management of large sums of money, is a growing task for conservancies, which still requires significant external support.

*The Directorate of Forestry* within the Ministry of Agriculture, Water and Forestry placed a moratorium on the harvest and trade of timber during 2013 and 2014 as a result of concerns about the unsustainable use of resources. The moratorium was lifted in 2015 and new forestry regulations were gazetted to improve forestry management. This presents the opportunity to redefine the use of Namibia's forestry resources, as well as to improve the integration of forests and conservancies.



The yellow event book captures daily sightings and incidents

*Annual game counts* and the Event Book monitoring system are the foundation for all resource monitoring. In 2016, the Event Book was being used in 83 conservancies. This includes the Kyaramacan Association and three emerging conservancies, but excludes two small, registered conservancies in the Kavango Region and one in the Otjozondjupa Region, which do not use the monitoring system.

*Bi-annual event book audits* have been carried out for a number of years. During 2015, the Event Book audits were extended to include aspects of conservancy governance and financial management. Annual Conservancy Audit reports are now compiled in book and electronic format, together with Conservancy Natural Resource Managment Performance Ratings, featuring all registered conservancies. The reports are compiled by the NACSO working groups and provided the MET and key support organizations and staff on an annual basis. All conservancies receive information collated for their respective areas to assist with natural resource management responsibilities, as part of adaptive management (see Adaptive Management, page 47).

*Game guard certification* was developed as an official programme during 2013 to strengthen the vital position of game guards within the conservancy governance structure. NACSO is working with the Namibia Qualifications Authority (NQA) to ensure that evaluation and certification is carried out according to the Namibia Qualifications Framework (NQF). A set of eight core competencies have been defined as a basis for evaluating game guards. A number of additional competencies may be evaluated on a voluntary basis. While the evaluation process still needs to be refined according to NQF requirements, basic game guard certificates have been issued to 234 game guards. Game guard badges have been produced to enable game guards to easily identify themselves in the field. These will be issued in due course as part of the evaluation process in accordance with the NQF.


Game guard certification training in Doro !nawas Conservancy

## to manage resources...

... means ensuring that they are used wisely so that maximum returns are generated while the natural environment remains productive and healthy ...

Photo: Will Burrard-Lucas

# Managing Resources

## for the benefit of the people and the land

3.

Bamunu Conservancy Manager Jerome Mwilima

*Traditional knowledge and skills* are paired with modern technologies and approaches to enable effective management and innovative resource use.

*A wealth of information* is gathered through a variety of monitoring mechanisms and processed to provide powerful management.

*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* with innovative systems are being applied to enhance the value of natural resources and unlock their full potential to drive rural economic growth and development. This encourages environmental restoration and biodiversity conservation.

*Conservation landscapes* are linked so that wildlife can roam more freely between national parks, concessions and conservancies, and across international boundaries.

This chapter looks at the story behind natural resource management, presents factual data, and takes stock of where we are now.

# What's the story?

## behind managing resources

*A look at progress in conservation and the challenges faced by conservancies*


Chief game guard Martin Nandu gives advice on elephant deterrence in Salambala Conservancy

## Responsible management

*Considerable management responsibilities* are carried out over huge and often inaccessible areas, despite the fact that most conservancies are under-staffed and under-financed, and many do not have a vehicle. Only five conservancies are less than 100 square kilometres in size. Nine of the 82 registered conservancies are between 5,000 and 9,000 square kilometres in size, which is between 65 and 120 times the size of an average commercial farm in Namibia.

*Conservancies manage* both tourism and hunting enterprises, and also harvest game to sell and to distribute as a community benefit. They actively monitor wildlife using event books and by taking part in annual game count. The information is used to guide management decisions – and to adapt to constant change. Annual utilization quotas are set, monitored and revised by the MET in liaison with conservancies through annual quota review meetings.

Most conservancies mitigate human-wildlife conflict and carry out anti-poaching activities. In some cases, there are dedicated rhino rangers and predator monitors. Natural resource management also includes fire management by controlled early burning, and community rangeland and fishery management. The harvesting of veld and forest products is also sustainably managed in conservancies and community forests.

*Vegetation monitoring* is a long-term tool to measure the health of the environment by assessing tree cover and grass in designated plots. To date, 24 monitoring plots have been established in conservancies with 3 more in national parks. A new site is added annually.

## Adapting to change

*Adaptive and improved management* is critical to the success of communal conservancies, and their contribution to Namibian conservation. The Natural Resources Working Group (NRWG) of NACSO has introduced an adaptive management system (see figure 19 on page 48) that monitors the achievement of management objectives using feedback from conservancies. This feedback is especially valuable when a crisis such as drought arrives, making effective management all the more important.

In 2015 the MET halved the annual wildlife utilization quotas of all conservancies in the Erongo and Kunene regions in response to the prevailing drought conditions and declining game numbers. Conservancies accepted and agreed to this, with some suspending all shoot-and-sell harvesting until circumstances change. Although areas of Namibia received good rainfall, quotas remained low in 2016 as it takes at least two years of improved rainfall for game populations to recover.

Due to the rigorous monitoring of wildlife and other natural resources, conservancies have a sound foundation for adaptive management. The raw data is evaluated and collated by the NRWG and provided as feedback to conservancies, relevant support organisations and the MET in a user-friendly format.

*Fire management* is a very important conservation tool. Community forests and the Directorate of Forestry cut firebreaks and burn sections of forest grasses and bush early in the dry season, before the fire load becomes dangerous. This is beneficial to the forest because it reduces fuel-loads which lessens the damage of wildfires to trees, and the green regrowth provides nutritious fodder for wildlife.

*Natural resource management*

# AT A GLANCE

### At the end of 2016 there were...

- 83 conservancies using the Event Book monitoring tool (figures include 3 unregistered, emerging conservancies & the Kyaramacan Association)
- 51 conservancies conducting an annual game count
- 5 national parks undertaking collaborative monitoring with conservancies
- 72 conservancies holding quota setting feedback meetings
- 72 conservancies with own-use harvesting quotas
- 55 conservancies with conservation hunting concessions
- 18 conservancies with shoot & sell harvesting contracts
- 52 conservancies with a wildlife management plan
- 38 conservancies with a zonation plan
- 584 game guards and resource monitors working in conservancies

## What's being achieved?

### Community conservation means...

- combatting poaching, trafficking of wildlife products and other illegal activities
- mitigating human-wildlife conflict by limiting losses to farmers
- zoning areas for different land uses to reduce conflicts
- enabling wildlife recoveries, effective natural resource management and environmental restoration
- working to promote a large landscape approach to natural resource management
- black rhinos roam freely in communal conservancies
- elephants roam freely across 48 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

### 2016 saw:

- improvement of wildlife harvesting control mechanisms
- adaptive management strengthened with feedback from
- conservancies
- game guard accreditation scheme rolled out
- induction training for committees continued

## The biggest challenges?

- low wildlife harvest quotas because game numbers have not fully recovered
- ensuring that wildlife harvesting is well-controlled and sustainable
- ill-informed criticism of natural resource management
- continued external threats to ban the export of hunting trophies
- building recognition of the vital role of community game guards
- minimizing impacts and optimizing returns from consumptive game use
- promoting incentive-based conservation
- increased commercial poaching and trafficking of wildlife products

# Facts & Figures

**behind managing resources**

## Resources and approach

In rural areas people depend upon subsistence farming and natural resources. These can be integrated by communities to ensure cohesive overall land use and resource management. Incentive-based conservation creates linkages between conservation goals and the financial value of natural resources to deliver significant economic returns and in-kind benefits to communities, while safeguarding the environment.

*Charismatic African wildlife* is one of Namibia's greatest and internationally competitive resources. Healthy populations of wildlife including the Big Five – elephant, rhino, buffalo, leopard and lion – create a tourism value that is not easily surpassed by other land uses.

Other rare and valuable species such as cheetah, wild dog, roan and sable antelope further increase 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 and intact wildlife habitats.

*Flourishing flora*, including forest resources, is an extremely valuable asset for many rural communities. Woodlands in the north and north-east contain a variety of valuable trees such as kiaat and Zambezi teak with commercial timber value, while burkea and ushivi are used for construction. A growing range of veld products includes devil's claw tubers, used as a homeopathic remedy and omumbiri (*commiphora wildii*) resin utilized by the perfume industry.

Harvesting of plant products is regulated through a licensing system and 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.

*A wide variety of fish* are found in Namibia's northern rivers, including such sport-angling favourites as tigerfish, catfish and bream. Inland fisheries are an important food resource for communities. Fish productivity in rivers has been improved by creating community fish reserves that facilitate undisturbed breeding. However, the issuing of fishing licences is an issue where more control is required.

*Healthy rangeland* is important for domestic stock production as well as for wildlife. Community rangeland management is a holistic approach combining scientific techniques with traditional herding to ensure that rangeland is grazed sustainably.

## Biodiversity and endemism

Biodiversity is a central objective of community conservation. Namibia's 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 of the country. Endemics are species that have a distribution largely or completely

Picture: Gareth Bentley

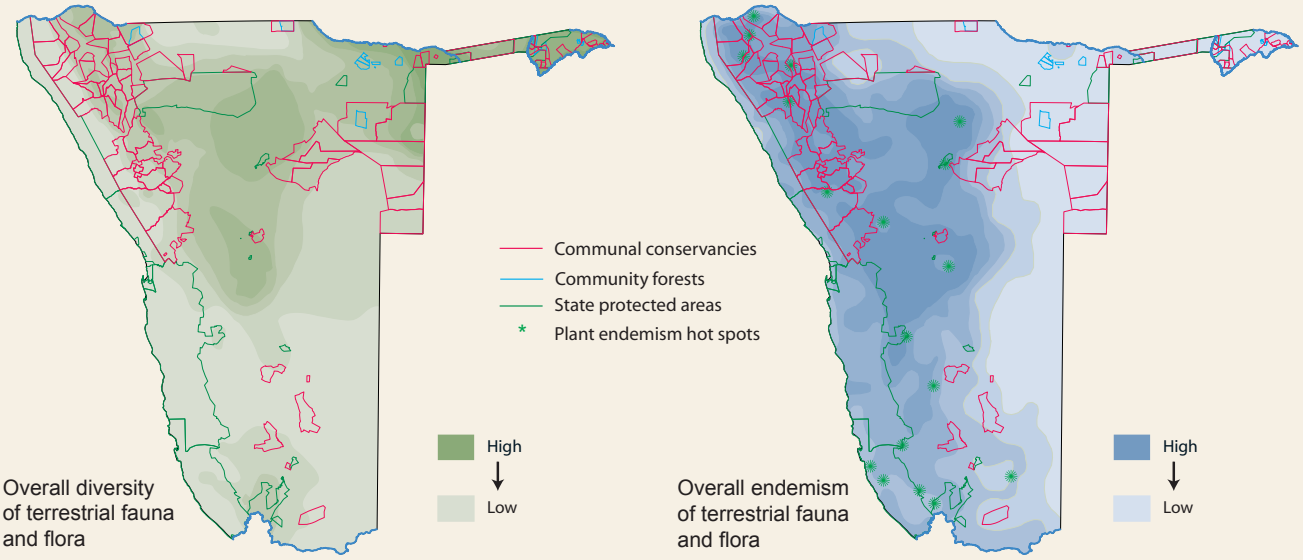



**FIGURE 7. Contributions to the protection of biodiversity and endemism**
*Conservancies and community forests in relation to areas of high bio-diversity (left) and endemism (right).*

confined to Namibia, and the 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 7).

## Wildlife populations

*Remarkable wildlife recoveries* have taken place due to conservancy efforts to minimize poaching and ensure the sustainable use of wildlife. This was initially most evident in the northwest, where wildlife had been reduced to small numbers through drought and poaching by the early 1980s. It is estimated that there were only 250 elephants and 65 black rhinos in the northwest at that time, and populations of other large mammals had been reduced by 60 to 90% since the early 1970s. Data from species experts shows that the number of rhinos and elephants has increased substantially since then. Game counts indicate that springbok, gemsbok and mountain zebra populations increased over 10 times between 1982 and the early 2000's, then stabilized for a decade. Since 2012 drought has resulted in a reduction of game numbers, which have now begun to recover as a result of better rainfall in 2016. (Figure 8).

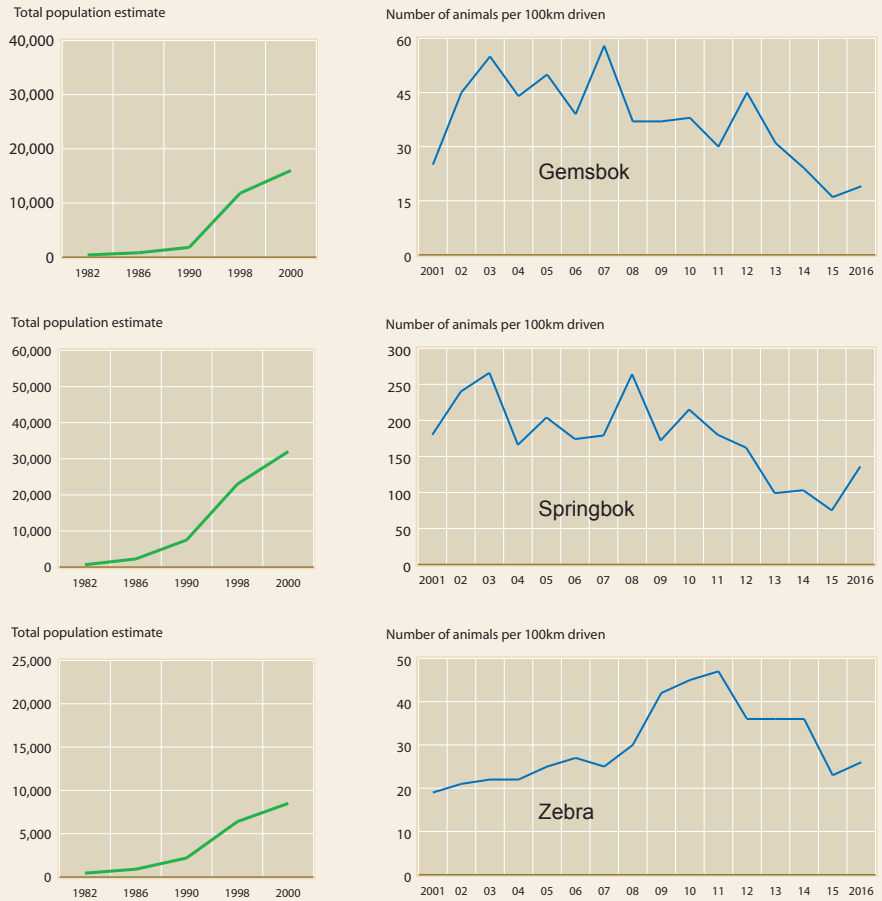



**FIGURE 8.**

**North-West population estimates**

*The graphs on the left show total estimated populations of 3 indicator species: gemsbok, springbok and zebra, from aerial censuses prior to the year 2000.*

*The annual North-West Game Count, shown on the right for the same species, counts the number of animals seen per 100 kilometres driven. This graph shows population trends over time and does not show total population estimates.*

*Springbok, which has a shorter gestation period than gemsbok and zebra, shows the most rapid recent increase in population.*

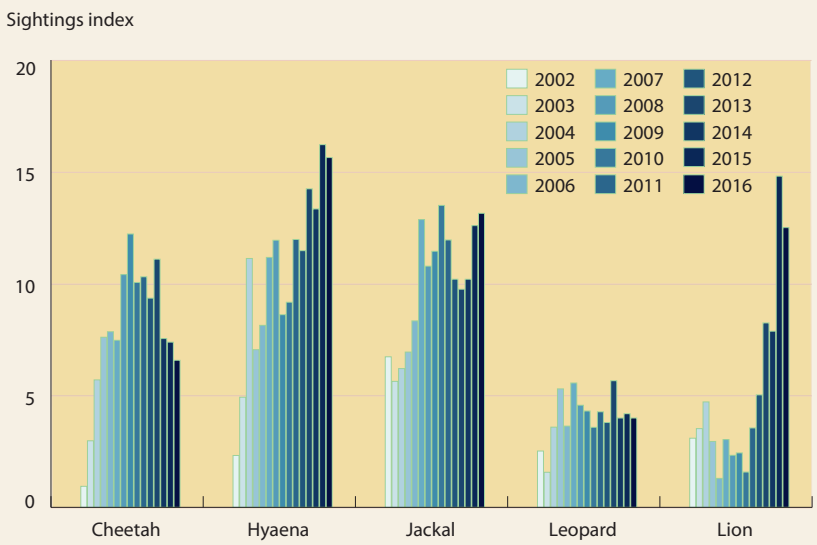



**FIGURE 9.**

**Predator sighting index for Erongo-Kunene Regions**

*While game counts provide reliable estimates of plains game, predator numbers are harder to estimate. Conservancies use the Event Book monitoring system to record sightings of predators. It is notable that while game populations have been reduced during recent drought years, sightings of predators, especially lions, jackals and hyaenas have increased, due to the abundance of weak prey and carcasses resulting from the drought.*

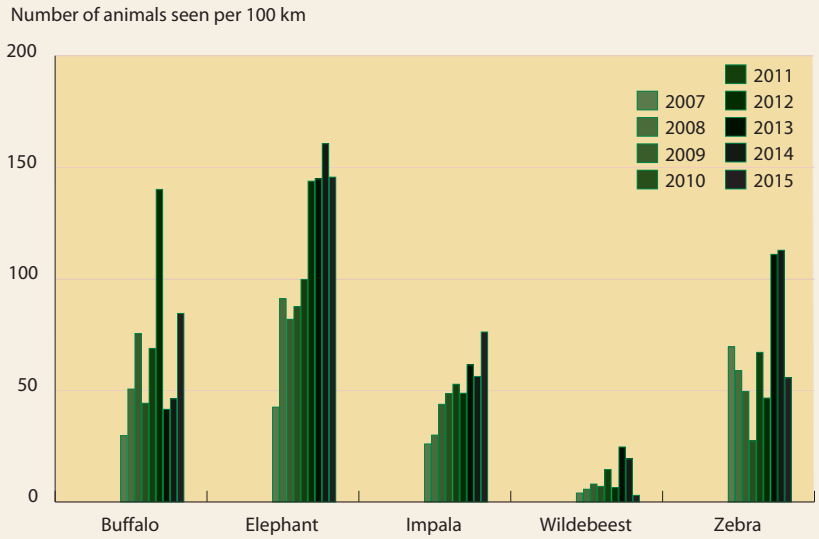



**FIGURE 10. North-East game count**
*Significant wildlife recoveries have also occurred in the Zambezi Region. These have been due largely to breeding, reduced poaching, wildlife introductions, and a removal of the hostile environment for wildlife. Although poaching had declined substantially over the last 15 years, there has been a sharp increase in ivory poaching, which is of great concern. Five selected species are shown in this graph, which includes national parks adjacent to conservancies. Wildlife moves freely between park and conservancies in the region.*

## Resource monitoring

### *GAME COUNTS*

Most conservancies conduct routine game censuses. The biggest of these is the North-West Game Count, conducted annually since 1999 (Figure 8). 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, the MET and NGOs. 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 (Figure 10) along fixed transect lines. These counts amount to 2,500 kilometres walked annually. 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, and event book data collected daily and collated every month.

Wildlife movement in and out of game count areas (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 significant annual fluctuations. The data also underlines the value of using different counting methods to gain a better understanding of wildlife dynamics.

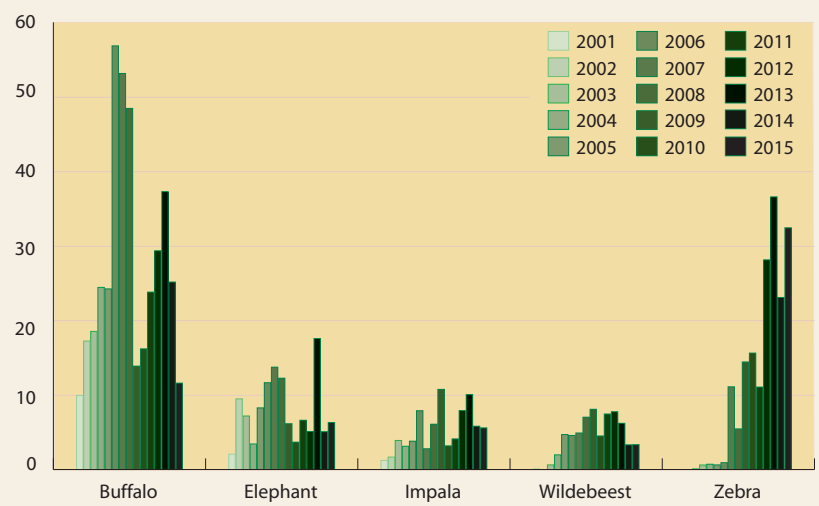



**FIGURE 11. Zambezi game sightings on fixed-route foot patrols**
*The graph gives an index of sightings during regular fixed-route foot patrols in seven long-established conservancies (Impalila, Kasika, Kwandu, Mashi, Mayuni, Salambala and Wuparo). The species shown include blue wildebeest, which was reintroduced into the area from 1999 to 2012 (Table 2).*

*Marked reductions in buffalo and elephant numbers from 2015 to 2016 reflect the transient nature of these animals, which migrate between national parks through the conservancies – and between countries in the case of elephants and buffalo.*

### AERIAL CENSUSES

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

### ELEPHANT COUNTS

*The African Elephant Status Report* for 2016, published by the IUCN using aerial and other census data from Namibia, estimated the population of elephants in Namibia at 22,754 ± 4,305, with a possible further 90 elephants in areas not systematically surveyed.

Elephants occur across the north of Namibia, mostly in conservancy and national park areas. Their range of 164,069 km$^2$, which is 20% of the country, includes the extremely arid north-west and the riverine and forested north-east.

The report details four main populations, the largest being the transfrontier population moving through the Zambezi Region to and from Angola, Zambia, Zambia and Zimbabwe (the KAZA area, see page 75). Due to the transfrontier movement of elephants, numbers in this area make up the bulk of the Namibian population, estimated at just over 19,600.

Despite an upsurge in poaching over recent years, the population has continued to grow, bringing increased opportunities for tourism-based income, but also increased human-wildlife conflict.

Other populations occur in Khaudum National Park adjacent to Botswana, in Etosha National Park, and in the north-west Kunene Region, sometimes referred to as 'desert elephants'.

### THE EVENT BOOK

The Event Book is the key tool used by community game guards to record suspected poaching incidents, human-wildlife conflict, and wildlife sightings.

This highly successful management tool was initiated in 2000 and has been continuously refined ever since. It is used by almost all registered conservancies and is systematically introduced to emerging conservancies during their formation. The simple but rigorous tool promotes conservancy involvement in the design, planning and implementation of natural resource monitoring and management.

Each conservancy decides which resources are to be monitored, including those that have to be reported to the MET. The resources or themes identified may include human-wildlife conflict, poaching, rainfall, rangeland condition, predators and fire. The number of resources being monitored is increasing and includes plants, fish, honey and even livestock.

The Event Book was designed for use by people with low literacy, but a strong knowledge of natural resources. Sightings and incidents are penciled in to build graphic columns that show trends at a glance. Colour coded books allow daily collation by game guards in yellow books and monthly collation into blue books by game guard teams. Data is then annually collated into a red book.

*The annual audit* of the books produces data, which is used by the conservancy in its adaptive feedback management, is also sent to the MET and NACSO to update national data and produce trend analyses of monitored events.

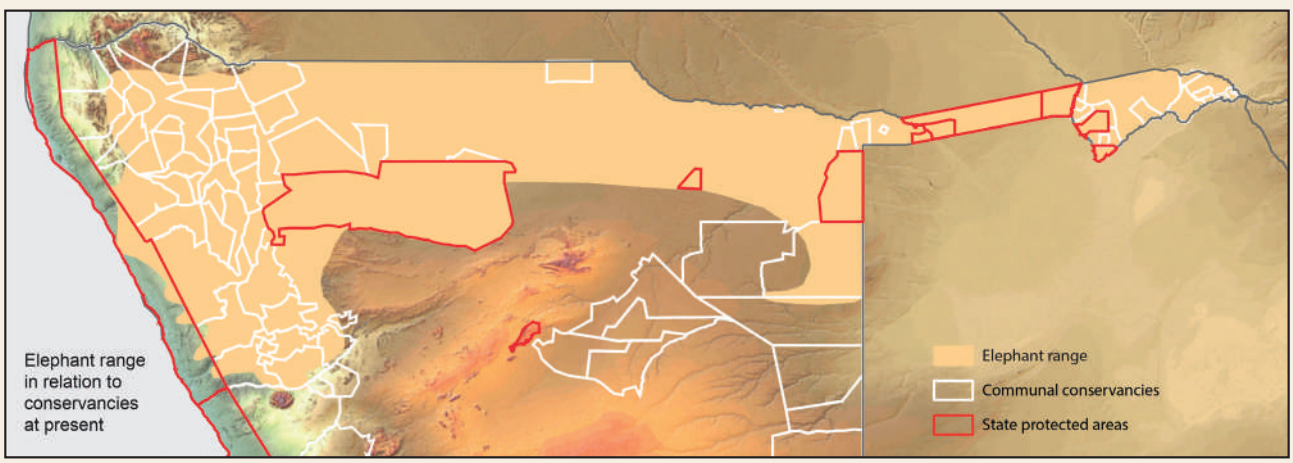



**FIGURE 12.** **Elephant range in Namibia**


An integrated audit in Salambala Conservancy

### *Defining and Tracking Wildlife Status*

As wildlife recovers from initial low densities to higher, more stable levels, conservancy management efforts focus on maintaining populations between lower and upper thresholds. Maintaining numbers above the lower threshold ensures that the species is able to recover from external impacts such as drought, disease, predation, utilization and poaching. Keeping numbers below the upper threshold enables viable offtakes and ensures 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 viable 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).

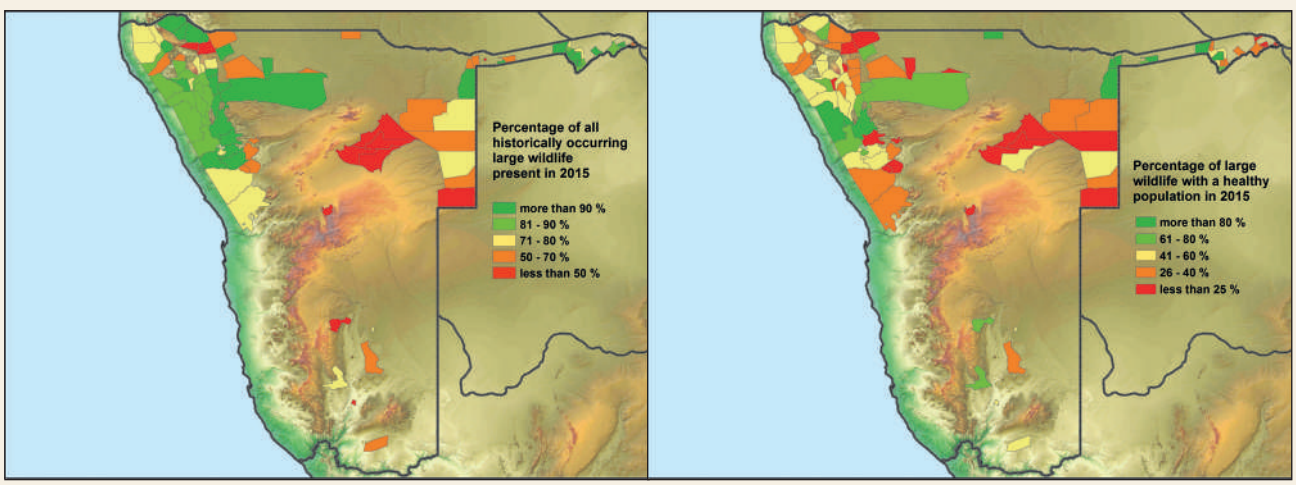



**FIGURE 13. Species richness:**
**The wildlife species richness map** *(left) indicates the large wildlife species currently present in conservancies, as a percentage of those which were present in the past. A high score means that a large percentage of the species are still in the area.*

**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. A healthy population is one large enough to sustain itself. National parks included on the maps for comparison are Etosha, Nkasa Rupara, Mudumu and the core areas of Bwabwata.*

**TABLE 2. Wildlife translocations into conservancies**

| Species | 1999-2001 | 2002-2004 | 2005-2007 | 2008-2010 | 2011 | 2012 | 2013 | 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 | **1,162** |
| 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** |

*From 1999 to 2013, a total of 10,568 animals of 15 different species were translocated to 31 registered conservancies and four conservancy complexes by the MET and funding partners including WWF, New Zealand and the Millennium Challenge Account. The total value of the translocated animals (excluding black rhino) is in excess of N$30 million.*

## Natural resource management

*Targeted reintroductions of game* have boosted natural increases to help rapidly rebuild the wildlife base. Translocated game has been moved from areas of over-abundance to areas where populations were low. Whilst the bulk of the species translocated have been 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 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 and a number of conservancies are now officially recognized as rhino custodians.

*Quota setting* is used to manage and control all forms of consumptive use of resources in conservancies. The quota setting 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 information gathered, including game census and event book data, harvest returns and desired stocking rates of both wildlife and livestock.

The meetings promote discussions, review the vision of communities for each species, and encourage private sector participation. The community agrees on quotas for own-use meat harvesting, conservation hunting, shoot-and-sell meat harvesting and live-capture-and-sale. Conservancies then request quotas from the MET, and these requests are further reviewed by senior MET officials at national level before being approved or amended.

Due to the logistics required to bring conservancies, MET and NACSO support teams together, full quota meeting are

held every third year, with annual reviews taking place in the intervening two years. This year was a full quota setting year, which went very smoothly in Zambezi Region, and was successful in Kunene, despite a shortage of MET and support staff to cover such a large area.

*Harvest rates* require careful consideration based on recognized 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 therefore 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.

*A mapping service* has been developed to enable conservancies, the MET and support NGOs to generate detailed conservancy maps for registration, planning, management, monitoring and communication. Boundaries are first established and mapped as a required step to publicly proclaim a conservancy. Detailed maps show important features for planning and monitoring purposes. The process is participatory, with community members being trained to gather data that result in maps with local relevance and ownership, including land and resource zonations.

*Zonation* for land use planning considers 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 recognition of wildlife corridors allows movement between seasonal ranges, reducing local pressure. Many conservancies have zoned their areas for tourism, hunting, farming and multiple-use purposes. However, they are constrained by the fact that they do not have legal powers to enforce zones. Conservancies are working with traditional leaders and regional land boards to make zonation more enforceable.

Springbok numbers have rebounded due to one year's good rainfall, but have yet to recover to previous levels

## Predator management

The status of large predators can be a useful indicator of the health of wildlife populations. The remarkable recovery of desert-adapted lions in the north-west in both numbers and range after years of attempted eradication 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 tourism value. However, lions continue to be killed by farmers in retaliation to stock losses. Although conservancy residents have been tolerant of lions because of income from photographic tourism, financial benefits are not always received by those who suffer losses from predators.

## Human-wildlife conflict

*Recorded incidents* of human-wildlife conflict (HWC) have increased due to the increase in wildlife populations and shifting movement patters of humans and wildlife in response to drought. However, the average number of incidents per conservancy remains generally stable (Table 3). The species causing the most problems and the areas affected are captured by data (Figure 15), which illustrates a disproportionate control of lions, which are perceived to be the biggest threat, perhaps because they are also feared as a threat to human life.

*A Human-wildlife Conflict Policy* was established by the MET in 2009 to provide national guidelines for conflict mitigation. Although the government coordinates wildlife 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. The MET has provided finance for this from the Game Products Trust Fund, and conservancies with sufficient income are encouraged to match this funding. 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 have been taken.

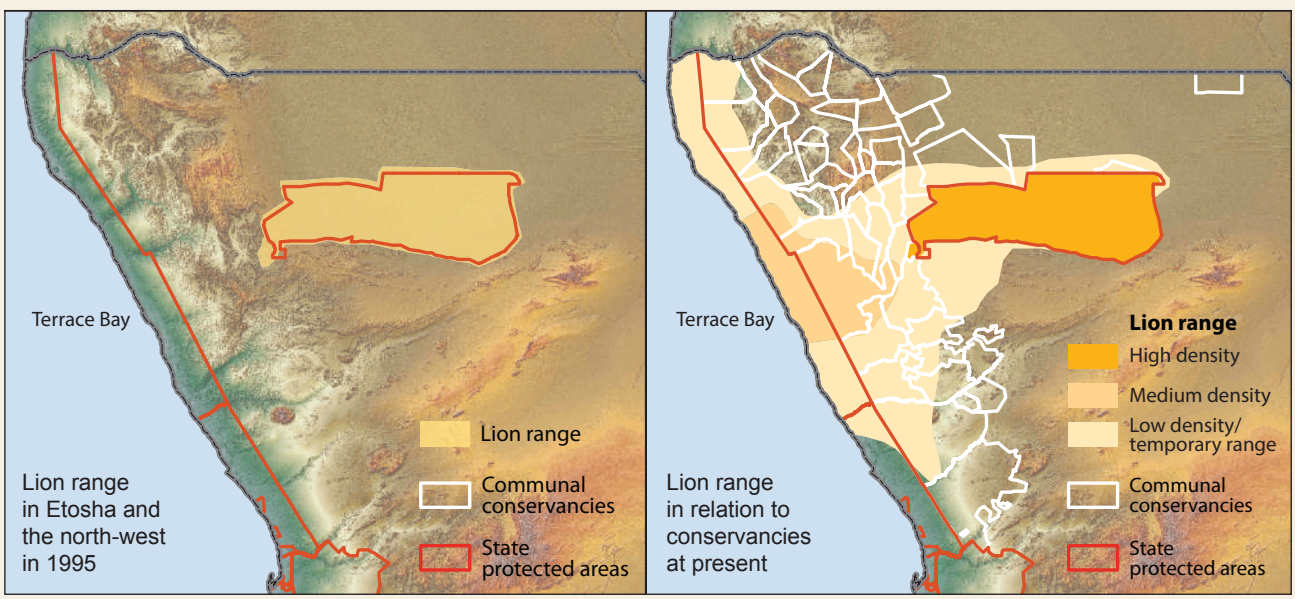



**FIGURE 14. Lion range expansion**

*Numbers of the iconic 'desert' lions have increased dramatically from a low of around 25 individuals in 1995 to approximately 150 in 2016. The maps show the equally dramatic range expansion over this period extending to the Skeleton Coast.*

*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 significant indicators of trends in prey species. The numbers of all predators occurring in communal areas remain well above pre-conservancy levels.*

*HWC mitigation measures* include predator-secure enclosures to protect livestock, and stone walls to protect water infrastructure from elephants. Several lion-proof kraals have been built in Zambezi region by the Kwando Carnivore Project and elephant-proof water points have been provided by government and non-governmental agencies in arid areas during 2016. There is a continuing demand for protection as wildlife numbers increase. Other measures include crocodile fences, and chili, which has been used as a deterrent to keep elephants away from crops. The use of chili has declined and farmers have not adopted it as a cash crop. As conservancies recover from drought, reinforced land-use planning and conservancy zonation are essential elements to minimize conflicts in the future.

An elephant proof water point in Torra Conservancy

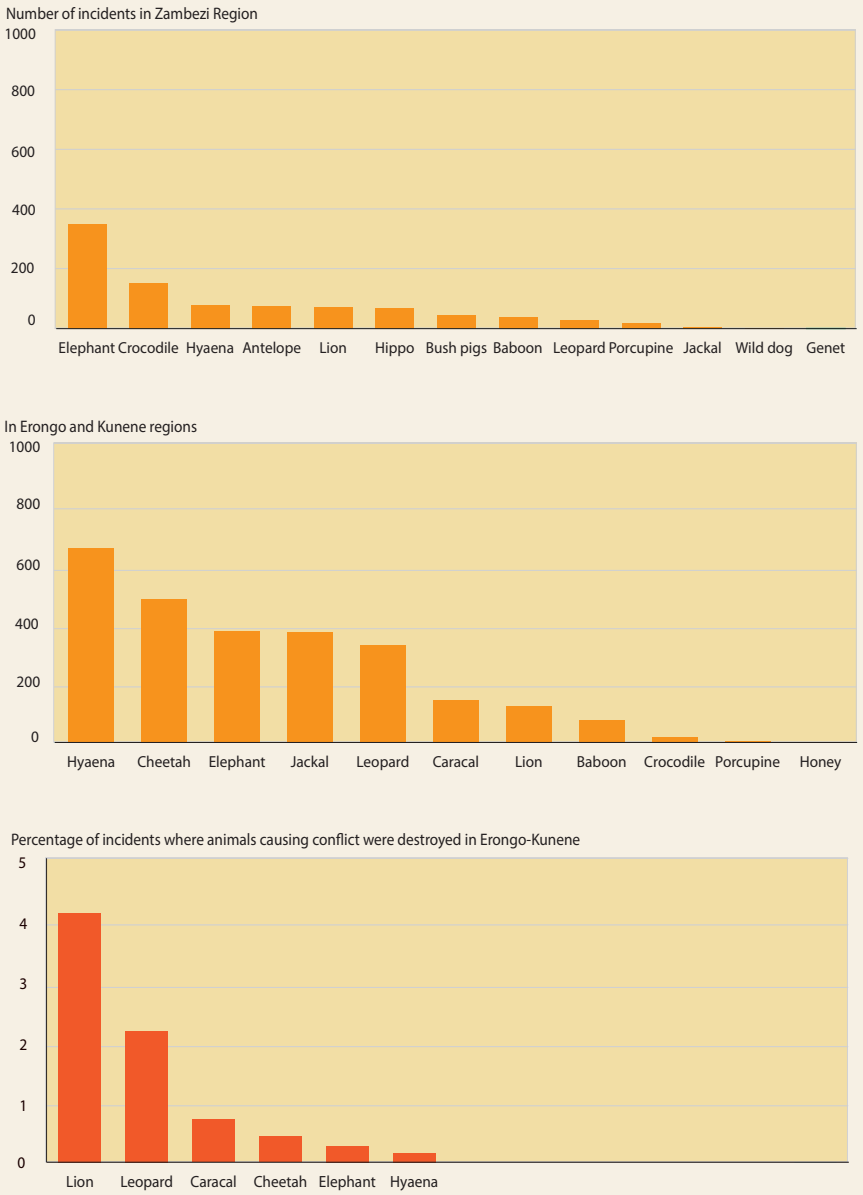



**FIGURE 15.**

**Conflict species ...**

*The orange graphs indicate the number of conflict incidents per species in the Zambezi Region and Erongo-Kunene during 2016. Although the figures for Erongo and Kunene regions are similar to 2015, the number of elephant incidents in Zambezi Region has decreased dramatically from 714 to 354. Elephants range freely between Botswana and Namibia, making the numbers of human-wildlife conflict incidents unpredictable.*

**... and their control**

*The red graph (base) indicates the number of animals destroyed as a percentage of the number of conflict incidents recorded for that species in Erongo-Kunene during 2016. The highest percentage is for lions, which rose from 1.5% to over 4% between 2015 and 2016, and for leopards, from 0.25% to over 2%. This demonstrates that lion are not so much killed for the damage they cause but because of the danger or perceived threat these species pose to farmers themselves.*

**TABLE 3. Human-wildlife conflict incidents across all registered conservancies**

| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 7,774 | 7,117 | 6,331 |
| Number of conservancies | 29 | 31 | 44 | 50 | 50 | 53 | 59 | 59 | 66 | 77 | 79 | 82 | 75 | 69 |
| 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 | 0.2 | 0.4 | 0.2 |
| 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 | 69.7 | 73.0 | 75.5 |
| 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 | 23.6 | 19.7 | 13.4 |
| 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 | 1.3 | 1.7 | 2.6 |
| Average total incidents per conservancy | 104 | 95 | 97 | 114 | 113 | 134 | 130 | 132 | 111 | 95 | 117 | 95 | 95 | 92 |

*The general increase in the total number of human-wildlife conflict incidents in conservancies is mostly due to the increase in the area covered by conservancies.*

*Note: Figures may be an under-estimate as 8 conservancies did not hold audits in 2016*

## Conservation expansion

*Community conservation* continues to expand, increasing the number of people who benefit from natural resource use, as well as the area under conservation. Increased landscape connectivity created by new conservancies across Namibia is vital to ensuring environmental resilience and countering the impacts of climate change. These developments are major contributors to Namibia's efforts to fulfil its constitutional commitment to safeguard the environment while at the same time achieve economic growth and rural development. CBNRM is recognized by the Namibian government as contributing to a range of national development goals, including several for the environment (Table 5, page 44).

*Biomes and habitats* are protected by community conservation (Table 4 and Figure 16). Although riverine habitats are 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 the arid north-west of Namibia provide critical protection of habitats, which are less well protected in the moister eastern regions of Kavango and Zambezi, due to roads and associated settlements, which have developed along river courses.

*Very large contiguous areas* under sustainable resource management have been created (Figure 18 and Table 6). The largest contiguous area is found in the north-west, where conservancies and tourism concession areas now adjoin entire eastern boundary of the Skeleton Coast Park and form a broad link to Etosha National Park through connections with conservancies. This is particularly important in this arid environment, as animals need to be able to move in response to both dry and moist conditions to find adequate forage to survive.

Elephants move freely across conservancies between the national parks of Etosha and the Skeleton Coast in the north-west

**TABLE 4. Contributions to the protection of Namibia's major biomes, vegetation types and wetlands**

| 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 | 33.4% | - | - | - | 8.6% | 42.0% |
| Pans | 3.1% | - | - | - | 77.8% | 80.9% |
| Perennial rivers | 33.8% | - | - | - | 20.8% | 54.6% |
| 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 | 19.5% | - | 0.2% | 13.4% | 4.5% | 37.6% |
| Broad-leafed Savanna | 32.8% | 2.1% | - | 1.9% | 8.8% | 45.6% |
| **Total area of Namibia** | **19.7%** | **0.4%** | **0.8%** | **6.1%** | **16.8%** | **43.7%** |

*The table displays the portions of particular habitats and biomes covered by each conservation category, as well as the total percentage of such areas protected.*

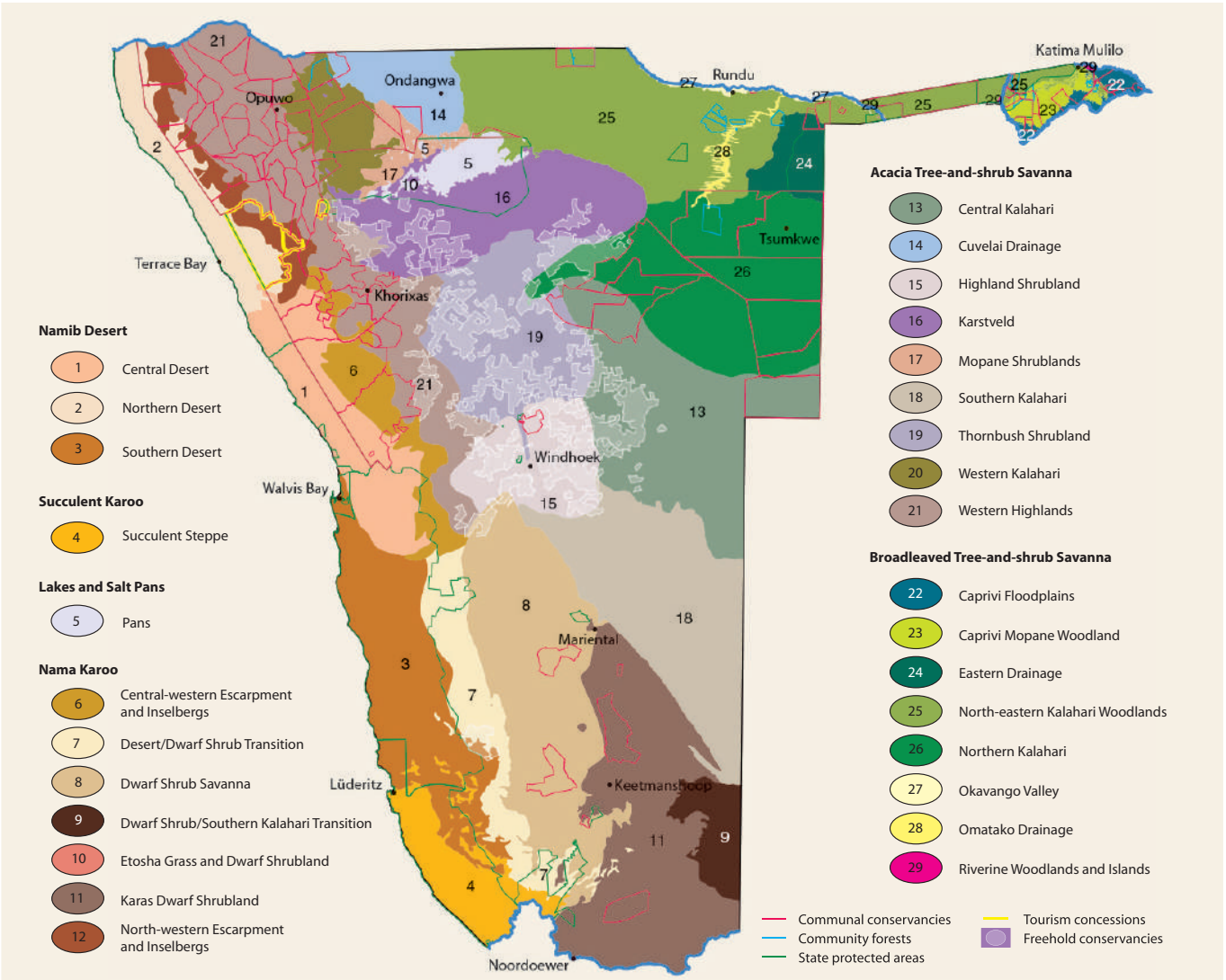



**FIGURE 16 Contributions to the protection of Namibia's major biomes, vegetation types and wetlands**
*Communal conservancies, community forests, state protected areas, tourism concessions and freehold conservancies in relation to Namibia's main vegetation types and major biomes.*

## Collaborative conservation

*Complexes* are mixed conservation areas comprising national parks, conservancies and forest areas under joint management, led by the MET.

*Joint management forums* of national parks and conservation areas in complexes allow collaborative landscape level management and planning, including the effective management of mobile wildlife populations, more efficient anti-poaching activities, and fire management. Complexes remove barriers to connectivity and generate economies of scale for investments and enterprise opportunities. The Mudumu North Complex (see Figure 5 page 19), Khaudum North Complex and Greater Waterberg Complex are examples of such collaboration.

*Tourism concessions* in national parks have been granted to conservancies adjacent to parks, creating shared boundaries and contiguous conservation areas. 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).

*KAZA*, The Kavango Zambezi Transfrontier Conservation Area has created a conservation framework at the regional level, linking conservation areas in Angola, Botswana, Namibia, Zambia and Zimbabwe, with Namibia's Zambezi Region at its geographical heart. One of the main objectives of KAZA is to ensure connectivity between state protected areas by creating movement corridors for wildlife across communal land, with community based tourism providing improved livelihoods for residents in the five country area.

## The scale of community conservation

A total of 162,030 km$^2$ of land was encompassed by the 82 communal conservancies at the end of 2016. This represents 52.9% of all communal land in Namibia and 19.66% of Namibia's total land area. At the same time, 32 community forests covering an area of 30,828 km$^2$ had been gazetted. Of these, 18 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 (excluding overlapping areas) at the end of 2016 was 165,182 km$^2$. This area, combined with land covered by state protected areas (16.8%), tourism concessions (0.8%) and freehold conservancies (6.1%) brought the total land surface in Namibia covered by sustainable resource management and biodiversity objectives to 43.7% at the end of 2016.

**Table 5. CBNRM contributions to National Development Plan 4 environment related objectives**

| National Development Plan 4 | CBNRM contribution |
|---|---|
| What we cherish as a nation: pages 3-5 | |
| ***Upholding the Constitution and good governance***<br>• "... 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<br>• promotes equal access to natural resources through formal management structures and participatory processes (82 conservancies, a community association, 32 community forests,66 community rangeland management sites etc.)<br>• reduces environmental degradation through structured natural resource management and use activities |
| ***Environment and climate change***<br>• "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<br>• creates landscape-level connectivity which mitigates the effects of climate change on wildlife and other resources<br>• reduces pressure on individual resources through land-use diversification<br>• promotes environmental responsibility through community-owned structures and activities |
| ***Sustainable development***<br>• "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<br>• encourages a sense of ownership over natural resources and responsibility for development<br>• 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***<br>• "The environmental challenges in Namibia include freshwater scarcity, land degradation, deforestation ... and vulnerability to climate change ..."<br>• "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<br>• facilitates wise use of freshwater resources through community water associations<br>• facilitates integrated land-use planning through formal management structures and collaboration with other community, government and private sector stakeholders<br>• facilitates the implementation of CBNRM programme aims |

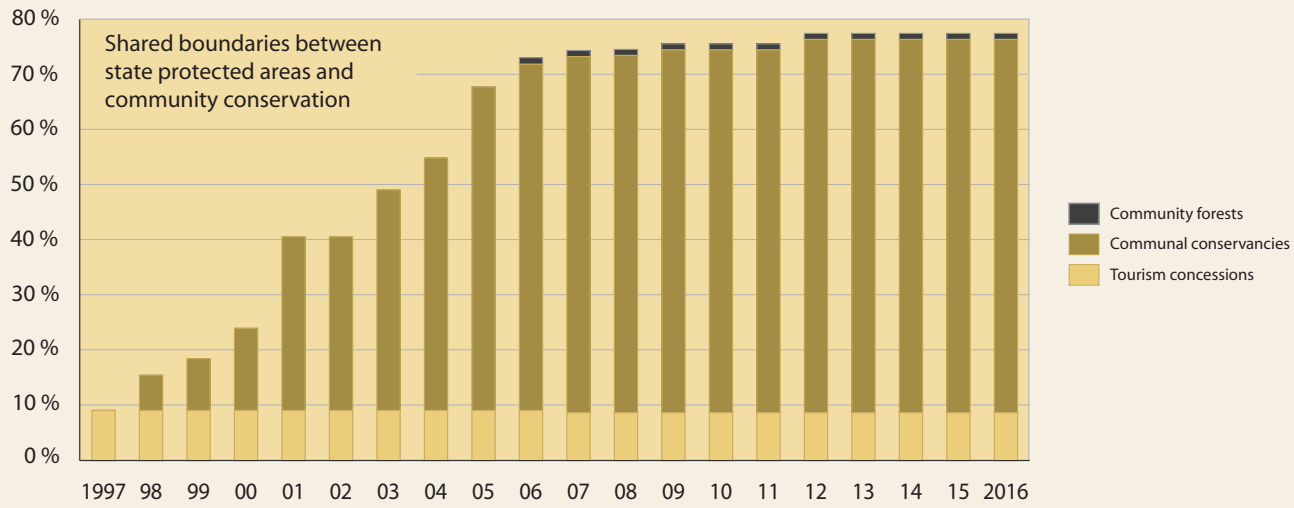



**FIGURE 17. Increase in shared boundaries**

*The percentage of state protected area boundaries in communal areas shared with conservancies, concession areas and community forests has increased dramatically from 1997 to 2007 and currently stands at over 77%.*

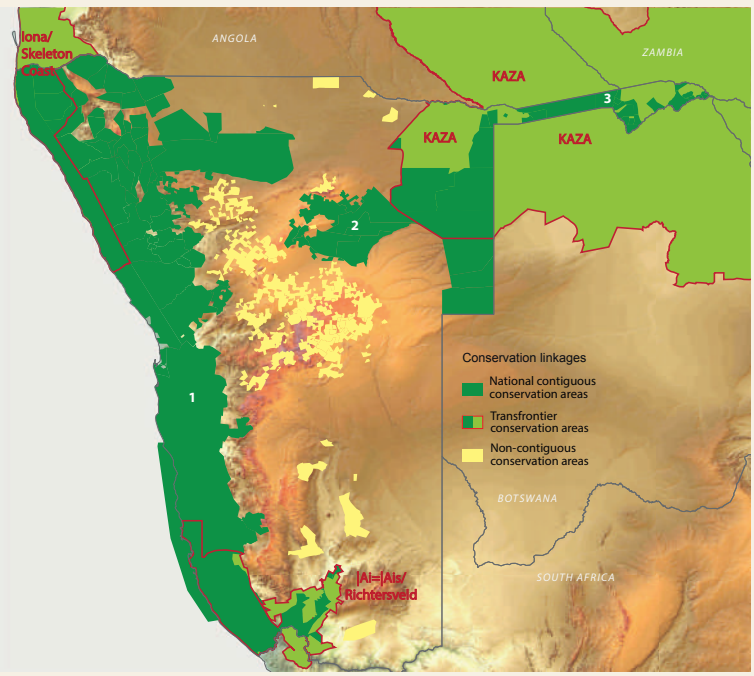



**FIGURE 18**

**Contiguous conservation areas**

*The contiguous areas under sustainable natural resource management including state protected areas, freehold and communal conservancies and community forests in 2015. In addition to the vast areas created within Namibia, important transboundary linkages have also been created with the Iona/Skeleton Coast, KAZA and |Ai-|Ais/ Richtersveld transfrontier conservation areas.*

**TABLE 6. Contiguous 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 | 94,249 | 7,210 | 2,886 | 229,214 |
| 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** | **156,148** | **14,524** | **2,886** | **309,995** |

# Where are we now?

**A look at developments in 2016**

## In summary

In 2016 rain returned, which after four consecutive years of drought in Namibia had not only compounded poverty in the rural areas, with a great loss of livestock, but had also exacerbated human-wildlife conflict. The combination of the two may have contributed to increased poaching.

The increase in poverty and poaching levels could have been significantly compounded had the renewed efforts to ban the import of hunting trophies to EU and other countries been successful in the lead up to CITES. A ban would make many conservancies financially unviable, and thereby undermine their ability to pay game guards, who help communities to reduce human-wildlife conflict and to prevent poaching. A ban would probably have triggered a new decline in wildlife numbers in Namibia.

Game has made small recoveries due to the rainfall, but these were not sufficient to allow higher harvest quotas. Those conservancies which discontinued 'shoot-and-sell' operations due to drought have not resumed the practice. Low quotas have led to reduced incomes and less meat has been distributed, bringing the threat of disillusionment with the conservancy system, particularly in the face of human-wildlife conflict.

Numbers of indicator species such as gemsbok, springbok and zebra have began to increase due to good rainfall in 2016

Predator numbers have remained high, with no significant reduction in human-wildlife conflict, which is another potential cause of disillusionment with conservation.

The Natural Resources Working Group (NRWG) continued to strengthen the ability of conservancies to manage natural resources through adaptive management, improvements to the Event Book system, and the continued development of a Game Guard Accreditation Scheme, all of which contribute to increasing technical and managerial self-reliance of conservancies.

## Threats

*Over-harvesting of wildlife* (exceeding the official quotas) remains a concern. The rains in late 2015 and early 2016 have led to a modest increase in game populations (Figure 8). The previous four years of drought, most keenly felt in the Erongo-Kunene conservancies, led to a drastic reduction of harvest quotas, and communities were keen to see an increase in quotas after the rains. However, quotas must remain low until game populations have recovered sufficiently.

*Disillusionment* with the CBNRM programme is a worrying trend, partially due to the lower wildlife quotas following the drought, which has reduced financial benefits and meat distribution. Also, a number of newer conservancies do not have the same capacity to raise revenue through hunting and tourism that older and better-established conservancies have. Employment opportunities within conservancies are not equally available, which is a great concern.

*Human-wildlife conflict* incidents continued to be widely reported and may have been exacerbated due to drought, with more predators and less prey. But reports and figures have to be treated with caution. The increase in the number of conservancies to 82, from 69 in 2011, means that more HWC incidents occurred in the expanded conservancy areas. In addition, the provision of finance by the MET to offset stock and crop losses through its Self Reliance Scheme has increased the number of claims to conservancies by farmers. Increased knowledge of the

procedures to be followed may also have increased the number of reported incidents.

*HWC mitigation* has been a primary focus of the CBNRM programme. The provision of elephant-proof stone walls around water installations, which began in 2013 with MCA funding, was largely completed in 2015. This has protected wind and solar pumps, and provided separate drinking points for livestock and wildlife, especially elephants. However, more protected water points are needed. Predator-proof kraals have been built in Kunene and Zambezi regions. However, more are required in HWC hot spots, and kraaling is only a partial solution, as livestock needs to disperse widely during the day in search of grazing. Solar powered LEDs have been used to deter predators at night, especially lions, and a guard dog scheme was continued in Kunene. This scheme has had limited success due to its short duration. Farmers need support over a longer time frame to adopt new ideas.

*Wildlife crime* is a serious threat to Namibia, to conservation, and to the communities depending on wildlife. The threat is as great, if not greater, in national parks where wildlife is concentrated, and which do not have local people on the lookout for poachers, as is the case in conservancies. In response to the threat, 2016 saw heightened activity by the MET and the Namibian police, with assistance from community game guards and rangers. In 2016, 60 rhinos were known to have been killed, a decrease from 95 rhinos reported killed in 2105 – the vast majority in Etosha.

*Conservation hunting*, which is sustainable and governed by a legal framework, continued to be threatened by groups influenced by animal rights activists. Some airlines have placed embargoes on the transportation of hunting trophies. For many Namibian conservancies a ban on hunting would result in a large drop in revenue, and for some, a total loss. Conservation hunting, which is controlled by quotas set by the MET, allows a sustainable offtake of animals for meat as well as the sale of animals for trophy hunting. The income derived is used for conservancy management and related anti-poaching activities. The loss of this income could have significant consequences to wildlife protection across Namibia's communal conservancies and national parks.

## Improvements to the programme

The core of the Conservancy Programme is wildlife management and monitoring, and several improvements made in previous years have been consolidated and enhanced, although a lack of financial and human capacity has not allowed the full adoption of management tools in all 82 conservancies and the Kyaramacan Association.

*Adaptive Management* has been widely implemented (see Figure 19). Conservancies set objectives through their management plans and then conduct their management according to these plans. Monitoring reveals whether objectives are being achieved or not. Modifying objectives by learning from mistakes and successes is known as Adaptive Management. The annual audit results for each conservancy forms part of a feedback cycle , which uses this data within conservancy management for decision making purposes, thus improving the capacity for natural resource management.

The roll out of performance books, which feed into the adaptive management process, as well as the establishment of a game guard accreditation scheme have improved the monitoring and efficiency of conservancies.

Adaptive management in Bamunu Conservancy

Improved management includes more regular joint management meetings between conservancies, professional hunters and the MET to deal with contractual issues. Joint management of tourism joint-ventures is also a concern, and is dealt with in the next chapter.

## The future

*The Game Guard Accreditation Scheme* should enhance performance in two ways. Firstly, game guard competencies will be measured according to established criteria, and it will be possible to quantify the level of knowledge and skills attained by game guards in any given conservancy. Secondly, by rewarding game guards with certificates and badges of recognition, the self-esteem of game guards, who work for small financial rewards, will be enhanced. It is intended that game guard competencies will be recognized as a

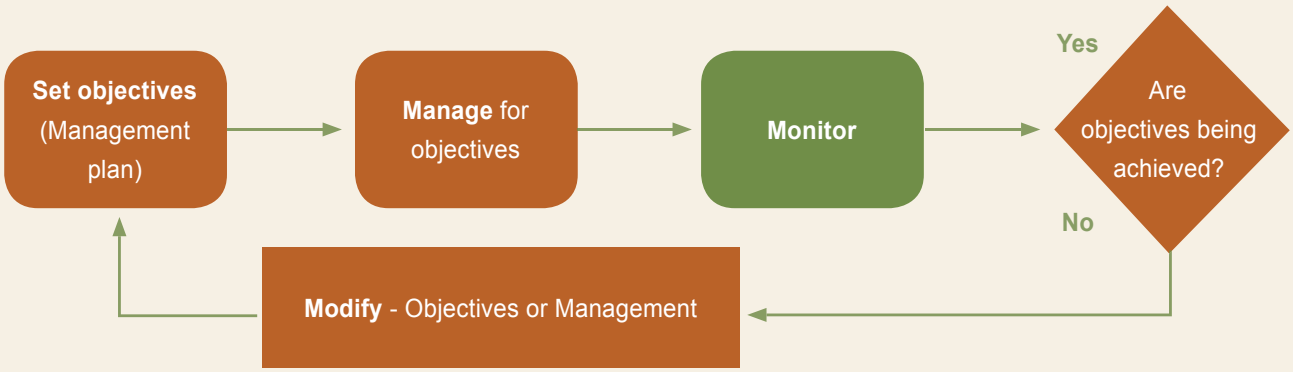



Figure 19. **The adaptive management cycle**

national qualification by the Namibia Qualifications Authority. However, roll-out of the scheme requires considerable training and monitoring, for which the NRWG does not have sufficient resources at present.

*Induction training for committees* was an important feature of work during 2016. Very often conservancy committees reach the end of their terms without planning an adequate hand-over to the incoming committee. This is a perennial problem, which will be met by regular induction training in conservancy and natural resource management. Induction training also presents a resource challenge, which has to be overcome in order to strengthen conservancy and natural resource management.

Improved mapping has aided the game count process, especially in the Zambezi and Kavango regions, where game counts are made on foot, and follow fixed routes.

Partnership with the MET continues to be critical in two areas: the improvement of conservancy compliance with MET Standard Operating Procedures and wildlife quota setting.

## Mining and conservation

Much of Namibia's wealth was and is based upon mining, with diamonds in the Sperrgebiet, one of the world's great wildernesses, being an example. Consequently, mining has usually taken precedence over other land uses. This has started to change. Although mining makes up around 12% of Namibia's GDP, Namibia's economy is diversifying, and tourism is an important growth industry that contributed at least 3% of Namibia's GDP in 2016, which grows to 14.6% when associated value chains are included.

Since 2006 prospecting licences have been granted in 15 conservancies, and many were re-applied for in 2015. Most mining in Namibia is open cast, leaving large scars on the landscape. An example is the Husab uranium mine, which is the largest uranium mine in the world and is located in the fragile coastal desert area near Swakopmund. However, in 80% of explorations, no exploitable resource is discovered and there is little incentive for a mining company to rehabilitate the land. In addition, there are 19 abandoned mines in Namibia.

Given the above concerns, WWF engaged a mining specialist to assess the scale of the problem, and to assist the Ministry of Mines and Energy, and mining companies to work more closely with conservancies to mitigate the impact of mining on conservation and tourism areas.

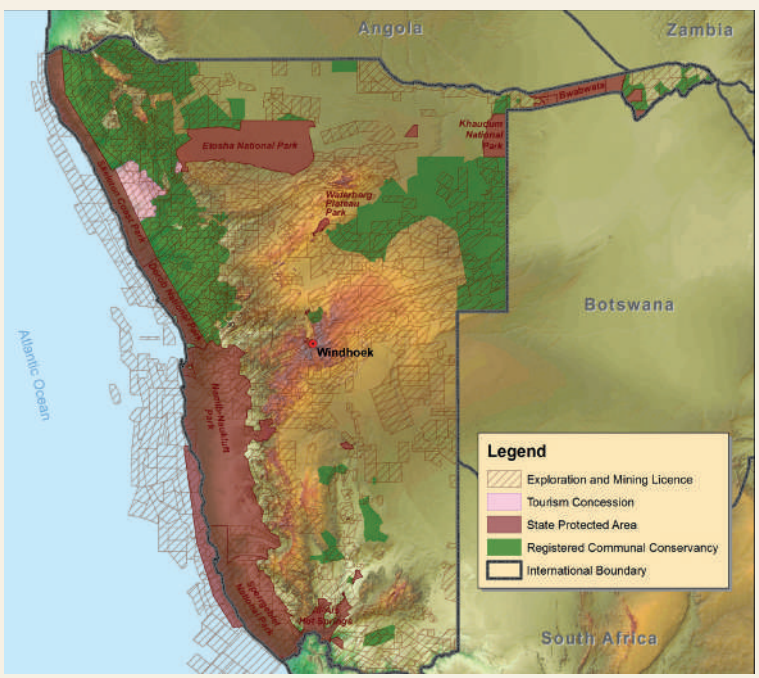



FIGURE 20 **Mining exploration licences in Namibia**

One result of this collaboration has been progress towards the development of an online geospatial assessment tool which identifies biodiversity hot spots and areas important for tourism and its development. Once this is complete, policy makers, mining companies, conservation NGOs and conservancies will be able to see at a glance if there is a potential conflict between conservation and mining exploration in a given area.

Furthermore, the Policy on Prospecting and Mining in Protected Areas has been approved by Cabinet and awaiting signature from the Ministry of Mines and Energy before it is launched. The Policy identifies areas to be excluded from mining activities and makes provision for a Rehabilitation Fund to be set-up to provide resources for rehabilitation of abandoned mines and areas impacted by exploration activities.

The Minerals Act is being revised and discussions are taking place to extend the power to give rights over access to conservancies. Strong provisions on exploration and mining activities have been included in the Protected Areas and Wildlife Management Bill that is under public discussions at the moment before it is submitted for approval.

Further cooperation with the Ministry and the mining sector should result in access agreements, monitoring, rehabilitation, and a reduced impact on tourism and conservation areas.

## Focus on fishery protection with the Namibia Nature Foundation

Namibia is well-known for its highly productive sea fisheries. But there is much less awareness of the vital role the inland river and floodplain fisheries in the north of Namibia play in food security and livelihoods for much of the country's rural population, including some of the poorest communities in the country.

Three major perennial rivers in the north east of the country, the Kavango, Kwando and Zambezi, all support significant fisheries, with additional fishing in Oshanas, the shallow depressions that fill in the north central area during the flood season. However, these freshwater fisheries have in recent years suffered serious declines due to increased, uncontrolled exploitation using environmentally destructive fishing gear.

There is a direct link between the fisheries collapse in the Zambezi River and the introduction of monofilament fishing nets in the late 1990s. Monofilament nets are made of single strands of transparent nylon and they replaced the previous multifilament (string) nets. Monofilament nets are on average three times more effective than multifilament nets, so even if the number of nets in use remains the same, fishing impact is tripled.

Even hippos have been seen entangled in such nets, and a hippo injured by the twine can become a very dangerous animal. A complete ban on the importation and use of monofilament nets in Namibia's rivers is urgently needed. Unfortunately, there is an unrealistic expectation in many fishing communities that government will be fully responsible for managing fisheries and controlling fishing methods. Because of this, communities hesitate to take initiatives themselves.

The NNF has a long-term programme, in partnership with ministries and other organizations, to address the situation. The current NNF EU-funded project, Community Conservation Fisheries in KAZA, aims to encourage and empower local communities to take responsibility for managing fishery resources sustainably.

Throughout the world, Marine Protected Areas (MPAs) are increasingly used to protect fish breeding stocks. This approach is increasingly understood by the Zambezi fishing communities, and the concept of Fish Protection Areas (FPAs) is being adopted. Two pilot FPAs have been established by Namibian communities, one in Sikunga Conservancy and another in Impalila Conservancy. In a major success last year, at the request of the conservancies and with the Minister of Fisheries and Marine Resources (Hon. Bernard Esau) having taken a direct interest, the FPAs were formally designated as "Fish Reserves" by the Namibia Government. Each of the protected river channels is over 12 km long and together they represent a major commitment to protecting fish breeding stocks.

*An edited extract from an article by Denis Tweddle, Project Coordinator – NNF/EU Community Conservation Fisheries in KAZA Project*

## to improve lives...

... means empowering people to diversify incomes from farming to include new economic opportunities based on tourism and wildlife ...

# Improving Lives

## diversifying the rural economy

4.


Anna Maria Kopper, !Khob !Naub Conservancy

*Returns from wildlife* and other natural resources generated through community conservation have proven to be substantial, including direct income to conservancies from tourism and conservation hunting, jobs created, and other meaningful benefits such as the distribution of game meat.

*New opportunities* for rural job creation have arisen, especially in tourism where people are employed in a range of activities as tour guides, lodge staff, campsite operations and handicraft production.

*Diversification of income* is a significant contribution to peoples' livelihoods and contributes to community resilience against episodic events such as drought and floods. The ability to cope with such events is increasingly necessary for rural communities confronted with the harsh reality of a climate changing to even greater levels of aridity.

# What's the story?

**behind improving lives**

*A look at progress in providing new economic opportunities and how challenges are being met*

## The growth in tourism

Tourism is a fast growing industry in southern Africa. The Namibian economy is diversifying, and tourism now accounts for an estimated 14.9% of Namibia's GDP[1] when associated value chains are taken into acciount.

This is reflected in Namibia's communal sector by 53 joint-venture tourism agreements between conservancies and private sector operators.

Joint-venture (JV) lodges are the engine of economic growth in communal areas which are suitable for tourism. They provide direct income to conservancies, which pay the salaries of game guards and management, and allocate benefits in cash or kind to conservancy members. Lodges, and to a lesser extent, camp sites, also employ conservancy staff and facilitate the sale of crafts.

Growth in the number of JV lodges has been enhanced by the awarding of tourism concessions to conservancies by the MET. Tourism concessions in national parks allow tourism activities within parks by JV lodges located outside of them (or in some cases located inside them), adding a considerable attraction to visitors to such lodges.

This growth in opportunities presents a considerable challenge to conservancy support NGOs, which lack the capacity to deal with the increasing number of concession applications and JV agreements.

Photo: Gareth Bentley

Moon and starlight at Camp Chobe, a joint-venture with Salambala Conservancy

## Income and expenditure

Over the years, returns to conservancies have risen steadily from just over half a million Namibia Dollars in 1998 to over 111 million of which N$ 52 million is in cash) in 2016 (see Table 7 on page 55). Although this is an impressive figure, much of the related cash income is required to cover conservancy costs such as game guard salaries, vehicle operation and maintenance, and office expenses. Once these have been deducted, there is often little left to provide meaningful benefits to members. While some conservancies pay cash benefits, many elect to provide community benefits such as diesel for water pumps, food assistance to the elderly, infrastructure development including school buildings, and in one case – electricity transformers.

[1] *Source: knoema: World Data Atlas*

Income to conservancy members comes from a wide variety of sources. Conservation, in addition to existing livelihood options, such as farming, has provided new income sources, such as:

- employment in JV lodges, where many staff are now moving into management positions
- employment in community campsites or as tourism guides
- employment by conservancies themselves: managers, secretaries, game guards and others
- employment in conservation hunting as guides, trackers and skinners
- a growth in craft sales due to an increase in outlets and improved marketing.
- harvesting and sale of indigenous natural products such as devil's claw, used in the homeopathic and pharmaceutical industry.

This diversification of income has reduced reliance on subsistence farming, which is increasingly precarious due to desertification and climate change.


Liseli Naha, a waitress at Nambwa Lodge, a joint-venture with Mayuni Conservancy within Bwabwata National Park



# AT A GLANCE

### At the end of 2016 there were...

- 53 joint-venture tourism agreements with enterprises employing 954 full time and 72 part time staff
- 38 conservancies directly involved in tourism activities
- 55 conservation hunting concessions with 136 full time and 179 part time employees
- 28 small/medium enterprises with 122 full time and 27 part time employees
- 853 conservancy employees
- 950 conservancy representatives receiving allowances
- 1,284 indigenous plant product harvesters
- 570 craft producers

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

## What's being achieved?

### by community conservation...

- Conservancies and private sector partners generated N$ 111,232,053 in returns and benefits during 2016
- of this, tourism generated N$ 64,635,710; consumptive wildlife use (which includes hunting and live game sales) N$ 42.991.328; indigenous natural products N$ 1,620,136; and miscellaneous income (including items such as interest) N$ 1,984,880
- From consumptive wildlife use, meat to the value of N$ 10,468,960 was distributed to conservancy residents
- Conservancy residents earned a total cash income of N$ 52,492,271, of which N$ 32,173,686 was from joint-venture tourism, N$ 14,744,081 from conservancies, N$ 3,596,691 from conservation hunting and N$1,977,813 from SMEs
- Conservancy residents earned cash income of N$1,400,638 from indigenous plants and N$1,465,841 from crafts
- N$ 11,252,045 was distributed to residents either in cash or used to support community projects by conservancies

### New in 2016:

- Piloting the Wildlife Credits Scheme continued, designed to link the conservation performance of conservancies with investors willing to pay for independently verified conservation performance achievement. Revenue will be reinvested directly into human-wildlife mitigation efforts and other conservation activities by conservancies

## The biggest challenges?

- increasing the ability of conservancies to manage their contractual responsibilities towards the private sector
- involving the private sector, which benefits from conservancy conservation, e.g. mobile tourism operators
- removing barriers to private sector investment in communal areas, as there is considerable risk to investing in communal lands
- developing revenue streams in areas with low tourism potential or few natural resource

# Facts & Figures

**This chapter reviews the returns generated and how they can be further expanded.**

## The earning power of conservancies

*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 also large 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 technical support available.

As the number of conservancies grew from 4 to 82, their development potential has also had to be taken into consideration. The first four conservancies, and most that followed shortly afterwards, had considerable potential for conservation hunting, which yielded immediate income. In scenic areas with growing wildlife populations, tourism joint-ventures began to develop, bringing benefits to rival and even overtake hunting. However, many newer conservancies do not offer a strong wildlife base or scenic attractions, nor have they had time to develop strong management capacity (see figure 21).

Private sector involvement varies significantly from one area to the next, influenced by location, accessibility and tourism/conservation hunting potential. All of these factors result in great differences in the potential to generate cash income and in-kind benefits. Figure 26 on page 60 shows the differing earning power of conservancies

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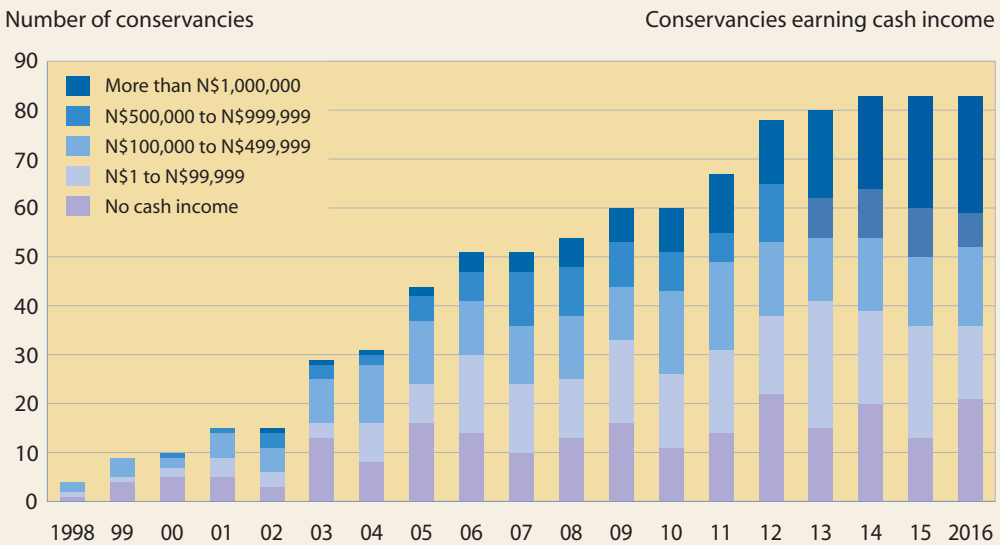



**FIGURE 21. The earning power of conservancies**
*The graph shows the number of conservancies earning cash, divided into incremental categories (including the Kyaramacan Association). There are great differences in the potential of conservancies to generate cash income. It is noteworthy that the number of conservancies generating a high income, (dark blue, top) is increasing.*

**TABLE 7. The rise in returns generated through conservancies**

| Year | Total cash income to conservancies | Total cash income to conservancy residents | Total in-kind benefits to conservancy residents | Total returns (cash income and in-kind benefits) conservancies residents | No of conservancies (includes Kyaramacan Association) | No of conservancies generating cash income or in-kind benefits | Average total returns (cash income and in-kind benefits) conservancies 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 | 16,807,425 | 14,391,981 | 8,452,750 | 39,652,156 | 60 | 49 | 809,228 |
| 2011 | 21,535,608 | 14,885,926 | 10,056,965 | 46,478,499 | 67 | 53 | 876,953 |
| 2012 | 25,261,882 | 20,088,258 | 10,669,938 | 56,020,078 | 78 | 56 | 1,000,359 |
| 2013 | 31,564,931 | 24,896,342 | 11,701,790 | 68,163,063 | 80 | 65 | 1,048,663 |
| 2014 | 35,290,101 | 39,032,584 | 12,988,100 | 87,310,785 | 83 | 63 | 1,385,885 |
| 2015 | 46,724,190 | 37,802,020 | 17,656,835 | 102,183,045 | 83 | 70 | 1,459,758 |
| 2016 | 49,636,735 | 42,946,799 | 18,648,519 | 111,232,053 | 83 | 62 | 1,794,065 |

*Cash income to conservancies includes fees paid to conservancies by tourism and hunting operators and others; cash income to conservancy residents is wages paid by those operators to residents and other cash payments to residents. Wages paid by conservancies to residents are not included under cash income to residents in order to avoid double-counting this income. A breakdown of wages earned by residents is shown in the 'CBNRM returns at a glance' section on page 53.*

*Returns have been rising* since 1998, when the first conservancies were formed. Figure 23 on page 57 shows that until recently the overall returns from tourism and consumptive wildlife use has largely remained broadly on par. However, in the last few years, and particularly in 2016, Namibia experienced a surge in tourism. While tourism has provided the greatest cash income to households, consumptive wildlife use, especially conservation hunting, has returned more cash directly to conservancies and provided more in-kind benefits, due to the value of game meat (calculated at N$ 20 per kilo). Table 7 breaks down cash payments to conservancies, cash payments to their residents, and the monetized value of in-kind benefits. The table also illustrates the annually increasing number of conservancies generating benefits.

*Financial viability* remains a concern for some conservancies. Twenty one out of all 83 conservancies (including the Kyaramacan Association) fail to generate cash income, either because they have not yet developed sufficient income generation capacity, or they have little potential to generate income from hunting or tourism. However, their conservation value to Namibia may be significant, providing protected wildlife habitat that very often is spatially linked to other conservancies or conservation landscapes. The provision of management and technical support to these conservancies is an important consideration for the future.

## 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. Their relationship to urban areas and infrastructure development also varies. The diversity

**TABLE 8. People living in conservancies**

| Region | Area covered by conservancies (km2) | Number of people living in conservancies | Estimated number of people living in conservancies |
|---|---|---|---|
| Erongo | 17,289 | 6,815 | 55.8% |
| Hardap | 1,424 | 814 | 10.5% |
| Karas | 6,550 | 4570 | 32.8% |
| Kavango (E&W) | 1,196 | 4637 | 2% |
| Kunene | 58,943 | 54,850 | 81.7% |
| Omaheke | 18,404 | 6,738 | 21.9% |
| Omusati, Ohangwena, Oshana, Oshikoto | 13,095 | 48,432 | 5.2% |
| Otjozondjupa | 41,059 | 36,985 | 100% |
| Zambezi | 4,092 | 31,417 | 33.9% |
| Khomas | no conservancies | no conservancies | no communal areas |
| **Total** | **162,030** | **195,258** | **13.9%** |

*A national population census is conducted every 10 years in Namibia. The last census was in 2011. The figures in the table represent an estimate for 2016, half way through the census period.*

and abundance of game and other natural resources differs 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.

*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 the 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 parts of the north-east regions of Namibia.

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

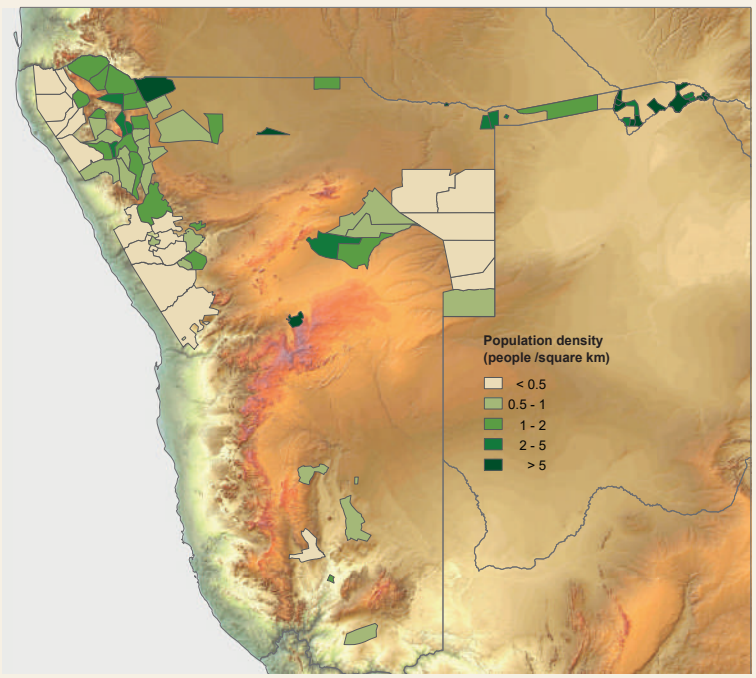



**FIGURE 22. People in conservancies**
*Population densities range from less than one to more than five people per square kilometre.*

in them. These and other factors influence the number of communal area residents living in conservancies. In the communal areas of some regions, the entire communal area 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. Population estimates are shown in Table 8 and Figure 22.

## 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. By turning wildlife use into a viable livelihood activity, and complementing it with other natural resource uses, community conservation can make a meaningful difference to 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 will continue to open up.

## The complementary roles of tourism and consumptive wildlife use

*Tourism and consumptive wildlife use* generate the largest portions of conservancy returns. The merits of hunting as a conservation tool compared to photographic tourism are often debated intensely. CBNRM emphasises the importance of using the broadest range of indigenous resources possible, in order to enhance their value and ensure their protection, as well as the protection of large areas of natural habitat.

*The Namibian model* illustrates the value of generating returns from both tourism and the consumptive use of wildlife. Rising returns are facilitated through strategic partnerships with the private sector, which offers specialized

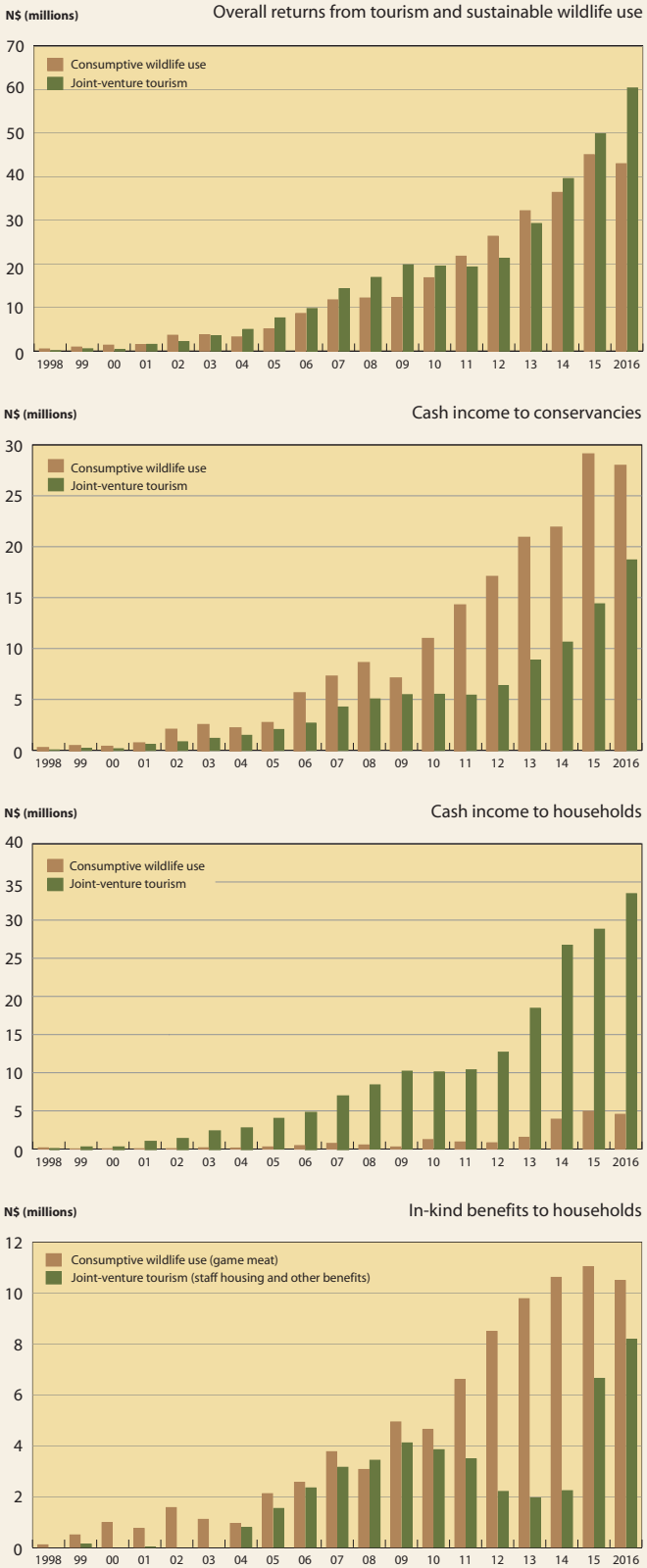



**FIGURE 23. The complementary roles of sustainable consumptive wildlife use and joint-venture tourism**

*While overall returns from the two sectors are similar, consumptive wildlife enterprises, specifically conservation hunting, generates much higher fees to conservancies, which can be used to cover operational costs and development projects. On the other hand tourism provides significantly higher cash income to households in the form of wages.*

*In respect to in-kind benefits to households, conservation hunting remains the main contributor in the form of game meat. This fell in 2016 due to the quota reduction.*

skills and market linkages. Capacity building and skills transfer create further benefits. Conservancies have the opportunity to further 'grow into' both sectors and over time provide an environment for successful community-based enterprises. Figure 23 compares the benefits generated by these two important sectors.

## 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). Dozens of joint-venture lodges in spectacular settings now offer superb visitor experiences. JV lodges range from those wholly owned by conservancies with a management partner, to those wholly owned by investors, which have operating agreements with conservancies. In between, there are agreements including equity holdings; arrangements to transfer infrastructure to conservancies after set periods of time; and capital contributions that increase the income returned to the conservancies.

Joint-venture lodges play a particularly important role in providing employment and household income. Tourism also creates a variety of in-kind benefits to employees, such as food and housing, access to transport, medical assistance, education materials, training and bursaries.

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.

## Conservation hunting and game harvesting

*Conservation hunting*, which targets only free-roaming species in natural habitats, is very important to Namibian conservation. It is often incorrectly criticized as having negative impacts on wildlife, as conservation hunting utilizes such an insignificant percentage of wildlife that it 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 without wildlife use through hunting. Cash income from conservation hunting continues to provide critical finance to cover the costs of conservation activities, including anti-poaching patrols.

Own-use harvesting of wildlife for meat is vital in reinforcing the importance of wildlife management as a central part of rural life, and is an important in-kind benefit. Apart from its nutritional value, game meat distribution strengthens local support for wildlife and conservancies, assisting people to see the link between wildlife and conservation in the form of a tangible benefit (meat) that

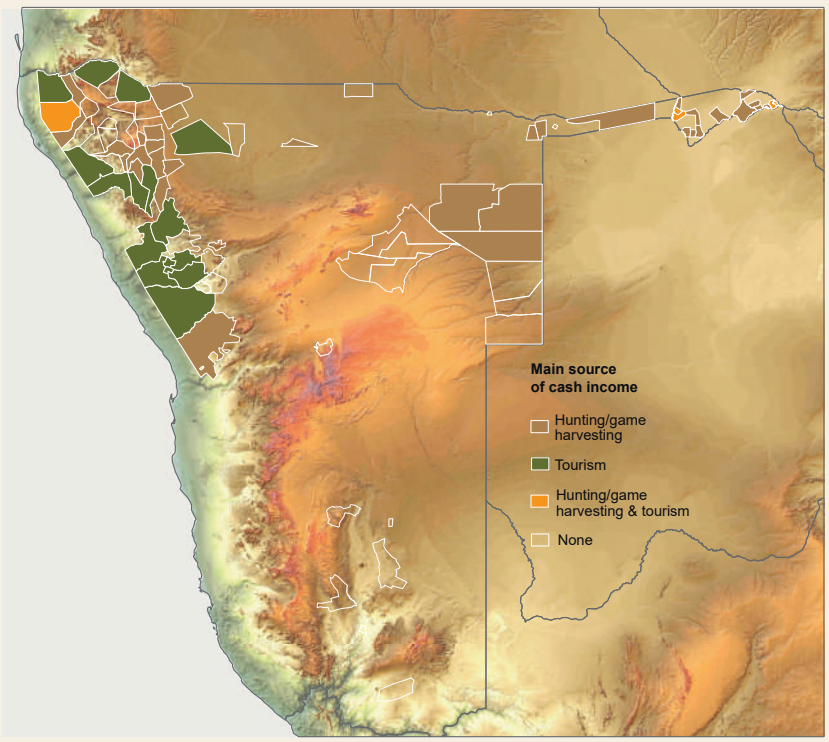



FIGURE 24.
**Reliance on conservation hunting and photographic tourism**
*The map portrays which conservancies depend mostly on tourism income to cover their running costs, and which rely mostly on conservation hunting and game harvesting. Hunting is clearly a vital source of cash income in a high proportion of conservancies, without which many conservancies would not have been able to form, or to attain financially viability.*

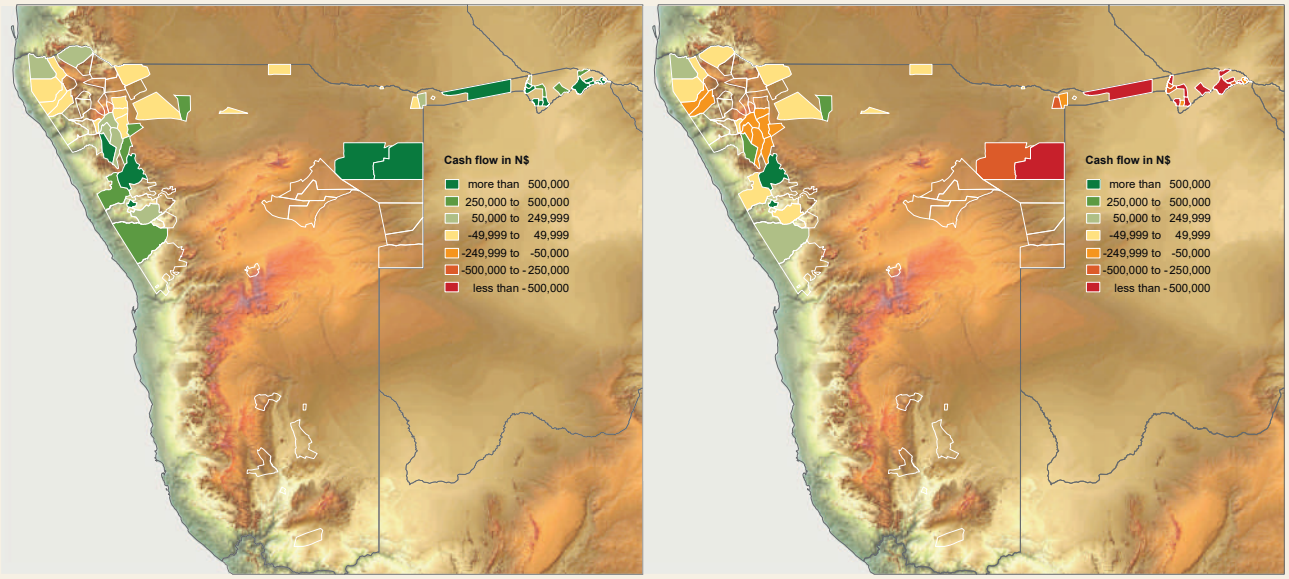



**FIGURE 25. The importance of consumptive wildlife use income**

*The maps illustrate the importance of income generated through sustainable consumptive wildlife use for selected conservancies* providing financial statements (left). 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 (right).*

*Those conservancies relying mostly on tourism (Figure 24), 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.*

*.* Figures include the Kyaramacan Association in Bwabwata National Park*

is equitably shared, unlike game that is poached and effectively stolen from the community.

Live capture operations to sell wildlife to other conservancies or private landowners have been possible due to the past rapid growth in wildlife numbers. In addition to generating income, the translocation of surplus wildlife into areas with low populations assisted wildlife populations on Namibia's communal land to recover.

'Shoot-and-sell', is when game is sold to butcheries or other commercial outlets. However, this brings much lower returns than conservation hunting and live capture. Due to the low returns and the recent drought, shoot-and-sell has been suspended by many conservancies.

All forms of offtake are managed by quotas, set by the MET.

## Natural resource returns

In addition to returns from tourism and consumptive wildlife use, community conservation generates cash income and in-kind benefits from other natural resource sectors including crafts and the harvesting of indigenous plants (Table 9). Variations in amounts and sources of returns, as well as how these are being used and distributed are shown in Figure 26 on page 60.

Crafts - Visitors to communal areas are able to buy unique Namibian crafts directly from the producers. The sale of crafts, the development of craft outlets and links to wholesalers have provided many rural residents, especially women, with an independent source of income.

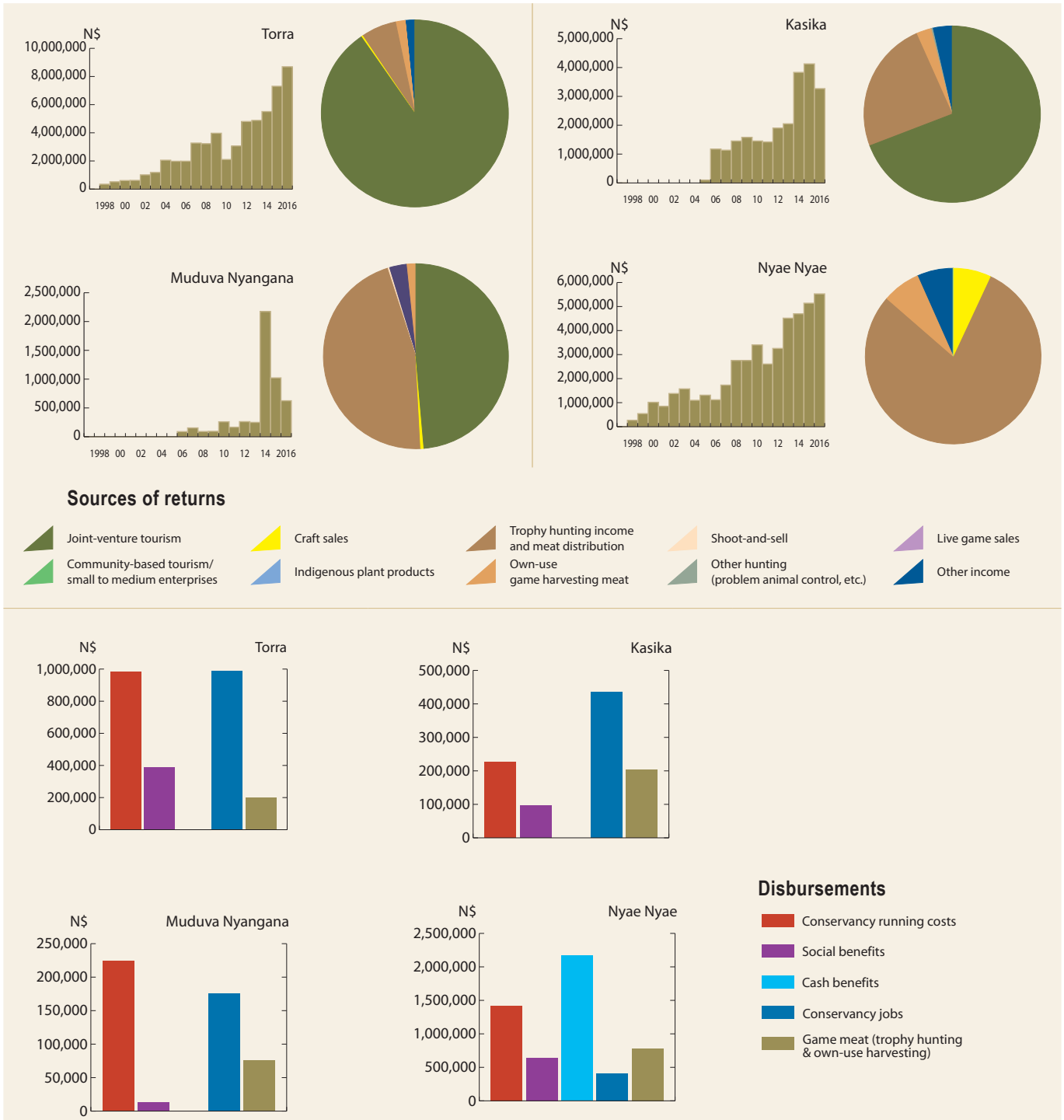



**FIGURE 26. Varied sources of natural resource returns**

*Four sample conservancies illustrate the large variation between conservancies in sources of natural resource returns.*

*The bar charts show total cash income and in-kind benefits over time, and the pie charts illustrate the ratios between sources of returns.*

*Disbursements within conservancies also vary considerably. While some conservancies pay out substantial cash benefits to households, others provide broader social benefits to resident communities.*

*For consistency, the same four conservancies are shown annually.*

**TABLE 9. Sources of returns to conservancies and their members**

| 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) | 60,365,308 | 54.3 |
| Conservation hunting (includes all cash income to conservancies and members) | 31,152,666 | 28 |
| Conservation hunting meat | 6,805,220 | 6.1 |
| Own-use game harvesting meat | 3,663,740 | 3.3 |
| Community-based tourism and other small to medium enterprises | 2,804,561 | 2.5 |
| Indigenous plant products | 1,620,136 | 1.5 |
| Miscellaneous (e.g. interest) | 1,984,880 | 1.5 |
| Crafts | 1,465,841 | 1.3 |
| Other hunting or game harvesting (e.g. problem animal control) | 956,655 | 0.9 |
| Shoot-and-sell game harvesting | 288,046 | 0.3 |
| Live game sales | 125,000 | 0.1 |
| | 111,232,053 | 100 |

*Joint-venture tourism and conservation hunting make the greatest financial contributions to conservation, e.g. game guard salaries, and to livelihoods.*

*(figures include Kyaramacan Association returns).*

Indigenous plants offer a natural resource enterprise opportunity. Income is generated from two major sources: the issuing of permits and use concessions in community forests, 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 *commiphora*. The 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.

*Fish* is an important food source for many people in northern Namibia, and is also sold at markets for cash. 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, which share the income with communities.

Thriving lodges that market sport angling as a key activity, especially for popular sport fish such as tigerfish, catfish and bream, can create a variety of additional returns for communities. However, illegal fishing, using nets across rivers, has put fish stocks under considerable pressure. In two conservancies in the north-east, breeding channels have been established, which are patrolled by fish guards.

## Benefits to people and communities

*Employment provision*: A significant benefit for many conservancy members is employment, either in tourism or conservancy positions such as game guards and office management. These jobs did not exist prior to the formation of conservancies and are particularly important for people in rural areas with few other opportunities to earn a cash income. The growth in cash incomes to households and communities can be seen in Figure 27, together with social benefits and meat distribution from hunting. Jobs in tourism represent good 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.

*Conservancies and community forests* are themselves important job creators, with all jobs usually being filled by local people who no longer have to leave the land to seek employment in towns. Local job creation complements

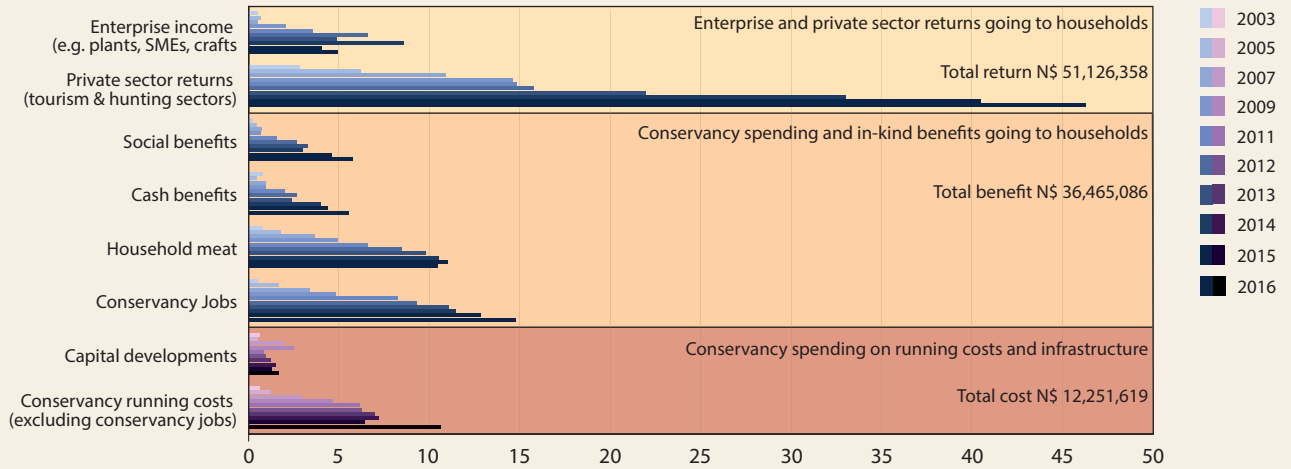



**FIGURE 27. Analysis of the returns facilitated by conservancies:**
*Income from community enterprises and returns from the private sector generate direct cash income for households through sales and wages, including fringe benefits (e.g. staff housing) and donations to the community. Conservancy income 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. Capital developments are investments in conservancy infrastructure. Further conservancy income is spent on running costs (e.g. office, vehicle), which increased sharply in 2016.*

*In summary, returns including salaries and benefits totalled N$ 87,591,444, while capital and operating costs totaled N$ 12,251,619*

*(Figures include the Kyaramacan Association returns)*

stable household and subsistence agriculture activities, thus improving social cohesion.

*Diversification of income opportunities* includes craft production and the harvesting and sale of indigenous plant products.

*Investment in the rural economy* is strengthened, as conservancies are becoming significant local spenders. Prior to the inception of community conservation, the revenue generated by tourism and other sectors was significantly lower, and almost all of it was taken out of the area by businesses based in urban centres. Now, an increasing proportion of the returns generated stays with the communities in the communal areas.

*Benefits are distributed* by conservancies to villages and households, where just a small amount can make an important difference. However, most conservancies choose not to make regular cash payouts to members, with annual general meetings tending to support the concept of investment in community projects. These include water infrastructure, agricultural equipment, bursaries for students and grants to schools and kindergartens, medical treatment, grants to the elderly, transport and funeral assistance for community members. Compensation for human-wildlife conflict losses is also paid out to members.

*Capacity and skills* are built as positions of responsibility are filled by community members in a range of roles including office and natural resource management in tourism and the hunting industry. Rural women are increasingly seen in leadership roles in conservancies, especially in the area of financial management.

*Other benefits* of community conservation which are less measurable include giving communities a collective voice, the strengthening of common identities and local democracy, and increasing the participation of women in decision-making.

## Poverty reduction

*Namibia is ranked as a middle income country*, but has a highly skewed distribution of income and high unemployment. A large part of the population lives in rural areas and is dependent on natural resources and for its livelihood. Although community conservation alone will not 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 significant returns for local people and facilitates a variety of related enterprise opportunities. In addition, CBNRM enables significant training and capacity building which, in turn, develop new skills that improve employment options.

*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 marginalized 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 recognized by the Namibian government as making an important contribution to national development plan aims (Table 10).

*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 sustainable growth through the equitable sharing of income and by engaging with communities in development activities.

## National economic growth and CBNRM

*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 contributing to national economic growth. This national impact can be assessed by taking into account all income streams flowing to communities, government and the private sector through related value chains as a consequence of community conservation. Additional income is derived from:

- airlines, hotels and car rental companies;
- private sector tourism and hunting operations related to conservancies;
- sales of crafts, fuel and food;
- interest, taxes and rentals;
- further spending generated by the additional income above.

*Economic contributions from CBNRM* may be termed contributions to net national income (NNI). The NNI contributions can be defined as the value of goods and services that community conservation activities make available each year to the nation.

The additive value of wildlife to NNI could also be calculated through the accumulated capital value of wildlife stocks, to which conservancy management and conservation are making a significant contribution. Using this methodology, the value of animals would be taken as their monetary value 'on the hoof', in other words the value they would 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 fluctuating numbers of wildlife in conservancy areas. However, this value is difficult to determine with current methodologies and is not included in the NNI contributions presented in this report – meaning the total economic contributions to the NNI are very conservative.

*Further economic values* could be counted if adequate measures were available, including the economic value of local management institutions and the increased capacity, which results from training provided to people associated with conservancies.

*The economic merits of programme spending* can be seen by comparing the investment in community conservation against 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 have far exceeded costs (Figure 28).

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 encouraging for a programme investment.

## A global contribution

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

**TABLE 10. CBNRM contributions to National Development Plan 4 objectives related to society and the economy**

| National Development Plan 4 | CBNRM contribution |
|---|---|
| **What we cherish as a nation: pages 3-5** | |
| ***Upholding the Constitution and good governance***<br>• "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<br>• emphasises accountability, transparency and good governance through performance monitoring and evaluation<br>• emphasises the equitable distribution of returns<br>• promotes economic development and poverty reduction through diversification and private-sector partnerships |
| ***Partnership***<br>• "... 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***<br>• "...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***<br>• "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…" | • capitalizes on the comparative advantage of charismatic wildlife in spectacular landscapes (often better suited to wildlife than livestock) through tourism and hunting<br>• provides significant incentives for sustainable resource use through economic returns (over N$ 111 million in 2016) |
| ***Gender equality and the empowerment of women***<br>• "... 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. 41% female conservancy treasurers/ financial managers in 2016) |
| **Basic Enablers:** | |
| ***Health/HIV & AIDS – pages 55-56***<br>• "... broad challenges which impact on health outcomes ... [include] factors such as malnutrition, sanitation, education, infrastructure and poverty ..."<br>• "... the sparsely distributed population of Namibia ... makes it difficult to ... provide health services ... and adds additional transport costs ... to access services ..."<br>• "…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<br>• reduces malnutrition and poverty through economic development, as well as the distribution of cash benefits (N$ 11,252,045 in 2016) and game meat to households (N$ 10,468,960)<br>• mitigates the HIV/AIDS challenge through the documented reduction of drivers of infection through outreach and education programmes |
| ***Extreme poverty – pages 65-67***<br>• "... increasing household food security and ... nutrition levels in order to reduce malnutrition among children ..."<br>• "... 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 ..."<br>• "… 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<br>• 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<br>• facilitates new jobs and income opportunities in rural areas, especially within the tourism, hunting, natural plant product and craft sectors (5,147 jobs in 2016) |
| ***Economic Priorities: Tourism – pages 92-96***<br>"... 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 ..."<br>"... 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 (53 JV lodges in 2016)<br>• promotes cultural pride and the conservation of cultural heritage through responsible tourism and the development of living museums and other cultural tourism initiatives<br>• makes significant contributions to environmental conservation, funded through tourism and conservation hunting income |
| ***Economic Priorities: Agriculture – pages 106-110***<br>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)<br>• increases crop yields through conservation agriculture |

*Payment for ecosystem services* is a concept gaining ground internationally. As ecosystems come under ever-greater pressure from industry and development, ways need to be found to ensure that they 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, such as credits for protecting wildlife, are being explored internationally. Conservancies and community forests could in future become the beneficiaries of such payments and would thereby be able to carry out their functions more effectively and sustainably.

*Biodiversity offsets* represent a related concept, developed to mitigate the impacts of destructive activities such as mining. 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. Conservancies should benefit from these biodiversity offsets, because they are safeguarding national and global biodiversity.

**TABLE 11. The economic efficiency of CBNRM**

*Since 1990, the programme has had an economic internal rate of return of 17% and has earned an economic net present value of just over N$ 891 million. This is a very positive economic return for a programme investment.*

| Year | Economic Rate of Return | Net Present Value |
|---|---|---|
| 18 | 9% | 92,471,678 |
| 20 | 12% | 239,603,393 |
| 22 | 14% | 423,181,557 |
| 24 | 16% | 627,398,529 |
| 26 | 17% | 890,526,577 |

*Note: the figures have been adjusted from previous reports so as not to include stock value of wildlife on the land, which is difficult to assess accurately.*

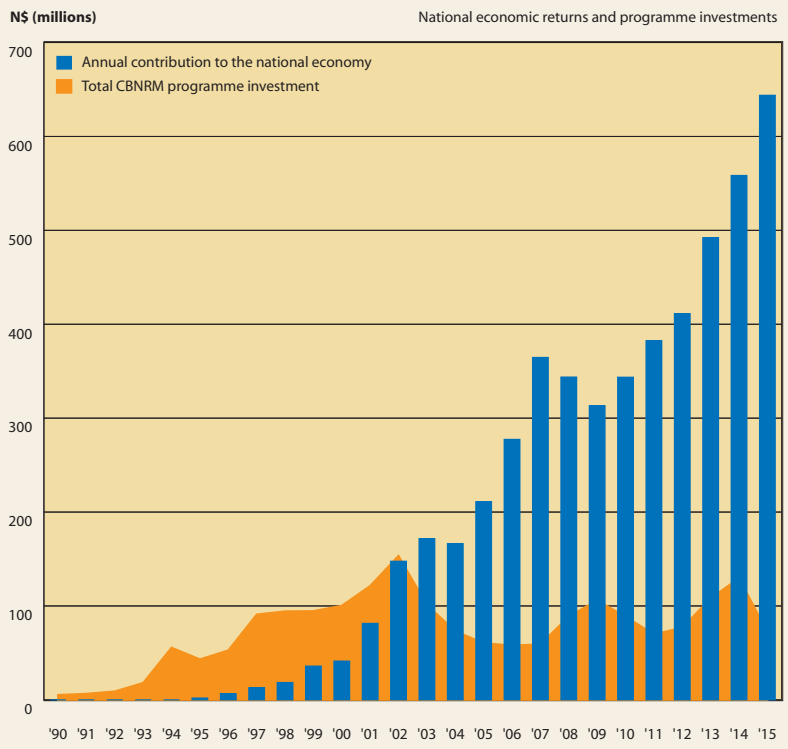



**FIGURE 28. Estimates of the national economic returns from CBNRM compared to economic investment costs**

*In 2016, the net national income (NNI) contribution made by CBNRM was about N$ 692 million. Between 1990 and 2016, the cumulative value of the NNI contributions amounted to an estimated N$ 5.98 billion*.*

*The graph also shows the investment in the CBNRM programme each year, which cumulatively adds up to about N$ 2.1 billion of investment between 1990 and 2016. 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.*

*Figures have been adjusted for inflation to be equivalent to the value of Namibia dollars in 2016. This means they are not directly comparable with those used in the 2015 Community Conservation Report, which used figures equivalent to the value of Namibian dollars in 2015

# Where are we now?

improving lives in 2015

## Increased returns through wildlife

Although the total returns generated in conservancies amounted to over N$ 111 million in 2016 (see Figure 4, page 11), it is important to understand the relationship of returns to costs. Most conservancy income is spent on wages for staff, especially game guards. While this may be regarded as an economic gain for households and the rural economy, it is not profit. The amount available for distribution to members as cash, or in community projects, is relatively small. Indeed, 21 out of the 83 conservancies including the Kyaramacan Association generate no cash income at all. The major benefit of returns from wildlife is wages paid to conservancy members employed in the tourism sector, and the in-kind benefit of meat distribution from conservation and own-use hunting.

A pilot study[2] on freehold land indicates that an average commercial farm with a mix of livestock and wildlife returns can generate a gross income between N$ 1.6 and N$ 2.3 million. The study clearly illustrates that diversification to include wildlife as a land use can increase earnings by between 50 and 150 percent. It also underlines the fact that diversification strengthens resilience against influences such as climatic variations and the economic fluctuations of individual sectors.

Photo: Will Burrard-Lucas

The same holds true in communal conservancies, where returns from wildlife are adding to returns from livestock and crops, strengthening rural livelihoods. Most conservancies are significantly larger than typical Namibian freehold farms. The largest conservancy, N≠a Jaqna, has a size of 9,123 square kilometres, equivalent to around 121 farms of 7,500 hectares. While high human population densities and livestock numbers in many communal areas need to be taken into account, and while great care needs to be taken not to over-saturate community conservation areas with competing tourism and conservation hunting enterprises, the earnings from natural resources in communal areas can undoubtedly be significantly broadened.

Increasing natural resource returns from CBNRM depends upon good management that reduces conflicts between wildlife and other sectors through effective conservancy zonation, and ensures adequate habitat for wildlife and sufficient protected areas for indigenous plants. While community forests have the authority to protect forest resources, conservancies currently have no legal powers to enforce zones, with the result that zonation relies mostly on the goodwill of residents.

Optimum returns from tourism, conservation hunting and other enterprises based on natural resources can only be generated if they are run in accordance with industry standards. This is generally difficult for communities with limited capacities and experience. Joint-ventures between communities and experienced private sector operators have proven to be the most effective way of ensuring sound business management while enabling communities to grow into enterprise ownership and exercise increasing management responsibilities over time.

[2]Venter R, 2015, Impact of a hunting ban on commercial cattle farms in Namibia

## Tourism: successes and challenges

The number of joint-venture tourism operations and income from them continues to increase. At the end of 2016, there were 53 joint-venture agreements signed, of which most were in operation and with a few still under construction. Revenue from joint-venture arrangements are paid directly to conservancies, which pays for conservancy management, deployment of community game guards and investments in local development projects. Over the past year, the programme has been involved in 22 joint-venture negotiations, of which eight were signed between conservancies and lodge operations and fourteen are still under negotiation. This reflects a continuing interest of establishing joint-venture tourism operations.

The growth in the number of joint-venture lodges has also been enhanced by the award of high-end tourism concessions in national parks and concession areas to conservancies. These are areas that have been set aside exclusively for wildlife and tourism. The allocation of these prime tourism concessions to conservancies (which they then put out to tender to find joint-venture partners) is a major milestone in Namibia's community conservation efforts. Through these awards the Ministry of Environment and Tourism recognises the special role of neighbouring communities in their historical association with these areas, and that these communities bear most of the costs of living with wildlife. These neighbouring communities have now been given a social and economic stake in the management and economic returns of the concession areas. Furthermore, being prime tourism sites, these concessions provide opportunities for unlocking value that far exceed the options of joint-venture partnerships in communal areas.

An example of a tourism concession awarded to neighbouring communities is the Palmwag Concession, which the Ministry awarded to three neighbouring conservancies, Anabeb, Sesfontein and Torra. There have also been traversing activity concessions awarded to neighbouring conservancies of Etosha National Parks. In total there are now 19 tourism concessions granted to conservancies thoughout Namibia.

## Hunting under threat

Sustainable consumptive wildlife use remains a vital CBNRM sector with total returns of N$ 43 million in 2016, a decrease of 3.9 million from the previous year. The reduction in total returns can be attributed to the reduced quotas received by the conservancies.

Conservation hunting makes up most of the returns of the consumptive wildlife use sector. Returns from own-use hunting and shoot-and-sell have declined in the last three years, as such quotas have been significantly reduced in response to the continuing drought.

Namibia's position as one of the prime destinations for hunting indigenous game in open, natural habitat has been consolidated over the past decade, as is reflected by the 55 conservation hunting concessions utilized in conservancies during 2016. Conservation hunting currently generates 60% of the N$ 46.7 million in cash fees received by conservancies, which is used to cover conservancy running costs, and in particular game guard salaries.

Nambwa lodge offers luxury within Bwabwata National Park and is a joint-venture with Mayuni Conservancy

Photo: Gareth Bentley

Adherence to contacts by professional hunters has been an issue, not only in the making of making payments, but also in fulfillment of other agreed commitments, such as the provision of water points. Regular meetings and the new compliance agreement should improve joint management.

The positive developments that helped numerous conservancies establish themselves are now being threatened by pressure from anti-hunting groups. In advance of the CITES conference some airlines introduced bans on the transportation of hunting trophies. The potential impact of the loss of income from hunting is graphically illustrated in Figure 25 on page 59.

## Emerging revenue streams

Since the registration of the first conservancy, discussions have been held about how conservancies could engage the mobile tourism industry in an equitable way. Safari operators and individual travellers have been utilizing communal land as a holiday destination without payment for decades. Although many attractions lie in registered conservancies, tourists only pay for accommodation and organized activities at lodges. Few contributions are being made for exceptional experiences with wildlife in spectacular settings, or other adventure tourism activities.

*A pilot 'conservation contribution'* was initiated in 2015 by TOSCO Trust (Tourism Supporting Conservation) for its members. The contribution has been added into the pricing of the participating tour operators, which are paying for the use of three target areas, focussing on the Huab, Hoanib and Hoarusib ephemeral rivers. Further discussions are now being held with the private sector to expand the conservation contribution to include individual travelers and the Erongo-Kunene Community Conservation Area as a whole. Revenue generated is invested directly to protect wildlife, including desert lion conservation, with the support of lion rangers.

[For more information visit https://tosco.org]

*The Wildlife Credits Scheme* initiated in 2015 continues to be piloted and to generate revenue based upon wildlife sightings by tourists. Providing sufficient funds to mitigate human-wildlife conflicts remains one of the major challenges of community conservation.

The innovative Wildlife Credits Scheme will raise funding with a multiplier effect. Lodges participating in the scheme currently pay a minimum of N$ 25 per sighting of a rare or endangered species. These are the iconic animals that tourists come to see, such as free-ranging black rhino or desert lions. This money will be matched by other interested sponsors, for example financial or business institutions in Namibia, and by international institutions or donors. The revenue generated will be paid directly to conservancies to mitigate human-wildlife damage by, for example, building lion-proof kraals, and to compensate farmers for stock and crop losses. The funds may also be used by conservancies to protect wildlife.

*Sidetracks* is another pilot scheme that will bring finance directly to communities by linking individual travellers, especially 4x4 tourists, to tourist attractions in conservancies. A series of maps have been developed for sale in retail outlets, which outline trails for individual tourists to follow.

## 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 regional, national and trans-boundary connections, while facing challenges, anticipating change and striving for sustainability...

Photo: Gareth Bentley

# 5.

# Working for a common vision

## facing challenges and looking to the future


Photo: Gareth Bentley

*The Namibian conservancy movement* has become an internationally acclaimed conservation 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 more needs to be done to consolidate gains and attain programmatic sustainability. As the CBNRM programme grows, it is increasingly more important to pursue better integration of inter-ministerial policies and activities, ensure adequate technical programmatic support and long-term maintenance, continue to expand and diversify natural resource potential, and to remove barriers and counter threats that arise as the programme evolves.

# Where are we now?

working for a common vision

## Threats to wildlife

While a number of species in Namibia are threatened or vulnerable (most notably the wild dog), no large mammal is currently on the brink of local extinction in this country. Thus, despite Namibia's conservation successes, calls to save species have rallied ill-informed public sentiment to the extent that there is growing international and local pressure to stop all killing of wildlife.

In contrast, the effects of past current four-year drought have been severe, with the Erongo-Kunene community conservation area being particularly hard-hit. Although good rain years helped to boost wildlife stocks in the past, drought also reduces them as part of the boom-bust wildlife dynamics of arid areas. These are known, natural cycles and wildlife utilization in conservancies has been adapted to accommodate such fluctuations. The year 2016 saw a slight rebound in game stocks due to better rains, but it will take several years for game numbers to reach pre-drought levels. Meanwhile, predator numbers have grown, bringing increased reports of human-wildlife conflict.

Namibia's healthy populations of rhinos and elephants have also become the targets of commercial poaching, carried out by sophisticated syndicates with ruthless efficiency. Rhino poaching incidents increased dramatically in recent years, with 56 in 2014, 95 in 2015, and 60 in 2016. Elephant poaching in the north-east of Namibia also remains a concern.

## What lies ahead for community conservation?

### *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. Thirty-four conservancies covered running costs fully from their own income, and 38 conservancies distributed benefits to members. However, financial independence on its own will not lead to long-term viability.

### *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 and increased transparency in the use of funds must be strengthened .

### *A sustainable support structure*

Eighteen years after the registration of the first conservancies, great differences in the development of conservancy governance structures exist. Many of the recently-registered conservancies still need to consolidate their administration. The provision of support to all conservancies is a difficult task for the MET and NACSO member organizations, especially as international funding has dwindled. Even well-established conservancies with strong income streams continue to require some assistance.

It is clear that a basic technical support structure will be needed for all conservancies in the foreseeable future. This includes technical assistance with game counts, quota setting and the Event Book monitoring system, especially in the form of data evaluation and the provision of information to guide natural resource management. It also includes targeted governance support, particularly in the areas of financial management and private sector partnerships.


**Conservation Leadership Programme (CLP) interns Herman Aindongo and Matthew Walters.**

In January 2012 the CBNRM Leadership Programme (CLP) was introduced with the objective to develop a cadre of people with the capacity to become future leaders in Namibian conservation. The programme has been highly successful. Most of the interns have been drawn from the Polytechnic, now the Namibian University of Science and Technology. Some ex-interns have gone on to study masters courses with the aim of returning and making careers in conservation, while others have taken field work posts with NACSO member organizations.

This support cannot be funded by international donor agencies indefinitely. NACSO and the MET have made significant progress in creating a framework of sustainable support services, including the pending establishment of the Community Conservation Fund of Namibia (CCFN).

The CCFN will channel funds from a variety of sources to support strategic community conservation activities. This Fund has great potential, not only in terms of generating funds to mitigate human-wildlife conflict, but also for strengthening the overall capacity of conservancies.

## Threats and challenges are growing

*Commercial poaching impacts* on rhino and elephant have sharply increased in Namibia, although they remain below those in other southern and east African states. Numerous rhinos and elephants were poached in the north-west and north-east respectively, with some of these killed in conservancies during the past year. While community conservation makes vital contributions to the protection of valuable species, the highly organized and ruthless poaching threat requires innovation and

*The future*

# AT A GLANCE

### Community conservation may ...

- grow to cover 90-100 conservancies and 40-50 community forests
- cover over 21% of Namibia and well over 50% of all communal land
- encompass 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 offering some of the country's most attractive destinations
- entrench Namibia's position as a good example of conservation hunting
- mitigate the effects of climate change by reducing dependence on subsistence agriculture
- maximize the economic potential of indigenous plants through further strategic international partnerships
- strengthen stewardship incentives for people to live with and manage wildlife, so that future generations can continue to share in this important African heritage

### 2016 saw:

- continued roll out of the Game Guard Certification Scheme
- improved compliance with MET Standard Operating Procedures
- Wildlife Credits pilot programme expanded
- progress towards the establishment of the Community Conservation Fund of Namibia

## The biggest challenges?

- enabling optimum conservancy governance capacities, effective decision-making and wise leadership, as well as proactive membership
- countering the pressure to ban the legal consumptive use of wildlife
- optimizing land allocation and administration in communal areas
- ensuring long-term technical support to community conservation structures
- achieving self-sufficiency and programmatic sustainability
- creating country-wide awareness of the growing threat posed by commercial poaching and international wildlife crime

collaboration at national and international levels to reverse the trends and ensure the long-term protection of high-value species.

Conservation hunting is facing vocal opposition, despite being a positive land use that can safeguard habitat against destructive uses, 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.

Many people worldwide are vehemently opposed to all forms of hunting. Often, there is little understanding that wildlife must contribute to community livelihoods, as failure to do so risks conversion of conservancy land to livestock production. As wildlife numbers increase it is possible to harvest game for meat and to sell older animals for trophies to hunters. The Namibian government has introduced the name 'Conservation Hunting' to describe the activities covered by trophy hunting, and harvesting for meat for commercial sale and community use. The conditions governing hunting are strict, including ethical guidelines and sustainable quotas.


## Improved cooperation with government is needed

Integration is often a slow process and a lack of recognition of community-based organizations remains a barrier to the long-term sustainability of conservancies and other CBNRM initiatives. For example, a tax on lodges in communal areas imposed by the Ministry of Lands and Resettlement threatens the viability of lodges and the returns flowing to communities.

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, mining and agriculture.

## The international outlook

Within southern Africa, Namibian CBNRM plays a collaborative role, which is particularly important in the context of transboundary conservation initiatives such as KAZA: the Kavango-Zambezi Transfrontier Conservation Area. The conservancies in Namibia's Zambezi Region are located at the geographic heart of KAZA, and are supported by IRDNC, a key NACSO member (see page 13).

There is broad consensus that the success and viability of KAZA depends largely on the cross-border adaption of CBNRM in areas of Angola and Zambia. The engagement of communities in Angola and Zambia through effective CBNRM practices will create incentives for the creation and maintenance of wildlife corridors and dispersal areas between the five KAZA states.

Trans-boundary fora, dealing with issues such as poaching, fire control and fishery protection, are the practical cornerstones of international conservation cooperation.

In October 2016, more than 160 regional stakeholders participated in a KAZA Symposium held in Victoria Falls, Zimbabwe. Participants came from the five member countries: Angola, Botswana, Namibia, Zambia and Zimbabwe. Under the title *"Where have we come from, where are we now and where are we going?*".


Russell Taylor: WWF Trans-boundary Conservation Planning Adviser

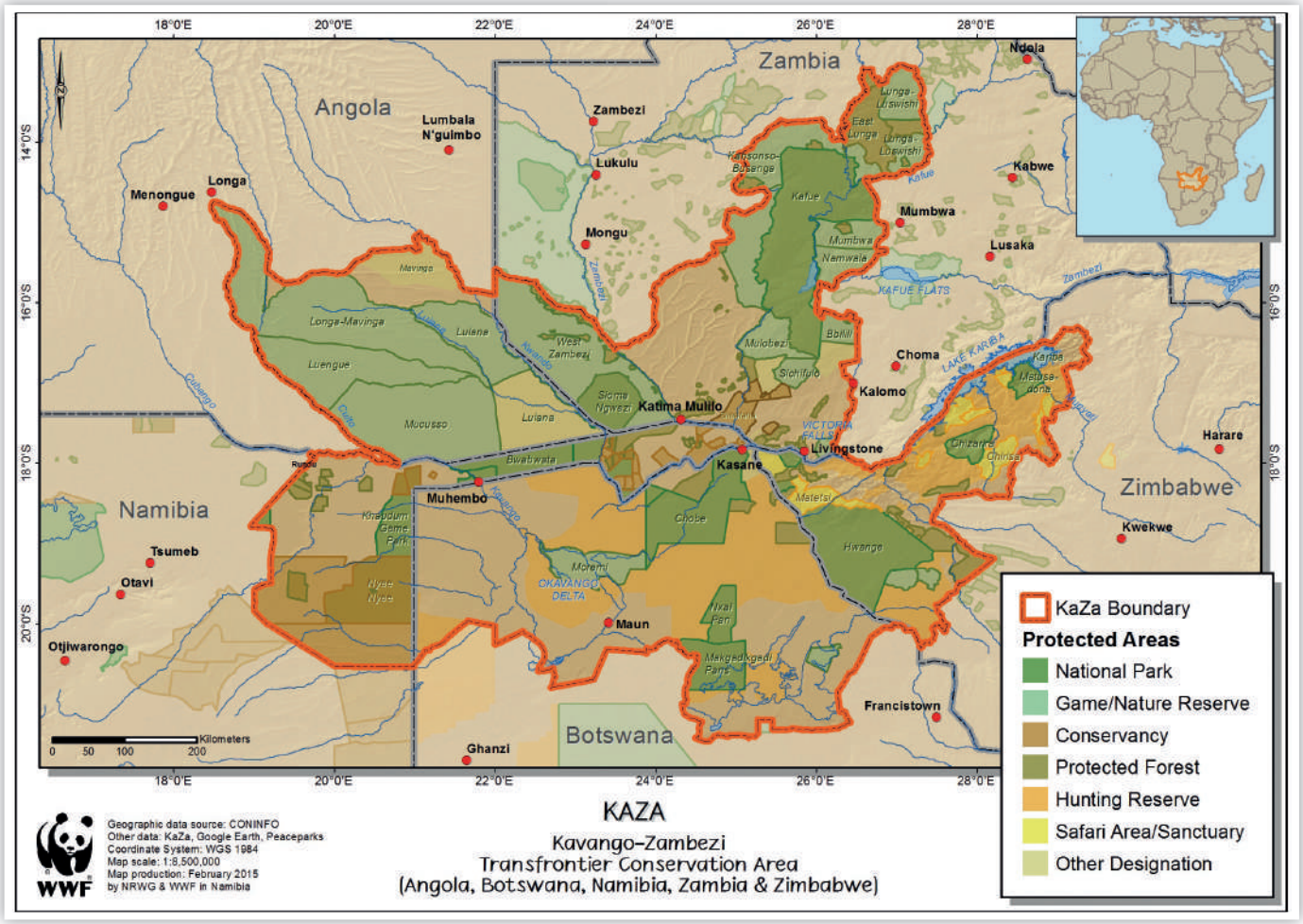
Governments, the KAZA Secretariat and conservation NGOs looked critically at achievements over the past 10 years since the transfrontier conservation area was formally established, and at the challenges it will face in the coming years.

The Symposium looked in detail at landscape level conservation and how to maintain and restore eco-systems. With community based tourism destined to be the economic driver of conservation in the five country area, participants examined a variety of ways to best use natural resources as assets. The Namibian CBNRM model, with strong community stewardship of wildlife and habitats, was viewed by some as a guide to future.

The KAZA Symposium was followed by a specialist meeting on the implementation of commodity-based trade of beef in KAZA, under the auspices of the KAZA Secretariat, in collaboration with the AHEAD Programme (Animal & Human Health for the Environment and Development) and the FAO, with the intention of reducing quarantine restrictions that impede the movement of wildlife, especially buffalo.

## Renewing the vision

The Namibian community conservation programme is a huge and many-faceted movement that continues to develop. It will always face challenges, but can point to many achievements. Through on-going integration and adaptation, together with strong management tools and control mechanisms, conservancies and community forests are well placed to meet the challenges of growth and change.



# Who's who

ii.

Stakeholder details

## REGISTERED CONSERVANCIES 2016

| Map no | NAME | Approx people | Reg. Date | Contact |
|---|---|---|---|---|
| 36 | !Gawachab | 200 | Sep-05 | 081--262 2401 |
| 52 | !Han /Awab | 750 | May-08 | 063-283 059 |
| 23 | !Khob !Naub | 2070 | Jul-03 | 081-662 2386 |
| 65 | !Khoro !Goreb | 1219 | Sep-11 | 081-438 3294 |
| 50 | //Audi | 677 | Oct-06 | 081-378 9129 |
| 24 | //Gamaseb | 1623 | Jul-03 | 081-452 8358 |
| 22 | //Huab | 930 | Jul-03 | 081-279 1033 |
| 30 | ≠Gaingu | 2718 | Mar-04 | 081-456 1224 |
| 3 | ≠Khoadi-//Hôas | 4308 | Jun-98 | 081-395 3988 |
| 39 | African Wild Dog | 4486 | Sep-05 | 062-529 097 |
| 25 | Anabeb | 1402 | Jul-03 | 081-633 1791 |
| 45 | Balyerwa | 1091 | Oct-06 | 081-230 8545 |
| 64 | Bamunu | 3234 | Mar-11 | 081-310 8124 |
| 6 | Doro !nawas | 1242 | Dec-99 | 081-727 3163 |
| 59 | Dzoti | 1656 | Oct-09 | 081-576 3144 |
| 13 | Ehi-Rovipuka | 1846 | Jan-01 | 065-276 200 |
| 55 | Eiseb | 1448 | Mar-09 | 081-284 9859 |
| 77 | Epupa | 3518 | Nov-12 | - |
| 79 | Etanga | 1524 | Mar-13 | 081-311 1584 |
| 41 | George Mukoya | 990 | Sep-05 | 081-430 1911 |
| 58 | Huibes | 750 | Oct-09 | 081-402 8963 |
| 73 | Iipumbu ya Tshilongo | 2296 | May-12 | 081-236 0063 |
| 44 | Impalila | 919 | Dec-05 | 081-318 7857 |
| 31 | Joseph Mbambangandu | 1700 | Mar-04 | 081-329 9755 |
| 66 | Kabulabula | 642 | Nov-11 | 081-782 8876 |
| 43 | Kasika | 1130 | Dec-05 | 081-129 1646 |
| 40 | King Nehale | 4756 | Sep-05 | 081-359 0785 |
| 47 | Kunene River | 4753 | Oct-06 | 065-274 002 |
| 8 | Kwandu | 3676 | Dec-99 | 081-312 9169 |
| 82 | Lusese | 992 | Oct-14 | 081-685 4387 |
| 11 | Marienfluss | 340 | Jan-01 | 081-632 0798 |
| 16 | Mashi | 2310 | Mar-03 | 081-629 7057 |
| 9 | Mayuni | 2364 | Dec-99 | 081-394 8684 |
| 37 | Muduva Nyangana | 1734 | Sep-05 | 081-322 1856 |
| 29 | N≠a Jaqna | 3698 | Jul-03 | 067-245 047 |
| 80 | Nakobolelwa | 747 | Oct-14 | 081-445 4441 |
| 1 | Nyae Nyae | 2785 | Feb-98 | 067-244 011 |
| 48 | Ohungu | 1221 | Oct-06 | 081-343 0733 |
| 42 | Okamatapati | 1899 | Sep-05 | 067-318 033 |
| 76 | Okanguati | 2223 | May-12 | 081-473 4582 |
| 21 | Okangundumba | 1845 | Sep-03 | 061-228 506 |
| 74 | Okatjandja Kozomenje | 1554 | May-12 | 081-699 0220 |
| 53 | Okondjombo | 100 | Sep-08 | 081-875 8889 |

| Map no | NAME | Approx people | Reg. Date | Contact |
|---|---|---|---|---|
| 57 | Okongo | 2676 | Aug-09 | 081-839 4958 |
| 67 | Okongoro | 1378 | Feb-12 | 081-215 3069 |
| 17 | Omatendeka | 1985 | Mar-03 | 081-299 2614 |
| 75 | Ombazu | 2357 | May-12 | 081-431 6825 |
| 81 | Ombombo | 2657 | Oct-14 | - |
| 70 | Ombujokanguindi | 758 | Feb-12 | 081-498 1279 |
| 63 | Omuramba ua Mbinda | 495 | Mar-11 | 081-339 1058 |
| 46 | Ondjou | 2832 | Oct-06 | 081-731 7488 |
| 69 | Ongongo | 755 | Feb-12 | 081-632 9117 |
| 20 | Orupembe | 240 | Sep-03 | 061-228 506 |
| 62 | Orupupa | 2024 | Mar-11 | 081-235 3361 |
| 14 | Oskop | 58 | Feb-01 | 081-328 3097 |
| 54 | Otjambangu | 932 | Mar-09 | 081-446 0461 |
| 78 | Otjikondavirongo | 1794 | Mar-13 | - |
| 18 | Otjimboyo | 285 | Mar-03 | 081-670 4886 |
| 60 | Otjitanda | 498 | Mar-11 | 081-435 7305 |
| 38 | Otjituuo | 5854 | Sep-05 | 067-243 615 |
| 72 | Otjiu-West | 810 | May-12 | 081-452 0790 |
| 68 | Otjombande | 1392 | Feb-12 | - |
| 61 | Otjombinde | 4730 | Mar-11 | 081-227 8032 |
| 71 | Otuzemba | 492 | Feb-12 | 081-472 2807 |
| 51 | Ovitoto | 3626 | May-08 | 067-317 132 |
| 33 | Ozonahi | 11064 | Sep-05 | 067-317 770 |
| 28 | Ozondundu | 402 | Jul-03 | 081-359 0871 |
| 10 | Puros | 641 | May-00 | 081-656 5708 |
| 2 | Salambala | 8553 | Jun-98 | 066-252 875 |
| 27 | Sanitatas | 124 | Jul-03 | 081-353 3455 |
| 26 | Sesfontein | 1491 | Jul-03 | 081-220 0968 |
| 34 | Shamungwa | 140 | Sep-05 | 081-692 0035 |
| 35 | Sheya Shuushona | 3198 | Sep-05 | 081-299 4698 |
| 56 | Sikunga | 2473 | Jul-09 | 081-799 2382 |
| 49 | Sobbe | 1045 | Oct-06 | 081-205 8669 |
| 15 | Sorris Sorris | 950 | Oct-01 | 081-382 3894 |
| 4 | Torra | 1064 | Jun-98 | 081-334 5308 |
| 12 | Tsiseb | 2415 | Jan-01 | 081-713 0881 |
| 7 | Uibasen-Twyfelfontein | 230 | Dec-99 | 067-687 048 |
| 32 | Uukolonkadhi | 33534 | Sep-05 | 081-286 6158 |
| 19 | Uukwaluudhi | 836 | Mar-03 | 081-286 6158 |
| 5 | Wuparo | 1076 | Dec-99 | 081-802 1894 |
| | | | | |
| α | Kyaramacan Association | 4100 | Mar-06 | 081-745 0475 |
| 6.-7 | Doro !nawas/Uibasen-Twyfelfontein JMA | n.a. | | |

# REGISTERED COMMUNITY FORESTS 2016

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

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

# NACSO SECRETARIAT

| | |
|---|---|
| Namibian Association of CBNRM Support Organisations (NACSO) Secretariat | Tel: 061 230888<br>www.nacso.org.na |

# NACSO WORKING GROUPS

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

# NACSO MEMBERS

| | |
|---|---|
| Cheetah Conservation Fund | Tel: 067 306225<br>http://cheetah.org/ |
| Integrated Rural Development and Nature Conservation (IRDNC) | Tel: 061 228506<br>www.irdnc.org.na |
| Legal Assistance Centre (LAC) | Tel: 061 233356<br>www.lac.org.na |
| Multi-disciplinary Research Centre and Consultancy (MRCC-UNAM) | Tel: 061 2063051 |
| Namibia Development Trust (NDT) | Tel: 061 238003<br>www.ndt.org.na |
| Namibia Nature Foundation (NNF) | Tel: 061 248345<br>www.nnf.org.na |
| Nyae Nyae Development Foundation of Namibia (NNDFN) | Tel: 061 236327<br>nndfn@iafrica.com.na |
| Omba Arts Trust (OAT) | Tel: 061 242799<br>www.omba.org.na |
| Save the Rhino Trust (SRT) | Tel: 064 403829<br>www.savetherhinotrust.org |

# NACSO ASSOCIATE MEMBERS

| | |
|---|---|
| Kavango Regional Conservancy Association | P.O Box 709, Rundu |
| Kunene Regional Conservancy Association | Tel: 065 271 257<br>PO Box 293, Opuwo |
| Otjozondjupa Regional Conservancy Association | Tel: 061 238 003<br>PO Box 8226, Windhoek |
| Namibian Environment and Wildlife Society (NEWS) | Tel: 061 306 450<br>www.NEWS-namibia.org |
| Tourism Supporting Conservation (TOSCO) | Tel: 081 453 5855<br>www.tosco.org |
| WWF in Namibia | Tel: 061 239 945<br>PO Box 9681, Windhoek |

# FUNDING PARTNERS - PAST AND PRESENT

| | |
|---|---|
| Austrian Government | www.bka.gv.at |
| B2 Gold | Tel: 061 295 8700<br>www.b2gold.com |
| 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 |
| ICC - UNDP SGP Global ICCA Support Initiative (GSI) Catalyctic grant | |
| Icelandic International Development Agency (ICEIDA) | www.iceida.is |
| KfW German Development Bank | www.kfw-entwicklungsbank.de |

| | |
|---|---|
| Millennium Challenge Account Namibia | www.mcanamibia.org |
| The Morby Foundation | |
| 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 2016

| Conservancy | Hunting Operator | Contact |
|---|---|---|
| //Huab | Omuwiwe Hunting Lodge | pieter@omuwiwe.co.za |
| #Gaingu | Gert van der Walt Hunting Safari cc | gvdwsafaris@iway.na |
| #Khoadi//Hoas | African Safari Trails | african-safari-trails@mweb.com.na |
| Anabeb | Nitro Safaris | peter@africatrophyhunting.com |
| Balyerwa | Mike Kibble Hunting Safaris | kibble@progress-safaris.com |
| Bamunu | Camelthorn Safari (Pty) Ltd | camelthornsafaris@iway.na |
| Doro !Nawas | Namib Game Genetics | auasnoord@gmail.com |
| Dzoti | Ondjou Safaris cc | halseton@iway.na |
| Ehirovipuka | WildVeld Safaris | mark@wildveld.com |
| Epupa | Cornie Coetzee Hunting Safaris | cecsafaeris@iway.na |
| George Mukoya | Exclusive Huntng Safaris | viktor.azevendonamibia@gmail.com |
| Impalila | Jamy Traut Hunting Safaris cc | jamytraut@gmail.com |
| Kabulabula | Mgwena Hunting Safaris | reiser@iway.na |
| Kasika | Jamy Traut Hunting Safaris cc | jamytraut@gmail.com |
| Kayramcan Association | Ndumo Hunting Safari cc | karl@huntingsafari.net |
| Kayramcan Association | Hunt Africa Safaris | info@huntafrica.com.na |
| King Nehale | Van Heerden Safaris (Pty) Ltd | vhsaf@mweb.com.na |
| Kunene River | Gert van der Walt Hunting Safari cc | gvdwsafaris@iway.na |
| Kwandu | Jamy Traut Hunting Safaris cc | jamytraut@gmail.com |
| Lusese | Mgwena Hunting Safaris | reiser@iway.na |
| Marienfluss | estreux safaris | Info@estreuxsafaris.com |
| Mashi | Omujeve Safari (Pty) Ltd | cornek79@gmail.com |
| Mayuni | Jamy Traut Hunting Safaris cc | jamytraut@gmail.com |
| Muduva Nyangana | Exclusive Huntng Safaris | viktor.azevendonamibia@gmail.com |
| N#a Jaqna | Thormahlen & Cochran Safari (Pty) Ltd | peter@africatrophyhunting.com |
| Nakabolelwa | Omujeve Safari (Pty) Ltd | corne@omujevesafaris.com |
| Nyae Nyae | SMJ Hunting Safari cc | smj@iway.na |
| Ohungu | RDW Hunting Safaris | rudiedewaal@gmail.com |
| Okangundumba | Thormahlen & Cochran Safari (Pty) Ltd | peter@africatrophyhunting.com |

| Conservancy | Hunting Operator | Contact |
|---|---|---|
| Okondjombo | Conservancy Hunting Safari Namibia (Pty) Ltd | info@chs-namibia.com.na |
| Okongoro | Gert van der Walt Hunting Safari cc | gvdwsafaris@iway.na |
| Omatendeka | Omujeve Safari (Pty) Ltd | cornek79@gmail.com |
| Ombuijokanguidi | Thormahlen & Cochran Safari (Pty) Ltd | peter@africatrophyhunting.com |
| Ondjou | Ondjou Safaris cc | vhsaf@mweb.com.na |
| Orupembe | Gert van der Walt Hunting Safari cc | gvdwhuntingsafaris@iway.na |
| Orupupa | Nitro Safaris | peter@africatrophyhunting.com |
| Otjambangu | Thormahlen & Cochran Safari (Pty) Ltd | peter@africatrophyhunting.com |
| Otjikondavirongo | Leopard Legend Hunting safaris | info@leopardlegend.com |
| Otjimboyo | RDW Hunting Safaris | rudiedewaal@gmail.com |
| Otjitanda | Gert van der Walt Hunting Safari cc | gvdwhuntingsafaris@iway.na |
| Otuzemba | Thormahlen & Cochran Safari (Pty) Ltd | peter@africatrophyhunting.com |
| Ozondundu | Thormahlen & Cochran Safari (Pty) Ltd | peter@africatrophyhunting.com |
| Puros | Gert van der Walt Hunting Safari cc | gvdwhuntingsafaris@iway.na |
| Salambala | Mgwena Hunting Safaris | reiser@iway.na |
| Sanitatas | estreux safaris | Info@estreuxsafaris.com |
| Sesfontein | Leopard Legend Hunting safaris | info@leopardlegend.com |
| Sheya Shuushona | Kilari Safaris cc | kilarisafaris@iway.na |
| Sikunga | Ndumo Hunting Safari cc | karl@huntingsafari.net |
| Sobbe | Ndumo Hunting Safari cc | karl@huntingsafari.net |
| Sorris Sorris | Mondjila Hunting Adventures | jaco@masakhane.com |
| Torra | Savannah Safaris (Pty)Ltd | savannahnamibia@mweb.com.na |
| Tsiseb | Etosha Tennery | bbbooysen@yahoo.com |
| Uukolonkadhi-Ruacana | Track a Trail Safaris | trackatrailsafaris@hotmail.com |
| Uukwaludhi | Gert van der Walt Hunting Safari cc | gvdwhuntingsafaris@iway.na |
| Wuparo | Caprivi Hunting Safari cc | caprivihuntingsafaris@iway.na |

# TOURISM PARTNERS 2016

| Tourism Operator | Conservancies | Enterprises | Contact |
|---|---|---|---|
| African Eagle | Anabeb | Khowarib Mobile Camp | Tel: +264 61259681; www.africaneaglenamibia.com |
| 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 |
| Conservancy Development | Anabeb | Ongongo Hospitality Training Centre | Tel: +264 81 2014581 |
| Dusty Rogers | Mashi | Kazile Lodge | Tel: +264 81 124 4249 |
| 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 |
| House on the Hill | Sanitatas | Camp Wildi | Tel: +264 81 124 6826; knott@iafrica.com.na |
| | Orupembe | House on the Hill | |
| Flame of Africa | Impalila | KAZA Safari Lodge & Cascade Island Lodge | Tel: +27 31 762 22424; www.flameofafrica.com |
| Journeys Namibia | ≠Khoadi-//Hôas | Grootberg Lodge | Tel: +264 61 308 901; www.grootberg.com |
| | | Hobatere Lodge | Tel: +264 67 333 017; kh.conservancy@gmail.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 |
| 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 |
| | George Mukoya; Muduva Nyangana | Khaudum Camp | |
| | Omatendeka | Omatendeka Lodge | |
| | Sorris Sorris | Sorri-Sorris Lodge | |
| | Sheya Shuushona | Sheya Shuushona Lodge | |
| Namibia Conservancy Safaris | Orupembe | Etambura Lodge | Tel: +264 64 406 136; www.kcs-namibia.com.na |
| Nkasa Lupala Tented Lodge | Wuparo | Nkasa Lupala Tented Lodge | Tel: +264 81 147 7798; www.nkasalupalalodge.com |
| Olthaver and List Leisure Hotels | Kasika | Chobe Water Villas | Tel: +264 61 207 5365; www.chobewatervillas.com |
| Erlank Peter Ebersohn | Ukolokadhi/Ruacana | Okomize River Lodge | Tel: +264 65 222442; jvtacc@iway.na |
| Ruggero Micheletti | Wuparo | Jackalberry Tented Camp | Tel: +264 81 147 7798; www.nkasalupalalodge.com |
| Skeleton Coast Safaris | Marienfluss | Kunene River Camp | Tel: +264 61 224 248; www.skeletoncoastsafaris.com |
| | Puros | Leylandsdrift Camp | |
| | Torra | Kuidas Camp | |
| Simone Micheletti | Kabulabula | Serondela Lodge | Tel: +264 81 147 7798; www.nkasalupalalodge.com |
| Spitzkoppe Lodge CC | #Gaingu | Spitzkoppen Lodge | Tel: +264 81 1287751; www.spitzkoppenlodge.com |
| Trip Travel | Puros; Sesfontein | Skeleton Coast Central | Tel: +264 61 2855700; www.trip.com.na |
| Ultimate Safaris | //Huab | //Huab Campsite | Tel: +264 61 2844137; info@ultimatesafaris.na |
| 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 !nawa | Doro Nawas Camp | |
| | Marienfluss | Serra Cafema | |
| | Torra | Damaraland Camp | |

# 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) recognized 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.

**2014** The number of registered communal conservancies increased to 82.

# 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 visit Namibia to study and learn from its experience. A host of awards from international, regional and Namibian organizations 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'.
**2015** WWF In Namibia: UN World Tourism Organisation Ulysses Award 'for conserving wildlife and empowering communities' — 1st runner-up
**2015** Garth Owen-Smith: Tusk Conservation Awards — Prince William Award for Conservation in Africa (lifetime achievement award)
**2015** Dr Marker, Cheetah Conservation Fund (CCF): Eleanor Roosevelt Val-Kill Medal Award Ulysses S. Seal Award for Innovation in Conservation

## Community conservation

grew out of the recognition that wildlife and other natural resources were of value in communal areas, and that those resources could be unlocked if local communities were empowered to manage and utilize resources themselves.

**More information at www.nacso.org.na**