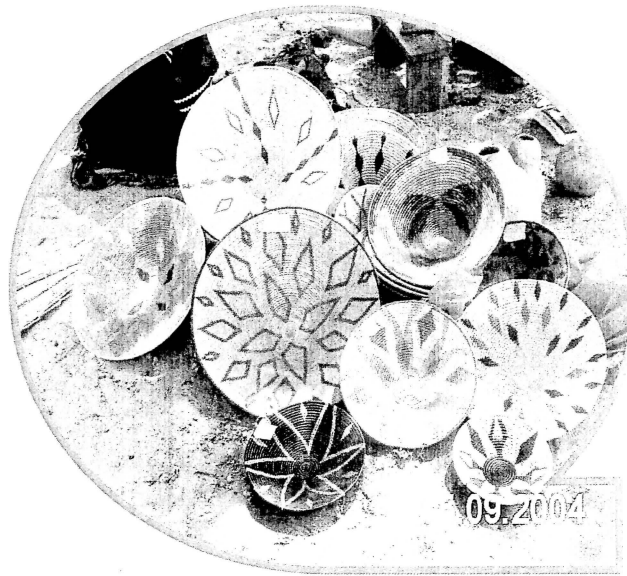


PROJECT PROPOSAL
FOR
A COMMUNITY
DEVELOPMENT CRAFT
CENTRE IN RUNDU TOWN,
KAVANGO REGION



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*Not discussed,
recommended to submit PRIOR ?*

List of Acronyms:

| | |
|-------|--|
| CCC | Community Craft Centre |
| CBCD | Community Based Craft Development |
| CBNRM | Community Based Natural Resource Management |
| CCS | Community Campsite |
| CAIC | Craft and Information Centres |
| DCM | Divundu Craft Market |
| ERP | Every River Has Its People Project |
| GEF | Global Environmental Fund |
| HAART | Hyper Active Antiretroviral Drug Therapy |
| ICDCC | Integrated Community Development and Craft Centres |
| MOA | Memorandum of Agreement |
| NDC | Namibian Development Corporation |
| NNF | Namibian Nature Foundation |
| ORB | Okavango River Basin |
| RCIC | Rundu Craft and Internet Cafe |
| RTC | Rundu Town Council |
| SIDA | Swedish International Development Agency |
| SME | Small to Medium Enterprise |
| TBNRM | Trans Boundary Natural Resource Management |
| AIDS | Acquired Immune-deficiency Syndrome |
| HIV | Human Immune-deficiency Virus |

Project Location: Rundu Town, Kavango Rregion, Namibia

Project Duration: Phase 1: Inception and fund raising.
Phase 2: Community Participation and Initiation.
Phase 3: Construction.
Phase 4: Training / Development.
Phase 5: Official launch
Phase 6: Exit specific needs training.

Sources of Funding: SIDA Environmental Grants
Danida Namibia Environmental Fund
SCP/UNDP Small Grant Funds
Seed Grant – NACSO

1. Mission Statement:

To sustainably enhance livelihoods and the well being of Okavango basin craft producers and to promote their participation in the planning and management of natural resources used in craft.

2. Project Goal:

- To develop communally owned, well located and aesthetic craft and information centre, that serve as venues for craft producers from all three basin states; Angola, Namibia and Botswana including other SADC countries.
- To offer tourists stopovers with the overall goal of providing a place for the sale of handcrafts produced by the rural community especially women.
- The design of these centres need to serve the broader development the aims of ERP and become integrated as multipurpose venues to serve the wider CBNRM objectives, such as and including the following:
 - i. Be set up to facilitate CBNRM and Environmental/conservation awareness,

- ii. Training venue for craft producers and other community needs,
- iii. Craft depots, the delivering and selling of handicraft,
- iv. Craft and cultural display areas,
- v. Health, HIV/AIDS, community extension information displays,
- vi. Information on food and nutrition
- vii. Water management and sharing
- viii. For information and story boards for tourists
- ix. A venue for community meetings,

2.1. Objectives:

- 1) To increase the capacity and income of the Okavango River Basin residents involved in craft production and marketing, within target areas.
- 2) To encourage participation, and build the necessary skills, in planning and management of natural resources used for craft production.
- 3) To offer an aesthetic well managed tourist attractions.
- 4) To develop viable market outlets and the systems to enable producers to access them.
- 5) To link Community Based Craft Development (CBCD) activities with other CBNRM and Trans-Boundary Natural Resource Management (TBNRM) activities where appropriate.
- 6) To create employment and alleviate poverty in the basin states.

3. EXECUTIVE SUMMARY:

The ERP Okavango River Basin (ORB) serves riparian CBNRM and development in three countries Angola, Botswana and Namibia. The proposed "Integrated Community Development and Craft Centre" (ICDCC) is planned to link craft producers from the three riparian states sharing the Okavango River. The craft centre is designed for ownership by identified craft producers working group, within ERP target areas, in this way they will become self-managed and therefore provide opportunities for self-reliant marketing outlets. Thus, Rundu Craft centre will have multipurpose function and serve as training and development venue for surrounding communities.

The main purpose of enhancing sustainable development by providing well-spaced community based craft enterprise units across the basin is suited to be expanded to become venues for broader community development themes. The craft centre need to be located in area that captures passing traffic and tourists. The Kavango River Basin is visited and travelled by national, regional and international visitors from Zimbabwe, Zambia, Namibia, Botswana, South Africa and Angola. The tourism industry attracts international visitors to the SADC region.

The development of the Rundu craft centre as a community owned and managed enterprises in the Okavango Basin will build linkages to local, regional and international markets. The location of the centre needs to be accessible to both the community producer base and the passing travellers. The smaller to medium centres can serve as selling points and depots for more centrally based craft outlets such as the proposed Rundu Craft Café and the Okavango Delta Craft Centre.

The budget and project time frame needs to include training and capacity building to enable the centre to be managed and operated by local ORB residents. In this way there can be re-investment of economic gains through the craft sector into local social development that will spread benefits to local communities throughout the region. The model must strive towards long term sustainability and viability. Community owned and managed institutions have been

proven successful, Gumare in Botswana is 23 years old and although it has changed from its original concept, it is still operational and viable, without continued and sustained mentoring from an external organisation. The lessons learned from these similar craft models need to be incorporated into the development strategies for ERP community institutional development.

This project proposal will outline the project rationale, marketing potential, training and capacity building, budgets, phases and follow-up.

4. PROJECT RATIONALE

The Every River Project (ERP) is a trans-boundary project involving the three Okavango River Basin States, i.e. Angola, Namibia & Botswana. In addition to promoting Trans-boundary Natural Resource Management (TBNRM), it supports key stakeholders' participation and rural development, in fact, using the funds to support and promote CBNRM across the river basin. Community based craft development (CBCD) is one of the integrated activities. The aims are to optimise the benefits from craft development - in terms of project input to sales output, as well as run parallel training and skill development activities. In this way socio-economic development is promoted and this offers income opportunities. It provides a good platform for developing strategies with producer participation towards reducing the mitigating circumstances that increase communities' vulnerability to HIV/Aids and other health related concerns. The wider CBNRM programme is enhanced with the integration of CBCD, as craft complements the development of community campsites, management of natural resources used in craft production and is a good entry point to access communities for capacity building and empowerment.

4.1. The emphasis of the approach is to:

- (a) Promote income earning opportunities particularly for women, as such income is often more wisely spent on family livelihood investments,
- (b) Draw income earning opportunities into the more remote areas where there are few markets and few alternative options,
- (c) Look at market branding, to optimise sales and draw attention to the diversity of the Okavango Basin, from headwaters to delta, and
- (d) Enhance concurrent training, skills sharing and awareness creating opportunities while working on crafts, particularly in the areas of health, and with a focus on HIV/Aids.
- (e) To promote the philosophy of CBNRM to the tourism industry by encouraging them to stop at a pleasant craft market brimming with information on ERP activities.

4.2. ERP Potential in Marketing Craft

ERP has the potential to become a marketing tool for the Okavango River Basin (ORB), with systematic investigation and enhancement of products to improve marketability, through using ERP has a "Brand-name" across the basin for craft products. Initially regional collaboration and information sharing will be required to develop mutually acceptable marketing policies and strategies. Namibia is centrally placed and can act as a conduit to the participating countries.

For the promotion of sustainable craft development it is essential that there is well placed and well spaced communally owned and managed depots/outlets. Community based craft development has shown itself to be a good tool to wider development scenarios.

4.4. Community based craft development includes the following:

- Product development training - enables craft producers to improve existing and new technical skills to make products that have market value.
- Enhances traditional and cultural craft making skills.
- Training in micro business management - enables craft producers to develop skills in (costing) and pricing, marketing, record keeping, planning, decision-making and money management.
- CBNRM training and awareness raising, producers improve understanding of natural resource management and improved harvesting methods of their natural resources through using appropriate methods.

4.4.1. In keeping with the overall goal and objectives

Identify working areas

- Identify working areas for craft and NRM opportunities.
- Evaluate the natural resource base used for craft production.
- Develop and implement training and strategies related to NRM used in craft production.
- Develop models in craft NRM management that can be implemented across the basin.

Producer mobilisation

- Identify working craft groups with producing and marketing potential.
- Develop and implement training and strategies related to improving producer expertise and introduce new skills towards making marketable crafts.

Craft Audit - Product development

- Complete a craft audit with working groups in target areas.
- Product development towards marketability, including quality criteria and new product ranges.
- Develop a craft range for an ERP brand name.

Craft Marketing

- Set up network system to facilitate accessibility to the Angolan craft markets.
- Establish craft outlet at Divundu, which should feed into the Shakawe area of Botswana, eastern Kavango and western Caprivi.
- Initiate a Rundu craft market and information centre that could provide for western, southern and central Kavango, southern Angola and in the longer term the wider Angolan river basin.
- Develop community-user-friendly operational management systems, i.e. record keeping, bookkeeping, payment records, purchase and sales and stock-room management.
- To encourage participation in planning and management of natural resources used for craft production. Establish market linkages across the basin that ensures Fair Trade practice and understanding.
- Develop and implement training models for craft participants to enable them to become good designers and produce quality craft products.

HIV/AIDS

- Strengthen and initiate innovative training approaches to challenge HIV/Aids and other relevant socio-economic and health related issues. Review already existing HIV/Aids programmes and initiatives within the focal areas, and create linkages to these. Thus the Craft centre will be used as a:
 - Baseline information centre on existing programmes and institutions working in focal areas
 - Assessment on training modules and information materials already available with other key stakeholders in town.

- Baseline survey and surveillance reports of HIV/Aids selected areas, status of HIV/Aids in each area to be established through PRA methodologies and updated regularly.
- Identify and train craft producers as local HIV/Aids counsellors to develop local mitigating measures, to act as local agents of change in their respective villages and provide them with training and education materials/literature.
- Support to home based care programmes through income generated from the increased sales of craft products so that the impacted households can afford to implement home based care programmes.
- Link activities to other HIV/Aids awareness and management campaigns already active in the basin, such as. In Namibia, Catholic Aids Action, New Start and Legal Assistance Centre. In Angola, UNICEF, UNHCR, ACADIR and National Health. In Botswana, to State health programmes and NGOs.
- Share knowledge and information already available.

Studies and evaluations in a). Namibia, particularly in Caprivi, Kavango and North Central. b) In Botswana in Shakawe (Etsha and Tocadi) and Gumare; c) in South Africa in Kwazulu Natal. These studies have shown that the small but regular cash income from craft is significant to women producers, who tend to spend their income on the well being of their families. Income from craft production and sales is mostly used for food, clothes, education and health. This income earned can contribute to financial independence of producers and stimulate increased control over income through local savings and credit schemes. Empowerment through being able to earn an income from traditional handcrafted items also increases a producer's sense of pride, and achievement; this strengthens traditional and cultural practices. For women production usually takes place at home and it does not interfere with other household responsibilities, therefore contributing to family security. In this way craft contributes towards lessening the impact of HIV/Aids on those affected at household level.

4.5. Problem / statement of need

Table .1. Approximate population densities across the ORB

| Country | Population | Hotels/lodges | Comment |
|----------------------|------------|---------------|---|
| Angola | 350,000 | 1 | Has the most poverty and the biggest need |
| Kavango | 163,000 | 19 | Has good infrastructure and borders Angola |
| Ngamiland (Botswana) | 88,000 | ±50 | Has the most resources, smallest population |
| Total | 601,000 | ±70 | |

(Adapted from Mendelsohn & el Obeid: 2004)

As illustrated by the above table, within the ORB there is a high density of disadvantaged rural communities. Craft offers opportunity for those with handcraft skills to generate income. With training inputs quality improves and the products become more marketable. However, access to market outlets is a limiting factor and this proposal intends to address this through the establishment of well spaced community based marketing outlets across the basin.

The “main depots” at Menongue, Rundu and Maun/Delta will be fed from the smaller more community based depots at Caiundu, Katwitwi, Divundu, and Shakawe areas. All of the Namibian outlets are accessible to Angolans resident on the shared border from Katwitwi at Kwangali, Calai opposite Rundu all the way through to Mucusso at Divundu. Therefore offering Angolan and Namibian craft producer's opportunities. Divundu is also accessible to producers from Shakawe the panhandle of the Okavango Delta. Kuando Kubango Province

uses Rundu and Divundu for most of their supplies and it is feasible to extend this already existing movement to support craft. ERP craft products, in the long term, should be moved between the various craft outlets across the basin. In this way the more remote Angolan producers could have access to selling opportunities in the tourism rich Delta. Namibian centres such as Divundu and Rundu capture passing trade to and from Caprivi and Botswana and could serve as a conduit for craft to and from Angola, Botswana, Zambia, Zimbabwe and South Africa via Trans Caprivi highway.

4.6. Promotion of CBNRM.

Central to CBCD philosophy is management and monitoring of natural indigenous resources used in craft production. Studies into the status of most of these resources used such as *Hypheane petersiana* and *Berchemia discolor* have been done extensively in parts of the Botswana Delta, Kavango and Caprivi Regions. Angola is still uncharted territory; however it is reasonable to assume there are indigenous resources available and accessible used in the manufacture of craft. Handcrafts made from indigenous resources generate a higher return to the producers than items made from purchased materials such as glass beads. It is important to include an effective CBNRM focus with craft development and training and this can be facilitated at the proposed craft centres.

Social capital and individual skill are strengthened through the development of producer groups, who can select individuals to serve as natural resource monitors, regulate product quality and organise the process of sales. In this way, craft producers contribute to the sustainable management of natural resources.

The Rössing Foundation (RF) Shankara Basket Project, operational from July 1993 until April 2004, conducted a study on *Hypheane petersiana* (Ivory Palm), used to make palm baskets. This study indicates that the value of palm as a resource has increased for basket-makers and those associated with them. The income benefits earned from palm spread to serve the wider community. Non basket-makers living in palm rich areas such as Shambyu, Koro and Lilera regularly harvest bundles of palm to sell to basket makers. This provides a valuable flow of palm to basket-makers who live far from the indigenous resource and offers an economic return to non-craft producers. The Shankara project planted 25 palm gardens at homestead level and has a palm research site at Mbremba Pan, which are still monitored annually. Of the original 25 plots; 11 plots failed to produce harvestable palm, most probably due to soil type and location. 14 of the 25 plots grew successfully, i.e. were harvestable within 3 to 5 years, of these 8 are still productive and harvested regularly by producers. 6 plots were abandoned, (through normal movement and re-location as a result of the unstable period during 2000 to 2002).

Income earned from natural resources used in basketry extends to the harvesting and utilisation of indigenous dye materials and grasses used for the inner coils. Those living in areas rich in dye resources and grasses, barter, sell and exchange these materials regularly. This has proved that there are broader income benefits and potential that emerges from a proactive CBCD programme. By integrating CBCD into the 'bigger picture' of CBNRM it can serve broader development schemes and improve sustainability. The long running Etsha Basket Project in Botswana, pioneered palm cultivation some 24 years ago, evaluations done on CBNRM in Botswana is able to corroborate many of the findings in the Shankara study.

A craft programme with its income generating possibilities strengthens the role of women in CBNRM. Work confirming this has been done in Kavango Region (RF), Caprivi Region (RF and IRDNC), in the North Central (RF & DIFD), Binga Palm Research Programme (Zimbabwe), Ilala Weavers (Kwazulu Natal RSA) and Etsha Basket Project and Gumare

Crafts (Botswana). (Information is available by requesting internal reports and work on publication of findings is pending).

4.7. Achievements to date

ERP has successfully completed phase 1 of its program. The second phase of the project that includes Crafts and HIV/AIDS components is in full swing in all the three countries. Field teams and NGOs are ready and able in for implementation of Phase 2, which includes craft development.

- CBNRM programmes in Namibia have been able to integrate Crafts and HIV/AIDS in most of its pilot areas. Craft integrates well to the core of ERP values and community participation at grass root level in and integral part of the programme.
- Botswana has a large tourism industry that thrives in the Delta where craft from Botswana and other countries are to be found.
- The Kavango Region and the Delta have reputations for making excellent quality craft. Both countries hold craft exhibitions and already export craft to other countries.
- Master craft people are available for community based training in improving the quality of craft made across the basin. Therefore, it would not be unreasonable to be able to establish an ERP brand name within 3 years.
- ERP enjoys collaboration and networking with other NGOs, CBOs and Government institutions basin wide.
- Rural communities are eager to participate in their own development and express keen interest in craft projects. In particular the rural poor in ERP target areas of Angola are keen to be included.
- The Governments of all three countries are interested in community development and have legislation that supports small to medium enterprise (SME) development.
- The three countries are members of SADC and have existing trade agreements that allow for the import and export of craft.

Across the basin there are State, NGO and Church HIV/AIDS programmes' operational. Namibia and Botswana both offer state funded Hyperactive Antiretroviral Drug Therapy. (H.A.A.R.T) Candidates have to fulfil particular requirements in order to be accepted into the programme. Angola is currently busy developing its capacity to follow suite and is interested in manufacturing antiretroviral drugs within the next 5 years. The high cost of HAART, side effects and complications that can occur indicate that it must be well controlled and managed. Namibia and Botswana have made strides in terms of awareness and outreach activities. Angola with the support of UNICEF under logistically more difficult circumstances is making good headway in this area. However, distances are vast, populations scattered and there are serious hindrances linked to fear, misinformation, stigma, lifestyle changes and difficulty with tradition, culture and in some cases religion. Strategies to address these and other issues are being implemented. Craft is an excellent platform for open and frank discussions and any income earned contributes to reducing the impacts of poverty. The ERP programme collaborates and assists with the distribution information, pamphlets, and condoms and encourages discussion at all craft related meetings with communities.

5. PROJECT FRAMEWORK

5.1. Justification

The project aims to reduce the impacts of poverty and contribute to socio-economic upliftment in rural communal areas within the ORB. CBNRM approaches are an integral part of craft development. Marketability is crucial to achieving the goals and objectives. Without suitable marketing opportunities producers cannot sell their wares and do not earn an income.

It is important that the project strives towards sustainability and this can be achieved through the establishment of accessible markets that are “owned” by the producers, rather than by a private entrepreneur, NGOs etc. However, by the same token the ICDCC’s need to be managed on sound business to ensure that it is sustainable and economically viable and in such a way that its membership is not exploited, i.e. cover their operational costs and generate profit. In this way by improving the producer communities’ access to selling opportunities, improving the producer communities’ access to selling opportunities can generate sustainable income. Capacity building of local producers/communities to self-manage is critical to the successful outcomes of the programme.

From the outset the centre needs to be designed to accommodate the following:

- (a) include all three countries Angola, Namibia and Botswana;
- (b) belong to a neutral or community body that will facilitate unbiased membership, such as a conservancy, producer group, Rundu Town Council etc.;
- (c) operate transparently with open agenda’s
- (d) participation of producers need to be included and
- (e) Training, development, capacity to manage with monitoring and evaluation need to be incorporated.

5.2. Important Assumptions

- (a) That there is an existing, strong and interested producer base within the target areas in all three countries.
- (b) That marketing of ERP craft products can take place across the basin states. In other words an Angolan product can be sold in Botswana and Namibia and visa versa.
- (c) That adequate funding for the phases of developing a craft market infrastructure can be obtained.

5.3. Project approach

The project will adopt a trans-frontier approach that encourages input from the three countries that make up the ORB. A working group to initiate and oversee the project will be formed. This group should include community members and have representation from all three countries. The Basin Wide Forum is an excellent body from which to source community representation for this development. Once funds have been raised and the project initiated then producers will be selected to be included in the development of each centre. Capacity building towards self-management is an important component to the project.

5.4. Summary of Project Activities

The following activities related to outcomes can be anticipated:

- (a) Conceptualisation and agreement to initiate
- (b) Project Proposals and fund raising
- (c) Community inclusion and participation
- (d) Trans-boundary liaison and incorporation
- (e) Identification and allocation of a good sites
- (f) Feasibility studies
- (g) An agreed style/model of what is to be developed
- (h) Floor-plans and initial concepts
- (i) Drafted plans and consultation with architects for the “main depots”
- (j) Budgets
- (k) Construction of marketing infrastructure.
- (l) Management training and implementation
- (m) Training workshops, ERP product development

- (n) Marketing structures and management systems
- (o) CBNRM focus and encouragement
- (p) Contracts and Memorandum of Agreement (MOA)
- (q) Regular reports and feedback to funding institution(s)
- (r) Follow up support and mentoring
- (s) Development of training materials
- (t) Monitoring and Evaluation
- (u) Exit strategies

For the above to be achievable the following activities will need to take place:.

- (a) Form a working committee and initiate project.
- (b) Concept, inception and project proposals to be submitted to seek funding.
- (c) Site confirmed and approved by all parties concerned.
- (d) Design to complement the natural environmental and its preservation.
- (e) Floor plan to suit location submitted.
- (f) Designs to have African Art theme.
- (g) Identify and include participating producers from community.
- (h) Develop management model and ownership e.g. rented out by Town Council, owned by Conservancy, or producer group.
- (i) Architectural and building tender.
- (j) Proper architect plans drawn up.
- (k) Construction, include local contractors and builders where possible.
- (l) Construction with as much locally provided building materials as feasible, and in keeping with architectural plans.
- (m) Include local craftsmen in décor and furnishings.
- (n) Run concurrent training and capacity building with potential shop workers such as sales person, administrative assistants' etc.
- (o) Develop and improve products within identified community producer groups to be sold in centre.
- (p) Set up membership and management structures for the craft centre, similar to the Rundu Open Market and the Mashu craft model in Caprivi.
- (q) Draw up contracts and MOAs.
- (r) Implement opening and operation of centres with trained personnel towards self-management.
- (s) Lobby and advertise centres to attract a buying public at lodges, with signboards and by reputation.
- (t) Initiate exit strategy, identify and implement specific training needs to facilitate self-management.
- (u) Monitoring and evaluation with on-the-spot problem area identification and implement training strategies to resolve these.

5.5. Expected Results

- (a) A series of Aesthetic, Integrated Community Development and Craft Centres well spaces and located to serve as craft selling outlets and as tourist attractions.
- (b) A craft enterprise established and functioning.
- (c) Centre to include cultural and traditional themes.
- (d) Complement the natural environment and riverine habitats.
- (e) Provide a safe environment where producers and buyers can successfully mingle.
- (f) A basin wide membership of producers from identified working areas in all three countries. That promotes transfrontier producers' income through craft sales.
- (g) A good quality and interesting ERP product range well displayed and marketed.
- (h) A recognised ERP craft brand-name

- (i) Linkages with other local, regional and international markets established with opportunity for export.
- (j) Neutral ownership's but set up to operate on sound business principals to ensure sustainability.
- (k) A policy to practice Fair Trade.
- (l) Self managed.
- (m) Networks with CBOs and NGOs operational in the Basin established.
- (n) Social investment opportunities identified.

5.6. Beneficiaries

The main target groups will be the marginalised rural poor communities that fall within the ORB catchment areas in Angola, Namibia and Botswana. These producers will need to be included as stakeholders from the onset of the project.

- (a) Craft producers from marginalised rural community crafts producers across the ORB.
- (b) Employment to between 3 - 5 people for each CCM from the surrounding communities. These opportunities will depend on the size of the centre but could range from, community trainer, security, sales personnel, administrative assistant, cleaning staff etc.
- (c) The tourism industry.
- (d) Craft buyers.
- (e) Foreign earnings through craft sells and other services offered at the centre.

6. MONITORING AND EVALUATION

Guidelines on monitoring and evaluation will need to be compiled by the working group committee and in consultation with the willing donor agency. These will need to be adapted as the project develops and will include the following:

Quarterly reports particularly to donor agents.

- (a) Reporting against the work plan and outcomes.
- (b) ERP to include progress on the web site, in order to foster transparency and create public awareness.
- (c) Based on findings strategies will need to be adapted and guidance given on the way forward during each phase.

7. CAPACITY BUILDING

7.1 Building capacity

- (a) Develop producers' capacity to make ERP market worthy products.
- (b) Improve producer understanding of basic business principles such as; covering costs of sales, mark-ups, commissions and profits,
- (c) Develop transparent community user friendly simple record keeping systems that rural producers will understand, that clearly show, (a) who they are, (b) number and type of products, (c) purchase and retail pricing, (d) stock levels, (e) sales records, (f) income and expenditure and (g) payment to producers.
- (d) Training at both producer and sales level on understanding the record system.
- (e) Training models whereby the ERP staff are coached to develop the necessary skills and confidence with which to successfully operate the centre.
- (f) Identification through proper advertisement of potential "employees" to administer the centre.

7.2 Project sustainability

It is critical that these ICDCCs are set up to operate on sound business principles. The long term goal is for it to be self funding. Therefore the following needs to apply:

- (a) A Policy of Fair Trade Practice needs to be implemented whereby the producer gets a fair price for a good product. At the same time purchase prices need to be what the retail market can bare.
- (b) There is a viable yet reasonable commission added that covers the operational cost of the centre and earns a small profit for reinvestment purposes.
- (c) Sufficient marketable products suitable to be included in the ERP Brand-name are provided.
- (d) Sufficient volumes of such craft is sold in order to generate enough turn-over and income for the centre to pay its way, in terms of rental, electricity, water, wages etc. i.e. Cover cost of sales.

8. INFORMATION SHARING

In order to develop and deliver the best possible workable model, the Community Craft Markets need to exchange and share information. Take heed of lessons learnt from other similar endeavours such as the Rundu Open Market, Mashi Craft, The Namibian Craft Centre and or successful marketing initiatives in Botswana. Strategies developed that prove successful need to be transparently recorded so that others can derive benefit.

Strategies to promote information sharing include:

- (a) Link producers to craft markets from Angola, Kavango and the Delta in Botswana
- (b) Exchange visits on crafts and CBNRM activities.
- (c) Development of joint promotional and training materials to be used on a Trans Boundary craft development.
- (d) Development of joint marketing ventures.
- (e) Co-ordination and hosting meetings.
- (f) Foster linkages to other tourism-related industry that already exist and to those emerging across the basin.
- (g) The ICDCCs should be developed to serve a wider sector of the buying public. This includes tourism and the travelling public at large.

9. MODELS FOR NAMIBIA

9.1 Rundu Craft and Internet Café:

- Located within the Rundu Municipal area on Rundu Beach, will therefore need to meet municipal construction standards and criteria,
- Aesthetically constructed using as much local materials, thatched roof structure, overlooking the river. The shop would offer the sale of craft and non-alcoholic refreshments and snacks, with comfortable shaded seating.
- Offer internet services
- Owned by the Rundu Town Council
- For use by craft producers from all three countries
- To serve both the producers and buyers
- The infrastructure will need to include a small administrative area and secure storeroom.
- Proper toilet facilities will need to be constructed.
- Secure shaded parking needs to be made available.
- There should be only one pay-point. , (see attachments)
- Membership system for producers

- Rental component incorporated in overall management strategy, including office space on upper floor
- The objectives of the centre are to provide craft selling opportunities, be used as a depot for craft in-transit to other outlets across the basin, as training, development and information venue for ERP craft raft Crafts (design and development)
- Include CBNRM related activities. HIV/Aids initiatives across the basin can be promoted at the centre.
- Training workshops could be offered at the centre
- Improve income earning opportunities through sales of craft at the centre
- The constitution would need to include the potential of other community activities, such as Mokoro (wato) trips, cultural performances and information.
- It would need to operate on a co-operative system, with a management committee.

9. BUDGET

Here is the budget breakdown for the conservancy

| Description | Item | Contributions from stakeholders (N\$) | | | | | Total Costs (N\$) |
|--|---|---------------------------------------|---------------|-------------------|------------|------------|-------------------|
| | | GEF/SGP | Local council | Local community | Other NGOs | NEF | |
| Hatching grass allowance for the local community | 30 000 buddle (allowance @75/day x 20 x 27days) | 40,500.00 | | 30 000 buddle | | | 30,000.00 |
| Development of resource materials | Brochures and leaflets | 36,000.00 | | | 14,300.00 | | 50,300.00 |
| Craft centre plan | Draw a craft centre plan | | 5,000.00 | | | | 5,000.00 |
| Plot for the centre | | | 60,000.00 | | 15,000.00 | | 75,000.00 |
| Craft equipments and labour | Building materials | | | | 45,000.00 | 100,000.00 | 145,000.00 |
| Technical experts on craft construction | Design and layout | 65,000.00 | | | | | 65,000.00 |
| Training capacity building | Tourism operation and guide | 80,000.00 | | | | | 80,000.00 |
| TOTALS (N\$) | | 221,500.00 | | In-kind 30,000.00 | | 100,000.00 | 450,300.00 |

BUDGET BREAKDOWN FOR THE NAMIBIA ENVIRONMENT FUND - PHASE I

| Description | Quantity | Unit price N\$ | Total Cost N\$ |
|--|----------|----------------|----------------|
| Building materials such as cement, zinc, poles, doors & frames | | | 78,000.00 |
| Labour | | | 22,000.00 |
| TOTAL COSTS | | | 100,000.00 |

10. CONCLUSION:

CBCD becomes increasingly sustainable and cost effective through a process of securely integrating craft development activities into the wider CBNRM programme. Without the establishment of craft marketing opportunity income earned from handcrafts made is extremely limited. However, these outlets need to be community owned and managed in order to be sustainable. Once established and operational with a good range of well made products it is feasible that craft buyers will support them. If they are well situated on main transport routes, whereby a buyer can stop at one or two and purchase all their items then it becomes marketing friendly.

These centres need to serve a wider range of community based activities, such as training and meeting venues, information and notice boards, craft buying and selling depots. From the outset they need to belong to the communities, who are going to use them, they need to be involved from the beginning in the planning, construction, training and ultimate management. In order to be viable they should be designed to operate on sound and fair business principles, where mark-ups and commissions are sufficient to cover operational costs and generate small profits. However the products need to be of marketable quality and sold at a competitive price. Therefore training in quality craft production, marketing principles, pricing, micro business management and the record keeping systems required to ensure transparency are essential.

11. ATTACHMENTS:

APP: 2

PROPOSED FLOOR PLAN FOR CRAFT CENTRES

FLOOR-PLAN EXPLANATION:

1. Entrance and Exit points
2. Information and display boards/area
3. Exhibition, demonstration, workshop training or cultural display area, for example cultural dancing or singing.
4. Kitchen storeroom and pantry
5. Kitchen
6. Toilet behind staircase
7. Office/administration centre
8. Craft storeroom
9. Tables and chairs
10. Craft selling stalls
11. Till serves as the pay-point and exit area for whole shop.

- In Rundu the up stairs floor space can be used for open plan office space and storage.

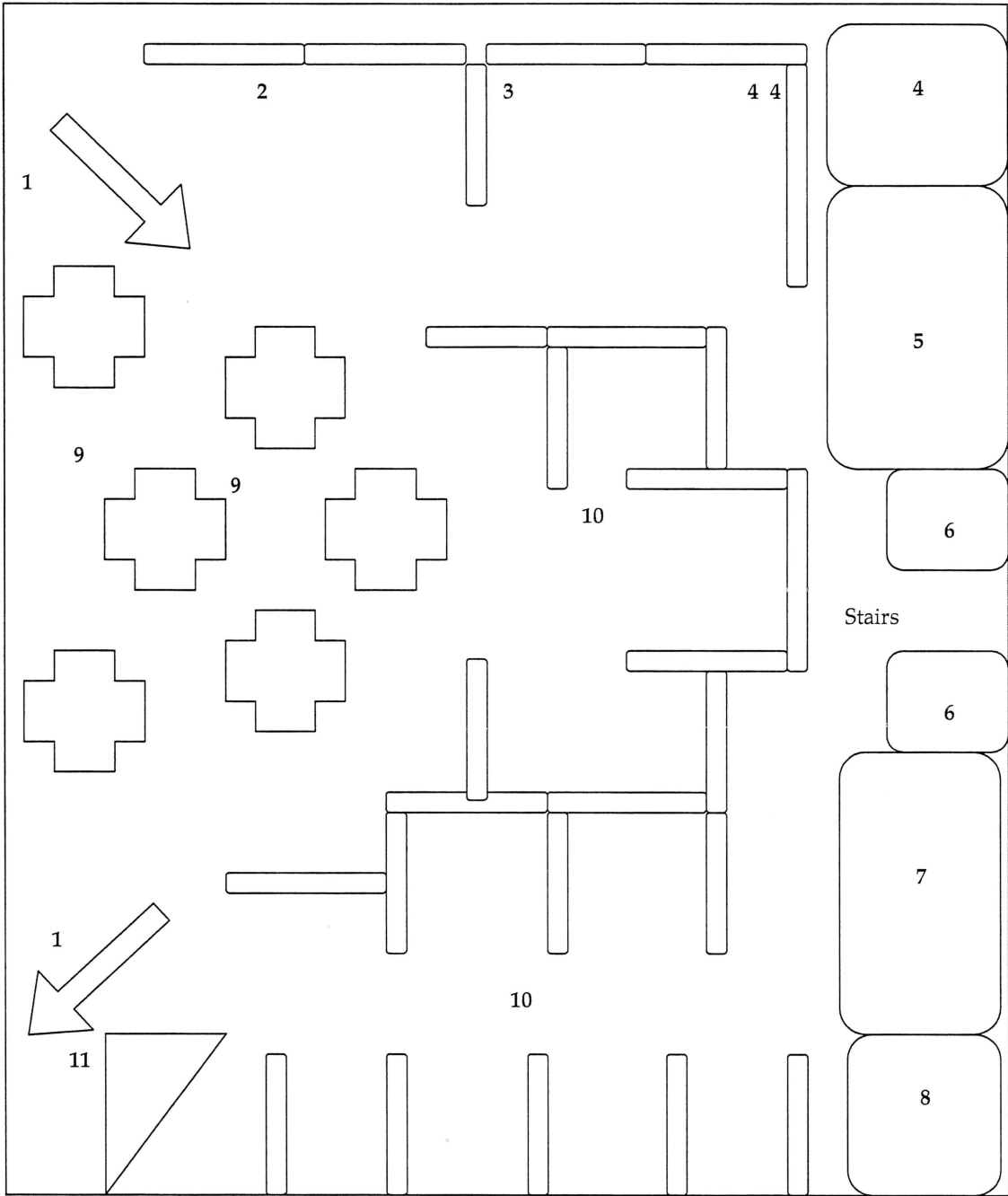
- The remaining craft centres are single story buildings
- Shaded and secure parking provided at the back and side of craft centre.
- Security for parking and security required within the centre
- Area needs to have good lighting.

THE FLOOR SIZE FOR RUNDU NEEDS TO BE 12M WIDE AND 20M LONG

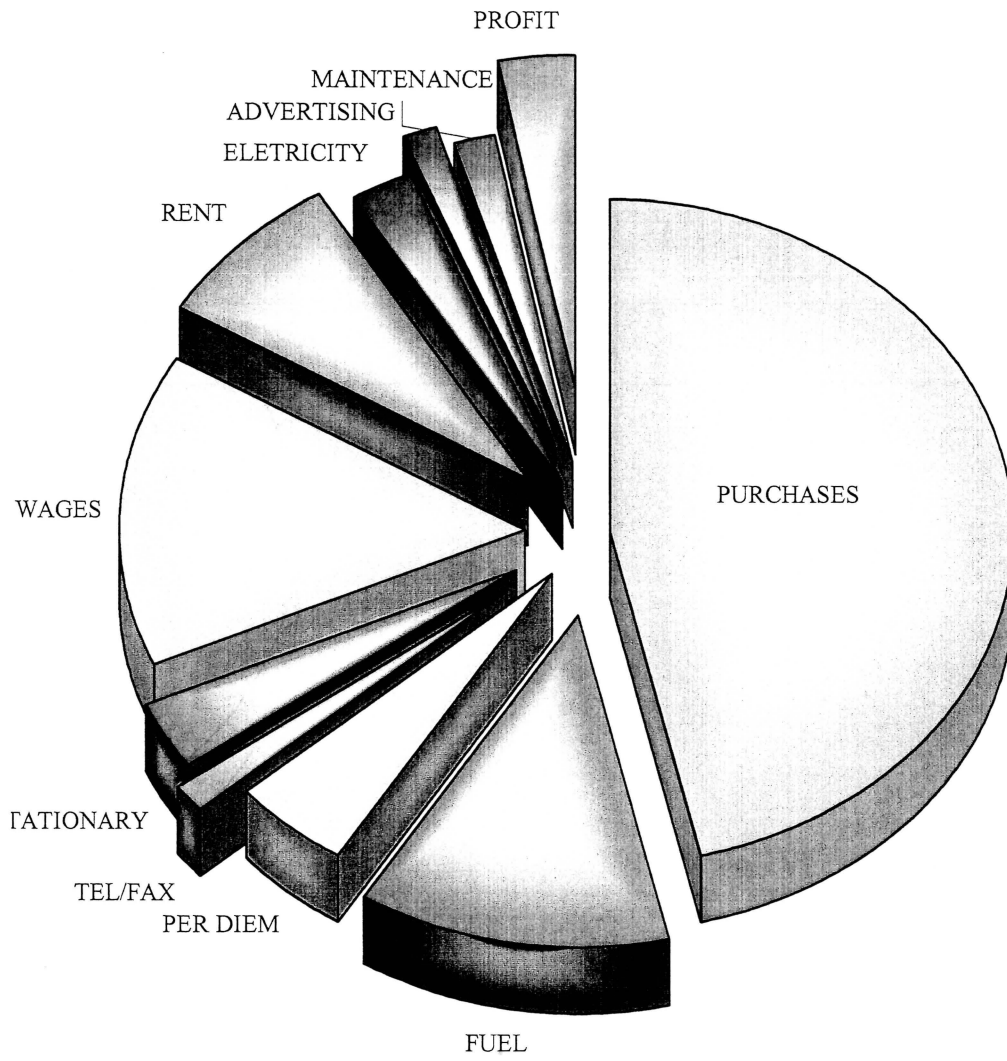
The regional centres can vary in size

- Stalls are 3m x 3m
- Ideally the building should be thatched and traditional mats used as wall dividers with woven mats as ceiling boards attached to the upstairs floor.
- Wall and stall dividers should not be ceiling height and moveable so that floor designs can be changed from time to time.

FLOOR-PLAN ERP RUNDU COFFEE & CRAFT SHOP



FAIR TRADE COSTS OF MARKETING WIN - WIN



Management model:

