Territorial Diagnosis and Institutional Mapping of Cultural Tourism Pilot Projects in Namibia

The Millennium Development Goal-Fund Culture and Development Programme “Sustainable Cultural Tourism in Namibia 2009 – 2012”

Pilot 9: Duineveld Dune Tannery, Hardap Region
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The Territorial Diagnosis and Institutional Map for Duineveld Dune Tannery in Hardap region in Namibia is part of the development of Local Economic Development strategies in 13 pilot sites under the Millennium Development Goal-Fund Programme, “Sustainable Cultural Tourism in Namibia” (see Figure 1.1 below). The Government of Namibia is implementing the Programme with technical support from selected specialized agencies of the United Nations System.\(^1\)

The aim of the Programme is to develop community-based cultural tourism initiatives as a vehicle to reduce poverty and enhance livelihoods in local communities in three focus areas:

1. Expanding the knowledge base, particularly about the living cultural heritage of Namibia;
2. Evaluating and creating awareness about legislation related to cultural heritage, and;
3. Developing pilot cultural heritage sites using this knowledge base and the streamlined policies and legislation to improve livelihoods.

Figure 1.1 Geographical Map of the MDG-F Sustainable Cultural Tourism pilot projects in Namibia\(^2\)

The Programme pilots in total five different cultural heritage site models spread over nine regions in Namibia (see Table 1.1 below).

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\(^1\) The United Nations Educational, Scientific and Culture Organization (UNESCO) is the lead agency, in addition to the United Nations Population Fund (UN-HABITAT), the United Nations Environmental Programme (UNEP), and the International Labour Organization (ILO).

Table 1.1 The Pilot Models and Pilot Sites under the MDG-F Culture and Development Programme “Sustainable Cultural Tourism in Namibia”

<table>
<thead>
<tr>
<th>A. Cultural Centres and Interpretive Centres:</th>
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<tbody>
<tr>
<td>1. King Nehale Cultural Centre in Oshikoto Region</td>
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<tr>
<td>2. Khorixas Cultural Centre in Kunene Region</td>
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<tr>
<td>3. Ozombu Zovindimba National Site and Interpretive Centre in Omaheke region</td>
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<tr>
<td>4. Omugulugoombashe Interpretive Centre in Omusati Region</td>
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<td>B. Cultural Village:</td>
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<td>5. Muyondo gwaKapande Cultural Village in Kavango Region</td>
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<td>6. Opuwo Cultural Village in Kunene Region</td>
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<td>7. Tsumkwe Cultural Village in Otjizondjupa Region</td>
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<td>C. Cultural Trails:</td>
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<td>8. Katima Cultural Trail in Caprivi Region</td>
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<td>9. Cultural Trail linking shikuku, Elim, Tsandi and Omugulugoombashe in Omusati Region</td>
</tr>
<tr>
<td>D. Cultural Industries:</td>
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<tr>
<td>10. Dune Tannery Duineveld in Hardap Region</td>
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<tr>
<td>E. Geopark:</td>
</tr>
<tr>
<td>11. Gondwanaland Geopark (3 sites) in Erongo, Kunene and Otjizondjupa Regions</td>
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</table>

The objective of the Territorial Diagnosis and Institutional Mapping (TDIM) exercise is to collate and analyze the geographical, economic and socio-cultural features of each pilot site in order to provide a contextual and scientific knowledge of each site and its “inner identities”. It also provides the building blocks on which an integrated development plan of each pilot site can be made following the so-called Local Economic Development (LED) approach.

The main aim of LED is to stimulate economic activity and to create decent jobs. It is a locally owned, participatory-driven development process which encourages partnership arrangements between local private and public stakeholders, and enables the joint design and implementation of a common development strategy that makes use of local resources and competitive advantages.

As part of the six-step LED approach (see Figure 1.2. below), the TDIM is a tool to inform and sensitise local stakeholders at the pilot sites of the basic institutional and political environment, the legal and regulatory framework, ongoing and planned initiatives, as well as key statistical information relevant to the pilot project.

The implications of the information collected in the TDIM will be determined by local stakeholders concerned at each pilot site, whose task is to drive the development of a LED Strategy of each site to be implemented and monitored for the results it sets out to achieve.

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3 Rodríguez-Pose and Tijmstra, Module 2, 2008:4 & ILO, 2005:2.
The LED process in the pilot sites is spearheaded by the Government of Namibia as represented by the Ministry of Trade and Industry, and supported by the International Labour Organization (ILO). The other UN Agencies: UNESCO, UN-HABITAT and UNEP, as well as National Programme Stakeholders at national, regional and local level, also play a central part in ensuring that the cultural, infrastructural and environmental objectives of the programme are integrated with the economic development objectives.

The integration of these objectives will enable the overall Programme to develop the potential for these cultural tourism pilot projects to become a catalyst for poverty reduction and livelihood-support in Namibia.

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<table>
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<tr>
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<th>Description</th>
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<tr>
<td>HIV/AIDS</td>
<td>Human Immunodeficiency Virus /Acquired Immune Deficiency Syndrome</td>
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<tr>
<td>ILO</td>
<td>International Labour Organization</td>
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<td>LED</td>
<td>Local Economic Development</td>
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<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
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<tr>
<td>MDG-F</td>
<td>Millennium Development Goal-Fund</td>
</tr>
<tr>
<td>MTI</td>
<td>Ministry of Trade and Industry</td>
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<tr>
<td>NAD</td>
<td>Namibian Dollars</td>
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<tr>
<td>NHIES</td>
<td>Namibia Household, Income and Expenditure Survey 2001</td>
</tr>
<tr>
<td>PHC</td>
<td>Population and Housing Census 2001</td>
</tr>
<tr>
<td>RPP</td>
<td>Regional Poverty Profile of Hardap region October 2005 – February 2006</td>
</tr>
<tr>
<td>SAIEA</td>
<td>Southern Africa Institute for Environmental Assessment</td>
</tr>
<tr>
<td>SS</td>
<td>Namibia HIV Sentinel Survey report 2008</td>
</tr>
<tr>
<td>UNAM</td>
<td>University of Namibia</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNEP</td>
<td>United Nations Environmental Programme</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
</tr>
<tr>
<td>UN-HABITAT</td>
<td>United Nations Population Fund</td>
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<td>USD</td>
<td>United States Dollars</td>
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<tr>
<td>TDIM</td>
<td>Territorial Diagnosis and Institutional Mapping</td>
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</table>
I.1. General Situation Assessment and Development Issues

Geography, Demography and Economy of the Territory

The Duineveld Dune Tannery is located in the Duineveld settlement in the Rehoboth Rural Constituency in Hardap region, 4 kilometres off the main B1 on Road D1247 and 98 kilometres north from Mariental, the capital of the region. The D1247 road is gravelled and it is in a good condition and therefore easily accessible by sedan car. It takes 5 to 10 minutes drive to reach the site from the main road.

There are plenty of boreholes in the settlement and one is demarcated for the project, which at the moment is not in use. There are four shops operating in the area. The Tannery currently receives water from the Duineveld Town Water Project, which is near to the site. The Duineveld settlement has a government school with a hostel, and a rented structure for a clinic that receives health workers once every month, either from Kalkrand or Rehoboth. Health facilities, police station and other government offices are accessible in Kalkrand 20 kilometers from the settlement, or in Mariental, approximately 104 kilometers from Duineveld.

According to the Preliminary Environmental Assessment by the Southern Africa Institute for Environmental Assessments (SAIEA) (see Annex 3), the Local Management Committee has proposed three options as a final site for the suggested new or upgraded tannery:

1. The existing site of the Dune Tannery in Duineveld town;
2. The southern edge of the townlands of Duineveld; or
3. The southeastern edge of the townlands of Duineveld.

Table 1.2 below summarizes the assessment by the SAIEA of the three different options. It concludes that any of the three optional sites are equally suitable for the proposed new/upgraded Tannery from an environmental perspective, but that Option 3 on the southeastern side of town has a slight advantage in that the tannery odours are less likely to blow over any houses or buildings.

At the current Site (1) there is a school garden with few crops planted. The garden has a big plot allocated for cultivation, but only a small piece of it is used. It still needs to be cultivated. Otherwise, there is no other cultivation around the current site. Some families cultivate Hoodia in their backyards. Hoodia, acacia, grass, shrubs and bushes are all in abundance. There are a few Prosopis trees on the property and alongside the streets.

There are no other tanneries in the area; therefore there is no immediate competition for the Duineveld dune tannery. Skins are normally available in winter when it is a hunting season, but production and sales at the site takes place throughout the year.

The Hardap region has a dry climate, but is home the largest dam in the country, the Mariental dam, which provides water Mariental and nearby irrigation schemes with water all year around. Temperatures can drop below freezing in winter months, but can also rise to over 40 degrees Celcius in the summer months. The escarpment and central plateau of the

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5 Hoodia is an Economical Plant used in pharmaceutical productions.
region, in which Duineveld is located, is mostly dry with semi-desert dwarf schrub savannah, camel thorn, Wild greenhair and Buffalo trees. Minerals resources in the region are too low to be mined economically (RPP, 2005:1-3 and PHC, FSNAP, 2005:ii-iii).
<table>
<thead>
<tr>
<th>Locality</th>
<th>GPS</th>
<th>Comparative advantages / disadvantages of location</th>
<th>Description of site</th>
<th>Site clearing needed</th>
<th>Resettle ment needed</th>
<th>Infrastructure</th>
</tr>
</thead>
</table>
| Site Option 1: The existing site of the Dune Tannery in Duineveld town | • Roughly in the centre of the Duineveld town, 4 km east of the main B1 road between Rehoboth and Kalkrand, about 20 km north of Kalkrand | • 23° 55.365′ S 17° 30.468′ E | • Duineveld is recognized as a convenient place to purchase hides when traveling south from Windhoek  
• The Tannery is located 4 km off the main road | • The yard of the Site is bare soil and the empty half of the property is grassy  
• No wildlife  
• There is a borehole on the property  
• The surrounding properties have houses | • No | • No | • No roads, pipelines or power lines will be necessary for this site |
| Site Option 2: The southern edge of the townlands of Duineveld | • The site is situated on the southern edge of the Duineveld townland | • 23° 55.365′ S 17° 30.468′ E | • Construction of new buildings can give an opportunity for installing proper waste disposal facilities and moving the source of offensive smells  
• The design of the new buildings can include a display area and shop as a separate facility in a more prominent and viable location to facilitate marketing of the products | • Located on flat ground  
• The Site is bisected by a shallow river course and the soil is more stony than Option 3 and has much surface calcrete.  
• No wildlife  
• No properties built on Site | • No | • No | • Water reticulation can be supplied  
• The Site has rudimentary tracks which will need to be upgraded  
• Electricity needs to be installed  
• Sewage line can be connected  
• The land is more flat and sandy and any rain is expected to infiltrate quickly |
| Site Option 3: The southeastern edge of the townlands of Duineveld | • The site is located on the southeastern edge of the Duineveld townland | | • Same as for Site option 2 | • Located on flat ground  
• Has more sandy soil and less vegetation, mostly scattered grass clumps and a few Prosopis trees  
• No wildlife  
• Livestock kept by local population | • Some | • No | • Water reticulation can be supplied  
• Runoff will flow into the shallow ephemeral water course  
• The Site has rudimentary tracks which will need to be upgraded  
• Electricity needs to be installed  
• Sewage line can be connected |
Affected Population Groups

According to a project proposal submitted by the Local Management Committee of the MDG-F Duineveld Pilot Project to the Ministry of Trade and Industry in August 2010, the population in the town of Duineveld is approximately 550 people. According to approximately 120 of these are men and the rest are women and children. Most of the men are working in Windhoek and only spend weekends or intervals of fortnights or certain months in their hometown.

The ethnic groups known in the area are Basters, Namas, Hereros, Ovawambo, Damaras, with Basters being in the majority. The principal language spoken is Afrikaans and Damara-Nama, but English is also spoken sporadically.

The Basters group is a mixed ethnic Afrikaans-speaking group of Dutch and African decent in Southern Africa. Basters (also known as Baasters, Rehobothers or Rehoboth Basters) are the descendants of liaisons between the Cape Colony Dutch and indigenous African women. Their name is derived from the Dutch word for crossbreed (‘bastard’). The group also include a mix of Khoi or San peoples, an indigenous ethnic group to Southern Africa of which several language groups exist in Namibia, South Africa and Botswana. The categorization of Basters was also based on economic and cultural distinctions as they were regarded as the most “advanced” of the non-white population of the Southern Africa Cape. The Basters left their home in the Cape Colony in 1868 and moved northwards and settled in what is today Rehoboth in Namibia.

The Rehoboth Rural Constituency has no Traditional leader or representatives for the ethnic groups at the settlement, and the political leaders are based in Mariental, which is the capital of the region and Schlip, where the Constituency Counselor’s Office is located. Therefore, there is a politically elected Councillor responsible for the settlement. The community maintains contact with their Constituency Councilor, who meets them on request. The community has a cooperative relationship with local and regional authorities.

Gender/Socio-cultural issues

Gender imbalance
Women have higher unemployment and have lower waged positions, which leave them vulnerable to the labour market in comparison to men. School enrolment rates are on average higher for girls than for boys throughout the region, which holds the same for Rehoboth Rural Constituency (PHC, 2001:21). However, girls equally to boys at the age of 15, do not complete their school training, which is especially true for rural areas (PHC, 2001:21). Outside the labour force, women outnumber men as homemakers, which constitute a 37% of all persons outside the labour force. However, when it comes to labour force participation, men outwin women by 71% to 56% for women. For Rehoboth Rural Constituency, men have a 74% labour participation rate compared with women of 45,8%. Young females have the highest unemployment rate by age for both sexes in the region, and Rehoboth Rural is one of the Constituencies with the highest unemployment for women, constituting nearly 60%, whereas it is half of that for the men. In general for the region, men outwin women also within employment: men have higher paid jobs and higher level jobs than women (PHC, 2001:22-23). For example, whereas women are concentrated in positions

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6 See Annex 4.
7 http://en.wikipedia.org/wiki/Basters, entered on 3 September 2010 at 09:15
as clerks and elementary occupations, men occupy positions such as skilled agricultural workers and mining and building trades workers (PHC, 2001:25).

Structural Issues

High levels of unemployment
The unemployment rate for the active labour participating population in Rehoboth Rural Constituency is 31% (PHC, 2001:8). Unemployment is considered as a root cause to poverty and as a direct result of limited employment opportunities in the villages and the nearby towns in the region, according to the Regional Poverty Profile of October 2005 to February 2006 (RRP, 2005:39). The few employment opportunities available are often in rural farms and limited to piece work and favouritism and nepotism have been cited by the local population as a direct cause of unemployment for some. Piece work involves heavy labour on commercial farms and is usually limited to a few months (RPP, 2005:39). The report cites that unemployed youth and women are the most vulnerable unemployed groups because youth often tend to depend on older adults for economic support, whereas elders often can rely on their pensions. Women are particularly regarded as vulnerable because men are often favoured to women for piece work and because women have to take care of children at the same time as working (RPP, 2005:35-36). Increased demands for skills and educational requirements are also believed to cause high unemployment by many unskilled workers (RPP, 2005:39).

The only area where employment opportunities were said to increase was in the area of tourism, particularly in the Nabaseb area, which is close to the Namib Naukluft Mountains and home to the Namib Naukluft National Park. However, as tourism in the region is regarded as seasonal, tourism alone is not thought to solve the issue of unemployment (RPP, 2005:40).

High levels of poverty
4.9% of the population in the region are classified as extremely poor (more than 80% of household expenditure is spent on food) and 27.6% as poor (minimum 60% of the household income is spent on food). According to the 2003/2004 Namibia Household, Income and Expenditure Survey (NHIES 2004), Hardap region had an average annual income per capita for of NAD 10,418, which was above the national average of NAD 8,839. However, when measured by consumption, Hardap region had a total consumption of NAD 680 million of Namibia’s total NAD 15,639 million and is the sixth lowest consuming regions of the total 13 regions in the country (NHIES, 2004:115). In total household income by region, Hardap represents only 4.4% of the country’s income source region, the fifth lowest contributing region in the country (NHIES, 2004:105).

Alcohol and drug abuse
Alcohol and drug abuse were cited as primary causes of poverty by the local population in the region who participated in the Regional Poverty Profile of Hardap region in 2005-2006 (RPP, 2006:43). Western living style influence, school dropouts, unplanned pregnancies and prostitution, unemployment, peer pressure, low living standards and lack of care or attention of parents were mentioned as some causes to the abuse of alcohol and drugs.
I.2. Analysis of stakeholders’ interests, importance and influence

The Dune Tannery enjoys full support by the Hardap Regional Council and farmers in the area assist with selling the products of the tannery. Currently, there are no local institutions or development partners at the site.

Key Government Ministries

Government Ministries that especially support the development of Duineveld are the Ministry of Trade and Industry (MTI) regarding the development of Namibia’s leather industry and Ministry of Environment and Tourism (MET) regarding the tourism value that Duineveld represents.

Local farmers

Local farmers in the area supply the Tannery with raw skins. As 75% of the land in the Constituency is privately owned, the farmers have a substantial influence in the area.

Rehoboth Rural Constituency

The Rehoboth Rural Constituency Office has the responsibility of monitoring and following up businesses in the area and the Tannery is no exclusion. The Tannery enjoys the attention of an official whose duty it is to support the development of the Tannery, provide necessary and useful information to the management committee and likewise, give feedback to the Constituency office about the needs and requirements of the Tannery in order for the Constituency Office to best support the Tannery as a business.

I.3. Assessment of the pilot project proposal for programme planning

Project Description

The Local Management Committee has submitted a project proposal to the Ministry of Trade and Industry under the auspices of the MDG-F Programme (see Annex 1). Including in the proposal are a proposed work plan and budget of NAD 1,215,316, or approximately USD 169,000 (See Tables 1.3 and 1.4). The proposal also contains sketches attached to the project description (see Figures 1.4 and 1.5). In the MDG-F Programme Document, a total budget of USD 200,000 has been dedicated to the Duineveld Dune Tannery spread over the last two programme cycle years of the Programme from February 2010 to February 2011 and February 2011 to February 2012. These funds have been dedicated towards a needs analysis and a baseline study towards the development and strengthening of the Tannery business in the first programme year cycle, which are to lead the way towards the development of further activities in Programme Cycle Year 2.\(^8\)

The Duineveld Dune Tannery is a business that has been run as a community business since 1997. All workers at the site are from the community and share the responsibility to ensure that the business is managed properly. In addition, there is a Local Management Committee that steers the overall management of the business. The business is currently operated from a house rented by the Tannery as office space. The Tannery is regarded as small industry of SMEs (small and medium enterprises). It is operated in a private building at a price of N$800.00 per month with the aid of old machinery (it could not be determined how old the machinery is). The machines are situated in a shelter in the yard of the rented building. The

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shelter is situated between private property houses from whom the Tannery operation receives complaints from time to time about the bad odours emitted during the tanning process.

The most common skins that are produced are from springbok hides, which are acquired from a skins monger in Mariental at approximately NAD 25 per piece. The Tannery thereafter sells the skins to members of the community at a price of NAD 40 or less, according to the grading of the skin. The cost of transport to fetch the skins and bring them to the community costs about NAD 60 each time. The community members, who are mostly women, thereafter work the skins into floor-mats, mosaics and other articles. Hides from sheep, goats and young cattle are also produced. There is currently no marketing of the products, other than the displaying of the products by the B1 road. Women from the community take turns in watching the skins and selling items by the roadside. A shack of roof sheets serves as a shop, while the skins are hung out onto “washing lines” installed by the men in the community. The community rents the display area by a local farmer (Mr Strass) at a tariff of NAD 20 per month. Most products are sold at roadside stalls, and the Tannery occasionally fills orders from other enterprises, such as Bushman Art and Trophaendienste, both based in Windhoek. When the skins are sold, the crafters have to return the cost of the skin to the Tannery. However, due to own financial difficulties, such payments are often skipped and as a result, the Tannery has built up a debt, which in August 2010, according to the project proposal submitted to the Ministry of Trade and Industry, accounted to NAD 30,000.

**Implementation Work Plan and Budget**

At a meeting held on 27 April 2010 by the Regional Council and the community in order to inform the community about the MDG-F Programme, the community and its local management committee proposed the following strategy in order to turn around the negative debt the business has incurred over the years and to reorganize the running of the business to begin making a surplus income.

Summarized below are the community’s suggested activities and budget as submitted to the Ministry of Trade and Industry in a proposal signed on 3 August 2010:

1. An interim funding of NAD 35,000 to be used to eliminate the accumulated debt;
2. An interim cash flow funding of NAD 15,000 to be used to acquire new skins and chemicals and to buy skins back from community members;
3. Build a more secure stall to replace the current shack just outside the entrance of Duineveld town at the national B1 road. The community has submitted a sketch of this building (see Figure 1.4), which includes a small outlet space for selling the skins and other items, such as cool and hot drinks, and toilet facilities;
4. Erect a notice board about 3 kilometers away on either side of the stall along the B1 road;
5. Explore and establish direct sources of raw skins for tanning and explore whether buying the chemicals needed directly from a manufacturer in Wellington in South Africa is more economical;
6. Allow members of the community to purchase skins from the Tannery on credit, but no longer be able to sell the finished products at the roadside for own benefit;
7. Set a set price for skins and skins products sold back to the Tannery agreed between the community and the management and have such products or skins controlled by a “Quality Control Committee”, which will be set up;

8. Employ effective and innovative marketing ideas to increase sales;

9. Employ skills development courses for management committee members of business skills, literacy skills and quality control skills of skins;

10. Appoint members at an ad-hoc basis of two months to manage the stall at the roadside and facilitate ad-hoc training to these members for minimum standards in sales and customer management;

11. Identify land to purchase and to erect a tannery so that the business is fully owned by the community itself;

12. Erect new building to house the Tannery machinery, which is compliant with the regulations of Environmental Assessments needed;

13. Draft a process document of the job descriptions (roles and skills needed) including every step in the process of producing the skins, in order to clarify the required actions to every worker at the Tannery;

14. Purchase of a vehicle (suggested LDV 4 x 4 Diesel-run vehicle)

15. Any surplus that the community makes from the Tannery business is to be invested back to the community specified by a Business Policy to be drafted;

16. Set up a monitoring of the funding to be funded through the MDG-F Programme.

The community envisages that the above suggested activity plan will result in that more skins are produced and that community members generate more income. It also expects that as an indirect result, mothers in the community will have more time to spend with their children and less time spent at the roadside selling skins. The community moreover expects that the improved employment opportunities and increased sales will lead to a general social upliftment of the community as a whole.

In the project proposal, the community has listed the following risk factors, which would need to be considered in the development of the Tannery:

1. Power failures to the village and the Tannery occur frequently. Power is supplied to the village by the Bloemvelde in the east and takes several hours to be fixed. A generator for the community should therefore to be considered;

2. The water supply is regulated by pumps, which are switched off whenever there is a power failure. This can jeopardize the tanning process;

3. Insufficient training to the management committee is crucial in order to ensure that the business is managed well and to avoid mismanagement of finances and other business assets;

4. The current thatch roof of the stall where the machinery is located represents a fire danger. Proper cover should the acquired and fire drill of community members should be run in preparedness of a possible dangerous situation;

5. Markets for the skin products need to be secured and marketed in order to ensure a sound running of the business.
The following two sketches (Figures 1.3 and 1.4) were made by the community and submitted in the project proposal, outlining the suggested roadside stall and new Tannery building. Following the Figures, Tables 1.2 and 1.3 were submitted as budget and work plan in the project proposal, which recapitulate the cost items and a time plan for the implementation of the activities listed above.

**Figure 1.3 Sketch of Roadside Stall Suggested by Local Management Committee**
Figure 1.4 Sketch of the Suggested Building for the Dune Tannery

Table 1.3 Duineveld Tannery Project Proposal Budget
Table 1.4 Proposed Work Plan for the Duineveld Dune Tannery Pilot Project

<table>
<thead>
<tr>
<th>Delivery Milestones (Outputs)</th>
<th>Activities to be Implemented to each delivery milestone</th>
<th>Budget (N$)</th>
<th>Implementing Partners: National, Regional and Local and UN agencies</th>
<th>Timeline delivery of each milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate cash injection</td>
<td>Apply for interim cash amount, even before 1 June 2010</td>
<td>50,000.00</td>
<td>UN Agencies</td>
<td>May</td>
</tr>
<tr>
<td>Back-up Capital</td>
<td>Provide Capital as cash flow during start-up</td>
<td>10,000.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>Training Office Admin</td>
<td>Train Management</td>
<td></td>
<td>UN Agencies</td>
<td>June (2 days)</td>
</tr>
<tr>
<td></td>
<td>Train Secretary</td>
<td>6,000.00</td>
<td>UN Agencies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Train Treasurer</td>
<td></td>
<td>UN Agencies</td>
<td></td>
</tr>
<tr>
<td>Consulting</td>
<td>Compile Policies for all aspects of Project</td>
<td>13,540.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>Stall for roadside</td>
<td>Erect building according to plans</td>
<td>160,000.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>Training</td>
<td>Train quality controller in Windhoek</td>
<td>3,700.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>Computer literacy</td>
<td>Train Secretary and Treasurer</td>
<td>2,000.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>Office equipment</td>
<td>Buy Computer, multifunctional machine, Call phone for tannery</td>
<td>13,194.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>Monitoring</td>
<td>Visit Project to monitor progress and management</td>
<td>6,876.00</td>
<td>UN Agencies</td>
<td>June to Sept (4 visits)</td>
</tr>
<tr>
<td>Purchase LDV</td>
<td>Find suitable LDV</td>
<td>200,000.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>Stationery</td>
<td>Have Letterheads, Receipts printed</td>
<td>1,826.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>447,136.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquire land for tannery</td>
<td>Purchase the plot on offer</td>
<td>25,000.00</td>
<td>UN Agencies</td>
<td>June</td>
</tr>
<tr>
<td>Erect Tannery</td>
<td>Get quotations and erect building</td>
<td>557,000.00</td>
<td>UN Agencies</td>
<td>Aug</td>
</tr>
<tr>
<td>Sewerage truck</td>
<td>Acquire truck for sewerage suction</td>
<td>300,000.00</td>
<td>UN Agencies</td>
<td>January</td>
</tr>
<tr>
<td>Tanning machines</td>
<td>Purchase machines to tan large skins too</td>
<td>50,000.00</td>
<td>UN Agencies</td>
<td>January</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>1,399,136.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Preliminary Environmental Impact Assessment (EIA)

The Ministry of Environment and Tourism (MET) in collaboration with UNEP undertook a preliminary environmental assessment of the site in July 2010 (see Annex 3). The assessment has determined the environmental impact of the development of the Centre as small and insignificant and concluded that presently a fully-fledged Environmental Impact Assessment is not required (MET, 2010:7). However, the PEIA warns against the potential dangerous outlets of the hazardous chemicals are used in the skin tanning process, such as chrome salts and strong acids, and very saline solutions. The disposal of these wastes is environmentally dangerous and could seriously impact the town’s water supply from local boreholes. In order to prevent this risk to human health, the SAIEA recommends that any building plans must include precise plans for a properly designed tannery effluent treatment system. This should include facilities for three vital steps:

- Pre-treatment to separate the solids from the waste water;
- Aeration so that biological breakdown is maximized and;
- Disposal in expansive, shallow, properly lined evaporation ponds.

The SAIEA assessment furthermore suggests an effluent treatment system, which include a reedbed for removal of toxic chemicals to help to solve the pollution problem, and a feature to attract birds to the area as an environmental improvement.

I.4. Economic gaps relevant for the territory

The region has an abundance of water which, according to the Food Security and Nutrition Action Plan 2006 – 2015 is underutilized and for which there are high potentials for agricultural development. Irrigation schemes are believed to enable agricultural production, which can assist in securing more livelihoods (FSNAP, 2005:iii). As Hardap is a very dry region, water is a precious resource.

I.5. Socio-economic information

The Rehoboth Rural Constituency has a population of 7524 of which 3514 are females and 4010 are males, which gives a ratio of 104 males per 100 females. The population is very youthful: 52% are between 15 and 59 years old, 23% are between 5 and 14 years old, and 12% are under 5 years old. Only 12% are over 60 years old. The life expectancy at birth for females is 80 years, whilst for males it is only 58 years. Women produce on average 3.4 children. The average household size in Rehoboth Rural is 3.7 members with a majority (78%) being male-headed households. The functional literacy rate is 76%. The labour participation rate is 61%, of which 63% are employed and 37% are unemployed. Of the 36% of the population who are not participating in the labour force, the majority are either homemakers (40%) or retired (39%). 6% of the population lives with disabilities. According to the 2008 HIV and AIDS Sentinel Survey, Rehoboth town had an HIV prevalence rate amongst 15-49 year olds of about 3.4%, whilst Mariental had a prevalence rate of 6.6% (SS, 2008:13). These are relatively low figures in comparison with the 17.8% HIV prevalence rate in the country.
The main source of income in the Constituency is wages and salaries (56%), whilst a substantial amount of the households (23%) also depend on pensions. Only 9% of the income base is derived from farming, and another 7% on cash remittance and 3% from business other than farming (PHC, 2001:8).

97% of all households in the Constituency have access to safe water, but 46% have no toilet facilities or electricity for lighting (PHC, 2001:6).

75% of the land in the region is owned by private farmers on freehold farms. Only 10% of the land is controlled by Traditional Authorities and small-scale farmers, who constitute the majority of the region’s economically active population (FSNAP, 2005:ii). According to the Food Security and Nutrition Action Plan for the Hardap region 2006 – 2015, this situation results in low nutrition for the majority of the region’s population (FSNAP, 2005:iii).

I.6. Legal & regulatory framework

The Option 2 Site is owned by Mrs Mev Scholtz, and according to the SAIEA report, she is willing to have the 1 hectare plot subdivided and sold. The Option 3 Site is owned by a local church, which is also willing to sell the required piece of land. The building at the current Option 1 Site is privately owned and is being rented at NAD 800 per month.

I.7. Socio-economic dynamics

Development dynamics
Most of the economically active members of the Duineveld community are involved in the tannery business. Most of the men are however mostly absent as they are often absent for work outside the community (most are employed within the building trade) for up to weeks at a time. The majority of the crafts-workers at the Tannery are therefore women, assisted sometimes by their children, as the tanning business often is a primary source of livelihood.

The school is the only major source of employment in the area, which otherwise has very few job opportunities. Unemployment and poverty are therefore rife. Social problems such as unwarranted abuse of alcohol by the youth have negative effects on the social network in the community.

The Dune Tannery Management Committee consists of 4 rotating members of the community, who serve 3-year terms. During this time, they receive occasional remuneration if the Tannery makes a profit, but usually any money made by the Tannery is invested into buying more skins to keep the business running. Community members can purchase hides from the Tannery, work them further if they wish, and sell them at stalls along the main road (although it has been suggested in the proposed project proposal that members should no longer be allowed to take the direct income of the selling of these products as they often buy the hides on credit from the Tannery business, which are often not paid back when the skin products are sold). It is anticipated that this process will be streamlined so that one large stall is maintained so that all skins can be marketed there.

Around twenty cars per month stop on the B1 road to see the skins products being sold, but only few eventually make purchases of the products.
The current rental fee of the present building (of NAD 800) impedes the community from expanding as the current running costs exceed the income stream of the tannery. The community also does not have saved up resources to buy their own land and lacks funds for technological equipment, such as computers, printers, and scanner and Internet access. The Tannery is regarded as a health risk to the people living next to the as it is currently located in a settlement area.

I.8. Expressed needs of the community

The immediate concern for the Tanning business is that the machines are very old. The community therefore has prioritized the improvement of the machinery in order to make it possible to produce other leather products, such as leather shoes, handbags or jackets. In the project proposal submitted to the Ministry of Trade and Industry, the Local Management Committee has proposed the purchase of new and bigger tanning machines, which can tan more hides (at least 200 hides at a time) and have the capacity of tanning bigger hides from larger game animals such as kudu, gemsbok as well as cattle (see Annex 1).

Another immediate concern is that input costs are rising while the size of the community is growing, which means that there is less income for a greater number of members to be shared. Marketing of the products is also cited as a problem as displaying the skin products by the B1 roadside from the 4 kilometers off-road to the Tannery is the only way the products are currently marketed.

The Management Committee is also concerned about the capacity building of its workers and its management committee to acquire new skills to create new and better products, and to improve the financial and administrative running of the business.

Municipality development vision
The stated objective of the Hardap region is to become the best managed and most developed region in Namibia (FSNAP, 2005:v and 2).

I.9. Local contacts and local resource study persons

Current Local Community Management Committee:

Chairperson: Mr. M Scholtz contact number 0812474369
Vice chairperson: Mr. P Beuidenhoudt
Treasurer: Ms. M Claasen
Secretary: A Mathys
PART II: DEVELOPING CONCLUSIONS AND RECOMMENDATIONS

II.1. Conclusions

The Duineveld Dune Tannery is a community tannery business, which currently is running at a loss. The improvement of the business is likely to have direct positive impacts on the livelihood for the approximate 550 people living in the settlement as the business is strongly supported and driven by the community and for many is the only or main source of livelihood.

A concrete project proposal of activities and budget has been submitted to the Ministry of Trade and Industry under the auspices of the MDG-F Programme and illustrates a strong community will to turn around the current deficit with which the business is running. The Regional Council has also indicated its support to the Tannery.

It is not clear what the market or growth perspectives of the Tannery products would be as no feasibility or market research have been conducted based on the profile and demands of tourists and other visitors to Namibia. The small outlet by the B1 road is also the only “marketing” for the products.

As a touristic value to tourism in the area, the Dune Tannery represents a handicraft business of local skins from Namibia, but as a tourism destination, Duineveld would need to diversify its services and products in order to attract more ‘stop-overs’ of passer-bys on the B1 road. Nevertheless, due to the lack of other close-by tourism attractions in the immediate area, the main attraction for Duineveld is its easy access from the B1 as a throughway back or from Windhoek, or as a producer, which may sell its products to shops or outlets in Windhoek and other parts of Namibia. The possibility of linking up with buyers needs further exploration, as does inventive marketing strategies based on the outcome of a feasibility study of potential markets. In order to turn around the business, the tannery would need a proper business needs and baseline study assessment.

II.2. Recommendations

➢ Undertake needs assessment and baseline study

- A fully-fledged needs assessment and baseline study needs to be undertaken of the current running of the Tannery business in order to assess the major and immediate needs of the business and how it can improve the various steps in its production, towards higher numbers of sales and increased profitability. The needs assessment should also include the training needs of management and workers of the Tannery.

➢ Enhancing tourism experience

- The element of tourism attractiveness is lacking at the selling point by the B1 road as well as at the Tannery itself. In order to enhance the tourism experience, it will be important to create complimentary services, such as for example foods and drinks, an enhanced space to interest bypassers to make and extend a stop-over at Duineveld. These services and products are also an important way to diversify the income base on leather products.

➢ Undertake feasibility study / market research for leather products
• A feasibility study will need to be undertaken to research the market for the leather products produced by the Tannery and to give indications of the possible adjustment towards products which are more in demand than others in order to enhance sales. Prospective training or capacity building of management and workers should be incorporated and adjusted to the outcome of this study.

➢ **Initiate collaboration with buyers or other producers**

• Linking up with buyers, such as handicraft shops, tourism lodges and other producers should be explored as a way to increase the production and sales of the skin products based on the recommended feasibility study.

➢ **Improve marketing of leather products**

• Based on the feasibility study, a marketing strategy of the Tannery could be launched, which targets focus markets identified.

➢ **Undertake a value-chain upgrade of the business**

• The current value-chain of the Tannery should be upgraded in order to maximize the benefits for the community members of the business without allowing the business to be running at a deficit.

➢ **Draw up an integrated development plan for the business**

• For the long-term development of the Duineveld settlement, the strategy of improvement of the Tanning business should be integrated with the overall local economic development objectives of the Constituency, so that the business assists and is assisted in the general social upliftment of the local communities. For this to happen, the Tannery needs to be complimented and supported by a range of local stakeholders, e.g. farmers, Government Offices, private businesses, etc. so that the local resources in the area are fully utilized and that the benefits generated by the Tannery are reinvested locally.
2001 Population and Housing Census for Hardap Region
Rodríguez-Pose and Tijmstra, LED Module 2 and 3, ILO Turin LED Workshop 2008
Regional Poverty Profile for Hardap October 2005 – February 2006