



African World
Heritage Fund



ENTREPRENEURSHIP FOR WORLD HERITAGE FIELD PROJECT

A Report on the Field Activity in Livingstone, Zambia
22nd September to 10th October 2014

By CHDA



The Mosi-Oa-Tunya/Victoria Falls World Heritage Site, Livingstone, Zambia.

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List of Abbreviations

CHDA: Center for Heritage Development in Africa

NHCC: National Heritage Conservation Commission

ASNAPP: Agribusiness in Sustainable Natural African Plant Products (ASNAPP-Zambia)

AWHF: African World Heritage Fund

ZESCO: Zambia Electricity Supply Company

WHS: World Heritage Site

MoU: Memorandum of Understanding

1. Acknowledgements

We would like to thank the UNESCO World Heritage Centre, the African World Heritage Fund (AWHF), the Norwegian Ministry of Foreign Affairs, the National Heritage Conservation Commission (NHCC) of Zambia, the UNESCO Cluster Office in Harare, and the Regional Director and Staff of the NHCC, Southern Region, for the roles played in making the Entrepreneurship for World Heritage Field Project a success. Most importantly, we take this opportunity to thank very much the financial contributors to this project, the AWHF, UNESCO and the Norwegian Ministry of Foreign Affairs, for putting in the much needed financial resources for the implementation of this project.

Special acknowledgements to all Resource Persons for well thought out and detailed presentations namely: Mr. Eben Sibbuku and Mr. Evans Njoro. Further we wish to thank the members of the coordination team; Ms Pamela MacQuilkan, Peter Okwaro, Mr. Muyumbwa Ndiyoi and Mr. John Zulu, who doubled as a participant and an active coordinator.

This workshop report is submitted by CHDA with the assistance of reports submitted by the respective resource persons.



Regional Director, Southern Region, NHCC, Mr. Oliver Kandyata welcoming participants

2. The Centre for Heritage Development in Africa (CHDA)

CHDA is registered in Kenya as an international Non-Governmental Organization and headquartered in the historic Old Law Courts Building in Mombasa. Its sister institution, the Ecole du Patrimoine Africain (EPA), based in Porto Novo, Benin, provides similar services to French-speaking Africa.

2.1 CHDA is mandated under its constitution to:

- i. Organize, co-ordinate and develop viable projects and activities for heritage and museum development in Africa, such as the post-graduate diploma course in the care and management of heritage and museum collections in sub-Saharan Africa in collaboration with the University of Nairobi and University College London.
- ii. Provide advice and technical support to museums and heritage institutions
- iii. Diffuse data and information about museums and heritage development
- iv. Work with national institutions, individuals, community heritage projects and custodians of heritage resources to conceive, develop and implement special projects in the field of museum and heritage development
- v. Work with and complement other regional projects and programs to ensure the successful implementation of their respective activities
- vi. Contribute to raising the profile of African heritage institutions at local and International levels
- vii. Consolidate the necessary financial and human resources for museums and heritage development

Since its inception in 2000, CHDA has trained over 1300 heritage professionals from around the continent.

Some of the activities included:

- training in Conservation of Movable Heritage;
- training in Public Programming and Education;
- training in the development of nomination dossiers for World Heritage List;
- training in Heritage Impact Assessment;
- training in Exhibition Design;
- training in Collections Management and Storage;
- training in Stakeholder Participation;
- training in Risk Preparedness for African Heritage properties;
 - 2 nine-month Post-Graduate Diploma Course in Heritage Management, in collaboration with the University of Nairobi and the University College, London;

- 3-month training courses for the Africa 2009 programme in 1999, 2002, 2003, 2005, 2007 and 2009;
- Feasibility studies for the establishment of the Pan-African Cultural Institute on behalf of the African Union, 2009-2010;
- training on Strengthening Capacities of African Universities in intangible cultural heritage, on behalf of UNESCO/ICH section at the CHDA Centre in Mombasa between 18th and 22nd June 2012;
- training in basic museum methods for community museums in Tanzania, at the Village Museum, Dar-es-Salaam, Tanzania in June 2011;
- 2 – week training Consultancy to train Museums personnel in collections management in South Sudan.

2.2 CHDA’s Organizational Structure

CHDA is governed by an international Board whose composition includes: -

- The Director-General of National Museums of Kenya (Chairperson of the Board);
- The Director-General of ICCROM (Vice Chairperson of the Board), and;
- A minimum of eight (8) members drawn from countries covered by CHDA and representing heritage organizations, Government Ministries responsible for heritage and culture, institutions of higher learning and the private sector.

2.3 The countries which have benefited from CHDA capacity building programs:



Angola, Botswana, Djibouti, Ethiopia, Eritrea, The Gambia, Ghana, Kenya, Lesotho, Liberia, Namibia, Nigeria, Malawi, Mauritius, Mozambique, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, South Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.

3. Background to the Entrepreneurship for World Heritage Field Project

The Entrepreneurship for World Heritage Field Project was held in Livingstone, Zambia, at the Mosi-Oa-Tunya/Victoria Falls WHS between 22nd September and 10th October 2014. The African World Heritage Fund (AWHF), which was launched in 2006 to support African State Parties in implementing the UNESCO Convention on the protection of the World Cultural and Natural Heritage, developed this project in collaboration with other stakeholders as part of the implementation of the Second Cycle of Periodic Reporting Action plan. In accordance with the World Heritage Convention, the Second Cycle of Periodic Reporting for the Africa region took place in 2009-2011 of which the Action Plan identified five priority areas to be addressed in the region. These priority areas are:

1. Improve the representation of African heritage sites on the World Heritage List through the preparation of successful nomination dossiers
2. Improve the state of conservation at World Heritage properties, by effective risk management, increased community involvement and direct economic benefits to local communities;
3. Effectively manage existing properties by recognizing, documenting and formalizing traditional management systems and fully incorporating them into existing management mechanisms;
4. Develop and implement strategies to enable States Parties to effectively address the challenge of balancing heritage conservation and development needs and;
5. Establish, and implement, necessary mechanisms for heritage conservation, protection and management in pre-conflict, conflict and post-conflict situations.

The AWHF in collaboration with the UNESCO World Heritage Centre, ICCROM, Ecole du Patrimoine Africain (EPA), the Centre for Heritage Development in Africa (CHDA) and the Nordic World Heritage Foundation (NWHF) has developed an implementation program to start addressing the priority areas identified in the periodic report. The program consists of a number of activities, including this Field Project on entrepreneurship.

The Periodic Report identified the need to facilitate beneficial activities for communities living in and around World Heritage properties. The goal is to have communities deriving socio-economic benefits from the heritage resources, which will improve the livelihoods of communities as well as ensure sustainability of the heritage resources. As such, the involvement of communities in conservation creates opportunities for heritage awareness and development of sustainable tourism activities. However, realization of this will require that both heritage professionals and communities are capacitated on entrepreneurship, which will strengthen the conservation and management activities, and that there is continuous involvement of each party

as a way of ensuring sustainability of the initiatives. Considering the lack of sufficient entrepreneurial skills among heritage practitioners and community members involved in the

management of World Heritage sites, a series of training activities were envisioned. The activities are site specific, aiming at enhancing the capacity of heritage practitioners and community members on entrepreneurship which will eventually promote the conservation of World Heritage properties and deliver benefits to the society. The activities are being implemented by regional training institutions in Africa, namely the Centre for Heritage Development in Africa (CHDA) for the Anglophone workshop and Ecole du Patrimoine Africain (EPA) for the Francophone workshop.

3.1 Objectives of the Field Project

This field project is a follow-up to the first two- week entrepreneurship workshop held in Ghana, in May 2014.

The main objective of the project was to increase the entrepreneurial skills, knowledge and techniques of heritage practitioners and community members through practical application in order to reinforce the involvement and benefits of local communities. This is also a way to reinforce platforms for collaboration between local communities and heritage professionals, which is necessary for effective site conservation and management.

The field project was to be participatory, hands on and sustainable, utilising a training of trainers approach and ensuring the maximum visibility of the community. The long term goals of the project are: improved management of the site; increased benefits for the communities; and enhanced networking and exchange between heritage professionals, communities and heritage institutions.

3.2 Structure of the Field Project

The project was 3 weeks and consisted of (1) on-site assessments and documentation, (2) implementation, monitoring and management of activities including trainings, (3) and development of a business plan.

The project focussed on three different components:

- a) **Business Planning:** The business planning module looked at the specific entrepreneurial project of Victoria Falls that was developed during the Ghana workshop. The aim was to help create a solid business plan as well as initiate the activities of the project such as providing training skills needed to implement the project and purchasing equipment. This was done in collaboration with the community, Traditional Authority and agencies in Zambia with relevant knowledge and skills.

- b) **Market Analysis:** This assessed and documented the entrepreneurial activities in the area and helped identify other potential opportunities, looking at possible collaborations with NGOs, Government and small business development agencies in Zambia and abroad.
- c) **Trainings:** The training modules consisted of a series of 1-2 day trainings for the community of Victoria Falls/Livingstone in entrepreneurship, business and fundraising. Training needs were developed at the beginning of the project. Effort was made so that the participants of the initial training workshop delivered the trainings, with the assistance of resource persons and NGOs/small business development agencies in Zambia.

3.3 Expected results

The following outcomes were expected:

- A draft business plan produced for an entrepreneurial project and key activities implemented to initiate the project.
- A market analysis conducted for the site and surrounding community.
- A number of members of the local community trained and skilled in entrepreneurship, fundraising and other skills.
- A network for communication and professional exchange established for heritage professionals and local custodians.

3.4 The Results:

3.4.1 The Business Plans

The participants were divided into different groups to work on the development of the different business plans, including those that had been initiated in Ghana and the Lwande Mixed Farm Project, which was the key project for the Zambia Entrepreneurship Field Project. The business plans initiated in Zambia included the following:

1. Tsodilo Community Development Initiative Project: One Stop Service Centre at Tsodilo World Heritage Site (Botswana)

The objectives of the project were:

- a) To empower the community of Tsodilo to engage in business enterprises at Tsodilo that will cater for the needs of visitors and provide income generation opportunities for the community to improve their livelihoods.
- b) To empower local community members to establish small enterprises to derive benefits from opportunities offered by the World Heritage site.
- c) To diversify products offered at Tsodilo by introducing Hiking on Male Hill, Cultural nights and Village tours and Horse riding.

2. Antwika Community Eco-Tourism Base Project (Ghana)

The Objectives of this project are:

- a) To conserve and promote the culture, history and religion of the community
- b) To create employment for the community
- c) To facilitate community development in the community
- d) To encourage other communities surrounding the park to promote their heritage sites

3. Street Art Project (Ghana)

The Street Art Project is aimed at providing employment to the youth of Cape Coast, through skills enhancement in art innovation and entrepreneurship training. It plans to put in place an art studio, gallery, exhibitions events and linkages to markets.

The key objectives of the project include:

- a) To promote art and artist in the Cape Coast Metropolis
- b) To enhance economic and sustainable livelihoods for street artists in the Cape Coast Metropolis
- c) Rebrand Cape Coast through art and artists
- d) Encourage positive environmental practices in the historic core of Cape Coast Metropolis

4. Kivindoni Womens Training Centre (Kenya)

With a mission to empower women and female youth in the Lamu community through building skills and activities for social, cultural and economic development that will contribute towards the eradication of poverty, the Kivindoni Women's Group consists of women with traditional knowledge and skills for making traditional items such as embroidered, '*kofia*', cap/hat designs.

The objectives of this project are as follows:

- a) To establish a community facility where business skills shall be offered to women through formal and informal education;
- b) To develop the individual and collective leadership and entrepreneurial skills of the women participants from local communities in Lamu;
- c) To promote banking and micro-financing opportunities to empower women economically;
- d) To engage women in social, cultural and other entrepreneurial activities;
- e) To develop the potential of women that stimulates their participation in social, cultural and economic development initiatives to improve and sustain their well being;
- f) To earn enough profits from the training enrollment fees, member contributions and sale of products to sustain the facility and ensure its economic independence.

5. House Keeping and gardening Services: Lengalibalele Trading Services (South Africa)

This project is designed to provide housekeeping, gardening and ground maintenance services to Giant's Castle Resort, which is in a World Heritage Site and has 45 units for accommodation which has a capacity to accommodate 108 guests at 100% occupancy.

The team contends that lack of pleasant hospitality is considered to be a key attribute to undesirable experience for most ecotourism destinations. As a result these tourists' destinations fall short to retain existing guests; this affects their ability to attract new guests. This also results in bad publicity.

The project's only one objective therefore is:

- a) To provide housekeeping, gardening and ground maintenance service

6. Sey-Kid Recreational Centre (Seychelles)

This project was conceived after the observation that visiting families to the Vallee de Mai, who had small children, had huge problems experiencing and enjoying the site, since doing this with young toddlers presented problems. A study showed that such visiting family required a child care service on a higher standard.

The SEY-KID Recreational Centre is now being proposed as a privately owned business, with the aim to provide quality childhood care for the children visiting the site who are not able to go with their parents up the hills and also get the children to understand more as they learn about the sites through different inter-active activities.

The key objectives of the business are as follows:

- a) Provide safe and quality childcare for children visiting the sites and engaging them in activities that foster their natural curiosity initiative and hunger to learn through story-telling, game for mixed age group, film shows and free play.
- b) Increase awareness of the site amongst the younger generation.
- c) Value and support each child without religious or class discrimination

7. Community Centre at the Kilwa Kisiwani

This project aims at establishing a community centre to promote sustainable development and Poverty alleviation in Kilwa Kisiwani, through tourism related activities

Its main objectives are:

- a) Empowerment of local community, particularly women in business skills training
- b) Establish cultural tourism
- c) Provide space for various village activities and business
- d) Provide the village with a source of income generation

- e) Showcase Kilwa Traditional performances
- f) Produce Kilwa souvenir

8. Lwande Mixed Farming Project (Zambia)

This was the main Business plan, as it formed the basis of all the other field activities during the three weeks field training project in Zambia. The project was conceived as an alternative source of livelihood for the local community that relies almost wholly on curio selling to earn their livelihoods. It was also seen as a contribution to mitigating the climate change problem, since it will take the community away from extensive cutting of trees for curving.

The Victoria Falls WHS is surrounded by the Mukuni people of His Royal Highness Chief Mukuni. The people of Mukuni mainly depend on selling tourism products to visiting tourists as a source of livelihood. These products are curved from trees which are cut within the world heritage site thereby affecting the core values of the site.

The objectives of this project include the following:

1. Improve the livelihood of the people in Mukuni village through sustainable farming
2. Protect the environment from deforestation
3. Sustain the soils by usage of organic farming
4. Create job opportunities for the women and youths of Mukuni Village

(Please see the detailed business plan as Appendix 13.1.)

All the Business Plans were developed following the primary disposition below:

1. Executive summary
2. Organization details
3. Objectives
4. Mission statement
5. Project description
6. Beneficiaries/Target audience
7. Market analysis
8. Marketing strategy
9. Implementation plan
10. Management
11. Financial plan
 - a) Project cost
 - b) Sources of funding
 - c) Operational costs
 - d) Income (Assumptions)
 - e) Cashflow statement



Participants inspecting the 20 Hactare Lwande Farm, which is the main focus of the Zambia Field Project

Although the processes of development of these various business plans were done by groups from each country, all the participants benefited from the same through the presentations by each group and discussions through each topic of the disposition, led by the resource persons, where participants interrogated the inputs under each topic and where there were shortcomings, way forward were discussed and incorporated into the documents.

(The Business plans are enclosed with this report as in electronic format as a DVD)

3.4.2 Market Analysis

Apart from the various business plans for the participating countries, all participants worked together in plenary through the development of the business plan, with budgets, cash flow and other topics within the disposition, for the Mukuni Curio Traders' Lwande Mixed Farming Project.

This business plan was used as the model project to build knowledge and skills among the participants in the market analysis aspect associated with business planning. Participants were taken through the practical processes of analysing the business environment, researching on costs of inputs into the business, products and potential markets of the goods they intended to produce in the business.

The participants were again divided in to groups that were assigned different tasks in researching the environment of the business.

A team, for example went to the field and visited hotels and lodges which receive high visiting numbers of both local and international tourists who in turn visit the World Heritage Site. They held discussions with the management of these establishments on issues such as:

- a) Some of vegetables that are mostly consumed in their day-to-day operations
- b) Which such vegetables are in short supply around the city of Livingstone, especially those that the establishments have to import from far flung areas of the country or outside the country
- c) Whether these establishments would commit to purchase these products from Lwande Mixed Farm if the group could produce them
- d) What standards of quality they prefer to buy from their suppliers
- e) How they would like their suppliers to package produce supplied to them
- f) E.t.c.

Other groups were assigned different tasks as follows:

1. To source quotations for installing the electric fence and labour for digging holes for the fence.
2. To identify potential suppliers/firms and negotiate for the construction of a storage facility on the farm, rebuilding and enforcing of the borehole slab, which had cracked, to keep it strong and durable, the installation of a water pump and the building of concrete platforms to hold the water tanks.
3. To source a quotation for connection of power (electricity) to the farm from ZESCO, the Zambia Electricity Supply Company, including visiting the farm with ZESCO officers to assess the power supply requirement and existing infrastructure.
4. To recruit labour and negotiate costs for land clearing; identify and negotiate costs for tractor hire as well as sourcing for basic tools and equipment for preparing the land for cultivation
5. To research on the costs of and suitable seeds, fertilizers and pesticides for the farm, as well as irrigation pipes layout in the farm.

The activities of these groups enabled them to undertake much market research around the mixed farming enterprise. In the process of sourcing for quotations as listed above, the teams had useful deliberations with stakeholders and suppliers on available markets for goods and services in the farming business.

The participants also visited several farming enterprises, including places such as the highly successful Songwe Women Group vegetable farm, Mambova Women's Chili farm, the failed Mukuni Women fish Farm, and the seedlings farm, which enabled much discussions with the

stakeholders on markets for goods within the region, preferable crops to farm, demands of the consumers, supply chain, e.t.c.

Different groups also visited different suppliers of farm inputs, including suppliers of farm equipment, materials and other farm inputs and were able to understand the costs of the various requirements for efficient and sustainable farming enterprise.

Other groups consulted such stakeholders as ASNAPP, the ZESCO, community development officers and specialists from the Ministry of Agriculture. All these different groups helped the participants to get a deeper knowledge of the market in the farming business. They gave advice on the local markets, what kinds of crops are on demand, what kinds of seeds are best for the Mukuni soils, where it would be best to source for the inputs into the farm, e.t.c.

Each of the groups that were sent to the field on assignment provided a report in plenary, which was discussed by all the participants, and under the guidance of the Resource Persons, weaknesses and strengths were noted and where possible, way forward developed.

All these activities were important for the growing of skills in market analysis for the development of business plans and the effective management of a farm as a business. At the end of it all, and with the inputs of the resource persons in the general entrepreneurship, participants gained a better understanding of entrepreneurship, resource mobilisation, monitoring and evaluation, logical frameworks, work-plans, measuring outcomes and results, networking, managing partnerships, resolving conflict, among other skills.

(See appendix 13.2. for the team reports)

3.4.3 Training of Local Community

Due to time constraints, the Field Project was not able to provide training in entrepreneurship to the larger community of Livingstone. However, the local community was able to bring on board the training some ten (10) member of the local community, drawn mainly from the Mukuni Royal Establishment and the Munkuni Curio Traders Association, who were on the training the whole time.

The other team members of the training, most of who had come with the project from Ghana were able to easily bring the new team of ten on board, by working with them in the groups, so that they were able to catch up even with the in country projects that had been developed from Ghana.

The local team of ten were particularly keen, however, on the local Lwande Farm project and were able to follow up with it right from the beginning. They will be part of the team that will be implementing the project to its conclusion.

We believe that through these process, from the Field Project in Zambia until the full implementation of the Lwande farm, these local participants will have become accomplished

entrepreneurs. It is also hoped that with the skills they acquired, and the presentation skills they learned during the training, they will be able to train more local communities in the area of entrepreneurship, so that a cascading effect is realized and more local people are able to benefit from the Victoria Falls WHS.

3.4.4 Network of Communication Established

All the participants of these Field Training, including the international and the local participants, their Resource Persons, Coordinators, hosts, e.t.c. established a clear network of professional friendship that will enhance professional exchange and sharing. Above this, there is also the network established the local communities such as with members of the local women groups that the participants visited as part of the training, the local professionals in the area of Agribusiness, such as ASNAPP, the Ministry of Agriculture experts, the local community development officials, e.t.c.

All these are important for future exchanges and sharing in the area of heritage and the use of WHS for poverty alleviation and socio-economic development of local communities.

3.5 Target Audience

The field training targeted African heritage professionals and community members who directly manage or reside within or are affiliated with a World Heritage Property or properties on the tentative list. A key requirement for the application for participation was that each application must be jointly made between a heritage practitioner and a community member. In total, 25 participants from 7 African Countries attended; Botswana (2), Zambia (12), South Africa (2), Ghana (3), Kenya (2), Tanzania (2), and Seychelles (2). 8 of the participants were female.

4. List of Participants & Contacts

	PARTICIPANTS & AFFILIATION	IMAGE	COUNTRY	POSITION	CONTACT DETAILS
1	Gertrude Matswiri Tsodilo World Heritage Site		Botswana	Principal Curator II, Archaeology and Heritage Management	gmmatswiri@gov.bw +267 6861852/68 62 966
2	Boo Xuma Tsodilo World Heritage Site		Botswana	Community Craft Secretary & Artist	+267 75871541
3	John Zulu Victoria Falls World Heritage Site		Zambia	Site Manager	nhccswr@zamnet.com +206 213 323 653
4	Patrick Malake Victoria Falls World Heritage Site		Zambia	Mukuni Victoria Fall Curio Sellers Association - Chairperson	malakepatrick@yahoo.com +260 97 74 03 653
5	Beryl M- N Ondiek Vallee de Mai World Heritage Site		Seychelles	Curator - Natural History Museum	beryl73@hotmail.com +248 27 24 956
6	William Jenifa Nane Vallee de Mai World Heritage Site		Seychelles	Museum Assistant, Natural history Museum & Artist	Jenny2william@gmail.com +248 2556604
7	Khadija Issa Twahiru Lamu Old Town World Heritage Site		Kenya	Librarian - National Museums of Kenya	khadijaissa@museums.or.ke 0728937988
8	Asiya Mohammed Ahmed Lamu Old Town World Heritage Site		Kenya	Office Assistant - National Museums of Kenya	sulya73@yahoo.com 0721 285 933
9	Oscar Mthimkhulu Drakensberg Park World Heritage Site		South Africa	Park Manager	mthimkho@kznwildlife.com +27 33 23 91 508/9
10	Nikiwe Sithole Drakensberg Park World Heritage Site		South Africa	Manager - Langalibalele Trading Service Co- op	langalibaleleltd@gmail.com 0728195683

11	Paul Aloyce Nyelo Kilwa Kisiwani and Songo Mnara Ruins World Heritage Site		Tanzania	Assistant Site Manager	Paul Nyelo nyelopa@gmail.com +255 718319697
12	Jamila B. Mpoka Kilwa Kisiwani and Songo Mnara Ruins World Heritage Site		Tanzania	Tour Guide	mpokajamila@yahoo.com +255 78 72 19 099
13	Kwesi Essel-Blankson Cape Coast Castle		Ghana	Senior Museums and Monuments Education Officer	obamablankson@gmail.com +233 24 47 41 678
14	Samuel Parker Ekem Cape Coast Castle		Ghana	Managing Director - iWeb Solutions	samuel.ekem@gmail.com 233 20 28 30 270
15	Ernestina Anie Kakuma National Park		Ghana	Assistant Park Manager/Head of Community Resources	anie.ernestina@yahoo.com 020 26 56 994
16	Emmanuel Mashoko		Zambia	Community Representative	0962190210
17	Michael Siantontola		Zambia	Community Representative	0979706984
18	Francis Lutangu		Zambia	Community Representative	0961929462
19	Michael Munyinda		Zambia	Community Representative	0979635453
20	Herbert Makole		Zambia	Community Representative	0979386731
21	Keith Siloka		Zambia	Community Representative	0977325960
22	Godfrey Sibuku		Zambia	Community Representative	0977829522
23	Joseph Sitali		Zambia	Community Representative	0977792458
24	Ernest Nzala		Zambia	Community Representative	0977481678
25	Stanley Siachilubi		Zambia	Community Representative	0979493442

5. Training Methodology

The entrepreneurship field project was conducted over three weeks. English was the primary language used during the sessions.

Three training methods were adopted namely;

- theoretical lessons which were classroom presentations mixed with group work assignments,
- site visits to selected community projects, and
- Practical training which required participants to kick-start the Lwande Mixed farm project.

The full program of activities is below:

Week 1

Date	22-Sep	23-Sep	24-Sep	25-Sep	26-Sep	27-Sep	28-Sep
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9hrs to 10hrs	Tour of Heritage sites in Livingstone	Country Presentations	Marketing analysis	Group presentation	Business plan: Basics	Briefing before field work	Free
10hrs to 13hrs		Introduction to business plan writing	Marketing analysis	Field work : Market research	Business plan: Basics	Field work: obtaining quotations	
14hrs to 16hrs		Introduction to business plan writing	Group Work on Market Analysis	Field work : Market research	Project Costing	Free	
16hrs to 17hrs		Country Presentations	Group Work on Market Analysis	Group Market presentation	Project Costing		

Week 2

Date	29-Sep	30-Sep	1-Oct	2-Oct	3-Oct	4-Oct	5-Oct
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9hrs to 10hrs	Progress review on costing		Country presentation	Briefing before field work	Group reports	country Business Plan progress review	Free

10hrs to 13hrs	Fieldwork project costing	Fieldwork: Mukuni projecting costing	Fieldwork: Mukuni projecting costing	Fieldwork : Mukuni projecting costing	Group work: Country Business plan and field clearing supervision	country Business Plan progress review presentation
14hrs to 16hrs	Fieldwork: project costing		Presentation: Project Management	Assessing and selection of suppliers	Group work: Country Business plan	Free
16hrs to 17hrs		Sources of project funding	Fieldwork: progress reports	Progress reporting	Group work: Country Business plan	

Week 3

Date	6-Oct	7-Oct	8-Oct	9-Oct	10-Oct	11-Oct
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9hrs to 10hrs	Visit to Mambova chili project	group work on country business plan	group work on country business plan	Country Business Plan Presentation	Country Business Plan Presentation	Departure
10hrs to 13hrs	Visit to seedling nursery project	group work on country business plan	group work on country business plan	Country Business Plan Presentation	Signing and closing ceremony	
14hrs to 16hrs	group work on country business plan	group work on country business plan	group work on country business plan	Country Business Plan Presentation	Tourism tour	
16hrs to 17hrs	Cash flow group work	group work on country business plan	group work on country business plan	Country Business Plan Presentation	Tourism tour	

6. Training preparation and coordination

Coordination of the field project was done by a team from CHDA and AWHF who worked in close collaboration with the Resource Persons and the local coordinators at the host organization, the National Heritage Conservation Commission (NHCC). Mr. Peter Okwaro, the CHDA Programs Coordinator led the CHDA coordination team, working closely with Mr. Abubakar Famau, the CHDA Accountant. Ms Pamela Mac Quilkan, the AWHF Programme Coordinator represented AWHF on the coordination team, while Mr. Muyumbwa Ndiyoi, the Chief Natural Heritage Specialist at NHCC was the local Coordinator, assisted by John Zulu, who was doubled as a participant. The team worked closely with Mr. Evans Njoro – Entrepreneurship Development Specialist from Nairobi and Mr. Eben Sibbuku – Enterprise Development Specialist working with the Zambia Development Agency, being the local resource person.

7. Profiles for Resource Persons

The resource team comprised of Mr. Evans Njoro – Entrepreneurship Development Specialist from Nairobi, and Mr. Eben Sibbuku, an Enterprise Development Specialist working with the Zambia Development Agency.

a) Mr Evans Njoro

Evans is a social entrepreneur and educator. He is the Founder & Principal Consultant at Future Infinite Consulting Ltd and Director of the Nancy Ellen Crooks Foundation. He is a youth and enterprise development specialist with more than 18 years' experience. He is a resource person with experience providing technical and advisory support to non-profits and start-ups in business development, governance, capacity building, program growth and resource mobilization

b) Eben Sibbuku

Mr. Sibbuku is an Economist by profession who has been in the field for over 30 years. He has over the last 20 years however concentrated in the area of enterprise development, working with the Zambia Development Agency and with various groups, including youth, and women groups, where he provides consultancy services.



Evans Njoro



Eben Sibbuku

8. Report of the Proceedings of the Field Activities

8.1 Official opening ceremony

The opening ceremony was performed on the Wednesday the 24th September 2014 and was graced by the presence of senior officials in Government, led by the Deputy Minister in Charge of Chiefs and Traditional Affairs, the Ministry under which National Heritage falls. Other dignitaries included Chief Mukuni, the Permanent Secretary in the parent Ministry, the Executive Director for the National Heritage conservation Commission, the Director for the Zambia National Museums, the Local District Commissioner and the Director, African World Heritage Fund, among many others. It was well covered by the local media.



Mr. Okwaro giving his speech



Traditional dancers entertaining guests

8.2 Theoretical Training

The theoretical training was conducted through presentations and in-door group assignments. The training covered all aspects of developing a business plan. Each participant worked with their country partner to finalize their country business plan and presented it at the end of the training. By the end of the training the participants had finalized their business plans, which were presented and handed in to CHDA. *(See DVD enclosed with this report)*



Gertrude Matswiri presenting the Botswana in-country project

8.3 Site Visits to Selected Community Projects

Three projects were visited:

8.3.1. Mukuni Women’s Fish Farming project

This project is located within the Mukuni Village, in which also the Lwande Mixed Farm Project is situated. It has six abandoned fish ponds. At the time of the visit all the ponds were dry, it was explained that the project was dependent on community domestic water borehole. However as domestic water demands increased, water supply to the ponds was disconnected. It was explained that the project never foresaw this possibility and had relied on the village water borehole.

After analyzing it with participants, it was clear that the project overlooked a very important aspect of the project by depending on an external source of water.

The lesson learnt was that it is important to take into account all aspects of the project during project design and costing.

8.3.2 Songwe Women’s Group Farming Enterprise

This project is located about 2 km from the fish farming project. It is a 4 hectare vegetable farming project. It is supported by various non-governmental organizations including ASNAPP. The main features are that it grows vegetables for specific customers such as big tourist hotels and supermarkets. It uses the drip irrigation method, where water is pumped using a diesel pump which was said to be costly. The entire 4ha is enclosed in a solar powered electric fence interlaced with barbed wire to keep away elephants and domestic animals. ASNAPP provides technical and marketing support. The project owners stated that they have greatly benefited from the project.

The major observations were that the project is well designed and well managed.



A section of Songwe Women Group Farm



Chairlady (left) briefing participants

8.3.3 Mambova Chilli Farming Project

This project is located about 70km from Livingstone in Chief Sekute's area of jurisdiction. Its primary produce is chilli (hot pepper), which initially was intended to be used in keeping away

elephants from other field crops. The area surrounding Livingstone has a large elephant population, which eat crops resulting in annual food shortages and poverty. It was hoped that the use of chilli would deter them from eating crops. However, chilli is in demand in food processing both in Zambia and the international market. It uses the drip irrigation method. At the time of the visit only 1ha was under chilli. ASNAPP provides technical and marketing support.

The participants were able to observe the ridging, pipe layout, drying racks and the water supply system.



Participants at the Mambova Community Chili Project, implemented by ASNAPP

8.3.4 Seedling Nursery Project

This project is also located in Chief Sekute's area. The main aim of this project is to produce seedlings of vegetables and other crops for sale to customers. It has about ten green houses in which the growing is done. It is owned by the local community who take turns in tending the seedlings. Technical and marketing assistance is provided by ASNAPP.

The participants observed that this seemed to be a unique project requiring a lot of expertise, but very profitable.

In all, it can be said that the participants were able to observe the organizational approach used in mobilizing the community and ensuring that they remained committed to the project.



Kazuni Community Chili Seedlings project

8.3.5 Courtesy call on His Royal Highness

The main project for this Field activity, the Lwande Mixed Farm project is based in the Mukuni Village. The 20 hectare piece of land on which the farm is situated was donated to the Mukuni Curio Traders Association by His Royal Highness Chief Mukuni.

In appreciation of this support to the community and to the project, it was decided that the participants make a courtesy call on His Royal Highness, to register our presence in his Chiefdom and to say ‘thank you’ for the support.

The Chief received the participants well and after the brief ceremony, he was kind enough to offer a free tour of Mukuni Big Five, an animal sanctuary in his Chiefdom, which is a big tourism facility and a major revenue earner for the Chiefdom.



Meeting His Royal Highness, Chief Mukuni



An experience of a lifetime at Mukuni Big Five

9. Practical Training

All the Participants were required to participate in the practical project implementation training. This training focused on the Lwande Mixed Farming project for the Mukuni Curio Traders Association.

9.1 Lwande Mixed Farm Project:

This project was conceived by members of the Mukuni Curio Traders Association, which has a membership of four hundred. The members sell curios to tourists visiting the Mosi-Oa-Tunya/Victoria Falls World Heritage site. Due to the unpredictable nature of the tourism industry, they felt that it was necessary to diversify the income base of their members to other business ventures. It was therefore decided to start a mixed farming project. The local chief contributed by allocating them 20ha of land and sinking a borehole at the site. The members cleared and ploughed about 1ha of land, although they did not develop it any further due to scarcity of financial resources.

The participants were first required to develop a business plan for the project and secondly, to start the implementation of various components of the plan. Participants were divided into five teams and assigned to implement key project areas namely, power supply, fencing, water pumping, irrigation equipment and land clearing and storeroom/office construction. Each team was required do the following:

- a. Quotation sourcing: Identifying suppliers of the items required in their task and obtaining quotations.
- b. Negotiating with contractors who provide services such as construction, labour etc. and
- c. Field project supervision implementation; ensuring that the contractors perform according to requirements.
- d. Each team was required to write a status report. (See appendix 13.2 for the reports)

10. Achievements

All teams managed to identify suppliers and obtained quotations, while the land clearing team managed to clear five hectares of the land.



Participants at the Lwande Mixed Farm (the borehole is at left)

10.1 Country Business plans

Eight Business plans were completed and submitted to CHDA as part of the performance indicator for the project (please see the business plans on the DVD enclosed with this report)

10.2 Networking Development

Although groups of participants were assigned to source quotations for the various aspects of the business planning and market analysis and indeed many quotations were submitted to the training plenary for discussion, it turned out that most of these quotations were way above the budget estimates within the project funds. On further consultations, key local partners were identified who will play an important role in the implementation, training, marketing and sustainability of Lwande Mixed farming project, with a remit to stay with available budgets. To this effect a memorandum of understanding was signed between ASNAPP, NHCC, the Mukuni Curio Traders Association and the CHDA. This was accompanied by two Agreements for implementation, one for technical implementation between ASNAPP and CHDA and the other for administrative oversight between NHCC and CHDA.

Under these agreements, ASNAPP, a private, non-profit organization that works with local communities in the agribusiness development area and poverty reduction and which has many years' experience and significant expertise in this area, will undertake the following:

- a) Secure the ten (10) hectares Lwande farm by establishing trenches around the whole facility

- b) Provide complete irrigation infrastructure on four (4) hectare of the farm including a solar water pump, two (2) 10 000 liters tanks mounted on concrete platforms and laying and commissioning of drip irrigation pipes and fittings.
- c) Prepare four (4) hectares of the farm for cultivation, including ripping, ploughing, disking/harrowing and ridging
- d) Provide the Mukuni Curio Traders Association (the project) with one hectare chilli seedlings, two hectare crop seedlings, fertilizers, chemicals and basic farm equipment.
- e) Facilitate market linkages between Lwande farm and consumer firms both at National and regional levels.
- f) Provide members of the project with training in business, entrepreneurship and marketing skills as well as relevant manuals for the community (crop specific, safe use of chemicals and soil management) etc.
- g) Provide support to the project with technical inputs on crop production, harvesting, packaging and promotion among other things.



Signing of the Memorandums of Understanding between CHDA, ASNAPP and NHCC

On the other hand, The NHCC, the projects local host, who are a statutory body established under the Laws of Zambia and the custodian of all Heritage Sites in Zambia, will oversee the implementation process on behalf of CHDA. Their remit as set out in the agreement includes the following:

- a) Provide over sight in implementation of the project by ASNAPP on behalf of CHDA
- b) Administer funds for the project on behalf of CHDA
- c) Report to CHDA on progress of the project on a regular basis, but at a minimum on a monthly basis
- d) Provide leadership and guidance to the project
- e) Monitor to ensure sustainability

These organizations that have signed the MoU have committed to the following:

- ✓ ASNAPP has pledged to contribute \$17,000 in form of training materials, seedlings, fertilizers and marketing support
- ✓ NHCC will provide project over-sight and it will be managing the donor funds on behalf of CHDA and the funding partners
- ✓ The Mukuni Royal Establishment contributed 20ha of land and a borehole for the project.
- ✓ CHDA, representing the key partners (AWHF and the project financing partners) has committed to contribute towards infrastructure such as water pumping and irrigation, fencing, and field preparation.

This level of networking with local organizations is very vital to the success of the Lwande Mixed Farming Project.

11. The Closing Ceremony

The closing ceremony was performed on the 10th October 2014 in the New Fairmount Hotel, where the participants stayed. The Guest of honour during the closing ceremony was the District Commissioner for Livingstone District. Senior Officers of the National Heritage Conservation Commission were also present. All participants were presented with Certificates of participation.



Mr. Okwaro briefing guests on activities of the field project.



The DC making his closing remarks



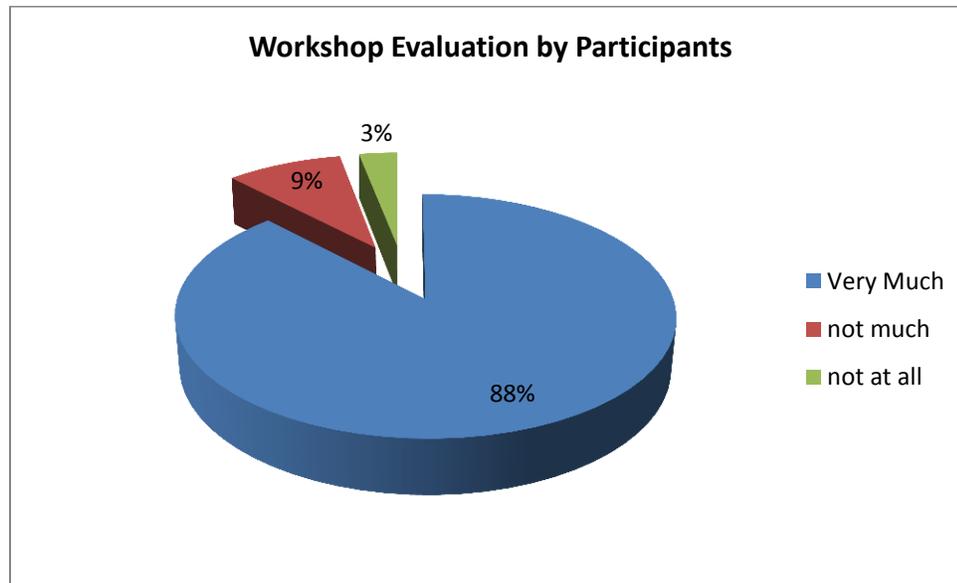
Participants in jubilant mood after receiving their Certificates

12. Evaluation of the Project

To find out the views of the participants, they were asked to answer five questions by choosing either very much, not much or not at all. The questions were as follows:

Question 1	Very Much	Not much	Not at all
Were today's topics relevant?			
Were today's topics and activity content up to your expectation?			
Was the presenter clear?			
Have you benefited from today's activities?			
Are the topics and activities relevant to your work?			

The results indicate that 3% said they did not at all benefit while 9% felt they did not benefit much, while 88% scored as having benefit very much. The results are shown in the pie chart below.



13 Appendices

13.1 Business Plan, Lwande Mixed Farm

LWANDE MIXED FARMING PROJECT

MUKUNI VILLAGE

Detail of The Project

The mixed farming project is owned by the Mukuni Curio Traders Association of the Victoria Falls.

Location

Mukuni Village

Physical Address

Lwande Mixed Farm

P.O Box 60127

Livingstone

Zambia

Tel:

Email: lwandemixedfarm@gmail.com

Website: www.Lwandemixedfarm.org



2.0. EXECUTIVE SUMMARY

3.0. PROJECT DESCRIPTION

3.1. Background

Following reports from the periodic reporting meeting of World Heritage Site, it was observed that most communities living around world Heritage site are not fully benefitting from these properties. It is for this reason that the African World Heritage Fund (AWHF) and Centre for Heritage Development in Africa (CHDA) initiated a training programme for all African World Heritage managers and community representatives to attend an entrepreneurship training programme to enhance benefit sharing at these sites and find another form of earning income for the curio trader at sites such as the Victoria Falls.

3.2. PROBLEM STATEMENT

The Victoria Falls World Heritage Site was declared as a World Heritage Site in 1989 for its aesthetic values, geological and ecological values. The Falls is surrounded by the Mukuni people of His Royal Highness Chief Mukuni. The people of Mukuni mainly depend on selling tourism products to visiting tourists as a source of livelihood. These products are curved from trees which are cut within the world heritage site thereby affecting the core values of the site. It is for this reason that mixed farming is proposed in order to create another form of income earning for the traders besides cutting down trees in the World Heritage Site.

3.3. SOLUTION

Mixed Farming is identified as a means of creating another form of earning a living for the Curio Traders Association of the Victoria Falls World Heritage Site because this will protect the environment.

3.4. OBJECTIVES

1. Improve the livelihood of the people in Mukuni village through sustainable farming
2. Protect the environment from deforestation
3. Sustain the soils by usage of organic farming
4. Create job opportunities for the women and youths of Mukuni Village

4.0. PROJECT IMPLEMENTATION

4.1. TARGETS GROUPS (BENEFICIARIES)

The target group for this project is the Mukuni Curio Traders – 400 Traders men (160) women (130) youths (110)

4.2 PROJECT DURATION

The project will run for a period of three (3) years

4.3 MARKET ANALYSIS

Mukuni Village is located next to the Mosi-Oa-Tunya/Victoria Falls World Heritage Site. The site is surrounded by several hotels and lodges which receive high visiting numbers of both local and International tourists who in turn visit the World Heritage Site. The table below indicates the visiting levels of tourists who visit the site

4.4 PROJECT ACTIVITIES

The following are the proposed activities for the project

1. Appointment of farm committee to focus on the management of the farm
2. Employ farm manager
3. Preparation of land
4. Installation of irrigation system
5. Securing of the farm by exuviating trenches around it
6. Selection of crops to be planted
7. Identification of market and signing of MOU with crop consumers
8. Sale of crops
9. General management and administration of the project

4.5 EXPECTED RESULTS

4.5.1 Appointment of curio committee

Appointed a committee from among the curio traders to specifically manage the farm. The committee is expected to draw policies for the management of the farm.

4.5.2 Employment of Farm Manager

The committee will advertise, interview and employ a farm manager who will be responsible for day to day affairs of the farm and report to the traders association through the appointed committee.

4.5.3 Land Preparation

Clear 8 (eight) hectares of land, stumping, till, ridging and construct tranches on 4 hectares of the cleared land.

4.5.4 Installation of Irrigation system

Secure the bore hole by constructing a firm base on the bore hole, install drip lines, and install solar panels,

Construction of concrete bases for two (2) 10 000litres water tanks

4.5.5 Securing the farm

The farm will be secured by digging a 2mx4m trench around the 10 hectares of the farm.

4.5.6 Crop identification and marketing

The planted crops on the farm will be market based, meaning only crops demanded by buyers will be planted on the farm. A Memorandum Of Understanding will be signed between the farm and buyers to supply the farm products.

4.6 PROJECT EXPECTED OUTCOMES

4.6.1 Established Lwande farm

Establish the Lwande farm by having in place effective management systems.

4.6.2 Established market links

Establish market link with buyers of farm products both in Zambia and outside Zambia.

4.6.3 Job Creation

Create employment for the many youths and women in the community of Mukuni

4.6.4 Effective contribution to the community

Contribute effectively to the community Of Mukuni by undertaking projects

4.6.5 Develop an established income stream for the curio traders

Establish income generation sources for the Curio Traders i.e. besides curio trading.

4.7. IMPLEMENTATION STRATEGY

4.7.1 MARKET ANALYSIS

Livingstone was declared a tourist Capital in 2013 by the Government of the Republic of Zambia. This was a move to enhance tourism in the Capital. A rise in the number of tourists visiting the town has been increasing over the years as could be seen with visitation at the Victoria Falls World Heritage Site. **Annexure 1**

With numbers increasing, there is a high demand of farm products by hoteliers, lodges and shop outlets to provide food staffs to the visiting tourists. The visiting tourists include both the international and local tourists.

4.8 MARKET STRATEGY

The farm intends to grow and supply farm products as per market demand. This implies that before growing any crop the farm will conduct a market analysis to collect data from Hoteliers, lodges and shop outlets on the market needs around the town of Livingstone and outside the country. Different marketing institutions will be consulted such as ASNAPP, Zambia Development Agency (ZDA) on providing available market for specific identified products.

Different means of spreading information to consumers will be utilized such as Stakeholders meetings, brochures, website, documentaries, product delivery and radio programmes on the products of the farm.

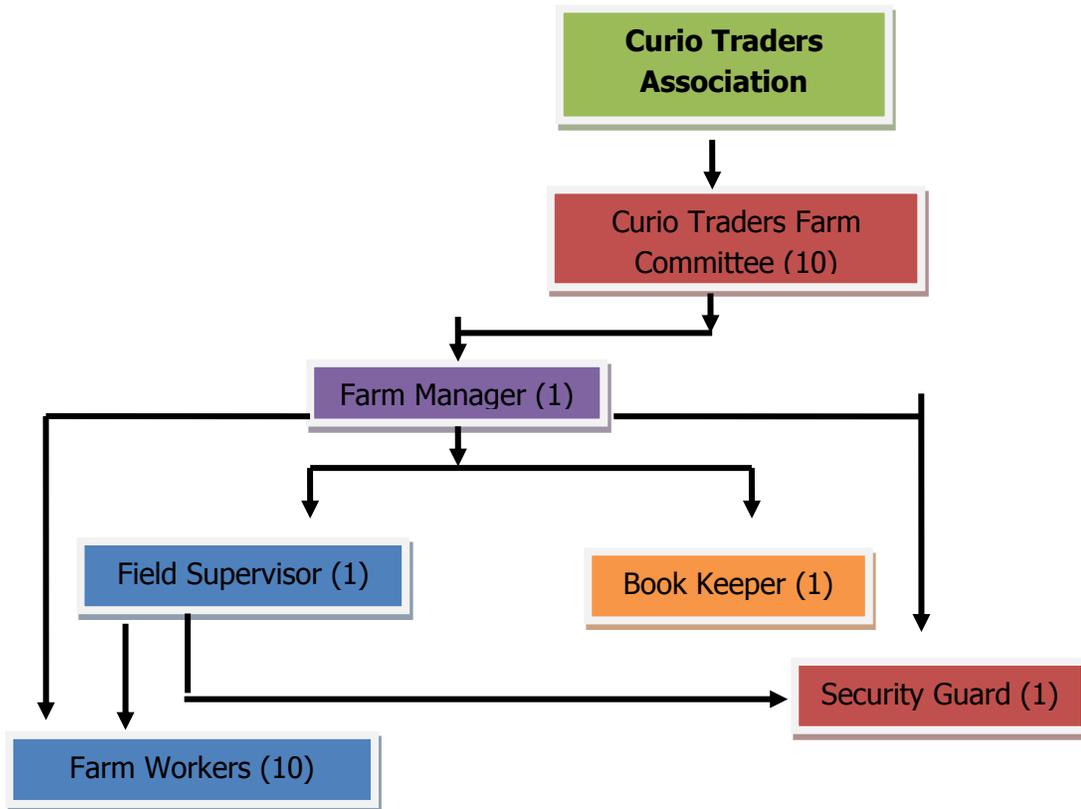
4.9 ORGANISATION DESCRIPTION

The Curio Traders Association was founded in the 1980s and is registered under the Mukuni Development Trust a body responsible for development in the Chiefdom of Mukuni. The Curio Traders Association has more than 400 registered members. The members trade in different curved curio products to tourists visiting the Victoria Falls World Heritage Site. The Association is managed by a 16 member committee which is headed by a chairperson. The committee has a tenure of two years in office after which elections are held to appoint new office bearers.

4.10 MANAGEMENT

The project will be managed by the Curio Traders Association who will employ a farm manager and other farm workers.

4.16 ORGANOGRAM FOR THE LWANDE FARM



4.11. PROJECT PARTNERS

The Lwande farm will include the following project partners and their expected contribution to the farm;

1. The Mukuni Royal Establishment:
 - a. Allocate 20 hectares of land Add map
 - b. Sink a bore hole to provide water resources for the farm
2. The Center for Heritage Development in Africa (CHDA) shall
 - a. Provide the initial capital for setting up farm infrastructure which will include securing the farm water tanks, solar panel, irrigation equipment and land preparation and tools
 - b. Provide leadership and guidance to the project

- c. Monitor the project to ensure sustainability
3. The National Heritage Commission shall
 - a. Provide leadership and guidance to the project
 - b. Monitor to ensure sustainability
 - c. Provide over sight in implementation on behalf on CHDA
 - d. Administer funds on behalf of CHDA
 - e. Report to CHDA on progress of project on regular intervals or when required
 4. The Curio Traders Association shall;
 - a. Be the primary executor of the project
 - b. Utilize resources as stipulated by the providers.
 - c. Ensure project sustainability
 - d. Observe all the government licenses and taxes
 - e. Provide quarterly reports to the all the partners in this MOU
 5. ASNAPP-Zambia shall undertake the following:
 - a. Secure the ten (10) hectare Lwande farm by establishing trenches around the whole facility
 - b. Provide complete irrigation infrastructure on four (4) hectare of the farm including a solar pump, two (2) 10 000 liters tanks mounted on concrete platforms, laying of drip irrigation pipes and fittings.
 - c. Provide the project with support in capacity building, provision of seeds, fertilizers, chemicals and basic equipment
 - d. Facilitate market linkages between Lwande farm and buyers both at National and Regional levels.
 - e. Provide training in business, entrepreneurship and marketing skills as well as relevant manuals for the community (crop specific, safe use of chemicals and soil management) etc.
 - f. Provide support to the project with technical inputs on crop production, harvesting, packaging and promotion among other things.

4.12 MONITORING AND EVALUATION

A systematic and routine collection of information from the farm will be developed and implemented for the purpose of gaining experiences to improve farming practices, to ensure resources are well accounted for and to ensure informed decisions are made in order to attain the above the following will be done

- a. Routine visits to the farm for purposes of collecting information on the construction of farm infrastructure will be made. This will be conducted by the committee at every construction stage.
- b. Hold meetings with the farmers and review performance every quarter.
- c. Review submitted reports from farm departments.
- d. Hold product review meetings with buyers to collect information on the quality of the farm products.
- e. Collect suggestion on the quality of the farm products and packaging.
- f. Host frequent review meetings with stakeholders.

4.13. SUSTAINABILITY PLAN

In developing the sustainability plan, the major strengths of the project were considered as vital to running the project. These strengths will be upheld in order to sustain the project.

1. Political Goodwill

The Government of the Republic of Zambia through the Ministry of Chief and Traditional Affairs are ready to support the project whenever need arises.

2. Royal Establishment Support

The Mukuni Royal Establishment is in support of the project and has pledged to offer moral and material support to the project, including monies on a monthly basis.

3. Institutional Support

Government institutions such as the National Heritage Conservation Commission in support of the project and have pledged to offer support to the project in form of technical advice and financial support

4. Organizational capacity

The Curio Traders Association will continue contributing capital in form of labour to the farm project.

5. Institutional collaboration

Continue collaborating with key partners such as ASNAPP who have pledged continued support.

4.14 RISK MANAGEMENT

The following risks were identified against the farm project

RISK ANALYSIS

Risk	Mitigation Strategy	Probability
Animal/Human conflict	Excavate a 2mx4m trench will be excavated to avoid animals from straying into the farm and destroy crops	Probability: High Impact: High
Over flooding	Excavated trenches which will flow into the main trench to avoid over flooding.	Probability: High Impact: High
Wild fires	The fire barriers of 5meters from the main fence will be created through early burning. Farm workers will be taught basic ways of Fire fighting. Fire extinguishers and fire beaters will also be stored in a well labeled places for easy access	Probability: High, Impact: High
Extreme temperatures	Specific weather resistant crops will be planted at particular times.	Probability Medium, Impact: Medium

4.15. CONFLICT RESOLUTION

In an event of conflict among the Curio Association and the management of the farm, a form a Colum of all major partners will meet to resolve such conflicts.

4.16. POLITICAL INTERVENTION

In case of political intervention, a form a Colum of all major partners will meet to resolve such.

4.17 WORK PLAN

For a the work plan refer to **Annexure 2**

5.0. FINANCIAL PLANNING

5.1. SOURCES OF FUNDS

The project funds will mainly be sourced from

1. The Centre for Heritage e Development in Africa
2. National Heritage Conservation Commission
3. The Mukuni Royal establishment
4. Mukuni Curio Traders Association

(Details of this business plan, including cash flow and revenue projections may be found on the enclosed DVD)

13.2 Team Reports

Team 1

Gertrude Matswiri
Keith Siloka
Herbert Makole
Jamila B. Mpoka
Essel Blankson



i. **Task:**

- Source quotations for electric fence
- Source quotations for labour for digging holes for the fence

ii. **Activities done 27/09/14**

- Consulted the Songwe Women Group Association for the name of the company that did the electric fence for them. Mr. Simango was consulted and explained that the group should meet him at his home.
- Went to Handyman's Paradise to find information on companies who specialize in electric fencing. They provided us with the name of Duncan. We met with Duncan and his partner who agreed to provide a quotation by late afternoon.
- The company submitted a quotation which amounted to K81,945.00.

iii. **Activities done 29/09/14**

- Presented the quotation in class this morning and was advised that the quote was too high, hence the need to look for more quotations or find other reasonable alternatives.
- A meeting was arranged with ASNAP official Mr. Munga Mapenzi to get more information on how the Songwe Women Group Association did their electric fence and who assisted them.
- Information we got is that Mr. Simango whom we consulted the day before is the man to consult.
- Managed to secure an appointment with Mr. Simango in town and we explained the project to him and that we need a quote from him for an electric fence for a 10ha farm.

- It was agreed that we visit the farm so that he can be able assess it and see what materials will be needed and the amount of labour needed. Will also visited his farm which is 5ha to see the type of fence he has used as he has two types.
- A trip is therefore planned for tomorrow morning to the farm.

Team 2

The group consists of five members:

- i. Mr. Nzala – Mukuni Village
- ii. Mr. Francis – Mukuni Village
- iii. Mr. Boo xuma – Entrepreneur
- iv. Ms. Jenifa Nane William– Entrepreneur
- v. Ms. Asiya – Entrepreneur



Task to be undertaken:

- i. Constructing a storage Facility
- ii. Rebuild Slab of Bore hall and put enforcement so as to keep it strong and durable
- iii. To Place Water Pump
- iv. To keep a stand Tank

Activities carried out

On 30th September 2014:

We managed to visit the farm with the contractor to see on where to place the tank, and where to build the storage and office. He also advice to rebuild the borehole and to give a strong support. He was able to give us quotation of construction of the water pump and the plan for the storage facility.

2nd October 2014:

Activities carried out:

In the morning we visited the site with an engineer of constructions to make survey and give advice on where to construct the following:

- The storage facility for harvested products.
- Rebuild bore hall slab and put enforcement so as to keep it strong and more durable
- To give advice on which area of the farm is suitable to build the storage facility.
- We have been able to identify the place of a storage room, waiting for quotations and all others mention above.
- We have also able to find the place where to put the stand tank, we are waiting for it cost.
- For water pump quotation is ready with peter.

There were two options given out by the engineer.

- The identified person will build only or
- Will purchase material and make buildings.

Other Activities

- After the first quotation from the Davis & Shirliff Company, we were advised to get other quotation from today we were given three quotations from Demuka Trading, Vomeck Enterprises and the Chuban general dealers company for the construction of the storage facility, power house, electric fencing, and rehabilitation of borehole and the construction of 10 thousand liters tank stands. Amongst the three we choose Vomeck Enterprises company compare to the others it is less expensive, and by looking at the profile it's well organized.

Achievement:

We managed to have three quotations from different tenderers instead of one, so we can compare the cost and which firm has more experience from their profile given.

Challenged:

Though we were given more than one quotation yet the amount from the cheapest, when changed into dollar it is beyond the budget.

Conclusion:

We manage to have four quotations have already given it to Mr. Peter and we are now waiting for his decision.

Team 3

i. Group members

Prime Minister (Stanley S. Syachilubi)

Nikiwe Sithole

Joseph Sitaly

Emmanuel Mashoko

Godfrey Sibuku

Ernestina Anie

ii. Task

Quotation for connection of power from zesco

iii. Activities done

Site visit (To the Lwande farm) with ZESCO manager to assess the power supply requirement and existing infrastructure.

iv. Achievements

Obtained quotation from Zesco .

v. Challenges

- ZESCO quotation was too high (107,635k)
- Power house was shifted close to near bore hole

vi. Conclusion

In view of the high cost of electricity from ZESCO Solar energy can be an alternative source.

Team 4

Group members:

Oscar
Patrick
Evelyn
Samuel
Mike

Task:

Land Clearing, Tractor hire, Tools and Equipments

Activities carried out.

This activity involves clearing of land by cutting trees and removing stumps to prepare the land for cultivation and acquiring tools.

Based on the production requirements an area of eight (8) hectares was demarcated to be cleared off. The site had a number of small shrubs and isolated large trees. At least two ha of this area had been previously cleared but stumps were not removed. Based on this a judgment call was

made to hire 30 local community members to cut trees and remove stumps by either burning or digging them.

A potential service provider for a tractor hire was also approached to give a quotation on preparing the land for cultivation. This task involves ripping, ploughing, disking and ridging. The estimated time frame for this task is at five (5) working days. It is estimated that this will cost approximately K17, 400.00.

Furthermore, a quotation for tools and equipment was sourced, total costs for tools and equipment is approximately K13, 243.00. This includes hand tools and ploughing equipments.

On 02 October 2014, a team of 30 contract workers and one supervisor was hired to clear eight (8) hectares of land. All employed contract workers are local community members. Daily rate of pay is K80.00 per day; a supervisor is paid slightly more at a rate of K120.00 per day. This activity is labour intensive and is very demanding. Workers provide their own working tools, food, transport and personal protective clothing. They work eight (8) hours a day. The estimated time frame for this task is at five (5) working days. It is estimated that this will cost approximately K12, 600.00.

Total budget requirements: **K43, 243.00**

Achievements:

- Cleared 5 hectares of land by cutting trees and removing stumps to prepare the land for cultivation and acquired tools.
- Contracted 30 local community members for a period of five days to cut trees and remove stumps.
- Sourced quotation for a tractor for ripping, ploughing, disking and ridging.
- Sourced quotations for tools and equipment

Challenges:

- Unrealistic time frame to clear the land – more persons day required to clear eight hectares
- Team members were unsettled by the exclusion of one of their members
- Dispute on daily rate of pay
- Lack of personal protective clothing

Conclusion:

In conclusion, it is my pleasant duty to report my sincere appreciation to my team members, the community members who worked on the land for their hard work.

Team 5

Tasks:

Report for Seeds, Fertilizers, Pesticides and Pipe Layout Quotation

Introduction

We were put into groups and we were assigned with task of looking for quotations and seeking advice from ministry of Agriculture for the Planting. The following is the quotations we gathered from various suppliers.

We appointed Mr. John Zulu as our group leader, and he directed us on the following suppliers.

Objectives

The objective of the grouping is to help the Mukuni Community Group to implement their project.

Task 1

We went to Gawula Agriculture Supplies to look for quotation for seeds, fertilizers and pesticides.

The following quotation was given:

Proforma Invoice from Gawula Agriculture Supplier

Qty	Goods	Price	Value
1by10kg	Seed co 513	140	140.00
1 by 10kg	Seed Co 627	155	155.00
1 by 10kg	Seed Co 633	220	220.00
1 by 25g	cucumbers	15	15.00
1 by 25g	Onion Red	16	16.00
1 by 25g	Onion White	24	24.00
1 by 25g	Okra	9	9.00
1 by 25g	Chines	10	10.00
1 by 10g	Riana Cabbage	75	75.00
1 by 25g	Impwa	9	9.00
1 by 50kg	D. Comp	265	265.00
1 by 50kg	Urea	270	270.00
1 by Litr	Boam	75	75.00
Total			1,283.00

Task 2.

Went to Technical Sprayer and the following quotation was given.

Quotation from Technical Sprayer

Qty	Description	Unity Price	Amount
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1by50kg	Decomounds	270	270.00
1 by 50kg	Urea	270	270.00
1 by 10kg	Vegetable Fertilizer	80	80.00
1 by 5kg	Vegetable Fertilizer	50	50.00
1 by 10kg	K2 Maize Seed	180	180.00
1 by 10kg	K2 Maize Seed	162	162.00
1 by 10kg	Pioneer seed	180	180.00
1 by 1kg	Saaf(Fungicides)	80	80.00
1 by 1Litr	DOVP Pesticide	90	90.00
1 by 1Litr	Maize weed killer	80	80.00
1 by 100g	Carrots	50	50.00
1 by 500g	Okra	130	130.00
1 by 100kg	Tomatoes	60	60.00
1 by 100g	Soya Beans	50	50.00
Total			1,682.00

At technical Sprayers we were advised to have a meeting with the community for the kinds of seeds they are going to plants and also the kinds of the fertilizers they might need.

From the handyman's paradise Ltd we were given the following quotation for pipe layout.

Code	Description	Quantity	Unit	Unit Price	Net Price
5400456	Poly Pipe 50 MMX100M Class 3	1.00	@	1.160.00	1.160.00
Grand Total	For the whole Quotation				

We also visited the David and Shift Supplier, they advised us to consult expert for pipe layout, we could not reach that person but we were able to get his number.

We couldn't meet the Ministry of Agriculture because it was weekend; we agreed to meet him on Monday. We ended the task at around 13:30.

On Monday the person from the minister of agriculture came and he advised us what to plant and the kinds of seeds suitable for the Mukuni land.

On Wednesday the Zest and Plough people came, we went to the farm to see the site. We were advised what to plant, kind of fertilizer and kind of pipe layout needed for irrigation system.

Business Plan writing Guidelines

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Introduction

- These guidelines are intended to stimulate the thinking of the writer so that they can take into account all possible aspects of the business and to ensure that they do not omit important project components

Executive summary

- This section give the reader a quick overview of the project.
- All the vital details should be included

Organisational Details

- This section of the business plan gives a brief on the nature of your organisation.
- It can contain background, activities already undertaken and possible future aspirations.

Objectives

- In this section state the objectives of the organisation.

(Keep the objectives simple and precise)

Mission Statement

In this section state the mission statement of the organisation.

(Keep the mission statement simple and precise)

Project Description

- In this section state describe in detail the nature of your project.
 - What will be done,
 - How it will be done
 - Where it will be done
 - How long the project will last

Marketing strategy

- In this part describe the strategies that will be employed to capture the customers and how they will be retained.
- The strategy should be implementable.

Implementation plan

Describe

- ✓ When activities will be implemented
- ✓ Who will implement
- ✓ Who is responsible for each activity

Market Analysis

- The market analysis is a section in a business plan that presents information about the commercial market in which your business operates. It looks at purchasing habits of the customers, trends, information about competitors and any other information that is important to your business

Why conduct a market analysis

- It helps in understanding the market and tells you of the potential for your business

Contents of a market analysis

- Industry description
- Information about your target market
- Characteristics for the market
- How much market you can gain
- Pricing and gross margins
- Competitive analysis
- Regulatory regimes

1. Industry description

- Describe your industry
 - What is the current size
 - What has been the historical growth
 - Future trends
 - List of major players

2. Information about your market

- Narrow to your target market to a manageable size. “Who is your actual customer?”

3. Characteristics

- What are the critical needs of your potential customers? Are these needs being met? What are the demographics of the group? Where are they located? Etc.

4. Size of the target market

- Describe of your potential market that your want to capture

5. Market share you can gain

- This is the share of the market that your company is hoping to capture.
 - Define it by percentage, its location, demography, and

6. Pricing and gross margins

- Define your pricing strategy that can make you competitive.

7. Competitive analysis

- Your competitive analysis should identify your competitiveness by product line or services and market segmentation. Assess the following;
 - Market share
 - Strengths and weaknesses, how important is your target market?, are there any barriers to entry?

Regulatory Restrictions

- Analysis and describe any possible barriers which could include
 - Government regulations
 - Licenses and permits
 - Safety rules, etc

Conclusion

- Do not underrate your competition by not conducting a good market analysis.
- Even an income generating community based project must do this to avoid problems later.

Organisational Structure

In this section describe

- how the project will be managed,
- The positions or posts and
- Responsibilities
- The number of workers
- Wages and salaries

Sustainability plan

- Give the sustainability plan, it could cover:
 - Financial sustainability
 - Skills sustainability
- Etc.

Partners and Stakeholders

- In this section provide information on
 - Partners who are likely to contribute directly to the project financially, materially and technically, and
 - Stakeholders who can have some influence on the project such as local NGOs, govt departments, local authorities, etc.

Beneficiaries

- In the project document it is important to clearly define:
 - Who is going to benefit,
 - How they will benefit,
 - When they will benefit,

(The donors and funders should have any doubt on this topic)

Project Costing

- List all the items required to start the project and cost them.
- It is important that all aspects are taken into account to avoid omission which could lead to problems. For instance if you leave out cost permits, the project may not be allowed to start even if all machinery has been installed.
- Breaking the project into subcomponents could help in ensuring that everything has been taken into account.
- Do not under estimate, but at the same time avoid excessive over estimation.

Sources of funds

- In the project document it is important to clearly define:
 - Where the funds will come.
 - When the funds will come,
(The donors and funders should have any doubt on this topic, do not over estimate or under estimate you income)
- Income sources can include:
 - Donations, sales, subscriptions, fund raising activities, etc.

Profit and Loss Account

- This is a financial statement that can help you to know if the project /business is making a profit or a loss.
- It is prepared at a particular point in time to show the state of the business, usually at the end of a month, quarter or year.

Profit and loss format

Income	Kwacha
Maize	
Vegetables	
Gross income	
Expenses	
Cost of goods sold	
Fixed costs	
Total Expenses	
Profit/loss before tax	
Less Tax	
Net profit/loss	

Profit and Loss as a Tool for Decision Making

- A profit and loss account shows whether the business is making profit or not
 - This tool can help you to decide whether to
 - Start,
 - make adjustments or
 - stop the business.

It is important that the project shows profitability within reasonable time.

cash-flow

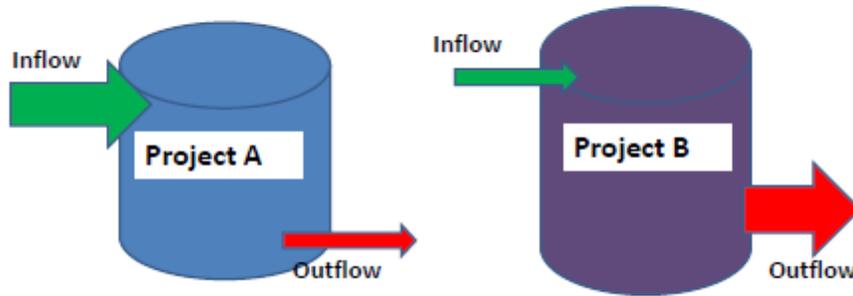
A cash-flow shows:

- Where the money is coming from
- Where the money is going, and
- whether the business has money.

Therefore a cash-flow will help us understand the movement of money in the project, in turn it is possible to analyse:

- Viable sources
 - Identify excessive cost centers , and
 - Take corrective measures
- An example of cash-flow is a **water tank**

Which tank is likely to have water?



- Project has a large inflow and small outlet, implying that it can accumulate funds.
- Project B has a small inlet and large outlet, it is likely to suffer liquidity problems. This is a sign of financial mismanagement.