

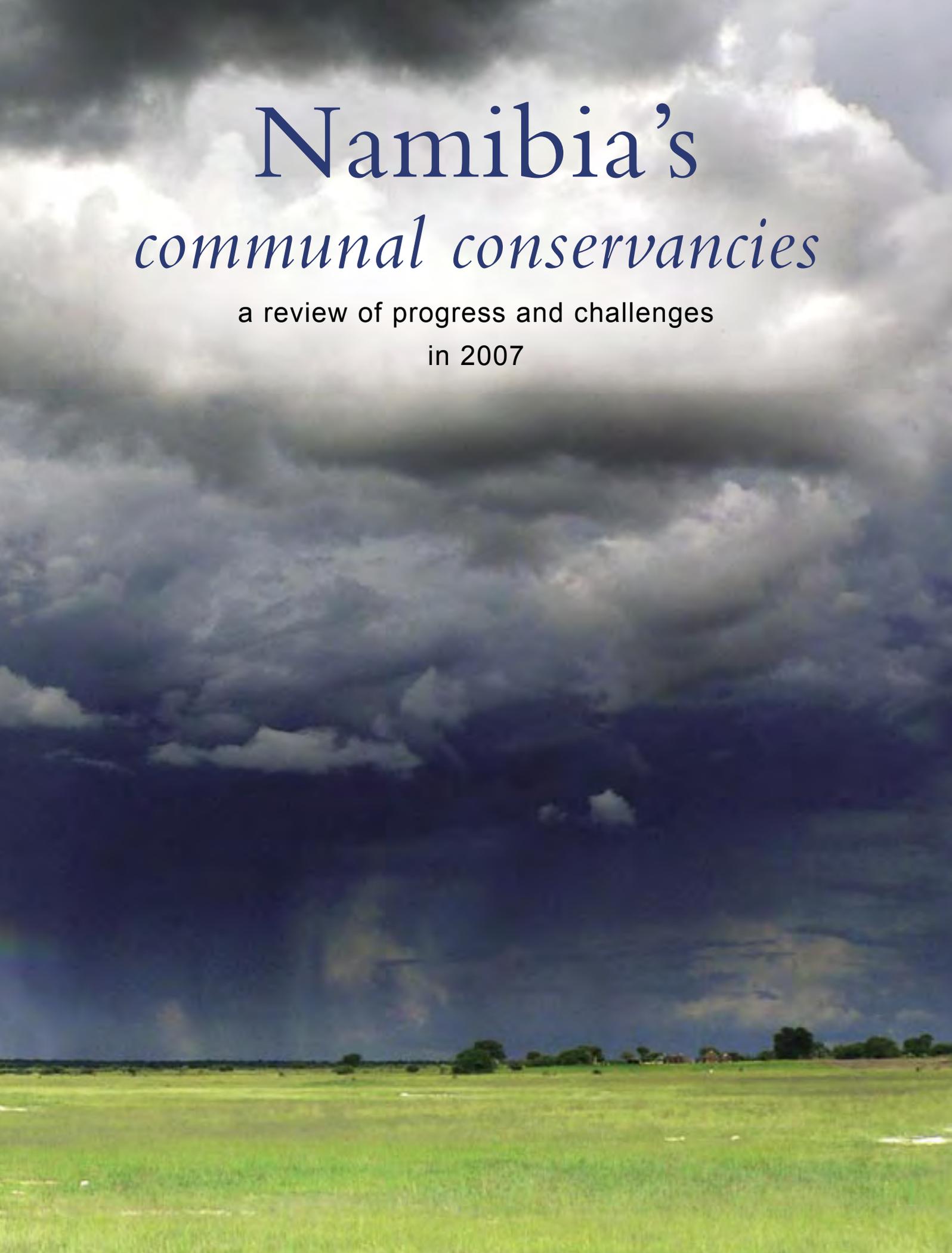


Namibia's *communal conservancies*

a review of progress and challenges
in 2007







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ABBREVIATIONS

AGM	Annual General Meeting	MET	Ministry of Environment & Tourism
CBNRM	Community Based Natural Resource Management	MTA	Materials Transfer Agreement
CBTE	Community Based Tourism Enterprises	NACOBTA	Namibian Association for Community Based Tourism
CLB	Communal Land Boards	NACSO	Namibian Association of CBNRM Support Organizations
CRIAA	Centre for Research Information Action in Africa	NDT	Namibia Development Trust
DED	Deutscher Entwicklungsdienst	NGO	Non-governmental organisation
DoF	Directorate of Forestry	NNDFN	Nyae Nyae Development Foundation Namibia
DRFN	Desert Research Foundation of Namibia	NNF	Namibia Nature Foundation
DRWS	Directorate of Rural Water Supply	NNI	Net National Income
FIRM	Forum for Integrated Resource Management	NRM	Natural Resources Management
GPTF	Game Products Trust Fund	RISE	Rural Institute for Social Empowerment
HACCSIS	Human Animal Conflict Conservancy Self-Insurance Scheme	SIDA	Swedish International Development Agency
HWC	Human Wildlife Conflict	SRT	Save the Rhino Trust
ICEMA	Integrated Community-Based Ecosystem Management Project	TFCA	Trans-frontier Conservation Area
IRDNC	Integrated Rural Development & Nature Conservation	UNAM	University of Namibia
KPF	Kalahari Peoples Fund	USAID	United States Agency for Development
LAC	Legal Assistance Centre	WIMSA	Working Group on Indigenous Minorities in Southern Africa
LIFE	Living in a Finite Environment	WWF	World Wide Fund for Nature
MAWF	Ministry of Agriculture, Water & Forestry		



Preface

In a world dominated by stories of environmental calamities and growing poverty it is unusual to be able to report a success story. The Namibian Ministry of Environment & Tourism (MET), local communities and their partners in Community-based Natural Resource Management (CBNRM) produced the first edition of this publication in 2003, reporting on the progress of Namibia's communal area conservancies. Each year since then the information has been updated and presented either in a new edition or a small booklet. Each year the information has shown a very clear trend: increases in the number of conservancies, increases in wildlife, increases in income received by conservancies and increases in the number of jobs created. The information provided in this edition continues to demonstrate the success of CBNRM in Namibia. It documents how local communities are managing their natural resources through conservancies and community forests, how these resources are being conserved, but also how rural residents are benefiting from the sustainable use of these resources. At the same time it also confronts the major problems and challenges facing the CBNRM programme. It looks ahead and considers how CBNRM is moving into the future.

Success comes from the hard work and dedication of those working in CBNRM in Namibia and the efforts of the local communities themselves. It also comes from the sound principles on which CBNRM is based, the most important of which are:

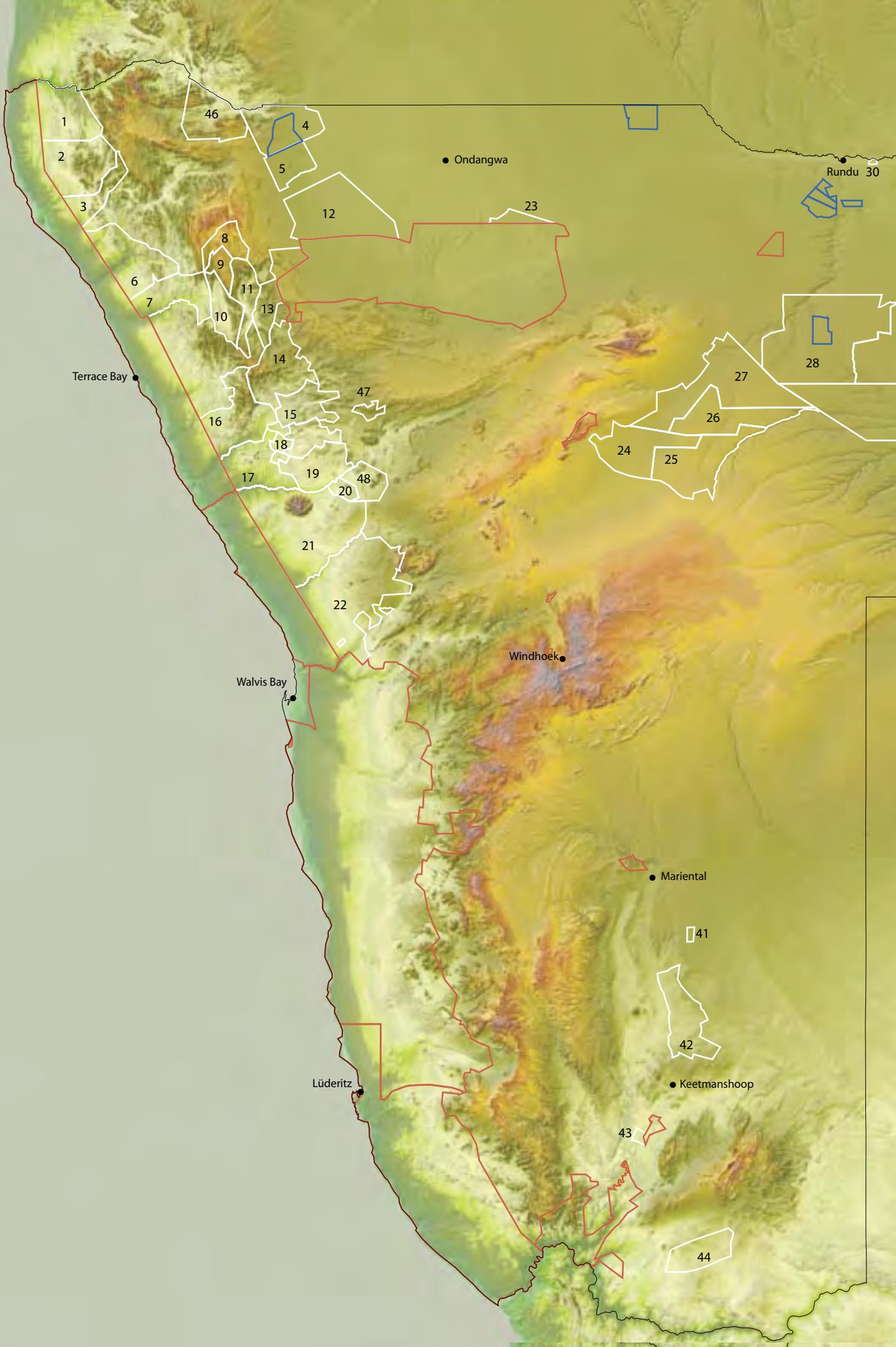
- enabling local residents in communal areas to take management decisions themselves about the way they use their natural resources,
- making it possible for residents to derive income and other benefits from the use of these resources and,
- providing the opportunity for communities to manage their resources in an integrated way.

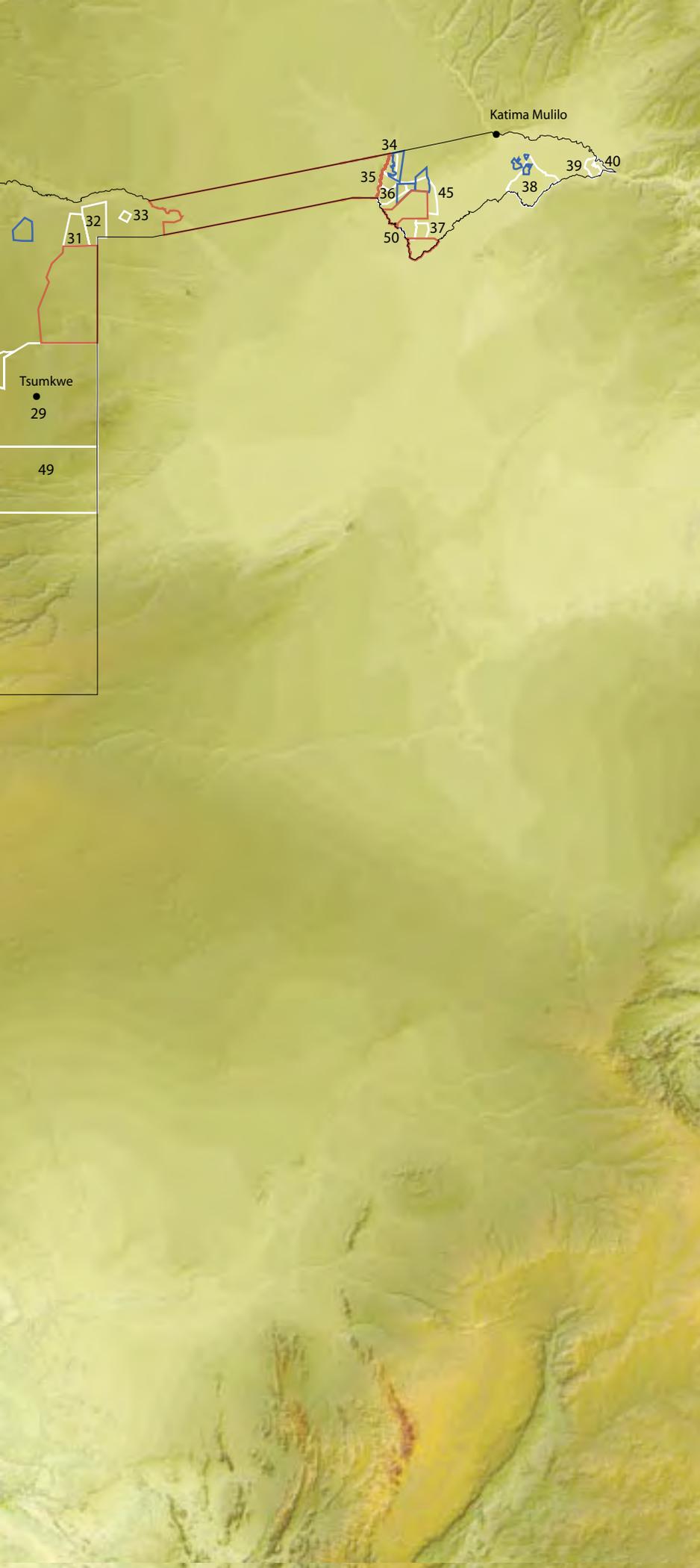
Providing rights and tenure over resources promotes investment and long-term thinking about how natural resources can continue to benefit people. Further, local people are more likely to engage in sound management if the benefits from managing resources exceed the costs.

CBNRM has been adopted as an important strategy for the Namibian Government to meet its sustainable development goals. As a result, CBNRM forms a

major platform within the strategic planning of the MET, it is incorporated within the third National Development Plan (NDP3), and the number of registered conservancies is one of the indicators for measuring Namibia's Millennium Development Goal 7 "Ensuring Environmental Sustainability". This publication thus helps demonstrate how CBNRM is contributing to both conservation and development in Namibia.

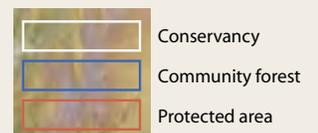
The Ministry of Environment & Tourism would like to thank all its partners who have collaborated in developing and implementing the conservancy approach in Namibia. Non-government assistance is largely provided through the Namibian Association of CBNRM Support Organizations (NACSO), a collaboration of 13 local NGOs, the University of Namibia and individual associate members. Investors from the tourism sector have become increasingly important partners over the last 10 years. In association with conservancies, they offer the bulk of jobs to conservancy members and facilitate significant returns of cash income to conservancies. A broad range of donors support the programme through the provision of technical expertise and funding. Since becoming a national programme, the main foreign contributors to CBNRM have been the founding donors of the United States Agency for International Development (USAID) and World Wide Fund for Nature (UK, International and USA). These early investments were followed by valuable funding from the Swedish International Development Agency (SIDA); United Kingdom Department for International Development (DfID); Danish International Development Agency (DANIDA); European Union; *Gesellschaft für Technische Zusammenarbeit* (GTZ); United Nations Development Programme (UNDP); Global Environment Fund (GEF); World Bank; *Fonds Français pour l'Environnement Mondial* (FFEM); World Wide Fund for Nature (Netherlands), German Church Development Service (EED); Swiss Development Corporation; *Humanistisch Instituut Voor Ontwikkelingssamenwerking* (HIVOS); Canada Fund; Comic Relief; UK Lottery Fund; British High Commission; Norwegian Agency for Development Cooperation (NORAD); Austrian Government, Royal Norwegian Embassy and Icelandic International Development Agency (ICEIDA).





THE 50 REGISTERED CONSERVANCIES IN 2007 ON AN ELEVATION MAP OF NAMIBIA

- 1 Marienfluss
- 2 Orupembe
- 3 Sanitatas
- 4 Uukolonkadhi/Ruacana
- 5 Uukwaluudhi
- 6 Puros
- 7 Sesfontein
- 8 Okangundumba
- 9 Ozondundu
- 10 Anabeb
- 11 Omatendeka
- 12 Sheya Uushona
- 13 Ehivipuka
- 14 #Khoadi-//Hôas
- 15 //Huab
- 16 Torra
- 17 Doro !nawas
- 18 Uibasen
- 19 Sorri-Sorris
- 20 Otjimboyo
- 21 Tsiseb
- 22 #Gaingu
- 23 King Nehale
- 24 Ozonahi
- 25 African Wild Dog
- 26 Okamatapati
- 27 Otjituuo
- 28 N#a-Jaqna
- 29 Nyae Nyae
- 30 Joseph Mbambangandu
- 31 George Mukoya
- 32 Muduva Nyangana
- 33 Shamungwa
- 34 Kwandu
- 35 Mayuni
- 36 Mashi
- 37 Wuparo
- 38 Salambala
- 39 Kasika
- 40 Impalila
- 41 Oskop
- 42 !Khob !Naub
- 43 !Gawachab
- 44 //Gamaseb
- 45 Sobbe
- 46 Kunene River
- 47 //Audi
- 48 Ohungu
- 49 Ondjou
- 50 Balyerwa



Chapter 1

Introduction



context
and evolution



“The Ministry of Environment & Tourism faces two important challenges: one is to ensure the conservation of Namibia’s ecosystems and biodiversity and the other is to contribute to national development goals such as poverty reduction and economic growth. In order to meet these challenges on Namibia’s communal land we have developed the innovative conservancy programme, which continues to grow each year and achieve new successes.”

HONOURABLE MINISTER
WILLEM KONJORE FEBRUARY 2007

In 1998, there were four communal area conservancies covering 16,821 km² and with about 14,500 residents. In 2007, almost 10 years later, there were 50 conservancies managing more than 118,704 km² of communal land and with about 220,600 residents (Figure 1). A further 25 communities are now forming conservancies. These figures provide a picture of phenomenal growth and development in a relatively short period of time and an indication of the interest of rural communities in managing their own land and natural resources. Income to conservancies has increased from N\$600,000 in 1998 to N\$39.1 million in 2007 (Figure 2). Directly and indirectly, the Namibian economy earned close to N\$223 million from Community-based Natural Resource Management (CBNRM) activities in 2007 (see page 59). In addition there are now 13 legally gazetted community forests covering 4,643 km² in which about 38,700 people live. A further 38 groups are working towards applying for legal status as community forests.

Conservancies and community forests form part of a growing CBNRM sector in Namibia which is founded on government policy and legislation that devolves authority over natural resources to local residents. A network of water point committees has also been established throughout the country to manage the provision and use of water at local levels, and important progress is being made in community management of inland fisheries. This publication focuses on conservancies and describes their progress in managing wildlife and other natural resources, in promoting good governance and democracy at a local level, and in generating a wide range of benefits.

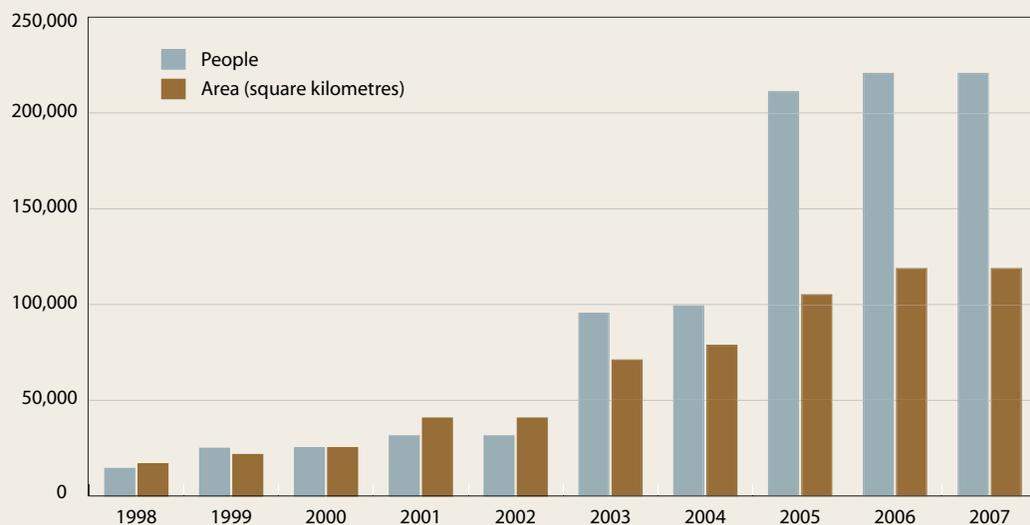


Conservancies on communal land are areas in which rural communities gain rights to use, manage and benefit from the consumptive and non-consumptive use of wildlife within defined boundaries. By forming a conservancy, local communities are able to add sustainable use of wildlife and tourism to their existing land uses and income sources. Conservancies are self-selecting social units or communities of people that choose to work together and become registered with the Ministry of Environment & Tourism (MET). Registration is a process that requires communities to fulfil a series of requirements laid down in legislation and associated regulations. The main requirements are that conservancies must be legally constituted with clearly defined boundaries that are not in dispute with neighbouring

communities. They must also have a defined membership and a committee representative of members. Conservancies are also required to draw up a clear plan for the equitable distribution of conservancy benefits to members. Once these conditions have been met and approved by the Minister of Environment & Tourism, conservancies are registered and gazetted in the Government Gazette.

Once registered, a conservancy acquires new rights and responsibilities with regard to the use and management of wildlife. Consumptive rights include the conditional ownership and use of game that can be hunted as trophies or used for local consumption by conservancy members, cropped for commercial sale of meat, or captured and sold

Figure 1. The area covered by registered communal conservancies has grown rapidly, as has the number of people that live in conservancies.





as live game. Non-consumptive rights create opportunities for tourism, enabling conservancies to establish their own community-based tourism enterprises (CBTE) or to create joint venture agreements with private sector entrepreneurs (see page 49).

The 50 conservancies vary greatly in character. Some are in desert areas while others are in zones of much higher rainfall where woodlands and large river systems are features of the landscape. Some conservancies have abundant wildlife, scenic rugged terrain, and high tourism potential, while others have only modest potential to benefit from wildlife and tourism. Their sizes vary enormously: Nyae Nyae and N̄a-Jaqna in Otjozondjupa both cover more than 9,000 square kilometres, nearly 100 times bigger than the mere 95 square kilometres of Oskop in Hardap, for example. In addition to differences in climate, human population and culture, biodiversity values and landscapes, conservancies are also heavily influenced by location and a range of socio-political and economic factors.

Wildlife has been increasing steadily in conservancies, particularly in the north-west and the north-east (see pages 27–29). Several factors have contributed to this increase, including the management activities of conservancies and community acceptance of wildlife as a productive form of land use (see Chapter 2).

The conservancy programme developed from pilot community-based conservation activities pioneered by individual government officials and NGOs in Kunene and Caprivi regions before independence. Now the programme is a major component of the Strategic Plan of the MET for the period covering 2007 to 2012, and is implemented through partnerships between the MET, regional councils, non-governmental organisations (NGOs), the private sector and rural communities. Support is provided to conservancies through the Namibian Association of CBNRM Support Organizations (NACSO). This is a grouping of 13 local NGOs, the University of Namibia and individual associate members including two communal area conservancy associations (Otjozondjupa and Kunene). In addition the programme has been supported by financial assistance from many donor agencies and funding and technical assistance from international NGOs. This donor support, combined with material support from the MET, has had a cumulative value of several hundred million Namibian dollars (see page 59).

Community forests are formed when a community gains rights to manage their forest resources and grazing lands. The rights are afforded in a written agreement between the Minister of Agriculture, Water & Forestry (MAWF) and a body representing the community having traditional rights over the forest area. A management plan, which must be included in the agreement, further defines the rights of a

Figure 2.

Incomes from the overall CBNRM programme grew from nothing in 1994 to about N\$ 39.1 million in 2007. The incomes are shown in two categories: incomes to conservancies and incomes to CBNRM activities outside conservancies.

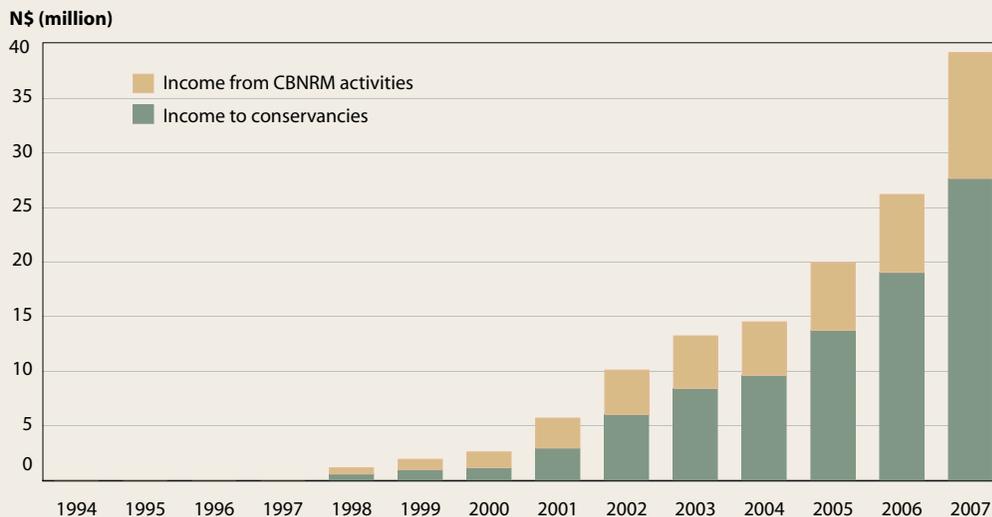


Table 1. The 50 conservancies that had been registered by the end of 2007, the year on which this book focuses. Detailed information on each conservancy is given in the section of profiles, starting on page 64.

Name	Region	Date registered	Area (square kilometres)	Number of people in conservancy
Nyae Nyae	Otjozondjupa	Feb.1998	9,003	2,300
Salambala	Caprivi	June 1998	930	7,700
Torra	Kunene	June 1998	3,522	1,200
≠Khoadi-//Hôas	Kunene	June 1998	3,366	3,200
Uibasen	Kunene	Dec.1999	286	230
Doro Inawas	Kunene	Dec.1999	4,073	1,500
Kwandu	Caprivi	Dec.1999	190	4,300
Mayuni	Caprivi	Dec.1999	151	2,400
Wuparo	Caprivi	Dec.1999	148	2,100
Puros	Kunene	May 2000	3,568	260
Tsiseb	Erongo	Jan.2001	8,083	2,000
Ehrovipuka	Kunene	Jan.2001	1,975	2,500
Marienfluss	Kunene	Jan.2001	3,034	300
Oskop	Hardap	Feb.2001	95	120
Sorri-Sorris	Kunene	Oct.2001	2,290	1,300
Mashi	Caprivi	March 2003	297	3,900
Uukwaluudhi	Omusati	March 2003	1,437	25,000
Omatendeka	Kunene	March 2003	1,619	2,500
Otjimboyo	Erongo	March 2003	448	1,000
!Khub !Naub	Hardap	July 2003	2,747	5,000
//Gamaseb	Karas	July 2003	1,748	5,000
//Huab	Kunene	July 2003	1,817	5,000
Orupembe	Kunene	July 2003	3,565	400
Sanitatas	Kunene	July 2003	1,446	250
Anabeb	Kunene	July 2003	1,570	2,000
Sesfontein	Kunene	July 2003	2,591	2,500
Okangundumba	Kunene	July 2003	1,131	2,500
N≠a -Jaqna	Otjozondjupa	July 2003	9,120	7,000
Ozondundu	Kunene	July 2003	745	2,000
Joseph Mbambangandu	Kavango	March 2004	36	1,000
≠Gaingu	Erongo	March 2004	7,677	2,800
!Gawachab	Karas	Sep.2005	132	500
George Mukoya	Kavango	Sep.2005	486	2,000
Muduva Nyangana	Kavango	Sep.2005	615	2,000
Shamungwa	Kavango	Sep.2005	53	1,000
Uukolonkadhi/Ruacana	Omusati	Sep.2005	2,993	25,000
Okomatapati	Otjozondjupa	Sep.2005	3,096	3,000
Ozonahi	Otjozondjupa	Sep.2005	3,204	5,500
African Wild Dog	Otjozondjupa	Sep.2005	3,824	5,500
Otjituuo	Otjozondjupa	Sep.2005	6,133	9,000
Sheya Uushona	Omusati	Sep.2005	5,066	35,360
King Nehale	Oshikoto	Sep.2005	508	20,000
Impalila	Caprivi	Dec.2005	73	1,500
Kasika	Caprivi	Dec.2005	147	1,500
Sobbe	Caprivi	Oct.2006	404	2,000
Kunene River	Kunene	Oct.2006	2,764	2,000
//Audi	Kunene	Oct.2006	335	1,000
Ohungu	Erongo	Oct.2006	1,211	1,000
Ondjou	Otjozondjupa	Oct.2006	8,729	2,000
Balyerwa	Caprivi	Oct.2006	223	1,500
TOTAL			118,704	220,620

community forest. Permits for the use of various types of forest products are issued by community forest committees. Community forests are supported by the Directorate of Forestry in the MAWF.

The 13 registered community forests are located in the northern regions where there are significant woodlands. There is considerable overlap of interests between conservancies and community forests since wildlife is often found in community forests and some conservancies contain extensive areas of woodland or forest. A number of communities are therefore combining forest and wildlife management, and the boundaries of six community forests overlap with registered conservancies. Several community forests plan to

apply to the MET for conservancy status. During 2007 the 13 community forests earned N\$482,709, mainly from the sale of firewood, timber, poles for construction, thatch grass and tubers of Devil's Claw (see page 53).

EVOLUTION AND CHANGE

In achieving the progress enjoyed today, the CBNRM sector has undergone considerable evolutionary change. There has been an enormous change in the geographical scale of the programme. The first conservancies were formed in 1998 in Kunene, Caprivi and Otjozondjupa regions but now there are conservancies in nine of the country's 13 regions. **Figure 3** indicates the location of conservancies and community forests across the country and **Table 1** provides details on each conservancy.

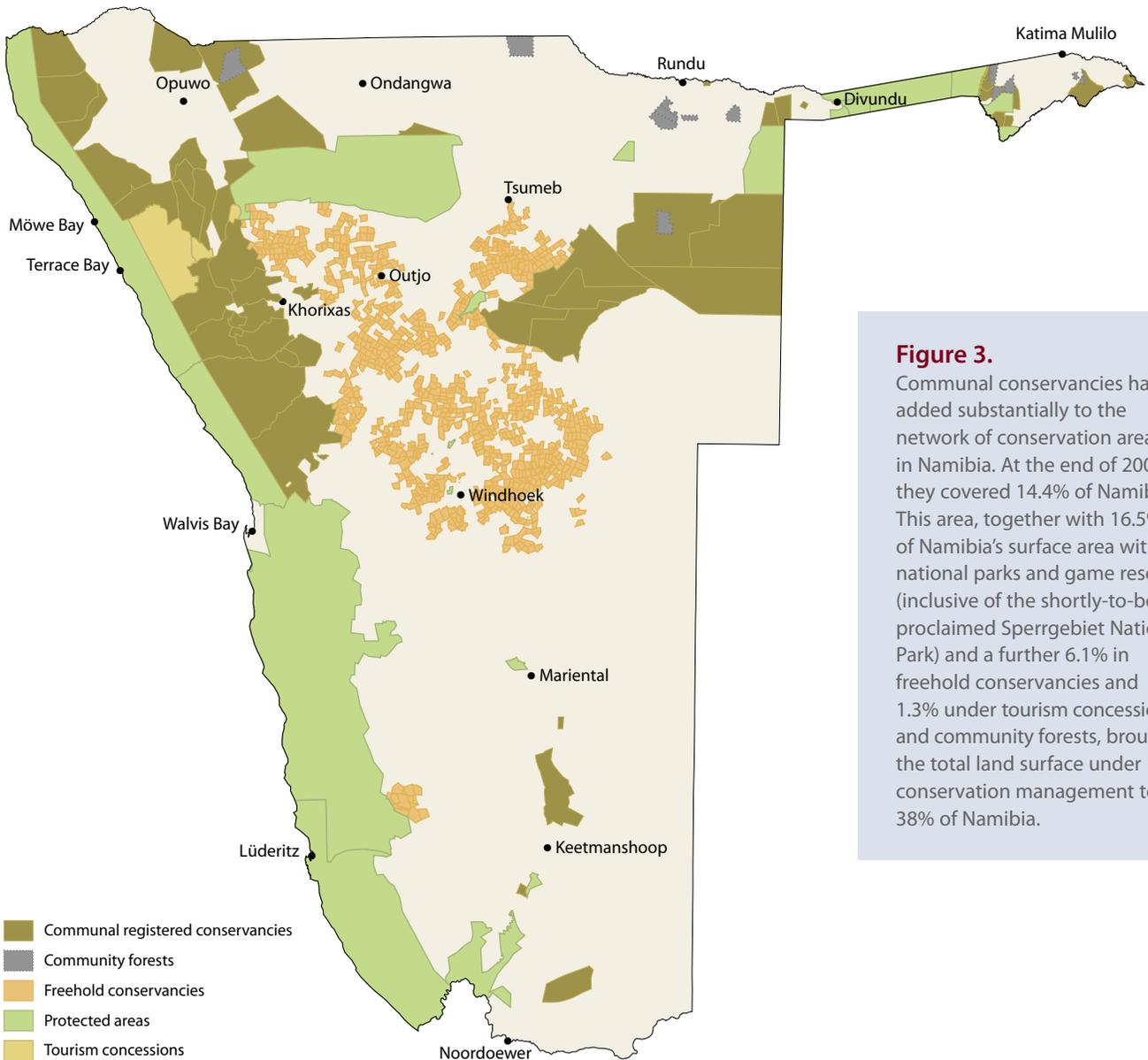


Figure 3.

Communal conservancies have added substantially to the network of conservation areas in Namibia. At the end of 2007, they covered 14.4% of Namibia. This area, together with 16.5% of Namibia's surface area within national parks and game reserves (inclusive of the shortly-to-be proclaimed Sperrgebiet National Park) and a further 6.1% in freehold conservancies and 1.3% under tourism concession and community forests, brought the total land surface under conservation management to 38% of Namibia.



There has also been considerable change in the scope of the programme. Initially the main focus of the programme was on wildlife with some attention being given to craft development using natural resources and the sustainable harvesting and sale of thatching grass. Now, however, there is a considerable focus on indigenous plant products and a number of conservancies are exploring conservation farming. Some conservancies are developing holistic and sustainable rangeland management approaches, and there is increasing integration and cooperation between conservancies and community forests. The programme is now a multifaceted conservation and rural development programme that encompasses several different resources across most of the country, provides income to marginalised rural people and establishes management systems for communal land and resources. The programme has evolved considerably in terms of the management of natural resources, with local level monitoring systems in place and communities involved in counting their wildlife.

A number of phases in this evolutionary development can be identified:

- **Phase 1: Initiation: Supporting the establishment of the first conservancies.** The initial focus of the programme was on supporting the establishment of the first conservancies as common property resource management institutions and by helping them meet conditions for registration set by government.
- **Phase 2. Capacity building: Supporting the operation of the new conservancies.** Once these conservancies had been registered they were aided through the provision of operational grants until they could earn their own income. They were also supported in establishing tourism and other wildlife-based enterprises to generate income. There was a strong focus on capacity building of committees to manage conservancy affairs.
- **Phase 3: Expansion: Growth in the number of participating conservancies and NGOs.** With the emergence of a growing number of conservancies the programme expanded considerably. Additional NGOs, bringing different skills, began working with conservancies in different parts of the country. A number of innovative tools were developed to assist conservancies such as the Event Book System for monitoring wildlife, and the Human Animal Conflict Conservancy Self-Insurance Scheme (HACCSIS) for conservancies to offset livestock losses to predators (see Chapter 2). This phase saw a growing number of conservancies start to become financially independent. It also became clear that more attention needed to be given to assisting conservancies to develop and implement appropriate systems to promote good governance and ensure accountability of committees to members.



- **Phase 4: Sustainability and diversification: planning for the future.** Currently the programme is focusing on three main issues, the first being the overall sustainability of the programme at different levels. Challenges to sustainability have been identified for the overall programme and mechanisms are being explored to ensure long-term financing (see Chapter 5). At the local level conservancies are being supported to develop business plans to ensure their financial viability. The second key issue is increased diversification of enterprises and natural resources being managed sustainably. The further expansion of the sustainable harvesting of veld products for various markets is being explored, and residents of some conservancies are now involved in holistic range management and conservation farming. The third key issue is promoting greater local integration of natural resource management using conservancies and community forests as mechanisms to facilitate this.

As the programme evolved over time support agencies have needed to adapt their own skills and strategies to meet needs that have emerged in different phases. An important adaptation has been the increased focus on business skills and planning for conservancies as they expand their enterprises. This adaptive approach to emerging challenges has led to considerable innovation. The range of tools and mechanisms developed to assist conservancies is impressive and includes guides to developing conservancy constitutions; financial management; developing joint ventures; holding annual general meetings; business sustainability planning; and monitoring wildlife, other natural resources and institutional performance.

AWARDS

Regional and international interest in the CBNRM programme continues to grow as increasing numbers of high profile visitors visit Namibia to study and learn from its experience. The Namibia CBNRM programme also hosted the Regional CBNRM Best Practices Conference in March 2003, drawing 158 representatives from 11 countries. 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** Margaret Jacobsohn and Garth Owen-Smith (IRDNC): Goldman Grassroots Environmental Prize for Africa.
- 1994** Margaret Jacobsohn and Garth Owen-Smith (IRDNC): United Nations Environmental Programme Global 500 Awards.
- 1997** Margaret Jacobsohn and Garth Owen-Smith (IRDNC): Knights of the Order of the Golden Ark, Netherlands.
- 1998** Republic of Namibia: WWF Gift of the Earth Award.
- 1998** Damaraland Camp in Torra Conservancy and Wilderness Safaris Namibia: Silver Otter Awards for Tourism.
- 2000** Janet Matota (IRDNC Caprivi): Namibia Nature Foundation Environmental Award.
- 2001** Benny Roman (Torra Conservancy): Namibian Professional Hunting Association (NAPHA) Conservationist of the Year Award.
- 2001** Prince George Mutwa (Salambala Conservancy): Namibia Nature Foundation Environmental Award.
- 2002** Patricia Skyer (NACSO): WWF Woman Conservationist of the Year Award.
- 2002** Patricia Skyer (NACSO): Conde Nast Traveller Magazine's 2002 Environmental Award.
- 2003** Garth Owen-Smith and Margaret Jacobsohn (IRDNC): Cheetah Conservation Fund's Conservationist of the Year Award.
- 2003** King Taaipopi (Uukwaluudhi Conservancy) and Chris Eyre (MET): Namibia Nature Foundation Environmental Award.
- 2004** Chris Weaver (WWF/LIFE): Namibian Professional Hunting Association (NAPHA) Conservationist of the Year Award.
- 2004** Torra Conservancy: 2004 UNDP Equator Prize for the best Community Environmental Project in the world.
- 2005** NACSO and the Namibia Nature Foundation: Namibia National Science Award in the category: Best Awareness and Popularization for the book *Namibia Communal Conservancies – A Review of Progress and Challenges*.
- 2005** Wilderness Safaris and Torra Conservancy's Damaraland Camp Lodge: World Travel & Tourism Council 'Tourism for Tomorrow Conservation Awards 2005.
- 2006** Beaven Munalu (IRDNC Caprivi): Namibia Nature Foundation Environmental Award.
- 2006** Anton Esterhuizen (IRDNC Kunene): Namibian Professional Hunting Association (NAPHA) Conservationist of the Year Award.
- 2007** Chief Mayuni (Mayuni Khuta, Caprivi): Namibia Nature Foundation Environmental Award.
- 2007** Dorothy Wamunyima (Namibia Nature Foundation): River Eman Catchment Management Association's Water Award, SIDA.
- 2007** The Kyaramacan Trust and MET: Edmond Blanc Prize, International Council for Game and Wildlife Conservation (CIC).

KEY EVENTS IN THE LIFE OF CBNRM AND CONSERVANCIES

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

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

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

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

- 1995** Cabinet approved the new policy for communal area conservancies, and work began on drafting legislation to put the policy into effect.
- 1996** Parliament passed the new conservancy legislation for communal areas.
- 1998** The first communal area conservancies were gazetted. A workshop was held to plan and launch a national CBNRM co-ordinating body.
- September 1998** Official public launch of Namibia's Communal Area Conservancy Programme by His Excellency the President, Sam Nujoma. On behalf of Namibia and the CBNRM programme, the President received the WWF international award for 'Gift of the Earth' in recognition of the value and uniqueness of the conservancy programme.
- August 1999** The 2nd phase of LIFE Programme started. This was to last a further five years.
- July 2000** The CBNRM Association of Namibia (consisting of MET and NGOs) Secretariat was established.
- 2003** The Polytechnic of Namibia incorporated the teaching of CBNRM into its National Diploma in Nature Conservation, institutionalising CBNRM as an option in its Bachelor of Technology (Nature Conservation and Agriculture) degree.
- October 2004** The ICEMA, LIFE Plus and IRDNC Kunene/Caprivi CBNRM support projects were launched.
- February 2005** The first State of Conservancy Report, entitled *Namibia Communal Conservancies – A Review of Progress and Challenges* was launched.
- 2005** The Parliamentary Committee which visited conservancies in the north-west strongly endorsed conservancies and tourism for contributing to national development.
- November 2005** In its report *Recommendations, Strategic Options and Action Plan on Land Reform*, the Permanent Technical Team on Land Reform (PTT) recognised conservancies and community forests as CBNRM models to be followed for the development of Namibia's communal lands.
- February 2006** The first 13 community forests were gazetted in terms of the Forest Act.
- 2006** The Kyaramacan Association in Bwabwata National Park was awarded a hunting quota that it leased to a professional hunter earning a total of N\$2.4 million of which it returned N\$1.2 million to the Game Products Trust Fund (GPTF) of MET and earned over N\$1.25 million for the Association on behalf of its members.
- October 2006** The numbers of communal conservancies gazetted increased to 44, covering almost 10.5 million hectares of communal land.
- December 2007** Conservancies and programme supported CBNRM activities generated N\$39.1 million during 2007 of which N\$27.6 million came from registered conservancies and N\$11.5 million from other CBNRM activities.



Chapter 2

Natural Resources



the base of
a rural economy



Natural resources are at the heart of the conservancy programme because they contribute much to rural economies. Wild animals, plants and fish can be used to generate a wide variety of socio-economic benefits that can sustain and even improve people's livelihoods, and so rural poverty alleviation programmes are often integrally tied to the use of natural resources. This chapter is concerned with the optimal and sustainable use of these resources.

The conservancy programme started with a wildlife focus, not because wild animals are more important resources than plant and fish resources, but because wildlife had drastically declined in the 1980's and these are the resources that local people had been dispossessed of during the colonial period. The changing conservancy legislation and the associated CBNRM programme were primarily concerned with returning these rights to local communities. Along with the return of rights and responsibilities over wildlife to communities came the need to introduce new approaches and technologies to utilizing and adding value to wildlife through ventures such as trophy hunting and tourism that did not exist during pre-colonial days. Today sustainable use of wildlife through tourism, trophy hunting and the more traditional forms of utilization are well-entrenched rural development strategies in Namibia. Indeed, the wildlife based tourism industry (including trophy hunting) has



the ability to generate significant benefits to both the rural and national economies. This is especially true in communal areas where the chances of making a decent living are very poor because low rainfall, infertile soils, and limited access to markets and services characterize much of rural Namibia. Incomes from wildlife have indeed proved to be substantial (Chapter 4), and many current developments are driven by efforts to derive more revenue.

Whilst plant and fish resources have often been recognised as making important contributions to livelihoods, and some early work successfully developed craft and thatch industries, only recently has the CBNRM programme more proactively addressed these other natural resources. This trend has been brought about because communities represented by conservancy committees nowadays see themselves as being the custodians of all the natural resources. The Namibian government has responded through changes to the forestry and fisheries legislation, which allow communities to increasingly utilize and manage these natural resources through various means, including the establishment of legal instruments such as community forests.

The main focus of this chapter is on natural resource management systems and on information that seeks to quantify the sustainability and conservation impacts of the wider CBNRM programme. The income and benefits derived through the use of the natural resources is captured elsewhere (Chapter 4).

EXPANSION OF COMMUNITY CONSERVANCY AREAS

In the first instance, conservancies have a conservation impact because they represent a commitment by a large sector of the rural population to sustainable use. Whilst there will always be some people in a communal area that might not adhere to sustainable use principles, the increasing area under registered conservancies can be seen as an indicator of commitment to conservation principles.

By the end of 2007, 118,704 km² had been gazetted as communal conservancy area. This accounts for 39.8% of all communal land in Namibia and 14.4% of Namibia's total surface area. Adding this to the 16.5% within national parks and game reserves and 6.1% in freehold conservancies, brings the total land surface area in Namibia covered by management for various conservation and biodiversity objectives to 38% (Figure 4, Table 2). In addition to communal conservancies the Namibian Government has also allowed communities to register community forests. At the end of 2007, 13 community forests over an area of 4,643 km² had been gazetted. Six of these community forests have some overlap with conservancies and so it is not possible to simply add the land areas to arrive at a single 'protected area' statistic for the entire country. Whilst the level of conservation management differs between these types of conservation area, they all endorse the principle of sustainability and the elimination of illegal use of natural resources.

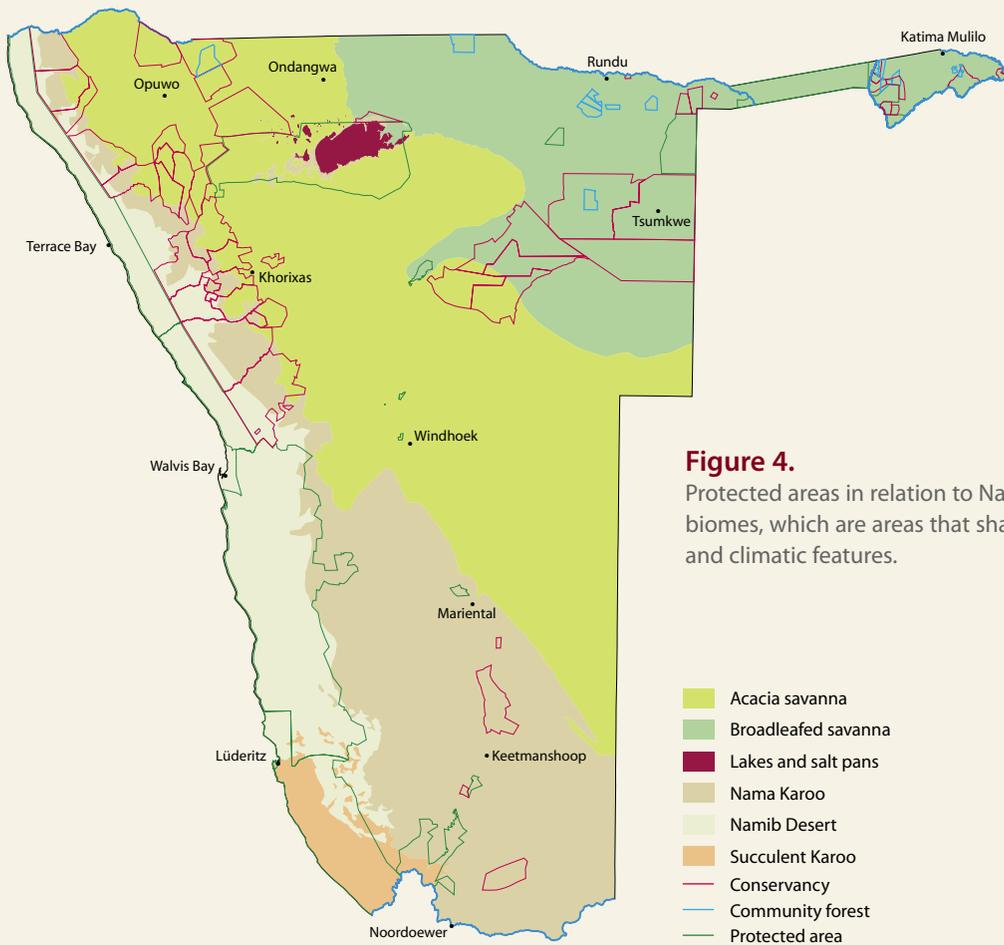
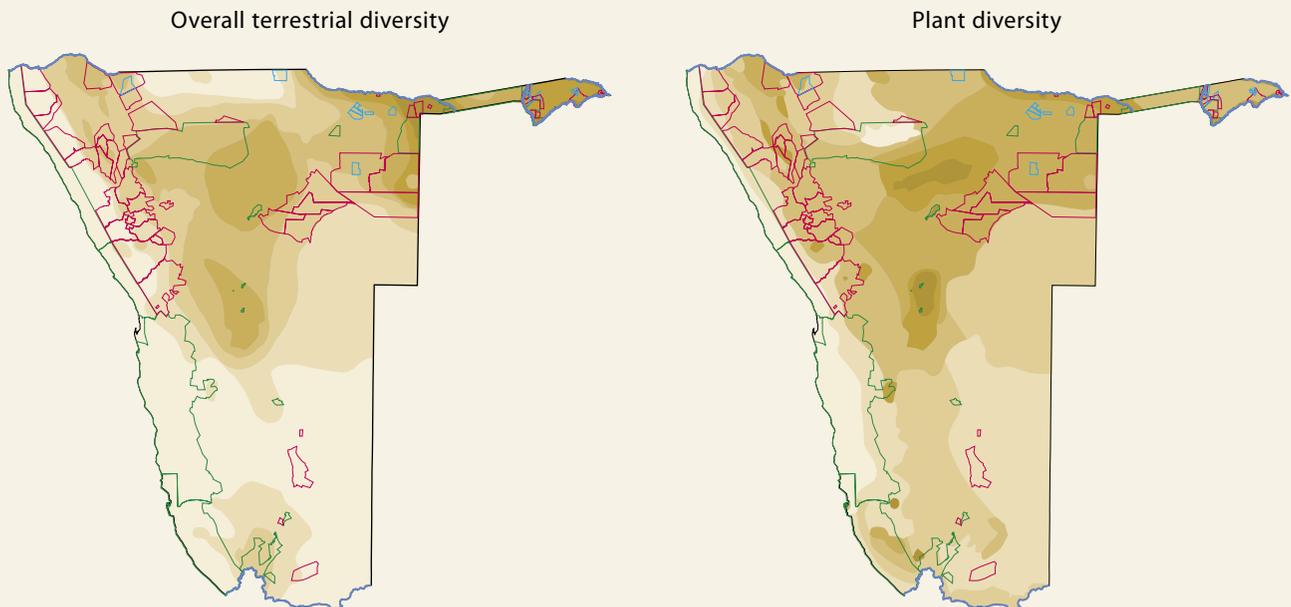


Figure 4. Protected areas in relation to Namibia's six major biomes, which are areas that share similar plant life and climatic features.

- Acacia savanna
- Broadleafed savanna
- Lakes and salt pans
- Nama Karoo
- Namib Desert
- Succulent Karoo
- Conservancy
- Community forest
- Protected area

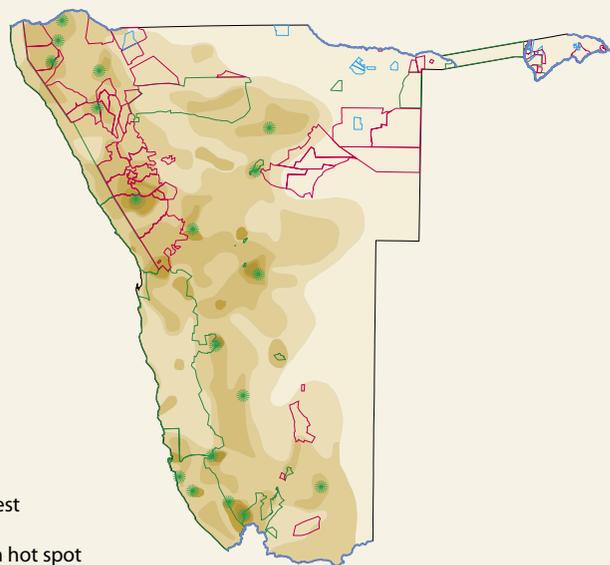
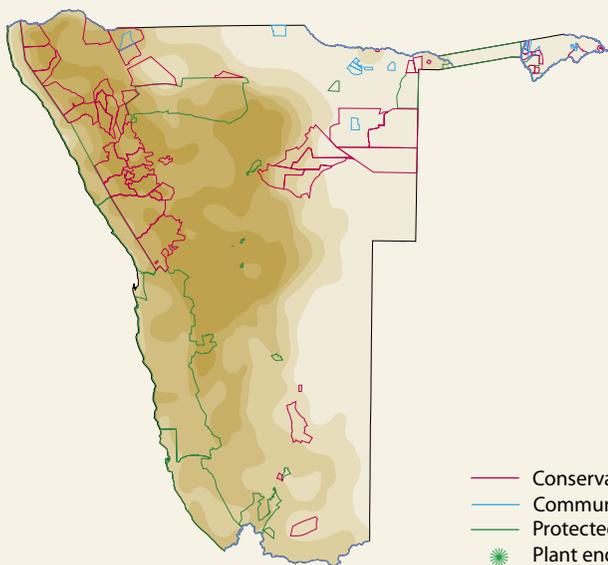
Figure 5. Registered conservancies, other protected areas and community forests in relation to indices of terrestrial diversity and endemism in Namibia.





Overall terrestrial endemism

Plant endemism



- Conservancy
- Community forest
- Protected area
- ★ Plant endemism hot spot

The conservation of biodiversity is one of the key objectives of CBNRM, and the maps in **Figure 5** provide an indication of how the placement of conservancies relates to the diversity of plant and animal life. The most notable contributions to the protection of biodiversity “hot spots” are in north-eastern Namibia. The Brandberg, an isolated zone of high diversity, lies within in the Tsiseb Conservancy.

In contrast to patterns of overall biodiversity richness, concentrations of endemic species are greatest in the dry west and north-western regions (endemics are species that occur only or very largely in Namibia, and the country has a special responsibility for their conservation). The 23 registered conservancies in the arid Kunene and Erongo regions therefore make a valuable contribution to the conservation of these special plants and animals. A number of conservancies have included key species into their

monitoring systems; large predators, wattled cranes, black-faced impala, roan and sable being examples.

Although riverine habitats are spatially small in the context of the entire country, the importance of these linear wetlands is magnified because they transect arid terrain where they provide critical refuges, water and food for wildlife from neighbouring areas. Conservancies in the north-west now provide substantial protection to these habitats (**Table 3**), but riverine areas in the wetter eastern regions (Kavango and Caprivi) are less protected. This is because of the tendency for roads and associated settlements to have developed along the river courses even where these fall under conservancy management. Whilst there has been considerable discussion on the need to prioritize and zone these areas to accommodate conservation, this has only been achieved by the Mayuni conservancy along Kwando River.

Table 2. Percentages of Namibia's total surface area within communal and freehold conservancies, concession areas, community forests and in national parks and game reserves (top row) and equivalent proportions of different biomes conserved by these conservation areas. Communal area conservancies contribute more to the protection of Broad-leafed savanna than do other types of protected areas.

BIOME	Communal conservancies	Concession areas	Freehold conservancies	Community forests	National parks & game reserves	Total
Total area of Namibia	14	1	6	0	17	38
Lakes and salt pans	1	0	0	0	97	98
Nama Karoo	13	1	1	0	5	20
Namib Desert	14	3	1	0	75	92
Succulent Karoo	0	0	0	0	90	90
Acacia savanna	11	0	13	0	5	30
Broad-leafed savanna	25	0	2	2	8	36

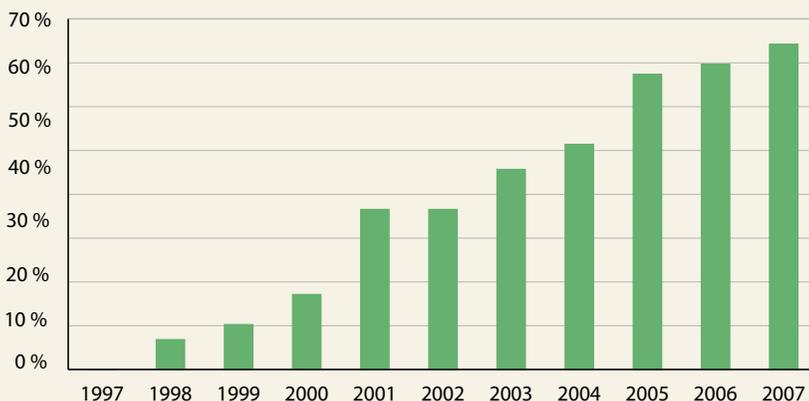


Figure 6. The percentage of boundary length of all formally protected park areas that is adjacent to registered communal conservancies.

Table 3. The percentage of various wetland habitats in Namibia under some form of conservation protection, illustrating the role that communal conservancies play in protecting and managing these rare habitats in arid Namibia. The rivers were considered to be linear habitats and the percentage protected was estimated as being the linear proportion of the main river course that fell in one of the conservation categories. The other wetland habitats were based on the percentage of their total areas that fell in one of the conservation zones.

Wetland Habitat Types	Total wetland habitat protected	Protected by:			
		National parks	Concession areas	Communal conservancies	Freehold conservancies
Perennial rivers	35%	19%	0%	16%	0%
Ephemeral rivers	37%	12%	1%	17%	7%
Oshanas, flood plains, lakes & dams	23%	8%	0%	15%	0%
Pans	84%	81%	0%	2%	0%

The expansion of areas under conservation management is one benefit of communal conservancies, especially in regions and habitats where there are no formal protected areas. Another benefit is that many conservancies lie next to other conservation areas, thus enlarging conservation management areas to create more connectivity, more open systems and broader corridors (Figure 6). Most obviously, the connections between these areas allow animals to move more freely and extensively. This is particularly valuable in arid areas where animals need to move widely to benefit from localized falls of rain and the ensuing growth of grass. Most linkages are in the north-west where conservancies and tourism concessions now form the entire eastern boundary of the Skeleton Coast National Park. Some conservancies also connect to the Etosha National Park.

Conservancies in the north-east are also expanding along the Kwando/Linyanti River, creating a band of managed areas that incorporate the Mamili and Mudumu National Parks. Significantly, landholders in the northern parts of this area have joined together to form a co-management forum known as the Mudumu North Complex. This institutional structure consists of management representatives from MET (representing east Bwabwata and Mudumu National Parks, the three conservancies (Kwando, Mashi and Mayuni), the forest reserve and the remaining communal areas that are in the process of registering as either conservancies or community forests. The forum also has representation from supporting sectors such as agriculture, police, defence force, local government, water affairs, traditional authority and NGOs. The complex has led to improvements in anti-poaching patrolling, land-use planning, monitoring, fire management and communication. The forum also secured

donations of game that were released at various places in Mudumu, Mashi, Mayuni and Kwando in 2006 and 2007. Importantly, it has provided impetus to the practical implementation of zonation that sets aside certain areas of the ecologically and economically important floodplains for wildlife and wildlife based enterprises. This initiative has been noticed by other communities and similar programmes are being established elsewhere, for example north of Khaudum, between Mamili and Mudumu, west of Etosha, and in other areas of freehold farms. As a pioneer, the Mudumu North Complex has attracted donor interest that might provide additional resources and opportunities for trans-frontier work in neighbouring Zambia, Botswana and Angola. The need to create these linkages with conservation areas across national borders in the Caprivi is critical since the narrow strip is intersected by rivers that form natural trans-frontier migration and habitat corridors for a wide range of species. The main value of these complexes is that they remove barriers to connectivity and generate economies of scale for both investments (for example, game reintroductions, training, planning, anti-poaching, etc) and enterprise opportunities.

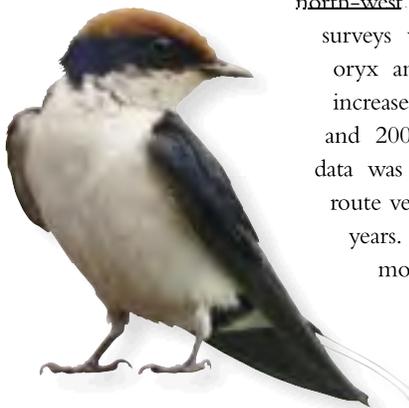
WILDLIFE POPULATIONS

The extent of conservancies, community forests and similar natural resource management areas is a coarse indicator of conservation success, as discussed previously. After all, these areas are not fully protected as national parks, and it cannot automatically be assumed that their natural resources are being sustained (or recovering) just because they are now registered conservancies. Other information is needed to assess their impact on wildlife.



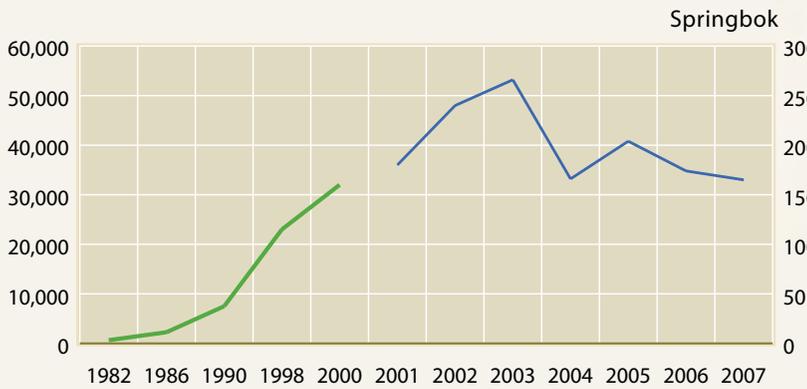
The best indication of the impact of conservancies comes from the recovery and increase of wildlife populations. Nowhere is this more evident than in Kunene where wildlife populations had been reduced to small numbers through hunting and low rainfall by the early 1980's. For example, it is estimated that by the early 1980's there were only 250 elephants and 65 black rhino in the north-west, and populations of other large mammals had dropped by between 60 and 90% since the early 1970s.¹

Several sets of information sets are available to show how wildlife numbers have increased in the north-west. The earliest come from aerial surveys which indicate that springbok, oryx and mountain zebra populations increased over 10 times between 1982 and 2000 (Figure 7). A second set of data was collected from extensive fixed route vehicle surveys over the past seven years. In this short period, sightings of most species – in particular kudu, mountain zebra, springbok and oryx – increased rapidly and have then recently



stabilized. While some of this growth has been due to recovery after an extremely severe drought in the 1980's, the recoveries would not have been possible without the virtual cessation of poaching and steps taken by conservancies to manage human/wildlife conflict.

But mass drought related mortalities are expected to occur in the not too distant future, as almost happened at the end of 2007. Most areas in the north-west were then in a desperate situation and the condition of animals had declined severely. Fortunately, mortalities were avoided by the onset of excellent rains in February/March 2008. This reprieve cannot be expected to occur every year and conservancies and MET will need to decide whether to let nature take its course at the cost of livelihoods or to increase the harvest rates to capitalize on the excess biomass before mortalities become excessive. Harvesting to reduce populations is, however, likely to meet with resistance from some stakeholders, particularly those from the tourism sector. However, the issue is not just about avoiding the wastage associated with drought mortalities, but also avoiding rangeland degradation and reducing the competitive foraging effect on high value species such as black rhino.



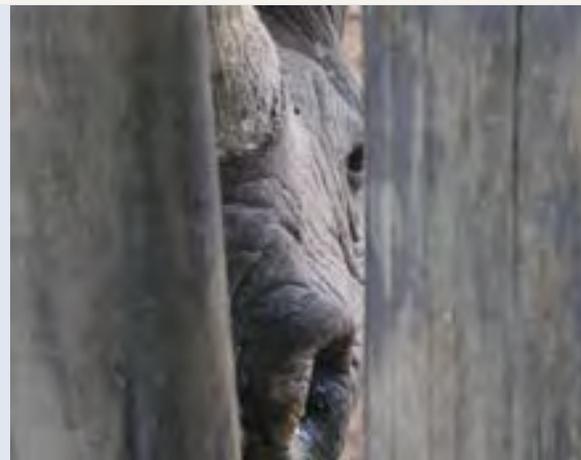
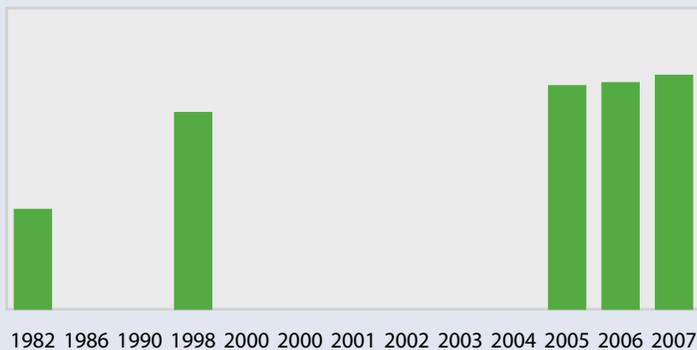
— Aerial counts
— Road counts

Figure 7.

Wildlife numbers in north-west Namibia have increased dramatically over the past 25 years. Total population estimates between the 1980's and 1990's were derived from aerial surveys (left axis) while the more recent figures are density estimates from vehicle surveys (right axis: number of animals recorded per 100 kilometres travelled).

Figure 8.

Population size of black rhino in the north-west of Namibia.²



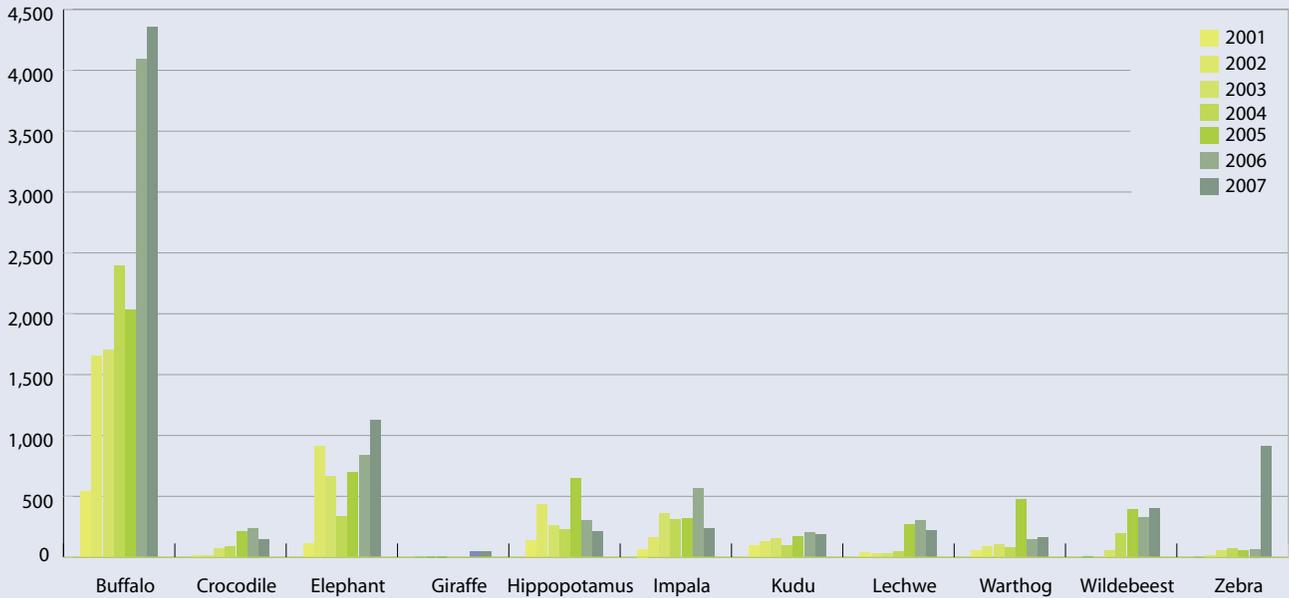


Figure 9. The trend in game population estimates in seven long-established conservancies in East Caprivi (Salambala, Mashi, Mayuni, Wuparo, Kwando, Impalila and Kasika). The figures on the y axis are an index of sightings



Additional evidence for increasing wildlife populations in the north-west are derived from other data sets collected by species specialists. For example, numbers of black rhinos and elephants have more than doubled (Figure 8).

There has also been significant recovery of wildlife populations in the north-east of the country. Whilst still falling short of the potential of the area to carry more game, the recoveries are largely due to breeding, a reduction in poaching and immigration from Botswana as a result of disturbance from poaching having declined (Figure 9).

These increases of wildlife have been confirmed by aerial censuses of the wetlands and floodplains of the Caprivi in August 2004 and September 2007.³ While confined to these special habitats, the surveys covered protected areas, conservancies and lands under other jurisdiction. The recovery of wildlife in this part of Namibia has probably been partly aided by some modest, but important reintroductions of approximately 716 animals in 2006 and 2007.

These re-established populations of sable, eland and giraffe that had become locally extinct in east Caprivi.

There has also been significant recovery of wildlife populations in the large Nyae Nyae conservancy immediately south of Khaidum National Park. This recovery has been aided by the introduction of about 2,114 animals between 1999 and 2004, but the ongoing population increase confirms that there is successful breeding of existing and reintroduced populations (Figure 10).

The status of large predators can be a useful indicator of the health of underlying wildlife populations. Driven by increased food supply and tolerance, lion have increased markedly both in numbers and in spatial expansion in the north west of Namibia (Figure 11).

Similar trends for other large predators have been noted in the north-west conservancies (Figure 12). Even though hyena and cheetah have stabilized in recent years, with cheetah having possibly declined slightly, numbers are still well above pre-conservancy levels. Local opinion is that this might be due to more aggressive problem animal control programmes. In east Caprivi, where trends in game counts are less reliable due to methodological difficulties, sightings of predators are more important indicators of trends in their prey species. The frequency of sightings also illustrates the tolerance and support of people for predators.

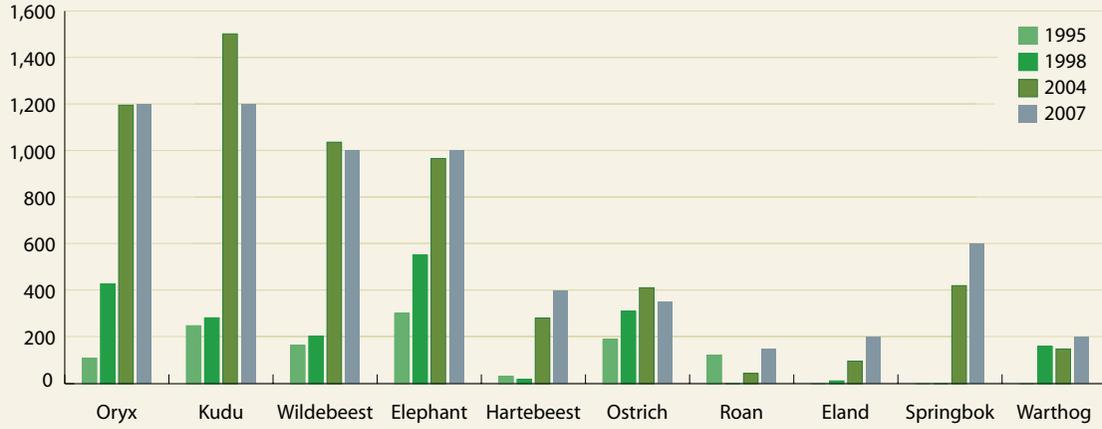


Figure 10. The trend in game population estimates in the Nyae Nyae Conservancy derived from aerial censuses, water point counts and local knowledge.

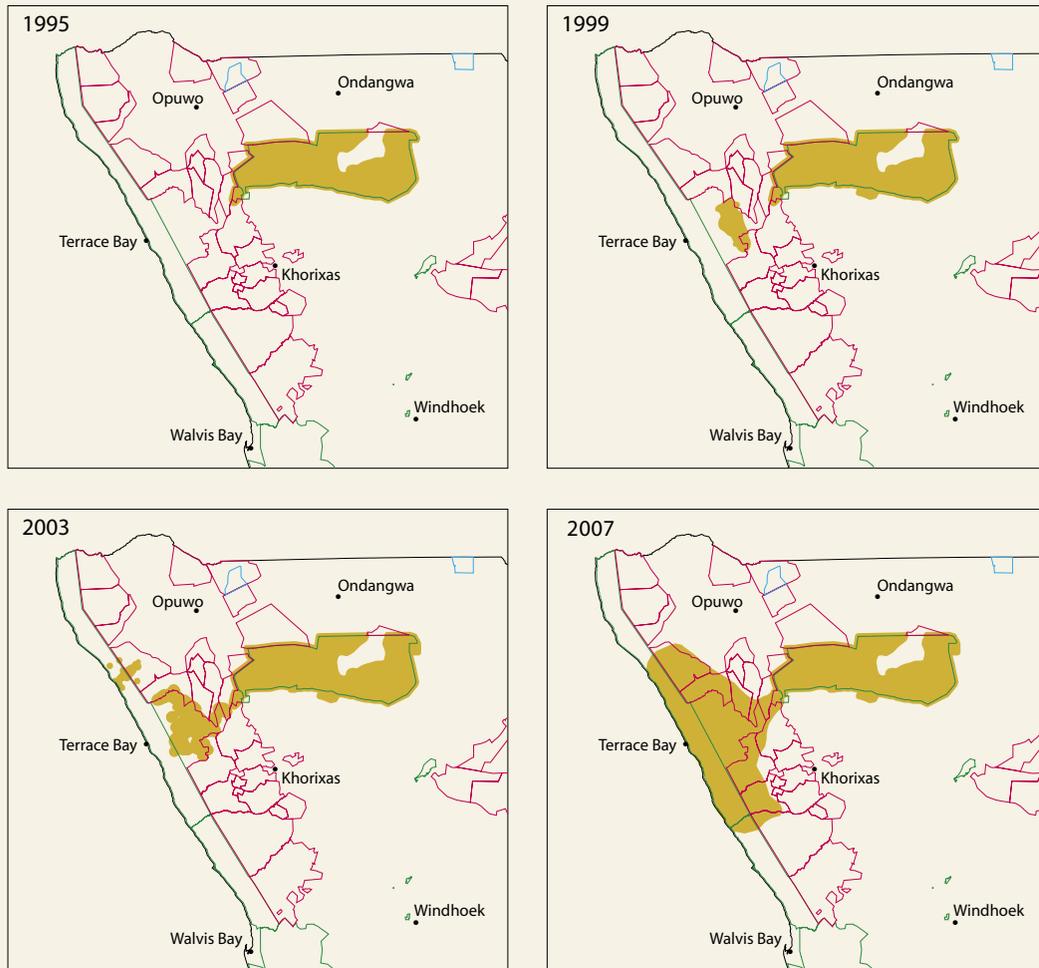


Figure 11. The range expansion of lion populations in the North West of Namibia.⁴

- Distribution of lions
- Conservancy
- Community forest
- Protected area

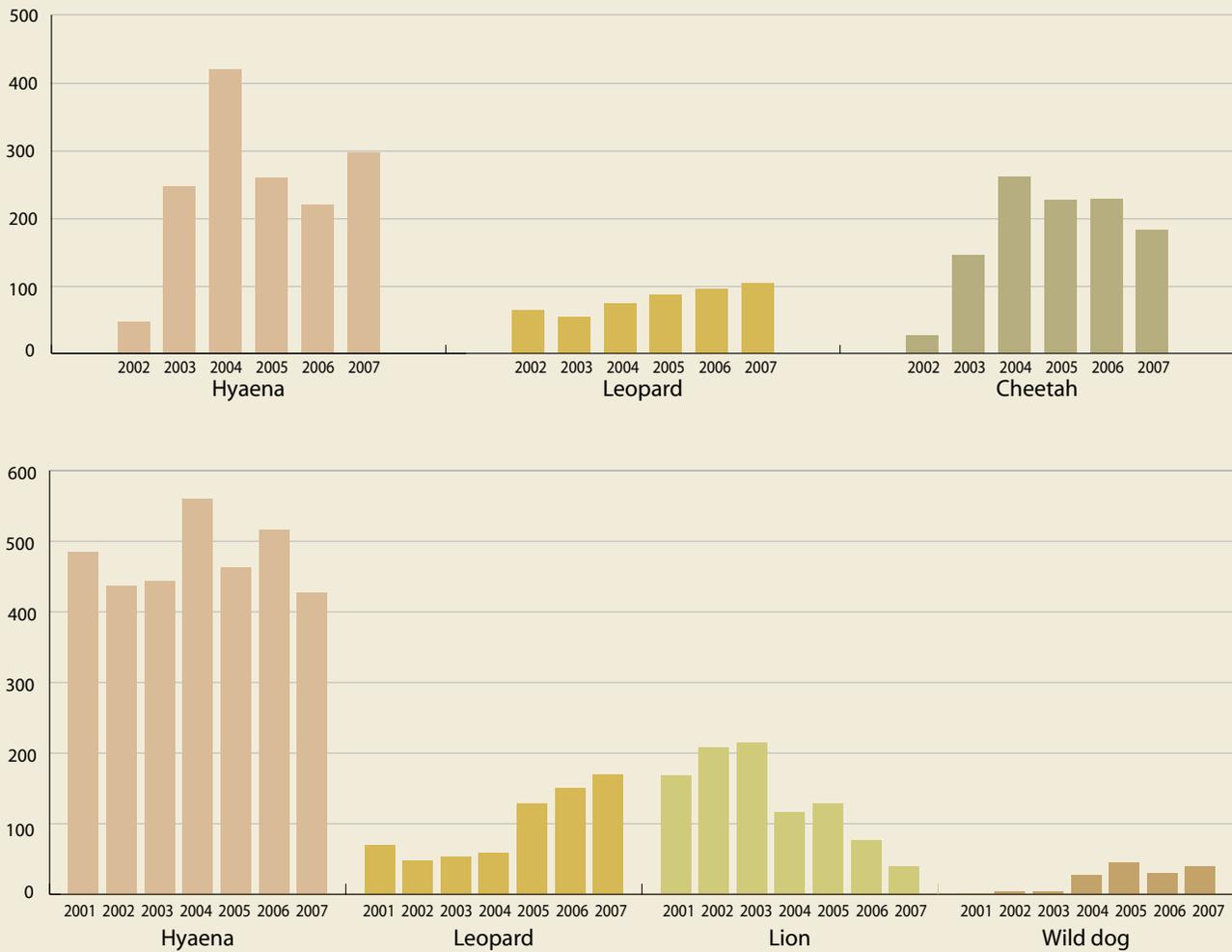


Figure 12. Sightings of large predators by community rangers in five north-west communal conservancies (top) and in five east Caprivi conservancies (bottom) where predators have been monitored consistently since 2002 and 2001, respectively.

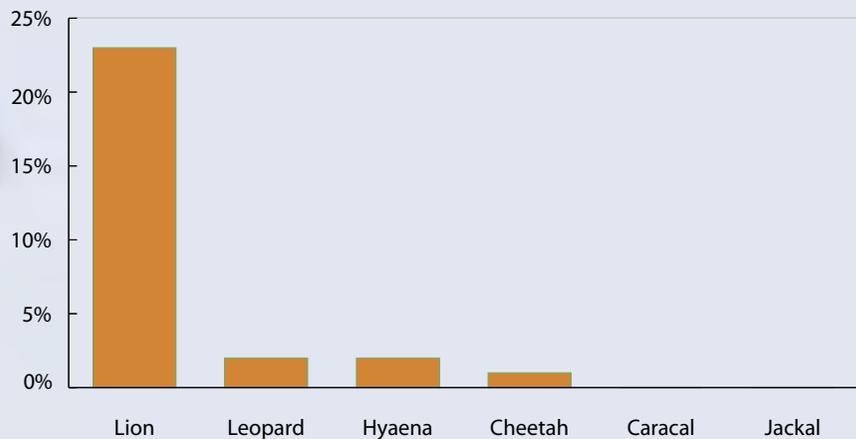


Figure 13. The number of animals removed as a percentage of the number of problems caused by different species in north-west conservancies. The disproportional control of lion is probably because people are afraid of them, but a negative consequence of this is that of all the predators lion are probably the most valuable for trophy hunting and tourism.



It appears that while numbers of hyaenas have been stable and leopards and wild dogs have increased, lions have steadily declined. This may be due to less tolerance of lion, an attitude that seems driven more by fear rather than by the actual negative impacts caused by lions. This is suggested by the response of communities to HWC incidents where the frequency of ‘problem lions’ being removed is completely out of proportion to the damage caused by lions (Figure 13).

WILDLIFE RE-INTRODUCTIONS

Populations have also increased as a result of introductions of a wide range of species that have been moved from areas where there is an oversupply of animals. Fourteen different species consisting of a total of 3,713 animals have been introduced to 15 conservancies between 1999 and 2007. Whilst the bulk of the species have been common game such as springbok, gemsbok, hartebeest, kudu and eland, the introductions have also included very valuable animals such as sable, black-faced impala, giraffe and black rhino.

Some of the introductions have actually extended the range of five species that had become locally extinct: giraffe, black-faced impala, Burchell’s zebra, blue wildebeest and black rhino. Conservancies have thus helped restore the

range of these species. A number of conservancies are even officially recognised as custodians of rhino, and black rhino were introduced to three conservancies which did not have these animals. The fact that communities are trusted by the government to be custodians of these highly endangered and valuable animals is testament to the conservation performance of conservancies. Namibia is the only country in the world where black rhinos are increasing outside protected areas.

The total value of these introductions (excluding black rhino) is well in excess of N\$10 million. Many of these animals have been donated by MET and freehold farmers. The cost of purchasing, capturing and transporting the animals has largely been borne by funds provided by support agencies, the MET and private farm owners. This represents a significant investment into communal lands which not only has immediate financial and livelihood benefits, but also provides for tremendous capital appreciation (see Chapter 4, page 59). Many game species can breed and increase at between 10 and 25% per annum, directly translating the initial investment into compounded growth.



Table 4. More than 3,700 animals of 14 species have been translocated into communal conservancies over the past nine years. A number of these introductions boosted populations of existing species to provide critical mass for them to recover to former numbers.

Species	1999	2000	2001	2002	2003	2004	2005	2006	2007	Total
Eland		83		44	150		36		113	426
Gemsbok	48	81	48	251						428
Giraffe				10				22	26	58
Red hartebeest	42	43	230	254						569
Hartmann’s zebra								197		197
Black-faced impala				31				47	115	193
Common impala	80		109		70				68	327
Kudu		215		107			57			379
Ostrich				11						11
Black rhino						4		2	7	13
Sable									37	37
Springbok	89	92		306	236					723
Blue wildebeest	33			53	49	19		116		270
Burchell’s Zebra	1			31					50	82

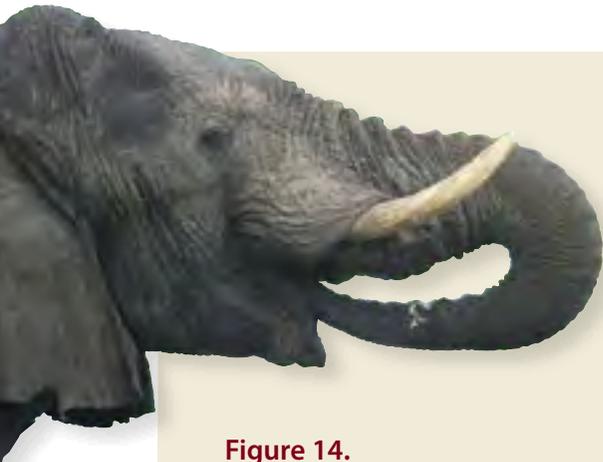
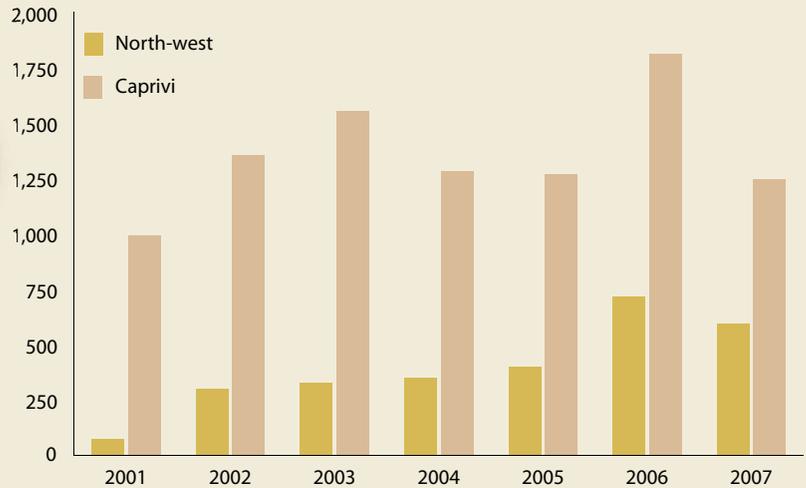


Figure 14.

The number of HWC incidents in eleven conservancies that have consistently been collecting HWC data using the Event Book system.



HUMAN WILDLIFE CONFLICT (HWC)

Living with wildlife, however, often carries a cost, which is reflected by the significant conflicts between people and animals (Table 5). The frequency of conflicts has also increased (Figure 14) as human and animal populations have risen and expanded, as shown in 11 conservancies (four in the north-west and seven in Caprivi) that have consistently collected HWC data since 2001. Some major deviations between years in Caprivi is probably due to the impact of flooding which has driven people off the floodplains and affected the time of crop planting.

destroy small vegetable gardens in some of the north-western conservancies and damage boreholes and other water installations.

Many human lives and livestock are lost to crocodiles each year in Caprivi and some simple, effective systems have now been tested to allow safe access to water. A significant increase in the number of human attacks took place in the north-west during 2007, probably as a result of the general increase in wildlife and the severe drought in 2007. People and wildlife were then more dependent on fewer water holes. HWC continues to be a significant threat to the CBNRM programme and conservancies, and the MET and NGOs are developing innovative ways to (a) avoid conflict and (b) to react appropriately following a conflict incident.

Table 5. Number of HWC incidents caused by all species in all conservancies over the past five years. These data reflect HWC incidents in only those conservancies using the 'Event Book' monitoring system and thus are an underestimate of HWC in the country as a whole.

	2003	2004	2005	2006	2007
Human attacks	17	14	15	11	14
Livestock attacks	1,733	1,684	2,658	3,174	2,839
Crop damage	1,098	1,084	1,470	2,350	1,983
Other damage	171	154	139	178	266

The majority of HWC incidents were caused by elephants (29%) and hyaena (19%) while impacts by jackal, hippo, leopard, pigs (warthog and bush pig), cheetah and lion are significant but relatively infrequent. The impact of different species varies from one region to the other. In Caprivi, for example, elephant are much the most problematic while a wider range of species cause approximately the same number of problems in the north-west conservancies (Figure 16).

MANAGING NATURAL RESOURCES

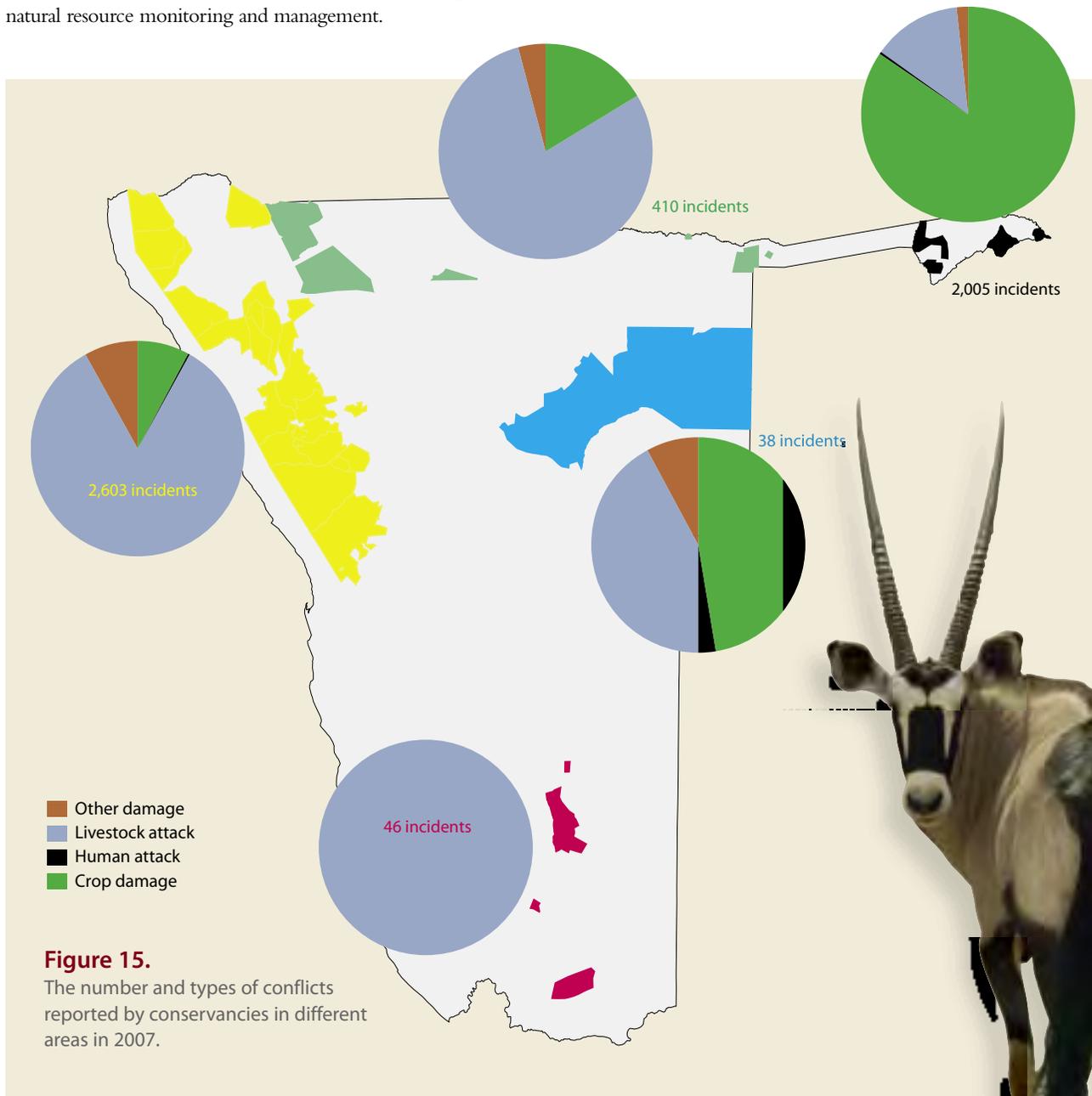
Sound management is needed for natural resources to be used on a sustainable and economically beneficial basis. Planning, managing, monitoring and evaluation are thus core and key aspects of conservancy activities. The involvement of community members in natural resource management is also important, and participation has grown ever since communities first appointed local people to take responsi-

A total of 5,102 problems were reported country-wide in conservancies during 2007. Most of the incidents were of livestock being attacked, particularly in the north-west, whereas crop damage incidents were most prevalent in Caprivi and Kavango (Figure 15). Elephants also frequently

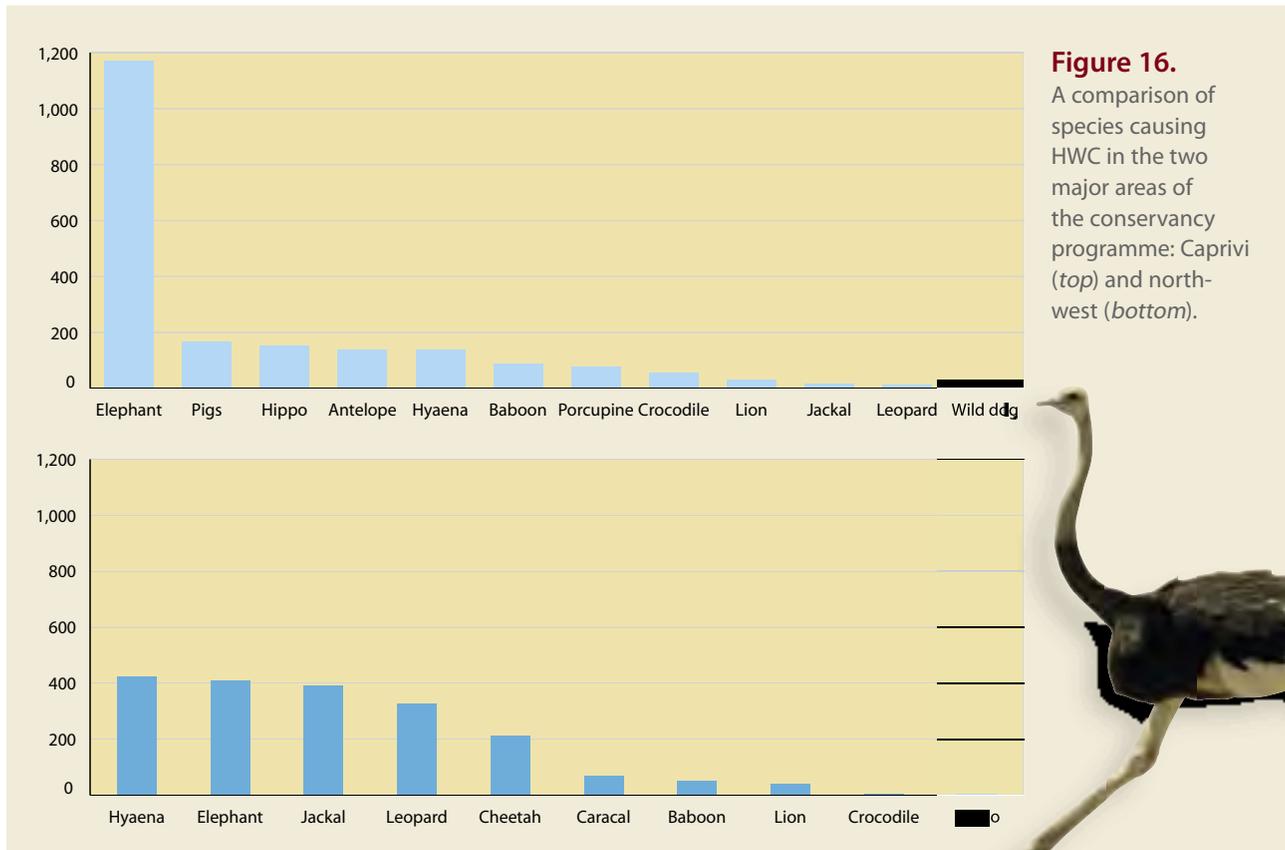
lity for looking after wildlife in the early 1980s in the northwest. At the end of 2007, for instance, 23 conservancies had taken over responsibility for the management and supervision of natural resource management staff. Fifteen conservancies pay their local staff from conservancy-generated funds, and thus no longer rely on donor support.

Conservancies have seen a variety of management and monitoring systems implemented over these years. Indeed, adaptive management has been critical as the conservancy system evolved (Chapter 3). MET and staff of NGOs have been the main collaborative supporters of conservancies. For example, the Natural Resources working group has worked closely with field-based MET and NGO staff to assist in technical aspects of natural resource monitoring and management.

There are two main components to natural resource management. The first is staffing, and many people are now formally employed by conservancies to help manage natural resources (Chapter 3). Most employees are called Community or Conservancy Game Guards, Community Rangers or Environmental Shepherds, and they are the local agents responsible for natural resource monitoring. In some areas women are employed as Community Resources Monitors to monitor plant resources (such as plant foods, palms and dye plants used for baskets). All these staff report to the conservancy committees or equivalent local structures.







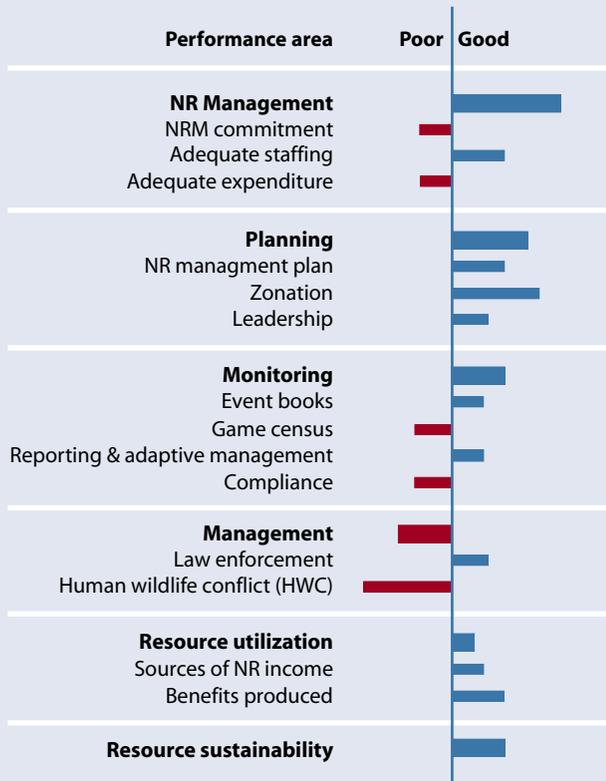
A suite of tools aimed at collecting and disseminating information to assist decision-making forms the second component to the management of natural resources. One such tool is the conservancy mapping service, which was developed to help generate maps for communities, MET and supporting NGO's. The mapping starts with the establishment and mapping of conservancy boundaries, which does much to publicly proclaim the existence of a registered conservancy and the rights that go with conservancy formation. The mapping support then moves on to generating maps that show important local features and landmarks which are helpful for management planning and monitoring. The entire mapping process is participatory, with community members being supported and trained to gather relevant data to produce maps that have local relevance and ownership.

The Event Book System is a management and monitoring tool that has been developed and introduced over the past seven years.⁵ This simple, but rigorous monitoring system promotes conservancy involvement in the design, planning and implementation of natural resource monitoring, such that each conservancy decides what resources it needs to monitor, bearing in mind issues on which conservancies are obliged to report to MET. The resources or themes identified may include problem animals, poaching, rainfall, rangeland (veld)

condition, predators and bush fires, for example. For each topic selected for monitoring, there is a complete system that begins with data collection, goes through monthly reporting and ends with long-term reporting. Every year an annual 'audit' of the system is conducted where all data are collated and compiled into a conservancy's Annual Natural Resource Report which is sent to the MET and provided to NACSO to update its monitoring databases. At the end of 2007, the Event Book system was functioning in 44 conservancies and was expanding to include other natural resources such as fish, forestry and plant products. The basic concepts of the Event Book have also been applied to some small enterprises such as community campsites and craft sales.

In addition to day-to-day monitoring with the Event Book system, most conservancies conduct periodic game censuses. The biggest of these is in the north-west where a road based game count has been conducted annually over the past seven years (see Figure 7). This has included all the conservancies and concessions in that area as well as the Skeleton Coast National Park. The road count covers an area of 6.3 million hectares and is undertaken as a joint exercise between the staff and members of conservancies, and MET and NGO staff. This methodology has now expanded to conservancies and protected areas in the south of Namibia. Conservancies in other parts of Namibia now also undertake annual game counts but the methods

Figure 17. An example of outputs of the natural resource management assessment tool used to identify the precise key performance areas where support is required.



differ due to local conditions. Nyae Nyae, for example, undertakes an annual moonlight water point count, while conservancies in the north-east undertake foot counts. All these census methods are intended to contribute and work synergistically with other census methods, such as the aerial censuses conducted by MET.

A quota setting system (or tool) has also been developed. It begins by generating 'suggested quotas' from existing sets of information, for example from game census and event book data, harvest returns, and desired stocking rates for the different species. The next and most crucial step occurs when the 'suggested quota recommendations' are presented and discussed at each conservancy. Through a participatory process that extracts local knowledge, reviews the community's vision for each species and integrates this with the suggested quotas, an appropriate harvest strategy is devised. This concludes with the community deciding on final harvest quotas and how the harvests should be utilized, for instance as meat or trophy hunting, and/or live captures for sale. All of this is then later formalized by the MET, following which the quotas are marketed by the conservancies to professional hunters, game capture operators and meat harvesting companies.

A simple tool has been developed to provide a visual picture of the natural resource management performance of each conservancy in Namibia. During the annual audits of the conservancy undertaken in January of each year, the conservancy's progress in a number of key performance areas is scored against formal achievement ratings. The scores are then used to develop two outputs: (i) a series of maps which illustrate the comparative performance of conservancies; and (ii) a performance profile for each conservancy that shows its areas of strength and weakness (Figure 17). The tools allow support providers to target their interventions more effectively, since the maps identify those conservancies most requiring support, and the conservancy performance profile enables particular areas of weakness to be quickly identified and addressed. The tool requires further development and improvement but results from its early use show great promise.

A comprehensive digital information system containing all conservancy and associated protected area information has been developed over the past eight years. This is known as CONINFO and contains various databases, reports, maps, documents, posters, materials, manuals and decision-support tools that conservancy support agents may require. Considerable effort has been spent on the development of an interface to facilitate user access to the various data sets. Much of the information presented in this report has been compiled from CONINFO, which is freely available to all stakeholders.

A number of approaches are being used to manage conflicts between people and wildlife. Conservancies in Caprivi and Kunene successfully tested a Human Animal Conflict Conservancy Self-Insurance Scheme (HACCSIS). Conservancies pay a major portion of the claims from their own income and take the lead in running the scheme. Each conservancy has a Problem Animal Strategy where the underlying principle is to attempt to link rights and responsibilities. For example, compensation may not be claimed for stock that has not been kraaled at night or are killed inside a national park. A review panel consisting of representatives of MET, conservancy committees, traditional authorities and the facilitating NGO monitors the process. The development of a similar, but more challenging scheme for crop damage is currently underway.

Other ways of reducing human-wildlife conflict include the use of electric fencing or special repellents to keep wildlife away from fields and gardens, keeping livestock in predator secure bomas (kraals) at night, and protecting water pumping equipment with mechanical barricades. Generating income or other benefits from wildlife is central to these solutions because they require capital funds and active management. But human activities in communal areas (farming and settlement patterns, for example) often work against deriving income from wildlife, and so a goal for conservancies is to



find long-term solutions that allow competing land uses to co-exist. A key solution is to zone conservancies so that land-uses are allocated to different zones in conservancies. Some communities have already zoned their conservancies in this manner, but a major limitation to effective management is the fact that conservancy committees still do not have the legal powers to enforce the zones. Some committees are now conferring with traditional leaders and regional Land Boards to make their zonation more enforceable.

Although wildlife remains a prominent focus of natural resource use and management, many conservancies are actively managing other natural resources. Increasingly, conservancies are monitoring a larger suite of resources such as plant foods (melon seed, mangetti nuts, marula oil), palm, fish, honey, rangeland and livestock. Conservancies and emerging conservancies throughout Namibia are thus now beginning to apply integrated management approaches to a broad range of resources.

CHALLENGES FOR NATURAL RESOURCE MANAGEMENT

Conservancies have done much to expand the network and size of areas under conservation and natural resource management in Namibia. Increased populations of wildlife in most areas are clear indicators of the success of communal conservancies. Despite this success, important challenges lie ahead for conservancies and the agencies that support them. For the management of natural resources, the key challenges include:

- The devolution of further rights and responsibilities over wildlife and other natural resources such as rangelands, forests, and fresh water fish to appropriate local community organizations. There is a host of new legislation to support this trend, but to be effective the devolution needs to include not just the responsibility for managing and benefiting from the resource but also having the legal means to prevent the exploitation of resources that are not covered by the management plan. A big challenge – particularly with rangelands – is the equitable distribution of benefits derived from livestock and how these relate to the distribution of benefits from wildlife.
- Whilst MET has devolved significant rights to communities, conservancies need to become more proactive in management. For example, local-level monitoring has become more streamlined and rigorous but communities now need to move to a stage where they more rigorously and rapidly react to the monitoring data through appropriate decision-making.
- The Natural Resource Support working group is becoming increasingly overstretched as the number of conservancies, community forests and community-fishing institutions increase. Some of the support services traditionally provided to communities can be gradually withdrawn as they become better skilled and resourced. However, as with most natural resource sectors there will always be a role for a team of skilled support providers to provide both an extension function to communities, and to manage the monitoring systems that such a national programme demands. MET has taken on many of the functions of this conservancy support service but it still requires support from NGOs and the private sector. This collaborative service provider approach is healthy since considerable synergy is to be achieved from government, NGO and private sector working together. A considerable challenge is to find funding to sustain these support services in the future.
- Most wildlife does not remain within the confines of conservancy borders. As a result, more collaborative approaches towards management, monitoring and utilisation between conservancies and adjacent protected areas are needed to promote both conservation and generation of benefits. The emergence of ‘Management Complexes’ containing a number of conservancies and even state protected areas such as the Mudumu North and Khaudum North complexes, are important instruments to get synergistic planning and implementation between neighbours. The complexes also provide benefits resulting from economies of scale, for example in marketing resources and lobbying.
- Improved quota setting and wildlife harvesting methods are needed so that conservancies can benefit from the more abundant wildlife whilst not harming other forms of land use, such as tourism. In addition, because of ‘boom and bust’ climatic conditions in the north-west, people should be prepared well before-hand to remove large numbers of animals before massive mortalities occur when the impacts of inevitable droughts set in.
- Whilst conservancies have greatly improved conservation, it needs to be remembered that they are areas where people pursue activities that often conflict with conservation. Losses due to human wildlife conflict are now partly mitigated by benefits from wildlife, but more harmony between wildlife and competing land uses must be sought. A first solution is more effective land-use planning and zonation that can actually be enforced. Secondary solutions are to avoid HWC through the use of deterrents, fences, kraals, and structures to protect water sources, for example. The last resorts require having quotas for problem animals and insurance schemes that compensate for losses, provided due care to avoid losses has been taken in the first place.

1 WWF. 199. *Namibian Community Based Natural Resource Management Programme*. Project Document. Gland: World Wide Fund for Nature.

2 From information supplied by Pierre du Preez.

3 M. Chase in prep. Aerial wildlife census of the Caprivi river systems: a survey of rivers, wetlands and floodplains.

4 From information supplied by Flip Stander

5 For more detail see Stuart-Hill, G., D. Ward, B. Munali & J. Tagg. 2005. *The Event Book System: a Community Based Natural Resource Monitoring System from Namibia*. Biodiversity & Conservation, 14: 2611-2631.

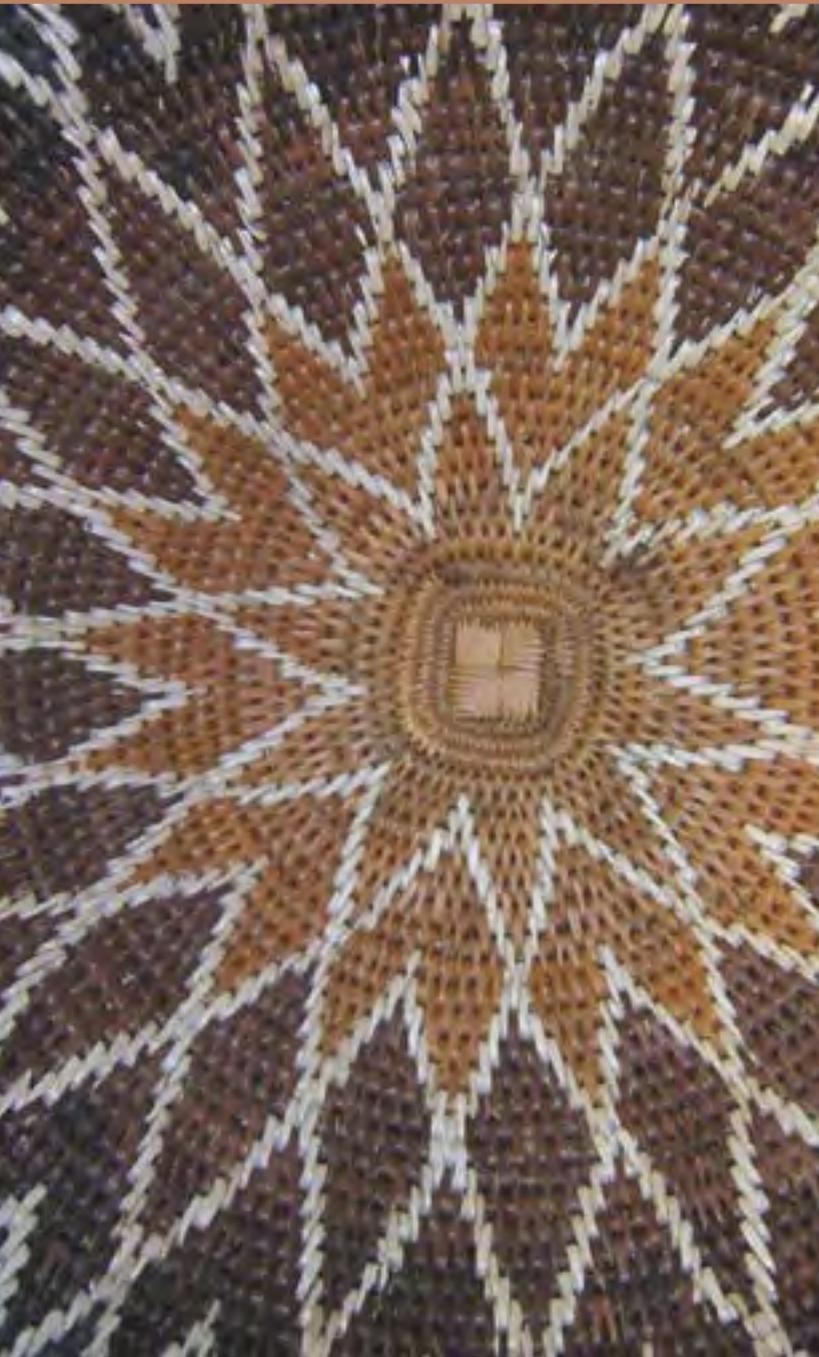
Chapter 3

Governance and ownership



Communal conservancies provide legal structures for the management of common property resources, particularly wildlife. Furthermore, conservancies enable people to plan and make informed decisions that bring them closer to achieving their goals. These approaches are based on established economic and management principles of (a) devolution of rights and responsibilities to the lowest appropriate level, (b) proprietorship and tenure over resources in defined geographic areas so that local management can be effective, and (c) the creation of appropriate incentives, through empowerment and economic opportunities. At the heart of the conservancy programme is the realisation that (a) if people are provided with sufficient management authority over wildlife, and (b) concomitantly enabled to derive long-term benefits from wildlife, then (c) wildlife will be sustainably managed and uncontrolled exploitation will be reduced.

The conservancy legislation requires the formation of a management institution that is composed of local membership, a committee representing the membership, and a constitution that sets out how the institution will be governed. This chapter looks specifically at the issue of 'governance' in conservancies, in other words how decisions are taken, who takes them and who is accountable to whom. This is critical because conservancies function on behalf of their membership, and the possibility of mismanagement, elitist capture or corruption has to be





minimized. With insufficient participation in decision-making by members, the chances increase of committees not acting in the best interests of members.

Conservancies have responded to the growing number and complexity of management issues brought about by increased income, staff and assets. Between 2006 and 2007, for example, the number of conservancies earning cash incomes rose from 33 to 36 and the total income of all conservancies increased by about 45% from N\$19 million in 2006 to N\$27.65 million (see page 47, [Table 6](#)). More and more people have been employed to manage conservancies, in such capacities as Field Officers, Community Game Guards or Rangers, Community Resource Monitors, Administrators, Managers and office staff such as Receptionists. The number of jobs offered by conservancies more than doubled from 2006 to 2007, from 210 to 463 jobs.

New knowledge and decision-making has been needed to deal with increased quotas for hunting, including such new options such as shoot and sell hunting. The larger populations of wildlife have placed greater burdens on conservancies to manage the problem of increasing Human Wildlife Conflict (HWC) (see page 32). The importance of good communication and effective, participatory decision-

making has become more critical, while working with a range of external partners in an environment of reduced support and funding has created additional challenges.

A total of 42 conservancies conducted annual general meetings (AGMs) in 2007, and 23 of these held elections to choose new leadership. Thirty-two of the 42 conservancies presented financial reports that were approved by the members. Of the remaining 10 conservancies, five had not prepared final reports and five did not have any income on which to report. This is a significant improvement on previous years. There has been greater demand for accountability and transparency, especially on financial matters, which has seen some conservancy committees being asked to prepare proper financial reports before the budget can be approved.

Planning and the need to influence decisions that can affect conservancies is being taken more seriously. Thus, 42 conservancies had management plans or frameworks at different stages of development by the end of 2007. Twenty-two of the conservancies had submitted plans to their respective Communal Land Boards.

One of the most important developments of 2007 was the establishment of financial/business plans in 26 conservancies.

These have been welcomed as a long term planning mechanism that enables conservancies to take stock of past and current income and expenditure, to project anticipated income and then to plan expenditure accordingly.

HIV & AIDS has now been mainstreamed in various ways by conservancies and support organisations. Eighteen conservancies have policies (12 as drafts and six have been finalised) for HIV & AIDS and eleven NACSO partners and the MET have developed and adopted their policies. Forty-five of the 50 registered conservancies had 316 trained Peer Educators in place by the end of 2007, while 21 conservancies had HIV & AIDS action plans (14 as final and seven as draft plans).

The following sections discuss major aspects of governance and how they are being addressed by conservancies. Key lessons and challenges on governance and ownership are highlighted at the conclusion to the chapter.

REPRESENTATION AND DECISION-MAKING

Conservancies have been restructured in various ways over the past few years to achieve better representation of members and transparency of decision-making. During 2007, for example, several more conservancies realised that representation on their committees had to be broadened so that all committee members were no longer drawn from just one or two settlements. Such selective and narrow representation had led to members being disgruntled and a breakdown of communication. As a solution, most conservancies are now divided into geographical sub-units, the members of which then elect representatives to the central conservancy committee.

This is typical of conservancies in the Caprivi and is being adopted by an increasing number of conservancies across the country. For example, ≠Khoadi-//Hôas conservancy had a 17-member committee elected from individual candidates living anywhere within the conservancy and not formally representing different groups or areas. However, its members have now decided to subdivide ≠Khoadi-//Hôas into eight sub-units, each of which elects a representative to be the link between the conservancy committee and members in the sub-unit. This system

of representation has proved effective and has allowed many conservancies to reduce the number of representatives on committees, thus making the committees more efficient.

In the past key office bearers, such as the chairpersons, secretaries or treasurers, were generally elected by conservancy committees. This often led to a few influential people or families taking most of the important positions, but a growing number of conservancies now ensure that the holders of these principal positions are elected at AGMs by a broad membership.

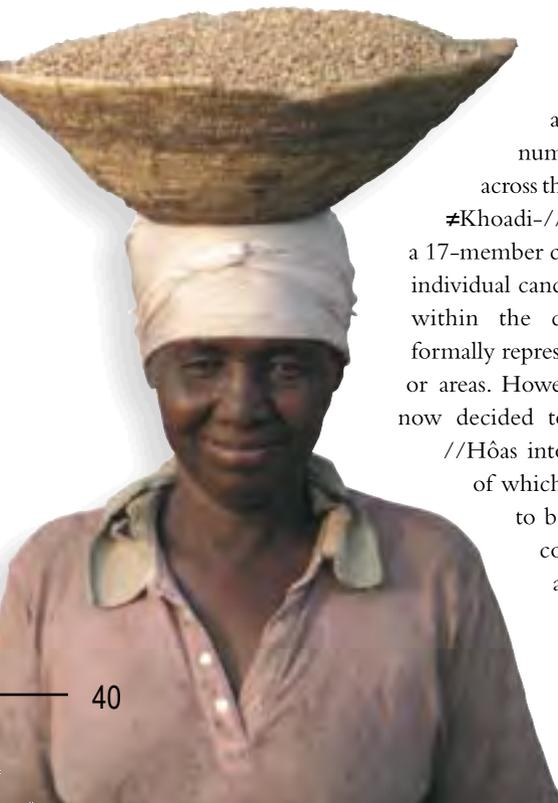
A number of conservancies have increased levels of female leadership to improve representation and communication with their members. For example, 36 of the 50 conservancies now have committees composed of 25% or more women, and 37% of all committee members in Namibia were women in 2007. Of all people employed by conservancies, 115 (25%) are women, and women made up an increasing percentage (62%) of people tasked with the daily management of finances. This role has become a salaried position in several conservancies.

Another important development has been the inclusion of other interest groups and institutions in conservancy committees. In Doro !nawas, for example, representatives of the local farmers association, water point committee and the Petrified Forest committee have been incorporated into the central conservancy committee. In other areas, such as Ruacana/Uukolonkadhi and in Caprivi and Kavango, formal linkages are being established between community forest committees and the conservancy committees. Most conservancies have formal, ex-officio representation by the local traditional authority, and women and youth groups have increasingly been asked to nominate or elect representatives to sit on the committee.

ANNUAL GENERAL MEETINGS

The highest platforms for making decisions are the conservancy AGMs. These meetings are required by the constitutions of all conservancies and MET legislation. All members then have the collective authority to make major decisions, such as to elect or remove conservancy leadership. The AGMs may also approve or reject financial reports, budgets, annual plans or any other proposals or reports that are presented, the Chairperson's report being one example.

More than 50% of conservancies and all the field staff of support organizations were trained in late 2006 and early 2007 to improve the way AGMs are conducted. The training covered a variety of topics: What is an AGM and





its importance, Pre-AGM preparations, How to conduct an effective AGM, and Post-AGM follow up. As a result, 82% of the 50 registered conservancies conducted AGMs in 2007. About 56% of the conservancies that held AGMs conducted elections for new leadership and representatives for different sub-unit areas.

The members of some conservancies have begun to demand more accountability by also requiring their committees to produce mid-year financial statements for semi-annual general meetings. Financial reports were approved in 78% of the conservancies that conducted AGMs. The remaining conservancies either had no income or approval was put on hold until audited financial statements could be produced. Members of Torra conservancy requested that their committee prepare a 5-year statement and summary of income and expenditure and not call any further meetings until this could be presented. There have also been requests for the early circulation of key AGM reports, such as financial reports, again as a reflection of the growing demand for transparency, accountability and interest in the operation of conservancies.

CONSTITUTIONS

The constitution is the most important tool for good self-governance since it provides the direction and rules for a conservancy's operation. It clearly defines and distributes roles, decision-making and responsibilities within the structures, membership and staff of a conservancy. Procedures for accountability and transparency are stipulated, the rights of all conservancy members are confirmed, and opportunities and incentives for member participation are clearly described.

While all conservancies have constitutions, as is required for registration by MET, the need to change constitutions has arisen as conservancies evolved and developed. Approximately 41 conservancies have thus found it necessary to amend their constitutions to take into consideration major institutional developments and ways to improve governance. Four conservancies actually amended their constitutions during 2007.

A key principle is to have maximum participation by members and key stakeholders during the actual formulation



of constitutions. All these people then have the opportunity to determine their relationships with the committee and to regulate its powers. This also creates a greater sense of ownership among those who participated and a better knowledge of what is in the constitution. In response to growing demand, a Participatory Constitution Amendment Drafting Process was developed and pilot tested in two conservancies, namely Doro !nawas and #Khoadi//Hôas. Field training was conducted for MET and support organizations on the use of this programme to streamline changes to constitutions in other conservancies. The programme emphasizes the principle of wide participation to ensure that members grasp the importance and functions of constitutions and are involved in proposing issues that need to be addressed in a constitution. Furthermore, as many members as possible are given the opportunity to approve the constitution at an AGM.

FINANCIAL MANAGEMENT AND SUSTAINABILITY

Financial management has proven to be one of the greatest challenges for both conservancies and support NGOs. The majority of income-earning conservancies started up with grants sponsored by donors who demanded a high level of accountability. Few problems were encountered with the administration of these funds, but the management of conservancies' own income has presented many new obstacles.

The number of conservancies earning cash incomes rose to 36 during 2007, the amounts earned by each ranging from N\$10,000 to over N\$2 million. Some conservancies derive their income from a single source while others (Puros, for example) manage up to seven sources of income, including joint venture lodges, trophy hunting, campsites, traditional villages, traversing rights etc (see Chapter 4). It has therefore been a considerable task for conservancies to get simple and effective financial management systems in place, and to be accountable to their members. The task has further grown in response to increasing demands by members for accountability, as described above.

Good progress has indeed been made as a result of the variety of measures taken to improve financial management. Particular emphasis has been placed on the establishment of bookkeeping and accounting systems, while some conservancies now have Financial Administrators who are paid for their responsibilities in managing conservancy finances. Focused training on minimum standards for financial management has been provided to conservancies and their support staff in MET and NGO partners. Special assistance was given in 2007 for the establishment of financial sustainability or business plans in conservancies. These set out the overall framework for all financial planning and management, and can be used to predict future income and thus set appropriate levels of planned growth in expenditure.

There has been a general tendency for operational costs to escalate in parallel with rising income, which has left some conservancies with little available for benefits to members. Sustainability planning has therefore sought to cap day-to-day operational expenditure to ensure funds are available for community projects, costs associated with Human Wildlife Conflict (see page 32) and members' benefits. Twenty-six conservancies have so far worked on producing and implementing sustainability plans.

PARTICIPATION IN DECISION-MAKING

Most conservancies mix two approaches to decision-making: representative democracy (where the committee is mandated to take decisions on behalf of members) and participatory democracy (where members are involved in all major decisions). For example, day-to-day decisions are taken by committees on behalf of members, but members are involved in key decisions on such issues as budget approval, benefit sharing, capital investment, committee work plans, wildlife use and land use zoning of the conservancy. Constitutional amendments have been used to refine the powers and roles of members and committee leadership. Members of *!Khoadi-//Hôas* and *Doro !nawas*, for instance, now take their responsibilities more seriously because their roles in decision-making have been clarified in amended constitutions. Recent experience has also shown that devolving decisions to geographical sub-units is the most effective way of ensuring broader participation in giving both rights and responsibility to members.

COMMUNICATION

Effective communication between committees and members as well as with other key stakeholders is an important aspect of good governance and transparency. For example, members need to follow progress on approved plans and be aware of decisions made on their behalf by the committee and staff. They also require information about income and expenditure to judge whether the conservancy committee is being effective or not. Committees are therefore increasingly recognising the need to communicate more regularly and openly. Some of the strategies being used to improve communication are:

- Members in some conservancies now require their committees and their respective area sub-unit representatives to hold local sub-unit meetings as well as at least two general meetings in addition to the AGM to provide information and feedback.
- Quarterly planning meetings by clusters of conservancies in Kunene are important planning platforms after which committees provide feedback to residents on an area by area basis.

- Where area or sub-unit representation works well in conservancies, the area representatives provide regular feedback to residents after committee meetings and other important events.
- Conservancies in Caprivi, Kunene and Otjozondjupa regions often use radio programmes to communicate various messages and to inform members on matters such as game counts and management, meeting dates and other membership issues. A national CBNRM radio programme is currently being developed to reach the wider CBNRM community and conservancies.
- Regional Conservancy Associations have been formed in some regions for conservancies to share and discuss common issues as well as to develop lobbying platforms. These have been established in Kunene, Otjozondjupa and Erongo regions. The Chairman's Forum in Caprivi has become a platform for communicating and discussing pertinent CBNRM issues.
- The translation of constitutions into local languages and the wide distribution of copies.



- An increasing use of drama to disseminate such key messages as wildlife management, participation, conservancy members' rights and responsibilities and HIV & AIDS. Sesfontein has a youth drama group which performs at conservancy gatherings.
- The Sobbe, Mayuni, Mashi and Balyerwa conservancies in Caprivi monitor the number of conservancy members who come to the office and the reasons for their visits. The conservancies have also put up notice boards at their offices for members to read reports and notices.

LOCAL LEVEL MONITORING

Monitoring of conservancy activities by members and their committees is a critical component for effective decision-making and management, and the need has been identified for simple, local systems to provide relevant monitoring information. A few conservancies are tracking the performance of the staff, committee and the impacts of the conservancy as a whole.

During 2007, a local level system was developed in 18 registered and emerging conservancies in Caprivi to monitor institutional development, management and compliance issues. The method is based on the Event Book System (see page 35). Daily event cards for recording activities were developed based on what committees and members wanted to monitor to better manage their conservancies. For example, sub-unit area representatives – who are closest to most activities – monitor Membership registration and movement; Human deaths; Meetings; Training; Household profiles and changes; and Benefits sharing and employment. On the other hand, conservancy managers monitor Assets; Staff performance and supervision; Benefits and the implementation of work plans. Finally, conservancy treasurers monitor Income and expenditure, Cash Book; and Bank Books. Implementation of the system is being piloted in Balyerwa, Mashi, and Mayuni and Sobbe conservancies.

Initial work has also begun in Kunene on monitoring progress in providing benefits and improving the quality of life of its members, in other words the impact of the conservancy on its members.

WOMEN'S PARTICIPATION

Although women are important users of natural resources they are usually excluded from formal decision-making processes in most rural areas. Conservancies are now playing a strong role in promoting greater roles for women in local resource management. For example, over 60% of members attending many conservancy general meetings are now women, and two conservancies (Anabeb and Sobbe) were chaired by women in 2007 for the first time.

There has also been a marked increase in the number of women in management and staff positions. Approximately 37% of all committee members are women, and 114 women make up about 27% of the workforce in capacities ranging from office personnel to Community Resource Monitors. The day-to-day financial management of conservancies has increasingly become the responsibility of women serving either on committees or as employees. Thus, the finances of 31 of the 50 conservancies were managed by women during 2007.

The growing role of women in strategically powerful positions is a considerable achievement, and shows the impact of the CBNRM gender awareness process. Support agencies continue to provide female members with training to build confidence, improve public speaking and break traditional stereotypes on the roles of women and men.

HIV & AIDS

HIV & AIDS remains a major public health problem in Namibia, which has an average prevalence rate of about 20% among sexually-active people. As local level institutions with community membership, conservancies are useful vehicles for promoting disease awareness and related issues. The following strategies have been developed for conservancies to help combat HIV & AIDS: the appointment and training of Peer Educators in conservancies; the development of conservancy HIV & AIDS policies; the distribution of condoms and HIV & AIDS materials to all conservancies; the establishment of HIV/AIDS corners in conservancy offices; and the mainstreaming of HIV & AIDS in all CBNRM activities.

A variety of methods are used to mainstream HIV & AIDS within conservancies, depending on location, attitudes and resources available. The most common method is the inclusion of HIV & AIDS sessions during all meetings and training courses. In some conservancies, young people have formed HIV & AIDS awareness and drama groups while others have included the HIV & AIDS messages in their songs. In Otjozondjupa, radio programmes on HIV & AIDS have been transmitted in San, Herero and Khoekhoegowab languages. Conservancies in Caprivi now use Event Books to monitor traditional herbs and medicinal plants believed to be important in the treatment of HIV & AIDS and related diseases. Women have also started health gardens where they produce vegetables to improve nutrition. Conservancies have included affected and infected people into their Benefit Sharing Plans, and a number of conservancies in Caprivi and Kunene have given support to orphans and assistance in paying the costs of funerals.

A SUMMARY OF KEY LESSONS AND CHALLENGES

■ Devolved decision-making

The establishment of representative sub-units in conservancy committees has helped to increase transparency and confidence in the leadership; increase participation of members in conservancy activities; facilitate communication between the committee and the membership; and improve collective decision-making within the institution.

Some conservancies have gone beyond representation to even devolve authority over some decisions to the sub-units. This progressive step builds greater participatory democracy and enables members to take more control of their affairs.

■ The participation of members

Raising awareness about the rights and responsibilities of members has led to more participation in conservancy activities and greater demands for accountability. Many members now expect to see audited financial reports as well as properly written chairman's reports which are factual and informative. Improved and effective communication using a variety of media (see page 43) has also contributed to higher levels of transparency.

■ Managing benefits

As conservancies generate more income, the task of deciding how to use and share benefits equitably has proven to be ever more complex. While Equitable Benefits Distribution Plans provide guidelines and principles, many conservancies have found that their needs and priorities change, as do those of their members. Experience has shown two approaches to be effective. One is for all members to receive an equal share of benefits, while the second and more frequent method is to distribute benefits to acceptable groups of people. The groups may be geographical sub-units within conservancies, or local interest groups such as churches, schools, youth groups, farmers unions. Each group or sub-unit then uses the benefits at its discretion (see Chapter 4).

■ Links to external stakeholders

Forging and maintaining good relationships with external groups requires conservancies to have time and appropriate skills. For example, decisions of Communal Land Boards (CLBs) have direct impacts on conservancies as they approve leases for tourism lodges, set lease fees, and must ensure that leases do not conflict with conservancy management plans. Conservancies

thus have to be proactive and maintain close links with CLBs to ensure that their interests are represented, that conservancy plans are indeed used, and that the principle goals of conservancies are not contradicted.

Collaboration with government and private sector partners is also challenging. Conservancies in Caprivi and Kunene are working with the MET to develop methods for the co-management of parks and concession areas (see page 25). A need for trans-boundary management in certain areas also requires conservancies to establish new relationships with governments and communities beyond Namibia's borders.

Some conservancies are coming under increasing pressure from external non-members, for example from people seeking emergency or temporary grazing or new homes. The importance of maintaining conservancy membership and clarity on who should be allowed access to the resources of conservancies has thus become more necessary.

■ Leadership

While strong leadership is essential, finding leaders who provide a balance of strength, effectiveness and accountability has been a challenge. Managerial and business skills have also become more and more necessary to handle the growth of income, benefits, enterprises and activities. Considerable support and training of leadership skills will remain a priority for some time to come.

■ Constitutions

The need for constitutions to be revised was described above (see page 41). An important aspect of change is for members to be involved in the revision, even though wide participation often adds considerable time and cost to the process. The participatory process developed and tested in two conservancies will be adapted to the needs of other conservancies.

■ Local level monitoring

Conservancies have learnt that improved decision-making requires that timely and relevant information is available to committees and members. Local level and participatory monitoring has helped provide this information, while also allowing conservancies to track the performance of their staff and committee leadership, and progress in achieving the purpose and goal of each conservancy.

Chapter 4

Benefits



One of the central aims of the CBNRM programme is to improve the livelihoods of rural people through the sustainable use of natural resources. CBNRM participants and conservancies in particular are now earning substantial sums of cash income as well as a range of other benefits. In 2007 this amounted to a total of more than N\$39 million (Figure 18). Most importantly, these are *new* or *additional* activities which give many households access to cash and other benefits that they never had before, and that would not have been possible prior to the passage of conservancy legislation in 1996. This chapter concentrates on these tangible incomes and benefits, while a variety of less tangible ‘institutional and capacity related’ benefits are described in Chapter 3.

In presenting data on financial benefits in this chapter, distinctions are often made between registered conservancies and non-conservancies (emerging conservancies or areas and activities that fall outside of conservancies). In addition, the data are often disaggregated between cash incomes (mainly as cash to the conservancies or to households in the form of wages) and non-cash benefits that can be reflected in monetary values (for example, meat).

sources and uses
of financial and
economic gains

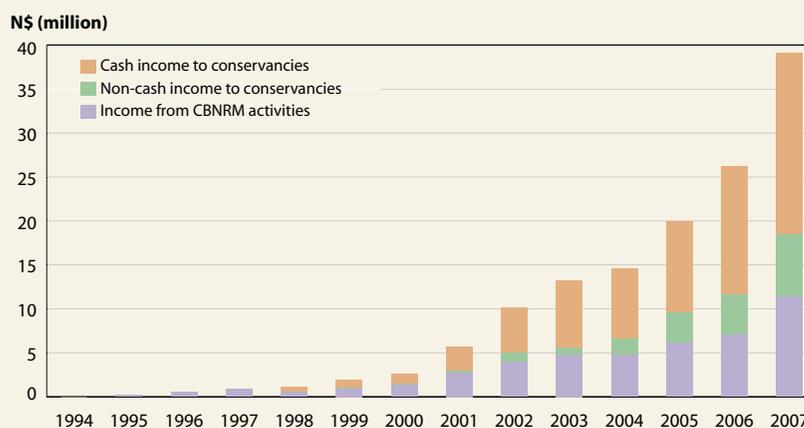
KYARAMACAN RESIDENTS ASSOCIATION

This is a unique version of the conservancy model because legislation has only allowed for the establishment of conservancies on land that is formally registered as communal, i.e. land without title or within parks or protected areas. This posed a challenge for the residents of West Caprivi in their desire to be formally recognised as a conservancy. The strip between the Okavango and Kwando Rivers had been proclaimed as the West Caprivi Game Reserve in 1968, but it was not formally managed as a conservation area because of military occupation and the tacit acceptance that people could live in the area. In short, the Reserve was viewed as semi-communal and semi-game reserve, and residents had no legal rights to natural resources in the Reserve.

However, people living in the then Game Reserve began taking an active role in the early 1990s to reduce poaching and to manage wildlife and other resources. After gaining legal advice and working closely with the MET and

senior government officials the Kyaramacan Residents Association was established and a legally endorsed Trust was established to represent members of the Association. In 2006, the Namibian Government recognised the Kyaramacan Residents' Association as the legal structure representing the majority of West Caprivians, and awarded them similar rights to those provided in registered conservancies. As a result, half the income from trophy hunting in the area during 2006 and 2007 was allocated to the Association, which gave the members N\$1.25 million in 2006 and N\$1.18 million in 2007. The creation of the Association, the recognition that residents had rights to resources in the Park and the allocation of substantial benefits to members set in motion a new, optimistic chapter in the lives of a community. It also provided the opportunity for Namibians to view the figurative and literal boundaries that separate protected and communal areas in a less divisive light. The strip was proclaimed as the Bwabwata National Park in 2007.

Figure 18. Total Benefits from CBNRM have risen from nothing in 1994 to almost N\$39.13 million in 2007. The graph divides benefits into three categories: cash income payments to conservancies, non-cash or in-kind incomes to conservancies, and incomes to CBNRM activities outside conservancies. Information prior to 1998 did not allow for income to be divided into these three categories. The actual values are shown in the table below, and cover incomes to both registered and non-registered conservancies.



Year	Cash income to conservancies	Non-cash income to conservancies	Income from other CBNRM activities	Total
1994				\$0
1995				\$160,000
1996				\$568,850
1997				\$860,110
1998	\$592,467	\$0	\$559,309	\$1,151,776
1999	\$980,724	\$537,412	\$921,687	\$2,439,823
2000	\$1,138,258	\$831,200	\$1,441,802	\$3,411,260
2001	\$2,741,124	\$639,610	\$2,743,461	\$6,124,195
2002	\$5,110,734	\$1,965,086	\$4,054,132	\$11,129,952
2003	\$7,692,037	\$1,006,148	\$4,804,870	\$13,503,055
2004	\$7,887,450	\$1,748,480	\$4,881,537	\$14,517,467
2005	\$10,436,142	\$3,310,422	\$6,197,204	\$19,943,767
2006	\$14,506,221	\$4,539,632	\$7,132,551	\$26,178,404
2007	\$20,582,789	\$7,065,336	\$11,479,858	\$39,127,982

Table 6. The total value of income each year to conservancies and other CBNRM activities unrelated to conservancies.

Most benefits have been generated through conservancies, with the 'earning power' of conservancy-based activities being much greater than those of all other CBNRM activities. In 2007, conservancies generated more than N\$27.65 million of benefits, which represents approximately 71% of the total CBNRM income of N\$39.13 million. This represents an increase of 55% from 2006. As described below, the benefits were generated from many different activities, and the money has been used in a variety of ways.

TYPES OF BENEFITS

Following the registration of the first four conservancies in 1998, income and benefits have grown steadily: from less than N\$600,000 in 1998 to N\$27.65 million in 2007. Most of this growth has come from tourism and wildlife utilisation. The number of tourists has grown in particular, and this has resulted in parallel growth in the interests of

tour operators, lodge investors, independent tourists and hunters in remote rural areas, many of which are now in communal conservancies. A substantial number of these conservancies contain spectacular scenery, rich cultures and burgeoning wildlife populations, all of which make them highly attractive to the tourism and hunting sectors.

From a conservancy perspective, the Kunene and Erongo regions continue to attract the majority of tourists. However, there has also been marked growth in the number of tourists to Caprivi and modest growth in both the Kavango and the north-central regions.

Figure 19 shows the variety of sources from which incomes have been derived. In terms of all benefits to conservancies, the largest contribution comes from joint venture lodges with N\$14.35 million, followed by direct wildlife utilisation of N\$11.935 million which includes N\$7.2 million from

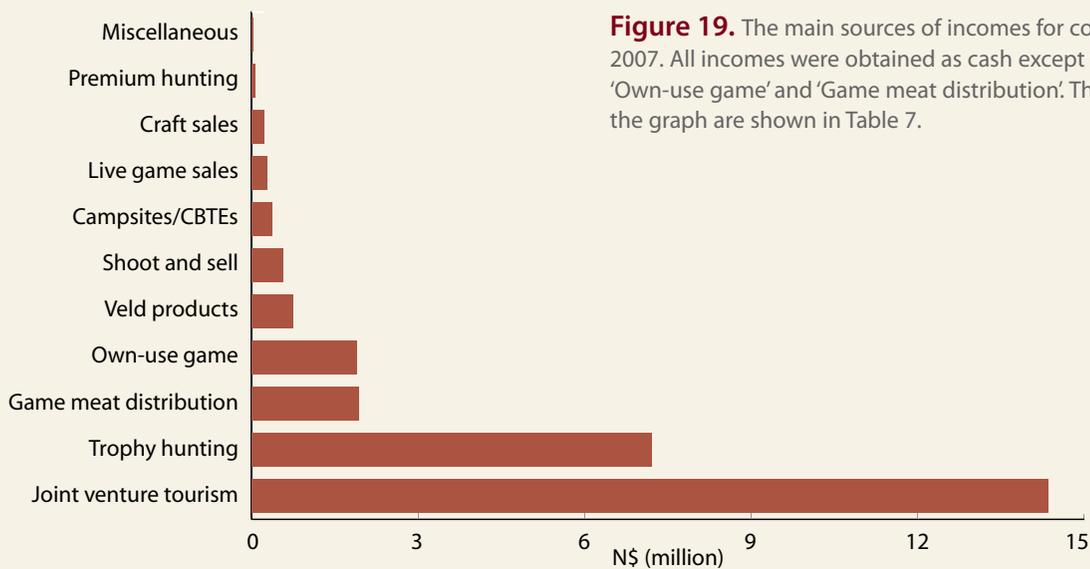


Figure 19. The main sources of incomes for conservancies during 2007. All incomes were obtained as cash except those shown as 'Own-use game' and 'Game meat distribution'. The actual values in the graph are shown in Table 7.

Source of income	Value in N\$	Percentage of all income
Joint venture tourism	14,349,733	51.9%
Trophy hunting	7,204,557	26.1%
Game meat distribution	1,935,920	7.0%
Own use game	1,888,490	6.8%
Veld products	751,522	2.7%
Shoot and sell	557,630	2.0%
Campsites and CBTEs	361,093	1.3%
Live game sales	283,300	1.0%
Craft sales	229,861	0.8%
Premium hunting	65,330	0.2%
Miscellaneous	20,688	0.1%
TOTAL	27,648,125	100%

Table 7. The value of income from different sources and the percentage that each source contributed to the income of conservancies in 2007.

trophy hunting, N\$1.9 million from meat distributed by trophy hunters; N\$1.89 million from game meat harvested for own use, N\$0.56 million from game meat sold to butcheries, N\$0.28 million from the live sale of game, and N\$.065 million other non-trophy hunting.

The largest source of income available to conservancy committees as actual cash for their operational costs and distribution was trophy hunting which provided N\$6.35 million. This was followed by N\$4.31 million from joint venture lodges.

However, many conservancy members obtain their own, direct cash income from wages. Joint venture lodges contributed N\$6.91 million to this form of income, followed by N\$0.76 million as a distant second from trophy hunting. Significantly, the third largest source of cash wage income came from veld products, in particular the harvesting and marketing of Devil's Claw and *Commiphora* resin which collectively amount to N\$0.67 million (see box on page 53).

Apart from cash incomes to conservancies and to individuals, substantial non-cash benefits are also earned. These non-cash or 'in-kind' benefits include meat from trophy hunting, own use hunting and other donations such as computers, education materials, equipment and bursaries that are made available by joint venture partners. In 2007, non-financial benefits amounted to N\$7.07 million or 26% of all benefits to conservancies. The most important non-financial benefit was game meat from both trophy and own use hunting, followed by donations and services provided by joint venture lodge partners.

Joint venture tourism lodges

By far the most lucrative benefits come from joint venture tourism lodges and camps in which conservancies negotiate a levy or income sharing agreement. A total of N\$14.35 million (cash to conservancies, wages for individuals and non-cash benefits) was earned from these ventures during 2007, representing 52% of all benefits to conservancies.

This clearly demonstrates the successful approach used to bring conservancies with tourism potential together with private investors who recognise the opportunity to develop tourism and to help conservancies unlock this potential. Both partners contribute to the venture. Conservancies provide rights to develop tourism, commitments to manage the natural resources (especially wildlife) actively, and a desire and willingness to learn and become involved in the tourism industry. On the other hand, investors bring capital, expertise in tourism and access to the market. The partnerships are structured in ways to maximise benefits to both parties.



By the end of 2007, 19 formal joint venture lodge agreements were operational and generating benefits, while eight conservancies were also receiving payments from partners even though agreements had yet to be finalized. A further six conservancies received income from operators for rights to traverse or use resources in the conservancies. Three potential joint venture agreements are now being negotiated, and many other opportunities for joint ventures require investment partners. The number of joint venture lodge agreements has increased by 90% since 2005 alone, and the rate at which new opportunities are being taken up indicates that the private sector sees communal area conservancies as having substantial future potential for tourism. More than N\$45 million of benefits have been generated for conservancy members from joint venture lodge agreements since 1999.

Existing options for earning cash income from joint ventures include a lease fee calculated as a percentage of net turnover, a flat concession fee paid annually, a monthly lease fee, or a levy for every bed night sold. Many agreements include a combination of these options. Provisions for non-cash benefits have also been included in several contracts. These may be in the form of direct employee "perks" or contributions to social infrastructure, such as the development of schools and clinics. All agreements include clauses for minimum performance to protect conservancies and operators against non-performing partners. Strict clauses regarding environmental impacts are included and, most importantly, conservancies have ensured that contracts provide jobs and build skills among members. Conservancies have placed high priority on negotiating the best terms from joint venture lodges and camps, and the structure of agreements is under constant review.

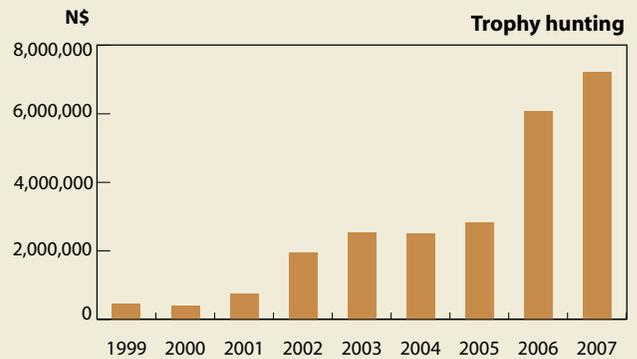
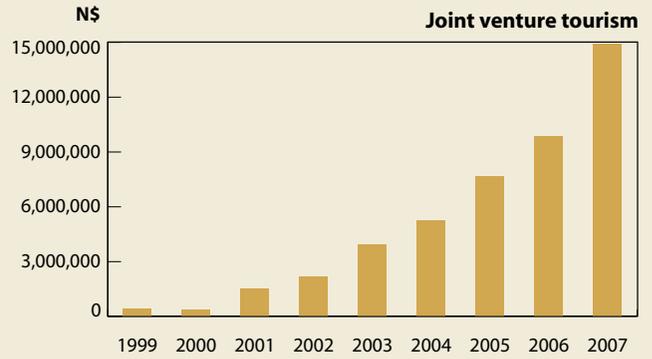
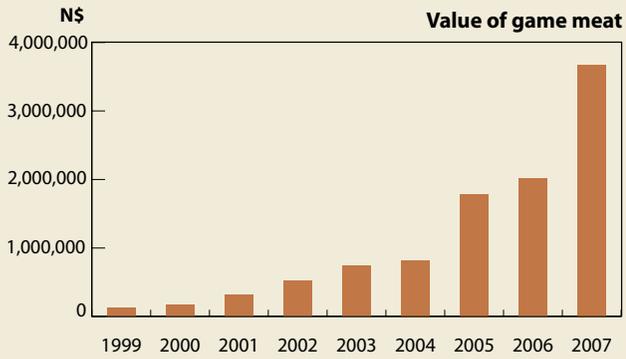


Figure 20.

Incomes earned by conservancies from game meat, joint venture tourism and trophy hunting increased substantially between 1999 and 2007, respectively 28, 37 and 16 times.





By the end of 2007 joint venture lodges and camps employed 422 full-time and 59 part-time staff. Conservancies have proved to be a productive source of staff. For example, one tourism operator employs 13 people at its Windhoek head office in addition to 61 staff in its lodges. All were recruited from conservancies in the north-west.

Community equity

In addition to the joint venture options listed above, some lodges have recently been developed in closer partnership with conservancies. These involve conservancies as full or partial shareholders in either the fixed assets or the actual businesses themselves. This is known as community equity in which funds belonging to a conservancy are contributed to a tourism enterprise that is developed in partnership with a private investor. The equity enables the conservancy to obtain a larger return from the investment and, if they so choose, the chance of being more involved in the management and growth of the business.

The concept of community equity arose from the realisation that the funds could unlock potential tourism opportunities in places where it would be difficult for either the community or the investor to obtain capital, often as a result of the risk of investing in remote areas. In addition to increasing local benefits, the equity helps promote the involvement of communities in the tourism sector. The concept can also be applied widely on communal or freehold land, and conservancies could gain equity in planned or existing businesses through concessions in national parks. Two examples of community equity joint venture lodges are the Grootberg Lodge (in ǀKhoadi-//Hóas) and the Nawas Lodge (in Doro !nawas).

Wildlife utilisation

The direct use of wildlife plays an important role as a benefit to conservancies, and provided N\$11.935 million in 2007. This amount was divided among several different kinds of wildlife utilisation: N\$6.35 million from trophy hunting concession fees; N\$1.9 million from the distribution of meat from hunted trophy animals; N\$1.89 million from game meat harvested for a conservancy's own use; N\$0.56 million from game meat sold to butcheries (shoot and sell), N\$0.80 million from wages and benefits earned working for trophy hunters; and N\$0.065 million from other premium (or non-trophy) hunting. In addition, Torra conservancy sold 245 live springbok for N\$0.28 million.

There were 29 trophy hunting concessions that provided incomes to 32 conservancies during 2007. Trophy hunting has increased both in real terms (Figure 20) and as a percentage of all benefits from 24% in 2006 to 26% in 2007. Other notable changes in wildlife use from 2006 to 2007 were in the value of game meat hunted for the conservancies'

own use (up to N\$1.89 million from N\$0.74 million in 2006) and the value of game meat sold to butcheries (shoot and sell, which was up to N\$0.56 million in 2007). These increases were made possible by the higher wildlife off-take quotas approved by the MET, and the effective management of these resources by conservancies.

Although meat distributed from trophy hunting is an 'in-kind' income, it provides a very direct benefit to members. Apart from its nutritional value, the distribution of meat strengthens local support for wildlife and conservancies because people see the link between wildlife and conservation in the form of a tangible, immediate benefit.

All other sources of cash income to conservancies were considerably smaller than those provided by joint venture tourism and the various forms of wildlife use. Thus, income generated from camping sites and other community-based tourism enterprises (CBTEs) provided less than 1% of total income (N\$108,793) to conservancies in 2007, and another N\$80,914 was generated from veld products. Whilst these additional income sources are relatively small in overall terms, the businesses from which they are derived provide substantial benefits (mainly in the form of wages) to certain conservancy members.

Although veld products generated little overall income for conservancies, they did provide the third largest source of cash income to individuals. Most of this came from the harvesting and marketing of Devil's Claw tubers and *Commiphora* resin, which collectively amounted to N\$0.67 million in 2007 (see page 53). This trend is likely to continue with increasing demand in developed countries for natural products, especially those certified as 'organic' and 'fair trade', and harvested locally in a sustainable manner.

Incomes vary substantially between conservancies, both in terms of total value and their types of income (Figure 21). There has also been a steady increase in the number of conservancies that obtain incomes and the variety of revenue sources. For example in 2007, 41 of the 50 registered conservancies and the Kyaramacan Association (see page 47) generated some form of benefit, compared to 38 conservancies in 2006. Twenty-two of these each generated cash incomes of N\$140,000. Comparing 2006 and 2007, 10 conservancies made cash incomes in excess of N\$250,000 in 2006 compared to 18 conservancies in 2007. Those that now have the highest incomes are conservancies with attractive resources for tourists and trophy hunting which could be exploited commercially, primarily through joint ventures.



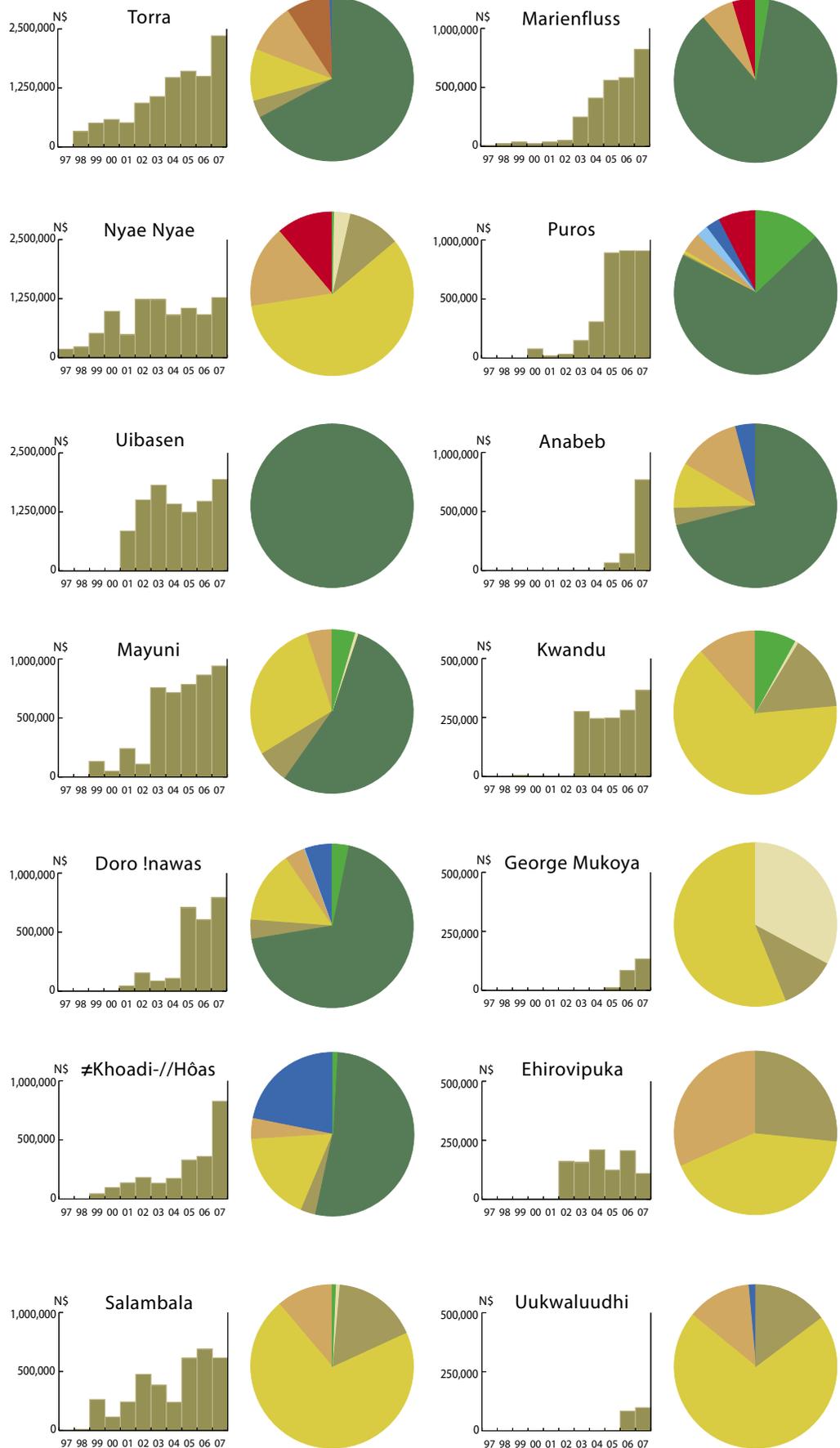


Figure 21.

There is great variation between conservancies in how much they earn and their sources of revenue, some depending largely on one kind of income while others have diverse enterprises. The histograms indicate how all cash and in-kind incomes have changed over the years and the pie diagrams show the different sources of income for each conservancy during 2007. Information is shown for a selection of 14 conservancies. Note that the y-axis scales differ between some of the conservancies.



Devil's Claw

Devil's Claw derives its name from the sharp hooks which protrude off their seed pods. There are two species (*Harpagophytum procumbens* and *H. zeyheri*), both having a main taproot from which secondary or storage tubers extend. These tubers contain concentrations of compounds harvested for their analgesic and anti-inflammatory properties. Permits are required to harvest and export Devil's Claw because it has been declared a protected species. The plants are widely distributed, but are concentrated in the deep Kalahari sands that cover much of northern, eastern and southern Namibia. *H. procumbens*, which is more valued due to the chemical composition of its tubers, is concentrated around central and southern Namibia, whilst *H. zeyheri* is more common further north. The relatively high prices paid for tubers have resulted in considerable harvesting over the years. The CBNRM programme has helped develop harvest systems that are sustainable and marketing systems that maximize value to local communities.

Two conservancies, Nyae Nyae and N̄Jaqna in the east, now harvest the tubers as community-run business and marketing ventures that generate considerable revenues (Table 8). Monitoring systems to ensure the sustainability of the resource are now being developed and tested.

The perfume plant

Commiphora wildii or "omumbiri" is a hardy shrub endemic to the north-west. It is part of the myrrh family since it exudes an aromatic, gummy resin, and it is the most important plant used by Himba women for perfume. A project supported by IRDNC and its partners has been underway since 2004 to investigate the possibility of extracting essential oil from the resin on a commercial basis. The research found that the resin could be harvested sustainably because only resin that is naturally exuded is collected.

Information on the harvesting and potential use of *omumbiri* was taken to the In-Cosmetics Trade Fair in Paris in April 2007, and five Materials Transfer Agreements (MTAs) were signed as a result. The first commercial harvest of resin started in October 2007. A total of 5 tons worth N\$350,000 was harvested between October 2007 and February 2008 in Puros, Orupembe, Marienfluss, Sanitatas and Okondjombo. The 319 harvesters – of whom 206 were females – earned just over N\$250,000 for themselves. This was the first cash income that most of them had ever earned, and it was earned during one of the driest, hardest years experienced by this society of stock farming pastoralists.

An agreement has been signed with a French company that supplies essential oils to the fragrance industry. The price to be paid by the company, which is much higher than that paid for raw myrrh resin, was negotiated on the understanding that the resin would be harvested using sustainable methods within conservancies. The difference in price paid to the harvesters (N\$50 per kilogram) and that for which the resin is sold (N\$75–N\$80) will be used to cover the costs of packaging material and transport. A portion of the difference will also go to the conservancies to cover management costs.

Table 8. Devil's Claw harvesting and income in Nyae Nyae and N̄Jaqna from which the two conservancies earned a combined sum of N\$486,673 in 2007.

	Nyae Nyae	N̄Jaqna
Devil's Claw harvested & sold	8,678 (kg)	11,628 (kg)
Number of harvesters	210	257
Income to harvesters at N\$20/kg	N\$173,560	N\$232,560
Average income per harvester	N\$824	N\$903
Royalty to conservancy at N\$4.00/kg	N\$34,713	N\$46,514
Total Income (N\$)	N\$207,945	N\$278,728





Non-conservancy incomes

Table 6 on page 47 shows additional income of more than N\$11.48 million from other CBNRM activities, most of which occurred outside conservancies. Some small amounts from within conservancies came from enterprises that had no formal relationship with the conservancies, often because the enterprises pre-date the formation of the conservancies. Most of this N\$11.48 million was generated by the harvesting and sale of thatching grass (N\$7.3 million) followed by small tourism enterprises such as campsites, traditional villages and tour guiding (N\$3.44 million), and crafts (N\$0.19 million). The sale of thatching grass in 2007 was very much higher than the N\$2.45 million earned in 2006, probably as a result of the rapid growth in demand for thatch in Angola and for tourism lodges in Namibia.

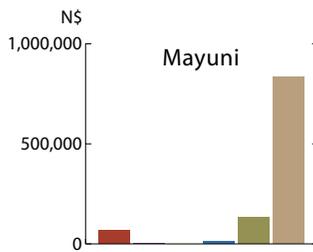
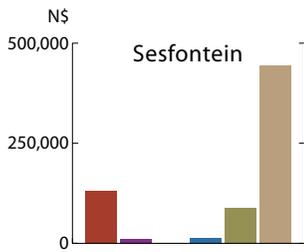
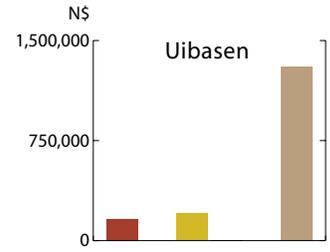
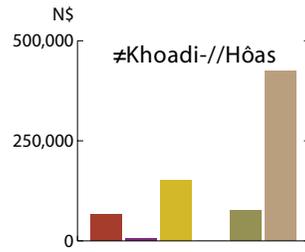
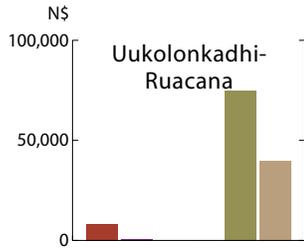
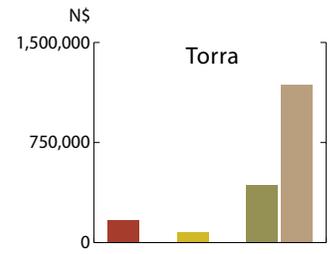
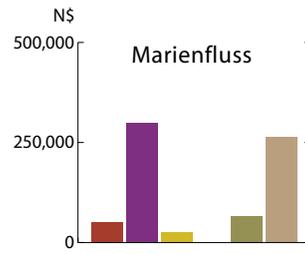
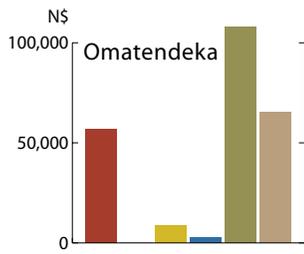
THE USES OF FINANCIAL BENEFITS

A total of 35 conservancies and the Kyaramacan Association earned some form of cash income during 2007. Eight conservancies earned N\$500,000 of cash or more, 16 conservancies earned between N\$100,000 and N\$500,000 and 12 conservancies earned less than N\$100,000. The distribution of game meat worth N\$ 3.9 million was also managed by conservancies. Conservancies now face considerable and increasing challenges in managing all these incomes and in deciding how they should be used. While this section reports on the variety of uses in 2007,

Chapter 3 provides information on how the challenges of financial management and planning are being met, and how conservancies now respond more effectively to the needs of their members.

N\$22,561,725 was disbursed in 2007, the money broadly going to either the management of conservancies or as wages and benefits to member households. These payments were made in 38 of the 50 registered conservancies and in the Kyaramacan Association; the remaining 12 more recently established conservancies had no income or expenditure. The N\$22,561,725 earned by conservancies excludes any spending by donors or other support agencies, even though several conservancies receive some donor funding. A few conservancies have avoided operational costs by keeping management to a minimum, as in the example of Oskop.

Conservancies spent approximately N\$8,243,974 of their own income on conservancy management to cover running costs, capital developments and the employment of staff in 2007 (**Figure 22**). This amounted to approximately 37% of all conservancy funds disbursed. Of the 27 conservancies that contributed to their own operational costs, 15 conservancies covered all their costs themselves during 2007. By contrast, only four conservancies had become financially independent of donor or external support in 2003. The first of these was Ubasen which achieved financial independence in 1999, followed by Torra in 2000, and Salambala and Nyae Nyae in



- Jobs
- Household meat
- Cash payments
- Social benefits
- Capital development
- Conservancy running costs

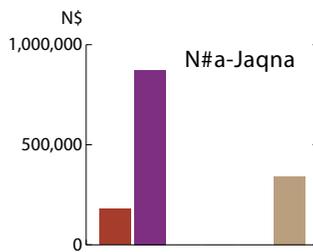
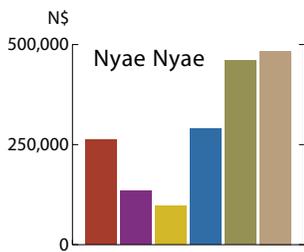
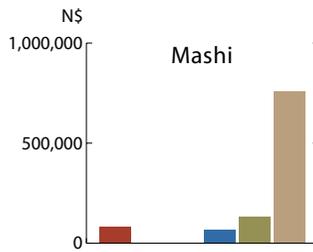
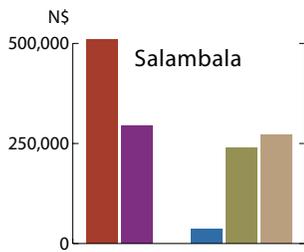
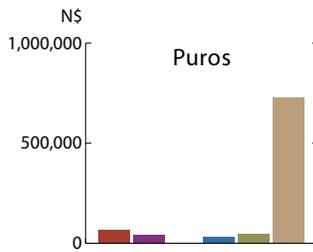
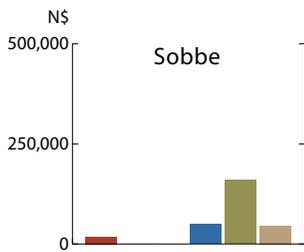


Figure 22. About N\$22,561,725 of funds earned by conservancies was paid out in 2007. The histograms show disbursements in a select number of conservancies. Payments for private sector and conservancy jobs have been pooled, and note that scales of N\$ values on the y axes differ between the conservancies.

2002, ǀKhoadi-//Hôas, Doro Inawas, Kwandu, Mayuni and Wuparo in 2004 and Mashi, Tsiseb and Sorri Sorris in 2005 and Kasika, Marienfluss and the Kyaramacan Association in 2007.

Annual operational expenditure ranged between N\$90,000 and N\$450,000 in different conservancies during 2007. These amounts covered the running of vehicles, salaries and associated benefits for Conservancy Managers, Community Game Guards, Community Resource Monitors, Field Officers and administrative staff, allowances for committee members, and costs of travel, meetings (for committees, staff and members), insurance, office administration and training activities.

The 27 conservancies that paid for some or all of their operations employed 154 full-time and 50 part-time positions, while donor support covered the salaries of another 141 full-time staff. Salambala, Nyae Nyae, Puros and Kyaramacan also paid the salaries of staff employed at their enterprises, such as campsites, traditional villages and craft centres. The value of conservancy funded jobs increased almost seven-fold from N\$480,906 in 2003 to N\$3,361,984 in 2007 (Figure 23). There was a significant addition of administrative and managerial employees during 2007 because of the recognition that staffing was needed for the effective management of conservancy finances.

In addition to routine running costs, several conservancies have funded the establishment and maintenance of infrastructure. For example, Joseph Mbambangandu provided funds for the upkeep of its campsite whilst Nyae Nyae, Marienfluss and N#a Jaqna paid for the installation of water points for villages

and wildlife. At least three conservancies (Nyae Nyae, N#a Jaqna and Kasika) contributed

to the costs of constructing, extending and maintaining office buildings, while five conservancies purchased vehicles for the use of managers and members. Marienfluss bought a heavy duty 4x4 vehicle for management purposes and to make regular trips to Opuwo so that members could visit the closest hospital. Although vehicles are costly to run, transport is an important benefit to members in the north-west, where distances between centres are vast and logistics generally difficult.

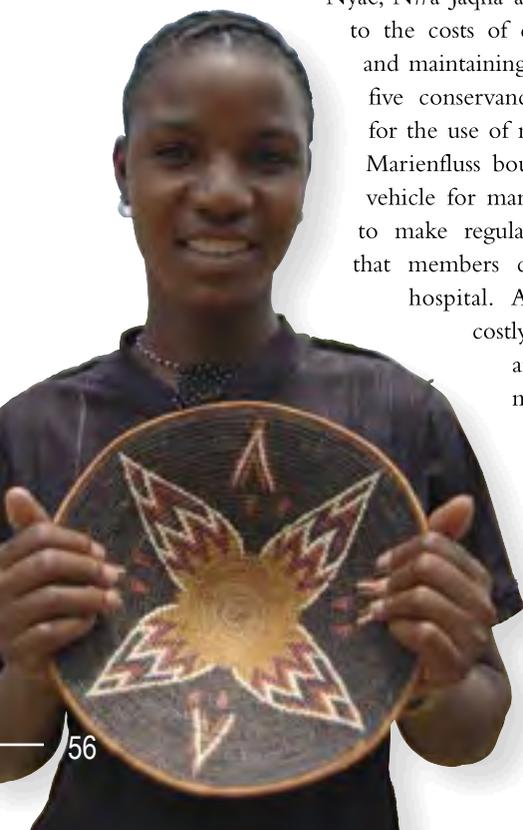
Salambala, Doro Inawas, Puros and Nyae Nyae also purchased vehicles,

while Sesfontein bought six horses for wildlife patrols and Salambala equipped its staff with bicycles. A number of conservancies put money into buying field equipment (for example to be used by Game Guards) and computer equipment and furniture for their offices. Nyae Nyae employed a team of three staff to see to the functioning and maintenance of water points, while Uibasen appointed a person to maintain dams to supply water to elephants.

Planning the use of conservancy income has improved greatly as a result of an increasing number of conservancies having formal budgets and plans approved by members at the AGM (see Chapter 3). In the past, most budgets only provided for operational costs and any surplus was then used for benefits in the form of cash to members or social projects. Since 2007, most conservancies now draw up budgets that put aside funds for member benefits, operational costs and savings or investments. The budgets are prepared within the framework of sustainability plans (see page 42) to ensure that they are based on planned income and expenditure. Emphasis is placed on the need to curb the careless increases of expenditure on running costs which often follow rising income.

Other than employees of conservancies and operational costs, all other funds went to members of the conservancy in one form or another. Spending on these categories – salaries for private sector jobs, cash payments, household meat, and social benefits – amounted to N\$14,317,750 and represented 73% of all payments in 2007. As was the case in 2005, the greatest proportion (39%) went to private sector jobs, with 534 full-time and 1,432 part-time people employed by joint ventures, conservancy campsites and other tourism enterprises, and trophy-hunters. Ninety-nine new full-time jobs, 97 of which were in joint venture lodges, as well as 782 new part-time jobs were created in 2007. Most of the part-time jobs resulted from the commercialisation of high value plants which provided incomes to members who gathered and sold the plant products (see page 53).

The next highest category of spending was the provision of meat to members from trophy hunting and own use quotas which continued to rise from 4% of all expenditure in 2003, to 12% in 2005 and 17% in 2007. This increase is significant since consultations carried out during 2007 showed that game meat was ranked as one of the most important and preferred forms of benefit. The value of meat distributed in 2007 amounted to N\$3,824,410. Most of this was from meat and skins provided to members of 36 conservancies from animals that had been allocated for own use in 2007. An important aspect of this is that members in many conservancies which earned no or little cash income were nevertheless able to benefit from game meat. These include Otjimboyo, //Gaingu, //Gamaseb, Uukolonkadhi, Sheya





Uushona, King Nehale and Impalila. In addition, members of 32 conservancies received meat from trophy hunting. Several conservancies supplied meat for local festivities to neighbouring conservancies and traditional leaders. During 2007 Torra followed the example set by Sesfontein in allocating quotas to a range of different interest or social groups identified within the conservancy. The Roman Catholic Church, for example, used the value of their quota allocation to build toilets and guest accommodation at the church. Other allocations were made to the youth group, farmers' association and the school. Some conservancies used quotas to supply meat to local pensioners and school children, or for important occasions such as AGMs and Independence Day celebrations.

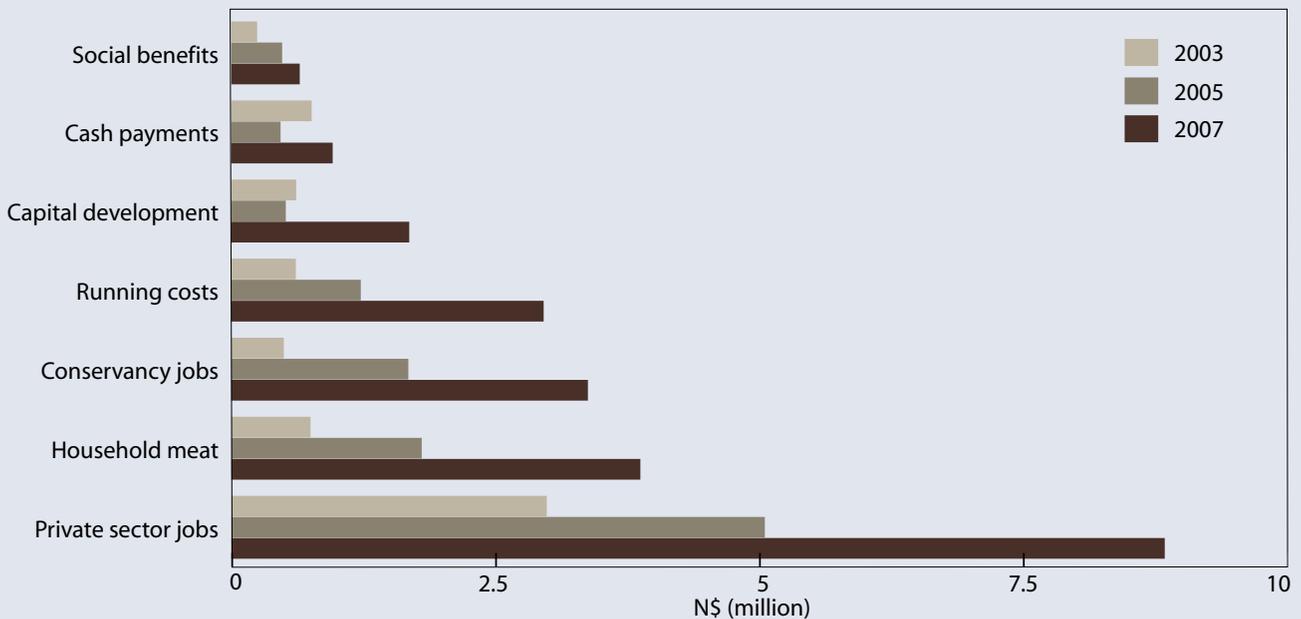
Social benefits and cash payments made up the remaining 7% of conservancy spending in 2007 (Figure 23). Cash disbursements to members rose steeply during 2007 when a total of N\$943,992 was distributed in 16 conservancies; by contrast, only five conservancies made these payment in 2005. Cash distributions in Caprivi rose especially sharply. The payments were made either directly to members (Nyae Nyae, Kasika and Sobbe) or to villages in areas (Salambala, Kwandu, Mayuni, Wuparo, Mashi, Balyerwa and Kyaramacan) where the number of members was too large to make individual payments viable. All these conservancies also made a contribution to the traditional

authorities in their areas, regular disbursements being made in Anabeb, Sesfontein, Omatendeka, Ehivovipuka, Puros and Uibasen. Sesfontein and Uibasen awarded over N\$10,000 and N\$50,000 respectively as educational bursaries and travel grants, while Puros conservancy provided soft loans to its members for school fees.

A comparison between Puros and Nyae Nyae illustrates how differently incomes are used or shared. Although the two conservancies had similar incomes, Puros' spending on wages was more than double that of Nyae Nyae. Puros employed 42 of its 260 members in full-time jobs that were created by the conservancy, whereas Nyae Nyae paid out over N\$1.1 million to its registered members, who numbered 1,050 in 2007.

While cash distributions more than doubled from 2005 to 2007, amounts paid for social welfare and development projects rose by 36%. Total payments of N\$721,951 (amounting to 3% of all disbursements) were made in 10 conservancies for these projects. For example, Torra continued a project to provide annual Christmas gifts to pensioners (N\$ 20,000 per annum), while pensioners received support through soup kitchens in ≠Khoadi-//Hôas and Torra. Support to local schools continues to be a high priority, funds being allocated to schools in Ehivovipuka, Omatendeka, Anabeb, Sesfontein and ≠Khoadi-Hôas. Torra replaced the school photocopier with a bigger

Figure 23. Spending by conservancies has grown more than three-fold since 2003, rising from a total of N\$6,352,886 to N\$22,561,725 in 2007.



model that can be used to make and sell copies. HIV and AIDS activities have received increasing support, most notably in the form of N\$80,000 allocated by Kyaramacan to support orphans and other affected youth. Kwandu and Mayuni placed donation boxes at their campsites and channeled the donations through the conservancy to support local orphans. A conservancy soccer tournament has been running for the last two years in Kunene where conservancies have funded the participation of their football teams. Netball teams have also been sponsored. As per their benefit sharing plan, //Khoadi-//Hôas continued to provide diesel for elephant water points as well as compensating members for costs incurred from elephant damage and losses from predators. Anabeb and Sesfontein conservancy each put aside N\$20,000 to carry half the costs of the local Human Wildlife Conflict Conservancy Self-insurance Scheme (HACCSIS) compensation fund. As mentioned above, Torra implemented a quota donation system to various groups. Money was thus donated to the local farmers' association to build 'show kraals' and the local youth group built an office for the Uniab Tour Guides. Support for funerals was given by several conservancies in the form of meat or cash donations. Transport was provided to members for various needs in Nyae Nyae, Puros, Marienfluss, Anabeb, Sesfontein, Torra, Uibasen, Doro !nawas. A survey found that members were particularly appreciative of transport that took learners to distant schools, people to hospitals and clinics and teams to sporting events. These services were seen as a key benefit of conservancy membership.

A number of conservancies placed funds in investments and savings during 2007. In the case of Nyae Nyae and Uibasen, special reserve accounts were opened to hold funds earmarked as benefits for members.

CONTRIBUTIONS TO THE NAMIBIAN ECONOMY

The value of all benefits earned for communities by the CBNRM programme in 2007 was N\$39,127,982, most of which was generated through conservancies (Table 6). This was the income in cash or material benefits that could be measured, but the programme also has an impact on the broader economy of the country. The economic contributions of CBNRM thus extend beyond direct benefits to rural communities. This impact can be assessed by calculating the degree to which the programme changes national income by including all other income earned by communities, government and the private sector that is a consequence of CBNRM. What are these additional incomes?

First, private sector lodges and camps earn other income which is not distributed in conservancies, for example as salaries for people outside the conservancy and government taxes. Second, visitors drawn to tourism activities also spend in the wider tourism sector, generating direct income for urban hotels, airlines and car rental companies, for example. Third, tourism and other enterprises use products, such as food and fuel, from

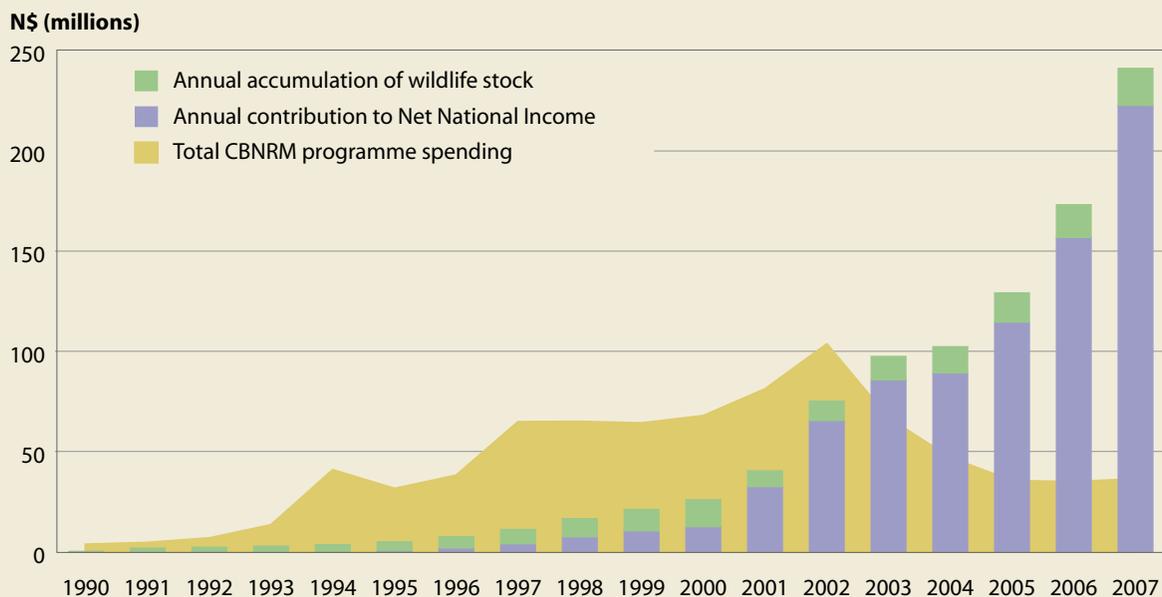


Figure 24. Estimates of economic benefits resulting from the CBNRM programme between 1990 and 2007, shown by the columns of annual nominal values of net national income (NNI) and increasing wildlife stocks in north-west Namibia. The shaded area is the value of investment or development spending each year on CBNRM.²

other sectors of the economy, and this generates further income. Fourth, part of all this new income earned by households, firms and government gets re-spent in the economy during further rounds of spending, produce further income generation. The initial direct benefits generated by conservancies and other CBNRM activities therefore induce impacts on the broader economy, through so-called 'linkage and multiplier' effects. The estimates given below use a multiplier of 2.4, following the estimate given in Namibia's tourism satellite accounts.

All the economic contributions described here may be termed contributions to net national income (NNI)¹. The NNI can be defined as the value of goods and services that activities, CBNRM activities in this case, make available each year to the nation. In 2007, the NNI contribution by CBNRM reached approximately N\$223 million, and the cumulative addition to NNI over the years that the programme has run amounted to about N\$945 million (Figure 24). These figures were adjusted for inflation to be equivalent to the value of Namibia dollars in 2007.

Contributions made by CBNRM to the economy can also include adjustments for stock appreciation, and Figure 24 shows an additional economic benefit of conservancies. This is the accumulated capital value of increasing wildlife numbers, which many people conclude to be a direct consequence of conservancy management and conservation. The incremental value of the animals produced is therefore seen as an extra economic benefit of conservancies. The animals' value is taken as their monetary value 'on the hoof', in other words the value they could fetch if they were to be sold or harvested commercially. The total cumulative value of increased wildlife populations between 1990 and 2007 adds up to an estimated N\$245 million. These figures were again adjusted for inflation.

The capital stock values of wildlife shown in Figure 24 are those attributed to growing numbers of wildlife in the north-west conservancy areas, and exclude values associated with the other areas for which suitable data are lacking. But the north-west figures are considered to provide at least an indication of the relative values of wildlife that have benefited from protection in conservancies. In fact, the values may have been underestimated, since evidence suggests that there have been



substantial increases in wildlife stock values, especially so in the north-east. By contrast, if other factors – such as good rainfall and other conservation activities – also contributed to the stock increases, the appreciation in values would not be due to conservancies alone and the values could be exaggerated. Further economic values could be counted if adequate measures were available, including the economic value of local management institutions and capacity which resulted from the training provided to people associated with conservancies.

The total value of NNI and increased capital value of wildlife from 1990 to 2007 amounts to a cumulative sum of about N\$945 million. This is an impressive figure, which is increasing rapidly, but what investments have been made to achieve these benefits? Figure 24 shows the value of spending on the CBNRM programme each year, which cumulatively adds up to N\$802 million of investment between 1990 and 2007. Donors supplied most of the funds, while the MET and NGOs also provided inputs, mainly as 'in-kind' contributions, such as staff, vehicles and other kinds of support.

The economic merits of the programme spending can be seen by comparing the investment in CBNRM to benefits in terms of NNI and increasing annual stock asset values. Over the 17 years since 1990 the programme has had an economic internal rate of return of 13%, and has earned an economic net present value of N\$95 million. To put this in context, any rate of return above 6% (the real discount rate) can be considered to indicate economic viability, an achievement that can be added to the many other accomplishments of conservancies and the CBNRM programme.

1 NNI is simply the gross national income (GNI) less any depreciation of capital assets. GNI is also roughly comparable with gross national product (GNP) and the gross domestic product (GDP). Use was made of CBNRM enterprise models as well as the social accounting matrix (SAM) model for Namibia developed by Namibia Economic Policy Research Unit.

2 Most development funding was generously provided by USAID; World Wide Fund for Nature (UK, International and USA). Swedish International Development Agency (SIDA); United Kingdom Department for International Development (DfID); Danish International Development Agency (DANIDA); European Union; *Gesellschaft für Technische Zusammenarbeit* (GTZ); United Nations Development Programme (UNDP); Global Environment Fund (GEF); World Bank; *Fonds Français pour l'Environnement Mondial* (FFEM); World Wide Fund for Nature (Netherlands), German Church Development Service (EED); Swiss Development Corporation; *Humanistisch Instituut Voor Ontwikkelingssamenwerking* (HIVOS); Canada Fund; Comic Relief; UK Lottery Fund; British High Commission; Norwegian Agency for Development Cooperation (NORAD); Austrian Government, Royal Norwegian Embassy and Icelandic International Development Agency (ICEIDA).

Chapter 5

Challenges and vision



for the future



The short history of Community-based Natural Resource Management in Namibia has travelled a fruitful road. From an embryonic community game guard programme introduced in the mid-1980s, conservancies have evolved into a nationwide movement. Remarkable achievements in economic growth, local management and enhanced conservation of natural resources have been made since the first four conservancies were registered 10 years back. The landscape of communal areas and mindset towards wildlife has been altered. Once largely valued as poached meat in the pot, wildlife is now seen as a community asset, so much so that the management of this valuable resource is being integrated into the livelihood strategies of conservancy residents. Conservancies are proactively zoning their lands to promote compatible uses of wildlife with livestock and agricultural resources.

As a result, wildlife populations are recovering at an unprecedented rate, in the process attracting more tourists, more hunting clients, and more business investments. The growing number of wildlife and tourism related enterprises are producing escalating revenues to CBNRM participants. CBNRM activities generated a total of N\$138.3 million in direct benefits to community members since 1998. As a measure of this rapid growth, some 28% of these benefits (N\$39.1 million) were derived in 2007 alone.



All this growth is expected to continue. In the next decade communal conservancies will conceivably expand to cover more than 20% of Namibia's landmass and encompass close to one-sixth of its population. Economists believe it possible for conservancies and community participants to reap N\$200 million per year.

These projections are inspiring, but the conservancy program must address several issues to guarantee sustainability and realize this potential. In broad categories, the challenges to be confronted in the future are those requiring greater measures of input or support, improved management, and enhanced incentives.

SUPPORT

The rapid growth of conservancies has far out-stripped the ability of support organizations (NGOs and government) to meet demands for training, planning assistance, and catalytic funding. In short, the optimization of the programme's potential cannot be achieved without the provision of **developmental services** for institutional, business and enterprise development, and skills for natural resource management and monitoring. Although conservancies are

expected to reach a stage where they manage their own affairs with minimum external assistance, there will still be a need in the future for some form of **permanent support**, much like the extension services provided in the agricultural sector. It will also take time for conservancies to develop sufficient organizational capacity to manage the full portfolio of enterprises that many of them have the potential to develop. Similarly, there is a need to develop more cost-effective means of providing services.

There is also a need to increase the **capacity of support organizations** because these have not grown at the pace of conservancy expansion. This will require the acquisition of additional skilled staff members, more funding and resources, and greater engagement of private sector interests in the business-related activities of conservancies.

Although considerable incomes have been earned and some conservancies are financially self-supporting, there remains a need for **sustainable finance strategies** for the long-term financing of critical services to conservancies. This is required to support emerging conservancies in the early stages of their development, and to provide core funding for the coordination of the overall programme. A range of

funding mechanisms are now being considered, including: establishment of a National CBNRM Conservation Trust Fund; increased payments for ecosystem services (for example, sustainable wildlife use, tourism, voluntary carbon trade); cost-recovery from conservancies for services; increased direct funding support from government; and investments in business enterprises to generate recurrent funding support to the programme.

IMPROVED MANAGEMENT

Substantial progress has been made in introducing and developing effective systems of conservancy management. These efforts need to be continued with special focus on five aspects. The first is for conservancies to achieve greater **financial accountability and prudence** in managing their finances and assets effectively on behalf of conservancy members. And the members themselves must have mechanisms to ensure that this happens. While accountable governance systems have been developed (see Chapter 3), time is also required for them to evolve into robust, resilient systems.

A second is that many conservancies are increasingly required to broaden their interests to become involved in the **co-management of larger landscapes** together with other conservancies, parks, the private sector, regional councils

and even neighbouring countries (see page 25). Much of this stems from the recognition that the larger the landscape being managed for sustainable natural resource use, the greater the conservation impact and the greater the benefits for all concerned.

Thirdly, while the tourism and hunting industries have benefited from the resounding recovery of wildlife populations in conservancies, there has been a sharp rise in conflicts between humans and wildlife. Some methods to manage and mitigate the effects of conflict have been developed (see page 36), but greater effort will be needed to find innovative ways to **reduce the costs of conflicts and increase community tolerance** to conflict.

Fourthly, many conservancies have been zoned to optimize the uses of different areas and to minimize clashes between competing land uses. However, in some cases it has been difficult for conservancies to keep non-consumptive tourists and hunting activities separate. There have also been conflicts between different types of hunting. In some localized areas, the increase in tourism facilities and activities also needs to be managed to maintain an appropriate product. More attention is therefore required to find ways in which **differing and diverging activities can be managed** most effectively so that conservancies can maintain a diversity of income generating enterprises.





Finally, it remains a major challenge to develop more integrated approaches to natural resource management at community level. There are some encouraging signs. There is increased cooperation between conservancies and community forests, some conservancies and community forests are combining and some conservancies are being used as vehicles to develop holistic rangeland management systems. However, there is still a need for the **development of a national CBNRM platform and policy** that brings together the various sectors which are implementing community-based approaches.



In addition to generating substantial amounts of recurrent revenue, the conservancy programme has added substantial value to communal land. Ways now need to be found for that **value to be capitalized**, and for the capital values to be shared amongst conservancy members. Simple estimates show that the availability of capital could make a great difference to the potential wealth and options of members. Much would be done to reduce poverty, and capital values would provide enduring incentives for members to invest in and further improve the value of their land. Other benefits would be obtained from tenure changes associated with giving capital value to communal land.

BENEFITS AND INCENTIVES

The huge efforts made to support and develop conservancies have produced considerable dividends, so much so that the economic benefits of conservancies now far exceed the amounts of funding they received from donors (Figure 24). However, it remains a challenge to ensure that even more benefits go to yet more people. The future will depend less on the supply of development aid and capacity than on the strength and permanence of incentives for people to use the land and its resources sustainably. What steps can be taken to generate more benefits and incentives?

There is a need to **diversify enterprises** by seeking new markets and ways of using resources offered by conservancies. This requires innovation, research and development, especially with respect to indigenous plants and rangelands. New collaborative ventures with the private sector and adjoining areas belonging to other conservancies and protected areas should be explored.

While many conservancies have the potential for more enterprises and benefits, they often lack the capacity to take on additional contracts with the private sector or to assume management responsibility themselves. Consideration is thus needed on how conservancies can gear **up their management to manage a wide portfolio of businesses**. Possibilities include hiring a highly experienced business manager and forming a separate business arm of the conservancy.

Incomes have rightfully been used to cover the operating costs and expenses of conservancies. In some instances, however, operating costs have needlessly continued to escalate, leaving inadequate funds to benefit members. With better business planning, financial management systems and accountability, **greater percentages of revenues should flow to members** as direct household benefits or projects to the advantage of most members.

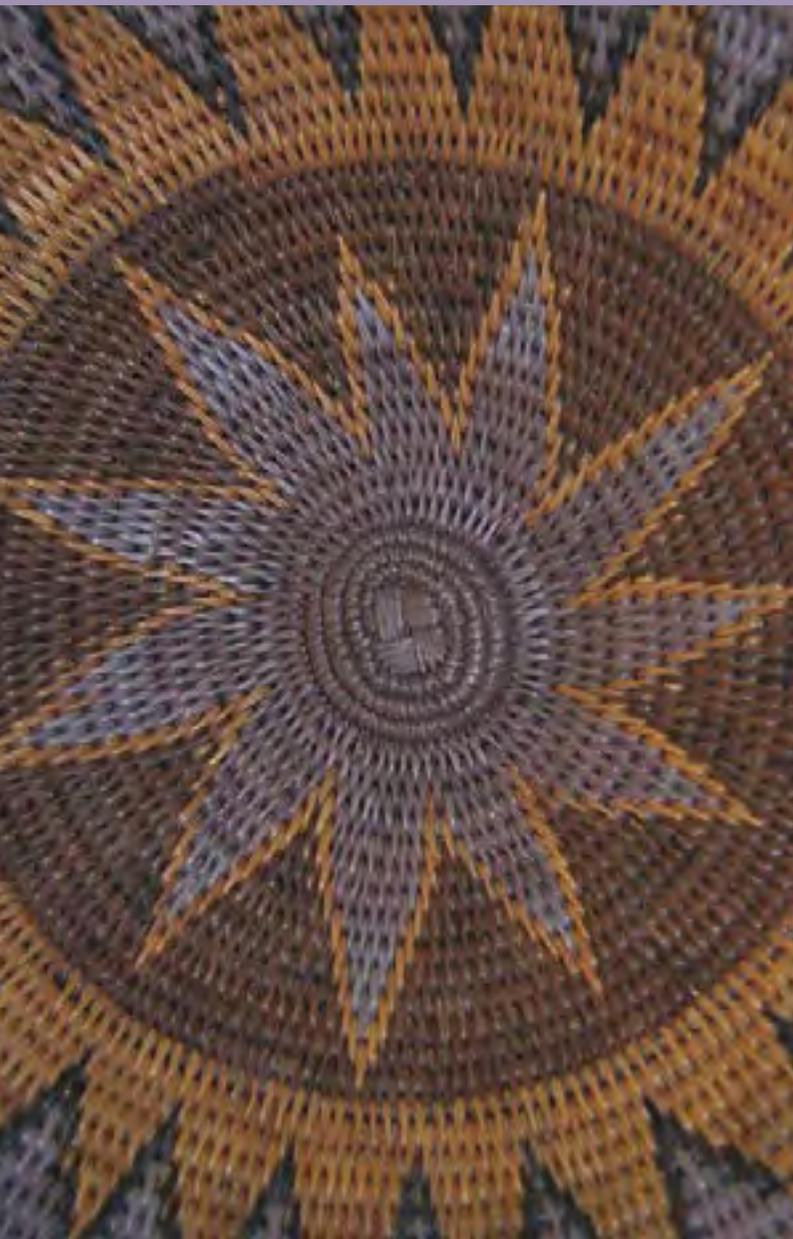
A VISION AND CONCLUSION FOR THE FUTURE

Conservancies are widely recognized as having successfully bridged the link between conservation and enhancing rural livelihoods. The devolution of rights over wildlife has empowered communities, and created jobs, other incomes and private-sector partnerships. Wildlife populations have grown, and the programme has been economically viable. These achievements have placed Namibia at the forefront of global conservation success.

Over the next 10 years most conservancies are expected to have gained financial independence, be institutionally stable, and have robust procedures for their administration and financial management. There should be greater integration of resource management through conservancies and community forests, which will increasingly be involved in larger landscape conservation initiatives. These will link protected areas, surrounding land units and local economies, as well as play important roles in transfrontier conservation. In addition to their importance for biodiversity conservation, conservancies and community forests should contribute significantly to mitigating the effects of climate change. The management of grasslands, woodlands and forests will enhance carbon storage in soils and vegetation, and conservancies will counter habitat fragmentation by providing biological corridors and refuges between protected areas.

The expectations are high. But the programme is still in its infancy, and the challenges described here must be addressed for conservancies to reach their fuller potential. The conservancy programme will then be on a new road, one that leads to the sustainable conservation of large landscapes by communities who lead decent lives.

Profiles

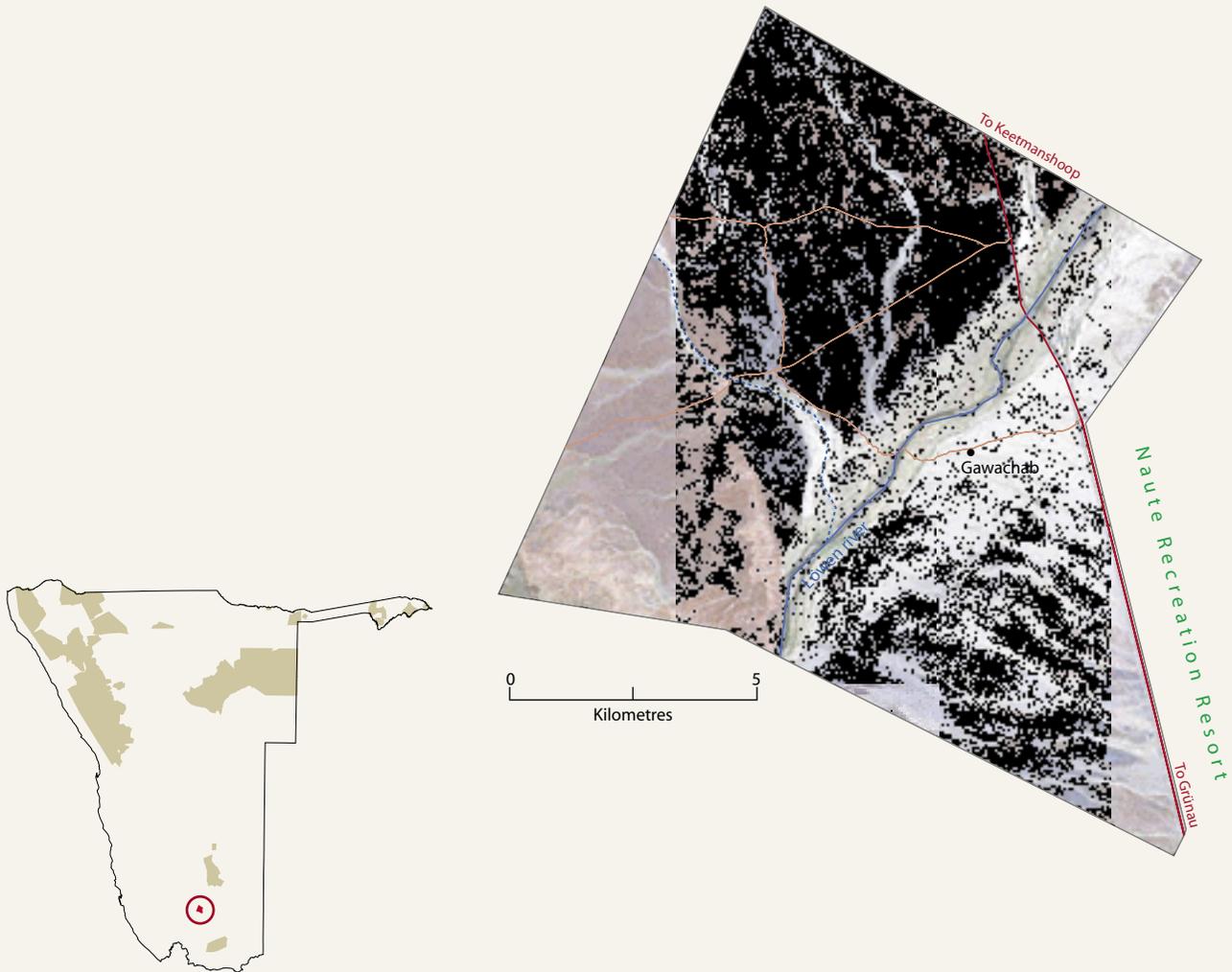


of 50
conservancies
registered in 2007



LEGEND FOR THE MAPS

-  Agriculture or forestry station
-  Baobab tree
-  Borehole
-  Closed mine
-  Active mine
-  Conservancy office
-  Cultural attraction
-  Dam
-  Farm house
-  Health facility
-  Lodge
-  Palms
-  Pans
-  Picnic place
-  Place of interest
-  Quarantine camp or veterinary fence control point
-  Rock art
-  School
-  Settlement
-  Spring
-  Tourist campsite
-  Main road
-  Minor road
-  Main river
-  Minor river



!GAWACHAB

(name of farm derived from Odendaal plan)

Registered	September 2005
Address	!Gawachab Conservancy P.O. Box 422, Keetmanshoop
Telephone	081-2292885
Approximate population	500
Main home languages	Khoekhoegowab, Afrikaans
Area	132 square kilometers
Region	Karas
Geographical features	Arid area with average annual rainfall of 100-150 mm. Fairly flat with isolated, low sand dunes in the central area. Riverine woodland fringes the Löwen River
Unusual or important features	Fish River, bordering Naute Dam. Old railway station and road used mostly by tourists
Major wildlife resources	Steenbok, Oryx, Springbok, African wild cat, Jackal, variety of birds
Management	Management Committee of six men and one woman. No staff at present
Enterprises	None at present
Support agencies	Warmbad community lodge and hot springs

!KHOB !NAUB

(named after the plateau)

Registered

July 2003

Address

!Khob !Naub Conservancy
P.O. Box 2185, Keetmanshoop

Telephone

063-257022

Approximate population

5,000

Main home languages

Khoekhoegowab, Otjiherero, Oshiwambo, Afrikaans

Area

2,747 square kilometers

Region

Karas

Geographical features

Semi-desert receiving about 150 mm rain/year. Sparse savanna and grasslands. Northern part dominated by plateau, eastern and western parts flat and rolling sand dunes towards the central area

Unusual or important features

Giant quiver trees on top of the plateau

Major wildlife resources

Steenbok, Springbok

Management

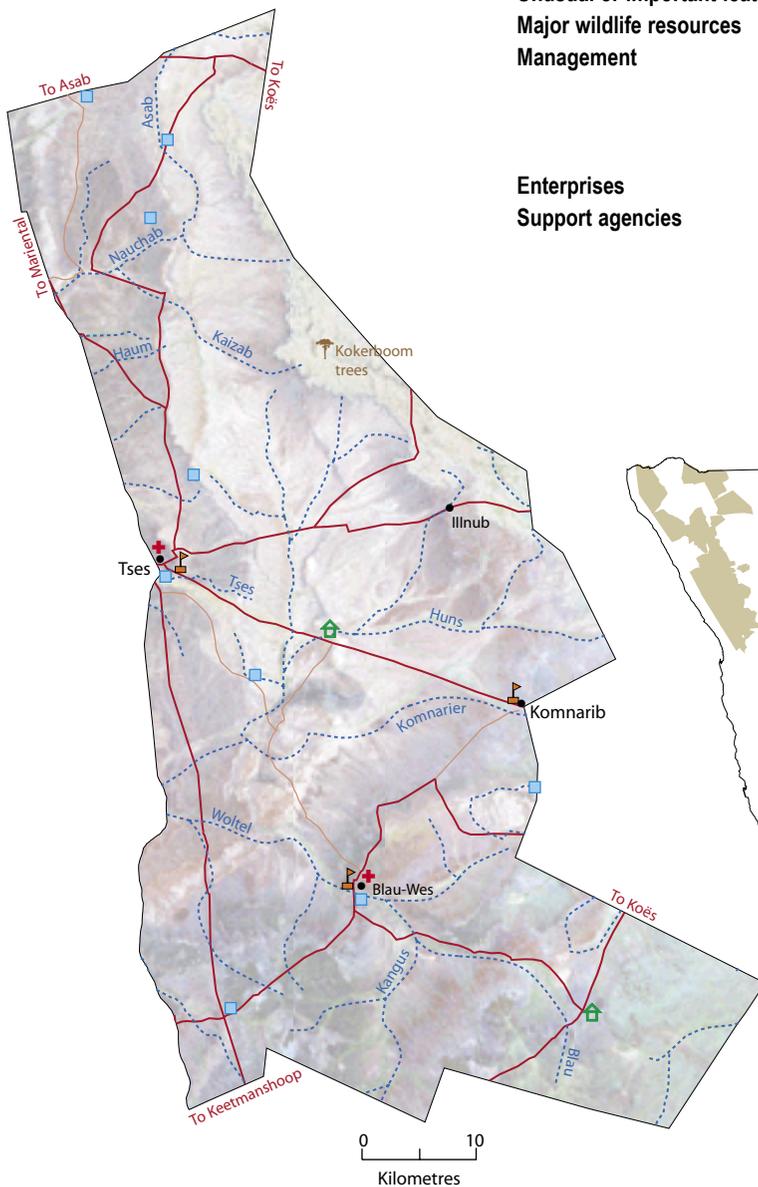
Management Committee of four women and seven men. Wildlife monitoring using Event Book system. Seven volunteer Community Game Guards

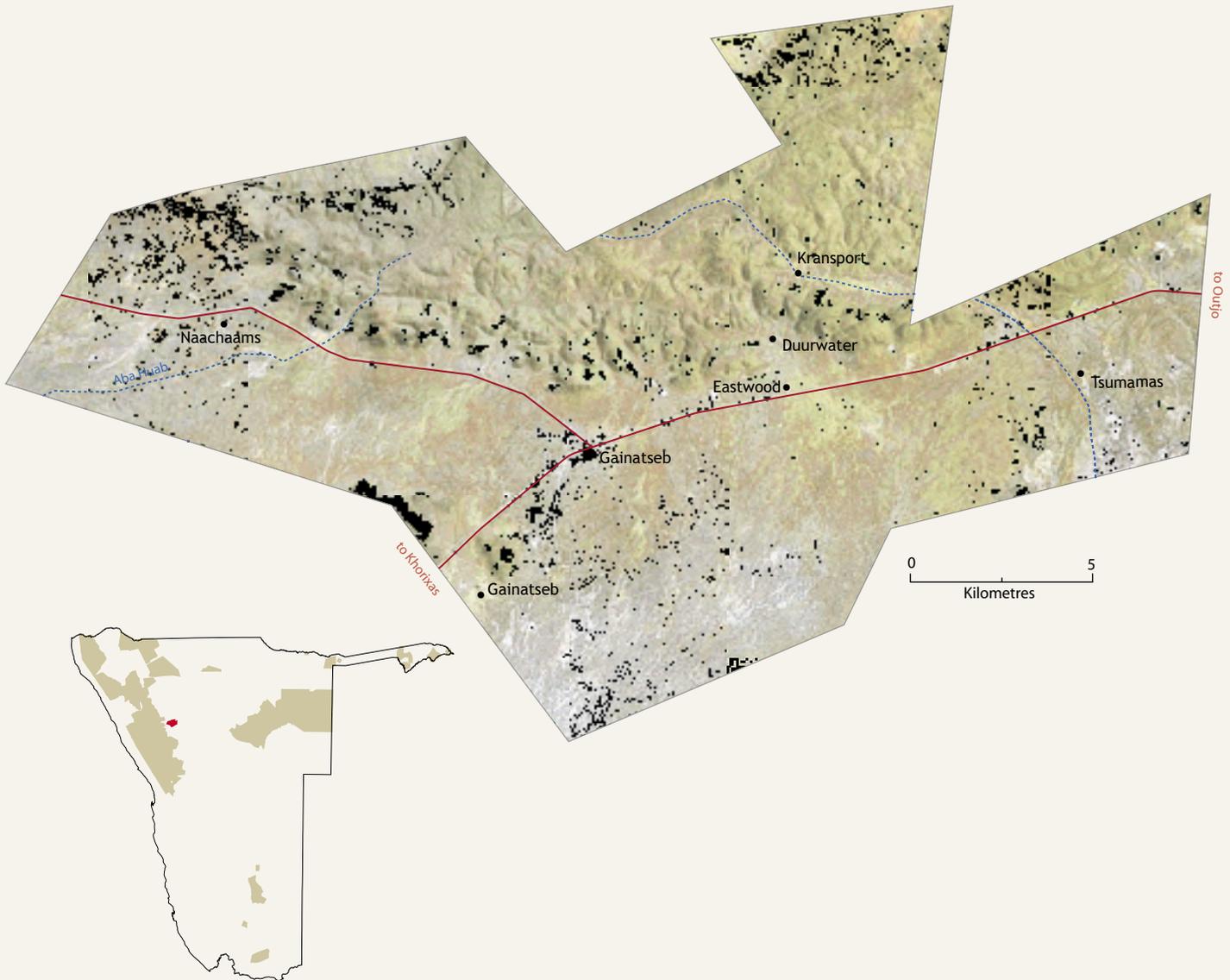
Enterprises

Own use hunting and shoot and sell hunting

Support agencies

MET, NDT (main local NGO), USAID LIFE Plus, WWF, MAWE, LAC, UNAM, NACOBTA, DRWS, DoF, ICEMA





//AUDI

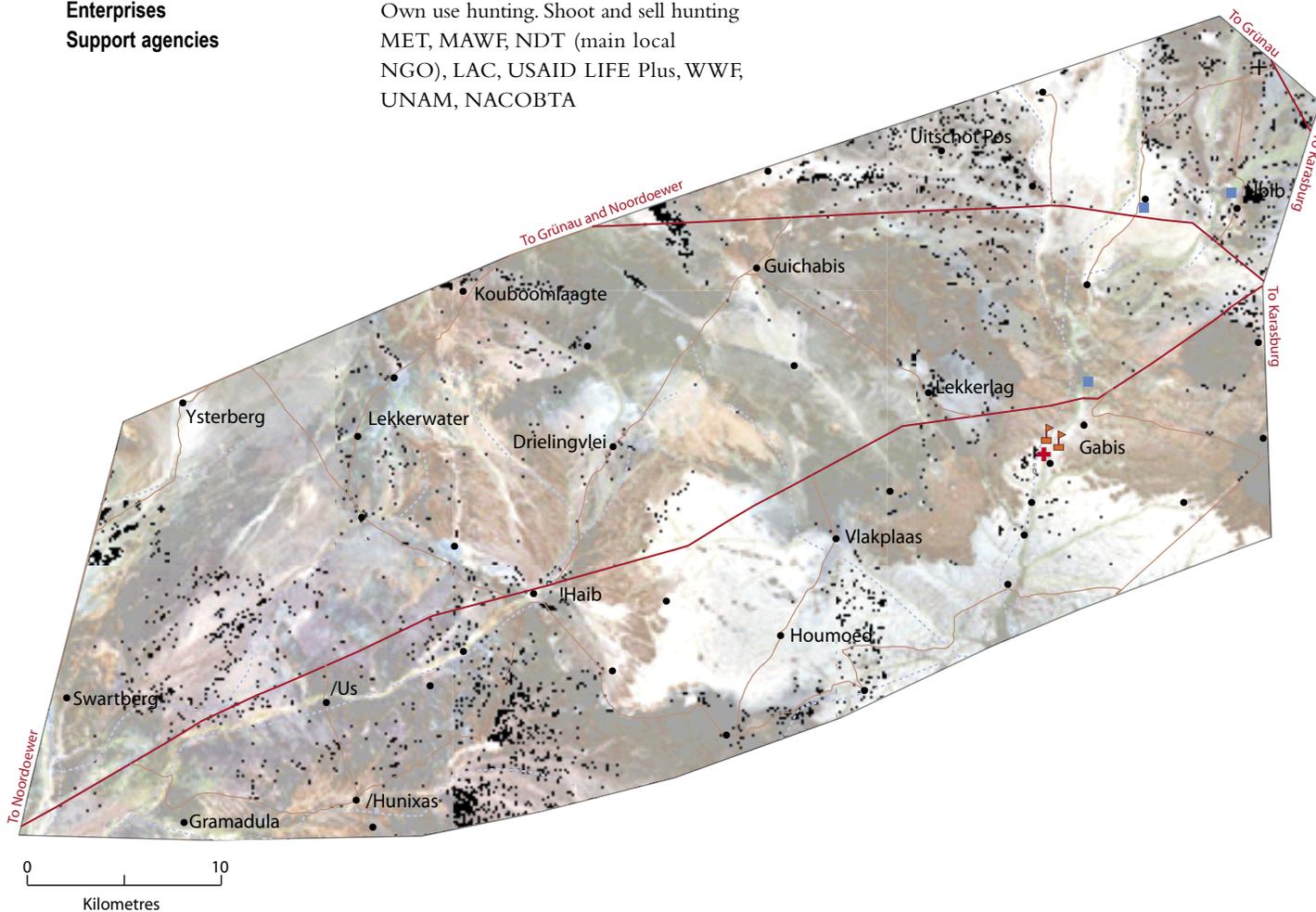
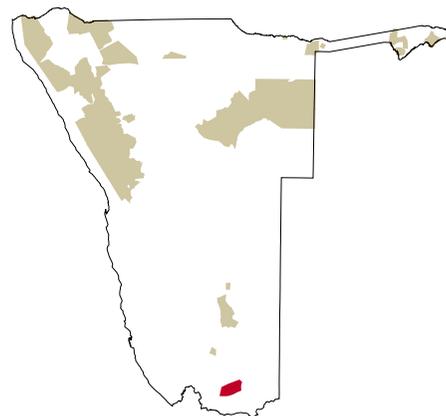
(named after the eight natural springs in the conservancy area)

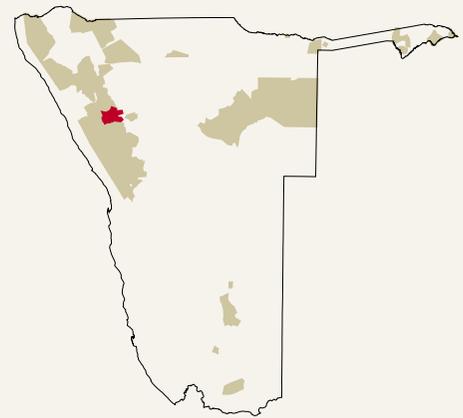
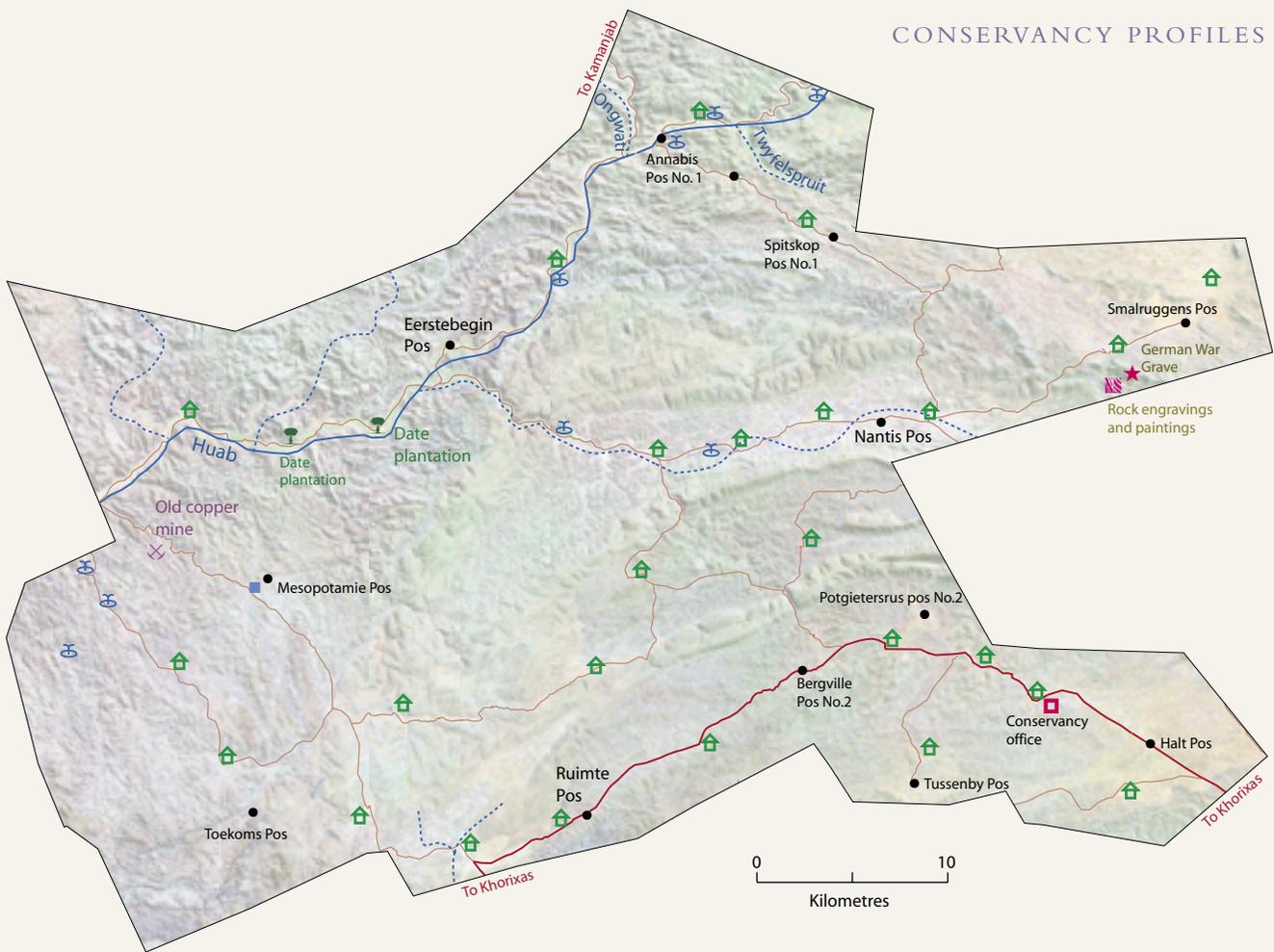
Registered	October 2006
Address	//Audi Conservancy P.O. Box 416, Khorixas
Telephone	067-331194
Approximate population	1,000
Main home languages	Khoekhoegowab
Area	335 square kilometres
Region	Kunene
Geographical features	Average rainfall is about 300 mm annually. Mountainous with low-land Mopane. Altitude range between 1,500m-2,000 m above sea level
Unusual or important features	Rock paintings, engravings and an attractive 2 km long cave at Tsumamas
Major wildlife resources	Kudu, Zebra, Oryx, Black back jackal, Cheetah, Caracal, Leopard, Springbok, Steenbok, Warthog
Management	Conservancy Committee of six women and eight men; six people form the Executive Committee, eight additional members and a Liaison Officer
Enterprises	None at present
Support agencies	MET, RISE (main local NGO)

//GAMASEB

(named after the mountain used to house medicine, food and water)

Registered	July 2003
Address	//Gamaseb Conservancy P.O. Box 372, Karasburg
Telephone	063-270711 (Mr. Rooi), 063-173008 (Mr. Sneuwel)
Approximate population	5,000
Main home languages	Khoekhoegowab, Afrikaans, Oshiwambo
Area	1,748 square kilometers
Region	Karas
Geographical features	Semi-desert receiving about 150 mm rain/year. Sparse savanna and grasslands. Landscape dominated by the flat Gamaseb Mountain in the north-west
Unusual or important features	Gamaseb Mountain
Major wildlife resources	Steenbok, Oryx, Springbok, Black-backed jackal
Management	Management Committee of three women and six men. No staff at present Wildlife monitoring using Event Book monitoring system. Six volunteer CCGs
Enterprises	Own use hunting. Shoot and sell hunting
Support agencies	MET, MAWF, NDT (main local NGO), LAC, USAID LIFE Plus, WWF, UNAM, NACOBTA

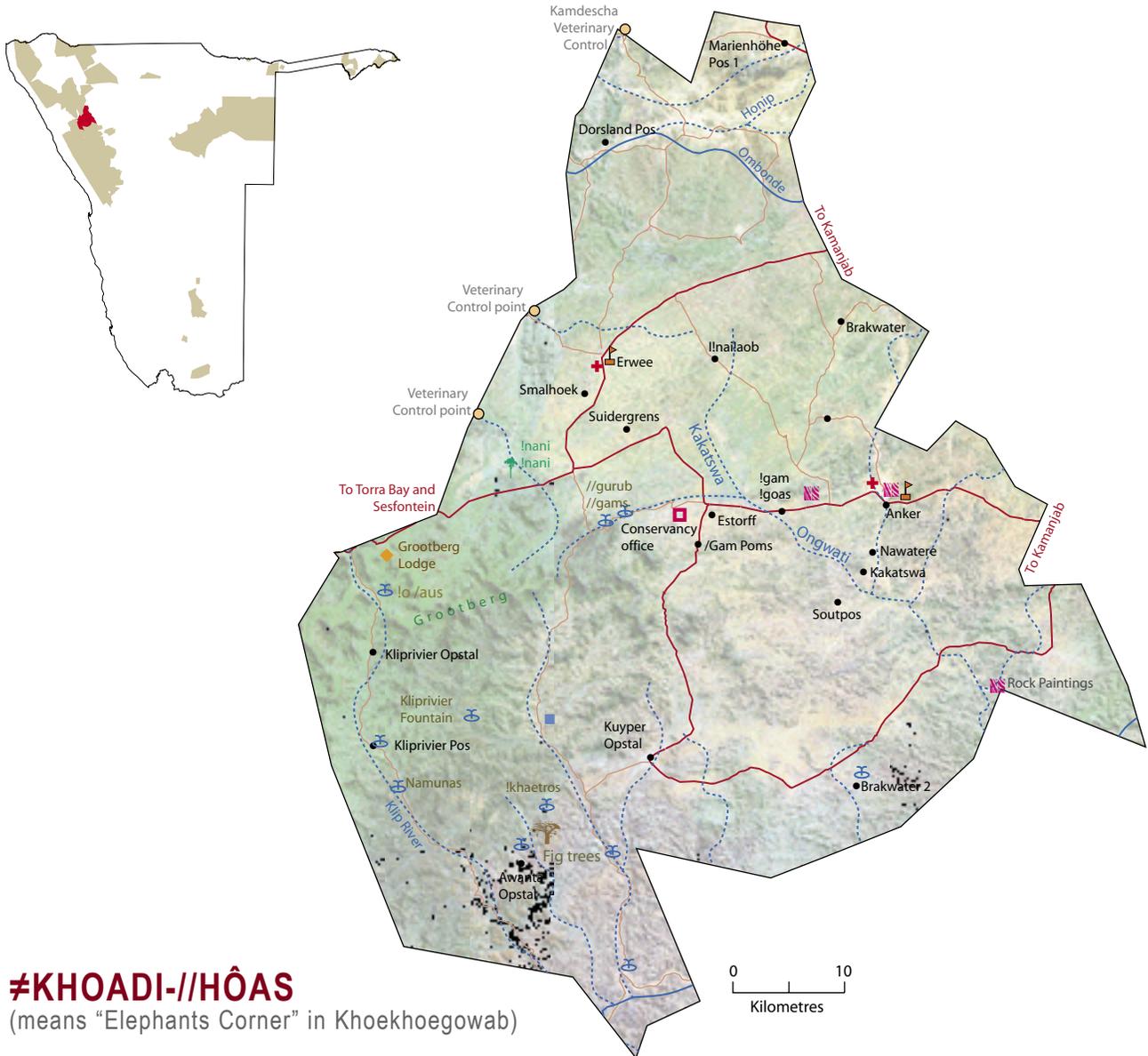




//HUAB

(name after //Huab river which passes through conservancy area)

Registered	July 2003
Address	//Huab Conservancy P.O. Box 228, Khorixas
Telephone	067-331392/ 081-2912595
Approximate population	5,000
Main home languages	Khoekhoegowab
Area	1,817 square kilometers
Region	Kunene
Geographical features	Semi-arid with less than 300 mm rain/year. Largely sparse savanna, with wooded river valleys separating hills and plains
Unusual or important features	//Huab River
Major wildlife resources	Elephant, Leopard, Mountain Zebra, Kudu, Duiker, Warthog, Steenbok, Klipspringer, Ostrich, Oryx, Springbok
Management	Management Committee of nine men and four women. Four Community Game Guards and one Liaison Officer are employed. Monitoring using annual vehicle-based counts and event books
Enterprises	Trophy hunting; own use hunting
Support agencies	MET, NNE, NACOBTA, USAID LIFE Plus, WWF, UNAM and ICEMA



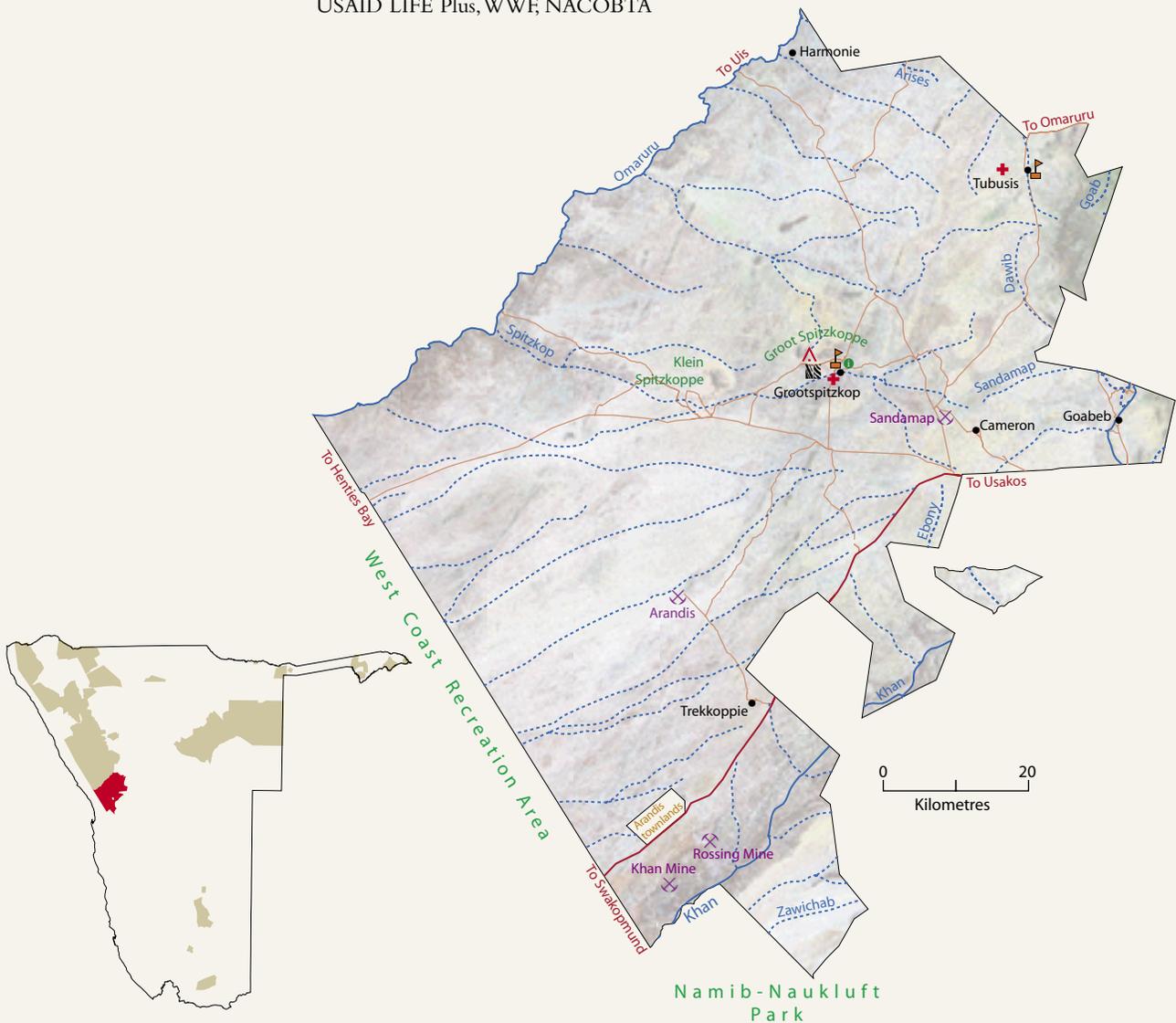
#KHOADI-//HÔAS
(means “Elephants Corner” in Khoekhoegowab)

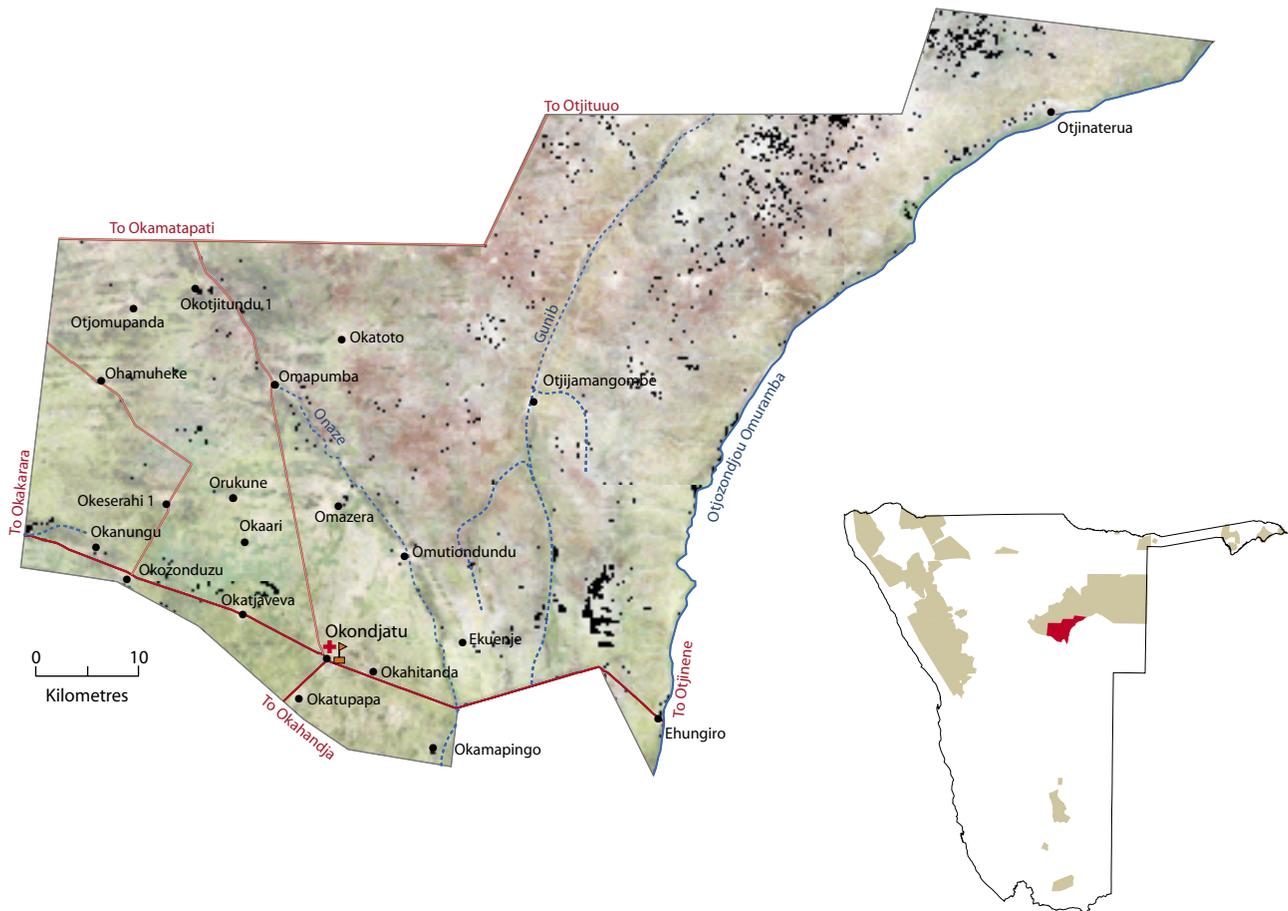
Registered	June 1998
Address	#Khoadi-//Hôas Conservancy P.O. Box 119, Kamanjab
Telephone	067-333017 / 174883
Approximate population	3,200
Main home languages	Khoekhoegowab, Otjiherero
Area	3,366 square kilometers
Region	Kunene
Geographical features	Grootberg mountain with hills and plains, receives 100–250 mm rain/year
Unusual or important features	Grootberg mountain range, Forum for Integrated Resource Management (FIRM)
Major wildlife resources	Elephant, Black Rhino, Leopard, Mountain Zebra, Kudu, Oryx, Ostrich, Springbok, Steenbok, Giraffe, Duiker, Klipspringer, Warthog, Hyena, Jackal, Cheetah
Management	Management committee of fourteen men and three women. Executive committee of six people. Traditional Authority acts as advisor. Staff of seven Environmental Shepherds, one Environmental Shepherd Coordinator and one Information Officer. Monitoring using event book system and annual vehicle count
Enterprises	Trophy hunting, Hoada (everyone’s) Campsite, own use hunting, Grootberg Lodge (Community Lodge)
Support agencies	MET, NNF (lead support NGO), NACOBTA, LAC, USAID LIFE Plus, WWF, MAWE, DRFN, SRT

GAINGU

(Name means Spitzkoppe Mountain in Khoekhoegowab)

Registered	March 2004
Address	# Gaingu Conservancy P.O. Box 357, Usakos
Telephone	064-530859
Approximate population	2,800
Main home languages	Khoekhoegowab
Area	7,677 square kilometers
Region	Erongo
Geographical features	Arid with less than 200 mm annual rainfall. Rolling, flat landscape on which the Spitzkoppe Mountain stands out
Unusual or important features	Spitzkoppe national monument area, Rössing Mountain, and the conservancy is close to and en route to the two coastal towns and tourist destinations of Walvis Bay and Swakopmund
Major wildlife resources	Kudu, Oryx, Springbok, Leopard
Management	Management Committee of eight men and five women, including a representative from the traditional authority. One staff member is currently employed
Enterprises	Spitzkoppe Rest camp and craft centre
Support agencies	MET, Rössing Foundation, RISE and USAID LIFE Plus, WWF, NACOBTA





AFRICAN WILD DOG

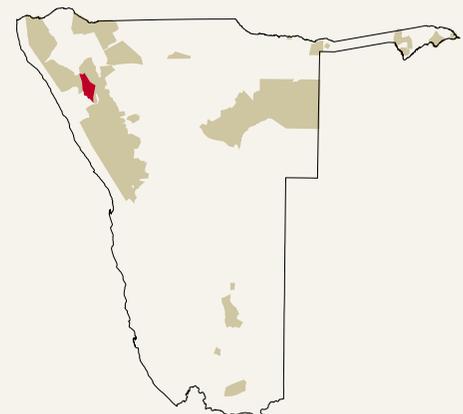
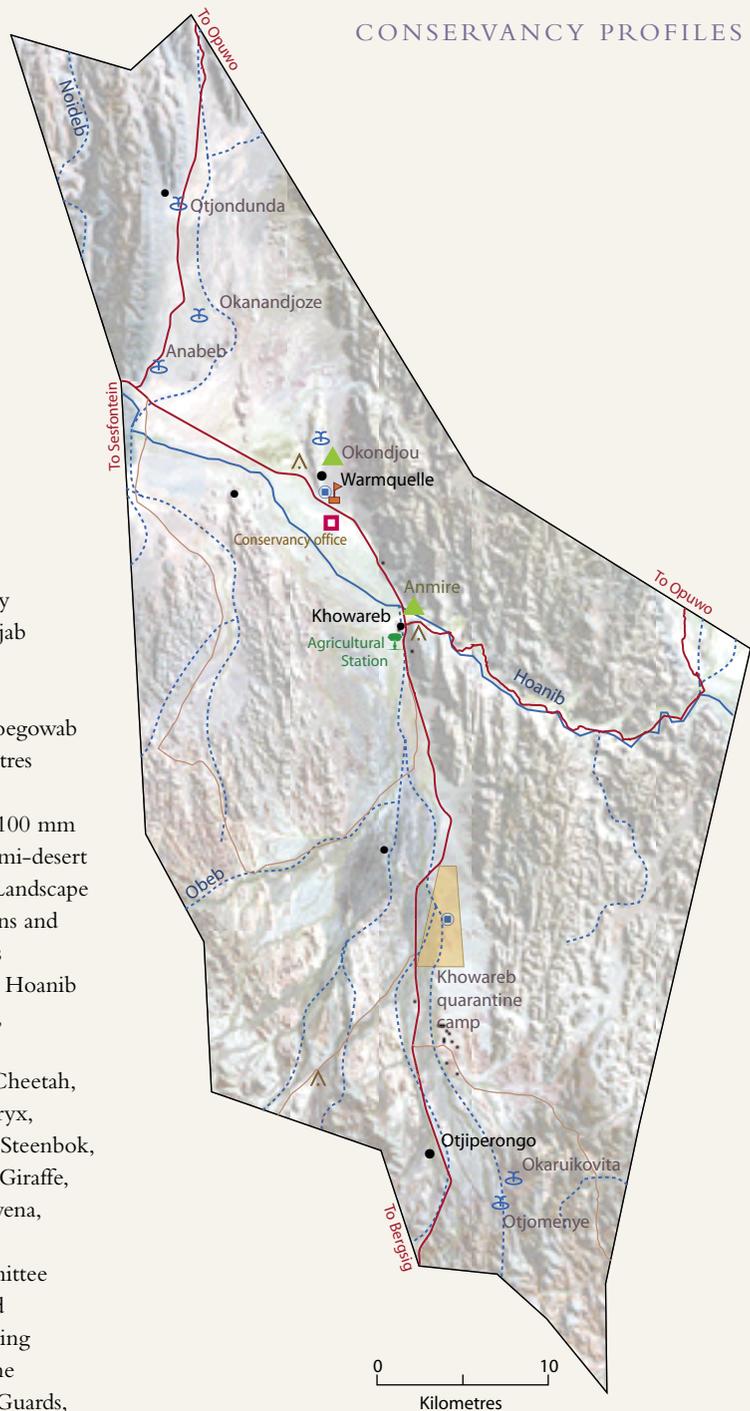
(named after African Wild Dogs that move through the area)

Registered	September 2005
Address	African Wild Dog Conservancy P.O. Box 49, Okakarara
Telephone	062-529097
Approximate population	5,500
Main home languages	Otjiherero, Ju/'hoansi
Area	3,824 square kilometres
Region	Otjozondjupa
Geographical features	Thornveld savanna, sandy rocky area with 350-400 mm annual rainfall
Unusual or important features	Holy monument places at Ozonguti and Okozonduzu, underground water resource close to ground surface in some areas of Okonodjatu pans, Ngunib omuramba. Borders commercial farms and conservancies
Major wildlife resources	Wild dog, Kudu, Warthog, Ostrich, Oryx, Eland, Cheetah, Leopard, vultures
Management	Management committee of fifteen, of which seven are women. Nine people form the executive. One female staff member employed
Enterprises	Devil's Claw harvesting
Support Agencies	NDT (main local NGO), MET, NNE, USAID LIFE Plus, WWF, SIDA

ANABEB

(named after the Ana tree)

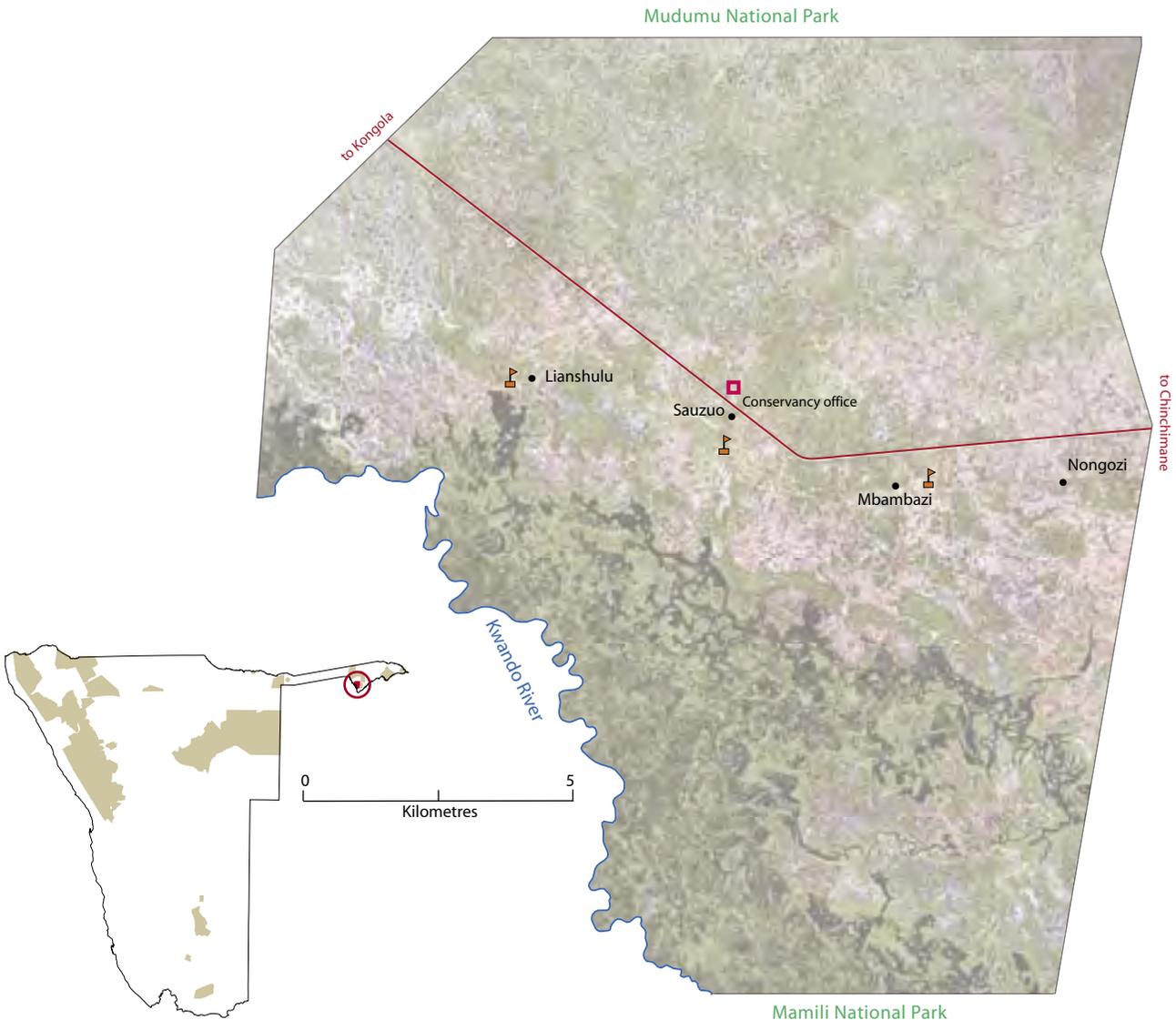
Registered	July 2003
Address	Anabeb Conservancy P.O. Box 33, Kamanjab 065-275311/33
Telephone	065-275311/33
Approximate population	2,000
Main home languages	Otjiherero, Khoekhoegowab
Area	1,570 square kilometres
Region	Kunene
Geographical features	Arid with less than 100 mm rain/year. Largely semi-desert and sparse savanna. Landscape is a mix of hills, plains and wooded river valleys
Unusual or important features	Khowareb Schlucht, Hoanib River, San paintings, Ongongo Spring
Major wildlife resources	Elephant, Leopard, Cheetah, Mountain Zebra, Oryx, Springbok, Ostrich, Steenbok, Kudu, Klipspringer, Giraffe, Gemsbok, Eland, Hyena, Jackal, Lion, Caracal
Management	Management Committee of fourteen men and three women including the chairperson. Nine Community Game Guards, a Conservancy Manager, a Financial Administrator and a Community Activator are employed. Monitoring using annual vehicle-based counts and event books
Enterprises	Trophy hunting; shoot and sell; Ongongo and Khowareb campsites; own use hunting; joint venture agreement with Palmwag lodge
Support agencies	MET, IRDNC (main local NGO), USAID LIFE Plus, NACOBTA, WWF, SRT, ICEMA

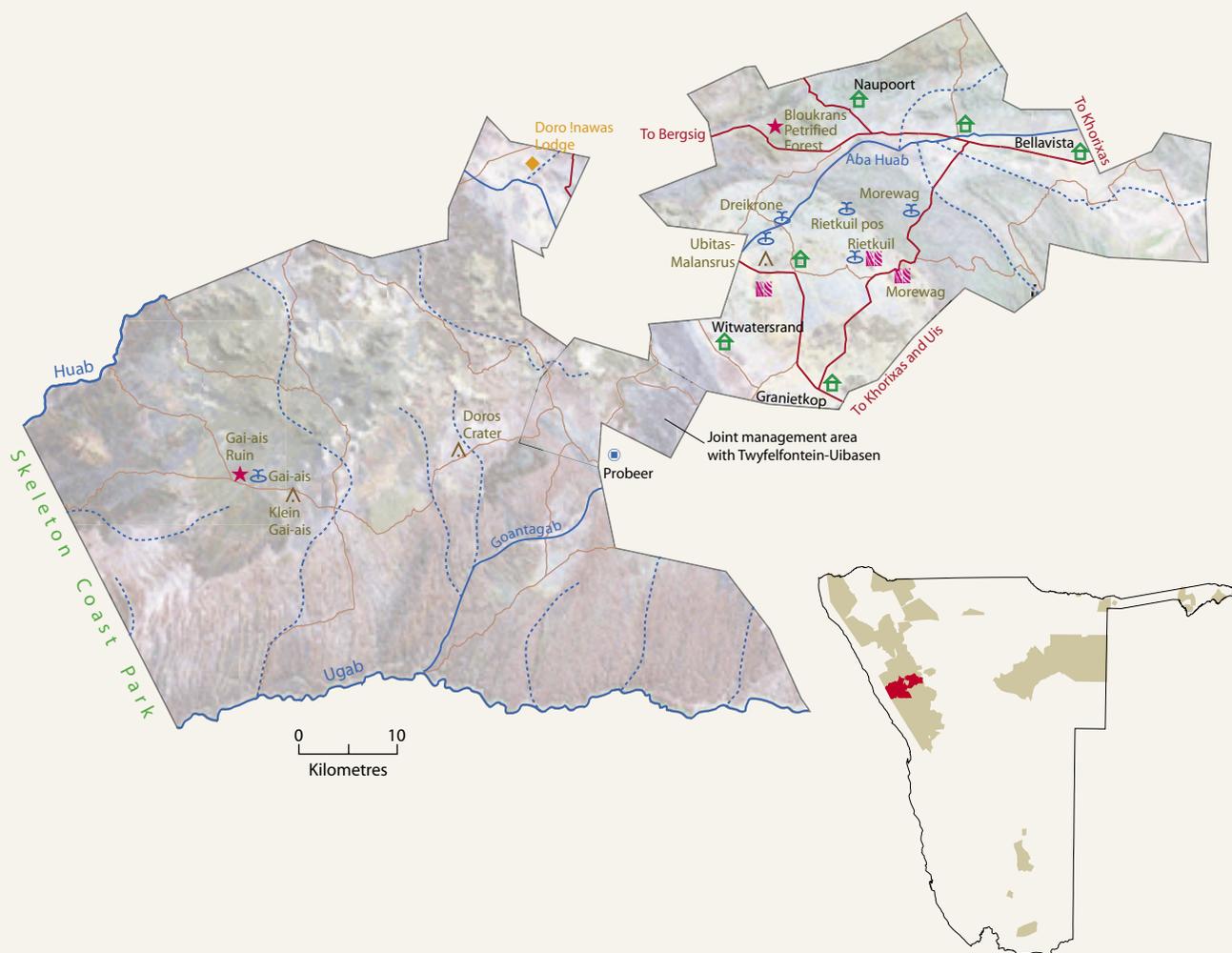


BALYERWA

(a Yeyi name for a now dry swamp in the conservancy that provided residents with a multitude of natural resources)

Registered	October 2006
Address	Balyerwa Conservancy P.O. Box 2028, Ngweze
Telephone	081 363 0908
Approximate population	1,500
Main home languages	Siyeyi
Area	223 square kilometres
Region	Caprivi
Geographical features	A mosaic of woodland and grassland. The average annual rainfall is 600 mm
Unusual or important features	Kwando River, and Mudumu National Park on northern border
Major wildlife resources	Elephant, Hippo, Kudu, Buffalo, Leopard, Bush Pig, Duiker, Warthog, Black-backed Jackal, Lion, Hyena, Crocodile, Zebra
Management	Good management structure
Enterprises	Joint venture agreement (Lianshulu Lodge); trophy hunting and hunting for own use
Support agencies	MET, IRDNC (main local NGO), NACOBTA, LAC, USAID LIFE PLUS PROJECT, WWF

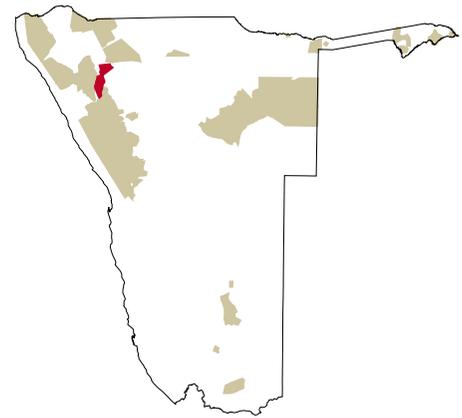




DORO !NAWAS

(Named after the Doros Crater which means the place where rhinos roam)

Registered	December 1999
Address	Doro Inawas Conservancy P.O. Box 34, Khorixas
Telephone	067-331940
Approximate population	1,500
Main home languages	Khoekhoegowab
Area	4,073 square kilometers
Region	Kunene
Geographical features	Arid with less than 100 mm rain/year. Largely semi-desert and sparse savanna. Landscape of rugged, folded hills, plains and wooded river valleys
Unusual or important features	Petrified Forest, abundant Welwitschia plants
Major wildlife resources	Elephant, Leopard, Black Rhino, Cheetah, Steenbok, Kudu, Ostrich, Giraffe, Oryx, Mountain Zebra, Springbok, Klipspringer, Duiker
Management	Management Committee of twelve men and five women. Four Community Game Guards and one Office Coordinator, two Conservancy Facilitators and one Secretary are employed Monitoring using annual vehicle-based counts and event books
Enterprises	Trophy hunting contract and joint venture lodge (Wilderness Safaris Namibia), own use hunting, shoot and sell hunting, conservancy campsite (Granietkop), premium hunting
Support agencies	MET, RISE (main local NGO), NNE, NACOBTA, LAC, USAID LIFE Plus, WWF, SRT, ICEMA



EHIROVIPUKA

(meaning place of wildlife in Otjiherero)

Registered

January 2001

Address

Ehrovipuka Conservancy
P.O. Box 192, Kamanjab

Telephone

065-276200

Approximate population

2,500

Main home languages

Otjiherero

Area

1,975 square kilometers

Region

Kunene

Geographical features

Semi-desert with 250-300 mm rain/year. Savanna woodlands cover the rolling landscape while the river valleys support taller trees

Unusual or important features

Ombonde and Ominsuea Rivers. Borders Etosha National Park

Major wildlife resources

Elephant, Leopard, Lion, Cheetah, Eland, Kudu, Duiker, Warthog, Steenbok, Oryx, Giraffe, Springbok, Ostrich, Mountain Zebra

Management

Management Committee of twelve men. Six people form the Executive. Employees consist of five Community Game Guards, one Field Officer and one Community Activators. Monitoring done using event books and annual vehicle counts of game

Enterprises

Trophy hunting enterprise, craft centre and traditional homestead, and hunting for own use

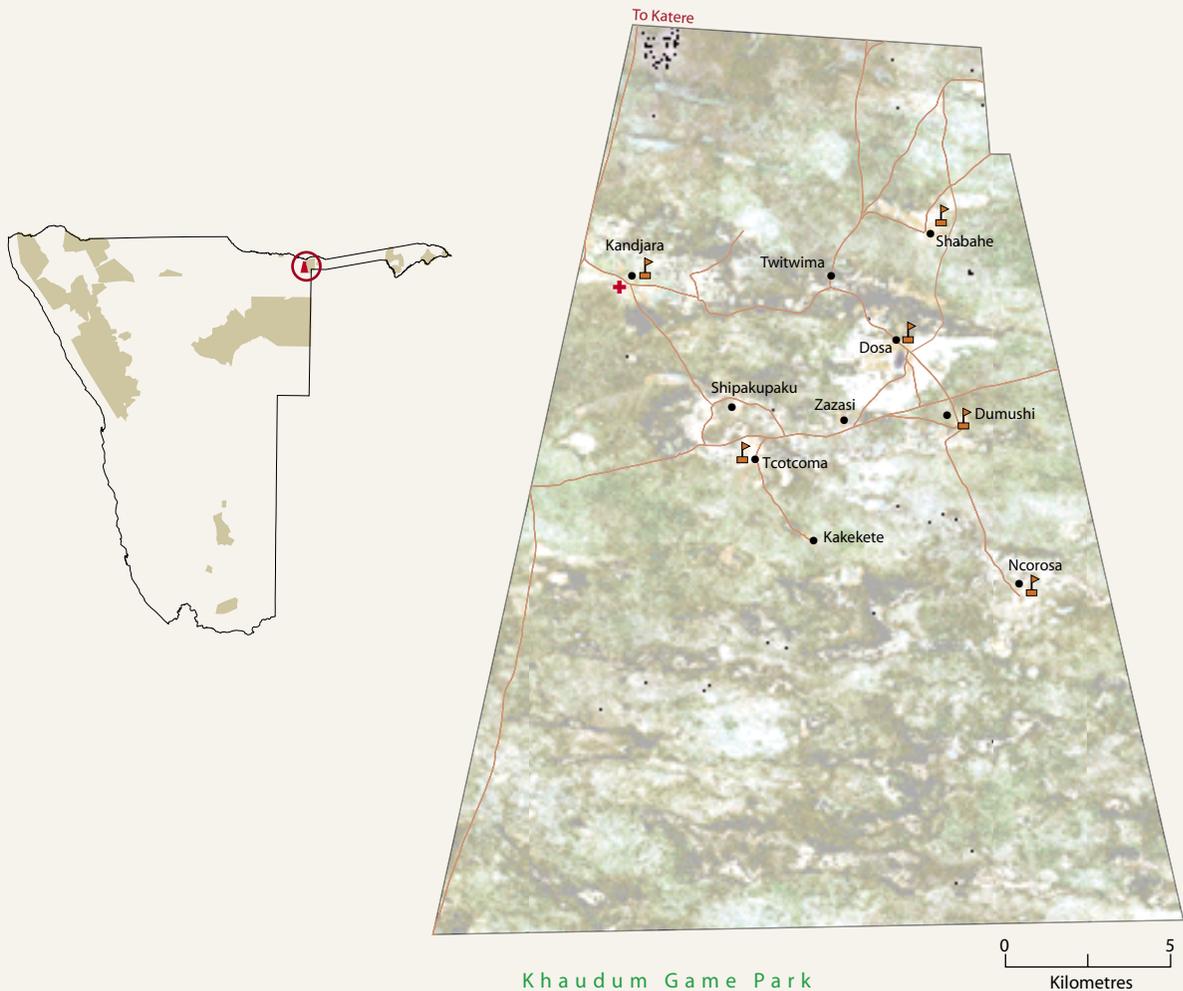
Support agencies

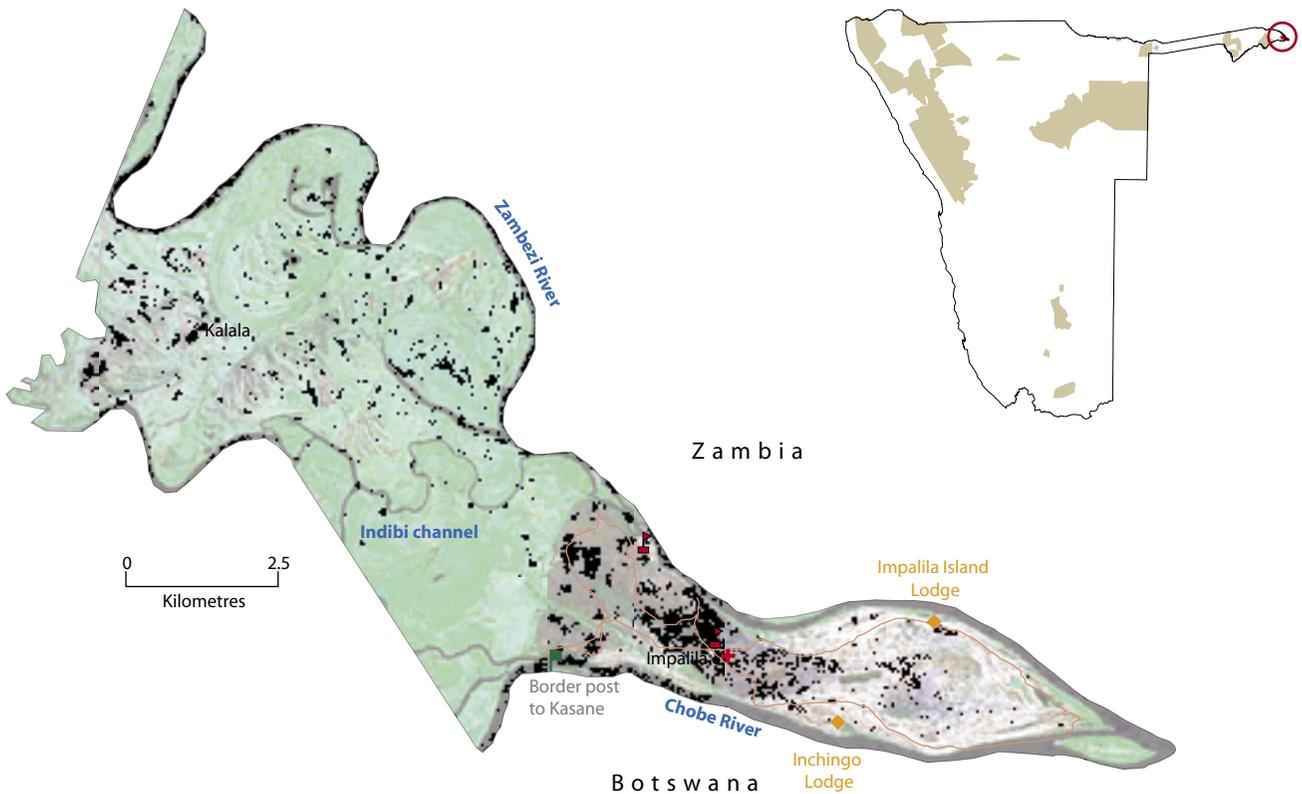
MET, IRDNC (main local NGO), NACOBTA, LAC, USAID LIFE Plus, ICEMA, WWF, SRT, ICEMA

GEORGE MUKOYA

(named after a famous hunter of elephants, who was a particularly good shot and tracker.)

Registered	September 2005
Address	George Mukoya Conservancy P.O. Box 2433, Rundu
Telephone	066-256145/146
Approximate population	2,000
Main home languages	Rugciriku
Area	486 square kilometers
Region	Kavango
Geographical features	Northern Kalahari Sandveld with annual rainfall of 500-600 mm. Inland of Okavango River.
Unusual or important features	Located directly on northern border of Khaudum Park, adjacent to Muduva Nyangana
Major wildlife resources	Elephant, Wild dog, Leopard, Kudu, Eland, Steenbok, and woodland birdlife
Management	Management committee of ten (four women and six men). Ten staff are employed (eight men and two women)
Enterprises	Crafts and thatching grass provide individual incomes. Conservancy income generated through trophy hunting
Support agencies	MET, MAWF, DoF, DED, Ministry of Fisheries, Basin Wide Forum, NNF (lead support NGO), ICEMA





IMPALILA

(named after Impalila Island which means the far away place)

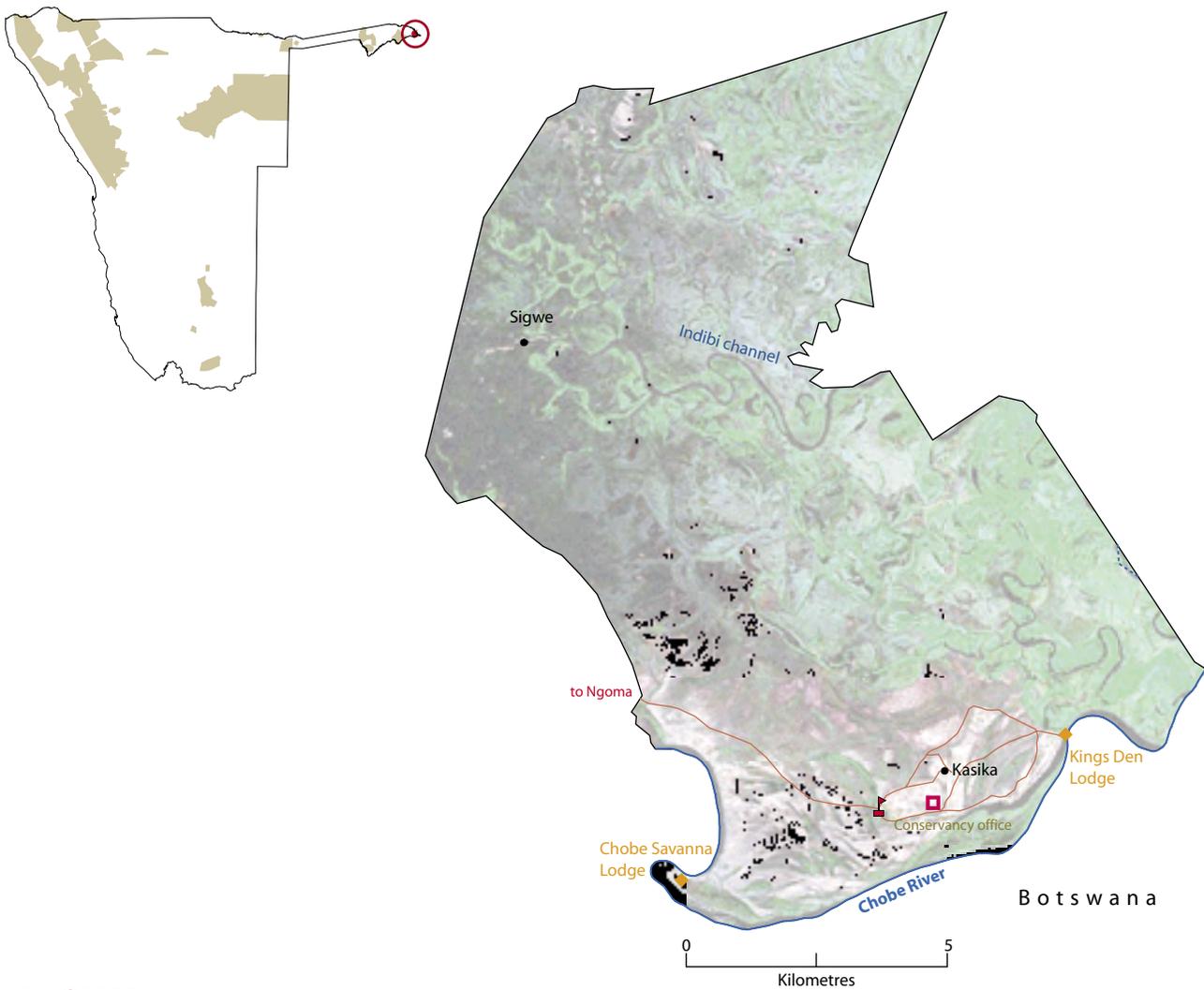
Registered	December 2005
Address	Impalila Conservancy P.O. Box 1020, Katima Mulilo
Telephone	066-252666
Approximate population	1,500
Main home languages	Subia
Area	73 square kilometers
Region	Caprivi
Geographical features	The island is surrounded by Zambezi and Chobe Rivers with average annual rainfall of over 600 mm
Unusual or important features	Prominent baobab tree from which people can view the scenery of four countries joining each other
Major wildlife resources	Elephant, Buffalo, Crocodile, Hippo
Management	Management committee consists of nine members, of which five are women. In addition a sub or executive committee of eight includes a representative of the traditional authority as advisor. Staff consists of several Community Game Guards and a Community Resource Monitor
Enterprises	Tourism activities e.g. traditional dancing, birding, fishing and craft. Joint venture lodge agreements are under negotiation with Inchingo Lodge and Impalila Island Lodge
Support Agencies	MET, IRDNC (main local NGO), NNF, USAID LIFE Plus, WWF, LAC, Conservation International, ICEMA

JOSEPH MBAMBANGANDU

(Named after a senior headman who was the first to come into the area from Zambia, and who founded the villages. He is still alive at 109 years of age)

Registered	March 2004
Address	Joseph Mbambangandu Conservancy P.O. Box 702, Rundu
Telephone	081-200 8874
Approximate population	1,000
Main home languages	Rumanyo (Rushambyu)
Area	36 square kilometers
Region	Kavango
Geographical features	Average rainfall of 550–600mm. Located on the banks of the Okavango river with Kalahari woodlands, oxbow lake and floodplains
Unusual or important features	Riparian woodland in good condition, river and oxbow lake
Major wildlife resources	Rich birdlife (wetland and woodland species), Hippo, Crocodile and fish
Management	Management Committee of six men and four women. Mbamba campsite has five staff. Traditional chief (who is a woman) serves on the committee as an advisor
Enterprises	Conservancy campsite (Mbamba) and craft production. Proposed crocodile farm in pipeline
Support agencies	MET, NNF (main local NGO), SIDA, MAWE, DoF, Ministry of Fisheries, Basin Wide Forum, USAID LIFE Plus, WWF





KASIKA

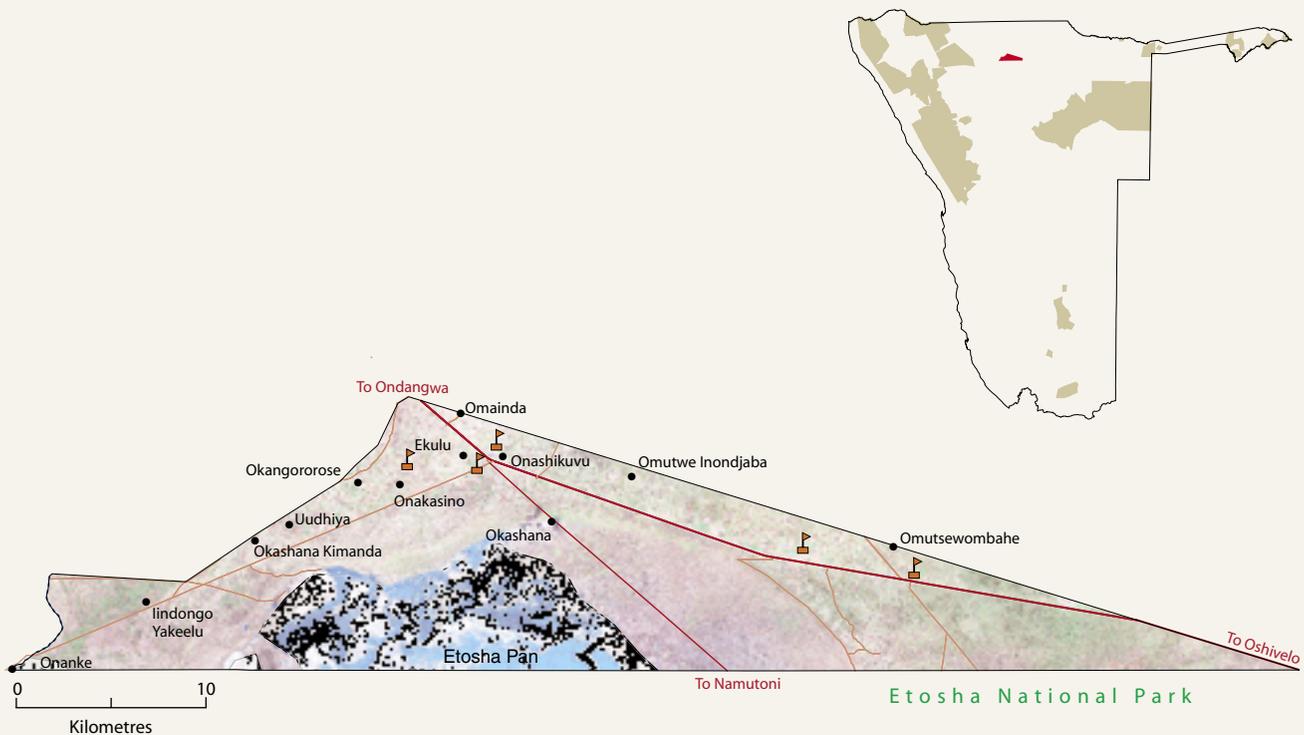
(meaning the small Mangosteen tree)

Registered	December 2005
Address	Kasika Conservancy P.O. Box 1020, Katima Mulilo
Telephone	066-252666
Approximate population	1,500
Main home languages	Subia
Area	147 square kilometers
Region	Caprivi
Geographical features	Annual rainfall of over 600 mm. Floodplain area between Chobe and Zambezi Rivers
Unusual or important features	Close to Chobe and Zambezi rivers, with water visible throughout the year. Borders Chobe National Park in Botswana
Major wildlife resources	Elephant, Buffalo, Crocodile, Hippo, Sitatunga, Zebra
Management	Management committee consists of thirty three members, of which six are women. An Executive of eight is formed from this committee, as well as traditional authority representative as advisor Staff consists of several Community Game Guards and Community Resource Monitors
Enterprises	Trophy hunting, joint venture lodge agreements (King's Den and Chobe Savanna Lodge), tourism activities including traditional dancing, birding and fishing trips, craft making and hunting for own use.
Support Agencies	MET, IRDNC (main local NGO), USAID LIFE Plus, WWF, NNE, LAC, Conservation International, ICEMA

KING NEHALE

(named after the late Nehale ya Mpingana, King of the Ondonga traditional authority)

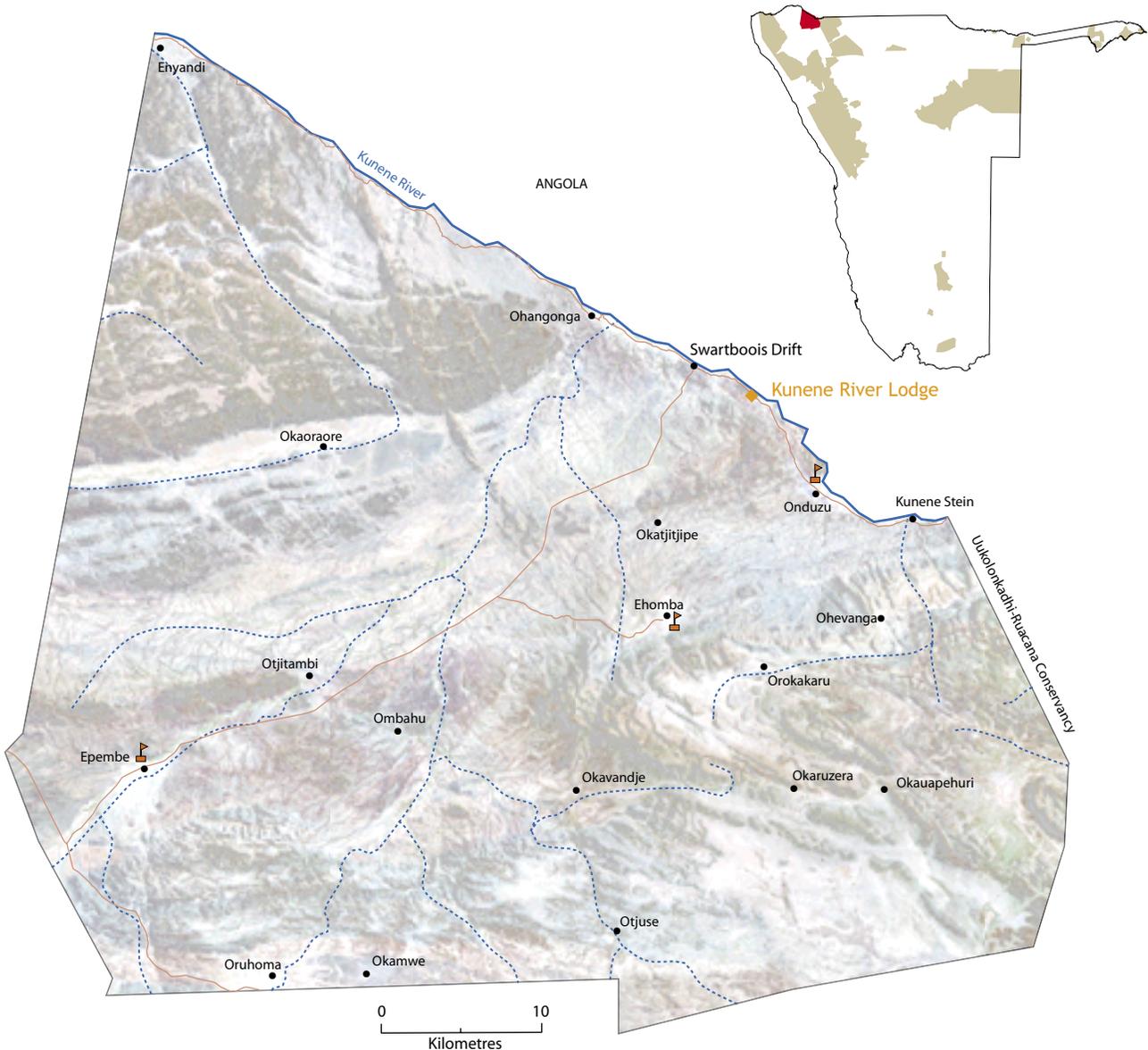
Registered	September 2005
Address	King Nehale Conservancy P.O. Box 19099, Omuthiya
Telephone	065-244095 (craft centre)
Approximate population	20,000
Main home languages	Oshiwambo
Area	508 square kilometres
Region	Oshikoto
Geographical features	Flat area with forest, woodland, grassland plains and mixed thorn bush. Average annual rainfall of 400-500 mm
Unusual or important features	Spring which has been running since 1956
Major wildlife resources	Oryx, Kudu, Guinea fowl, Blue Wildebeest, Giraffe
Management	Management committee consists of thirty members, of which twenty are women (includes craft, tourism, and traditional authority representatives). An Executive of eleven is formed from this committee, consisting of six women and five men. Five staff employed (two women).
Enterprises	Craft shop and Kalahari melon seed sales
Support Agencies	Rössing Foundation (main local NGO), NDT, MET, CRIAA, USAID LIFE Plus, WWF, NNE, LAC

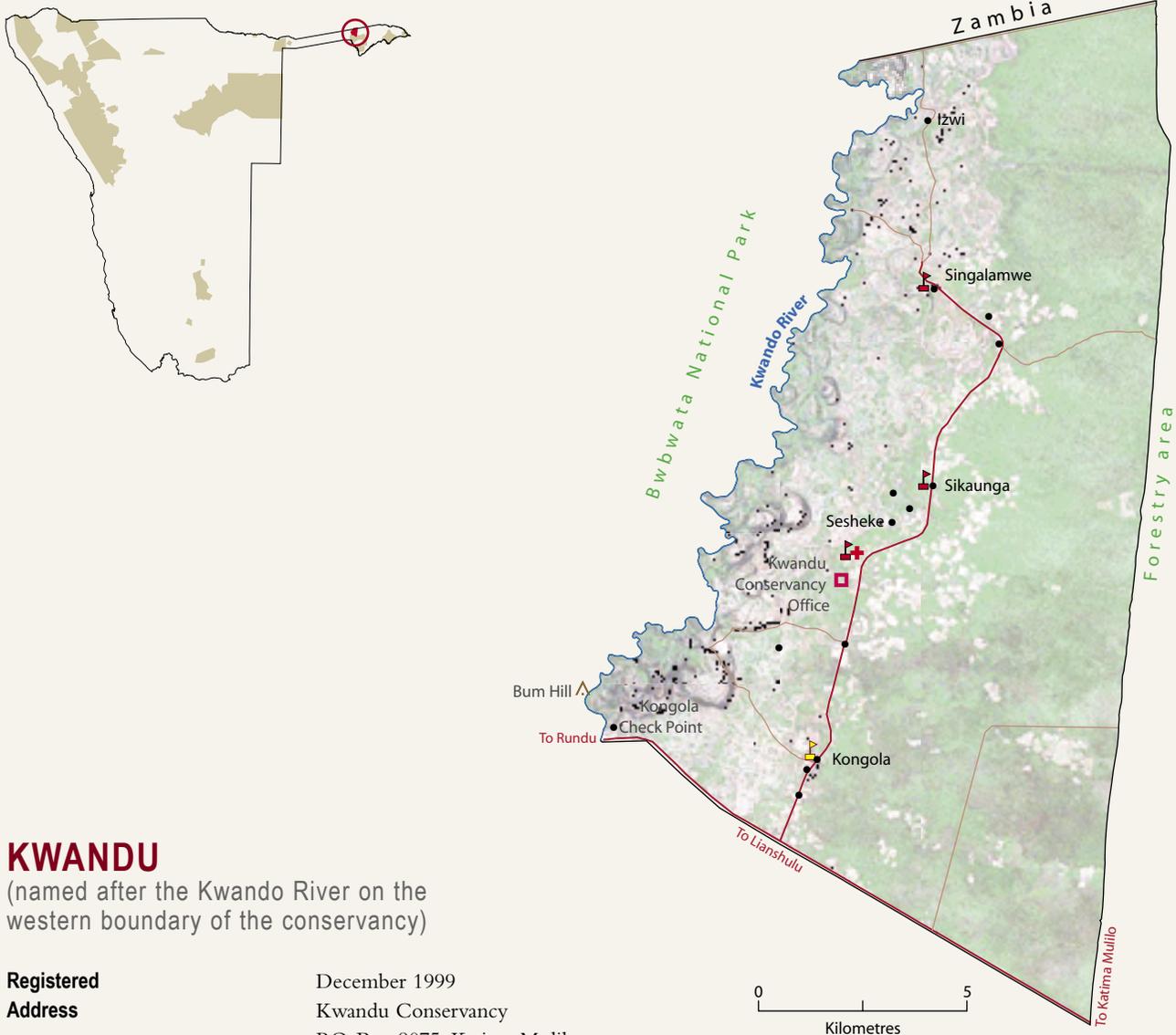


KUNENE RIVER

(named after the Kunene River which forms the northern boundary)

Registered	October 2006
Address	Kunene River Conservancy P.O. Box 78, Opuwo
Telephone	065-274002
Approximate population	2,000
Main home languages	Oshiwambo, Otjiherero, Otjihimba and Dhemba
Area	2,764 square kilometres
Region	Kunene
Geographical features	Mountainous with river boundary along north. Average annual rainfall of 300-400 mm
Unusual or important features	Kunene River forms northern boundary
Major wildlife resources	Black-faced impala, Kudu, Jackal, Damara Dik Dik, Leopard, Hippo, Zebra, Springbok, Ostrich, Duiker, Elephant, Crocodile, Steenbok, Spotted Hyena, Jackal
Management	Conservancy committee of five women and eight men (including two traditional authority representatives), five Community Game Guards
Enterprises	Joint venture agreement with Kunene River Lodge
Support agencies	MET, IRDNC (main local NGO), USAID LIFE Plus Project, WWF and NACOBTA

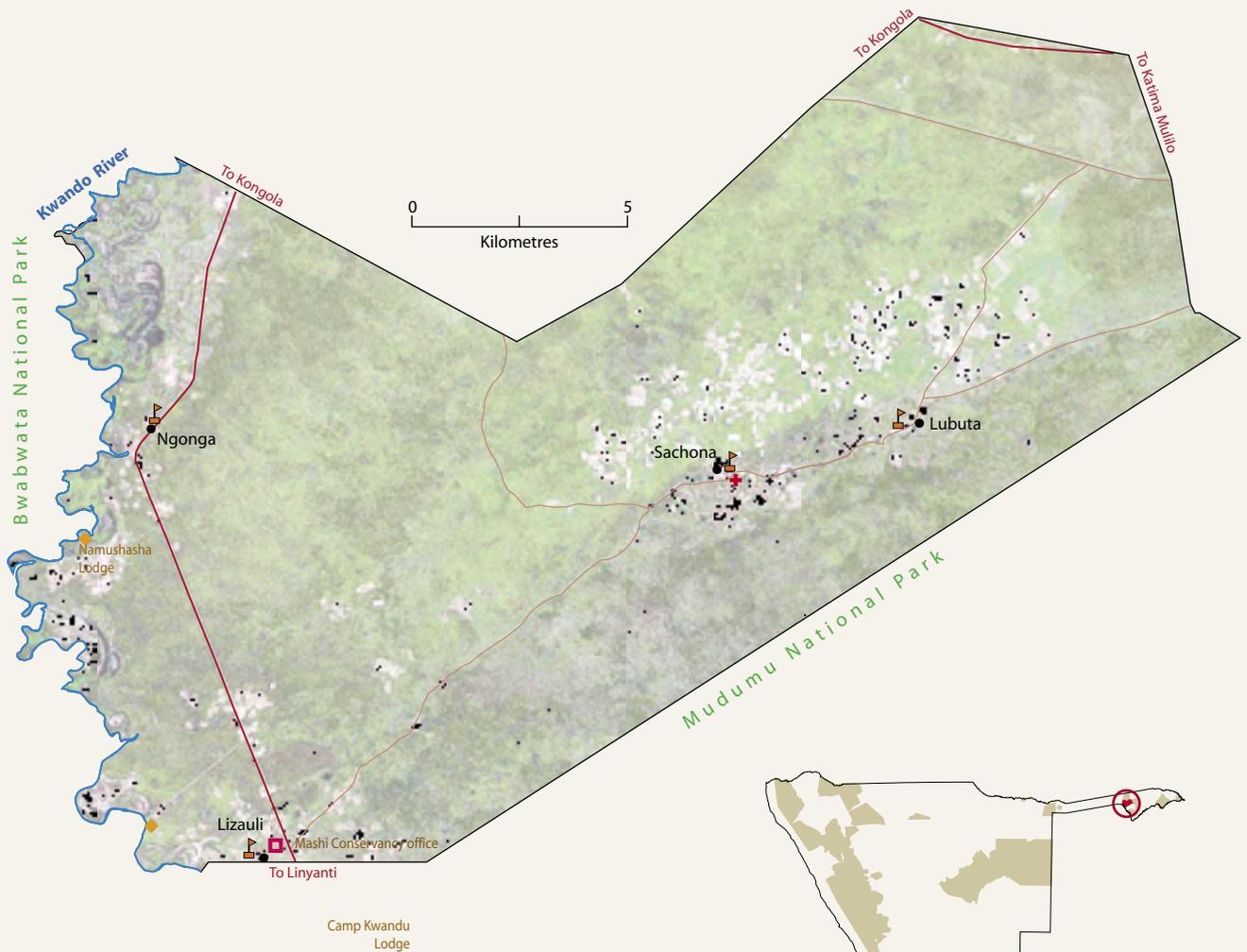




KWANDU

(named after the Kwando River on the western boundary of the conservancy)

Registered	December 1999
Address	Kwandu Conservancy P.O. Box 8075, Katima Mulilo
Telephone	066-252518 or 252666
Approximate population	4,300
Main home languages	Sifwe
Area	190 square kilometers
Region	Caprivi
Geographical features	Average annual rainfall of about 600 mm. Grasslands and swamp vegetation dominate the floodplain, while much of the woodland on higher ground to the east has been cleared or damaged by frequent fires
Unusual or important features	Kwando River and its floodplain
Major wildlife resources	Lion, Leopard, Elephant, Roan, Reedbuck, Kudu, Duiker, Lechwe, Crocodile, Bushbuck, Impala, Warthog, Bush Pig, Hippopotamus, Sitatunga
Management	Management committee of ten men and two women. Executive Committee of three men and one woman and six trustees. The staff includes three Community Game Guards, a Manager, two Community Resource Monitors, a Treasurer, a Secretary and a Field Officer. Event book system and bi-annual game count on foot used for monitoring. Part of Mudumu North complex collaborative management forum
Enterprises	Bum Hill Conservancy Campsite and joint venture trophy hunting, craft production, thatching grass sales
Support agencies	MET, IRDNC (main local NGO), NNF, NACOBTA, LAC, USAID LIFE Plus, WWF, ICEMA, Likwama Farmers Union, CRIAA



MASHI

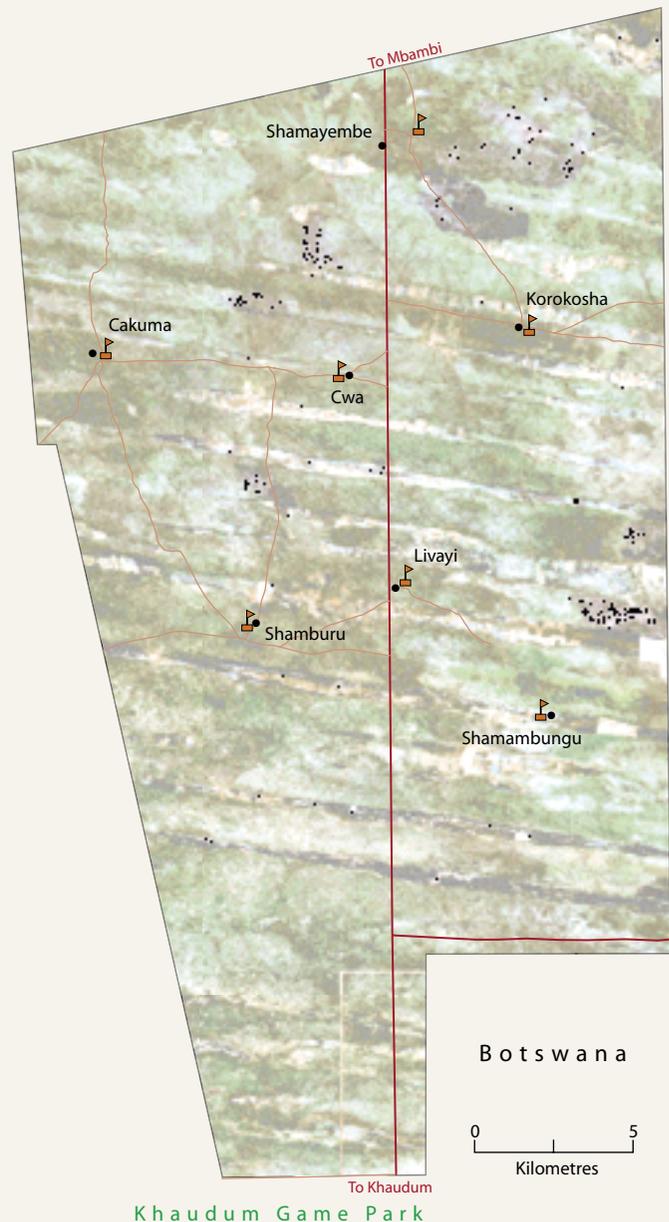
(the name of a tree that produce fruits and also an alternative name for the Kwando River)

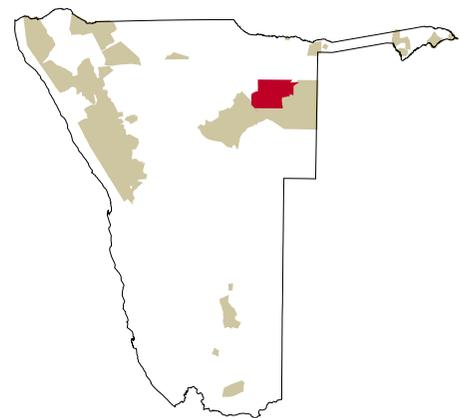
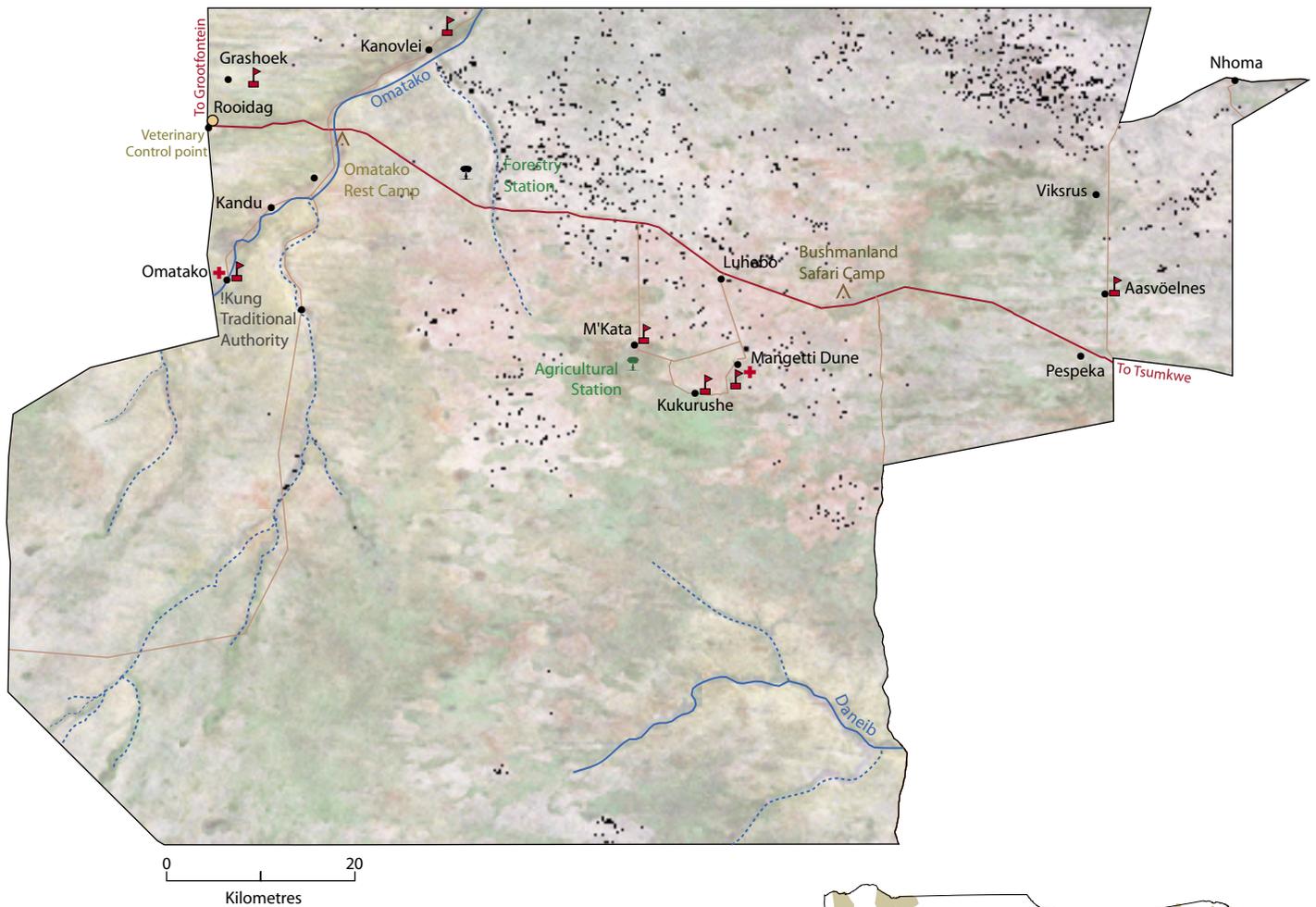
Registered	March 2003
Address	Mashi Conservancy P.O. Box 8061, Katima Mulilo
Telephone	066-252108
Approximate population	3,900
Main home languages	Sifve, Mbukushu
Area	297 square kilometers
Region	Caprivi
Geographical features	Kwando River and its floodplain on marshes, with Kalahari Sand woodlands to the east. Rainfall averages 600 mm per year
Major wildlife resources	Lion, Leopard, Elephant, Hippopotamus, Roan, Sitatunga, Cheetah, Tsessebe, Reedbuck, Kudu, Duiker, Warthog, Crocodile, Bushbuck, Lechwe, Steenbok, Hippopotamus, Impala
Management	Management Committee consists of seven men and one woman. Four representatives of the traditional authority. Employees include eleven Community Rangers and Resource Monitors, a Chairman, Treasurer and Secretary. Monitoring is done using event books and annual game counts on foot. A joint venture anti-poaching unit shared with Kwandu and Mayuni Conservancies. Part of Mudumu North complex collaborative management forum
Enterprises	Trophy hunting, craft production, thatching grass sales
Support agencies	MET, IRDNC (main local NGO), NNF, NACOBTA, LAC, USAID LIFE Plus, WWF

MUDUVA NYANGANA

(named after a former traditional chief of the Gciriku people in Kavango. He was a soldier who participated in the war against the German colonial forces)

Registered	September 2005
Address	Muduva Nyangana Conservancy P.O. Box 2392, Shamambungu
Telephone	066-256145/146
Approximate population	2,000
Main home languages	Rugciriku
Area	615 square kilometres
Region	Kavango
Geographical features	Kalahari Sandveld landscape with average rainfall of 500–600 mm per annum. Inland of Okavango region
Unusual or important features	Located directly on northern border of Khaudum Park, adjacent to George Mukoya Conservancy
Major wildlife resources	Elephant, Wild dog, Leopard, Kudu, Eland, Steenbok, and woodland birdlife
Management	Management committee of ten (three women and seven men). Ten staff are employed (seven men and three women)
Enterprises	Crafts and thatching grass provide individual incomes. Conservancy income generated through trophy hunting
Support agencies	MET, MAWF, DED, DoF, Ministry of Fisheries, Basin Wide Forum, NNF (lead support NGO)





N#a-JAQNA

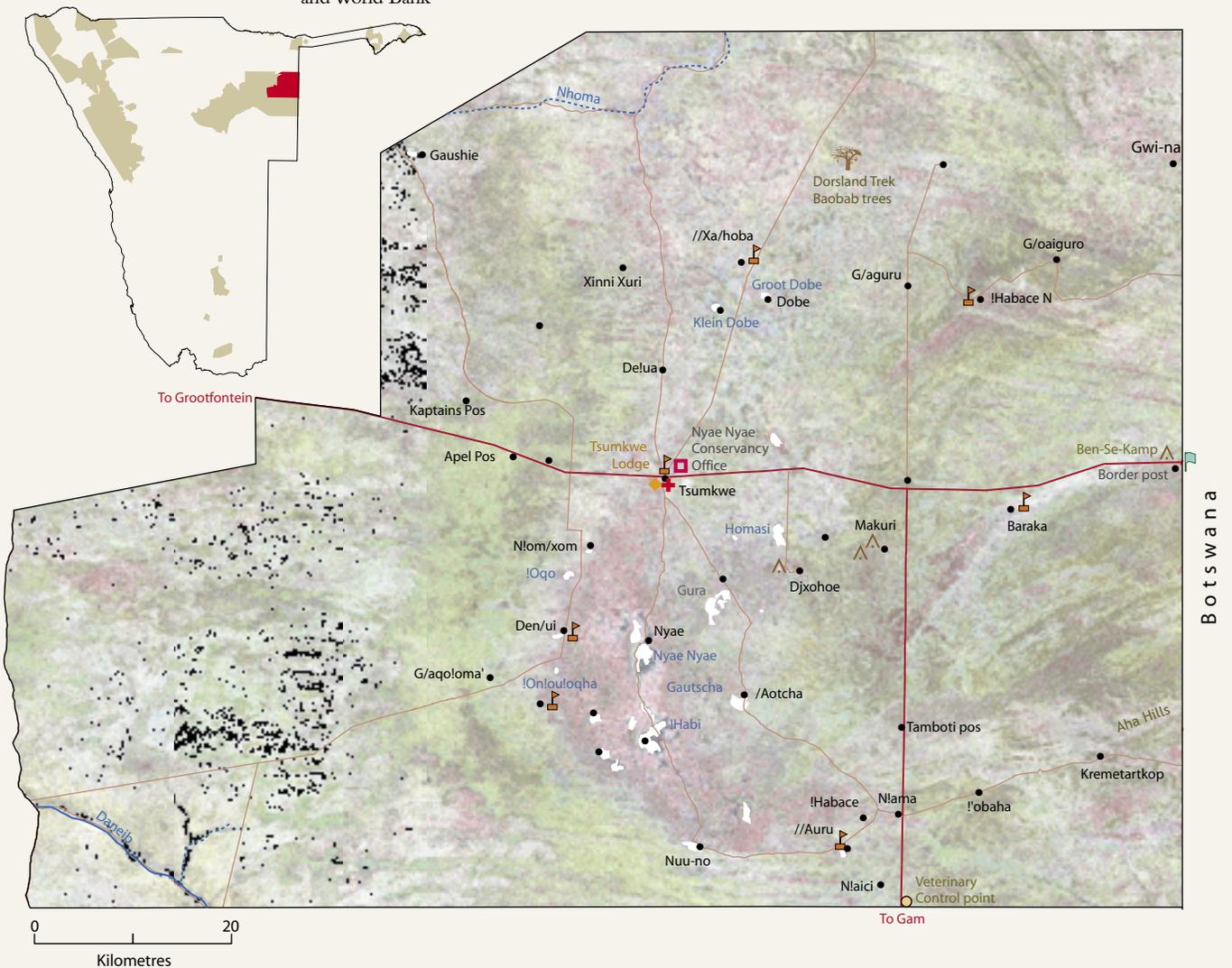
(named after the Buffalo Thorn Tree)

Registered	July 2003
Address	N#a – Jaqna Conservancy P.O. Box 1049, Grootfontein
Telephone	067-245047
Approximate population	7,000
Main home language	Ju/'hoansi
Area	9,120 square kilometers
Region	Otjozondjupa
Geographical features	Annual rainfall of 400-450 mm. Kalahari sands cover flat landscape of broadleaf and acacia woodland
Unusual or important features	Traditional lifestyles of San people
Major wildlife resources	Elephant, Leopard, Eland, Duiker, Steenbok, Oryx, Kudu, Gemsbok, Giraffe, Jackal, Cheetah, Warthog, Hyena
Management	Conservancy Committee (eight men and four women); annual general meeting held, additional members from traditional authority. No staff at present. Two game guards trained in trophy hunting; monitoring and data collection techniques
Enterprises	Tourist rest camp in operation, in process of applying for a leasehold land for another two tourist campsites; hunting for own use; Trophy hunting, community forest (harvesting dry wood project, craft at tourist campsite and Devil's Claw project)
Support agencies	MET, WIMSA (main local NGO), NNE, USAID LIFE Plus Project, WWF, CRIAA, ICEMA, NAMAS, CFNEN

NYAE NYAE

(Place without mountains, but rocky)

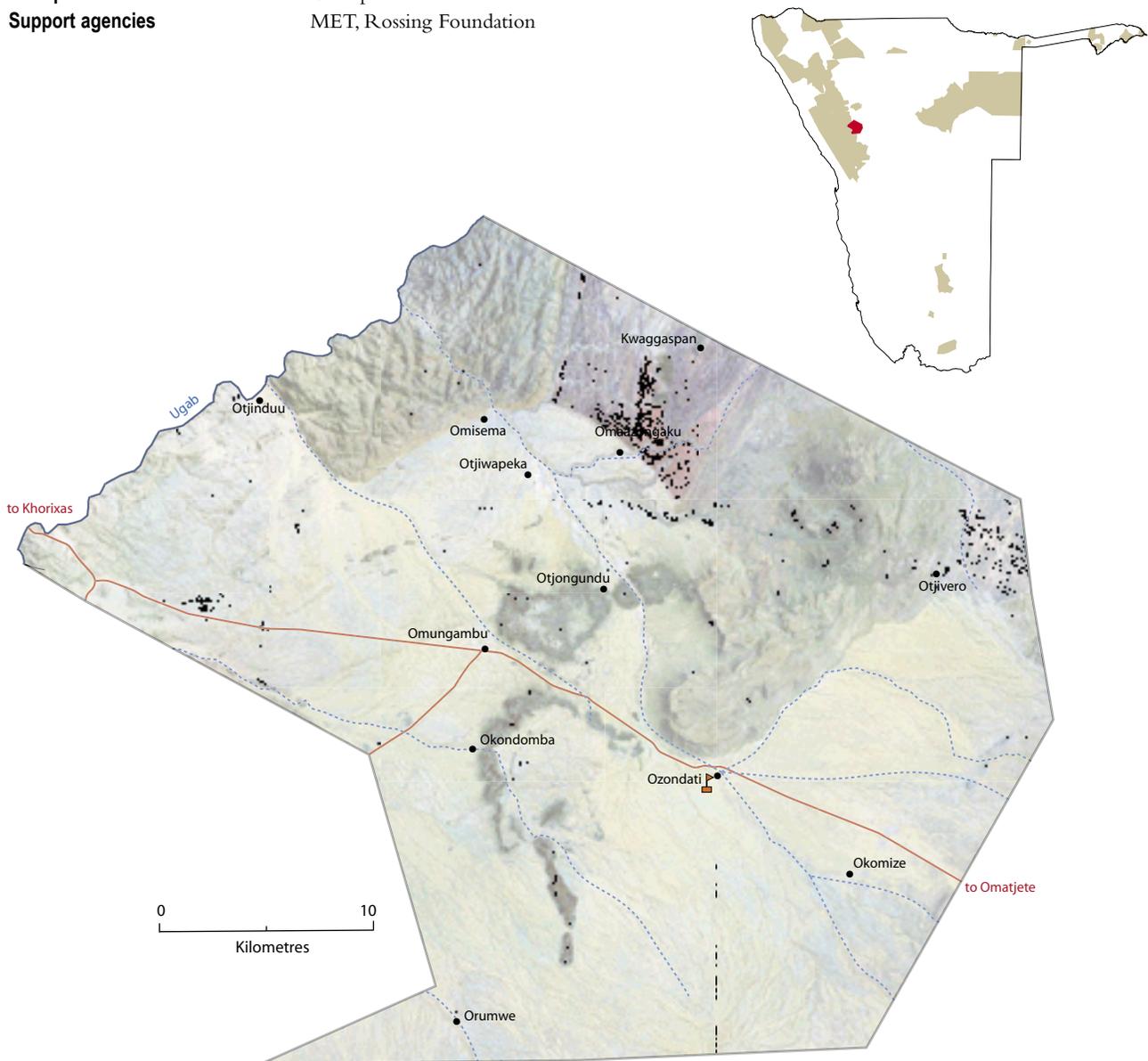
Registered	February 1998
Address	Nyae Nyae Conservancy P.O. Box 45, Grootfontein
Telephone	067-244011
Approximate population	2,300
Main home languages	Ju/'hoansi
Area	9,003 square kilometers
Region	Otjozondjupa
Geographical features	Mix of broad-leafed and acacia woodlands around a series of pans that fill after good rains. The Aha Hills in the east are prominent in the flat landscape
Unusual or important features	The culture of the San people, the Nyae Nyae and other pans. Great diversity of wildlife and birds.
Major wildlife resources	Lion, Reedbuck, Buffalo, Elephant, Leopard, Roan, Cheetah, African Wild Dog, Hartebeest, Kudu, Duiker, Warthog, Steenbok, Oryx, Springbok, Blue Wildebeest, Eland, Giraffe
Management	The conservancy board consists of five women and sixteen men. Management committee has six members. The staff comprises ten Community Rangers, a CBNRM Field Officer, a Project Manager, a Public Relations Manager, four members of the water team, four junior teachers, a pre-school teacher and an Education Coordinator. Monitoring system uses event books and an annual full moon game count
Enterprises	Joint venture trophy hunting, joint venture lodge, craft centre, Devil's Claw harvesting and two community camp sites
Support agencies	MET, NNDNFN (main local NGO), USAID LIFE Plus, WWF, ICEMA, KPF, LAC, CRIAA, UNAIDS and World Bank

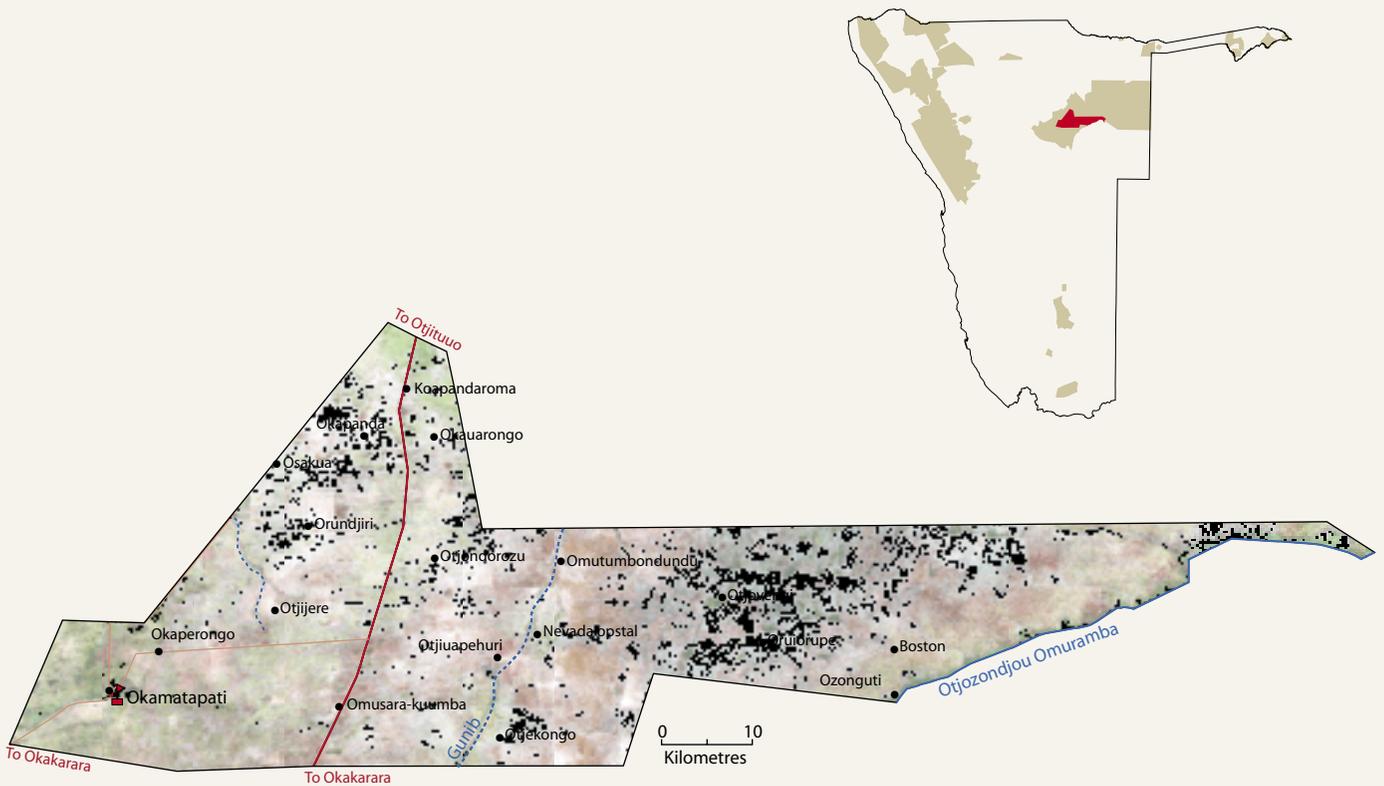


OHUNGU

(named after the symbolically important mountain at Ozondati in the conservancy)

Registered	October 2006
Address	Ohungu Conservancy P.O. Box 173, Omaruru
Telephone	064-570916
Approximate population	1,000
Main home languages	Otjiherero
Area	1,211 square kilometres
Region	Erongo
Geographical features	Rainfall in the region of 200 mm per year. Largely semi-desert and sparse savannas. Mountainous with extensive plains.
Unusual or important features	Ugab River Valley
Major wildlife resources	Elephant, Leopard, Cheetah, Kudu, Oryx, Ostrich, Springbok, Steenbok, Duiker, Mountain Zebra
Management	Conservancy Committee of five women and eight men including two Traditional Authority representative
Enterprises	Craft production
Support agencies	MET, Rossing Foundation





OKAMATAPATI

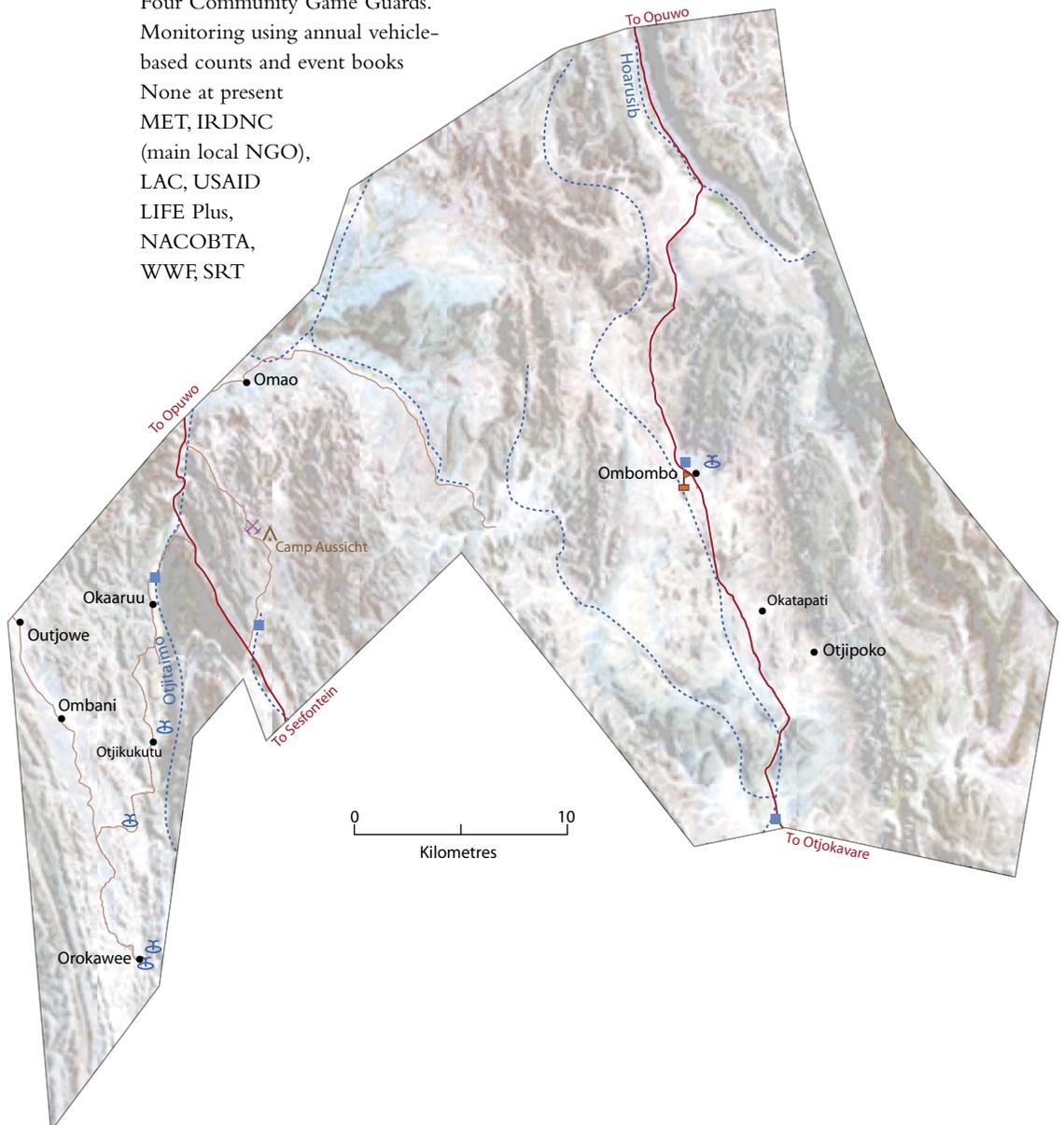
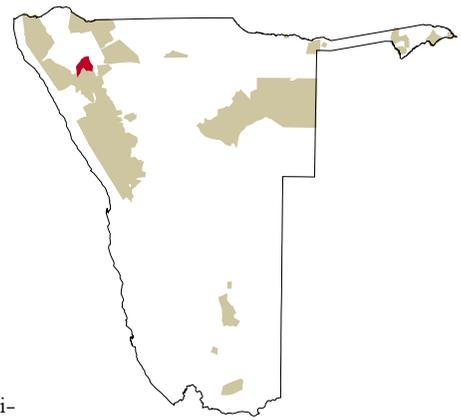
(named after the area itself, which comes from the locally common tree Omutapati, usually eaten by goats)

Registered	September 2005
Address	Okamatapati Conservancy P.O. Box 63, Okamatapati
Telephone	067-318033 / 68
Approximate population	3,000
Main home languages	Otjiherero, Ju/'hoansi
Area	3,096 square kilometres
Region	Otjozondjupa
Geographical features	Thornveld savanna biome. Flat sandy area with annual rainfall of 350-400 mm
Unusual or important features	Terminalia sericea (main source of food for cattle during dry period of the year)
Major wildlife resources	Wild dog, Kudu, Warthog, Steenbok, Klipspringer, Eland, Oryx, Leopard, Hyena
Management	Management committee of sixteen, of which eight are women. Nine form the executive. One female staff member employed. Close cooperation between conservancy and the farmers association. Conservancy has a representative in the Land Board and Local Development Committee.
Enterprises	Devil's Claw and Ozombanwi
Support Agencies	NDT (main local NGO), MET, NNF USAID LIFE Plus, WWF, SIDA

OKANGUNDUMBA

(named after a headman; the place is holy)

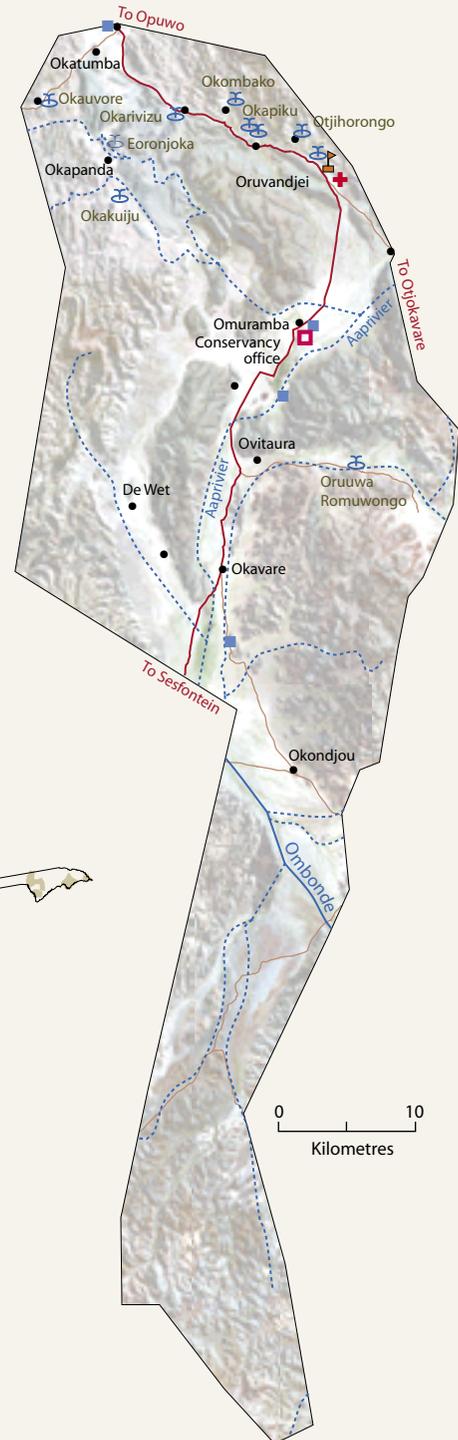
Registered	July 2003
Address	Okangundumba Conservancy P.O. Box 214, Opuwo
Telephone	061-228506
Approximate population	2,500
Main home languages	Otjiherero / Otjihimba
Area	1,131 square kilometers
Region	Kunene
Geographical features	Arid with less than 200 mm rain/year. Largely semi-desert and sparse savanna. Landscape is a mix of hills, plains and wooded river valleys
Unusual or important features	Dolomite mountains
Major wildlife resources	Elephant, Leopard, Mountain Zebra, Giraffe, Kudu, Oryx, Springbok, Steenbok, Duiker, Klipspringer, Hyena, Jackal, Cheetah, Ostrich, Black-faced impala
Management	Management Committee of fourteen men and three women. Four Community Game Guards. Monitoring using annual vehicle-based counts and event books
Enterprises	None at present
Support agencies	MET, IRDNC (main local NGO), LAC, USAID LIFE Plus, NACOBTA, WWF, SRT



OMATENDEKA

(named after reddish rocks in the area)

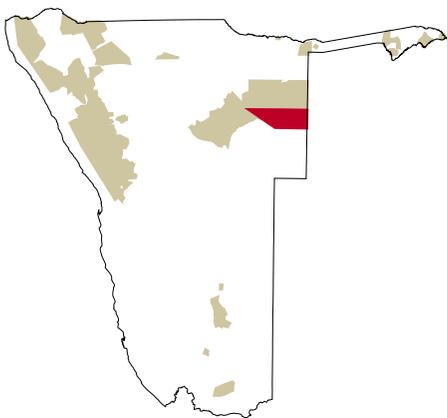
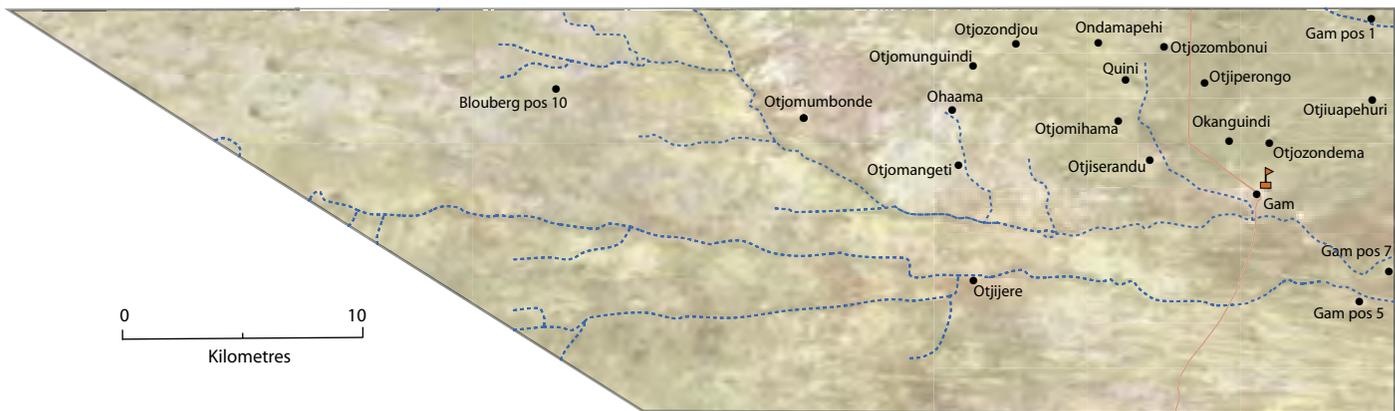
Registered	March 2003
Address	Omatendeka Conservancy P.O. Box 71, Opuwo
Telephone	065-276611/04
Approximate population	2,500
Main home languages	Otjiherero
Area	1,619 square kilometres
Region	Kunene
Geographical features	Arid with less than 250 mm rain/year. Largely semi-desert and sparse savanna. Landscape is a mix of hills, plains and wooded river valleys
Unusual or important features	'Serengeti Plains'
Major wildlife resources	Giraffe, Kudu, Duiker, Warthog, Steenbok, Oryx, Springbok, Ostrich, Klipspringer, Mountain Zebra, Eland, Elephant, Leopard, Lion, Black Rhino, Cheetah
Management	Management Committee of three women and eighteen men. Six members form the Executive Committee. Staff of four Community Game Guards, a Community Activator and a Field Officer. Monitoring using event books and annual vehicle counts
Enterprises	Trophy hunting, shoot and sell hunting and hunting for own use
Support agencies	MET, IRDNC (main local NGO), NACOBTA, LAC, USAID LIFE Plus, WWF, SRT, ICEMA



ONDJOU

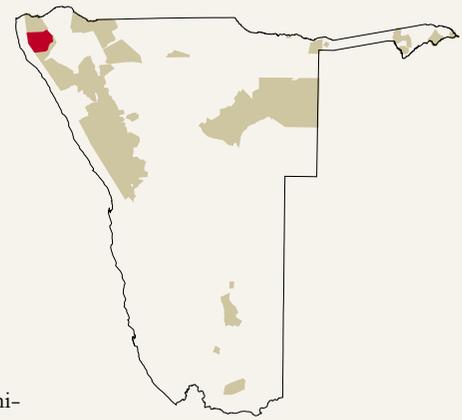
(named after the Otjiherero word for elephant)

Registered	October 2006
Address	Ondjou Conservancy Private Bag 2008, Grootfontein
Telephone	067-245509 / 081-3783916
Approximate population	2,000
Main home languages	Otjiherero, San
Area	8,729 square kilometres
Region	Otjozondjupa
Geographical features	Characterised by undulating landscape and diverse vegetation including woodlands, grassland and well-defined drainage lines. Rock outcrops may have archaeological significance
Unusual or important features	Traditional lifestyles of Herero people
Major wildlife resources	Elephant, Lion, Leopard, Giraffe, Kudu, Steenbok, Oryx, Wild dog, Spotted Hyaena, Cheetah, Jackal
Management	Conservancy committee of four women and seven men. One conservancy staff member
Enterprises	Devil's Claw
Support agencies	MET, NDT, MAWF, NCDC

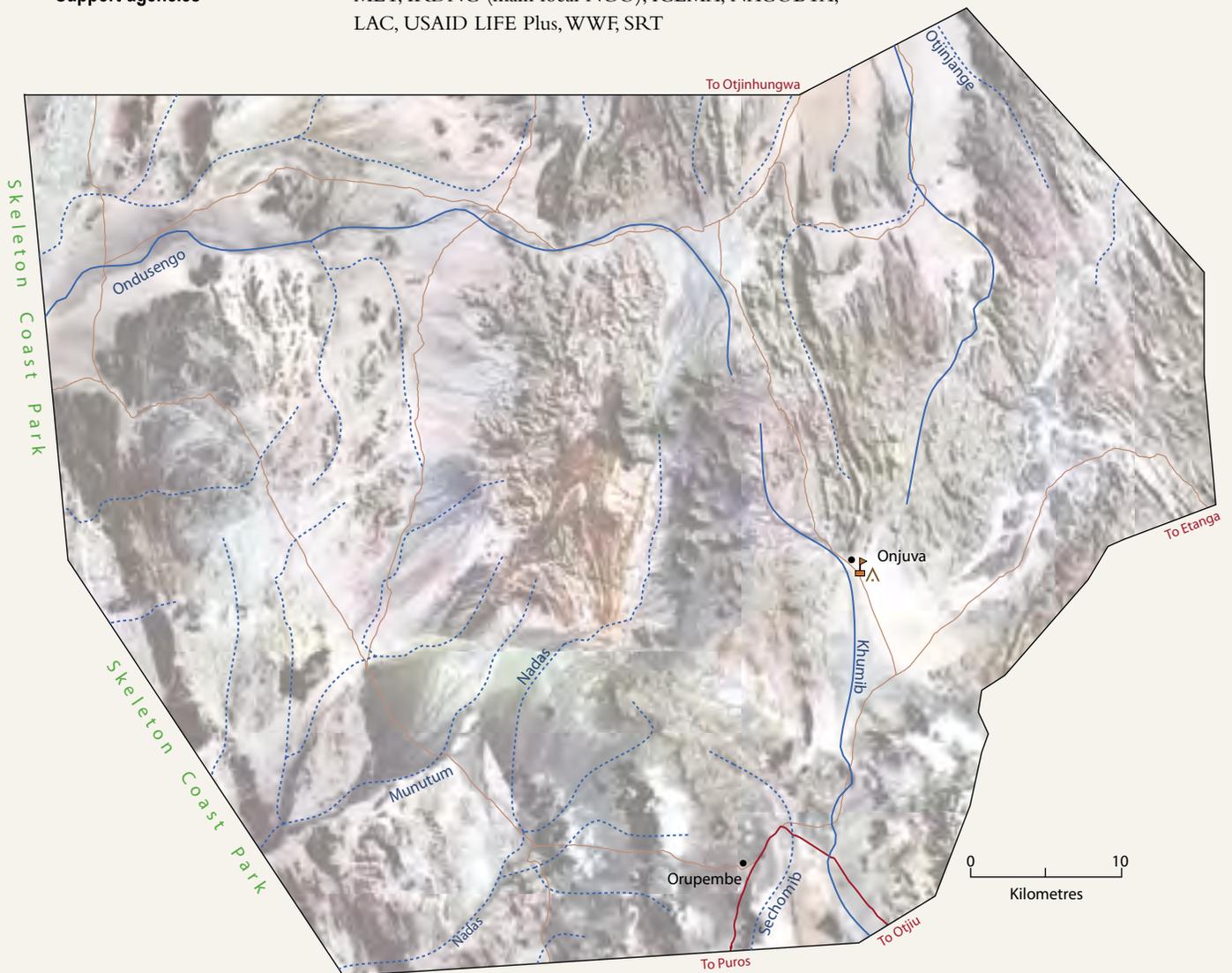


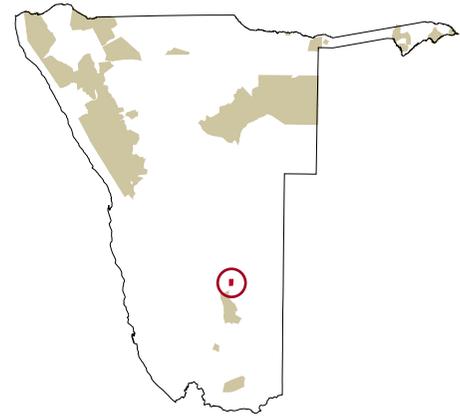
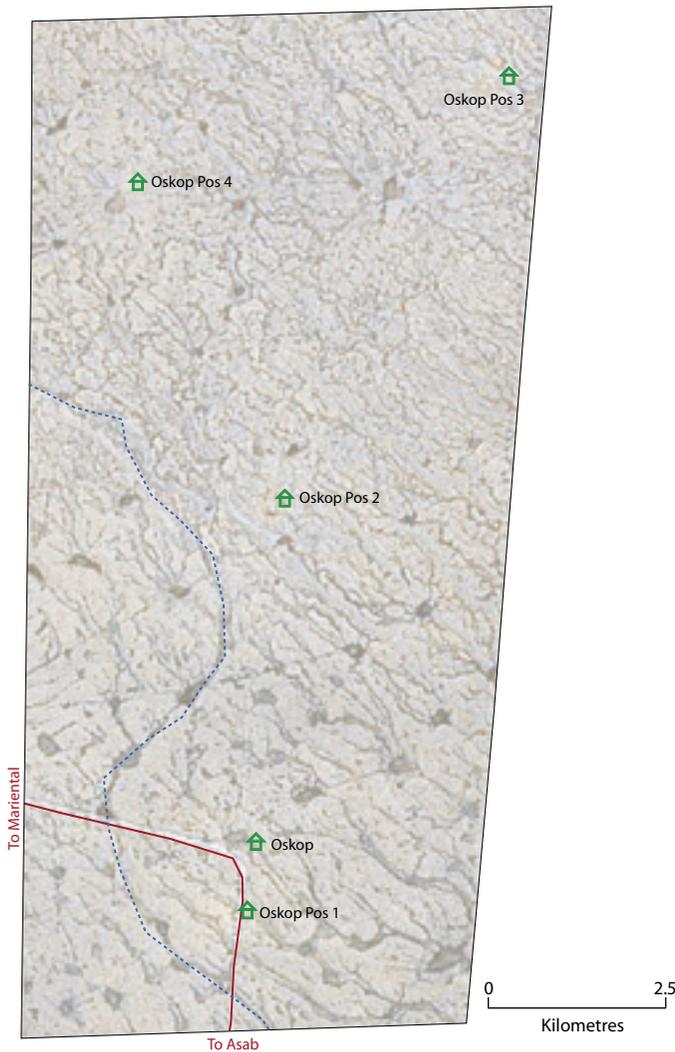
ORUPEMBE

(meaning wilderness area)



Registered	July 2003
Address	Orupembe Conservancy P.O. Box 289, Opuwo
Telephone	061-228506
Approximate population	400
Main home languages	Otjhimba
Area	3,565 square kilometres
Region	Kunene
Geographical features	Arid with less than 100 mm rain/year. Largely semi-desert and sparse savanna. Landscape is a combination of hills, plains and wooded river valleys
Unusual or important features	Onjuva Plains. Culture of Ovahimba people
Major wildlife resources	Leopard, Cheetah, Steenbok, Kudu, Ostrich, Giraffe, Oryx, Mountain Zebra, Springbok, Klipspringer
Management	Management Committee of six men and three women. A Field Officer, three Community Game Guards and one Community Activator are employed. Monitoring using annual vehicle-based counts and event books
Enterprises	Joint venture agreement for game viewing in conservancy, premium hunting, conservancy campsite, own use hunting, <i>Commiphora</i> resin harvesting and craft production
Support agencies	MET, IRDNC (main local NGO), ICEMA, NACOBTA, LAC, USAID LIFE Plus, WWF, SRT





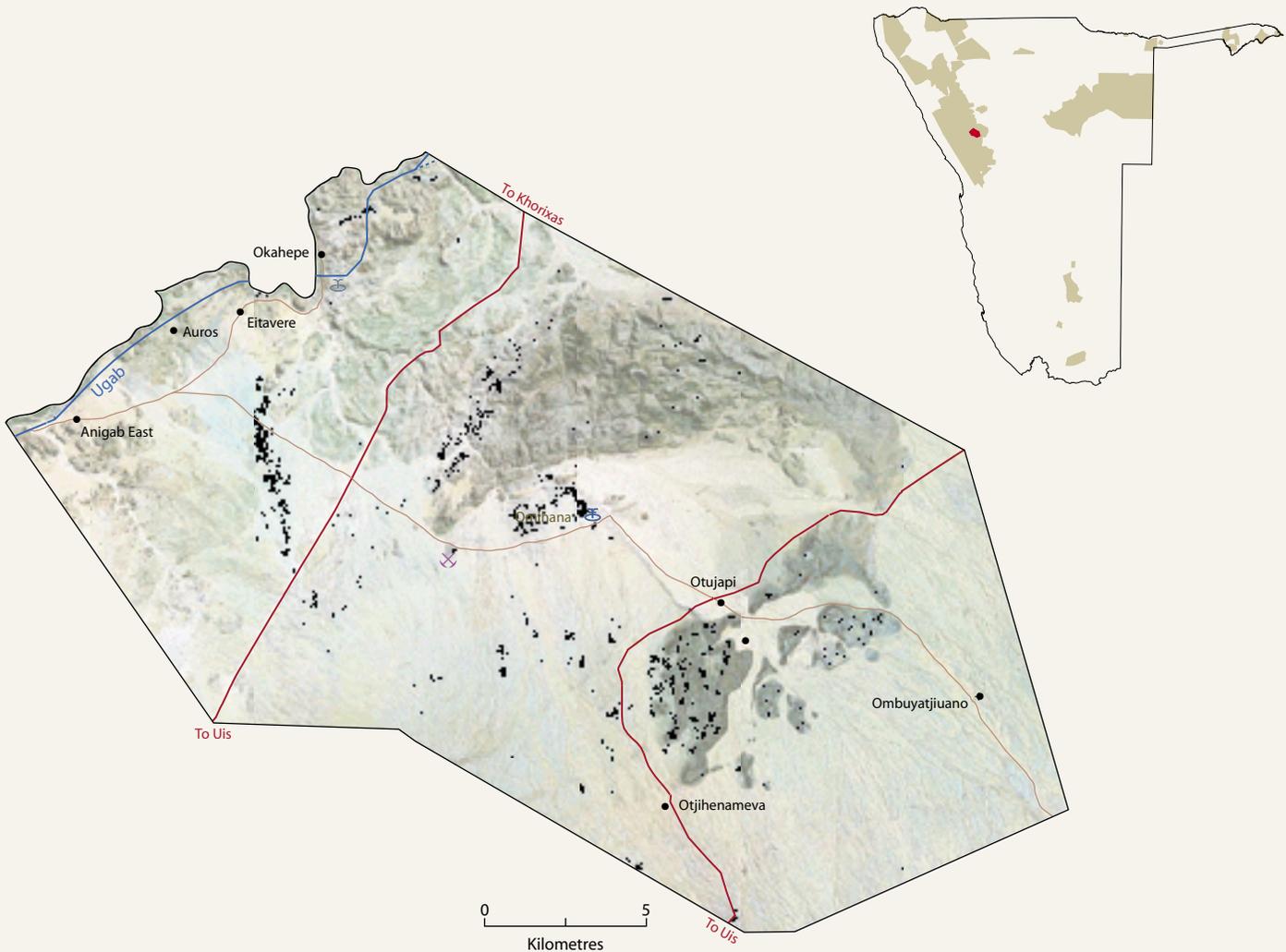
OSKOP

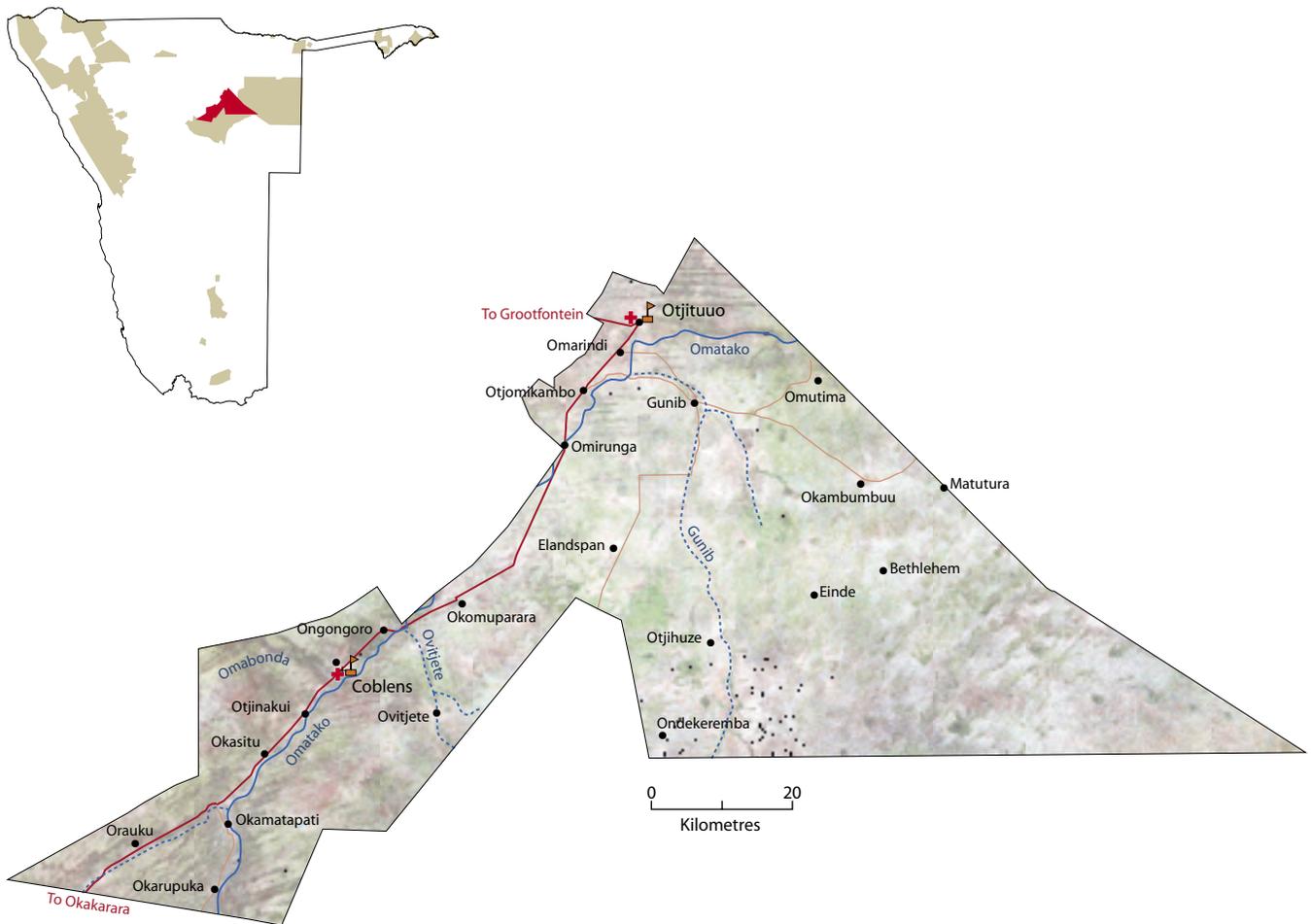
(name derived from a freehold farm in the area)

Registered	February 2001
Address	Oskop Conservancy Private Bag 2003, Gibeon
Telephone	063-252253
Approximate population	120
Main home languages	Khoekhoegowab
Area	95 square kilometers
Region	Hardap
Geographical features	Flat landscape of shrub savanna. Annual rainfall varies between 100 and 200 mm
Unusual or important features	None
Major wildlife resources	Springbok, Ostrich, Steenbok, Oryx
Management	Management committee of six men and three women, Monitoring using the event book system. A wildlife management plan has been formulated. Strip road based game count conducted
Enterprises	Own use hunting
Support agencies	MET, NDT (main local NGO), NACOBTA, NNE, LAC, DRFN, MAWF, USAID LIFE Plus, WWF

OTJIMBOYO

Registered	March 2003
Address	Otjimboyo Conservancy P.O. Box 51, Uis
Telephone	064-504167 (RISE office)
Approximate population	1,000
Main home languages	Otjiherero
Area	448 square kilometers
Region	Erongo
Geographical features	Arid with less than 100 mm rain/year. Largely semi-desert and sparse savanna. Landscape is a mix of hills, plains and wooded river valleys
Unusual or important features	Ugab River Valley
Major wildlife resources	Elephant, Leopard, Cheetah, Kudu, Oryx, Ostrich, Springbok, Steenbok, Duiker
Management	Management Committee of five women and ten men. Six people form the Executive. Two Community Game Guards and one Community Activator are employed. Monitoring using annual vehicle-based counts and event books
Enterprises	Hunting for own use; trophy hunting; premium hunting and shoot and sell hunting
Support agencies	MET, RISE (main local NGO), NNF, USAID LIFE Plus Project, WWF





OTJITUUO

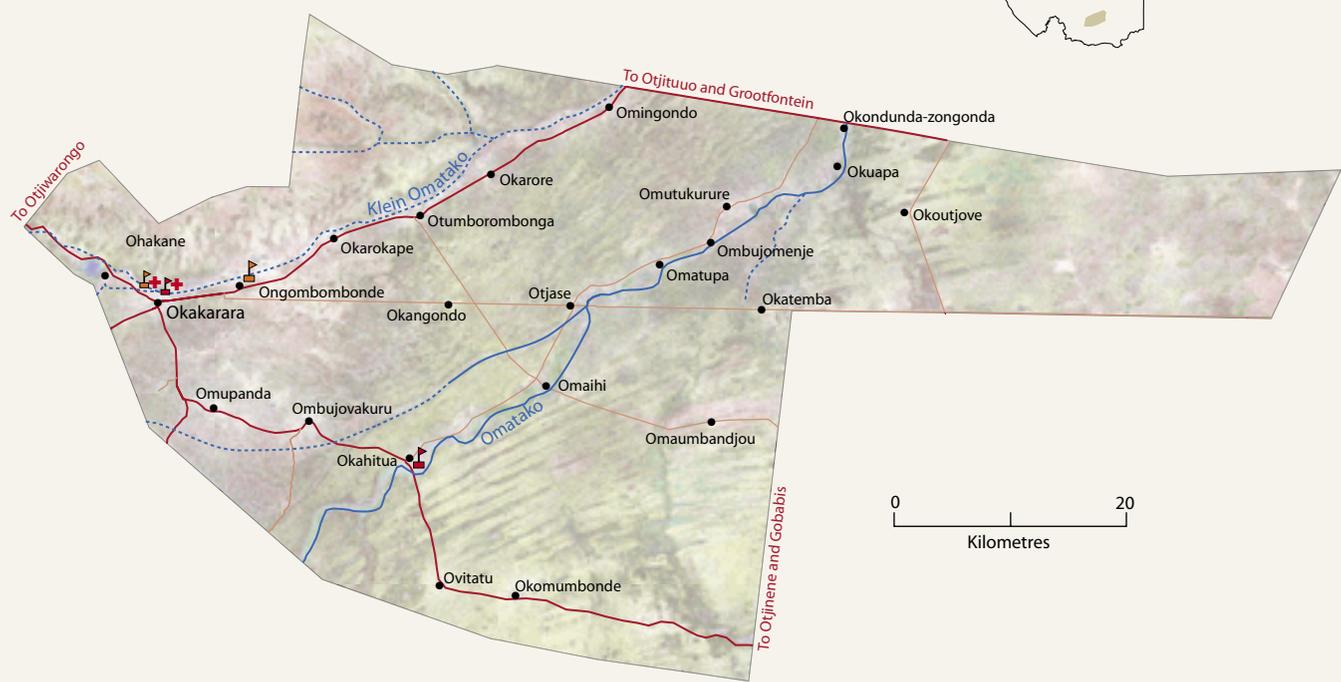
(name means the curve or bend of the Omuramba Omatako)

Registered	September 2005
Address	Otjituuo Conservancy P.O. Box 2081, Grootfontein
Telephone	067-243615 / 240079
Approximate population	9,000
Main home languages	Otjiherero, Ju/'hoansi
Area	6,133 square kilometres
Region	Otjozondjupa
Geographical features	Thorn veld savanna and flat surface area. Average annual rainfall of 350–400 mm
Unusual or important features	Omatako omuramba, fountain in Otjituuo, pans and Makalani trees
Major wildlife resources	Wild dog, Kudu, Oryx, Leopard, Eland, Warthog, Steenbok, Klipspringer, Hyena
Management	Management committee of sixteen, of which seven are women. One female staff member employed (Office Coordinator). Close association between conservancy and farmers association
Enterprises	Craft production (walking sticks, cattle skins, Herero dolls), Devil's Claw and Ozombanui
Support Agencies	NDT (main local NGO), MET, NNF, USAID LIFE Plus, WWF, SIDA

OZONAH

(Named after an area referred to as the 'flat muddy surface that holds water during the rainy season')

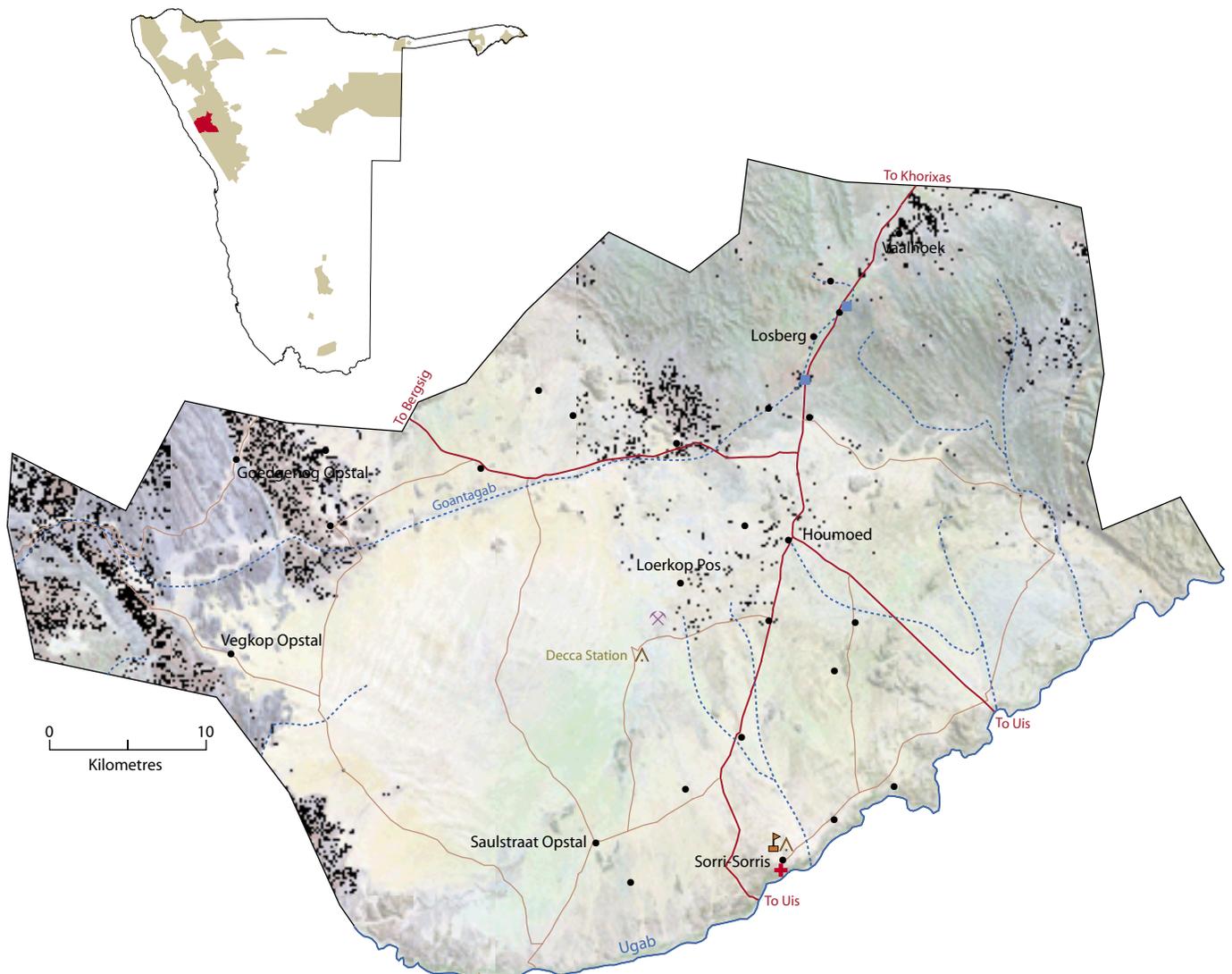
Registered	September 2005
Address	Ozonahi Conservancy P.O. Box 264, Okakarara
Telephone	067-317770
Approximate population	5,500
Main home languages	Otjiherero, Ju/'hoansi
Area	3,204 square kilometres
Region	Otjozondjupa
Geographical features	Central Kalahari sandveld, thornveld savanna biome. Average annual rainfall of 350-400 mm
Unusual or important features	Herero/German battle sites. Several large water pans Ohakane, Hamakari, Ondeka and Otjihenda (water pans). Borders commercial farms and conservancies
Major wildlife resources	Kudu, Ostrich, Steenbok, Duiker, Jackal, Cheetah, Eland Oryx, Leopard
Management	Management committee of sixteen, of which four are women. Nine people form the executive One female staff member employed
Enterprises	None at present, but some individuals are benefiting from craft making
Support Agencies	NDT (main local NGO), MET, NNF, USAID LIFE Plus, WWF, SIDA



SORRI-SORRIS

(means an abundance of sunlight in Khoekhoegowab)

Registered	October 2001
Address	Sorri-Sorris, P.O. Box 83, Khorixas
Telephone	067-331393
Approximate population	1,300
Main home languages	Khoekhoegowab
Area	2,290 square kilometers
Region	Kunene
Geographical features	Arid area receiving about 100 mm rain/year. Sparse grass cover and trees, mostly along dry river courses. Landscape of hills and plains
Major wildlife resources	Elephant, Leopard, Black Rhino, Cheetah, Mountain Zebra, Kudu, Oryx, Ostrich, Springbok, Steenbok, Duiker, Giraffe
Management	Management Committee of six men and three women. Three Community Game Guards, one Liaison Officer and one Project Coordinator are employed. Monitoring using annual vehicle-based counts and event books
Enterprises	Hunting for own use, shoot and sell hunting
Support agencies	MET, NNF, NACOBTA, CRIAA, LAC, USAID LIFE Plus, WWF, ICEMA, SRT



TORRA

(named after the red "torra" rocks predominant in the area)

Registered Address June 1998
Torra Conservancy
P.O. Box 2009,
Khorixas

Telephone 067-697063

Approximate population 1,200

Main home languages Khoekhoegowab,
Otjiherero and
Afrikaans

Area 3,522 square kilometers

Region Kunene



Geographical features Arid with less than 100 mm rain/year. Largely semi-desert and sparse savanna. Landscape is a mix of hills, plains and wooded river valleys

Unusual or important features Wildlife in stark desert scenery

Major wildlife resources Elephant, Lion, Leopard, Black Rhino, Cheetah, Ostrich, Kudu, Duiker, Warthog, Steenbok, Oryx, Springbok, Giraffe, Mountain Zebra, Klipspringer

Management Management committee of seven men and one woman. The staff consists of five Community Game Guards, a Field Officer, a Community Activist and a Receptionist. Monitoring using event book system and annual vehicle based count

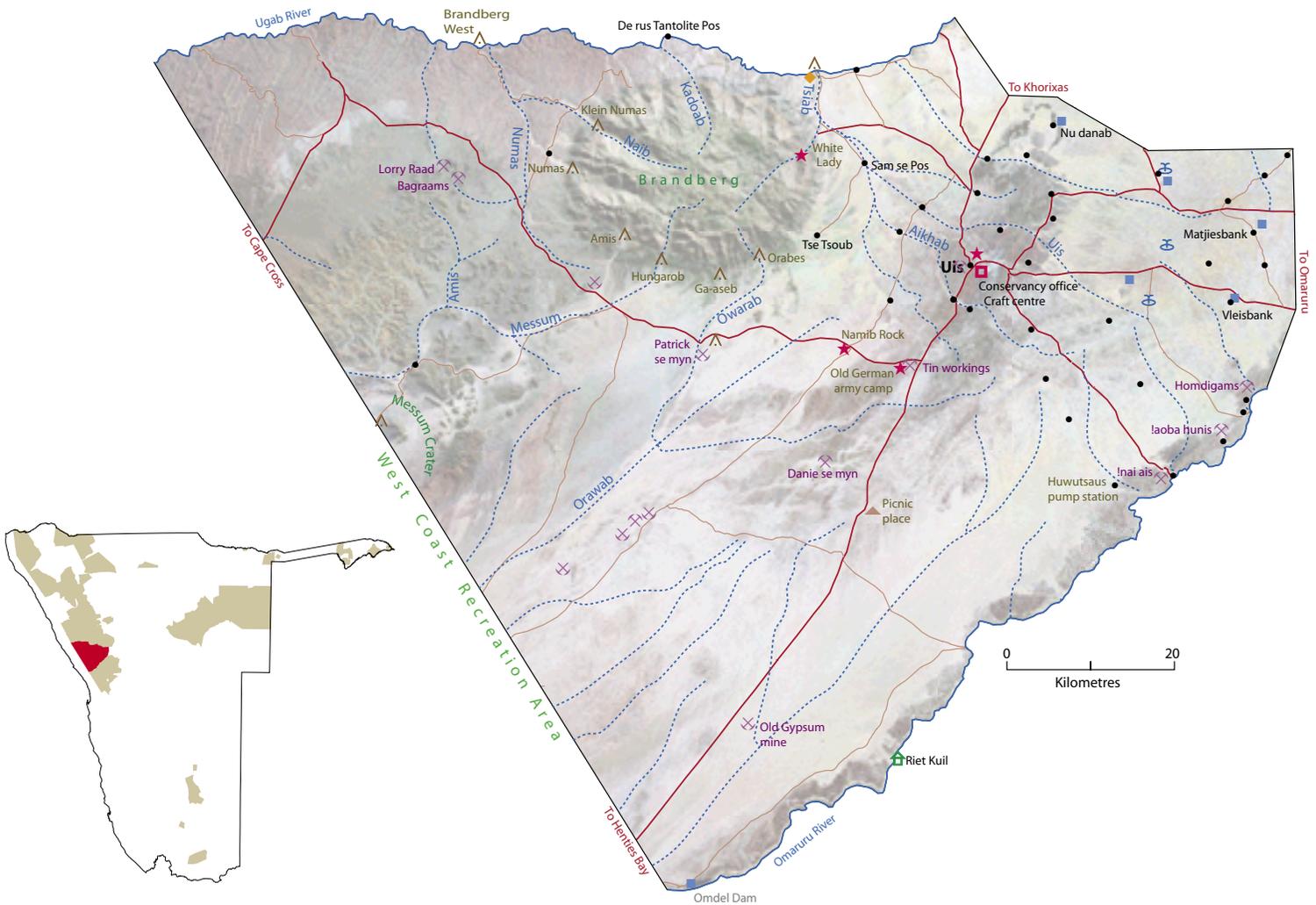
Enterprises Joint venture trophy hunting, joint venture lodge, live sale of springbok, shoot and sell hunting and own use hunting

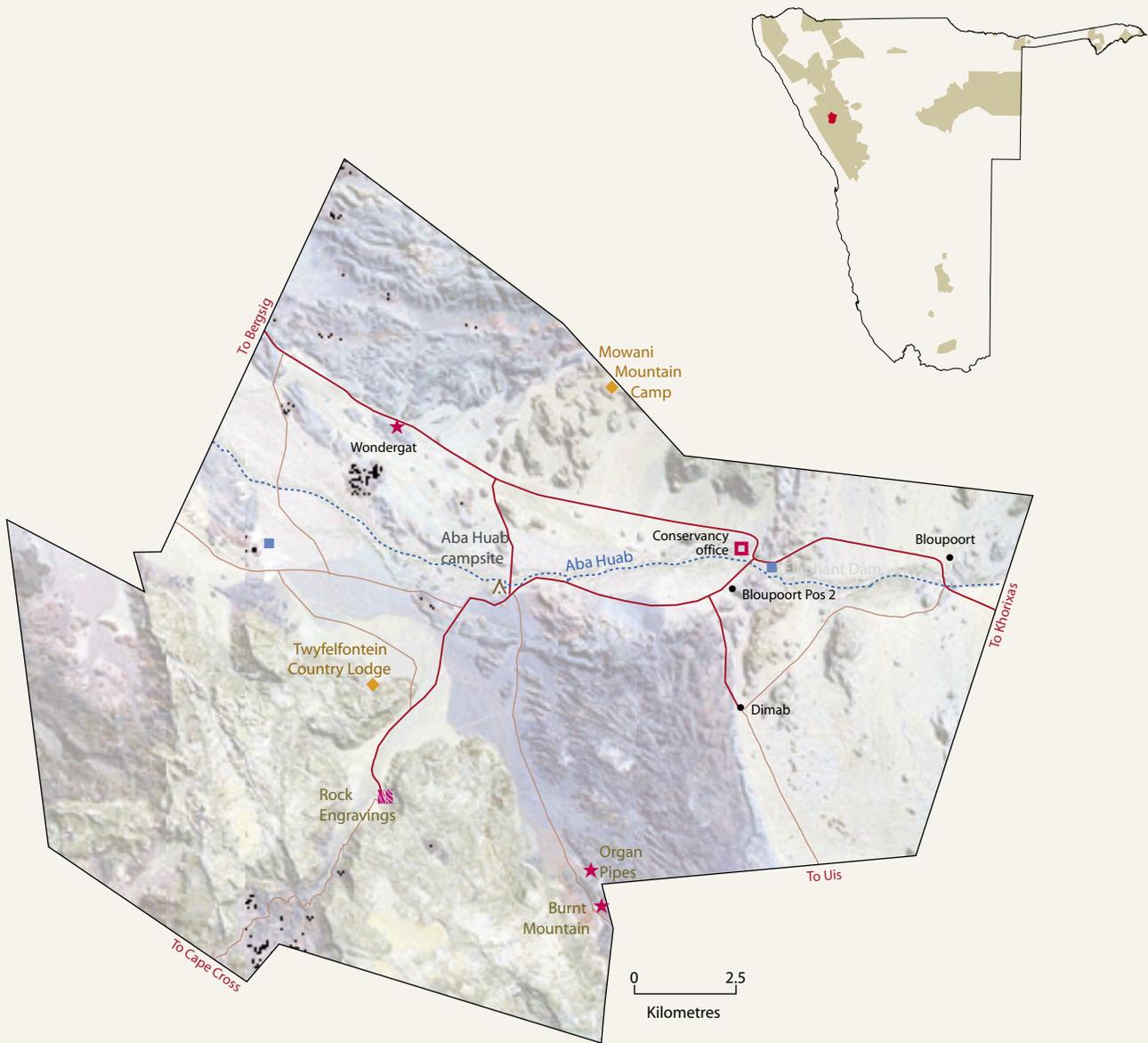
Support agencies MET, IRDNC, NACOBTA, NNF, LAC, USAID LIFE Plus, WWF, SRT

TSISEB

(named after a river that runs from the gorges to the White Lady and provides water for wildlife)

Registered	January 2001
Address	Tsiseb Conservancy, P.O. Box 72, Uis
Telephone	064-504162
Approximate population	2,000
Main home languages	Khoekhoegowab and Otjiherero.
Area	8,083 square kilometers
Region	Erongo
Geographical features	Arid area with annual rainfall that is usually less than 100 mm per year. Rolling or flat landscape on which the Brandberg massif stands out. Ugab River forms the northern border
Unusual or important features	Brandberg, Petrified Forest, White Lady rock paintings, Ugab River, Messum Crater
Major wildlife resources	Elephant, Black Rhino, Leopard, Cheetah, Mountain Zebra, Kudu, Oryx, Ostrich, Springbok, Steenbok, Jackal, Klipspringer
Management	Management committee of six men and eight women, and an Executive committee of six people. Two Technical Assistants. Three Game Guards, a Manager, an Office Clerk and a Cleaner are employed. Monitoring using event books and annual vehicle based count
Enterprises	Joint venture trophy hunting, joint venture lodge, Daureb Craft Center, coffee shop, Internet café, Daureb Mountain Guides and own use hunting in conservancy
Support agencies	MET, RISE (main local NGO), NNF, NACOBTA, LAC, USAID LIFE Plus, WWF, SRT, ICEMA

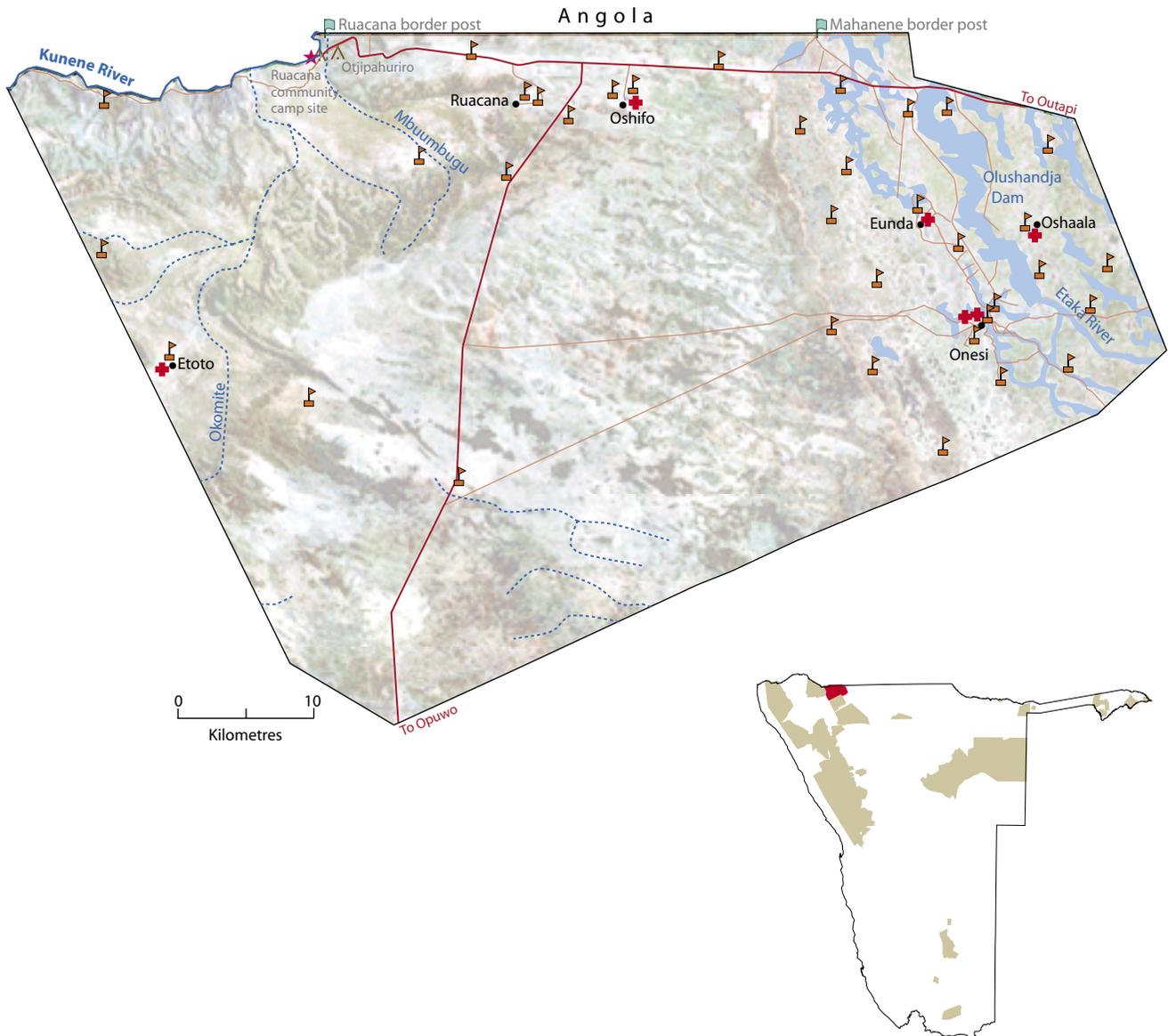




UIBASEN

(Uibasen means 'live for yourself' in Khoekhoegowab)

Registered	December 1999
Address	Uibasen Conservancy P.O. Box 131, Khorixas
Telephone	067-687047
Approximate population	230
Main home languages	Khoekhoegowab
Area	286 square kilometers
Region	Kunene
Geographical features	Semi-arid area usually receiving 100–200 mm rain/year. Largely semi-desert and sparse savanna Landscape is a mix of hills, plains and wooded river valleys
Unusual or important features	Twyfelfontein rock engravings and Burnt Mountain
Major wildlife resources	Elephant, Leopard, Mountain Zebra, Kudu, Oryx, Ostrich, Springbok, Steenbok, Duiker, Klipspringer
Management	Management committee of four women and five men. No staff at present
Enterprises	Joint venture lodge; Twyfelfontein engraving guides; joint venture contract with ballooning company
Support agencies	MET, NACOBTA, LAC, USAID LIFE Plus, WWF, NNE, SRT



UUKOLONKADHI-RUACANA

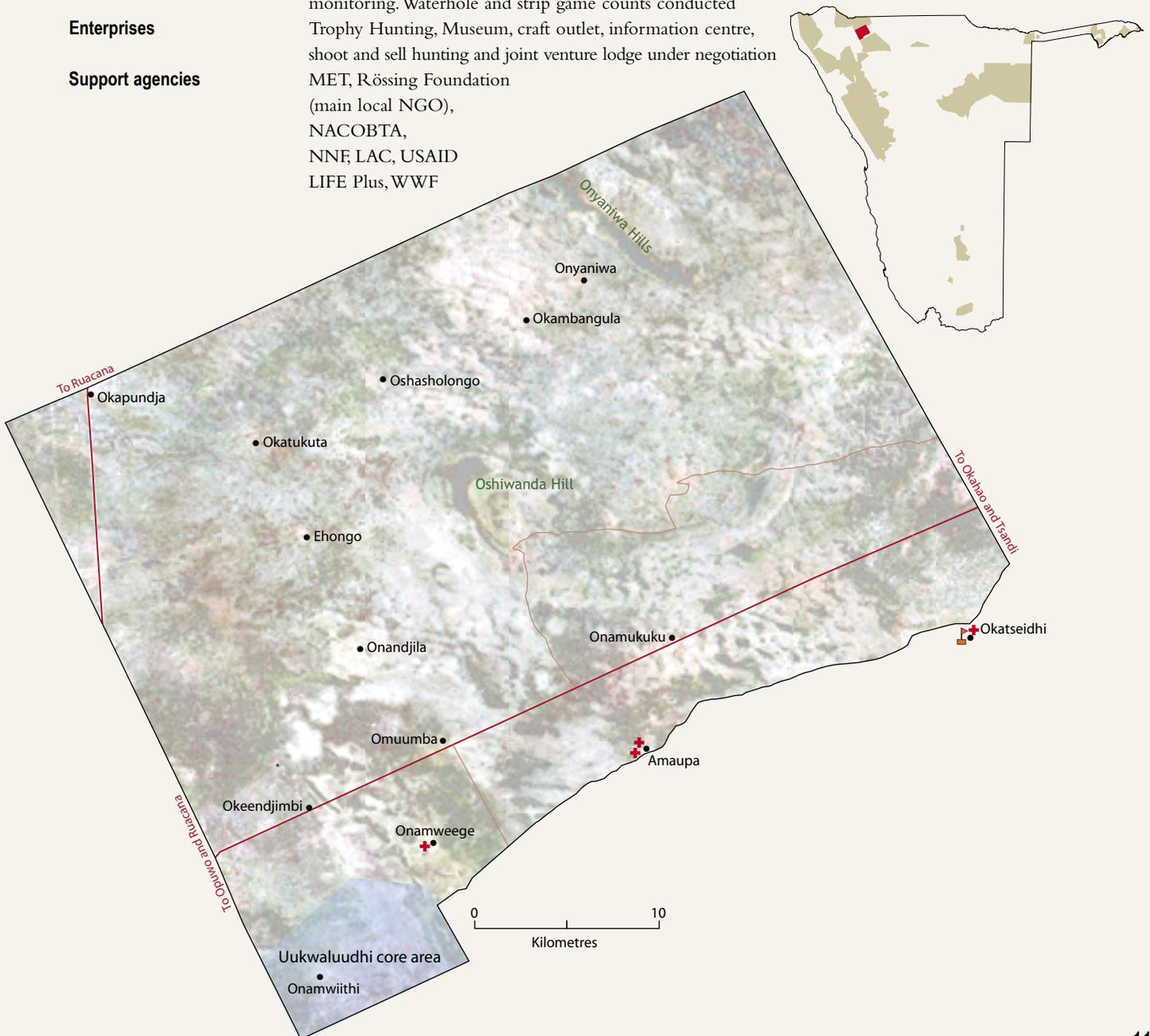
(named after a district area)

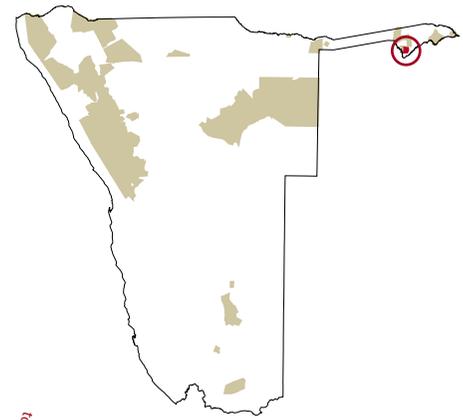
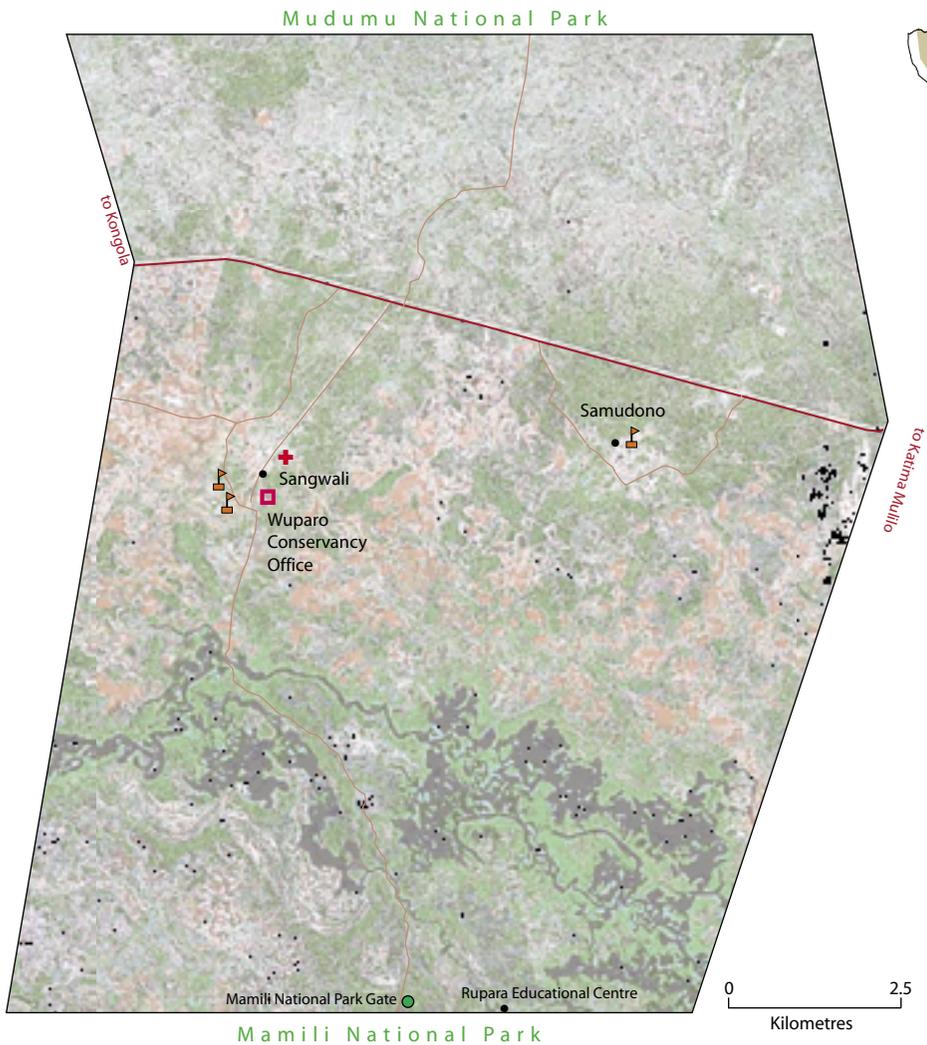
Registered	September 2005
Address	Uukolonkadhi-Ruacana Conservancy P.O. Box 44, Ruacana Telephone 065-270090 (MET) or 065-258877(TA)
Approximate population	25,000
Main home languages	Oshiwambo, Otjiherero, Otjihimba and Dhemba
Area	2,993 square kilometers
Region	Omusati
Geographical features	Flat to mountainous area with forest and grassland and woodlands. Average annual rainfall of 300-400 mm
Unusual or important features	Ruacana waterfall on the Kunene river, Onguma, permanent river, Olushandja Dam
Major wildlife resources	Elephant, Springbok, Mountain Zebra, Ostrich, Black-faced impala, Hippo, Crocodiles
Management	Twenty one Conservancy committee members, ten men and eleven women. Six Community Game Guards – two volunteers and four paid
Enterprises	Community campsite (Otjipahuriro), onguma (rocks producing ochre powder) and hunting for own use
Support agencies	Rössing Foundation, IRDNC, MET, USAID LIFE Plus Project, WWF, LAC, ICEMA

UUKWALUUDHI

(named after the tribal group in the area, means small group of one clan)

Registered	March 2003
Address	Uukwaluudhi Conservancy, P.O. Box 220, Uukwaluudhi
Telephone	065-273099
Approximate population	25,000 – 30 000 eligible for membership
Main home languages	Oshiwambo, Otjiherero and Otjihimba
Area	1,437 square kilometers
Region	Omusati
Geographical features	Small hills dot the flat landscape of savanna woodland. Rainfall averages 350-400 mm per year
Unusual or important features	Core wildlife area. Multicultural people (Wambo, Herero, Himba, Dhemba and San peoples)
Major wildlife resources	Black Rhino, Black-faced Impala, Kudu, Duiker, Hartbeest, Eland, Plains Zebra, Giraffe, Springbok, Elephant, Eland
Management	Management Committee consists of three women and fifteen men. Nine of these people form the Executive. Two Community Game Guards are employed. The event book system is used for monitoring. Waterhole and strip game counts conducted
Enterprises	Trophy Hunting, Museum, craft outlet, information centre, shoot and sell hunting and joint venture lodge under negotiation
Support agencies	MET, Rössing Foundation (main local NGO), NACOBTA, NNF, LAC, USAID, LIFE Plus, WWF





WUPARO

(means life in Siyeyi)

Registered	December 1999
Address	Wuparo Conservancy P.O. Box 1707, Katima Mulilo
Telephone	066-252518
Approximate population	2,100
Main home languages	Siyeyi
Area	148 square kilometers
Region	Caprivi
Geographical features	Originally a floodplain but now a mosaic of woodland and grassland. Average annual rainfall is 600 mm
Unusual or important features	Wuparo lies between two national parks: Mudumu and Mamili
Major wildlife resources	Lion, Elephant, Buffalo, Leopard, Roan, Tsessebe, Impala, Kudu, Duiker, Reedbuck, Wildebeest, Warthog, Reedbuck
Management	Management committee of four women and eight men. Six members form the executive committee. Staff of seven Community Game Guards, one Manager, one Community Resource Monitor, one Treasurer and one Secretary. Monitoring using event books and annual game count on foot
Enterprises	Joint venture trophy hunting, craft production and Rupara Environmental Centre
Support agencies	MET, IRDNC (main local NGO), NNF, NACOBTA, LAC, USAID LIFE Plus, WWF, ICEMA



Organisations

*supporting communal area
conservancies in Namibia*

Ministry of Environment and Tourism (MET) www.met.gov.na	Private Bag 13306, Windhoek, Namibia
Directorate of Parks and Wildlife Director: Mr. B. Beytell bbeytell@mweb.com.na	Tel: +264 61 284 2528 Fax: +264 61 263195 Fax: +264 61 239506
CBNRM Sub Division (CSD) Chief Control Warden: Ms. T. //Garoes tmgaroes@iway.na	Tel: +264 61 284 2123 Fax: +264 61 253 649
Directorate of Environmental Affairs Director: Mr. T. Nghitila nghitila@dea.met.gov.na www.dea.met.gov.na	Tel: +264 61 284 2700 Fax: +264 61 240 339
Directorate of Scientific Support Services Director: Dr. F Demas fdemas@mweb.com.na	Tel: +264 61 284 2553 Fax: +264 61 259 101
Directorate of Tourism Contact person: Mr. Merrow Thaniseb amieze@mweb.com	Tel: +264 61 284 2117 Fax: +264 61 221 930 Fax: +264 61 230692
Directorate of Administration and Support Services Director: Ms. S. Shidute sshidute@met.gov.na	Tel: +264 61 284 2203
Integrated Community-Based Ecosystem Management Project (ICEMA) Chief of Party: Mr. J Tagg jotagg@mweb.com.na	Tel: +264 61 284 2726 Fax: +264 61 249 795

NACSO PARTNERS

Name	Contact	Services provided	Area of operation
Namibia Association of CBNRM Support Organisations (NACSO) Coordinator: Ms. Maxi Louis	P O Box 98353 Windhoek, Namibia Tel: +264 61 230 888 Fax: +264 61 237 036 nacso@iway.na www.nacso.org.na	Secretariat for umbrella organisation of CBNRM support agencies in Namibia	National
Legal Assistance Centre (LAC) Director: Mr. N. Tjombe	P O Box 604 Windhoek, Namibia Tel: +264 61 223 356 Fax: +264 61 234 953 Ntjombe@lac.org.na www.lac.org.na	Legal advice to conservancies on constitutions, contracts, legal conflicts and conflict resolution and advocacy on CBNRM issues	National
Namibia Community-Based Tourism Association (NACOBTA) Director: Ms Olga Katjiuongua	P O Box 86099 Windhoek, Namibia Tel: +264 61 250 558 Fax: +264 61 222 647 office@nacobta.com.na www.nacobta.com.na	National support to community-based tourism enterprises (CBTE), joint venture lodge developments, tourism planning and advocacy on CBT related issues	National
Integrated Rural Development and Nature Foundation (IRDNC) Co-Directors: Dr. Margaret Jacobson Mr. Garth-Owen Smith	P O Box 24050 Windhoek, Namibia Tel: +264 61 228 506 Fax: +264 61 228 530 irdnc@iafrica.com.na www.irdnc.org.na	Field based NGO providing technical support to registered and emerging conservancies	Kunene, Caprivi
Nyae Nyae Development Foundation of Namibia (NNDFN) Acting Director: Ms. L. Diez	P O Box 9026 Windhoek, Namibia Tel: +264 61 236 327 Fax: +264 61 225 997 nndfn@iafrica.com.na	Field based NGO providing technical support to registered and emerging conservancies	Otjozondjupa
Namibia Non-Governmental Organization Forum (NANGOF) Executive Director: Ms. Anna Beukes	P O Box 70433 Windhoek, Namibia Tel: +264 61 222 860 Fax: +264 61 222 864 nangof@iway.na	Represents broad range of CBOs and NGOs	National
Namibia Nature Foundation (NNF) Director: Dr. C. Brown	P O Box 245 Windhoek, Namibia Tel: +264 61 248 345 Fax: +264 61 248 344 nnf@nnf.org.na www.nnf.org.na	Provides assistance in grant administration, fundraising, financial management and Monitoring and Evaluation	National; Every River Has Its People project - Kavango

Name	Contact	Services provided	Area of operation
Rural Institute for Social Empowerment (RISE) Director: Mr. Pintile Davids	P O Box 50155 Bachbrecht Windhoek, Namibia Tel: +264 61 236 029 Fax: +264 61 232 597 rise-www@iafrica.com.na	Field based NGO providing technical support to registered and emerging conservancies	Erongo
Rössing Foundation Director: Mr. Job Tjiho	P O Box 284, Arandis Tel: +264 64 512000 Fax: +264 64 512001 jtjiho@rossing.com.na www.rf.org.na	Supports community craft development and marketing. Support for conservancies in north central Namibia	National and Omusati Oshana, Oshana and Oshikoto
Multi-disciplinary Research Centre and Consultancy (MRCC-UNAM) Director: Mr. H. Muashikele	Private Bag 13301 Windhoek, Namibia Tel: +264 61 206 3051 Fax: +264 61 206 3050 hmuashikele@unam.na www.unam.org	Research into the social effectiveness of CBNRM and conservancies in Namibia	National
Namibia Development Trust (NDT) Director Mr. P.J. Dempers	P O Box 8226 Bachbrecht Windhoek, Namibia Tel: +264 61 238 003 Fax: +264 61 233 261 info@ndt.org.na	Field based NGO providing technical support to registered and emerging conservancies	Karas, Hardap and Otjozondjupa
Desert Research Foundation Namibia (DRFN) Director: Dr. Detlof Von Oertzen	P O Box 20232 Windhoek, Namibia Tel: +264 61 377 500 Fax: +264 61 230 172 drfn@drfn.org.na www.drf.org info@drfn.org.na	Support to community organizations on desertification and livelihood issues	National
Centre for Research Information Action in Africa - Southern Africa Development and Consulting (CRIA SADC) Director: Mr. M. Mallet	P O Box 23778 Windhoek, Namibia Tel: +264 61 220 117 Fax: +264 61 232 293 criaawhk@africaonline.com.na www.criaasadc.org.na	Technical advice, feasibility assessments and market linkages to organizations and communities on development of the veld product industry	National
Omba Trust Director: Ms. Karin le Roux	P O Box 24204 Windhoek, Namibia Tel: +264 61 242222 Tel/fax: +264 61 242 799 Karin.leroux@@omba.org.na	Independent non profit initiative supporting the development and marketing and promotion of Namibian craft with emphasis on fair trade.	National
Kunene Regional Conservancy Association (KRCA) Secretary: Mr. Joshua Kaisuma	P O Box 293 Opuwo, Namibia Tel: +264 65 271 257 Fax: + 264 65 273 257	Independent organisation comprised of registered and emerging conservancies in the Kunene region acting as a representative umbrella body	Kunene
Otjozondjupa Conservancy Association	P O Box 8226 Bachbrecht, Windhoek Tel: +264 61 238 003 Fax: +261 61 233 261 info@ndt.org.na	Independent organisation comprised of registered and emerging conservancies in Otjozondjupa acting as a representative umbrella	Otjozondjupa

Joint venture tourism operator	Conservancy	Details
André Visser	Mayuni Mazambala Island Lodge	Tel: +264 66 686 041 mazambala@mweb.com.na
Desert & Delta Safaris	Kasika Chobe Savanna Lodge	Tel: +27 83 960 3391 info@desert-delta-safaris.com www.desert-delta-safaris.com
Ecologistics	≠Khoadi-/Hôas Grootberg Lodge	Tel: +264 61 246 788 Fax: +264 61 243 079 lodge@grootberg.com www.grootberg-lodge.com
Fort Sesfontein Lodge & Safaris	Sesfontein Fort Sesfontein	Tel: +264 65 275 534 Fax: +264 65 275 533 info@fort-sesfontein.com www.fortsfontein.com
Hilary and Peter Morgan	Kunene River Kunene River Loge	Tel: +264 65 274 300 Fax/Sat phone: +264 65 685 016 info@kuneneriverlodge.com www.kuneneriverlodge.com
Islands in Africa	Impalila Impalila Island Lodge Mayuni Susuwe Island Lodge	Tel: +27 11 706 7207 Fax: + 27 11 463 8251 info@islandsinafrica.com www.islandsinafrica.com
Kaoko Himba Safaris	Marienfluss Camp Synchron	Tel: +264 61 222 378 kaohim@mweb.com.na
Kobus de Jager	Tsiseb Brandberg White Lady Lodge	Tel: +264 64 684 004 Fax: +264 64 684 006 ugab@iway.na www.brandbergwillodge.com
Lions in the Sun	Puros Okahirongo Elephant Lodge	Tel: +88 163 1574 104 (satellite phone) Fax: +264 61 250 384 okahirongo@iway.na okahirongolodge.com
Marius Steiner	Okangundumba Camp Aussicht	Tel: +264 67 313 751 www.aussicht.namibia.na
Namibia Country Lodges	Mashi Namushasha Lodge Nyae Nyae Nyae Nyae Fly in Camp Uibasen Twyfelfontein Country Lodge	Tel: +264 61 374 750 Fax: +264 61 256 598 afrideca@mweb.com.na www.namibialodges.com
Namib Sun Hotel Group	Kasika Kings Den Loge	Tel: +264 66 686 057 Fax: +264 66 686 058 chobe.kingsden@olfitra.com.na
Skeleton Coast Fly-in Safaris	Puros Puros Camp Marienfluss Kunene Camp Torra Kuidas Camp	Tel: +264 61 224 248 Fax: +264 61 225 713 info@skeletoncoastsafaris.com www.skeletoncoastsafaris.com
Wilderness Safaris Namibia	Doro !nawas Doro !nawas Lodge Torra Damaraland Camp Marienfluss Serra Cafema Puros Skeleton Coast Camp Balyerwa Lianshulu Lodge Torra, Sesfontein and Anabeb Palmwag Lodge	Tel: +264 61 274 500 Fax: +264 61 239 455 info@wilderness.com.na www.wilderness-safaris.com

Safari Company	Conservancy/concession	Details
Allan Cilliers Hunting Safaris (Alan Cilliers)	Bwabwata - Kwandu concession (Kyaramacan Association)	Tel: +264 67 242 286 allanc@iafrica.com.na
African Hunting Safaris (Kai-Uwe Denker)	Nyae Nyae George Mukoya Muduva Nyangana	Tel: +264 64 570 280 denkerk@iafrica.com.na
African Safari Trails (Gerrit Utz)	≠Khoadi-//Hôas Okangundumba Ozondundu	Tel: +264 62 682 088 african-safari-trails@mweb.com.na
Black Nossob Hunting Safaris (Ernest Ludwig Cramer)	Doro !nawas	Tel:+264 62 561 424 cramer@iway.na
Boet Nel Safaris (Boet Nel)	Ehivovipuka	Tel: +264 62 561 480 boetnel@iway.na
Classic Safaris (Vaughn Fulton)	Tsiseb Otjimboyo Salambala Kasika	Tel: +264 61 235 304 vfulton@africaonline.com.na
Country Lodges /Nimrod Safaris (Karl Stumphe)	Uukwaluudhi	Tel: +264 81 128 5416 karl@hunting safaris.net
Didimala Safaris (Keith Wright)	Anabeb Sesfontein Omatendeka	Tel: +264 67 243 391 didimala@mweb.com.na
HuntAfrica (Koos Pienaar/ James Chapman)	Kwando Mashi Mayuni	Tel: +264 62 563 700 info@huntafrica.com.na
Kazuma Safaris (Anton Ras)	Wuparo Sobbe Balyerwa	
Ndumo Safaris (Karl Stumphe)	Puros Ruacana/Uukulonkhadi	Tel: +264 81 128 5416 karl@hunting safaris.net
Pro-Guiding (John Wambach)	Marienfluss Sanitatas Bwabwata - Buffalo concession (Kyaramacan Association)	Tel: +264 81 128 8373 proguide@iway.na
Rhino Wildlife Trust (Jamie Traut)	N#a Jaqna	Tel: +264 67 232 633 campeden@iway.na
Savannah Safaris (Brian Connock)	Torra	Tel: +264 62 540 177 mconnock@mweb.com.na
Van Heerden Safaris (Hentie van Heerden)	//Huab Sorri-Sorris	Tel: +264 61 241 431 vhsaf@mweb.com.na