

# A feasibility study of the Hilltop project

by

Research and Information Services of Namibia (RAISON)

Commissioned by KAYEC

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## 1. INTRODUCTION

This study was commissioned by the Katutura Youth Enterprise Centre (KAYEC) to explore the feasibility of different developments on the Hilltop site. The Hilltop is a 10 hectare site adjacent to the Goreangab Dam in Windhoek which has been leased by the Municipality of Windhoek to KAYEC. His Excellency, the President, Sam Nujoma, is the official patron of the Hilltop project. The study commenced from the assumption that the first choice for the use of the site is an environmental education centre, and the first part of the report focuses on the feasibility of such a centre. The report then goes on to consider other uses for the site, especially those most compatible with KAYEC's mission and those associated with general community service and development.

The Katutura Youth Enterprise Centre aims to address issues relating to youth unemployment in Namibia. KAYEC has created a youth centre which focuses primarily on enabling young people to "gain access to opportunities that will enhance the development of skills, knowledge and aptitudes such that they are able to participate in productive work, either by means of self-employment or by working for someone else" (*KAYEC Trust Document*). The youth centre offers training that is designed to motivate young people, build their confidence, and help them to identify and develop their own strengths and skills. Young entrepreneurs are identified, trained and assisted with business opportunities. Ongoing support services are offered, and the establishment of viable community enterprise initiatives is encouraged. A key point about KAYEC is that it has a clear mission focusing on the development of young peoples' abilities to work productively. It is not a multi-faceted project, and it is not a project looking for a mission!

To address the various issues inherent in the Hilltop project, some background information is necessary. In 1994 a project proposal was drafted by Southern African IDEAS and KAYEC, earmarking the Hilltop site as a perfect base for developing and operating a heritage enterprise involving the youth of Katutura. The idea was "...to preserve the ruins, further develop the Hilltop into a major tourist attraction, preserve the surrounding unique flora of the hill area and operate heritage tours with a number of related activities. The youth of Katutura thus, will develop a number of skills, take charge of their historic past and practise enterprising initiatives" (*KAYEC Draft Project Proposal: The Goreangab Hilltop Enterprise Project, 1994*).

The Windhoek Municipality granted a 20-year lease for the Hilltop site to KAYEC in 1996, with the intention that a tourist attraction be developed with historical, cultural, environmental and craft components. Young people from the KAYEC project would be trained to deliver various services to tourists visiting the site. This would be run as one of many KAYEC activities. However, the KAYEC Project changed direction in the following two years and now focuses more on applied vocational, business employment preparation courses, and motivational training at the existing youth centre. Establishing and running a separate project on the Hilltop is an undertaking which falls rather beyond the current scope of KAYEC.

During December 1997, the KAYEC Board of Trustees insisted that the Hilltop project move forward. IBIS provided funding for a feasibility study and the study commenced in October 1998. It was decided that the original proposal would be difficult for KAYEC to implement, and that a study should be initiated to investigate the feasibility of establishing an environmental education centre on the site. This document attempts to meet the needs of that feasibility study.

## 2. KEY CONSIDERATIONS AND APPROACH

Work conducted during the feasibility study proceeded by attempting to answer a series of questions (see Appendix: *Terms of Reference*). Additional questions arose during the study, while some of the original ones were disregarded when it became clear that the issues were not relevant to the study. The report does not provide detailed results from all the discussions and investigations, but rather attempts to capture the main issues and findings.

The feasibility study commences from the point of view that the most appropriate function for the Hilltop site is an environmental education centre, as this was the first choice of the KAYEC Board of Trustees who commissioned this study. The study also considers other functions for the site, especially those most congruent with KAYEC's mission and those associated with community development. The terms of the lease further delimit the functions that are considered for this site by stating that the "PROPERTY may only be used by the LESSEE for the erection of a tourist attraction facility, for recreational and youth development or for eco-tourism and for no other purpose whatsoever" (*Municipal Lease Agreement with KAYEC, page 5*).

For the purposes of this study, considerations focus around three particular issues:

- The Hilltop site and its suitability for different uses
- Functions most appropriate for the site, and the sustainability of the functions
- The owner or principal organisation to develop and implement the project.

### *The Site*

The Hilltop site is situated on the northwestern shore of the Goreangab Dam in a broad swathe of veld which rings the dam. The climb to the top of the hill is steep and on reaching the top one has panoramic views of the surrounding mountains, the dam, the developed city of Windhoek to the southeast and the rambling township of Katutura to the northeast. The site is a steeply-sided rocky outcrop made up of schist with a loose cover of quartz and schist pebbles; the southern side of the hill is particularly steep with a number of small cliffs in places. The hill is sparsely vegetated with small trees and shrubs, predominantly *Acacia erubescens*, *Combretum apiculatum*, and *Cataphractes alexandrii*. Many of the trees on the site have been cut down or have been badly mutilated, reflecting the condition of the surrounding land where trees and shrubs are used for wood fuel by people living in the informal settlements. Wildlife is very scarce in the area and there is limited bird life, even on

the dam. The ruins of a heliograph station, built during the German colonial era, are to be found on the summit of the hill.

The site overlooks the Goreangab Dam, which has scenic appeal but is so polluted with heavy industrial as well as raw human waste that use of the water is prohibited. Immediately to the east of the Hilltop is Penduka, a non-government and self-help organisation for disadvantaged women. Penduka produces textile craft and has recently developed conference, accommodation and restaurant facilities. To the north lies the municipal suburb of Goreangab, which is skirted by rapidly expanding informal settlements. To the west of the site lies the Otjomuise Water Care Works which are shortly to be upgraded to handle the increasing demands on the existing sewerage works. Several large oxidation dams will be constructed on the flat land immediately adjacent to the Hilltop site. There is a concern that air pollution from this site will be severe. Pollution levels are to be monitored by the Municipality and by members of Zero Emissions Research Initiative (ZERI). The development of the low-cost housing immediately to the north of the Hilltop site (the proposed Goreangab extension 4) is to be put on hold until the results of the monitoring are evaluated. To the north and west of the site, a large through road (Matshitshi Road) is planned to link Monte Christo Road with a far western ring road.

### *Functions*

During this feasibility study, many suggestions were made as to how the Hilltop could best be used. For example, there is a great need to upgrade the educational experiences of children, especially in the area near the site where schools are limited, poorly equipped and unable to accommodate the many children coming from disadvantaged backgrounds and living in informal settlements. There is also a drive to upgrade the standards of living in these “ultra low income groups” by establishing and supporting community-based activities that are income generating as well as educational. The concern to address environmental degradation in the area is repeatedly raised, especially because of the extent of littering and deforestation in the area.

Most environmental education centre efforts are “supply driven” in the sense that proponents spend much effort supplying this kind of education to recipients. This approach works well as long as resources are available to sustain the supply. In a country such as Namibia and at this stage of its history, it is fairly easy to obtain those resources from development agencies. However, a longer-term view of an environmental education centre at the Hilltop must consider its sustainability and should look at the demands that exist or can be created for services that would be provided at the centre. Too many community-service projects are started with the best intentions and lots of development money, but soon founder as a result of poor demand. The Centre would have to offer services that the Ministry of Basic Education and Culture and teachers perceive as being worthwhile and useful or better still, as essential.

### *Ownership*

Many projects start off well because there is strong, committed management, usually as a result of visionary leadership of one person. However, supply-driven, community development projects often fail once that leadership wanes. Development of any project on the Hilltop would need an organisation to take a strong lead in bringing to fruition whatever function is most appropriate for the site. That lead would then have to be continued into a sustained long-term management of the project and site.

The current lease was allocated solely to KAYEC with the proviso that the "... PROPERTY may only be used by the LESSEE for the erection of a tourist attraction facility, for recreational and youth development or for eco-tourism and for no other purpose whatsoever. The PROPERTY may not be sublet, assigned or ceded without the written permission of the LESSOR first having been obtained." (*Municipal Lease Agreement with KAYEC, page 5*). Although this feasibility study noted the constraints of function and owner imposed by the Municipal Lease, various ownership options were considered: KAYEC as the initiator and leader of the project, KAYEC as leader in partnership with other owners, and the possibility of finding new leaders for the project, notwithstanding the fact that a new lease agreement would have to be negotiated in this case.

### **3. ALTERNATIVE SCENARIOS FOR THE HILLTOP PROJECT**

Alternative scenarios for the Hilltop project are considered. For each scenario the feasibility of the site, of the function and of the owner are evaluated. The scenarios are:

- Scenario A An Environmental Education Centre
- Scenario B A Tourist Attraction
- Scenario C A Multi-Faceted Approach that accommodates the aims of KAYEC
- Scenario D A Science and Technology Centre or Educational Resource Centre
- Scenario E A Zero Emissions Research Initiative Project Site
- Scenario F A site to be used by the Scouts of Namibia
- Scenario G Leaving the site as it is

#### **Scenario A: An Environmental Education Centre**

Environmental education is regarded as a very necessary function and is not presented formally in the Windhoek, Rehoboth and Okahandja area. Discussions conducted with many people during this feasibility study showed that there was strong interest in an environmental education centre at the Hilltop. This view was expressed by teachers, youth groups, and museum and school staff who conduct environment club and holiday outdoor club activities

with children. The only facilities which provide environmental education in central Namibia are the Namibia Animal Rehabilitation, Research and Education Centre (NARREC) and the State Museum of Namibia. Neither organisation provides full-time educational services to learners. A new centre on the Hilltop could serve about 60 schools in Windhoek, 23 schools in Rehoboth and 10 schools in Okahandja. There are more than 40 000 learners in these three towns (Annual Education Statistics, 1998, provided by the Ministry of Basic Education and Culture).

The high value attached to environmental education in Namibia has some of its origins in the declarations of intent expressed in Article 95 of the Constitution of the Republic of Namibia. These ideas are further reinforced in the guiding curriculum policies of the Ministry of Basic Education and Culture. The aims of these policies are:

- to develop a holistic understanding of the dynamic interdependence of all living things and their environment,
- to develop a sense of responsibility toward restoring and maintaining ecological balances through the sustainable management of natural resources, and
- to promote involvement in practical activities to preserve and sustain the natural environment.” (*Toward Education for All*, page 58).

Under the Ministry of Basic Education and Culture policy, environmental education is seen as a cross-curricular theme running through all formal education. Furthermore, education reform encourages a proactive response to local and global environmental issues.

Activities offered at an environmental education centre may provide additional educational material to learners, but may also provide essential support to the official curriculum. The former would be more voluntary in nature, since such activities would only be requested by teachers who have the time, resources and interest to offer their learners extra-mural educational opportunities. The latter, on the other hand, would serve compulsory syllabus needs, and teachers should make every effort to use an environmental education centre to help them offer those activities. The following “compulsory outdoor activities” were identified in the basic education curriculum. The topics are itemised in school syllabi as compulsory practical work:

- Grades 4 and 8 – compost making
- Grade 5 – soil erosion
- Grade 6 – indigenous versus alien plants and animals
- Grade 7 – wire car and model house with scale drawings
- Grade 8 – vegetable garden
- Grade 9 – animal husbandry

Because teachers often lack the means to implement such exercises, these kinds of activities would be an excellent starting point for an environmental education programme (K. Nott pers. comm.). However, a whole range of other environmental education activities could also be offered. Some would support different aspects of the school curriculum while others would serve to stimulate and educate in the broadest sense. The natural environment of the

Hilltop itself offers many opportunities to learn about natural processes, while the Goreangab Dam and the varied conditions of the surrounding urban environment would offer any number of other educational lessons. In summary, the Hilltop appears to provide a good setting in which to offer environmental education.

An environmental education centre on the Hilltop site would require an office building and basic equipment such as a photocopier, computer, overhead projector, screen, television/video, chalk and white boards. Toilets and open-sided shelters would also be essential. All buildings would have to be sensitively designed to fit into the natural character of the setting, and if appropriate technology principles were used in the buildings, they could form part of the environmental education programme. The whole site would have to be well secured with full time guards. A parking space with a good access road would have to be constructed. Solar and wind energy could power the facilities, and a water supply would have to be installed. Developmental costs for such an environmental education centre would be substantial, but in all likelihood the necessary funds could readily be raised from international development agencies.

Namibian environmental education centres under government control have a poor record. Examples of environmental education centres which were run successfully in the past by the Ministry of Environment and Tourism are at Namutoni and Waterberg. Although the physical facilities are still available for use, there are no longer any teaching staff at Namutoni, whereas only one staff member is assigned to Waterberg. In a similar vein, the Friedenau Centre outside of Windhoek is severely underutilized due to the fact that no staff are permanently assigned to the centre.

As a result of this poor record, the Office of the Prime Minister is seriously considering outsourcing government environmental education centres to the private sector (C.J. Brown pers. comm.). It is also hoped that a new national policy for environmental education will be developed and approved by Cabinet. That policy should incorporate the principles espoused by the Ministries of Environment and Tourism, Basic Education and Culture, and Youth and Sport. An umbrella organisation may be appointed to coordinate all government environmental education centres; the Namibian Nature Foundation (NNF) and the Rössing Foundation are possible candidates for running this umbrella organisation. A coordinating group will also investigate the main concentrations of youth in the country, and then look at where the existing environmental education centres are. The key centres that are viable will be developed, non-viable centres will be closed and the establishment of a limited number of new centres in appropriate areas will be promoted. There would be a national programme of environmental education that links in with the school curriculum. Every learner in the country would be exposed to environmental education through well-organised outings to different venues. This project would be fully funded to provide all necessities but basic fees may be charged to generate some income. A national coordinator would organise the programmes and manage the staffing of the centres.

A coordinated approach to environmental education has successfully been applied in the Western Cape, where government teachers are employed at environmental education centres (S. Howes pers. comm.). The function of environmental education is coordinated by the Centre for Conservation Education under the auspices of the Western Cape Education Department, which has allocated 22 teachers to various museums and outdoor education centres. Programmes offered by these teachers are adapted to Outcomes Based Education (OBE) and are targeted at all schools and learning institutions in the Western Cape (*Centre for Conservation Education brochure*).

#### *Evaluation of the Environmental Education Centre Scenario*

In summary, our evaluation found a strong interest in an environmental education centre in the Windhoek area. This is because there are many potential users of an environmental education centre in Windhoek, Rehoboth and Okahandja, but limited environmental education services in central Namibia. In addition, the strong government policies that encourage the application of environmental education provide added impetus to the idea of starting an environmental education centre in this part of the country.

Even though the Hilltop site offers much potential for environmental education activities, there are a number of important constraints. Children would need to be supervised closely because many of the slopes of hill are very steep, and also because of the close proximity of the dangerously polluted dam. To study varied habitats, learners would also have to move off the site to other sites around the dam.

Another major constraint is that all facilities and services would have to be developed from scratch, and the costs of such a development would be substantial because of the topography of the site. In fact, better sites and facilities exist in the Windhoek area. For example, the Friedenau Dam centre (of the Ministry of Youth and Sport) has an established facility at a site that is most conducive to environmental education. It is situated on a large dam which is well suited to learning and recreational exercises. The buildings already offer dormitory, eating and meeting facilities and are surrounded by extensive grounds. The area boasts a variety of habitats with the potential for developing varied educational and recreational activities.

The National Youth Council is currently exploring the possibility of reviving the Friedenau Dam site (M. Mittmann pers. comm.). This appears to be a more viable option than creating a new centre on the Hilltop. Namwater is also inviting private enterprise to develop Friedenau Dam for recreational purposes. An environmental education centre, alongside a recreational facility, would become well known to the public.

There are also other potentially more suitable sites in Windhoek that have flatter terrain for buildings as well as a more diverse bio-physical environment. Unlike Friedenau, which boasts terrestrial and aquatic habitats, the use of these sites would allow the environmental education activities to incorporate the city environment and community development principles.

While most people interviewed during this study applauded the idea of starting an environmental education centre in Windhoek, those who had been involved in such initiatives provided cautionary comments, especially regarding budgetary constraints. The viability of such centres depends on adequate, sustained funding to keep up high standards of staffing and facilities. Environmental education centres have worked while dynamic staff members were in place, backed by good administrative structures which actively marketed the centres and organised the visits to centres by the interested school parties. Many centres in Namibia started out with a flourish but soon changed staff or direction and then foundered.

The comparative success of the environmental education projects in the Western Cape is largely due to the funding and other resources that the Western Cape Education Department devotes to environmental education. An environmental education centre on the Hilltop would similarly require sustained funding, especially if it is to have good quality staff and be relatively well-endowed with teaching aids and materials.

Notwithstanding the policies adopted by the Ministry of Basic Education and Culture, it is a practical reality that the Ministry sees other issues as having greater priority than environmental education. That Ministry is also under severe financial constraints, and therefore would not contribute substantial and sustained funding to an environmental education centre in Windhoek. The same kinds of problems hold for the Ministry of Environment and Tourism, as shown by the lack of sustainability of the centres at Namutoni and Waterberg.

Even if the recurrent costs of a new environmental education centre were provided on a sustained basis, it remains unclear to what degree it would actually be used by school groups. Whether we like it or not, environmental education centres are not essential to the Namibian education system, and most teachers manage to provide for the practical environmental components of syllabi without environmental education centres. It is also a practical reality that the great majority of teachers are often too busy keeping up with the school-based curriculum to have the time or inclination to go "out-of-doors" to offer their learners additional educational experiences.

The issue of ownership of an environmental education centre on the Hilltop also presents some problems. Such a development would be a challenging undertaking, requiring the dedication and vision of a relevant organisation or group of committed partners. In short, a strong central body would need to take ownership to steer the centre in the right direction. It became clear during this study that KAYEC could not initiate and manage such an operation alone. The recent record of the Ministry of Environment and Tourism and of the Ministry of Youth and Sport in running such centres also suggests that an environmental centre on the Hilltop is unlikely to benefit from the necessary support and direction of the government.

There are, of course, other potential organisations that might take ownership of an environmental education centre project on the Hilltop, but no real candidates became apparent during this study. It would be wise to await the results of the national enquiry into the organisation of environmental education centres throughout the country. That investigation may lead to a new national environmental education programme which might guarantee the sustainability of environmental education services. KAYEC could possibly offer the site to the national environmental education umbrella organisation at a later stage if such a viable organisation was to be developed.

### **Scenario B: Developing the Hilltop as a tourist attraction**

The original idea behind the application for the lease of Hilltop was to take advantage of its picturesque setting and its historical import and to develop it as a tourist attraction, expanding it from there to cover other concerns as they arise. The spectacular nature of the site immediately suggests that it has potential as a tourist attraction. Moreover, its location would enable tourists to see Katutura, and to support activities which benefit disadvantaged communities, a need which is often voiced by tourists.

Discussions conducted during this study found that there was a great deal of interest in the promotion of tourism in the area. People living in the informal settlements originate from all over Namibia, bringing with them their cultural heritages. That mix of cultures could produce many attractions, such as traditional dances, foods and handicrafts which might be entertaining for tourists. Interested community groups could therefore serve tourists in various ways. The need for income generating projects in the area also strongly motivates the development of such a project.

Following the obvious potential for development of tourism, the study attempted to obtain measures of the real demand amongst tourists for the development of facilities on this site. The study has also attempted to assess the viability and sustainability of this option.

The Windhoek Municipality and the Namibia Tourism Promotion Office of the Ministry of Environment and Tourism were questioned to gain some perspective of what is being done to promote tourism in Windhoek, and to gauge whether they would support the development of the Hilltop site. Motivated by the need to improve the tourist potential of the City, the two offices are working towards broadening the scope of what Windhoek can offer tourists. Both offices responded in a very positive way to suggestions of developing the Hilltop for tourism. The Municipal representative suggested that the City Council could be approached to build and tar an access road to the Hilltop site to facilitate a community tourism project, run with assistance from the private sector. The general development of tourism in Katutura would be well served by the development of the Hilltop site. Both the Municipality and the Ministry expressed the view that traditional dancing would attract tourists, and should be considered as part of the development. The development could include the serving of

sundowners, a restaurant, a shop, and a partial restoration of the ruins of the heliograph centre on the Hilltop.

A number of tour companies were approached to determine demands – amongst tour companies and ultimately amongst tourists – for a tourist site such as the Hilltop<sup>1</sup>. They were asked how much time their clients spent in Windhoek, whether they saw the development of the Hilltop site as feasible, and were asked to describe the kind of tourism enterprise they would like to see developed there. Of course, it remains an open question as to whether they would indeed support such an enterprise once it was in place.

The responses can be divided into two main groups. The first group came from companies who expressed very little or no interest in Windhoek as a whole. They saw Windhoek as nothing more than a transit stop *en route* to more attractive destinations elsewhere in Namibia or the SADC region. When time allowed, their clients wanted to shop in Windhoek. However, they wanted the most varied shopping experience in the shortest possible time, such as could only be offered by city centre shopping. Naturally, they had no interest in the Hilltop site. These companies were: Afro-Ventures, Cheetah Tours, Kalahari Tailor Made Tours, Namib Wilderness Safaris, Ondese Travel Safaris and Sandyaere Safaris.

The second group of tour operators expressed a moderate to keen interest in Windhoek. Depending on travel schedules, these companies' clients spend some time in Windhoek, and have various activities arranged for them in Windhoek. Amongst these were shopping, sundowners and city tours, some of which included brief drives through Katutura and occasionally visits to the market or Penduka craft project.

A summary of the individual responses of these companies is as follows:

- SWA Safaris refers those clients who want city tours to Namibia Shuttle Service
- Springbok Atlas refers those clients who want city tours to Pack Safaris
- Namibia Shuttle Service offers various city tours which include a 15-minute drive through Independence Avenue in Katutura. This company has no interest in exploring Katutura
- Pack Safaris offers city tours and regularly visits Katutura and Penduka
- Olympia Reisen offers a two-hour city tour as part of their package. They drive through Katutura only, and did not know Penduka at all, but expressed interest in hearing more about it.
- African Extravaganza provides occasional city tours and included Penduka only on request.
- Oryx Tours offers city tours and include Penduka only on request.
- TransNamibia Tours offer city tours, and include Penduka only on request.

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<sup>1</sup> See Ministry of Environment and Tourism *Namibia Visitor Survey 1996/7*, page 21 for figures reflecting the numbers of tourists who came to Namibia on a pre-paid package.

Possibilities for the development of the site were explored in consultation with Pack Safaris, Oryx Tours, Trans Namibia Tours and SWA Safaris, as well as the Municipality, the Namibia Tourism Promotion Office and NACOBTA. For all the options discussed, there is a possibility that people from the adjacent community could be employed. Access to the site, security on the site and quality of service were factors of prime importance to tour companies.

- *Access to the site* could not be guaranteed for all tourists without the construction of a parking site at the bottom of the hill, as well as a road to the top of the hill. Although some tourists would walk up, most would not want to walk down, and the provision of transport would be essential. If a restaurant facility were provided, a road would mean that foodstuffs and drinks would not have to be carried up the hill! An engineer's opinion might be sought regarding the construction of a small access road to the top of the hill, possibly suitable for a small tractor with a tourist trailer.
- *Security of tourists* would have to be guaranteed by securing the site. This would involve the erection of (an electric?) fence, the erection and manning of an entrance gate by a guard and a guarded parking lot for vehicles. Security would have to be extremely tight since tourists are increasingly harassed and attacked in Windhoek. This fact was borne out by tour companies, the Namibia Tourism Office and the Municipality, which has had plans passed to relocate the tourist bus terminal in the city centre to within a fenced and guarded site. Concern about the personal safety of tourists is also expressed in the *Namibia Visitor Survey 1996/1997, page 31*. The security of the site and of any buildings that were erected would also have to be ensured. This would require around the clock guards, or people living on the premises.
- *Quality of service* is essential. Tour companies reiterated that food and service need to be thoroughly professional and excellent if an enterprise is to be patronised. Staff must be very well trained, and a number of experienced staff and an excellent manager must be employed. Not only would the content and standard of the training courses followed by staff have to be suitable, the individuals trained would have to perform suitably to ensure that they could offer a professional service. Courses offered by the Namibian Academy of Tourism and Hospitality (NATH), the Namibia Community Based Tourism Association (NACOBTA), and the Polytechnic of Namibia in the running of tourist establishments could be investigated. It is important to remember that the quality of the food should not be equated with the variety of food and/or service. A varied menu is not an essential component of a sundowner or restaurant in this setting – the same menu can be offered over and over, as long as it is well done.

Options for developing the Hilltop site are discussed below. Large tour companies favour an elaborate development, but a simpler option is also discussed. Variations on these options are not discussed here.

One elaborate proposal involves accommodating 60 - 80 tourists carried in one busload at a time, for sundowners and evening meals. If the facility were open only in the late afternoon/evening, it would be simpler to construct, since the heat of the day would have

passed. Seating arrangements providing shelter against the wind would nonetheless have to be built. Ablutions would have to be built and water laid on. Water could be relayed from the water care works, immediately to the west of the Hilltop and close to the base of the hill. It was suggested that a screen be provided so that slides could be shown as an introduction to tour groups, that a restaurant and bar facility be built and that community members present traditional music and dancing as a show. The ruins of the heliograph centre could be restored and signaling could be enacted and explained. A curio shop selling small novelties could also be built. The slickness of the show, the quality of the food and service and the smooth running of the whole enterprise to ensure the competitive success of this option was emphasised again and again by the chief proponent, Oryx Tours. SWA Safaris also emphasised this need for showmanship. These tour companies would consider pre-booking large tour groups and bringing them to the site as long as everything was already laid on for the tourists.

A simpler option would be to offer sundowners – drinks and snacks or drinks and a braai – with entertainment provided in the form of choral singing by community members. Much of the infrastructure described above would still be needed, but the operation would be infinitely simpler. It would also be easier to start a small venture and to allow it to develop over time. This kind of approach would make it easier to retain the natural character of the Hilltop and may even be more attractive in the long run, if the quality of catering, service and singing was again good.

Any development of the Hilltop should take into consideration the proximity and role of Penduka. This is a well-established tourist facility situated about two kilometres to the east of the Hilltop, and on the banks of the Goreangab Dam. It offers crafts made by local and rural people, overnight accommodation, restaurant and conference facilities. Recently it has initiated guided tours of the nearby informal settlement and the community recycling centre. These tours are offered to small groups of about 4 – 6 tourists. The management is considering expanding tourist activities to include guided hikes around the dam, and boat rides across the dam.

The distance between Penduka and the Hilltop means that most tourists would not consider walking from one site to the other, but the proximity of the two sites would greatly enhance the general tourist potential of the whole area.

Of the companies interviewed, Pack Safaris regularly visits Penduka, but most other companies expressed little interest in the establishment, only visiting the shop and the tea room by special request. They did not use the Penduka's sundowner or restaurant facility. If the Hilltop were developed as outlined above, to cater specifically for large tour companies, it would not be competing for the same market as Penduka. The two facilities would therefore complement each other.

Penduka's involvement as a partner in a Hilltop venture would have logistical advantages. Penduka has expressed some interest in a community-based tourism and an environmental

education centre on the Hilltop, but would only be willing to partner such a project if their needs were carefully mapped out, and indeed met. Penduka also expressed reservations about involving itself in a project entirely dependent on tourism, because of the unpredictable nature of the industry.

With the increase in tourism seen in Namibia in recent years, one may well believe that the industry would support yet another development. However, many tour operators (including NACOBTA) were convinced that the market was already saturated.

According to the most recent statistics that are available, numbers of tourists who spent a night in Windhoek during 1996 amounted to about 98 000 foreign guests and 38 000 local guests<sup>2</sup>. This limited number of tourists does not provide a great deal of income to the City (Dieter Glaue pers. comm.).

About half of the foreign tourists are travelling on pre-paid tours<sup>3</sup>, that is about 4 000 tourists each month. If the success of the Hilltop development were to depend on block bookings by tour companies, it would have to compete with other sundowner/ restaurant venues for these 4 000 tourists who pass through Windhoek each month. The number of potential clients would be further reduced since only three companies, Oryx Tours, SWA Tours and Pack Safaris expressed any real interest in the development of the Hilltop, and then only if the standards attained by the development met with their requirements.

It is difficult to determine how many tourists are truly interested in seeing Katutura but, based on the comments of tour guides, we can assume that it is only a very small percentage of the total volume. Tours through Katutura (as are run by Penduka and now planned by KAYEC) would provide these tourists with most of the interest they want, and the Hilltop as a final destination would be an attractive, but not a necessary ending to such tours.

#### *Evaluation of the development of the Hilltop as a tourist attraction*

The buildings and infrastructure required for both of the enterprises described above would require a large capital investment – at the very least, toilets would have to be built, water and electricity supplied, shelter and seating provided, access secured and full-time security guaranteed. Staff would have to be very well trained and a strong manager would be required to set up and run such an establishment. The high costs involved, coupled with the danger that the eventual implementation might not meet with the standards set by the proponents, means that there are high risks to be run. With the wide range of sundowner

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<sup>2</sup> Ministry of Environment and Tourism Accommodation statistics 1996

<sup>3</sup> Ministry of Environment and Tourism *Namibia Visitor Survey 1996/1997*: 'Did you travel on a pre-paid package?', page 21.

locations and restaurants (many of them offering game viewing) currently on offer in and around Windhoek,<sup>4</sup> the Hilltop development would have to be outstanding to be competitive.

The Hilltop site is clearly an attractive one and, on the face of it, there appears to be much potential for developing the Hilltop as a tourism attraction. Part of the appeal lies in the fact that it is in an urban area, and yet is fairly remote and immediately surrounded by open country. That is likely to change soon. Both the formal and informal settlements in the Katutura area are growing rapidly, and the demand for residential land is certain to result in some of the open country becoming settled. The Municipality has drawn up plans for a residential area to the north of the Hilltop. If the plans are passed, one corner of the informal settlement area will come to lie within 100 metres of the north-eastern corner of the Hilltop site. The Otjomuise Water Care Works are also being developed about 750 metres west of the north-western corner of the Hilltop site. Although the new process used in the oxidation ponds is highly advanced, no residential development will be allowed within a radius of 750 metres of the water care works until the system has been fully operational for a period of time. The chances that ill-effects from the water care works will be experienced on the Hilltop are low because of the distance between the Hilltop and the Otjomuise water care works, the elevation of the hill and the prevailing wind direction. Nonetheless, the situation of the water care works presents an additional risk.

Community-based tourism development projects hold much appeal and a project that supports the idea of creating revenue for the poorer communities in the Katutura area is especially attractive. But any tourism venture really needs to be commercially viable for it to be sustainable. Unlike the relatively low capital investments needed for community camps in rural areas, a substantial investment (even for a modest development) would be needed to develop the Hilltop. From comments made by all tour operators it is clear that tourism to Windhoek in general and the Katutura area in particular needs to be increased before the Hilltop could be commercially successful. None of the tour operators interviewed expressed any interest in developing or helping to fund the Hilltop initiative, a clear indication of the degree of caution with which such people consider the project.

Perhaps the greatest constraint is the fact that there is no primary owner to take on the project and to develop the Hilltop as a tourist attraction. Even if a primary owner were found – to motivate and drive this project, to raise funds, to establish an infrastructure, to motivate and train competent staff, to launch an aggressive marketing campaign and to take charge of the project or to do so jointly with a partner – the risks would remain high.

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<sup>4</sup> Tour companies currently use Heinitzburg Castle, which offers a very expensive service, as a sundowner destination within Windhoek. However, Avis Dam, situated to the east of Windhoek, but still on the outskirts of the town, was cited as a scenic and safe alternative to the Hilltop site. If a company is prepared to take tourists out of town, there are many more options, for example, Heja Lodge at 20 km from Windhoek (game drives and sundowners, and a restaurant), Elisenheim Guest Farm at 15 km from Windhoek (sundowners and braais) Sundown Lodge at 25 km from Windhoek (sundowners and braais), Okapuka at 30 km from Windhoek (game drives, lion feeding and sundowners at the restaurant). Tour companies also make their own, exclusive arrangements for sundowners, for example, Trans Namibia Tours take their tourists to a view site on a game farm outside of Windhoek, and arrange for catering to be done by a professional caterer.

### **Scenario C: A multi-faceted approach to accommodate the aims of KAYEC**

If KAYEC were to take ownership of this Hilltop project and if the project were to be focused on accommodating the aims and objectives of KAYEC, a multi-faceted approach to the use of the land could be adopted. One primary purpose would be to allow for the range of skills that are taught at KAYEC to be implemented by the KAYEC youth on the Hilltop. The project could start at a basic level, for example tying in with the Township Tour Operation that KAYEC is developing at present, the Hilltop being incorporated into the tours guided by KAYEC youths. These tours would consist of visits to the townships, as well as a visit to the established craft and restaurant facility at Penduka, with the Hilltop being the site offering an historical/environmental experience. The German community could be invited to assist in the partial restoration of the ruins of the heliograph centre and perhaps also in signalling demonstrations. The history of that era could be displayed in an interactive way, together with the history of Windhoek as seen from the ruins. This would incorporate both the history of Windhoek as it developed from the earliest settlements into the modern city, as well as the history of Katutura. In terms of tourist needs, the site would have to offer basic facilities for shelter, refreshment and information, as well as guides. All of the above functions could be provided and managed by KAYEC.

Alongside the tourist component, an environmental education facility could be offered, initially on a small scale. Such a facility could initially teach the practical aspects of primary and junior secondary syllabi that have environmental contents. A coordinator would train "environmental teachers" from the local community, mainly KAYEC youths, to teach particular practical lessons that form a compulsory part of the school syllabi. Learners would be transported to the site from schools in the Windhoek, Rehoboth and Okavango region. Subject teachers would accompany the learners and use the practical work done at the centre in their continuous assessment.

With a creative coordinator in place, the experience of the learners and other users of the environmental education facility could be extended. They could be involved in other environmental activities as part of their outing. Nature walks, role plays at the German ruins and various educational games could also be guided by KAYEC youths. A basic interactive information facility would give school groups a broader use for the site if they wish to deal with a range of environmental issues. For example, water problems could be a focus of this site and an interactive display with the right questions could raise awareness of water problems. The emphasis of these activities would not be academic, but rather recreational, open-ended and flexible. Feedback from the learners and other users would be encouraged and the programmes adapted to the needs expressed by the users of the facility. Cultural activities such as art and drama and oral history could be promoted by inviting creative people to run short-term projects. Other institutions such as the Ministry of Youth and Sport, the Polytechnic and NAMCOL could use this facility to promote the environmental aspects of their own programmes. Tourists visiting the site could also benefit from the information facility. If this environmental education facet of the Hilltop project is found to be successful,

it could obviously be extended to include a much wider range of environmentally-oriented activities, within the broader definition of environment.

Recreation could be another facet of the project. There are limited recreational facilities in the area, and many people familiar with the area expressed the need for “fun activities”. Again, KAYEC youths could be involved in overseeing mountain climbing and hiking activities, for example. There are very few properly managed camping or picnic sites in the Windhoek vicinity. With proper security in place, a secluded spot on the site would appeal to campers and picnickers, who could also use the other recreational and educational facilities offered by the project.

The local community, especially those in the many informal settlements in the Goreangab area, could form an important part of any development at the site. Existing groupings, such as churches and action groups, could be drawn in to activities at the site. Income-generating projects, for instance using alternative energy principles, could be initiated and in turn form part of the environmental education programmes.

Any new development in this area needs to be undertaken in a sensitive manner that enhances rather than detracts from the “green space” atmosphere of the place. A landscape architect should plan even the simplest structures so that they blend into the attractive hilly scenery. All buildings and services should be based on appropriate technology principles which would serve as an example of how these techniques can be applied, again linked into the environmental education programmes. Full-time security is essential if any facilities are to be built on the site, and a well-maintained fence will have to be built around the property. Transport to the site must be offered, especially to school children, so the purchase of a bus would be a necessity.

Many of the activities mentioned above could be run on a partnership basis, with KAYEC as the initiator of the project together with other organisations such as NACOBTA, the Ministry of Basic Education and Culture (including school, museum, informal education representatives), the Ministry of Youth and Sport, the Ministry of Environment and Tourism, Rössing Foundation, Namibia Nature Foundation, Penduka, Goreangab Action Project, and other community-based projects. Such participating organisations, together with KAYEC, could initially form a steering team to plan the development of the project. Each team member would have a defined role to ensure effective action. The possibility of funding from donor organisations would have to be investigated by the steering team, as well as the possibility of government grant funds. The income-generating components of projects should be developed as a priority to enhance the sustainability of the overall project.

#### *Evaluation of a multi-faceted approach to development of the Hilltop*

A multi-faceted approach to developing the site is attractive in several ways: the project would serve a range of audiences, its activities would be diverse, it would serve a number of community development purposes, and it could involve a range of partners. If different

activities were to start off modestly, those that prove to be successful could be expanded so that further development is led by demand following proven viability. Finally, KAYEC youth could be involved since most of the activities would be of a low-key nature and suited to the involvement of people who are not necessarily highly trained or experienced.

There are, however, a number of constraints to this appealing scenario; some of these have been expressed on previous pages dealing with first two scenarios. The first is the fact that the site it is not suitable for children unless they are supervised closely. The amount of space for recreational activities is also limited since steep-sided hill slopes dominate the site. Security in this poverty-stricken area would be essential for the personal safety of the users as well as for the safety of the facilities established here. The proximity of the site to expanding informal settlements may be an advantage in that community development issues – such as deforestation and water pollution – can be highlighted. But other developments planned around this site could prove problematical, for example the heavy traffic on the planned through road and the unpleasant gases emitted by the upgraded water care works. Both elements might detract from the aesthetic appeal of the Hilltop.

The multi-faceted approach appealed to many of the people interviewed and several interested potential partners were identified from the organisations mentioned above. However, a project of this scale requires a leading organisation to take the initiative in developing and coordinating the project. Those who were interested all expressed the opinion that they would be willing to join a multi-faceted project, but on condition that KAYEC takes the lead role. It should be noted, however, that it is usually extremely difficult to co-ordinate the responsibilities of different partners in a way that leads to a viable and sustainable project. Priorities differ between the partners, it is often unclear who is to provide leadership, and each partner works according to its own and different timetable.

#### **Scenario D: A Science and Technology Resource Centre**

A good deal of the education system in Namibia attempts to promote the learning of science and technology, both in the strict sense of subjects such as mathematics and science and, in broader ways to include subjects such as the environmental sciences, geography, industrial technology and economics. However, there are no programmes outside schools to assist in teaching children these subjects and concepts.

This feasibility study therefore explored the idea that the Hilltop site could be developed as a resource centre for science and technology education. This could be a sophisticated educational centre providing a wide-ranging resource to supplement the teaching of subjects such as history, geography, mathematics, and life science. Interactive displays could be offered around the whole range of science and technology topics. It would incorporate environmental education in the broad definition of environment science. The upgrading of the educational experience of learners would better equip them to deal with a technological

world. This approach may be more immediately useful to schools than a focus on environmental education, especially for those schools that have limited equipment and staff for the teaching of these academic subjects. The skills of teachers may be improved if they visited such a centre with their learners.

The rationale for placing such a centre on the Hilltop site, rather than on a more central urban site, would be that access to top-class educational experiences is usually denied to the lower income groups. In this township setting, local people would be drawn to a centre on their doorstep which would broaden their education experience in an interactive way. At the same time, groups from more formal settings such as educational institutions and clubs could be bussed into the centre from all over the country.

The need for such a centre in Namibia is clear. There are two initiatives currently underway in Windhoek to develop such a resource, but both are probably a long way from fruition. The initiative at the Windhoek International School is described in five-point plan on a Science and Technology Centre, as set out in the document *Windhoek International School: a centre of excellence*. The building of an additional science laboratory for the use of the school has been completed. Links to industry and universities will now be established and access for other educational institutions need to be organised. The Windhoek International School initiative will be limited in its capacity to reach out to other institutions by the demands of the school itself, as well as by its size and scope.

The second initiative is at present only a concept, and its realisation is a long way off. A group has been formed to investigate the feasibility of building a centre with interactive displays involving mathematics, life science, geography, advanced and alternative technology, and environmental education (V. ya Toivo pers. comm). Such a centre could serve as a resource for schools, as a resource centre for teachers, and as an attraction for children outside of the school programme, as well as for tourists. Other ideas include the formation of a trust fund to finance the centre, links with one or more education ministries and the involvement of private enterprise. These ideas are now being explored.

#### *Evaluation of a Science and Technology Centre or Educational Resource Centre*

The need to upgrade the educational experience of Namibians was expressed by many people, and this function would be well served in a Science and Technology Centre. Such a project would be a "top-down" initiative. It is essential that a project of this nature be preceded by an in-depth assessment of needs before major funding is directed at a project that may not be appropriate for the area or the site. The success and progress of the other initiatives in developing science and technology education centres also needs to be investigated.

If a science and technology centre were to be developed on the Hilltop, a substantial infrastructure would be needed. Many of the constraints described in the section dealing with an environmental education centre also hold for this scenario. These include issues such as

the fact that there are better sites in the Windhoek area, sustainability would be difficult to guarantee, effective ownership and leadership would have to be found, security would have to be provided, and safety considerations for children would have to be in place.

### **Scenario E: A Zero Emissions Research Initiative (ZERI) project site**

The Zero Emissions Research Initiative is setting out to establish a partnership company in Namibia, dedicated to the management of urban water and wastes. The unit will be running a project to test the air pollution levels from the upgraded Municipal Water Care Works which lies immediately to the west of the Hilltop site. Because of this proximity, ZERI was approached to assess the suitability of the site for use in ZERI projects, one possibility being the construction of a “eco-hotel”.

However, a ZERI eco-hotel is not likely to be built in the near future. There would be no advantage to siting such a hotel close to the Water Care Works, since an eco-hotel would be entirely self sustaining. The problems associated with the development of a restaurant on the Hilltop would also apply if a hotel had to be built on this scenic site.

The Hilltop is situated at some distance from the water-care works, and the steep-sided terrain does not lend itself to the establishment of an integrated biosystems project, based either on liquid or solid wastes. The functional use of the Hilltop site by ZERI does not appear to be plausible now.

### **Scenario F: A site for use by the Scouts of Namibia**

The possibility of transferring the lease of the Hilltop to the Scouts of Namibia was discussed with scout leaders Cecilia Barlow and Brian Cummings. It was thought that the Scouts, as a youth group, might wish to use the site and at the same time, act as caretakers. However, with only four scout groups active in Windhoek at present, a number of scout halls are currently not in use. The relative proximity of the Katutura scout group to the Hilltop is not a motivating factor, since the group does not have transport, and is a very small group.

### **Scenario G: Leaving the site as it is**

Greenspace representatives have expressed the valid sentiment that it would be better to leave this attractive hilly site as a green space rather than establish an unsustainable project on it. The site is part of the green space buffer zone that the Municipality has established around the Goreangab Dam. The Goreangab Action Project works together with the local

community with the aim of revitalising the polluted area around the dam. Various ways of solving problems in the area are being put forward by community representatives, and with the support of Penduka, the Municipality, and Greenspace, some of these initiatives are being implemented. The principal concerns at present are to provide proper ablution facilities for the informal settlements in order to raise living standards and reduce pollution, and to establish alternative sources of fuel as deforestation in the area is a serious problem.

The problem with not developing this site is that there is no control over tree-cutting and littering in the area. Greenspace is promoting the idea with the Municipality that different properties around the dam should be leased out with a clause that they be protected in some way from tree-cutting and pollution. For example, there is a possibility that the south side of the dam will be leased out for a golf course. This project will ensure that the area is improved and conserved. The Hilltop site will lose much of its appeal if it is not actively protected.

It should be noted here that page 10 of the Hilltop Lease Agreement states that... “the prime consideration of the Council in entering into this lease was to ensure that the LESSEE shall prevent deforestation and exploitation of the PROPERTY by third parties....The LESSEE shall also be obliged to do its utmost to prevent squatting on the PROPERTY...” With this in mind, it would appear somewhat negative to recommend leaving the site as it is. At the very least, the site should be ceded to another interested party or the Lease Agreement should be terminated, with recommendations for alternative uses for the site.

#### **4. CONCLUSIONS**

The Hilltop site holds a great deal of appeal, in fact, such appeal that it seems hard to pass up an opportunity to develop it for a good cause. It is also clear that there are several good causes that could be developed at the site. The value of these causes is enhanced because the site is adjacent to disadvantaged communities in the Katutura area, inspiring the possibility of projects that might benefit residents of the area.

This study found that development of an environmental education centre would be welcomed in the Windhoek area. This would fill a need for this kind of education for the many learners at school in Windhoek, Rehoboth and Okahandja. The value attached to environmental education by government policies provides additional support for the idea of an environmental education centre on the Hilltop.

The site also presents itself as a potentially good tourist attraction, especially if it was developed to entertain tourists with good food, good service, good shows and interesting information on the geography and history of Windhoek. Many people expressed interest in the need to expand tourism to Windhoek and especially into the Katutura area.

Likewise, there is a need for a science and technology resource centre. There is no such centre in Namibia and teachers urgently need help in teaching these kinds of subjects. More importantly, school pupils need help in learning science and technology.

Finally, these various causes could be put together in a multi-faceted centre that exploits the talents and training of KAYEC youths.

Despite such great potential, this study found several important constraints to development of these proposals. Much of the site is so steep that there is restricted space for development. Children would have to be closely supervised because of the steep slopes and cliffs and the polluted Goreangab Dam. All facilities and services would have to be developed from scratch, and access roads and buildings would be expensive to build on such terrain. Development would also damage the aesthetic value of the site. Even though the Goreangab Dam is next to the site, it is so polluted that it could not – to all intents and purposes – be used for any of the functions mooted. The site consists of only one habitat, so learners would have to move to other sites if they were to study other habitats as part of an environmental education programme. Finally, the rapid expansion of formal and informal settlements and the development of the water treatment works nearby will mean that some of the Hilltop's appeal will soon be lost.

In addition, there are better sites in and around Windhoek for all the functions suggested for the Hilltop. These alternatives provide terrain more suited to the development of infrastructure or they already have facilities. They also provide a more diverse bio-physical environment.

We also believe that some of the enthusiasm expressed for the proposed projects may not be translated into concrete support. In other words, many people and organisations may support ideas on paper but are less likely to get involved, to contribute materially, or to necessarily use the site. This is especially true of tour operators who endorse the efforts of others to develop tourism but will not invest in ventures that may not give them a profitable return. The same is true of government ministries who provide policies to support many good causes, but are then unable to implement those policies or to provide funding, staffing or other material support. Because of other priorities and the pressures placed upon them, teachers are also unlikely to use an environmental education centre as much as we might hope.

It has been clear throughout this study that it would be difficult to guarantee the sustainability of any of the projects explored. It is a truism that community development projects work well while they are staffed by dynamic people, with sound financial and administrative support, good marketing, and a clear direction. Many Namibian initiatives have started well only to wane when one or more of these ingredients disappeared.

Even if the Hilltop was better suited to development and one or more of the possible projects seemed more viable, it seems clear that KAYEC is not in a position to lead or own any such

development. Partnerships with other organisations could be considered, but dedication and vision would have to be clearly and firmly in place in order for any partnership to be viable.

In summary, development of the Hilltop site is not recommended. Penduka should continue using the area for walking trails while this is worthwhile. The site should be protected until such time as a viable use for it arises. Serious consideration should be given to the reallocation of the lease to a suitable lessee. In the meantime, KAYEC should collaborate with the Municipality, Greenspace and Penduka to fence and protect the area.

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During the study, presentations on Goreangab area by George Kozonguizi and Barry Watson were heard during the Local Agenda 21 public meeting on 20 October 1998. A meeting was also attended during which the running of Katutura tours and the training of KAYEC youths were discussed.

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**John Mendelsohn, Celia Mendelsohn and Vivienne Ward of Research and Information Services of Namibia (RAISON) compiled this report.**

## **APPENDIX: Terms of reference for a feasibility study of the Hilltop project**

The study will commence from the assumption that the first choice of use for the site is an environmental education centre, and a considerable part of the study will thus focus on the feasibility of such a centre. In parallel, however, the study will consider other uses for the site, especially those most congruent with KAYEC's mission and those associated with general community service and development.

Most environmental education centre efforts are "supply driven" in the sense that proponents spend much effort supplying this kind of education to recipients. There is little wrong with this approach as long as resources are available to sustain the supply. In a country such as Namibia and at this stage of its history, it is rather easy to find those resources from donor agencies. However, a long term view of an environmental education centre at the Hilltop must consider its sustainability and should look at what demands exist or can be created for services that would be provided at the centre.

The study will provide a thorough analysis of demands for environmental education. Considerable attention will be paid to curriculum requirements in schools to see how an environmental centre could benefit and support activities offered by teachers within formal school classes. The Centre should endeavour to offer services that teachers perceive as being really useful or, indeed, even essential.

The study will also look at how other environmental and "outdoor" education centres perform, including the centres at Namutoni, Waterberg, the Ministry of Youth and Sport centres at Aus, Friedenau and others, and in South Africa. For the latter, a visit will be paid to the most appropriate centres.

Work conducted during the feasibility study will proceed by attempting to answer a series of questions which are listed below. Additional questions may be added as the study proceeds. Formal work is expected to begin early in October and the study should be complete by the end of 1998.

### **WOULD AN ENVIRONMENTAL EDUCATION CENTRE BE USED BY SCHOOLS IN CENTRAL NAMIBIA?**

1. What aspects of the school curriculum would the Centre support? Review the syllabuses for all grades to see what components *require* activities outside the school and what components *could* be supported by the Centre. The important point here is to distinguish between mandatory learning needs and "nice to have" aspects which are only likely to be taken up by a few schools.
2. What grades would/could use the Centre?
3. How many schools/classes/grades would/could use the Centre, and from where would they come?

4. What numbers of schools, grades and learners go to the centres at Namutoni, Waterberg, Aus, Friedenau etc, and to NARREC?
5. What lessons for the development and running of a centre can be learnt from equivalent environmental education enterprises in South African cities?
6. Would/could usage of the Centre be continuous throughout the year during school terms?
7. What courses/materials/demonstrations/practicals would/could be offered at the Centre?
8. What facilities would be needed at the Centre?
9. What staffing would be needed at the Centre?
10. For what periods would/could class visits to the Centre last?
11. Would/could there be a need for accommodation for learners at the Centre?
12. How would/could classes travel to the Centre?
13. How many schools are within walking distance of the Hilltop site?
14. Who would pay for transport costs to the Centre?
15. Would government contribute annual grant funds to the Centre?
16. What other funding sources could be used?
17. How could support for the Centre be generated to attract funding?
18. What would be the best organisation to run the Centre?
19. Instead of concentrating entirely on environmental education, could the Centre adopt a broader approach into which environmental education could fit, for example as a Science and Technology Centre, a Development Centre, a theme park?

### **HOW WILL THE AREA AROUND THE HILLTOP CHANGE OVER THE NEXT 10-20 YEARS?**

1. What are Penduka's plans and what is the most likely future for Penduka?
2. How is land zoned by the Municipality around Hilltop?
3. How is Katutura and its extensions likely to grow in the next 10-20 years?
4. Are any new, large access roads close to Hilltop planned?
5. Could the City Council give the Centre exclusive rights to the water's edge, so that the Centre could extend its activities to Goreangab dam?

### **TECHNICAL ISSUES**

1. What needs to be done to get water supplied and what would it cost?
2. What needs to be done to get electricity supplied and what would it cost?
3. What should be done immediately to protect the site to stop the cutting of trees and littering?
4. Are there any important legal issues, such as indemnities, that need to be resolved before learners use the site?
5. What are the chances of the lease to KAYEC being extended to give a longer life to investments that might be made at the Centre?

## THE OLD GERMAN FORT

1. What is the history of the fort, and how much is really known about it?
2. Could/should the fort be restored? If not, what measures should be taken (if any) to preserve the existing ruins?
3. What lessons could be learnt from the fort, and how could those lessons be used in an environmental education or other education centre?
4. What should be done to stop further decay of the ruins of the fort?

## OTHER POSSIBILITIES

1. Within the ambit of KAYEC's goals and mission, and that of community service and development, what other facilities could be developed at Hilltop? These could compliment or be mutually exclusive from an environmental education centre.
2. Could the area be developed for tourism purposes, and how would that relate to tourism development needs and possibilities in Windhoek? How could this relate to KAYEC's tourism development plans?
3. Could the area be used as a recreation centre for Katutura residents?
4. Could the area be used as an "outward bound" facility for kids?
5. If an environmental education centre was developed, could a money-making component be developed alongside to make it self-sustaining?