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| Project | Assessment of the potential for tourism and alternative income generating activities (IGAs) in three LISUP resettlement projects in the Omaheke Region |
| Date | 14/08/2010 |
| Activity | Final report |
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LISUP livelihood support program
implemented by the DRFN and Foundation CEAR (FCEAR)
in partnership with the Ministry of Lands and Resettlement (MLR)

The assignment should lead to preliminary recommendations for the consultants of LISUP 2 and a final report with recommendations on all four aspects of the assessment:

1. the potential for tourism activities in Donkerbos / Sonneblom
2. the scope to increase leather production and marketing in Skoonheid Resettlement Project
3. the potential for enhanced and joint marketing of fresh produce from the gardens in Drimiopsis and Skoonheid Resettlement Projects
4. the potential for income generating activities other than crafts and leather production in all three resettlement projects

Report compiled for nuevas ideas consulting
nuevas ideas cc
Wolfgang Schenck
July and August of 2010

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Icons & Layout

The text concerning the Feasibility Study is written in this format.



GENERAL TIPS:

This icon marks sections of

- *general importance*



FINANCIAL TIPS:

This icon marks sections of

- *financial importance*



EARTH TIPS:

This icon marks section with

- *environmental tips*



IMPORTANT:

This icon indicates important notes, ideas or suggestions to be pondered

Yellow boxes such as this one contain interesting details on the side

Fundación CEAR
habitáfrica

The **FCEAR**, is an organization when we seek to offer protection, help and to improve the conditions of life of the of refugees, **displaced persons and populations in situation of poverty**. For this purpose we recover projects in 3 lines:

- **Habitability** (basic territorial rehabilitation, creation/formation of productive structures to generate jobs and resources etc...)
- **Migration and Development** (involves the African immigrants in the development his native lands and develops projects in both shores)
- **Sensitization** (campaigns aimed at raising awareness among more privileged communities of the huge economic, social and cultural differences in the world today)...

Executive Summary

Introduction

This initial findings report is based on desk study of documentation supplied by DRFN/FCEAR, the attendance of a workshop on LISUP I findings and LISUP II planning phase, as well as a first visit to each of the 3 projects.

The assignment involves an assessment of the potential for tourism and alternative income generating activities (IGAs) in three resettlement projects in the Omaheke Region, whereas the consultant is expected to carry out economic research with the aim to investigate the potential for income generating activities other than crafts and leather production in all three resettlement projects.

Due to the impression gained at the workshop in Gobabis the consultant found the necessity to also have a more detailed look at administrative, organisational and planning (AOP) issues at each of the 3 communities.

Donkerbos & Sonneblom

IGA Tourism

The tourism potential, although existing, will be very difficult to develop. The fact that the Steenboklaagte Omuramba at which the settlements lie is currently not connected to the proclaimed public roads of the area lets the settlements be at the end of a dead end road. Just supplying camping facilities will definitely not be the way to go. A whole package including pick up at the main road, guided drive to Donkerbos and a cultural component would have to be developed. It has to be clear to the community that this type of tourism is a niche sector with very low volumes.

This IGA has to be seen as a long term development with a certain risk of failure factor. Never the less, with the focus of Namibian tourism marketing, both national and international, turning more and more towards cultural tourism, this consultant wants to encourage the development of a tourism package as described, only stressing the premises that it will not mean 'quick bucks'! But having a lead in this regard will pay off in time!

IGA Culture

This group of San are still very much in touch with their old cultures. This also showed as the people themselves came with a range of questions and suggestions in this regard at our meeting.

The consultant though tried to explain to them the logistical stumbling blocks in this regard.

There simply is no venue close by where regular performances can be staged.

Thus the only possibility currently is to be available for any nationally staged cultural events. This does though also entail some organisation, a program that has to be studied in and practised.

IGA Crafts

One definite area for additional income is the production of crafts, this on the premises that they should utilize local natural materials and not solely rely on the raw material supply through Omba.

Areas to be investigated are twigs, branches, roots, dry leaves, blossoms and the local lime stone.

One important factor to be taken into regard is to develop products that fit more into the field of interior decorations than souvenirs in order to reduce the dependability on the tourism sector.

Cooperation with the Omba Arts Trust should be intensified in this sector. Furthermore the developments at OST – with their revitalised project 'Crafts' – should be investigated.

IGA Gardens, Plants & Natural Products

Through the knowledge of Ou Jan a range of plants with (home-)medicinal value that are available in the area could be defined.

Contacts to companies producing health teas are being established by the consultant. Yet for reasons of sustainability and avoiding over-harvesting, the possibilities of cultivating indigenous plants in dry land agriculture must be explored.

In this regard one company interested in doing trials with tsamma seeds for cosmetic products is found already.

Other alternatives are long-term projects such as growing aloe and other decorative indigenous plants for local garden centres.

Seasonal products that can be harvested – though depending on rain fall – are (Nabas Kalahari truffle), possibly also honey. Logistics though are a hampering issue.

Not as an income generating opportunity, but rather an additional option for their own livelihood is the diversification of vegetables grown. The consultant suggests to seek cooperation with the Namibian Botanical Institute, Steve Carr, in this regard.

Drimiopsis

IGA Tourism

Though situated on a busy tourism route, Drimiopsis has no tourism potential. Being located on the main regional road from the east to the north can be of advantage for a 'padstal', where own produce, crafts, snacks and refreshments could be sold.

IGA Culture

The consultant had to dampen the high flying ideas of the community – setting up a 'cultural centre' with regular – daily(!) - performances at the main road. Yet a regular event – i.e. on a monthly basis – in Gobabis is a good possibility IF the tourism department of that municipality embarks on a project of offering such events as part of their strive to improve tourism to the town.

Again – here is a definite task for OST to get involved with.

IGA Crafts

As mentioned above under Donkerbos diversification is the urgent need here too. Crafts for the souvenir market cannot be extended at any markable rate.

The community did understand that for the products they had envisaged in the new workshop building, being metal cupboards and wrought iron garden furniture as well as wooden shelves, the competition from the Gobabis market will be just too big to ever be able to make those businesses financially viable.

IGA Gardens

The range of vegetables planted is quite good already. Yet there is again no planning, too many of the same products planted at the same time. Thus harvest is occasional only and then in big volumes.

The range of crops grown can be extended to herbs (ideal as they can be dried!), citrus trees (this suggestion came from an elderly who had worked on farms in the area!) and crop bushes as surrounding and protection against wind for the existing garden sections. A suggestion for such a bush would be Roselle (hibiscus sabdariffa) as it grows quickly and the flowers, the bark and the seeds can be harvested.

Seeking the accommodation sector as market for their produce can definitely only be tackled once they have their administration, organisation and planning (AOP) systems in place. Any earlier efforts would fail and destroy this market for years.

Artisan-ship & the new Workshop Building

There are possible ideas for the utilisation of the new workshop building through production of products that the local and regional communities can really use, actually really need. These are amongst others to produce a TsoTso style oven, solar drying ovens and solar cooking boxes as DIY kits.

A longer term project could be the assembling, packaging and dissemination of crafts and interior decoration items produced by the other two communities.

Skoonheid

IGA Tourism

Due to location and surrounding farmers of this community there is no chance of developing any kind of tourism activity.

This was also not intended in the ToR of this study.

IGA Culture

Culture as a possibility for additional income was not an issue in Skoonheid. The consultants agree with Siyaya that this is probably due to the fact that the community is very diverse in the tribes living there.

IGA Crafts

In Skoonheid we found the first 'new' ideas in the crafts field, such as blinds made of twigs and frames made of droppers. These alternative ideas definitely would need more attention than they are receiving now. The bead work done currently is stagnating as we were informed by Mrs. de Kok. Never the less the ladies themselves came up with innovative ideas on what else could be done with the beads, such as bead decorated cell phone pouches.

The idea to develop products that fit more into the field of interior decorations than souvenirs in order to reduce the dependability on the souvenir section of the tourism sector might be implemented easier here in Skoonheid than in the other communities. This alternative was also very much welcomed by Mrs. de Kok too, although she has taken this step to a certain extent already by putting together whole table sets consisting of place mats, serviette rings, coasters etc..

IGA Leather Production

As for the leather production project we were informed that the person in charge, Jan Layman, was off the farm for an extended period of time and no other person was put in charge of the project in that period.

Thus it can be concluded that there are no actual obstacles that can not be overcome with a certain level of organisation and planning.

The range of products made from the leather should be reviewed. It should be avoided producing any products with competition from (semi-) industrial production imported to Namibia, such as belts, hand bags, key rings.

Farming devices such as halters for horses and donkeys should be produced on order. Rather produce leather used as canvas for paintings (using natural colours) or for screens and lamp shades, here specifically the pieces of leather with irregularities and holes can be used.

This project should be integrated with the general crafts project and its move to interiors and decorating.

IGA Gardens

An interesting fact here was that the supply of vegetables to school hostels in the area had been investigated earlier. Some trial deliveries had even happened. Yet the activity did not take off as the community could not produce and supply on a guaranteed and regular basis.

The communities issue with logistics towards any possible market can be solved by overhauling the existing farm cooler. This farm cooler should be restored and due to the state it is in now, the structural mistake initially made can be corrected to achieve a very effective storage for the garden produce before it can be transported to its markets. Growing pants that can be dried will add value to their products, the drying to be done in solar drying ovens.

Administration, Organisation and Planning (AOP)

From the subjects raised at the workshop it became clear to the consultant that there are a range of issues where the communities to date have not succeeded in tackling them in such way that they are to be seen as a success either by themselves or by the donor agency.

It is the opinion of the consultant that almost all of these could be solved by implementing an easy to use AOP system in each of the communities.

NOTE: the consultant is not insinuating that there is no AOP existent in the project. The project management has the full grips on this on their level!

What each of the 3 communities do miss is an implemented AOP system at RDC levels. The impression gained from each of them is that there is some organisation happening through the DRFN or MLR field staff on-site, but next to nothing at the RDC or other committee levels.

Additionally the organisational tools the consultant did find where in his opinion not the type of tools that the concerned people can work with nor have the material to do so – they are too sophisticated and theoretical!

It thus has to be stated that any additional income generating activity is bound to fail if these are tackled prior to getting the communities to be better organised in their commercial endeavours.

The AOP tools needed must be simple – such as plain 'to do' lists – as well as simple to set up – only paper, pencils plastic pockets, sticky tape and staples are required.

A set of sample lists and forms should be included in a easy to read and understand manual.

Examples filled with data of each of the templates will make it easy for the administrators to find the correct forms or lists and show how to work with them.

Areas that need to be covered start off with simple 'to do' lists, check lists for typical processes, check-lists for maintenance duties, production & harvest lists (or counter books!), irrigation time tables – just to name a few!

Fact is that no matter which additional income generating activities are started in any of the communities, with out proper planning of the processes from raw material to the sale of the product, they will fail if AOP systems are not in place!

Aim is:

**to make the transition from
running their businesses to
managing their own businesses!**

1. Project Description

Overall objective: The assignment involves an assessment of the potential for tourism and alternative income generating activities (IGAs) in three resettlement projects in the Omaheke Region, whereas the consultant is expected to carry out economic research with the aim to investigate:

1. the potential for tourism activities in Donkerbos / Sonneblom;
2. the scope to increase leather production and marketing in Skoonheid Resettlement Project;
3. the potential for enhanced and joint marketing of fresh produce from the gardens in Drimiopsis and Skoonheid Resettlement Projects;
4. the potential for income generating activities other than crafts and leather production in all three resettlement projects.



Due to the impression gained at the workshop in Gobabis the consultant found the necessity to also have a more detailed look at administrative, organisational and planning (AOP) issues at each of the 3 communities.

To allow that sections concerning each of the communities be handed over to them for their perusal, the findings and suggestions for each community is done separately, thus allowing to print only those pages.

This did though lead to repetition of many items, although this does not mean that the findings or suggestions are always identical in the detail.

1.1. Site Visits

In order to assure that the communities to buy in to any suggestions coming from this assignment, the consultant made it a point to spend as much time as possible with each of the three communities in order to gain as much knowledge about what they are doing right now and which ideas for any further activities they have.

On the positive side it has to be mentioned that this lead to the consultants attendance at that specific workshop which did result in some very good information being obtained.

1.2. Obstacles

Regrettably the contact details of the key players in the three communities received by the Windhoek office were not too conclusive.

This was though remedied upon the visit to the Gobabis office where Naftali /Uirab briefed the consultant thoroughly about these key players and other specifics of each community.

At that meeting it became obvious though that all of these important persons where currently attending a LISUP workshop

at Gobabis and would only return to their communities two days later.

1.3. Opportunities

The consultant thus used the opportunity to attend this workshop and gather a lot of valuable information about the project to date and what the expectations of the communities are for the second phase of the program.

This knowledge though did lead to the consultant slightly changing the approach he was to take in the task he was contracted to do.



From the subjects raised at the workshop it became clear to the consultant that there are a range of issues where the communities to date have not succeeded in tackling them in such way that they are to be seen as a success either by themselves or by the donor agency.

Thus approaching the communities with yet new projects might distract their focus from the current projects in which they encountered some type of difficulties.

Due to this the consultant in his visit discussed with the community more which possibilities are to be seen for any additional income generating activities that are linked to the activities already in progress.

IGA's for which no such link could be established were only touched on the side lines, yet they will be discussed in more details in this report.

2. Donkerbos / Sonneblom

2.1. Stakeholders

The consultant met with all members of the RDC, the OST community activist Danny (sorry, no surname – chair person of OST) and many members of the community.

My thanks go to Oba 'Kamseb for being a perfect host and Ou Jan for sharing his knowledge of grasses and herbs of the veld with me.

Regrettably I could not meet up with Esther as she was not on site during my visit there.

2.2. IGA Tourism

2.2.1. The tourism potential

The tourism potential, although existing, will be difficult to develop, but never the less not impossible. The fact that the Steenboklaagte omuramba at which the settlements lie is currently not connected to the proclaimed public road leading from Epokiro to Gam lets the settlements be at the end of a dead end road.

2.2.2. Further Steps

Before any further steps are taken in this regard, it should be investigated whether there is the possibility to drive through the omuramba until on reaches the track that comes down towards Trimiopsis from the Epukiru road.

2.2.3. Sites for Camps

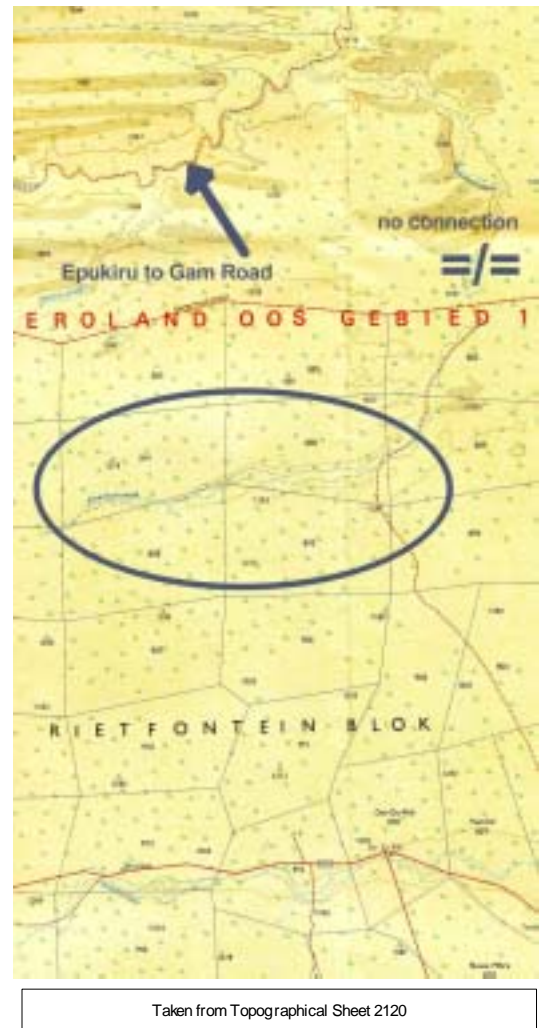
At an earlier stage two sites for a possible camp site have been identified by the community. Of these two the ideal site for the camp would be on the hill just north of Donkerbos settlement. There is a family that has currently occupied this place but is not living there. This family though can be moved to another location or be involved in the running of the camp.



Just supplying camping facilities will definitely not have any success, specifically since a new camp site or rest camp is developed just outside of Trimiopsis by Peter-Hain. Thus the guest just seeking a place to stay overnight will not be prepared to take 'the long road around'.

A full cultural package would have to be developed. This package should contain:

- *pick up of the guests at the main road, meeting point to be the shops where the 'bad road' to Donkerbos turns off the main road.*
 - *guided drive to Donkerbos with stops on the way explaining the farming activities, the vegetation and possibly a visit to one of the farmers*
 - *in the evening a cultural performance of not more than 60 minutes*
- For the one day package the guest should then be guided through the settlement with brief stops to see*
- *the Donkerbos settlement*



Taken from Topographical Sheet 2120

- the school
- the second part of Donkerbos, here
 - explaining the solar pump and the goat program
- the Sonneblom settlement, here
 - explaining the private and the common dry land gardens

From here on the route back to the main road should be explained to the guests for them to continue on their own.

For the 2 day package the following program should be developed:

- an extended visit to the school
- a visit to the project office where the LISUP programs are to be explained
- a walk in the field with a knowledgeable san explaining the plants and herbs, tracks and insects
- an extended visit to the gardens, explaining what is planted, when it is planted, the utilisation of the crops and the difficulties of dry land farming
- means of transport for this day program: donkey cart



The actions to be taken to set up this tourism program are:

- preparing 2, maximum 3 sites through compacting the sand, sites best located close to the existing trees
- clearing of the area of the camp site, including the removal of the fence
- building of fireplaces including a workplace with a basin and a tap
- building an ablution block, eventually adding a donkey and a simple shower to it
- clearing out the bushes on the access track up to the camp site



The investments needed to set up the tourism program are:

- the building material for fireplaces & ablution block
- a water tank with feeder pipeline and water supply infrastructure to the individual sites
- the donkey cart



As it can be expected that only one group of guests will be visiting at the time, it should be investigated to arrange sites around one central fireplace, with the ablution block off to the side close to the water tank.

For the building materials used for setting up of the camp site local materials must be given preference:

- bricks made of the local lime stone (as the project office building)
- clay used instead of cement where ever possible
- clay house construction principles with droppers as palisade for the ablution facility
- the vertical donkey fed with pre-warmed water through a length of standard class 3 plastic pipe buried +- 15cm under the surface facing to wards the sun.

• NOTE:

- vertical donkeys to be given preference as they are more effective than horizontal
- smaller volume donkey is more effective than a bigger, thus fuel drum conversion should be avoided



All above taken randomly from
Google search – images

2.2.4. Target market

Target market for these tourism packages would be guests with a focus on culture, travelling in small groups or individual self drive travellers.

Typically these would be predominantly from overseas and not the 'bundu bashing' South African on the trail following their ancestors.

Thus it has to be clear to the community that this type of tourism is a niche sector with very low volumes. This would mean that there would be no visitors for weeks on end, yet the infrastructure has to be kept in shape at all times.

2.2.5. Outlook

This IGA has to be seen as a long term development with a certain risk of failure factor.

Should the flow of visitors to the area increase, it will be predominantly along a route following the main roads up to Gam, utilising the new development of a rest camp at Talismanis which has the additional advantage of being situated directly on the old Dorsland Trekkers route.



Never the less, with the focus of Namibian tourism marketing, both national and international, turning more and more towards cultural tourism, this consultant wants to encourage the development of a tourism package as described, only stressing the premises that it will not mean 'quick bucks'! But having a lead in this regard will pay off in time!

2.3. IGA Culture

As informed through Naftali, this group of San are still very much in touch with their old cultures. This also showed as the people themselves came with a range of questions and suggestions in this regard at our meeting.

2.3.1. Outlook

The consultant though tried to explain to them the logistical stumbling blocks in this regard. There simply is no venue close by where regular performances can be staged.

Should the above mentioned tourism program become reality, the cultural component of that will then be the opportunity for performance and exposure.

2.3.2. Chances

Thus the only possibility currently is to be available for any nationally staged cultural events.

This is an area where OST should definitely be involved.



A Professional Cultural Performance Group ...

... means organisation
 ... means several programs
 ... means regular practise
 ... means responsibility
 ... means reliability
 ... means HARD WORK

... means competition that is big and the number of such cultural groups is increasing constantly

2.4. IGA Crafts

One definite area for additional income is the production of crafts.

2.4.1. Current Situation

Currently the crafts activities depend totally on a 'cut – make & trim' system where the only input of the participating community members is their handy work.

Aiming at a higher content of own input, cultivating arts skills available amongst some member of the community are the long term goal to achieve.

2.4.2. Areas to be investigated

Areas to be investigated – and as decided with the community they will collect samples and make trials – are:

- twigs, branches, roots, seeds, dry leaves and blossoms
- the local lime stone

2.4.3. Future Developments

In order to reduce the dependability on the tourism sector and provide the community members involved with a more sustainable occupation, it would be advisable to develop products that fit more into the field of interior decorations.

The typical crafts & curio trade has in the past 2 years taken some severe loss in income as visitor numbers are reducing and those that still do come spend less on 'the not so necessary'.

On the other hand the interior decorating market is growing and changing. As the economic seems not to have hit the Southern African countries as bad as many other parts of the world, more and more money is spent in immovables – and these houses need to be decorated!

On top of that there is a trend to local and natural products with an African look & feel, and this not only in the lodge market but also in the private home market.



This would entail compiling a whole themed collection of interiors for any room in the house, from decorative to useful items such as:

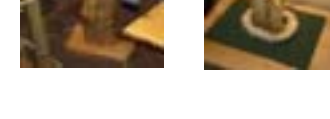
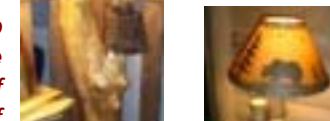
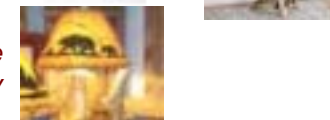
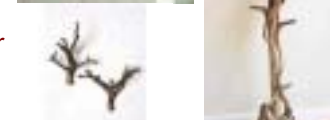
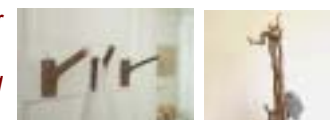
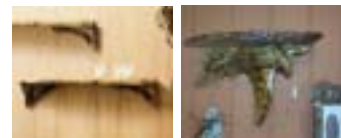
- for the bathroom: towel rack, coat hangers, coat hooks, ceiling lamps, shelves, screens, mirror frames
- for the rooms: different types of lamps, coat hangers, coat hooks, shelves, screens, shelves, screens, blinds and decorations, mirror and picture frames, mobiles, collages



IMPORTANT: this is a long-term task which needs a high level of co-operation between all 3 of the LISUP communities.

Not every community will be in the position to produce that whole range of products needed for a lodge contract, nor would they possibly be in the position to do it in time on their own.

Aim of the output of all crafts workmanship in the communities is to have the products or skills and strengths of one community be combined with that of another to in the end come up with a full line of products which will find their market locally and regionally outside of the souvenir section of tourism.



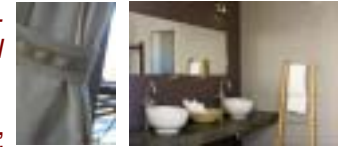
Furthermore there is a need for a central 'coordination and distribution' point, which leads to an idea for the utilisation of the new workshop building in Drimiopsis:

- Here the assembling, packaging and dissemination of crafts and interior decoration items produced by the other two communities could be situated.
 - It has to be mentioned that Mrs. Karin le Roux is not convinced of this idea, as she believes that it will be difficult to get the three communities to co-operate on this and keep personal and envy issues out. This is a valid argument in many cases.
 - This consultant though is of the opinion that existing success stories in our country in this regard prove that only such co-operation will eventually lead to success, the individual communities are too small to achieve the same.

The aim has to be the setting up of a SME company, owned, managed and run by the 3 communities as per example of several such SME businesses in the crafts and agricultural sectors in the north.



All above taken randomly from
Google search – images
All below courtesy Fish River Lodge



2.4.4. The Omba Arts Trust

The Omba Arts Trust has already made first steps into this direction. This consultant therefore sees it as advisable to intensify the co-operation with the additional focus on this market segment.

Furthermore it is a great advantage that the Omba Arts Trust is a certified Fair Trade operation, a fact that should be stressed specifically when targeting the local lodge market – lodge owners can use this argument for their 'eco' marketing!

2.4.5. OST Crafts Project

On a brief meeting with Kathryn Blakemore at OST the consultants heard that they are embarking on a crafts production and marketing project facilitated through an overseas donor agency and the help of a volunteer (which is supposed to come soon for a period of two years). More details on this project were not available at this stage.



2.5. IGA Gardens, Plants & Natural Products

During the course of the research it became clear that there are a range of issues where the communities to date have not succeeded in tackling them to the satisfaction of themselves or the donor agency. Thus approaching the communities with yet new projects might distract their focus from the current projects.

In line with the above, but also because there of a range of real possibilities to utilise the dry land garden more effective, the consultant includes this section.

2.5.1. Natural Products

Through the knowledge of Ou Jan a range of plants with (home-)medicinal value that are available in the area could be defined.

The community took it on themselves to collect samples of such plants which are growing in sufficient amount to be able to harvest them. These plants have been taken to the NBRI for accurate identification.



The community has a very good understanding of sustainable harvesting of such feld products.

Furthermore the task of collecting samples made it clear to the elders that the youngsters lack the knowledge about these plants, a fact that they said they would want to rectify.



Plants such as hoodia or devils claw were on purpose not included in this sampling, as their harvest and sale underlies strict rules and regulations. Thus this should only be done through or for specialised companies with the according permits or licences.

The same complexity occurs on the issue of medicinal plants – all processors of herb teas in the country currently are not prepared to venture into the area of (home) medicine.

2.5.2. National Botanical Research Institute

After talks with Steve Carr it became very clear that a very good option for communities with dry land agriculture is cultivating indigenous plants in dry land agriculture.




For reasons of sustainability and environment and to avoid over-harvesting, the cultivation of existing indigenous plants is a very viable and promising option for that community.

In this regard the support of NBRI & Steve Carr should be sought, as he is currently busy with a report / publication on indigenous plants that can be utilized in agricultural farming.

- i.e. the consultant learned that there are 5 types of indigenous spinaches as well as two types of aloe which can be easily cultivated and deliver valuable food source and as such of importance to LISUP basic ideas.*

The following activities could be started at this community without delay and with only a few issues to be taken into regard:



National Botanical Research Institute
 Plant Product Development Section (PPD)

Steve Carr
 Tel.: 061-2022012
 email: stevec@nbri.org.na
 www link: <http://www.nbri.org.na/ppd.html>

The PPD's main objective is to improve the exploitation of indigenous plant resources and the socio-economic role of plants harvested by local communities to benefit the rural poor.




- *Tsamma seeds, clean but not dried for cosmetics*
 - *sample of ~1kg to be delivered to:*
desert hills farming & cooking
Stefanie & Volker Huemmer
P.O.Box 4109 Vineta, Swakopmund
 - *Issues: these seeds will be used for a trial run and tests*
- *Planting in the dry land gardens for the later sale to nurseries and/or other outlets for such products (i.e. OST office in Gobabis) decorative plants found in the field and thus very much adapted to the rain fall patterns of the area. Such plants are in high demand in the country and achieve rather high prices.:*
 - *Aloe Litoralis and other indigenous aloe and succulents that can be found in the field on the farm Donkerbos.*
 - *Issues: to collect seeds or seedlings of such plants a permit from the MET Permit Office must be obtained. If the procedures are followed permits for the re-sale of protected plants will be issued to the producer.*
- *Planting in the dry land gardens of the bush colloquially know as bushman tea. This tea is not seen as having a medicinal effect and thus sought after by tea producers such as the above mentioned Desert Hills Farming & Cooking.*

NOTE: all of these are long term activities which need a bit of attention in the initial phase to ensure that as many seedlings as possible survive. Thereafter though it is a 'self-runner'.



Aloe Litoralis



Aloe littoralis is on the emblem of Windhoek city. Aloe littoralis is a tall tree aloe hardy from below freezing to sizzling summer temperatures. The outstanding point about Aloe littoralis for the garden is that it blooms from a young age.

<http://aloe-garden-wilderness.blogspot.com>

2.5.3. Seasonal Products

A seasonal product that can be harvested – though depending on rain fall – are /Nabas (Kalahari truffle).

The logistical problem connected to this can be solved by preparing and drying the /Nabas. Even packaging of the dried products in cellophane bags can be accomplished on site by the community themselves.



The necessary dry oven needed for such project can be easily built locally and are solar driven. Materials needed to build such an oven are:

- *wood for a frame*
- *a 100ltr to 200ltr metal drum*
- *a piece of corrugated iron*
- *a piece of iron mesh*
- *a glass pane*

How does it work: the air, heated over the black corrugated iron panel, rises into the drum above where the produce to be dried is laid out on racks of mesh iron. The air escapes through small holes in the drum and replaced by fresh hot air from the panel. In this system the air does not exceed 60°C, which is ideal for the drying purpose.



Courtesy of ADCO

3. Drimiopsis

3.1. Stakeholders

The consultant met with several members of the RDC under the guidance of Michael (chair) and briefly with the MLR on-site project co-ordinator Lennon Uandere.

Even though the community was currently with out water, most RDC and other committee members 'were not available' as they were supposedly busy bringing water to the gardens.

Simon Asser was going on leave that day.

3.2. IGA Tourism

Though situated on a busy tourism route, Drimiopsis has no tourism potential.

3.2.1. Padstal

Being located on the main regional road from the east to the north can be of advantage for a 'padstal', should the community get the permission to utilize a plot close to the current shop at the intersection.



3.2.2. Construction of Padstal

There is no need for a very sophisticated building, to the contrary – the more basic the construction looks, the more it will attract the attention of guests driving through.



3.2.3. Signs for Padstal

Colourful and simple signs could be set up at a distance preparing the driver for what is to come.



 Products that can be offered at this padstal:

- own garden produce
- own processed vegetables (i.e. dried tomatoes etc).
- Refreshments made of own produce (snacks & juices)
- Crafts from the communities involved in LISUP
- artisan products produced in the workshop (solar ovens!)

All above taken randomly from
Google search – images

3.3 IGA Culture

The consultant had to dampen the high flying ideas of the community – the setting up of a 'cultural centre' with regular – daily(!) - performances at the main road.



Yet the vicinity of a few accommodation establishments would allow for a cultural group establishing itself to perform on-site at guest farms in the surrounds and guest houses in Gobabis.

Even a regular event – i.e. on a monthly basis – in Gobabis is a good alternative IF the tourism department of that municipality embarks on a project of offering such events as part of their strive to improve tourism to the town.

Whether such activity eventually develops into a 'cultural centre' at Drimiopsis has to be seen and very much depends on how well the group performs, has a variety of programs to offer and pursues the goal of establishing Drimiopsis as the place for an annual or biannual grass roots cultural festival (as per example of d-Kar in Botswana). Here is a definite task for OST to get involved with.



A Professional Cultural Performance Group ...

- ... means organisation
- ... means several programs
- ... means regular practise
- ... means responsibility
- ... means reliability
- ... means HARD WORK

... means competition that is big and the number of such cultural groups is increasing constantly

3.4. IGA Crafts

One definite area for additional income is the production of crafts.

3.4.1. Current Situation

Currently the crafts activities depend totally on a 'cut – make & trim' system where the only input of the participating community members is their handy work.

Aiming at a higher content of own input, cultivating arts skills available amongst some member of the community are the long term goal to achieve.

3.4.2. Future Developments

In order to reduce the dependability on the tourism sector and provide the community members involved with a more sustainable occupation, it would be advisable to develop products that fit more into the field of interior decorations. The typical crafts & curio trade has in the past 2 years taken some severe loss in income as visitor numbers are reducing and those that still do come spend less on 'the not so necessary'.

On the other hand the interior decorating market is growing and changing. As the economic seems not to have hit the Southern African countries as bad as many other parts of the world, more and more money is spent in immovables – and these houses need to be decorated!

On top of that there is a trend to local and natural products with an African look & feel, and this not only in the lodge market but also in the private home market.



This would entail compiling a whole themed collection of interiors for any room in the house, from decorative to useful items such as:

- for the bathroom: towel rack, coat hangers, coat hooks, ceiling lamps, shelves, screens, mirror frames
- for the rooms: different types of lamps, coat hangers, coat hooks, shelves, screens, shelves, screens, blinds and decorations, mirror and picture frames, mobiles, collages



IMPORTANT: this is a long-term task which needs a high level of co-operation between all 3 of the LISUP communities.

Not every community will be in the position to produce that whole range of products needed for a lodge contract, nor would they possibly be in the position to do it in time on their own.

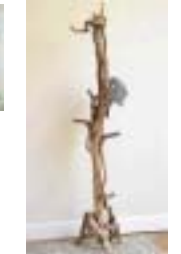
Aim of the output of all crafts workmanship in the communities is to have the products or skills and strengths of one community be combined with that of an other to in the end come up with a full line of products which will find their market locally and regionally outside of the souvenir section of tourism.

Furthermore there is a need for a central 'coordination and distribution' point, which leads to an idea for the utilisation of the new workshop building in Drimiopsis:

- Here the assembling, packaging and dissemination of crafts and interior decoration items produced by the other two communities could be situated.
 - It has to be mentioned that Mrs. Karin le Roux is not convinced of this idea, as she believes that it will be difficult to get the



Ideas for painting on leather



All above taken randomly from Google search – images All below courtesy Fish River Lodge



three communities to co-operate on this and keep personal and envy issues out. This is a valid argument in many cases.

- *This consultant though is of the opinion that existing success stories in our country in this regard prove that only such co-operation will eventually lead to success, the individual communities are too small to achieve the same.*

The aim has to be the setting up of a SME company, owned, managed and run by the 3 communities as per example of several such SME businesses in the crafts and agricultural sectors in the north.

3.4.3. Omba Arts Trust

The Omba Arts Trust has already made first steps into this direction. This consultant therefore sees it as advisable to intensify the co-operation with the additional focus on this market segment.

Furthermore it is a great advantage that the Omba Arts Trust is a certified Fair Trade operation, a fact that should be stressed specifically when targeting the local lodge market – lodge owners can use this argument for their 'eco' marketing!

3.4.4. OST Crafts Project

On a brief meeting with Kathryn Blakemore at OST the consultants heard that they are embarking on a crafts production and marketing project facilitated through an overseas donor agency and the help of a volunteer (which is supposed to come soon for a period of two years).

More details on this project were not available at this stage.



3.5. IGA Gardens, Plants & Natural Products

During the course of the research it became clear that there are a range of issues where the communities to date have not succeeded in tackling them to the satisfaction of themselves or the donor agency. Thus approaching the communities with yet new projects might distract their focus from the current projects.

3.5.1. Supply to Accommodation Sector

The task to be investigated in this regard was whether there is the possibility to set up a system to supply accommodation operations in the area with organically grown fruits and vegetables.

The existing set up of the irrigation gardens would be suitable for such a activity, as well as the range of vegetables planted would be sufficient for a starter.



There is though one very important factor for the success of such an project missing: the planning and organisation capacity of the community.

The sustainability of such an operation relies to a high extent on the reliability of the supply. Late or non-delivery might be accepted once or twice, but then the businesses will again go back to their original sources of supply.

3.5.2. Getting Prepared

To prepare for the time when the community will be in the situation of providing the accommodation sector with organically grown fruit and vegetables, a few measures can be suggested.



As a measure to reduce evaporation as well as creating additional income, the growing of bushes around each irrigation segment is advisable.

The most suitable bush for this would be roselle (hibiscus sabdariffa) as it grows quickly and the flowers, the bark and the seeds can be harvested.

Some facts about Roselle (adapted from <http://en.wikipedia.org/wiki/Roselle>)

- *The plant is considered to have anti-hypertensive properties.*
- The plant is cultivated for the production for bast fibre from the stem of the plant.
- The fibre may be used as a substitute for jute in making burlap.
- Hibiscus, specifically Roselle, has been used in folk medicine as a diuretic, mild laxative.
- The red calyxes of the plant are used as food colourings.
- The green leaves are used like a spicy version of spinach.
- The calyx infusion is taken to relieve coughs.
- Roselle juice, with salt, pepper, asafetida and molasses, is taken as a remedy for biliousness.
- The heated leaves are applied to cracks in the feet and on boils and ulcers to speed maturation.
- A lotion made from leaves is used on sores and wounds.
- Roselle is commonly used to make a sugary herbal tea, often mixed with mint leaves, dissolved menthol candy, and/or various fruit flavors.
- Roselle calyxes are harvested fresh to produce pro-health drink with high contents of vitamin C and anthocyanins, contributing to taste as a moderately astringent sensation.
- calyxes are used to prepare cold, sweet drinks popular in social events,
- The fresh calyxes are very perishable, rapidly developing fungal rot, and need to be used soon after purchase – unlike the dried product, which has a long shelf-life.
- Rosella jam has been made since Colonial times and is regularly found on bio markets. It is similar in flavour to plum jam, although more acidic.

With the presence of Roselle bushes the possibility arises to start with bee keeping.

Hibiscus sabdariffa



Roselle plant
Binomial name
Hibiscus sabdariffa

<http://en.wikipedia.org/wiki/Roselle>

Hibiscus sabdariffa



A roselle drink

<http://en.wikipedia.org/wiki/Roselle>



It should be considered to contact the NBRI & Steve Carr which has the publication of a report / publication on indigenous plants that can be utilized in agricultural farming.

- i.e. the consultant learned that there are 5 types of indigenous spinaches as well as two types of aloe which can be easily cultivated and deliver valuable food source and as such of importance to LISUP basic ideas.
- The possibility to plant fruit bushes should also be investigated with the support of the NBRI, for instance



The range of crops grown can be extended to:

- herbs (*ideal as they can be dried!*),
 - *paprika and peppers, which in the type chili pepper can again be dried*
 - *Cucumbers and squash as well as brinjals and zucchini*
 - *indigenous spinaches, specifically for livelihood support, including indigenous aloe types where either the leaves or the stem and blossom are edible*
- ... just to name a few examples.



As for the market for the current production at this point and time it will be considerably more feasible to sell the surplus produce at a stall next to the main road, including the preparation of cooked meals.

Specifically for the herbs, but also for many other products (i.e. tomatoes!) a drying oven will allow to produce a higher value product and at the same time eliminating the logistical problems arising with fresh produce.



The necessary dry oven needed for such project can be easily built locally and a solar driven. Materials needed to build such an oven are:

- *wood for a frame*
- *a 100ltr to 200ltr metal drum*
- *a piece of corrugated iron*
- *a piece of iron mesh*
- *a glass pane*

How does it work: the air, heated over the black corrugated iron panel, rises into the drum above where the produce to be dried is laid out on racks of mesh iron. The air escapes through small holes in the drum and replaced by fresh hot air from the panel. In this system the air does not exceed 60°C, which is ideal for the drying purpose.



**National Botanical
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The PPD's main objective is to improve the exploitation of indigenous plant resources and the socio-economic role of plants harvested by local communities to benefit the rural poor.



Courtesy of ADCO

3.6. Artisan-ship & the new Workshop Building

3.6.1. Feasibility and Usage

The community did understand that for the products they had envisaged in the new workshop building, being metal cupboards and wrought iron garden furniture as well as wooden shelves, the competition from the Gobabis market will be just to big to ever be able to make those businesses financially viable.



Possible ideas for the utilisation of the new workshop building are:

- As a longer term project the assembling, packaging and dissemination of crafts and interior decoration items produced by the other two communities .
 - It has to be mentioned that Mrs. Karin le Roux is not convinced of this idea, as she believes that it will be difficult to get the three communities to co-operate on this and keep personal and envy issues out. This is a valid argument in many cases.
 - This consultant though is of the opinion that existing success stories in our country in this regard prove that only such co-operation will eventually lead to success, the individual communities are too small to achieve the same.
- Packaging and labelling of the own dried products in cellophane bags
- *Artisan production of products that the local and regional communities can really use, actually really need, such as*
 - the fuel efficient Tso Tso oven
 - the solar box oven – as a DIY kit
 - the solar drying oven – as described above
- *Picnic benches and simple wooden racks for the padstal and local market*
 - *these could be made of old transport palettes collected from businesses in Gobabis (before they are just used for firewood!).*



Bench from Google search – images
TsoTso oven courtesy HRDC
Solar Box oven courtesy ADCC

3.6.2. Option SME's Compete

An option that should definitely be explored for the artisan activities is to seek the support of SME's Compete.

Not only does SME's Compete have (or will soon have) an office in Gobabis, it offers mentor programs, supports its in the mean time over 1200 members with training in both skills and business training, marketing their products and skills.

Contacts:

- ⊙ *SME's Compete: Director Danny Meyer*
- ⊙ danny@smecompete.com
- ⊙ www.smescompete.com
Enterprise House
123 Sam Nujoma Drive, Windhoek West
Mail: Private Bag 13368, Windhoek
Phone: +264 61 247 129
Fax: +264 61 248 591
Email: reception@smecompete.com

- ⊙ *SMEs Competitiveness Consultancy (Pty) Ltd is a consultancy firm known by the acronym SMEs Compete that helps Namibian small and medium*



- enterprises (SMEs) grow business, create wealth and generate employment.*
- ⊙ *SMEs Compete's primary objective is to improve entrepreneurial, management, marketing and information technology skills of SMEs. For small firms in Namibia to grow, they must improve their business performance and competitiveness at home and abroad.*
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4. Skoonheid

4.1. Stakeholders

The consultant met with a range of members of the RDC and the MLR on-site project co-ordinator Gabs Siyaya.

The consultant met with several members of the RDC under the guidance of Alfons (acting chair), Jan & Kali Jenman (leather project) and a range of RDC members.

Gabs Siyaya was very communicative and shared some important aspects of the projects strengths and weaknesses of the project.

4.2. IGA Tourism

Due to location and surrounding farmers of this community there is no chance of developing any kind of tourism activity. This was also not intended in the ToR of this study.

4.3. IGA Culture

Culture as a possibility for additional income was not an issue in Skoonheid. The consultants agree with Siyaya that this is probably due to the fact that the community is very diverse in the tribes living there.

4.4. IGA Crafts

4.4.1. Current Situation

In Skoonheid we found the first 'new' ideas in the crafts field, such as blinds made of twigs and frames made of droppers. These alternative ideas definitely would need more attention than they are receiving now.

The bead work done currently is stagnating as we were informed by Mrs. de Kok. Never the less the ladies themselves came up with innovative ideas on what else could be done with the beads, such as bead decorated cell phone pouches.

4.4.2. Alternative Crafts Products

The idea to develop products that fit more into the field of interior decorations than souvenirs in order to reduce the dependability on the souvenir section of the tourism sector might be implemented easier here in Skoonheid than in the other communities.

IN this regard it would be ideal if the teacher, Ms. Nikki Ganjawese, would be available to the community for a longer period of time.

This alternative was also very much welcomed by Mrs. de Kok too, although she has taken this step to a certain extent already by putting together whole table sets consisting of place mats, serviette rings, coasters etc..

4.4.3. Future Developments

In order to reduce the dependability on the tourism sector and provide the community members involved with a more sustainable occupation, it would be advisable to develop products that fit more into the field of interior decorations. The typical crafts & curio trade has in the past 2 years taken some severe loss in income as visitor numbers are reducing and those that still do come spend less on 'the not so necessary'.

On the other hand the interior decorating market is growing and changing. As the economic seems not to have hit the Southern African countries as bad as many other parts of the world, more and more money is spent in immovables – and these houses need to be decorated!

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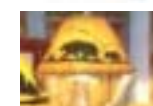
IMPORTANT: this is a long-term task which needs a high level of co-operation between all 3 of the LISUP communities.

Not every community will be in the position to produce that whole range of products needed for a lodge contract, nor would they possibly be in the position to do it in time on their own.

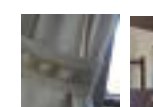
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Ideas for painting on leather



All above taken randomly from Google search – images
All below courtesy Fish River Lodge



Furthermore there is a need for a central 'coordination and distribution' point, which leads to an idea for the utilisation of the new workshop building in Drimiopsis:

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 - It has to be mentioned that Mrs. Karin le Roux is not convinced of this idea, as she believes that it will be difficult to get the three communities to co-operate on this and keep personal and envy issues out. This is a valid argument in many cases.
 - This consultant though is of the opinion that existing success stories in our country in this regard prove that only such co-operation will eventually lead to success, the individual communities are too small to achieve the same.

The aim has to be the setting up of a SME company, owned, managed and run by the 3 communities as per example of several such SME businesses in the crafts and agricultural sectors in the north.

4.5. Leather Production

4.5.1. Current Obstacles

As for the leather production project we were informed that the person in charge, Jan Layman, was off the farm for an extended period of time and no other person was put in charge of the project in that period. Additionally Jan has problems in being able to make sufficient time available for the leather project on top of his own agricultural activities. Thus progress always only happens when he has time to spare.

Asked whether they are confronted with other difficulties in their leather production, the member of the group only stated that a storage room and racks is the only thing they are in need of. There was no mention of any difficulties in the production processes, such as the very hard work of softening the leather manually.

Thus it can be concluded that there are no actual obstacles that can not be overcome with a certain level of organisation and planning.

4.5.2. Storage for Leather

One problem the group members mentioned is the lack of proper storage for their skins and hides. This is not so much a problem of an appropriate room, but more of storage racks.



Solution:

- *build own storage racks made of old transport palettes which can be collected – often free of charge – at freighters and shops such as Agra*

4.5.3. Fam Trip to Duineveld

Regrettably the community members on a recent familiarisation trip to the south did not visit the leather production at Duineveld just north of Kalkrand.

The consultant tried to get in touch with the GTZ as the implementing agency there, though regrettably without success. The direct contact to the tannery is:



Dune Tannery
Duineveld, Hardap Region
Tel.: 063-264162

4.5.4. Products made of Leather

The consultant viewed the few products made from the leather and came to the following conclusion:



- *Avoid producing any products with competition from (semi-) industrial production imported to Namibia*
 - *such as belts, hand bags, key rings*
- *Produce farming devices such as halters for horses and donkeys only on order*

- Rather produce leather used as canvas for paintings (using natural colours) or for screens
- Produce lamp shades, here specifically the pieces of leather with irregularities and holes can be used



At the recent exhibition of SME's compete the consultants found a producer of souvenirs and jewellery on the constant search for leather, specifically naturally tanned leather:

- *The Peace Collection*
Ricky /Kaxab, Tel.: 061-227828, Cell: 081-4062015
eMail: peacejewellerycollection@gmail.com

4.5.5. Option SME's Compete

An option that should definitely be explored for the artisan activities is to seek the support of SME's Compete.

Not only does SME's Compete have (or will soon have) an office in Gobabis, it offers mentor programs, supports its in the mean time over 1200 members with training in both skills and business training, marketing their products and skills.

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4.5.6. Omba Arts Trust

The Omba Arts Trust has already made first steps into this direction. This consultant therefore sees it as advisable to intensify the co-operation with the additional focus on this market segment.

Furthermore it is a great advantage that the Omba Arts Trust is a certified Fair Trade operation, a fact that should be stressed specifically when targeting the local lodge market – lodge owners can use this argument for their 'eco' marketing!

4.5.7. OST Crafts Project

On a brief meeting with Kathryn Blakemore at OST the consultants heard that they are embarking on a crafts production and marketing project facilitated through an overseas donor agency and the help of a volunteer (which is supposed to come soon for a period of two years).

More details on this project were not available at this stage.

4.6. IGA Gardens, Plants & Natural Products

During the course of the research it became clear that there are a range of issues where the communities to date have not succeeded in tackling them to the satisfaction of themselves or the donor agency. Thus approaching the communities with yet new projects might distract their focus from the current projects.

4.6.1. Skoonheid Initiatives & Trials

Again Skoonheid showed some initiative to help themselves by investigating the supply of vegetables to school hostels in the area. Some trial deliveries had even happened. Yet the activity did not take off as the community could not produce and supply on a guaranteed and regular basis.

The existing set up of the irrigation gardens would be suitable for such a activity, as well as the range of vegetables planted would be sufficient for a starter.



There is though one very important factor for the success of such an project missing: the planning and organisation capacity of the community.

The sustainability of such an operation relies to a high extent on the reliability of the supply. Late or non-delivery might be accepted once or twice, but then the businesses will again go back to their original sources of supply.

4.6.2. Seed Production

Furthermore it has to be mentioned that at Skoonheid the initiative has been started to produce own seed material for the coming planting season.

Whereas currently only the seed for the dry land agricultural products are produced, this initiative has to be lauded as the only right way to self-sustaining agriculture, be it dry land or irrigation gardens.

4.6.3. Getting Prepared

To prepare for the time when the community will be in the situation of possibly servicing the hostels – or providing the according service providers - with organically grown fruit and vegetables, a few measures can be suggested.

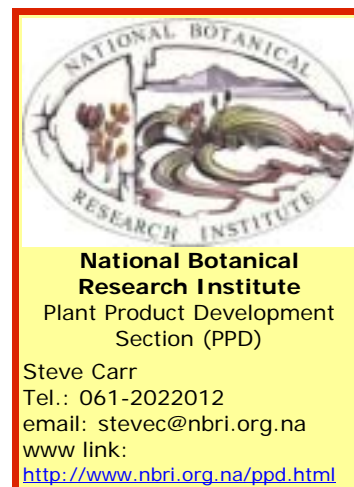


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The most suitable bush for this would be roselle (hibiscus sabdariffa) as it grows quickly and the flowers, the bark and the seeds can be harvested.

Some facts about Roselle (adapted from <http://en.wikipedia.org/wiki/Roselle>)

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- The heated leaves are applied to cracks in the feet and on boils and ulcers to speed maturation.
- A lotion made from leaves is used on sores and wounds.
- Roselle is commonly used to make a sugary herbal tea, often mixed with mint leaves, dissolved menthol candy, and/or various fruit flavors.
- Roselle calyces are harvested fresh to produce pro-health drink with high contents of vitamin C and anthocyanins, contributing to taste as a moderately astringent sensation.
- calyces are used to prepare cold, sweet drinks popular in social events,
- The fresh calyces are very perishable, rapidly developing fungal rot, and need to be used soon after purchase – unlike the dried product, which has a long shelf-life.
- Rosella jam has been made since Colonial times and is regularly found on bio markets. It is similar in flavour to plum jam, although more acidic.

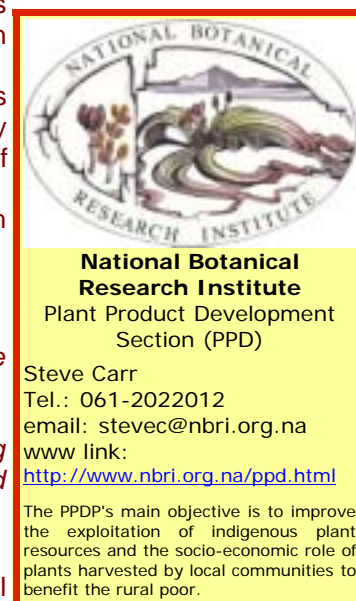


With the presence of Roselle bushes the possibility arises to start with bee keeping.



It should be considered to contact the NBRI & Steve Carr which has the publication of a report / publication on indigenous plants that can be utilized in agricultural farming.

- i.e. the consultant learned that there are 5 types of indigenous spinaches as well as two types of aloe which can be easily cultivated and deliver valuable food source and as such of importance to LISUP basic ideas.
- The possibility to plant fruit bushes should also be investigated with the support of the NBRI, for instance



The range of crops grown can be extended to:

- herbs (*ideal as they can be dried!*),
 - *paprika and peppers, which in the type chili pepper can again be dried*
 - *Cucumbers and squash as well as bringals and aubergine*
 - *indigenous spinaches, specifically for livelihood support, including indigenous aloe types where either the leaves or the stem and blossom are edible*
- ... just to name a few examples.



As for the market for the current production at this point and time it will be considerably more feasible to sell the surplus produce at a stall next to the main road, including the preparation of cooked meals.

Specifically for the herbs, but also for many other products (i.e. tomatoes!) a drying oven will allow to produce a higher value product and at the same time eliminating the logistical problems arising with fresh produce.



The necessary dry oven needed for such project can be easily built locally and a solar driven. Materials needed to build such an oven are:

- *wood for a frame*
- *a 100ltr to 200ltr metal drum*
- *a piece of corrugated iron*
- *a piece of iron mesh*
- *a glass pane*

How does it work: the air, heated over the black corrugated iron panel, rises into the drum above where the produce to be dried is laid out on racks of mesh iron. The air escapes through small holes in the drum and replaced by fresh hot air from the panel. In this system the air does not exceed 60°C, which is ideal for the drying purpose.



Courtesy of ADCO

4.7. Farm Cooler

Skoonheid has its white elephant too – a farm cooler which is not used and is starting to deteriorate.

This farm cooler should be restored and due to the state it is in now, the structural mistake initially made can be corrected to achieve a very effective storage for the garden produce before it can be transported to its markets.

The faults the consultant found with this building is that it does not have two separate walls for the charcoal. Thus the charcoal lies against the solid brick wall on the inside which considerably reduced the evaporation and thus the cooling effect. This will also lead to the inside solid brick wall to be too moist to store vegetables inside the farm cooler.

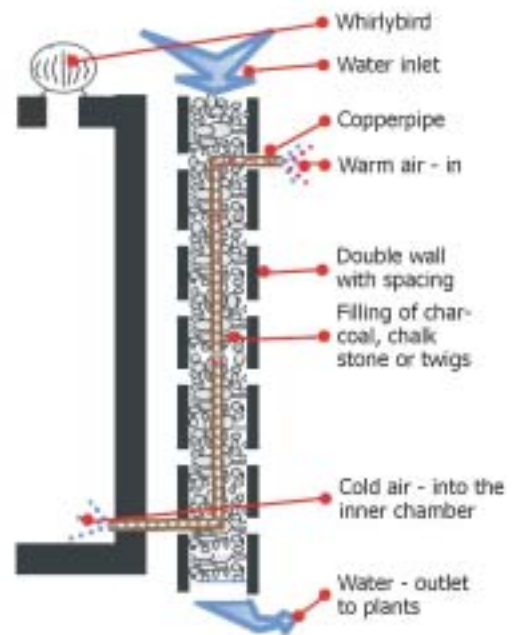


The Traditional Farm Cooler Principle Revised

- *to keep foods cool the old style farm cooler works perfectly*
- *filling of charcoal can be replaced with porous clay or chalk stones or even twigs*
- *run off water should be used to water herbs or vegetables*
- *there is no need for the water basin as roof, to the contrary – it is necessary to have the whirly bird in the roof for proper air circulation*

NOTE:

- *instead of the broken brick walls with the charcoal in between, it is also possible to use 'boxes' of extended iron sheeting, installing these in between brick pillars or wood poles!*
- *The inner cubicle can be made of thick plastic insulation plates*
- *Copper pipe dimension: 18mm diameter*
- *Distance between copper pipes ~30cm*



5. Administration, Organisation and Planning (AOP)

From the subjects raised at the workshop it became clear to the consultant that there are a range of issues where the communities to date have not succeeded in tackling them in such way that they are to be seen as a success either by themselves or by the donor agency.

It is the opinion of the consultant that almost all of these could be solved by implementing an easy to use AOP system in each of the communities.

NOTE: the consultants are not insinuating that there is no AOP existent in the project. The project management has the full grips on this on their level!



A range of simple forms that do not need computers, that are easy to complete and most of all include the visualisation of issues to be controlled should be developed. These must fulfil the following requirements:

- *A4 and black & white print are used throughout*
- *compiled in such a way that all columns are on one page only – thus no sheets next to each other!*
- *simple check-lists for every and all kinds of tasks*
- *templates for these check-lists can be easily copied or are supplied in sufficient numbers*
- *to be filled in in handwriting*
- *are inserted in a plastic sleeve when posted*
- *such check lists are compiled in a meeting of the concerned community members*
- *these check-lists are posted on a notice board accessible for every one*
- *plastic sleeves are marked with a permanent koki pen to avoid 'other usage'*

Following are a range of examples which the consultants experienced during their visits and suggestions for possible solutions.

5.1. In the Donkerbos / Skoonheid community the consultant actually found the highest degree of organisation and administration of the three.

For instance there was a person (regrettably name was not noted down) taking notes of the meeting in a proper counter book. At certain points he referred to notes of earlier meetings or events to inform the consultant of matters already touched on at any earlier occasion.

Example: KOMEHO Namibia visited Donkerbos in June 08 doing research on the availability of Devils Claw (DC). It seems promises were made that there would be a regular collection of DC harvested by the community. To date no further communication from this organisation received.

Furthermore there was definite and organised activity in regards to cutting of droppers for the fences of the newly to be erected kraale and outer fencing towards the north of the farm.



Oba was struggling to get the community members to do their share in the cutting of droppers in time – the permit for this activity was about to expire

- a plain **TO DO LIST** with names, task and deadline.

5.2. The general project planning map in the LISUP office was done with a lot of effort. Yet it had no clear deadlines, it stopped with the end of August (end of LISUP 1).



An plain A4 planning map that can be completed in handwriting and that is extended as needed would do a better job

- the activities are numbered in an ongoing system
- the next sheet is added underneath the first
- not too many columns to not make it too complicated
- the last column is the tick for 'completed' – this visualises success
- posted in a place that is accessible to every community member

5.3. There was a problem with the one borehole not delivering enough water. The consultant found that axis of the solar panel which allows the panel to move with the sun is missing a bolt. Thus it stood permanently in an afternoon sun position.



Remedy: A maintenance check list

- for the person in charge
- which has to be signed off on at least a weekly basis
- contains a section **REMARKS / PARTS / REPAIRS NEEDED**

5.4. In Drimiopsis there is no planning in the gardens by the community members, too many of the same products planted at the same time.

On a walk-through when asked when the one or other crop could be harvested they did have definite answers for that, yet when asked if they have informed anybody of the harvest to come in order to plan for transport and buyers, there was a definite blank!

The community has no scale, so they do not even know the yield of their harvest.

The often mentioned logistical & transport problems could be considerably reduced with a more detailed planning and thus avoiding ad hoc transport requests because produce is available now!



Remedy: A planting and harvesting planning check list

- compiled in regular community meetings
 - posted in a location that is accessible to very community member
 - contains sections on estimated harvest time and estimated yield
- This will help to organise transport and buyers in time and is of crucial importance for an eventual supply to accommodation establishments in the area*

5.5. In Drimiopsis and Skoonheid a burning issue seemed to be the 'fight for water' – continuous problems about who should get water at which times – as a matter of fact a problem that could be solved really easily by setting up a watering plan!



Remedy: A watering plan

- compiled in community meetings
- showing which irrigation section gets water at which time of the day

- *clearly stating that any body who has a garden section in this garden is allowed to close a tap of a section that is at that point and time not supposed to be open*
- *posted at the entrance to the very garden*

5.6.1. In Drimiopsis there are two new developments for which obviously no feasibility study or initial needs assessment was done.

The one is the brand new 'workshop' building. Admittedly the consultant only has the knowledge of the arguments of the community and not of the sponsors, yet if the idea really was to open workshops for iron works / welding as well as wood working / carpentry the conclusion of the consultants is: building not suitable, the idea not feasible!



On top of that the community was supposed to dig a ditch for the electricity cable, yet apart from a 3 meter groove not much progress was to be seen. The reason given – the young men that should do the work do not show up and do not feel like it.

- *a plain TO DO LIST with names, task and deadline.*

Yet in the report above there is mention how this building can and should be utilised, actually can perform two important task

- see the crafts sections of this report
- see artisan section under Drimiopsis

5.6.2. A cooperation with an entity such as SME's Compete will avoid developments such as the bakery – the persons who already started with it was not to be found – is a typical example of not investigating the market potential first. It is bound to fail as the shop at the main road already bakes several types of bread and the potential market for two bakeries to be viable does definitely not exist.

Even if this bakery is not part of the LISUP project – the project can function as an important role model and the RDC members could set up a link with i.e. SME's Compete and the potential person wanting to start a business and thus ensure that only a feasible business will be set up.

5.7. Water is often a bone of contention or at least an obstacle. For instance the dominant issue of the day at Drimiopsis was the fact that there had been no water for almost a week due to MLR not availing funds in time for NAMPOWER to pump water. After some discussions and explanations the group at least seemed to acknowledge that they will have to sooner or later look after themselves in this and other respects.



Remedy: A water safety plan which defines a system of a levy based on garden production yield in N\$ fo sales and a fixed N\$ amount per head of cattle

- *compiled in community meetings*
- *not working the garden does not relieve of the obligation to pay, level of fee will then be based on average of other gardens for the same period*
- *for the eventuality of a whole family being sick and thus not being able to work the garden, a list of relief persons to step in for that period is defined*

- a second 'performers' list is compiled stating the yield performance of a garden – the yield not being measured in kg's of produce but in N\$ value of what was sold
 - a relief person that has stepped in for another get bonus points that moves this person up in the performance list

Aim is that the community learns to come up for its own water supply as soon as possible.



IMPORTANT:

A factor that has to be taken into regard in this community is what is going to happen with the water infrastructure once the community has been declared as settlement. The settlement council will then want ownership of such infrastructure and levy the use to its citizens!

5.8. Water again was a big issue in Skoonheid, specifically since the rehabilitation of the first borehole had just been completed BUT water supply was still low.

Reason for this was that the submersible pumps on site are 380V pumps, the power supply though a single phase 230V power-line. Thus the pumps still had to run on the existing diesel generator for which no or very little diesel was on stock.



REMEDY: The maintenance check lists mentioned further above will reduce the chance of such mishap happening, as there is at least one community member with a technical mind that is involved in the borehole & infrastructure maintenance and who will point out such issues in time!



A remark on the side:

The consultant saw with some shock that the diesel generator and its tank were located exactly over the borehole, traces of diesel spill all over and thus contamination of the borehole more than probable! Yet the building, one of its walls had to be torn down for the rehabilitation work, was restored with no signs of the contaminated foundation and walls being removed from the vicinity of the borehole!

5.9. On a positive note it has to be mentioned about Skoonheid is that they have a young teacher on their RDC, which can make the task of implementing a AOP system to be accomplished a success, even more since Gabs would also be very much in support of such a system.

5.10. In Drimiopsis the lack of a AOP system within the RDC was the most blatant. The so-called RDC office was a mess, empty, a few broken chairs, some remembrances of a workshop through coloured notes a the wall.



REMEDY: The maintenance check lists mentioned further above will reduce the chance of such disintegration happening, specifically if there is one community member in charge of that building. This person

- has the keys
- hands out the keys
- has a key check list stating who received the key when and returned it when
- has to check infrastructure & maintenance
- will point out breakages or necessary repairs issues in time!

6. General Findings

6.1. Administration, Organisation & Planning

What each of the 3 communities do miss is an implemented AOP system at RDC levels. The impression gained from each of them is that there is some organisation happening through the DRFN or MLR field staff on-site, but next to nothing at the RDC or other committee levels.

Additionally the organisational tools the consultant did find where in his opinion not the type of tools that the concerned people can work with nor have the material to do so – they are too sophisticated and theoretical!

It thus has to be stated that any additional income generating activity is bound to fail if these are tackled prior to getting the communities to be better organised in their commercial endeavours.

The AOP tools needed must be simple – such as plain 'to do' lists – as well as simple to set up – only paper, pencils plastic pockets, sticky tape and staples are required.

A set of sample lists and forms should be included in a easy to read and understand manual.

Examples filled with data of each of the templates will make it easy for the administrators to find the correct forms or lists and show how to work with them.

Areas that need to be covered start off with simple 'to do' lists, check lists for typical processes, check-lists for maintenance duties, production & harvest lists (or counter books!), irrigation time tables – just to name a few!

Fact is that no matter which additional income generating activities are started in any of the communities, with out proper planning of the processes from raw material to the sale of the product, they will fail if AOP systems are not in place!

6.2. Project AOP Tools

The consultants request DRFN / FCEAR to investigate the possibility for a project to come up with a range of administrative, organisational and planning tools for the three communities in order to get the grips on their current activities in a first step and consequently to be able to be successful with any further income generating activity to be suggested.

This extension of the scope of the study would ideally include the duty of training the staff and community members to work with these tools.



The consultants cannot accept the argument that the people involved are not in the position to continue with such AOP systems '*because they are not used to it*' or '*because they are not literate*' because there are many BBEE businesses that run very well with such systems.

As a matter of fact, it is exactly that fact that lets these businesses still be alive and running after 5 years. Those who fail do not fail because their business plan was different – it was because of lack of AOP mechanisms!

6.3. Mentor Program

Furthermore the consultants strongly recommended to set up a mentor program first and foremost for the AOP.



IMPORTANT: There are a few key rules & points of such a mentorship program being a success:

- *the mentor does not impose himself on the mentee*
- *no money or goods are transferred*
- *the only transfer is knowledge, experience, skills and contacts*
- *the frequency of visits has to be reduced on an ongoing basis, these consultants have a found good results with the following schedule:*
 - *months 1 to 3 or 6: visit 2x per month*
 - *months 7 to 12: visit 1x per month*
 - *year 2: visit 1x per 3 months*
 - *year 3 and 4: visit 2x per year*
 - *year 5 and up: visit 1x per year*
- *the need for full system of check lists and reports*
- *a penalty system when mentee does not adhere to reporting schedules*
- *the mentor program does not end – it just changes*
 - *i.e. when the former mentee takes on the role as mentor for another new SME*

6.4. Investments

The level of investments necessary will be rather low, as the infrastructure is in principle sufficient once the LISUP 1 tasks have been completed.

The setting up of facilities and the implementation of procedures for at least self sufficiency together with the transfer of basic skills needed for working with these facilities was achieved at a commendable high level.

7. Conclusion

The consultant takes the liberty to suggest that the focus of LISUP 2 should be on making a success of what was started with LISUP 1 by streamlining the started activities and projects and ensuring that the community can continue on its path without the field workers and other financial and material support. No new projects should be started in LISUP 2.

This in my opinion can best be achieved by strengthening the skills and knowledge of the community members in regards to administration, organisation and planning to eventually being able to help themselves –

**to make the transition from
running their businesses to
managing their own businesses!**

End of Report