the state of community conservation in Namibia

Annual Report 2017

a review of communal conservancies community forests and other CBNRM initiatives

Acknowledgements

The annual Community Conservation Report is a joint publication from the Ministry of Environment and Tourism (MET) and the Namibian Association of CBNRM Support Organizations (NACSO). It 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 MET and 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 working in conservation.

Contributors to this report are far too numerous to mention individually, however, all staff of the MET and community conservation organizations 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 data and information.

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The state

of

community conservation

in Namibia

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

Photo: Patrick Bentley

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Foreword

From the Minister of Environment and Tourism, Honourable Pohamba Shifeta

Namibia has a proud conservation record, which is recognized internationally. This reputation rests on the country's commitment to the conservation of biological diversity through the establishment and management of state protected areas, including national parks and tourism concessions and, critically, upon conservation outside parks in conservancies and community forests, where Community Based Natural Resource Management (CBNRM) has led to significant rural economic development as well as conservation at scale.

The CBNRM programme has been a key success for Namibia. Now, twenty years after entrusting local communities to manage of wildlife and other natural resources and to derive benefits from them, the Ministry of Environment and Tourism has reviewed its five-year strategic plan, 2017- 2021. In 2017 there were 83 registered conservancies where over 200,000 rural residents are benefiting from a wildlife-based economy. One of our key strategic objectives is to continue to improve conservancy members' livelihoods through the enhanced distribution of social benefits, employment, meat provision and proper governance in conservancies.

Last year, the Ministry held Conservancy Chairpersons' fora in the regions to engage conservancies in a national dialogue with government and other development and conservation partners. A full report showed the critical areas for appraisal and improvement: how well conservancies are adhering to the Ministry's Standard Operating Procedures, and enhancing responsibility and accountability by conservancy management committees, to ensure that conservancy benefits trickle down to the members. The report further dwells on how best conservancies can manage human wildlife conflict, while emphasizing the role of conservancies in combating wildlife crime.

During 2017 the first draft of the Wildlife and Protected Areas Management Bill was produced and discussed. Stakeholder consultations have been finalized. Fines and penalties for illegal hunting and other related offences/ crimes were increased through the amendment to the Nature Conservation Ordinance of 1975, to enhance the deterrent effect. The amendment bill was presented and discussed in the National Assembly and went to the National Council for review before being signed by the President into law.

The National Policy on Prospecting and Mining in Protected Areas was finalized and submitted to Cabinet for approval. The policy will ensure that exploration and mining within protected areas is undertaken within the environmental and economic regulatory framework that exists, and that mineral development only commences in protected areas when reasonable restoration is guaranteed. The Policy further looks at establishing no go areas where exploration and mining will not be permitted due to high conservation, aesthetic or tourism value, based on the best available information.

A Revised National Policy on Human Wildlife Conflict Management was produced and approved. The Policy will guide the management of HWC in a way that recognises the rights and developmental needs communities, while at the same time recognise the biodiversity conservation and ensure that our response is efficient, effective and based on scientific evidence.

The annual State of Namibian Conservation report is, I believe, a comprehensive review of the efforts of conservancies, community forests, conservation NGOs and the Ministry to enhance rural development through conservation and a wildlife-based economy. We recognize the challenges that face us, but are justly proud of what we have achieved.

MINISTRY OF ENVIRONMENT AND TOURISM
REPUBLIC OF NAMIBIA
2018 -10- 30
OFFICE OF THE MINISTER
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Pohamba Shifeta, MP
Minister

Community conservation in Namibia

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

Photo: Helge Denker

About this report

Almost half of Namibia: 43.87% of the land area, is under conservation management. Since Namibia's independence in 1990, when conservation was written into the Constitution, state protected areas have grown to include the entire coastline and adjacent desert areas, and communal conservancies and community forests have come into being, accounting for 19.8% of the land area.

Since 2004, when the first State of Community Conservancy Report was published, NACSO has documented and assessed the development of conservation in communal conservancy areas. In recent years, together with the MET, data on wildlife populations, conservancy governance and rural enterprises based upon wildlife has been systematically gathered and presented in this annual report.

This year, the MET and NACSO have worked more collaboratively on the report itself. We hope it presents a comprehensive picture of community conservation in Namibia, backed by firm scientific data.

Next year's report will move to a web site format, where comprehensive data, past and present, will be available to researchers and conservationists worldwide. However, an annual printed report will continue to be available and widely distributed.

More information at:
www.met.gov.na
www.nacso.org.na

Photo: Gareth Bentley

Three pillars of community conservation in Namibia

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

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

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

Members of the Kunene-Erongo Regional Conservancy Associations.

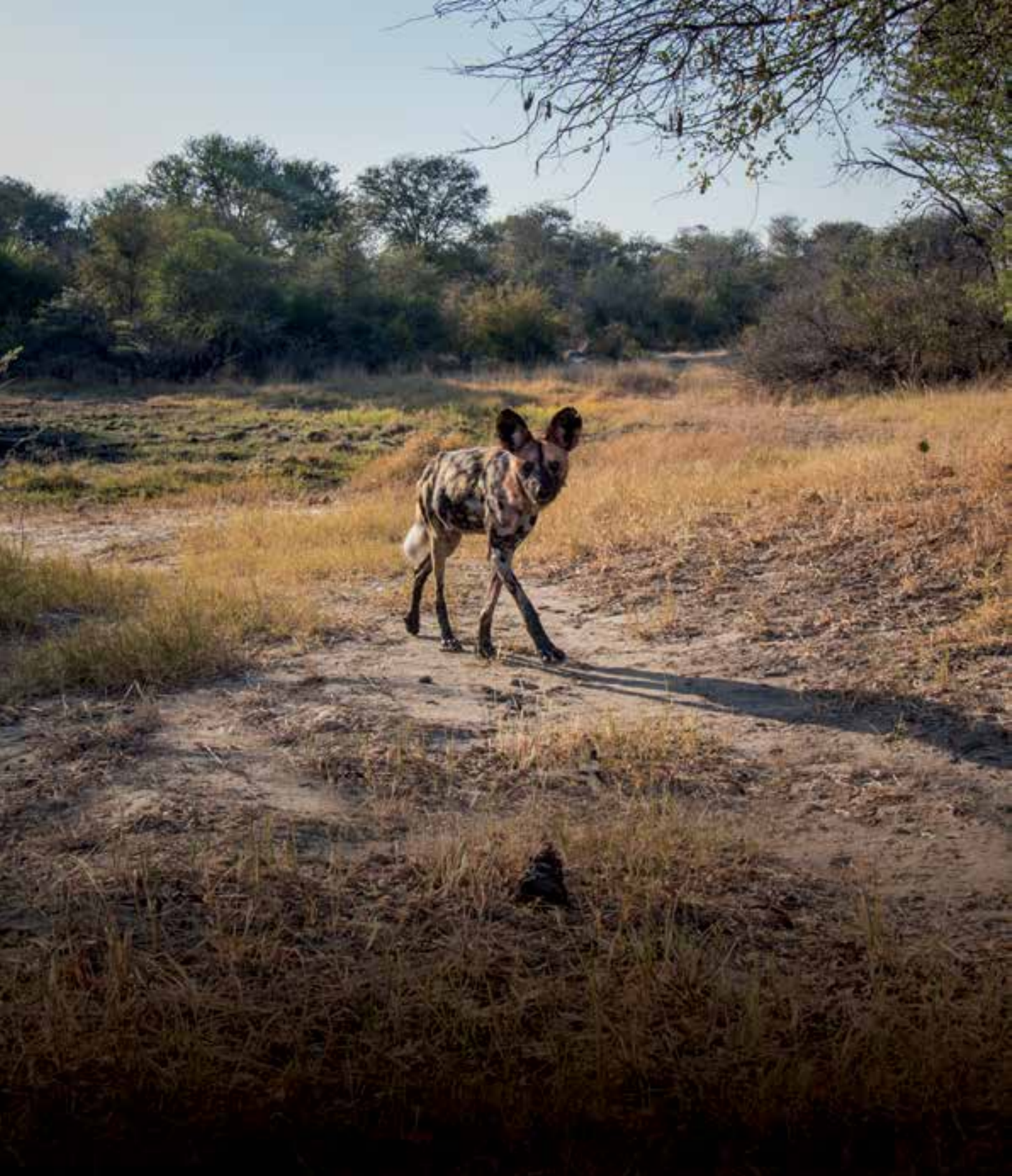
Support to conservation

A broad support framework for CBNRM activity is provided by the MET and members of NACSO, the Namibian Association of CBNRM Support Organisations. Three working groups provide technical expertise: the Natural Resources Working Group (NRWG), the Institutional Development Working Group (IDWG), 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 to conservancies, which are gazetted and fall under the legal responsibility of the MET.

Conservancies, community forests and community associations

There are 83 communal conservancies in Namibia and 32 community forests, most of which overlap conservancies and are jointly managed. There is also one community association located inside Bwabwata National Park: the Kyaramacan Association, which is constituted and works like a conservancy.

The MET and NACSO encourage conservancies to form regional groupings to discuss issues of common concern which can be brought to the attention of government and conservancy support organizations (see photo left).



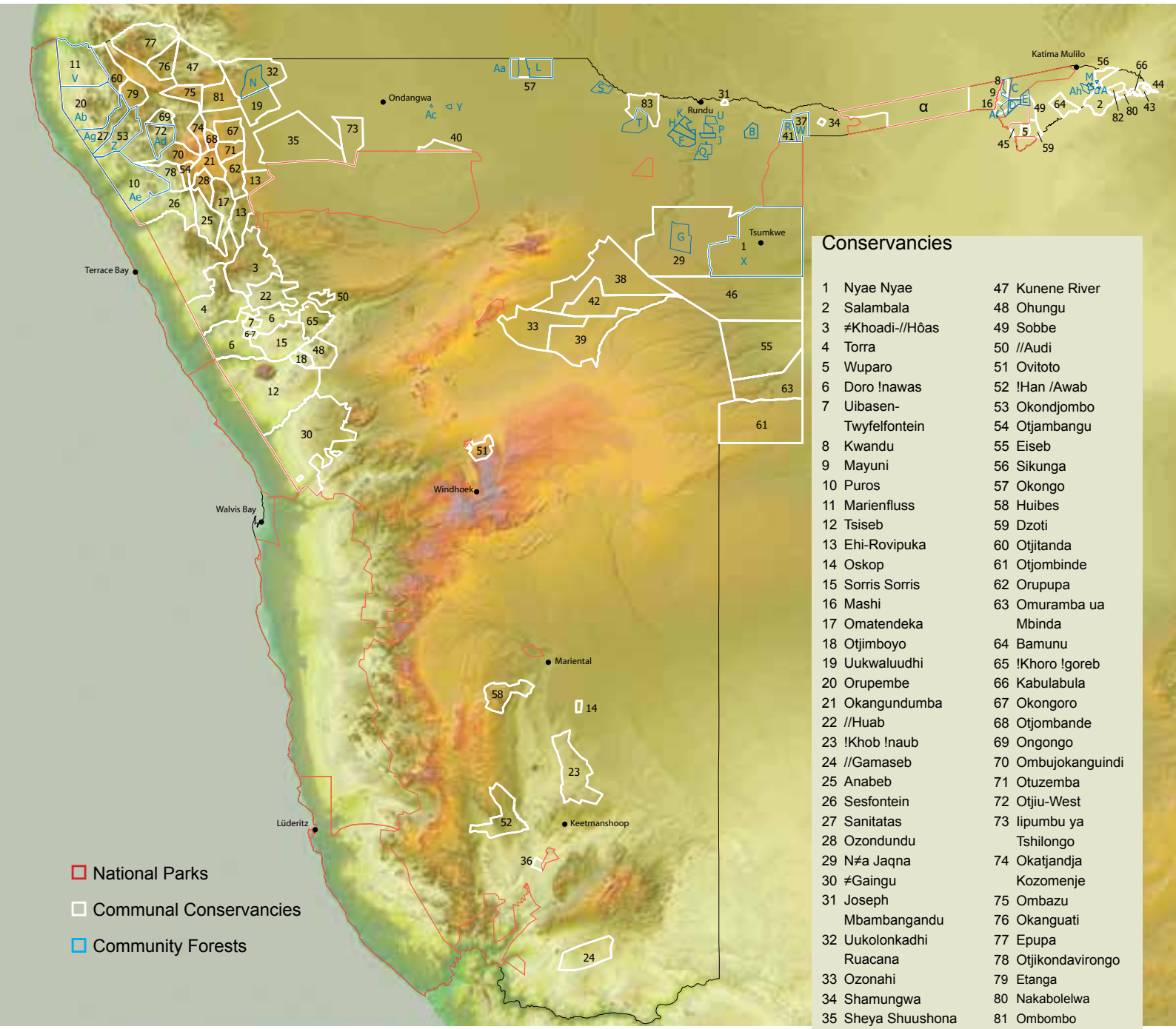
A wild dog caught in a camera trap by WWF photographer Will Burrard-Lucas in Mashi Conservancy, Zambezi Region.

Wild dogs are endangered, but can survive where there are large ranges in which they can den and hunt.

Photo: Will Burrard-Lucas

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

At the end of 2017, there were 83 registered communal conservancies and 32 registered community forests in Namibia and one community association in a national park, covering 166,267 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
83 Maurus Nekaro

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

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...

Photo: Will Burrard-Lucas

Living with wildlife

Community conservation in Namibia

Manager of Torra Conservancy, Emil Roman, leads a residents block meeting. On the agenda: human wildlife conflict, study grants and benefits.

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 largely seen as little more than a threat to crops, livestock, infrastructure, and community safety, with little more value than as meat to poach.

Furthermore, people living in communal areas had been denied their traditional rights to utilize wildlife.

Groundbreaking 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 the MET, 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 figure 4 on page 17 for a detailed definition of the terminology of income, benefits and returns, which is used throughout the report.

Namibian community conservation

Living with wildlife: a look at 2017

A review of some significant challenges in community conservation, and what they mean for people living with wildlife in communal areas

Finding a balance

If communities are to live together with wildlife, to offset losses from crop raiders such as elephants and predators, including lions, they need to receive benefits in return. These come from tourism and associated income, including crafts, and from conservation hunting. A detailed look at the benefits that accrue from a wildlife-based economy is found on page 64 of this report: 'Improving Livelihoods'.

A very important benefit to conservancy residents is meat harvested from wildlife, under a quota system based upon game counts and a scientific assessment of the sustainable off-take rate.

Finding a balance between the sustainable harvesting of game and the distribution of benefits, including meat, in the aftermath of a four-year drought period, is a challenge that faced many of Namibia's 83 communal conservancies.

Benefits

Benefits distributed by conservancies to members stand at about 20% of conservancy income as an average. Any benefits can only be paid after costs have been met, including office expenses, vehicles and salaries – especially to game guards. The proportion of benefits paid – against costs – is a matter for conservancies to determine in their committees and at their AGMs. Conservancies are self-governing bodies. However the MET and NACSO would like to see the proportion of income paid out as benefits rise to an average of 30%, and as much as 50% may be possible for high earning conservancies.

There has been a concerted effort by the CBNRM programme to encourage conservancies to invest more into community projects and human-wildlife conflict mitigation. Some conservancies add considerable sums to the MET's Self Reliance Scheme, which makes offset payments to farmers who have suffered crop and livestock losses to wildlife. Others have invested in community infrastructure, including school buildings and electricity transformers.

While it is understandable that conservancies incur management costs, specifically wages, there are conservancies that can and should improve on their benefit distribution allocation. This would be a measure of good governance. Conservancies also run the of risk losing membership support for conservation if ordinary members do not receive meaningful benefits.

Food for thought

In 2015, after three successive drought years, many conservancy residents did not understand why meat harvest quotas had to be lowered after many years of reasonably high off-takes. During 2016 and in 2017, NACSO, through its members and the Natural Resources Working Group, together with the MET, worked closely with conservancies to ensure offtake quotas were reduced as a result of declining wildlife populations.

These were and remain landscape level decisions involving groups of conservancies in the same geographical areas. In Kunene, for example, the populations of plains game had been reduced by drought while at the same time the number of predators had increased. In these

A predator-proof kraal in Uibasen - Twyfelfontein Conservancy

circumstances, communities may start to wonder about the value of conservation, with less meat as a benefit, but higher stock losses. This is the importance of adaptive management, where information collected during game counts and from event books is brought back to conservancies in an easily understandable form, so that conservancies can make informed decisions.

As a result of adaptive management there was a self-imposed moratorium in 2017 in several conservancies on game meat harvesting due to declining wildlife populations.

Lion management

During 2017 a North West Lion Management Plan was developed by the MET and conservation partners, recognizing that:

"the increase in wildlife numbers has led to heightened conflict between lions and the local people. While income-generating enterprises such as tourism, trophy hunting and crafts have thrived at conservancy level; considerably less attention has been paid to reducing human-wildlife conflict. In most conservancies the costs experienced by conservancy members that suffer livestock losses from lions exceeds the selected income they earned from their respective conservancies."

In one conservancy alone, Sanitatas, the average annual livestock losses per 1,000 residents were over N$ 1 million. The policy vision of the Lion Management Plan is to:

> *"manage human wildlife conflict in a way that recognizes the rights and development needs of local communities, recognizes the need to promote biodiversity conservation, promotes self-reliance and ensures that decision-making is quick, efficient and based on the best available information.*
>
> *In order to achieve this, the Government will devolve decision-making to the lowest appropriate institutional levels, develop appropriate mitigation and monitoring methods and develop the capacity of all stakeholders to manage human wildlife conflict."*

Community conservation

AT A GLANCE

At the end of 2017 there were...

- 83 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 166,267 km^2, which is about 53.2% of all communal land, with an estimated 212,092 residents (another approximately 6,170 members of the Kyaramacan Association live in Bwabwata National Park)
- of this area, conservancies manage 163,151 km^2, which comprises 19.8% of Namibia
- community forests cover 30,828 km^2, 89.9% of which overlaps with conservancies
- from the beginning of 1990 to the end of 2017, community conservation contributed an estimated N$ 7.11 billion to Namibia's net national income
- during 2017, community conservation generated over N$ 132 million in returns for local communities
- community conservation facilitated 5,350 jobs in 2017
- 62 conservancies hosted a total of 171 enterprises based on natural resources
- Namibia's elephant population grew from around 7,500 to around 22,800 between 1995 and 2016 according to census data
- Namibia has a large free-roaming lion population outside of national parks

Photo: Gareth Bentley

Facts & Figures

of Namibian 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.

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, page 16) while covering their operational costs from their 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.

Agriculture and wildlife exist side by side on the Chobe flood plain in Zambezi Region

Photo: Will Burrard-Lucas

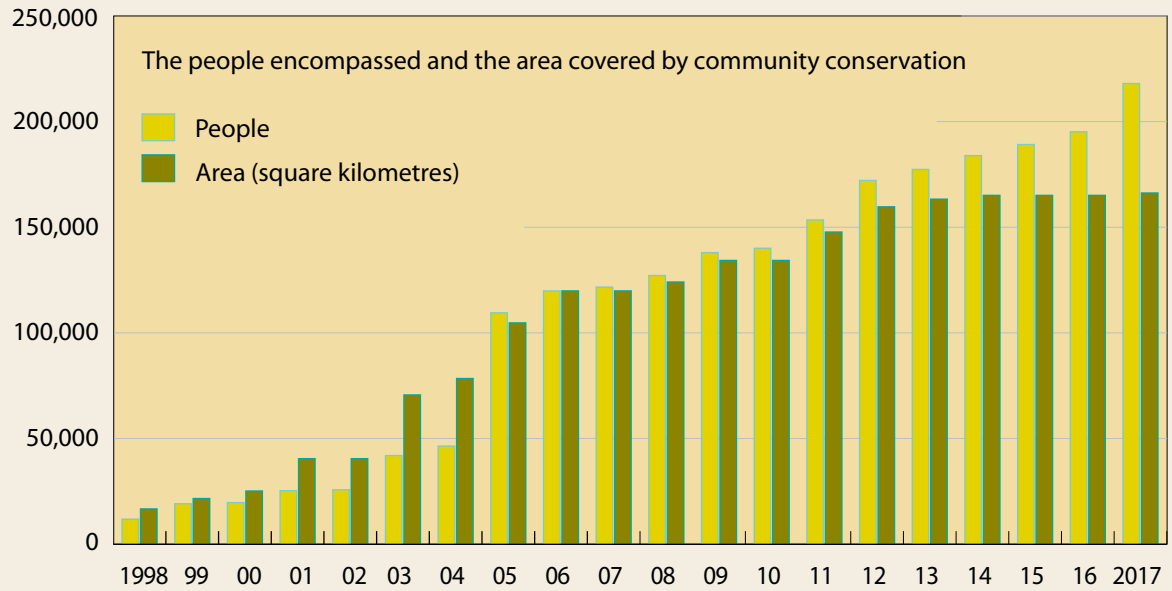


FIGURE 2.
Community conservation cover
The area covered by conservancies and community forests has rapidly grown to 166,267 km², which is 53.2% of all communal land. At the end of 2017, there were an estimated 212,092 people living in conservancies, with another 6,170 members of the Kyaramacan Association living in Bwabwata National Park. This figure has been estimated based on Namibia Population and Housing Census data for 2001 and 2011. More information is provided in Figure 9 and Table 4 on page 29.

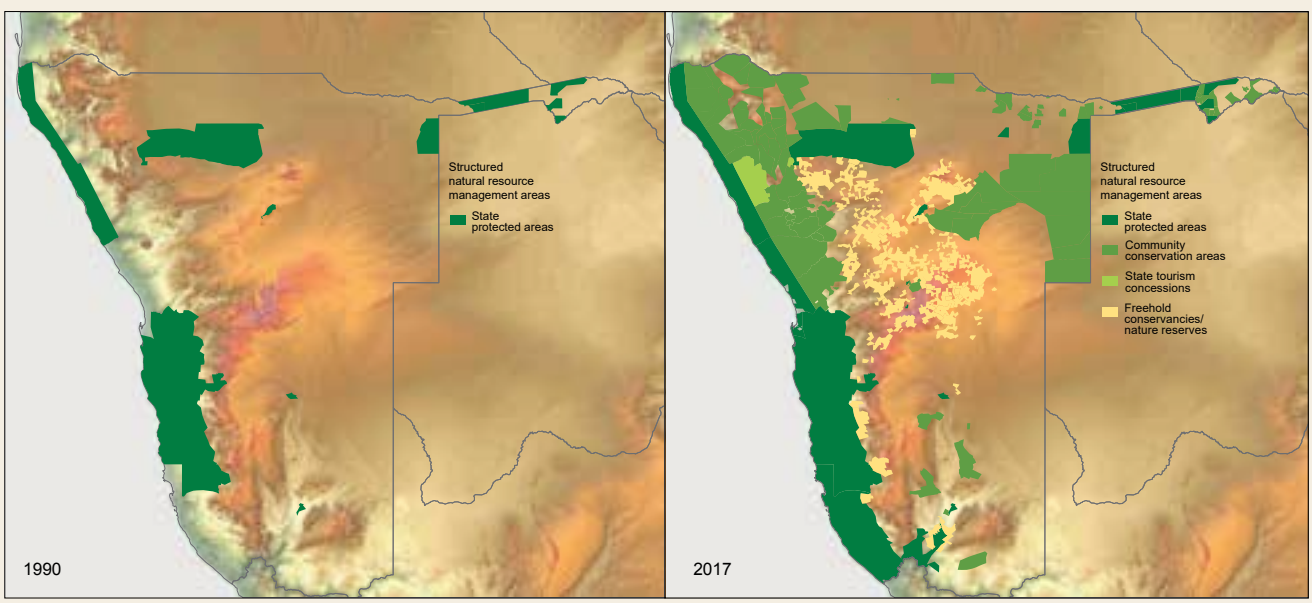


FIGURE 3. **The expansion of structured natural resource management across Namibia**
At independence in 1990, there were no registered community conservation areas, freehold conservancies did not exist, and a mere 14% of land was under recognized conservation management. At the end of 2017, land under structured natural resource management covered 43.8% of Namibia.

Living with wildlife pays dividends – but comes with costs

Conservancies earn income from tourism and hunting operations. In addition, there are in-kind benefits such as meat. Added together, these are returns.

Like private sector businesses and farms, conservancies earn income, but also have high costs. These costs are salaries and overheads (such as office and vehicle expenses). Conservancies also provide benefits to members in cash and community projects – rather like payouts to shareholders (Figure 5).

The total gain after costs may be small, but the intangible returns, benefits such as capacity building and empowerment in rural areas, conservation of wildlife and habitat, and reslience to climate change through diversification of land use; these benefits are difficult to measure, but are substantial in development terms (see figure 4).

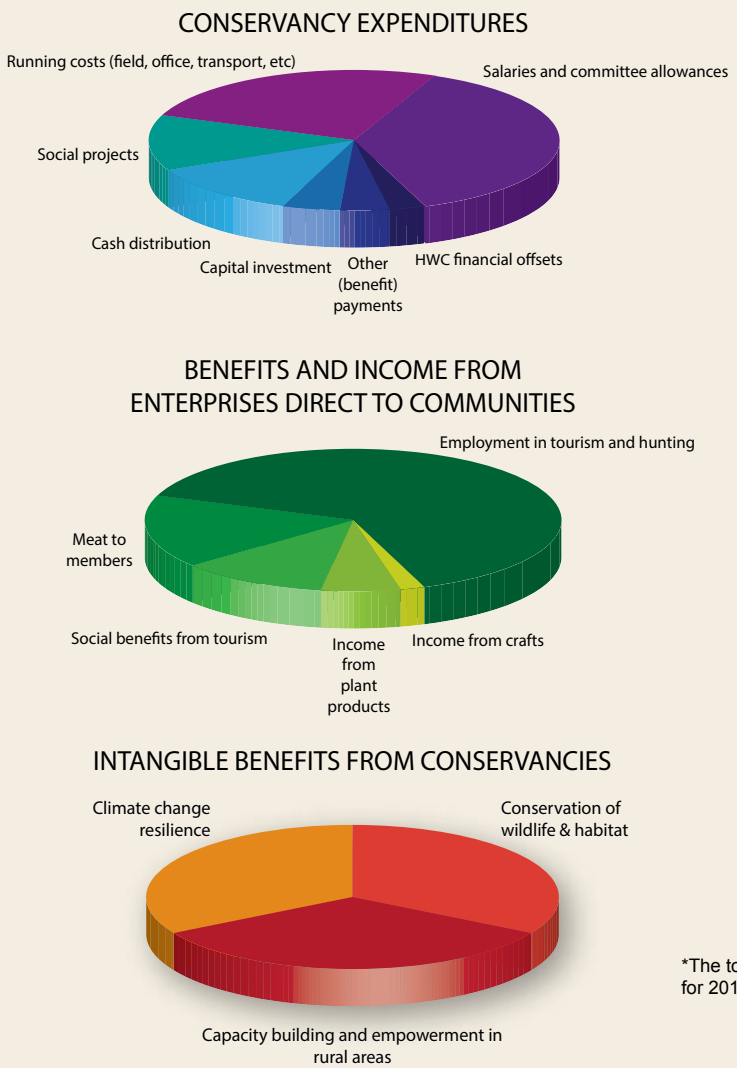


FIGURE 4.
Conservancy expenditures and benefits

Income to conservancies is spent on salaries, office and other operating costs, and benefits to members (top circle).

Conservancies generate additional income, which goes directly to residents, especially from employment in tourism and hunting, and from harvesting plant products and selling crafts (green circle).

Intangible benefits encompass the empowerment of rural communities, including women, resilience to climate change through the diversification of income, and fostering a collective community voice on development issues.

*The top two circles represent financial information for 2017. The lower circle is not quantified

THE TERMINOLOGY OF INCOME, BENEFITS AND RETURNS

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:

- cash benefits are dividends paid to conservancy members from conservancy income
- in-kind benefits include meat distribution and fringe benefits from tourism employment such as staff housing, etc.
- 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 (see Figure 5).

Josephine Basson cutting game meat for distribution in Torra Conservancy. Meat is a major benefit to poor rural communities.

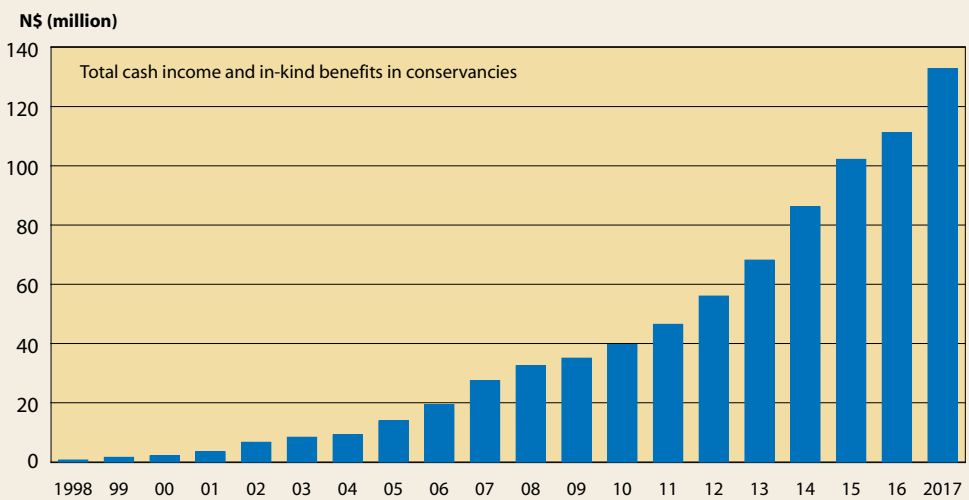


FIGURE 5. **Total returns to conservancies and members**
The total cash income and in-kind benefits generated in conservancies (including the Kyaramacan Association) grew from less than N$ 1 million in 1998 to more than N$ 132 million in 2017. This includes all directly measurable income and in-kind 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).

The story behind the figures

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. Some wild animals are an additional burden to farmers, posing a direct threat to the lives of people and the safety of their property.

Rights over wildlife were denied to rural communities during the colonial period. However, recognized communities may now utilize wildlife and other natural resources, and benefit from rights over wildlife through tourism enterprises. Although it is fully protected in most national parks, wildlife may be utilized sustainably under conservation management in communal conservancy areas.

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 and widespread prospecting and mining are threatening wildlife habitats in parts of Namibia. This may benefit some sectors of the economy, but can disadvantage the rural poor. Such developments may be 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 effects of climate change means that agriculture will carry a higher risk due to increasing drought and episodic flooding. 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.

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.

The Chobe flood plain provides grazing for zebra and antelopes and water for elephants, as well as pasture for cattle. Diversification provides income from tourism in the area

Emphasizing equitable resource use

Conservancies have enabled equitable natural resource use, which did not exist prior to their formation. Joint-venture lodges and conservation hunting concessions are based on formal agreements, which oblige operators to share profits and to employ and train local staff. In return, conservancies provide eco-services such as the management of wildife habitat and anti-poaching activities, which benefit the private sector.

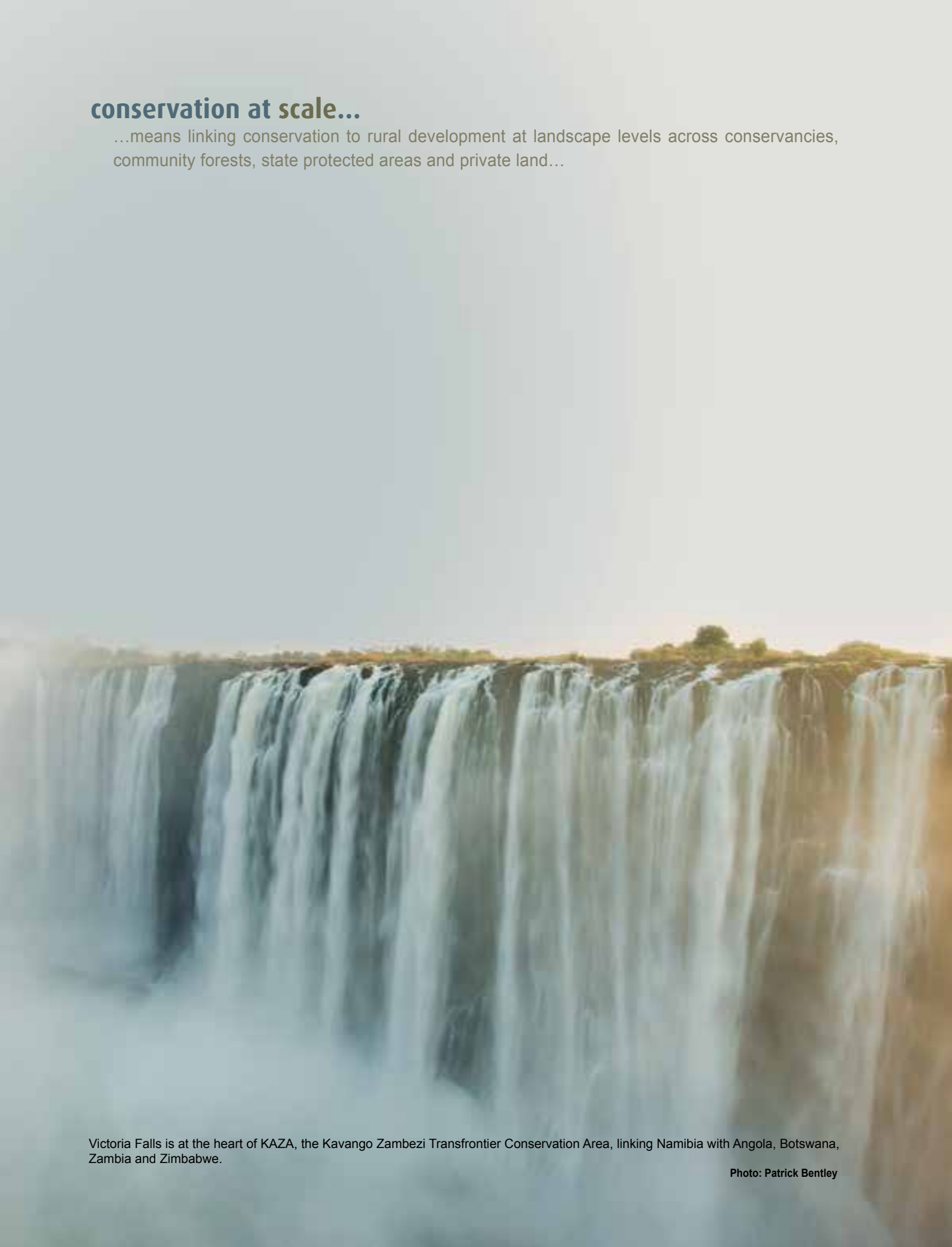
For a comparison of revenue from conservation hunting and tourism, see Figures 25 to 28 and Table 10 on pages 70 to 72.

Housekeeper Lensi Uatokuya earns a living at Okahirongo Lodge in Puros Conservancy

Roan antelope. Photo: Will Burrard-Lucas

conservation at scale...

…means linking conservation to rural development at landscape levels across conservancies, community forests, state protected areas and private land…



Victoria Falls is at the heart of KAZA, the Kavango Zambezi Transfrontier Conservation Area, linking Namibia with Angola, Botswana, Zambia and Zimbabwe.

Photo: Patrick Bentley

Conservation at scale

The Kwando River runs between Angola and Zambia before flowing into Namibia

Community conservation encompassing 19.8% of Namibia's land and over 210,000 rural residents is contributing to the national economy and rural development, and to poverty alleviation.

Large landscape conservation is linking state protected areas with communal conservancies, community forests, and freehold land with conservation goals, covering a total of 43.8% of Namibia.

Transboundary fora are linking Namibian conservancies to community centred conservation initiatives in Botswana and Zambia, allowing for joint management of common areas of concern, including wildlife crime, fisheries and fire control.

Transfrontier conservation areas are building common platforms for the movement of wildlife across international borders, with community-based tourism as an economic driver.

International learning exchanges have enabled conservationists worldwide to study the Namibian model of Community Based Natural Resource Management.

This chapter looks at the significance of community-based conservation to Namibia's development and environmental sustainability.

Conservation at Scale:

Facts & Figures

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 promotes 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.

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 that 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 that results from training provided to people associated with conservancies.

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.**

The economic merits of programme spending can be seen by comparing the investment in community conservation against NNI returns and increasing annual stock asset values in a cost-benefit analysis. This provides 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 1 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 6).

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.

TABLE 1. 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 under N$ 1.1 billion. This is a very positive economic return for a programme investment.

Year	Economic Rate of Return	Net Present Value
17	6%	3,883,553
19	10%	169,180,336
21	13%	348,684,990
23	15%	551,169,772
25	16%	800,541,934
27	17%	1,084,052,706

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.

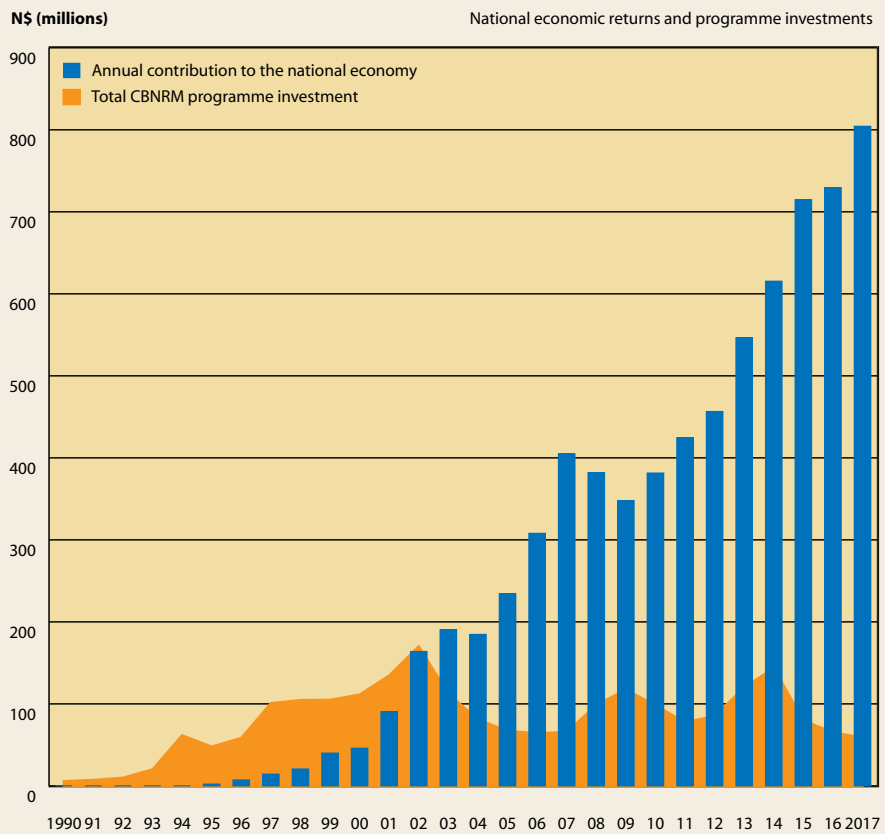


FIGURE 6. Estimates of the national economic returns from CBNRM compared to economic investment costs

In 2017, the net national income (NNI) contribution made by CBNRM was about N$ 804 million. Between 1990 and 2017, the cumulative value of the NNI contributions amounted to an estimated N$ 7.11 billion.*

The graph also shows the investment in the CBNRM programme each year, which cumulatively adds up to about N$ 2.3 billion between 1990 and 2017. 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 2017. This means they are not directly comparable with those used in the 2016 Community Conservation Report, which used figures equivalent to the value of Namibian dollars in 2016.*

Poverty reduction

Namibia is ranked as a middle income country, but has a highly skewed distribution of income and high unemployment. Much of the population lives in rural areas and is dependent on natural resources for its livelihood. The National Planning Commission 2015 'Poverty Mapping' study shows that conservancies are situated in some of the poorest areas of Namibia. 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.

CBNRM is recognized by the Namibian government for making an important contribution to national development plan aims (Table 2) by lifting people out of poverty, diversifying livelihood opportunities and providing long-term institutional structures that help to drive economic growth.

Marketing Namibia

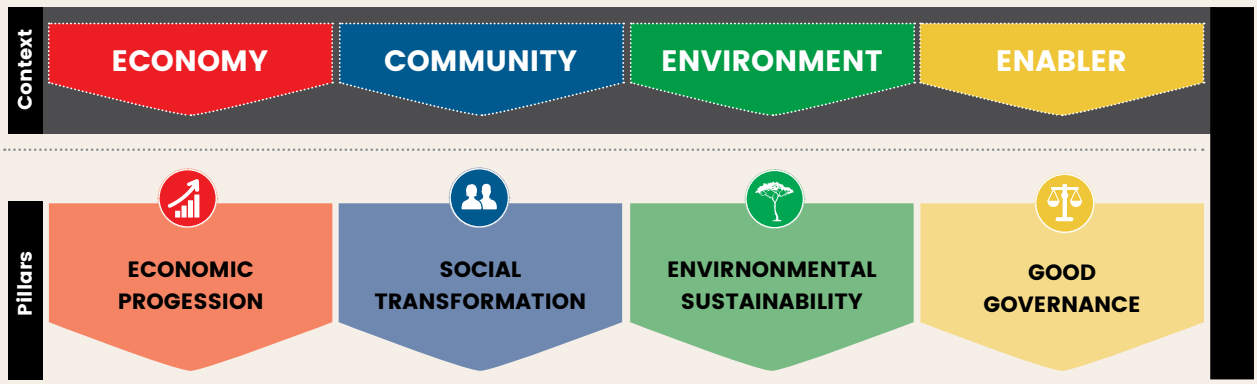
All of Namibia is benefiting from the country's status as a community conservation model. Tourism and hunting operators active in conservancies have a distinct marketing advantage in this regard, especially if they can show that they are contributing to sustainable growth through the equitable sharing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

Liseli Naha and her husband Laskin Mapulanga work at Nambwa Lodge, a joint venture with Mashi Conservancy, within Bwabwata National Park

TABLE 2. **Community conservation contributions to Namibian National Development**

NDP5

Namibia's fifth National Development Plan consists of four pillars, to which community conservation makes a significant contribution.



ECONOMIC PROGRESSION

COMMUNITY CONSERVATION:

- contributes to Namibian net annual income (NNI contribution in 2017 estimated at N$ 804 million)
- generates cash and in-kind benefits to conservancies and members (over N$ 132 million in 2017)
- capitalizes on the comparative advantage of charismatic wildlife in spectacular landscapes (often better suited to wildlife than livestock) through tourism and hunting
- promotes economic development and poverty reduction through diversification and private sector partnerships
  - enables the development of communal area tourism, one of Namibia's prime tourism products (54 joint-venture lodges in 2017)
  - facilitates new jobs and income opportunities in rural areas, especially within the tourism, hunting, natural plant product and craft sectors (5,350 jobs in 2017)
- increases livestock productivity through community based rangeland management in 66 defined areas
- increases crop yields through conservation agriculture

SOCIAL TRANSFORMATION

COMMUNITY CONSERVATION:

- 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. 44% female conservancy treasurers/financial managers in 2017)
- facilitates improved health outcomes through conservancy funding of community health, education and other infrastructure projects, as well as transport provision to service centres
- increases household food security and reduces malnutrition through livelihood diversification and the provision of game meat
- promotes cultural pride and the conservation of cultural heritage through responsible tourism and the development of living museums and other cultural tourism activities

ENVIRONMENTAL SUSTAINABILITY

COMMUNITY CONSERVATION:

- makes significant contributions to environmental conservation, funded through tourism and conservation hunting income
- promotes equal access to natural resources through formal management structures and participatory processes (83 conservancies, 1 community association, 32 community forests, 66 community rangeland management sites etc.)
- reduces environmental degradation through structured natural resource management
- emphasises a precautionary, science-based approach through natural resource monitoring, evaluation and quotas
- creates landscape-level connectivity which mitigates the effects of climate change on wildlife and other resources
- reduces pressure on individual resources through land-use diversification
- promotes environmental responsibility through community-owned structures and activities
- enables sustainable use of natural resources through formal management structures, benefiting present generations while conserving resources for future generations
- encourages a sense of ownership over natural resources and responsibility for development
- facilitates the reduction and reversal of land degradation and deforestation through mandated, structured and sustainable natural resource management
- promotes sustainable practices and increases agricultural productivity through land-use diversification, structured and sustainable management, and activities such as conservation agriculture and community rangeland management, facilitates integrated land-use planning through formal management structures and collaboration with other community, government and private sector stakeholders

GOOD GOVERNANCE

COMMUNITY CONSERVATION:

- promotes democracy in rural areas through community participation and democratic election of office bearers
- emphasises accountability, transparency and good governance through performance monitoring and evaluation
- emphasises the equitable distribution of returns
- promotes partnerships through active collaboration amongst communities; and between communities and government, the private sector, NGOs and donor agencies
- enables significant capacity enhancement through ongoing training in governance, natural resource management and business, as well as in-service training in the private sector

A global contribution

Community conservation provides an important service to the nation and the world by maintaining healthy ecosystems and globally important biodiversity assets, while delivering a variety of immediate and tangible returns.

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 services such as clean water are sustainably delivered, and that productive soils and healthy plant and animal communities are sustained. The value of eco-system 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.

Photo: Will Burrard-Lucas

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. As private sector engagement in community conservation broadens, more opportunities will continue to open up.

Conservation at scale

The scale of community conservation in Namibia

A total of 163,151 km² of land was encompassed by the 83 communal conservancies at the end of 2017. This represents 52.9% of all communal land in Namibia and 19.8% of Namibia's total land area. At the same time, 32 community forests covering an area of 30,828 km² had been gazetted. Of these, 18 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 2017 was 163,151 km². 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 43.8% at the end of 2017.

Very large contiguous areas under sustainable resource management have been created (Figure 8 and Table 3). The largest contiguous area is found in the northwest, 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.

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 achieving 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 2, page 25).

TABLE 3. People living in conservancies

Region	Area covered by conservancies (km2)	Percentage of communal land covered by conservancies	Number of people living in conservancies	Percentage of communal area residents in conservancies
Erongo	17,289	91.5	6,842	55.8%
Hardap	1,424	18.4	812	10.5%
Karas	6,550	41.7	4,558	32.8%
Kavango (E&W)	1,196	5.7	17,126	2%
Kunene	58,943	79.5	59,207	81.7%
Omaheke	18,404	42.5	6,750	21.9%
Omusati, Ohangwena, Oshana, Oshikoto	13,095	24.7	51,244	5.2%
Otjozondjupa	41,059	100.0	36,991	100%
Zambezi	4,092	39.4	32,770	33.9%
Khomas	no conservancies	no communal areas	no conservancies	no communal areas
Total	**163,19**	**53.0**	**212,092**	**15%**

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 2017.

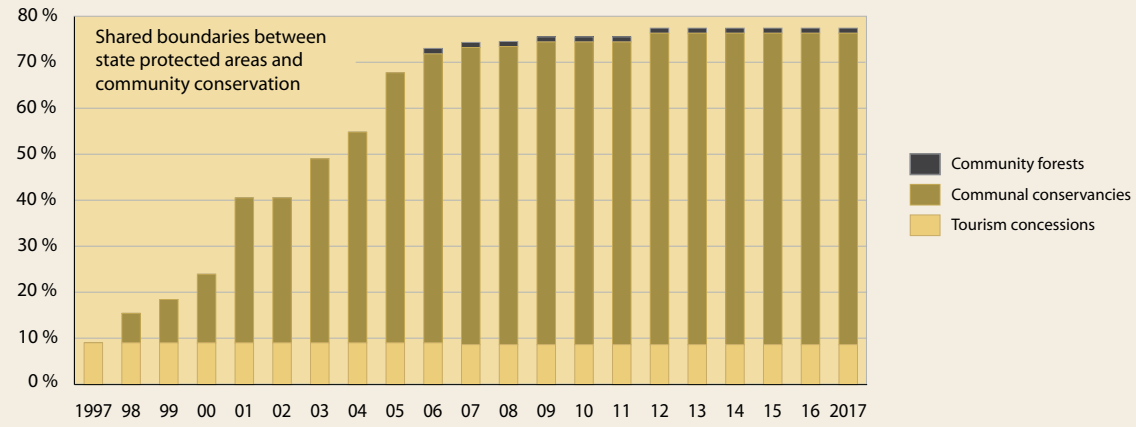


FIGURE 7. Increase in shared boundaries

The percentage of state protected area boundaries in communal areas shared with conservancies, concession areas and community forests has increased dramatically from 1997 to 2017 and currently stands at over 77%.

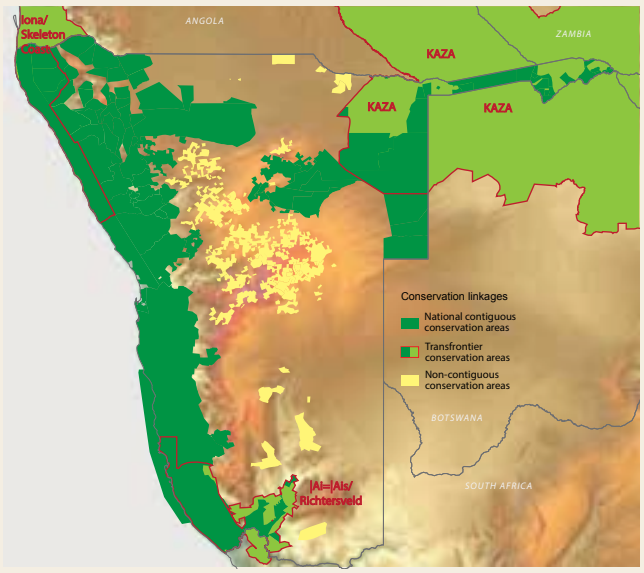


FIGURE 8. Contiguous conservation areas

The contiguous areas under sustainable natural resource management including state protected areas, freehold and communal conservancies and community forests in 2017. 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.

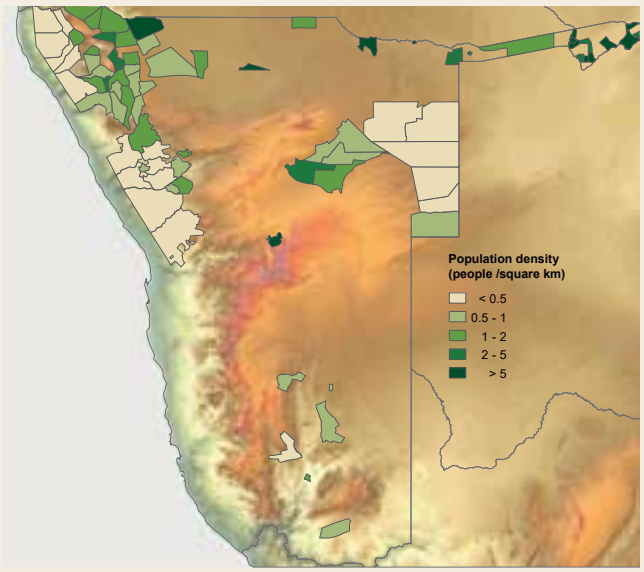


FIGURE 9. People in conservancies

Population densities range from less than one to more than five people per square kilometre.

TABLE 4. 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**

Conservation at scale:

Regional and international

Learning and sharing

Namibia's CBNRM partners have facilitated many exchange visits, with many conservation organizations vising Namibia to study our conservation model.

Technical support was provided in 2017 to WWF Kenya on the establishment and negotiation of joint venture lodges and WWF Tanzania on business plans and negotiations with private sector for community forests.

The Namibian community game count methodology was introduced to the Sioma Complex – including Sioma Ngwezi National Park and the adjacent Game Management Area, which is also utilized by farmers – in Zambia in September 2017, during which the first community game count in the area was undertaken.

Two studies on CBNRM were commissioned: to identify best practices and review lessons learned through 30 years of the Namibia CBNRM Programme; and a global study to document the enabling conditions for common property management. As part of this latter study, some of the most successful community conservation initiatives around the world were identified and analysed for commonalities of success.

Conservation complexes

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

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.

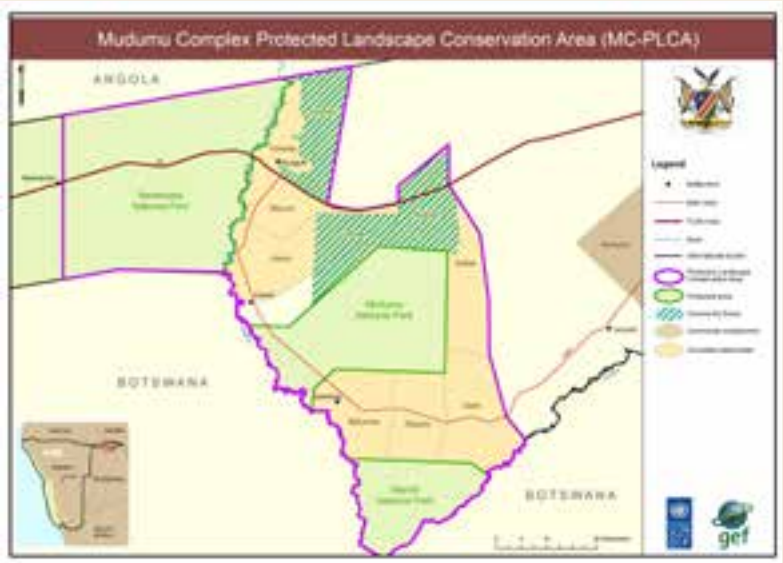


FIGURE 10.
Map of Mudumu Complex
Two complexes, Mudumu North and South, encompass an area around and including Mudumu National Park, the eastern core wildlife area of Bwabwata National Park, 7 conservancies and 3 community forests.

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 7).

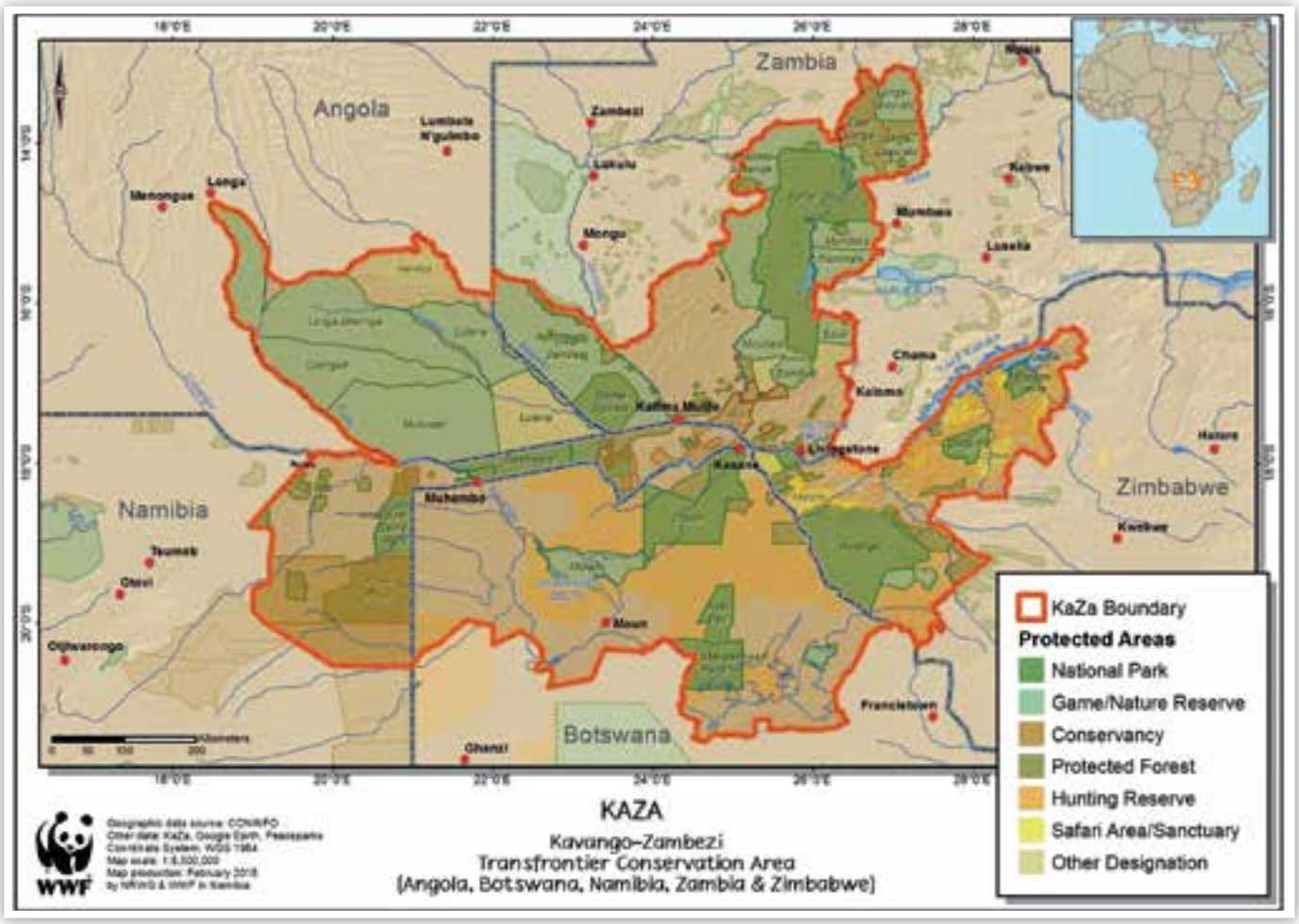
Transboundary conservation areas

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.

KAZA has created a conservation framework at the regional level, 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.

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.



Conservation at scale:

Biomes and habitats for wildlife

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 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 11).

Biomes and habitats are protected by community conservation (Table 5 and Figure 12). 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.

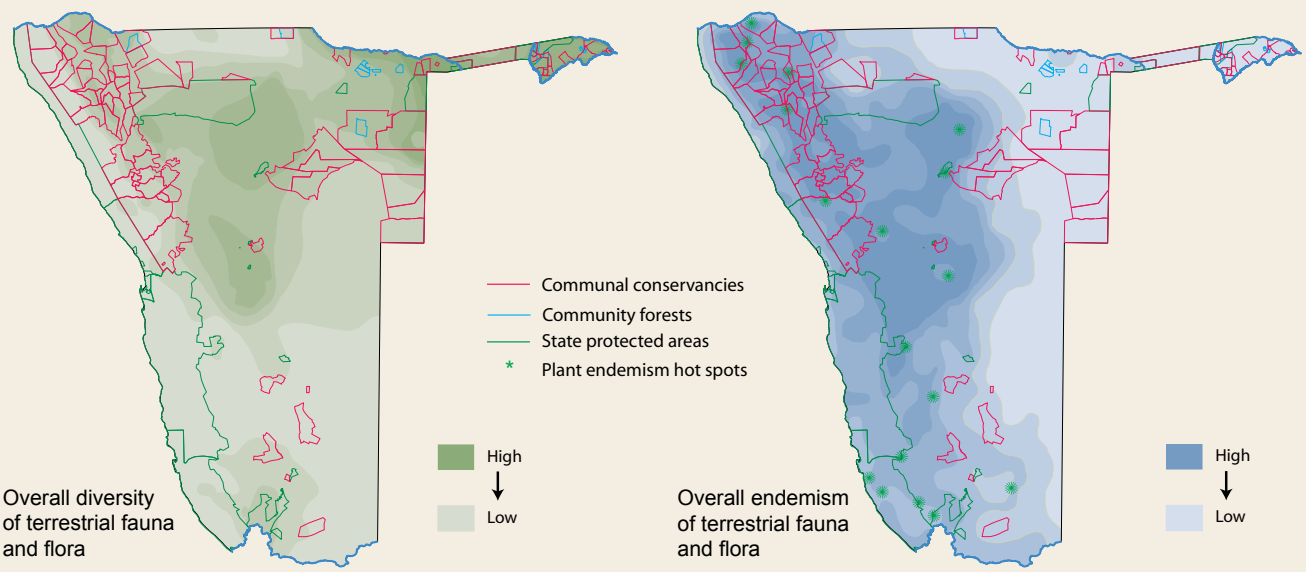


FIGURE 11. Contributions to the protection of biodiversity and endemism
Conservancies and community forests in relation to areas of high bio-diversity (left) and endemism (right).

TABLE 5. 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	33.5%	2.1%	-	1.9%	8.8%	45.6%
Total area of Namibia	**19.8%**	**0.4%**	**0.8%**	**6.1%**	**16.8%**	**43.9%**

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.

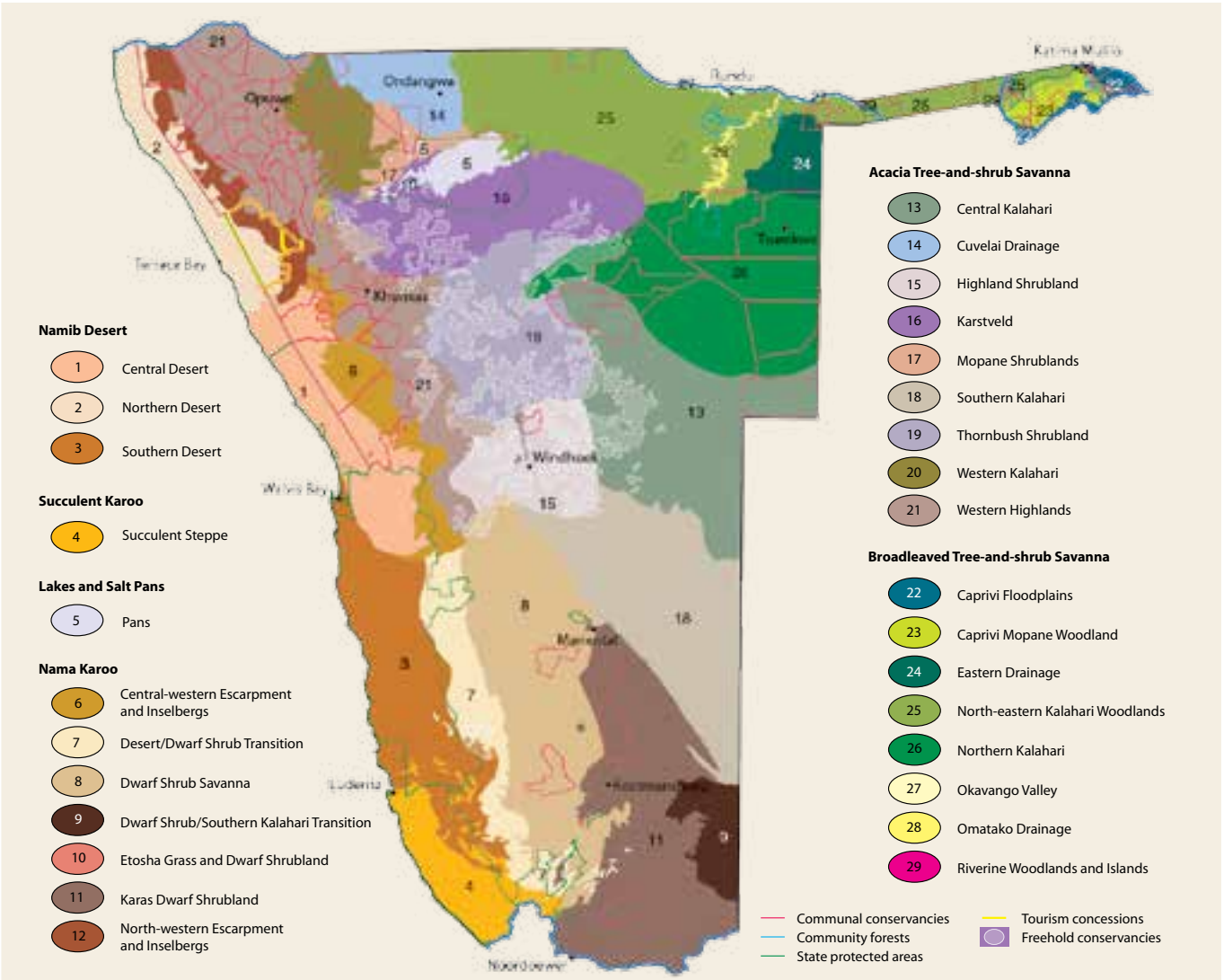


FIGURE 12 Contributions to the protection of Namibia's major biomes, vegetation types and wetlands
Communal conservancies, community forests, state protected areas, tourism concessions and freehold conservancies in relation to Namibia's main vegetation types and major biomes.

to manage **natural resources ...**

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

Photo: Patrick Bentley

The Namibian Programme: Natural Resource Monitoring

for the benefit of the people and the land

Benson Kupinga, a Khwe-San tracker with the Kyaramacan Association in Bwabwata National Park

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.

Managing natural resources: a look at 2017

A review of progress in conservation and the challenges faced by conservancies

Wildlife numbers

Namibia's game counts are scientifically based, and are designed to include conservancy members, NGO workers and MET rangers in a joint effort that generates both data and strengthens partnerships. The counts provide an indication of where game occurs, an approximate estimate of how many animals there are, but most importantly, they track changes and trends in population numbers over time. The figures on the following pages, showing long-term trends, are used as a key indicator of success or failure in conservation.

THE ORYX, OR GEMSBOK: NAMIBIA'S EMBLEM

Although the gemsbok is possibly one of the most drought resistant antelopes on earth, the recent dry years have taken a toll through various means. Communal farmers desperate to find grazing during this drought have moved into core wildlife areas. This has increased grazing competition with wildlife, which was already under extreme stress. Added to this is intensive competition and disturbance around scarce water holes. All animals, livestock as well as gemsbok, kudu, springbok and zebra have suffered as a result. Increased offtakes during the early years of the drought managed to reduce stocking rates and this reduced the competition, avoiding mass mortalities. But the ongoing drought has, even more importantly, reduced breeding success, and this seriously affects the ability of wildlife populations to recover. This also affects sustainable offtake rates – i.e. harvest offtakes that were easily sustained during good seasons when breeding was optimal can quickly become non-sustainable when breeding ceases.

Oryx are a prime target for harvesting as their good quality meat and optimum size make for very efficient harvesting. During the first few years of the drought, harvesting was increased to reduce competition. When the drought continued beyond a few years, and breeding stopped, even small offtakes started to have a very large effect on numbers.

Although quotas were drastically reduced as the drought progressed over years, it appears that offtake rates have been too high in recent years. Conservancies, through reduced quotas, have continued to harvest modest numbers of animals, but additional pressure on populations appears to have occurred from poaching of animals for illegal meat markets outside the conservancies. Cumulatively, this may have resulted with over-harvesting of populations. Post drought recovery of these populations will require conservancies to learn and adaptively manage their wildlife, especially with regards to poorly controlled harvesting or poaching of game for meat markets.

In large open areas where animals are free to roam, determining trends is challenging because animals can move into or out of the areas being monitored. In addition, in certain regions, and in particular in desert conditions, animal numbers are driven to a large extent by good and poor rainfall seasons resulting in 'boom and bust' cycles in wildlife populations. These two factors make the analysis of trend data extremely challenging, particularly over the short-term, and therefore a long-term view must be taken.

It is evident that in the north-west conservancies, wildlife numbers have declined significantly in recent years. This is largely a result of the extended drought cycle leading to increased mortalities and reduced breeding rates. But this is not the only reason: serious destocking through harvesting was necessary in the early years of the drought cycle to reduce mass mortalities.

The return of patchy rainfall to the Erongo and Kunene regions in 2016 led to a short-term increase of species of plains game, particularly springbok, which have the ability to respond quickly to good rainfall. However, many game species will need several years of good rains, coupled with low take-off rates, to fully recover.

QUOTAS AND BENEFITS

Quotas are the numbers of wildlife allowed to be harvested for meat and/or trophies. The 2017 quota was a review based upon the previous year. Full quotas are only conducted every three years. Quotas are based upon numbers assessed from game counts and other monitoring methods (see Game Counts on page 42).

Natural resource management

AT A GLANCE

At the end of 2017 there were...

- 84 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
- 71 conservancies holding quota setting feedback meetings
- 71 conservancies with own-use harvesting quotas
- 56 conservancies with conservation hunting concessions
- 19 conservancies with shoot & sell harvesting contracts
- 46 conservancies with a wildlife management plan
- 45 conservancies with a zonation plan
- 616 game guards and resource monitors working in conservancies

Biggest challenges

- Keeping offtake quotas low, despite conservancy expectations of meat as a significant benefit of conservation hunting
- The possibility of wildlife crime increasing as syndicates move from other African countries into Namibia
- Land allocation and land invasions threatening areas reserved for wildlife

Poaching and wildlife crime

Annually collated information from event books (see page 43) show that poaching incidents for meat has been contained at low levels.

However, there is a perceived level of complacency by conservancies in reporting incidents, which may be higher than those recorded in event books. Anecdotal evidence also points to an unwillingness to report poaching incidents to the police, and for the police to follow up these incidents.

Wildlife crime may be distinguished from poaching, in that it is killing for profit, rather than for meat. The MET has identified wildlife crime as an existential threat to Namibia's iconic species of black rhino, and a significant threat to the elephant population.

Although there has been a significant increase in the poaching of elephants in the north-east, this is being contained due to concentrated efforts from community game guards, MET rangers and the police.

Rhino poaching in the north-west conservancies has been reduced to minimal numbers through community mobilization and more active patrolling and law enforcement efforts. Although the situation has stabilized, this extremely rare animal remains under constant threat. Increasing efforts are being put into raising awareness of wildlife crime in communities, and into enhanced law enforcement, which includes surveillance and intelligence operations.

Photo Patrick Bentley

Photo Patrick Bentley

Training

NACSO's Natural Resources Working Group is a small team of dedicated staff, constantly in the field, assisting the MET with training in conservancies. Much of the training is, by its nature, annual and recurrent. Every year conservancy game guard teams are given refresher training before conducting the annual game counts. Many members of the counting teams may be new, and need to understand how to count wildlife accurately.

As mentioned previously, monitoring of game take-off is an important management function of conservancies, and both the MET and NACSO have limited capacity to train and mentor conservancies in this vital task.

Conservancy committees tend to change regularly, sometimes annually, and hand-over procedures are not entrenched in many conservancies. This means that the small technical teams under NACSO are faced with the task of repeatedly training many new committees annually.

Growing concerns

The accurate monitoring of quotas, dealing with poaching and wildlife crime, human-wildlife conflict and training will remain ongoing concerns for the MET and NACSO in the forseeable future.

Land use is a significant concern facing the CBNRM's wildlife management programme. Conservancies try to undertake participatory land-use planning, but this is undermined by conservancies not having the legal powers to enforce their game utilization management plans; by land grabs by wealthy private individuals who fence off land; by some government partners which do not recognize or are not aware of conservancy land use plans; and by the registration of customary rights which is not harmonized with conservancy land-use planning.

All conservancies should have a zonation plan, dividing the land between uses: agriculture and settlement, tourism, and hunting. Some of the newer conservancies do not have zonation plans, and other established conservancies are facing zonation problems. Land allocated for wildlife is being settled and fenced off for agriculture, or is being invaded by farmers from adjacent areas with their cattle.

NACSO and the MET need to work intensively with conservancies on land use and zonation, while giving increased support on the issues of human-wildlife conflict and conservancy monitoring of poaching and wildlife crime.

Facts & Figures

Wildlife populations

Remarkable wildlife recoveries have taken place due to government and conservancy efforts to minimize poaching and ensure the sustainable use of wildlife. This was initially most evident in the north-west, 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 north-west 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 a combination of factors has resulted in a reduction of game numbers in areas surveyed: drought, animals moving out of the survey areas, and suspected poaching. (Figure 13).

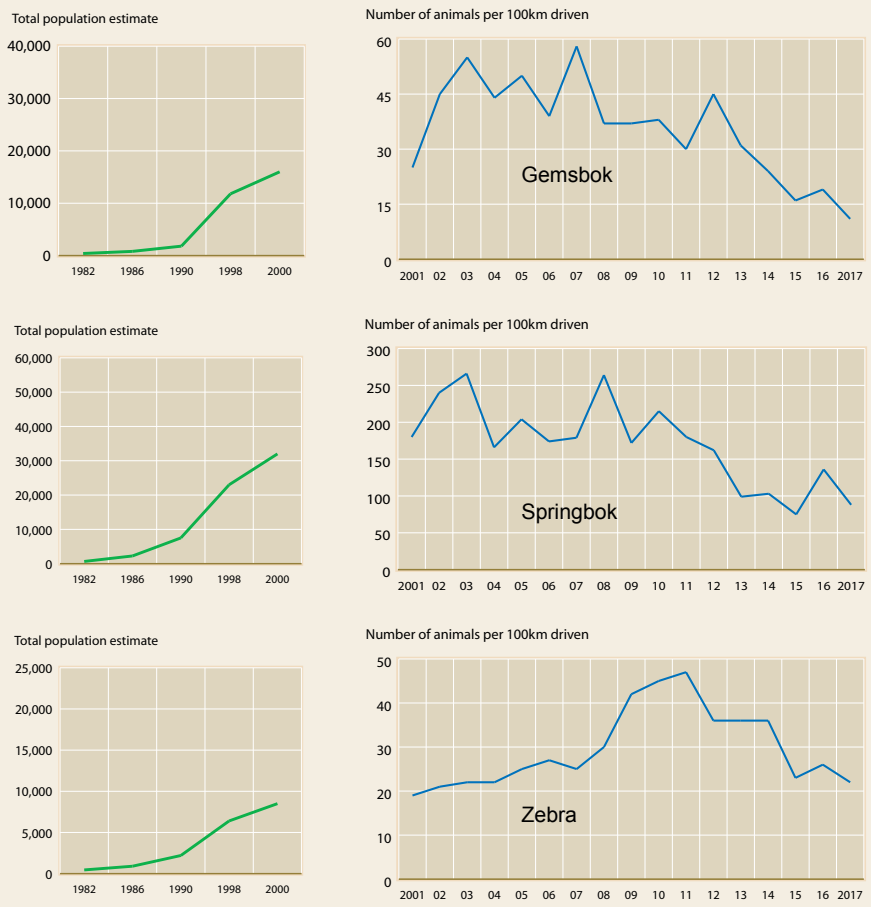


Figure 13.
North-West population estimates
The graphs on the left show total estimated populations of 3 indicator species: gemsbok, springbok and zebra, from aerial censuses prior to the year 2000.

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.

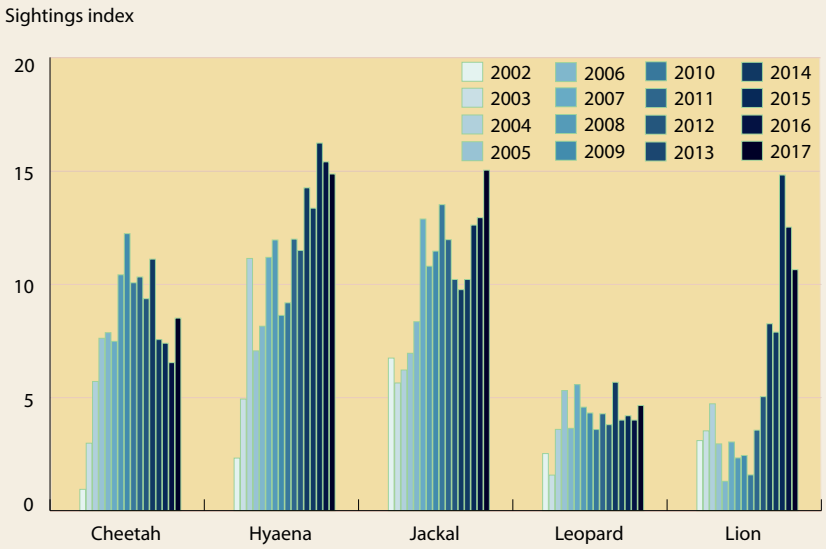


Figure 14.
Predator sighting index for Erongo-Kunene Regions
While game counts provide reliable estimates of plains game, predator numbers are harder to estimate. Conservancies use the Event Book monitoring system to record sightings of predators. It is notable that while game populations have been reduced during recent drought years, sightings of predators, especially jackals and hyaenas have increased, due to the abundance of weak prey and carcasses resulting from the drought. However, lion numbers decreased in 2016 and 2017.

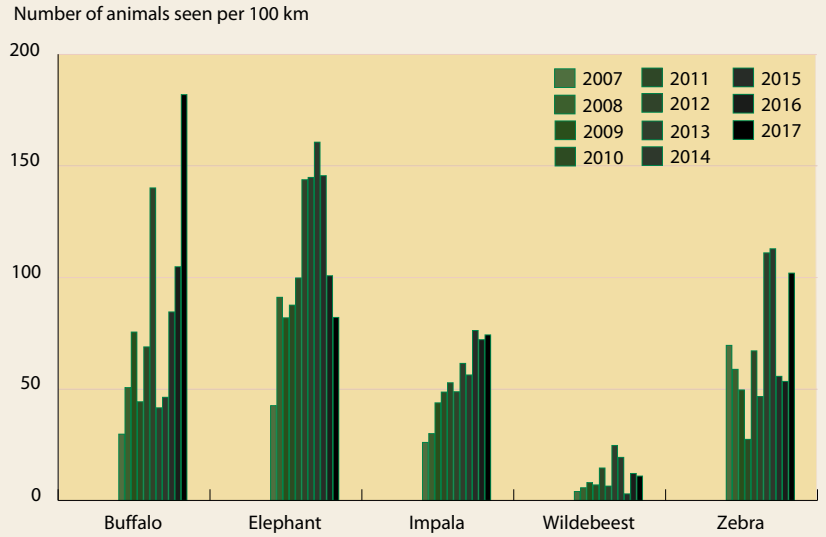


Figure 15. North-East game count
Significant wildlife recoveries have also occurred in the Zambezi Region. These have been due largely to successful breeding, reduced poaching, wildlife introductions, and a removal of the hostile environment for wildlife. Although poaching had declined substantially over the last 15 years, there has been a sharp increase in elephant 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 parks and conservancies in the region.

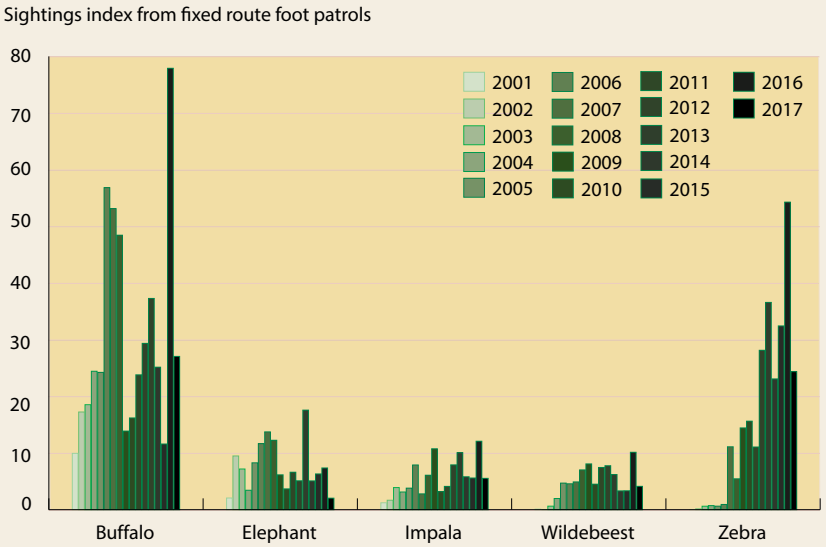


FIGURE 16. Zambezi game sightings on fixed-route foot patrols
The graph gives an index of sightings during regular fixed-route foot patrols in seven long-established conservancies (Impalila, Kasika, Kwandu, Mashi, Mayuni, Salambala and Wuparo). The species shown include blue wildebeest, which was reintroduced into the area from 1999 to 2012 (Table 7 page 51).

Game counts

Most conservancies conduct routine game censuses. The biggest of these is the North-West Game Count, conducted annually since 1999 (Figure 13). 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 conservation NGOs. Similar methodology has been extended to other parts of the country which also carry out annual game counts, but the approach has been adaped to local conditions. Conservancies in the east perform an annual moonlight waterhole count, while conservancies in the north-east undertake counts on foot (Figure 15) 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.

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, the central savannah of Etosha, 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 and Zimbabwe (the KAZA area, see page 31). Due to the transfrontier movement of elephants, numbers in this area make up the bulk of the Namibian population.

Despite an upsurge in wildlife crime 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, and in the north-west Kunene Region, sometimes referred to as 'desert elephants'.

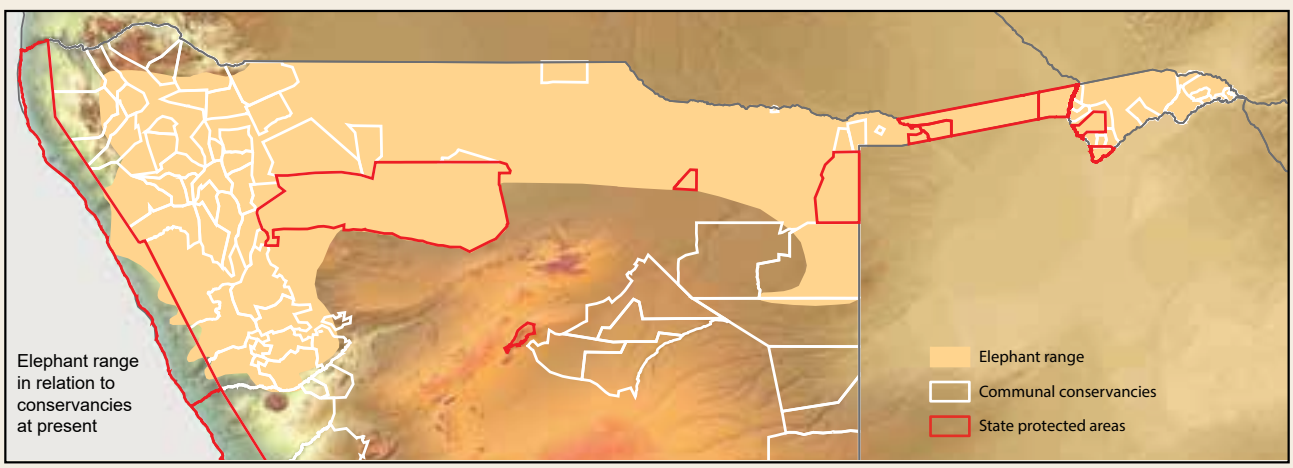


FIGURE 17. **Elephant range in Namibia**

The Event Book

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

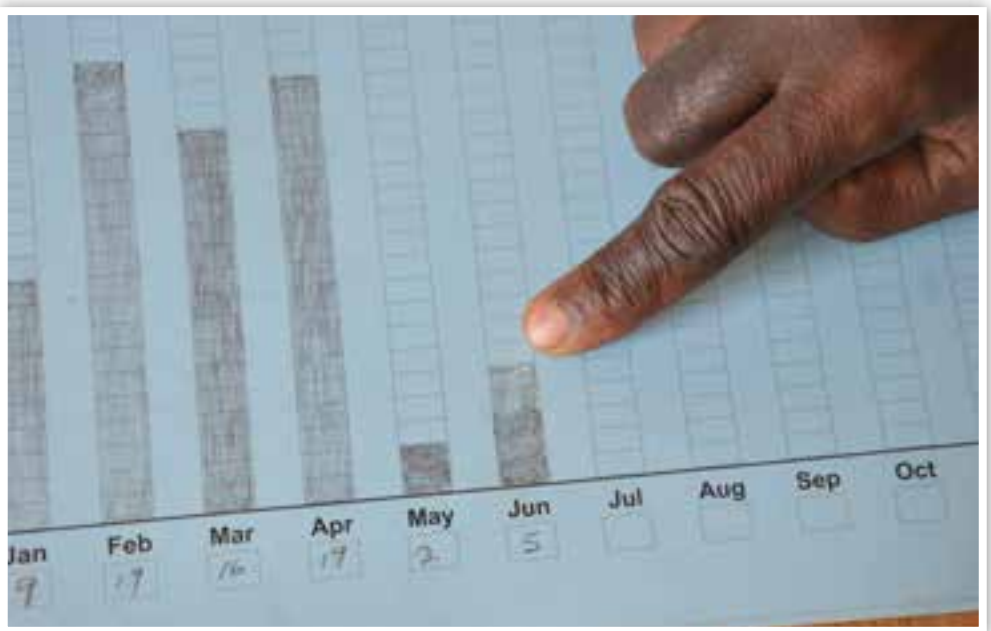
This highly successful management tool was initiated in 2000 and has been continuously refined ever since. It is used by almost all registered conservancies and is systematically introduced to emerging conservancies during their formation. The simple but rigorous tool promotes conservancy involvement 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 pencilled 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.

Game guard Kgwara Kaeste uses the event book in Nyae Nyae Conservancy

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.



Blocks pencilled in monthly in the blue event books provide instant graphics for analysis of trends by conservancy management teams

Understanding 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 18).

Human-wildlife conflict

Recorded incidents of human-wildlife conflict (HWC) have increased due to the increase in wildlife populations and shifting movement patterns of humans and wildlife in response to drought. However, the average number of incidents per conservancy remains generally stable (Table 6). Crop protection from raiders, especially elephants, remains a major problem in the north-east. The species causing the most problems and the areas affected are captured by data (Figure 19), 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.

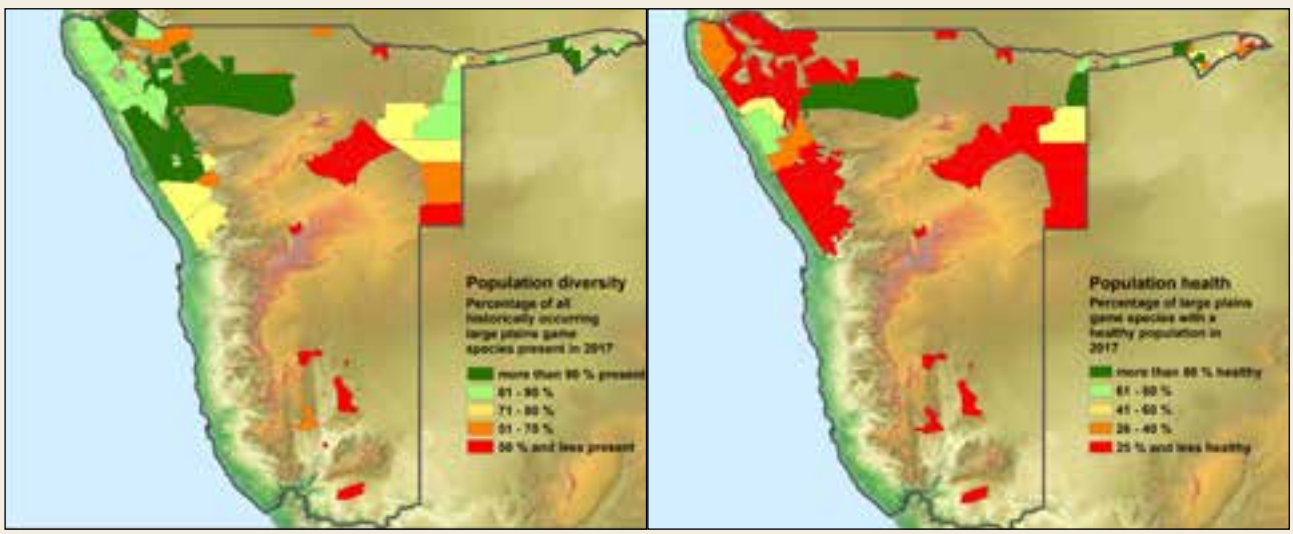


FIGURE 18. **Species richness:**
The wildlife species richness map (left) *indicates the large wildlife species currently present in conservancies, as a percentage of those which were present in the past. A high score means that a large percentage of the species are still in the area.*

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 6. Human-wildlife conflict incidents across all registered conservancies

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total conflict incidents from all conservancies	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	8,067
Number of conservancies	31	44	50	50	53	59	59	66	77	79	82	75	69	71
Average no. of human attacks per conservancy	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	0.2
Average no. of livestock attacks per conservancy	54.3	60.4	63.5	63.2	82.7	82.6	83.7	74.7	66	94.7	69.7	73	75.5	91.1
Average no. of crop damage per conservancy	35	33.4	47	43.4	46.7	44.4	45.1	34.4	26.1	18.9	23.6	19.7	13.4	13.1
Average no. of other damage incidents per conservancy	5	3.2	3.6	5.8	3.9	2.4	2.5	1.3	2.1	2.5	1.3	1.7	2.6	1.8
Average total incidents per conservancy	95	97	114	113	134	130	132	111	95	117	95	95	92	106

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. However, livestock attacks increased considerably during 2017.

Note: Figures may be an under-estimate as only 71 conservancies reported figures in 2017

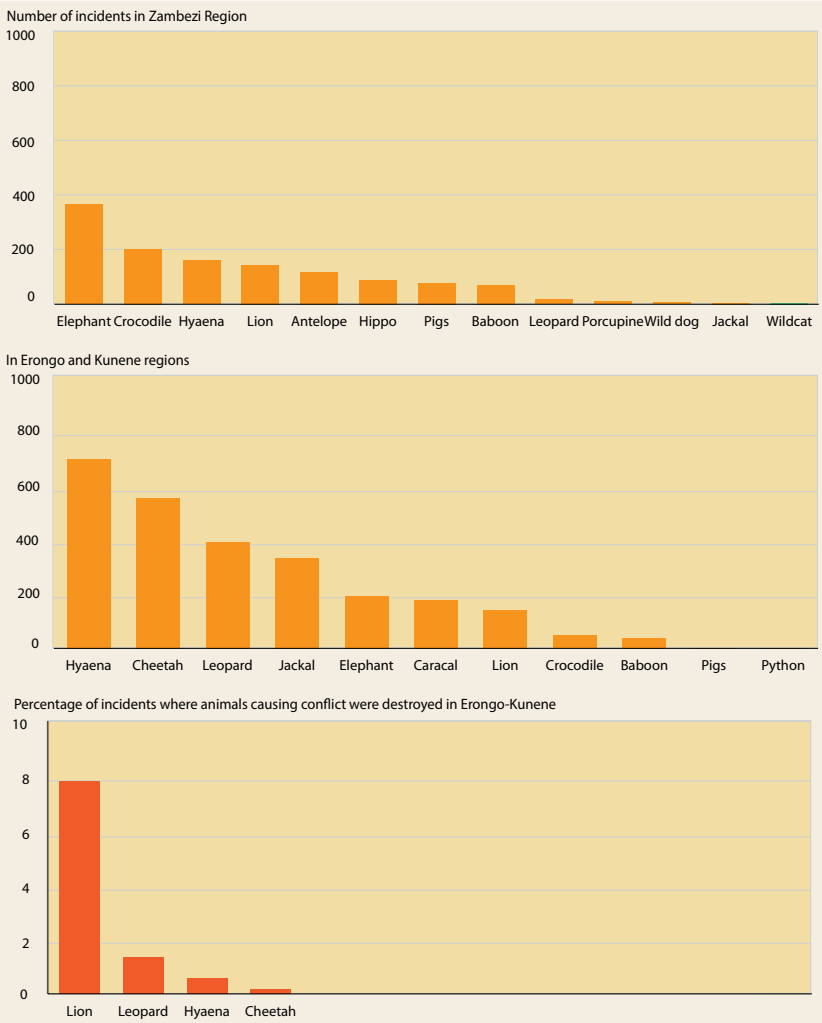


FIGURE 19. Conflict species ...
The orange graphs indicate the number of conflict incidents per species in the Zambezi Region and Erongo-Kunene during 2017.

... and their control
The red graph (at base) indicates the number of animals destroyed as a percentage of the number of conflict incidents recorded for that species in Erongo-Kunene during 2017. The highest percentage is for lions. 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.

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.

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 with funding and technical assistance from Panthera and other donors. Although cattle and goats are safe at night in these kraals, other problems remain. In Erongo and Kunene, where grazing is sparse, cattle have to trek large distances from safe kraals to find grazing. Mobile kraals under development may be a partial solution to this problem. Confining livestock into kraals that are not predator proof may indeed exacerbate the problem: when a predator does get into a kraal, many animals may be killed in a single night. This causes anger in communities and attracts disproportionate media interest.

Elephant-proof water points were provided by government and non-governmental agencies in arid areas between 2012 and 2016. There is a continuing demand for protection as wildlife numbers increase. Other measures include crocodile fences, and chilli, which has been used as a deterrent to keep elephants away from crops. The use of chilli has declined because farmers have not adopted it as a cash crop. As conservancies continue to recover from drought, reinforced land-use planning and conservancy zonation are essential elements to minimize conflicts in the future.

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.

Populations of other large predators in north-western conservancies have generally been stable or increasing. The number of all predators occurring in communal areas remains well above pre-conservancy levels.

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.

Cattle enter a lion-proof kraal built by Panthera in Zambezi Region

A lioness on the hunt in Nkasa Rupara National Park, adjacent to Wuparo Conservancy. Many lions have been collared, enabling the MET and conservancies to know their ranges.

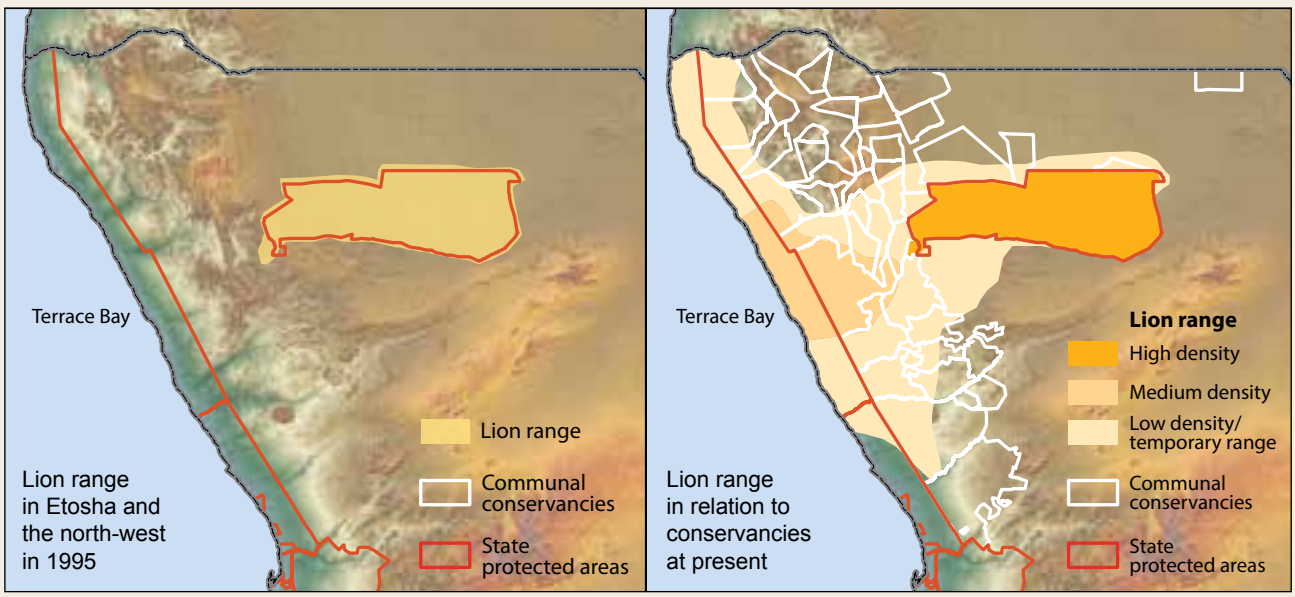


FIGURE 20. Lion range expansion

Numbers of the iconic 'desert' lions have increased dramatically from a low of around 25 individuals in 1995 to approximately 150 in 2017. The maps show the equally dramatic range expansion over this period extending to the Skeleton Coast.

The story behind the figures

Resources and approach

In rural areas people depend upon subsistence farming and natural resources. Conservancy management has facilitated large-scale wildlife recoveries and enables the protection of valuable species and intact wildlife habitats.

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.

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.

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 is being improved by creating community fish reserves that facilitate undisturbed breeding.

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.

A management session 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 83 registered conservancies are between 5,000 and 9,000 square kilometres, which is between 65 and 120 times the size of an average commercial farm in Namibia.

Conservancies manage 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.

Anti-poaching activities are carried out in most conservancies. 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.

Natural resource management

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 21) 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.

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 NACSO'S Natural Resources Working Group and is provided as feedback to conservancies, relevant support organisations and the MET in a user-friendly format.

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.

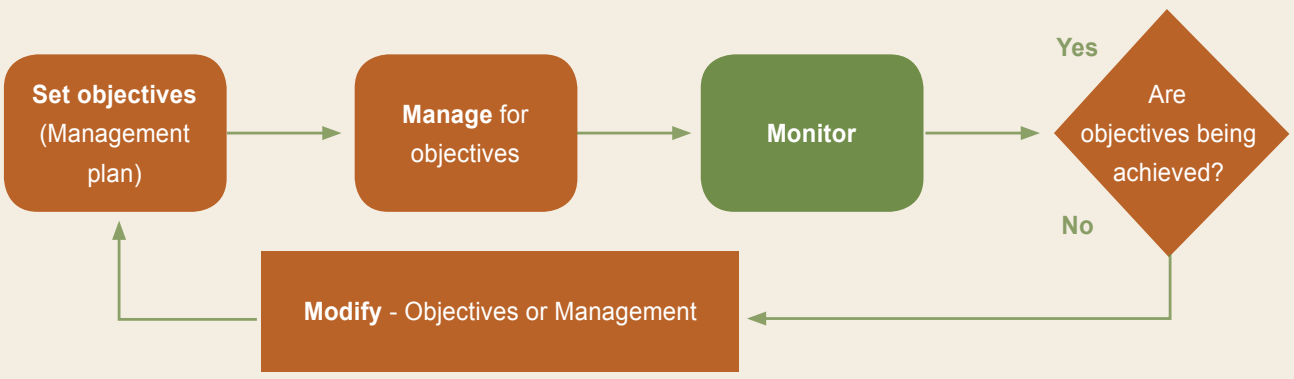


FIGURE 21 **The adaptive management cycle**

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 meetings are held every third year, with annual reviews taking place in the intervening two years. This year was a review 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.

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 7).

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.

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

332 giraffes were translocated over a period of 5 years, some into areas where they had become locally extinct

TABLE 7. 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) was in excess of N$30 million.

trained to gather data that result in maps with local relevance and ownership, including land and resource zonations.

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.

good governance ...

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

Teo Ntinda, NDT North - Central Coordinator

The Namibian Programme: Community Conservation Governance

a democratic resource management model

Building foundations

for sustainable resource management

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

Community conservation governance: a look at 2017

A review of some progress and challenges and what they mean for the governance structures of community conservation

Conservancies are self-governing bodies, which elect boards and operate in accordance with their constitutions. They should be accountable to their members through annual general meetings. The MET has laid down Standard Operating Procedures, which set out the essential elements of good governance. Although the MET could de-gazette a conservancy if it fails to comply with the SOPs, this sanction has not yet been used.

NACSO's role is to supply support and training through its Institutional Development Working Group. Although the working group has not had a full-time coordinator for some time, this situation was addressed in 2017, and a new coordinator will take up the position in 2018.

The MET and NACSO conduct integrated annual audits in all conservancies, to assess whether wildlife and financial monitoring is taking place. With 83 conservancies to cover, these audits cannot carry out financial book-keeping, which requires professional expertise.

IRDNC Cluster Coordinator Reuben Mfati makes a point at an integrated audit in Zambezi Region

Conservancy financial mismanagement has been a growing concern, which loomed large in 2017. It is important to note that mismanagement is different from theft or fraud. Most financial mismanagement is the result of poor record keeping and a lack of supported receipts, athough there were cases of misappropriation of cash, some of which are being investigated by the police.

These issues were picked up in Zambezi conservancies, some of which have employed an external accountant to audit their books. As a result, the MET held a workshop on the issue with conservancies in the region. A similar exercise has yet to be undertaken in Kunene and other conservancies.

For many years, it has been a trend for conservancies to choose women as treasurers or financial officers. In 2017 the figure was up from 41% to 44%. This trend is helpful in empowering women in rural areas. However, only 26% of conservancy staff members are women (Table7, page 56).

Organizing meetings in rural areas, where transport is often a large problem, can be difficult. Nevertheless, the annual integrated audits show that most conservancy governance structures are working. The number of AGMs held in 2017 was 57: up from 52 the previous year. However, the number of management plans in place fell from 52 to 46. Clearly, conservancies need to follow the Ministry's Standard Operating Procedures better.

A move away from physical oversight by the MET and NACSO would be beneficial. Ideally, conservancies would send annual reports to the MET with all the required information, including evidence that information on

NACSO intern Herman Aindongo assists with an audit in Kunene

conservancy finance has been shared with conservancy members through AGMs and other means.

However, external oversight from NACSO and the MET continues to be required. Conservancy support organizations in remote areas left to 'score' conservancies at integrated audits have shown a tendency to increase the conservancy scores, creating an unreliable performance picture.

Some conservancies have moved towards area meetings, where less vocal members of the community feel a greater sense of inclusion, and where local issues can be thrashed out, and prepared for discussion at the AGM.

Area meetings are a way of dealing with governance issues in a structural way. Another is for conservancies to come together. The 15 Zambezi conservancies have grouped themselves into four clusters, each with a Cluster Coordinator from IRDNC, which allows conservancies that are physically close to each other to work together with the MET in adjacent national parks (see Conservation Complexes on page 30).

Conservancies are increasingly working together in regional associations – see the NACSO Director's review of 2017 on page 78 for a fuller discussion of these associations.

Community conservation governance

AT A GLANCE

At the end of 2017 there were...

- 46 management plans in place
- 24 sustainable business and financial plans in place
- 52 annual financial reports that had been presented
- 57 annual general meetings that had been held
- 15% female chairpersons
- 44% female treasurers/financial managers
- 34% female management committee members
- 26% female staff members

in communal conservancies in Namibia

The biggest challenges

- Financial mismanagement
- Conservancy elites failing to engage with members
- Following MET Standard Operating Procedures

NACSO strategy meeting

Community conservation governance

Facts & Figures

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. Committees employ staff and, based on funding levels, supervise 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, capture of resources by elites, and corruption.

TABLE 8. Institutional development in conservancies in 2017

Order	Category	Status	Number of conservancies reporting	Percentage of category
1	Registered conservancies (incl. Kyaramacan assoc.)	84	84	100
2	Conservancies generating returns	69	84	82
3	covering operational costs from own income	39	54	56
4	distributing cash or in-kind benefits to members, or investing in community projects	44	54	81
5	Conservancy management committee members	846	71	100
6	female management committee members	285	71	34
7	female chairpersons	11	71	15
8	female treasurers/financial managers	31	71	44
9	Conservancy staff members	831	71	100
10	female staff members	215	71	26
11	Conservancies management plans	46	71	63
12	sustainable business and financial plans	24	71	34
13	Conservancy AGMs held	57	71	80
14	financial reports presented at AGM	52	71	73
15	financial reports approved at AGM	48	71	68
16	budgets approved at AGM	44	71	62

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.

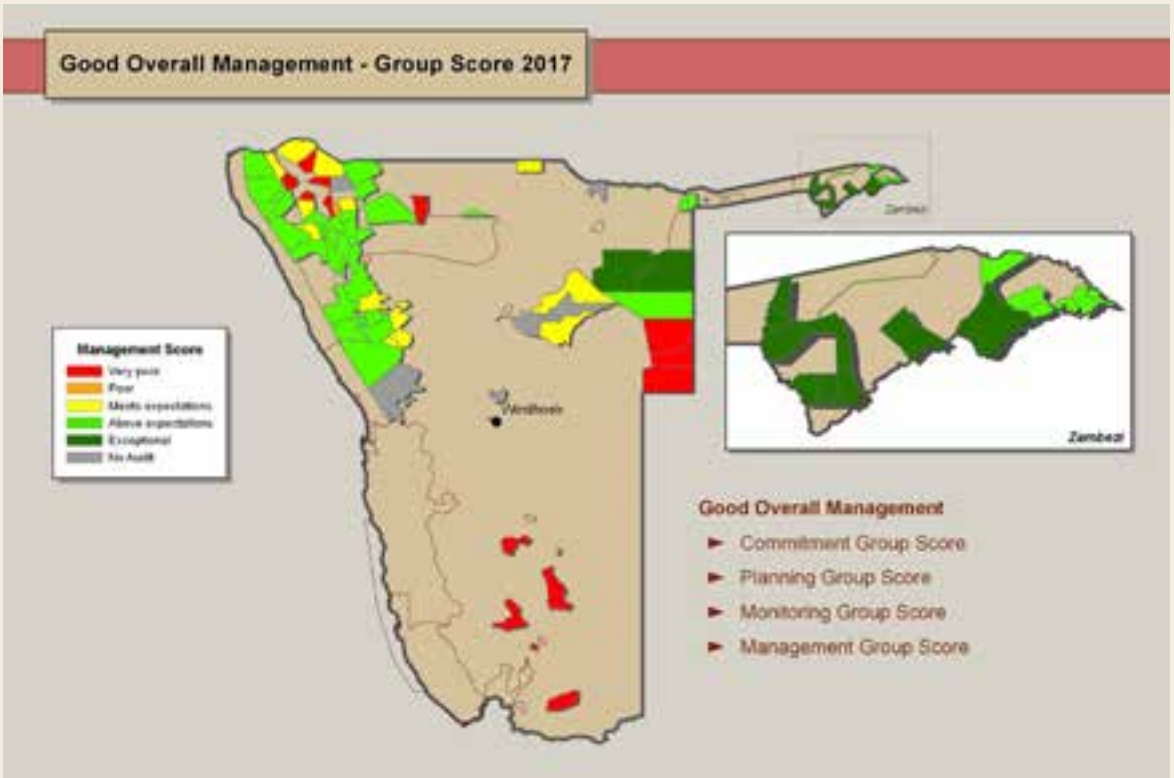


FIGURE 22. Natural resource management performance ratings
Institutional development data is collected annually during integrated performance audits. Conservancies are rated for their commitment, planning, monitoring and management. Conservancies use the information to evaluate and improve their governance, while support organisations are able to provide targeted assistance.

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.

The natural resource management performance of each conservancy is reviewed annually, based on fixed criteria. Maps (Figure 22) illustrate comparative performance and 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.

Coverage of operational expenses is a key objective. Community conservation should be sustainable and self-financing where possible. 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 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.

The story behind the figures

Community conservation governance – a range of management structures

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.

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

The Ju/'hoansi Traditional Authority is a strong supporter of Nyae Nyae Conservancy

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.

Natural resource management at scale requires a strong understanding of environmental dynamics, for which training is essential. 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.

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 products, 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.

Community fish reserves

The Ministry of Fisheries and Marine Resources regulates the use of all inland fisheries resources. A legal framework has been 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).

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.

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.

Training on contracts in ≠Khoadi-//Höas Conservancy

Improved management and strong partnerships

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

The Conservancy Chairpersons' Forum has been a valuable way for the MET to engage with all of Namibia's conservancies. In 2017 a new approach was adopted, holding regional fora.

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 clear 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 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 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.

Nyae Nyae Community Forest is managed together with the conservancy

Annual game counts and the Event Book monitoring system are the foundation for all resource monitoring. In 2017, the Event Book was being used in 84 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 to 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.

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.

NACSO, WWF & NNF staff assist the MET with an audit in Kunene south

To improve livelihoods...

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

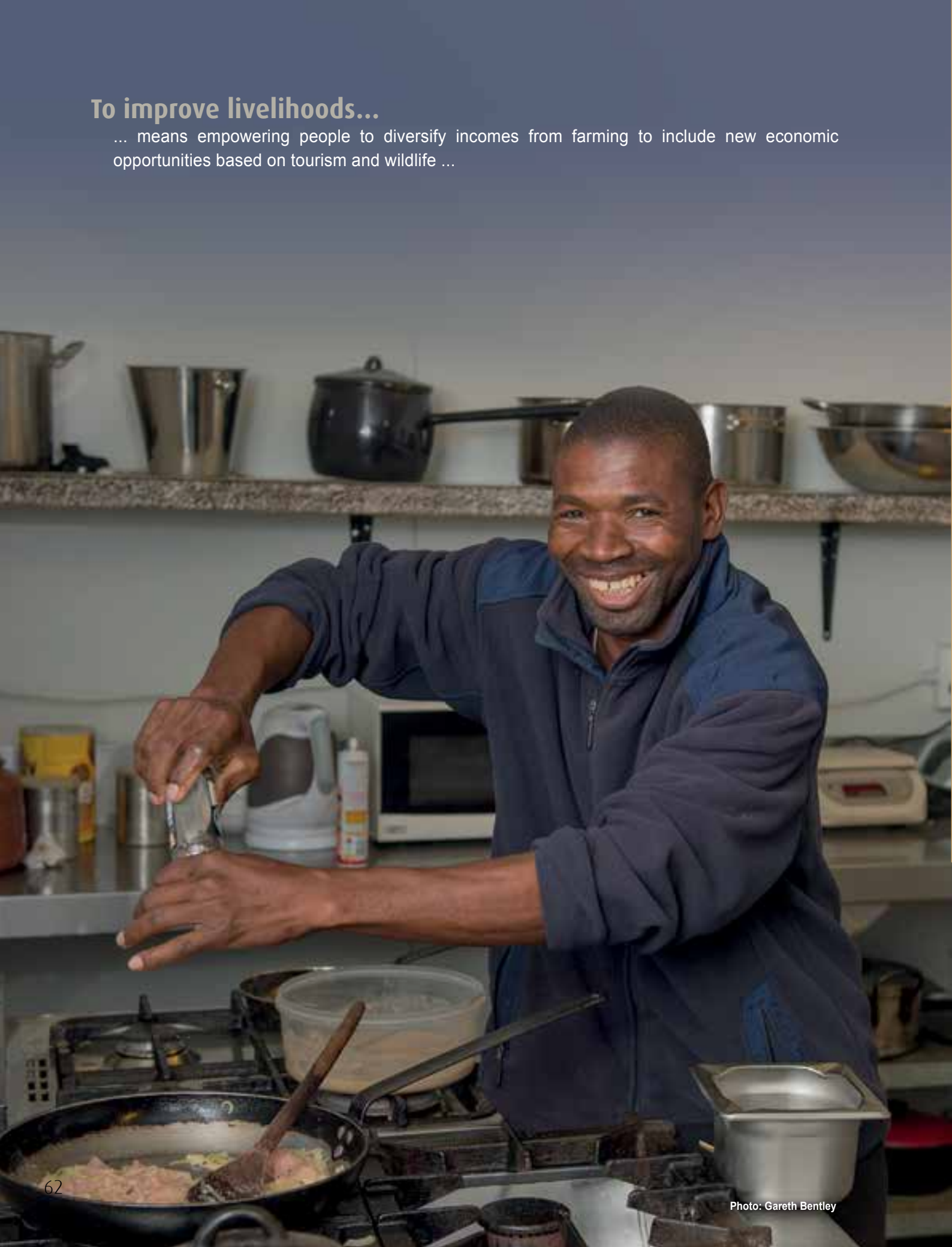


Photo: Gareth Bentley

The Namibian Programme: Improving Livelihoods

diversifying the rural economy

!uu /ui slicing and drying organically certified Devil's claw in Nyae Nyae 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 leading to even greater levels of aridity.

Photo left: Chef Laskin Mapulanga at Nambwa Lodge, a joint venture with Mashi Conservancy within Bwabwata National Park

Improving livelihoods: a look at 2017

A review of progress in providing new economic opportunities and how challenges are being met

Serondela Lodge on the Chobe River

Trends in tourism

Tourism was very strong in 2017 with many of the lodges that are in joint ventures with conservancies having high occupancy rates, resulting in higher fee payments being made to conservancies.

Two new joint venture (JV) lodges brought the total to 54, with staff numbers increasing from 954 full time and 72 part time workers, to 975 and 110 respectively. This very important benefit facilitated by conservancies brings considerable cash income to households (see Figure 4 on page 16 and Figure 26 on page 72 to see the contribution to household income from employment in tourism).

It is not only the total number of JV lodges that is significant. Many lodges have now become well established, and therefore generate consistently good returns. Lodge operators and conservancies see opportunities beyond single lodges. For example, ≠Khoadi-//Hôas Conservancy, which owns Grootberg Lodge, opened another lodge at Hobatere in 2016, and the private sector owners of Nkasa Lupala Lodge in the Zambezi Region are opening a new lodge – Serondela – in the area, thus benefitting Kabulabula Conservancy, which has not had any income from tourism until now.

Managing tourism

One of the challenges of supporting conservancies is to ensure that the capacity to manage joint venture operations is not outstripped by the level of complexity. Management of contracts is a case in point. With large levels of investment, detailed contract arrangements are required. However NACSO does not always have the capacity to support the management of complex arrangements.

There is a constant need to ensure that management and the support process are kept as simple as possible in order to maintain grass roots involvement. For this reason NACSO's Business, Enterprise and Livelihoods Working Group developed a 'Financial Dashboard', which assists conservancies to keep a financial oversight over JV operations.

There is a tendency that once joint venture agreements are signed, conservancy committees and managers tend to back off from managing the agreement, while looking forward to receiving the income. An increased understanding

is also required in conservancy management teams of the payment conditions agreed to in the joint venture contracts.

Benefits: direct and indirect

The indirect benefit of jobs in tourism, and to a lesser extent in hunting, brings much needed income to households, as well as experience of work in the formal sector. Direct benefit distribution from conservancies to members grew by N$ 5 million in 2017. This is largely because conservancies are understanding the wishes of members better, spending proportionally less on management, and ploughing more into benefits in cash and community projects. Several conservancies in the Zambezi Region have installed electricity transformers, allowing households access to power.

Income from the harvesting of indigenous plant products grew by three times: up from N$ 1,400,638 to N$ 4,632,261 from 2016 to 2017. The harvesting of organically certified devil's claw and commiphora were responsible for most of this income, in the north-east and north-west respectively. Although this income is very welcome, it could also diminish quickly if demands for these products falls in Europe. Indeed, in past years the perfume industry did not buy commiphora, leading to a loss of income to many harvesters.

Crafts continue to provide a steady income to producers, enabled by craft markets established by conservancies and by tourism.

Weighing Commiphora

Improving livelihoods

AT A GLANCE

At the end of 2017 there were...

- 38 conservancies directly involved with tourism activities
- 54 joint-venture tourism agreements with enterprises employing 935 full time and 110 part time staff
- 56 conservation hunting concessions with 152 full time and 167 part time employees
- 17 small/medium enterprises with 78 full time and 42 part time employees
- 831 conservancy employees
- 846 conservancy representatives receiving allowances
- 1,704 indigenous plant product harvesters
- 445 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$ 132,824,233 in returns and benefits during 2017
- of this, tourism generated N$ 80,117,640; conservation hunting N$ 32,503,047 including meat distributed to conservancy residents valued at 12,566,280; indigenous natural products N$ 5,191,002; and miscellaneous income (including items such as interest) N$ 2,446,264
- Conservancy residents earned a total cash income of N$ 65,828,264 from enterprise wages, of which N$ 42,081,247 was from joint-venture tourism, N$ 18,861,815 from conservancies, N$ 3,558,788 from conservation hunting and N$ 1,326,414 from SMEs
- Conservancy residents earned cash income of N$ 4,632,261 from indigenous plants and N$1,429,933 from crafts
- N$ 16,159,501 was distributed to residents and used to support community projects by conservancies

Improving livelihoods

Facts & Figures

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 a few 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 has grown from 4 to 83, their development potential has also been 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.

Private sector involvement varies significantly from one area to the next, influenced by location, accessibility and tourism or conservation hunting potential. All of these factors result in great differences in the potential to generate cash income and in-kind benefits. Figure 23 shows the earning power of conservancies.

Returns have been rising since 1998, when the first conservancies were formed. Figure 26 on page 72 shows that until recently the overall returns from tourism and consumptive wildlife use has largely remained broadly

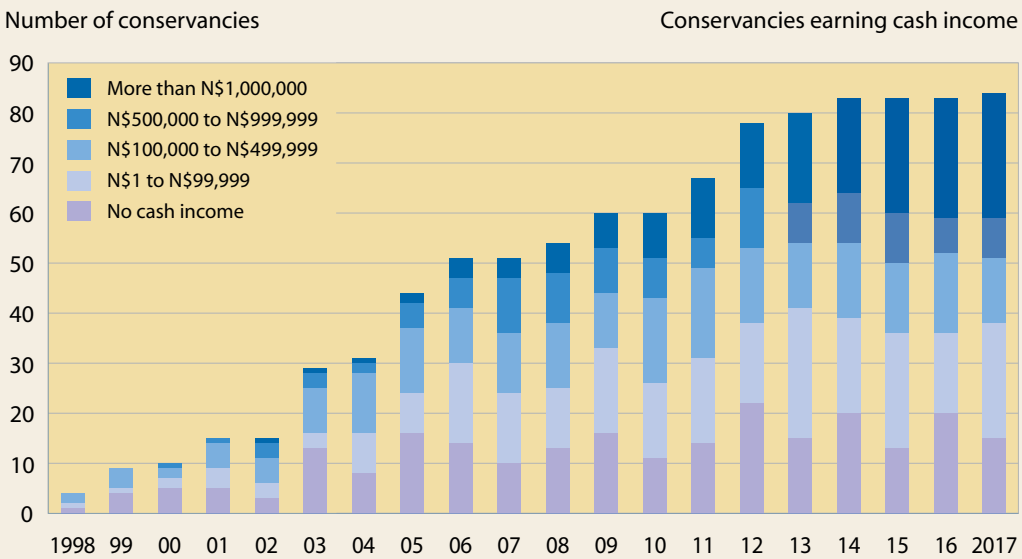


FIGURE 23. The earning power of conservancies
The graph shows the number of conservancies earning cash, divided into incremental categories (including the Kyaramacan Association). There are great differences in the potential of conservancies to generate cash income.

TABLE 9. The rise in returns generated through conservancies

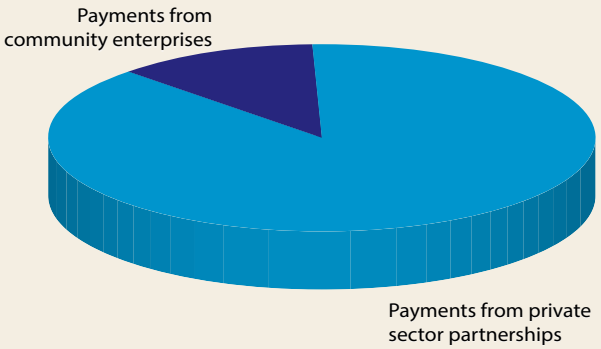
Year	Total cash income to conservancies	Total cash income to conservancy residents	Total in- kind benefits to conservancy residents	Total returns (cash income and in-kind benefits) conservancies residents	Number of conservancies (includes Kyaramacan Association)	Number of conservancies generating cash 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	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	37,832,739	12,988,100	86,110,940	83	63	1,366,840
2015	46,724,190	37,802,020	17,656,835	102,183,045	83	70	1,459,758
2016	49,637,439	42,946,799	18,648,519	111,232,757	83	63	1,765,599
2017	55,903,138	55,684,615	21,236,480	132,824,233	84	69	1,924,989

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 65.

on par. However, in the last few years, and particularly in 2016 and 2017, 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 increased value of game meat (calculated at N$ 24 per kilo). Table 9 breaks down cash payments to conservancies, cash payments to their residents, and the monetized value of in-kind benefits. The table also illustrates the trend of conservancies generating benefits.

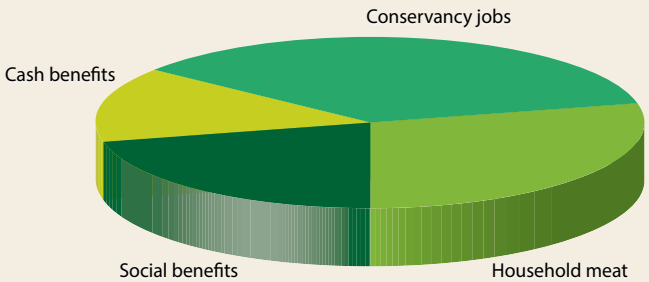
Financial viability remains a concern for some conservancies. Twenty one out of all 84 conservancies (including the Kyaramacan Association) fail to generate cash income, either because they have not yet developed sufficient income generation capacity, or they have little potential to generate income 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.

Employment provision: A significant benefit for many conservancy members is employment, either in tourism or conservancy positions such as game guards, managers and office staff. 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



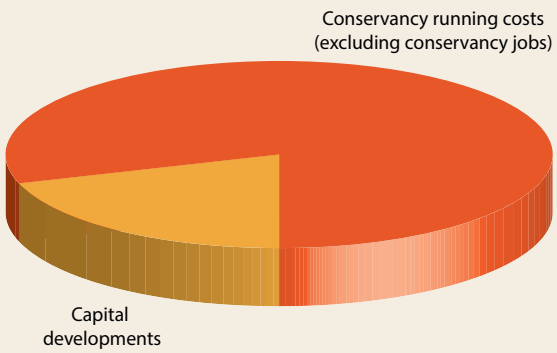
Payments to households from private sector partnerships and community enterprises

Total payments: N$ 64,354,815



Conservancy spending and in-kind benefits going to households

Total benefit: N$ 47,587,596



Conservancy spending on running costs and infrastructure

Total cost: N$ 14,558,247

FIGURE 24. **Analysis of the returns facilitated by conservancies in 2017:**
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 and 2017.

In summary, cash payments and meat to households in conservancies totalled N$ 111,943,411, while capital and operating costs totalled
N$ 14,558,247

(Figures include the Kyaramacan Association returns)

communities can be seen in Figure 26, 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 rural areas to seek employment in towns. Local job creation complement 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 being 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, with about half the total amount paid in cash and the remainder used for community projects.

Many conservancies choose not to make regular cash payouts at all, with annual general meetings tending to support the concept of investment in social benefits. These include water infrastructure, agricultural equipment, bursaries for students, grants to schools and kindergartens, medical treatment, assistance to the elderly, transport and funeral assistance for community members. Financial offsets for human-wildlife conflict losses are 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.

Drying meat from conservation hunting in a village – meat is one of the most importants benefits to rural communities

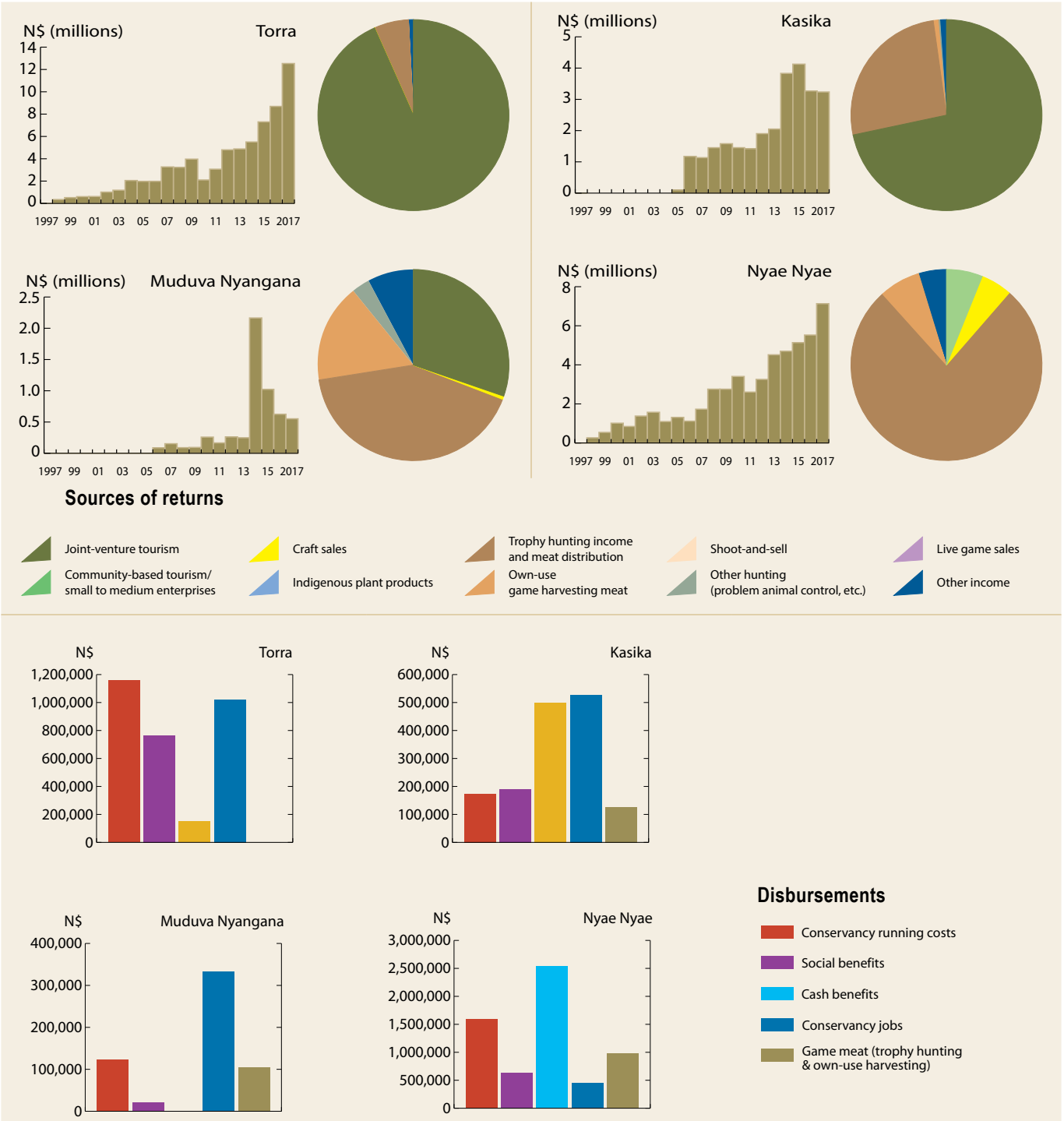


FIGURE 25. Varied sources of natural resource returns

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 10. 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 to conservancies and members)	68,231,347	57.9
Conservation hunting (includes all cash income to conservancies and members)	30,582,457	23
Joint venture tourism in-kind benefits to conservancies and members	8,670,200	6.5
Conservation hunting meat	7,855,416	5.9
Indigenous plant products	5,191,002	3.9
Own-use game harvesting meat	4,710,864	3.5
Miscellaneous (e.g. interest)	2,446,264	1.8
Community-based tourism and other small to medium enterprises	1,786,160	1.3
Crafts	1,429,933	1.1
Other hunting or game harvesting (e.g. problem animal control)	1,187,088	0.9
Shoot-and-sell game harvesting	403,502	0.3
Live game sales	330,000	0.2
	132,824,233	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).

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 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 26 compares the benefits generated by these two important sectors since the commencement of conservancy creation in 1998.

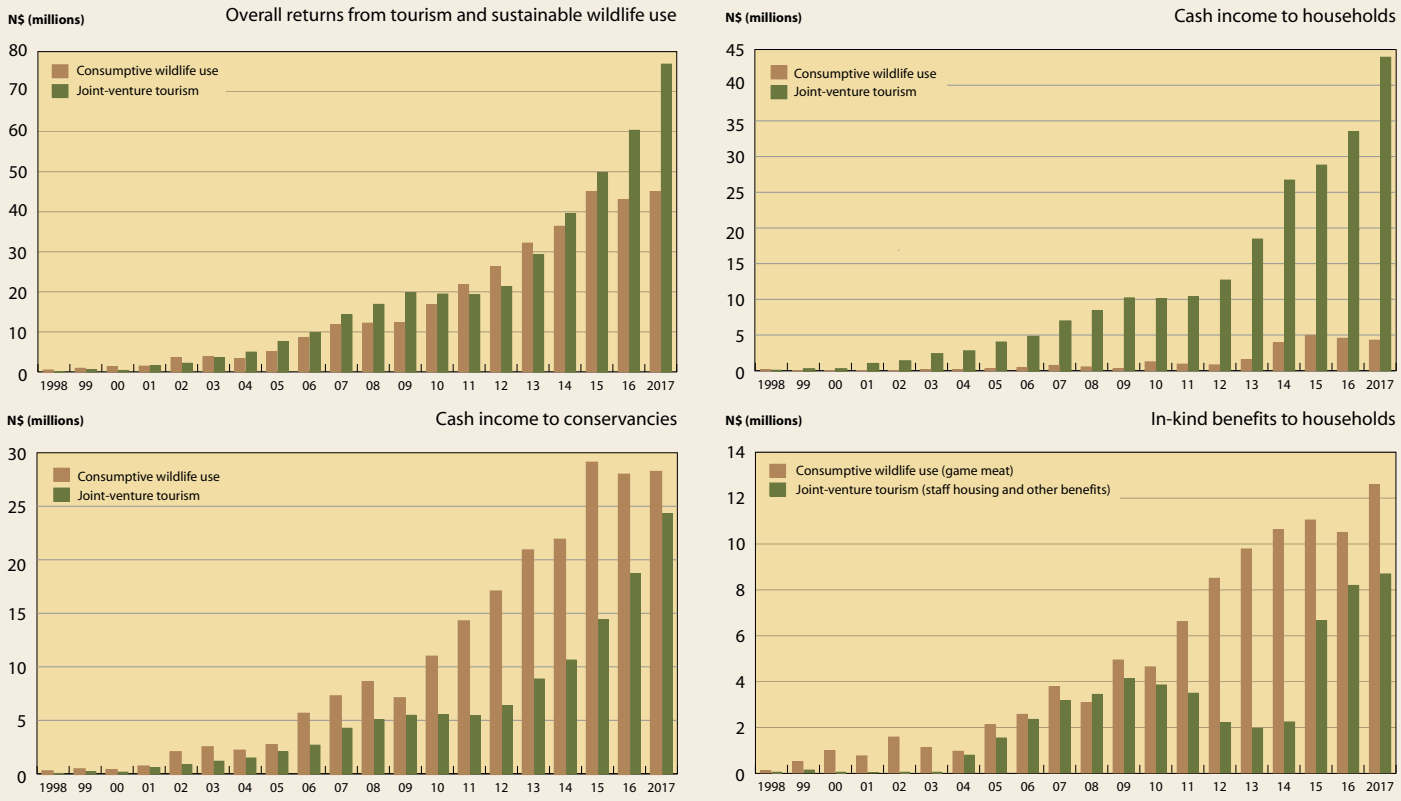


FIGURE 26. The complementary roles of sustainable consumptive wildlife use and joint-venture tourism

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.

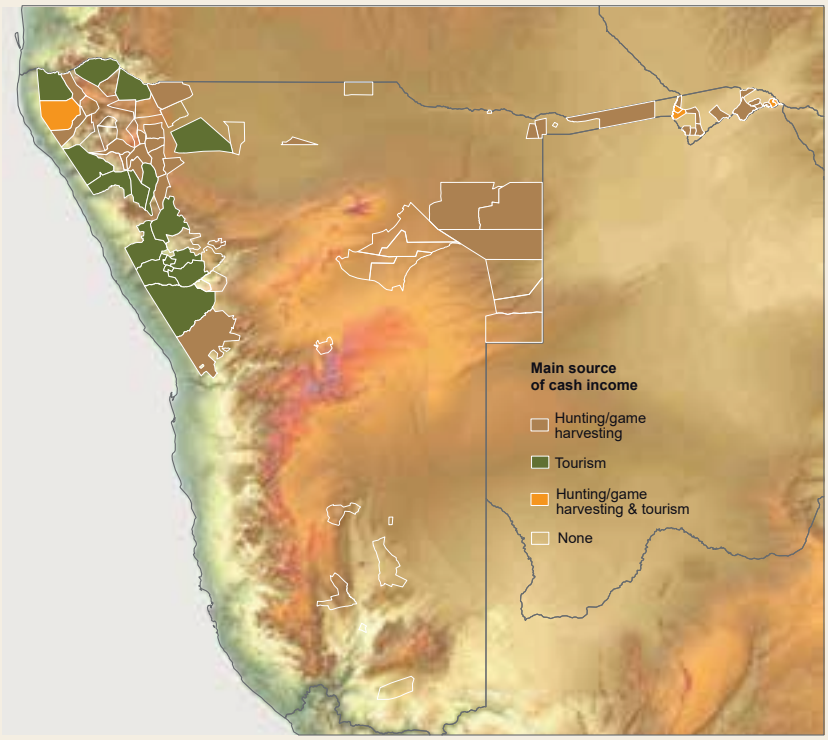


FIGURE 27.
Reliance on conservation hunting and photographic tourism
The map portrays which conservancies depend mostly on tourism income to cover their running costs, and which rely mostly on conservation hunting and game harvesting. Hunting is clearly a vital source of cash income in a high proportion of conservancies, without which many conservancies would not have been able to form, or to attain financially viability.

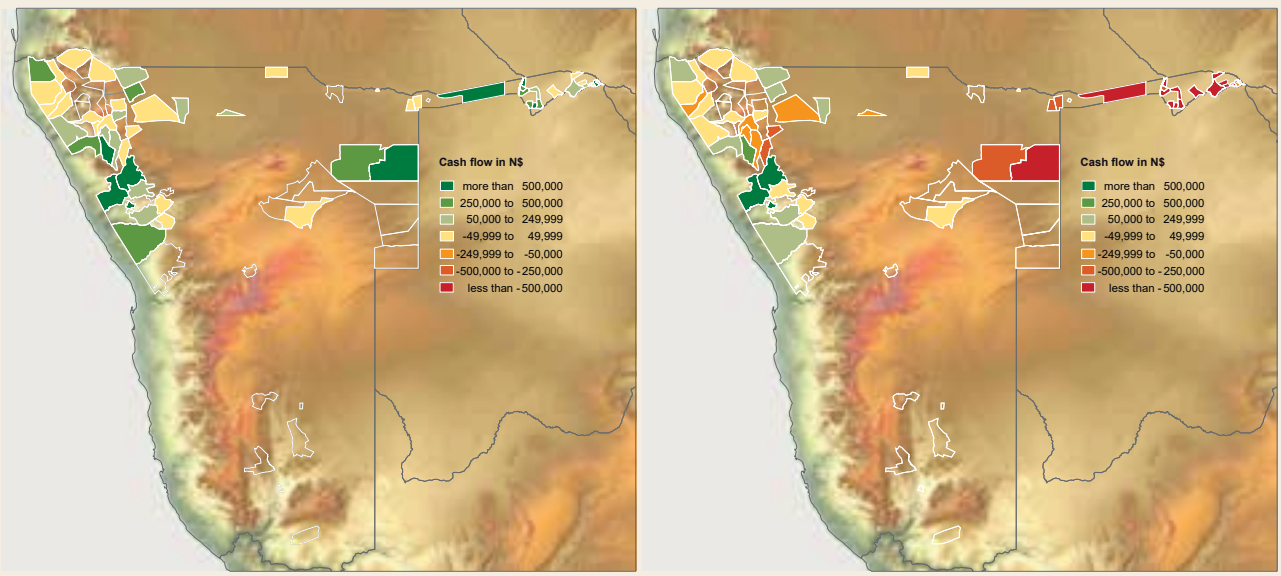


FIGURE 28. **The importance of consumptive wildlife use income**
The maps illustrate the importance of income generated through sustainable consumptive wildlife use for selected conservancies (left). The loss of this income would result in a negative cash flow for most of these conservancies, which would no longer be able to cover their running costs (right).*

Those conservancies relying mostly on tourism (Figure 27), 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*

The story behind the figures

Okahirongo Lodge in Puros Conservancy

The growth in tourism

Tourism is a fast growing industry in southern Africa. This is reflected in Namibia's communal sector by 54 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, often located inside them, adding a considerable attraction to visitors to such lodges.

Income and expenditure

Over the years, returns to conservancies have risen steadily from just over half a million Namibia Dollars in 1998 to over 132 million of which almost N$ 56 million is in cash) in 2017 (see Table 9 on page 67). 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 several cases – electricity transformers.

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 some staff are now moving into management positions;
- employment in community campsites or as tourism guides;
- employment by conservancies, which include 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.

Different areas, different conditions

In the communal areas of some regions, the entire population lives in conservancies, which show great variations in size, population density and land-use activities. The diversity and abundance of game and other natural resources differs significantly, influenced by differences in climate, topography, soils and water availability. The relationship of conservancies to urban areas and infrastructure development also varies. 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 4 and Figure 9 on page 29. These factors make some communal areas more suitable to conservancy formation and CBNRM activities than others.

A view of the Klip River Valley from Grootberg Lodge

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.

Conservation hunting and game harvesting

Conservation hunting, which targets only free-roaming species in natural habitats, is very important to Namibian conservation. Hunting is often criticized as having negative impacts on wildlife. However, 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

Sport angling in joint-venture lodges in the Zambezi Region generate income for conservancies, especially in breeding channels patrolled by fish guards.

conservation in the form of a tangible benefit (meat) that 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 and a number of conservancies have placed a moratorium on own-use hunting.

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 from other natural resource sectors including crafts and the harvesting of indigenous plants (Table 10). Variations in amounts and sources of returns, as well as how these are being used and distributed are shown in Figure 25 on page 70.

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.

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.

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, fish sanctuaries have been established, which are patrolled by fish guards.

A Common Vision

2017 – a review from the NACSO Director

NACSO's relationship with the MET is superb. As Director, I work closely together with MET's Parks and Wildlife on CBNRM. We look at the key issues together, and decide whether a concern would be better addressed by the MET, or by NACSO or one of its members – and then take action. As a result we can arrive at common positions on issues such as human-wildlife conflict – where the Ministry is developing new policy guidelines – on poaching and wildlife crime, on business opportunities in conservancies, as well as on international issues.

NACSO and the MET participate together at international events such as the CITES Convention. Last year there was a great deal of interest in community conservation at CITES, where conservancy members made a very well received presentation to a large international audience.

Moving to concerns: Conservancies have been given responsibility. A problem that we are seeing is a tendency for elite groups to take decisions in conservancies and not share information with members. This can lead to financial mismanagement, and a consequent lack of enthusiasm by members for conservation.

Regional conservancy and community forest associations and their development is very important for NACSO and, I believe, the MET. Their key role is advocacy. The associations can relay critical information to central government and to regional councils. Some of the associations are doing this very well in areas where NACSO support organizations lack capacity to cover large distances and to hold regular meetings. The Kunene associations have been very active in discussing human-wildlife conflict, and advocating for better practices by farmers to minimize losses.

Last year the MET held conservancy chairpersons fora in the regions, which were well attended by representatives of regional associations. Although previous fora, held at a national level, allowed for a useful interchange of views on important topics such as human-wildlife conflict, the regional meetings have led to a more focused approach.

Financial sustainability will be a big issue for conservation in the future, which is why we have developed the the Community Conservation Fund of Namibia (CCFN), which will provide minimum support packages to conservancies and conservation organizations. NACSO hopes to benefit from the fund, which will allow us to provide better support to conservancies, and particularly to provide advocacy on issues such as human-wildlife conflict and wildlife crime.

NACSO Director Maxi Louis

In 2017 the CCFN was registered as a not-for-profit company under Section 21 of the Companies Act, and a board of 7 trustees was appointed, including two from government, an economic adviser to the government, a stock exchange member, and a representative from WWF. A chartered accountant was appointed as the CEO.

The fund has an operating capital of US$ 500,000, raised from donors through WWF, which will allow operations over a three year timescale, during which period funding will be raised for the Fund's two arms: an endowment fund amounting to US$ 33 million should provide an income stream to cover operating costs and minimum support packages, and a sinking fund of around US$ 17 million will be used for conservation projects. This will be continuously replenished by donors on the basis of good performance. As a start, we are anticipating five million Euros from the KfW, which should come onstream in 2019 to assist with human-wildlife conflict.

All in all, I believe that we are doing well, but that we are overstreched. Our commitment to working hand-in-hand with the MET and, of course, with conservancies and their members, will help us through challenging times. The CCFN will be a great boost to NACSO and to Namibian community conservation.

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

Who's who

ii.

Stakeholder details

REGISTERED CONSERVANCIES 2017

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
83	Maurus Nekaro	12446	Aug-17	-
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 2017

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

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

GOVERNMENT AGENCIES

Ministry of Agriculture, Water and Forestry Directorate of Forestry	Tel: 061 208 7663 www.mawf.gov.na
Ministry of Agriculture, Water and Forestry Department of Water Affairs	Tel: 061 208 7299 www.mawf.gov.na
Ministry of Environment and Tourism Directorate of Regional Services and Park Management	Tel: 061 284 2520 www.met.gov.na

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

NACSO MEMBERS

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

NACSO ASSOCIATE MEMBERS

Kavango East- and West- Regional Conservancy and Community Forest Association	P.O. Box 344, Rundu Cell: 081-353 9749
Kunene Regional Community Conservancy Association	Cell: 264-081-397 8066 P.O. Box 294, Opuwo
Erongo Regional Conservancy Association	P.O. Box 40, Uis Tell: 081-213 9137
Kunene South Conservancy Association	Cell. 081-340 0196 Email: chairperson.skca@gmail.com
North Central Conservancies & Community Forests Regional Association	Cell: 081-299 4698 P.O. Box 8489, Ondangwa
Namibian Environment and Wildlife Society (NEWS)	Tel: 061-306 450 www.NEWS-namibia.org
Tourism Supporting Conservation (TOSCO)	Tel: 081-453 5855 www.tosco.org
WWF in Namibia	Tel: 061-239 945 PO Box 9681, Windhoek
Sustainable Development Services	PO Box 5582, Ausspanplatz, Windhoek Tel. 061-220 555 Email: annie.s@iway.na
Environment & Development Consultant	PO BOX 9455, Eros, Windhoek, Namibia Tel & Fax +264 61 237 101

NACSO WORKING GROUPS

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

NACSO SECRETARIAT

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

FUNDING PARTNERS - PAST AND PRESENT

Austrian Government	www.bka.gv.at
B2 Gold	Tel: 061 295 8700 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 USE PARTNERS 2017

Conservancy	Hunting Operator	Operator email
!Khoro !Goreb	RDW Hunting Safaris	rudiedewaal@gmail.com
//Huab	Omuwiwe Hunting Lodge	pieter@omuwiwe.co.za
/Audi	RDW Hunting Safaris	rudiedewaal@gmail.com
Kasika	Jamy Traut Hunting Safaris cc	jamytraut@gmail.com
Lusese	Mgwena Hunting Safaris	reiser@iway.na
Marienfluss	Estreux Safaris	info@estreuxsafaris.com
Nakablolelwa	Omujeve Safari (Pty) Ltd	corne@omujevesafaris.com
Okangundumba	Nitro Safaris (Pty) Ltd	peter@africatrophyhunting.com
Okondjombo	Conservancy Hunting Safari Namibia (Pty) Ltd	info@chs-namibia.com.na
Okongoro	Gert van der Walt Hunting Safaris cc	gvdsafaris@iway.na
Ombuijokanguidi	Nitro Safaris (Pty) Ltd	peter@africatrophyhunting.com
Ondjou	Van Heerden Safaris cc	vhsaf@mweb.com.na
Orupembe	Conservancy Hunting Safari Namibia (Pty) Ltd	info@chs-namibia.com.na
Otjambangu	Nitro Safaris (Pty) Ltd	peter@africatrophyhunting.com
Otuzemba	Thormahlen & Cochran Safari (Pty) Ltd	peter@africatrophyhunting.com
Ozondundu	Nitro Safaris (Pty) Ltd	peter@africatrophyhunting.com
Puros	Gert van der Walt Hunting Safaris cc	gvdsafaris@iway.na
Sanitatas	Estreux Safaris	info@estreuxsafaris.com
Sorris Sorris	Mondjila Hunting Adventures	jaco@masakhane.com
Wuparo	Caprivi Hunting Safari cc	caprivihuntingsafaris@iway.na
≠Gaingu	Gert van der Walt Hunting Safaris cc	gvdsafaris@iway.na
Epupa	Mondjila Hunting Adventures	jaco@masakhane.com
Kunene River	Gert van der Walt Hunting Safaris cc	gvdsafaris@iway.na
N#a Jaqna	Thormahlen & Cochran Safari (Pty) Ltd	peter@africatrophyhunting.com
Otjitanda	Gert van der Walt Hunting Safaris cc	gvdsafaris@iway.na
Tsiseb	Etosha Tannery	bbbooysen@yahoo.com
Uukolondkadhi-Ruacana	Track a Trail Safaris	trackatrailsafaris@hotmail.com
Uukwaludhi	Opuwo Lodge (Pty) Limited	reservations@opuwolodge.com

Conservancy	Hunting Operator	Operator email
#Khoadi-//Hôas	African Safari Trails	african-safari-trails@mweb.com.na
Bamunu	Mgwena Hunting Safaris	reiser@iway.na
Kabulabula	Omujeve Safari (Pty) Ltd	corne@omujevesafaris.com
Doro !Nawas	Namib Game Genetics	
Dzoti	Ondjou Safaris cc	halseton@iway.na
Eiseb	Dzombo Hunting Safaris	www.dzombo.com
Nyae Nyae	SMJ Safaris	info@smj-safaris.com
Ohungu	RDW Hunting Safaris	rudiedewaal@gmail.com
Otjikondavirongo	Leopard Legend Hunting Safaris	info@leopardlegend.com
Otjimboyo	RDW Hunting Safaris	rudiedewaal@gmail.com
Sheya Shuushona	Ruark Game Safaris (Pty) Ltd	admin@huntingnamibiaruark.com
Torra	Savannah Safaris (Pty) Ltd	savannahnamibia@mweb.com.na
Ehirovipuka	WildVeld Safaris	mark@wildveld.com
Kyarmacan Association	Ndumo Hunting Safari cc	karl@huntingsafari.net
Kyarmacan Association	Hunt Africa Safaris	info@huntafrica.com.na
George Mukoya	Namibia Exclusive Safaris	vitor@namibia-exclusive.com
Muduva Nyanga	Namibia Exclusive Safaris	vitor@namibia-exclusive.com
Sobbe	Ndumo Hunting Safari cc	karl@huntingsafari.net
Anabeb	Thormahlen & Cochran Safari (Pty) Ltd	peter@africatrophyhunting.com
Balyerwa	Eluwa Safaris	
Impalila	Thormahlen & Cochran Safari (Pty) Ltd	peter@africatrophyhunting.com
Kwandu	Jamy Traut Hunting Safaris cc	jamytraut@gmail.com
Mayuni	Jamie Traut Hunting Safaris cc	jamytraut@gmail.com
Salambala	Mgwena Hunting Safaris	reiser@iway.na
Sesfontein	Leopard Legend Hunting Safaris	info@leopardlegend.com
Omatendeka	WildVeld Safaris	mark@wildveld.com
Orupupa	WildVeld Safaris	mark@wildveld.com
King Nehale	Van Heerden Safaris cc	vhsaf@mweb.com.na
Total	56	

TOURISM PARTNERS 2017

Joint Venture	Conservancy	Private Sector Partner	Contact
//Huab Under Canvas	//Huab	Ultimate Safaris	Tel:+264 61 248137 www.ultimatesafaris.na
Brandberg White Lady Lodge	Tsiseb	Naude de Jager	Tel: +264 64 684 004; www.brandbergwllodge.com
Camp Kipwe	Twyfelfontein-Uibasen	Visions of Africa	Tel: +264 61 232 009; www.kipwe.com
Camp Kwando	Mashi	Losange Lodges - Johann Liebenberg	Tel: +264 81 206 1514; www.campkwando.com
Camp Synchro	Marienfluss	Ryan Felix Christinger	Tel: +264 65 685 993 www.campsyncro.com
Chobe Savanna Lodge	Kasika	Delta Safaris	Tel: +27 83 960 3391; www.desertdelta.com
Desert Rhino Camp/Hoanib	Marienfluss	Wilderness Safaris	Tel:+264 61 274500; www.wilderness-safaris.com
Etendeka Lodge	Anabeb and Omatendeka	Big Sky Cities Lodges Dennis Lieberman	Tel: +264 61 239 199; www.etendeka-namibia.com
Hoanib Elephant Camp (Obias Giraffe Camp)	Sesfontein	Natural Selections Safaris	Tel:+264 61 2256616 www.naturalselection.travel
Kazile Lodge	Mashi	African Monarch Lodges	Tel: +264 81 124 4249 www.africanmonarchlodges.com
Kuidas Camp	Torra	Skeleton Coast Fly-in Safaris.	Tel:+264 61 224248 www.skeletoncoastsafaris.com
Kunene Camp	Marienfluss	Skeleton Coast Fly-in Safaris.	Tel:+264 61 224248 www.skeletoncoastsafaris.com
Madisa Camp	Sorri Sorris	Whipp's Wilderness Safaris	Tel: +264 81 698 2908; www.madisacamp.com
Okahirongo Elephant Lodge	Puros	Lions in the Son	Tel: +264 65 685 018; www.okahirongolodge.com
Okahirongo River Lodge	Marienfluss	Lions in the Son	Tel: +264 65 685 018; www.okahirongolodge.com
Skeleton Coast Central - Shipwreck Lodge	Puros Sesfontein	Trip Travel	Tel:+264 61 228104 www.journeysnamibia.com
Skeleton Coast North	Big 5(Puros, Orupembe, Sanitatas, Etanga& Okondjombo)	Skeleton Coast Fly-in Safaris.	Tel:+264 61 224248 www.skeletoncoastsafaris.com
Spitzkoppe Lodge CC	#Gaingu Conservancy	Spitzkoppe Lodge CC: Melt Hugo	Tel:+264 811287751 www.spitzkoppelodge.com
Zambezi Queen	Kasika	Mantis Collection	Tel: +27 21 715 2412; www.zambeziqueen.com
Camp Chobe	Salambala	Gondwana Collections	Tel: +264 61 230 066; www.gondwana-collection.com
Chobe Villas (Kings Den) and Resturant Boat	Kasika and Impalila	Zambezi Queen (O&L /Flame Lilly)	Tel: +264 61 431 8111; www.chobewatervillas.com
Damaraland Camp	Torra	Wilderness Safaris	Tel:+264 61 274500; www.wilderness-safaris.com
Doro !nawas Lodge	Doro !nawas	Wilderness Safaris	Tel:+264 61 274500; www.wilderness-safaris.com
Epupa Falls Campsite	Epupa	Kaokohimba Safaris	Tel: +264 65 685 021; www.kaoko-namibia.com
Etaambura	Orupembe	Namibia Conservancies Safaris	Tel: +264 64 406 136; www.kcs-namibia.com.na
Grootberg Lodge	Khoadi Hoas	Journeys Namibia	Tel: +264 61 308 901; www.grootberg.com
Hobatere Lodge	Khoadi Hoas	Journeys Namibia	Tel:+264 61 228104 www.journeysnamibia.com
House on the Hill	Orupembe	House on the Hill - Trevor Nott	Tel: +264 81 124 6826; knott@iafrica.com.na
Jackalberry Tented Camp	Wuparo	Micheletti family	Tel:+264 66 686101; rugero.micheletti@gmail.com
Kapika Waterfall Lodge (Chief Kapika Tented Lodge)	Epupa	Kapika Waterfall Lodge CC	Tel: +264 65 685 111; www.kapikafalls.com
Kavango Retreat	George Mukoya & Muduva Nyangana	Namibia Exclusive Safaris. Vitor Azevedo	Tel:+264 81 1287787 www.nes.com.na
KAZA Safari Lodge (Impalila) and Cascade Island Lodge (Ntwala)	Impalila	Flame of Africa	Tel: +27 31 762 22424 ; www.flameofafrica.com
Khaudum Camp	George Mukoya & Muduva Nyangana	Namibia Exclusive Safaris. Vitor Azevedo	Tel:+264 81 1287787 www.nes.com.na
Khowarib Community Campsite	Anabeb	African Eagle (PTY) Ltd	Tel:+264 61259681 www.africaneaglenamibia.com
Kunene River Lodge	Kunene River	Kunene River Lodge	Tel:+264 65 274300 www.kuneneriverlodge.com
Leylandsdrift	Puros	Skeleton Coast Fly-in Safaris.	Tel:+264 61 224248 www.skeletoncoastsafaris.com
Mashi River Safaris & Mavunje Campsite	Mashi	Mashi River Safaris	Tel: +264 81 461 9608; mashiriversafaris@gmail.com
Nambwa Tented Lodge	Mayuni	African Monarch Lodges	Tel: +264 81 124 4249 www.africanmonarchlodges.com
Namushasha Lodge	Mashi	Gondwana Collections	Tel: +264 61 230 066; www.gondwana-collection.com
Nkasa Lupala Tented Lodge	Wuparo	Micheletti family	Tel: +264 81 147 7798; www.nkasalupalalodge.com
Nkasa West Lodge Concession	Wuparo, Balyerwa, Dzoti	Natural Selections	Tel:+264 61 2256616 www.naturalselection.travel
Okandombo Safari Camp	Epupa	Jan Izaak Cornerius Coetzee	Tel:+264 81 22752022; corniecoetzeesafaris@iway.na
Okomize River Lodge	Uukolonkadhi/ Ruacana	Peter Ebersohn	Tel:+264 81 2366229; jvtacc@iway.na
Omarunga Camp	Epupa	Camelthorn Safaris - Fritz Schenk	Tel: +264 64 403 096; www.omarungalodge.com
Omatendeka Lodge	Omatendeka	Namibia Exclusive Safaris. Vitor Azevedo	Tel:+264 81 1287787 www.nes.com.na
Ongongo Camp	Anabeb	Ongongo Hospitality Training Centre CC	Tel:+264 61 239643; www.ongongo.com
Palmwag Lodge	Torra Anabeb Sesfontein	Camelthorn Safaris - Fritz Schenk	Tel: +264 64 403 096; www.palmwaglodge.com
Rupara Campsite	Wuparo	Micheletti family	Tel: +264 81 147 7798; www.nkasalupalalodge.com
Serondela Lodge	Kabulabula	Micheletti family	Tel: +264 81 147 7798; www.nkasalupalalodge.com
Serra Cafema	Marienfluss	Wilderness Safaris	Tel:+264 61 274500; www.wilderness-safaris.com
Sheya Shuushona Lodge	Sheya Shuushona	Namibia Exclusive Safaris. Vitor Azevedo	Tel:+264 81 1287787 www.nes.com.na
Sorri Sorris Lodge	Sorri Sorris	Namibia Exclusive Safaris. Vitor Azevedo	Tel:+264 81 1287787 www.nes.com.na
Twyfelfontein Country Lodge	Uibasen Twyfelfontein	Namibia Country Lodges	Tel: +264 61 374 750; www.twyfelfonteinlodge.com
Uukwaludhi Safari Lodge	Uukwaluudhi	Uukwaluudhi Safari Lodge - Johann Liebenberg	Tel:+264 81 1245177; www.uukwaluudhi-safarilodge.com
Zambezi Mubala Lodge	Sikunga	Gondwana Collections	Tel: +264 61 230 066; www.gondwana-collection.com

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.

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.

2017 The number of registered communal conservancies increased to 83.

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

Photo: Patrick Bentley

More information at
www.met.gov.na
www.nacso.org.na