

# **Final Report**

## **An Internal NCA-Assessment of IPS/SAN-organizations in Southern Africa**

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## Recommendations

NCA has been working with indigenous peoples (IPS) in Southern Africa since the beginning of the 1990s. The IPS in Southern Africa, and the rest of Africa, is the most marginalized people of the continent. Being exploited by both colonizers and local Africans they have been living under severe conditions and been the "slaves of the slaves".

During the 1970s and 80s people talked about the San-people being extinct – and assimilated into the mainstream society - losing their culture, history and heritage. The assessment shows that NCA's involvement has been vital and made a huge difference to the situation for the San in the region.

NCA has been one of two core funders and partners to the 3 main San-organizations in Southern Africa. With the NCA-support to KFO (Kuru Family of Organizations) - to use an example – 25000 San (between 40 and 50% of the San in Botswana), has been reached with funding and positive change created. The KFO would have been considerably reduced, and the situation for the San would have been much more difficult without NCA's involvement. "Without the NCA support we would have been dead" said the head of one of the San-organizations.

The foundation for further development and livelihood has been created for thousands of San through NCA's support. Through the years NCA has built up unique knowledge about the San in Southern-Africa. NCA is the only Norwegian development NGO which has been working and still is working with San in the Region. The way forward is to build on the foundation and strengthen what has been accumulated during several years – and, together with San, - "fight" for the needed economical justice and self-sufficiency. This has to be done through a holistic approach where our cooperation should be seen from a continental perspective. Where advocacy and development has to go hand in hand and closely followed up by an NCA resource person based in Africa. The team members recommend that:

- **NCA** should continue working with IPS and IPS-organizations in Southern-Africa. As one of the most marginalized groups in Africa, and as the only Norwegian development organization working with the San, NCA should have IPS as a prioritized rights holder group in its advocacy- and development engagement in the Region and on the Africa-continent at large.
- **Links & cooperation.** NCA cooperate with and/or support IPS all over Africa. Increased cooperation between the NCA-offices in Africa (NCA-Pretoria, Nairobi, Kigali, Dar-Es Salam, Bamako) regarding support to IPS should be further strengthened. A holistic NCA-approach which creates synergy, understanding and cooperation should be developed.
- **Network.** IPS in Western- Eastern- Southern- and Great Lakes of Africa knows about each other. But the cooperation between the different groups is limited. Together with the San of Southern Africa, Batwa of Great lakes, Hadzabe of Eastern-Africa and other IPS, NCA should build and develop active functioning networks between the IPS and their organizations. Lack of

togetherness and cooperation create powerlessness. Cooperation needs to be strengthened and further developed. Together with other partners/donors in the North – which is working with IPS, NCA should further use and develop cooperation and network. NCA should be professionally linked to other faith based organizations and networks like EED, Brot fur de welt, WCC and LWF which have IPS as a target group.

- **Resource person.** A Position for a “Continental Resource Person” – placed in Africa (Pretoria, Nairobi, or Kigali?) with responsibility for developing network, links/cooperation, plans, strategies, follow up of IPS etc, should be developed. The resource person should be, if possible, recruited from the IPS-milieu in Africa, based in one of the mentioned NCA-offices. But he/she has also to be closely linked with the other NCA-Africa offices working with IPS – and with the Program Coordinators and IPS-advisor in Oslo. The resource person should report to the NCA-office, where he/she is located, or to NCA-Oslo. The position should be created asap. A conference, where the NCA-IPS-partners are invited and plans/strategies for “the way forward” discussed, should be arranged. Economic- (Livelihood & trade) and Climate-Justice (adaptation & mitigation) for the next 5 years, should be the main issues.
- **Capacity building.** Capacity building is a key word in all IPS-work. NCAs cooperation and support to IPS in Africa has to be developed in close cooperation with the partners and support organizations (IPACC, WIMSA, KFO & Ditshwanelo). This has to be done with regular formal and informal meetings where capacity, cooperation, future plans and strategies are discussed.
- **Core-partners.** IPACC and WIMSA should be NCAs two core-partners regarding doing advocacy on indigenous peoples issues in the region. The mentioned organizations should function as resources on a continental and regional level. KFO as a national development organization needs to be further drawn into and linked to the regional network. KFO should continue creating economic-justice (livelihood & trade) for the San of Botswana and Southern Africa through SASI. But also do more advocacy work on the national level in Botswana. In cooperation with Ditshwanelo, KFO should build its competence and expertise in advocacy. With its long history and expertise, KFO should also be used as a resource for other IPS-development units/organizations in Africa. Ditshwanelo is the main human rights organization working with San in the Region. Ditshwanelo should be used as a resource arranging seminars, workshops, and competence building in advocacy/human rights-education for the other IPS-partners.

# **1 Introduction**

## **1.1 The purpose of the internal assessment**

Norwegian Church Aid's (NCA) Global Strategic Plan (GSP) 2005-2009 states that a thorough documentation of results and lessons learned should be provided for the five year GSP period. An assessment of thematic programs will enable NCA to assess and improve its performance and demonstrate its relevance, legitimacy and effectiveness to its stakeholders. NCA has in the five year GSP period received 100% Norad funds for our IPS program, and the use and impact of these funds should be documented before we go into the new five year strategic period.

The aim of this internal assessment is to document experiences from the past five years, and provide a fundament for the development of new regional strategies, based on the new strategic directions at global level. Further, the assessment will document the achievements of NCA in collaboration with its partners, through the analysis of achievements and constraints or challenges experienced through the implementation of the program in the region.

The focus of this assessment will relate to the indigenous peoples program in the NCA Southern Africa program between 2005 and 2009. A representative selection of partners and programs shall be assessed. Both the projects funded by general Norad support and Norad 100% are evaluated.

## **1.2 Objectives**

The following are the specific objectives of the assessment (see annex 2):

- To assess the effectiveness in achieving the specific objectives stipulated in the Regional Indigenous Peoples five year plan 2005-2009, including the revised plan from 2007, and the relevance of the portfolio's focus, as compared to the challenges and issues facing IP in the region today
- To assess whether NCA and partner's ways of implementing Indigenous Peoples interventions are sustainable and relevant.
- To identify constraints and challenges in partners' IPS programs that NCA is funding (SWOT), including their governance structures.
- To document intended as well as unintended effects.
- To provide some initial guidance and recommendations for how IP issues should be addressed by NCA in the coming five year plan 2011-2015, when IP must now be integrated into the new programmatic priorities

The findings presented in this internal assessment have been collected through responses gathered from the disbursement of a questionnaire to the partners, different reports (NCA annual reports, partner reports) and interviews conducted during visits by the assessment team (see attachments regarding the questionnaire and list of partner visited and interviewed by the assessment team members).

## 2. The San of Southern Africa

San ("Bushman") is a collective description of several IPS groups of Southern Africa. The most common names are !Xun, Naro, Ju/'hoansi, Nama, !Kung, Khwe – to name a few

The San are some of southern Africa's most celebrated peoples. Portrayed as the archetypal leather-clad hunter-gather group, they are the subject of numerous films, coffee-table books and anthropological studies. San art is used to sell products as diverse as wine, rooibos tea, bath towels and chilli sauce, and anyone travelling in the region is likely at some point to stay at a San-themed accommodation establishment.

Despite all this, San communities are perhaps the most misunderstood and disadvantaged in the region. Contrary to their popular image, virtually none continue to live in blissful isolation as hunter-gatherers. Rather, the vast majority are struggling to adapt to a rapidly changing world, where they lack the land, resources, education and skills needed to compete in the wider political economy.

### 2.1 Where do they live?

An estimated 100 – 110 000 San live in Southern Africa. The vast majority of San live in Botswana (50 - 60 000) and Namibia (40 000). Angola has about 7 000 San, while in South Africa there are 6 000. Finally, San communities numbering just a few hundred reside in Zambia and Zimbabwe.

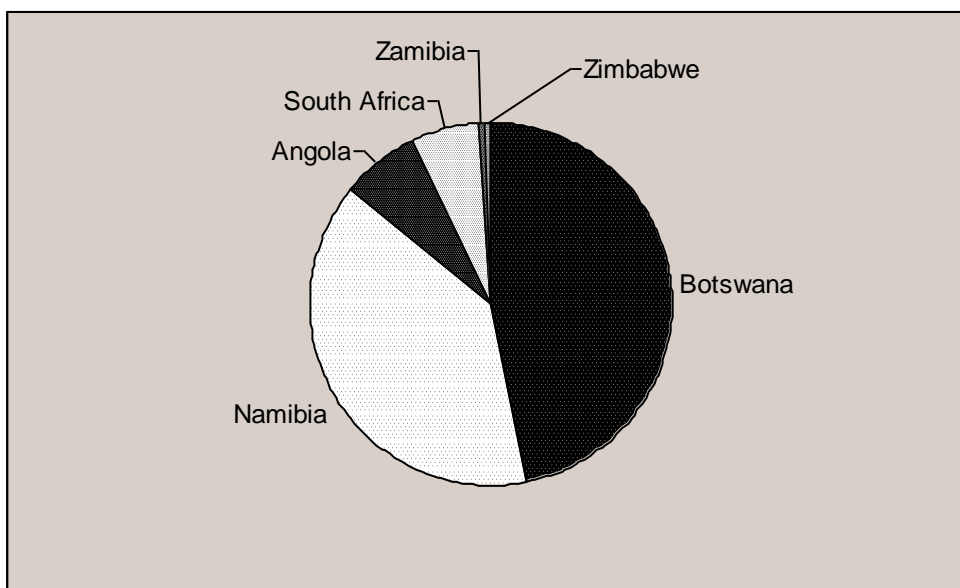


Figure 1: Distribution of southern Africa's San population by country (from WIMSA 2008/9)

### 2.2 Who are they?

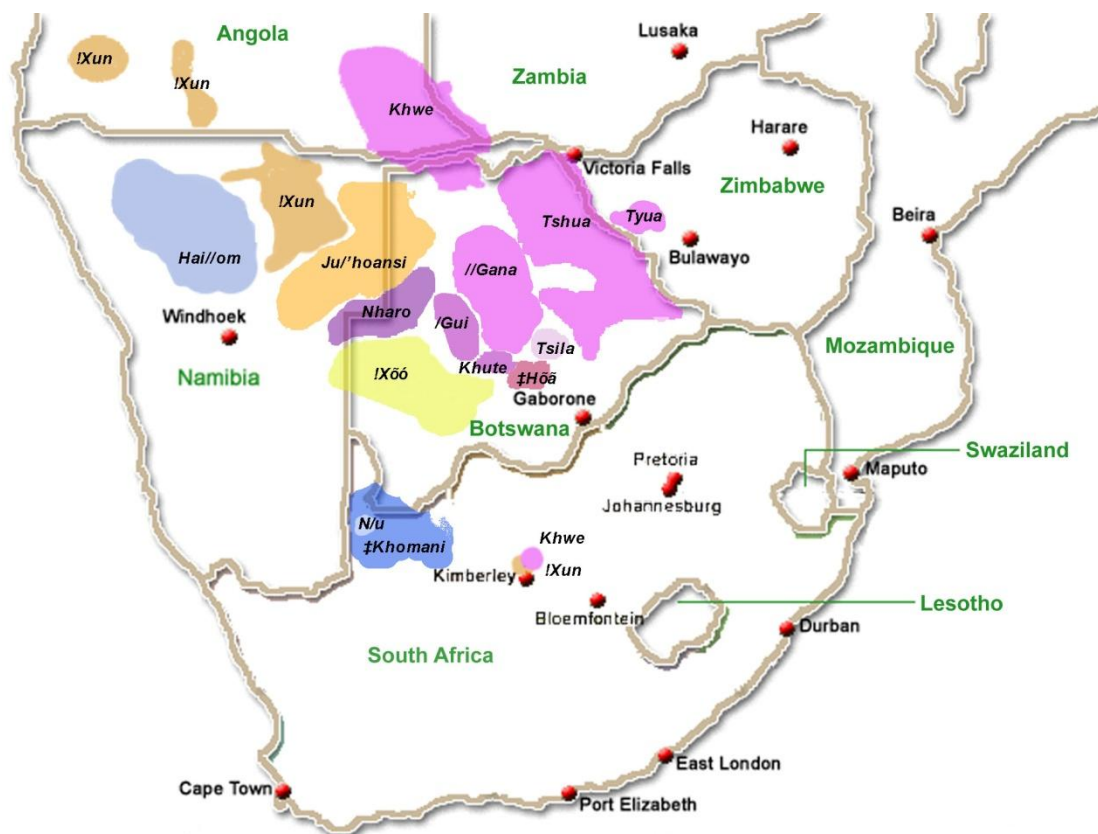
In the past, the groups now commonly referred to as San, Bushman or Basarwa had little in common other than that they spoke San or Kohekohe languages (a language family which includes the languages of non-San groups, including the Damara and Nama). They relied on hunting and gathering as their primary mode of subsistence. They

lived in bands numbering 30 to 40 people, distributing material possessions on an egalitarian basis between women and men and usually reaching decisions by consensus.

Most identified themselves by their language or dialect group. Few, if any, spoke of a broader collective identity. Rather, this was imposed from outside by in-migrating pastoralist and agrarian Bantu groups, and later by white colonialists.

During the past few decades, a growing sense of a collective San identity has been brought about by their shared experiences of dispossession. With the expansion of socially dominant groups and their farming economies, the San were pushed into the margins of their ancestral lands, or incorporated into the new social order as farm labourers.

Sadly, social and economic upheaval also reduced cultural differences as several communities dropped languages, disregarded cultural practices and lost important indigenous knowledge. Spurred on by development initiatives and the international indigenous rights movement, as well as by individual anthropologists, San started to become aware of their common social, economic and cultural plight.



The map shows distribution of the main San language groups in southern Africa. Each group may contain a number of distinct subgroups (from WIMSA 2008/9).

### 2.3 The marginalisation of San

In spite of huge similarities between the San-groups of Southern Africa, there are also differences in living conditions and recognition.

In the vast areas of Botswana, space was not a problem some decades back. But with the government's policy of villagisation and use of traditional San areas for tourists and



game, the IPS has been displaced to more and more marginal areas. Groups have been displaced from Central Kalahari Game reserve (CKGR) due to the countries land management system. At the same time Botswana resist acknowledging minority groups and their languages. "We are all indigenous" is the common phrase from the government. Hunting and gathering are seen as backward and wild fruits and roots are not seen by the society at large as agricultural product or part of livelihood.

In South Africa most San was shattered or assimilated during colonialism. The end of apartheid was also a beginning of recognition of IPS. Areas and communities are challenged by loss of land and their disintegration of their language and culture. There is now more "popular" to talk about having IPS-blood in your veins, and the number of people calling themselves indigenous has increased.

In Namibia many IPS live as an underclass to herding peoples. The government has recognised the vulnerable situation of the San and has a special programme to promote education and language. Namibia has managed to create community based nature conservancies in the North-eastern part of the country. Nama-people (kohekohe) are sitting in parliament and government.

The end of the war in Angola has also resulted in contact with the San of the country. The !Xun and the Khwe-people suffered greatly during the war, and are living as extremely marginalised people in the southern part of the country.

The marginalisation of the San is rooted in the interaction of multiple factors:

- **Livelihoods:** With little access to land, most San are almost entirely dependent for their subsistence on extremely low-paid jobs or state welfare in the form of pensions or drought relief. There are very few San-run enterprises, and the employment of San in the state sector remains negligible, even given their low populations.
- **Education:** San communities display education levels and literacy rates that are significantly below national averages. School dropout rates during or just after primary school are very high, and are linked to barriers such as the costs associated with schooling, bullying and a lack of mother-tongue education.
- **Representation:** Throughout southern Africa, San are grossly under-represented in state organs. Often the problem is worse at local levels of governance, particularly in mixed communities.
- **Discrimination:** As the unfortunate bearers of a wide array of negative stereotypes, San peoples commonly complain of discrimination at the hands of others.
- **Climate Change:** Consequences of ecosystem changes has implications for the San' use, protection and management of nature (wildlife, hunting & gathering) and culture. Climate change brings different kinds of risk for the San. It threatens cultural survival and undermines human rights.

Very slowly, some positive developments counteracting the trends mentioned above are starting to occur, with communities starting to get organised often with external support from development initiatives. Some young San manage to finish secondary school and go on to tertiary education and some have become teachers. Tourism, including community ventures, provides employment opportunities. Community-based natural resource management (CBNRM) activities, especially in Namibia, are allowing people to profit from the protection of nature. San community-based organisations have initiated a number of local-level business initiatives.

Statistics on San development are hard to come by, as governments rarely disaggregate census and other data on an ethno-linguistic basis. In Namibia, however, this does take place, and the national statistics clearly show that the San lag behind all other language groups on a number of development indicators, attaining a Human Development Index

of just 0.359. This figure is so low that if the Namibian San were representative of the country as a whole, Namibia would rank between the Central African Republic and Sierra Leone at number 178 of the 180 countries ranked around the world. When interpreting this figure, it is important to bear in mind that the issues facing Namibian San are similar to those faced by San in other countries; and though some communities may fare better than this, there are others that definitely fare worse.

## **2.4 The development of San-organizations in Southern Africa**

*1981:* The first recorded San organisation (Ju|wa Cattle Fund) is established in Tsumkwe, Namibia. Over time, developed into an NGO called the Nyae Nyae Development Foundation of Namibia (1990) and a CBO called Nyae Nyae Conservancy (1998).

*1986:* Kuru Development Trust is formed in D'Kar, Botswana. The body has since become the Kuru Family of Organisations (KFO), encompassing eight NGOs working with San in Botswana and South Africa.

*1992:* The first regional conference to discuss San issues is organised by the Nyae Nyae Development Foundation and Namibia's Ministry of Lands, Resettlement and Rehabilitation. The Norwegian Embassy in Namibia substantially involved in the conference.

*1993:* A follow-up conference is organised in Gaborone by Botswana's Ministry of Local Government, Lands and Housing. The conference resolves that "San peoples should be assisted to form committees to represent themselves at local, regional, national and international levels." Ditshwanelo – Centre for Human Rights is created. The Norwegian Embassy to Botswana involved, and NCA – on request from MFA-Norway – increases its cooperation with the San and San-organizations of Southern Africa.

*1994:* An extended series of consultations is carried out in five southern African countries. San community representatives express a desire to establish a regional networking organisation to facilitate linkages between their communities and San organisations throughout the region.

*1996:* Working Group of Indigenous Minorities in Southern Africa (WIMSA) was established with a secretariat in Windhoek, Namibia. The name is chosen specifically to avoid use of the term San, which at the time was politically sensitive for some governments in the region. WIMSA's constitution states that one of its aims is to create a National San Council for each country with a San population, and a Regional San Council for southern Africa. In the absence of any San representative bodies, WIMSA membership is held by 12 San CBOs and San support NGOs.

The South African San Institute (SASI) is established to support South African San.

*1997:* A WIMSA delegation to the African Caucus of Indigenous Peoples at the United Nations Working Group on Indigenous Populations in Geneva provides valuable contributions to the creation of the Indigenous Peoples of Africa Coordinating Committee (IPACC), which soon becomes a network of 150 indigenous peoples' organisations working in 20 African countries.

*1998:* IPACC-secretariat opened in South Africa

*2001:* The first independent national San Council is formed in South Africa. WIMSA gives the council a mandate to negotiate with the Council for Scientific and Industrial Research (CSIR) in South Africa on sharing benefits from its patent related to the Hoodia plant.

*2006:* At a conference in Maun, Botswana, the decision is taken that San support organisations, including CBOs, should remain separate from representative

organisations. WIMSA identifies the need to refocus attention on the establishment of San Councils.

The Namibian San Council is founded.

2007: WIMSA is in a deep crisis. The coordinator resigns. The Board task the Regional Education Advisor with responsibility for interim management, assisted by the NSU Manager. A roundtable discussion involving the Board and core donors is held in June 2007. Following this meeting, a restructuring plan is drafted; this establishes a timeline for important constitutional changes and provides for the improvement of administrative systems to tighten controls.

2008: The Khwedom Council is registered as a national San council for Botswana.

2010: IPACC, WIMSA, KFO & Ditshwanelo are all well known IPS and IPS-supporting organisations in their respective nations and in the Region.

## **2.5 How are they represented?**

During the last years, San-councils are created and are expected to function as representative national San bodies. They are elected bodies that work to conduct advocacy work on behalf of the San communities. Members to the Councils are elected by local communities and san-organizations. The councils should bring together and strengthen existing leadership structures and as such influence decision-making, and also link up with international IPS rights movement. Each Council has its own constitution. San councils have been established in South Africa, Namibia and Botswana. Currently, the councils are still weak in both administrative and representational capacity.

In order to become meaningful bodies, they need both extensive training and monitoring. Subject to the securing of funding for the 2009 – 2011 strategy, WIMSA will provide funding to established councils for their operational costs (administration/communication, meetings), as well as staff (San Council coordinator and an administrator).

*South African San Council.* The SASC was established in 2001, which at the time was an important step to create a body that was able to engage in benefit-sharing negotiations over the sale of Hoodia. The SASC is made up of a total of 10 San leaders from the †Khomani, !Xun and Khwe Communal Property Associations. Elections for the SASC are held every four years; the next election will be held this year - 2010.

*The Namibia San Council.* The NSC was established in 2006. The council are composed of 12 members representing the 6 San authorities and San-community based organisations in the country.

*Botswana Khwedom Council* was established and registered by the Botswana Government in 2008. The council's board has 10 members with two elected representatives from each of the district with a sizable San population.

*Angolan San Council:* A structure for an Angolan San Council has been produced (2007). So far the Council hasn't been registered and established

## **3. NCA and IPS in Southern Africa.**

### **3.1 Introduction**

NCA has cooperated and supported IPS in Southern Africa since the organization established its Region Office in Gaborone, Botswana in 1993. Several IPS-organizations have been supported through many years. Some from the IPS-organizations inception –

like WIMSA, SASI and Ditshwanelo. Others from the middle of the 1990s or after 2000, like Kuru – which was established in 1986 and NCA went into a formal contract with the organization in 1993.

The IPS organizations have been monitored and followed up from the NCAs Regional office in Gaborone (1993-2007). The Regional office moved to Pretoria in 2008 and the program has been followed from Pretoria since then. Additional, IPS-partners have been visited by the NCA-Oslo office – by Project Coordinator and IPS-advisor.

## **3.2 How are they working – Strengths and opportunities (SWOT)**

### **3.2.1 KFO (Kuru Family of Organizations)**

**KFO** is an alliance of 8 members. In 20 years the KFO has grown from a pioneering initiative amongst the residents of D’Kar to a huge member organisation. It is a hundred and fifteen staff-strong NGO in Botswana, and more recently expanding to South Africa through SASI. All are sharing the vision of securing a positive future for indigenous minorities in the Region. The programme evolved from its early focus on improving the quality of life of people in D’Kar, to current work with thousands of marginalised rural community members in such diverse fields as Community Based Natural Resource Management (CBNRM), education, small business development, health, leadership, training and cultural heritage management amongst others.

The 8 members are:

- Letloa provides the leadership, organisational and technical support and financial management for its seven partners whom are:
- Kuru D’Kar Trust (working with D’Kar community): support for small businesses, art project, crafts, cultural centre, fabric painting and sewing, youth programme, health/HIV programme, Naro language project, adult education;
- Komku Trust (working with west Botswana communities): support for CBNRM, CBOs, youth programme, community-based tourism, oral history, low-cost housing, health/HIV, land acquisition;
- Trust for Okavango Cultural and Development Initiatives – TOCaDI (working with Okavango sub-district communities): support for CBNRM, CBOs, enterprise development – thatch grass, fishing, cultural hiking trail, tourism joint ventures, cattle syndicates, land acquisition, crafts, mother tongue literacy, health/HIV programme;
- Gantsi Crafts (working with communities throughout western Botswana): support for craft product development, training and quality control;
- San Arts and Crafts (based in Ghanzi): San-owned craft marketing company;
- Bokamoso Trust (working with marginalised communities throughout Botswana): cultural appropriate early childhood development teacher training programme.
- South African San Institute (SASI) Working with San in South Africa: support for community mobilisation, lobbying, training, cultural heritage and language development, health and social development, income generation, land rights;

SASI become a member of KFO some few years ago. It was originally a more “pure” human rights and advocacy organisation based in SA with no formal links to Botswana and KFO. SASI is today working with leadership empowerment and capacity building,

socio-economic empowerment and livelihood, cultural preservation, civil- and human rights.

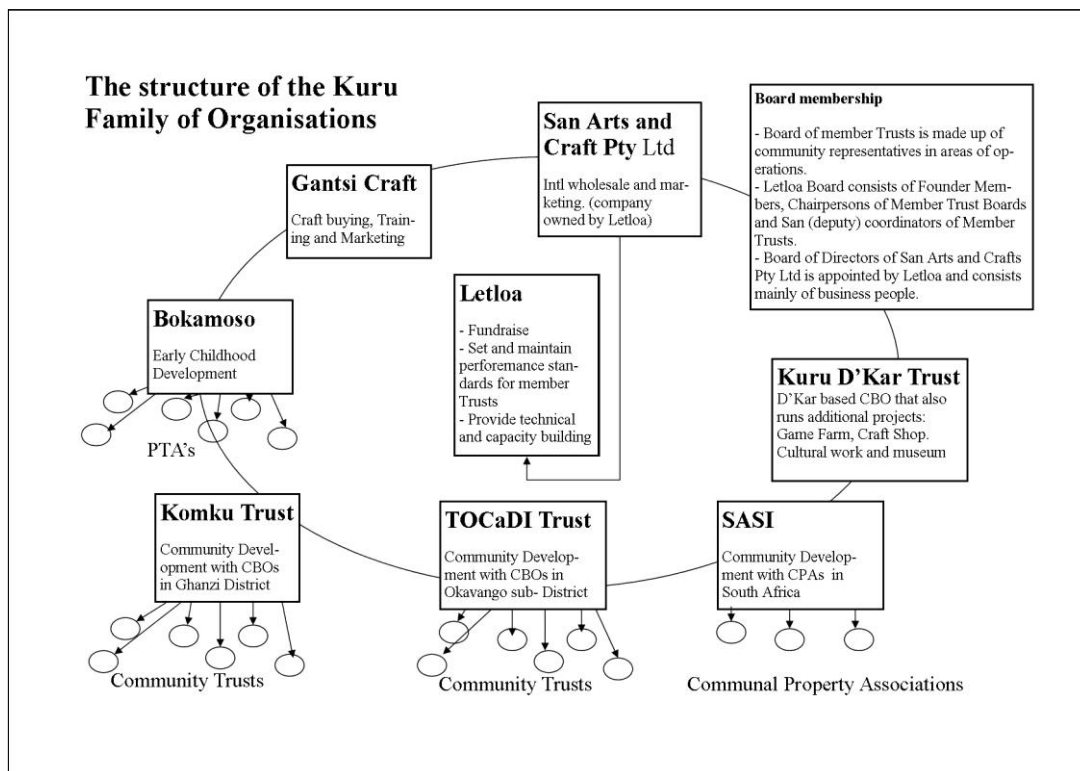
The Kuru Family currently works in over 40 San communities in three districts in Western Botswana. This represents more than 25 000 San people or between 40 and 50% of the San in Botswana. Close to 60 000 San are living in Botswana. I.e. That more than half of Southern African San are living in this marginalised country. 60 000 San is about 3.5% of Botswana's total population.

The San engaged in Kuru projects are representing the following San language groups: Naro, Bugakhwe, ||Anikhwe, Ju|'oansi, |Gwi, ||Gana and !Xo (see map illustration on page 8) Projects are also directed at people sharing the same geographical areas with the San which include: Mbandero; Hambukushu and Wayei, all of them minority groups.

In South Africa, the KFO – through SASI - operates within 3 San communities in the Kimberley and Upington areas in the Northern Cape. This represents about 7,000 people or 70% of the identified San in South Africa. These people come from the following San Language groups: !Xun, Khwe and ≠Khomani (see Map illustration on page 8).

Additionally, the KFO has strong links with the Working Group for Indigenous Minorities in Southern Africa (WIMSA) located in Namibia. WIMSA is focused on lobbying/advocacy work and high level San political organisation (see 2.2.2).

Letloa plays a central role within KFO for fundraising, setting and maintaining performance standards and providing technical assistance to the KFO. The position of Letloa within the Kuru Family of Organisations can be shown as follows:



From KFO annual plan 2009

**SWOT –KFO:**

<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>-San ownership of KFO</li> <li>-Good donor relations</li> <li>-Committed staff</li> <li>-Trust between staff and board</li> <li>-Well established</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>-lack of capacity</li> <li>-Performance of staff</li> <li>-Organisational too big with reduced impact.</li> <li>-the IPS-policy of Botswana</li> <li>-dependency on donor aid</li> <li>-Few san in key positions</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>-Competent San-staff on all levels.</li> </ul>	<p><b>Threats (Challenges)</b></p> <ul style="list-style-type: none"> <li>-lack of competent San-staff</li> <li>-lack of funding related to donor fatigue</li> </ul>

Strength. The embeddedness of the organisation within communities and the sense of San ownership of the organisation is a fundamental strength. The KFO-board of San-people is visible and working, and the professionalism of the board is also increasing. There is a good relation between board and staff. A combination of long serving staff and “new blood” is positive & hopefully create the necessity of new thinking and experience which is stored in the organisation.

There is a frank and good relation with donors. And a good spread of the donor portfolio, which hopefully make KFO less dependent on one or two core-funders.

Weaknesses: There are weaknesses in the huge KFO-family. The organisation has grown considerably during the last years. It makes KFO less easy to follow and understand. In this situation the capacity of some of the member trusts is limited. At the same time weaknesses and problems in the performance of staff are not always adequately addressed. Due to funding constrains in periods, its remoteness and size, and the political and legal environment in Botswana, KFO as organization also faces capacity problems. Its still dependent on a number of key individuals – mostly non-San. This is due to the lack of well educated IPS in Botswana and in the region. So far – few educated San-people have been willing to commit themselves for work related to IPS in Botswana or in general.

The programme portfolio is not always coherent and needs review. Management data is incomplete and weak. The impact of Letloa’s work in communities is not known. Reliable data are therefore not available. The dependence of KFO members on Letloa is high. The number of San in senior positions is low.

Opportunities: The New Leadership and Management Development Programme will create further opportunities for the appointment of San in senior position on the long term. The first steps have been taken to address the performance of member Trusts through the completion of an HR review and the establishment of a more coherent and formal management structure. The first steps to improve the planning and review cycle have been taken. The Board has appointed a committee to oversee financial planning and management.

Threats (Challenges): The major risks & threats are in terms of level of performance and commitment. Letloa is perceived by some of the Member Trusts as dominated by

non San and as threatening to them by increasing performance standards. Letloa and KFO have struggled to recruit competent staff in senior administrative positions. Without San being committed to take leadership positions, KFO has to depend on Batswana and/or expats.

There is pressure from communities and undeniable need to expand. It is not easy for KFO to meet the needs and grow further. At the same time increasing funding constrains and the need to localise limits the possibilities of growth. KFO is still dependent on external funding – and will be for years. But through production and selling of arts- and crafts, and hopefully good marketing and use of the Game farm – real income will be accumulated and reduce dependency.

### 3.2.2 WIMSA (Working Group for Indigenous minorities in Southern Africa)

WIMSA is a regional NGO-network that coordinates and represents the interests of San throughout southern Africa.

**Membership:** WIMSA membership is held by the San communities of Botswana, Namibia and South Africa through their national San councils, the Botswana Khwedom Council, the Namibian San Council and the South African San Council. These organisations are national representative bodies that advocate on behalf of their communities at different government levels. Angola is in the process to establish a national San council, and will be eligible for membership.

**Board of Trustees:** WIMSA is governed by an all-San Board of Trustees comprising of members from the San-communities in Angola, Botswana, Namibia and South Africa. The Board acts as a regional San council, aiming to carry out advocacy for San both regionally and internationally.

**Secretariat:** The organisation is managed by a secretariat based in Windhoek, Namibia.

**Namibia Support Unit:** Unlike other countries with sizable San populations, Namibia does not have a national organisation leading San developmental activities – like KFO in Botswana. To fill the gap, WIMSA has stepped in with its own Namibia Support Unit (NSU), which supports and coordinates community-based organisations (CBOs) and grassroots development initiatives across the country.

**Programmatic areas:** WIMSA’s regional activities fall into three broad categories:

- human rights;
- education; and
- heritage and intellectual property rights (IPR).

#### SWOT – WIMSA:

<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>-New structure</li> <li>-Regional advocacy org.</li> <li>-Well known in the region</li> <li>-Localised board</li> <li>-committed staff</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>-difficult relation between staff and board</li> <li>-Lack of professionals on the board</li> <li>-acting coordinator still in place. Need for permanence.</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>-Sound Voice in the region on Advocacy for IPS</li> <li>-The Namibia location very IPS friendly ,</li> </ul>	<p><b>Threats (Challenges)</b></p> <ul style="list-style-type: none"> <li>-Lack of funds</li> <li>-Dependency on Donor Aid</li> <li>-Internal conflicts</li> </ul>

can be used to influence other govt.	
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Strength. WIMSA has elected a new board which seems to be based on commitment and more professionalism than when it was built around and represented by persons from the San-councils. The board members are elected by and represent the different San communities. This may give the present administration the needed support and “understanding” from the board (see Weaknesses). Several of the San have a professional background and – hopefully – are more independent than what they used to be.

The WIMSA office consists of committed and trustful staff. A partly new team with professional backgrounds handles the day-to-day work, and WIMSA is again becoming a regional advocacy, development and resource organization for the San of Southern Africa. The present /acting coordinator is a professional with huge knowledge and interest in the San issues. The San-person representing WIMSA-Botswana, and usually placed in Botswana, is again based in Windhoek and has become an asset and resource for the regional office as the Deputy Coordinator.

WIMSA is a well known organization in Namibia and the region. It’s also well known in the NGO-family and looked at as an important asset for the San. It’s closely linked and cooperating with the Legal Assistance Centre (LAC). Together they are lobbying for rights of access to land and natural resources. The organization has a good relation to the Namibian government which is a huge asset for the organization. During the 1990s WIMSA had a much more confrontational approach due to the then political situation. Now a much more sensitive and polite positions has been taken from both sides and a positive cooperation and dialogue has been established. WIMSA and the government “knows about each other” and handles issues in a constructive and positive way.

The vitalization of SASEF (Southern African San Education Forum) – the regional educational program, where Botswana, Namibia and South Africa are involved– has meant a lot for competence building, training and education for many San. This is certainly a backbone of WIMSA. During the 1990s and beginning of this century, very few San could present a formal professional background and education. Through SASEF this situation has dramatically changed. During the period 2000-2010 more than 60 San-students have been supported by the program, and continued studies beyond Grade 12 (tertiary students). The students have attended the University of Namibia (UNAM), Windhoek College of Education (WCE), University of Botswana and several other colleges in the region. Courses in law, agriculture, human resource management, technical nature conservation, politics, travel and tourism, engineering, business information and several more have been studied.

The San of Southern Africa is much more visible than what they used to be. Their voice is accepted in Namibia and in the region. The governments know the San-peoples situation and it’s possible for individuals and groups of San to approach the leadership of the State. The San-councils – a WIMSA-structure - has been a structure for dialogue and discussions at the political level.

The board consists of only San-people. I.e. that the top-level of WIMSA is localized and is not “controlled” by professional outsiders. It’s an ownership of the organization by the San themselves. It’s their organization and they are proud of it (see threats).



Weaknesses. There are stories about the WIMSA-office not receiving the recognition they deserve regarding the valuable work they do - from the board. Personal interests, not representing any San Community – even if they are San, conflicts of interests are “rumors” presented regarding how the board has been functioning. This may be stories of the past, but could also be continued with a new structure.

Effective governance is one of the main challenges for WIMSA. Communication from the WIMSA-administration (bottom-up) is easier than the other way around. There are still two different worlds which try to communicate and experience barriers which are difficult to pass. It has to do with education, tradition and history to do.

During the last years, lack of delivering on time has been a serious weakness. Pressure from the donors, lack of administrative capacity, not enough funds for administration is what is mentioned as main reasons for the shortcomings. WIMSA has two main donors and the lack of diversified funding create dependency and weakness.

The need for more space and renovation of existing buildings, and low salaries for the staff are mentioned as difficulties regarding doing the work they are committed to do.

Opportunity and threat. A new Board has been established. Younger San – with a professional background and understanding of the traditional thinking and the “new world of today” could be an asset and an opportunity, but also a threat to the organization. This is a process which has to be approached and handled with sensitivity and care. But you can’t and shouldn’t try to avoid San-youth with a professional background and a new way of thinking, to enter the board. This may create the needed vitalization of the organization.

Lack of funding is a main threat. “Without NCAs support we would have been dead”, was said.

Losing identity and assimilation into the society at large could be a threat. The Sami-people of Norway went through an assimilation process not many years back. Assimilation has to be avoided and a positive integration in a society where you are proud of being a person with an indigenous background should be encouraged. It has with education, understanding, identity and a creative policy to do – both locally and at the national level – to manage the kind of development needed. Losing your identity may be a threat to the San-community. It is by being part of a group that you create togetherness which makes you strong and feel connected and valued.

### **3.2.3 IPACC (Indigenous Peoples of Africa co-ordinating committees)**

IPACC is a network of more than 150 IPS-organizations located in 20 different African countries. It was created in 1997 after the African caucus at the UNWGIP saw the need for a continental co-ordination and advocacy body. At that time no African state had recognized indigenous peoples.

As a membership organization any legitimate IPS organization composed of African IPS can be a member. Associate non-voting membership is also possible for those organizations working with development, human and/or indigenous rights.

The IPACC-members elect an Executive Committee which represent different geographical and cultural African areas, including a special regional representative of indigenous women.

IPACCs main aims are:

- to promote recognition of and respect for IPS in Africa
- to promote participation of African IPS in UN events and other international fora.
- to strengthen leadership and organizational capacity of indigenous civil society in Africa in particular strengthening sub regional networks of IPS.

**SWOT – IPACC:**

<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>-the existence of IPACC</li> <li>-Professional and common values</li> <li>-Recognition regionally, Continental, International network.</li> <li>-Women perspective in IPS</li> <li>-Democratic in its structure</li> <li>-Has high status</li> <li>-strategic</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>-To dependent on a small secretariat with a highly professional director (What happens if he leaves?)</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>-to consolidate and get new focus.</li> <li>-IP and climate change as a priority</li> <li>-Increased advocacy on national level</li> </ul>	<p><b>Threats (Challenges)</b></p> <ul style="list-style-type: none"> <li>-Losing its director</li> </ul>

Strength: Before IPACC was created there was no coordination between the IPS of Africa. Now the groups belong and cooperate through IPACC. They share a united goal. Before IPACC they were isolated, now they are “together and feel African”.

A professional secretariat is based in Cape Town, it is small (3 persons), the secretariat is highly valued by the IPACC members and regarded as efficient and effective. The professional director is a huge asset for the organizations

IPACC managed to create a network and cooperation between IPS and IPS organizations in Africa (“its like a village”) Before IPACC people felt isolated, now they feel like an African family.

IPACC managed to strengthen the gender perspective. Women’s visualization and activity by structurally including them in positions on regional level is well done. Women are active in the network.

IPACC is democratic in its work and structure, in elections on regional and national level. Accountability to members and partners/donors are strong. Code of conduct developed in 1997.

IPACC has status. IPACC is recognized by IPS and donors as a representative IPS-organization. IPACC is actively involved in discussions and as advisors in international foras (different UN-units)

IPACC is strategic. I.e. it is awake to the environment, opportunities and obstacles related to IPS-issues

Opportunities: By first consolidating and get the needed administrative strength in the secretariat. Then to go into new areas and get more focused. "The UN declaration on the rights of IPS" has created new possibilities and is of substantial importance. It's surprisingly signed by most of the African countries. I.e. giving IPACC an opportunity to move from the UN-policy-level to challenge African states to follow up what they have signed, and uphold human rights for IPS on country level.

Climate justice (adaptation and mitigation) is a new opportunity for IPACC. IPS is used to adapt to their environment and their knowledge and way of adaptation is needed in the world. The IPS knowledge is of great importance and relevance to sustain our planet.

Weakness, threats/Challenges: IPACC is highly dependent on its effective and competent secretariat. During the last years the secretariat has increased with one person, but it may be necessary due to an increased workload, to further strengthen the secretariat. The director is a "fired person", and it is also where he has his strength. It is important to secure the needed administrative personal resources in the office and let the director do the work where he is best. I.e. work in the field, building alliances, facilitate meetings, develop plans, people and strategies etc.

IPACC shouldn't grow more before the organization has the capacity which is needed. To stop growing and consolidate is a main challenge.

### **3.2.4 !Khwa ttu**

!Khwa ttu is a cultural- and training centre for the San people of Southern Africa. It's a regional centre, and draws San participants from all over the region.

The centre is a workplace where training, competence building and education to San is a priority. Every 9 month 10 San leave the centre with a substantial competence, new possibilities and a background which give them hope for a better future. In-service training, tailor making courses, work experiences etc. are arranged. All facilities at the centre are run by the San.

The centre is built on a 850 ha former wheat-farm at the west cost of Western Cape – only 45 minutes drive from Cape Town. The project is housed within old restored farm buildings surrounded by a nature reserve with an abundance of birds and game.

Together with the San a beautiful and well equipped restaurant is built. It is located in an old renovated barn. Breakfast, tea and lunch are served. The restaurant also offers and cater for special functions.

A craft shop sells quality San-arts and crafts, textiles, books, DVDs, CD's etc. about IPS of Southern Africa. Both traditional and modern textile designs are available. All artwork are original and produced by the San using ancient methods and tools.

A conference room is created accommodating up to 40 people. I.e. that !Khwa ttu offers good facilities for workshops, seminars and small conferences.

Self catering guest house and a more adventurous bush camp has been erected. The bush camp located close to the Atlantic Ocean inn between local bushes hidden from too easy access. Beautifully built with local material and resources – all made by the San themselves.

!Khwa ttu has become an attractive place for tourist who wish to meet, to learn and be together with the first people of southern Africa. With San as guides tourists are taken through the 850ha on a nature walk learning about tracking, the game, the plants, the San-history etc. The guided tour ends on top of a hill where a boma is built and where further learning about and by the San are experienced.

A traditional San-village for demonstration of ancient tools gives the visitors a further insight into the San traditions, history and traditional livelihood.

A fantastic informative display of photos, video-screening and ethnographic films give the visitor a further understanding of the IPS of Southern Africa – who according to DNA and Gen-tests are the “oldest people” living on the globe today.

The centre is a joint venture by the San represented by WIMSA and a SWISS philanthropic foundation called UBUNTU

**SWOT - !Khwa ttu:**

<p><u>Strength</u></p> <p>Create livelihood for San Committed people Well known by San in the Region and in the Area.</p>	<p><u>Weakness</u></p> <p>-the ability of this becoming a viable business venture</p>
<p><u>Opportunities</u></p> <p>Close to Cape town Increased access by tourists Financial sustainability</p>	<p><u>Threats (Challenges)</u></p> <p>-Losing financial support -Highly dependent of Donor Aid</p>

Strength. !Khwa ttu has been a key-educational training unit for the San. Groups of 10, during a 9 months stay at the farm, get an intensive education – both theoretically and practice - which has given adequate livelihood and a better future for many people. Out of 10 people each year, during the last 4 years, more than 90% of the people attending competence building at the farm have got a decent work. !Khwa ttu has become an attractive and important San institution where livelihood is created, where culture and traditions are preserved, and where non-indigenous can learn and be inspired by the indigenous peoples of Southern Africa.

Committed people are heading the institution. The centre is run by Michael Daiber who has been working with San for years. Also some IPS-experts are working voluntarily at the centre.

Opportunities. The restaurant and crafts-shop will, hopefully, be financial independent in 2011. More and more people are visiting the farm. The farm is only 45 minutes drive

from the city centre of Cape town (CT), and even less from the wine-areas of Stellenbosch, Franschoek and Paarl. CT has been a key-area for tourists to South-Africa. Thousands of people are coming in every year, and !Khwa ttu is good localized for visits by tourists. It's known that also Norwegian visitors – both traditional tourists through different tour operators and schools which have links in South Africa have visited the farm. Visualization and knowledge of the farm will in all probability give more visitors, and a financial more secure situation for !Khwa ttu.

Weakness. Its challenging and important that !Khwa ttu is intensively marketed and presented for potential visitors and customers. !Khwa ttu is dependent on more visitors to get necessary business going. The place could and should be a "window" for presentation of the San culture and the San people of Southern Africa. More visibility is needed and should be a main priority.

Challenges and threats. The farm is partly owned by a woman who bought the farm and "donated" it to the San-people of Southern Africa. Every year since the inception of the farm she has funded !Khwa ttu. She still has 50% ownership but will after 2011 probably stop funding the farm. Losing funding is a threat, at the same time it's also a challenge to think creatively and increase and intensify the marketing of the place so funds and income can be secured by visitors and tourists.

### **3.2.5 Ditshwanelo – The Botswana Centre for Human Rights**

The HR-centre was started in 1993 as an advocacy-organization with a key role to promote and protect human rights in Botswana. But the centre is also working regionally and on international level attending discussions, conferences etc. Ditshwanelo seeks to affirm human dignity and equality for all people.

The centre seeks to educate, research, counsel and mediate on issues of human rights. They have during their existence specifically been working with marginalized and disempowered people – like the San.

The centre has prioritized groups in society who are amongst the most vulnerable and least supported by others, like the San and other ethnical minorities.

Ditshwanelo is located in Gaborone, Botswana and is one of very few human rights organizations in the country. It has a board of trustees with professionals and committed people.

The centre is very well known, not only in Botswana but all over the region. It has a well known international recognition, reflected in receiving four international awards.

The centre made an important and successful job in connection with the Central Kalahari Game Reserve (CKGR) -case<sup>1</sup>. As an advocacy organization Ditshwanelo has been engaged in several Campaigns against the death penalty in Botswana, the CKGR-case etc.

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<sup>1</sup> CKGR-case: A conflict of land use between wildlife conservation and emerging San-settlements inside the Game Reserve. After 12 years of consultations between the Government and the San-residents of CKGR, relocation of residents to new settlements outside of the Game reserve started in 1997. A "Negotiating Team" – including WIMSA, KFO, BCC, FPK and Ditshwanelo (all NCA-partners except for FPK) – was formed in 1998 to seek to negotiate with the Government to develop a plan suitable both for the San and the "Dep. For Wildlife and National Parks". The negotiation failed and the matter was taken to the High Court in 2002. The court ruling of 2006 states the eviction of the San, the governments denial of the Sans rights to enter the reserve, and to hunt and gather in the reserve were unlawful and unconstitutional

<p>Strength</p> <ul style="list-style-type: none"> <li>-Very professional.</li> <li>-A highly qualified and substantially very good committed staff</li> <li>-Good regional overview and updated.</li> <li>-Well known and heavily used in the Region</li> <li>-Has a good website</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>-Not delivering financial/audited reports on time.</li> <li>-The Director too close to the political establishment?</li> <li>-Too dependent on is director?</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>-Stand to influence change in Botswana because of their political links</li> <li>-Vast experience in advocacy can be filtered to other San organizations in the region</li> </ul>	<p>Threats (Challenges)</p> <ul style="list-style-type: none"> <li>-Donor AID dependent</li> <li>-Director is the resource person for the organization. The organization could be too dependent on the Director</li> </ul>

Due to lack of financial reporting NCA has not supported Ditshwanaelo since 2007. The organization acknowledge the shortcoming and blame the auditor for not delivering on time.

Strength. The organization has existed since 1993 and NCA has cooperated with Ditshwanaelo since its inception. Ditshwanaelo has delivered very professional human rights-work and been heavily involved in advocacy regarding San issues. They have been heading the "Negotiations team" which has been responsible for following the CKGR-court case and given advice and support to the involved San-people. The advices and help has been professional but has been hampered and partly destroyed by external solidarity- and advocacy organizations which has not had the necessary sensitivity and understanding of the situation

The organization is well known in the Region, knows human rights situation not only in Botswana but all over Southern Africa. Other rights-organizations both in the Region and internationally draw on Ditshwanaelos expertise and knowledge.

Ditshwanaelo has a wide mandate where rights to IPS are one of several issues. The broad mandate make the organization capable of seeing different rights issues from different perspectives.

It works "closely" with the government. I.e. are in a position to do dialogue with the government of Botswana.

Weaknesses: NCA ended its financial support to Ditshwanaelo due to lack of or too late delivering of reports. The organization has admitted the problem and challenged also NCA to put pressure on the accountant.

The head of the Ditshwanaelo is closely linked to the political establishment in Botswana. Her father used to be the Minister for Foreign Affairs in the Masire-government some years back. The director could be associated with the "political will" of Botswana, which often go against the will of the San-people.

Threats/Challenges: The organization has been headed by the present director since its inception in 1993. Her professionalism is unique, but Ditshwanelos dependency on her could be a threat to the organization existence if she leaves.

### **3.2.6 Performance of San Councils**

Additional to what the SWOT-analyses have presented for the different partners, there is another challenging structure which is relevant for all the "pure" San organizations (WIMSA, KFO – including SASI) NCA is working with. This challenge is related to the existence of *san Councils* in the Region and how they function (see page 7). San Councils are now established in Botswana (Khwedom Council), Namibia and South Africa (SASC). Angola is in the process to establish one.

We didn't have a separate meeting with representatives from the san-councils but understood by what we heard, and read, that it is a structure which still has a long way to go before its functioning satisfactorily.

Our understanding is that the San Councils in the region are quite inactive due to financial constraints. The *Botswana councils* have established a constitution which may not be financially sustainable. It has members representing the community-, district- and national level. People on all levels expect being paid a regular duty fee, sitting allowances and travel allowances, and the costs are very high. What they really do (mandate) is not easy to find out. Some people are saying that the councils hold meetings for the sake of meetings.

The thought behind the establishment of the councils was that they should represent all the San CBOs in the different countries. The councils used to be represented on the WIMSA-regional board with 3 people from each council. A structure which sounds good, but didn't function in practice. The board of WIMSA is now represented by different San-communities in the 3 countries.

Some are saying that the only thing the San-councils have in common is that they feel that they have been elected into a kind of position which entitles them to a substantial remuneration. The San councils are elected by the communities and it seems that it has been difficult to control the councils.

It is felt that the San-councils, which on paper is a good structure, are not functioning according to their mandate. It has been a slow and heavy institution which is costly and sucking too much out the limited financial San-resources.

## **4. What have we achieved?**

The following presentation give some feedback to the "Regional Thematic Program Plan" *overall goals* and *specific objectives* developed for 2005-2009. When the plan was developed, NCA discussed and saw the need for a more focused and targeted IPS-program. It was a need to shift from pure core funding of the IPS-partners to selected issues. Unfortunately the targeted funding was not implemented. I.e. that the indicators in the regional plan are not matching the work actually done by the partners. Therefore it has been challenging and difficult to give needed response to the goals and objectives. As far as we can see, some of the indicators have also been too detailed, not relevant, and difficult to measure.

In 3.3.2 we have given a short listed overview – taken from annual reports and discussions with our partners – which give a more correct picture of the need for and the results achieved with NCA-support.

#### 4.1 Program objectives and results (Regional Thematic Program Plan – Southern Africa, Indigenous peoples 2005-2009).

##### 4.1.1 Overall goal: San in Southern Africa have the same right to land as other groups in their respective countries

<b>1. Specific Objective</b> Number of San that have holding land titles has increased.	<b>Indicator</b> The number of San holding land titles has increased with 20% in 2009.	More San has got access to land in Botswana, Namibia and South Africa. No quantified data on number of San who hold title deeds for the land.
<b>1.1 Expected Results</b> Community Based Natural Resource management (CBNRM) has been promoted and provided to San.	<b>Indicator</b> The number of San applying for CBNRM by the government has increased with 50% in 2009.	Numbers has increased. No quantified data to back this is available from the organisations involved.
<b>1.2 Expected Results</b> Internal and cross border linkages and information sharing among San communities has been promoted.	<b>Indicator</b> 4 cross border visits have been done in 2009.	Cross border visits between San from different southern African countries have been arranged. Impact of this is not recorded or measured.
<b>1.3 Expected Results</b> Training on land mapping has been executed, coordinated and provided to San	<b>Indicator</b> 10 training seminars has been held by 2009 were 50% of the participants are women	Training seminars in land mapping have been arranged
<b>1.4 Expected Results</b> The relationship to the local governments departments involved in CBRNM has been strengthened	<b>Indicator</b> The time it takes to get a land title has been reduced to ½ year.	Its still time consuming to get a land title. There is no active advocacy program on this directed to duty bearers.
<b>2. Specific objective</b> Former residents of CKGR have moved back to CKGR.	<b>Indicator</b> 80% of the right holders are living in CKGR.	Some hundreds of the former residents are back in CKGR. There are still service delivery issues not solved. Access to water remains a challenge.
<b>2.1 Expected results</b> A CBO taking care of the former CKGR residents rights has been formed and legally registrated in Botswana	<b>Indicator</b> The CBO are up and running by the end of 2007.	A CBO has not been established. A Negotiation Team is established. Its first and foremost Ditshwanelo which has followed up the CKGR-case.
<b>2.2 Expected Results</b> San moving back to CKGR has got hunting rights.	<b>Indicator</b> Game licenses are given by the Botswana Government.	Some hunting rights – with traditional weapon – have been licensed. This is a challenge as San people are not all literate , so the license policy is not well understood.
<b>2.3 Expected result</b> Certification of trackers has been issued.	<b>Indicator</b> Certifications are given by the Botswana Government	-No certificates have been given by the Botswana Government. -With WIMSA support close to 50 San tour-guides have been trained by Namibian Academy of Tourism & Hospitality



Regarding: San in Southern Africa have the same rights to land as other groups in their respective countries.

San people of southern Africa have rights to apply for land in Botswana, Namibia and South Africa. But land for San may mean something differently than land for other local southern Africans. San can apply – for instance in Botswana – for land like all other Batswanas. I.e. they can get land which they can develop for agriculture, cattle etc. But they have no rights – as IPS (all black Batswanas are IPS, according to law of Botswana)- to get huge areas for traditional hunting and gathering.

The San of Botswana won the CKGR-court-case, and – according to Ditshwanelo, got hunting rights, but haven't got the social services which seem to be necessary to live permanently in the Reserve.

The number of San holding land titles has increased (statistics don't exist). Some San people of Ghanzi- and Shakawe-district, to use an example, have got land for cattle etc. Except for CKGR, none has got land for hunting and gathering. Several of the San has then later sold the land again, and – according to KFO-people – lost all they had.

Also San applying for CBNRM has increased. But no statistics have been developed regarding how many.

KFO and IPACC have during the last 5 years arranged several training courses on land mapping. Maps have been developed and several people have got training – both men and women. No statistics have been produced.

There seems to be no change when it comes to time for getting a land title. It is still a long and difficult process the San has to get through to get the needed titles.

Through advices, cooperation and support from KFO, BCC and Ditshwaneleo (all NCA-partners) the San who took the Botswana-government to court, won the case. The court case partly developed into a farce heavily "supported" by external solidarity groups. The external support created unnecessary trouble and problems for the San. This could truly have been avoided if the CKGR-San and the local San-organisations and advocacy groups in Botswana themselves had had control and heading the process.

Several hundreds, out of about 2000, are partly back to CKGR. They have got some hunting rights, but not got the social services (water, health-and educational facilities) which they have been asking for.

No CBO – taking care of the former CKGR-residents – have been formed. The "Negotiation Team", headed by Ditshwanelo, is still operative, and there is no discussion about a CBO being established to follow up.

No certification or certificates of trackers in Botswana has been given to San. The situation in Namibia has been quite different where several trackers- and tour guides have got a well needed competence. Including tour guides from the! Khwa ttu project.

**4.1.2 Overall goal:** San children receive education in their mother tongue and have pride and knowledge of their origin.

<p><b>1. Specific Objective</b> The governments in Southern Africa acknowledge the need for an alternative education programme for SAN</p>	<p><b>Indicator</b> Education in mother tongue is offered to all San children in South Africa, Namibia and Botswana</p>	<p>Education in mother tongue is not offered to all San children. There are few exceptions where San has mother tongue education</p>
<p><b>1.1 Expected result</b> Special education programme for San children</p>	<p><b>Indicator</b> Ministry of education in the region are giving mother</p>	<p>Mother tongue education is given in Namibia from grade 1-3 .</p>

has been established in Botswana, South Africa and Namibia	tongue education for 50% of the San children	
<b>1.2 Expected result</b> Teaching and learning material in the major San languages has been produced		KFO is producing some material in San (Naro) language. There is no production of material from the governments in southern Africa Region.
<b>2. Specific objective</b> Museum development, history documentation and oral history projects for San in the region has been promoted	<b>Indicator</b>	Museum development etc. Has been promoted. Several books etc. have been produced
<b>2.1 Expected result</b> Books made by the San themselves has been published	3 books has been published	Several books have been published & produced by the San-organisations
<b>2.2 Expected result</b> Museums displays are further developed		Museum displays have been further developed.

Regarding San children receive education in their mother tongue and have pride and knowledge of their origin.

There is no indication that education in mother tongue (different San/setsarwa-languages) is a priority for the governments of Southern Africa. It is positive that Namibia has managed to establish education in mother tongue for San from grad one to grad 3, but it is – as far as we understood – only in one of the san-languages. KFO has developed education material for preschool (Naro-language) and it is used in the Ghanzi-district.

I.e. that there is still a long way to go regarding producing educational material in all different San-languages. There is 16 different San languages. "Poor" governments with huge commitments and too many priorities will probably also in the years to come not manage to produce and find resources for materials in all San-languages.

The San of 2010 are more conscious about who they are, where they come from, and several have pride of being San. More and more "Coloured people" of South Africa are calling themselves San. There are no barriers, they are not ashamed any longer to be indigenous and belonging to one of the most exploited groups in the world. The NCA-partners doing advocacy- and development initiatives in Southern Africa is one of the reasons for the creation of the San-pride of IPS in the Region.

Several San-museums and documentation-centres have been developed during the last years. The museums are displayed in South Africa, Botswana and Namibia. Also temporarily displays have been held during the 5 year period, and a new San-exhibition was held at the National Museum in Windhoek in 2009. !Khwa ttu has developed a permanent San-photo exhibition. A special display was developed for the national Museum of Botswana when Kuru celebrated its 21<sup>st</sup> anniversary (2007) Museums have been developed at D'kar, Ghanzi-Craft and the Dqae Qare-farm – all in Ghanzi –district. A new museum at Tsodilo hill – the "holy-mountains" of the San-people, located in the middle of the Kalahari, is developed. The National Museum of Botswana has arranged several exhibitions about San-art and craft, and their heritage, traditions and history have been presented.

Several books, videos, CDs, DVDs have been produced and have a "global market". It's produced by the San-organisations and not by individual San. Some of these books are sold all over the world and can be bought in Exclusive bookshops in Africa, Europe and USA.

#### 4.1.3 Overall goal: San are leading their own organisations

<b>1. Specific Objective</b> Functioning democratic, representative San leadership structures has been established	<b>Indicator</b> San councils are established in Botswana, Angola and Namibia	San councils are established in Botswana, South Africa and Namibia. The Angola san office may be opened this year
<b>1.1 Expected result</b> Traditional San leadership is recognized by the Governments in Southern Africa	<b>Indicator</b> San are represented at different political levels in the region	There are no San-representatives on national level in DSA.
<b>1.2 Expected result</b> San are participating in the political debate and decisions in Southern Africa	<b>Indicator</b> San are visible in the debate in the newspapers and in other media	Due to lack of education San are still mostly vocal through people speaking on behalf of the IPS. The articles which has been produced by San, have – probably – been produced with external help
<b>1.3 Expected result</b> Churches in the region have increased its awareness and involvement regarding San	<b>Indicator</b> Churches in the region have established 9.August (day of Indigenous People) as a day of awareness, action, reflection and prayer.	Has not happened.
<b>1.4 Expected result</b> Women San leaders are increased in the boards	Leadership training for San women are done by all NCA partners	Leadership training is arranged
<b>1.5 Expected result</b> The GEA manual has been introduced to the organisations working with San	One GEA training has been done for NCA partners in the region	Has not happened
<b>2. Specific objective</b> Regional Network between indigenous peoples are fully operational	<b>Indicator</b> All San organisations in Southern Africa are formally linked to the same network, WIMSA	Different San-councils – which represent different San-communities in the region - are WIMSA-members. The councils are national representative bodies that advocate on behalf of their communities. As soon as Angola has established a San council they will be eligible for membership.
<b>2.1 Expected result</b> Regular and common workshops are arranged by WIMSA	The annual WIMSA meetings are up and running again	After years with crises WIMSA is on the right track
<b>2.2 Expected result</b> Exchange visits are planned and carried out by WIMSA		
<b>2.3 Expected result</b> Written plans for further cooperation are developed		Plans for the next years are developed.

Regarding "San are leading their own organisations"

The San of Southern Africa are leading WIMSA at board level. The Board is 100% San. The San feel that WIMSA is their organisation which is more and more controlled by the IPS themselves.

The Board of KFO is also 100% San-people. Most of the administrative position in KFO is localised. I.e. that its San and Batswana-people heading the different positions as coordinators and leaders.

The establishment of San-councils have created representative units on National levels. Councils which represent the different language-groups are elected by the communities. The San-councils has made a difference in dialogue with local- and central governments regarding human- and economic rights (Hoodia, education, land etc). The San-council of Angola is not established, but structures etc. have been developed and the council will probably be established in 2010.

Training of San has been one of several priorities for San-partners during the last 5 years. Training and competence building has been done at !Kwa ttu and KFO. It has been arranged both for men and women.

WIMSA is on the right track. All the San-councils are linked to WIMSA and the organisations is again an important San-advocacy unit both nationally and regionally. During the last two years WIMSA has:

- Supported the !Xun community of the N#á Jaqna conservancy in north eastern Namibia in their battle to keep their land and not to give in to the intention of the Namibian government to allocate about 50% of the land to small commercial farmers.
- Together with LAC and the Nyae Nyae Conservancy coordinated the professional advice to stop the Herero herders of the village of |Gam invading the land with more than 2000 cattle.
- hired a professional education officer and made the students' programmes as well as the Southern African San Education Forum (SASEF) back on track.
- Supported the Omaheke San Trust and the Khwe community of Caprivi.
- Been lobbying San rights issues with the Namibian government. A good dialogue has been created.
- Been working in cooperation with OCADEC and ACADIR (Angola) on a community development programme.

**4.1.4 Overall goal:** Violence against San women are not accepted by the San

<b>1. Specific Objective</b>	<b>Indicator</b>	
NCA partners are actively engaged in addressing violence against women	NCA partners has programs against violence against women	-There is no NCA funded program that looks into this. But the focus might change with Gender Justice becoming a core thematic area for NCA Southern Africa.
<b>1.1 Expected result</b> NCA partners are capacitated on issues on gender and violence against women	All NCA partners working on San are trained in violence against women and the GEA manual	The GEA-manual has not been used (see above comments)
<b>1.2 Expected result</b> A research are undertaken about the level of violence	A study are conducted by NCA on the issue	A study has not been conducted (See above comment)

against women		
<b>1.3 Expected result</b> San are aware and has raised their consciousness about violence against women	Number of reported violence cases has decreased	-See above comment

Regarding "Violence against San women are not accepted by the San"

IPACC has structurally included women by having one of the three elected positions per region for women. There is an increased consciousness in the member organisation for gender issues. Women are visible and active in the IPACC-network. This may lead to reduced violence against women.

Conclusion: The specific objectives stipulated in the Regional IPS 5 year plan (2005-2009) have been too ambitious and too detailed. Objectives related to *violence, gender, land-rights, education in their mother tongue* and *leading their own organisations* are all relevant and important. But it is a huge challenge to verify the detailed results presented in the plan- especially after few years. Things Take Time and cooperation and support with IPS is not an exception – rather on the contrary.

To change a paternalistic male dominated society – which is also characterised by certain racism against IPS - take years and decades and reel changes is very difficult to measure. Few results in the short run do not mean that the strategy is wrong or should be rejected. But there are huge challenges and difficulties. IPS issues are global and may be "more easy" to implement in one part of the world (Scandinavia, LA), than for instance in Africa. In some parts of the world formal education for IPS – on all levels - is obvious. In Southern Africa this is a huge challenge. The same objectives may be used in IPS-development in Scandinavia, LA and Africa, but indicators and how to verify results may differ. There is a need to be more careful and sensitive when development goals, objectives and indicators are formulated. This has to be done together with the IPS-organizations and the San-people.

#### **4.2 What we have achieved!**

During the last 5 years NCA has used several million NOK in financial support to different San-partners I Southern Africa (see line-table page 32). The financial input from NCA has had a huge effect and meant the difference between "night and day" for the organizations supported and hundreds/thousands of San. "Without the support from NCA we would have been dead", said the coordinator of one of the San-organizations.

NCA should look into the 5 year investment and measure it against what has been achieved. This is not an easy task. For the future, NCA should work with creating indicators which make it possible to "read the picture" of our support. I.e. did we change the socio economic status of the San for the better or what are the tangible achievements?

It is difficult – as stated earlier – to measure in figures what the NCA-support has meant for our San-partners and the San-people related to the organizations supported. NCA has not been the only funder, but we have been one of two core funders which have been essential for the results produced during several years. The following is a shortlist of what was presented by partners and San in our discussions, and taken from written reports:

- KFO (Kuru Family of Organizations)
  - 65 San-artists have been trained and got a theoretical and practical education in oil-painting and art prints.
  - Huge exhibitions arranged in 11 different countries all over the world.
  - The last year exhibitions have been arranged in France and Botswana.
  - Several smaller exhibitions arranged every year.
  - Cooperation between San-artists and artists from Europe and USA created.
  - Several museums established and maintained (at D'Kar, Ghanzi, the D.Q.Farm, Tsodilo hills)
  - 60% of the income from a painting goes to the artist, 40% to the D'Kar community.
  - "Artists saving box" established as a "bank-account" for those of the artist who which to save and invests.
  - Livelihood created for 800 crafts producers who sells their products through KFO (Ghanzi-craft).
  - New Mofswana coordinator for Ghanzi-craft with 13 years experience from USA employed.
  - Marketing of San-arts and crafts done in Botswana, South Africa and Europe.
  - "Tiger Craft" of South-Africa marketing San-art from KFO in Johannesburg and cape Town.
  - A huge dance-festival arranged in August every year. San-groups from all over southern Africa attend. Also groups representing other minorities have attended (Hambokuzu, Himba, Herero). Several thousand spectators coming every year- also people from Europe, USA, Australia ad Japan.
  - Pamphlets and educational material for pre-school produced and used in day-car-centers for San in Ghanzi-district, Botswana.
  - Cooperation between "Dronning Mauds Minne" and Bakamosso developed.
  - Hundreds of kids got pre-school training during the years.
  - A cattle-farm bought and developed into a tourist-lodge and game-farm driven by San. Close cooperation with tourist companies in Germany and South Africa developed.
  - 25 000 San reached by KFO alone (I.e between 40 and 50% of the total San-population of Botswana)
  - Several San-CBOs established
  - Several books, CDs, DVDs, videos produced and sold ("Voices of the San", "Once we where hunters", "Indigenous People, Consent & Benefits Sharing", "Shadow bird", "Naro-dictionary" etc.)

#### KFO/SASI

- Development of the SASI 5 year strategic plan, which has resulted in SASI being more focussed.
- Marked personal growth in San members of staff.
- The very obvious involvement of youth in many community structures and initiatives, many of whom have been through the youth leadership programme FRESH.

- The establishment of health-care facilities on Platfontein by the Dept of Health after much lobbying by SASI.
- The successful establishment of a new Communal Property Association (CPA) and Community Development Councils on Platfontein.
- The completion of the bush camp in the Kalahari, coupled with the erection of an information centre which service will provide tourist with information on history & culture of San.
- An increasing emphasis in CBNRM within the //uruke initiatives.
- Establishment of a health centre in the Kalahari which provided tourist & visitors with traditional healing.
- N/u language school in Upington, which are facilitated by the elders, have drawn many youth from the townships who are keen on learning and developing their language.
- Establishment of the youth dance group in Upington, which is being trained by one of the elders.
- Through interaction with other communities at the annual Kuru Dance Festival, dancing has strengthened and improved.
- Supported heritage Day initiatives which are vital to keeping culture alive.
- Production of various materials through the years (story books, learning materials, music CD and presently an e-archive /museum)
- The quality of products and product range of the Home & Textiles project has improved significantly through silk screening workshops and inputs from PFT Craft facilitator on designs, colour schemes, etc.
- Through SASI's on going advocacy efforts, relationships with Kgalagadi Park has improved to the extent that they co-sponsored NQF2 training and have committed to further partnership in the //Uruke initiatives.

#### IPACC, WIMSA, Ditshwanelo

San in Namibia getting education during the first 3 years at primary school in Setsarwa (their own local language).

- Court-case for the San, against the government of Botswana supported and won (CKGR-case)
- Several court cases done of behalf of the San.
- Several training/courses in HIV/Aids- and TB-protection arranged . More than 5000 attending during the years.
- Preserving San-culture & heritage, created identity and knowledge.
- Established a functional and effective network in the region.
- San people in Botswana, Namibia and South Africa have got land back.
- Several have bought land and tried to build up a living as cattle- and goat owners.

- Education at University level created (Since 2002 more than 60 San have finished or still at universities, collages in Southern Africa)
- Through the regional "South African Education Forum" several San has got a professional background from the University of Namibia - through support from WIMSA.
- Through IPACC - advocacy on continental- and global level (In Africa and through the UN) - has succeeded with the development of UN-declaration on IPS rights, and the signing of the mentioned declaration by most Africa-countries.
- Consultation arranged between IPACC/IPS and the WB on Forest Control Partnership facility.
- A Pan African IPS-conference on Adaptation and Mitigation (IPACC)
- African IPS-workshop on effective use of Information Communication Technology (ICT) in environmental advocacy (IPACC)
- Workshop on the formalization of the Traditional Knowledge of Tacking (IPACC)
- IKhwa ttu – The San culture and Education Centre (2005-2009):
  - Made it possible to develop a hiking trail addressing environmental issues.
  - Made San act as guiding reference groups to the curators of photo exhibitions, films and CDs
  - Contributed to training in botany of the former and current group of trainee guides.
  - Contributed to possible self-employment as trainee guides.
  - Contributed to raising awareness of issues as climate change, which was an integral part of the implementation of the plant trail.
  - Contributed to books, DVDs and CD's production.
  - Contributed to put !Khwa ttu as a San project on the South Africa tourism map.
- Dqae Qare game farm in 2009 - 2010
  - 889 bed-nights sold.
  - 468 bushwalks arranged,
  - 60 game-drives.
  - 1989 camping guests accommodated same year.
  - Visits by "First National Cultural Groups" from USA and Canada
  - UN special rapporteur for IPS visiting
  - 2009 financial statement indicates that the farm is progressing towards viability and able to meet its own maintenance costs.
  - Total renovation of farm during 2010.
  - All work and material being paid for by the DQ-Game-Farm from its earnings and mostly carried out by farm-staff.
  - Electric light being extended to all rooms in guest-house
  - Reception/craft shop upgraded to sell Staff Jewelry and Art project Crafts
  - Wireless internet access for guests

As a conclusion: With NCAs cooperation and support – hundreds may be thousand of San has got better livelihood, training and education which they wouldn't have got without the support.



Ditshwanelo, IPACC, WIMSA and KFO have all done advocacy-work together with and for the San in Southern Africa. This has raised the level of governmental consciousness on local, national and regional level. The political hierarch knows - after years of "denial" - that the San does exist in Africa, and is a part of the society. And that they have to be listen to and taken seriously in the countries and the Regions development strategies for a better future and livelihood for all.

There is an understandable fear among several of NCA-partners regarding necessary funding in the coming years. The global financial recession is a threat to San and San-organizations in Southern Africa, which seems to result in some Northern-partners/donors reducing funds and changing priorities.

NCA has been a long term partner and donor, and "frequently stated its intention of 'being there' for the long run". It's underlined by San-organizations that NCA has been a partner with an understanding of development being a process and with a willingness to walk together with the partner – through successes and challenges.

Before the assessment was done, some of the IPS-partners in Southern Africa had learned that financial support from NCA would be reduced or that all NCA support would be ended after 2010. To get the information that also NCA is "leaving San-partners" created shockwaves and disbelief. To fill in the questioner – which NCA sent to all San-partners up front of the assessment – was painful, when they upfront had got the information about ending financial support.

#### 4.2.1 Input & activities

Financial expenditure. During the five year period NCA has used financial- and Personal resources to follow up its commitment related to its IPS-partners.

During the same period the NCA regional office has changed its role and mandate as well as its scope. From 2005 to 2007 the office was a Regional office with direct follow up of projects and programs in Botswana, Namibia, Zimbabwe and Mozambique. Additional the Regional office had responsibilities for the country-offices in Angola, Malawi and Zambia. During 2008 the office was changed to an Area-office, moved from Botswana to Pretoria (South Africa) and with reduced responsibility. The responsibility for the mentioned country-offices were faced out together with country plans for Angola, Malawi and Zambia The Area office was left with the following 3 thematic programs:

- Area program for Gender and HIV/Aids
- Area program for Economic Justice and Accountable Governance
- Area program for indigenous peoples.

The program related to IPS should – according to the plan 2005-2009, be steered against a more narrow focus related to "Community Based Natural resources Management" and "Climate Change"

The following table shows allocated funds to IPS in Southern Africa – 2005-2009

<b>Partner</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>
<b>Kuru</b>	1550000	1900000	1900000	1900000	19800000
<b>Ditshwanelo</b>			100000*	100000	112000
<b>SASI GBS</b>		300000	300000	410000	450000
<b>WIMSA</b>	225000	275000	350000	0	400000

<b>WIMSA San- culture</b>		210000	210000*	360000*	360000
<b>Letloa</b>	970000	943000	766000	843000	843000
<b>SASI</b>	300000	617000	549000	517000	517000
<b>San Cultural exchange</b>					
<b>IPACC</b>	900000	700000	935000	760000	200000
<b>!Khwatlu</b>	150000	150000	150000		
<b>IP climate fund</b>					
<b>San Partners strategic meeting</b>				100000	

Norad other (100% NORAD support)

\*Not disbursed

The line-table shows that there has been a reduction in financial support to some of the partners during the last years. Ditswanelo has not got financial support since 2006 and the support to Kuru, including SASI, has been reduced. Financial support to Letloa, which is one of Kurus 8 trust, has been increased. IPACC has got a substantial increase since 2008.

Compared with 2007, the financial support for 2009 has been reduced with more than 1.1 mill NOK. From more than 5.2 mill NOK to about 4.09 mill NOK.

The financial support to San-partners in Southern Africa is further heavily reduced for 2010. Financial support – according to approved budget of 26 March 2010, will be NOK 2.87 mill. Additional is NOK 150 000 allocated to IPS regional learning. NOK 700 000 to Climate Justice may also partly go to some IPS partners. The close to 50% reduction in financial support to IPS-partners in Southern Africa from 2009 to 2010 state a considerable downgrade of support to IPS in the region. This is happening in a situation where NORAD has IPS high on the agenda and continue to give 100% support to several of NCAs IPS-partners in Southern-Africa.

#### Time & personell used

Due to constraints and challenges – specially related to KFO and WIMSA – several IPS-consultations and meetings have been arranged during the last years. The IPS-network in Southern Africa has been mobilized. Also donors/partners from the North have been invited and partly involved.

During the challenging years for KFO and WIMSA close contact between the San organizations and the core-partners in the North were necessary and required.

In July 2006 the NCA IPS-adviser (100% position), located at the NCA-office in Oslo, left the organization for a 3 years period. The position was vacant for one year. Since July 2007 NCA has had 50% advisory IPS-capacity at the NCA-Oslo office. The advisor was mainly used as advisor for IPS in LA, and the PC – together with staff at the Pretoria office - was left to follow IPS-projects and programs in Southern Africa.

There is a comprehension that the IPS-partners of Southern Africa haven't been followed closely and professionally enough by NCA during the last 5 years.

It has been difficult to find out how many professional visits the NCA-Regional- and Area-office undertook from 2005 – 2008, when the office were located in Botswana. Described below is the administrative time-use and visits/meetings with partners in the period from June 2008 to Des 2009 (18 months).

One program coordinator at the NCA office used 50 % - during 2008 - of her work time on administrative capacity for the IPS portfolio. In June 2009 a Regional Program Coordinator in IPS and Natural Resource Management was recruited to work 100 % with the portfolio, but he left NCA in August same year. This created increased pressure on the NCA-staff left, and made it more difficult to follow the IPS-partners closely enough. Due to lack of personnel resources at the NCA-Pretoria office, and the reduction in professional IPS-advisory-capacity at the NCA-Oslo office, NCA have in practice downgraded its IPS-engagement in the region.

Visits to partners for the period June 2008 – Dec. 2009:

<b>Partner</b>	<b>Visits/Meetings</b>
!Khwa ttu	7 visits
KFO	4 visits/2 meetings
WIMSA	No visits/meetings
IPACC	6 visits
UB-Tromsø	3 visits/2 meetings
SASI	3 visits

## **5.The way forward!**

A new Global Strategy (2010-2015) is in the process to be implemented by NCA. Through a thorough process involving NCA-staff abroad and in Oslo – together with some core-partners, a new Global Strategy Framework has been developed. 5 strategic focus areas have been selected. Areas where NCA has competence, legitimacy and volume in its portfolio: *Gender Justice, Economic Justice, Climate Justice, The Right to Health & Fresh Water, and The Right to Peace & Security.*

The regional NCA-office in Southern Africa has selected areas under *Gender-, Economic-, and Climate Justice* together with *Rights to water and Health* as priority areas. They are all relevant in an IPS-context.

It is important to have a holistic approach in all development work related to indigenous peoples. The marginalization of the San-people of Southern Africa – as of most other IPS - has been total. I.e. that on all areas they have been excluded and “forgotten”. The right to land, to culture, to work etc. has more or less been lost.

NCA has been cooperating with the San- and San organizations since the early 1990’s. In a situation where the organization has decided to concentrate and focus, its important not to forget the holistic thinking which is essential for a San-approach regarding development. I.e. that NCA-strategic planning for further involvement with the San has to be done together with the San, the San organizations and other partners/donors working and supporting IPS in Southern Africa. That the San network is strengthened and that various partners/donors mutually strengthen each other to create the holistic support which is needed.

Its is first and foremost *Advocacy, Economic Justice (Livelihood and trade) and Climate Justice (Climate change mitigation and climate change adaptation)* which are the two most relevant for NCA-involvement in the Region. The following recommendations are related to the mentioned areas.

## 5.1 Recommendation & follow up (according to new programmatic priorities).

### Concrete Recommendations:

- **NCA** should continue working with IPS and IPS-organizations in Southern-Africa. As one of the most marginalized groups in Africa, and as the only Norwegian development organization working with the San, NCA should have IPS as a priority in its advocacy- and development engagement in the Region and on the Africa-continent at large.
- **Links & cooperation.** NCA cooperate with and/or support IPS all over Africa. Increased cooperation between the NCA-offices in Africa (NCA-Pretoria, Nairobi, Kigali, Dar-Es Salam, Bamako) regarding support to IPS should be further developed. A holistic NCA-approach which creates synergy, understanding and cooperation should be developed.
- **Network.** IPS in Western- Eastern- Southern- and Great Lakes of Africa knows about each other. But the cooperation between the different groups is limited. Together with the San of Southern Africa, Batwa of Great lakes, Hadzabe of Eastern-Africa and other IPS, NCA should build and develop active functioning networks between the IPS and their organizations. Lack of togetherness and cooperation create powerlessness. Cooperation needs to be strengthened and further developed. Together with other partners/donors in the North – which is working with IPS, NCA should further use and develop cooperation and network. NCA should be professionally “linked” to other faith based organizations and networks like EED, Brot fur de welt, WCC,LWF, IWGIA, UN, Forum for IPS etc, which have IPS as a target group.
- **Resource person.** A Position for a “Continental Resource Person” – placed in Africa (Pretoria, Nairobi, or Kigali?) with responsibility for developing network, links/cooperation, plans, strategies, follow up of IPS etc, should be developed. The resource person should be, if possible, recruited from the IPS-milieu in Africa, based in one of the mentioned NCA-offices. But he/she has also to be closely linked with the other NCA-Africa offices working with IPS – and with the PKs and IPS-advisor in Oslo. The resource person should report to the NCA-office, where he/she is located, or to NCA-Oslo. The Position should be created asap. A conference, where the NCA-IPS-partners are invited and plans/strategies for “the way forward” discussed, should be arranged. Economic- (Livelihood & trade) and Climate-Justice (adaptation & mitigation) for the next 5 years, should be the main issues.
- **Capacity building.** Capacity building is a key-word in all IPS-work. NCAs cooperation and support to IPS in Africa has to be developed in close cooperation with the partners and support organizations (IPACC, WIMSA, KFO & Ditshwanelo). This has to be done with regular formal and informal meetings where capacity, cooperation, future plans and strategies are discussed.

- **Core-partners.** IPACC and WIMSA should be NCAs two core-partners regarding doing advocacy. The two organizations should function as resources on a continental and regional level. KFO as a national development organization needs to be further drawn into and linked to the regional network. KFO should continue creating economic-justice (livelihood & trade) for the San of Botswana, but also does more advocacy work on the national level. In cooperation with Ditshwanelo, KFO should build its competence and expertise in advocacy. With its long history and expertise, KFO should also be used as a resource for other IPS-development units/organizations in Africa. Ditshwanelo is the main human rights organization working with San in the Region. Ditshwanelo should be used as a resource arranging seminars, workshops, competence building in advocacy/human rights-education for the other IPS-partners.

The new GLS is talking about “*growth through concentrated growth*”. The assessment-team sees it as very important that NCA continue working with IPS in Southern Africa. That San - as the most marginalized – should continue being a main target group for NCA and its concentrated growth in the region.

Working with the San should be in line with NCAs mandate. The programs that we support should display an integration of Economic Justice, Climate Justice and Gender Justice. 2010 can be used to review related policies in the region so that in 2011 NCA and partners are able to come up with measurable outcomes and indicators.

Our long history “with” the San in Southern Africa, the experience we have got, the commitment we have, the continued marginalization of IPS, and the important role IPS and their knowledge regarding adaptation and mitigation of Climate change – and last but not least – that NCA is the only Norwegian NGO working with San in Southern Africa, are all arguments for continued and increased involvement. But the way forward should be more streamlined and concrete than what it has been.

So far the existing San-portfolio has mainly been support to advocacy initiatives and promotion of cultural activities and livelihood. Core support has been channeled through KFO, WIMSA and IPACC. Earlier also through Ditshwanelo Centre for Human Rights in Botswana. San- and San-issues were high on the agenda for NCA during the late 1990s and the beginning of the new century. The last years have seen a certain cut-down in engagement and initiatives from NCA. At the same time IPS-issues in Southern Africa have been highlighted, relevant and high on the agenda. In Botswana the Central Kalahari Court case has created extended demands for land, and – at the same time - IPS-issues have been discussed all over the region. Indigenous peoples and San in particular, have got a relatively wide media covering.

It is difficult, as stated earlier, to document the impact of NCAs cooperation and support but with a certain confidence we can say that the NCA support has made a huge and positive difference.

Some of the IPS partners have a very important role to play regarding *advocacy* and need continued follow up, cooperation and support.

*Advocacy:* In a situation where IPS in Africa becomes more and more marginalized, there is a great need for people and organizations doing constructive and profound *advocacy* work. IPS-advocacy has been difficult, sensitive and complicated. But it is important, more than ever, to advocate for the IPS rights and involvement in the society at large. The climate change – both on local- and global level - and the need for adaptation and mitigation shows this clearly.

Both IPACC & WIMSA are functioning as IPS-advocacy organizations. IPACC as continental related to "all" IPS in Africa, WIMSA as regional and mainly working with San. Both have been important organizations for IPS and should be strengthened

WIMSA has been going through a harsh period since 2005. But the organization seems to have gone through a professional process and evaluation which hopefully will create a "new", important and better equipped WIMSA. How WIMSA is structured and functioning is one of the key-issues for the organization.

NCA should follow WIMSA very closely specially related to the restructuring of the organization. Especially when it comes to the composition of the board, the relation and working conditions between the Regional San Council and the WIMSA-board etc.

Livelihood and trade: Advocacy has to be done in combination with grass root development and creation of income. Support for "food in the stomach" has to go parallel with intensive human rights work. Economic Justice/Livelihood and trade are important and a key area for IPS and development. Since the creation of San-organizations in Southern Africa livelihood and income generating has been one of the main issues for IPS planning and strategies. NCA has supported a regional program promoting cultural pride and identity. This program and support has also been important in creating livelihood and income for the San. *Craft and art production, a cultural centre and Museum, dance festival, trail & heritage site and Eco-tourism* are some of the initiatives which have accumulated income. A further development of *San-trackers* as a priority could further strengthen livelihood and preserve and protect an important part of the San-peoples culture and tradition. Initiatives which gives the San income and at the same time present and preserve the historical value of IPS culture and traditions should be supported.

The cultural centre at D'kar, with exhibitions, a museum and a dance festival, attract thousands off people each year. Only the dance festival attracts more than 500 dancers and some 3000 spectators every year. The cultural centre and the museum have undergone major positive changes and need to be maintained and further developed.

Due to archeological discovery at Dqae Qare Game-farm, a museum and exhibition are in the process to be erected. The Game farm has been further developed and links with HATAB (Hospitality and Tourism Association of Botswana) has been established. Marked improvement in the day-to-day management and service delivery has given more visitors to the farm and increased income for the San. Marketing and further development of the farm and similar projects should be recommended and planned.

"Pearls of the Kalahari" – jewellery made of eggshells and silver, jointly designed by fashion guru Michael Kraa and San women crafters have been a success. But it needs a better marketing for increased numbers of customers. Culture and tradition have been a "San-article" for sale and export. Through export, marketing and knowledge about the San peoples craft production, art and jewelry, a better livelihood for hundreds of San could be secured. A joint venture or increased cooperation with central located shops in Gaborone, Windhoek, Johannesburg and Cape Town should be further developed. Southern Africa is more and more an attractive destination for mass tourism. This should be further exploited by the San-organizations. The sale of the products needs to be dispersed to areas where the customaries are.

!Khoa ttu – the San-training centre and bushman-farm north of Cape Town seems to be a success story and should be further developed. Marketing of the farm and attracting more tourists – also from Norway – should be further encouraged. There is a great potential for increased income- generating for San at the farm (visit by tourists, sale of crafts, restaurant, plants- and wildlife safari, exhibition, performance etc). Southern Africa has increased interest among Norwegians and Norwegian tour-operators. About

20 000 Norwegians, and the numbers are increasing, are visiting South Africa every year. There is also cooperation between Norwegian musicians and IPS-musicians in Southern Africa. !Khwatla has had several Norwegian tourists visiting, including visits by teachers and students from "Rønningen Folkehøyskole". Rønningen has yearly trips to South Africa, and the San-farm seems to be a regular place to visit. NCA could take initiatives to promote !Khwatla among Norwegian tour-operators visiting Southern Africa year after year.

Production and sale of *Hoodia* should be encouraged. Hoodia, a plant endemic to Southern Africa has been used traditionally for food and medicine. Further production and use of the plant should secure income and royalty to the indigenous peoples. External interest has to secure intellectual property rights agreement with the San before further use. There are challenges to secure patents etc. but this work has to continue and may give the San of Southern Africa good income and a better foundation for livelihood in the future.

*Kalahari Gardens* should be encouraged. This has improved and secured food production and nutrition. It is also building skills and opportunities to create self-reliance within communities. This has been a success in Namibia and should be further developed in other parts of the region where San are living.

*Climate and climate change.* Climate instability, droughts, floods, loss of biodiversity affect all African people. The IPS of Southern Africa is no exception. The continent is substantially more vulnerable to climate changes than regions with stronger economies and effective political systems.

The San people are experiencing great changes of weather in the areas where they live. The drought periods are longer, and the rain is heavier when and if it comes. The extremes are greater. Through changes of climate their livelihood and culture are threatened. The extremes will lead to loss of biodiversity which the San depends on. It is imperative that San are assisted to develop effective response and adaptation strategies for survival.

Conscious San-people and people working with IPS recognize the importance and urgency of developing policies, strategies and schemes to address climate change. These developments should NCA, together with the San and other partners/donors in the region, be part of. So far IPS have been marginalized and often excluded from key international climate decisions and processes despite the fact that climate change is impacting intensely on San and other IPS. Very often international experts overlook the rights of IPS as well as potentially invaluable contribution that IPS' traditional knowledge, innovations and practices can bring to the global search for climate change solutions.

IPS and IPS organizations need to be supported in their demands to attend and be heard when climate and climate change and the future of the globe are discussed. In NCA's priority work for climate-mitigation and adaptation, the IPS-experience and their traditional way of living should be a resource base for the organization.

Adaptation has always been an IPS-strategy for survival. There are illustrations from all over the indigenous world regarding how to adapt to a changing environment. Herding peoples of northern Africa, forest- and nomad IPS of central-Africa and KhoiSan of Southern Africa have different ways of adapting, but what they have in common is that they know their environment, and how to adjust. The Khomani San in South Africa, to use an example, are not "allowed to kill" plants in the Kalahari Desert. If a plant is needed for medicine they cut only a part of the root, leaf or a branch and make sure the plant will survive giving it water and a "gift". Adaptation in practice! The IPS knowledge

of the environment is tremendous and has to be protected and used for a better world for all human beings.

Natural resources are the bases for the San people of Southern Africa. Sustainable livelihood is not possible without rights to land and natural resources. The challenge is to make sure that the San has access to needed areas, that the governmental policy of the society and necessary internal and external cooperation are supported and secured.

*An African perspective:* NCA has been working with IPS "all over" Africa. In Western Africa the Tuaregs (nomadic pastoralists) has been part of the target group, in Eastern Africa the Hadzabe-people (hunters and gatherers) has been targeted, and the Batwa (pygmies) of Great Lakes and the SAN of Southern Africa have been supported through years. The IPS-groups NCA are supporting in Africa should be seen as "one". They are all fighting for their individual- and group-rights, and they have more or less the same history of marginalization and way of living. I.e. that the same thinking, strategically planning and approach could be partly used in all NCAs IPS involvement in Africa. Increased cooperation, extended network, common planning and strategic approached should be developed.

IPACC, as a continental organization, has developed understanding, knowledge and contacts with most IPS-groups all over Africa. The continental perspective will be more and more important in the years to come. Without standing together the IPS of Africa will lose the momentum which is needed to be a powerful advocacy group speaking with a common voice. Through IPACC, WIMSA, KFO and Ditshwanelo a strategy for an Africa-NCA-IPS-approach could be developed and implemented.

To conclude: **Advocacy, Livelihood and trade, and Climate change** with an **African perspective** should be the strategy(es) for NCAs work with IPS in Southern Africa, and in Africa as a whole.

- *Advocacy* is and has to be a key issue in all IPS-work. It has to be done together with and by local organizations which knows the political language and the political labyrinths. Such organizations exist and should be strengthened.
- *Livelihood and Trade.* The marginalization of the San has created a group of losers. The situation for San of Southern Africa is very similar to situations for IPS all over Africa and in the world. Cooperation and support for livelihood and trade have to be developed and be sustained.
- *Climate change.* Adaptation is nothing new for the San. But harsh climate condition which may further deteriorate will demand increased adaptation and mitigation and implementation of creative livelihood strategies.
- *African perspective.* We should think continental and not only national or regional. Closer cooperation between IPS-groups, between regions and organizations should be developed. Common planning and strategies should be produced.

## **5.2 Conclusion.**

In 2004 – during the "International Decade of the World's Indigenous Peoples" - the Norwegian Ministry of Foreign Affairs developed guidelines for "Norways Efforts to Strengthen Support for Indigenous Peoples in development Cooperation". The guidelines were largely based on the recommendation in the report "Norad's Efforts to Strengthen development Cooperation with Indigenous peoples" (2002). The guidelines are the instrument which should be used in Norways future efforts with IPS. The guidelines stresses that "Norway will strengthen its support for indigenous peoples in development cooperation". NCA has been privileged to get 100% financial support from Norad to several of its IPS projects/programs. For 2010 we got NOK 3 121 000 (100% funds). I.e. indigenous peoples are high on the NORAD agenda.



NCA is the main Norwegian NGO working with IPS in Southern Africa. Through many years we have been the only Norwegian development-NGO which has cooperated and supported IPS in Southern Africa. IPS and minorities has - through NCAs more than 50 years history - been one of the organizations main target groups.

When NCA started to work in Nicaragua and Guatemala early in the 1970s – it was among the poorest and the most marginalized. I.e. the indigenous Indians. Some of the Indians even called the earthquakes “blessed” – for they made the rest of the world attentive to the IPS of Latin America and their situation.

In Asia – during the last years of 1970s – NCA started to work in Thailand. In the area where NCA got engaged it was a conglomerate of ethnical minorities – also IPS.

In Africa the starting point was support to people experiencing catastrophes, additional to poor and marginalized people. And often IPS was among the target groups. In Eastern Africa & the Great Lakes NCA has been working with the Hadzabe of Tanzania and the Batwa of Rwanda, Burundi and Eastern DRC – all African IPS. The same has happened in Southern Africa where the Bushman or San has been one of the main target groups. In West Africa NCA has been working with the Tuaregs. A minority and defined as the IPS of Western Africa.

Africa has only one tenth of the world’s population, but one third of the planets languages. And the continent is the cradle of human life. The San people of Southern Africa are defined – according to DNA/Gen-technology – as the “oldest people of the world”. Of all human beings today – the San are “the first of the first”. Together with IPS all over the world they are custodians of some of the most biological diverse territories on the globe. Farmers often destroy biodiversity, while IPS – herders, hunters-and gatherers can help promote and monitor biodiversity through non-invasive and non-destructive land use techniques. They are also responsible for a great deal of the world linguistic and cultural diversity. their traditional knowledge has been and continues to be an invaluable resource that benefits all of mankind.

The creation of San organizations and mobilization of IPS in Southern Africa is a reaction and response to the threats against their culture and to the natural resources and ecosystems which have sustained them until now. The trend in the Western world – which is a consummation and capital driven approach – is in contradiction to the evident need to conserve the cultural and biological diversity. The economic future of our vulnerable globe is to take into account these existing cultural transmitted knowledge and skills that has evolved in sensitive ecosystems. The people of today, all over the world, are in need of knowledge which has been stored among IPS for thousand of years. Their way of protecting the environment, adapt and mitigate a new situation where a world wide climate change is happening, is important to understand, preserve and further develop.

Tragically the opposite is happening. IPS continues to suffer discrimination, marginalization, extreme poverty and conflict. Some has called them “the slaves of the slaves” or the “poorest of the poor”. Hundreds of thousand of IPS are being disposed of their traditional lands as their livelihood is being undermined. Their way of living, their religion and belief system, their cultures and hundreds of different languages and way of life continue to be threatened, sometimes even by extinction.

But there is some light in the tunnel. Some governments are recognizing the mentioned threats – which are not threats only to the IPS but to the human being qua human being. They know the history of colonization and destruction. A history where the traditional economy of subsistence were looked at as exotic and frightening. The colonizer and later local African elite and powers, used to cut the IPS off from their land base and drove them into extinction. In Southern Africa settlers and

others spent centuries killing and enslaving as many San as possible. But new knowledge and understanding of indigenous life is –little by little - changing the thinking of the Executive powers. Now – more than ever - the decision-makers in the state system need to know more, to understand better and to be fully introduced to the richness of the intellectual heritage of IPS. They need to see, to understand and learn how these can be an asset and natural resource for the country and the world. This will of course require more facilitation and dialogue. This is work which has to be done through grant making, donor assistance and advocacy, a process where NCA has an important and huge role to play.

IPS has to be “exploited” in a positive way from both parts – from the State and the IPS themselves. Some States are matching recognition with action. Mobilization, advocacy, information and knowledge have at last also given an understanding among people with power – that something has to be done. But there is still a long way to go.

Therefore it is more important than ever to cooperate, support and learn from IPS - in this case the San of Southern Africa. The San has a unique knowledge of what it means to live close to and off the diversity of nature. The indigenous peoples of the world, their culture and their way of life, needs to be protected and preserved. In a threatening situation for all human beings, we need to protect and preserve the San knowledge about adaptation and mitigation of the environment, which is changing, and create sustainable livelihood for indigenous peoples in the region..

## Annex 1.

### People spoken to:

<b>Name</b>	<b>Surname</b>	<b>Responsibility</b>
Kuela	Kiema	Dkar Museum Manager
Molly	Burns	Peace Corps Volunteer
Maude	Brown	Art Project Coordinator
Maadie	Brown	Sport and Youth development
Dieter	Van den berg	Entrunepernship and business Advisor (community outreach Dkar Trust )
John	Sikalera	Dkar Trust Coordinator
Wynard	Morris	Community Outreach Assistant
Robin	Hartle	Game Farm Manager
Elijah	Mwashayenyi	Senior Program Manager – Komku
Xharae	Xhase	Komku Coordinator
Stella	Nguluca	Bokamoso Coordinator
Rosinah	Masilo – Rakgoasi	Director Programs Letloa
Kaelo	Mokomo	Director Letloa
James	Morris	Custodian
Willemien	Le Roux	Ex staff member of Letloa (KFO)
Mary	Ratau	Activism Programe Coodinator – Ditshwanelo
Ingrid	Melville	Fundraising and communications Coordinator Ditshwanelo
Alice	Mogwe	Director - Ditshwanelo
Ben Begbie	Clench	Acting Coordinator WIMSA
Nigel	Crawhall	IPACC
Mala	Mareachealee	IPACC
Axel	Thoma	WIMSA-coordinator til 2005
Michael	Daiber	!Khwa ttu
Roger	Channels	Advisor (WIMSA, SASI)

## Annex 2.

### *TERMS OF REFERENCE (TOR) FOR THE INTERNAL 5YR ASSESSMENT OF THE INDIGENOUS PEOPLES PORTFOLIO IN SOUTHERN AFRICA 2005-2009*

#### **1.0 Introduction and context**

Norwegian Church Aid (NCA) is one of the largest Norwegian International Development Agencies. It is a church based diaconal organization, which works with long-term development assistance, emergency relief and advocacy across the globe. NCA shares a vision of a just world and works respectively with people and organizations of all faiths. As such, NCA empowers right holders, and strives to uphold human dignity for all regardless of race, nationality, gender, political persuasion or religious beliefs.

In Southern Africa NCA is mainly working with partner organisations who in turn are working with local groups and networks to achieve their objectives. The NCA Southern Africa office was based in Gaborone, Botswana from 1993 to 2007 and moved to Pretoria, South Africa in the beginning of 2008. The reasons for this move were amongst others:

- Botswana was no longer a prioritized country for Norwegian development assistance
- It was cumbersome to run a regional office from Botswana. Partner visits to other countries often had to go through Johannesburg
- South Africa is a continental political and economical hub, so being closer to that would open up new doors for NCA (and thereby our partners) in terms of political advocacy for a just world.
- The consequence of the latter would be that a certain change of the portfolio was envisaged – in a more policy advocacy direction

During the past 5 yr period, the office has both changed its role and mandate as well as its scope: In 2007, the office was a REGIONAL office with direct follow up of Botswana, South Africa, Zimbabwe, Mozambique and Namibia. In addition, the office had certain responsibilities for the other NCA offices in the region (Zambia, Angola, Malawi). The regional office had the following programs:

- Country program Zimbabwe
- Country program Mozambique
- Country program south Africa
- Regional program on HIV and AIDS
- Regional program on Accountable Governance and Economic Justice
- Regional program on Indigenous Peoples

In 2008 the office was changed to an AREA office (with no responsibility for the other NCA offices). All country plans were also phased out during 2008, so that the office was left with three THEMATIC programs:

- Area program on Gender and HIV&AIDS
- Area program on Economic Justice and Accountable Governance
- Area program on Indigenous Peoples (IP). It was envisaged that this program would be steered against a more narrow focus on IP, Community Based Natural Resource Management and Climate Change)

## 2.0 The purpose of the internal assessment

Norwegian Church Aid's (NCA) Global Strategic Plan (GSP) 2005-2009 states that a thorough documentation of results and lessons learned should be provided for the 5-year GSP period. This will enable NCA to assess and improve its performance and to demonstrate its relevance, legitimacy and effectiveness to its stakeholders. In particular, NCA has received 100% Norad funds for our IP program, and the use and impact of these funds should be documented before we go into the new 5yr strategic period and eventually apply for further 100% support from Norad. The new 5yr strategy 2011-2015 represents a major change for NCA's approach to the work with Indigenous Peoples. In the previous GSP, IP was considered to be a priority per se, whereas in the new 5yr plan, this priority has been taken out. IP are however listed as major rights holders under the NCA programmatic priorities. This shift of strategy will undoubtedly have impact on the way we approach the work with Indigenous Peoples, as our entry point will now be through other programmatic priorities.

This assessment must hence also take into account how the learnings from the past 5 years can be taken into account when developing the new regional strategies, based on the new strategic directions at Global level.

The assessment will document achievements of NCA in collaboration with its partners, thus provide learning through examining the gain made and constraints or challenges met in implementing the Regional program on Indigenous Peoples, at the same time demonstrating NCA's commitment to the principles of accountability and transparency.

***This assessment will create the basis for NCAs five year reporting to Norad and should hence be quite specific and report as per the 5 yr regional plan 2005-2009.***

## 2.1 Scope of the internal assessment

The focus of the assessment will relate to the Indigenous Peoples Program in the NCA Southern Africa program between 2005 and 2009. A representative selection of partners and programs shall be assessed. Both the projects funded by general Norad support and Norad 100% shall be assessed.

NCA Southern Africa's IP interventions were in 2005 -2009 carried out by the following partners:

Partner	Location
Kuru Family of Organisations/Letloa	Maun/Ganzi/Shakawe
South Africa San Institute (SASI)	Kimberly
IPACC	Cape Town
UB- Tromsø	Gaborone
!Khwa ttu	Cape Town (Darling)
Ditshwanelo	Gaborone
WIMSA	Windhoek

In this assessment, SASI and SYCB will not be visited during the assessment, but they should receive the questionnaire mentioned in chapter 4.0. The SYBC shall not be assessed as part of this program, since this latter since it is funded by the Norw. Embassy in Pretoria and has its own project cycle, from 2006 coming to a final end in 2010. It is envisaged that SYBC will carry out an internal assessment of this program on its own). UB will however be contacted due to their possible future role as *competence center for San in the region through the establishment of a San institute.*

The Assessment will address the Key Questions in Annex A

## **2.2 Objectives**

The following will be the specific objectives of the assessment:

- To assess the effectiveness in achieving the specific objectives stipulated in the Regional Indigenous Peoples 5 yr plan 2005-2009, including the revised plan from 2007, and the relevance of the portfolio's focus, as compared to the challenges and issues facing IP in the region today
- To assess whether NCA and partner's ways of implementing Indigenous Peoples interventions are sustainable and relevant.
- To identify constraints and challenges in partners' IP programs that NCA is funding (SWOT), including their governance structures.
- To document intended as well as unintended effects.
- To provide some initial guidance and recommendations for how IP issues should be addressed by NCA in the coming 5 yr plan 2011-2015, when IP must now be integrated into the new programmatic priorities

Because of the limited timeframe set aside for field visits, and the coordination of meeting with key persons at partner organizations, some of the objectives might be more applicable to some partners than others. The limitation of time may also make it difficult for discussions with community members and rights holders related to all the partner organizations. The exception might be at Ghanzi, where one can arrange for a small community meeting.

## **3.0 Team and outcome**

The NCA special advisor on Indigenous Peoples will be Team leader and hence responsible for developing a report with analysis of the programme's outcomes during 2005 to 2009 and concrete recommendations on how to maximize the outcomes beyond 2009. One staff member from NCA Southern Africa office will accompany the Team leader for parts of the assessment, and will during that period be of help in terms of analysis and report writing. The final product will however be finalized by the team leader. The final report should enable NCA to determine the following:

1. The effectiveness of the design and implementation of NCA's IP plan 2005-2009, including issues of accountability towards right holders and other stakeholders (participations and information)
2. NCA added value for IP in Southern Africa in the period 2005-2009
3. Assessment of NCA IP partners' value added to NCA in the coming strategic period 2011-2015, in the context of the four NCA Programmatic Priorities for 2011-2015 that is relevant in this region (Gender Justice, Economic Justice, Right to Water and Health and Climate Justice)
4. The emerging trends within IP relevant for NCA and partners beyond 2009 in Southern Africa and suggestions for how this should be addressed in the new plan (2011-2015)

## **4.0 Methodology**

- A questionnaire should be prepared by the team and sent out to all partners and other relevant stakeholders in advance, in order to secure written data covering all relevant questions

The main target informants will include management and representatives from:

- Key persons from the NCA supported partner organizations and possible discussions with community members/rights holders during field visit at Ghanzi. NCA staff

- NCA partners key staff
- ACT Sister organisations working on IP in the region (EED, BftW)
- Duty Bearers such as local or national government etc

## 5.0 Documents to support the assessment

- Revised Global Strategic Plan of NCA (2005-2009)
- NCA regional Program for Indigenous Peoples (2005-2009)
- NCA Southern Africa 2005, 2006, 2007, 2008 and 2009 actual project list
- Strategic plans and recent evaluations of NCA current IP partners in Southern Africa.
- Any other previous evaluations and assessments of partners and/or programs
- Partner annual reports 2005-2009

## 6.0 Work plan and Schedule

This internal assessment will take place in the period from February to April 2010. The work is expected to proceed as follows: (see annex B: Work plan/Field visit schedule)

- 5 days: Literature review, collection of secondary data, development, pre- and finalizing the assessment
- 14 days: Field work (including traveling time).
- 7 days: Collation and analysis of data, report writing and submission of the first draft, including strategies and recommendations.
- 3 day follow-up, adjustment, editing and finalization of report

## 7.0 Reports/Deliveries

The expected output from this assessment exercise will be a report that will feed into the final NCA report to Norad for the period 2005-2009. It shall also provide some guidance and recommendations to as how NCA shall proceed with the IP portfolio in the region, taking the new NCA Global Strategy 2011-2015 into account. The report shall:

- Adequately address all the assessment objectives as specified above.
- Specify how right holders and other stakeholders have taken part in the assessment (who have contributed in what way).
- Have not more than 7 concrete recommendations for how the portfolio should be adjusted to meet the new reality of the GLS 2011-2015
- Specify the achievements, constraints/challenges, opportunities, intended as well as unintended effects of the IP program in Southern Africa, using the 5yr regional thematic plan as basis
- SWOT analysis of the thematic focus areas as stipulated in the 5yr plan 2005-2009

A draft report will be shared with NCA Southern Africa staff and selected NCA Oslo staff for feedback.

A draft will be delivered to NCA SA by e-mail no later than **April 1st, 2010**. After a feedback process involving NCA Oslo and NCA SA, the Team leader should consolidate and hand in the final report no later than April 30<sup>th</sup> 2010.

## 7.0 Team and reference group

Team leader: Mr Hans Petter Hergum, special advisor in Indigenous Peoples, NCA Oslo

Team member: Sixolile Ngcobo, Regional program coordinator for HIV and Gender (responsible for follow up of the IP portfolio in the period March 1<sup>st</sup> 2008 to April 1<sup>st</sup> 2009)

Reference group:

- Anne-Marie Helland, Area representative NCA SA
- Moreblessings Chidaushe, Programs manager NCA SA
- Haldis Kaarstad, Program coordinator NCA Oslo (TBC)
- Ingrid Ohna, Program Coordinator NCA Oslo (TBC)

## ANNEX A: KEY QUESTIONS THE ASSESSMENT WILL ADDRESS

### Key Questions

#### Contextualized results and relevance

- In the Southern African context, what are the key socio-economic, political trends in relation to IP and how have these impacted on the work of NCA in the region?
- What are some of the key funding trends within region and how have these affected the IP work of NCA?
- With reference to the 5 yr plan 2005-2009, has the work given the results hoped for? What are the key documented experiences, achievements and results of NCA's work on IP in the period 2005-2009? Can we see any impact?
- What are some of the significant achievements and constraints of NCA and our partners in influencing IP related government policy changes within region and to what extent have partners been involved in advocacy for the implementation of agreed legal frameworks relevant to IP?
- To what extent have the objectives indicated in the 5 yr plan 2005 – 2009 (including the revision in 2007) been reached ? What is the status with reference to reporting on the indicators listed in the 5yr plan?

## ASSESSMENT OF RESOURCE USE

- How much resources (financial as well as human) have been made available
  - Broken down per funding source, partner and year as well as a total picture in the period 2005-2009

#### Partner role and programming

- What are some of the key accomplishments of NCA in their relation to partners?
- What has been the basis for choice of IP partners in the region and how has this hindered/facilitated NCAs focus on IP? Has the portfolio changed over time, and do we have any indications as to why?
- To what extent are partners using a Rights Based Approach in the programming?



## ASSESSMENT OF PARTICIPATION AND PROTECTION

- To what extent have staff of partners and community members/rights holders been active in program development in order to secure relevant programming from the partners?
- To what extent are rights holders aware of the NCA partners' mandate, methodology and governance structures (to secure transparency and accountability)? (kanskje i GHanis
- To what extent has NCAs partners worked towards the protection of human rights of IP and has NCA`s support contributed to the empowerment of IP?

### Recommendations

- What are the key recommendations for the future Right Based Programming of IP work in southern Africa, taking the new GLS and its programmatic areas into account (only four out of five relevant in the region)?

## **Questionnaire**

Please answer/elaborate on the following questions related to the San/indigenous peoples (IPS) organizations Norwegian Church Aid (NCA) is supporting/cooperating with in Southern Africa Thank you so much in advance.

1. What has been the main challenges for you/the organization in your/the organizations work with San/IPS during the last 5 years? – **Organizational assessment**
2. Which main challenges/issues are facing the San/IPS of today? (the same as during the last 5 years or.....) **Programatic assessment**
3. What is your/the organizations strength, weaknesses, opportunities and threats (SWOT) in its work related to San/IPS? **Organisational assessment**
4. NCA has been supporting your organization for several years. Which effects – positive or negative, intended or unintended - has NCAs cooperation/support had for the development of the organization and the San? What should NCA do differently in future? **Programatic/ aid assessment**

5. What is the key socioeconomic and political trends related to San/IPS in Southern Africa and how has these trends had an impact on you/your organizations work? **Situation and organizational assessment**
  
6. Are there new trends now, and how should these new trends be addressed in NCAs new plan for 2011-2015? **Situation analysis /policy assessment**
  
7. To what extent have the partner been involved in advocacy influencing the local/central policy which is relevant for change and a better life for IPS **impact assessment on policy change**
  
8. To what extent have your organization been involved in advocacy for the implementation of agreed legal frameworks relevant to San/IPS? **Policy assessment**

9. What is the main challenges for the San/IPS in Southern Africa in the coming years? **Situation/contextual analysis**
10. NCA has developed a new 5-year plan for its development work. **Gender justice** (Gender based violence, Women in Governance), **Economic Justice** (Livelihood & trade, Resources & finance) , **climate justice** (Climate change adaptation and mitigation) and **Right to water and health** (Social mitigation of Hiv/Aids, Access to primary health care, Water-sanitation & hygiene) are the main priorities. How relevant is this priorities in your organizations work with San/IPS? **Feasibility/relevancy assessment**
11. How should NCA together with your organization and San address these issues? **Futuristic input analysis**
12. To what extent have you/the organization worked towards the protection of human rights of the San?
13. How have you/the organization contributed towards the empowerment of San be it economical or social.

14. How important is a “Right Based Approach” in your/your organizations work related to San/IPS? How has these approached been used? **Participation :Methodology/intervention assessment**

15. NCA has been cooperating and supporting your organization for years. Which results have your organization managed with the support from NCA? (please give examples/documentation) **impact assessment**

16. Are the San (the right holders) aware of your (you as a partner) mandate, methodology and governance structure (to secure transparency and accountability)? **Organizational visibility and existence impact**

17.



