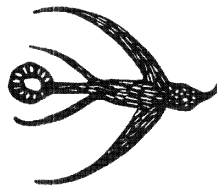


# **ACTIVITY REPORT FOR THE YEAR 2000**

## **PLANS FOR THE YEAR 2001**



**KURU DEVELOPMENT TRUST**  
AN ORGANISATION FOR SELF DEVELOPMENT



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ELAND AND TWO BIRDS

By Coex'ae Bob

(Kuru Art Project 1997, Aquatint etching)

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**DEDICATION**

*The Board and Secretariat of Kuru Development Trust dedicate this annual report to our fallen brother, Kamana Phetso, who died in a car accident in January 2001.*

*Kamana's name is among the list of San heroes who worked for a better future for their people.*



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# FOREWORD

## *Designing a way together*

*In a university study about community-based development work I once read: "Never expect the expected, expect the unexpected." Indeed it is true that all of us who work in community development projects experience this not only once but often several times.*

Kuru Development Trust was confronted with the very unexpected and had to go through a 'storm over troubled water' during the (very wet) year 2000. Kuru's strengths and weaknesses were challenged when the representatives of the D'Kar community, where Kuru started its work 20 years ago, questioned the way forward of the organisation as a whole.

Of course, this is part of the process of community-based development work; unfortunately, the urgent issues of today are not always seen in the wider perspective of more visionary ideas, as these tend to be long-term in nature.

The conflict with the D'Kar community escalated to the point at which Kuru was in serious danger of collapse. Some of the people who worked very hard for the organisation had to go through rough contesting. It became obvious that it is a mistake to think that the passion one feels in creation is ever really shown in the work one creates.

However, Kuru did not collapse and will go ahead with its mission in a hopefully consolidated way. The Kuru Board became aware of its strength and capacity. As the legal Kuru body, the Board took decisions to give Kuru a new structure in which new autonomous organisations and entities will assemble as a united 'Kuru family'. The main reasons for creating the new structures are: the need for transparency, the need for localisation of staff positions and the need to focus on capacity building in communities.

In getting the new Kuru structure in place, we must not forget the issue of reconciliation with the past. Many steps toward that have already been taken and, as long as we are open-minded about it, Kuru as an organisation for self-development will survive. Organisations like Kuru just need to be aware of the meaning of power, how to deal with it and how to share it. It is not enough to talk about visions-- the focus must be on how to get them through.

I was asked by the Kuru Board in November 2000 to assist Kuru with the ongoing changes as the Kuru-Coordinator, taking over from Lucas Shallua who left Kuru by the end of the year. At this stage I want to express my respect and my sincere 'Thank you' to those who guided and advised Kuru in the past years as Coordinators. Rein Dekker provided his services to Kuru for almost five years until he moved to SASI (South African San Institute) in South Africa. Still being part of the international San-movement will keep us in touch. Lucas Shallua took over from the middle of 2000 from Rein Dekker but left by the end of the year to go for further studies abroad.

At the beginning of the New Year (2001) we learnt with a deep sense of sorrow and loss of the tragic death of one of our most remarkable colleagues and friend, Kamana Phetso. As the Board Secretary, he served the international San movement for many years and represented the San and Kuru internationally. Kuru lost a sharp and critical

mind and a promising fighter for the rights of the San-people. Another honoured colleague also passed away unexpectedly during the Christmas holidays. Many of you might have heard her voice when contacting Kuru by telephone. Qgore Dabe had been our receptionist for many years. We will keep both of them in remembrance and we thank the Lord for the gifts He gave to them and what they have been to us.

Rudolf Bausch  
(Acting Coordinator)

# 1. INTRODUCTION

## 1.1 BACKGROUND

San (or Bushmen) people are among the oldest indigenous populations of the world and are known to have inhabited southern Africa for more than 30,000 years. Over the past centuries, the San were progressively driven away by other population groups from their original lands over most of the region. During recent times therefore, the remaining San were found mostly living in small family bands as hunters and gatherers in the dry and harsh Kalahari region.

Discrimination, oppression and dispossession have characterised the San people's recent history. Although most are still living in the Kalahari region, they have lost their rights to their specific ancestral territories and their natural resources because other groups obtained legally recognised ownership of these lands for the purposes of farming, cattle herding, mining and even nature-conservation. Many San thus currently live as squatters on land 'owned' by others.

Today, the San number about 100,000 and live in small, scattered groups in South Africa, Namibia, Angola, Zimbabwe, Zambia and especially Botswana (50,000). They can be found in slums near towns such as Ghanzi and Gobabis, as labourers or squatters on farms and cattle-posts belonging to large land-owners or in government re-settlement locations such as New Xade and East+West Hanahai.

Almost all San have been forced into a sedentary lifestyle and had to abandon their life of hunting and gathering. Because they were not prepared (nor educated) for such change of lifestyle, the new life in the settlements became characterised by social problems such as communal tension, alcoholism, crime, tuberculosis and Aids. These are related to the loss of a sense of identity, culture and self-respect experienced by the people.

San communities remain today among the most marginalised and impoverished groups in southern Africa. The lack of a centralised leadership tradition, the lack of educational services in the mother tongue and the lack of knowledge about their civic and human rights leave them in an extremely vulnerable position.

During a recent survey of (mostly San) farm workers in Ghanzi district, for example, it was found that 37 % of the people aged 7 to 20 years had never attended school. Increased access to education thus appears to be one of the major needs of this population.

One of the factors making it difficult for San groups to address their problems effectively as a group and to negotiate with other parties such as government officials and development organisations, is related to the tradition of living in small, scattered groups without central authority and without representative leaders. The egalitarian nature of foraging societies results in slow, consensus-based decision making processes. This was appropriate in the past, but makes most San societies of today ill-equipped to deal with the demands of modern society.

Many San realise that representative leaders are now required and look to the young generation to undergo modern education and to take up leadership positions. Unfortunately, very few young San people have so far completed tertiary or

professional education and even fewer identify with the traditional aspects of San society and are prepared to work for the San cause.

Kuru has over the past fifteen years attempted to address the disadvantaged position of the San people in western Botswana. While not all of the initiated projects have been equally successful, Kuru has nevertheless had an enormous impact upon the lives of many San women and men in Ghanzi and Ngamiland in terms of increased knowledge, leadership capacity and practical skills. Whereas several years ago very few San would consider themselves capable of working for a development organisation, today many of the young San working with Kuru feel that they should be running the organisation rather than outsiders. This can indeed be considered to be evidence of an increased level of empowerment.

## **1.2 THE WORK OF KURU DEVELOPMENT TRUST**

In the Naro language (one of the major San languages in Botswana) the word '*Kuru*' means *to do* or *to create*. The name *Kuru Development Trust* therefore implies that in order for the San people to develop in a positive way, they themselves will have to do something and will have to create their own possibilities.

Kuru started initially as a grassroots effort to assist San, mostly Naro speaking, living in D'Kar on a church-owned freehold farm. Later, Kuru grew into a community-based organisation with activities mainly in the settlement of D'Kar, but also initiated a number of projects in other settlements. In 1986 Kuru was officially registered as a Trust (Kuru Development Trust). In 1996, after a lengthy consultation process, Kuru changed itself into a regional, people's owned support programme on the basis of a mandate formulated as follows:

*"To assist marginalised communities in Botswana with the establishment and development of self-sustainable Community Self-Help Organisations, which will increase the capacity of these communities to gain control over their social and economic lives and which will be able to define, direct and implement the community's own development"*.

This is still the current mandate of Kuru. However, initiatives begun in 1999 toward a restructuring of the organisation were continued in 2000. The presentation of the final evaluation report (*At the crossroads: The future of a development initiative*) by an international team of evaluators stimulated the restructuring process. However, conflicts – particularly with the D'Kar community – also erupted as a result of the painful aspects associated with a restructuring process. More information about this restructuring can be found in section 1.3.

### ***KURU'S PROGRAMME***

The basic idea of Kuru's programme is to mobilise people in remote rural communities and to stimulate them to take control of their own development. Specific educational and income-generating projects are used as entry points for community participation.

There are, however, many obstacles to development in remote rural areas. One problem with development efforts is often that many different aspects need to be addressed simultaneously. It is, for example, not sufficient to train community members in fabric painting skills, if there is not also a shop with stock of the necessary raw materials as well as a plan for the marketing of the products. Kuru,

therefore, attempts to provide not only training but also other necessary services (such as marketing advice) especially during the initial phases of projects, while at the same time attempting to organise the communities sufficiently for them to take over the responsibilities. Such multi-faceted efforts are sometimes difficult to implement effectively. The progress of project implementation as well as community mobilisation therefore varies greatly from case to case.

To cater for the various developmental initiatives, Kuru has initiated many activities in agriculture, income-generation, crafts, training and awareness raising, art and culture, pre-school education and business activities. These initiatives are grouped into four programme departments:

#### 1. EDUCATION AND CULTURE

This department takes care of adult education and in-service training and runs a pre-school teacher training programme (*Bokamoso*). In addition there is a well known Kuru (Bushman) Art Project, while the Cultural Centre through its Library, Museum and Cultural Activities attempts to communicate the ancient cultural heritage of the San to the young generation and the outside world, in an attempts to create bridges between cultures and generations.

#### 2. GHANZI DISTRICT EXTENSION

The extension department carries out project work related to agriculture, rural finance and income-generating activities and is instrumental in community mobilisation.

#### 3. NGAMILAND EXTENSION

The Ngamiland programme focuses on activities related to the protection of natural resources, income-generating opportunities and attempts to work toward security of tenure (land and resources) for communities as well as the strengthening of cultural identity.

#### 4. BUSINESS DEPARTMENT

This department provides wholesale and marketing support to income generating activities of remote communities and also arranges for skills training. The emphasis is on crafts, art and tourism.

The *Department of Administration and Finance* serves as a general service department for all other departments of Kuru, taking care of financial matters, vehicles, supplies and equipment, while also arranging for electricity generation, water reticulation and many other practical aspects related to the functioning of a development organisation in a remote rural location.

### **LEADERSHIP**

Kuru is governed by a *Board of Trustees* consisting of 20 elected community representatives from the villages and settlements where Kuru is active. The Board has appointed an *Action Committee*, consisting of a group of community leaders who have been with Kuru from the beginning. The Action Committee oversees daily activities, handles personnel matters and decides on project activities.

The management of Kuru's project activities is overseen by the *Kuru Co-ordinator* together with the *Board Secretary* and the *Co-ordinating Committee* consisting of *Heads of Department* and San staff representatives.

### **1.3 NEW DIRECTIONS**

D'Kar - March 2001

*"It was the worst of times. It was the best of times."*

Changes in organisations can be most painful. Kuru was born under difficult circumstances and grew up to be a dream come true for so many of the people who struggled for it over the years. We could not have expected that unbundling Kuru was going to be easy. Indeed, the process was accompanied by a lot of mistrust and misinformation. Everything taken into account it has been a very expensive exercise. We lost a lot of our funding because of donors who became uncertain of the outcome. We had our moments of complete despair. Especially when opposing groups looked each other in the eye with zero understanding of the other party's position. Those were indeed "the worst of times"!

But the willingness of people to carry on in pain and faith up to the very brink of self-destruction to save an organisation and to plea for hope, will make us remember this year also as "the best of times"! We salute the staff and Board and specific donors and friends of Kuru and the San who showed tremendous commitment to the process of the struggle towards achieving equity in development for all. By the grace of God we are looking at a very exciting new phase in community development work in Botswana. The new network of NGOs that is in the process of being developed out of the present Kuru, will be a positive effort to make use of accumulated knowledge of work amongst marginalised minorities. Together with its regional partners, the network will be working amongst 40 – 50 communities of marginalised people. However, before explaining more about these new possibilities, let us first take you back to recent Kuru history.

#### ***THE NEED FOR CHANGE***

A comprehensive external evaluation in 1999 confirmed that Kuru Development Trust needed to go through an Organisational Development Process in order to make sure that it will meet its long-term goals of empowering the San and other marginalised people.

Professional facilitators worked with the Board and staff members to develop a vision for the future since August 1999. Through the years Kuru had become a big and complicated organisation that needed complicated financial and managerial systems. The number of staff exceeded one hundred, 80% of them San. Activities stretched over two districts with a very wide variety of projects. The complexity of the organisation began to create distance from the very communities that Kuru wanted to take along in the development process.

By February 2000 the Kuru Board came to the conclusion that the way forward would be the unbundling of Kuru into several smaller organisations. This step would make it easier to manage the different sections and would diminish the need for "specialists" from outside. In the new set-up each new (small) NGO will have its own Board for

whom it would be easier than before to oversee the activities of the smaller organisation. The learning experience about community development should thus come much closer and be clearer to the people involved. As development facilitators we owe it to the marginalised people to position our organisations in the best possible way to work effectively.

### **RESISTANCE TO CHANGE**

However, a part of the D'Kar community announced a dispute with the Board. They felt that Kuru could not be unbundled into several organisations because they "have not all benefited yet in the same way others have". They asked the Government to intervene on their behalf. A process of hard negotiations between the Kuru Board and a committee of the unhappy community members then started with the facilitation of the District Commissioner and other government officials. Meetings between the parties continued until the end of the year 2000. The tragedy of Kuru's apparent inability to meet the high expectations of community members at large in fact underlined the need to design the best possible way to make our organisations more effective.

### **BACK TO THE DRAWING BOARD**

At the beginning of the talks with the D'Kar interim residents committee (DIC), the Board made, amongst others, the following statement:

*"The Board ... decided to freeze all plans it had to change the composition of the Board. Instead the Board decided to invite the DIC and other communities to make concrete suggestions about the changes of the constitution they would like to see. The Board will also do its own research and consultations with all the communities where it is presently working and with lawyers to determine the best possible constitutional structure. The Board hopes to reach conclusions on this by the end of the year and will report back to all role players and stakeholders."*

A long consultation and research period has now been completed to the best of the Board's abilities. The process included meetings with 26 communities, several round table meetings with donors in Botswana and abroad as well as several meetings with the D'Kar Interim Committee and consultations with staff, auditors, lawyers and government representatives. During this period several different models for structural change of Kuru were developed and investigated. The role players and stakeholders have tried to achieve an agreement with the Board that would not only be the best way to achieve our community development goals, but would also be fair to everybody involved. Of all the people consulted, the unhappy part of the D'Kar community proved to be the only party against the changes. However to delay the implementation of the new ideas will make it impossible to maintain any reasonable level of trust with the donors. Steps have been taken to give attention to reconciliation with the groups in the D'Kar community that are still in disagreement about the proposed changes. All parties have accepted the Botswana human rights organisation, Ditswhanelo, as a suitable mediator in the process toward reconciliation.

### **THE PROCESS OF UNBUNDLING**

A consultant from CDRA (Community Development and Resource Association, in South Africa) has been contracted to facilitate the continuation of the process of

unbundling Kuru. The first phase of the consultancy will be from February to June 2001. The end result of the first phase will be the registration and initiation of five independent NGOs, one community savings initiative and one marketing company. The assets of Kuru should be divided, offices established, vision statements and financial systems developed and staff recruited and in place by the end of June 2001. See the diagram on the next page for an overview.

Organisational development work will continue with all seven organisations during an extended second phase. Most of the activities in this phase will be co-ordinated by the **Letloa Trust** (one of the new organisations that will be based in Maun), which will endeavour to raise funds, conduct research and provide training and other support to all other organisations.

The overall vision is to form a loose network of organisations that are working to improve the quality of life amongst the San and other marginalised groups. We want to create a learning culture within and between members of the groups where ideas will be shared on a regular basis. The relationship between the organisations will be determined on a contractual basis.

Three of the new organisations will work toward the formation of community-based organisations that will co-ordinate development activities in their communities. These three organisations are:

- **Tocadi Trust** (based in Shakawe and working in the Okavango sub-District of Ngamiland),
- **Komku Trust** (based in D'Kar and working in the Ghanzi District) and
- **Kuru Development Trust** (based in D'Kar and working with the D'Kar community).

Together these organisations will cover almost thirty communities.

Special attention will be given to early childhood education and to the establishment of capital funds for groups and individuals through the

- **Bokamoso Trust** (based in D'Kar) and
- **Savings and Loans Group** (based in Maun).

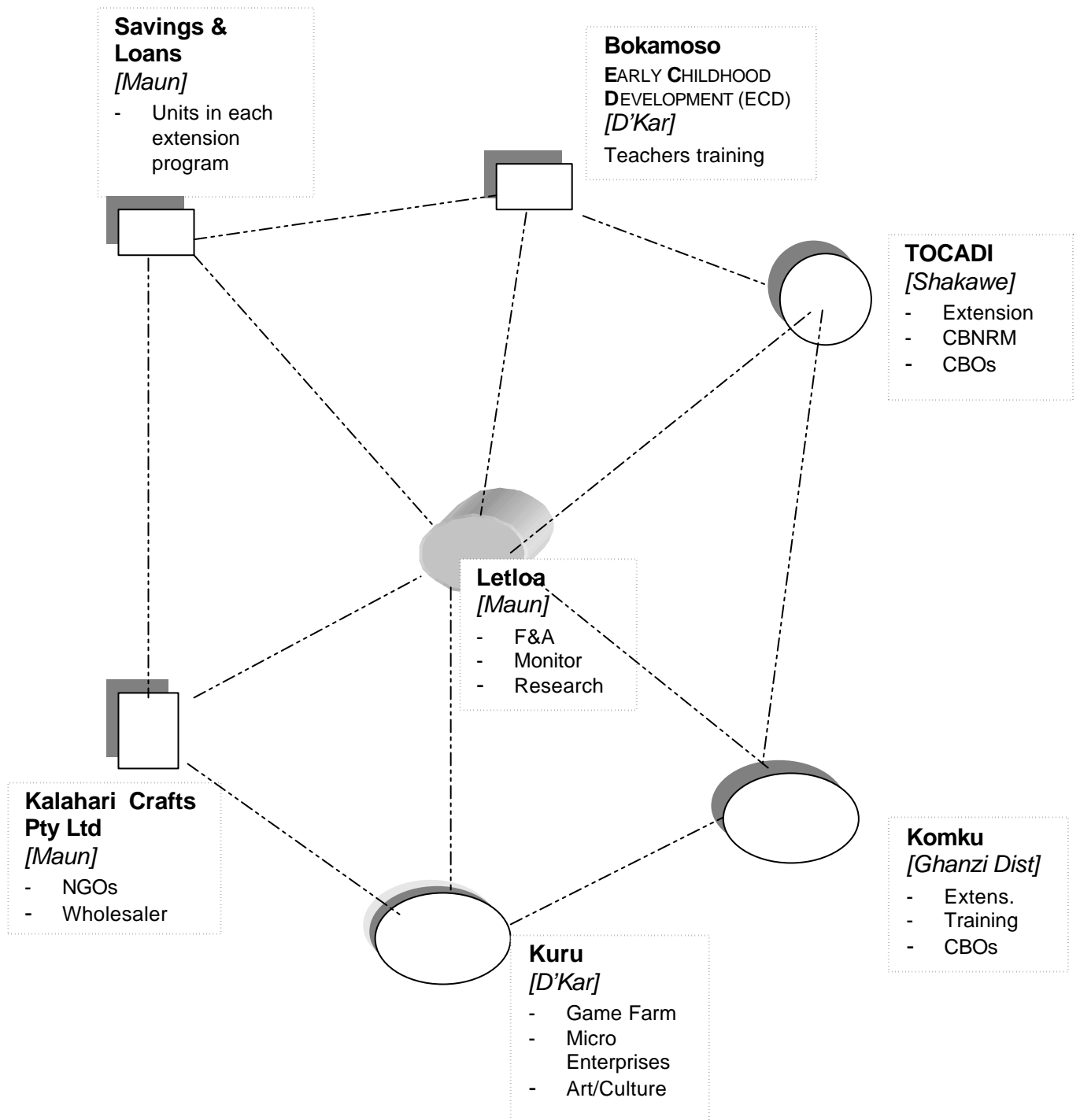
As a joint effort with a number of other NGOs, a new marketing company will be formed which will develop a wholesale depot in Maun. The various community initiatives need a marketing tool for their products. While the NGOs will continue to support the interest groups in the communities with training and product development, the communities will market their products through a new company called **Kalahari Crafts**.

## **A WORD OF THANKS**

The Board and Secretariat of Kuru would like to thank the many supporters of the San that have walked the long miles with them up to here and who will continue the journey with them. This is the last report of Kuru Development Trust as we knew it. Seven new organisations will replace it! We want to make special mention here of two people for their outstanding services. *Rein Dekker* was the Co-ordinator of Kuru until May 2000. Rein has worked tirelessly for the cause of Kuru and for developing a vision for our future. *Rolf Strand* has been a staunch believer in the development process and a pillar of strength when it really mattered.

## DIAGRAM OF THE NEW KURU NETWORK OF ORGANISATIONS

The shadowed circles indicate the extension programmes that will be the main entrance points into the communities. The squares indicate service programmes that will have to work in close co-operation with the extension programmes to deliver their services. In the middle is the Resource Group that will provide core services to all the NGOs.



## 2. EXTENSION DEPARTMENT

### *Ghanzi District*

#### 2.1 INTRODUCTION

The Extension Department forms the major implementation machinery for the Community Projects facilitated by Kuru. It also serves as a link between the community and Kuru as an organisation. The department concentrates its services on eight settlements in the Ghanzi District scattered over a radius of about 300 km. Each settlement is visited at least once per month by a Kuru extension team.

The Extension Department comprises of three Programmes:

1. The **Community Based Natural Resources Management Programme** (CBNRM) under which the mobilisation of communities around specific natural resource use issues has resulted in the formation of Community Trusts;
2. The **Sustainable Agriculture Programme** with its Cochineal and other projects;
3. The **Micro-Enterprise (Small Business) Programme**, which focuses on crafts, textiles and other small enterprises.

Each Programme has a *Programme Officer* who is assisted by *Fieldworkers*. The *Technical Advisory Committee (TAC)* is the forum at which progress reports from the Programmes are discussed. It is also a forum for sharing information and ideas about Programme work, discussing constraints and advising each other and the management of Kuru about the activities of the programmes.

#### 2.2 THE COMMUNITY BASED NATURAL RESOURCES PROGRAMME

The goal of the Community Based Natural Resource Management (CBNRM) Programme is to promote the sustainable utilisation and conservation of natural resources and at the same time promote rural development through community participation and through the creation of economic incentives in (remote) rural areas. This programme may be considered as a fundamental tool to empower rural communities to have access to and control over the management of the natural resources found in their areas for their long-term social, economic and ecological benefit and development. The long-term vision of the Programme is to produce strong and empowered Community Based Organisations that are independent and can direct and control their own development with limited external reliance.

The programme emphasises development that is ecologically sound and environmentally friendly. This means utilising resources rationally in full awareness of the potential of the local ecosystem as well as the limits imposed on present and future generations. Community Based Natural Resource Management assumes that the people who depend on particular resources are the ones with the greatest interest in conserving and using them wisely. The CBNRM Programme therefore supports and facilitates community initiatives to develop viable and marketable community based natural resources utilisation and tourism related activities for income generation.

The Programme was introduced at Kuru in the early 1990's and it currently covers the Ghanzi and Ngamiland Districts. In the Ghanzi District, there are CBNRM projects in D'kar, which has a Game Farm with guesthouse and offers traditional activities, and in the settlements of Grootlaagte and Qabo, which are in a Wildlife Management Area and are establishing tourist facilities. Another project is in Chobokwane settlement where a campsite is being established. Other settlements have also expressed interest in natural resources utilisation in their areas.

The core activities of the programme are:

- Community Mobilisation
- Training and capacity building
- Formation of Community Trusts
- Projects Proposal development and Fund Raising
- Implementation of Projects
- Net-working

## **2.3 PROJECTS PROGRESS**

Below you will find details of progress in ongoing projects.

### ***CHOBOKWANE CAMPSITE PROJECT AND COMMUNITY TRUST***

Chobokwane settlement is situated about 77 km southwest of Ghanzi Township along the Mamuno -Namibia road. The community came up with the idea of establishing a campsite for travellers along the Trans-Kalahari Highway. Kuru furthered the initiative by conducting a feasibility and viability study together with community.

The proposed campsite is halfway between Kang and the Mamuno Border post and as such it is strategically placed. The project is designated to be community owned with maximum involvement and participation of the people. They will have the mandate to plan and make decisions on how to run the campsite and will become the sole beneficiaries.

The European Development Fund who covers only the construction part funds the Project.

Kuru organised a workshop for the Chobokwane Community and other stakeholders to draft the deed of Trust for the Community Trust. The Trust was registered in January 2000 with the Registrar of Societies. Workshops and courses for participants were organised by Kuru, while some were taken on an expository tour to other community based campsite projects.

The campsite is currently under construction with Kuru overseeing the building. Implementation of the Campsite Project has motivated the community members to gain a strong morale and commitment in their Community Development work. This has also encouraged active participation in other community development activities. They consider establishment of the Community Trust as a great achievement. As a legal entity they can access various resources and assistance from different organisations and this will help them diversify their development initiatives.

## **HUIKU COMMUNITY BASED NATURAL RESOURCES CONSERVATION TRUST**

In April 1997, Kuru Development Trust (KDT) was officially requested for technical assistance and support by Grootlaagte and Qabo Settlements to establish a game ranch and to manage and utilise natural resources in the area known as GH1. The ultimate goal is to preserve and conserve the animal species found in their area and to secure access to the land in order to generate income from low impact eco-tourism. Community mobilisation was initiated by creating a representative body from both communities that was consulted on all facets pertaining to the utilisation of natural resources and the implementation process of proposed projects. It was in this regard that a Community Trust, the Huiku (meaning 'Help Eachother') Trust was established.

Its mandate is:

*"To conserve and sustainable utilise the natural resources in GH1 for the socio-economic empowerment of the Trust members and to strengthen self-reliance in their own development in the changing Botswana society".*

There is a Settlement Trust Committee in each of the settlements, which is also democratically elected. These Committees are responsible for the Trust business and information sharing and dissemination at the settlement level.

Huiku Trust started utilising the hunting quota as from the year 2000. The quota included 75 Duiker, 35 Gemsbok, 20 Kudu and 75 Steenbok. The Trust members at their second AGM held in Qabo decided to use the quota by hunting the animals and selling the meat.

An Expository tour was organised to expose Qabo and Grootlaagte Communities to other natural resource management projects as part of the empowerment and training process. Kuru also organised various training workshops for participants and sent others to attend training courses in different parts of the country.

## **2.4 MICRO-ENTERPRISE PROGRAMME**

This Programme assists groups of people to engage in small-scale income generating Projects. Currently the programme supports a Marketing Centre which is an East-Hanahai Community initiative and Womens Projects in D'kar.

The Women's projects include a Fabric painting group, a Sewing group and a Silkscreen group. Items produced include: Table cloths, Place mats, Table mats, Aprons, Cushion covers, Wallets, Curtains, etc. Apart from these items the Sewing Group produces various kinds of clothing for Children, Women and Men (dresses, skirts, shirts).

A workshop was held for the participants on:

- Costing and pricing;
- Practical work such as embroidery, appliqué, tie and dye, textiles designs, patch work and potato stamps;
- How to run a craft shop and behave towards customers and -Budgeting and bookkeeping.

Excursions were then organised to several material shops, an art museum, the Namibian craft centre, recycle innovation projects and a women's group in Windhoek.

## **EAST HANAHAI MARKETING CENTER PROJECT**

The East Hanahai group organised itself and approached Kuru to assist them to start a shop/marketing centre. This will run as an income generating activity by operating butchery, and by marketing locally produced veld-foods, vegetables, crafts and basic groceries.

Building materials were bought and the shop/butchery was completed in July. The group made a contract of agreement as to how much support Kuru will give them.

Kuru organised a Bookkeeping workshop for all Project participants involved in financial management. The East Hanahai butchery will start operating after finishing the building of a toilet (which was initially left out of the plans by mistake).

## **2.5 AGRICULTURE PROGRAMME**

This programme facilitates various income-generating agricultural projects in the settlements where Kuru is working with Communities. One of the longest ongoing projects is the Cochineal Project, which is present in all the 8 settlements in Ghanzi where Kuru is serving. Other projects include a Garlic pilot project, a garden project in Chobokwane and various activities in the Kuru gardens in D'kar.

### ***Kuru Gardens***

Activities in the Kuru Gardens during the past year have revolved around Chickens, Soya Beans (seed-production) and Garlick.

### ***Cochineal***

Cochineal Projects are operative in all settlements in the Ghanzi District where Kuru is serving. The official number of participants as well as the actual number of committed farmers per settlement is shown below.

**Number of Participants and Committed Farmers in Cochineal Projects**

<b>Settlement</b>	<b>Number of Participants / Number of Committed Farmers</b>
Dkar	40 / 5
Bere	16 / 12
Charles Hill	3 / 1
Chobokwane	14 / 2
Grootlaagte	24 / 4
East-Hanahai	20 / 3
West-Hanahai	35 / 6
New-Xanagas	35 / 5

Due to various technical delays in the production stages of the Project (e.g. frost killing the cochineal insects), many farmers lost motivation and have withdrawn from the project.

The problems related to the Cochineal Project are illustrated by the observations recorded in October 2000 by field-workers as reproduced below.

### D'kar

The motivation of the farmers varies; there are those few who are committed and those who are not, to work on their fields. Only 5 out of 40 work on the fields effectively. Some fields appear to have been abandoned and the participants are not motivated to work on them.

### Grootlaagte

The fields were inspected and serious problems were discovered and they need urgent attention, like the wild cochineal, which occupied almost five fields. Only 2 farmers are active and some are working for the drought relief programme. Only one farmer was available during the inspection, and he requested to use some of the fields for a certain period of time to produce a lot of dry cochineal. He was advised to have a meeting with other farmers about the issue. He also requested for a spray and other available chemicals to spray wild cochineal.

### Charleshill

Cochineal just dried up.

### New Xanagas

Although Farmers knew about the meeting they never came into the fields for inspection. The conditions at the field's was as follows:  
Fence and plants are just fine. Cochineal is doing well. Amount of dry cochineal available: one teacup only.

### Chobokwane

The status of Fields in Chobokwane was the same as New Xanagas except that they do not have any dry cochineal.

### Bere

The farmers in Bere are hard workers. Basically they are serious with the project and what they only need is a workshop that will give them all the needed information about the production of cochineal and to motivate them to continue in their work. Only few cochineal amounts are available to be bought from them. The condition of the fence is fine and there are no other problems. Plants are doing well.

### East Hanahai and West Hanahai

The farmers from these 2 settlements are not committed to the Project. The fence is very poor in both settlements and goats have eaten all the plants. There is no dry cochineal.

Cochineal is affected by environmental and climatic conditions like hot temperatures, rain and heat. These conditions have really affected the success of the project. The farmers are also little motivated and many of them have abandoned the fields. A renewed assessment will therefore be carried out that will include issues of the viability and feasibility of the project, its impact on the lives of the participants, and a market survey for the dry cochineal as the dry cochineal does not have a market at

the moment. The study should also establish the possibility of processing the dry cochineal into carmine (a natural colorant) locally and market the end product.

# 3. THE KURU SAVINGS AND LOANS RURAL FINANCE PROGRAM

## 3.1 PERFORMANCE IN 2000

*Save in time to be prepared for poverty –safe in poverty, it's when you have time!*

*By the end of 2000 Kuru Savings and Loans as a rural finance program was in existence for two and a half years. Within this period we were able to identify the basic requirements for operating a rural finance program in the vast area of the Kalahari in Botswana.*

*It had been a decision of the Kuru Board in 1997 to introduce a Savings and Loans scheme within the area Kuru is working in. It took almost a year to get it started and to recruit staff-members. This was due to the required program work in D'Kar and in the settlements of the Ghanzi-region and was related also to the high amount of administrative work, which is required when keeping someone else's money, especially for people who mostly are illiterate.*

The phrase at the beginning of this section emphasizes the contradiction of being able or not being able to build up any kind of savings (funds for future needs) when faced with poverty and dependency on the support from the government or others. Meaning to say it needs one to build up a basic income, which allows saving in time to gain from it in case of poverty.

This means first of all that there is need to build up some trust in the program among the people. This means that the people operating the programme must be trusted, but also that the set-up of the savings and loans accounts must be done in a very obvious and utmost transparent way. A lot of effort therefore has gone into an appropriate set-up for the administrative part of the program during the last year. Early 2000 a consultant from a German bank (Evangelical Loan Society Kassel) provided support to organise the administration of the program and to identify manageable computer-software. Kuru subsequently purchased banking-software which provides the required statements and account details.

The Bank of Botswana issued an Exemption Certificate to Kuru Development Trust to operate this Savings and Loans scheme. It also means that the 'Banking Act' of Botswana applies to the program. Kuru Savings & Loans was then registered as a separate company (Company Act of Botswana) in March 2000 within Kuru. The company is fully owned by Kuru but will require a separate audit.

The program within Ghanzi-District (nine settlements) with around 500 account holders requires close supervision and monitoring of the needs of the participants. Usually an account-holder is linked to Kuru through one or more of the projects Kuru introduced within the previous years in the various settlements of Ghanzi-District. The 'production-groups' of craft, agricultural products, artwork etc. decided to join the Savings and Loans program for various purposes. Usually because they need access to financial markets and their services or the reason might be to identify a

safe place to store not needed cash away from the pressure of family or friends needs.

Official financial services are usually far away and out of reach for people in rural communities, while the amount of savings does not attract any interest from the official bank sector. In addition, fees charged to savings accounts will eat up small savings. In this way it is not a real savings account where interest earned increases the capital. This situation also does not help to build any trust in an accessible local financial market. It is for these reasons that the Kuru-Board decided to concentrate on a Savings and Loans program for the various participants of Kuru's field activities.

Kuru Savings and Loans operates with five full time staff members:

- Two junior staff assisting during the field trips and being trained to do part of the administrative work;
- One program officer who is in charge of the education and training provided during workshops and seminars about monetary matters (numeracy workshops, handling cash, building up reserves, introduction to the official bank sector);
- A Principal Officer and a Deputy Principal Officer handle the administrative duties and the requirements of the Bank of Botswana; the Principal Officer also acts as Senior Administrator within Kuru as a whole.

Kuru Savings and Loans is governed by a Board of Directors, consisting of people with experience in Micro Finance. They assist staff with their experienced input and information about Micro Finance. The Board decides and draws the outlines of the program and the budget and forwards these to the Kuru Board.

The statistics (see the diagram) about the financial performance of the program show a reduction of the savings in 2000. Participants who resigned from the projects caused this or because savings since has covered loans taken in 1999/2000 the participants were not able to pay the instalments in time.

### **3.2 PERSPECTIVES FOR 2001**

Training and Education will be the main objective for the coming year. The confrontation of communities and groups whose traditions were based on natural resources with the requirements and complications of the cash economy has been responsible for many problems. Using money as a means of exchange to satisfy the day-by-day needs became relevant. But money is difficult to manage. Training and educating people about the cash economy (at an appropriate level) are therefore essential.

To use the available amount of money wisely and to gain the highest return on it is part of the training program. Kuru started with numeracy workshops to help people identify the value of money and to educate people not to be cheated when dealing with money. In this matter we appreciate very much the support of the *Bank of Botswana* and the *Ministry of Finance and Development Planning*. The curriculum for the various workshops could be designed with advice and materials from both institutions.

The Bank of Botswana offers through post offices and local banks 'Letlole', a savings certificate, which can be obtained by all citizens of Botswana over the age of sixteen with an Omang identity card. The Savings Certificate can be purchased with at least a minimum amount of BWP 50.00 maturing after three years with a fixed interest rate

of 10% per year. The Certificate can be returned already after 6 months earning the interest at least for this period. For Kuru Savings and Loans the Certificate can be used and held as collateral for loans issued to participants.

*With the proposed restructuring of Kuru and its Extension work the participants of the various projects will be encouraged to build up higher savings. The program will be further extended in the Ngamiland district where participants of the Kuru projects mainly in the tourism sector realize relative high incomes and returns on investments.*

## 4. BUSINESS DEPARTMENT

### 4.1 INTRODUCTION

*The Armstrong family really enjoyed the just finished Game drive in Moremi. They stay in this beautiful lodge, a bit expensive maybe but it really gives you an African Experience! The Armstrongs stay in Botswana for only 4 days and after that they continue their tour in*

*Zimbabwe. Like most tourists from overseas they see most of the animals of Botswana but unfortunately not the people. Many of the tourists from overseas have heard of the Bushmen or San but they never meet the first inhabitants of Southern Africa.*

*Most lodges try to inform their guests with books and crafts in their craft shops. That is also where the Armstrongs end up spending some of their Pula's or Canadian Dollars.*

*Unfortunately most of the crafts in these little curio-shops come from Zimbabwe and Kenya and not from Botswana. This doesn't help the people in Botswana while tourists also (when in Botswana) would like to take something home from Botswana, a small but authentic piece of handicraft. And that's when Kuru Development Trust can play a role by promoting craft from the San people. It is our job to assure the quality of the crafts and to make sure that this is what the tourists want. It needs a joint effort between the lodge owners and the Business Department of Kuru Development Trust to get more and more Botswana made handicrafts in the curio shops in National Parks of Botswana. And that is also what the*

*Armstrong's and other tourist want: they want to buy the typical Zimbabwean crafts in Zimbabwe and something from Botswana in Botswana!*

The buying and selling of crafts was the main activity of the Business Department in the year 2000. In addition, the department markets the Kuru Art Calendar, Art Postcards, Leather products and Fabric Painted Textiles. The art works produced in the Art Project at D'Kar and in workshops outside Kuru are also marketed. Venues for these marketing activities include our own Art Gallery as well as Museums and Galleries in Botswana and abroad.

People in eight settlements (East-Hanahai, West-Hanahai, Bere, D'Kar, Dobe, Tsobokwane, Grootlaagte and Xade) are supported, not only through the buying of crafts but also through training and workshops focussed on quality improvement. People are also assisted with training on 'how to run your own business'. This is a very important issue for the participants but also a difficult one to implement, especially in view of staffing problems during 2000 affecting the Training Department as well as the Extension Department (e.g. the Micro-Enterprise officer left in June 2000).

In terms of marketing products, the Business Department experienced a difficult year. The temporary closure of Kuru and (thus) the Business Department in April had major repercussions on the marketing of crafts, especially in Botswana. Many retail outlets thought we would not open again and therefore tried to buy their Bushmen crafts elsewhere (or not at all). Also, the temporary closure of our

competitor/colleague Ghanzi Craft had negative effects. Instead of a rise in sales for us –expected at first- many outlets in Botswana and South Africa thought Kuru must be closed as well. So instead of taking advantage of the situation we in fact experienced a loss of confidence by retailers in Bushmen Crafts in general.

## 4.2 STAFFING

The Business Department has four shop assistants annex crafts buyers annex wholesale assistants. This means they can take over each other's job and this gives us lots of flexibility. One supervisor manages the operational activities in the shop and the wholesale section.

The counterpart is responsible for the daily matters for the marketing of hardware, leather and leather products. He is a useful assistant for the Micro Enterprise section of the Extension Department for some of the support they give to small income generating projects.

The full year 2000 we have been able to profit from our consultant for Kuru working in Gaborone, taking care of all logistics for the BD and the Art Project. Besides this he is also working hard on establishing commercial contacts with curio shops, galleries and useful businesses for Kuru in Gaborone and more and more in Johannesburg. We realize that his help is of great importance for a smooth processing of deliveries and supplies, and marketing our crafts and art works.

A business advisor, an expatriate working on a 3-year contract via the Dutch organisation Dienst Over Grenzen, manages the Department.

## 4.3 MARKETING ACTIVITIES DURING THE YEAR 2000

The major events are listed below. Also worth mentioning are the web-site, the new catalogue, various marketing trips and workshops organised for craft producers.

### **MAJOR MARKETING EVENTS**

- **BITEC FAIR IN GABORONE**: this is a business-to-business fair. It was not a major success for us and like at previous fairs the investment was higher than the revenue!
- **BASKET & CRAFT EXHIBITION** at the new Botswana Craft premises in Gaborone. This exhibition is organised and facilitated by our biggest customer, Botswana Craft. Every year they organise an exhibition with crafts from all over Botswana, with a focus on baskets from Ngamiland. This year we also exhibited some art works and all together we were satisfied with the result.
- **ART WORKSHOP** by the Tourism Department and HATAB in Maun: there was also a small fair for craft producers from the western part of Botswana. Since the investment was not big (close to Ghanzi, camping for staff, etc.) we calculated a small profit.
- **THE ANNUAL GHANZI TRADE FAIR** is really a tradition for us now! Together with other local companies we sell mainly leather products that are suited to an agriculture show of this nature.

- THE SECOND MA AFRIKA COMPETITION IN SOUTH AFRICA: this time Selinah from the Finance Department represented Kuru and won a prize for the most extraordinary project.
- A FAIR AT WESTWOOD/NORTHSIDE PRIVATE SCHOOLS IN GABORONE: this was, like the exhibition at Botswana Craft, organised and handled by our Gaborone consultant. We sold a good amount of crafts and also calendars. These kinds of fairs at the end of the year continue to be a good market place for our art calendar!

### **WEB-SITE**

The launch of our own Web site with a summary of all our crafts, the annual report and general info on the Art Project with biographies (with art works and pictures) of all artists was a major event in the year. This web-site will be a passive one, a source of information as we are not thinking yet about selling on the Internet because this would put high demands on our logistics (we are still in a remote locations) and financial settlements for payments.

### **CATALOGUE**

The introduction of our catalogue, developed together with Ghanzi Craft was an important development. We co-introduced a new price list with Pula, Rand and US\$ prices.

### **MARKETING TRIPS**

We had a successful marketing trip to Johannesburg: South Africa is the biggest market for us and we agreed to arrange visits 3 times a year. There is also marketing potential in Cape Town and we continue to look for a Cape Town representative. We have also started working more closely together with the !Xu and Khwe project in Kimberley in South Africa on the marketing of artworks and crafts. They have a curio shop in Cape Town since early 2000 and this could become an outlet for Kuru crafts as well.

### **WORKSHOPS**

We conducted 3 more quality workshops for craft producers in 3 settlements. It remains important to inform the producers about the need for quality improvement and new designs if they want to stay in business. The producers in D'Kar had a lot of questions about the buying price of the crafts. Although we increased the prices of many of the crafts some of the producers feel that the prices are actually lower than last year.

## **4.4 THE CURIO SHOP IN D'KAR**

Visits to the shop in D'Kar were slow until June because of the extensive rains and the resulting closure of Moremi and Chobe National Parks. Also the crisis in Zimbabwe slowed down tourism. It is only since July that we experience increased traffic and more visits to the shop. One reason was the closure of the Caprivi route to tourism, forcing tourists from Namibia to use the Ghanzi route. More important is that we also sold more crafts to curio shops in Botswana in the second half of the year.

Another factor affecting the shop's business is the new tar road. This new road does not pass through D'Kar anymore, but bypasses the centre of D'Kar and the Kuru projects at a distance of 1 kilometre. Since most tourists stop in Ghanzi to take petrol and do their necessary banking, they do not want to stop in D'Kar anymore.

Only 10 to 15% of our craft sales go via our own craft shop. The remaining part is sold via the wholesale section to curio-shops in Botswana, Namibia and South Africa. For the market overseas, we are interested to find a representative-wholesaler in Europe or America willing and able to represent Kuru.

#### **4.5 CO-OPERATION WITH GHANZI CRAFT**

We have been investigating ways of co-operating with Ghanzi Craft. Since we use the same price-list and our catalogue was developed in cooperation, both organisations felt that there is need for collaboration. This can be accomplished by working together at Trade Fairs and for buying and selling trips. The market for Bushmen crafts is quite small and both organisations can save expenses through co-operation.

After the closure of Ghanzi Craft things changed and talks were more directed toward a possible merger of Kuru's Business Department and Ghanzi Craft. This has not been realised so far, due to the uncertain situation of Ghanzi Craft.

Unfortunately, the craft-producers in Kgalagadi district suffer as nobody from Ghanzi Craft is buying their craft, while Kuru lacks the funds to visit these areas. During 2000, Kuru, Permaculture and Ghanzi Craft started a round table meeting to find a solution for the economic disaster in the abandoned settlements. This will continue in 2001.

#### **4.6 PLANS FOR 2001 AND BEYOND**

##### ***INFRASTRUCTURE***

Since the new tar road bypasses D'Kar we have to attract by-passers with big and colourful signs. These will be made by a local artist, just like the two smaller signs that are already in place. In addition, the craft-shop will be given a new thatched roof since the current one is leaking!

##### ***MARKETING***

Like in 2000, we will combine art exhibitions with the sale of crafts. The year 2000 has been a successful year with a lot of exhibitions and for 2001 it looks like we will have at least an equal number of venues to exhibit our beautiful art works, also overseas. This exposure gives us a chance to show our crafts and printed materials. Our web-site will, no doubt, put Bushmen crafts in the global marketplace for crafts. We are not planning to sell directly through the Internet but the web-site offers full information about Kuru products and projects to potential customers.

We will try together with the *Botswana Export Bureau (BEDIA)*, to equip a stand at the biggest gift fair in the region, SARCD Gift Fair in Johannesburg. As this fair is a very expensive one we will seek financial and logistical assistance from BEDIA.

The planned visit to a major Bushmen project in South Africa, !XU and Khwe in Kimberley, will give us a possibility to link with their contacts for art and crafts sales. The curio shop that is owned and run by this project, is an interesting venue to show not only Bushmen crafts produced in South Africa but also crafts from the Ghanzi district in Botswana.

South Africa will continue to be the place to market our crafts. South Africa receives many more tourists than Botswana and many of these tourists are interested in the first people of Southern Africa, the Bushmen. The number of craft shops in South Africa out numbers those in Botswana and we have been able to establish contacts with some of the major craft wholesalers.

The tourism situation in Namibia will hopefully improve during 2001 and we hope to sell more to craft shops in Windhoek and Swakopmund. Botswana, however, remains our home market and with tourism figures on the rise we expect that the market will be at least stable for the next few years.

Co-operation with sister organisations will continue in 2001 and we will work toward the formation of a united Bushmen craft organisation in Botswana! This may involve a possible relocation of the Business Department to the main tourist centre of Maun during 2001.

## 5. DEPARTMENT OF EDUCATION AND CULTURE

### 5.1 INTRODUCTION

This Department consists of the *Bokamoso Early Childhood Education Programme*, the *Cultural Centre* with its Library and Museum, the *Art Project*, the *Adult Education Programme* and the *Kuru Training Centre* facility with Kitchen and Hostel. The Naro language and literacy project is also linked to the department.

The educational and cultural programmes offered by the department are aimed at offering members of the community as well as Kuru staff-members opportunities for relevant and culturally friendly education and the raising of awareness.

### 5.2 ADULT EDUCATION

The Adult Education Unit offered four academic courses during the year 2000 as well as several practical or informal courses. Academic courses offered include the following:

- Certificate in Business English
- Certificate in Advanced English Proficiency
- Certificate in Commercial Studies.
- Certificate in Office Practice.

All these courses were correspondence courses offered and examined by the *Chartered Institute of Commercial Management (ICM)* in the United Kingdom. Experience has shown that such externally certified courses are not only more appreciated by the participants, but are also more valued by the society at large. The *Adult Education Unit* makes all the arrangements for the students and provides classrooms and tuition, while scholarships toward the cost of the courses are also arranged.

#### **ENGLISH PROGRAMMES**

The English programmes aim to offer students the basic ability to understand and communicate in English for business purposes and to use appropriate business vocabulary. The programmes are open to San members of staff and members of the San community as well as others. Both Business English and English Proficiency include written papers and oral examinations. The total number of registered students for English lessons was 19. (See summary below).

**English Programmes (Summary)**

Subject	Total Students	Examined
Business English	13	11
English Proficiency	6	3

## **COMMERCIAL STUDIES**

The aim of the programme is to equip students with basic administrative and business skills needed in the execution of their work.

Four students, who could not finish their course in Commercial Studies in 1999, wrote their Examinations in March 2000. Two completed and were awarded with a Certificate in Commercial Studies. The other two did not pass the exam. Six students registered for the 2000 intake for Commercial Studies, 1 student for Office Practice and 1 for the Diploma in Business Management and Administration and 1 for the Diploma in Hospitality Management (See summary below).

### **Commercial Subjects (Summary)**

Subject	Total Students	Examined
Commercial Studies	6	4
Office Practice	1	1
Hospitality Management	1	0
Dip. Business Manag&Admin	1	0

Students who registered for the 2000 intake did not sit for their first examinations in June because payments for membership and examinations fees could not be processed due to the closure of Kuru in April. This means that students will only complete their courses in March 2001. The table refers to the September examinations. Four students wrote their remaining four modules in December 2000 while students for Hospitality Management and Business Management and Administration discontinued their studies.

## **DRIVING LESSONS**

Driving lessons at the Kuru driving school started on a very good note with 17 students registered for theory lessons and three students for practical lesson. However, lessons could not continue because of lack of instructors and shortage of cars for practical lessons.

## **PROBLEMS IN 2000**

The untimely death of the senior Trainer, Mr Possent Moyo, had a very big negative impact on the Adult Education Unit. Some students lost direction immediately. Most courses suffered setbacks. Additional staffing problems also affected progress. The activities of the D'kar Residence Committee had side effects and resulted into uncertainties within the Organisation and the Community at large. Students who are mostly Kuru employees were torn apart and lost the zeal for studies.

## **PLANS FOR 2001**

The courses on offer will be more widely advertised and will be offered to interested Kuru employees and members of the Community. For Kuru employees the focus will be mainly on staff members in management and administrative support positions especially for programmes in Business Management and Administration and Office Practice.

To motivate school leavers to take up the Secondary education upgrading option, the unit intends to conduct two community workshops to try and motivate young San to upgrade their Secondary Education levels. It also intends to use workshops organised by other units as a platform for the same subject. Talks with the Botswana College of Distance and Open Learning are in progress to have interested students registered.

Another plan for 2001 is to determine training needs in all settlements and communities in which Kuru is active.

## **5.3 TRAINING CENTRE AND HOSTEL FACILITIES**

### ***TRAINING CENTRE***

The Kuru Training Centre offers Training and Conference facilities to NGOs, Government departments, Private Companies, and other organisations. The Training Centre has 1 Boardroom and 2 Conference Rooms.

The Boardroom is located in the heart of the cultural centre with a capacity of 20 to 25 participants and can be rented at P180 per day. The large conference room has a capacity of 25 to 30 participants. It can be hired for P240, while the small conference room with a capacity of 15 to 20 participants costs P180. For large groups use can be made of the church hall.

Telephone, photocopy, and type set services are available, while TV/ video, flipcharts and stands, overhead projectors, markers and pencils are always available for the customers.

#### **Workshops conducted at training and conference facilities.**

<b>MONTH</b>	<b>WORKSHOPS</b>
JANUARY	3
FEBRUARY	4
MARCH	9
APRIL	5
MAY	9
JUNE	7
JULY	8
AUGUST	5
SEPTEMBER	3
OCTOBER	1
NOVEMBER	3
DECEMBER	1

### ***FUTURE PLANS TRAINING CENTRE***

For 2001 our aims are:

- To have all furniture re-varnished and to put new curtains in all the rooms.
- To change all the artwork in all the rooms and to give a welcoming atmosphere to the clients.

- To advertise the training and conference facilities. There will be a brochure to be completed by the end of February.

## ***HOSTEL***

The hostel employs 4 ladies working under the supervision of the matron Hendrika Mothibi and the Assistant Training Centre Administrator Ms Setshego Tibi. The hostel has a kitchen, a dining hall, and two hostels with a capacity of 32 people and a guesthouse with a capacity of 2 people. Clients pay 25 Pula per night for hostel accommodation. The guesthouse, which has self-catering facilities and a well-furnished living room, costs P 100 per night.

The hostel has maintained the same prices for the past two years. To catch up with the inflation and increased overhead costs the adjustment of prices in the year 2001 is justifiable.

Individuals, Non- Governmental Organisations and Government Departments used the hostel facilities while conducting workshops, meetings, private tours or research at the Kuru Training Centre. The completion of a tarred road from Ghanzi to D'kar increased the influx of visitors by 5% compared to the year 1999 to about 2100 visitors during 2000.

To offer our esteemed customers competitive facilities and services, the hostel unit has embarked on offering internal and external training to its members of staff. Hendrika and Ncoxae were sent to Audi camp for one month for a practical course in cookery. Plans are in the pipeline to send Tsebe and Elizabeth to Kang or any other institute for a short course in cookery. For internal courses, Elizabeth was recommended to learn computers and record keeping while Tsebe was recommended for a post of trainee matron.

Although a slight increase in both hostel accommodation and meal income was recorded this year as compared to the year 1999, there is still room to control and reduce the expenses.

Going by the current situation the hostel can hardly sustain itself without being subsidised by Kuru if all overhead costs are added to food and gas expenses.

## ***HOSTEL PLANS FOR 2001***

Our aims to develop the hostel in 2001 are:

- To make the project more self-sustainable and viable, the following plans were adopted for the year 2001.
- To find a cheaper source of meat and other food items.
- Further training of the hostel members of staff especially in the following areas: keeping records of all the daily sales, using the correct amount of the required food and keeping record of the quantities used. This is to try and cut down on unnecessary expenses.
- To offer education for all the Hostel members of staff so that they can fully understand some of the costs that the project meets so as to cultivate a sense of responsibility and independence.
- Marketing the facilities and services through advertisements. Logistics of printing a brochure have been put in place.
- To adjust meal prices by not less than P5.

- Sending two cooks for a short training in Kang.
- To improve on areas such as water reticulation especially in the morning and improve the general cleanliness of hostels.

## 5.4 NARO LANGUAGE PROJECT

The Naro Language Project, which is working closely together with Kuru, had a productive and stable year. The team consists of four San persons: one man (Tcega Fritz) and three women (Coex'ae Tshumu, Marea Camm and Taux'ae Baeba) and two expatriates: Hessel Visser (coordinator) and Cobi Visser (literacy specialist).

### **LITERACY**

One achievement during the year was the completion of a literacy class at a farm in the Ghanzi District after nearly three years of teaching. To teach a group and keep it together for such a long time is remarkable in itself. The teachers were Tcega Fritz and Cobi Visser. The students passed the exam, set by Tcega, and were given a certificate. Plans are underway to continue teaching in other locations.

The literacy primer was completed, so that non-literate people have a full course available to them to learn to read and write.

The Naro Language Project Team taught a group of thirty students to read and write in the advanced literacy workshop in May, with students from the whole district. In November, some thirty young people (Standard 7 leavers) were taught basic reading in Naro.

All these people, and others, were provided with reading material, such as the monthly *Naro Nxara*, the Naro language magazine distributed at 400 copies per issue.

A new development was the issuing of badges to primary school children. This helped children and teachers a lot to know how to write and pronounce the San names. The last "names trip" showed that children even become more assertive as a result. Some reportedly have told the teachers how to write (or how not to write) their names!

The national literacy week was held in Ghanzi district this year. A visit was made to D'Kar as well. Coby Visser attended the Fifth Botswana Annual National Adult Literacy Forum from 6 to 8 June in Gaborone. She was part of the panel discussion team. The issue of minority languages was broadly addressed. Afterwards, she was invited to help in a workshop to make magazines in the Setswana language.

### **LANGUAGE ANALYSIS**

The manuscript of the Naro grammar, which was completed this year and which is to be published in the Handbook of Khoesan Languages, was sent to the editor.

Two articles about the Naro language, written by Hessel Visser, were published through the University of Botswana.

Work to publish a new edition of the Naro dictionary is ongoing.

At a linguistic conference in Nelspruit, Cobi Visser gave a paper about *My playing is learning and my learning is playing*, while Hessel Visser gave one about the problem

of translating personal pronouns in Naro (especially the pronoun "we" with its 18 different translation possibilities).

### ***BIBLE TRANSLATION***

Work on the Bible translation made good progress. The whole book of Genesis was completed and checked by a consultant, who wrote that the work done was very accurate and creative. By now, ten percent of the Bible is user ready.

The coordinator, Hessel Visser, attended a training seminar in Nigeria for aspiring Bible translation consultants. He also co-headed a workshop to discuss biblical key terms for the *Shiyeyi* language, and trained himself further by attending a translation checking session in the Mozambican *Sena* language.

A new edition of the church songbook with several Naro songs was published.

### ***NARO LANGUAGE ASSOCIATION***

A great move ahead was the establishment of the Naro Language Association. Representatives from all villages and settlements in the Ghanzi district came together on 28 March 2000 and declared that they wanted to preserve the Naro language and promote its use. The Naro Language Association has eight board members. It is hoped that many Naro people will become literate and be proud members of Botswana society. Learning the skill of reading and writing in one's mother tongue is believed to ease the way to becoming literate in other languages such as Setswana and English.

## **5.5 BOKAMOSO PRE-SCHOOL PROGRAMME**

### ***TEACHER TRAINING***

Due to the suspension of Kuru's activities in April, adjustments were necessary to the teacher-training programme. As a result the August preschool teachers' course, which usually takes two weeks, was extended to 3 weeks.

In the August training there were 3 groups of teachers: one group of teachers was the first years, one was the second years and the last was the refreshers' group, which actually stayed for a week. The first years' group had 6 participants; the second years also had 6 while the refreshers group had 8. This made a total of 20 participant's altogether. Eight trainees graduated this year in December. The teachers who came for training were from the following districts: Ghanzi District (*D'kar, Newstance playgroup, Eaton & Kempff's farms, West- Hanahai, New-Xade, Bere, Karakobis, Groot- Laagte, Chobokwane & Ncojane*), Kgalagadi District (*Monong, Ncaang, Zutshwaa & Ukhwi*) and Ngamiland (*Samochima near Shakawe*). This year there was one male teacher for the first time in many years.

### ***DEVELOPMENTS IN EARLY CHILDHOOD EDUCATION AND CONTACTS***

It is fair to say that the Bokamoso pre-school programme has become a well-established (pre-school) teacher-training programme in Western Botswana and has experienced considerable geographic expansion over the past few years. The pre-school teacher-training programme is indeed well known in Botswana and also in Namibia and South Africa. It is well regarded by outsiders, including observers from the University of Botswana as well as other visiting experts and is considered a very good educational initiative for marginalised minority groups in remote rural areas, specifically for San people. Among recent visitors to the programme were high-ranking officials of the Ministry of Education of Namibia and the Ministry of Education of Botswana.

The 4 visitors from Namibia were from the Ministry of Basic Education & Culture and were accompanied by officials of UNICEF and the Senior Education Officer from the Ministry of Education in Botswana. The purpose of their tour was to exchange ideas on early childhood education and for Namibia to learn from the Bokamoso experience.

Professor Sheldon Weeks, education expert from the University of Botswana and Kgosi Motshabi from the Molepolole College Of Education came to do a follow up of the consultancy report prepared to advise the Ministry of Education regarding a new national policy for pre-school education. Based on Bokamoso's experience, they suggested amendments to the proposed new policy especially with respect to remote areas of Western Botswana with the aim to increase the potential relevance of a proposed new preschool policy for the educational needs of marginalised groups in remote areas.

Jennifer Hays who works with Willemien le Roux on the second phase of the regional education programme for San had a meeting with the Bokamoso team about the implications and possible follow-up to the 'Torn apart' report prepared by Willemien le Roux. The Bokamoso team is providing inputs to new ideas for San education on an on going basis.

Mr. Herman Roepman from the Verhage Foundation, co-sponsor of the Bokamoso Programme together with the Van Leer Foundation in the Netherlands also came on an orientation visit to Bokamoso.

## ***RURAL PRE-SCHOOLS***

The Village Development Committees (V.D.C) owns rural pre-schools while the community also employs pre-school teachers. The people in the villages are not always aware of this situation and think that the Bokamoso Programme owns the pre-schools and that therefore Bokamoso must provide for the upkeep of the facilities and the payment of teachers. Bokamoso programme staff has conducted workshops in the villages with parents, VDC members and other local authorities to explain the ownership situation and to convince the communities to look after their respective pre-schools.

Until July 1999, the government grant to the VDC's for the support of the pre-schools was administered by the Bokamoso programme, i.e. the district authorities paid the grant for each VDC into the Bokamoso account and the programme then arranged for the monthly payment of pre-school teachers. Where the government grant was not sufficient, the programme supplemented pre-school teachers' salaries from funds received from churches in The Netherlands. Since July 1999, the government authorities pay the grants (determined annually) directly to the respective VDC's, who then make arrangements for the payment of pre-school teachers and the upkeep of the facilities. The Bokamoso Programme has provided support to this transition by arranging workshops for VDC members to explain the arrangements and to discuss how preschool teachers are to be paid. Bokamoso staff continues to monitor the situation and attempts to mediate when problems arise, e.g. when teachers are not receiving their salaries.

## ***NON-FORMAL PRE-SCHOOL INITIATIVES: PLAYGROUPS***

The Bokamoso Programme has trained preschool teachers to work with children in less formal settings such as playgroups (e.g. among scattered San groups in the Central Kalahari Game Reserve and among children in the slum areas of Ghanzi township) and informal preschools working with children living in scattered settlements at large commercial ranches in the Ghanzi District.

Since many communities experience financial difficulties and practical restrictions, and can therefore not start formal pre-schools, Bokamoso has introduced informal playgroups as alternatives for early childhood care and education. The childminders working with these playgroups receive a 2-year training course at Bokamoso like other pre-school teachers.

These informal centres are found in the farms (Eaton & Kempf) in the Ghanzi District. Two of the others are in remote locations in the Central Kalahari Game Reserve.

Play-groups continue to experience certain problems:

- Children and parents complain about the fact that food is not provided for children attending playgroups (as is the case with pre-schools and primary schools). This affects attendance and performance of children who attend without having had breakfast or anything else to eat.
- The organisation of playgroups is dependant upon the co-operative attitude (or lack thereof) of the farm owners and is also influenced by the scattered nature of settlement of farm workers and their children (usually at various cattle stations throughout the farm).
- Regular visits to playgroups at remote farms are difficult due to limited vehicle availability.

## **TEACHER TRAINING CURRICULUM**

The Bokamoso Preschool teacher-training curriculum was finalised during the past year and has been printed and published. The trainer's manual and teacher's guide are available in final draft form, while a variety of Theme books are available in various stages of readiness.

While the teacher's training curriculum has been printed and published, it was supposed to be launched in September 2000 but due to financial constraints this could not be done. The curriculum has been sent to the relevant stakeholders for information.

The trainer's manual is at an advanced state of preparation and is implemented in the teacher's training programme.

The theme books (teacher's guide) are in various stages of completeness. An independent evaluation of the Theme books was performed early in 2000. So far, Bokamoso has developed 8 Theme books (teacher's guide). Five of these are finalised and are ready to be used by the outside world. These theme books are entitled:

- *Our donkey cart and other means of transport*
- *Our home*
- *Food*
- *Animals*
- *My body*

The other 3 books are still in draft form; they are entitled:

- *Seasons*
- *Numbers & shapes*
- *Occupations (people around us)*

## **PROBLEM AND ISSUES OF CONCERN**

Limited success has been achieved in the areas of quality control, financial sustainability of the programme and government recognition for the programme. The first two issues were not explicitly part of the current project but obviously affect long term success in early childhood education among the target population.

The issue of quality control relates to the fact that there is not an objective system in place to assess or monitor the quality of teaching and other forms of intervention in the programme, e.g. by external assessors, although internal evaluation does take place. Certificates issued to participants are issued directly by the teaching staff of Bokamoso and no external accreditation exists. For the future development of the programme, more attention needs to be paid to this.

The issue of financial sustainability of the programme also remains problematic. While earlier it was expected that the training programme would be able to attract participants funded by third parties, this has not materialised at a substantial scale. The major share of the training costs therefore continues to be funded from Bokamoso's budget under the current Van Leer funded project. On the basis of current trends, the financial sustainability cannot be expected to substantially improve in the near future.

Government recognition of the Bokamoso Programme also remains a difficult issue. This is mostly related to current government of Botswana ideas about early childhood education, which continue to remain in a process of formulation and re-formulation, without any firm decision having been reached. In addition, the government remains suspicious of Kuru and Bokamoso, because as organisations working with and for San people, they are perceived as critical of the government.

Nevertheless, from within the Bokamoso Programme, efforts have been made through initiating a major regional research programme to influence policies and programmes for early childhood education for rural minority groups by providing information and data to policy makers and stakeholders for use in the formulation of policies and ideas. This has been largely successful. However, the actual outcome of this process in terms of a specific policy for early childhood education incorporating the situation of remote rural populations depends also on the realities of the political situation in the country. This is beyond the control of the Bokamoso programme and its related activities such as the *phase 2 research programme*, even though these are important tools in lobbying government officials and experts in the field of early childhood education. Bokamoso participated in several conferences and national meetings on early childhood education.

### ***PLANS FOR 2001***

1. Continuation of the current training programme for early childhood educators with continued focus on the training of San educators and with added emphasis on San language and culture.
2. Orientation/sensitisation workshops for people concerned with Early Childhood Education, including primary school teachers, parents, etc.
3. Development of culturally appropriate educational and teaching materials

## 5.6 THE ART PROJECT

### ACTIVITIES

At the end of the year 2000 the Kuru artists can rightfully say that they had one of the busiest years ever. They took part in not less than seventeen national and international exhibitions during the year (see below).

#### **KURU ART EXHIBITIONS DURING 2000**

1. **Nhabe Museum**, Maun, Botswana – March
2. **Nature in Art Museum and Art Gallery**, Wallsworth Hall, UK – April/May
3. **Chelsea Gallery**, Cape Town, South Africa – April/May
4. **World Art Foundation**, Eerbeek, The Netherlands – June
5. **Expo 2000**, Germany – June/July
6. **National Art Gallery**, Windhoek, Namibia – July
7. **Ethnographic Museum**, Stockholm, Sweden – Aug/Sept
8. **Lokstallet Art Gallery**, Stromstadt, Sweden – Sept
9. **SADC Visual Arts Festival**, Windhoek, Namibia, – Sept
10. **Swakopmund Arts Association**, Swakopmund, Namibia – Sept
11. **African Easel**, Kasane, Botswana – Sept/Oct
12. **National Museum and Art gallery**, Gaborone, Botswana – Nov.
13. **Old Arts gallery**, Pretoria, South Africa – Nov.
14. **Virtual Exhibition on Africaserver**, INTERNET, – from Nov
15. **Three Women**, Traveling Exhibition, Southern Africa (*Dada*) – Jan/Dec
16. **Norwegian Church Aid** sponsored a travelling exhibition through Norway
17. **Koninklijk Instituut voor de Tropen**, Amsterdam, Netherlands – June/July  
(sponsored by the Kalahari Support Group)

Several artists attended the openings of the exhibitions in Gaborone and Windhoek. Because of costs involved it has been impossible for them all to attend all the exhibitions.

During the exhibition at the Nhabe Museum in Maun in March 2000, art students from Tsodilo Community Junior Secondary School and Maun Senior Secondary School had a chance to meet some of the Kuru artists and even painted alongside them for one day. The Kuru artists explained their art, gave advice to the students and lend a hand here and there with the children's art.

At the end of February the Kuru artists had a workshop organised by the National Museum. They used the theme of the rain that fell in abundance during the past rainy season, and concentrated on new paint techniques to produce paintings that could be used for the SADC visual arts festival later in the year.

Dada Qgam travelled together with artists Ann Golifer and Neo Matome to attend the openings of the Three Women exhibitions, sponsored by the Alliance Française in Cape Town and in Johannesburg. For Dada this was a great experience and a

wonderful opportunity to have her work exhibited together with two other well-known artists of Botswana.

Sponsored by *Artists for Africa* and the *Ethnographic Museum* in Stockholm, Dada Qgam and Thamae Setshogo, together with Maude and Pieter Brown had the opportunity to visit Sweden for three whole weeks during August/September. This was a great opportunity and the Kuru Art Project wants to thank everybody who made this trip possible, especially our Dutch friends who made it possible for Pieter Brown to join the group on this trip. In Sweden the artists were fortunate to attend the openings of both exhibitions there. They were given the opportunity to explain their art to the public, to tell about their cultures, their beliefs and their hopes. They visited Ajtte, the Swedish Mountain and the Sami Museum and Sami Education Centre in Jokkmokk and were able to meet the famous Sami Artist Lars Pirak. In Stromstadt the Mayor of the town welcomed them. The exhibition looked beautiful and the artists were able to explain their culture and their art to several school groups who visited the exhibition. During the same week they also attended a textile-printing workshop at the studio of Malin Sellman, who had worked for a long time at Rorcks Drift in South Africa. With the help of Malin both artists printed about ten metres of cloth to take home with them. They were able to meet with several Swedish artists, to see how they work and to talk about their art. They all came back full of inspiration with lots to tell and many photographs to show.

Hardly back from Sweden, the Kuru artists were invited to take part in another printmaking workshop at The Artist's Proof Studio in Newtown Johannesburg, the first week in October. Five artists attended this workshop, where they worked along the theme of the creation myth. Together with some Aboriginal artists and some American Indian artists they will produce a portfolio around this theme, which will be for sale during next year. They worked together with some South African artists to produce beautiful lithographs as well as some dry point etchings. They even got a chance to look into a ceramics workshop and tried their hands at a few pieces.

During October and November Pieter Brown conducted a workshop in the reduction print technique that the artists are famous for. The workshop was meant to improve the printmaking techniques of the artists and also to introduce them to new possibilities. He worked with each artist individually and almost all artists completed at least one series of prints under his guidance.

Something completely new for the Kuru Art Project is the virtual exhibition on the Internet that opened on the evening of the opening of the exhibition at the National Museum in Gaborone. This is a big event and everybody is curious to see how it will develop in future.

Apart from the many exhibitions in which the artists took part, many of their works were also sold during the year in different galleries and institutions in southern Africa and overseas.

Many tourists, school groups and students visited the Art Project during the year and many art works were sold at the Kuru Craft shop in D'kar.

However, not everything during then year was positive, as Sobe Sobe, one of the projects well known artists passed away in August 2000. At the project the other artists miss his friendly smile and many jokes with great sadness. In the beautiful prints and paintings that he left behind, he will always be remembered.

During the year Cg'ose Kibiti joined the Art Project as assistant to help with the general administration, while Judas Baeba, our former assistant had to unfortunately resign due to illness.

### **PLANS FOR 2001**

Together with the Kuru Cultural Centre the Art Project is striving to obtain additional funding to make the two projects financially more independent. Although the Art Project had very good sales during the past year, the income from sales covers only about one third of the project's total expenses and more funding will be needed to keep the project running.

For 2001 the following exhibitions and activities are planned:

#### **EXHIBITIONS PLANNED FOR 2001**

- |  |                |
|--|----------------|
| 1. <b>Kristinehamns Konstmuseum</b> , Nya Marieberg, Sweden                          | – Jan/February |
| 2. <b>Picturene Art Gallery and Bush Discoveries</b> ,<br>Johannesburg, South Africa | – Febr/March   |
| 3. <b>Indingile Art Gallery</b> , Swaziland  | – March        |
| 4. <b>Supa-Ngwao Museum</b> , Francistown  | – April        |
| 5. <b>Friends of Botswana</b> , Germany  | – June/May     |
| 6. <b>Rebecca Hossack Gallery</b> , London, U.K.                                     | – July/August  |

#### **WORKSHOPS AND OTHER ACTIVITIES PLANNED FOR 2001**

A workshop in the intaglio print technique (etching) will be conducted next year. The artists have done prints in this technique before and these specific prints were very popular. However, the artists are not yet skilled enough to produce these prints on their own.

While they were in Johannesburg, the artists visited a ceramics workshop and decorated a few plates. As a result thereof a workshop to decorate one series of plates, cups, saucers and bowls is planned for the artists. This will be a once only event and the pieces will be sold at an exhibition. The aim is to give the artists a chance to work in a totally different medium and also to create interest in their work by presenting something other than the paintings and prints they are well known for. Apart from these workshops we plan also for the artists to visit the Central Kalahari or Moremi game reserves as a group, in order to refresh their memories of the animals they love to depict in their art. Previous trips resulted in new ideas and beautiful art works developed from these.

We hope that the virtual exhibition on Africa Server and the newly completed Kuru website that will be accessible from January 2001, will result in increased interest in contemporary San Art.

There are also plans to work more closely together with the San art project at Platfontein in South Africa. Depending on the availability of funding we hope to organise a workshop for the two projects together as well as a possible combined exhibition. We believe that the two projects can stimulate each other. In a combined exhibition, the differences and at the same time similarities in the works will accentuate the varieties in contemporary San art.

## 5.7 KURU CULTURAL CENTRE

### **INTRODUCTION**

The Kuru Cultural Centre organises cultural workshops and cultural events in an effort to enable the San people as well as others to value and appreciate the cultural heritage of the San. At the same time these activities are instrumental in building self-esteem among the people and help people in their interactions with those from other cultural backgrounds.

The Cultural Centre also manages a Library/Resource Centre with a significant collection of literature (books, reports and papers) about San-related issues. The Centre also manages the Kuru Museum, which attracted many visitors during the year. Among these were hundreds of young school children on educational tour. The Museum plays a significant role as an education/information centre about the San in Botswana.

During the year 2000 the Cultural Centre organised four major cultural workshops for participants from D'Kar and settlements in the Ghanzi district:

the Veld-food Workshop during which young San can learn from the older people about plants and other resources in the Kalahari veld (bush),

the Music Workshop which is a medium for the exchange of ideas about traditional music and musical instruments,

the Community Workshop focussing on social and health issues

and the Children's Workshop, aimed at giving primary school children a taste of cultural manifestations such as music, dance, story telling and traditional games.

The Cultural Centre also organised three Cultural Days, one-day cultural events for the D'Kar community aimed at promoting cultural expression among the people. In addition, the major cultural event, the Kuru Traditional Dance Festival, was organised by the Cultural Centre for the fourth year in succession.

Some of the highlights of the year are described below.

### **ACTIVITIES AND EVENTS**

#### **JANUARY: NEW STAFF!**

*The year started on a positive note with the arrival of the new Counterpart for the function of Coordinator of the Cultural centre: Kuela Kiema Kiema.*

Kuela Kiema is a Qwi Bushman originally from Cade (Xade) in the Central Kalahari. He is a qualified secondary school teacher in music and mathematics and has a lot of knowledge of and love for the Bushman Culture. His big aim in life is to promote this culture, which he does with great enthusiasm as a musician, a storyteller and a teacher of indigenous music. All these qualities combined make him the perfect person for the Cultural Centre. As from next year he will take over as the coordinator from Mieke van der Post van der Post, who has been doing this job for the past two years. Xguka Krisjan will continue to work as the library and museum assistant.

Apart from planning the year ahead, a Cultural Day was organised in January and enjoyed by all participants. In addition to the bow shooting competition, Kuela Kiema introduced an additional traditional skill, that of fire making, as well as traditional games such as Zani (feather throwing game) and Cui, Cam, Nguana (the game with little stones in holes in the sand). There also was traditional music as usual and story

telling. Kuela Kiema and Xguka both had a moving speech about “Our Culture” and how we all have to work hard not to lose it.

### **FEBRUARY: *LIBRARY***

The library registered many new books. The library collection of San literature and papers was reorganised. The collection has grown into what may well be the most extensive collection on Botswana-San literature in the country. During February there were also many meetings about Kuru’s Future.

### **MARCH: *VELDFOOD WORKSHOP***

The big rains had revitalised the bush and it was time for a veld-food workshop. A truck full of adults and children left for the Central Kalahari border area, near Rooibrak. A nice spot was found to put up camp and all the people disappeared into the bush to look for their traditional food. In the evening they returned with bags full of fresh green morama nuts, field spinach (“tcao”), water roots (“ntaba”), beetles (“xorogom”), gemsbok cucumbers (“kaa”) and field potatoes (“xore”). The morama’s were roasted in the ashes, peeled and eaten. The xorogom were roasted and stamped with fresh tcao . The ntaba and xore were eaten fresh. The kaa were roasted or mixed with salty berries and eaten. All these Kalahari dishes are much loved and enjoyed by every one. The children were very active in helping with the cooking. Khanxa and Case were playing music on the dengo’s under the full moon. The women, who were stamping the tcao and xorogom, were giving a rhythmical concert with their mortars and pestles. Everybody was poking in the ashes with sticks to find nuts. There was singing and dance. It was a magic evening. Sleeping was not very good, due to the many mosquitoes, but in the morning all went out again to find more! In the afternoon, big black clouds gathered above us and we decided to go home, as enough food was gathered and all were very tired.

### **Trip to Gaborone**

The D’Kar *Naro Giraffe Dancers* left for Gaborone on the 23rd of March to take part in the Maitisong Festival in Gaborone. We were hosted by Maru a Pula School and very well looked after. There was nice food and we were given the school bus to transport us in Gaborone to different schools.

Cultural performances were done for Thornhill, Westwood and Nothside School and of course we gave a free show for the Maru a Pula students. Also two performances for The Maitisong Festival were done in the evenings and much appreciated by the audience.

Kuela Kiema Kiema, who informed the audience about the Bushman culture, musical instruments, the healing dances and traditional stories, led the Cultural performances. The performance contained Bushmen Healing Dances, the Gemsbok hunting dance, dengo, zoma, takadiri music and story telling by Dada and Xguka. Kuela Kiema sang a healing song from Central Kalahari, which was a real treat for the audience.

### **APRIL: *MUSIC WORKSHOP***

Even though Kuru was closed in April, the already planned music workshop had to go on. Participants came from as far as New Cade and Grootlaagte and many came also from D’Kar.

It was a get together for good musicians, who were sharing and enjoying each other's music. New Cade had a woman Zoma player and singer, a twelve-year old boy playing zoma and singing, and a hunting-bow player. This is the most amazing instrument where the player produces three different rhythms at a time, with his chin and two hands and also sings in addition.

GrootLaagte came with dengo and segaba music of high standard. D'Kar had its own very good dengo and takadiri players, storytellers and singers. At the end of the workshop there was a performance by the participants and a church full of people shared the experience of this very special music production. It was a very successful and memorable music workshop, which we cannot wait to repeat next year!

## **MAY**

We all returned from a long rest and decided to continue with our activities as normal as possible. We started to prepare for the Kuru Traditional Dance Festival. Asking for sponsorships, inviting group's etc. Many meetings about Kuru's future also took place.

## **JUNE: THE SECOND CULTURAL DAY**

This was similar to the January cultural day, including the prizes and the nice lunch. Many people attended and enjoyed it.

## **EXPO 2000 Hannover**

Kuela Kiema joined a group of Namibian Bushman musicians who went to Hannover, Germany, together with the South African Singer Musician, Pops Mohammed. They stayed there for 10 days at the big Expo 2000 exhibition, at the section for indigenous people. They gave performances every day and had a successful trip. Kuela Kiema made recordings for his first CD with Dengo music and songs in Germany and hopes to be able to sell it by next year!

## **JULY: SCHOOL VISITS**

Much time was spent on the preparations for the traditional dance Festival. During July there were also many school visits: groups of pupils make educational visits to various projects.

At least five secondary schools from the east of the country paid a visit to the Kuru Cultural Centre and the Art studio. An educational programme was organised for them to teach them about the Bushman culture. Each school was divided into groups who rotated among different activities like: Museum, Dance Festival video, library with a Music lesson, Art centre, Craft shop, and Training centre, where they were expected to read a paper on Busman Culture and fill in a questionnaire for a competition.

The Form Three pupils were very keen and interested and were very impressed with what was presented to them. With these activities, the Cultural Centre strives to inform the youth of Botswana about a culture in their country they know little about. We hope to create some understanding about the people of this ancient culture and so enhance the respect for the Bushmen people.

## **AUGUST: *THE KURU TRADITIONAL DANCE FESTIVAL***

The Dance Festival was a very major event this year. There were groups from: New Cade, Bere, East Hanahai, New Xanagas, Groot Laagte, Qabo, Shakawe, Etsha, Dobe and CgaeCgae, Kuke, Ghanzi, D'Kar and Zelda in Namibia.

Thanks to the Shakawe River Bushmen, "The Bugakwe", and the Etsha Hambukushu dancers with their rhythm and drums, there was a great variety of dances to be seen. The brand-new Botswana Television was there to show the event to the country. There was also a very large audience present to attend and enjoy this fantastic happening. New Cade's young and acrobatic dancers and outstanding singers ran away with the first prizes in all three categories of the festival. The other groups shared the second and third and consolation prizes. And all went home with the festival T-shirt. The Saturday evening was reserved for a traditional music competition, which was exciting to attend and was well received by the audience.

## **SEPTEMBER: *CULTURAL DAY***

This third cultural day was especially for the children and included a story telling competition for children, which was good fun!

## **OCTOBER: *TRIP TO NAMIBIA***

On the invitation of the Zelda tourist farm in Namibia, The Naro Giraffe Dancers of D'Kar went to Zelda to teach the Zelda dancers some traditional bushman dances. They made new friends and danced for three days and made music. The time was short, but a lot of healing dance was done and enjoyed. Also the gemsbok hunt dance was taught to the Zelda dancers.

Xguka traveled with Pinkie from the extension team and Mosodi from First people, to Johannesburg to attend the launching of a book with photographs of Paul Weinberg entitled "Once we were hunters". The book is about indigenous hunter-gatherer groups in Africa.

## **NOVEMBER: *WORKSHOPS AND TRIPS***

Kuela Kiema took the bus to Phalapye for a two-day course in Proposal Writing, and continued his journey after that to Gaborone to meet Mieke van der Post at a Museum meeting of the regional museums of Botswana. There were discussions about the National Cultural Policy of Botswana and the Museum Policy for Botswana. There was also a meeting of the Botswana Society of the Arts they attended, where the future of the art education of Botswana was discussed. This was followed three days later by the opening of the Kuru Art exhibition in the National Museum, which Mieke van der Post attended.

On return there was the community workshop to be organised, which was to have started on November the 14th but was delayed due to transport problems of participants. Kuela Kiema and Xguka talked about culture and everybody enjoyed the making of ostrich beads and watching cultural videos. The nurse from the clinic came to talk about hygiene, TB and AIDS. She did a very good job and had the group discuss and play out things. It was the first workshop organised independently by Xguka and in spite of disturbances caused by one participant with rather serious psychological problems, Xguka managed really well. A remarkable decision of hers

was to have a traditional healing session for the disturbed participant who as a result calmed down considerably.

The children's workshop took place during the last week of the school term. 120 children attended and were taught for two afternoons in traditional subjects of their choice (music, dance, story telling, games). At the end of the workshop the children performed for the community

### **DECEMBER: *MUSIC CAMP***

During the first week of December Kuela Kiema, Xguka and Mieke van der Post and three members of the D'Kar community attended the Botswana Music Camp in Kanye. Traditional instruments of the country are studied there for a whole week. Kuela Kiema was a teacher of the thumb piano (*dengo*) at that camp.

### ***PLANS FOR NEXT YEAR***

In connection with the planned new structure of Kuru in which the different departments are going to operate as independent projects, certain things will also change at the Cultural Centre. However, all the usual workshops and activities are planned to go on as usual. With Kuela Kiema as the inspired new co-ordinator, new ideas will be introduced.

*The Cultural centre is ready for the challenge!*

## **6. THE DQAE QARE GAME FARM**

### **6.1 INTRODUCTION**

As with so many development projects, the social and economic framework is constantly being reviewed and revised to accommodate the dynamic changes taking place within it. In this familiar process, Dqae Qare Game Farm is no different and the last year has proved another milestone in the projects evolution. There has been much change, a lot of progress and even some confusion, which proves the essential truth that development is very unpredictable. However, the farm continues to operate as a tourist destination, the participants are still receiving training and the project definitely has a promising future as a sustainable, actively participatory, community based, project.

### **6.2 FARM MANAGEMENT DURING THE YEAR 2000**

This past year has been one of the most difficult regarding the role of farm manager and the project has seen three managers appointed, the latest from November the 1st, 2000. In the interim periods, when there was no manager at the farm, the SNV advisor, Elvia Van den Berg, was compelled to take on this role. This lack of consistent management and the introduction of new ideas and concepts by these different managers created a lot of confusion and misunderstanding amongst the participants. However, on a positive note, it has also raised the participant's consciousness regarding the demands of the manager's role and strengthened their capacity to share in the decision-making process. This has been most evident in the way the *Farm Management Committee* (FMC) members have responded to their role in corporate and participatory decision-making. They have risen to the challenge of discussing the issues pertaining to the farm, issues such as the use of vehicles, participant discipline, client service etc, and have made sound, rational decisions for the improvement of the project. Some of these decisions were difficult because a number of people were re-trenched (the project employs to date 8 women and 4 men), part time employment was introduced and the vehicles were removed from the farm and are now garaged at D'Kar. Yet there still remains some doubt in a number of the participants minds regarding the need for representative leadership (i.e. the FMC) and there is a growing feeling that this type of social structure is neither culturally acceptable nor working out practically. There may be a need to revert back to the system where all participants have an equal right to share in the decision making process in 2001.

### **6.3 TRAINING OF PARTICIPANTS**

One of the most challenging training periods concerned the involvement of five participants in a computer course in Gaborone. This was a course that lasted for 14 days and covered all the basic aspects of computer use. There was a theoretical and practical input in the course and each participant received three manuals that ensure the knowledge is not lost. This course is particularly useful for our receptionists and office staff at the farm and D'Kar.

In addition, four of the participants attended a course in Ghanzi regarding office management and office procedures. This lasted one week and again it will prove

particularly useful to the office staff that is now better equipped to understand and take on more responsibility in book keeping and financial matters.

## 6.4 THE PURCHASE OF GAME AND GENERAL FARM MANAGEMENT

Last year the farm purchased 20 more Zebra, 20 Red Hartebeest, 19 Blue Wildebeest and finally 17 Eland, the animal most closely associated with the Bushmen. The farm now boasts fairly large herds (between 30 to 40) of Blue Wildebeest, Zebra, Red Hartebeest, Springbok and Kudu. With the heavy rains of last year the animals have had plenty of water pans available as well as the 2 pans that are fed by the solar pumps. We have also seen an increase in the bird populations on the farm due to the unusual increase of surface water.

The infrastructure of the farm did run down last year due to the absence of farm managers and other issues taking priority. This means that a greater amount of the budget for 2001 will need to be used on maintenance, (last year it was 8%) for such things as new water tanks, borehole equipment, sewerage repairs, building painting and vehicle maintenance. Unless there is a continuous programme or work schedule for farm maintenance then the whole project suffers from the impression of neglect.

## 6.5 TOURIST FIGURES AND INCOME FOR LAST YEAR

Last year was a very good year and the farm, together with the campsite, welcomed over 165 visitors to the guesthouse and 1070 visitors to the campsites. Many of them booked the cultural activities the farm offers and most enjoyed the game drives around the farm. The total income for the farm last year was P148, 000 and was "earned" through the following services, sales and activities.

<b>Activity</b>	<b>Income</b>	<b>%</b>
Guest house accommodation,	P29, 790	(20%)
Camping, both sites,	P21, 420	(14.5%)
Entrance fee + game drives,	P10, 750	(7.2%)
Food and drink,	P 7, 610	(5%)
Activities, dancing etc	P13, 530	(9%)
Sales, cattle, shirts etc	P32, 996	(22.7%)
Interest	P30, 904	(21.6%)

In general, most tourists were satisfied with what the farm offers and the service of the participants. There were a number of cancellations however, that included some of our regular overland tour operators. There were a number of reasons for cancellations, some of which were beyond our control.

Those reasons that do affect us will be given increased attention during this coming year.

## 6.6 PLANS AND EXPECTATIONS IN 2001

The year 2001 will be an exciting yet critical year in the life of this project. It may prove to be the fulcrum on which this project balances between viability and

sustainability or continued dependence. This is said because, as of the 31st of December 2000, the main donor support from SNV has finished. Our thanks must be expressed to SNV for the financial support they have given this project (over two million Pula) since they initially purchased the farm, as well as advisors, workshops and general programme support. This means that the farm remains with a residual amount of donor funds, (this is the money that remains from the capital expenditure budget) as well as operational income to meet its future operational costs. The challenge therefore is to create an environment where both the participant and client are benefiting.

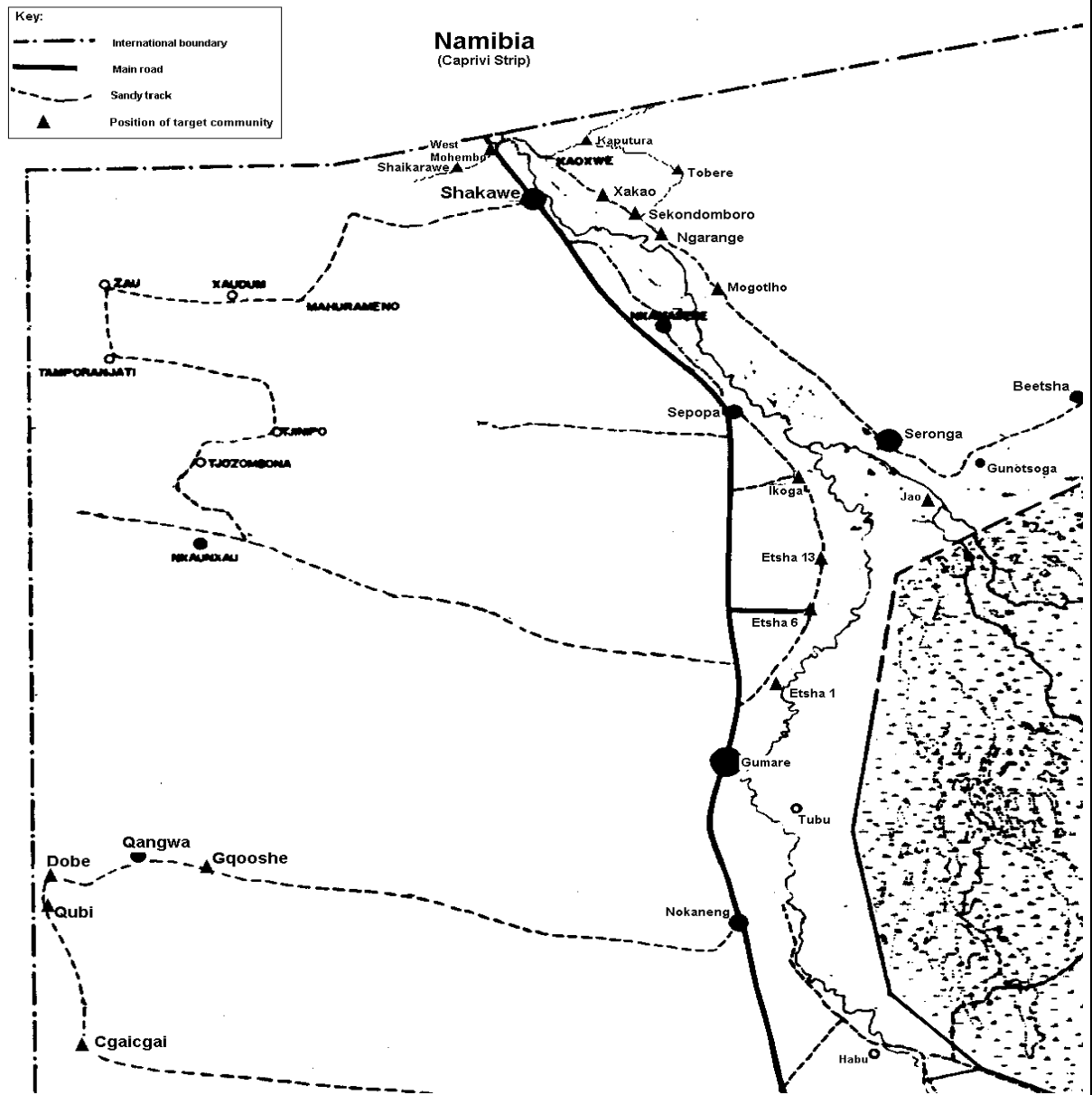
To do this we are planning to meet the needs of the participants in the following ways. We will purchase new uniforms with the name of the farm on them. This will identify them with the project more closely and help the client to identify project participants. Then there will be an increased emphasis on "in-house" training for the guides, receptionists and caterers, in particular. This will take the form of locally arranged workshops where we draw on the experience of local knowledge and local facilities. There will also be basic English classes for a number of our participants which will give them more confidence in dealing with clients.

Regarding the service and expectation of the client, we need to improve in a number of areas. We will finish the information centre at the entrance to the farm. We will finish the lounge/library area at the farm as well as the reception area. There will be an increase in the display of craft, artwork and fabric painting items at the farm and in the guest-rooms. The attention to client satisfaction will be emphasized with a greater monitoring of client response forms. Game viewing hides will be constructed at a number of the pans/watering holes. Then, finally the infrastructure and sign posting will be improved, both on the farm and on the main roads leading to it.

When these things are improved, hopefully in the first quarter of the year, we will then feel confident to market the farm more aggressively both nationally, regionally and on the international market. We will be placing regular adverts in the national press, we will complete a web site for the farm and we will complete a promotional video of the project.

For more details, booking information etc contact our office on (+267) 596574 or via the net on [dgae@info.bw](mailto:dgae@info.bw) or [www.kuru.co.bw](http://www.kuru.co.bw).

# 7. NGAMILAND EXTENSION SERVICES



Map of Ngamiland showing target communities of the Ngamiland Extension Services for 2000.

# 7. NGAMILAND EXTENSION SERVICES

## 7.1 INTRODUCTION

Extension work in Ngamiland during the course of 2000 consisted of planning exercises with communities in the Ncwaagom and Jakotsha areas and the acquisition of a lease for NG24, a community-use Controlled Hunting Area, for the Okavango Jakotsha Community Trust. In addition, activities were carried out in several other communities aimed at creating stop-over points for tourists within the Northern Okavango Cultural and Wilderness Trail, to be managed by Teemashane Community Development Trust.

Also, field office administrative procedures were establishment in Dobe, Ngarange and Etsha-6 and various project activities were carried out in these areas. Ngamiland Extension Services currently operates in eight communities in the Ncoagom area, fifteen in the Jakotsha area and five in the Dobe area. See the map for the location of our target communities.

The year 2000 was a year of turmoil for Kuru; the year 2001 will be a year of restructuring and revitalising Kuru. For Ngamiland Extension Services this will imply that it will become a more independent organisation operating with its own Board of Trustees and under a new name: Trust for Okavango Cultural and Development Initiatives (TOCADI).

A new impetus has come into the Ngamiland programme during 2000 following a series of workshops through which a Values-Vision-Mission (VVM) statement was produced (see inserts on next pages). The VVM statement has been most essential in maintaining energy to continue with programme activities in Ngamiland amidst conflicts, which brought the Ghanzi programme to a halt a few times during the year 2000.

The existence of a strong and supportive stakeholder network is an integral part of the success of Ngamiland Extension Services, hence the dedication of time during 2000 to liaison and briefing sessions with different committees of Governmental and Non-Governmental Organisations working in the district. A number of specific activities are ongoing to ensure productive interaction with non-government members of our stakeholder network. These include: participation in the Ngamiland NGO-Coalition, the facilitation of private sector involvement in craft marketing, the management of contracts involving tour companies and networking with NGOs working in AIDS/HIV interventions.

New staff-members were recruited for Ncoagom (Senior Extension Officer), Jakotsha (Senior Extension Officer and Extension Officer) and for Dobe-Tsodilo (Extension Assistant). The staff complement however remained below what was planned owing to the departure of the Senior Extension Officer (Jakotsha) and failure to find an appropriate person for the Saving & Loans programme.

## **KDT NGAMILAND: MISSION AND VISION**

### ***MISSION STATEMENT***

*“The mission of the Kuru Ngamiland programme is to increase the capacity of marginalised people in Ngamiland to respond to their own situation, so that they can plan and implement their own sustainable programmes, that will lead to an improvement in their quality of life.”*

### ***OUR VISION***

*Over the next ten years we would like to see Ngamiland communities:*

- Able to assert their own perspectives, to drive their own education, health and other community programmes;
- Increase their incomes, and improve their methods of using those incomes;
- Improve their nutrition and health;
- Strengthen their cultural and spiritual security;
- Increase their assets, both financial, material and intellectual;
- Gain appropriate land rights;
- Gain greater control over their natural resources, and utilise them in a sustainable way;
- Have strong, culturally appropriate, and well recognised leadership;
- Develop CBOs that are well organised and have the capacity to implement and sustain the communities own programmes;
- Develop more equitable power structures that recognise gender, generation and minority ethnic issues.

*To facilitate this, we want to be an organisation that;*

- Has a clear shared understanding of its mission, vision, strategy and values
- Has highly motivated staff
- Continuously learns and develops its understanding of development theory and practice
- Has the appropriate human resources for the task
- Values and encourages human development, for both staff and beneficiaries
- Employs as great a proportion of staff from Ngamiland, and then Botswana, as possible
- Devolves power and decision making as far as possible
- Is financially stable
- Practices equal opportunities

(See also the **VALUE STATEMENT** further on)

## 7.2 ADMINISTRATION, FINANCE & PROGRAMME CO-ORDINATION

A *Skillshare* volunteer (Christopher Paul) has joined the administration section. This increase in staff complement will allow increased support to community projects and implementation of the Savings & Loans programme.

This year the Ngamiland office operated semi-independently from Kuru Ghanzi, using its own bookkeeping and reporting system, There were quarterly meetings with the finance office in D'Kar. In the final quarter of the year we were able to give cash floats to the sub-offices in Etsha 6 and Dobe to allow greater independence for the teams based there.

During 2000 we spent approximately 1,782,000 Pula. This represented 70% of the available budget. The under-spending was due to having to defer some capital spending due to cash flow difficulties at head office and the retention of money earmarked for specific purposes such as the drilling of boreholes in the Dobe area, the grass harvesting project and scholarships.

Despite cash flow difficulties, our vehicle fleet was extended to meet growing needs, by importing two donated vehicles from Japan.

We undertook a review of our staff management systems in November, and as a result have changed to a system stressing 1:1 reporting and planning, with staff meetings being used to co-ordinate between teams and raise learning points, or undertake joint problem solving.

### *Targets and progress - Administration 2000.*

Activity	Success Indicators	Progress	Narrative
Increase staff numbers	Staffing plan for 2000 met	All posts filled	Difficulties recruiting for S&L officer, one team leader left in September
Complete house in Dobe	House complete	Complete except for plumbing	Team leader in Dobe has moved in.
Construct staff house in Ngarange	House complete	House up to roof level	A new contractor has been found and work should be complete by end March 2001
Construct new office	Office complete	Done	
Arrange rented house/office in Etsha and Ikoga	Accommodation and office established	All staff accommodated, office furnished and functioning	Ikoga position deferred to this year, so no house rented
Establish Advisory Board	Board ToR compiled and board appointed	In progress	Potential board members approached
Open Day	As planned	Not done	Deferred due to organisational restructuring
Presentations at DDC	Progress report presented to DDC	3 of 5 meetings attended	
Presentation at DEXT	Progress report presented to DEXT	2 of 4 meetings attended	
Monthly staff meetings	Monthly minutes	Done	

## **KDT NGAMILAND - VALUE STATEMENT**

### **VALUE STATEMENT**

Kuru Ngamiland believes in the following:

#### People:

- are willing to work to improve the quality of their lives
- have the capacity to grow
- respond to positive and negative outcomes (rewards and punishments)
- are willing to improve their performance
- are willing to save money
- need good leadership
- make mistakes and can become jealous
- may have learnt discriminatory behaviour

*We should therefore work with people through:*

- encouragement, showing interest
- guidance and listening
- accepting and allowing criticism, either positive or negative
- showing respect, being open minded, valuing difference
- being honest and democratic
- providing training and counseling
- delegating authority to people to perform tasks that assist their growth
- integrating issues such as gender and ethnicity in our programmes

#### Development

- should be holistic
- is a process
- cannot be “done”, only facilitated
- goes at a speed that Kuru Ngamiland cannot itself determine
- should be community owned
- is an “art”, and requires skilled facilitators
- is multi-disciplinary

*We should therefore:*

- plan in a participatory way
- be transparent in the way we communicate
- allow freedom of expression, and give practical examples when communicating
- provide role models in our own behaviour
- be empathetic towards each other

*Our organisation, management and staff*

- aims to be the foremost practitioner in rural development, with wide recognition
- must provide maximum quality of service to the communities in which we work
- should practice collective responsibility
- should act out what it believes
- must practice self development
- should be flexible, co-operative, and encouraging, yet;
- accountable, disciplined, transparent and simple in form

(See also the **STRATEGY STATEMENT** further on)

### **7.3 STAFF**

This year our staff complement rose from ten to fifteen. Currently the post of Team Leader for the Jakotsha area is vacant, after the person employed early in the year left for personal reasons. The greatest difficulty was had in recruiting for the post of Savings & Loans Officer, with a suitable candidate being found only after advertising five times.

We assisted the Teemashane and Jakotsha Trusts with the employment of Administrative Officers, who are working very closely with the Ncoagom and Jakotsha teams. Throughout the year the Working group for Indigenous Minorities of Southern Africa (WIMSA) seconded a member of staff to Shakawe, who has been working on the Oral History and Education projects in the area.

In 2001 we expect to take on four new staff: a bookkeeper, a driver for the Dobe area, and a team leader and programme officer for the Jakotsha area. We also expect to host a WUSC (World University Service of Canada) volunteer employed by Conservation International, who will be working with basket makers in the Shakawe area.

Staff development has been encouraged throughout the year, with seven members of staff taking distance learning or informal education courses. A workshop was also held to begin management training for team leaders and senior staff, held jointly with another NGO.

### **7.4 SAVINGS AND LOANS**

The project failed to recruit an officer to take it forward until the final quarter of 2000; hence very little progress was made. Some design research was carried out, and two design workshops were held. The first new savings groups and finalisation of the strategy and manual should begin in early February 2001.

Development of a drama component proceeded slowly. Several staff members received training in drama techniques for use in communities and a draft script has been produced. Toward the end of the year a research trip to micro-finance and savings projects throughout the region was undertaken. Familiarisation and sensitisation took place in both the Dobe and Ncoagom areas.

### **7.5 MARKETING**

KDT Ngamiland undertook direct marketing only on behalf of the grass-harvesting project. However, in close co-operation with other NGOs in Ngamiland, through the "Ngamiland NGO Coalition", an action plan was made to improve the position of Ngamiland craft and veld product producers.

A major piece of research, by Dr. Elizabeth Terry, was commissioned jointly. As a result of the report produced, a workshop was held involving all stakeholders in September. Following on from that, a stakeholders group has been established, to address some of the issues raised.

Also as a result of the research and the co-operation of coalition members, we plan to establish a marketing support initiative next year as a joint venture between the NGOs involved. This will take the form of one or two specialist staff, which will work on the issues of quality, quantity, product range and market supply with producers. These staff members are expected to be based with KDT Ngamiland in Shakawe.

## **KDT NGAMILAND - STRATEGY AND ORGANISATION**

### **STRATEGY**

To carry out our mission and implement our vision, we will assist in developing community projects in a participatory way. These projects will be:

- understandable
- holistic
- sustainable
- will involve as large a part of the community as possible
- will be managed by community organisations

*The following Objectives drive our implementation strategies:*

1. Economic empowerment
2. Capacity building
3. Strengthen security of tenure
4. Establish cultural identity
5. Protection and sustainable utilisation of natural resources

*Additionally, to facilitate the above, we will aim to:*

- Work with communities in a participatory way in determining cultural values that are appropriate for implementing projects
- Build community and CBO capacity through training and other skill exchange mechanisms
- Will support projects with a one time grant where appropriate
- Monitor the impact of our work in a way that communities can understand
- Influence those with power, through lobbying, writing, publishing, and advocating on behalf of communities at appropriate forums, both locally, nationally and regionally
- Encourage communities to use appropriate channels to make their opinions known to those with power, ensuring their representation in local power structures
- Help communities develop clear statements of their own wishes
- Assist the development of leadership through facilitating the gazetting of villages, and supporting traditional leaders
- Promote language and literacy developments, especially orthography, the collection of oral history, and the development of local educational and library materials
- Promote culture through cultural festivals and events, from community level to all of Ngamiland
- Network to share experience, both to learn and disseminate good practice
- Conduct appropriate research and management planning, especially for natural resource utilisation
- Facilitate discussions about systems for traditional education and health practices

- Empower CBOs, by assisting them to employ people who will focus on the tasks involved in their own development; KDT will consult with the CBO before this process

## **ORGANISATIONAL DEVELOPMENT**

*To follow the above strategy, Kuru Ngamiland will need to:*

- Focus on its current geographical areas of work
- Extension assistants who are also community members should, in the long term, become employed by the CBOs, once the CBOs have the capacity
- Towards this, we will train and empower Extension Assistants to work on their own initiative
- KDT will provide eventually support the CBOs to take over the sub-offices; staff therefore need to be assisted to develop so that they can support CBOs in this role
- To diversify our funding base, this core team should be able to take on a “consultancy” role in areas such as management plans, PRA, economics, community training, NRM, and viability studies. However, we will need to commission an assessment of this plan’s viability
- In the long term, financially stable and viable CBOs might also buy services rather than receive further “handouts”, either of cash or of support. We would aim to build workshop and support packages in areas such as constitutions, procedures, finance, management, monitoring, funding, and commerce
- Joint working with other NGOs should be undertaken in areas where resources and expertise can be shared; for example, a joint HIV/AIDS education project. A joint strategy could be built up so that different NGOs developed skills in different areas that they could share with each other.
- Foster regional links for support in strategies and accessing funds
- Aim to constantly identify our limitations and find partners to support us in overcoming them
- Follow a clear fund-raising strategy, which is vision led
- Develop clear training and scholarship programmes for staff and CBO members

## **7.6 RESEARCH**

Research is an integral part of any development intervention in that it informs the programme on current situations (a basis for planning), feasibility (a basis for project design and implementation), and impacts of the intervention (a basis for programme review).

Research planned for 2000 was as follows:

- Feasibility study on aquaculture
- Documentation of oral history testimonies
- Natural resources audit in Khudigcoao, Shaikarawe, Dobe and Gqooshe
- Management planning for Gqooshe and Khudigcoao
- Viability and market study of crafts and veld products

*Targets and progress of research activities planned for 2000.*

Project	Activity	Success Indicators	Progress to Date	Narrative
<i>Research</i>	Set-up marketing consortium	Consortium in place	Postponed indefinitely	Marketing study recommended otherwise.
	Implement Oral History Project	Oral History Project in place	Done	Recordings continued in Ncoagom; Dobe joined.
	Natural Resource Audit (Ncoagom & Dobe/Gqooshe)	Audit report submitted to DLUPU for change of land-use	Deferred to 2001	Consultant unavailable at the time funding was secured.
	Mgmt planning for Gqooshe	Mgmt plan in place	As above	
	Khudigcoa mgnt planning	Mgmt plan in place	As above	
	Viability & market research (veld products)	List of products and supply contracts in place	Done	Market study covered veld products.
	Study viability of aquaculture	Study results in place	Deferred to 2001	Could not secure services of University student.

### ***FEASIBILITY OF AQUACULTURE***

Research on the feasibility of aquaculture was based on a quest to find an alternative for river fishing, an integrated food production system and a system more responsive to the market demands. The critical component part of the plan was finding a University student to come and conduct the study in conjunction with the Ncoagom extension team. It has not been possible to find a student for this project and it has thus been deferred to 2001.

The mid-year review proposed that the study be conducted as a consultancy as another alternative. Another alternative will be to use the pond within the Kuru plot in Shakawe in conjunction with the Fisheries department.

### ***DOCUMENTATION OF ORAL HISTORY TESTIMONIES***

Documentation of Oral History Testimonies went on as planned with all targeted communities within the Ncoagom area reached. Cgaicgai could not progress beyond the middle of the year as the interviewer found employment out of the village. Dobe joined the project with one of the Extension Assistants doing the interviews. Tsodilo was also planned to join but was delayed by lack of permanent presence of Kuru. Diversity of culture covered by the study was increased by the addition of Hambukushu in the area of Etsha. Retraining of interviewers and training of new ones was conducted. A workshop was conducted to reconcile points of factual divergence. A journalist was invited in June to compile and edit the information that had been collected by then.

Cgaicgai Tlhabololo Trust has indicated they wish to select another community-member to be trained as an interviewer for 2001. Tsodilo will have permanent Kuru presence in 2001 and this will make it possible to make progress with the project overthere. Because of the distance between Tsodilo and Shakawe, backstopping involves huge costs, unlike the Ncoagom area, which is within 30km radius.

*Targets and achievements of the Cultural Identity component of the Oral History Project.*

Project	Activity	Success Indicators	Progress to Date	Narrative	
<i>Cultural Identity Awareness</i>	Collect oral histories in 3 project areas	Dobe interviewers selected and trained	One done, one drop-out	Training workshop in Shakawe, June 2000, and 9 interviews to date	
		Teemashane interviewers further trained and working more independently	Two established ones trained further, one new trained	Workshop in Shakawe, June and one in Windhoek, September, total of 52 interviews to date	
		Jao interviewer selected for Wa Yei history and culture	Not done	Awaiting funding and negotiations with Kamanakao	
		Tsodilo Hills interview process started	Not done	Awaiting field teams moving there and negotiations with National Museum	
	Support to Mbungu Wa Kathimana	Jakotsha area oral history process put into place	Done	One interviewer trained, Shakwe June 2000 and 13 interviews to date collected	
	Further research on information gathered	Information verified by community consensus	Dobe in Teemashane only	Done in Teemashane only	Workshops in Ngarange and Kaputura, and field visit by Panos consultant, Aug 2000
			Jakotsha -none	Jakotsha -none	No funding
			Dobe and Tsodilo- none	Dobe and Tsodilo- none	as above
			Contact with archives and support systems	In progress	Awaiting response from SASI, CAMA and Open Channels

*Targets and achievements of the Cultural Product development component of Oral History project.*

Project	Activity	Success Indicators	Progress to Date	Narrative
<i>Cultural Product Development</i>	Community history booklets	Selections of information gathered given back to community in format and language they prefer	Teemashane - in process	Awaiting final editing and selection by Board members
			Dobe area- not ready	not enough representative information
			Tsodilo area- not done	interviewing not yet started
			Jakotsha -none	Awaiting funding as above
	Filming of culturally relevant activities	Documentation of dances, games, and other information as indicated by information gathered by interviewers	Teemashane - in process	Films of veld food gathering, dancing, musicians
			Dobe - in process	Filming of traditional water surveying for syndicate boreholes
			Once only -	Filmed Hambukushu Dance Festival, other activities awaiting funding and negotiations with Kamanakao etc.
Development of Educational materials	Teaching aids, history books, drama and educational tools developed on the basis of information gathered	None	Awaiting outcome of regional education conference and possible funding after that	

## **NATURAL RESOURCES AUDIT**

As part of documenting the cultures and traditions of our target group, availability of natural resources presently determines (if partly so) how much of their culture will survive a few generations further. This is based on the premise that culture is shaped by natural resources available at the time. Natural resources audits also help to bring a geographical perspective to information obtained from testimonies as to past dwellings, resources used, etc. Target areas for the audit were Khudigcoao, Shaikarawe, Dobe and Gqooshe.

Funding for natural resources audit came just a little later than was planned. The consultant who was appointed for the audit was at that time engaged in other work elsewhere. Since funding will be carried forward to 2001, it will be possible to undertake the audit in 2001.

### *Targets and achievements of the Natural Resources & Land Mapping component of the Oral History project.*

<b>Project</b>	<b>Activity</b>	<b>Success Indicators</b>	<b>Progress to Date</b>	<b>Narrative</b>
<i>Natural Resources &amp; Land Mapping</i>	Mapping in Qooshe area	Ownership claims and certificates	Done	Three syndicates approved on basis of information of traditional Nlore boundaries
	Mapping in Kudicgao	Teemashane Board able to develop management plan for the area based on information gathered about the resource north of the villages in question	In progress	First rounds of mapping finished end November 2000
		Train community members to do resource audit and mapping themselves	Done	Two Board members trained in landmapping and given equipment to continue information gathering

## **MANAGEMENT PLANNING**

Target areas for management planning were Khudigcoao, Shaikarawe, Dobe and Gqooshe. The sequence of events would be as follows: (i) land mapping, (ii) natural resources audit, then (iii) management planning. In-house capacity on management planning was developed through a tailor-made training workshop conducted by Environmental Impact Consulting in Maun. As had been anticipated during the 2000 annual planning sessions, extension staff would have limited time to engage in management planning unless supplemented with outside input.

## **MARKET STUDY OF CRAFTS & VELD PRODUCTS**

The idea of establishing an organisation for the purpose of marketing community products was discouraged by a Market study commissioned by the Ngamiland NGO Coalition. The study found that the volume of crafts and veld products needed to sustain the organisation was higher than current production in Ngamiland. The Ngamiland NGO Coalition then adopted the strategy of raising both the volume and quality of products. At around the same time of making these decisions, Kuru development Trust was undergoing restructuring and the possibility was raised of relocating the Kuru Business department from D'Kar to Maun. This would fit well with current plans for a common marketing organisation.

## **KDT NGAMILAND MONITORING**

### ***MONITORING OF ACTIVITIES IS ESSENTIAL***

KDT will develop a system to reflect the progress of the communities we serve, based on a balance of development practices reflected in the wheel of wisdom.

Monitoring will take account of our holistic approach. One of the tools used will be the *Wheel of Wisdom* that will allow communities to make a self-assessment of their own progress.

### ***GENDER SENSITIVITY***

*To integrate Gender into the Kuru-Ngamiland Programme, the following targets and aspirations are deemed essential:*

#### *At the organisational level*

- Formulation and implementation of a Gender Action Plan, that feeds into a non-ambiguous Gender Policy;
- Formulation of an explicit affirmative action policy for recruitment of staff, especially in management positions (Equal Opportunities Policy);
- Make KDT staff gender sensitive (through training and discussion);
- Ensure some activities headed by women to affirm their leadership role;
- Develop training programme for female staff members, aiming especially at management;
- Assign equally challenging responsibilities to both men and women;
- Investigate option of female staff having option to reduce working hours after having a child

#### *At the programme level*

- Encourage participation of women in VTC/VOs through
- Lobbying prior to elections
- Explaining role of VTC in light of female dominated activities, e.g.: meetings with basket makers, etc.
- Facilitate female leadership role in sub-committees, especially in activities which are female dominated
- Commercialise female dominated activities – e.g.; veld produce collection, produce of household implements, crafts
- Baseline survey able to analyse on gender lines
- Investigate idea of female quota on VTC and CBP boards
- Theatre-ise gender issues for presentation to communities

## 7.7 NCOAGOM

The goals for the Ncoagom area for the year 2000 were to establish the Northern Okavango Cultural and Wilderness Trail, to implement the Thatching Grass Harvesting Project, to secure land in Khudigcao for sustainable natural resources utilisation and to establish aquaculture as a source of income and food security. Further, to establish a forum for Sustainable Development of the Northern Okavango and implement the Shaikarawe Water development programme.

### **CAPACITY BUILDING**

Capacity building activities in the Ncoagom area involved mainly training of the members of the Teemashane Board of Trustees, both in-house and through BoCoBoNet (the umbrella organisation for community based organisations in Botswana). Other capacity building activities were aimed at instilling an understanding of the intricacies of the Thatching Grass Harvesting & Marketing project (e.g. pricing, marketing and harvesting). Most of the activities planned for Natural Resources Monitoring training were delayed by funding difficulties for the Thatching Grass Harvesting & Marketing project. The funding was to cover the design of a monitoring programme and train community resource monitors.

Management planning for Khudigcao and Shaikarawe was to follow from land-mapping. Delays of funding from WIMSA (for the Land & Cultural Security project) affected the availability of the consultant for the Land Mapping. Mapping for Khudigcao was finalised in December 2000. Land mapping for Shaikarawe and management planning for both Khudigcao and Shaikarawe has been re-scheduled for 2001.

*Targets and achievement for capacity building in the Ncoagom area*

Project	Activity	Success Indicators	Progress to Date	Narrative
<i>Capacity Building</i>	Meeting with grass-harvesters	All meetings as planned and feed-back provided	On-going	Meetings held to discuss quality standards, pricing & transport costs.
	Establish resource monitoring programme	Programme in place	Deferred	Awaiting funding from NCSA
	Appoint resource monitors	Monitors in place	Deferred pending NCSA funding.	Follows from above.
	Training resource monitors	Training w/shops >= 4	Deferred pending NCSA funding.	Follows from above.
	Workshop Khudigcao management area	Consensus on l/use options for Khudigcao	Deferred to 2001	Depended on Land mapping which was only completed in December 2000.
	Prepare management. plan for Khudigcao	Management plan submitted to TLB.	Deferred to 2001	Consultant available only in 2001 due to delays in Khudigcao mapping.
	Workshop Shaikarawe veld-prod. management area	Consensus on l/use options for Shaikarawe veld-prod. management area	Deferred to 2001	As above
	Prepare management. plan for Shaikarawe veld-prod. management area	Management plan submitted to TLB.	Deferred to 2001	As above

## ***ECONOMIC EMPOWERMENT***

Economic activity in the Ncoagom involved mainly the harvesting and marketing of thatching grass (*Eragrostis pallens*). The volume of grass harvested in 2000 is 76,396 bundles from the communities of Tobere, Mohembo West, Shaikarawe, Mogotlho, and Kaputura. Craft production was deferred to 2001 in order to allow the Ngamiland NGO Coalition to organise joint meetings between the private sector and craft producer-groups - as recommended by the Marketing study. Four of the five destinations of the Northern Okavango Cultural & Wilderness Trail are awaiting results of a management planning exercise (for the Okavango Panhandle) commissioned by the Tawana Land Board. The results are expected in March 2001.

## ***THATCHING GRASS HARVESTING & MARKETING***

Thatching grass has been the only veldt product harvested for commercial purposes in the Ncoagom project area so far. A total turnover of Pula 76,396.00 is achieved once all the harvest is sold. Participating communities were Tobere, Mohembo West, Shaikarawe, and Mogotlho. Kaputura lost its grass reserve due to veld fires -a similar predicament as in 1999.

Implementation of the Thatching Grass Harvesting & Marketing has been a great success and most promising. As the project evolves, people are beginning to realise the economic value of this grass species and thus more and more communities show keen interest to participate. When the project started in 1998 only 3 communities were involved, namely Shaikarawe, Kaputura and Tobere. There currently are five including Mogotlho and Mohembo West. Ghani and other communities well endowed with thatching grass have requested to participate.

Another major development has been the inclusion of non-San people and this has seen the actual number of people involved in the project rising to 291 and a harvest of 76,396 bundles as a result thereof.

A marketing plan was formulated and was carried out. Signboards and a brochure were designed. Supply contracts were signed with 3 customers and although important these contracts covered only about one third of the harvest, leaving two thirds of the harvest still to be sold.

Promotional campaigns included a promotional stall at the Okavango District Show in Shakawe and the distribution of samples to potential customers.

Securing a market has been made difficult by competition from grass supplies from neighbouring countries. Companies involved have long-term relations with construction companies in Botswana and have the advantage of the low-value currency of neighbouring countries. It is still to be determined whether it is cheaper to buy grass from Cape Town (South Africa) and transport it to Northern Botswana than buying it within a 50km radius.

One quality control workshop was conducted in each community covering the following consumer concerns: (i) harvesting times and methods, (ii) product processing, (iii) storage, and (iv) pricing. A central marketing shed has been set up in Shakawe where all the grass from the five communities is stored while still on consignment. The stalls have a carrying capacity of 100 000 bundles. In light of the prevailing market forces, the communities reduced the buying price from P1.50 to P1.00 per bundle.

Community Conservation Fund (CCF) and National Conservation Strategy (NCSA) have been approached for funding to develop the Thatching Grass Harvesting & Marketing project to a stage where it can face competition from suppliers from

outside Botswana and be handed over to the Teemashane Community Development Trust. The CCF application was never formally responded to. The NCSA application has been received and the project officer visited the project site to discuss points that needed clarification. The final version has been sent to NCSA for consideration by the review panel.

### ***NORTHERN OKAVANGO CULTURAL & WILDERNESS TRAIL***

So far out of the five land applications submitted to the Tawana Land Board, the one for Kaputura has been the only one provisionally approved by DLUPU (District Land-use Planning) subject to the re-designing of the human waste disposal system in the management plan. Management plans for other campsites are with DLUPU and will only be considered after results and the Tawana Land Board has adopted recommendations of the on-going Panhandle management planning exercise.

*Targets and achievements of the Northern Okavango Cultural & Wilderness Trail during 2000.*

<b>Project</b>	<b>Activity</b>	<b>Success Indicators</b>	<b>Progress to Date</b>	<b>Narrative</b>
<i>Cultural Trail</i>	Design the product	Marketing product in place.	Not done	Lack of in-house capacity
	Prepare funding applications for infrastructure	Application submitted to FAP, CCF, EU for approval	All abandoned	FAP and EU not cost effective; CCF inactive.
	Signing of financing agreements	Signing of financing agreements	Not done	Agreement signed with SNV; CCF still yet to respond; ADF scheduled a field visit; WUSC abandoned.
	Set up infrastructure for the trail.	Infrastructure in place.	Not done	Awaiting land allocation
	Issue lease for stop-over points	Lease for Kaputura, Xakao, Sekondomboro, Ngarange & Ncoagom	Not done	Awaiting completion of Pan-handle management plan.

Funding applications for the Northern Okavango Cultural and Wilderness Trail were submitted to SNV (Netherlands Volunteer Organisation) and the Canada Fund for Local Initiative (CFLI). The CFLI Application was abandoned because it was getting uneconomical to pursue, as it was taking too much of our staff time. SNV funded the project for P98, 600.00. Due to delays in land allocation, this money was redirected to the Thatching Harvesting & Marketing Project. Another funding proposal was submitted to the African Development Foundation (ADF) who has acknowledged receipt of the application and has scheduled a field visit for early 2001.

### ***FISH HARVESTING & MARKETING***

A group of fishing people in Mohembo West who has been harvesting fish for more than 5 years have requested technical assistance from Kuru in their quest to expand the operation and increase financial turnover. The group was facilitated to produce a memorandum for a syndicate, to submit an application for funding to FAP (Financial Assistance Policy) and collect local materials for construction (as part of their contribution in kind). This activity was added into the Annual Workplan-2000 during the mid-year review.

## ***CRAFT PRODUCTION & MARKETING***

See section on Market study for Crafts & Veld Products.

## ***CULTURAL IDENTITY***

A vast majority of the Teemashane Trust member communities are of Ncoakhoe origin (Xanikhoe and Bugakhoe). This ethnic group has over the years been relegated to the poorest sectors of the Botswana society by a number of factors including their own lack of self-esteem and inappropriateness of administrative and legal structures that govern access to and control of natural resources (including land and water). Enhancement of Cultural Identity aims to restore the dignity of these groups and other minority groups in western Ngamiland through promotion of cultural music and dance, production of traditional implements and crafts for marketing and hosting of tourists in cultural tours.

## ***PROMOTION OF MUSIC AND DANCE***

A series of cultural dance exhibitions were conducted at member villages of Teemashane Trust following the formation of dance groups. A Grand Finale was thereafter held in Shakawe. The best performers were selected for the D'kar Dance Festival and they won a second prize. Re-instatement of Cana (traditional education/initiation) has not been entirely achieved. Discussions with primary school administrations are on going to allow parents to spend a week in one of the school terms to conduct the training. This would be the minimum that could be done.

## ***ORAL HISTORY TESTIMONIES***

Recording of Oral history testimonies continued in 2000, now with more communities added and higher cultural diversity (i.e. including the Hambukushu). Re-training of interviewers and work-shopping points of factual divergence were conducted. These testimonies (recorded by community-based interviewers) will also be used in the design of the Northern Okavango Cultural & Wilderness Trail. Editing and consolidation of testimonies is still on going.

## ***STRENGTHENING SECURITY OF TENURE***

Activities planned for strengthening security of tenure in the Ncoagom area hinge on acquisition of long-term land and water rights. Land applications for agricultural plots will be facilitated first, followed by those for residential plots. The latter requires that the area be gazetted as a village, which in the case of Tobere, Kaputura and Shaikarawe cannot be done. From the Table below the complexities of the process become clear.

*Targets and achievement of Strengthening Security of Tenure in the Ncoagom area (2000)*

Project	Activity	Success Indicators	Progress to Date	Narrative
<i>Gazette</i>	Population survey	Survey results submitted to Settlement Committee	Not done	Re-scheduled in view of up-coming national population census.
	Gazette as villages	Approval from MLGLH	Not done	Awaiting population survey
	Install chief	Each community with registered chief	Not done	Awaiting population survey
<i>Settlers</i>	Register residential plots	Individuals with certificates for residential plots	Not done	Awaiting population survey
	Register agricultural plots	Individuals with certificates for agricultural plots	Not done	Awaiting population survey
	Register Village Development Committee	VDC members elected and certified with NWDC	Not done	Awaiting population survey

### ***WATER RIGHTS FOR SHAIKARAWE***

Since the people of Shaikarawe moved back to their traditional land after having been forcefully relocated to Mohembo West, they have now established small agricultural fields. Water still remains a problem because the well they dug jointly with a cattle owner is no longer available for their use. Kuru provided equipment for the community to dig a well but the exercise was abandoned because of differing ethics between the well specialist (from Ghani) and the community labourers. The project has been revived jointly between Kuru and RADP (Remote Area Dev Programme). The latter has pledged to pay labourers and the former to pay the well specialist (a different one this time). Work is to commence in 2001. It is expected that once the well is dug, it will be formally registered as belonging to the community of Shaikarawe.

### ***LAND RIGHTS***

Gazettement of settlements is considered to be essential to ensure security of tenure and promote sustainable long-term investment in both material resources and self-development of the people. Preliminary actions to facilitate gazettement of Tobere, Kaputura and Shaikarawe could not proceed because the most recent census data were completely outdated due to the recent cattle-lung disease episode. This had people change livelihood sources and caused people to move to new opportunities available elsewhere. It has then been resolved to await the 2001 census data.

### ***RESOURCE-USE RIGHTS***

Lacking or poorly defined rights over natural resources in terms of management, control and benefit-acquisition has been a major threat to conservation and continues to threaten poverty alleviation in areas where people depend mainly on natural resources. Management planning for Khudigcoao and Shaikarawe was planned for execution in 2000 but was delayed and has been deferred to 2001.

### ***PROTECTION OF THE NATURAL RESOURCES BASE***

Natural resources form an important medium for building capacity of people, a base for economic empowerment, and continue even to this date to shape the culture of many rural societies. It therefore underpins all efforts of improving the quality of life of

our target groups that the natural resources base is protected. Such protection is integrated in all projects through processes of management planning, project design and implementation.

Management of grass resources (the one resources that is currently being harvested on a commercial basis) was planned to commence before the harvest season with financial support from CCF. The funding proposal got repeatedly misplaced until such time that it was becoming uneconomical to pursue. Activities as outlined in the Table below, were to include designing a community-based monitoring and yield forecasting tool, and training of community resource monitors. This has then been deferred to 2001 with funding expected from NCSA.

*Targets and achievements of Protection of Natural Resources in the Ncoagom area (2000)*

Project	Activity	Success Indicators	Progress to Date	Narrative
<i>Protection of Natural Resource Base</i>	Appoint community resource monitors	Community monitors appointed in each of 8 communities	Not Done	Awaiting CCF funding for production of resource management guidelines.
	Formulate resource-use bye-laws	Bye-laws in place	Not done	Awaiting approval of funding application to CCF.
	Management planning (cultural trail)	Management plan in place	Done	Management plans for the Trail with the land board
	Management planning (Khudigcoao)	Management plan in place	Not done	land-mapping exercise still to be approved by the Board.
	Management planning for veld product reserve (Shaikarawe)	Management plan in place	Deferred to 201	Consultant not available at the time funding cam.
	Collaborative management with ARB	Joint meeting re: grass	Not done	Insufficient in-house capacity
	Fire management with ARB	ARB support to Teemashane with equipment & Transport during fire control.	In progress	contacts made with ARB

## 7.8 DOBE

Major goals for Dobe/Tsodilo in the year 2000 were to establish a Representative and Accountable Legal Entity (RALE) for Controlled Hunting Area NG3, establish market links for crafts and organise craft-producers. Further to promote and support culture in RAD (Remote Area Dweller) hostels, develop water sources for people and wildlife, and to secure for the Tsodilo Hills community a place in the management and utilisation of the Tsodilo Hills as a World Heritage Site. These goals were aimed at meeting the 5 objectives of the Ngamiland Extension Services programme.

### **CAPACITY BUILDING**

Capacity building hinged on community workshops conducted in-situ with various production-groups within the community of Dobe. A survey and planning exercise was undertaken in Tsodilo. After several months of in-activity with regard to Savings & Loans, meetings were held with community members in Dobe to revitalise the Savings Programme.

### **CRAFT PRODUCTION & MARKETING**

The community has been trained on accountability and roles and responsibilities of committee members. There has also been a consultancy on the marketing of crafts aimed at informing the Ngamiland NGO Coalition on how best to assist communities to market their crafts and veld products. The survey consisted of research and subsequent workshops, all of which gave insights to craft producers on the intricacies of the craft market. During meetings with craft producers, it became apparent that producers expected every craft item to be bought more for the effort of having made it than for what it is worth. Unfortunately, consumers do not buy because a craft item is on sale, but because they derive pleasure from owning it, hence the importance of having producers meeting buyers once in a while.

*Progress in Capacity Building activities for craft producers in Dobe-Tsodilo, 2000*

Project	Activity	Success Indicators	Progress to Date	Narrative
<i>Craft Production &amp; Marketing</i>	Meet craft producers	Meetings as planned and feedback	In Progress	Committee formed
	Workshop on marketing management	Consensus on community involved in marketing consortium	Done	Producers met during the consultancy.
	Workshop quality control	Number of w/shops held $\geq 2$ on quality control & environmental issues	Deferred to 2001	
	Inventory of current resource-use practices	Inventory in place	Deferred to 2001	
	Formulate resource-use bye-laws	Bye-laws for resource-use in place	Deferred to 2001	

The quality control workshops, planned to follow from the marketing study, were delayed to allow the Ngamiland NGO Coalition to establish links between producers and the private sector, the latter being essential for defining the quality and volume of crafts required by the consumers.

An inventory of resource-use practices and the formulation of resource-use bye-laws both of which are linked to the management planning for the western *ngores* (traditional areas) was deferred pending water development.

### ***FORMATION OF A RALE FOR NG3***

The formation of a Representative and Accountable Legal Entity (RALE) for Controlled Hunting Area NG3 was planned for 2000 as a joint venture between Kuru and the Agency for Co-operation on Research and Development (ACORD). The project was delayed because ACORD (being new to the area) had to familiarise itself with conditions. Unfortunately also, during this phase two of their natural resources management officers left the organisation. At the time of the mid-year review, this activity was therefore deferred to 2001.

### ***CAPACITY BUILDING IN TSODILO***

Formation of a RALE for the Tsodilo area needed full-time involvement of DNMMAG (The National Museum) who are currently managing the Tsodilo Hills site. DNMMAG had not as yet established offices and staff to fully participate in the process, hence the decision to defer the activity to such time that all stakeholders could participate. The RALE would provide community representation during the planned Tsodilo conference.

A baseline survey was conducted at Tsodilo, involving the use of a standard questionnaire and the Wheel of Wisdom (see the Inset about Monitoring). This survey is part of a database required to make us better understand the communities we work with.

### ***SAVINGS & LOANS***

The Savings & Loans programme is an integral part of both Economic Empowerment and Capacity Building in the sense that it facilitates accumulation of liquid assets by rural people and promotes proper management thereof. A Savings & Loans bookkeeper was given in-house training on record keeping. The Dobe community has been involved in Savings & Loans since 1996 but was affected by administrative changes. Household visits were necessary to reassure participants of the existence of the programme and their savings.

Drama is one method of communication that suits the target group in question. It requires less concentration and language barriers are softened by actions, especially concerning information that normally seems complex and otherwise not interesting. A drama group was established, drawing membership from all 3 field-teams and some of the enterprising community members. The Drama Group was to write and act a play about the Savings & Loans programme for all target communities of Ngamiland Extension Services. One performance was staged for the Kuru Staff in Shakawe for comment and modification. A revised script was prepared but never rehearsed, because of the logistical problems of bringing together a team scattered over a 300km radius. The plan is now to synchronise rehearsals with the monthly staff meetings in 2001.

A workshop on the cash economy was to take place once drama performance had been made and this also had to be deferred to 2001. Sixty-eight participants were

already registered but with the old system. No new participants were registered. All existing participants had their savings books renewed.

## ***ECONOMIC EMPOWERMENT***

Craft production is a common skill to the people of Dobe and Tsodilo, and an important source of income. Extensive work has been done to increase the economic output of this activity, noting the extent to which benefits will be distributed across the community.

## ***CRAFT PRODUCTION & MARKETING***

The D'Kar craft shop stopped sending a truck to Dobe to buy crafts in 1999. A new marketing arrangement whereby community representatives transported crafts to D'Kar for sale was then established. The arrangement proved unpopular with producers because:

- The producer group had to financially support two representatives to do the selling;
- Some crafts were damaged or lost in transit;
- Some of the money did not reach the producers;
- The buying price was the same as when the truck came to Dobe;
- About P600 out of P2400 worth of crafts only was bought.

A consultant was engaged to look at the prospective marketing structure for the Ngamiland crafts. Members of the communities participated at the data collection stage, and when a draft report was produced, the community had an input on the recommendations and actions required prior to production of the final document. Delays in finalising the marketing study had a snowball effect as is evident from the Table below. Marketing of crafts at Tsodilo was not affected since the producers sell mainly to a steady flow of tourists visiting the site.

*Targets and achievements in Craft Production & Marketing activities in Dobe-Tsodilo (2000)*

<b>Project</b>	<b>Activity</b>	<b>Success Indicators</b>	<b>Progress to Date</b>	<b>Narrative</b>
<b><i>Craft Production &amp; Marketing</i></b>	Formulate marketing plan for crafts	Marketing plan in place	Marketing Consortium & producers	Awaiting report from marketing Consultancy
	Establish markets for crafts	Supply contracts signed	Marketing Consortium & producers	as above
	Appoint & train administrator	Project administered at community level	KDT, local communities	as above
	Purchase and dispatch crafts	Value (Pula) of crafts purchased > P12, 000.00	Marketing Consortium & producers	as above
	Construct stalls at production points	Stall at Dobe and Gqooshe	Marketing Consortium & producers	as above
	Identify veld product reserve	Area for veld products reserve identified (with GPS points)	KDT, local communities	as above
	Prepare mgnt. plan for veld prod. reserve	Management plan for veld product reserve in place	KDT, local communities	as above
	Prepare marketing plan for veld products	Marketing plan in place	KDT, local communities	as above
	Secure market for veld products	Supply contracts signed	KDT, community & consumers	as above

## **ART PROJECT**

A viability study for an Art project in Tsodilo was planned as a way of promoting the history, culture and economy of the people of Tsodilo. The consultant who was identified only declared towards the latter part of 2000 that she would not be available until 2001. The Art project is aimed at producing spontaneous and free form artwork as that of Tsodilo Hills rock paintings for the consumption of tourists visiting Tsodilo Hills and for the international market.

## **PROMOTION OF CULTURAL IDENTITY**

The long-term survival of the rural communities of the Dobe-Tsodilo area depends on the level of harmony between themselves and the natural resources of the area. The culture that we see today is a result of the natural resources that were available over the generations. Culture therefore is integral to natural resource protection.

A traditional dance group was established and participated in the D'Kar annual dance festival. An agreement was reached between the Qangwa Primary School and the group. The group agreed to undertake trips to the school every Wednesday to play a leading role in activities related to culture. The group expected Kuru to provide transport to Qangwa. The project never started because of these transport problems, especially since Kuru did not have a vehicle permanently stationed in Dobe. This activity will be revived in 2001.

The Assistant Extension Officer for the Tsodilo area was trained on conducting oral history interviews. This exercise has been going on in Dobe, and plans are to produce a small booklet of the findings and also incorporate them into the management plan for the *nqores* as the information could be used in the cultural tourism activities at the sites.

## **SECURITY OF TENURE**

Activities aimed at promoting security of tenure in Dobe-Tsodilo hinge on the gazetting of Dobe as a village and assuring land-rights to Nqore Syndicates. The latter was planned to be achieved both informally through water development and formally through land application backed by management plans as listed in the Table below.

*Targets and achievements on Land & Water Development activities in Dobe-Tsodilo, 2000.*

<b>Project</b>	<b>Activity</b>	<b>Success Indicators</b>	<b>Progress to Date</b>	<b>Narrative</b>
<i>Land</i>	Form Nqore syndicates	Syndicates for all wells in place	Done	5 syndicates in Dobe and 3 syndicates in Ggooshe.
	Register all wells	Certificate of registration for each well in place	In progress	5 wells approved for issuing of certificates in Dobe. 2 in Gcooshe identified for application.
<i>&amp;</i>	Secure drilling & equipping services	Contract with drilling & equipping Co. signed	In progress	Quotations acquired. Awaiting certificates from TLB.
	Nqore resource mapping & planning	Land map & resource inventory in place	Not done	Re-scheduled to accommodate in-house capacity.
<i>Water Development</i>	Management plan for nqores	Management plan in place	Not done	Re-scheduled to accommodate in-house capacity.
	Apply for Nqore leases	management plan submitted to TLB	Not done	Awaiting management plans.
	Allocate nqores to syndicates	Each nqore with lease	Not done	Awaiting management plans.

## ***WATER DEVELOPMENT***

Water development in the *nqores* of Dobe was planned as part of promoting access to larger foraging areas for the San - who in the past foraged over many large areas but are now limited by continuously declining availability of surface water. Syndicates were formed for *nqores* of Gcwinqha, Xharinxago, Tjeratjeraha, Qubi and Qaehaq'ho. Applications for wells were submitted for the *nqores* of Gcwinqha, Xharinxago, Qubi and Qaehaq'ho. Tjeratjeraha already had a well certificate. The Tawana Land Board (TLB) delayed the issuing of borehole certificates to the syndicates and only in the later part of 2000 did they release two certificates (Qubi and Gcwinqha), while one for Xharinxago was still being processed.

Delays were caused by inconsistent adherence to set procedures and organisational deficiencies. Applications were originally submitted to the Nokaneng Subordinate Land Board in October 1999 and the first set of certificates only came out in December 2000. One certificate was withheld pending the outcome of a legal case between the Qaehaq'ho syndicate and an individual who claims the land around the well. Furthermore, three more applications were submitted to TLB for the Gqooshe community.

## ***MANAGEMENT PLAN FOR WESTERN NQORES***

Management planning for the western *nqores* was aimed at promoting sustainable practices relating to land-uses that could be supported by underground water. It would also include an inventory of natural resources therein. The planned sequence of events was to have borehole certificates first, then drilling and equipping of boreholes, and finally management planning for the *nqores*.

Although management planning could still be conducted in the absence of boreholes, it would have been too abstract for people to agree on, especially considering most did not (based on past experience) believe TLB would issue certificates and that Kuru would drill the boreholes.

## ***GAZETTE DOBE***

Following from a PRA (Participatory Rural Appraisal) conducted in Dobe in 1999, moves to gazette Dobe as a village were ranked as a top priority. This would have the following advantages to the people of Dobe:

- Installation of a recognised chief,
- VDC jurisdiction would be localised,
- Residential plots could be registered by TLB,
- Social amenities (schools, clinics, tribal office, etc.) could be established.

The subordinate *Village Development Committee* (VDC) of Dobe wrote a letter to Qangwa Village Development Committee requesting gazette of Dobe. This was followed by a complete census of Dobe and its satellite settlements, namely: Qubi, Qaa, Magopa and Qabe. The area councilor furthered the cause by submitting a copy of the same letter to the District Officer (development) in Gumare and invited the chairperson of North West District Council (NWDC) to establish whether there was substance in the claim that Dobe qualifies for gazette as a village. The Council chairperson appeared positive about Dobe but cautioned that there will be delays of up to three years.

## ***PROTECTION OF NATURAL RESOURCES***

Activities aimed at protection of natural resources in the Dobe-Tsodilo area are intertwined with those of building the capacity of the target communities, economic empowerment, ensuring security of tenure and promoting cultural identity.

Management planning is one of keyways to achieving this objective. It matches opinions, aspirations, abilities and limitations of those who use natural resources with (i) modern institutional frameworks and (ii) existing opportunities, to produce a hybrid system of management and use of such resources.

Communities of the Dobe-Tsodilo area have over generations developed indigenous knowledge of protecting natural resources. During a baseline survey in Tsodilo, the Wheel of Wisdom was used to facilitate a vision for the community. Such a vision depicted the desire to have a natural resource base that would support both their culture and their economic needs, depicted by a giraffe in the centre of the wheel. The process of vision formulation helped to motivate a sense of conservation within the community.

In promoting cultural identity, dance groups were formed. Most of the Jun!hoansi dances depict praises for animals and veld products. These dances have been performed from time immemorial and each generation has been spared from only hearing the praises; they actually see the animals and they practice harvesting methods which prevent depletion of the resource base. Their participation in the D'Kar annual dance festival was more than just dancing, they were signing about elands and *mangetti* nuts.

Allocation of borehole certificates to syndicates of *nqores* by the Tawana Land Board play a role in securing water rights for the people and in so doing bring a feeling of secure tenure and a sense of ownership over land around these boreholes. This then influences long term investment through sustainable resource- use. Perceived ownership promotes efficient management of the natural resources within the *nqore* for the long-term benefits of the syndicate members.

## 7.9 JAKOTSHA

Activities in the Jakotsha area hinge on the use of NG24 (Controlled Hunting Area NG24) as a tourism destination. Pre-determinants are (i) Tourism Enterprise License, (ii) Funding for development of infrastructure (iii) Management structures appropriate in their composition and constitution to manage business enterprises. Development activities such as training, Savings & Loans and project implementation would then follow.

### **CAPACITY BUILDING**

A number of people were sent to workshops, forums and courses offered by *Bocobonet* (an NGO networking organisation). Workshops on Committee Management, Record Keeping and Deed of Trust were conducted with the aim of equipping the Village Trust Committees (VTCs) and the Board with knowledge to better understand their wider role as leaders and managers of the Trust. A funding proposal has been submitted to the Department of Wildlife and National Parks (DWNP) for further training on Committee Management and Record Keeping, including financial procedures and Management.

*Targets and achievements for Capacity Building in the Jakotsha area (2000).*

Activity	Success Indicators	Progress to Date	Narrative
Management plan for Western Lagoons	Management plan submitted to TLB	Not done	Rescheduled to year 2001
Design management systems	Board & VTC issued with management systems handbooks	Partly done	Full output awaiting funding from CCF
Training on management systems	Training w/shops held at each of 5 VTC and Board	Not done	Pending funding from CCF
Formulate resource-use bye-laws	Bye-laws issued to each of 5 VTCs and Board	Not done	Pending funding from CCF
Appoint resource monitors	Each VTC with resource monitors	Not done	Dependent on above.
Train resource monitors	Training w/shops on resource monitoring conducted with follow-up	Not done	Dependent on above
Progress meetings with community	Meetings as planned and feedback provided	On-going	

## **ECONOMIC EMPOWERMENT**

### **MANAGEMENT PLAN FOR NG24**

The Management Plan for NG24 was finalised and submitted to the Land Board. It was then taken to the District Land Use Planning Unit (DLUPU) for discussion. The DLUPU made some recommendations to the Management Plan, which sought the decisions of the communities. The communities through their representatives (Village Trust Committees) made adjustments to the Management plan and these were taken back to DLUPU.

## **HEAD LEASE FOR NG24**

After submission of the Management Plan for NG24, hopefully a head lease was to be secured but it did not happen until many follow-ups were undertaken. The Board had to struggle a lot and only late last year it was approved. The delay in approval of the lease resulted in communities not initiating their projects.

## **MANAGEMENT PLANS FOR ZONES IN NG24**

Communities were involved in reconnaissance of their Use-zones and this resulted in the formation of Interest Groups. This reconnaissance exercise took place in Ikoga, Etsha-13 and partly in Etsha-6 and Etsha-1, whilst Jao hasn't been done. So, Interest groups for activities such as mekoro/boat excursions, campgrounds and cultural villages were initiated for management of community-use zones of the aforesaid villages.

## **ACQUISITION OF TOURISM ENTERPRISE LICENSE**

The Tourism Enterprise License forms were submitted to the Department of Tourism immediately when the lease was obtained from the Land Board. This license is required so that the Trust can start its operations in all planned activities. The Tourism Enterprise License was approved pending payment of P1, 000 per site and inspection of facilities for conformity to set tourism standards.

## **ACQUISITION OF FUNDING**

A funding proposal has been submitted to the African Development Foundation (ADF) for development of infrastructure, marketing and training of interest group members. A field visit by ADF scheduled for November 2000 has been re-scheduled for February 2001.

*Targets and achievement for Economic Empowerment in the Jakotsha area (2000).*

Project	Activity	Success Indicators	Progress to Date	Narrative
<i>Economic Empowerment</i>	Management plan NG 24	Finalised by the TLB	Letter of intent received	headlease release after TLB revision
	Mgmt plans - Community-Use Zones	Zone specific mgnt in place	Not done	Delayed by approval of mgnt plan for NG24
	Issue Tourism license	License issued	Approved	Payment to be made for its release
	Design product for marketing	Product design in place	Not done	Delayed by approval of mgnt plan for NG24
	Prepare funding requests	Proposal submitted ADF	Done	Joint Meeting between ADF & Board

Craft production was planned to raise household income but the envisaged increase in production did not take place due to delays in tourism-based consumption and commissioning of the marketing consultancy. A marketing plan was not done because the consultancy concluded that the volume of crafts produced was too low for an organisation to be formed specifically for the marketing of crafts.

## **CULTURAL IDENTITY**

People in this area have already identified some sites for the erection of Cultural Villages. The Cultural Villages are intended to be exhibiting the cultural materials and performing arts of Hambukushu and Bayei living in the area. Such villages are planned to be in Etsha-6 for Hambukushu and in Ikoga and Jao for Bayei. With the support of Kuru, Mbungu Cultural Society managed to host a dance festival in Shakawe and was invited to the D'Kar Annual Dance festival and to the National Visual and Performing Arts in Gaborone.

*Targets and achievements of promoting Cultural Identity in the Jakotsha area (2000).*

<b>Project</b>	<b>Activity</b>	<b>Success Indicators</b>	<b>Progress to Date</b>	<b>Narrative</b>
<i>Cultural Identity</i>	Cultural Villages	To set up structures & exhibit materials	Cleared sites	Securing of lease & Tourism License
	Dance Festivals	To show performing Arts	Participated	Poor attendance due lack of information
	Oral History	To gather information	Tapes have been produced	Interviews are based one side of the river
	Craft Production To produce different types	To produce different types	A few crafts have done	Less encouragement received

## **SECURITY OF TENURE**

Security of tenure is not significantly under threat in the Jakotsha area. Most villages are gazetted. The village of Jao does feel a sense of insecurity in that the village is not receiving services from government and is also not gazetted. They interpret this as a move to force them to leave Jao and settle elsewhere. There are varying (at times contradicting) opinions as to whether Jao village should stay or not. No specific actions are planned beyond liaison with government officials.

## **PROTECTION OF NATURAL RESOURCES**

The management plan for NG24 specifies a commitment by Okavango Jakotsha Community Trust (OJCT) to conduct baseline surveys and institute a monitoring system. Once utilisation of the area commences, it will be imperative that OJCT monitors different aspects of the environment within NG24. Conservation International and the Okavango Research Centre have indicated interest to do research within NG24. The two still need to initiate discussion with the Board of OJCT on this subject. The only activity aimed at protection of natural resources carried out in 2000 was the formation of *Interest Groups*, each with obligations to carry out monitoring in the areas they utilise.

# APPENDIX

## **KURU DEVELOPMENT TRUST DONOR PARTNERSHIPS**

Kuru Development Trust thanks the following partners who have been supportive of our activities during the past year through funding, seconding of staff and joint planning and reflection:

- *Netherlands Development Organization (SNV)*, which is involved in the Dqae Qare Game Farm project, the Ngamiland extension programme and Kuru gender audit.
- The Dutch “*Services Overseas*” (*DOG*) which seconded three staff members to Kuru
- *Dienste in Übersee (DÜ)* from Germany, which seconded one, staff member and facilitated the involvement of the Business department and art project on the Berlin Fair.
- *Skillshare Africa*, which seconded three staff members to Kuru.
- *The Humanistic Institute for Development Cooperation (HIVOS)* from the Netherlands, which supported the extension, training and cultural work.
- *The Evangelische Zentralstellung für Entwicklungshilfe (EZE)* from Germany, which supported us with Institutional Funding.
- *Norwegian Church Aid (NCA)*, which provided us with institutional funding and also supported the dance festival.
- *The African Development Foundation (ADF)*, which gave assistance to the cochineal project.
- *The European Development Fund (EDF)*, which provided assistance with the Game Farm, the cochineal project, the Tsjobokwane Campsite project and with community project facilitation.
- *PANOS* from the UK who is involved with Kuru in oral history documentation.
- *The Bernard van Leer Foundation* from the Netherlands, which provided institutional funding, earmarked for the Bokamoso programme with back funding from the *Verhagen Foundation*. The Bernard van Leer Foundation has also funded the regional study conducted by WIMSA and Kuru concerning the educational needs of San children in the region.
- *Mission and Worldservice of the Reformed Churches in the Netherlands* which provided institutional funding as well as assistance to the Bokamoso programme.
- *The Department of S&CD* in the Ghanzi district, which provided assistance with salaries for the pre-school teachers that Kuru administered on behalf of the Village Development Committees.
- *The Christian Reformed Churches* in the Netherlands that are involved in the Naro language programme and have also provided financial assistance to the Bokamoso programme.
- *All donors and supporters* of the Kuru Traditional Dance festival.
- *All donors and supporters* of the Bokamoso Pre-School Project.
- *The National Museum* in Gabrone for funding of the Kuru museum in D’Kar.

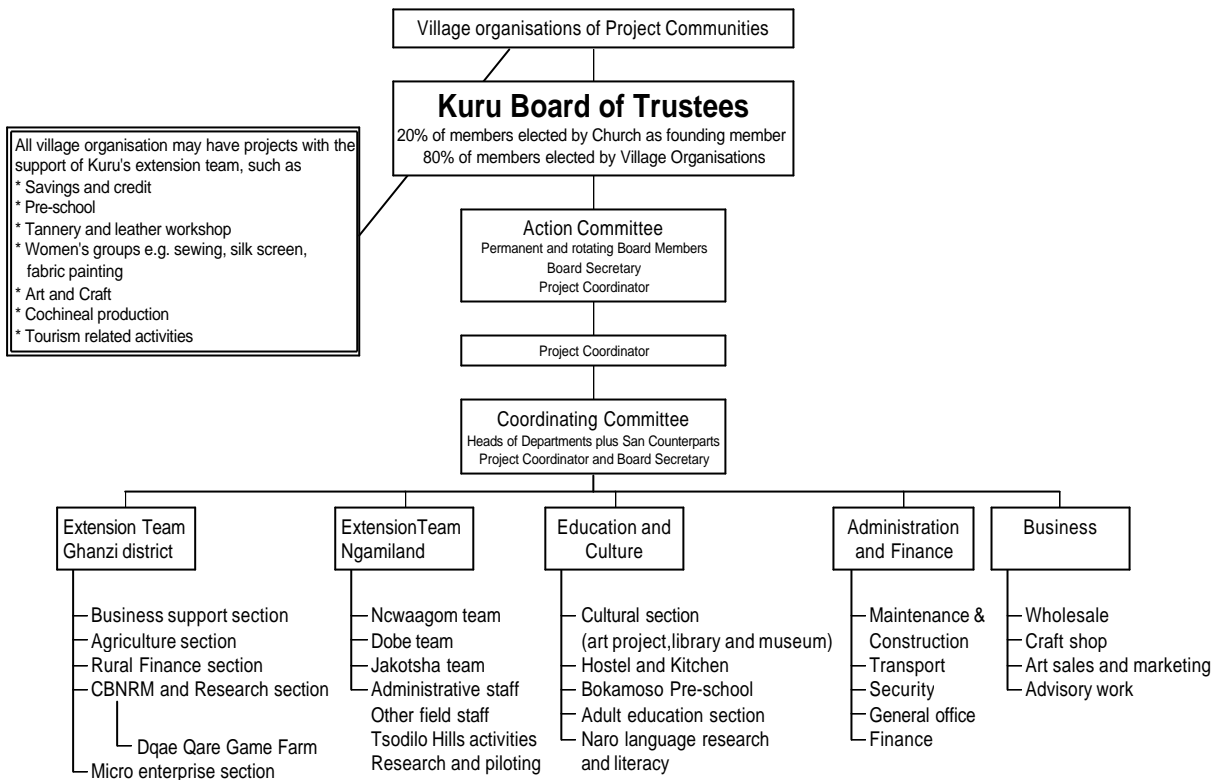
## **KURU DEVELOPMENT TRUST OTHER PARTNERSHIPS**

Apart from its relationship with partners that are involved in funding, Kuru maintains a large number of other networking and cooperative relationships:

- Good collaboration exists with a number of government departments, such as the department for S&CD, *The Remote Area Development Programme*, *The Land Boards*, *The Rural Development Council*, *the Ministry of Education*, *the Ministry of Finance and Development Planning*, *the Ministry of Labour and Home Affairs*, *the National Museum* and others.
- *The Working Group of Indigenous Minorities of South Africa (WIMSA)*, which has a regional office in Windhoek and a country office in Botswana.
- *First People of the Kalahari (FPK)*, a San organization involved in lobbying and land rights.
- *The Basarwa Research Programme* of the University of Botswana.
- Close co-operation exists with *Conservation International* and *ACCORD* for the fieldwork in the Ngamiland area.
- Kuru is a member of the *Botswana Council of Non-Governmental Organizations (BOCONGO)*, the *Participatory Ecological Land Use Management (PELUM)* programme and co-operates with the *International Union for the Conservation of Nature (IUCN)* in Botswana.
- Kuru is also a member of the *IPACC, the Indigenous Peoples of Africa network*.
- Collaboration exists with the *South African San Institute (SASI)* in Cape Town.
- Collaboration exists with the *Kalahari Support Group (KSG)* in the Netherlands, *the Kalahari Peoples Fund (KPF)* from the US and *Survival International* from the UK.
- The Botswana organisation for human rights, *Ditshwanelo*, has rendered great services in the past year by critically observing and reviewing the negotiations in D'Kar and in advising the Kuru Management on various occasions.

*Please take note that any unforeseen omission in the above lists is regretted.*

## 1. FUNCTIONAL ORGANIGRAM KURU DEVELOPMENT TRUST PER JUNE 2000



(\* Please refer to the Introduction for the new structure of the Kuru Family of Organisations)

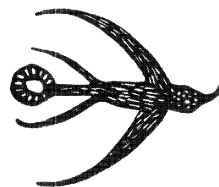
## 2. KURU STAFF COMPOSITION PER 30 JUNE 2000

Manpower per project and department (Includes seconded staff)

Department	Nr
<b>Action Committee</b>	<b>4</b>
Art Project	2
Cultural Center	3
Training department general	2
Pre-school programme	7
Adult Education	1
Hostel	6
<b>Education and Culture Total</b>	<b>21</b>
Extension Ghanzi district	14
Extension Ngamiland	13
<b>Extension Total</b>	<b>27</b>
<b>Business Department</b>	<b>6</b>
<b>Savings and Loans</b>	<b>4</b>
<b>Finance/Administration/Management</b>	<b>18</b>

GRAND TOTAL

79



**KURU DEVELOPMENT TRUST**  
An organisation for self development