



CGGs and pilot projects to supporting institutional development, defining conservancy boundaries and developing representative committees.

4. The conservancy operation phase. Dealing with issues such as joint venture negotiation (safari hunting and photographic tourism), holding committee meetings, hiring conservancy staff, financial management and day-to-day conservancy operations. This required a greater focus on training and institutional capacity building.
5. Second-generation conservancy phase. The programme is starting to give more attention to issues of internal governance within conservancies, issues of integrated resource management, and the establishment of conservancies that focus on range and water management rather than wildlife and tourism. The programme is exploring the role that CBNRM can play in supporting broader rural development objectives. Developing these approaches and ideas requires a shift in approaches, the establishment of new partnerships, and the re-evaluation of the capacities and skills base of support organisations.

### Conclusions

This chapter reviewed the current implementation arrangements for CBNRM. It considered the organisational structure of NACSO and briefly presented an understanding of the three pillars of implementation. Much of the support for conservancies remains focused on NRM, institutional development and efforts to capture further tourism (consumptive and non-consumptive) revenues. The vision for CBNRM, as identified in Chapter 1, however, is to achieve an holistic and integrated approach to sustainable

resource management and contribute to rural development. Solid foundations that pave the way towards meeting these challenges have been laid by the programme to date, and supportive policy and legislation, combined with strong institutions are prerequisites to meeting rural and sustainable development objectives. The above materials illustrate how the establishment of these has been achieved to date, and that there is a strong and dedicated support network to continue to support the development of conservancies. The discussion also identified that there are institutional and governance issues associated with the organisation of support. While these may not be seen as particularly problematic in the context of the ability to deliver support within the range of expertise needed under the current programme structure and focus, addressing issues of development and livelihood support will require some reorganisation of support priorities and the addition of a fourth pillar of CBNRM implementation. This will entail developing a strong community development component and addressing the lack of capacity in terms of social development within the programme.

The next section of this report considers in detail key issues relating to livelihoods and CBNRM. This provides a detailed understanding of the core activities, strategies and resources of the people in conservancies in the north-west and north-east study areas. Chapter 5 also raises a number of important issues relating to differentiation within communities. The discussion in the next chapters provides an understanding of why there is a need for a more systematic approach to social and community development issues, and provides an analysis of the links between livelihoods and CBNRM in respect to the potential to create greater synergy between the two.

