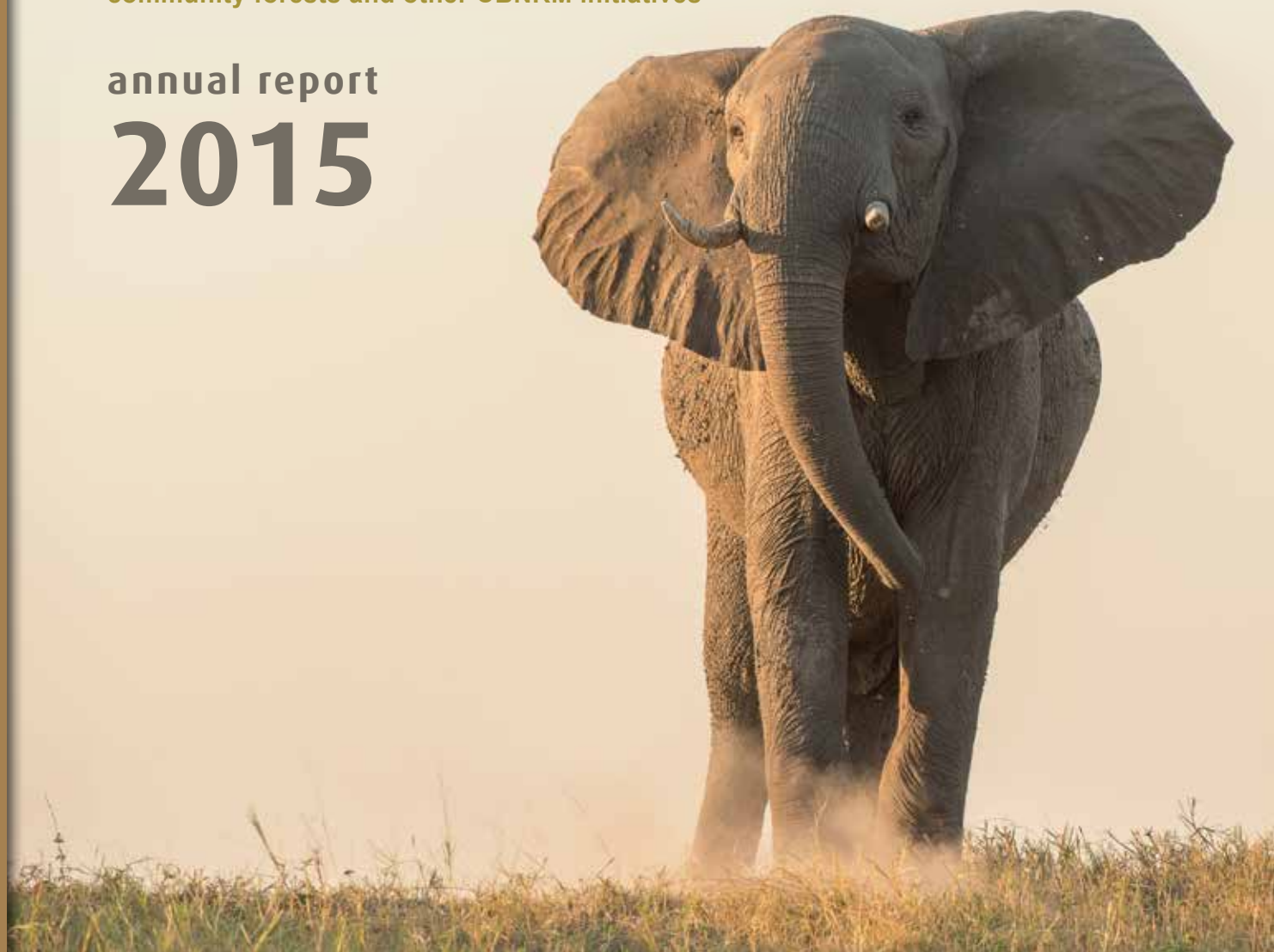
the state of community conservation in Namibia

a review of communal conservancies
community forests and other CBNRM initiatives

annual report
2015



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The state

of

community conservation

in Namibia

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

Photo: Patrick Bentley

Contents

Foreword

With almost two decades of conservation work behind us, and with the major challenges of drought and increasing wildlife crime, this report gives us the opportunity to reflect on successes, to look honestly at the problems we face, and to outline our vision for the future.

The Namibian Association of CBNRM Support Organizations (NACSO) is a consortium of nine Namibian civil society organizations that work together to support, promote and strengthen community-based natural resource management (CBNRM). NACSO was formed in the late 1990s, and has built strong and enduring partnerships between Namibian NGOs, the government, and international organizations such as WWF.

CBNRM in Namibia is undergoing a range of transformative changes at present, with an expanding conservation sector necessitating different forms of support for conservancies and community forests, external challenges to trophy hunting, and significant capacity and resourcing challenges.

A fourth year of drought has brought increased pressure on grazing land and tensions between land users, including land invasions to secure grazing for livestock in key wildlife areas. Human-wildlife conflict has increased due to the growth in land under conservation, and an increase in predator numbers.

Wildlife crime has jumped significantly over the past year, with more than 110 rhinos and 49 elephants being poached in Namibia during 2015 alone. Five years ago this level of poaching would have been unthinkable. Organized crime has extended its reach to Namibia to feed far eastern markets, and makes lucrative payments to poachers willing to risk jail and heavy fines to slaughter our rhinos and elephants for horn and ivory.

Our systems are good, but require adjustment in response to these new threats. Hunting is carried out in accordance with quotas and guidelines, and is well controlled. New ideas have been introduced and improved – adaptive management has enabled conservancies to improve their reporting and performance. Our meetings have become more issue driven, focussing on governance, service provision, and issues such as climate change, conservation hunting, and wildlife crime and trafficking.

One achievement that conservancies and NACSO rightly take pride in is high-quality data collection and dissemination, which plays a key role in monitoring progress by government, NGOs, and communities. This report is a key tool for scientists and conservationists. It also serves to show the world what we understand by conservation in Namibia, and how we are adapting to change. Unfortunately, information from sectors that are significant for the rural economy, such as fisheries and the harvesting of thatching grass, are excluded due to the difficulty of collecting reliable data, and the fact that these activities are also largely taking place outside of conservancies and forests.

Although it has been 17 years since the first 4 conservancies were formed, we remain in a development stage. In the last 5 years, 16 new conservancies have been gazetted, and more will follow. NACSO and its partners have limited financial and human resources to provide the quantity and quality of service required by developing and emerging conservancies and community forests. Throughout NACSO's history, funding has depended heavily on donors such as USAID, the Millennium Challenge Corporation, WWF and others. Our funding needs to become more diversified and resilient in the face of these changes and less dependent on external donors.

In conclusion, our vision needs to include stronger relationships with government, including the line ministries for land, agriculture and mining. Conservation has proved itself – not only as an alternative land use, but also as a sustainable pillar of the Namibian economy.

Maxi Louis, NACSO Director

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

ii.

Community conservation in Namibia

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 in an attempt to reverse wildlife declines. At the time, wild animals were seen as little more than a threat to crops, livestock and infrastructure, and to community safety. Furthermore, people living in communal areas had been denied their traditional rights to utilize wildlife.

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

The first conservancies were registered in 1998 and the first community forests in 2006. While community conservation organizations are resource management units and businesses, they are also defined by social ties uniting groups of people with the common goal of conservation.

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

What's the story?

behind living with wildlife

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

Torra Conservancy farmer Neels Adams: always on the lookout for lions, leopards and jackals

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

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

Community conservation areas now cover almost 20% of the country and embrace 189,230 residents. An additional 5,620 people are represented by the Kyaramacan Association, which operates in a similar manner to a conservancy, but is located in the multiple-use area of Bwabwata National Park. Diversifying land uses to include wildlife, rather than eradicating it in favour of livestock and crops, pays real dividends for both people and the environment.

A complementary land use

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

The severe drought that has affected large parts of Namibia over the last four years underlines the country's vulnerability to climate change impacts. While Namibia is generally an arid country and has always had to deal with highly variable rainfall and extremely dry cycles, climate change will exacerbate those characteristics.

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

Community conservation

AT A GLANCE

At the end of 2015 there were...

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

in Namibia

What's being achieved?

Community conservation...

- covers 165,182 km^2, which is about 52.9% of all communal land with an estimated 189,230 residents (another approximately 5,620 members of the Kyaramacan Association live in Bwabwata National Park)
- of this area, conservancies manage 162,030 km^2, which is 19.66% of Namibia
- community forests cover 30,828 km^2, 89.9% of which overlaps with conservancies
- community rangeland management areas cover 4,004 km^2, much of which overlaps with conservancies
- from the beginning of 1990 to the end of 2015, community conservation contributed about N$ 5.02 billion to Namibia's net national income
- during 2015, community conservation generated about N$ 102 million in returns for local communities
- community conservation facilitated 5,116 jobs in 2015
- 70 conservancies had a total of 184 enterprises based on natural resources
- community conservation supports wildlife recoveries and environmental restoration
- Namibia's elephant population grew from around 7,500 to around 22,000 between 1995 and 2015
- Namibia has an expanding free-roaming lion population outside national parks

The biggest challenges?

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

Three pillars of community conservation in Namibia

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

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

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

Support to conservation

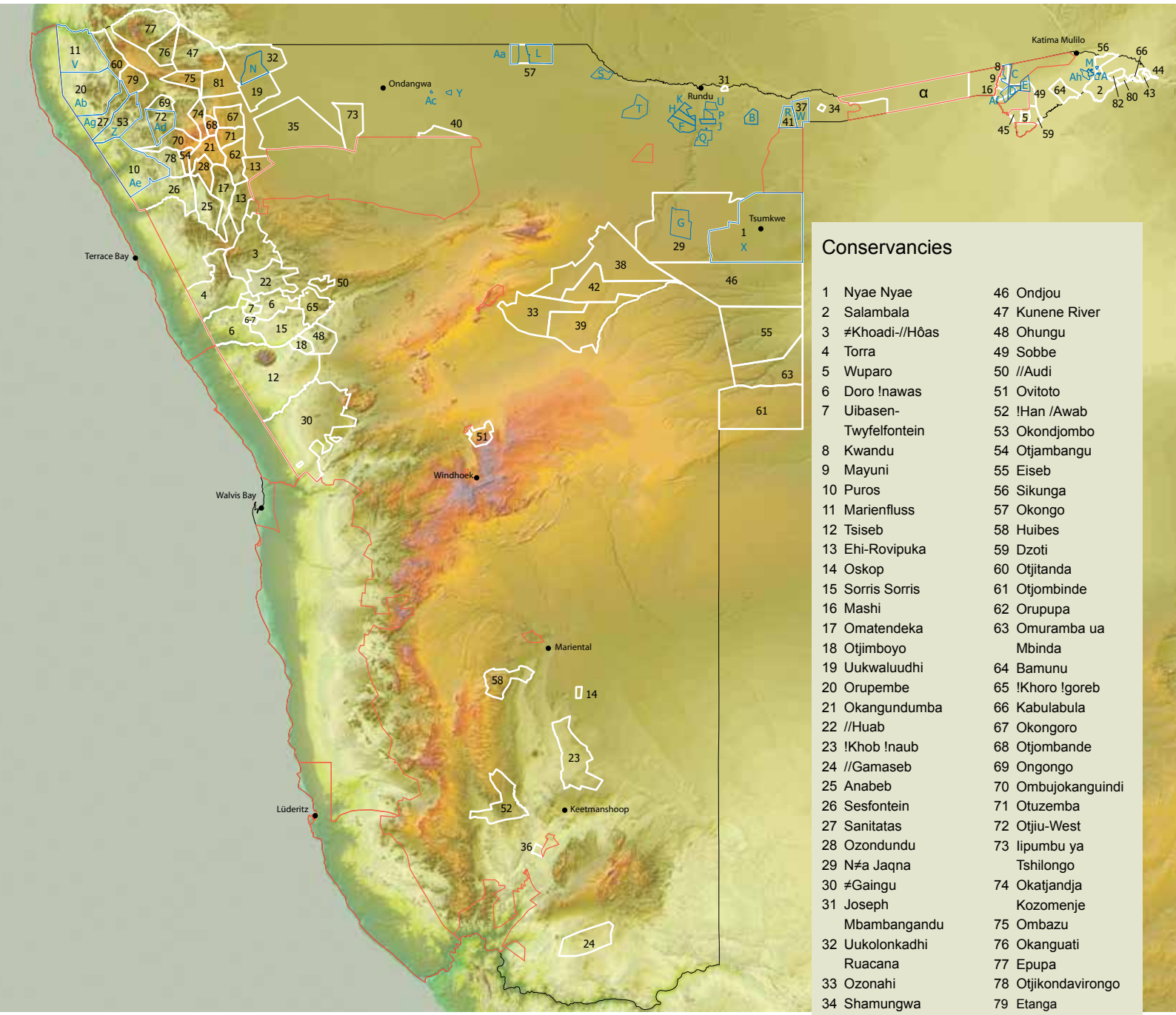
A broad support framework for CBNRM activity is provided by members of NACSO, the Namibian Association of CBNRM Support Organisations. The association is headed by a small secretariat, with three working groups providing technical expertise: the Institutional Development Working Group (IDWG), the Natural Resources Working Group (NRWG) and the Business, Enterprises and Livelihoods Working Group (BELWG). These are flexible constellations of NACSO members and partners that pool experience and resources to provide effective support.

A list with contact details of conservancies, community forests, line ministries, NACSO members and private sector partners is provided on pages 74-78.
[more info: www.nacso.org.na]

Photo: William Burrard

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

At the end of 2015, there were 82 registered communal conservancies and 32 registered community forests in Namibia, covering 165,182 km². [The lists below follow the chronological sequence of registration]



Conservancies

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

α Kyaramacan Association

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

Community Forests

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

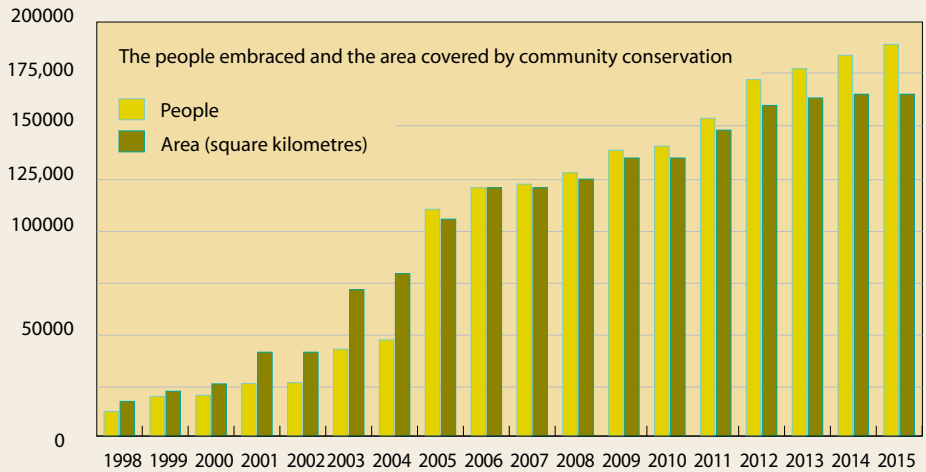
Facts & Figures

behind living with wildlife

The growth and benefits of community conservation

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

FIGURE 2.
Community conservation cover
The area covered by conservancies and community forests has rapidly grown to 165,182 km2, which is 52.9% of all communal land. At the end of 2015, there were an estimated 189,230 people living in conservancies, with another 5,620 members of the Kyaramacan Association living in Bwabwata National Park. This figure has been adjusted and updated based on Namibia Population and Housing Census data for 2001 and 2011. More information is provided on page 54 in Chapter 4.



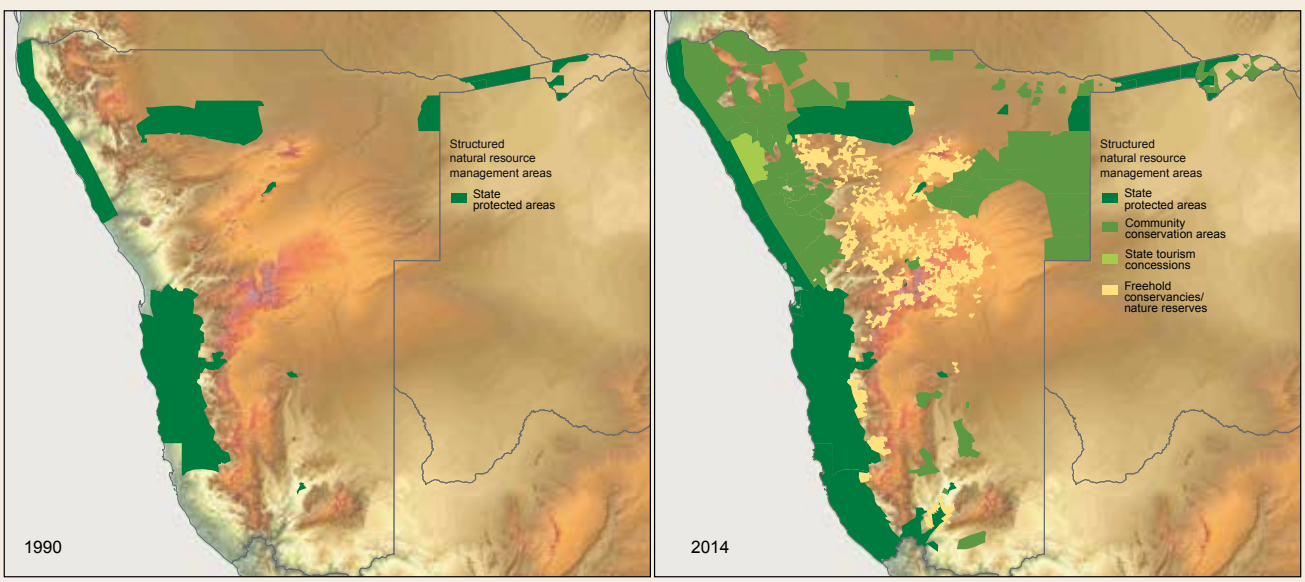


FIGURE 3. **The expansion of structured natural resource management across Namibia**
At independence in 1990, there were no registered community conservation areas, freehold conservancies did not exist, and a mere 12% of land was under recognized conservation management. At the end of 2015, land under structured natural resource management covered 43.7% of Namibia.

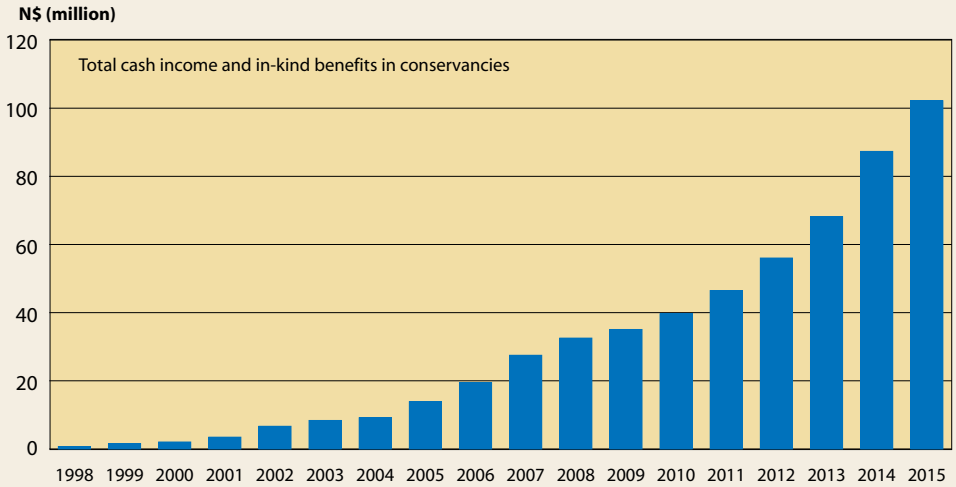


FIGURE 4. Total returns to conservancies and members
The total cash income and in-kind benefits generated in conservancies (including the Kyaramacan Association) grew from less than N$ 1 million in 1998 to more than N$ 102 million in 2015. This includes all directly measurable income and in-kind benefits being generated, and can be divided into cash income to conservancies (mostly through partnerships with private sector operators), cash income to residents (mostly through employment and the sale of products), and as in-kind benefits to residents (mostly the distribution of harvested game meat).

Community conservation has shown that it can improve rural lives while contributing to biodiversity conservation, and is recognized as a national development strategy. Many conservancies are showing that conservation can generate a broad range of community and individual returns (Figure 4) while covering their operational costs from own income. Community conservation can become fully sustainable and largely self-financing in the foreseeable future, provided that appropriate resources continue to be invested to entrench governance foundations, optimize returns, and mitigate threats and barriers to development.

Johanna Likoro: Muduva Nyangana Conservancy

THE TERMINOLOGY OF INCOME, BENEFITS AND RETURNS

Understanding the complexity of CBNRM returns can be difficult. For clarity, the following terms are consistently used in this report:

INCOME – indicates cash income received as payment for goods or services, either by organizations or individuals.

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

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

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

Emphasizing equitable resource use

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

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

Conservation hunting concessions in communal areas — with all revenue shared between hunting operators and conservancies — were also made possible through the conservancy structure. For a comparison of revenue from conservation hunting and tourism, see figures 18 to 21 and table 9 on pages 55 to 59

Sheya Shuushona Conservancy Manager Hilda Nathinge looks forward to the opening of the Joint Venture Lodge

FOCUS ON CONSERVATION HUNTING

To ensure a sound understanding of conservation issues and threats, clear distinctions are needed between the following activities: legal hunting that is well-controlled and makes a positive contribution to communities and the environment; and illegal hunting, which is local poaching and international wildlife crime.

Legal trophy hunting carried out in communal conservancies under the control of professional hunters is defined as conservation hunting, as it has clear, measurable conservation and human development outcomes (see details at right). The label conservation hunting is used throughout this report to describe trophy hunting in communal conservancies.

Poaching by local people is stealing from other residents, as no community returns are generated and indiscriminate, uncontrolled killings have severe impacts on wildlife.

Wildlife crime is commercial poaching, which indiscriminately and ruthlessly targets animals for their valuable parts, to be smuggled to markets in Asia or elsewhere.

Conservation hunting has the following verifiable prerequisites and outcomes:

- It is governed by a national legal framework with clear systems of controls and reporting requirements.
- It meets all CITES and IUCN species conservation criteria.
- It targets only free-roaming, indigenous species in natural habitats large enough to ensure healthy population dynamics.
- Wildlife population trends in the greater landscape are closely monitored and offtakes are adapted as needed to ensure the population health of all targeted species.
- Hunting offtakes are sustainable, based upon scientifically accepted annual quotas for the hunted population.
- It promotes the natural diversity of all indigenous fauna and flora in the hunting area.
- It safeguards wildlife habitat (the hunting area) against destructive land uses.
- A major portion of generated income goes back to the land holders and is spent on the conservation and human development needs of the hunting area.
- It employs local people to carry out conservation activities in the hunting area, including wildlife monitoring and anti-poaching activities.
- It mitigates human-wildlife conflict amongst local communities if these occur in, or adjacent to, the hunting area.

Through these criteria, conservation hunting creates clear incentives to adopt wildlife management as a land use.

to build foundations...

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

Building Foundations

2.

a democratic resource management model

Voting at Uibasen-Twyfelfonein Conservancy AGM

Resources can only be used sustainably if effective management structures exist to guide their use.

Before independence, rural communities were disenfranchised and the absence of a sense of ownership over resources led to their neglect and indiscriminate exploitation.

Conservancies, community forests and other legally recognized community conservation initiatives have created effective formal structures for democratically managing communal resources.

CBNRM, Community Based Natural Resource Management, is the basis of democratic control by local communities over natural resources and the distribution of benefits from them, usually through communal conservancies.

Building foundations

for sustainable resource management

Prior to independence without the existence of formal management structures and lacking ownership over resources, communities undertook few coordinated natural resource management activities. This resulted in fragmentation, neglect and over-exploitation. Today, community conservation not only monitors and manages the use of natural resources, it also provides legal structures that enable communities to engage with the tourism and conservation hunting industries in an equitable manner, as well as with the private sector, government and donor agencies. This chapter provides details of community conservation governance.

What's the story?

behind building foundations

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

By the people for the people

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

The governance indicators for communal conservancies ('Covering operational expenses', page 21) show that there continue to be significant fluctuations in governance capacities. Reasons for this, in addition to the lack of skills, include turnover in conservancy staff, and the election of new committee members who need to develop capabilities and experience in order to be effective. In particular, the high turnover rate of conservancy committees creates problems in many conservancies, as institutional memory is lost with outgoing committee members.

The degree of external support is another factor affecting conservancy governance. Millennium Challenge Account (MCA) funding from 2011 to 2014 enabled intensive support and training to over one-third of all conservancies over a period of four years. Although the specific focus on governance support bore fruit, the void created at the end of the MCA funding period in 2014 clearly underlines the need for a more long-term support structure that facilitates stable governance.

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

Management

The conservancy committee remains the main governing body in most conservancies. There are still significantly more committee representatives (905 in 2015) than staff members. Of the 680 staff members employed by conservancies, 532 were community game guards. That leaves an average of less than two staff members to manage the business interests and overall operations of each conservancy. While this rightfully prioritizes field-based wildlife management, the overall management of a conservancy's operations and business affairs requires a degree of know-how and business acumen that is not always present. Ideally, conservancy governance should shift to well-trained managers, including financial managers, with conservancy representatives functioning primarily in an oversight role.

Conservancy governance is monitored according to a variety of indicators (Table 1, page 23). Most categories have shown improvements over the last three years, although fluctuations remain. The percentage of both female committee and staff members has increased between 2012 and 2015. Eighty-one percent of the reporting conservancies held annual general meetings during 2015, up from 63% in 2012. However, the number of conservancies working according to sustainable business and financial plans was only 22 in 2015. Clearly, conservancy governance is still in need of support. This includes more cohesive activities between the MET and NACSO, particularly in terms of assisting with management plans. Conservancy reporting also needs to be improved, as some of the fluctuations mentioned may be due to a lack of reporting.

Bi-annual audits and performance ratings are used to track the natural resource management performance of conservancies, which are evaluated according to 19 natural resource management indicators in a total of six categories. The ratings are combined into an overall good management score. All ratings are mapped according to colour codes, enabling rapid identification of conservancies needing support. The overall management score of all conservancies is shown in Figure 5 on page 21.

Conservancy governance
AT A GLANCE

At the end of 2015 there were...

- 52 management plans in place
- 22 sustainable business and financial plans in place
- 64 annual financial reports that had been presented
- 68 annual general meetings that had been held
- 14% female chairpersons
- 46% female treasurers/financial managers
- 33% female management committee members
- 30% female staff members

in communal conservancies in Namibia

What's being achieved?

Community conservation means...

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

New in 2015:

- roll-out of Guidelines for the Management of Conservancies and Standard Operating Procedures by the MET

The biggest challenges?

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

Facts & Figures

behind building foundations

Governance

Conservancies

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

Rural communities have been empowered to engage formally with business partners in order 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: choosing how to use wildlife and which partnerships to engage in. The same principles apply to other sectors such as community forestry. The community conservation approach simply allows rural communities to add natural resource use to their existing livelihood activities.

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

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 and a committee elected by a community with traditional rights over a defined area of land. The agreement is based on an approved management plan that outlines the use of resources. All residents of community forests have equal access to the forest and the use of its produce. Community forests have the right to control the use of all forest produce, as well as grazing, cropping and the building of infrastructure within the classified forest. The Directorate of Forestry may declare a community forest as a fire management area, in which case the management committee of the forest takes on the responsibility of a fire management committee to implement an approved fire management plan.

Conservation complexes

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

Community fish reserves

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

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.

Elephants crossing the Zambezi River above Victoria Falls, within KAZA

Community water management

Under the mandate of the Ministry of Agriculture, Water and Forestry, the Water Resources Management Act of 2004 provides the legal framework for communities to manage their water supply. Water point user associations embrace all users of a particular water point and are managed by water point committees elected from amongst the members.

Management structures

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

Women's participation is growing in conservancy governance

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

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

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

Access to training, formal certification and technical support are vital to build and consolidate governance foundations. CBNRM training modules were designed in 2011 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. Previously disenfranchised Namibians, especially women, are making financial decisions, voting for office bearers and engaging with private sector partners, local and regional authorities and central government. Positions of responsibility are being filled in the tourism and hunting industries, and in a range of conservation roles. The provision of student bursaries from CBNRM income seeks to further increase the range of skills available to rural communities.

Allied governance structures

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

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

Performance monitoring

The natural resource management performance of each conservancy is reviewed annually, based on fixed criteria. Maps (Figure 5 below) 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. Much of this data is presented in Chapter 3.

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

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

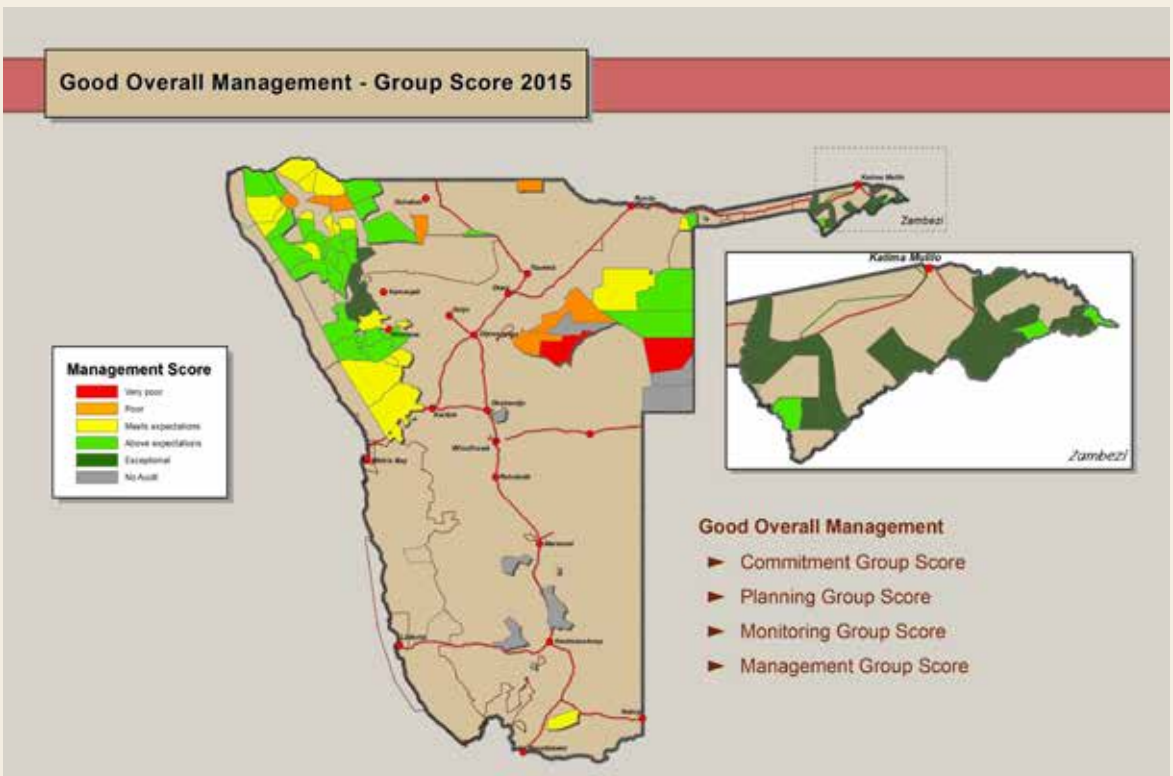


FIGURE 5. Natural resource management performance ratings
Institutional development data is collected annually during integrated audits. Conservancies are rated for their commitment, planning, monitoring and management. Conservancies use the information to evaluate and improve their governance, and support organisations are able to provide targeted assistance.

Chairperson of the Kunene Regional Conservancy Association, Gustaph Tjiundukamba

Salambala game guards

TABLE 1. Institutional development in conservancies in 2015

Institutional development status category	Status in 2015	Number of conservancies reporting on status category	Percentage of category total
Registered conservancies (including the Kyaramacan association)	83	83	100%
Conservancies generating returns	70	83	84%
covering operational costs from own income	29	45	64%
distributing cash or in-kind benefits to members, or investing in community projects	36	45	80%
Conservancy management committee members	899	80	100%
female management committee members	293	80	33%
female chairpersons	11	80	14%
female treasurers/financial managers	37	80	46%
Conservancy staff members	734	80	100%
female staff members	218	80	30%
Conservancy management plans	52	80	65%
sustainable business and financial plans	22	80	28%
Conservancy AGMs held	68	80	85%
financial reports presented at AGM	64	80	80%
financial reports approved at AGM	60	80	75%
budgets approved at AGM	50	80	63%

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 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.

Where are we now?

building foundations in 2015

AGM: Ehi - Rovipuka Conservancy

Learning and reflection

A look at institutional development and governance of conservancies

When legislation was passed in 1996 to give local communities the right to manage and benefit from wildlife by forming conservancies, it stipulated the requirements for registering a conservancy, but did not provide clear guidelines on how to operate one. The legislation also did not provide MET staff with steps to take should a conservancy not be managed effectively. In hindsight, this may have been a good thing. One of the real strengths of the Namibian conservancy programme has been innovation and adaptation. 2015 has seen the strengthening of systems, but also challenges to conservancy governance.

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

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

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

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

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

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

Institutional memory is often lost when committees do eventually change, and is not helped by failure to implement a hand-over procedure. It is becoming apparent that committee training will be a long-term requirement of the programme for which core funding and support capacity is required. The development of a trust fund to provide core funding for governance training and other critical services will assist greatly. Details of the Community Conservation Fund of Namibia can be found on page 71 in 'Working for a common vision'.

Financial reporting has improved in most conservancies. Almost half, 46%, have female treasurers. Although women's representation on committees is strong, the views of women are often not taken as seriously as those of men in meetings.

Regional conservancy associations have not developed as quickly or as strongly as was hoped. For a conservancy association to function it needs an office with dedicated staff and funding for transport, as members often live far from each other. Despite these constraints, the emerging Kunene Regional Community Conservancy Association (representing Kunene north) was quite active in 2015, particularly in its opposition to a proposed ban on the import of hunting trophies to the EU, and in pressing for improved conservancy governance to counter criticism in the local press of conservancy mismanagement.

Democracy and management – a poor mix?

As conservancies grow and become businesses, agreements, particularly with tourism partners, become more valuable and complex, requiring increasingly

Annual integrated audit in Lusese Conservancy

sophisticated management. A potential solution to this challenge may lie in the employment of people with the requisite skills, including outsiders.

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

Improved management and strong partnerships

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

Standard operating procedures. In 2013, the MET launched the National Policy on Community Based Natural Resource Management. Related to this, Guidelines for the Management of Conservancies and Standard Operating Procedures were published in August 2013. Since then, the Ministry's CBNRM staff have been carrying out consultative meetings in conservancies to ensure a sound understanding of the guidelines and how the Standard Operating Procedures are to be implemented. To date, implimentation 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 borders 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 all resources.

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

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

Annual game counts and the Event Book monitoring system are the fundamental framework for all resource monitoring. In 2015, the Event Book was being used in 83 conservancies. This includes the Kyaramacan Association and three emerging conservancies, but excludes two small, registered conservancies in the Kavango Region and one in the Otjozondjupa Region, which do not use the monitoring system.

Bi-annual event book audits have been carried out for a number of years. During 2015, the Event Book audits were extended to include aspects of conservancy governance and financial management. Annual Conservancy Audit reports are now compiled in book and electronic format, together with Conservancy NRM Performance Ratings, featuring all registered conservancies. The reports are compiled by the NACSO working groups and provided the MET and key support organizations and staff on an annual basis. All conservancies receive information collated for their respective areas to assist with natural resource management responsibilites, as part of adaptive management (see Adaptive Management, page 45).

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, which game guards will be evaluated on. 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 of the 532 game guards. Game guard badges have been produced to enable game guards to easily identify themselves in the field. These will be issued in due course as part of the evaluation process in accordance with the NQF.

Game guards at Salambala Conservancy in Zambezi Region participate in the annual event book audit.

to manage resources...

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

Photo: Will Burrard-Lucas

Managing Resources

3.

for the benefit of the people and the land

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 national boundaries.

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

What's the story?

behind managing resources

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

Game guards in George Mukoya Conservancy check event book entries

Responsible management

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

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

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

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

Adapting to change

Adaptive and improved management is critical to the success of communal conservancies, and their contribution to Namibian conservation. The Natural Resources Working Group (NRWG) of NACSO has introduced an adaptive management system (see figure 17 on page 45) 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.

The MET halved the annual wildlife utilization quotas of all conservancies in the Erongo and Kunene regions in response to the prevailing drought conditions and declining game numbers. Conservancies accepted and agreed to this, with some suspending all shoot-and-sell harvesting until circumstances change.

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

Natural resouce managemnt

AT A GLANCE

At the end of 2015 there were...

- 83 conservancies using the Event Book monitoring tool (figures include 3 unregistered, emerging conservancies & the Kyaramacan Association)
- 51 conservancies conducting an annual game count
- 4 national parks undertaking collaborative monitoring with conservancies
- 70 conservancies holding quota setting feedback meetings
- 71 conservancies with own-use harvesting quotas
- 52 conservancies with conservation hunting concessions
- 20 conservancies with shoot & sell harvesting contracts
- 52 conservancies with a wildlife management plan
- 46 conservancies with a zonation plan
- 532 game guards working in conservancies

What's being achieved?

Community conservation means...

- combatting poaching, trafficking of wildlife products and other illegal activities
- mitigating human-wildlife conflict by limiting losses to farmers
- zoning areas for different land uses to reduce conflicts
- enabling wildlife recoveries, effective natural resource management and environmental restoration
- working to promote a large landscape approach to natural resource management
- black rhinos roam freely in communal conservancies
- elephants roam freely across 48 conservancies
- lions occur in 24 conservancies
- species that had become locally extinct in the Zambezi Region, such as eland, giraffe and blue wildebeest, are thriving after re-introductions

New in 2015:

- improvement of wildlife harvesting control mechanisms
- adaptive management established with feedback from conservancies
- game guard accreditation scheme established
- conservancy associations strengthen regional management
- induction training for committees introduced

The biggest challenges?

- the impact of drought on wildlife stocks
- ill-informed criticism of natural resource management
- ensuring that wildlife harvesting is well-controlled and sustainable
- external threats to ban the export of hunting trophies
- building recognition of the vital role of community game guards
- minimizing impacts and optimizing returns from consumptive game use
- promoting incentive-based conservation
- increased commercial poaching and trafficking of wildlife products

Facts & Figures

behind managing resources

Resources and approach

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

Charismatic African wildlife is one of Namibia's greatest and internationally competitive resources. Healthy populations of wildlife including the Big Five – elephant, rhino, buffalo, leopard and lion – create a tourism value that is not easily surpassed by other land uses. Other rare and valuable species such as cheetah, wild dog, roan and sable antelope further increase that value. The effective management of this immeasurable resource lies at the heart of community conservation. Conservancy management has facilitated large-scale wildlife recoveries and enables the protection of valuable species and intact wildlife habitat.

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, and burkea and ushivi, used for construction. The growing range of veld products includes devil's claw tubers, used as a homeopathic remedy and omumbiri (commiphora wildii) resin utilized by the perfume industry.

Harvesting of plant products is regulated through a licensing system and user groups have formed to coordinate harvesting and marketing activities. International corporations are searching the globe for new biological ingredients for their products, an activity called bio-prospecting. While this is likely to open further opportunities within the plant sector, bio-prospecting needs to be carefully controlled. Namibia is taking steps to safeguard its resources from uncontrolled exploitation.

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

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

Biodiversity and endemism

Biodiversity is a central objective of community conservation. Namibia's most notable biodiversity 'hot spots' are in the north-east of Namibia. By contrast, concentrations of endemic species are greatest in the

Fish guards protect reserves where breeding takes place

Picture: Gareth Bentley

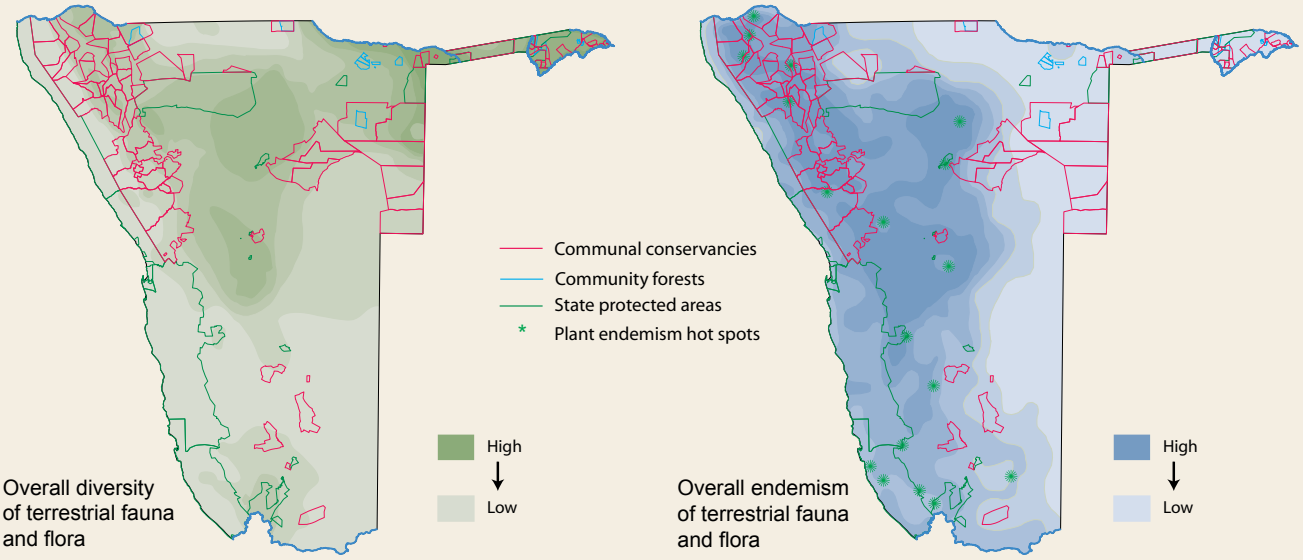


FIGURE 6. Contributions to the protection of biodiversity and endemism
Conservancies and community forests in relation to areas of high bio-diversity (left) and endemism (right).

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 6).

Wildlife populations

Remarkable wildlife recoveries have taken place due to conservancy efforts to minimize poaching and ensure the sustainable use of wildlife. This was initially most evident in the 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 this time, and populations of other large mammals had been reduced by 60 to 90% since the early 1970s. Data from species experts shows that the number of rhinos and elephants has increased substantially since then. Game counts indicate that springbok, gemsbok and mountain zebra populations increased over 10 times between 1982 and the early 2000's, then stabilized for a decade. Since 2012 drought has resulted in a reduction of game numbers (Figure 7).

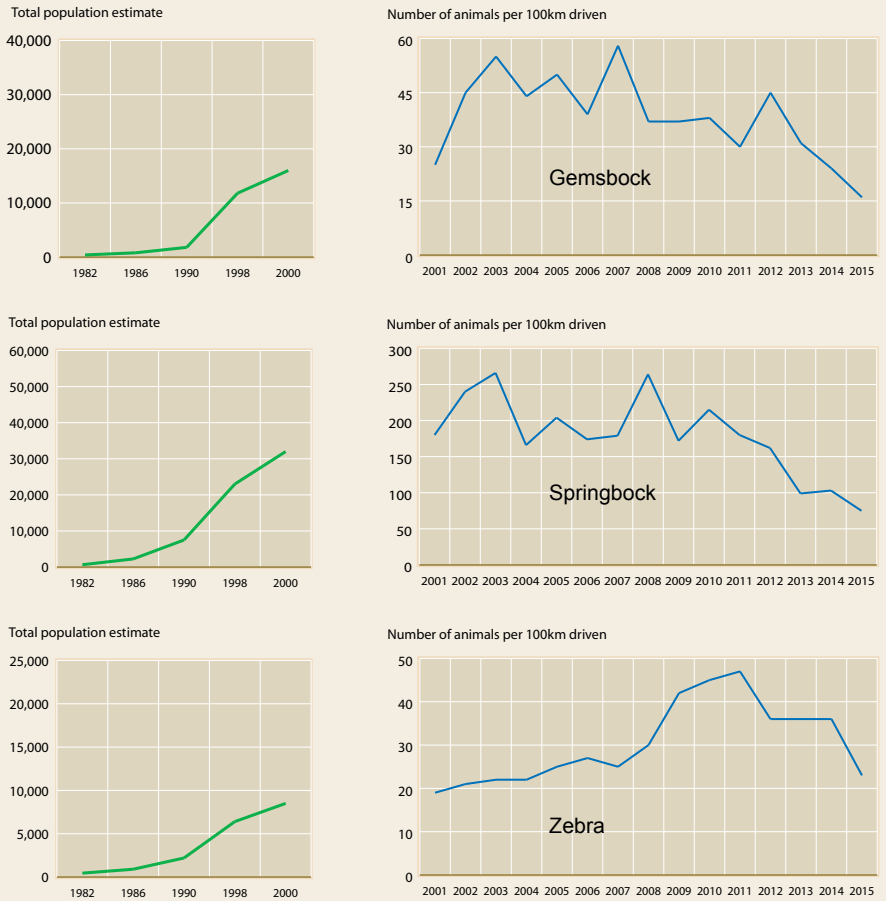


FIGURE 7. North-West population estimates

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.

Wildlife moves freely. Data from the annual North-West Game Count (Figure 7) indicates clear fluctuations in the average number of animals seen. Fluctuations are due to game movement into inaccessible terrain currently not being surveyed, and into areas outside the survey zone. Limitations in the accuracy of the census methods may also play a role.

The fluctuation of game numbers in an area such as north-west Namibia is consistent with the "boom-and-bust" dynamics of arid environments. While strengthened community stewardship through the communal conservancies has assisted with impressive population recoveries from the early 1980s through 2011, such good management cannot offset the impacts of four years of prolonged drought. However, despite fluctuations, the estimated numbers of all species remain at or above those recorded through the aerial surveys at the end of the period of the 1990s and far above the populations of the 1980s.

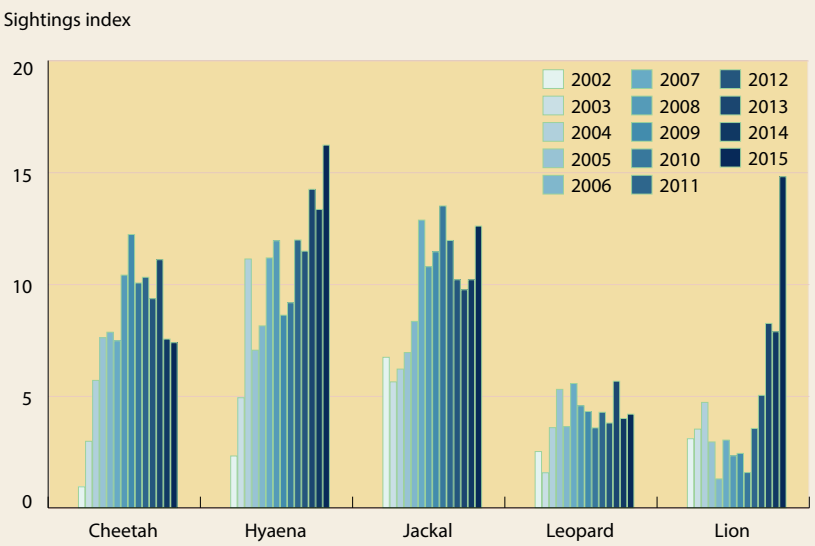


FIGURE 8. Predator sighting index for Erongo-Kunene Regions

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

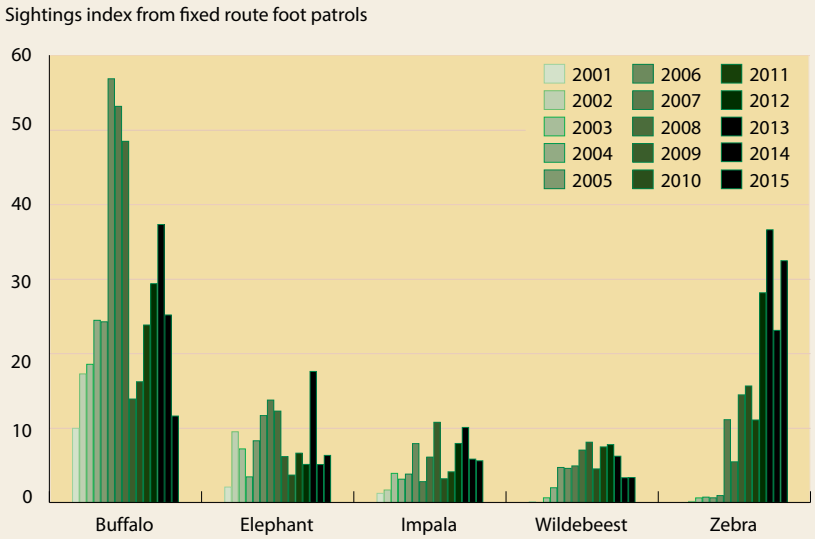


FIGURE 9. North-East game count
Significant wildlife recoveries have also occurred in the Zambezi Region. These have been due largely to breeding, reduced poaching, wildlife introductions, and a loss hostile environment for wildlife. Although poaching had declined substantially over the last 15 years, there has been a sharp increase in ivory poaching, which is of great concern. Five selected species are shown in this graph, which includes national parks adjacent to conservancies. Wildlife moves freely between park and conservancies in the region.

Resource monitoring

GAME COUNTS

Most conservancies conduct routine game censuses. The biggest of these is the North-West Game Count, conducted annually since 1999 (Figure 7). The count includes all the conservancies and tourism concessions outside of national parks in the north-west and is the largest annual, road-based game count in the world. It covers an area of around seven million hectares and is undertaken as a joint exercise between conservancy members and staff, and the MET and NGOs. The same methodology has been expanded to conservancies and protected areas in the south of Namibia. Conservancies in other parts of the country also carry out annual game counts, but the methods differ to accommodate local conditions. Conservancies in the east perform an annual moonlight waterhole count, while conservancies in the north-east undertake counts on foot (Figure 9) 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.

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. The 2015 aerial elephant census will provide significant information to the Africa wide elephant survey underway.

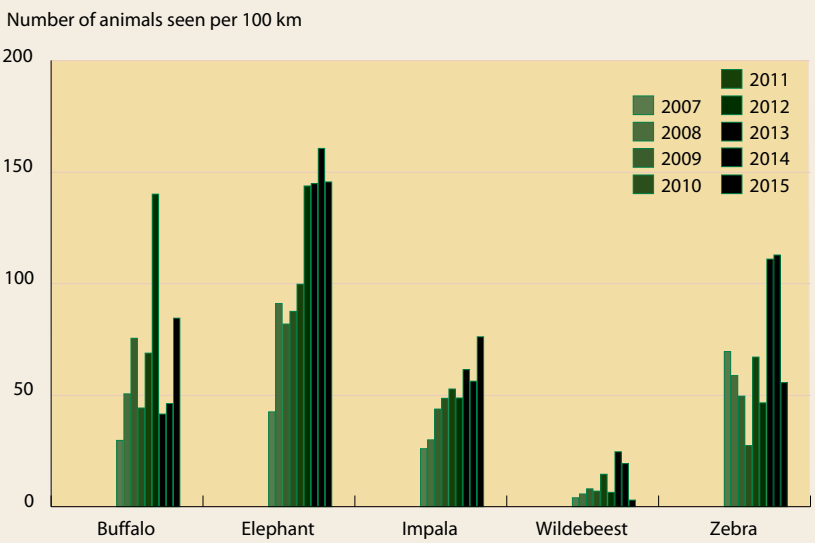


FIGURE 10. Zambezi game sightings on fixed-route foot patrols
The graph gives an index of sightings during regular fixed-route foot patrols in seven long-established conservancies (Impalila, Kasika, Kwandu, Mashi, Mayuni, Salambala and Wuparo). The species shown include blue wildebeest, which was reintroduced into the area from 1999 to 2012 (Table 2).

Wildlife movement in and out of the area (including trans-boundary movements to and from neighbouring countries, which has been actively recorded for some species through remote tracking) is the main explanation for significant annual fluctuations. The data also underlines the value of using different counting methods to gain a better understanding of wildlife dynamics.

THE EVENT BOOK

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

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

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

The Event Book was designed for use by people with low literacy, but a strong knowledge of natural resources. Sightings and incidents are 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.

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

The Event Book concept has been adapted to monitor conservancy enterprises and governance indicators, which are collated together with NRM data in an integrated annual audit. Due to its almost universal application, the system has been 'exported' to state and private sector parks in Namibia, as well as other countries in Africa and Asia.

Defining and Tracking Wildlife Status

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

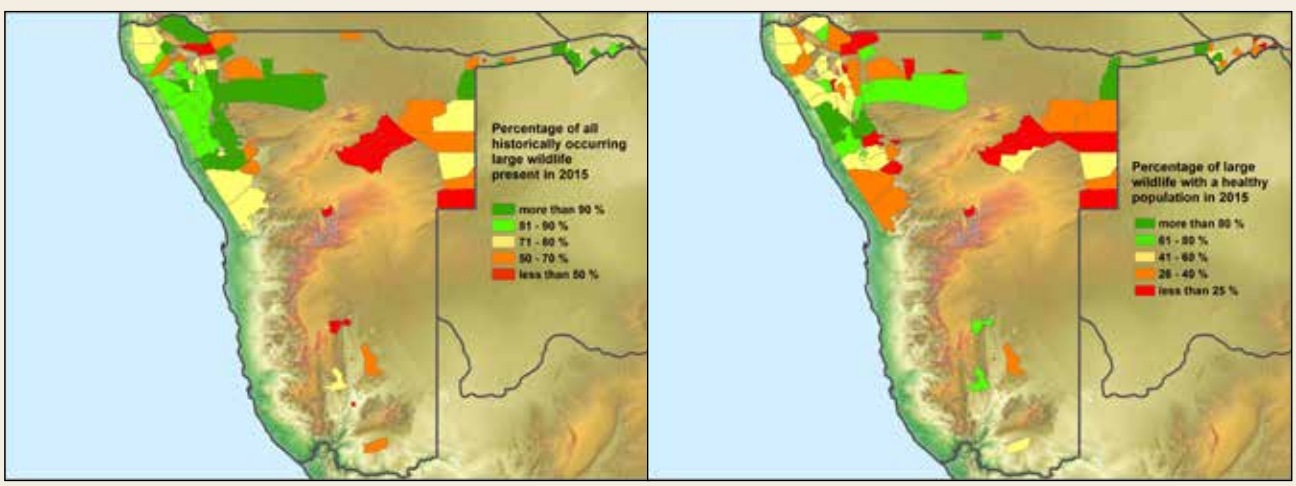


FIGURE 11. Species richness:

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.*

The wildlife population health *(right) indicates the percentage of all large wildlife species that historically occurred, which currently have a healthy population in a particular conservancy. 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.*

and poaching. Keeping numbers below the upper threshold enables viable offtakes and ensures that the population stays in balance with its habitat and other land uses.

Tracking population trends with the expectation that wildlife numbers should always increase is not a viable approach in the longer term. More sophisticated monitoring tools now define the 'species richness' and 'population health' of game in conservancies.

Using game count data and information from a wide variety of other sources, wildlife experts compile 'species richness' lists for each conservancy. These show the present diversity of species in the conservancy relative to past diversity. The population health of each species is also scored, and from the two sets of information maps are generated to portray wildlife status in conservancies (Figure 11).

Natural resource management

Targeted reintroductions of game have boosted natural increases to help rapidly rebuild the wildlife base. Translocated game has been moved from areas of over-abundance to areas where populations were low. Whilst the bulk of the species translocated have been common game such as springbok, gemsbok, kudu and eland, the introductions have also included highly valuable animals such as sable, black-faced impala, giraffe and black rhino (Table 2).

The range of several species that had become locally extinct, namely giraffe, black-faced impala, Burchell's zebra, blue wildebeest, eland, sable and black rhino, has been re-established through translocations by the MET. Conservancy formation has helped to reinstate the range of these species and a number of conservancies are now officially recognized as rhino custodians.

Quota setting is used to manage and control all forms of consumptive use of resources in conservancies. The quota setting system has been in place since 1998 and is coordinated by the MET with support from NGOs. Annual quota setting meetings take into account both local knowledge and information gathered, including game census and event book data, harvest returns and desired stocking rates of both wildlife and livestock. The meetings promote discussions, review a community's vision for each species and encourage input from private sector operators. 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

TABLE 2. Wildlife translocations into conservancies

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

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

further reviewed by senior MET officials at national level before being approved or amended.

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

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

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

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 (Figure 12). However, lions continue to be killed by farmers as a result of stock losses, but the fact that people generally

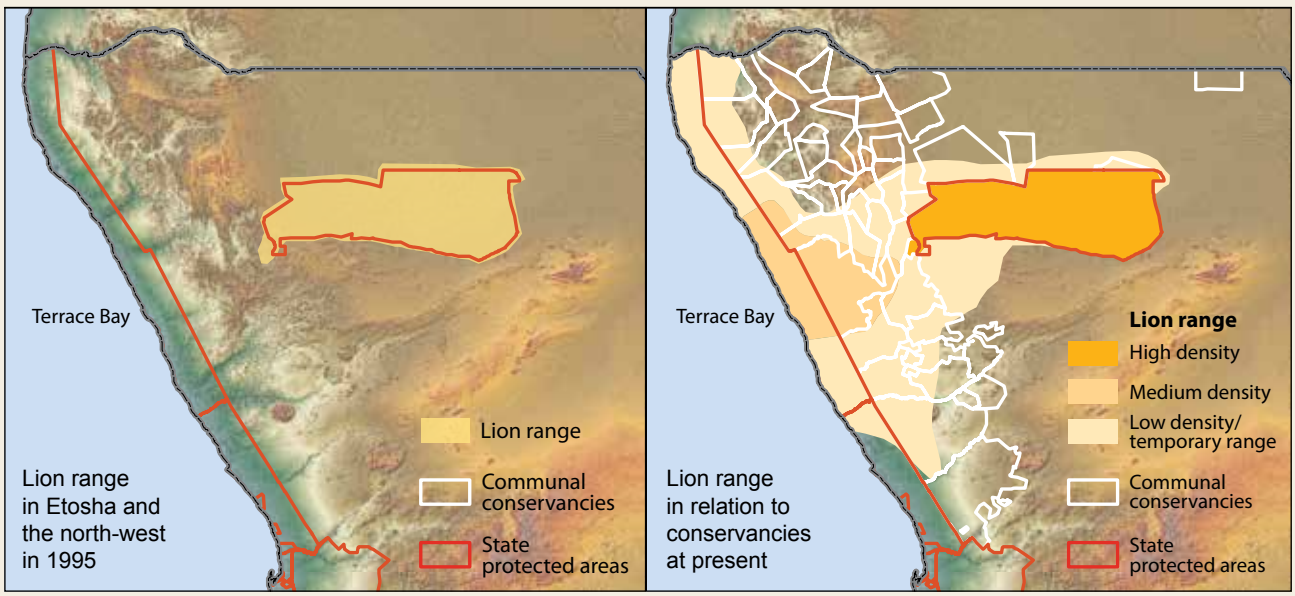


FIGURE 12. Lion range expansion

Numbers of the iconic 'desert' lions have increased dramatically from a low of around 25 individuals in 1995 to approximately 150 in 2015. The maps show the equally dramatic range expansion over this period extending to the Skeleton Coast.

Population trends of other large predators in north-western conservancies have generally been stable or increasing. In the Zambezi Region, where game count trend data are less reliable due to methodological difficulties, sighting trends of predators are significant indicators of trends in prey species. The numbers of all predators occurring in communal areas remain well above pre-conservancy levels.

tolerate their presence shows an improved conservation commitment.

Human-wildlife conflict

Recorded incidents of human-wildlife conflict (HWC) have increased due to the increase in wildlife populations. However, the average number of incidents per conservancy remains generally stable (Table 3). The species causing the most problems and the areas affected are captured by data (Figure 13), which illustrates a disproportionate control of lions, which are perceived to be the biggest threat, perhaps because they are also feared as a threat to human life.

A Human-wildlife Conflict Policy was established by the MET in 2009 to provide national guidelines for conflict mitigation. Although the government coordinates wildlife protection, it cannot be held responsible for damage caused by wildlife. The policy sets out a framework for managing wildlife conflicts, where possible at local community level.

Two key strategies seek to mitigate the costs of living with wildlife. The first is prevention – practical steps for keeping wildlife away from crops and livestock. The second is the Human-wildlife Self Reliance Scheme, which involves payments to those who have suffered losses. The MET has provided finance for this from the Game Products Trust Fund, and conservancies with sufficient income are expected 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 chilli, which is used as a deterrent to keep elephants away from crops, crocodile fences, predator-secure enclosures to protect livestock, and stone walls to protect water infrastructure from elephants. Appropriate land-use planning and conservancy zonation are essential elements towards minimizing conflicts.

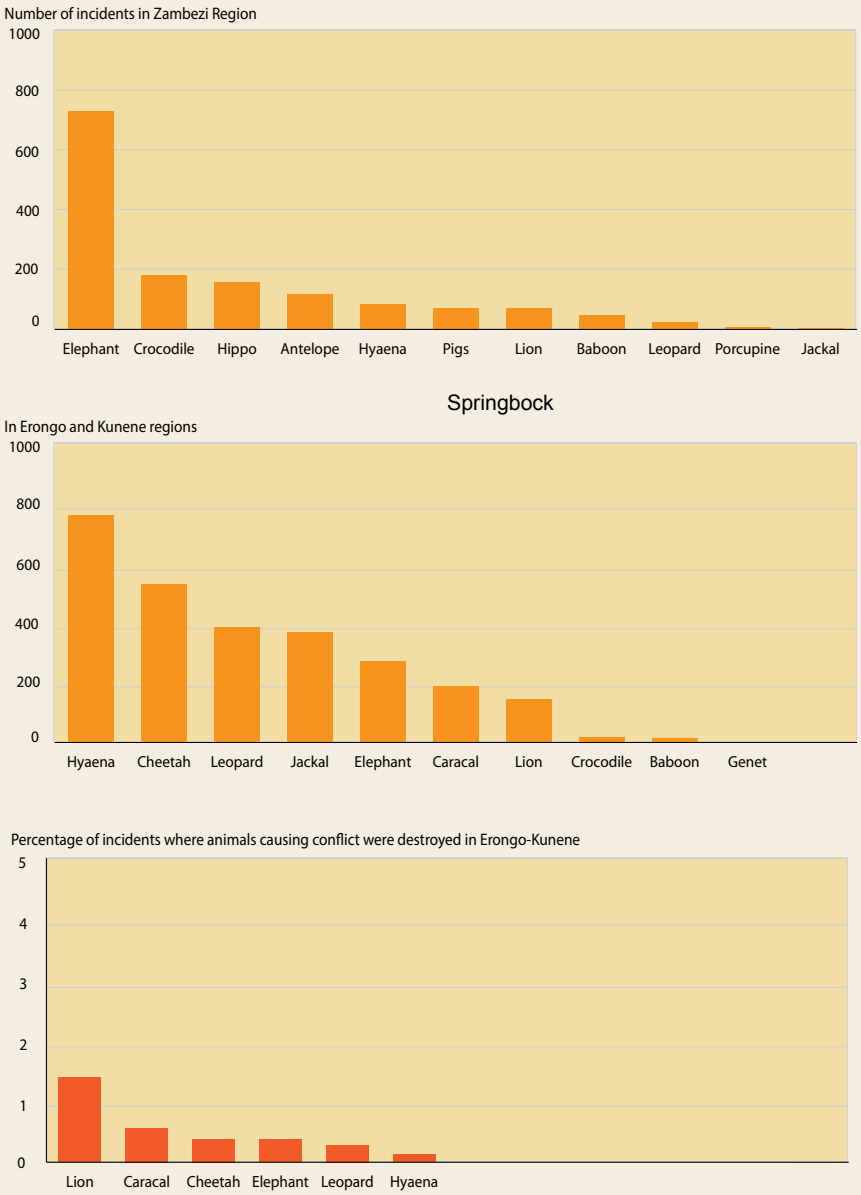


FIGURE 13.

Conflict species ...

The orange graphs indicate the number of conflict incidents per species in the Zambezi Region and Erongo-Kunene during 2015. Although the figures for Erongo and Kunene regions are similar to 2014, the number of elephant incidents in Zambezi Region has grown from 601 to 714 as elephants ranged more freely from Botswana into Namibia.

... and their control

The red graph (base) indicates the number of animals destroyed as a percentage of the number of conflict incidents recorded for that species in Erongo-Kunene during 2015. The highest percentage is for lions, at less than 2%.

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

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total conflict incidents from all conservancies	3,019	2,936	4,282	5,713	5,640	7,095	7,659	7,772	7,298	7,279	9,228	7,774	7,117
Number of conservancies	29	31	44	50	50	53	59	59	66	77	79	82	75
Average no. of human attacks per conservancy	0.6	0.5	0.3	0.2	0.3	0.5	0.4	0.4	0.1	0.3	0.6	0.2	0.4
Average no. of livestock attacks per conservancy	59.8	54.3	60.4	63.5	63.2	82.7	82.6	83.7	74.7	66.0	94.7	69.7	73.0
Average no. of crop damage incidents per cons.	37.9	35.0	33.4	47.0	43.4	46.7	44.4	45.1	34.4	26.1	18.9	23.6	19.7
Average no. of other damage incidents per cons.	5.9	5.0	3.2	3.6	5.8	3.9	2.4	2.5	1.3	2.1	2.5	1.3	1.7
Average total incidents per conservancy	104	95	97	114	113	134	130	132	111	95	117	95	95

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

Note: Figures may be an under-estimate as 7 conservancies did not hold audits in 2015

Conservation expansion

Community conservation continues to expand, increasing the number of people who benefit from natural resource use, as well as the area under conservation. Increased landscape connectivity created by new conservancies across Namibia is vital to ensuring environmental resilience and countering the impacts of climate change. These developments are major contributors to Namibia's efforts to fulfil its constitutional commitment to safeguard the environment while at the same time achieve economic growth and rural development. CBNRM is recognized by the Namibian government as contributing to a range of national development goals, including several for the environment (Table 5, page 42).

Biomes and habitats are protected by community conservation (Table 4 and Figure 14). Although riverine habitats are small in the context of the entire country, their importance is magnified because they cross arid terrain and provide vital refugia for wildlife. Conservancies in the arid north-west of Namibia provide critical protection of habitats, which are less well protected in the moister eastern regions of Kavango and Zambezi, due to roads and associated settlements which have developed along river courses.

Very large contiguous areas under sustainable resource management have been created (Figure 16 and Table 6). The largest contiguous area is found in the north-west, where conservancies and tourism concession areas now adjoin entire eastern boundary of the Skeleton Coast Park and form a broad link to Etosha National Park because of 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.

Farmer Dominic Machili lost 5 cattle to lions in 2 weeks

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

Habitat, biome or area	Communal conservancies	Community forests outside conservancies	Concession areas	Freehold conservancies	State protected areas	Total coverage
Lakes & dams	15.6%	-	-	1.4%	12.6%	29.6%
Oshanas & flood plains	33.4%	-	-	-	8.6%	42.0%
Pans	3.1%	-	-	-	77.8%	80.9%
Perennial rivers	33.8%	-	-	-	20.8%	54.6%
Ephemeral rivers	25.3%	-	1.6%	6.8%	11.1%	44.8%
Nama Karoo	14.6%	-	1.4%	1.0%	5.0%	22.0%
Namib Desert	13.9%	-	3.2%	0.6%	75.7%	93.4%
Succulent Karoo	-	-	-	-	90.5%	90.5%
Acacia Savanna	19.5%	-	0.2%	13.4%	4.5%	37.6%
Broad-leafed Savanna	32.8%	2.1%	-	1.9%	8.8%	45.6%
Total area of Namibia	**19.7%**	**0.4%**	**0.8%**	**6.1%**	**16.8%**	**43.7%**

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

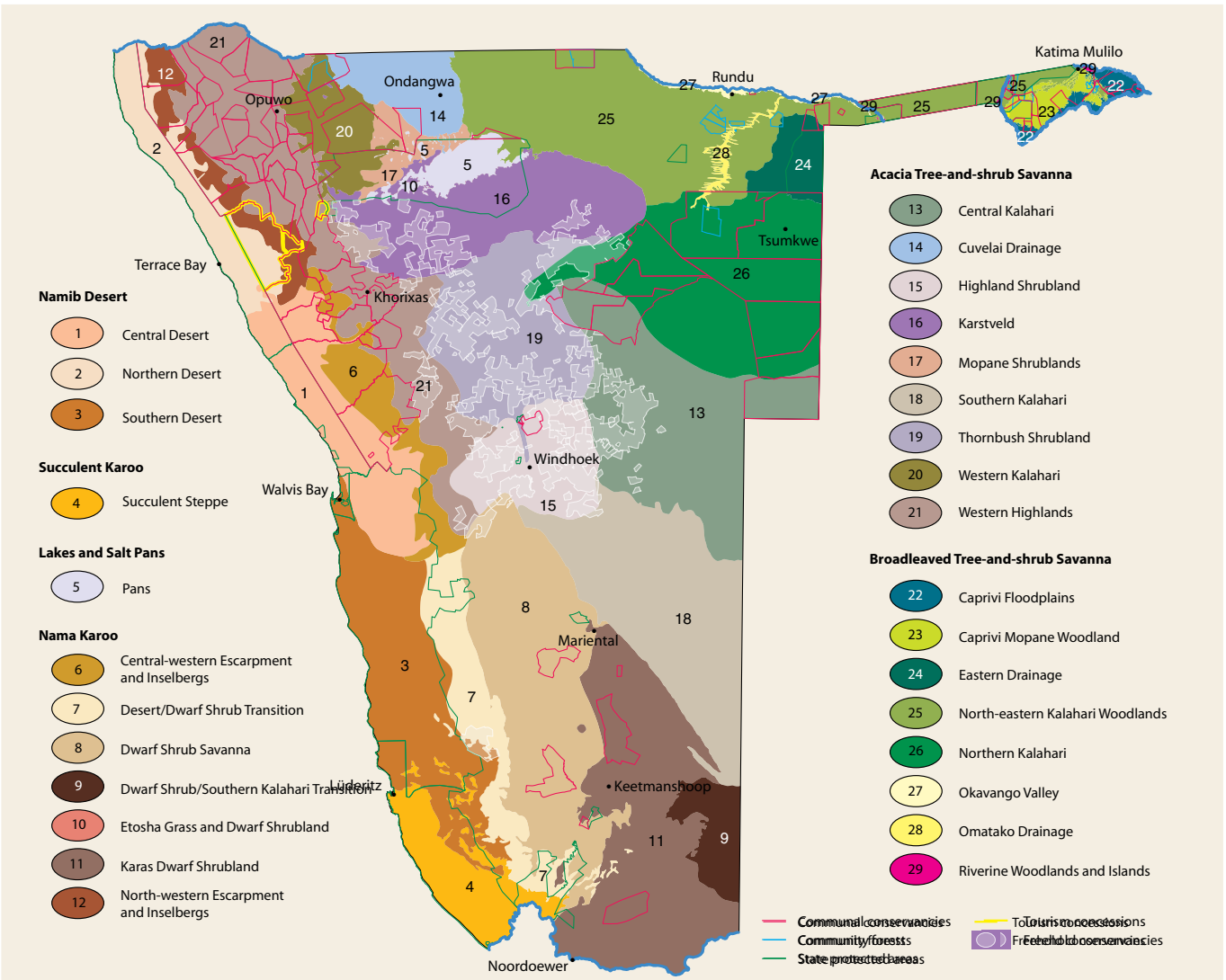


FIGURE 14 Contributions to the protection of Namibia's major biomes, vegetation types and wetlands
Communal conservancies, community forests, state protected areas, tourism concessions and freehold conservancies in relation to Namibia's main vegetation types and major biomes.

Collaborative conservation

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

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

Tourism concessions in national parks have been granted to conservancies adjacent to parks, creating shared boundaries and contiguous conservation areas. The percentage of park boundaries in communal areas shared with community conservation areas has increased dramatically since the start of the CBNRM programme (Figure 15).

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

The scale of community conservation

By the end of 2015, a total of 162,030 km^2 of land was encompassed by the 82 communal conservancies at the end of 2015. This represents 52.9% of all communal land in Namibia and 19.66% of Namibia's total land area. At the same time, 32 community forests covering an area of 30,828 km^2 had been gazetted. Of these, 18 have some overlap with conservancies. It is thus not possible to simply add the two land areas together to arrive at a total figure for the communal area under sustainable management. Taking this into consideration, the overall surface covered by community conservation (excluding overlapping areas) at the end of 2015 was 165,182 km^2. This area, combined with land covered by state protected areas (16.8%), tourism concessions (0.8%) and freehold conservancies (6.1%) brought the total land surface in Namibia covered by sustainable resource management and biodiversity objectives to 43.7% at the end of 2015.

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

National Development Plan 4	CBNRM contribution
What we cherish as a nation: pages 3-5	
Upholding the Constitution and good governance • "... we continue to improve on issues relating to equity in access to productive resources, and in reducing environmental degradation ..."	• is firmly grounded in article 95 of the Constitution • promotes equal access to natural resources through formal management structures and participatory processes (82 conservancies, a community association, 32 community forests,66 community rangeland management sites etc.) • reduces environmental degradation through structured natural resource management and use activities
Environment and climate change • "We expect all elements of society ... to support a precautionary approach to environmental challenges and alterations of the natural world contributing to climate change ... [and to] undertake initiatives to promote greater environmental responsibility…"	• emphasises a precautionary approach through natural resource monitoring, evaluation and quotas • creates landscape-level connectivity which mitigates the effects of climate change on wildlife and other resources • reduces pressure on individual resources through land-use diversification • promotes environmental responsibility through community-owned structures and activities
Sustainable development • "We fully embrace ... development that meets the needs of the present without limiting the ability of future generations to meet their own needs ... we encourage people ... to take responsibility for their own development ... to promote development activities that address the actual needs of the people, and require increasing community contributions to development services and infrastructure."	• enables sustainable use of natural resources through formal management structures, benefiting present generations while conserving resources for future generations • encourages a sense of ownership over natural resources and responsibility for development • addresses the needs of the people and increases community contributions through community participation in activities and decision-making
Basic Enablers:	
Environmental management – pages 35 & 39 • "The environmental challenges in Namibia include freshwater scarcity, land degradation, deforestation ... and vulnerability to climate change ..." • "The environmental strategy during NDP4 and beyond will include … the development of an integrated (including spacial) planning ... [and] the implementation of the CBNRM programme …"	• facilitates the reduction and reversal of land degradation and deforestation through mandated, structured and sustainable natural resource management • facilitates wise use of freshwater resources through community water associations • facilitates integrated land-use planning through formal management structures and collaboration with other community, government and private sector stakeholders • facilitates the implementation of CBNRM programme aims

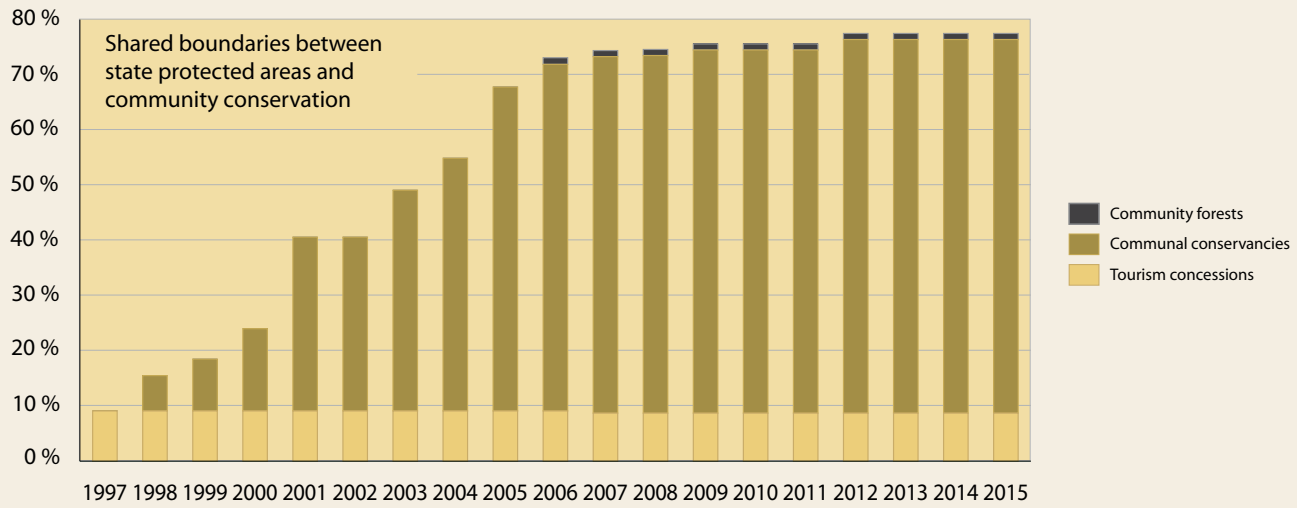


FIGURE 15. Increase in shared boundaries

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

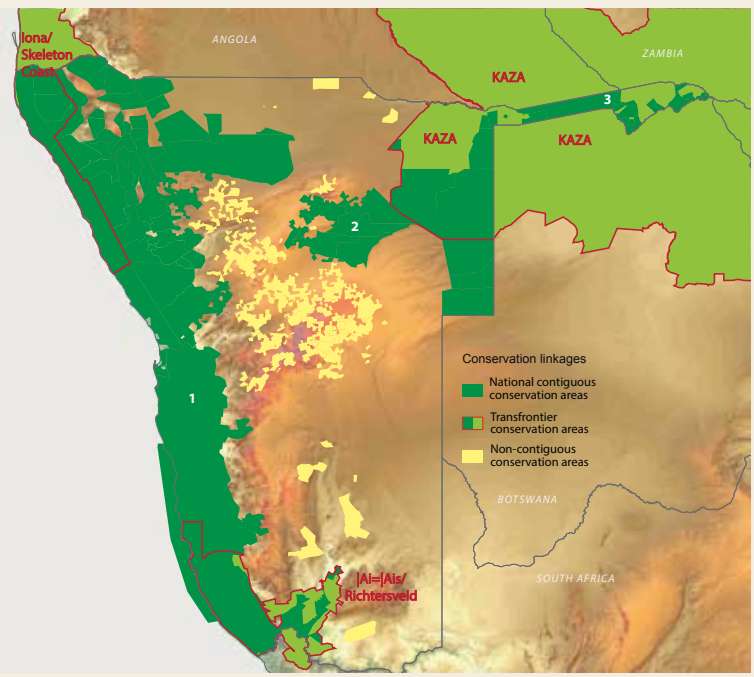


FIGURE 16

Contiguous conservation areas

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

TABLE 6. Contiguous conservation areas

Contiguous area (excludes transfrontier linkages)	State protected areas	Community conservation/ concessions	Freehold conservancies	Private reserves	Total km²
1. Coastal parks, Ai-Ais & Etosha NP	124,869	94,249	7,210	2,886	229,214
2. Waterberg, Khaudum NP	4,238	59,943	7,314	0	71,495
3. Bwabwata, Mudumu, Mamili	7,330	1,956	0	0	9,286
Total area	**136,437**	**156,148**	**14,524**	**2,886**	**309,995**

Where are we now?

A look at developments in 2015

In summary

Last year (2015) was the fourth consecutive year of drought in Namibia, triggering human-wildlife conflict and incidents of local poaching. External threats included potential bans of the import of hunting trophies to EU and other countries, which would impact negatively on conservation revenue to conservancies.

Conservancies countered this threat robustly, and strengthened their management systems and regional collaboration in conservancy associations in response to media criticism.

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

Threats

Drought, most keenly felt in the Erongo-Kunene conservancies, has had multiple impacts. The quotas set for wildlife harvesting were low, as in in the previous year, and several conservancies discontinued 'shoot and sell' harvesting. As a result, some conservancy incomes and the amount of meat available for distribution were lower than in previous years.

Human-wildlife conflict incidents were widely reported. Although increased HWC is a likely result of drought, with prey dispersing and predators attacking livestock, the figures have to be treated with caution. The increase in the number of conservancies to 82, from 69 in 2011, means that more HWC incidents occured in the expanded conservancy areas. In addition, the provision of finance by the MET to offset stock and crop losses through its Self Reliance Scheme, has increased the number of claims to conservancies for compensation from farmers. Improved reporting techniques, with better use of the Event Book and better understanding by farmers of the procedures to be followed may also have increased the number of reported incidents.

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

Disillusionment with the CBNRM programme is a worrying trend, caused by two main factors: A number of newer conservancies do not have the same capacity to raise revenue through hunting and tourism that older and better-established conservancies have, and even in those conservancies, members are not receiving the level of benefits that they expected. Employment opportunities are

not equally available. Decreased levels of meat distribution due to drought has also created disenchantment, which may have led to increased poaching.

Wildlife crime is a serious threat to Namibia, to conservation, and to the communities depending on wildlife. The threat is as great, if not greater, in national parks than in conservancies. In 2015 an estimated 110 rhinos were reported killed – the vast majority in Etosha. The year saw heightened activity by the MET and the Namibian police to counter this threat, with assistance from community game guards and rhino rangers.

Conservation hunting came under threat from groups influenced by animal rights activists. Some airlines placed embargoes on the transportation of hunting trophies, and a petition was circulated to European Members of Parliament (MEPs) asking them to ban the import of trophies. For many Namibian conservancies this would have resulted in a large drop in revenue, and for some, a total loss. Conservation hunting, which is controlled by quotas set by the MET, allows a sustainable offtake of animals for meat as well as the sale of animals for trophy hunting. The income derived is used for conservancy management and related anti-poaching activities. The loss of this income would have significant consequences to wildlife protection across Namibia's communal conservancies and national parks.

Two conservancy associations, in Kunene and Zambezi regions, as well as the Kyaramacan Association, wrote letters to members of the European Parliament in an action coordinated by NACSO, to explain the value of conservation hunting and to oppose the proposed ban. The petition failed to gain the requisite number of signatures, but the threat remains and will need to be countered by science and conservation-based arguments in the future.

Conservancy management came under scrutiny after an article was published in a Namibian newspaper stating that the offtake of wildlife in conservancy areas was not under control, and that the practice of harvesting animals for sale to butcheries, known as shoot and sell, was being misused. The Kunene conservancies met to discuss this, and resolved to improve the situation by more rigorous compliance with MET guidelines set out in the Standard Operating Procedures, by suspending shoot and sell operations in some conservancies, and by improving conservancy governance.

Improvements to the programme

The core of the CBNRM programme is wildlife management and monitoring, and several improvements were made to enhance this.

Adaptive Management has been widely implemented (see Figure 15). Conservancies set objectives through their management plans and then conduct their management according to these plans. Monitoring reveals whether objectives are being achieved or not. Modifying objectives by learning from mistakes and successes is known as Adaptive Management. The annual audit results for each conservancy forms part of a feedback cycle which uses this data within conservancy management for decision making purposes, thus improving the capacity for natural resource management.

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

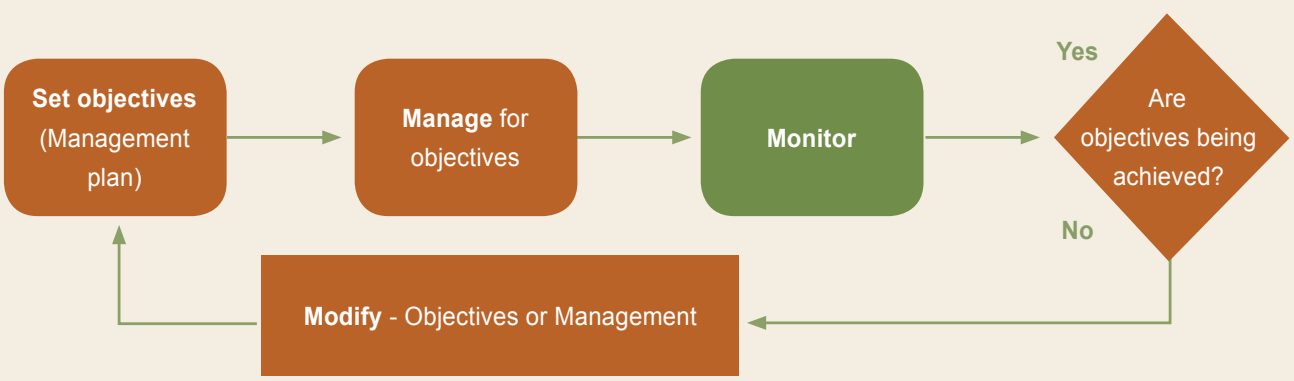


Figure 17. **The adaptive management cycle**

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

The future

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

Induction training for committees will be an important feature of work during 2016. Very often conservancy committees reach the end of their terms without planning an adequate hand-over to the incoming committee. This is a perennial problem, which will be met by regular induction training in conservancy and natural resource management. Both the game guard accreditation scheme and induction training present resource challenges, which have to be overcome in order to stregnthen conservancy and natural resource management.

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

Partnership with the MET will be critical in two areas: the improvement of conservancy compliance with MET Standard Operating Procedures, and wildlife quota setting. Ideally, quotas should be set annually, but due to capacity constraints they are set every third year, and reviewed in the two years following. 2016 will be a third year, and quotas will be set from scratch.

Mining and conservation

Much of Namibia's wealth was and is based upon mining, with diamonds in the Sperrgebiet, one of the world's great wildernesses, being an example. Consequently, mining has usually taken precedence over other land uses. This has started to change. Namibia's economy is diversifying, and tourism is an important growth industry.

Since 2006 exploration licences have been granted in 15 conservancies, and many were re-applied for in 2015. Most mining in Namibia is open cast, leaving large scars on the landscape. In 80% of expolorations, no exploitable resource is discovered and there is little incentive for a mining company to rehabilitate the land. There are 19 abandoned mines in conservancies alone.

Exploration for precious base and rare metals is being undertaken by Teck Namibia in 12 Kunene conservancies on fragile, semi-desert land, and an open cast mine is planned by Namibia Rare Earths within //Huab and Doro !nawas conservancy areas.

Equally worrying is drilling in Bwabwata National Park by Rio Tinto, which began exploring for copper in 2015. The park is inhabited by members of the Kyaramacan Association, which operates like a conservancy and is heavily dependant upon natural resources and wildlife for income and the livelihoods of members.

Problems that arise from exploration, even before large scale operations begin, include the clearing of fragile Miombo woodland and vegetation, pressure on water resources, animals falling into holes, and in Bwabwata National Park, oil spills which could threaten the certification of organically harvested devil's claw.

Given the above concerns, WWF has engaged a mining specialist to assess the scale of the problem, and to assist the Ministry of Mines and Energy, and mining companies to work more closely with conservancies to mitigate the impact of mining on conservation and tourism areas. The Minerals Act is being revised and discussions are taking place to extend the power to give rights over access to conservancies.

A good example of engagement was with B2 Gold, which had an exploration licence in N≠a Jaqna Conservancy. Assistance in negotiating an access agreement was provided by the Legal Assistance Centre (a NACSO member). Although no exploitable resource was found, B2 Gold paid compensation to the conservancy, the land was rehabilitated, and joint monitoring was carried out.

With the assistance and agreement of the Ministry of Mines and Energy, a map of conservation 'hot spots' and fragile areas has been developed. Further cooperation with the Ministry and the mining sector should result in access agreements, monitoring, rehabilitation, and a reduced impact on tourism and conservation areas.

2015 member focus:

Save the Rhino Trust

2015 marked the Rhino Ranger programme's third full year of operation as the 'boots on the ground' for community conservation's anti-rhino poaching activity led by Save the Rhino Trust (SRT).

Operating under a formal Memorandum of Understanding with the MET to lead rhino monitoring, research and training in Namibia's north-west, SRT significantly advanced its efforts in 2015 to address the escalating poaching threat across the region, and increased its patrol effort by 42% (over 4,000 staff field days) and number of rhino sightings (1,012) by 30% from 2014.

SRT also significantly upgraded its data management system to include new state-of-the-art technology to enhance its capacity to process the increasing amount of field data and ensure patrol deployments are based on the best available information. The exceptional field effort also resulted in two-thirds of the rhino mortalities being discovered by SRT-led teams, and critical assistance on crime scene investigations and DNA collection was also provided by SRT specialists.

SRT staff routinely provided on-the-job training to field partners, including conservancy game guards, Rhino Rangers (see below), MET staff and, more recently, Namibian police which began participating in joint rhino patrols in 2015. Specifically, SRT provided 26 MET rangers and 2 Namibian police from Kunene with GPS training in 2015. Overall, these enhancements contributed to the reduction of the number of poaching events discovered in communal conservancies and Palmwag Tourism Concession during 2015 by 44%, compared to 2014.

Rhino rangers make a difference

In 2011, in the face of an escalating poaching threat, local community leaders and game guards saw the need to improve their capacity to protect rhino on their lands and better fulfill their obligations as 'Rhino Custodians'. The resulting initiative was the Rhino Ranger Incentive Programme, which utilizes specialists from SRT, IRDNC and the Minnesota Zoo to train a new generation of 'rhino rangers' – highly talented and committed local people specifically selected by their communities.

The programme provides an enhanced training curriculum, state-of-the-art rhino monitoring and field patrol equipment, and performance-based cash bonuses that create incentives and enable rhino ranger teams to perform quality patrols. The programme has trained and equipped 38 Conservancy Rhino Rangers across 13 communal conservancies since 2012 in rhino monitoring. Additional training in rhino tourism is guiding the development of community-led rhino tourism activities that will further improve rhino security by generating the finance needed to sustain rhino monitoring.

At the heart of this approach is the belief that a future for Africa's wild rhino will only be secured when poaching is simply not tolerated by the local people, when rhino become more valuable alive than dead, and where innovative solutions – grown from the grassroots – are supported through authentic partnerships between government, NGOs and the private sector.

In 2016, SRT plans to diversify staff capacity to address the poaching threat by integrating anti-poaching tactics into its existing monitoring work, improving its ability to assist with investigations, and continuing to expand its engagements with communities, especially traditional authorities' support to the Rhino Ranger Programme.


Photo: Boas Hambo

to improve lives...

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

Photo: Gareth Bentley

Improving Lives

diversifying the rural economy

4.

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

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

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

What's the story?

behind improving lives

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

The growth in tourism

Tourism is a fast growing industry in southern Africa, and this is reflected in Namibia's communal sector by 46 joint-venture tourism agreements between conservancies and private sector operators – an increase from 41 in 2014.

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.

Nicodemus Aoxamub at Hobatere Lodge

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

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

Income and expenditure

Over the years, returns to conservancies have risen steadily from just over half a million Namibia Dollars in 1998 to over 102 million in 2015 (see Table 7 on page 53). 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 mainenance, and office expenses. Once these have been deducted, there is often little left to provide meaningful benefits to members. While some conservancies pay cash benefits, many elect to provide community benefits such as diesel for water pumps, food assistance to the elderly, infrastructure development including school buildings, and in one case – electricity transformers.

Income to conservancy members comes from a wide variety of sources. Farming continues to be the main livelihood, and in north-east Namibia is augmented by fishing, harvesting of thatching grass and the sale of crafts. Conservation has provided new income sources:

- Employment in JV lodges, where staff are now moving into management positions.
- Employment by conservancies themselves: managers, secretaries, game guards and others
- Employment in conservation hunting as guides, trackers and skinners.
- A growth in craft sales due to an increase in outlets and improved marketing.
- Harvesting and sale of indigenous natural products such as devil's claw, used in the homeopathic and pharmaceutical industry, and commiphora resin used in the perfume industry.

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

Aloysius Waterboer - Guide at Grootbrg Lodge

AT A GLANCE

At the end of 2015 there were...

- 46 joint-venture tourism enterprises with 872 full time and 114 part time employees
- 38 conservancies directly involved in tourism activities
- 52 conservation hunting concessions with 158 full time and 109 part time employees
- 30 small/medium enterprises with 81 full time and 42 part time employees
- 716 conservancy employees
- 899 conservancy representatives receiving allowances
- 1,362 indigenous plant product harvesters
- 763 craft producers

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

What's being achieved?

by community conservation...

- Conservancies generated total cash income and in-kind benefits of N$ 102,183,045 in 2015
- of this, tourism generated N$ 53,675,416; consumptive wildlife use (which includes hunting and live game sales) N$ 45,065,570; indigenous natural products N$ 1,820,020; and miscellaneous income (including items such as interest) N$ 1,622,039
- Conservancy residents earned a total cash income of N$ 46,854,615 from enterprise wages, of which N$ 28,042,872 was from joint venture tourism, N$ 12,819,668 from conservancies, N$ 4,184,496 from conservation hunting and N$ 1,807,579 from SMEs
- Conservancy residents earned cash income of N$1,065,827 from indigenous plants and N$1,065,579 from crafts
- N$8,967,936 in cash were distributed to conservancy residents or used to support community projects

New in 2015:

- Piloting the Wildlife Credits and Incentives Scheme, designed to link the conservation performance of conservancies with external investors willing to pay for human wildlife mitigation efforts the conservation of wildlife by conservancies

The biggest challenges?

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

Facts & Figures

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

The earning power of conservancies

Significant differences exist between conservancies. There are vast differences in size (the biggest conservancies are more than 200 times as large as the smallest), as well as in the number of residents (ranging from several hundred to more than 30,000). Topography, rainfall and natural habitat, proximity to urban centres, land-use activities and other factors all influence the quantity and quality of natural resources available in a given area.

There are also large differences in the degrees of conservancy development, based on when a conservancy was registered, the level of commitment of the people involved, the availability of transport, electricity and water infrastructure, and the amount of technical support available.

As the number of conservancies grew from 4 to 82, their development potential has also had to be taken into consideration. The first four conservancies, and most that followed shortly afterwards, had considerable potential for conservation hunting, which yielded immediate income. In scenic areas with growing wildlife populations, tourism joint-ventures began to develop, bringing income to rival and even overtake hunting. However, many newer conservancies do not offer a strong wildlife base or scenic attractions, nor have they had time to develop strong management capacity (see figure 18).

Private sector involvement varies significantly from one area to the next, influenced by location, accessibility and tourism potential. All of these factors result in great differences in the potential to generate cash income and in-kind benefits. Figure 23 on page 58 shows the differing earning power of conservancies.

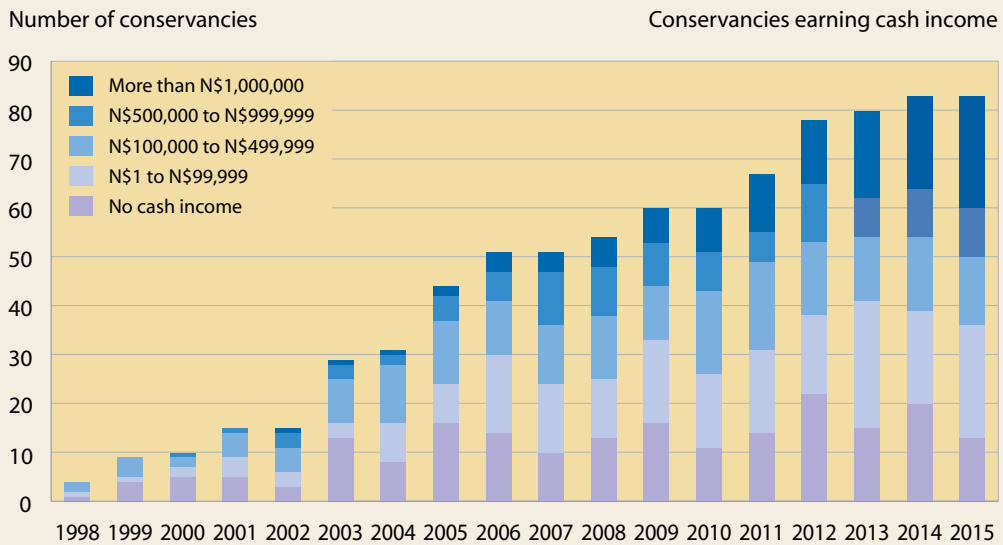


FIGURE 18. The earning power of conservancies

The graph shows the number of conservancies earning cash, divided into incremental categories (including the Kyaramacan Association). There are great differences in the potential of conservancies to generate cash income. It is noteworthy that the number of conservancies generating no income (in purple at the bar chart base) is falling, while the number with a high income, (dark blue, top) is increasing.

TABLE 7. The rise in returns generated through conservancies

Year	Total cash income to conservancies	Total cash income to conservancy members and communities	Total in-kind benefits to conservancy members	Total cash income and in-kind benefits	No of conservancies (includes Kyaramacan Association)	No of conservancies generating cash income or in-kind benefits	Average total cash income and in-kind benefits per conservancy generating cash income or in-kind benefits
1998	N$ 326,378	N$ 241,784	N$ 94,116	N$ 662,278	4	3	N$ 220,759
1999	662,119	302,073	607,408	1,571,600	9	5	314,320
2000	626,874	434,649	969,472	2,030,995	10	5	406,199
2001	1,439,342	1,267,361	746,364	3,453,067	15	10	345,307
2002	3,221,578	1,866,482	1,557,432	6,645,492	15	12	553,791
2003	4,252,319	3,009,586	1,095,060	8,356,965	29	16	522,310
2004	4,096,656	3,348,486	1,706,344	9,151,486	31	23	397,891
2005	5,177,658	5,038,348	3,627,797	13,843,803	44	28	494,422
2006	8,797,117	5,709,102	4,881,669	19,387,888	51	37	523,997
2007	11,770,975	8,822,708	6,893,694	27,487,377	51	41	670,424
2008	14,184,182	11,866,175	6,472,473	32,522,830	54	41	793,240
2009	12,937,296	13,096,682	9,022,128	35,056,106	60	44	796,730
2010	16,807,425	14,391,981	8,452,750	39,652,156	60	49	809,228
2011	21,535,608	14,885,926	10,056,965	46,478,499	67	53	876,953
2012	25,261,882	20,088,258	10,669,938	56,020,078	78	56	1,000,359
2013	31,564,931	24,896,342	11,701,790	68,163,063	80	65	1,048,663
2014	35,290,101	39,032,584	12,988,100	87,310,785	83	63	1,385,885
2015	46,724,190	37,802,020	17,656,835	102,183,045	83	70	1,459,758

Cash income includes fees paid to conservancies by tourism and hunting operators, as well as wages paid by these operators to residents. Wages paid by conservancies to residents are not included under cash income to members and communities, 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 51.

Rising returns have been generated since 1998, when the first conservancies were formed. Figure 20 on page 55 shows that overall returns from tourism and consumptive wildlife use have remained broadly on par. Tourism has provided the greatest cash income to households, while conservation hunting has returned more cash directly to conservancies and provided more in-kind benefits, due to the value of game meat, calculated at N$20 per kilo. Table 7 breaks down cash payments to conservancies and their members, and in-kind benefits to members, and it illustrates the annually increasing number of conservancies generating benefits.

Financial sustainability remains a concern for some conservancies. Thirteen out of all 82 conservancies fail to generate cash income or in-kind benefits, either because they have not yet developed sufficient income generation capacity, or they have little potential the generate income from hunting or tourism. However, their conservation value to Namibia is significant, providing protected wildlife habitat, very often spatially linked to other conservances. The provision of management and technical support to these conservancies is an important consideration for the future.

Different areas, different conditions

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

TABLE 8. People living in conservancies

Region	Area covered by conservancies (km2)	Number of people living in conservancies	Percentage of all communal area residents in region(s)
Erongo	17,289	6638	55.8%
Hardap	1,424	808	10.5%
Karas	6,550	4642	32.8%
Kavango (E&W)	1,196	4642	2%
Kunene	58,943	50,455	81.7%
Omaheke	18,404	6,673	21.9%
Omusati, Ohangwena, Oshana, Oshikoto	13,095	47,296	5.2%
Otjozondjupa	41,059	36,244	100%
Zambezi	4,092	31908	33.9%
Khomas	no conservancies	no conservancies	no communal areas
Total	**162,030**	**189,230**	**13.9%**

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

The size and population density of communal areas varies significantly across the different regions of Namibia, as does the diversity and abundance of natural resources in them. These and other factors influence the number of communal area residents living in conservancies. In the communal areas of some regions, the entire population lives in conservancies. In the north-central regions, more than 40,000 people live in conservancies, although this

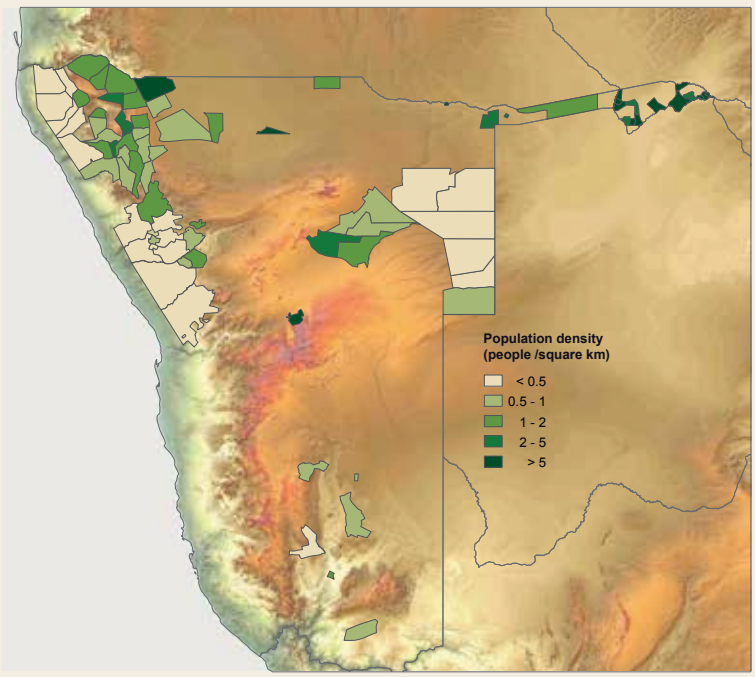


FIGURE 19. People in conservancies
Population densities range from less than one to more than five people per square kilometre.

represents only around 5% of people in the densely populated area, many of whom live in urban centres. Other regions have only small communal areas, or none at all. Population estimates are shown in Table 8 and Figure 19.

Wildlife as a driver of economic growth

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

The complimentary 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. Communities have the opportunity to 'grow into' both sectors and over time run successful community-owned enterprises. Figure 20 compares the benefits generated by these two important sectors.

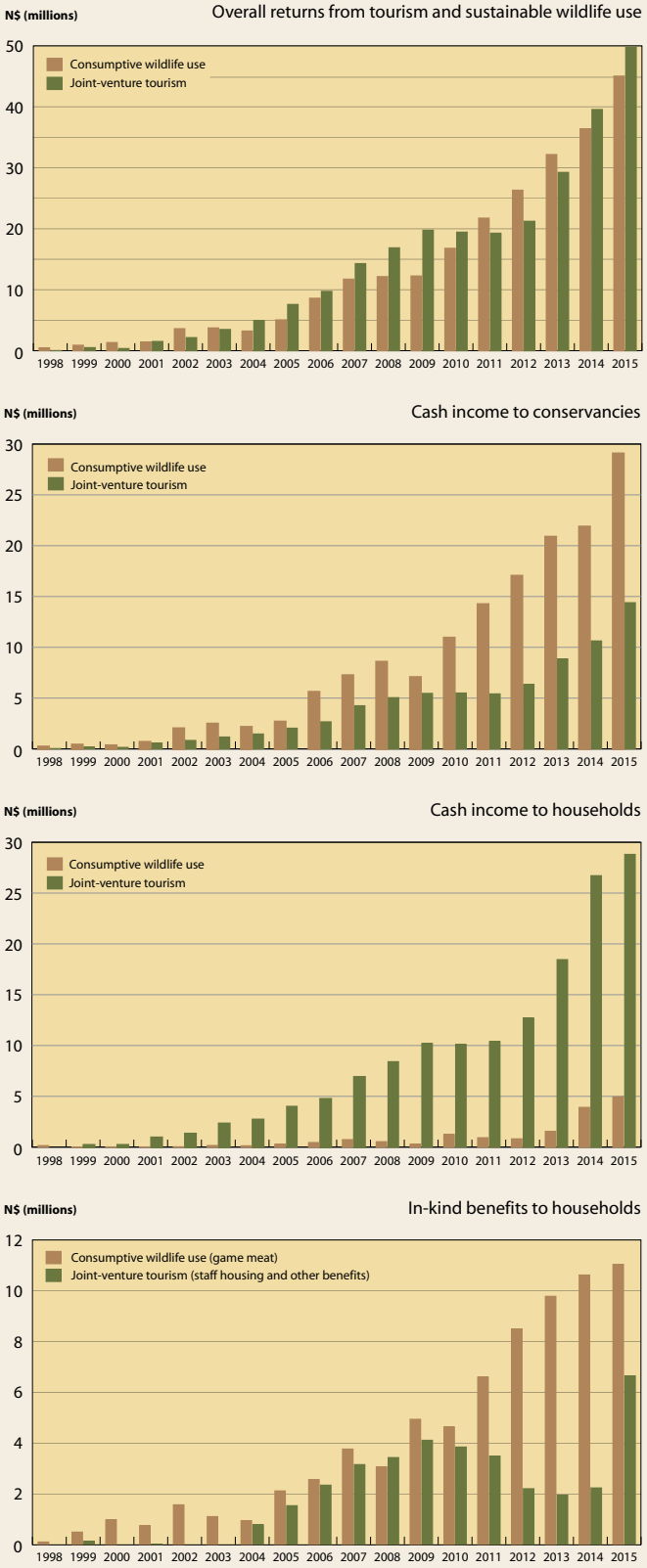


FIGURE 20. The complementary roles of sustainable consumptive wildlife use and joint-venture tourism

While overall returns from the two sectors are similar, tourism provides significantly higher cash income to households in the form of wages.

Consumptive wildlife enterprises, specifically conservation hunting, generate much higher fees to conservancies, which can be used to cover operational costs and development projects.

Hunting also provides a huge additional benefit in the form of game meat.

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 an operating private sector partner, to those wholly owned by investors, which have payment contracts with conservancies. In between, there is a range of agreements with different levels of equity holdings and arrangements to transfer infrastructure to conservancies after set periods of time.

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

A variety of community tourism enterprises, owned and operated by local communities, are offering exciting, authentic experiences such as living museums, craft centres and campsites to visitors.

[more info: www.namibiawildlifesafaris.com]

Conservation hunting and game harvesting

Conservation hunting, which targets only free-roaming species in natural habitats, is very important to Namibian conservation. It is often criticised as having negative impacts on wildlife, but conservation hunting utilizes such an insignificant percentage of wildlife that it generally has no impact on overall populations. It is important to note that most conservancies (including three of the first four that were registered), would not have been viable without wildlife use through hunting, which initially funded conservancy operations. Cash income from conservation hunting continues to provide critical finance to cover the costs of conservation activities, including anti-poaching patrols.

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

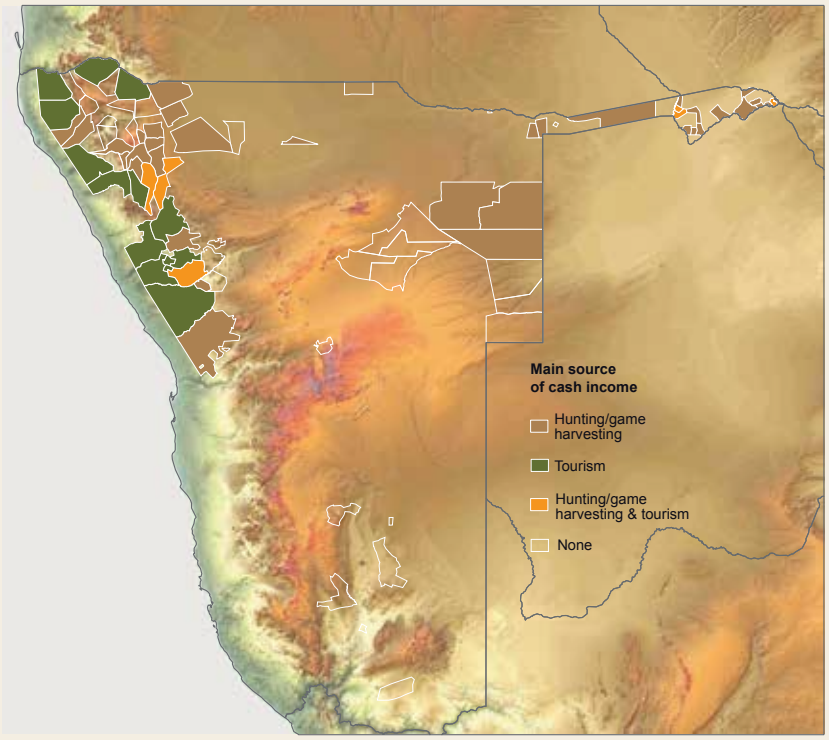


FIGURE 21.
Reliance on conservation hunting and photographic tourism
The map portrays which conservancies depend mostly on tourism income to cover their running costs, and which rely mostly on conservation hunting and game harvesting. Hunting is clearly a vital source of cash income in a high proportion of conservancies, without which many conservancies would not have been able to form, or to attain financially viability.

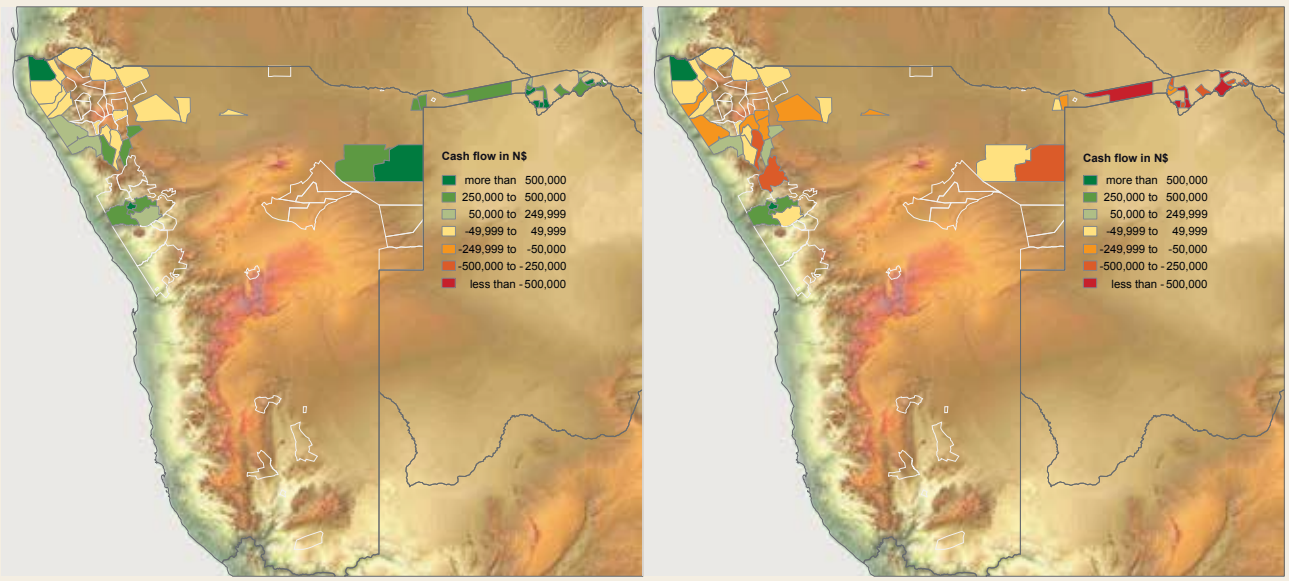


FIGURE 22. The importance of consumptive wildlife use income

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

Those conservancies relying mostly on tourism (Figure 21), 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*

due to the past rapid growth in wildlife numbers. In addition to generating income, the translocation of surplus wildlife into areas with low populations is assisting wildlife populations on Namibia's communal land to recover.

Shoot and sell, whereby game is sold to butcheries or other commercial outlets, brings much lower returns than conservation hunting and live capture. Due to the on-going drought, shoot and sell has been suspended by many conservancies and live capture operations have been reduced. All forms of offtake are managed by quotas, set by the MET

Natural resource returns

In addition to returns from tourism, conservation hunting and game harvesting, community conservation generates cash income and in-kind benefits from other natural resource sectors including crafts and the harvesting of indigenous plants (Table 9). Variations in amounts and sources of returns, as well as how these are being used and distributed are shown in Figure 24 on page 60.

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

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

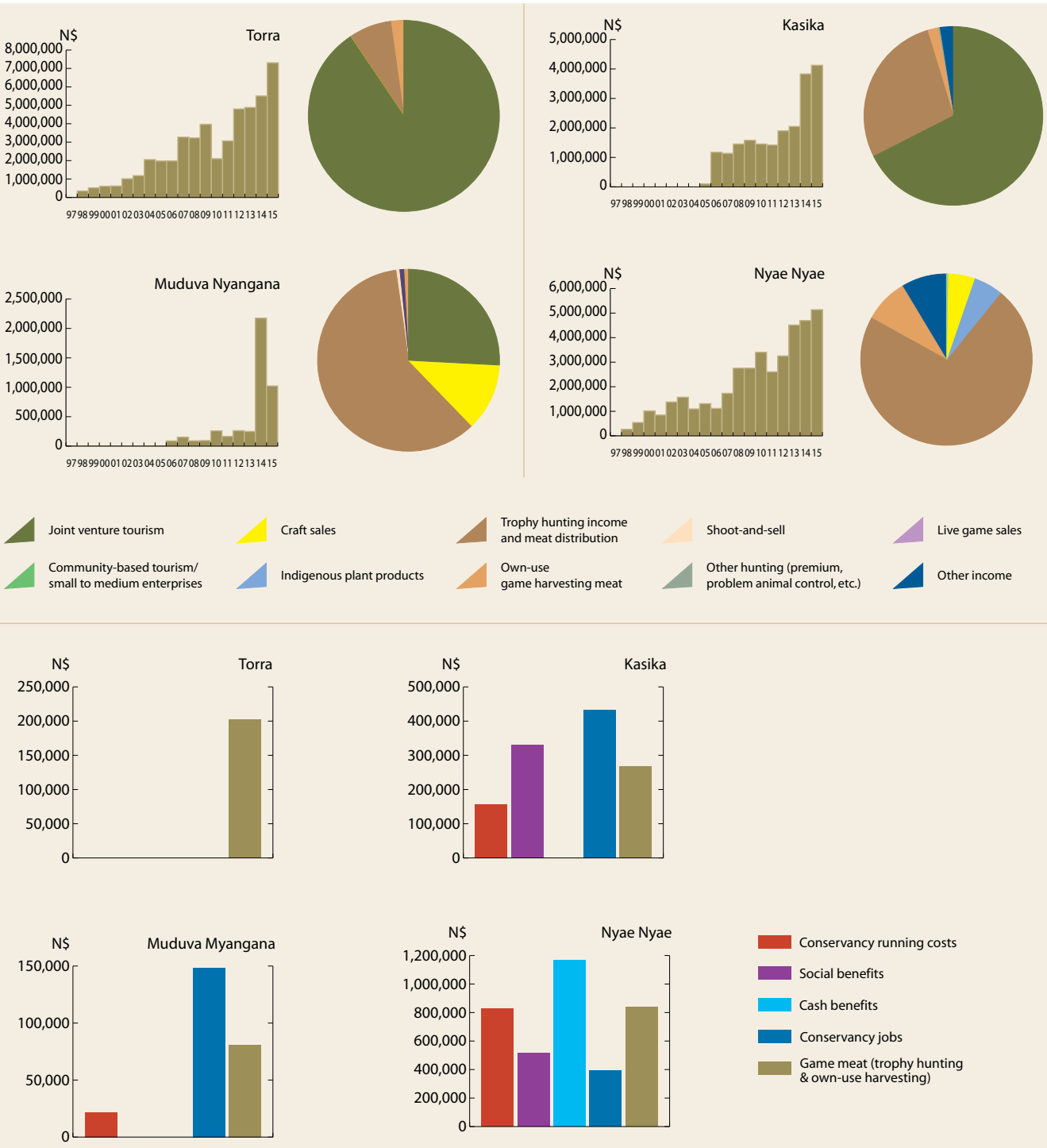


FIGURE 23. Varied sources of natural resource returns

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. Torra's disbursements for 2015 were not available at time of printing.

TABLE 9. Sources of returns to conservancies and their members

Source of cash income or in-kind benefits	Value in N$	Percentage of total cash income and in-kind benefits
Joint-venture tourism (includes all cash income and in-kind benefits to conservancies and members)	49,858,093	48.8
Conservation hunting (includes all cash income to conservancies and members)	31,858,822	31.2
Conservation hunting meat	7,435,700	7.3
Own use game harvesting meat	3,582,260	3.5
Community-based tourism and other small to medium enterprises	2,751,744	2.7
Indigenous plant products	1,820,020	1.8
Miscellaneous (e.g. interest)	1,622,039	1.6
Other hunting or game harvesting (e.g. problem animal control)	1,211,946	1.2
Crafts	1,065,579	1
Shoot-and-sell game harvesting	816,032	0.8
Live game sales	160,810	0.2
Thatching	Not recorded	
Premium hunting	Did not take place	
	102,183,045	100

Joint-venture tourism and conservation hunting make the greatest financial contributions to conservation, e.g. game guard salaries, and to livelihoods. In premium hunting, the trophy is not taken or exported. No premium hunting was recorded in 2015. In past year figures for thatching grass were estimated. However, most thatching grass harvesting takes place outside of conservancies and is not contributing to conservancy and/or community forests management costs. Consequently, it has been determined that thatching grass sales will no longer be included in the State of Community Conservation Report. (figures include Kyaramacan Association returns).

non-timber products. Non-timber products include thatching grass and produce from plants such as devil's claw and commiphora. The growth of this sector is likely to continue as new species with commercial potential are investigated and developed. Strategic agreements with international cosmetic and pharmaceutical companies represent significant economic opportunities. The harvesting of the resources is an important source of income for a growing number of people.

Fish is an important food source for many people in northern Namibia, and is also sold at markets for cash. Both commercial fishing and sport angling require licences, and issuing these can generate income for communities. Recreational catch-and-release angling within fish reserves represents an important income opportunity, generated from rod fees charged by tourism lodges, which share the income with communities.

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

Benefits to people and communities

Providing employment: The most significant benefit for many conservancy members is employment, either in tourism or conservancy positions such as game guards and office management. These jobs did not exist prior to the formation of conservancies and are particularly important for people in rural areas with few other opportunities to earn a cash income. The growth in cash incomes to households and communities can be seen in Figure 24, 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

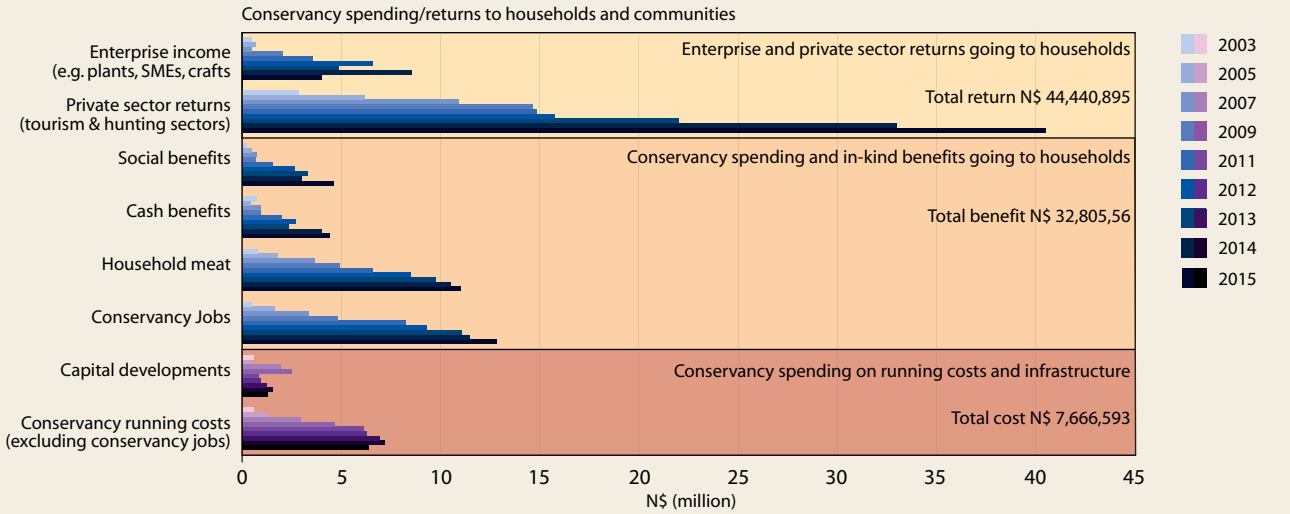


FIGURE 24. Analysis of the returns facilitated by conservancies:
Enterprise and private sector returns generate direct cash income for households through sales and wages, and also include fringe benefits (e.g. staff housing) and donations to the community. Conservancy income is used to fund social benefits (e.g. education, health), make cash payments to members, and pay wages of conservancy staff. Conservancies also distribute meat of considerable value to households. Further conservancy income is spent on running costs (e.g. office, vehicle), while capital developments are investments in conservancy infrastructure.

While total costs in 2015 were N$ 7,666,593, returns and benefits together totalled N$ 77,246,459

(Figures include the Kyaramacan Association returns)

or beyond, something that a number of people have achieved.

Conservancies and community forests are themselves important job creators, with all jobs usually being filled by local people who no longer have to leave the land to seek employment in towns. Jobs can be balanced with a stable household and subsistence agriculture activities, thus improving social cohesion.

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

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

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

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

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

Poverty reduction

Namibia is ranked as a middle income country, but has a highly skewed distribution of income and high unemployment. A large part of the population lives in rural areas and is dependent on natural resources and for its

livelihood. Although community conservation alone is not going to reduce poverty for the majority of communal area residents, it can make significant immediate and long-term contributions. The provision of employment is the most direct contribution, providing steady income to build up household assets and reinforce local cash economies.

By diversifying rural livelihoods, natural resource use is also creating a range of new economic opportunities. Conservancies are promoting private sector investment in communal area tourism, which generates 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 and improve employment options.

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

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

National economic growth and CBNRM

Community conservation has an impact on the broader economy of the country significantly exceeding direct returns to rural communities, and contributes to nation building by contributing to national economic growth. This national impact can be assessed by taking into account all incomes earned by communities, government and the private sector as a consequence of community conservation. Additional income is derived from:

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

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

The value of wildlife to NNI could also be calculated. This is the accumulated capital value of wildlife stocks, to which conservancy management and conservation are making a significant contribution. The value of animals should be taken as their monetary value 'on the hoof', in other words the value they could fetch if they were to be sold or harvested commercially. The annual increase (or decrease) in the capital value of wildlife is the value attributed to fluctuating numbers of wildlife in conservancy areas. This value is difficult to determine with current methodologies and is not included in the NNI contributions presented in this report.

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

The economic merits of programme spending can be seen by comparing the investment in community conservation against returns in terms of NNI, and increasing annual stock asset values in a cost-benefit analysis. This can provide an indication of the degree to which the investment made in the CBNRM programme has contributed overall to the national economy and whether this investment has been economically efficient.

Table 11 shows economic rates of return and net present values. In the first 12 years of the programme, costs exceeded economic returns, but since then rapidly growing returns have far exceeded costs (Figure 25).

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

National Development Plan 4	CBNRM contribution
What we cherish as a nation: pages 3-5	
Upholding the Constitution and good governance • "Our emphasis is also on good governance, and we continue to improve on issues relating to equity in access to productive resources, and in reducing ... poverty and economic stagnation".	• promotes democracy in rural areas through community participation and democratic election of office bearers • emphasises accountability, transparency and good governance through performance monitoring and evaluation • emphasises the equitable distribution of returns • promotes economic development and poverty reduction through diversification and private-sector partnerships
Partnership • "... creating an environment that is conducive to working together as a key to economic progress and social harmony ..."	• promotes partnerships through active collaboration amongst communities, and between communities and government, the private sector, NGOs and donor agencies
Capacity enhancement • "...we consider investing in people to be a crucial precondition for the desired social and economic transformation…."	• enables significant capacity enhancement through ongoing training in governance, natural resource management and business, as well as in-service training in the private sector
Comparative advantage • "We capitalise on Namibia's comparative advantages over other countries around the world, and provide suitable incentives to use our national resources in the most efficient and sustainable way possible…"	• capitalises on the comparative advantage of charismatic wildlife in spectacular landscapes (often better suited to wildlife than livestock) through tourism and hunting • provides significant incentives for sustainable resource use through economic returns (N$ 102 million in 2015)
Gender equality and the empowerment of women • "... gender equality is a prerequisite for sustainable development and ... permeates all spheres of life. We will ... endeavour to create and promote an enabling environment in which gender equality and the empowerment of women are realised ..."	• promotes gender equality and the empowerment of women through equal access to employment and governance, resources and economic opportunities, with documented high female participation (e.g. 46% female conservancy treasurers/ financial managers in 2015)
Basic Enablers:	
Health/HIV & AIDS – pages 55-56 • "... broad challenges which impact on health outcomes ... [include] factors such as malnutrition, sanitation, education, infrastructure and poverty ..." • "... the sparsely distributed population of Namibia ... makes it difficult to ... provide health services ... and adds additional transport costs ... to access services ..." • "…HIV/AIDS remains one of the fundamental challenges ... [with] a devastating effect ..."	• facilitates improved health outcomes through funding of community health, education and other infrastructure projects, as well as transport provision to service centres • reduces malnutrition and poverty through economic development, as well as the distribution of cash benefits (N$ 8,967,936 in 2015) and game meat to households (N$ 11,017,960) • mitigates the HIV/AIDS challenge through the documented reduction of drivers of infection through outreach and education programmes
Extreme poverty – pages 65-67 • "... increasing household food security and ... nutrition levels in order to reduce malnutrition among children ..." • "... improved agricultural productivity would benefit two thirds of the extremely poor households. The adoption of new farm management systems such as Conservation Agriculture … will ... result in higher yields and increased food security ..." • "… increased job opportunities in rural areas – where most of the extremely poor reside – will contribute to a reduction in extreme poverty".	• increases household food security and reduces malnutrition through livelihood diversification and provision of game meat • promotes sustainable practices and increases agricultural productivity through land-use diversification, structured and sustainable management, and activities such as Conservation Agriculture and Community Rangeland Management • facilitates new jobs and income opportunities in rural areas, especially within the tourism, hunting, natural plant product and craft sectors (5,074 jobs in 2015)
Economic Priorities: Tourism – pages 92-96 "... improve the infrastructure and visitor services on offer in Namibia, as well as to ensure the conservation of the natural environment and cultural heritage through sustainable tourism development ..." "... improve the availability of skills and training in tourism-related activities ..."	• enables the development of communal area tourism, one of Namibia's prime tourism products (46 JV lodges in 2014) • promotes cultural pride and the conservation of cultural heritage through responsible tourism and the development of living museums and other cultural tourism initiatives • makes significant contributions to environmental conservation, funded through tourism and conservation hunting income
Economic Priorities: Agriculture – pages 106-110 increasing livestock and crop production in order to improve food security and boost economic growth	• increases livestock productivity through community based rangeland management (66 defined areas) • increases crop yields through conservation agriculture

A global contribution

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

Payment for ecosystem services is a concept gaining ground internationally. As ecosystems come under ever-greater pressure from industry and development, ways need to be found to ensure that they continue to deliver vital services such as clean water, productive soils and healthy plant and animal communities, which create the basis for human activities and economies. The value of these services can be calculated in monetary terms, and options for creating payments to the entities that safeguard the services, such as credits for protecting wildlife, are being explored internationally. Conservancies and community forests could in future become the beneficiaries of such payments and would thereby be able to carry out their functions more effectively and sustainably.

Biodiversity offsets represent a related concept, developed to mitigate the impacts of destructive activities such as mining. The pressure on mining companies to offset the biodiversity impacts of their activities will increase as global environmental concerns such as loss of biodiversity and climate change become more acute. Conservancies should benefit from these biodiversity offsets, because they are safeguarding national and global biodiversity.

TABLE 11. The economic efficiency of CBNRM
Since 1990, the programme has had an economic internal rate of return of 16% and has earned an economic net present value of just over N$ 721 million. This is a very positive economic return for a programme investment.

Year	Economic Rate of Return	Net Present Value
17	6%	3,498,443
19	10%	152,404,677
21	13%	314,109,949
23	15%	496,516,687
25	16%	721,161,548

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.

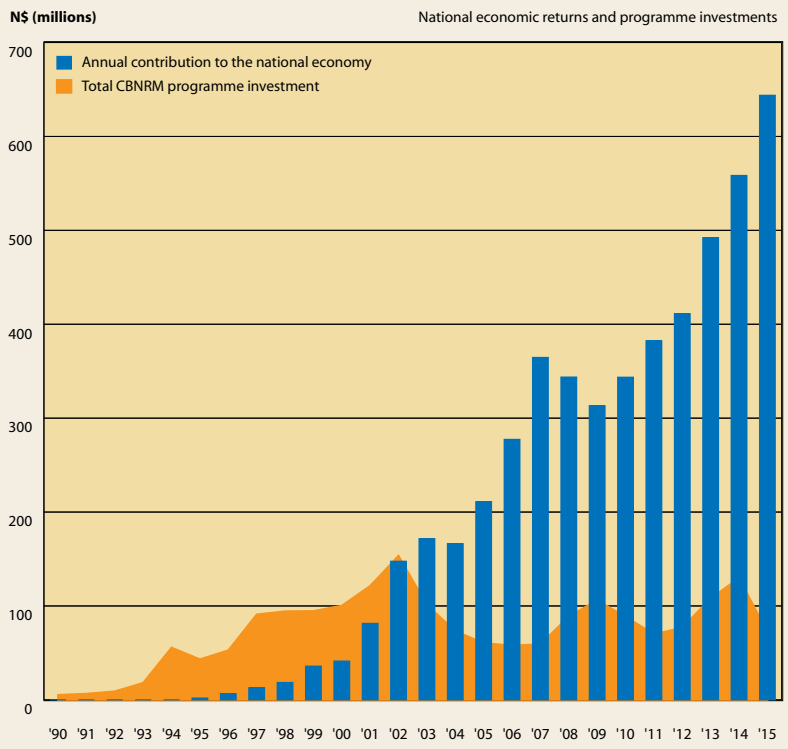


FIGURE 25. Estimates of the national economic returns from CBNRM compared to economic investment costs
In 2015, the net national income (NNI) contribution made by CBNRM was about N$ 643 million. Between 1990 and 2015, the cumulative value of the NNI contributions amounts to an estimated N$ 5.02 billion.*

The graph also shows the investment in the CBNRM programme each year, which cumulatively adds up to about N$ 1.9 billion of investment between 1990 and 2015. 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 2014. This means they are not directly comparable with those used in the 2013 Community Conservation Report, which used figures equivalent to the value of Namibian dollars in 2013.

Where are we now?

improving lives in 2015

Increased returns through wildlife

Although the total returns generated in conservancies amounted to over N$ 102 million in 2015 (see Figure 4, page 11), page 11, it is important to understand the relationship of returns to costs. Most conservancy income is spent on wages for staff, especially game guards. While this may be regarded as an economic gain for households and the rural economy, it is not profit. The amount available for distribution to members as cash, or in community projects, is relatively small. Indeed, 13 out of the 82 conservancies generate no cash income at all. The major benefit of returns from wildlife are wages paid to conservancy members employed in the tourism sector, and the in-kind benefit of meat distribution from conservation and own-use hunting.

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

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

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

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

* Venter R, 2015, Impact of a hunting ban on commercial cattle farms in Namibia

Tourism: successes and challenges

Two new joint-venture lodges opened in 2015; Hobatere and Sorris Sorris. Hobatere is a landmark for the communal conservancy sector. It is the second lodge fully owned by ≠Khoadi-//Hôas Conservancy, the first being the highly successful Grootberg Lodge. Both lodges are staffed almost exclusively by conservancy members, and the manager of Grootberg is a female conservancy member.

Sorris Sorris is the first of four joint venture lodges in partnership with Namibia Exclusive Safaris, which should make a considerable impact on the livelihoods in four conservancies, only one of which, Omatendeka, already has a stake in a tourism operation.

Tourism concessions offer new and existing lodges opportunities to generate revenue. Concessions are either large areas – set aside exclusively for wildlife and tourism – such as Hobatere and Palmwag, or provide exclusive rights to run tourism operations in national parks adjacent to conservancy areas.

Tourism concession rights in the Palmwag concession area were granted to three conservancies, Anabeb, Sesfontein and Torra. Palmwag Lodge is also a joint-venture with the 'big three' conservancies. It was completely renovated in 2014 with finance from the Millennium Challenge Account.

Although MCA funding enabled the building of new lodges through grants to conservancies, it has also brought the logistical challenge to the Business, Enterprise and Livelihoods Working Group (BELWG) of assisting and advising several conservancies in business operations simultaneously.

New joint-venture agreements have been signed between conservancies and operators at Madisa Campsite, Epupa and Skelton Coast Central, all in the north-west. Until now, there has been little tourism development in the east of the country, but the signing of a joint venture agreement for a lodge at Norma Pos, in Nyae Nyae Conservancy, will reinforce the gradual move from dependency on hunting towards photographic tourism in areas where this is possible. Nyae Nyae was the first conservancy, established in 1998. Its residents are almost exclusively San. Until now conservation hunting has been the main source of revenue for the conservancy (see figure 23), but San culture is a strong tourist attraction, including living villages and traditional crafts.

Joint management of tourism and hunting operations continues to be a major challenge. Regular meetings between the partners are the best means to remove misunderstandings at an early stage and prevent significant problems arising. The chief challenge in rural communities with poor transport is getting everybody to attend

Hobatere Lodge in the concession awrded to ≠Khoadi-//Hôas Conservancy

meetings. During the year, 24 lodges held a total of 35 joint management committee meetings.

A compliance agreement has been developed by the BELWG, which should be used as a management tool by joint-venture partners to manage contracts in the future. This is important in the hunting sector, where contracts are difficult to oversee, because they include optional income from hunting, which depends upon the hunter's activity, as well as guaranteed income. Foreign currency fluctuations also lead to problems. Adherence to contacts by professional hunters has been an issue, not only in the making of making payments, but also in fulfillment of other agreed committments, such as the provision of water points. Regular meetings and the new compliance agreement should improve joint management.

Hunting under threat

Sustainable consumptive wildlife use remains a vital CBNRM sector with total returns of N$ 36.4 million in 2015. This represents an annual increase of only 13% compared to an increase between 2012 and 2013 of over 21%. The reduction in growth may be attributed in part to impacts on conservation hunting caused by the growing international pressure to ban all hunting.

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

Namibia's position as one of the prime destinations for hunting indigenous game in open, natural habitat has been consolidated over the past decade, as is reflected by the 52 conservation hunting concessions utilized in conservancies during 2015. Conservation hunting currently generates 60% of the N$ 33.4 million in cash fees received by conservancies, which is used to cover conservancy running costs, and in particular game guard salaries.

The positive developments that helped numerous conservancies establish themselves are now being undermined by anti-hunting groups. Some hunters are avoiding hunting trips to Africa to avoid social media controversy. The potential impact of the loss of income from hunting is graphically illustrated in Figure 22 on page 57.

Emerging revenue streams

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

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

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

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

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

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

to work for a common vision...

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

5.

Working for a common vision

facing challenges and looking to the future

The Namibian conservancy movement has become an internationally acclaimed conservation success model. Community conservation is making significant biodiversity contributions and creating synergies with state protected areas. It is strengthening rural economies and contributing to rural development. A large number of conservancies are already fully self-financing. Other community conservation initiatives are well-established and operating effectively. A sound foundation is being created, but more needs to be done to consolidate gains and attain sustainability. The CBNRM programme needs to integrate policies and activities fully, ensure adequate technical support and long term maintenance, continue to expand and diversify natural resource potential, and to remove barriers and counter threats that may arise.

Where are we now?

working for a common vision

Threats to wildlife

While a number of species in Namibia are threatened, or vulnerable, most notably the wild dog, no large mammal is currently on the brink of local extinction in this country. However, calls to save species have rallied public sentiment to the extent that there is growing international and local pressure to stop all killing of wildlife.

However, the effects of the current four-year drought are becoming severe, and the Erongo-Kunene Community Conservation Area has been particularly hard-hit. Although the good rain years helped to boost wildlife stocks in the north-west, so drought is now reducing them as part of the boom-bust wildlife dynamics of arid areas. These are known, natural cycles and wildlife utilization in conservancies has been adapted to fit in with them.

Namibia's healthy populations of rhinos and elephants have also become the targets of commercial poaching, carried out by sophisticated syndicates with ruthless efficiency. Poaching incidents increased dramatically during 2014 and 2015, with over 110 rhinos known to have been killed last year alone.

What lies ahead for community conservation?

Realigning support services

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

Strengthening governance capacities

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

A sustainable support structure

Seventeen years after the registration of the first conservancies, great differences in the development of conservancy governance structures exist. Many

Mapping wildlife corridors across national boundaries

of the recently-registered conservancies still need to consolidate their administration. Providing support to all conservancies requiring assistance is a difficult task for the MET and NACSO support organisations, especially as international funding has dwindled. Even well-established conservancies with strong income streams continue to require some assistance.

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

This support cannot be funded by international donor agencies indefinitely. NACSO has made significant progress in creating a framework of sustainable support services, including the pending establishment of the Community Conservation Fund of Namibia (CCFN). The CCFN will channel funds from a variety of sources to support strategic community conservation activities, including funds generated by the Wildlife Incentives and Credits scheme (see page 67). This scheme has great potential, not only in terms of generating funds to mitigate human-wildlife conflict, but also for strengthening the overall capacity of conservancies.

The future

AT A GLANCE

Community conservation may ...

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

What might be achieved?

Community conservation can...

- facilitate significant further growth of tourism in communal areas and increase local involvement
- enhance the reputation of communal areas offering some of the country's most attractive destinations
- entrench Namibia's position as a good example of conservation hunting
- mitigate the effects of climate change by reducing dependence on subsistence agriculture
- maximize the economic potential of indigenous plants through further strategic international partnerships
- strengthen incentives for people to live with and manage wildlife, so that future generations can continue to share in this important African heritage

New for 2015:

- roll out of Game Guard Certification Scheme
- improved compliance with MET Standard Operating Procedures
- start of of Wildlife Incentives and Credits Scheme
- establishment of Community Conservation Fund of Namibia

The biggest challenges?

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

Threats and challenges are growing

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

Conservation hunting is facing vocal opposition, despite being a positive land use that can safeguard habitat against destructive uses, while generating significant income for communities living with wildlife. The loss of legal hunting income would be extremely detrimental to conservancies, many of which would no longer be viable.

Meat is an important community benefit from conservation hunting

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

Improved cooperation with government is needed

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

Integration of policies at ministry level, as well as of management structures and activities on the ground, can improve efficiency and significantly expand the current range of returns being generated by community conservation. Sectors that will benefit from closer collaboration include inland fisheries and agriculture.

The international outlook

As a result of its achievements, Namibia is increasingly recognised as a global leader in conservation and nature-based rural development, a distinction that NACSO and its member organizations have earned over the past 20 years.

During 2015, exchanges took place between Namibia and east Africa, with Namibian representatives involved in several trips to Kenya and Tanzania, while conservation staff from Kenya visited Namibia.

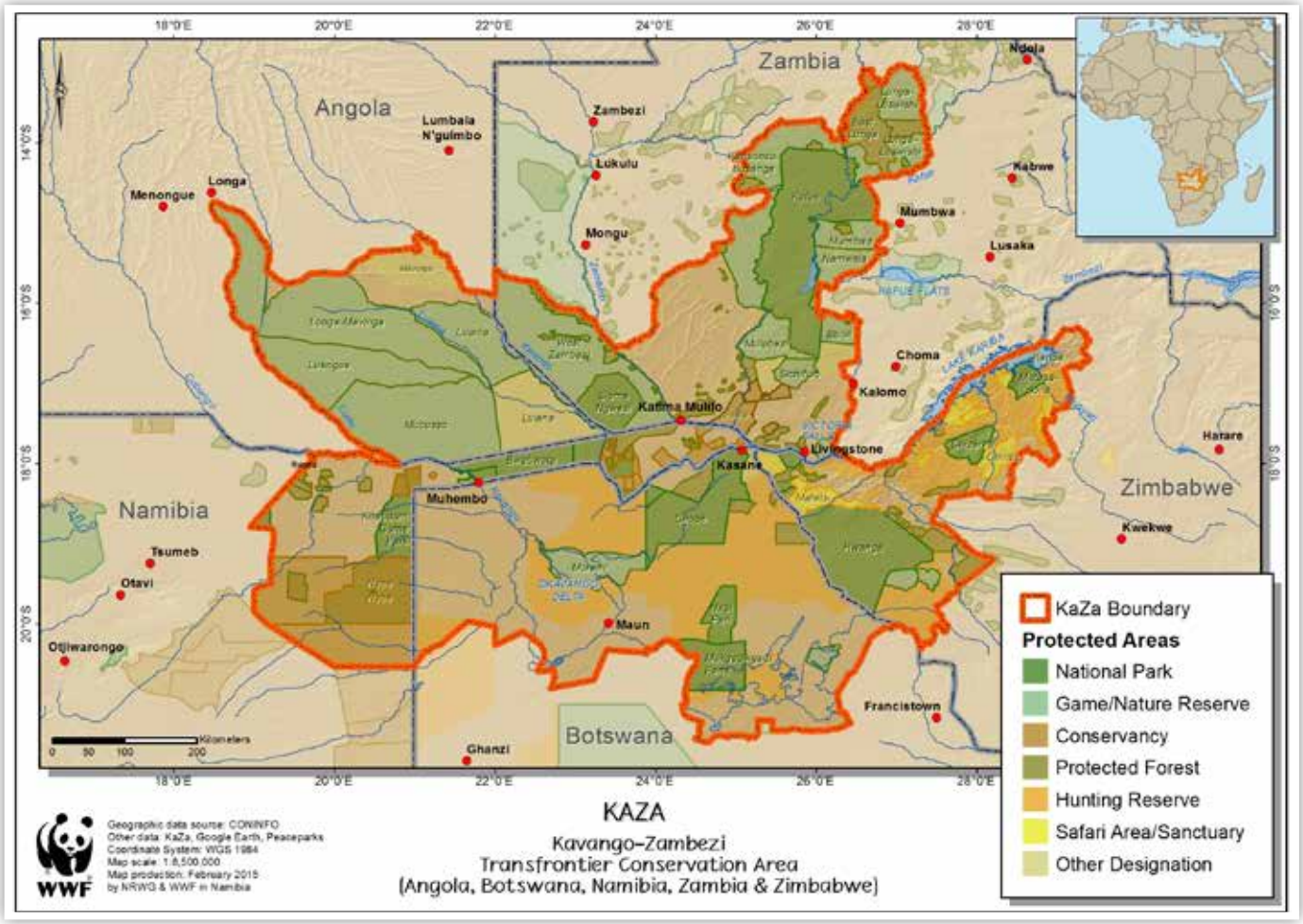
Within southern Africa, Namibia also plays a leadership role, which is particularly important in the context of transboundary conservation initiatives such as the KAZA Transfrontier Conservation Area. The conservancies in

Victoria Falls: A Kaza Tourist attraction

Renewing the vision

Namibia's Zambezi Region are located at the geographic heart of KAZA, and 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. This will create incentives for the creation and maintenance of wildlife corridors and dispersal areas between the five KAZA states.

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



Who's who

ii.

Stakeholder details

REGISTERED CONSERVANCIES 2015

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	081-430 9976
65	!Khoro !Goreb	1219	Sep-11	-
50	//Audi	677	Oct-06	081-491 4728
24	//Gamaseb	1623	Jul-03	081-402 8963
22	//Huab	930	Jul-03	067-331 392
30	≠Gaingu	2718	Mar-04	081-456 1224
3	≠Khoadi-//Hôas	4308	Jun-98	081-395 393
39	African Wild Dog	4486	Sep-05	062-529 097
25	Anabeb	1402	Jul-03	081-313 5800
45	Balyerwa	1091	Oct-06	081-601 0056
64	Bamunu	3234	Mar-11	081-308 1477
6	Doro !nawas	1242	Dec-99	081-217 2161
59	Dzoti	1656	Oct-09	081-762 9468
13	Ehi-Rovipuka	1846	Jan-01	081-352 3091
55	Eiseb	1448	Mar-09	081-284 9859
77	Epupa	3518	Nov-12	-
79	Etanga	1524	Mar-13	-
41	George Mukoya	990	Sep-05	081-430 1911
58	Huibes	750	Oct-09	081-402 8963
73	Iipumbu ya Tshilongo	2296	May-12	081-245 0369
44	Impalila	919	Dec-05	081-318 7857
31	Joseph Mbambangandu	1700	Mar-04	081-329 9755
66	Kabulabula	642	Nov-11	081-811 8860
43	Kasika	1130	Dec-05	081-321 0240
40	King Nehale	4756	Sep-05	081-338 7324
47	Kunene River	4753	Oct-06	065-274 002
8	Kwandu	3676	Dec-99	081-307 2232
82	Lusese	992	Oct-14	-
11	Marienfluss	340	Jan-01	081-889 7736
16	Mashi	2310	Mar-03	081-300 0172
9	Mayuni	2364	Dec-99	081-332 2490
37	Muduva Nyangana	1734	Sep-05	081-322 1856
29	N≠a Jaqna	3698	Jul-03	067-245 047
80	Nakobolelwa	747	Oct-14	-
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	081-343 7722
21	Okangundumba	1845	Sep-03	061-228 506
74	Okatjandja Kozomenje	1554	May-12	081-877 9932
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	081-386 1596
17	Omatendeka	1985	Mar-03	081-299 2614
75	Ombazu	2357	May-12	081-383 6629
81	Ombombo	2657	Oct-14	-
70	Ombujokanguindi	758	Feb-12	-
63	Omuramba ua Mbinda	495	Mar-11	081-231 3027
46	Ondjou	2832	Oct-06	081-430 8720
69	Ongongo	755	Feb-12	081-727 1298
20	Orupembe	240	Sep-03	061-228 506
62	Orupupa	2024	Mar-11	081-235 3361
14	Oskop	58	Feb-01	081-319 2725
54	Otjambangu	932	Mar-09	081-336 4044
78	Otjikondavirongo	1794	Mar-13	-
18	Otjimboyo	285	Mar-03	081-479 2295
60	Otjitanda	498	Mar-11	081-219 6252
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	081-311 6960
10	Puros	641	May-00	081-716 3669
2	Salambala	8553	Jun-98	081-251 8791
27	Sanitatas	124	Jul-03	081-740 3987
26	Sesfontein	1491	Jul-03	081-297 1123
34	Shamungwa	140	Sep-05	081-692 0035
35	Sheya Shuushona	3198	Sep-05	081-257 7683
56	Sikunga	2473	Jul-09	081-604 9429
49	Sobbe	1045	Oct-06	081-205 8669
15	Sorris Sorris	950	Oct-01	081-784 7624
4	Torra	1064	Jun-98	081-841 1149
12	Tsiseb	2415	Jan-01	081-206 6928
7	Uibasen-Twyfelfontein	230	Dec-99	081-237 2500
32	Uukolonkadhi Ruacana	33534	Sep-05	081-270 6323
19	Uukwaluudhi	836	Mar-03	081-124 8777
5	Wuparo	1076	Dec-99	081-335 5080
α	Kyaramacan Association	4100	Mar-06	081-898 4088
6.-7	Doro !nawas/Uibasen-Twyfelfontein JMA	n.a.		

REGISTERED COMMUNITY FORESTS 2015

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

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

GOVERNMENT AGENCIES

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

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

Rudolf Josop: //Gamaseb Conservancy

NACSO SECRETARIAT

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

NACSO WORKING GROUPS

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

NACSO MEMBERS

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
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Omba Arts Trust (OAT)	Tel: 061 242799 www.omba.org.na
Save the Rhino Trust (SRT)	Tel: 064 403829 www.savetherhinotrust.org

NACSO ASSOCIATE MEMBERS

Kavango Regional Conservancy Association	P.O Box 709, Rundu
Kunene Regional Conservancy Association	Tel: 065 271 257 PO Box 293, Opuwo
Otjozondjupa Regional Conservancy Association	Tel: 061 238 003 PO Box 8226, Windhoek
Cheetah Conservation Fund	Tel: 067 306225 http://cheetah.org/
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
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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
Icelandic International Development Agency (ICEIDA)	www.iceida.is
KfW German Development Bank	www.kfw-entwicklungsbank.de
Millennium Challenge Account Namibia	www.mcanamibia.org
Norwegian Agency for Development Cooperation (NORAD)	www.norad.no
Swedish International Development Agency (SIDA)	www.sida.se
Swiss Agency for Development and Cooperation (SDC)	www.sdc.admin.ch
United Kingdom Department for International Development (DfID)	www.gov.uk
United Kingdom Lottery Fund	
United Nations Development Programme (UNDP)	www.undp.org
United States Agency for International Development (USAID)	www.usaid.gov
Royal Norwegian Embassy	www.regjeringen.no
Voluntary Services Overseas (VSO)	www.vsointernational.org
World Bank (WB)	www.worldbank.org
WWF-International	www.panda.org
WWF-Germany, Netherlands, Norway, Sweden, Switzerland, United Kingdom, United States	www.panda.org

CONSUMPTIVE WILDLIFE USE PARTNERS 2015

Conservancy	Hunting Operator	Contact
#Gaingu	Gert van der Walt Hunting Safari cc	gvdwsafaris@iway.na
#Khoadi//Hoas	African Safari Trails	african-safari-trails@mweb.com.na
//Huab	Omuwiwe Hunting Lodge	pieter@omuwiwe.co.za
Anabeb	Nitro Safaris	peter@africatrophyhunting.com
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Bamunu	Camelthorn Safaris	camelthornsafaris@iway.na
Dzoti	Ondjou Safaris	halseton@iway.na
Ehirovipuka	Thormahlen & Cochran Safaris	peter@africatrophyhunting.com
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Impalila	Jamy Traut Hunting Safaris	jamytraut@gmail.com
Kabulabula	Mgwena Hunting Safaris	reiser@iway.na
Kasika	Jamy Traut Hunting Safaris	jamytraut@gmail.com
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Kayramcan Association	Hunt Africa Safaris	info@huntafrica.com.na
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Otjambangu	Thormahlen & Cochran Safari	peter@africatrophyhunting.com
Otjikondavirongo	Leopard Legend Hunting safaris	info@leopardlegend.com
Otjimboyo	Nick Nolte Hunting Safari	info@nicknoltehunting.com
Otjiu-West	Gert van der Walt Hunting Safaris	gvdwhuntingsafaris@iway.na
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Sorris Sorris	Mondjila Hunting Adventures	jaco@masakhane.com
Torra	Savannah Safaris	savannahnamibia@mweb.com.na
Tsiseb	African Hunting Safaris	kaiuwe@erongosafaris.com;
Uukolonkadhi-Ruacana	Track a Trail Safaris	trackatrailsafaris@hotmail.com
Uukwaludhi	Track a Trail Safaris	trackatrailsafaris@hotmail.com
Wuparo	Caprivi Hunting Safaris	caprivihuntingsafaris@iway.na

TOURISM PARTNERS 2015

Tourism Operator	Conservancies	Enterprises	Contact
African Eagle	Anabeb	Khowarib Mobile Camp	Tel: +264 61 259 681; www.africaneaglenamibia.com
	Doro !nawas	Granietkop Campsite	
African Monarch Lodges	Mayuni	Nambwa Lodge and Campsite	Tel: +264 81 124 4249; www.africanmonarchlodges.com
Big Sky Lodges	Anabeb; Omatendeka	Etendeka Mountain Camp	Tel: +264 61 239 199; www.etendeka-namibia.com
Brandberg White Lady Lodge	Tsiseb	Brandberg White Lady Lodge	Tel: +264 64 684 004; www.brandbergwllodge.com
Camelthorn Safaris	Epupa	Omarunga Lodge & Campsite	Tel: +264 64 403 096; www.omarungalodge.com
	Anabeb; Torra; Sesfontein	Palmwag Lodge	Tel: +264 64 403 096; www.palmwaglodge.com
Camp Chobe Safaris	Salambala	Camp Chobe	Tel: +264 66 686 021; www.campchobe.com
Camp Syncro	Marienfluss	Camp Syncro	Tel: +264 65 685 993; www.campsyncro.com
Caprivi Collection	Balyerwa	Lianshulu Lodge	Tel: +264 61 224 420; www.caprivicollection.com
	Mayuni	Susuwe Island Lodge	
Conservancy Safaris Namibia	Marienfluss; Okondjombo; Orupembe; Puros; Sanitatas	Conservancy Safaris Namibia; Etambura Lodge	Tel: +264 64 406 136; www.kcs-namibia.com.na
Desert & Delta Safaris	Kasika	Chobe Savannah Lodge	Tel: +27 83 960 3391; www.desertdelta.com
Gondwana Collection	Mashi	Namushasha Lodge	Tel: +264 61 230 066; www.gondwana-collection.com
House on the Hill	Orupembe	House on the Hill	Tel: +264 81 124 6826; knott@iafrica.com.na
Flame of Africa	Impalila	KAZA Safari Lodge; Cascade Island Lodge	Tel: +27 31 762 22424; www.flameofafrica.com
Journeys Namibia	≠Khoadi-//Hôas	Grootberg Lodge	Tel: +264 61 308 901; www.grootberg.com
		Hobatere Lodge	Tel: +264 67 333 017; kh.conservancy@gmail.com
Kaokohimba Safaris	Epupa	Epupa Falls Lodge & Campsite	Tel: +264 65 685 021; www.kaoko-namibia.com
Kapika Waterfall Camp	Epupa	Kapika Waterfall Camp	Tel: +264 65 685 111; www.kapikafalls.com
Kunene River Lodge	Kunene River	Kunene River Lodge	Tel: +264 65 274 300; www.kuneneriverlodge.com
Lions in the Sun	Puros	Okahirongo Elephant Lodge	Tel: +264 65 685 018; www.okahirongolodge.com
	Marienfluss	Okahirongo River Lodge	
Losange Lodges	Mashi	Camp Kwando	Tel: +264 81 206 1514; www.campkwando.com
Mantis Collection	Kasika	Zambezi Queen	Tel: +27 21 715 2412; www.zambeziqueen.com
Mashi River Safaris	Mashi	Mashi River Safaris; Mavunje Campsite	Tel: +264 81 461 9608; mashiriversafaris@gmail.com
Mazambala Island Lodge	Mayuni	Mazambala Island Lodge	Tel: +264 66 686 041; www.mazambala.com
Namibia Country Lodges	Twyfelfontein-Uibasen	Twyfelfontein Country Lodge	Tel: +264 61 374 750; www.twyfelfonteinlodge.com
Namibia Exclusive Safaris	George Mukoya; Muduva Nyangana	Xaudum Camp	Tel: +264 81 128 7787; www.nes.com.na
	Omatendeka	Omatendeka Lodge	
	Sorris Sorris	Sorri-Sorris Lodge	
	Sheya Shuushona	Sheya Shuushona Lodge	
Nkasa Lupala Tented Lodge	Wuparo	Nkasa Lupala Tented Lodge	Tel: +264 81 147 7798; www.nkasalupalalodge.com
O&L Leisure and Chobe Water Villas	Kasika	Chobe Water Villas	Tel: +264 61 431 8111; www.chobewatervillas.com
Skeleton Coast Safaris	Marienfluss	Kunene River Camp	Tel: +264 61 224 248; www.skeletoncoastsafaris.com
	Puros	Leylandsdrift Camp	
	Torra	Kuidas Camp	
Travelling Tortoise	Ehi-Rovipuka	Etosha Roadside Halt & Lodge	Tel: +264 81 376 0184; www.travellingtortoise.com
Uukwaluudhi Safari Lodge	Uukwaluudhi	Uukwaluudhi Safari Lodge	Tel: +264 65 273 504; www.uukwaluudhi-safarilodge.com
Visions of Africa	Twyfelfontein-Uibasen	Camp Kipwe	Tel: +264 61 232 009; www.kipwe.com
Whipp's Wilderness Safaris	Sorris Sorris	Madisa Camp	Tel: +264 81 698 2908; www.madisacamp.com
Wilderness Safaris Namibia	Anabeb; Sesfontein; Torra	Desert Rhino Camp; Hoanib Skeleton Coast Camp	Tel: +264 61 274 500; www.wilderness-safaris.com
	Doro !nawa	Doro Nawas Camp	
	Marienfluss	Serra Cafema	
	Torra	Damaraland Camp	

Camera trap in Mashi Conservancy

Photo: Will Borrard-Lucas

KEY EVENTS IN THE LIFE OF COMMUNITY CONSERVATION

Early 1980s Local leaders, Nature Conservation staff and NGOs agreed to start the Community Game Guard system in north-western Namibia to curb poaching of wildlife. This was the first coordinated CBNRM activity in Namibia.

From 1990 to 1992 A series of socio-ecological surveys identified key issues and problems from a community perspective concerning wildlife, conservation, and the then Ministry of Wildlife, Conservation and Tourism (MWCT).

1992 MWCT developed the first draft of a new policy providing for rights over wildlife and tourism to be given to communities that form a common property resource management institution called a 'conservancy'.

1993 The Living in a Finite Environment (LIFE) Programme brought major donor support (USAID and WWF) and the CBNRM programme started to evolve as a partnership between government, NGOs and rural communities.

1995 Cabinet approved the new policy for communal area conservancies, and work began on drafting legislation to put the policy into effect.

1996 Parliament passed the new conservancy legislation for communal areas.

1998 The first four communal area conservancies were gazetted. A workshop was held to plan and launch a national CBNRM coordinating body.

September 1998 Official public launch of Namibia's Communal Area Conservancy Programme by the President, His Excellency Sam Nujoma. On behalf of Namibia and the CBNRM programme, the President received the WWF 'Gift to the Earth Award' in recognition of the value and uniqueness of the conservancy programme.

August 1999 The second phase of the LIFE Programme started. This was to last a further five years.

July 2000 The CBNRM Association of Namibia, CAN, (consisting of MET and NGOs) secretariat was established. It was later renamed the Namibian Association of Community-Based Natural Resource Management (CBNRM) Support Organisations (NACSO).

2001 The Forest Act was passed by parliament.

2003 The Polytechnic of Namibia incorporated the teaching of CBNRM into its National Diploma in Nature Conservation, institutionalising CBNRM as an option in its Bachelor of Technology (Nature Conservation and Agriculture) degree.

October 2004 The ICEMA, LIFE Plus and IRDNC Kunene / Caprivi CBNRM Support Projects were launched.

February 2005 The first State of Conservancies Report, entitled *Namibia's Communal Conservancies - a Review of Progress and Challenges* was launched.

2005 The Parliamentary Standing Committee on Economics, Natural Resources and Public Administration, which visited conservancies in the north-west, strongly endorsed conservancies and tourism for contributing to national development.

2005 The Forest Amendment Act was passed, amending the 2001 Forest Act.

November 2005 In its report *Recommendations, Strategic Options and Action Plan on Land Reform*, the Permanent Technical Team on Land Reform (PTT) recognized conservancies and community forests as CBNRM models to be followed for the development of Namibia's communal lands.

2006 The six year Strengthening the Protected Area Network (SPAN) Project was officially started.

February 2006 The first 13 community forests were gazetted in terms of the Forest Act.

2007 Cabinet approved the National Policy on Tourism and Wildlife Concessions on State Land.

2009 Netumbo Nandi-Ndaitwah, Minister of Environment and Tourism, launched the National Policy on Human-wildlife Conflict Management.

2011 A Namibian delegation headed by Netumbo Nandi-Ndaitwah, Minister of Environment and Tourism, attended the Adventure Travel World Summit in Mexico and presented a bid to host the Summit in Namibia in 2013.

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

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

2014 The number of registered communal conservancies increased to 82.

LOCAL AND INTERNATIONAL AWARDS TO COMMUNITY CONSERVATION

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

1993 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): 'Goldman Environmental Prize' (Africa).
1994 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): United Nations Environmental Programme 'Global 500 Award'.
1997 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): Netherlands 'Knights of the Order of the Golden Ark'.
1998 Republic of Namibia: WWF 'Gift to the Earth Award'.
1998 Damaraland Camp (Torra Conservancy) and Wilderness Safaris Namibia: British Guild of Travel Writers 'Silver Otter Tourism Award'.
2000 Janet Matota (IRDNC Caprivi): Namibia Nature Foundation (NNF) 'Environmental Award'.
2001 Benny Roman (Torra Conservancy): Namibia Professional Hunting Association (NAPHA) 'Conservationist of the Year Award'.
2001 Prince George Mutwa (Salambala Conservancy): NNF 'Environmental Award'.
2002 Patricia Skyer (NACSO): WWF 'Woman Conservationist of the Year Award'.
2002 Patricia Skyer (NACSO): Conde Nast Traveller Magazine 'Environmental Award',
2003 Garth Owen-Smith and Margaret Jacobsohn (IRDNC): Cheetah Conservation Fund (CCF) 'Conservationist of the Year Award'.
2003 King Taaipopi (Uukwaluudhi Conservancy) and Chris Eyre (MET): NNF 'Environmental Award'.
2004 Chris Weaver (WWF/LIFE): NAPHA 'Conservationist of the Year Award'.
2004 Torra Conservancy: United Nations Development Programme (UNDP) 'Equator Prize' (Sub-Saharan Africa).
2005 NACSO and the NNF: 'Namibia National Science Award — Best Awareness and Popularisation' for the book Namibia's Communal Conservancies - A Review of Progress and Challenges.
2005 Wilderness Safaris and Torra Conservancy's Damaraland Camp: World Travel & Tourism Council 'Tourism for Tomorrow Award' (Conservation Award).
2006 Beaven Munali (IRDNC Caprivi): Nedbank Namibia and NNF 'Go Green Environmental Award'.
2006 Anton Esterhuizen (IRDNC Kunene): NAPHA 'Conservationist of the Year Award'.
2007 Chief Mayuni (Mafwe Traditional Authority, Caprivi): Nedbank Namibia and NNF 'Go Green Environmental Award'.
2007 Dorothy Wamunyima (NNF): River Eman Catchment Management Association (Sweden) 'Water Award'.
2007 The Kyaramacan Association and MET: International Council for Game and Wildlife Conservation (CIC) 'Edmond Blanc Prize'.
2008 N≠a Jaqna Conservancy: UNDP 'Equator Prize' (Sub-Saharan Africa).
2010 John Kasaona: CCF 'Conservationist of the Year Award'.
2010 NACSO: World Travel & Tourism Council 'Tourism for Tomorrow Awards Finalist' (Community Award).
2011 Namibia Communal Conservancy Tourism Sector web site: Travel Mole 'African Web Award' (Area Attraction).
2011 Namibia Communal Conservancy Tourism Sector web site: Hospitality Sales and Marketing Association International (HSMAI) and National Geographic Traveler 'Leader in Sustainable Tourism — Platinum Award'.
2011 Chris Brown (NNF): NAPHA 'Conservationist of the Year Award.
2011 Maxi Louis (NACSO): CCF 'Woman Conservationist of the Year Award'.
2012 NACSO and MET: CIC 'Markhor Award for Outstanding Conservation Performance'.
2013 Republic of Namibia: WWF 'Gift to the Earth Award'.
2015 WWF In Namibia: UN World Tourism Organisation Ulysses Award 'for conserving wildlife and empowering communities' — 1st runner-up
2015 Garth Owen-Smith: Tusk Conservation Awards — Prince William Award for Conservation in Africa (lifetime achievement award)
2015 Dr Marker, Cheetah Conservation Fund (CCF): Eleanor Roosevelt Val-Kill Medal Award
Ulysses S. Seal Award for Innovation in Conservation

In 2015 the Ministry of Environment and Tourism began a system of awards to conservancies to encourage community conservation and adherence to MET Standard Operating Procedures.

- **Event Book Award:**
  This award was presented to a conservancy that has done exceptionally well in the implementation of the event book monitoring system and is contributing significantly to the sustainable management of natural resources in Namibia. It particularly notes a conservancy's commitment and investment in natual resource manageement. A cash prize of N$100,000 was sponsored by the German Development Bank, KfW.

- **Best Improving and Developing Conservancy Award:**
  These conservancies with very little income from wildlife were recognised for their continuous commitment and passion towards conservation. A cash prize of N$100,000 was sponsored by the MET Game Products Trust Fund. The prize was divided among five conservancies: Ipumbu ya Tshilongo, Huibes, //Gamaseb, //Audi, and African Wild Dog.

- **Democracy and Livelihoods Enhancement Award:**
  This award was presented to a conservancy that has demonstrated outstanding leadership quality, which is member centred and thrives towards effective institutional governance. A cash prize of N$100,000 was sponsored by KfW and presented to Balyerwa conservancy.

Community conservation

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

More information at www.nacso.org.na

Photo: Gareth Bentley