

**PROCEEDINGS OF THE
INDIGENOUS PLANT TASK TEAM (IPTT)
STRATEGIC PLANNING MEETING**

**4th & 5th October 2007
Safari Conference Centre, Windhoek**

ABBREVIATIONS AND ACRONYMS

AGM	Annual General Meeting
CBNRM	Community-based Natural Resource Management
CESP	Community-based Natural Resource Management Enterprise Support Project
CITES	The Convention on Trade in Endangered Species of Wild Fauna and Flora
CRIAA SA-DC	Centre For Research Information Action in Africa – Southern Africa Development and Consulting
DART	Directorate of Agricultural Research and Training
NDCWG	Namibian Devil’s Claw Working Group
ERSC	Eco-Regional Satellite Centre
GRN	Government of the Republic of Namibia
HOGRAN	Hoodia Growers’ Association of Namibia
HWG	Hoodia Working Group
IBPC	Interim Bio-prospecting Council
ICEMA	Integrated Community-based Ecosystem Management Project
IFTT	Indigenous Fruit Task Team
IGLV	Indigenous Green Leafy Vegetable
INP	Indigenous Natural Products
IPIP	Indigenous Plant Internship Project
IPTT	Indigenous Plant Task Team
IRDNC	Integrated Rural Development and Nature Conservation
KMS	Kalahari Melon Seed
MAWF	Ministry of Agriculture, Water and Forestry
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MET	Ministry of Environment and Tourism
MTI	Ministry of Trade and Industry
NAB	Namibian Agronomic Board
NACSO	Namibian Association of CBNRM Support Organisations
NGO	Non-Governmental Organisation
NBRI	National Botanical Research Institute
PIF	Promoting Indigenous Fruits
PTA	PhytoTrade Africa
TK	Traditional Knowledge

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Annex 1: "Seven years of flexibility: IPTT strategy revisited" Presentation by Pierre du Plessis (CRIAA SA-DC)

Annex 2: "The strategic landscape and institutional context" Presentation by Pierre du Plessis (CRIAA SA-DC)

Annex 3: "IPTT Steering Committee Feedback" Presentation by Steve Carr (NBRI)

Annex 4: Attendance List: IPTT Strategic Planning Meeting 4 –5 October 2007

Annex 5: Agenda IPTT Strategic Planning Meeting 4 –5 October 2007

DOCUMENTS DISTRIBUTED AT THE MEETING

1. Strategic and Action Plan for Promoting Indigenous Fruit in Namibia: pp 3: Schematic Outline of a Theoretical Strategy
2. Indigenous Plant Task Team: Terms of Reference
3. Plant Sector Development Forum: Strategic Plan 2007 – 2011
4. National Agricultural Support Services Programme (NASSP) Report No. 004/2003: Indigenous Plant Development Strategy Review: May 2003
5. Promoting Indigenous Fruit in Namibia (PIF): Updated List of Priorities prepared for the IPTT by P du Plessis (CRIAA SA-DC): November 2004
6. Proceedings of the Third National Workshop on Promoting Indigenous Pant Products: 26 & 27 March 2007

SUMMARY OF CONCLUSIONS/RECOMMENDATIONS

The IPTT strategic planning meeting was held on the 4th and 5th October 2007 in Windhoek. The meeting was attended by 40 participants representing a broad range of stakeholders involved in the development of the indigenous plant sector in Namibia. The main aim of this meeting was to map out the road ahead for the IPTT.

All the participants said that IPTT should still continue to exist.

The following section presents a summary of the recommendations made by the participants. These recommendations revolve around the proposed structure and 4 main focal areas or core activities of the IPTT.

A. PROPOSED STRUCTURE (see diagram 2.3 pp24)

BODY	ROLES/RESPONSIBILITIES	OTHER COMMENTS
IPTT	<ul style="list-style-type: none"> Hold AGM Elect Executive Committee Give mandate to Executive Committee 	<ul style="list-style-type: none"> Membership: 3 categories, i.e. voting, non-voting invited members, and observers Develop criteria, define, review current list and membership fees Review current IPTT terms of reference based on these workshops recommendations Meetings less often but to include specific thematic issues
EXECUTIVE COMMITTEE	<ul style="list-style-type: none"> Give mandate to Secretariat Oversee secretariat Review of proposals and budgets Voting on the use of funds 	<ul style="list-style-type: none"> Membership: 7 or 9 members (number still to be decided on, but with parity between GRN and non-GRN): 1 or 2 MAWF: Chair 1 MTI 1 MET 3 or 4 elected IPTT members 1 Secretariat Regular meetings where other members may be co-opted Meetings to be divided into 2 parts: Part 1 for decision making and administration (only Executive Committee) and Part 2 for information sharing, report back and co-ordination (open to all members)
SECRETARIAT	<ul style="list-style-type: none"> Day to Day running Write proposals Source funding Support to service providers and producers Identify and link with ERSC's and/or other groups/community Support ERSC's Oversee staff/focal point at ERSC's Organise meetings Gather and disseminate information Administration 	<ul style="list-style-type: none"> Staff (2): Co-ordinator and Secretary Housed at NAB

B. FOCAL AREAS / CORE ACTIVITIES

B.I SUPPLY CHAIN MANAGEMENT AND DEVELOPMENT

- i. IPTT to provide market information, undertake market development, engage in fair trade promotion and technology development.
- ii. IPTT to make recommendations on policy (new and existing) through a consultative process with all stakeholders.
- iii. Each product should be evaluated and prioritised based on market potential, market information and market development.

B.II OUTREACH

- i. Formation and structure of ERSC's should be based on needs dependent on identified demand, interest, producers and resources/products available for commercialisation.
- ii. The ERSC's need support to fulfil the role of linking producers to the IPTT.
- iii. The need for a focal point (co-ordinator) in ERSC's must be based on resources and identified activities – this could be a part-time or full-time position, or it could be linked to other organizations that are active in the area.
- iv. Lobby for recognition of IPTT's (ERSC's) work at government level so that work on the development of indigenous plants can be incorporated into their yearly work plans and budgets made available to carry out this work. This will help to promote the work of ERSC's and ensure the participation of the Ministries regional staff.

B.III COLLABORATIVE LINKS

- i. IPTT's strongest relationship and basis of the programme is to look after the interests of the producers and facilitate the development of a link between the producers and the private sectors.
- ii. Once an "industry" has been established around a particular product direct IPTT support should diminish but the IPTT should ensure that a suitable system with the relevant industry bodies is in place to facilitate their continued involvement with the IPTT.
- iii. The IPTT's role is to coordinate, help reduce conflict of interest, duplication and overlapping of work done by different organisations.
- iv. Facilitate the capacity within producer groups to work with the private sector.
- v. Consider introducing a levy mechanism for sustaining industry for specific services to producers.

B.IV CAPACITY BUILDING

- i. IPTT should identify the capacity building gaps and needs and develop a comprehensive strategy to facilitate capacity building.
- ii. The capacity of the IPTT should be enhanced to fulfil its proposed roles.
- iii. IPTT to facilitate information sharing and dissemination including the establishment of a database, newsletter, publications etc.
- iv. IPTT should document approaches that have worked including lessons learned and best practices in supporting development of industry.

1. PROCEEDINGS OF DAY 1 - THURSDAY 4 OCTOBER 2007

Steve Carr introduced the facilitator for the Strategic Planning Workshop, Doreen Shumba Mnyulwa.

1.1 PARTICIPANTS' EXPECTATIONS

The facilitator asked the participants to introduce themselves and say what their expectations for this workshop are:

- Revitalised way forward
- Get a bigger picture of plant utilisation
- To look at where IPTT stands, what work it has done so far, prioritise and plan
- Focus on indigenous plants and horticultural values
- Come up with strategies on how to deal with indigenous plants
- Improve on what we already have
- Hear more about the way forward
- Planning and looking forward to see how IPTT can deal with indigenous plants
- See what IPTT entails and learn more about IPTT
- Want to see the way forward for indigenous plants
- Share ideas together for the success of the workshop
- Want to see Namibians producing Namibian goods and come up with formula for all products to be made and labelled in Namibia
- To see a proper strategy that gives the proper assignment of responsibility for all to see in resource management and utilisation i.e. to see and share the cake – do research and training and see that there is an equitable distribution of income
- To see what strategy can be developed for the use of indigenous plants and what plan there is in using these resources?
- Need to link what is here and what is happening on ground: and see how UNDP can support activities on ground
- To create synergy in IPTT stakeholders and see the possible outcomes of the workshop
- To see what activities are needed to be set up in the field
- Update strategy for IPTT for coming 5 years or more and re-look at the mandate for IPTT. After this meeting there should be a short meeting on the melon seed industry and to plan a stakeholder's workshop in North Central (Oshakati) in next 3 – 4 weeks to discuss Geographic Indicators and plan the way forward
- See how the CESP can support natural products
- Contact with people working with natural products and see how to work in a sustainable way
- To implement what has been learnt into the curriculum of Agriculture and Natural Resources at Polytechnic of Namibia
- Build on the foundation that is already established
- To see how hoodia will be sustainable and how to make a living out of it
- See what the natural product opportunities are and to disseminate this information
- To see how to take IPTT into the new era, look at the responsibilities and tasks mainly in marketing and quality issues
- Get an update on where IPTT is and see where it is going
- Prioritise and develop a shared vision of way forward
- For the existing IPTT people to create a conceptual understanding for new people, focus on propagation of target species to let community focus on survival
- To do huge brain-dump and step out of picture and let other stakeholders take the way forward.
- To improve food security with indigenous plants to help people balance their diet.

The facilitator said that this workshop will be reflecting on:

- What the IPTT has done to date
- To revitalize, rejuvenate and prioritise what IPTT should be working on to enhance livelihoods and capacity building
- To look at mapping the way forward for IPTT: a strategic plan

She encouraged participants not to assign this work and discussion to others but for all people to participate and give their inputs.

1.2 WELCOME and OPENING

Mr. Sheehamandje Iipinga from the Ministry of Agriculture Water and Forestry (MAWF) and the chairperson of the IPTT officially opened the meeting and welcomed all those present. He referred to the producers who have the technical indigenous knowledge on indigenous plants (like hoodia, Kalahari melon seed, Ximenia etc) and the importance of working with them to see how these plants can be prioritised and utilised to yield income to the producers.

He said that many people have been involved in IPTT and it is important to come together to share their knowledge. This workshop will be looking to all stakeholders to devise a plan for these important indigenous plant resources. He mentioned that the IPTT has come a long way: 8 years ago the Ministry of Agriculture noted that peoples livelihoods often depended on the plant resources and that these needed to be looked after, MAWF then developed a capital budget through which the task team of IPTT as it is known now, was initiated.

He said that the group work of this meeting will bring the best out of the best. He thanked the participants for coming to the meeting and wished the participants a constructive day with the end result being a very good strategic plan coming out of this process. He thanked Steve Carr for organising the meeting and declared it officially opened.

1.3 PRESENTATION - “Seven years of flexibility: IPTT strategy revisited”

Pierre du Plessis (CRIAA SA-DC) and former IPTT Ad-hoc Coordinator presented a paper on the past seven year history of the IPTT that included an overview of activities, successes, advances, setbacks and failures. (See Annex I)

In addition he said:

- IPTT’s strength has been the flexibility and ability to respond rapidly to market signals
- An important question that needs to be asked is “when does IPTT step out of the ‘pipeline’ for products?”
- As proof that it pays to invest public and donor funds in pro-actively developing the commercialisation of indigenous natural products, he cited a 2006/07 figure of N\$1.56 million in exports by CRIAA SA-DC on behalf of producers, which he said amounted to an annual return of more than 15% on a cumulative investment of around N\$10 million since 1995
- Supply and demand in new niche markets needs strategic management so that they are kept close to each other and over-/under-supply are avoided
- Where there is a local champion (social entrepreneurs, community leaders etc) there is more progress as they help to support the producers’ supply chain

- The IPTT has been made up of a core group of people which has created some development fatigue and some new people are needed to take IPTT forward

PLENARY: Questions, clarifications and discussion on presentation

As commercial partnerships are important what lessons have been learnt in establishing commercial partnerships? Can a more systematic approach be found to looking at commercial partnerships and how are the right commercial partners found?

P du Plessis said that the lessons learnt in forming commercial partnerships included the following:

- It is difficult to form good partnerships with big companies as you are one of many suppliers and there is a danger you end up with little power in the partnership. One should select the right size partner (rather smaller than bigger even if there are less shared profits) with a good track record in innovation, technical capacity and market access in a particular area
- A lot of time and money is involved in building a relationship of trust where you get to know each other and can share the same ethical trade values
- Often a period of exclusivity is requested and has to be given to the partner
- Do not put too many eggs in one basket: one should work with a partner on one or two resources first to see if it is working
- If one ties too much up in a non-functional partnership, this could delay the process for everyone
- Phytotrade Africa, a regional Trade Association, has been instrumental in finding new partnerships for commercialisation of products

Discussions:

- Is a market information system for high value crops needed, which one can link to market experts in the rest of the world and provide information to and from the Namibian market? The IPTT could facilitate this service and give direction to stakeholders. It was noted that a market information system may not have all the relevant information as often the commercial partner wants confidentiality and exclusivity to ensure their competitors do not step into their developing market in which it is investing resources before returns are realised.
- Donors are needed to fund projects with a strong sustainable future.

Will it help to semi process and/or add value to products before exporting them?

In general yes, but this may depend on the market, as in the case of devil's claw where the buyers are not prepared to add value to devils claw as capacity and enterprise configuration is limited. With the oils they cannot go straight to the formulators, they need to be cleaned first. The market demands that you store the product safely and supply them when they need the product.

- An explanation of development fatigue was given including the fact that there are a number of issues, projects and people working under the IPTT umbrella which is currently a steering committee and information sharing body and not an implementation body. Participants at the IPTT meetings are getting decreasing returns on their effort and so are coming less to the meetings. Thus, often there is the lack of a quorum at meetings, resulting in the IPTT being unable to take/make decisions on issues, contributing to the general unworkability of the current IPTT arrangement.

There have been two 2 approaches in the past to help build local champions and new capacity:

1. Eco-regional Satellite Centres (ERSCs): this has been a good approach to linking the producers to the market, however most of the people heading up the centres are civil servants from agricultural or forestry extension services. This can be problematic, as this work is not always recognized by their supervisors as part of their job descriptions and consequently diminishes their role in the ERSC's.
2. Internship programme (IPIP): this has not been very successful with only two of the five interns graduating from the Polytechnic of Namibia, the others withdrawing before the end of the course due to a number of reasons including the lack of financial support to them i.e. no allowance even modest. A fresh and new way to implement this programme should be looked at.

1.4 PRESENTATION - "The strategic landscape and institutional context"

P du Plessis presented a paper on the current strategic landscape in an institutional context giving an overview of the current state of play. (See Annex II)

After the presentation the facilitator divided the participants into 4 groups. She said that keeping the above presentation on IPTT in mind, each of the groups was asked to reflect on, discuss and come up with suggestions on the questions listed below:

1.5 WORKING GROUP SESSION AND REPORT BACKS

OVERALL QUESTION: Do we still need the IPTT and if yes what should it be and do? If no, what will take its place?

1. Reflect on the achievements to date – do the priorities remain the same or do you as the National Stakeholders wish to change them (the 11 steps, the priority resources)
2. How can the national stakeholders in Namibia participate and/benefit from IPTT's work
3. What are the pre-conditions for IPTT to succeed
4. Comment on the IPTT programme design and institutional arrangements. (Institutional configuration, legal status)
 - Is IPTT needed? What should it be and how should it be structured? What mandate should it assume? This should be done imagining the future of the IPTT within the wider context of Namibian bio-trade and resource management scenarios.
 - If it is not needed, propose alternatives, deliberate on what functions should be taken over by whom? And justify why the proposed option is better than the existing system
 - Finance issues – where should the IPTT get funding for its activities and how should it fund them?

Suggested specific questions/issues to reflect on

- Who are we – who is IPTT?
- What capacity do we have?
- What have we done?
- What can we do and how? Consider synergies with other organisations
- What problems are we addressing?
- What difference do we want to make?

1.5.1 GROUP 1

Yes there is a role for IPTT.

WHAT IS THE IPTT?

- Initial aim was to promote fruits to market
- Now it is a forum to promote:
 - Indigenous plant products
 - Sustainability
 - Income generation

ROLE TO PLAY?

- National stakeholder's forum not just for sharing of information but also for coordination and promotion of indigenous plants products: needs a full time Secretariat
- Managing institutional memory
- Contact point for outsiders: donors, markets etc
- Critical mass of shareholders in the sector to have meaningful role as an advisory body especially to give input to national policy and programmes.
- Cannot be an umbrella organisation but rather link with these other institutions, e.g. Plant Sector Development Forum, training and academic institutions, IBPC
- Fundraising and managing funds
- Set out strategic goals and review them regularly
- Identify needs for capacity building at all levels e.g. community, market development etc

WHERE DOES THE ROLE OF IPTT END WITHIN THE PIPELINE APPROACH?

- During the early stages of the IPTT it was simpler as most of the resources and activities were in the early stages of the pipe where products were identified, research was done, commercial partners were identified and this moved into market and product development
- IPTT is not necessarily the forum for the private commercial sector but has to help establish the links with them. In the transition stage where commercial opportunities are incubated then move through the pipeline towards being fully commercialised, maybe IPTT involvement should stop after making the linkages for final commercialisation with partners, investors, manufacturers in industry
- Have a proactive approach and promote the formation of organised industry groups to see where the private sector may fit
- Ensure the organisation of communities and that they have access to a fair share of the benefits of the commercialisation process

HOW DO WE SEE THE FUTURE: THE STRUCTURE OF THE IPTT?

- Full time secretariat and coordinator(s): maybe more than 1 coordinator: need quick decision-making process
- Executive committee of IPTT with a mandate to make decisions in between the meetings of the IPTT - there is a need for a quick decision-making process
- Membership, not too different from now, including: Line ministries, research and academic institutions, representatives of organised and representative producer groups and growers, training institutions, any relevant national umbrella organisations of service providers (e.g. NACSO and organised industry groups but not individual commercial parties), see how to involve IBPC, all ERSC's, use and contract specialist services as needed

- IPTT should have a proactive role in facilitating support to ERSC's, promoting and reinforcing their activities and regional representation, as they are like mini IPTT's. If funding is available facilitate financial support to full time or part time staff at ERSC depending on the need

1.5.2 GROUP 2

Yes there is a role for IPTT including their ongoing commitments

The group had a long discussion including the following:

- Maybe it could be called the Indigenous Plant Council
- Legal body
- Be representative of producers etc
- Receive and disburse funds
- A stand alone institution which can be housed within another institution

WHAT SHOULD THE IPTT BE: FUNCTIONS AND STRUCTURE?

- More than a forum with meetings organised when specific needs arise
- Membership should consist of all stakeholders including producers'/processors' organisations/groups
- Hold an AGM where priorities are revised, executive committee elected and given a mandate
- Not more than 5 executive committee members
- Decision-making made at executive committee level rather than being done at the forum/IPTT meetings
- Secretariat/administration

WHAT SHOULD IPTT DO?

- Gather and facilitate the exchange of information: two-way exchange including with the ESRC's
- Develop a strategy of developing indigenous plants including reviewing and monitoring
- Source and disburse funds focused on the development of "new" products

ROLES/RESPONSIBILITIES

Forum:

- Membership open to all stakeholders
- Develops strategic plan and gives mandate accordingly to executive committee.

Executive committee:

- Decision making body made up of and mandated by members
- Review proposals, guide the activities of the Secretariat, etc

Secretariat:

- Source funding
- Disburse funding
- Day to day administration
- Facilitating information exchange
- Housed where? NAB or NBRI
- Employed staff

1.5.3 GROUP 3

Yes there is a role for IPTT as there is a developed market for natural products that needs a formal organisation to promote the products in various and varied forms.

ORGANISATIONAL STRUCTURE:

- IPTT should be a legal entity (NGO) with own bank account, with the legal capacity to enter into contracts and disburse payments
- Raise funds for research and development and social development contracts
- Day to day running
- Existing IPTT to be like a Board of Trustees
- Deal with strategic issues and long term planning
- Membership would include government, NBRI, CRIAA, NACSO, HOGRAN, producer groups etc with wide representation from existing institutions such as conservancies, organised community groups, Traditional Authorities etc
- Meet twice year

COORDINATOR:

- Management team with paid permanent staff like a secretariat with specific tasks
- Funded by NAB or Government

WORKING GROUPS e.g. Hoodia Working Group

- Fair degree of autonomy
- Task specific
- Meet as need arises
- Coordinating members of the working groups to meet their objectives

GENERAL

- The terms of reference for the IPTT may need to be updated and modified in line with the proposed change in structure.
- Additional tasks could be incorporated e.g. a bio-prospecting committee and new strategic issues
- It should incorporate national policy issues such as bio-prospecting
- Integration into Community based natural resource management (CBNRM)
- Facilitate value addition and sustainable harvesting

1.5.4 GROUP 4

Yes the IPTT should continue.

WHAT IS THE IPTT?

IPTT is an institution to do the promotion, facilitation, coordination, marketing and sustainable utilisation while safe guarding the traditional knowledge

WHAT HAVE WE DONE?

- High value products identified
- Supply chain developed
- Propagation – marula etc
- Organic certification

- Working Groups established
- Technology developed e.g. oil presses
- Providing information to focal points
- Lobbying and channelling of funds

STRUCTURE: WHAT CAN WE DO AND HOW?

- Main person (coordinator)
- Steering committee
- Secretary
- Stakeholders
- Working groups

WHAT PROBLEMS ARE WE ADDRESSING?

- Work load division
- Improved coordination
- Bureaucracy reduction
- Improved efficiency
- Sort out problems e.g. with supply, as in the case of Kalahari melon seed

HOW SHOULD WE ORGANISE OURSELVES TO ACHIEVE THESE OBJECTIVES?

- Lobby for better prices which are too low
- Technology development for extraction of seed
- Value addition
- Local community mobilisers

1.6 PLENARY SESSION - WORKING GROUPS WRAP UP

RECOMMENDATION: It was agreed that the IPTT should continue.

The facilitator recapped on the working group's suggestions and noted that there was consensus that the IPTT should continue although there are some differences in how it should be structured and operate.

The following recap, questions asked, input given and discussion was held:

- Maybe due to development fatigue, IPTT members are not regularly attending meetings currently, resulting in an unreliable decision-making process.
- If there are meetings only once or twice a year, will this be enough for information sharing and for planning the year's work for the Task Team?
- Where do the established and primary producers fit in?
- Should IPTT be a stand alone and registered organisation or continue as is and be housed at another institution such as the NAB? It was noted that the current relationship between IPTT and NAB has worked well (NAB is administering IPTT funds), as it is a statutory body and has been very flexible which is important as it gives the management group freedom to take the initiative
- A question to ask is should small working groups have their own legal identity so that they can contract independently e.g. joint ownership of patent on marula oil
- The current decision making process needs to be made easier
- The issue of sustainability needs to be considered so that it can serve Namibia on a long-term basis
- Continue as it is currently operating
- A small coordinating body, given reasonable authority/mandate, will make day-to-day decisions. The old IPTT (to be possibly called a Board of Directors) will give the focus and strategy.

- Where will the Coordinating body be housed?

It was suggested to discuss the functions first before a structure for the IPTT can be decided on.

FUNCTIONS OF DIFFERENT BODIES:

FULL TIME BODY: Maybe called coordinating committee/secretariat

- Fund raising
- Information exchange
- Institutional memory
- Market watch brief (monitor) to identify trends etc
- Manage the pipeline
- Focal point
- Implement and do day-to-day activities as determined by Executive Committee

MOTHER BODY/BOARD/EXECUTIVE COMMITTEE:

- Formulate strategy
- Review policies
- Make linkages
- Organise AGM
- Give tasks to Secretariat

WORKING GROUPS: (like Devils Claw, Hoodia etc)

- Give expertise, input and direction into the above bodies.

Do working groups work; will they not also get development fatigue?

MEMBERSHIP BODY:

- Members elect and give mandate to Steering/Executive committee
- Meet twice a year

Who will fund the full time body?

- The MAWF has committed some funding until 2009/2010 for IPTT
- There is a potential for MCA funding
- NAB could be mandated to play a small coordinating role in IPTT including sourcing funds for IPTT and projects
- A person/people would need to be employed to do the tasks.
- IPTT is often pushed to accommodate the industry, both the private and commercial sector, as well as support the producer chain. The question was raised as to whether IPTT should accommodate the private and commercial industry? IPTT's role is prior to industries starting and if there is over representation of commercial enterprises, within the IPTT then it will be shifting its current promotional aspect
- If IPTT incubates commercial opportunities, then there could be a system to get some of the investment back from commercial enterprises benefiting
- Where do we stop as IPTT? Once incubation period over, hand over to commercial sector.
- How involved does IPTT get in marketing and commercial issues? IPTT should ensure that the relationship between producer groups and commercial industry could be sustained
- What is the best way to equip producers to deal with commercial industry given that most producers come from resource disadvantaged groups who are maybe not be able to negotiate?

The facilitator said that these are some of the questions and issues that IPTT need to decide on. Day 2 will continue with discussing and deciding the way forward for IPTT.

END OF DAY 1

2. PROCEEDINGS OF DAY 2 - FRIDAY 5 OCTOBER 2007

The facilitator welcomed everyone. She gave a brief recap of Day 1's proceedings on the history of and a reflection on IPTT. The issue on product commercialisation, how and when it can be handed over to producers and the commercial industry, was raised. She said that Day 2's discussion should be finalised with making recommendations to the IPTT on the way forward and its strategic plan.

2.1 PRESENTATION: "IPTT Steering Committee Feedback"

Steve Carr (NBRI) introduced his presentation as the Steering Committee's (who met at the end of the day) recap of Day 1 proceedings to get a clearer idea of the themes and to give direction for Day 2's agenda, by helping to galvanise participants thinking, thus helping to move the strategic planning process forward. (See Annex II)

In order to map the way forward for the IPTT over the next 5 years, the steering committee's thoughts from what was captured on Day 1, are that the meeting should consider 4 topics/themes in terms of its strategic planning for working groups to further explore and discuss on Day 2:

1. The decentralisation of the IPTT into eco-regions.
2. The IPTT's intervention in the supply chain management and influencing of policy-making.
3. The role of the IPTT in relationships with producer groups, private sector, industry and producer associations, working groups.
4. Capacity-building in a broad sense.

PLENARY: Questions, clarifications and discussion on the presentation and working group themes:

ERSC's

- There are currently 6 ERSC's but they do not cover all of the regions in Namibia
- These centres have been strategically set up
- They need support and strengthening to increase capacity in the regions and to be closer to producer groups
- They act as a gathering point for active bodies that can do outreach at a local level, discuss developmental issues
- Represented at IPTT meetings to give feedback from the field
- Important cornerstone in the IPTT MCA proposal
- It is important to focus on the ERSC's and not only on the top structure as they are fully part of IPTT
- Identify what their capacity and financial needs are, which should be incorporated into the new strategy
- ERSC's could be set up in all the main eco-regions but this should be dependent on the needs and resources in the area
- These decentralised ERSC's (mini IPTT's) will help strengthen IPTT's outreach at a regional level, will help link national stakeholders with the producers and link National IPTT with community
- Who would oversee these ERSC's?
- Would they be staffed full time or part time?
- If funds allowed one or 2 full or part time staff members could be employed at the ERSC's to help with the coordination of the activities in the regions.

- If full time staff are employed this could weaken the community based links rather than strengthen them.
- The issue and use of the word “decentralisation” was discussed. It was agreed that this is the incorrect word for what is being suggested; rather it should be IPTT “outreach” which will be continued through the ERSC’s.
- In terms of relationships the IPTT needs to consider all the stakeholders e.g. if there are problems within Ministries these can also negatively affect the structures e.g. fires may destroy vulnerable species. It is important to analyse the issue from all angles so that the IPTT can give clear guidelines
- The IPTT’s strategic plan must fit in with the country’s Vision 2030 and Namibian Government’s Development Plans (NDP-3).

2.2 WORKING GROUP SESSIONS AND REPORT BACK TO PLENARY

The facilitator said that the participants should choose which of the following 4 groups they are interested in or represent.

Group 1: Supply chain management and development

Group 2: Outreach ERSC’s

Group 3: Relationships

Group 4: Capacity Building

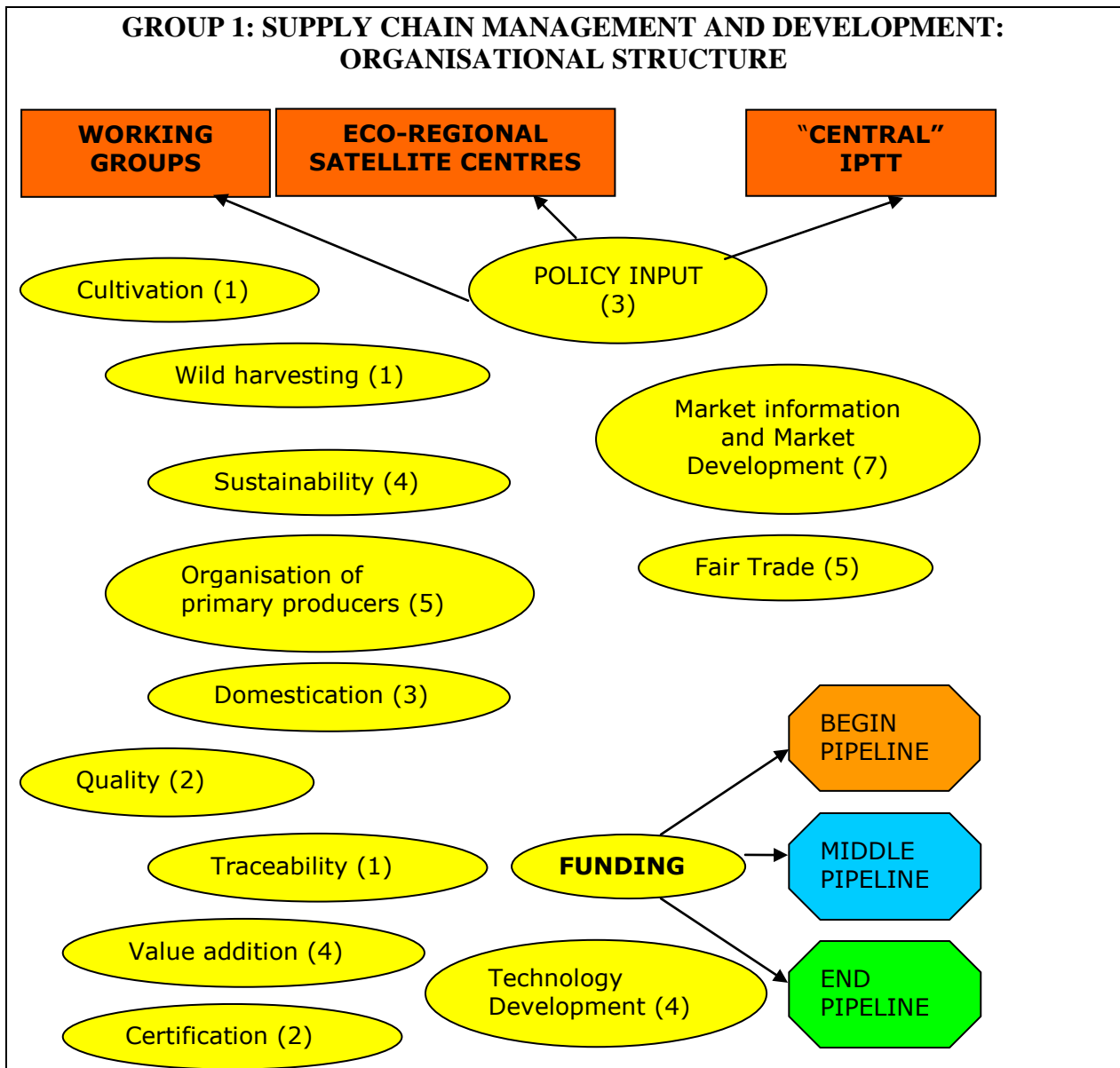
The IPTT institutional framework and structure will be discussed later, based on the activities identified in the working groups, which it needs to support.

Questions/ideas for the groups:

The IPTT’s strategic interventions

- How these should be done?
- Who should do what?
- What is IPTT’s role?
- What role IPTT (as a structure) plays in implementing activities and interventions?
- Different roles in the different structures to justify and endorse who should be employed i.e. full time staff.
- Recommend a plan, which should list the priorities so that the current IPTT can see what resources are available and still needed.
- Although group’s suggestions will have financial implications, this should not go into too much detail.

2.2.1 WORKING GROUP 1: SUPPLY CHAIN: MANAGEMENT AND DEVELOPMENT

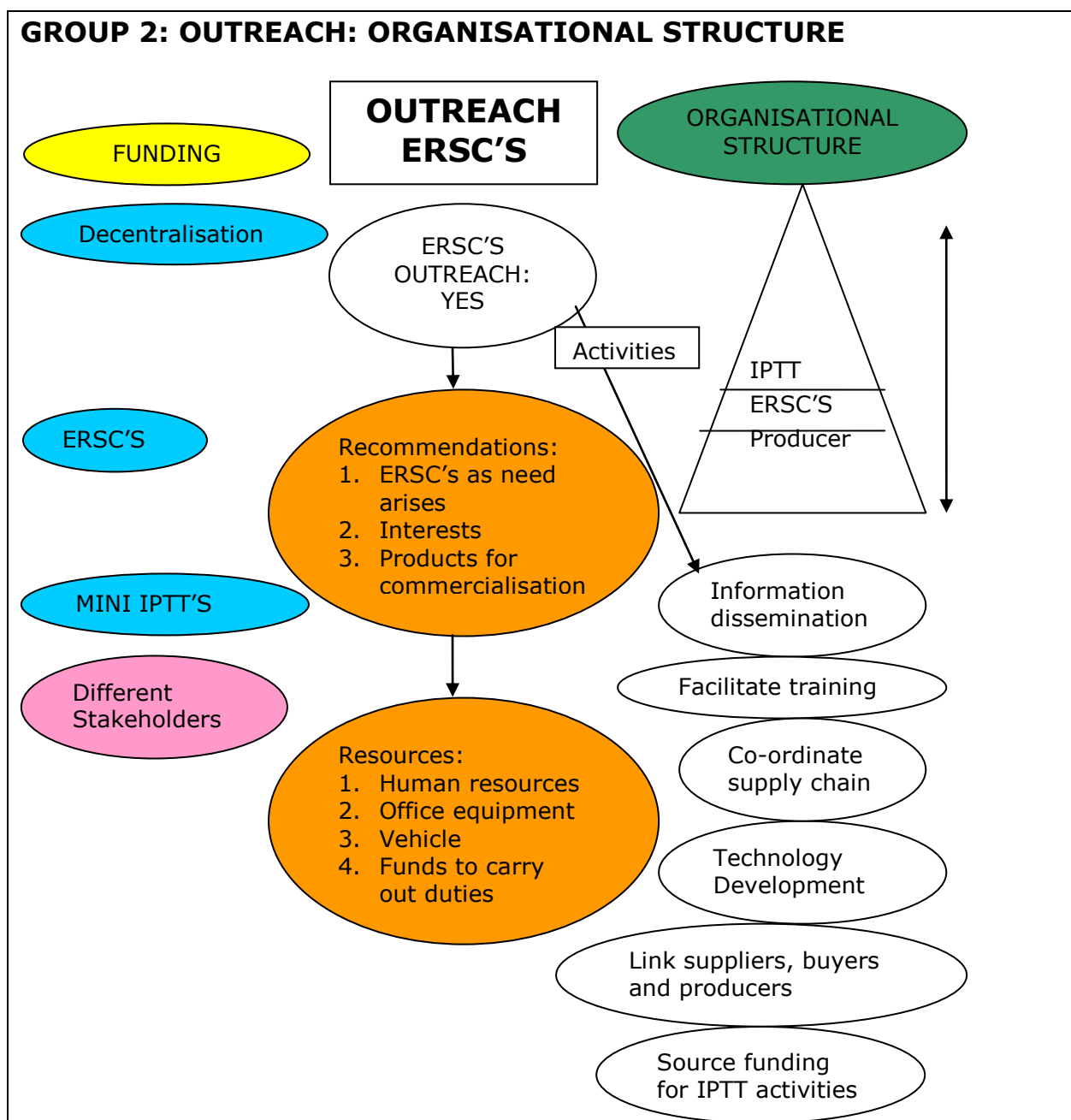


The group said that they had a long discussion on how to pull things apart. The following points were made including comments and questions from all participants:

- The products that the IPTT are working, within the pipeline approach, follow a development supply chain with certain steps which are not always clearly separated from each other (yellow cards with number of votes (in brackets) from Group 1 members)
- Activities can clearly be defined into the different components of IPTT.
- At Central IPTT all stakeholders should be represented
- On the left are the ERSC's and Working Groups on commodities
- There are some overall functions needed for all products that are not specific in the product chain e.g. fair trade (price), market information and development and technology development
- The commodity Working Groups and ERSC's will do more groundwork in the communities

- Funding was difficult to prioritise, as it is dependent on where the product is in the pipeline. If product is in beginning then activities are a priority otherwise it will not move down the line. If product is in the middle of development then the focus will be more on the left side. If product at the end of the pipeline then there would be more marketing related activities. The working group members each had 5 pins to vote with in terms of their priorities for funding. The top 3 yellow cards were: market information and development (7), fair trade (5) and organisation of primary producers (5)
- Policy review needs input from all IPTT components
- It was noted that there is a danger of mapping and prioritising certain products e.g. the demand for manketti has decreased while it has increased for ximenia
- Prioritising should be looked at per product and level of development. Looking at the product and current market, which will follow a natural progression where priorities are led by market opportunities, as long as the communities are benefiting. Flexibility is essential
- IPTT does not exist for itself, as the producers should be the main focus. The aim is that the developing industries will become sustainable; although they may still need some form of support (e.g. meat industry very well developed but it still needs input)
- A different body with a different focus could supply this service. Products may need to be re-developed from time to time
- It was noted that many practical activities on Group 1's flipchart are placed under the Working Groups and ERSC's. In response Group 1 felt that there need to be more activities on the ground, which could fall under tasks of the Working Groups and ERSC's

2.2.2 WORKING GROUP 2: OUTREACH



Group 2 made the following points including comments and questions from all participants

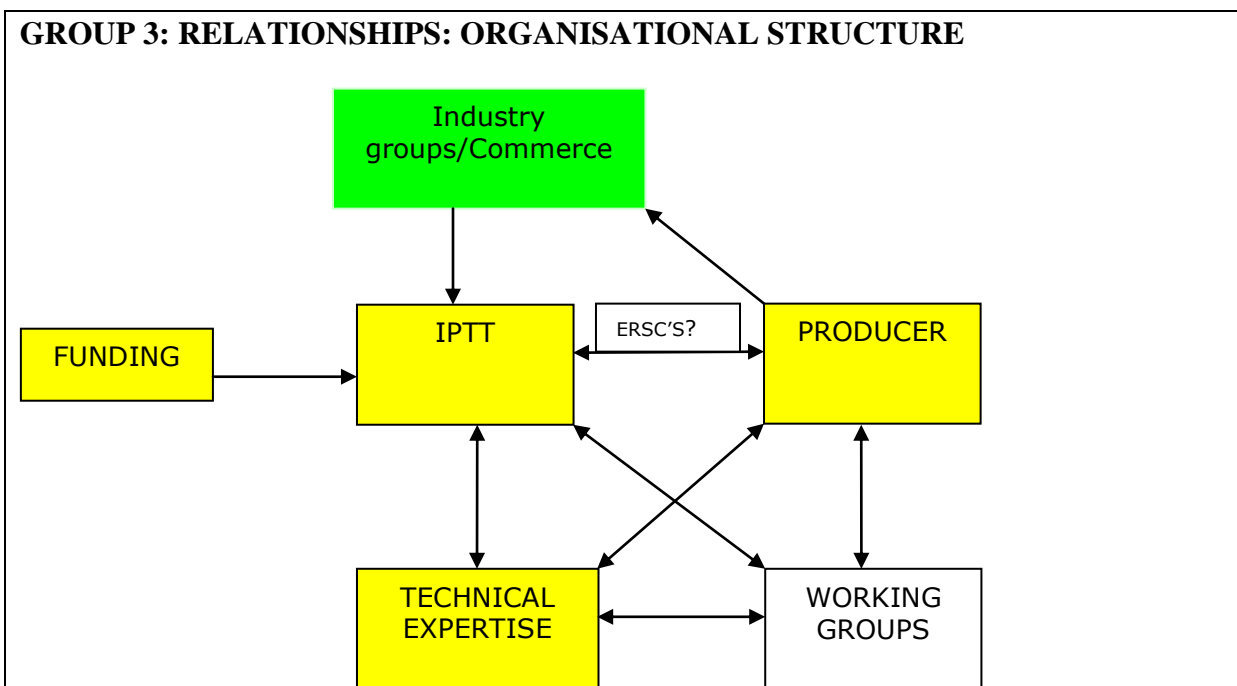
- ERSC's are needed to improve communication and information flow
- ERSC's will be the focal point of IPTT where there is a two-way flow of information for communities to give and get information, including input into policy issues
- ERSC's are like mini IPTT's with representation from all stakeholders including the line Ministries

The ERSC's will:

- Facilitate trainings for different stakeholders
- Coordinate the supply chain management
- Link suppliers and buyers to producers
- Work with technology development: e.g. machinery like marula presses
- Source funds for e.g. machinery, activities

- ERSC's need resources to carry out activities: e.g. human resources, office equipment and vehicle(s)
- ERSC's need a focal point person; this could be either a full time paid staff member or representative from Government. If there is not someone to drive it, it will not work
- It was noted that in the proposed structure there will not be much contact and information flow between the ERSC's and the larger IPTT body
- An issue to think about is how can producers be organised and represented on ERSC's or at IPTT levels
- The question was asked as to who will oversee the ERSC co-ordinators?
- An example of the structure of the Eenhana ERSC was given: The project Tulongeni Twahangana supplies ximenia to CRIAA. There is an umbrella structure, with 6 branches. Each branch has a chairperson, secretary and treasurer. At village level there is the same structure. An AGM is held once a year where they elect a steering committee from all the branches. MAWF facilitates this as they are the IPTT focal point
- ERSC's work differently within the different regions, depending on activities and the stakeholders involved
- It was noted that within the Group 2's proposed IPTT structure, if there are no producers then the triangle becomes baseless
- There may not be a need for a full time ERSC person in all the regions but maybe an ad hoc person. If there are existing structures with regular meetings (e.g. Conservancies in Caprivi), then try and join in with these and place IPTT issues on their agenda
- There is a need to be flexible in setting up ERSC's as it is different in every region: if there is a new product, then maybe there will be more of need

2.2.3 WORKING GROUP 3 - RELATIONSHIPS



Group 3 reported that they took a broad approach to relationships and the following points were made including comments and questions from all participants:

- IPTT exists for producers
- IPTT can identify the potential commercial applications for indigenous plants and then identify the potential producers

IPTT ROLES/RELATIONSHIPS

- Directs and facilitates technical expertise to producers e.g. MET with permits, legislation etc and MAWF extension officers. This role is crucial especially when production group are starting up they will need technical expertise
- Identifies market opportunities by keeping abreast of what is happening in the natural products market
- Develops relationships with commerce and industry groups
- Identifies potential sources of funding
- Identifies and plays an important role in the incubation stage of the pipeline
- Working groups (e.g. Hoodia) are important. Members include various Government ministries e.g. MET (due to CITES), MAWF, MTI, producer groups e.g. HOGAN (Hoodia)
- There is often an overlap with working groups and technical advisors e.g. MAWF, MET
- IPTT and producers relationship is vital at the onset, but as commercial opportunities become more viable, the relationship with producers and commerce strengthens and the role of IPTT becomes less. Once the producers learn the technical expertise, this relationship (with the IPTT) will fall away
- IPTT is its members. There is often an overlap between different organisations and this can sometimes create conflict. The role of IPTT is to co-ordinate and reduce this conflict of interest and overlaps
- Primarily it is the small-scale producers who need IPTT support as opposed to big commercial producers. Commercial and small-scale producers should accommodate each other and not be in conflict with each other
- Commerce may need IPTT input into issues such as organic certification

- IPTT to facilitate support to organising new small-scale producers e.g. bank accounts, mentoring, administration issues, which later will be able to stand on their own
- Product associations are very important to help build capacity of small-scale producer
- ERSC's are the link between IPTT and producers
- Working groups: main membership is from Government ministries: main role is administration, policing, input into policy development. Where producers have an association there should be a representative in the working group
- The IPTT has to assess its role towards producers' bodies. Each and every product must be assessed to see if it is and when it is likely to be commercially viable. IPTT may still need to facilitate, drive, push and support the producers after this
- When there are illegal players, producers are in the best position to identify the illegal activities and can forward this information to the relevant government ministry and working group for policing
- Producers and working groups can contribute, influence and lobby for improvements in policy legislation and regulations
- When does IPTT's role end in the process? Structures must be in place, skills must be imparted to producers and lobbying done with industry to ensure sustainability. This will be a gradual process, until IPTT may only be needed to make a small input into the relationship between commerce and producer
- IPTT can help facilitate the identification of the prerequisites for project sustainability. Producers may need ongoing support in negotiations
- Within IPTT's pipeline approach, near the end of the pipeline there is a need for an appropriate regulatory structure/body to look at ongoing issues like lobbying and advocacy. This could be separate from IPTT e.g. NAB
- The concept of levies was discussed whereby producers pay a percentage for specified services, which may be provided for example by NAB. Producers' unions/organisations can decide on an additional levy to fund their own unions/organisations and ask NAB to refund this part of the levy.

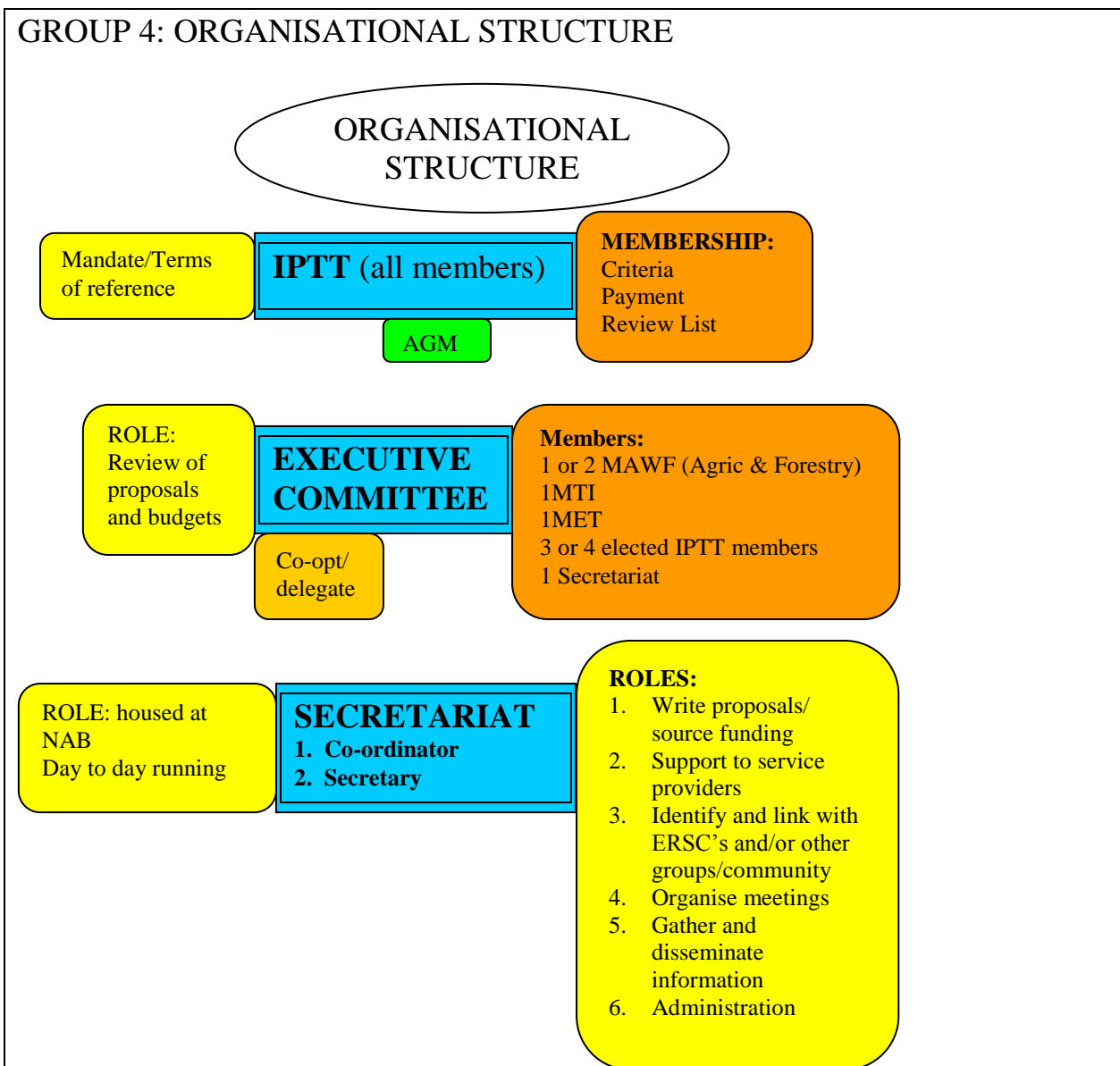
2.2.4 WORKING GROUP 4: CAPACITY BUILDING

Group 4 reported on capacity building and the following points were made including comments and questions from all participants:

- IPTT should not be directly involved in or implement any capacity building but rather identify needs and link people to service providers e.g. IPTT members, NGO's, CBNRM groups etc
- Build capacity of IPTT to implement its strategic plan and through the formation of secretariat/committee to provide capacity to do its work, this will need funding IPTT will be involved in the identification and facilitation of implementing these capacity needs
- To enable IPTT to have capacity to deal with and provide a service to producers is the establishment of a database. This database would include plant uses, properties, patents, production, markets, research, technology, conservation, etc
- When the database is accessed, it would give a short summary on the current and relevant issues regarding that plant. It is not suggested that this is a new database but could link with the existing NBRI SEPASAL database and the NBRI could be responsible to ensure database is in place and updated
- Publication and information dissemination. Currently the work done by IPTT is not available in a published format or available on the Internet
- An idea for a project (for CRIAA or ICEMA) is to write a paper on experiences, lessons learnt in the whole chain (pipeline) including advice on what needs to be in place for a viable miniature industry so that it can be replicated in other areas by other organisations to be used as a learning tool and guide
- Reserve resources for capacity building
- Who is evaluating the work of IPTT? The IPTT national stakeholder's workshops are a form of an internal evaluation
- Who evaluates the service providers? If IPTT funds are used then a contract based evaluation is done
- Identified current gaps include intellectual property rights, bio prospecting, and contracts and negotiations, benefit sharing and materials transfer agreements.

The facilitator recapped on the 4 working group's presentations, noting the comments and agreements made by other workshop participants. The conclusions and recommendations are made in point 2.4

2.3 ORGANISATIONAL STRUCTURE



After the above presentation was given, the following discussion took place:

INDIGENOUS PLANTS FORUM (IPTT)

- Open invitation to all stakeholders with a defined membership, current membership list is based on members contributions to indigenous plants
- Review current membership and make suggested additions. This list may be dynamic with people being added on or invited to meetings
- Set criteria for membership by reviewing current terms of reference for membership
- 3 categories for membership: voting, non-voting invited members, and observers
- AGM will elect the IPTT Executive Committee
- Should members pay membership fee? This could be raised at forum level based on their involvement after they have been mandated by their organisation
- Voting on the use of funds should be delegated to Executive Committee
- Hold one or two meetings per year on a specific subject e.g. organic certification

- Changing the name to the Indigenous Plants Forum may not be advisable as the Ministry of Agriculture, Water and Forestry endorsed the IPTT and its terms of reference as the "IPTT" and to change the name may have implications for this.

EXECUTIVE COMMITTEE: IPTT (7 or 9 members: to be decided)

- Suggestions for permanent members: Ministry MAWF (2)(Chair: DART and 1 representative from Directorate Forestry (x2), MET (1), MTI (1) and 4 elected from IPTT, 1 from secretariat (7 or 9 members to still be decided on with parity between GRN and non-GRN)
- IPTT Chairperson to approach MAWF to endorse who or which position within MAWF will fill role of chairperson
- IPTT chairperson to write a letter to the MTI Permanent Secretary inviting them to nominate a person/position to be a voting member on IPTT Executive committee. MTI has an important role in IPTT in dealing with issues at national level
- Executive committee can co-opt non-voting members or others to attend a meeting
- Role includes reviewing budgets, proposals, identifying funding sources, overseeing the Secretariat
- Again the name of this body was suggested as the IPTT in light of the above body being called the Indigenous Plants Forum, however, there is also a perception that this body should rather be referred to as the Executive Committee.

SECRETARIAT

Some suggestions included:

- Housed at NAB with 2 staff members: coordinator and secretary
- Appointed by IPTT Forum/AGM

ROLES for coordinator/secretariat

- Day to day running of IPTT
- Write proposals
- Source funding
- Support to service providers and producers
- Link with ERSC or other groups/committee
- Organise meetings
- Disseminate information
- Administration
- Information gathering

Additional Comments

- Traditional Authorities should be involved at producer group level
- IPTT Executive Committee representative should be represented on the Bio-prospecting Council (currently Steve Carr and Pierre du Plessis are members)

The facilitator recapped on the agreed organisational structure. The conclusions and recommendations are made in point 2.4.

It was noted that some donors are requesting to fund projects/programmes on indigenous plants and for IPTT to act as the steering committee. It was agreed that the Executive Committee could co-opt other members with necessary skills/expertise to help perform this function or delegate this to a sub committee.

2.4 CONCLUSIONS AND RECOMMENDATIONS

All the participants said that IPTT should still continue to exist.

The following is a summary of the recommendations made by the participants. These recommendations revolve around the proposed structure and 4 main focal areas or core activities of the IPTT.

2.4.1 IPTT ORGANISATIONAL STRUCTURE (See Diagram 2.3 pp 24)

BODY	ROLES/RESPONSIBILITIES	OTHER COMMENTS
IPTT	<ul style="list-style-type: none"> • Hold AGM • Elect Executive Committee • Give mandate to Executive Committee 	<ul style="list-style-type: none"> • Membership: 3 categories voting, non-voting invited members, and observers • Develop criteria, define, review current list and membership fees • Review current IPTT terms of reference based on this workshops recommendations • Meeting less often on specific issues
EXECUTIVE COMMITTEE	<ul style="list-style-type: none"> • Give mandate to Secretariat • Oversee secretariat • Review of proposals and budgets • Voting on the use of funds 	<ul style="list-style-type: none"> • Membership: 7 or 9 members (still to be decided on with parity between GRN and non-GRN): 1 or 2 MAWF: Chair 1 MTI 1 MET 3 or 4 elected IPTT members 1 Secretariat • Regular meetings where other members may be co-opted • Members of IPTT can attend the regular executive committee meetings which could be divided into two parts, one for decision making and administration and one for sharing information, reports back and co-ordination
SECRETARIAT	<ul style="list-style-type: none"> • Day to Day running • Write proposals • Source funding • Support to service providers and producers • Identify and link with ERSC's and/or other groups/community • Support ERSC's • Oversee staff/focal point at ERSC's • Organise meetings • Gather and disseminate information • Administration 	<ul style="list-style-type: none"> • Staff (2): Co-ordinator and Secretary • Housed at NAB

2.4.2 SUPPLY CHAIN MANAGEMENT AND DEVELOPMENT

1. IPTT to provide market information, undertake market development, engage in fair trade issues and technology development.
2. IPTT to make recommendations on policy (new and existing) through a consultative process with all stakeholders.
3. Each product should be evaluated and prioritised based on market potential, market information and market development.

2.4.3 OUTREACH

1. Formation and structure of ERSC's should be based on needs dependent on identified demand, interest, producers and resources/products available for commercialisation.
2. The ERSC's need support to fulfil the role of linking producers to the IPTT.
3. The need for a focal point (co-ordinator) in ERSC's must be based on resources and identified activities – this could be a part-time or full-time position, or it could be linked to other organizations that are active in the area.
4. Lobby for recognition of IPTT's (ERSC's) work at government level so that work on the development of indigenous plants can be incorporated into their yearly work plans and budgets made available to carry out this work. This will help to promote the work of ERSC's and ensure the participation of the Ministries regional staff.

2.4.4 RELATIONSHIPS

1. IPTT's strongest relationship and basis of the programme is to look after the interests of the producers and facilitate the development of a link between the producers and the private sectors.
2. Once an "industry" has been established around a particular product direct IPTT support should diminish but the IPTT should ensure that a suitable system with the relevant industry bodies is in place to facilitate their continued involvement with the IPTT.
3. The IPTT's role is to coordinate, help reduce conflict of interest, duplication and overlapping of work done by different organisations.
4. Facilitate the capacity within producer groups to work with the private sector.
5. Consider introducing a levy mechanism for sustaining industry for specific services to producers.

2.4.5 CAPACITY BUILDING

1. IPTT should identify the capacity building gaps and needs and develop a comprehensive strategy to facilitate capacity building.
2. The capacity of the IPTT should be enhanced to fulfil its proposed roles.
3. IPTT to facilitate information sharing and dissemination including the establishment of a database, newsletter, publications etc.
4. IPTT should document approaches that have worked including lessons learned and best practices in supporting development of industry.

The facilitator closed the final session.

2.5 CLOSURE

Michel Mallet thanked all the participants for their active participation in this workshop and also thanked the facilitator.

The proceeding will be typed up by W Viall and sent to the IPTT Executive Committee to review by Friday 13 October. Comments from them will be given to her by 25 October after which the proceedings will be finalised by 30 October and sent to all participants by the IPTT.

The meeting closed at 17:00.