

### 4.3.11.2 Sensitivities

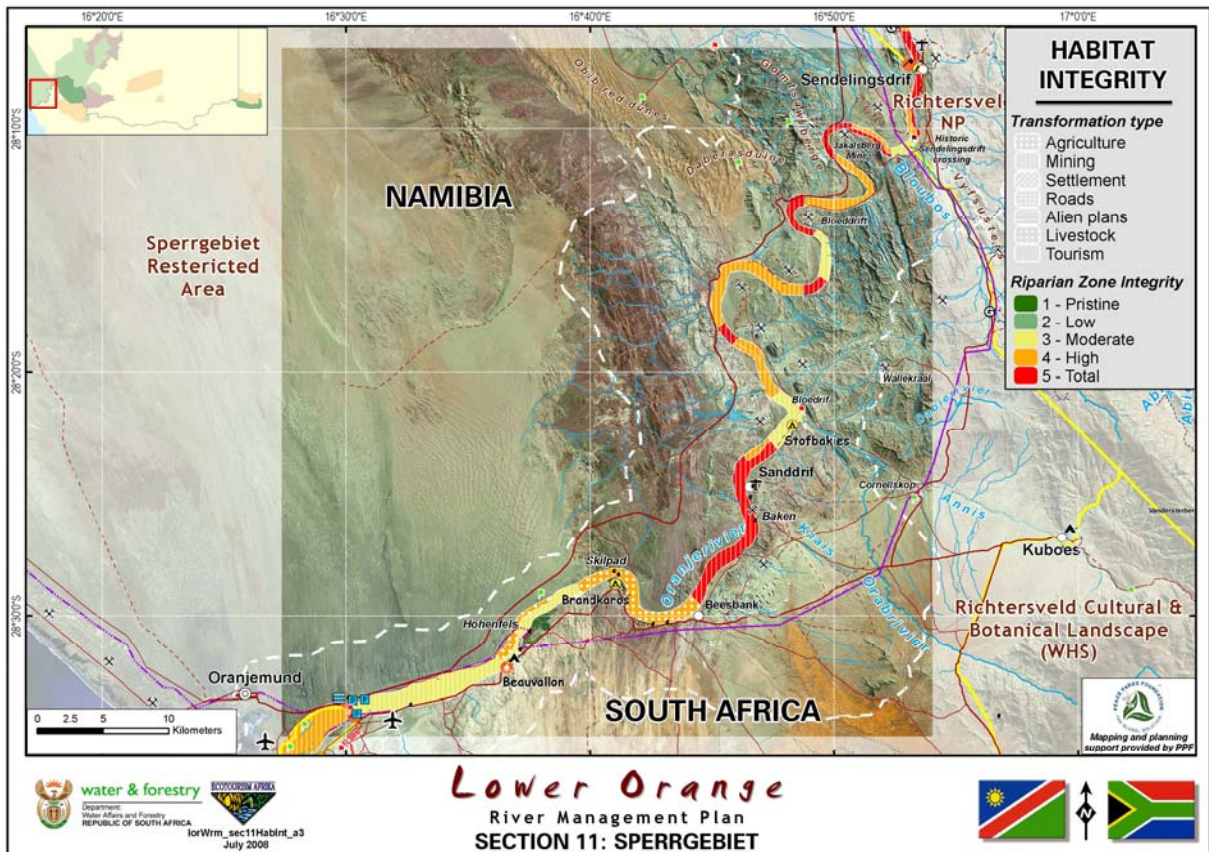
Despite being on the edge of the Sperrgebiet Restricted Area, proposed as a possible protected area within Namibia's national conservation estate, the riparian zone's integrity has been largely transformed through mining, agriculture and settlement, with the degree of transformation ranging from moderate to total.

Sensitivities can be expected regarding uncontrolled access to the Sperrgebiet, the various mines along this river section and the farms between Brandkaros and the bridge. These sensitivities need to be addressed if the ecotourism potential along this river section is to be unlocked.

Additional aspects that must be included in the planning is the influence of wind, making most of this area difficult for rowing and rafting, exacerbated by the flat gradient resulting in the river meandering over the coastal plain.

The lack of a well structured tourism industry along this river section, as a result of *ad hoc* and individual developments in the past, and the lack of an established brand, since this river section is not in the national park, in the Sperrgebiet, and not on the coast, the area is largely unknown. The lack of benefits to the broader Richtersveld Community should be addressed, in an a manner that is tangible and measurable.

The tourism product base should also be assessed and possibly diversified, since the current product base is limited largely to a localized market, and occasionally 4x4 guests en route to the Richtersveld or Namibia via the pont at Sendelingsdrift. Despite the intentions of the Poverty Relief Programme, the infrastructural development support at Sanddrift and Stofbakkies, seems to be experiencing challenges from an occupancy and marketing perspective. A critical assessment of these developments within the broader tourism development framework must be undertaken to ascertain the specific role that Brandkaros and Stofbakkies will be able to play in this river section. (Refer Map 114.)



Map 114: Habitat Integrity, Section 11 (Sperrgebiet)

#### 4.3.11.3 CDP

Based on the integrated concept proposal for this section of the LOR, the developmental concept is to utilise both Stofbakkies and Brandkaros as bases from which guided and motorised river charters can be offered, with Stofbakkies focusing on providing a fishing camp style experience, while Brandkaros can continue to target the existing market. (Refer Maps 115-117.)

Stofbakkies should be assessed to ascertain what infrastructural, operational and developmental changes would be required to enable this camp to operate as a fully guided, fully catered charter camp specialising in birding and fishing trips. Approximately 93km of the river would be available for these trips depending on the level of the river, with 46.5km available upstream from Stofbakkies to the historical Sendelingsdrift, 25km between the two camps, and 21.5 downstream of Brandkaros to the bridge.

Depending on the outcome of the Orange River Mouth Nature Reserve proclamation, it could be possible that portions of this river section be incorporated into the formally proclaimed protected area, an aspect that will greatly enhance the status of the river section, and contribute to the management of the ecosystem.

Below Table 11 summarises the distances available for the charter trips along this section of the river:

**Table 11: River Distances, Section 11 (Sperrgebiet)**

Section	Product	Activity	From	To	Km	Total distance
11	a. Guided river trips	Birding	Stofbakkies	Old Sendelingsdrif	46.50	93.00
			Middle Section		25.00	
			Brandkaros	Oppenheimer Bridge	21.50	

#### 4.3.11.4 Requisite Actions

The following actions are required to ensure that the CDP for this river section can be achieved:

- Discuss with the Richtersveld Community the possibility of using the two camps to unlock the ecotourism potential of the river;
- If possible, assess the developmental requirements of these camps; prepare detailed development plans and seek funding to use as community equity; and,
- Package the Stofbakkies site as a potential concession.



Map 115: CDP, Section 11 (Sperrgebiet)



Map 116: CDP, Section 11 (Stofbakkies Charter Camp)



Map 117: CDP, Section 11 (Brandkaros Charter Camp)

### 4.3.12 River Section 12 (Oranjemund)

#### *4.3.12.1 Integrated Concept Proposal*

Due to the planning initiatives that are currently being undertaken for the ORMNR the integrated concept proposal for the ORM needs to be incorporated to reflect the needs of the river usage with needs of the nature reserve.

The Draft Orange River Mouth Nature Reserve Management Framework under the Policy for Tourism Management states that the ORMNR will continue to serve as wide a range of markets and activities as possible and tourism pressures will be dealt with through intensive visitor management programmes rather than narrowing down the target markets. The integration of ORMNR's tourism products with other products and opportunities outside ORMNR will actively be facilitated - specifically within neighbouring communities. The tourism potential within ORMNR will be optimised through appropriate public/private partnerships in line with a strategy which subscribes that *"tourism should be government led, private sector driven, community based and labour conscious."* (DTEC, 2008).

Under the Policy for Partnerships under 'Social Responsibility' it is stated that *"[i]n the spirit of the operation of ORMNR, it must be stated that the private sector, Reserve Management and the community are all shareholders in ORMNR. Good communication between these parties is therefore essential."*

*The private sector is seen as an important party in ORMNR, responsible for the planning, development, management, marketing and financing of large capital developments, as well as implementing projects and managing them on a contract basis where appropriate. These activities will create opportunities, such as jobs and small businesses. Where practical and feasible, these should be directed at the local people first. Should there be obstacles, especially regarding development and training needs, it is the responsibility of the private sector to identify these and address them where possible. In addition and where it proves cost-effective and meets required quality standards, supplies should be sourced locally. Local people and businesses should be afforded priority where possible."*

This approach is in line with the objectives regarding the unlocking of the ecotourism potential of the river.

Various unique natural features such as the sand bar, spit, salt marsh, abundant birdlife - mainly waders and waterfowl, combined with the rich cultural importance of the ORM, can be combined into tourism products. These recommendations will need to be aligned with the management plan currently being prepared for the ORM, which is also a Ramsar Wetland.

It is recommended that both Namibia and South Africa develop tourism products based on the natural and cultural resources of the area, and both these products could be linked to campsites. On the South African side, this could be on the beach, strewn with driftwood, a symbol for all the drama associated with the river and its people.

The lack of accommodation promoting the unique natural and cultural features inherent to the ORM provides an opportunity to develop a beach camp on the South African side, incorporating views over the Atlantic Ocean, the Salt marsh, and the driftwood that characterises this area.

From the two trailheads controlled activities could be offered into these Important Birding Areas, providing opportunity for investment, training and skills development, as well as creating support for the conservation activities that are proposed for the area. As a site of international significance it is a site that few South Africans and Namibians know, or appreciate. Guided trips to observe the birds that make this Ramsar site unique would enable the conservation authorities in either country to lobby for support directly with visitors, stressing the importance of controls, as opposed to the currently uncontrolled 4x4 access. (Refer Figure 32.)

## Concept: Section 12 - Oranjemund

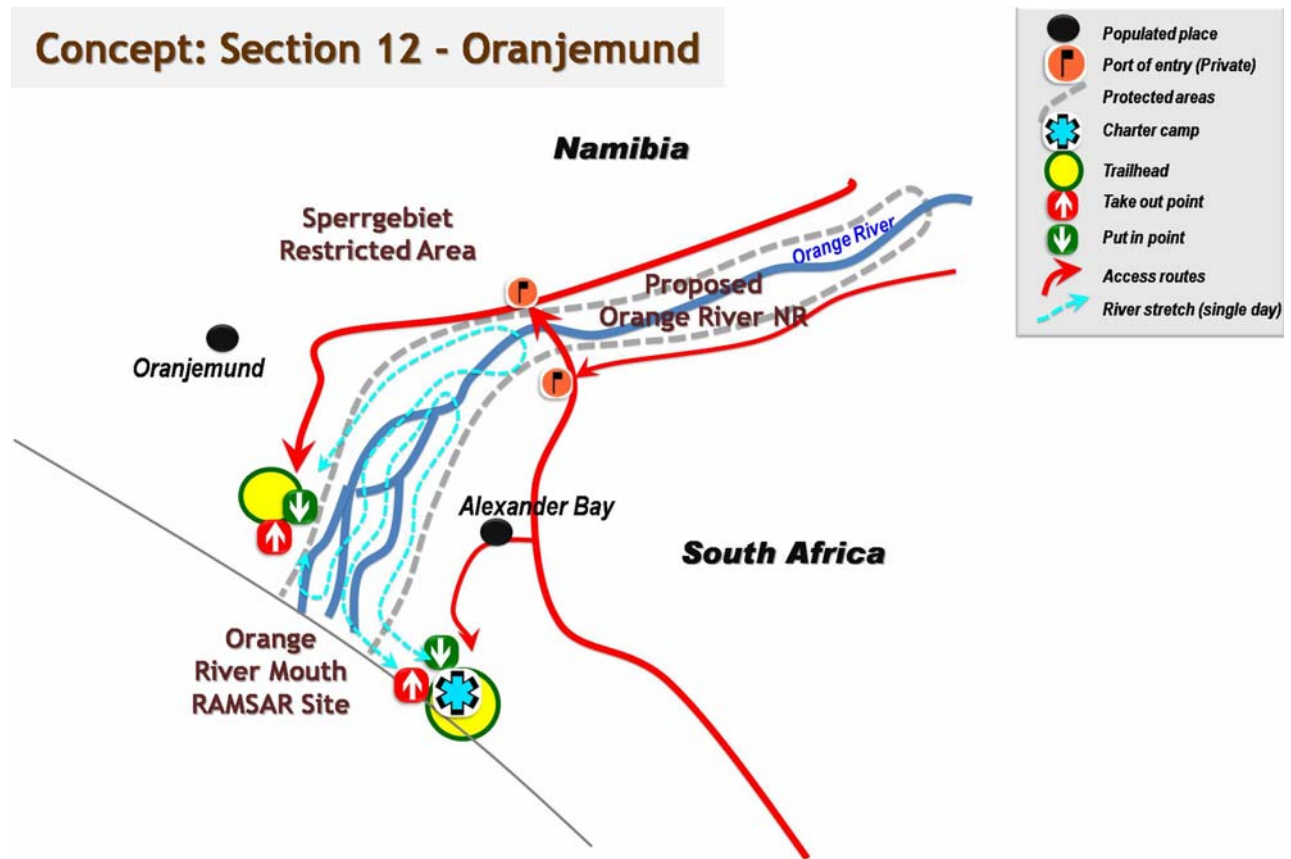


Figure 32: Integrated Concept Proposal, Section 12 (Oranjemund)

### 4.3.12.2 Sensitivities

The mouth of the Orange River, the largest river in southern Africa south of the Zambezi, is located on the Atlantic coast and forms the border between South Africa and Namibia. The ORM extends many kilometres inland from the coastline - a wetland environment that intrudes deep into an otherwise arid terrestrial environment. Characterised by extensive, shallow and turbid waters and mud banks, the ORM is a prime habitat for water birds. Shifting sandbanks at the mouth are susceptible to variations in the strength of river flow and in the energy of waves that move sand onshore, with the state of the mouth therefore being of a dynamic nature. When in flood, the Orange River pumps fresh, turbid water many kilometres out to sea, extending coastal phenomena far away from the shoreline for days at a time. At times like these, the lower Orange River and ORM naturally floods and rich organic mud is deposited on the floodplain and the tidal marshes near the mouth. Together with the rhythmic tidal inundation, the occasional river floods build up and nutrify littoral salt marshes, which are at the very foundation of these valuable wetlands<sup>1</sup>.

The ORM is of major conservation significance, particularly because of its wetland habitats and the biota it supports. The mouth itself and approximately 10 kilometres of the river, was listed as a Wetland of International Importance (Ramsar Convention) in 1991. It became the first transfrontier Ramsar site in southern Africa when Namibia ratified the Convention in 1995.

The ORM is also recognised as an Important Bird Area (IBA) by South Africa with the Namibian portion of the ORM forming a key component of Namibia's Sperrgebiet IBA (DTEC, 2008).

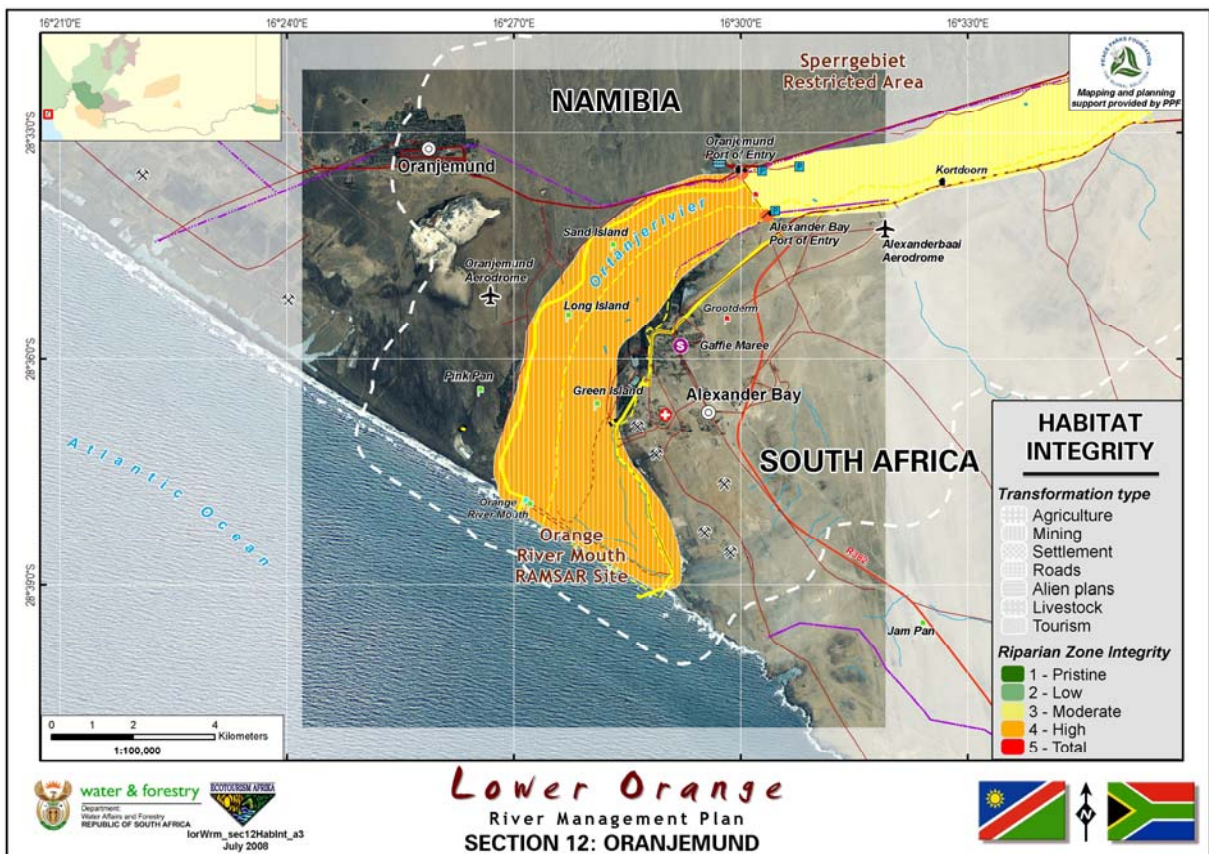
<sup>1</sup> Several anthropogenic factors such as adjacent diamond mining activities, river regulation, agricultural developments, recreational infrastructural development, etc. resulted in the collapse of the saltmarsh in the early 1990s, which meant a considerable loss of wetland habitat.

Although being a Ramsar site, the ORM did not have any formal protected status and was managed on an ad hoc basis by the two mining companies (viz. Alexkor and Namdeb) operating in the area. Ill-considered management practices both at the mouth and further upstream resulted in the degradation of the ORM Ramsar site. The South African portion of the ORM Ramsar site was subsequently placed on the Montreux Record on 26 September 1995.

Following the placement of the ORM on the Montreux Record, proposals for the establishment of a statutory protected conservation area at the ORM were made during 1995. Various discussions followed between the conservation authorities of South Africa and Namibia, the communities of Alexander Bay and Oranjemund, the Alexkor and Namdeb mine management, the Richtersveld Municipality and the Richtersveld Community. It is envisaged that this will culminate in the proclamation of the ORM as a protected area and Transfrontier Ramsar Site (ORMTRS).

Degradation of the ORM have already taken place as a result of several factors, particularly relating to adjacent diamond-mining activities, flow regulation of the river and its catchment, and poor management of the mouth. Modifications to the seasonal pattern of flow and reduced flood peaks are considered to be major contributory factors, which have resulted in the destruction of extensive areas of salt marsh habitat.

Uncontrolled 4x4 driving is also contributing to environmental degradation within the ORMNR and ORMTRS, with a small portion of the beach between the sea and the salt marsh hosting all the vehicles, resulting in numerous tracks and paths being utilised, spoiling any birding and nature appreciation. Currently this portion of the reserve is effectively an off-road playground, and does not contribute to ecotourism in any meaningful way. (Refer Map 118.)



Map 118: Habitat Integrity, Section 12 (Oranjemund)

4.3.12.3 CDP

Due to the sensitive nature of the salt marsh, bird breeding and feeding areas, and uncontrolled access to the diamondiferous areas, it is recommended that two motorised boat charter concessions be offered, one from Namibia and one from South Africa, enabling guests to experience more than what is currently being offered.

These guided charter experiences should focus on the importance of the salt marsh as an estuarine ecosystem of international importance, the role this estuary plays as an important birding habitat, the historical aspects such as the role it played in early European exploration, the role of the river in the region’s diamond history, and the stories, myths and legends associated with this river section.

It is recommended that on the South African side of the Ramsar site, an overnight camp be established on the beach close to the southern entrance gate overlooking the marsh. This beach camp will enable visitors to experience the ruggedness of this coast line, the weather associated with the region, such as its mists. The camp should be very rustic utilising the driftwood for enclosures or bomas and as shelter from the wind, targeting the 4x4 market en route to the Richtersveld, /Ai/Ais Hot Springs Game Park, or to the Sperrgebiet. This campsite will provide access to an environment that exists nowhere else in South Africa, yet has proven to be popular in Namibia, as seen in the various desert 4x4 camps and trails along the coast. Both the camp and the charter operation should be part of one concession.

With the planned opening of Oranjemund as a town, it can be assumed that numerous guest houses and accommodation options will become available. From this market the Namibian charter operation would be able to draw its market.

Proposals should be considered in and subject to the joint or country specific management framework/s approved for the ORMTRS, including concessioning processes/permit systems/fees/access control and any development plans agreed to by the two countries. (Refer Maps 119-121.)

Below table 12 provides insight into the available distance for motorised birding charters:

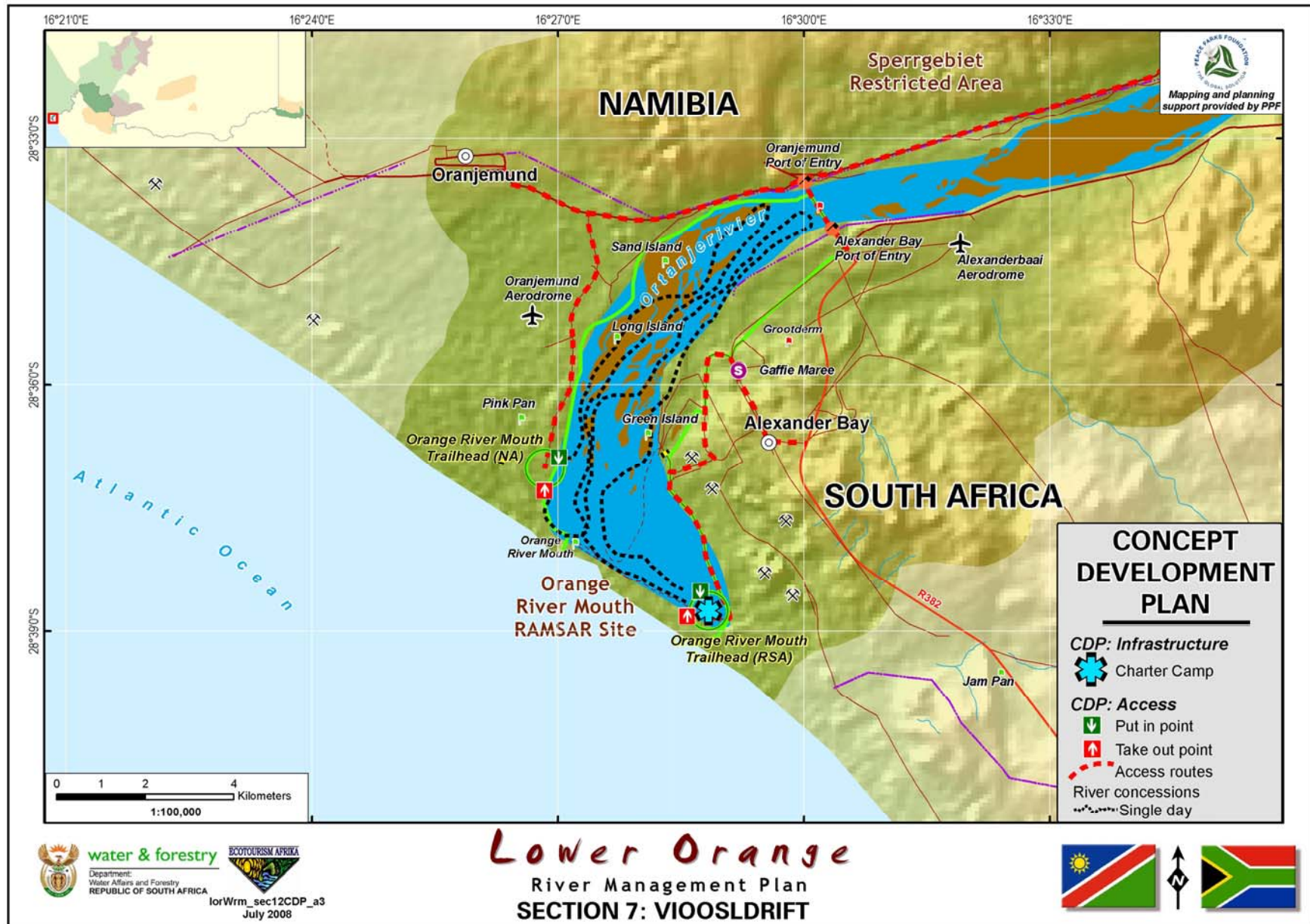
Table 12: River Distances, Section 12 (Oranjemund)

Section	Product	Activity	From	To	Km	Total distance
12	a. Guided river trips	Birding	Oranjemund			9.50
			Oppenheimer Bridge	Orange River Mouth	9.50	
			Alexander Bay			

4.3.12.4 Requisite Actions

The following actions are required to ensure that the CDP for this river section can be achieved:

- Align all development proposals with the Management Plan for the ORMTRS;
- Develop a Beach Camp and Charter concession within the ORMTRS;
- Control 4x4 driving on the sand bar and beach;
- Develop a Charter concession for the Namibian side; and,
- Package these as concessions.



Map 119: CDP, Section 12 (Oranjemund)



Map 120: CDP, Section 12 (Orange River Mouth, Namibia)



Map 121: CDP, Section 12 (Orange River Mouth, South Africa)

#### 4.4 PROPOSED OPERATIONAL FRAMEWORK

The needs and expectations of the various stakeholders (refer section 3.2) determined during the consultative process are reflected in the broad and specific objectives set out in section 4.1. To guide management these are related to four Key Performance Areas (KPA) identified as critical to the attainment of sustainability based on the principle underlying the ecotourism.

To ensure accountability each of these KPAs must be incorporated into a management system aimed at providing collective insight into the broad objectives as set by the stakeholders, as well as the policy framework and guiding principles within which these objectives will be managed, the action plans and programmes to be implemented, and the performance measures or indicators necessary to ascertain whether the objective has been met.

To guide this, the diagram below (*vide* Figure 33) provides a strategic framework towards ensuring accountability within this endeavour to attain sustainability by addressing management responsibility; support; plans and programmes; as well as indicators regarding performance measurement. The model addresses each key performance area separately, yet focuses on the attainment of the objectives for the LORMP. Table 13 summarises the required actions for each river section along with the relevant KPA, role players and stakeholders, support framework (norms and standards; operational guidelines, etc.) within the context of the objectives (broad and specific). Table 14 summarises general actions required to meet these objectives. These tables together with the principles of the process based management system will form the bases for implementation, guided by the TFCA Management Authority.

This operational framework is based on the ISO 9000 Management system aimed at ensuring that needs and expectations are satisfied in a structured and accountable manner, where the objectives and the tables provide for the initial departure point for the compilation of detailed business plans.

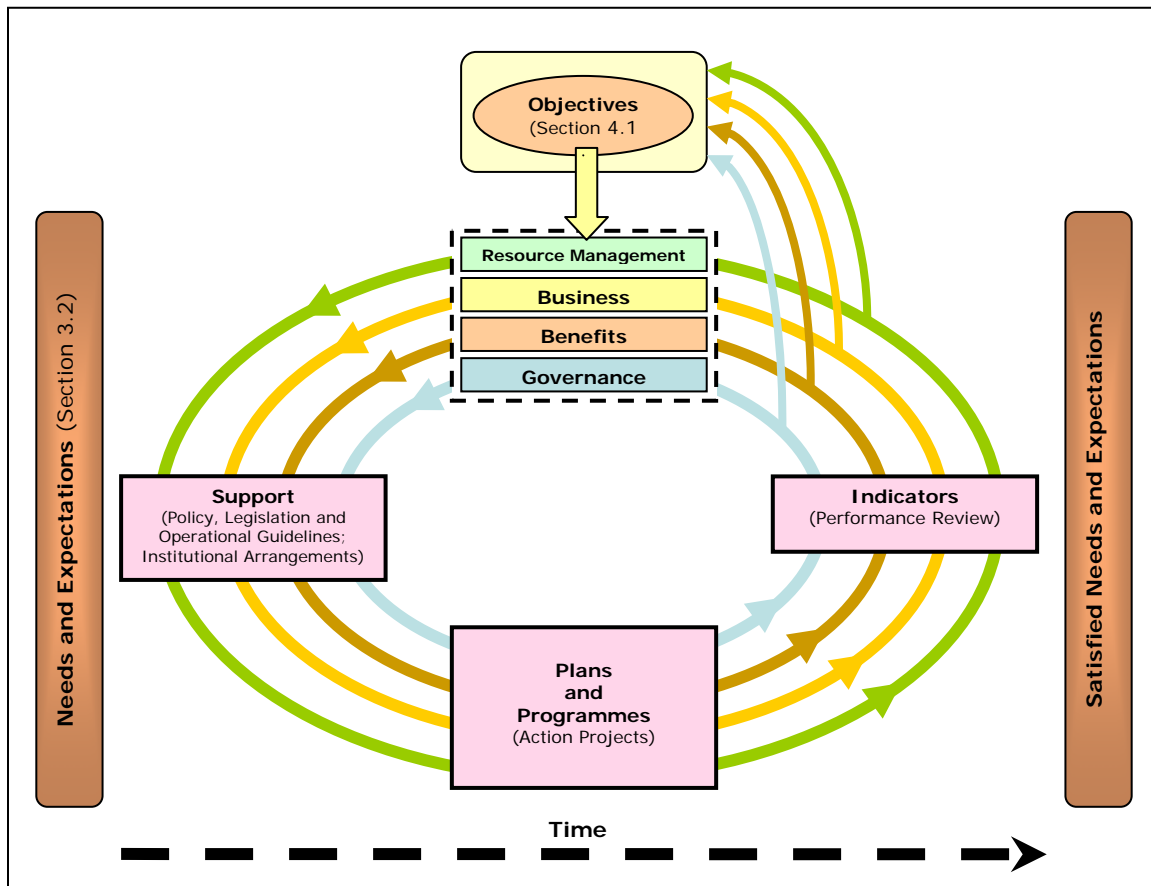


Figure 33: Process Based Management System

**Table 13: Operational Framework – Summary of Required Actions for River Sections**

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	ARTP JMB/ TFCA Management Structure	
River Section 1 (Augrabies)	1. Discussions with SANParks to change the product, removal of existing infrastructure in the Gorge, and ensure compliance with industry norms and standards	Resource Management	X			X	APA safety norms and standards
		Business					
	2. Discussions with the Riemvasmaak Community regarding the development of the Blouputsbrug Trailhead, and their participation in a CPPP	Business	X		X	X	PPP Toolkit for Tourism and principles contained in the Namibian concession model
		Benefits					
	3. Prepare a concession agreement between SANParks, the Riemvasmaak Community, and a Private sector operator, with financing through the Community	Business	X	X	X	X	PPP Toolkit for Tourism and principles contained in the Namibian concession model
		Benefits					
	4. Conclude a revenue sharing agreement with the relevant property owners	Business	X		X	X	Pro forma agreement
		Benefits					

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	ARTP JMB/ TFCA Management Structure	
River Section 2 (Riemvasmaak)	5. Discussions with the Riemvasmaak Community regarding the development of the Bloutputsbrug Trailhead, and their participation in a CPPP	Business	X		X	X	PPP Toolkit for Tourism and principles contained in the Namibian concession model
		Benefits					
	6. Prepare a concession agreement between SANParks, the Riemvasmaak Community, and a Private sector operator, with financing through the Community	Business	X	X	X	X	PPP Toolkit for Tourism and principles contained in the Namibian concession model
		Benefits					
	7. Discussions with the Daberas Farm owner for the full day soft adventure take-out point	Business	X		X	X	Pro forma agreement
		Benefits					
	8. Discussions with SANParks regarding the overnight stop and Kwaaiputs take-out	Business	X			X	Pro forma agreement
		Benefits					
	9. Conclude a revenue sharing agreement with the relevant property owners	Business	X		X	X	Pro forma agreement
		Benefits					

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	ARTP JMB/ TFCA Management Structure	
River Section 3 (Onseepkans)	10. Discussions with the owners of Raap-en-Skraap farm for the development of the Adventure Hub	Business			X	X	Pro forma agreement
		Benefits					
	11. Discussions with the owners of Byna-Bo farm and the Onseepkans Mission for the development of trailheads at these points	Business			X	X	Pro forma agreement
		Benefits					
	12. Discussions with the owners of property on which the Skuitdrift, Rock Island, and Beenbreek overnight camps are to be developed	Business			X	X	Pro forma agreement
		Benefits					
	13. Conclude a revenue sharing agreement with the relevant property owners	Business			X	X	Pro forma agreement
		Benefits					
	14. Package this as a single river concession, and source an operator	Business		X	X	X	PPP Toolkit for Tourism and Namibian Concession Policy APA safety and environmental management norms and standards
		Benefits					

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	ARTP JMB/ TFCA Management Structure	
River Section 4 (Oranjevalle)	15. Discussion with the Onseepkans Community regarding the development of Coboop as a training facility	Business			X	X	Wildlife College, Orpen Tourism College, Graaff Reinette Operational Frameworks THETA and SAQA APA norms and standards
		Benefits					
	16. Discussions with trainers and training authorities regarding possible programmes and recognition	Business		X	X	X	Wildlife College, Orpen Tourism College, Graaff Reinette Operational Frameworks THETA and SAQA APA norms and standards
		Benefits					
	17. Discussions with the Peace Parks Foundation for possible involvement due to their experience and knowledge at the Wildlife College and Tourism College	Business		X		X	Wildlife College, Orpen Tourism College, Graaff Reinette Operational Frameworks THETA and SAQA APA norms and standards
		Benefits					
	18. Undertake a cultural mapping exercise with the Onseepkans and Pella communities	Benefits			X	X	Cultural Resource Management Guidelines (DEAT) ICOMOS and Burra Charters
	19. Packaging of this river section as a concession	Business		X	X	X	PPP Toolkit for Tourism and Namibian Concession Policy APA safety and environmental management norms and standards
		Benefits					
	20. Conclude a revenue sharing agreement with the relevant property owners	Business			X	X	Pro forma agreement
		Benefits					

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	ARTP JMB/ TFCA Management Structure	
River Section 5 (Pella)	21. Discuss with, and compile agreement for the various landowners on the Namibian side for access, use and development to enable the development of the Bondelswarts cultural experiences	Business			X	X	Pro forma agreement
		Benefits					
	22. Discuss with the Pella, Witbank, and Goodhouse communities for the development of a joint concession on the South African side	Business			X	X	PPP Toolkit for Tourism and principles of the Namibian concession model
		Benefits					
	23. Packaging of these river sections as individual concessions	Business		X	X	X	PPP Toolkit for Tourism and principles of the Namibian concession model
		Benefits					
	24. Conclude a revenue sharing agreement with the relevant property owners	Business			X	X	Pro forma agreement
		Benefits					
River Section 6 (Goodhouse)	25. Discussions with the PWC regarding establishing a transfrontier conservation area associated with the proposed Violsdrift Dam	Resource Management	X			X	SADC Revised Protocol on Shared Watercourses. SADC Framework for Transfrontier Conservation Areas SADC Protocol on Wildlife Conservation and Law Enforcement
		Governance					
	26. Discussions with the respective landowners regarding access to and use of land for the requisite developments e.g. River camp at Henkries, guided tour of date plantation, trailheads etc.	Business			X	X	Pro forma agreement
		Benefits					
	27. Packaging of these river sections as individual concessions	Business		X	X	X	PPP Toolkit for Tourism and principles of the Namibian concession model
		Benefits					
	28. Conclude a revenue sharing agreement with the relevant property owners	Business			X	X	Pro forma agreement
		Benefits					

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	ARTP JMB/ TFCA Management Structure	
River Section 7 (Violsdrift)	29. Develop a river access record keeping system	Business		X	X	X	Ezemvelo KZN Wildlife 's Mountain Register
	30. Develop a standard for river use for this section of the river	Resource Management	X	X	X	X	APA norms and standards
		Business					
	31. Negotiate and develop trailheads at respective places	Business		X	X	X	Pro forma agreement
		Benefits					
	32. Conclude a revenue sharing agreement with the relevant property owners	Business			X	X	Pro forma agreement
		Benefits					
	River Section 8 (Richtersveld WHS)	33. Discussions with the respective landowners regarding access to and use of land for the requisite developments e.g. trailhead at Modderdrift; Klipneus Island; wilderness camp sites etc.	Business			X	X
Benefits							
34. Ensure that access beyond Peace-of-Paradise is restricted		Resource Management	X		X	X	Pro forma agreement
		Business					
35. Packaging of this river section as three individual concessions		Business	X	X	X	X	PPP Toolkit for Tourism and principles of the Namibian concession model
		Benefits					
36. Conclude a revenue sharing agreement with the relevant property owners		Business			X	X	Pro forma agreement
		Benefits					
River Section 9 (Aussenkehr)	37. Develop a river access record keeping system	Business		X	X	X	Ezemvelo KZN Wildlife 's Mountain Register
	38. Develop a standard for river use for this section of the river	Resource Management		X	X	X	APA norms and standards
		Business					
	39. Negotiate and develop trailheads at respective places	Business			X	X	Pro forma agreement
		Benefits					
	40. Conclude a revenue sharing agreement with the relevant property owners	Business			X	X	Pro forma agreement
		Benefits					

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	ARTP JMB/ TFCA Management Structure	
River Section 10 (ARTP)	41. Discussions between the Richtersveld CPA and Namibian Government as landowners regarding access to and use of land and existing facilities for the requisite developments e.g. Adventure Hub at Gamkab Luxury River safari camps at Tattasberg, Bo-Plaats and Nuab, wilderness camp sites along the river, and Charter Camp etc.	Business	X		X	X	Pro forma agreement
		Benefits					
	42. Develop Gamkab Gate as a control measure for the southern portion of the /Ai/Ais Hot Springs Game Park	Resource Management	X			X	MET policies
		Business					
	43. Restrict access at Gamkab Gate	Resource Management	X			X	MET policies
		Business					
	44. Packaging of this river section components as one concession in terms of MET's Concessioning Policy	Business	X	X	X	X	PPP Toolkit for Tourism and Namibian Concession Policy
		Benefits					
	45. Include this river section's CDP in the ARTP tourism development planning process	Resource Management	X			X	ARTP JMP
	46. Conclude a revenue sharing agreement with the relevant property owners	Business			X	X	Pro forma agreement
		Benefits					

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	ARTP JMB/ TFCA Management Structure	
River Section 11 (Sperrgebiet)	47. Discuss with the Richtersveld Community the possibility of using the two camps to unlock the ecotourism potential of the river	Business			X	X	Pro forma agreement PPP Toolkit for Tourism and Namibian Concession Policy
		Benefits					
	48. If possible, assess the developmental requirements of these camps prepare detailed development plans and seek funding to use as community equity	Business			X	X	PPP Toolkit for Tourism and Namibian Concession Policy
		Benefits					
	49. Package the Stofbakkies site as a potential concession	Business		X	X	X	PPP Toolkit for Tourism and Namibian Concession Policy
		Benefits					
River Section 12 (Oranjemund)	50. Align all development proposals with the Management Plan for the ORMTRS	Resource Management	X			X	ORMTRS Management Plan
	51. Develop a Beach Camp and Charter concession within the ORMTRS	Business	X		X	X	Management Plan for the ORMTRS; PPP Toolkit for Tourism and Namibian Concession Policy
		Benefits					
	52. Control 4x4 driving on the sand bar and beach	Resource Management	X				ORMTRS Management Plan
	53. Develop a Charter concession for the Namibian side	Business	X		X	X	Namibian Concession Policy
		Benefits					
54. Package these as concessions	Business	X	X	X	X	PPP Toolkit for Tourism and Namibian Concession Policy	
	Benefits						

**Table 14: Operational Framework – Summary of General Actions**

River Section	Action	Key Performance Area	Role players and Stakeholders				Support Framework (Policies, Legislation, Norms and Standards, Operational Guidelines etc.)
			Resource Managers	Business/ Users	Community Structures/ Land Owners	Government/ Management Structure	
General	1. Develop pro forma agreements for traversing; development sites; revenue sharing, concessions etc.	Business	X		X	X	PPP Toolkit for Tourism and Namibian Concession Policy
		Benefits					
	2. Initiate a yellow fish conservation programme for the LOR	Resource Management	X	X	X	X	DTEC and MET biodiversity conservation policies
	3. Discuss operational rules with PWC, specifically releases from dams	Resource Management				X	SADC Revised Protocol on Shared Watercourses SADC Framework for Transfrontier Conservation Areas SADC Protocol on Wildlife Conservation and Law Enforcement
		Business					
		Governance					
	4. Initiate a riparian vegetation conservation programme	Resource Management	X		X	X	Joint Invasive Alien Species Initiative between Namibia (MET, SPAN) and South Africa (Working for Water, DTEC)
	5. Develop rules and decision making criteria for mining and other impacts and alterations to the beds, banks, course and characteristics of LOR within the shared resource area (e.g. 4X4 off road driving)	Resource Management	X			X	Water and environmental authorisations
6. Establish institutional arrangements with emergency and rescue response service providers	Business	X	X	X	X	APA safety norms and standards	
7. Develop and implement a marketing strategy for the LOR	Business Benefits	X	X	X	X	2010 TFCA marketing strategies	
8. Ensure that the required governance and institutional arrangements are established to implement the LORMP based on the actions required within a process based management system	Governance	X	X	X	X	ARTP Treaty SADC Revised Protocol on Shared Watercourses Outcomes of the ICDPs	

## 4.5 INSTITUTIONALISATION

The vision for the TFCA amongst stakeholders in Namibia and South Africa is to work together to establish and sustain the LOR Eco-region as a world leading arid conservation and desert tourism region.

To achieve this, the following institutional principles must be adhered to:

- Improve accountability of the TFCA's governance structures by separating its from the structures responsible for implementation;
- Coordination of both governance and implementation structures should be sought;
- Pace of implementation should be determined by capacity of each partner country to participate in collaborative efforts; and,
- TFCA institutions, bilateral and country specific, need to be representative of key stakeholder groups (i.e. government, land owners, resource managers and tourism sector).

The matters on which the two countries need to collaborate, include, *inter alia*:

- *Natural and cultural resource management* of shared resources (e.g. water, fauna, flora, etc.) across common boundary to sustain biodiversity and cultural hegemony at landscape level;
- *Tourism and infrastructure development*: jointly plan, establish, develop, and market the LOR region as a world class desert tourism destination, within which there are tourism routes and activities linking its diverse attractions and facilities for easy tourism flows across boundaries; and,
- *Community capacitation*: strengthening cultural ties across borders, opening up socio-economic opportunities in community based natural and cultural resource management and eco-tourism.

Due to the integrated nature of the LOR management planning process, addressing issues in both Namibia and South Africa, it is imperative that this plan be integrated into the country specific ICDPs and be aligned with the transfrontier conservation planning initiatives within the ARTP JMB.

This will allow for numerous aspects to be achieved, such as:

- Joint decision-making,
- Linkages with other transfrontier institutions, such as the PWC, to be addressed,
- Operational and financial controls to be implemented, and,
- Measures to achieve enforcement regarding aspects such as industry norms and standards regarding safety, training and skills development, as well as equity.

Joint decision-making is critical to ensure that both countries collectively strive towards the achievement of common goals, cognizant of the needs and expectations of the other country. To reduce duplication within the institutional arrangements it is recommended that a single overarching structure be established to address all the river sections, thereby ensuring a universal standard for all aspects of operation throughout. Within each individual river section smaller nuances and site specific aspects can be addressed, similar to the conservation nodes that can be established along ecological corridors.

A single overarching structure will also allow for effective linkages to be established between the PWC and the TFCA structures, as well as with other structures, and will remove problems associated with bi-lateral co-operation between spheres of government not specifically tasked with international co-operation through bi-lateral agreements.

Operational and financial controls will be more effectively implemented if the controls are implemented by a single rather than a multitude of bodies varying in interpretation, application, approval and monitoring procedures.

Compliance management and monitoring is critical if regional co-operation, growth and development is the objective. Through a single TFCA structure, with overarching responsibility for all twelve river sections, it is believed that effective compliance to industry norms and standards can be achieved, where a single representative for the industry reports on the management of compliance to prescribed standards by the

individual operators along the entire length of the LOR. The industry, through representative structures such as the APA, will effectively become self regulatory, and the TFCA's joint management structure will be tasked with enforcement, contract and concession management and not the policing of individual operators and activities.

The rationale for the institutional proposal is that each of the countries has certain aspects that only pertain to that country, and that these country specific issues need not be collectively discussed. Similarly, issues can be discussed within specific communities of interest, within and between countries. These issues do not need to be discussed within the TFCA or country specific collective groupings.

In this way, efficiency can be promoted, since only matters of collective interest are discussed collectively, yet actions can be coordinated between specific groups and between the countries.

The institutional structure to co-ordinate efforts aimed at unlocking the ecotourism potential of the LOR specifically, can also assist in unlocking the economic and tourism potential of the region generally.

The proposed institutional structure for the implementation of the LORMP is discussed below and provided in Figure 34.

#### 4.5.1 Conservation Coordination Committee

To effectively unlock the ecotourism potential of the LOR, it is critical that the resources, both natural and cultural, be well managed, and to achieve this it is recommended that a conservation committee be established within each country. These committees will meet on a country specific basis coordinating discussions within each sovereign country, yet aligning these discussions with inputs from the other country. A Conservation Coordination Committee needs to be established between the two countries to align joint matters and conservation initiatives.

In Namibia this conservation committee will consist of the MET management from Ai-Ais Hot Springs Game Park and the Sperrgebiet, management representatives from the GFRCC, community conservancies, and private sector conservation initiatives.

In South Africa the conservation committee will consist of the managers from the Richtersveld, Namaqua and AFNP, Richtersveld WHS, managers from the ORM and NNR, and managers of the communal and private conservation initiatives, as and when they attain formal proclamation status.

#### 4.5.2 Landowners Coordination Committee

Since ownership is the most inalienable right, only limited by legislation, the landowners within this area need to co-ordinate and align the various initiatives that take place on their specific land. Recognising that the land ownership within each country varies, and that the ownership structures change over time it is important that a Landowners Coordination Committee be established between the two countries to ensure that strategies, programmes and plans are aligned. Within each country landowner committees need to be established to discuss country specific issues pertaining to land within the shared resource area along the river or within the TFCA.

#### 4.5.3 Ecotourism Coordination Committee

Unlocking the tourism and economic potential of the TFCA region is essential if sustainability is to be achieved, and the principles underlying ecotourism as an approach to sustainable tourism development have been proven to be essential in achieving this. By having a single Ecotourism Coordination Committee efforts within both countries can be aligned and coordinated, while the individual countries can still undertake country specific programmes to assist stakeholders in the region, either through funding, grants, training and skills development, and the development of tourism routes, products and packages, in a coordinated and aligned manner. These country specific committees can have sub-committees tasked with

aspects such as river industry, 4x4 products, game viewing, birding, accommodation establishments, training etc.

#### 4.5.4 Government Coordination Committee

Co-operative government is an aspect that both Namibia and South Africa ascribe to, yet experience has shown that this is difficult to achieve in the absence of a specific project. It is envisaged that this proposed TFCA will serve as the catalyst to achieve intergovernmental co-ordination, as well as cross border collaboration. Within each country an Inter-Governmental Forum needs to be established to address these country specific issues, while the Government Coordination Committee will ensure that the countries collectively achieve regional goals regarding growth and development. This approach will assist in overcoming the problems faced by the signatories to the Twinning Agreement, as well as the management of the ORMTRS.

#### 4.5.5 International and Country Coordinators

To assist the country specific committees with their planning and co-ordination aimed at effective participation within each country and between the two countries it is recommended that Country Coordinators be appointed for both Namibia and South Africa, and that an International Coordinator be appointed to align the Bi-lateral discussions. These coordinators will assist the International Coordinator in the compilation of the Bi-lateral agendas and serves as conveners for the country specific committees. The International Coordinator should be supported by a Secretariat, who can provide logistical support to the Country Coordinators as well.

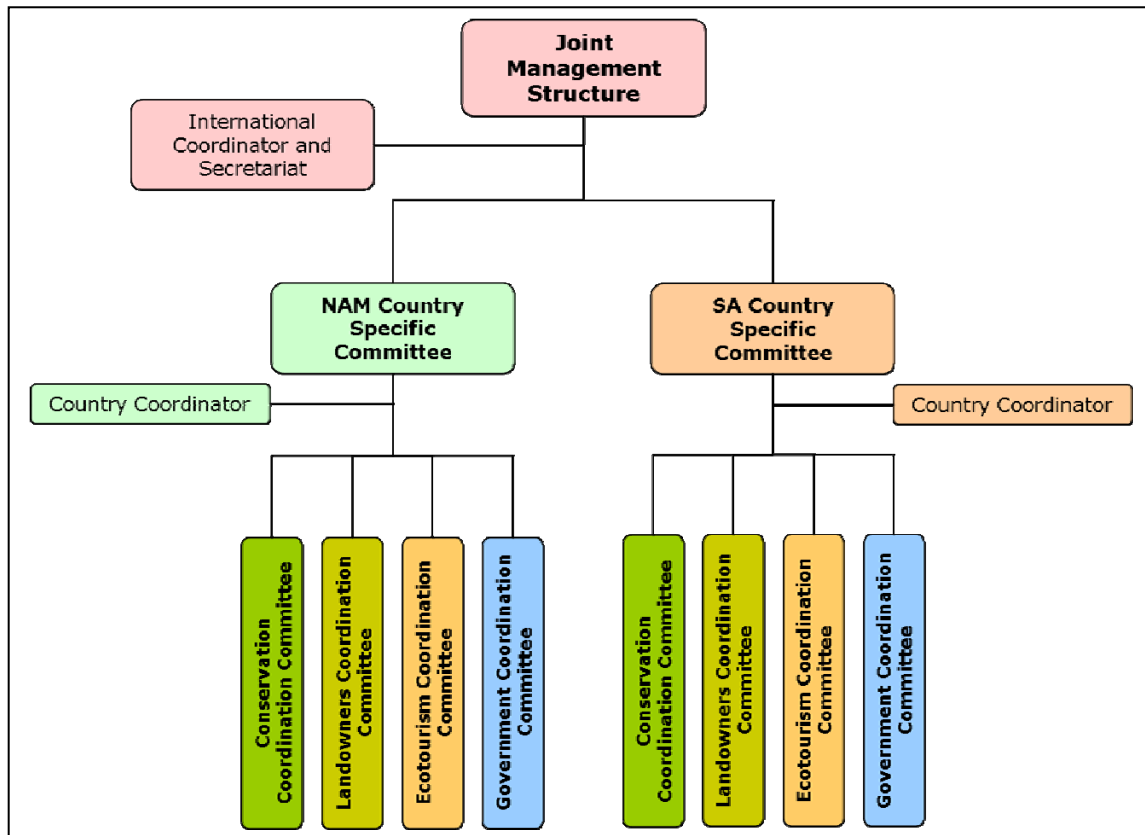


Figure 34: Institutional Proposal

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