



**SOUTH AFRICA**  
WINNER 2011

SEED Case Studies



## “!Khuin !Kwa Kalahari Experience”

Empowering the ‡Khomani-San community through conservation & tourism



**SEED**

promoting entrepreneurship  
for sustainable development

Founding Partners





## About SEED

SEED strengthens the capacity of small grassroots enterprises in developing countries to enhance their social, environmental, and economic benefits, builds bridges between entrepreneurs and policy makers and stimulates exchange and partnership building.

SEED was founded by the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP) and IUCN (International Union for Conservation of Nature) at the 2002 World Summit on Sustainable Development in Johannesburg and is hosted by adelphi research gGmbH, based in Berlin, Germany.

adelphi research is a leading think-and-do tank for policy analysis and strategy consulting. The institution offers creative solutions and services regarding global environment and development challenges for policy, business, and civil society communities.



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# Creating innovative solutions to local challenges

## LOCAL CHALLENGES

The Kgalagadi Transfrontier Park, which spans between South Africa and Botswana, was established to protect the unique biodiversity in the area and is also the ancestral home of the ǀKhomani San people.

### High poverty

The San people are hunter-gatherers spread over various territories in Southern Africa, and the ǀKhomani represent the last indigenous South African San<sup>1</sup>. During apartheid the San population was socially and politically invisible<sup>2</sup> resulting in widespread discrimination, land dispossession, and deprivation of access to natural resources. The fencing of the park, once declared a conservation area, led to further removal and resettlement of the ǀKhomani San<sup>3</sup>. While a land claim settlement was reached in 2002 to reinstate the ǀKhomani San's access to the land and various government efforts have recognised the San people's identity and reinstated their rights as an indigenous group, the historic legacy still impacts their present lives: the community suffers from high unemployment, poor education, and a lack of access to basic services such as health, water and education. As a result, poverty rates are high amongst the community<sup>4</sup>.

### Environmental challenges

- **Water:** Water scarcity is a constant struggle, which is exacerbated by climate change, causing increasing pressure on the limited water resources servicing the park and communities.
- **Biodiversity:** The park contains many unique plants, including some that have medicinal purposes such as the Devil's claw. Over-exploitation of these plants has led to their extinction in many areas.
- **Conflicting interests:** Funds generated from the park fees have hardly trickled down to the community, forcing the ǀKhomani San to rely on natural resources in the park, which can be in conflict with conservation objectives.

## HOW THE BUSINESS WORKS

**Khuin !Kwa Kalahari Experience (KK)** offers authentic eco-tours within and around the Kgalagadi Transfrontier Park. What sets KK apart from other tours, is that the enterprise is led by the ǀKhomani San community and the tours embrace the traditions of the ǀKhomani San culture. This offers visitors not only the opportunity to see the extraordinary landscapes and biodiversity of the region, but also to experience life through the eyes of the ǀKhomani San descendants, one of the oldest groups of people on the planet.

Through its inclusive approach, KK provides the community with employment opportunities, builds local knowledge and skills in conservation and tourism, and aligns the needs and values of the community with conservation.

Watch how we do it!



” Tackling high unemployment and poverty among the ǀKhomani San by rebuilding identities and cherishing ancestral traditions and conservation. “

### Key Facts:

Location: Askham, Northern Cape, South Africa  
Founded: 2011  
Annual turnover: USD 24,000  
Annual profit: USD 20,000  
Workers: 32  
Female workforce: 53%



<sup>1</sup> [www.sanparks.org/conservation/park\\_man/kgalagadi.pdf](http://www.sanparks.org/conservation/park_man/kgalagadi.pdf)

<sup>2</sup> [www.kas.de/suedafrika/en/publications/35255/](http://www.kas.de/suedafrika/en/publications/35255/)

<sup>3</sup> [www.giz.de/en/downloads/giz2015-en-tfca-kgalagadi.pdf](http://www.giz.de/en/downloads/giz2015-en-tfca-kgalagadi.pdf)

<sup>4</sup> [www.sanparks.org/conservation/park\\_man/kgalagadi.pdf](http://www.sanparks.org/conservation/park_man/kgalagadi.pdf)

# The power of partnerships



## Civil Society Organisations (CSO)

The **Bushman Council** is a Community Based Organisation (CBO) representing the San community in South Africa and with their trusted position they are the main link to the ǀKhomani San. Involved with KK from the outset, they take part in the decision making process, provide infrastructure, and source guides that they have trained for the tours. In turn, the Bushman Council benefits from the partnership as more tourists visit the area.

**Peace Park Foundation (PPF)**, a non-for-profit organisation, provides the Bushmen Council with capacity building, administration assistance and funding to train the guides. Their mandate is to develop communities and business opportunities through wildlife conservation and the partnership enables them to increase the number of San people participating in their conservation projects.



## National Business

**Open Africa** is a South African social enterprise that stimulates rural development throughout Southern Africa by leveraging communities' collective tourism assets. By incorporating KK's guiding experience as part of their **Kalahari Red Dune Route**, they provide access to the European (especially Swiss and German) market and increase the number of visitors using KK's eco-tours. They also provide in-kind support, such as vehicles. In turn, they are able to offer a unique product to their customers as part of their package.



## National Government

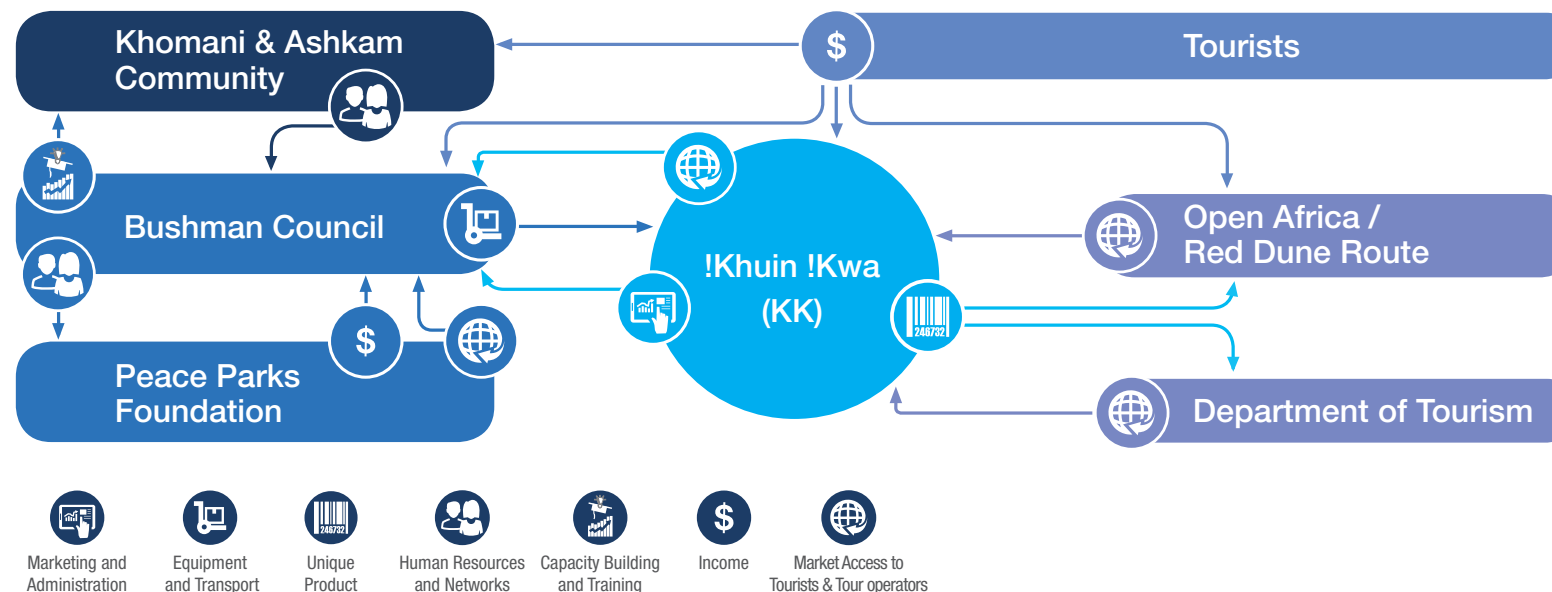
KK also works with the **Department of Tourism (DOT)**, especially the Northern Cape Tourism Authority. Through extensive marketing they provide access to the domestic market. They mainly market the tours alongside major events, such as the International Tourism Ndaba and the Kalahari Desert Festival.

Consequently, the partnership helps them achieve their goal of leading sustainable tourism development for inclusive economic growth in South Africa.

Learn more about the partnership!



## PARTNERSHIP STRUCTURE



“ To achieve a successful partnership, it is essential to align the needs and values of the local communities with those of conservation institutions through joint decision making. ”



# Creating impact



## SOCIAL IMPACT

Job creation is a key objective of KK to address the deep-rooted unemployment amongst the community. However, the social impacts are far more profound. By establishing community groups, developing skills, and most importantly, by recognising the San traditions and culture, the San community regains a sense of self-worth and their identity and traditional knowledge is valued by government decision makers and the wider national and international community.

### Key impacts

- Provides 11 direct and 21 indirect jobs to San people
- Increases community knowledge and skills around tourism and entrepreneurship
- Increases education opportunities for San children



## ECONOMIC IMPACT

Through the alternative livelihoods opportunities provided by KK, households enjoy more income that can be spent on food and education. In addition, KK stimulates business development through training and raises awareness around alcohol and drug use (an inherent health issue amongst the community) which increases productivity and brings about an important impulse to the village development. Finally, KK is also instrumental in the development of policies around conservation and tourism with the Bushman Council and PPF.

### Key impacts

- Generates on average 20 tourist visits a year
- Has increased purchase power for over 60 people



## ENVIRONMENTAL IMPACT

All excursions focus on environmental conservation and demonstrate to tourists how to use local resources sustainably as part of the San culture. In addition, KK also offers education for the guides, the Bushman Council and the wider community on environmental administration and monitoring through monthly workshops. For instance, they offer environmental awareness raising camps on the use of water, on conservation of trees & birds, on endangered species, and on waste collection.

### Key impacts

- 240 children and adults received environmental awareness camps, reaching 60% of the community
- 31,000 hectares of community-owned land is sustainably managed
- Local medicinal plants are preserved

## CHALLENGES

- Aligning the needs and values of the community with those of conservation institutions
- Navigating the complex governance structures for conservation
- The lack of education and management skills in the community
- Competition from other (non-inclusive) operators

## SUCCESS FACTORS

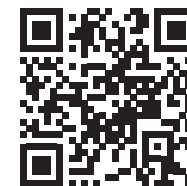
- Offering a unique customised experience
- Working with existing trusted networks grounded in the community
- Encouraging direct face to face interaction with local communities
- Involving community members throughout the decision making process
- Managing realistic expectations for each partner and in the community

## FUTURE PLANS

- Increase number of visitors by 20%
- Create 40 direct full-time jobs in the community
- Improve financial management and skills amongst staff
- Obtain national certification for the guides

” We want to be an “eye opener” for our children and the rest of the world. We want them to experience the value of our heritage and comprehend the importance of being an indigenous person and being proud of it! “

See how we create impact!





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## SEED Case Studies Series

### Demonstrating Sustainable Development on the Ground through Locally-Driven Eco-Entrepreneurship

Social and environmental entrepreneurship, also known as green and inclusive entrepreneurship or eco-entrepreneurship, has a critical role to play in achieving a global Green Economy. By embracing the added values of social improvement and resource management eco-enterprises that have won a SEED Award are living proof that entrepreneurial partnerships between various stakeholders can create innovative and novel solutions for delivering sustainable development at the grassroots level and be economically sustainable.

Over the last ten years, SEED has awarded over **200 SEED Awards** to eco-enterprises in 37 countries. While the value of eco-entrepreneurship in delivering sustainable development is increasingly recognised and harnessed in the development sphere, there is still very little data available on the triple bottom line impact of these enterprises and their contribution to sustainable development.

The SEED Case Studies are designed to help fill that gap by generating insights for policy and decision-makers on the role of green and inclusive enterprises in achieving sustainable development, and on enabling factors that can help them overcome barriers and reach scale and replicate.







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