

**A co-management & development  
plan for the**

***Greater Waterberg  
Complex***



## Table of contents

Page

Authority of the co-management & development plan

Some principles of co-management

Part 1: Vision, purpose & Objectives

- 1.1 Vision
- 1.2 Purpose
- 1.3 Objectives

Part 2: Background to the Complex

- 2.1 Landscapes and setting
- 2.2 The focal area of the GWC
- 2.3 Progress to date
- 2.4 Habitats

Part 3: Management & development priorities and targets

- 3.1 Landscape management through partnership
- 3.2 Zonation plan
- 3.3 Capacity building
- 3.4 Biodiversity conservation
- 3.5 Game population management
- 3.6 Game introductions
- 3.7 Integrated livestock, wildlife, and rangeland management
- 3.8 Fencing
- 3.9 Water management
- 3.10 Sustainable economic development
- 3.11 Secretariat
- 3.12 Security and law enforcement
- 3.13 Natural resource monitoring
- 3.14 Research
- 3.15 Information sharing, networking, advocacy, and education

## ***Authority of the co-management & development plan***

This co-management & development plan for the “Greater Waterberg Complex” (GWC) sets out the vision, purpose and objectives and underlying principles for the key issues which the participants (members of the GWC Association and collaborating partners) wish to address in the co-management and development of the Complex. It also lists agreed “actions” under each of the issues, to facilitate the effective implementation of the plan. As such, this plan represents the wishes and intentions of the participants. The co-management & development plan is accepted as the guiding authority for the Complex. All subscribing to this co-management and development plan must strive to ensure that any actions and decisions relating to the Complex or to any areas and activities within the Complex, are in accordance with this document.

This co-management & development plan will be reviewed by the members with input from collaborating partners and, if necessary, revised, every five years. The next review should be done in 2015 for implementation in 2016. Any changes that must be made in the interim must be recommended by the members or Management Committee of the Complex, and reflected in the minutes, and approved by the members by means of a signed and dated amendment. These approved changes must be appended to the master copies of the co-management plan, one held by each of the partners.

The co-management & development plan should be viewed as a valuable and central document by all land owners, custodians, management personnel and subcontractors of all members involved in the Complex. They should be familiar with its contents, and should make use of it to familiarize existing and new members and staff with the vision, objectives and policies of the Complex, as well as the agreed plan of action.

It is part of every member’s responsibility to help implement this co-management & development plan. It is also every member’s responsibility to propose improvements to the plan, as well as improvements in how the plan may be implemented. Co-management is a team effort. The future well-being and development of the Complex depends on this team approach.

## ***Some principles of co-management***

There has been some confusion around the term “co-management”, with concern being expressed that it allows people to become involved in the management and micro-management of others people’s land, or land that falls under the jurisdiction of other organisations.

Firstly, co-management does **not** imply that people will be managing other people’s areas or enterprises. Rather, it involves agreed higher-level consensus on developing an overall vision, objectives and targets that will be to the greater good of all stakeholders, and working to achieve these by means of an agreed Action Plan (Management & Development Plan).

Second, co-management does not involve small local issues that are best managed at local level. Rather, it focuses on things that require collaboration and

partnership for actions to be effective and desired objectives to be achieved. It asks the fundamental question – what are the things that we do better and achieve better results from by working together rather than working in isolation?

Third, co-management needs to have a geographic focus that involves enough of the stakeholders to be effective, but not too large an area so as to lose focus and become too general. In the case of the GWC initiative, for example, the focus needs to be on and around the Waterberg-Okakarara area and specifically on its environmental and socio-economic landscape. In this context, its biophysical characteristics (topography, landscapes, savanna ecosystems, biodiversity and cultures) and its marketability come together as the core theme. By extending the area of involvement too wide, the core theme is diluted and stakeholders are so far away from one another that institutional interactions become limited and ineffectual.

Fourth, stakeholders have to be sufficiently regularly in contact with one another, through meetings, institutional collaboration and other forms of communication that a unity of purpose and common vision is retained and evolves constructively over time. If stakeholders are conceptually marginal or geographically distant to the focus of the core theme, then the endeavour is likely to fail or be disrupted by conflicting interests.

Fifth, stakeholders participate in co-management initiatives based on the positive aspects, vision / objectives / outcomes they have in common, not based on their differences. People see value in being part of the process, and this serves as an incentive. At the same time, stakeholders also need to contribute to the process – they cannot be net extractors of value, they need to put value into the co-management process.

# Co-management & development plan

## Part 1: Vision, Purpose and Objectives

### 1.1 Strategic Vision

To co-manage the GWC for enhanced landscape, rangeland, and biodiversity conservation, and cultural and socio-economic development, for the sustained benefit of the people within the Complex and the Region

### 1.2 Purpose

To foster and enhance collaboration and cooperation by the members, and where relevant, to harmonise their planning, management and development at a landscape level, to effectively implement the Vision, Objectives and Activities contained in this Co-Management and Development Plan, as may be revised and updated from time to time, within the area comprising the GWC, and to work effectively with its neighbours.

### 1.3 Objectives

- ❖ To conserve and wisely manage the biomes, landscapes, ecosystems, rangelands, catchments and biological diversity of the GWC and, where necessary and feasible, to restore and rehabilitate degraded systems to their natural, productive states.
- ❖ To manage wildlife and livestock populations and ecosystems to maintain healthy biological diversity and ecosystem stability under semi-arid and variable climatic conditions and different land-use practices, and to reintroduce and rebuild wildlife populations indigenous to the area within historic times, as might be appropriate under current and changing conditions.
- ❖ To promote socio-economic development opportunities through the creation of appropriate enterprises, partnerships and other relevant mechanisms to foster economic growth and thereby, promote job creation and rural development.
- ❖ To promote and support appropriate land and natural resource uses that are compatible with the above objectives, with emphasis on sustainable land management practices, well managed tourism, marketing of flagship species, environmental education, awareness and outreach initiatives and research, and to create strategic and focused economic opportunities

without compromising on sound sustainable development principles and practices.

- ❖ To establish strong co-management partnerships and an appropriate institutional mechanism between the various land custodians, administrators, managers, holders and owners within the Complex, so as to enhance the management of ecological and socio-economic aspects within the GWC to the mutual benefit of all partners.
- ❖ To harness the ecological, social, cultural and economic viability, sustainability and competitiveness of the GWC as a model of collaborative co-management that could be further replicated elsewhere.
- ❖ To explore ways of jointly marketing the GWC and create synergies between the individual economic and financial activities and initiatives of the partners to enhance the development of the overall Complex to the mutual benefit of all partners.
- ❖ To explore the further expansion of the current GWC as new potential partners seek to join the Complex and co-management Institution to manage the Complex.

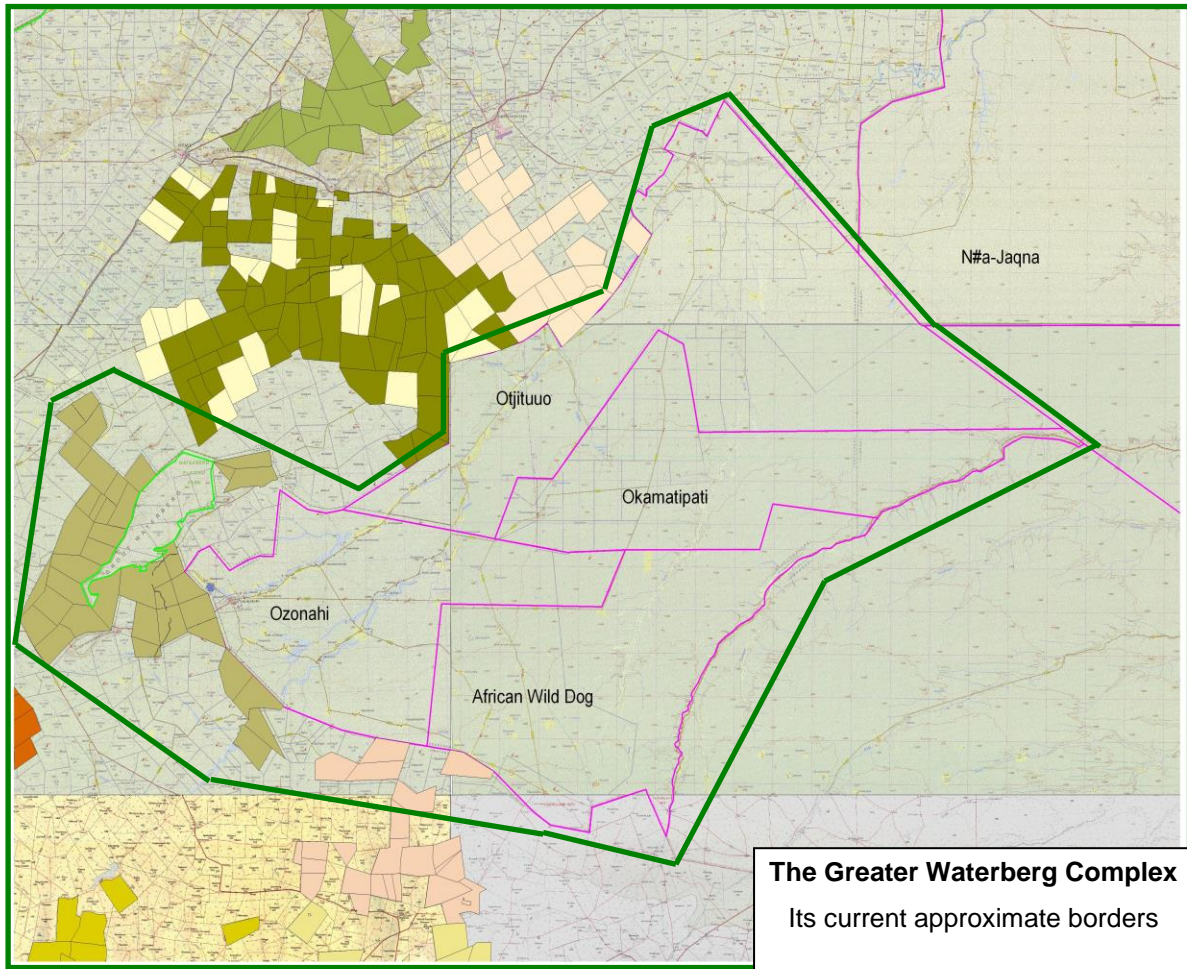
## **Part 2: Background**

### **2.1 Landscapes and setting**

Some short sharp background on landscapes, topography, biomes, veg types, rainfall, temperatures, evaporation and water deficit, etc of the GWC



## 2.2 The focal area of the GWC



The Ministry of Environment & Tourism (MET), in its Strategic Planning (2007), has embraced the notion of co-management approaches to landscapes and biodiversity across different land tenure systems where different land owners, custodians and managers work towards a common Vision, Objectives and Outcomes, and via agreed Actions.

The core Outcomes envisaged by the MET include the establishment of collaboration and co-management between and across Communal and Freehold Conservancies, National Parks, Regional MET services, the private sector and any other relevant partners (e.g. community forests, resettlement farms) that promote and enhance broad-based approaches to (a) conservation and sustainable natural resource management and (b) socio-economic development.

These evolving changes in the sector have encouraged the initiation of collaboration and partnership between different stakeholders, supported by the Namibia Nature Foundation (NNF) and MET.

The main reasons for initiating co-management approaches across contiguous landscapes are:

- To build and enhance partnerships for on-the-ground strengthening of local capacity, empowerment, support mechanisms and leadership.
- To promote more effective landscape and biodiversity conservation approaches across a diversity of land uses.
- To promote economic development, improve livelihoods and combat rural poverty in sustainable ways. This requires integrated, diversified and holistic approaches, and by its nature is inclusive and partnership based.
- To help mitigate and prepare for the impacts of climate change. Namibia is predicted to be severely impacted, with farming being particularly badly affected. Best forms of adaptation involve opening up systems, working collaboratively, and diversifying from high dependence on farming systems into indigenous biodiversity production systems such as wildlife and tourism, which achieve best results when managed through collaborative mechanisms.
- To support the Ministry of Environment & Tourism, with the implementation of its Vision and Strategic Plan, towards co-management approaches to ecosystems, priority areas and actions/programmes.

A first meeting was held on 23 July 2007 at the Waterberg Lodge within the Waterberg Conservancy. The meeting was attended by over 30 participants, including 12 members of the Waterberg Conservancy, 9 members of the four Communal Conservancies within the Okakarara District (Ozonahi, African Wild Dog, Okamatapati and Otjituuu), the Traditional Leader of the Okakarara area, 3 independent farmers in the area, the Warden of the Waterberg Plateau Park, Regional MET staff from Otjiwarongo and Okakarara, 2 MET staff from head office, a staff member of Namibia Wildlife Resorts in Waterberg and 2 staff members of the NNF. The area represented covers some 1.77 million hectares.

The participants discussed the following:

- The idea of a collaborative co-management approach for the Greater Waterberg area. The meeting unanimously concluded that this was worth pursuing and adopted the name the “Greater Waterberg Complex” (GWC).
- The meeting explored what elements should be captured within a common Vision for the Complex, what common Actions should be undertaken and what the geographic area of the GWC should be (see below).

A number of “next steps” were agreed, as follows:

- Develop a communications strategy, one component of which was an “Information Paper” to remind participants of the overall purpose of the initiative and to share with other stakeholders, interest groups and decision-makers.
- Establish a committee comprising representation of different stakeholders.
- Establish a GWC office at the Okakarara Cultural Centre.
- Establish a plan of work as an interim measure until a GWC Co-management and Development Plan has been developed and adopted.

### **2.3 Progress to date:**

- Developed and adopted a logo for the GWC which reflects the four stakeholder pillars of collaborative conservation – community, private sector, NGO and governments (MET).
- Regular members meetings and use of the Okakarara Cultural & Tourism Centre (OCCTC).



- Preparation of applications for the registration of Community Forests in three of the four communal Okakarara Conservancies.
- A field visit of representatives of the four Conservancies to CCF for an introduction to predator management.
- A two-day workshop on the “Introduction of the Event Book Monitoring System” to community game guards in Otjituuo, African Wild Dog, Okamatapati and Ozonahi Conservancies in the Okakarara district.
- Translocation of 348 head of game (200 Oryx, 148 Red Hartebeest) into the four Okakarara Conservancies.
- Radio collaring and joint data collection from two Red Hartebeest in the Okamatapati Conservancy.
- Preparation and distributions for discussion of a Constitution for the establishment and running of a GWC Member’s Association.
- The implementation of joint game counts.
- Participation, with overseas participants, in an international course on integrated rangelands management.
- Development of an effective platform for communication between stakeholders.

## 2.4 Habitats

This is a suggestion – perhaps using satellite image as background

2.2.1 Actions	Timing	Responsibility	Progress
1. Prepare poster for stakeholders, staff and visitors on these landforms and vegetation types, with photographs and sensitivity ratings			

### **Part 3: Management and development priorities and targets**

The following areas of focus were identified in order of priority:

- Landscape co-management through partnership
- Development of a zonation plan
- Information sharing, networking, awareness creation, environmental education including environmental/nature clubs through schools and working with traditional authorities
- Capacity building of people and institutions on natural resource management, institutional management, and business and enterprise development
- Establishment of an effective secretariat and secretarial office or base
- Restoration with particular emphasis on bush clearing through economic options [forest stewardship, charcoal production, and energy into the national grid] in ways that are economically affordable and locally appropriate
- Economic developments, making use of new opportunities, diversification, and both conservancy level and private household enterprises
- To make more effective use of the Waterberg National Park as an “engine” to promote economic growth and improve marketing for the Greater Waterberg Complex
- Improve wildlife management, production systems, and approaches

In addition, the following actions were identified:

- Improve leadership, motivation, and resource mobilization
- Prepare a tourism development plan taking into account existing products and including potential cultural assets and diversification opportunities
- Prepare relevant information on the GWC for marketing, project development, and information sharing amongst local stakeholders
- Consider impacts of climate change, and ensure that participants and stakeholders understand the issues and develop appropriate adaptation/responses [information sharing]
- Prepare for participation in the UNDP/GEF project entitled, “Namibia: Protected Landscape Conservation Areas Initiative
- Water development and management for wildlife in the communal conservancies
- Strengthen partnerships within GWC and create linkages to other complexes to share best practices
- Development a reintroduction/rebuilding wildlife plan based on estimated populations and distributions of different species
- Look at integrated livestock and rangeland management systems and integrate holistically with wildlife to develop overall rangeland management approaches
- Develop an advocacy and outreach program to ensure that there is political understanding and support
- Incorporate indigenous knowledge and local practices with science for improved management and development
- Clarification of roles and responsibilities of stakeholders in the GWC through finalization of institutional mechanisms with emphasis on good governance and accountability

- Include other natural products in GWC development plan including crafts, devil’s claw, etc.
- Develop a marketing plan for the GWC and ensure that all stakeholders market the Complex as part of their individual marketing mechanisms
- Improve understanding of wildlife movement patterns and distributions and work to secure/reinstate migration patterns through land use, zonation, and management, including water
- Explore breaching of fences in key wildlife corridors and movement areas
- Integrate HIV/AIDS issues and awareness raising as a cross-cutting issue within the GWC
- Improve law enforcement, both anti-poaching work and anti-livestock theft work
- Re-look at core wildlife areas, status, opportunities for expansion, and for improved security and economic opportunities
- Address local and cultural practices that are not environmentally appropriate
- Carry-out appropriate monitoring, research, and adaptive management

### 3.1 Landscape management through partnership

**Principle:** Open, contiguous landscapes are secured to ensure that ecosystem functioning is strengthened, through co-management of land owners, custodians and partners, to create linkages between the Namib-Naukluft Park and the escarpment to allow unrestricted west-east movement by wildlife, as well as north-south movement.

Actions	Timing	Who?	Record of progress
1. Initiate regular meetings between members, partners and stakeholders in the GWC to maintain adherence to the common Vision and smooth implementation	Meet at least twice per year		
2. Develop an appropriate and flexible institutional mechanism for the co-management of the GWC			

### 3.2 Zonation plan

**Principle:** Landscapes and ecosystems are optimally managed and used within the GWC, by means of a broad zonation plan, taking into account land uses, sensitive habitats, biodiversity values, economic opportunities, harmonization across the boundaries of different land owners and custodians, the potential for future partnerships to create further linkages and corridors, and developing the economic potential of the Complex within the context of biodiversity and landscape conservation and development.

An agreed broad zonation map of the GWC will be created for enhanced landscape and biodiversity conservation management and appropriate utilization, to minimize potential conflicts between activities and partners, and to facilitate potential “bigger picture” socio-economic and sustainable development goals for the complex.

**Zones:** The following zones are internationally recognized, and the GWC will draw on these categories as considered appropriate:

<b>Zones</b>		<b>Activities</b>
a)	Strict nature reserve within Wilderness area (IUCN category 1a)	<ul style="list-style-type: none"> <li>• Highly sensitive and high value conservation / biodiversity areas</li> <li>• Set aside for sensitive and low non-intrusive scientific study</li> <li>• No or minimal mechanized access</li> <li>• No permanent structures</li> </ul>
b)	Wilderness area (IUCN category 1b)	<ul style="list-style-type: none"> <li>• Sensitive ecosystems</li> <li>• High value “sense of place”</li> <li>• Low impact usage</li> <li>• No or minimal mechanized access</li> <li>• No permanent structures</li> </ul>
c)	National park (IUCN category 2)	<ul style="list-style-type: none"> <li>• Managed for conservation and controlled tourism</li> <li>• Mechanised access permitted</li> </ul>
d)	Natural monument (IUCN category 3)	<ul style="list-style-type: none"> <li>• Conservation of specific outstanding features, including landscapes, geological and archaeological components, fossil deposits, areas of spiritual significance and areas of heritage value</li> </ul>
e)	Habitat / species management areas (IUCN category 4)	<ul style="list-style-type: none"> <li>• Protected areas managed mainly for conservation through active management intervention</li> <li>• To deliver benefits to people within the scope of sustainable practices</li> </ul>
f)	Protected landscapes / seascapes (IUCN category 5)	<ul style="list-style-type: none"> <li>• Relatively open access for public enjoyment</li> <li>• Generally higher intensity and lower regulatory areas</li> <li>• Add to welfare of local communities</li> </ul>
g)	Managed resource protected areas (IUCN category 6)	<ul style="list-style-type: none"> <li>• Managed mainly for the sustainable use of natural resources, and could include commercial fishing, mining, livestock production, agriculture, etc but with biodiversity and conservation high on agenda</li> <li>• Managed to ensure long-term protection and maintenance of biological diversity while providing at same time a sustained flow of natural products and services to meet local and national development needs</li> </ul>

<b>Actions</b>	<b>Timing</b>	<b>Who?</b>	<b>Progress</b>
1. Acquaint ourselves with any existing zonation plans			
2. Evaluate existing plans, combine, harmonize, and adapt to the overall situation of the GWC			

3. Make sure that movement patterns and migration routes are incorporated into the zonation plan			
4. Prepare draft zonation map of the GWC for discussion amongst partners, with list of allowable activities per zone			
5. Prepare poster of zonation map for all partners and other stakeholders, including allowable activities per zone			

### 3.3 Capacity Building

**Principle:** The GWC is able to develop and source the skills required to effectively and sustainably manage the GWC and to achieve the vision, purpose, and objectives of the co-management and development plan.

The GWC will identify and build on existing capacities in the area, including the provision of training, the development of necessary skills, empowerment, knowledge, and security of resource tenure for effective management of the complex.

Actions	Timing	Who?	Progress
1. Prioritize areas where skills development is needed			
2. Develop a capacity building plan of action for each of those priority areas, as defined above			
3. Mobilize resources to implement trainings, workshops, and other activities			

### 3.4 Biodiversity conservation

**Principle:** The comprehensive diversity of landscapes, habitats, plants and animals indigenous to the GWC is protected and that both ecosystem functioning and evolutionary processes take place effectively.

- a) Management interventions should aim to secure the health and productivity of ecosystems, and ensure that they are not over utilized.
- b) Monitor the health of populations of species high on the food chain (e.g. key predators and scavengers), and major herbivores – if these species prosper it follows that the base of the food chain is probably diverse and in good condition.
- c) Monitor newly introduced species to ensure that they are settling and prospering, and also selected rare, endangered and/or endemic species.

- d) Avoid the use of poisons or pesticides (or other toxic chemicals) in the GWC.

Actions	Timing	Record of progress
1. Carry out a baseline biodiversity information needs assessment		
2. Set up monitoring system for key climatic, biodiversity and ecosystem health indicators, including wildlife numbers, top-of-food-chain species, important plant communities, etc		
3. Ensure that monitoring protocols are established for uniform data collection, compilation and dissemination, and that the information is used for adaptive management within the GWC		
4. Establish an information, coordination, and curation centre within the GWC to manage, store, analyze, disseminate monitoring information (e.g. game counts), and act as a repository for information relevant to the GWC		

### 3.5 Game population management

**Principle:** A rich diversity of indigenous wildlife prospers within open, dynamic and resilient ecosystems within the GWC.

Game population numbers will be encouraged to increase up to levels where biomass carrying capacity is considered conservatively appropriate and sustainable, per species and for the total wildlife population, under different rainfall and range conditions. Mass mortalities during droughts will be avoided – mainly by working to establish open systems, and the numbers of a particular species will not be allowed to adversely affect long-term population stability of any other species. Minor population fluctuations due to good breeding and slow attrition during wet and dry cycles, and from predation, will not be cause for concern.

- a) Every effort must be made to restore seasonal and opportunistic migratory movements of game as this is critical for their long-term survival.
- b) Population trends, health (age and sex structures and body condition) and distribution of populations will be monitored and decisions taken based on rainfall, veld condition and other variables.
- c) Game management decisions will be taken in an adaptive manner, with a minimalist intervention philosophy, and based on good monitoring and research information, as may be decided from time to time.

<b>Actions</b>	<b>Timing</b>	<b>Who?</b>	<b>Progress</b>
4. Design & implement integrated monitoring systems for rainfall, veld condition and wildlife (numbers, age & sex classes and condition).			
5. Adaptively manage wildlife populations using the most appropriate best available practices	As necessary		
6. Determine wildlife numbers on at least an annual basis and, where relevant, use these data to establish wildlife quotas and the allocation of use to achieve optimal economic returns			

### 3.6 Game introductions

**Principle:** The historic diversity of wildlife and their full suite of interactions are reinstated, as far as is practically possible and socially acceptable under prevailing conditions.

- c) Introduce game in phases as per the re-introductions, taking into account recent rainfall and veld conditions.
- d) Acquire game from similar habitats for genetic integrity and optimal chances of success.
- e) Introduce game in sufficient numbers to be viable, rather than having small token introductions.
- f) Where species are likely to recolonize or to augment existing populations by in-migration, allow this to happen rather than active reintroduction.
- g) No species exotic to the GWC will be introduced, e.g. blessingbok, black wildebeest.
- h) No subspecies or components of populations from elsewhere will be introduced if there is any risk of genetic pollution to the indigenous populations' genetic integrity, and where suitable animals can be acquired from within the required gene pool.
- i) In the case of introductions that have a potential impact on neighbours (e.g. blue wildebeest and disease), full consultations will take place with relevant stakeholders prior to any introductions.

<b>Actions</b>	<b>Timing</b>	<b>Who?</b>	<b>Progress</b>
1. Develop an agreed list of priority species for introduction, and develop a phased reintroduction plan (numbers, timing, release			



sites, co-financing, monitoring, etc)			
2. Identify appropriate places for introduction, ensuring full consent and support of local farmers and/or communities			
3. Liaise with MET/CCF/other complex farmers on availability of game for translocation			
4. Locate funding			
5. Provision of water: asses situation on the ground, establish additional water points if necessary			
6. Create awareness within the broader community through radio, Farmers' Days, and community meetings			
7. Ensure that Traditional Authorities are seen to be strongly supporting the introductions			
8. Train and deploy Community Game Guards (CCGs) / facilitators			
9. Implement introduction plan, as a co-management team effort			
10. Monitor introduced and augmented populations – numbers, condition, breeding, sex and age ratios, distribution and movements, etc.			

### 3.7 Integrated Livestock, Wildlife, and Rangeland Management

**Principle:** For livestock and wildlife management to be successful, it must take place within the ecological limits of the area. If this condition is not met, then serious long-term damage can be caused to a) the productivity and resilience of environment and b) people's livelihoods including income, jobs, food, other goods and services, and future options.

Ecological capacity refers to both the grazing and browsing capacity of an area. The ecological capacity is not fixed; it is changing all the time. Some of the main factors that influence ecological capacity include: habitat, climate – mainly rainfall, stocking levels – both wildlife and livestock together, and the area's history of use and abuse.

The best way to remain within ecological capacity is to a) monitor wildlife, livestock numbers, and rangeland condition on a regular basis, and to adjust

stocking rates accordingly and b) maintain a conservative approach to stocking rates and to manage firstly for good ecological productivity, because this in turn will lead to good livestock and wildlife productivity.

Actions	Timing	Who?	Progress
1. Hold exchange visit between communal and freehold farmers to discuss integrated and holistic rangeland management, including field visits for practical demonstration			
2. Provide integrated and holistic rangeland management training courses to selected community leaders, people of influence, and motivated individuals			
3. Establish a few pilot initiatives in the communal conservancies with farmers that are keen or interested in becoming part of this program and are prepared to act as role-models to others			
4. Monitor and document efficacy of these pilot initiatives			

### 3.8 Fencing

**Principle:** Open systems are promoted and maintained for the largest possible landscape integrity across the GWC and, where possible, beyond with particular focus on corridors and migration routes.

- a) Remove all internal fences excepting those fences that have strategic value (e.g. short-term holding areas for introduced game).
- b) Remove/breach boundary fences where neighboring land-use is compatible (between both members and partners) and where agreements as part of this co-management and development plan have been secured.
- c) Explore the option of breaching boundary fences where this is important for wildlife movement.
- d) Secure boundary fences where neighboring land use is a threat to wildlife or where secure fencing is essential for good neighbourliness (e.g. boundaries with small stock farmers where predators are a source of conflict).

Actions	Timing	Who?	Progress
1. 4. Explore opportunities for breaching fences where this is important for wildlife movements			

### 3.9 Water management

**Principle:** Water points will be developed in the carefully selected areas to optimize range-use and livestock and wildlife production.

The following key aspects should be addressed:

- a) Valuable, water dependent species can only survive in an area if there is sufficient water of good quality permanently available
- b) The design of water points should be suitable for the drinking habits of both livestock and wildlife
- c) Water points should be located in open areas where the wildlife feel safe from predators
- d) Water points should not be placed in areas that are prone to erosion
- e) Water points should be managed for minimum human disturbance, both day and night
- f) Water points should be accessible to all wildlife species

Actions	Timing	Who?	Progress
1. In combination with the wildlife reintroduction and management plans, carry-out a water needs assessment.			
2. Prepare a water development plan in close consultation with local farmers and communities			
3. Monitor effectiveness of water provision and wildlife use			

### 3.10 Sustainable Economic Development

**Principle:** Economic development is planned and managed based on the viability of local opportunities, building where possible on local comparative advantages, existing activities and infrastructure, and linking to local natural resources and cultural attributes within the context of social acceptability.

The following opportunities have been identified:

- Development of Hereroland Cultural Tour
- Establishment of a craft shop
- Development of beekeeping
- Concession into Waterberg Plateau Park

This reflects an open-ended list, and needs to remain dynamic as new ideas and developments are suggested. Needs to be looked at and assessed on an on-going basis

<b>Actions</b>	<b>Timing</b>	<b>Who?</b>	<b>Progress</b>
1. Clearly define the activity, including in-puts and out-puts			
2. Ensure social acceptability			
3. Determine best location			
4. Develop a business plan and model			
5. Assess economic and financial viability			
6. Identify sources of financing			
7. Where appropriate, prepare marketing materials			
8. Receive focused business management, financial training, and if appropriate, technical training			
9. Investigate options for external assessment, training, and support (e.g. SME Compete)			

With respect to a concession into the Waterberg Plateau National Park, this could be looked into as a joint-venture of the four communal conservancies of the GWC and could be undertaken as a joint-venture with a private sector partner.

### **3.11 Secretariat**

**Principle:** The secretariat provides the networking, information sharing, communication, liaison functions, financial management, and administration for the GWC, and ensures that the implementation of the co-management and development plan for the GWC is executed, that the roles and responsibilities of stakeholders are carried out, and that progress is reported.

<b>Actions</b>	<b>Timing</b>	<b>Who?</b>	<b>Progress</b>
1. An appropriately located physical office facility is secured and equipped with furniture, communications, and stationary			
2. Appropriate staff are appointed			
3. Job description is prepared, covering the roles and responsibilities outlined above			
4. Funding is secured to put the above into effect			

### 3.12 Security and law enforcement

**Principle:** Unlawful activities, livestock theft, illegal use of wildlife and other natural resources within and adjacent to the GWC are controlled and kept to a minimum. A zero tolerance approach to all aspects of unlawful activities will be applied by all members and partners to promote high levels of law and order.

- a) Anti-poaching, prevention of livestock theft, and law-enforcement patrols and surveillance will be planned, harmonised and conducted by members and partners as part of their co-management approach, at regular but unpredictable intervals, in high-risk areas (e.g. along main access routes) and in a highly visible manner, to be dissuasive, pre-emptive and responsive to potential threats.
- b) An attractive reward system will be developed and highly publicized, for information leading to arrests and prosecutions.
- c) A radio network will be investigated, for all members and partners within the GWC.
- d) Close working relations will be established with neighbours to the GWC, the police and regional and local MET staff.
- e) Rangers and other relevant management staff will be trained to preserve and collect evidence so that arrests result in convictions.

Actions	Timing	Who?	Progress
1. Disseminate information on zero tolerance approach			
2. Build partnerships with relevant law-enforcement agencies (police, MET regional and local services, neighbours, etc.)			
3. Train staff in collection of evidence			
4. Carry out harmonized pre-emptive patrols and surveillance work			
5. Explore radio network for all interested Complex partners			

### 3.13 Natural resource monitoring

**Principle:** A limited number of carefully selected indicators are monitored to allow for timely and judicious adaptive management.

Minimum, regular monitoring of wildlife and plant resources will be conducted to determine change in populations and distributions. The information produced from the monitoring systems will feed into adaptive management decision-making.

Variables such as rainfall, harvesting (if any), introductions, water distribution, poaching activity, rare species sighted and other key information for management will also be recorded to keep track of those factors that may impact on animal and plant resources.

- a) Monitoring will focus on key indicator processes and species, with an emphasis on ensuring regular data collection at appropriate intervals, cost efficiency and sustainability.
- b) Monitoring systems will be adapted and expanded from existing systems being used in the Complex and elsewhere in Namibia with a view to efficiency in development and ultimately regional and national integration of data.
- d) Plant resource monitoring will focus on regular estimates of rangeland condition, including veld biomass to serve as an early warning of forage restrictions, but long-term vegetation trends will also be monitored.
- e) Annual game counts will be undertaken in a systematic, efficient and repeatable manner.
- f) Monitoring systems will be balanced to ensure that the entire range of critical information needs is covered.
- g) Where relevant, monitoring data from across the Complex (and beyond) will be compiled, analysed and disseminated to all members and contributing partners within the GWC, and the information will be safely stored and used to make informed adaptive management decisions.

<b>Actions</b>	<b>Timing</b>	<b>Who?</b>	<b>Progress</b>
1. Develop a monitoring plan			
2. Implement this plan with appropriate training			
3. Develop an information system to manage & store monitoring data			
4. Share and disseminate data and information between partners and use these for adaptive management			

### **3.14 Research**

**Principle:** Management and development of the GWC will be information-based, drawing on good quality research and monitoring.

A supportive environment will be maintained for resident and visiting scientists. Two levels of research are recognized:

- (i) research in support of priority GWC information and management needs, and
- (ii) interest research.

Preferential support will be given to the former, while the latter will be supported when feasible.

- a) A prioritised and open-ended list of key research topics will be developed for the GWC and disseminated to appropriate research institutions.
- b) An appropriate support mechanism will be developed maintained or expanded for resident and visiting scientists, with emphasis on those addressing priority research topics relevant to the GWC.

Actions	Timing	Who?	Progress
1. Develop an open-ended list of priority research topics based on information needs for the management and development of the GWC			
2. Ensure that researchers working in the area are properly introduced to partners and stakeholders, including the focus of their work and any likely interaction with communities.			
3. Ensure that research findings of work carried out in the Complex are retained in the area and that the information is widely distributed and made accessible.			

### 3.15 Information Sharing, Networking, Advocacy, and Education

**Principle:** The location for the GWC straddles the thorn-bush savanna, the northern Kalahari deciduous woodlands savanna, and the Waterberg insulberg, which provide great opportunities for environmental education and awareness covering a vast suite of habitats and plant and animal species along with a rich geological, historical, and cultural context. This is enriched by the range of land-uses, tenure systems, and cultures in the area.

The GWC thus has huge educational and awareness-raising potential, which could be used to ensure that residents, visitors and staff are well informed and enriched by associating with the Complex. In addition, there are opportunities within both the ancient and recent history in and adjacent to the GWC.

The challenge that we face is to develop good, accessible and stimulating information on the key biophysical, socio-archaeological, historic and economic aspects represented within the GWC, and to share this information with guests, visitors, youth groups, decision-makers, specialist groups, staff and the general public in interesting and exciting ways so as to promote an understanding of, and commitment to, the conservation and sustainable development of the Complex.



- a) Improve the linkages between existing information centres and target groups in the communities.
- b) Prepare good quality information in different forms (posters, brochures, displays, booklets, DVDs, website, etc.), that is highly accessible to communities, visitors and the general public.
- c) Ensure that research carried out in the GWC is translated into accessible and interesting information for the community and visitors.

Actions	Timing	Who?	Progress
1. Develop a programme of work for the information centres linking to target groups in the GWC			
2. Prepare good quality information on different aspects of the geology, biology, ecology, archaeology, history, etc of the GWC			
3. Identify key spokespersons for the GWC			
4. Ensure that key political figures and leaders within the Complex and at the national level are well informed of the work and objectives of the GWC			

Need to prioritize further and create an annual work plan of achievable activities. *A whole bunch of small, incremental successes are much preferable to large, grandiose failures.*

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