SECOND REPORT FOR THE IMPLEMENTATION OF THE APPRENTICESHIP PROGRAMMES FOR CULTURAL TOURISM

FOR THE PERIOD
1 – 30 APRIL 2012

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<th>Person responsible for submitting the report</th>
<th>Dr Haaveshe Nekongo-Nielsen, External Collaborator</th>
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<tr>
<td>Name of Implementers</td>
<td>1. The University of Namibia (UNAM) for Governance Training in collaboration with the Ministry of Trade and Industry. 2. Nakara</td>
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<td>Title of Action</td>
<td>1.1 Development of the Training Manual and Conducting of the Governance Training for cultural site managers and management committee members 2.1 The visit to the Duineveld Tannery by Nakara to establish the resources (equipment) needed to implement activities after the training</td>
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<td>Location:</td>
<td>1.1 Windhoek: Governance Training in Windhoek for the 9 cultural sites from all over the country. 2.1 Duineveld in the Hardap Region</td>
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<td>Reporting Period</td>
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<td>1 - 30 April 2012</td>
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**Progress towards achieving objectives**

A set of two activities were proposed to be carried out during this month by the two implementing institutions, namely: Nakara and the University of Namibia. These are:

- Visit to the Duineveld Tannery by Nakara to establish the exact training needs of the employees and the resources available at the Duineveld Tannery that would make it possible for the employees to put into practice what has been learned.
- Development of the Governance Training manual and conducting the actual Governance Training for cultural site management committee members and site managers by the University of Namibia.

(i) Nakara

- The visit that was scheduled to take place on Tuesday, 24 April 2012 was again cancelled by Duineveld. The next visit is tentatively being arranged for the first week of May but for the fact that first week of May has only three working days, the visit will probably take place the second week of May. The Duineveld Tannery is aware that time is no longer on their side and need to enable Nakara time to work out the arrangements, develop learning materials/activities and establish what is needed for the training, to be able to carry out the training before 30 June 2012.

What did not work well during the implementation of the activities and why?

- The need to adhere to schedules and implement activities as planned due
cancellations on both sides.
- Delayed activities such as visits and consultation meetings means the planned targets might not be fully realized/achieved.

(ii) **UNAM**
The University of Namibia (UNAM) was contracted by the ILO to develop and implement the Governance Training Apprenticeship Programme. UNAM has developed the training manual that was used during the training. The training was organized in collaboration with the Ministry of Trade and Industry on 17-19 April 2012 and held at the NAMPOWER Convention Centre in Windhoek. The training workshop was well attended by a total of 45 participants of which 40 represented cultural sites and regions where these cultural sites are located (see attached list). All the 9 MDG-F supported cultural sites were represented at the workshop. Among the 40 participants there were 23 management committee members and site managers, 8 Culture Officers, 5 Regional Council officials (including two regional planners) and 2 Town Councils (Katima Mulilo and Okahao Town Councils). The Regional Council Officials that were present represented the following regions: Hardap, Kunene, Omaheke and Omusati (which was represented by 2 officials). In addition to the 40 participants representing regions, towns and cultural sites, there were also 5 participants representing the following institutions: the Ministry of Trade and Industry (3), the MDG-Fund office (1) and the ILO Pretoria Office (1).

**Objectives of Governance Training**

The main objectives of the Governance Training was to
- Enable participants to gain theoretical and practical understanding of governance and related concepts;
- Upgrade participants’ knowledge and skills in specific areas of governance and leadership;
- Expose participants to new trends of managing cultural sites; and
- Allow for the exchange of experiences and ideas among cultural sites’ managers and members of the management committees.

**The Structure of the Training**

To achieve the above objectives the training was conducted as per the attached programme (attached).

At the beginning of the workshop the facilitators introduced the purposes and objectives of the workshop. The three day workshop was aimed at equipping participants with the skills of good governance and building their capacity to be able to provide good leadership for development of their cultural sites. The facilitators emphasised that the learning style adopted will follow adult education principles – where participants input is valued. It was also emphasised that each
participant should feel free to make contributions to the proceedings of the workshop in any language that s/he feels comfortable with.

In addition, participants were provided with a training manual, produced by UNAM as a requirement for the Governance Training, entitled: “Governance Training Manual for the Cultural Sites Management Committees” (attached). In addition, “A Handbook on Writing Funding Proposals for Namibian Museums”, courtesy of the Museum Association of Namibia (MAN) was also distributed to all participants as a useful resource for cultural site managers and their management committees.

Participants were further informed that the workshop was designed as a practical training where participants will be expected to actively participate in both the discussions and activities designed specifically for the training. During the three day training participants worked mainly either in site groups or in plenary sessions. During the training participants learned how to compile, among other things, the constitution, the mission and vision, objectives and the strategic plan for their cultural enterprises.

Participants concentrating during the closing of the training.
What contributed to the successful implementation of the activities and why?

- The energy, commitment, enthusiasm, interests and willingness to learn of all participants contributed to the success of the training of people working at cultural sites.
- The training manual for all participants to use and refer to even when they are back at their sites. Participants especially appreciated the practical activities that enabled them to engage with something that could be used when they are back at their workplaces and could share with the colleagues they left back at the sites. Participants requested that the manual be translated in local languages to enable especially management committee members to benefit from it.
- The sharing of experiences among cultural sites managers and management committee members enabled participants to learn from each other.
- The learning/group activities that enabled participants to engage in discussing practical areas of their work and producing draft documents that they can use when back at their cultural sites.
- The friendly learning atmosphere enabled participants to network, connect and exchange contact details for future use.
- The venue which was spacious and refreshments as well as the catering were exceptionally good.

What did not work well during the implementation of the activities and why?

- The fact that participants included government officials (regional, town and culture officials) who have attended similar or other workshops before and therefore have more knowledge and experience than management committee members and site managers was observed as a barrier to learning.
- Management committee members and site managers were just community members with low educational attainment and therefore felt in adequate to raise their points and participate in the proceedings.
- The language of training (English) was also observed as a barrier to learning. Not all participants spoke and understand English well. Even though participants were encouraged by the facilitators to speak and ask questions in their Mother tongues or local lingua franca languages, this did not help because from the introduction people already shied away due to the language of the training.
- As a result, during the evaluation participants suggested that the manual (which they found useful) be translated in the various mother tongues and local languages of the 9 cultural sites. In that way, the concepts and issues discussed at the training workshop would then be made easier for those members. This will be helpful as members who have attended this training will be able to train their members back at their sites using the local language.
- The venue which was centrally located, in town, made it difficult to have all participants attending all sessions and arriving on time especially from
lunch breaks.

- To make matters worse participants where provided with DSA which was given to them on the first day of the training. The after lunch session for that day was resumed an hour later than the scheduled time because everyone went in to town to cash their cheques. As such, right after that, the concentration of participants was also divided between going in town (shopping) and the issues being discussed at the training.

**Evaluation of the training**

In evaluating the three day training many participants tanked the Ministry of Trade and Industry for a well-organized workshop and the University of Namibia for facilitating the training. The following 5 lessons learned were on top of many participants’ lists, and of what they have enjoyed during the training:

- The sessions on good governance and related concepts;
- The fact that they learned to draw up strategic plans, SMART objectives, drafting the constitution and the budget as well as developing visions and missions of their enterprises;
- The sharing of experiences and ideas among participants from different cultural sites in the country;
- The session on administration and management of cultural sites; Participants recommended the same training as some of them were attending and participating in such discussions for the first time and did not really comprehend all; and
- The friendly and participatory atmosphere created by the facilitators.

Many participants felt that the three day workshop was too short and many objectives were not very well covered, it should have been 5 days. There were some participants who felt that the following needed to be covered as well:

- Costing of projects since many of the sites were still under construction they could use the skills to calculate the costs of the many construction related activities;
- More on managing sites as businesses and the further development of management committees’ skills;
- More about drawing up budget plans and projections;
- The legal registration of cultural sites as business enterprises with the relevant authorities and the requirements thereof;
- Tips and examples on writing funding proposal and how to get donors after the MDG-F;
- How to empower their communities so they can support cultural sites and to be able to engage in public-private partnerships; and
- Such issues as office administration, report writing, customer care, teamwork and more on communication as well as conflict resolution.

In closing the training workshop, the ILO Representative, Mr Monde Nyangintsimbi, thanked the facilitators for a job well done and participants for
their active participation in the training. He also thanked the Vice Chancellor of the University of Namibia for granting the two facilitators time to be able to conduct the training. He reiterated that the ILO objective of supporting cultural sites is that participants put into practice the lessons learned and enable cultural sites to develop into enterprises that can create jobs and improve livelihoods of their communities.

Participants with their certificates at the end of the training