FINAL REPORT OF THE CONSULTANCY ON THE DEVELOPMENT OF THE
APPRENTICESHIP PROGRAMME FOR CULTURAL TOURISM IN NAMIBIA

BY

HAAVESHE NEKONGO-NIELSEN
EXTERNAL COLLABORATOR

ON BEHALF OF THE
INTERNATIONAL LABOUR ORGANISATION

DECEMBER 2011
Contents

LIST OF ABBREVIATIONS .......................................................................................................................... 4

EXECUTIVE SUMMARY ............................................................................................................................ 5

Planning and creating an enabling environment .......................................................................................... 5

1.2 Lack of support and reporting structures .......................................................................................... 6

1.3 Management committees .................................................................................................................. 6

1.4 Staff/employees of the cultural sites ............................................................................................... 7

1.5 Community members who benefit from the sites ........................................................................... 7

INTRODUCTION ....................................................................................................................................... 8

RESEARCH METHODOLOGY AND APPROACH ......................................................................................... 9

RESULTS OF THE GENERAL OBSERVATION .......................................................................................... 10

Stakeholders that can support cultural enterprises ................................................................................... 10

4.2 Local Economic Development ........................................................................................................ 11

4.3 Planning and creating an enabling environment .............................................................................. 11

FINDINGS OF THE NEEDS ASSESSMENT AT THE FOUR CULTURAL SITES/ENTERPRISES ............... 12

Omusati Cultural Trail .............................................................................................................................. 12

Proposed training programmes for the Omusati Cultural Trail ............................................................ 31

5.2 King Nehale Cultural and Interpretive Centre ................................................................................. 36

Proposed training programmes for the King Nehale Cultural and Interpretive Centre ......................... 42

5.3 Tsumkwe Cultural Village .............................................................................................................. 46

Proposed training programmes for the Tsumkwe Cultural Village ....................................................... 51

5.4 Duineveld Cultural Industries ......................................................................................................... 56

Proposed Training Programmes for the Duineveld Tannery ................................................................. 64

GENERAL RECOMMENDATIONS AND CONCLUSIONS ..................................................................... 68

TRAINING INSTITUTIONS ....................................................................................................................... 71

ACTION PLANS ...................................................................................................................................... 73
### LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGM</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>CDC</td>
<td>Constituency Development Committee</td>
</tr>
<tr>
<td>DSDC</td>
<td>Duineveld Settlement Development Committee</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organisation</td>
</tr>
<tr>
<td>LAC</td>
<td>Legal Assistance Centre</td>
</tr>
<tr>
<td>LED</td>
<td>Local Economic Development</td>
</tr>
<tr>
<td>LRED</td>
<td>Local and Regional Economic Development</td>
</tr>
<tr>
<td>MAN</td>
<td>Museum Association of Namibia</td>
</tr>
<tr>
<td>MCA</td>
<td>Millennium Challenge Account</td>
</tr>
<tr>
<td>MDG-F</td>
<td>Millennium Development Goals Fund</td>
</tr>
<tr>
<td>MRLGHRD</td>
<td>Ministry of Regional and Local Government, Housing and Rural Development</td>
</tr>
<tr>
<td>MTI</td>
<td>Ministry of Trade and Industry</td>
</tr>
<tr>
<td>NACOBTA</td>
<td>Namibia Community Based Tourism Association</td>
</tr>
<tr>
<td>NATH</td>
<td>Namibian Academy for Tourism and Hospitality</td>
</tr>
<tr>
<td>NCCI</td>
<td>Namibian Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>NDT</td>
<td>Namibia Development Trust</td>
</tr>
<tr>
<td>NGOs</td>
<td>Nongovernmental organisations</td>
</tr>
<tr>
<td>NHC</td>
<td>National Heritage Council</td>
</tr>
<tr>
<td>NICE</td>
<td>Namibia Institute of Culinary Education</td>
</tr>
<tr>
<td>NTA</td>
<td>Namibian Training Authority</td>
</tr>
<tr>
<td>NTB</td>
<td>Namibian Tourism Board</td>
</tr>
<tr>
<td>NQA</td>
<td>Namibian Qualification Authority</td>
</tr>
<tr>
<td>SDFN</td>
<td>Shack Dwellers Federation of Namibia</td>
</tr>
<tr>
<td>TDIM</td>
<td>Territorial Diagnosis and Institutional Mapping</td>
</tr>
<tr>
<td>UNAM</td>
<td>University of Namibia</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNEP</td>
<td>United Nations Environmental Programme</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organisation</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

For the Namibian cultural industry to realise its potential in attracting and providing quality services to tourists, local and international, it must have well trained and highly qualified workforce. The workforce can only be appropriately trained if the training needs have been well identified and documented. This consultancy was aimed at identifying and documenting the training needs of four types of cultural tourism; namely cultural villages, cultural trails, cultural interpretive centres and cultural industries. On the basis of the findings the consultancy will recommend a framework for developing a generic and sustainable apprenticeship programme for management committee members, site employees as well as community members who benefit from the sites. With youth unemployment so high in these regions it is also possible, on the basis of the needs identified, to enable the unemployed youth and general community members to participate in the training programme. Criteria for their participation and recruitment mechanisms will be developed to ensure maximum benefits for such groups.

While the findings show different results for different categories of workers at these sites, there is also a strong indication that lack of planning more largely hinders development and progress at these sites rather than lack of skills alone. Secondly, lack of support and commitment, from regional government and other stakeholders at regional level, limits the capacity of both the management committee members and staff of the cultural sites to innovate and engage in developmental activities that are worthwhile to the community members and that will contribute to the creation of jobs and generation of income.

It was found that due to lack of job descriptions and the limited knowledge of both the management committee and site staff regarding their roles and responsibilities, it was really difficult to determine what the knowledge and skill gaps were. Also, due to the fact that there were no structures of support systems for the management committee in place at any of the sites, except for Duineveld were the management committee reports to the Duineveld Settlement Development Committee, problem cases and community conflicts go unresolved. As a result, staff and management committee members give up on trying doing anything about site development.

Among the four sites visited, two are established (Omusati Cultural Trail and Duineveld Cultural Industries) and two are at the planning stage (King Nehale Cultural and Interpretative Centre and Tsumkwe Cultural Village). Omusati Cultural Trail also has two sites that were not yet established (Okahao Town Council sites and Onatsiku Cultural House). Except for Okahao and Onatsiku (of the Omusati Cultural Trail) all the sites visited had management committees. Nevertheless, there were no employees for Tsumkwe Cultural Village and of course the Okahao and Onatsiku of the Omusati Cultural Trail.

The summaries of key findings are as follows:

Planning and creating an enabling environment
For cultural enterprises to contribute to the economic development, employment creation and growth of regions where they are located and for the country as a whole they need to be supported with sound policies, creative strategies, supportive structures and reliable systems. Regions need to engage in strategic planning and continuous planning to become part of regional structures for them to enable cultural sites to create employment for local people and generate revenues for the economy of the country. Planning activities would help regions to move their people and communities toward prosperity through the development of cultural enterprises. This study found that due to lack of focused planning at regional level, overall the communities, towns and regions where these sites are located suffer more from missed opportunities of properly attracting tourists, both local and international.

In order to realise the goals of job creation and economic growth through the development of cultural sites the training approach to be developed needs to target both leadership development, community capacity and skills development of people tasked for the care and upkeep of the cultural sites.

1.2 Lack of support and reporting structures

This consultancy found that there were a number of unresolved community conflicts that greatly hinder development and progress of the sites where these were experienced (Ombalantu Baobab Tree, Okahao Town Council and Duineveld). It was found that such conflicts occurred and remained unresolved because there was lack of organisational mechanisms and structures where such conflicts could be appropriately dealt with. Furthermore, there were no support structures in the regions (except for Duineveld) where these members can report to, seek guidance and many did not know where to go to have different cases and conflicts resolved. As a result, they end up being referred back and forth and cases remain unresolved, thereby hindering progress and further development of the sites.

Training management committee members and employees as well as community members will therefore be futile if the Regional leadership is not capacitated to adequately provide support and guidance to cultural enterprises. It is hoped that citizens of the country should be supported in their efforts to create jobs and generate income and it should be the responsibilities of the Regional Government to work and increase state and national support to community projects.

1.3 Management committees

The management committee members were found to be the most disadvantaged of all the personnel categories at the sites. While committee members were willing to volunteer their time and resources for community causes, most of them were not usually prepared for their jobs and therefore were not aware of the roles and responsibilities they should play. Also, the management committee members were usually older with low educational attainments and find themselves supervising a much younger staff contingent with grade 10 or grade 12 qualifications and additional training in matters and fields related to their work.
As a result, 60% of the management committee did not hold scheduled meetings and all of them indicated that they did not really know how to supervise and what sort of guidance to provide to the employees at the cultural sites. While King Nehale is the most organised, with scheduled meetings every month with an agenda, it is also the largest (18 members) and therefore not many members attend meetings, leaving only a few members to make decisions. Also, when it came to filling the positions at the sites most management committees usually did not know
(1) How to identify the needs for new positions;
(2) Whether the positions were really necessary;
(3) Whether the positions should be permanent or temporary; and
(4) The type of job skills they should look for in filling the vacant positions.

None of the sites visited had written job descriptions for their employees as well as roles and responsibilities for their management committees, or operational (including financial) guidelines. Such guidelines are found important in guiding how decisions should be made by the management committee or by the employees regarding the finances or operations of the enterprises. Governance training was therefore found to be of utmost importance for all management committees.

Also, while 90% of the management committee is usually female (except for Tsumkwe where it is 43% and King Nehale where it was 22%), female members rarely make it onto the Executive Committees of the various management committees. Only the Uukwaluudhi Royal House had a female chairperson for its management committee. For most management committees’ executive committees, which are the decision making organs of the sites, were male dominated and as such female members were excluded from the decision making processes of these cultural enterprises. Meanwhile, even though the youth members in these communities were not well represented on the management committees, they did make it on executives committees as secretaries – all the sites visited had a young secretary.

1.4 Staff/employees of the cultural sites

Like for the management committees and community members, the consultancy found that women are the majority of the site employees (63% for all the sites visited). In terms of knowledge and skills gaps the most important among the majority of cultural sites employees were financial management and recording, business/project management, organising skills (of activities for the sites), tour guiding, recordkeeping and bookkeeping, as well as budgeting, in that order. In terms of enterprise administrative and organisational matters none of the employees interviewed had a written job description and they (employees) had only been informed verbally about what they were supposed to do on the first day they arrived on the job (site). Regardless of the lack of skills and systems, however, this consultancy found that employees were committed to their sites and with the limited capacity they possessed, tried their best to sustain the activities of cultural sites.

1.5 Community members who benefit from the sites

The three sites that are in operation use three different modalities of enabling communities to benefit from the enterprises and ensure they also sustain the enterprise. These are: (1)
charging membership fees, (2) charging a % commission on products and (3) providing discounts to community members. No matter what mechanisms were used to assist community members to economically benefit from cultural sites, the study found that all these community members had similar training needs, namely; product development (including quality and variety of design), pricing, business planning and personal budgets, opening and managing a bank account as well as developing a culture of saving.

INTRODUCTION

This is a consultancy funded from the MDG-F Culture and Tourism Development Programme. The aim of this consultancy was to conduct a needs assessment among the cultural enterprises for the purpose of developing a generic and sustainable apprenticeship programme for management committee members, site employees and community members who benefit from the sites.

The MDG-F Culture and Development Joint Programme, funded by the Government of Spain, is an initiative of the Government of Namibia which is implemented under the leadership of the Ministry of Youth, National Service, Sports and Culture and with the joint coordinated support of 5 UN Agencies (UNESCO as lead agency, ILO, UNEP and UN HABITAT). The purpose of the MDG Culture and Development JP is to draw on cultural tourism development as a vehicle for poverty reduction, particularly among women, disadvantaged and vulnerable groups. The programme emphasises national ownership and participation of local communities, with particular emphasis on indigenous peoples, in cultural heritage tourism activities based on three focus areas: creating a knowledge base; evaluating and creating awareness about legislation related to cultural heritage; and finally, developing pilots using knowledge base and streamlined policies and legislation to improve livelihoods. In the process, the programme seeks to leverage a sustainable development path, laying stress on three mainstream endeavours: involving the poor upfront; investing in women’s commitment to improve the welfare of communities; and enhancing policies development and public action accordingly.

This consultancy has built on the work that has been carried out before within the framework of the MDG Fund Programme and other consultancies reports such as the Territorial Diagnosis and Institutional Mapping (TDIMs) of Cultural Tourism Pilot Projects in Namibia, the demand and supply analysis as well as the ILO/MTI’s “Start Your Own Cultural Business” course. It also takes into account the operational documentations, criteria and guidelines that have been developed by the Programme Management Unit and provided to all cultural sites ever since the beginning of the implementation of the programme. These consultancies, studies and documentations have helped for the hardware to be established and be put in place at all the sites. It is however recognised that while the hardware elements are important and enable structures to be established they are also the easy part in the development equation. It is the software elements (policies, systems and activities) and the human resources that determine the successful operations of a cultural enterprise. It is especially important to develop the human resources, who are the glue that binds the
hardware and software together and sustain these for future generations to enjoy, enabling them to progress and sustain activities. The consultancy is thus dealing with the most important parts, the capacity development of human resources that are crucial for any enterprise to succeed.

The consultancy was therefore designed to

(1) First, determine the training needs of the three job categories at each site; namely the management committee, site employees and the community members who benefit from the sites;

(2) Secondly, to assess current operations and how future developments and activities of cultural sites could be sustained; and

(3) Thirdly, on the basis of these findings to make general recommendations and based on the recommendations a framework of a sustainable apprenticeship programme for all cultural enterprise categories is recommended.

For the purposes of this report all sites will, in most cases, be referred to as cultural enterprises.

**RESEARCH METHODOLOGY AND APPROACH**

The research for this consultancy used a combination of methods, including document analysis, site visits, observations and structured interviews, in soliciting information from Regional Planners, Culture Officers, Town Council officials, conservancies’ employees, site management committees, site employees and the community members who benefit from the four sites visited during this consultancy. The questions that were used as trigger questions for the site visits are attached to this report as Annexure A. Probing questions however yielded additional information that made this report rich. The documents consulted during the study are listed in the document analysis sheet attached as Annexure B.

The consultant made use of interviews to gather information about the sites, the management committees, the community members and the enabling environment and support structures needed at each site. In addition, the consultant utilised document analysis methods to analyse all the documents produced for each site during the implementation of the MDG-F Programme as well as documents produced for other related studies. Also, the consultant had consultations with the members of the Programme Management Committee and other stakeholders involved in the implementation of the MDG-F Culture and Tourism Development Programme.

Furthermore, the consultant was able to also interview organisations that provide training for cultural and tourism sectors within the country. This interview enabled appropriate training organisations and relevant existing conservancies to be interviewed. The list of all people interviewed for this consultancy is attached as Annexure C.

Interviews were especially found useful because they allowed in-depth investigations regarding management committees’ roles and how they execute them, site management procedures, staff job descriptions and day-to-day operations of the sites as well as the roles played by community members. Through interviews the consultant also sought community
members’ opinions on the usefulness of the sites as business enterprises and as centres aimed at promoting income generation activities for members of these immediate communities.

The findings of the assessment study are as enumerated below.

**RESULTS OF THE GENERAL OBSERVATION**

Through observation and discussions with regional planners and culture officers as well as management committees and site employees it has been found that there is a need for support structures at regional and community levels to enable cultural enterprises to maximally contribute to employment creation and income generation as well as to the overall economic development of the regions.

In all of the regions visited, even though cultural sites were found to be some of the most important local resources, they were not supported through government budgets and regional structures. It was found that for cultural enterprises to contribute to the economic development, employment creation and growth of regions where they were located and for the country as a whole, they needed to be supported with sound policies, creative strategies, supportive structures and reliable systems. Sound policies and systems would enable regions and communities to create employment for local people and generate revenues for the economy of the country. Such policies and systems need to be developed by all the stakeholders in the country who play a role in the cultural and tourism development activities. Enumerated below are some of the structures and bodies found important in the successful development of cultural enterprises.

**Stakeholders that can support cultural enterprises**

The following stakeholders were found to be of utmost importance to the development and survival of cultural enterprises and tourism activities at regional level:

1. The Ministry of Youth, National Service, Sports and Culture;
2. The Ministry of Environment and Tourism;
3. The Ministry of Trade and Industry;
4. The Namibia Tourism Board;
5. The Namibian Chamber of Commerce and Industry;
6. The National Heritage Council;
7. Regional Councils; and
8. Constituency Offices.

If the sites are to contribute to the employment creation as well as economic and cultural development of the region they need to be linked up in a strategic marketing plan which should be developed and implemented at regional levels, where all the above mentioned stakeholders have a role to play. In every region, there should be a Regional Committee (or body) coordinating all the cultural sites in that region and linking up all the sites together, planning for their development, marketing the enterprises and ensuring the immediate
communities benefit from each of their sites – also ensuring the proper establishment and management of cultural sites.

Furthermore, it has been found that regional councils do not recognise the value of cultural sites and the important role they can play in the development of their communities. These regions need to be enabled so that they can recognise the value and support cultural enterprises and make them part of the regional plans and development activities. Cultural enterprises need to be budgeted for so that they can contribute and strengthen the economic base (income base) of the regions.

### 4.2 Local Economic Development

It is well recognised that both regional and local governments are constantly making economic decisions that have impact on the lives of local communities. To stimulate economic development at community level therefore there is a need to develop a local economic development (LED) strategy. An LED strategy is important in the implementation of activities of cultural enterprises that are usually located at regional and community levels. All regions, town councils and settlements where the cultural enterprises are located need to conduct a local economic assessment and create a profile of their community assets, highlighting the comparative advantage of their particular communities. Namibia does not yet have an LED strategy, but a consultant has been recruited through the MDG-F Programme to develop an LED strategy for Namibia.

Due to time constraints, the LED consultant is only working on strategies for the Duineveld (the Tannery) and Omuthiya Town (King Nehale Cultural and Interpretive Centre). However, the lessons learned and practices from the two sites will be used to implement these strategies in other pilot sites. It is hoped that the LED consultancy will also strengthen MTI and Regional Councils’ capacities to implement LED strategies and identify practical actions to realise economic opportunities in the regions where the pilot sites are located.

It is worth noting that early this year the Namibian Government developed a White Paper on Local and Regional Economic Development (LRED). In tabling the White Paper on LRED the Minister of Regional and Local Government, Housing and Rural Development (MRLGHRD) said that “the White Paper was based on the understanding that while national efforts are geared towards the enhancement of greater global competitiveness, it is at local and regional levels that opportunities are identified and harnessed” (The Namibian Newspaper, 08/04/2011). The regional and local authorities need therefore to see cultural sites as some of those local initiatives that could increase Namibia’s competitiveness and participation in the global market.

### 4.3 Planning and creating an enabling environment

It has been found that none of the four regions visited regard cultural resources as significant enough to generate income and create jobs. They are regarded simply as mere community development activities, too small to make an economic contribution and are not worth the government energy and time investment as well as financial resources. According to the
regional planner cultural sites should be run and managed by communities and generate their own income.

Due to the fact that there were no support structures and systems in place at regional or community level for the management of sites, except for a limited structure at Duineveld Settlement were the management committee reported to the Duineveld Settlement Development Committee, it was found that problem cases and community conflicts went unresolved and development of sites negatively impacted by these situations. Even in the Duineveld case members of the community did not like the structure that was in place because they did not participate in its creation.

It was also found that there were no systems of providing feedback to the communities who, in many cases, have helped in electing management committee members. This was evident especially at the Tsumkwe Cultural Village where community members complained about the lack of feedback from the management committee after the elections.

There is a need therefore to capacitate regional leadership to recognise cultural sites as important resources and be able to move their people into action in developing these sites into job creation and income generation entities. It is recommended that as part of the leadership capacity development high level planning and visioning be undertaken. For this to succeed and make a large enough impact to make a difference there is a need for a champion, a person with the clout to convince regions and other stakeholders that they need to work together for the development of the cultural enterprises in the country.

It is hoped that once the ability of cultural heritage resources to contribute to economic development and their usefulness are realised then regions would put the necessary support structures and financial resources in place to enhance cultural sites’ impact to the socio-economic conditions of the communities and people of those communities.

**FINDINGS OF THE NEEDS ASSESSMENT AT THE FOUR CULTURAL SITES/ENTERPRISES**

The findings of individual cultural enterprises are enumerated below:

**Omusati Cultural Trail**

Among all the four north central regions, the Omusati region is the one most endowed with cultural sites and industries as well as conservancies/game parks including:

- Oshikuku Basket Project;
- Onatshiku (Elim) Cultural House;
- Oongo Agricultural College game park and farm;
- Ombalantu Baobab Tree;
- The Outapi War Museum (privately owned)
- The Uukwaluudhi Royal House;
The Uukwaluudhi Conservancy;
Omugulugwoombashe National Monument;
The Okahao Town Council Cultural and Historical facilities (Boabab Tree, Ombupupu magical pond and Okandambo);
Sheya Uushona Conservancy;
Onzimbogo (clay pot factory); and
The Uukolonkadhi-Ruacana Conservancy in which the Rucuana Waterfalls is located and with the beautiful views of the Calueque Dam in Angola – all these a stone throw away from the famous tourist attraction, the Kaokoland (Kunene region).

The region is also endowed with 5 traditional groups with their chiefs and kings as well as different traditional practices; namely Ombalantu, Ongandjera, Oukwambi, Uukwaluudhi and Unkolonkadhi, and also speaks 5 Oshiwambo dialects. Due to its proximity to the Kunene region, it also makes the region a resident to a few Otjiherero speaking people in their different dialects. The MDG-F Programme only focuses on the five sites within the Omusati cultural trail and the consultant visited three of these sites.

Before interviewing people who are directly involved in managing each site within the Omusati Cultural Trail, the Regional Planner of the Omusati Regional Council was interviewed to get a better perspective of the Omusati Cultural Trail. The interview provided the regional planner with an opportunity to elaborate on the future plans for the development of the Omusati Cultural Trail and the support that the region provides to the cultural sites within the region. The regional planner’s response was that the Omusati Cultural Trail is not a responsibility of the Omusati regional council but a community development activity and members of the immediate community are responsible for the development, maintenance and sustainability of each site within the Omusati Cultural Trail.

The planner was asked whether it will be worthwhile for the region to participate in a planning exercise together with the sites’ management committees and assist them in planning activities of each site. His response was that even though the region might participate in a planning exercise the cultural sites remain as community projects and the region does not have a budget for community projects. The regional council does however welcome a planning exercise where all will be involved – regional government, site managers and management committees of all the sites. So far only the Ombalantu Baobab Tree, Uukwaluudhi Conservancy and Uukwaluudhi Royal House as well as Sheya Uushona and Ukolonkadhi-Rucuana conservancies have management committees. All other sites including Omugulugwoombashe do not have management committees.

With all that rich cultural, historical and natural heritage, the region does not have a regional strategy of managing these, as regional resources with a potential to be developed into employment creation and income generating enterprises. Sadly, the region believes that these must be run as community projects and should not receive funding from regional government. The Omusati Regional Council is of the opinion that the five sites earmarked for funding under the MDG-F Programme funds should use that funding to generate their own income and sustain the sites, using the income generated. It is the understanding of the Omusati Regional Council that these 5 sites are managed by the National Heritage Council (NHC). However, according to the NHC, only the Omugulugwoombashe is managed by the National Heritage Council.
There are 5 sites of the Omusati Cultural Trail funded under the MDG-F Programme. The programme funding is supposed to assist in linking a number of cultural heritage sites within a 30 kilometres radius of Outapi, the capital of the Omusati region and the location of the Ombalantu Baobab Tree site.

Currently the Omugulugwoombashe site which is now under the NHC management does not have a caretaker nor does it have a management committee, except for the security officer guarding the site. The site does not have the Management Committee because the immediate communities are not really involved with the operations of the site. Also, there are no community members identified to benefit from the site – immediate communities are not aware of what is planned for the site and how they could benefit from it.

Following is a description of the three sites of the Omusati Cultural Trail that were visited:

**Ombalantu Baobab Tree**

*Description of the site, activities and proposed development*

The Ombalantu Baobab Tree site has a huge land around the caved Baobab tree. The site is located in the Outapi town next to the Outapi Open Market. Historically the tree was used as a hiding place by people fleeing the tribal war between the Kwambi and Mbalantu tribal groups. When the Finnish missionaries arrived the site was used as offices where taxes were paid and as a post office. It was the Finnish missionaries who erected the door for the entrance to the cave, which is still standing till today. During the war of liberation the Baobab Tree was inside a South African Army Base and used as a church, a place for meetings, a prison, a court and a place where prisoners of war were interrogated and tortured.

On the premises, there is now a campsite with very good and well maintained facilities and a craft shop with a variety of crafts but many of them highly priced. Due to the high price, some of the craft products such as baskets and omalodu cups (wooden cups) have been there for a while but the owners insisted on their original price even if they were advised that the price was too high and that tourists find them very expensive.

The income of the site varies, during the high season the income per month could be N$10,000 (June – August) or N$5,000 per month (September to December) and the rest of the year as low as N$2,000 per month. Out of the income the enterprise pay the two employees and municipal services as well as the Museum Association of Namibia (MAN) membership. The management committee members do not get any allowance of some sort – they volunteer their time and expertise. They however complaint about this and according to the chairperson it was for this reason that a number of members did not attend meetings.

With the grant from the Museum Association of Namibia (MAN) the site is now connected to the internet and has email facilities, a one year subscription paid with MAN funds. This funding was in response to the funding proposal written and submitted by the site manager. This funding proposal was developed after he attended a MAN sponsored workshop on writing funding proposals. Part of the MAN funding is also assisting in developing the brochure, greeting cards, the logo and T-shirts to be sold to tourists. There were brochures developed by the Namibian Community based Tourism Association (NACOBTA), years back, but they were now finished and outdated, hence new ones were needed. The Museum
Association of Namibia was assisting with the development of these items. As it was mentioned above the site is a member of MAN and they pay a membership fee of N$200 per year.

The MDG-F Programme has also provided funding to the Ombalantu Baobab Tree which is earmarked to purchase a tent (equipped with chairs) to be used for meetings, conferences as well as performances and entertainment events. This money is currently with the NHC and the site manager did not know when the funds were going to be released but the tent was immediately needed. There were already a number of groups who wanted to organise events on the site during the Christmas holidays. The site has hosted events before – especially for young people who organised performances/entertainment events as well as meetings and conferences - and charged fees that have made a difference to the enterprise’ income statement.

**Future plans** The Ombalantu Baobab Tree management committee is planning to build a cultural house on the site and organise activities such as cooking, food tasting, performances and demonstrations of oudano (traditional songs and dance), edano leengobe (cattle shows), omaongo (marula) celebration, efundula (wedding), okulima (cultivation songs), okuxwxa (harvest songs). They would like to stage these activities every day of the week. When asked whether there would be people to attend such activities on daily basis the Chairperson of the management committee responded that it will be one activity planned for each day of the week (e.g, Sunday afternoon there will be oudano) and once people know the schedule they would attend. This is however not a plan that is on paper and there is no timeframe when such activities will be undertaken, the plan is just in the mind of the management committee. But the management committee is fully aware that such activities can generate income and sustain themselves.

Previously, the site had organised, in collaboration with young people from Britain, a Good Friday event which was a success. Since it was on the Easter Friday it was called Good Friday, and many young people, including school going children attended the event. The British group performed and the Namibia young people also performed – it was dubbed the event of the year because, according to the site manager, it was really good. The site charged entrance fees and those fees were able to cover some of the British young people’s travel costs. It is events like these that prompted the site management to request funds for purchasing a tent, to be able to host similar events in the future.

Other plans include building offices on the site to be used by project staff and as meeting rooms as well as a restaurant and an information centre. They also plan to complete their entrance to the site. Also, once the police and Ministry of Agriculture officials vacate the facilities they currently occupy illegally, these will be turned into self catering accommodation facilities.

*Site employees and their training needs*

There are two full time employees at the site but, as reported by other consultants, the division of labour is not clear. At the time of the interview there was only one employee, a young man, the second employee, a young female, was on study leave, doing a one year tour guide course at the Polytechnic of Namibia sponsored by the Millennium Challenge Account.
(MCA). When they are both at the site then they would double doing the same tasks as detailed below.

For lack of a better word the title given to the two employees working at the Ombalantu Baobab Tree I would use the titles used by the Uukwaluudhi Royal House, site manager for the senior person who have worked at the site longer and dealing with the finances; and tour guide for the second person whose responsibility is mainly guiding/showing visitors around and running errands for the site.

The site manager narrated the duties and responsibilities of the site employees as follows:
1. Coordinating site activities and responsible for the administration and management of the enterprise;
2. Receiving funds and depositing funds received in the bank, with the authorization of the treasurer;
3. Receiving, guiding, directing and waiting on visitors and tourists. During the interview there was a bus full of tourists and there were also a lot of young people coming for photo taking sessions, using the Baobab Tree as background.
4. Providing information about the site to visitors and tourists;
5. Promoting tourism both outside and inside the country (e.g. attending trade fairs);
6. Preparing and attending trade fairs, only when invited and when there is money to pay for the stand. In the old days NACOBTA and the Rossing Foundation provided funds for transport to trade fairs and paying for stands. The enterprise had not been invited and did not participate in trade fairs for the past two years;
7. Cleaning the whole area – the camping site and ablution blocks – the site was spotless during this visit.

Even though the site manager can narrate in detail his duties, there were no written job descriptions for the site and that is why the division of labour between the two employees is
not clear. When he was asked whether he was provided with a job description or list of duties when he was first appointed he said that he learned all his duties on duty, he was not provided with any job description when he was first recruited.

In addition to the above tasks the site manager, who also is an artist, contributes products to the craft shop – making wire products including key holders, photo frames and many others. He is an artist who has a deep interest in community development, loves the site and very committed to the place. He said he likes the place and wants to see it developed into a really good place which can create employment for other young people like him and for community members.

He indicated that before coming to be a manager at the site he was an active youth volunteer with the Outapi Multipurpose Youth Centre for some time. He is a grade 12 graduate and he had participated in many short courses, some related to the current job and some to his previous job as a youth volunteer. He did some HIV and AIDS training in addition to the NACOBTA/ NATH (Namibian Academy for Tourism and Hospitality) levels 1 and 2 Tour Guide courses he undertook in 2004. He said that the tour guide courses provided him with the communication skills he needed to tell the story of the place and of the Baobab Tree in particular, to tourists. He also attended a MAN sponsored workshops on writing funding proposals and on an intangible cultural heritage.

However, he feels that he is still not very well prepared when it comes to the business side of the enterprise. He insists that one of the skills needed by site managers is how to write business plans and funding proposals, for him this was the highest priority. Even though he was successful in getting funding from MAN, he still needs to sharpen his skills in this area. In addition, business management and financial recording and management as well as customer service were other courses needed for a person in his position. He did not know if the MTI, “Start your own cultural business” was going to be offered in Outapi.

The training needs elaborated by the site manager was in line with what the regional planner thought were the training needs of people managing cultural enterprises. According to the regional planner, site managers need training in financial management, financial recording, bookkeeping as well as administration and management of the enterprise. They also need tour guiding training and customer service as well as in the identification of the needs of tourists so that they are able to develop appropriate activities and products for the changing markets of the tourism industry.

**Site management committee and their training needs**

The site has a 10 member management committee comprised of one male pensioner (the chairperson) the only male member of the Committee, 2 young female members and 7 women members of pension age. Even though gender composition is favourably towards female members the person in a strong leadership position (chairperson) is the only male member of the committee. According to the chairperson and the site manager most of the female members are old and of pension age and not interested in leadership positions, but they were willing to volunteer and serve on the Committee. They also said that young people are mobile, always looking for jobs and can move any time, that is why not many of them were volunteering to serve on community committees. However, it is noted here that one of the two young female members is serving as the treasurer and she has a job in town.
There are no schedule meetings of the Management Committee, members only meet when there is something (when there is a need), usually when there are donor agencies who need something in Windhoek or when the donors are visiting the site and want to meet the management committee. When this consultant was at the site the chairperson came to the meeting, and because this was an early morning meeting other members could not make it. According to the chairperson they were busy generating income. The treasurer was interviewed on the phone and she expressed that she did not know much about either the site or the finances because it was the site manager who knew everything.

Also, even though there are many members on the Committee not all of them show up for meetings. According to the chairperson people are very busy and since they do not get paid for attending these meetings, in most cases they do not show up. Also, according to him, since the management committee members have never been trained and prepared for their roles they do not know when they should meet, why they should have scheduled meetings and what they should discuss about at these meetings.

The site manager is not impressed with the participation and involvement of the management committee members in the operations of the site. When asked if new members could be elected his response was that he did not know how to do that and he did not think it was his responsibility to replace management committee members. Whose responsibility was it then? It was found that the current members were appointed by NACOBTA in 2003 and they have been serving on the Committee ever since (till today). Since, there were no structures or criteria of electing community members to the management committee, as well as who and when to elect them, the current management committee members will go on serving. Of course neither the site manager nor the chairperson knew how to deal with this issue. Also, even though the site has been established now for about 8 years and with a good campsite there are no guidelines or criteria on how long members should serve on management committee, recruitment of staff, neither are there reporting guidelines or guidelines for use of facilities. The current Management Committee and site manager are not aware of the criteria used in appointing the current management committee members, “they were just hand-picked by NACOBTA”, they both agreed.
The committee has never been trained and members were not sure what their responsibilities were and what they were supposed to do in managing the site. Most of them are however very much interested and think this is an important community resource that they need to develop into something valuable so that it can contribute to employment opportunities that are very much needed in the region and their communities. So, even if they do not know what is expected of them, they are willing and committed to serve. However, the chairperson wanted the consultant to note that as a chairperson of the management committee he was not sure what skills committee members were supposed to have and what kind of skills they should look for when recruiting employees for the site. He believed that being trained in such matters would help him to guide the site in the right direction.

While Outapi is the seat of the regional council and its administrative structures and offers access to a range of public services including education, banking, retail and accommodation establishments, people who serve on the management committee tend to be those with low educational attainment and unemployed. It seems there was no provision made to also appoint business and professional people to serve on the Ombalantu Baobab Tree Management Committee.

Being a proclaimed town with many established amenities and services of a modern town there are many business and professional people working in the town. Outapi therefore presents the site with an opportunity to tap into the professional resources available when appointing management committee members. There should be a mixture of professional, community and non-resident members on the management committee in order to have a variety of experiences and a mix of expertise that would enable the site to develop.

*Site community members and their training needs*
The immediate communities of Outapi Town and the Constituency benefit from the Baobab Tree enterprise. Management committee members also benefit from the site as they also contribute products to the craft shop. Community members are happy that they have a place where they can market and sell their cultural products. To sustain the site the management committee decided in the early years (at the beginning) to try adding N$5.00 to every product brought to the craft shop but that was found to be unsustainable. Currently, as from 2010, they charge membership fees – every person who wants to sell craft products at the craft shop must be a member, paying a membership fee of N$50.00 per year. Currently, the site has registered more than 20 members who sell products at the craft shop. Some members however forget to pay their membership fees at the beginning of each year while they are still having their products in the craft shop. There is no written agreement and no guidelines to guide members how to use the site and what happens to members who default. There are also no follow-up mechanisms on part of the site management on defaulters. There is apparently a verbal agreement with community members that any member who does not settle his/her membership fee, will not be allowed to bring any new products to the craft shop.

As compared to the Uukwaluudhi Royal House the craft products at the Ombalantu Baobab Tree are the most expensive. The owners apparently insist on their original prices even if they are advised to reduce it. As a result, many craft products remain in the shop for some time before they are bought and contribute to the income of the producers. When members of the community were asked whether they were not losing out for not selling their products during the year, one women answered that they are just happy to have a product at the craft shop at all, “an expectation is better than having money in hand”, she concluded. Pricing and budgeting or budget preparation skills should therefore be included in the apprenticeship programme for community members.

Staff members working on the site are of the opinion that community members do not care about the quality of products they are producing, all they want is to make quick money. As a result many of the products are not bought, because both the quality and price leave a lot to be desired. Community members thus need training in product development (especially quality and design), pricing, developing personal budgets, methods of saving, managing a bank account and creating ways of savings or creating savings clubs. According to the site manager, community members also need to be guided on why they should make a contribution for the purposes of sustaining the site as well as being organised in relating to site management.

Supporting structures and reporting lines for site management

The land on which the site is located was donated to the community by the Outapi Town Council in 2003. There is no contract or agreement signed between the Town Council and the Baobab Tree Management Committee, and there is no structure where the site management committee were supposed to report. When the land was donated there was no indication whether the community should pay anything to the Outapi Town Council. However, in 2009 the Outapi Town Council started charging fees for municipal services as well as rates and taxes even though the land was given free of charge in the beginning. According to the site manager, “while at the beginning the community members were informed that the Town Council had donated the land to the community now that same Town Council is charging us municipal rates, in addition to paying for water, electricity and refuse removal”. The enterprise currently pays about N$2,000 per month for municipal services.
Moreover, while the land and all structures located on that land were donated to the community, the management committee has no power to enforce rules and ensure that the structures are used for the purposes of benefiting the enterprise and community. For instance, there are housing structures on the site that belong to the enterprise and were supposed to be used as housing by the site employees or be turned into accommodation facilities as part of the enterprise activities for generating income. At the moment though and for long time now those houses are occupied by members of the Namibian police and employees of the Ministry of Agriculture. All of these people occupy the houses free of charge, refusing to pay rent when requested to do so. Due to the fact that these people are illegally occupying the houses the site manager has no housing and sleeps in the tent on the campsite.

After these people have refused to vacate the houses when were requested by the Management Committee, the Committee approached the Outapi Town Council, the donor, for assistance in evicting them. The Town Council refused to assist and told the Management Committee that this was a community project and it was the responsibility of the Management Committee, not the Town Council, to evict those people. The Town Council had nothing to do with the management of cultural sites and therefore the Committee should deal with all site matters. After trying to deal with the issue for over a year or so the management committee failed to convince these government officials to vacate the premises. The management committee has now given up totally and these people continue to occupy the premises without paying any rent. The Regional Governor and the Constituency Councillor have not been approached for assistance in this regard because, according to the Management Committee chairperson, they thought the Town Council was responsible for the site - the Baobab Tree - because it is located within the town boundaries. It was also their understanding that as a management committee they reported to the Town Council. They were shocked to learn that was not the case.

The site manager had contemplated approaching the Regional Governor or an outside organisation such as the LAC (Legal Assistance Centre), but the Management Committee felt that such an approach might jeopardise any relationship they might have with the Town Council, they might be evicted from the site and lose the site altogether.

This situation has occurred because there are no clear reporting lines and structural support systems in place for the Management Committee - who does the management committee report to? Also, there are no guidelines of resolving community conflicts or other conflicts that people might encounter in their functions of managing the site. Guidelines can be developed by the management committee in collaboration with their stakeholders (at regional and town council levels), once these are identified.

According to the site manager due to situations like these the management committee is now afraid of going into joint ventures of any kind. There have been many offers where people from the Outapi business community wanted to use facilities on the site – some of the standing structures - but the Management Committee refused. These structures are standing empty and could have earned the enterprise an income. According to him the governance training for the management committee should include a section on how to enter into joint ventures and contracts so that they learn the advantages of these business dealings and operations. They also need leadership training, especially the chairperson, to be able to adequately address issues like these and not to be afraid of dealing with difficult issues.
In previous years NACOBTA and the Rossing Foundation used to assist the site in preparing and attending trade fairs as well as in resolving conflicts. They also had a joint venture and worked together with NACOBTA in assisting community members in developing their products – oihongomwa noimbale (clay pots and baskets) – as well as trained community members in financial management. These NGOs are no longer involved with the site. Therefore, there was a need for a permanent structure at regional level to assist with trade fairs and with the promotion of cultural tourism in the region as well as in resolving conflicts.

**Uukwaluudhi Royal House**

*Description of the site, activities and proposed development*

The Uukwaluudhi Royal House is located 1 kilometre outside of Tsandi town, the main urban centre of the Uukwaluudhi district, and it is 30 kilometres away from Outapi, the capital of Omusati region. This is an Oshiwambo traditional house built with a royal status and grandeur. Like all Oshiwambo houses it is a homestead fenced with a wooden palisade and with a number of huts and other structures inside the palisade fence. Since this is a Royal House, the huts and structures inside the fence, differ from the homestead of a normal Oshiwambo person.

The site is somehow developed (see TDIMs of the Omusati cultural trail), having been established in the late 1990s, more than 10 years back, even though it was in 2004 when the first employees were appointed and the first management committee constituted. However, it still does not make enough income to sustain its activities and the activities are still limited to only touring the Royal House and the occasional provision of traditional food tasting and song and dance performances. The busy months for the site are June – October and it is mainly Germany tourists who visit the site. The site manager however could not provide the figures as to how much the enterprise makes during the busy months. Funds generated are used to cover the salaries of the three employees, electricity, water and for maintenance. The site had also made a donation to a nearby primary school which approached them for assistance.

There is a craft shop on the site which sells products on behalf of the community members. The craft shop adds a commission of 30% on all products sold at the shop. However, due to the fact that some products are highly priced by the owners, this makes such products more expensive. Community members are therefore sometimes unhappy because their products are not bought because they are made expensive by adding the 30% commission. When they are advised by the site manager not to put the prices of their products up so high they do not take that advice and some will simply take their products and go sell somewhere else in town. They usually ask why it was important for the craft shop to add 30% commission after all the craft shop was supposed to be a place where community members can sell their craft products. They do not understand the explanations of the site manager that as users, they needed to make a small contribution to the maintenance of the site.

The site used to participate in trade fairs in the old days and did a major marketing campaign in the early years with the assistance of NACOBTA and the Rossing Foundation. In 2009, they also participated in the Ongwediva trade fair with the assistance of the Ministry of
Gender Equality and Child Welfare, with funds from the Small Grants Programme, which helped to pay for transport and the stand.

At the moment, the management committee has no short term or long term or even annual plans or monthly activities for the site, except for the two year plans under the MDG-F Programme, developed with the assistance of the consultant and which neither the employees nor the management committee knew anything about. This is understandable because the plans are designed for the cultural trail and not per site. They do however know about the funds from the MDG-F Programme, which are kept in trust by the NHC – and earmarked for purchasing the tent such as in the case of the Ombalantu Baobab Tree.

The location where to put the tent was somehow disputed among the management committee members during this interview. Some members felt that the Royal House is not the right location for the tent because, in addition to being a cultural site, it is also the official residence of the King. Therefore it will not be good to organise entertainment and performance events near the house as this will disturb the normal life of the King. They also felt that the Royal House is outside of town and not very accessible to many people, one will have to take a taxi from town to get to the Royal House. The 1 kilometre distance from the centre of town to the Royal House is a hindrance for many people to attending events organised at the Royal House. So, the management committee wanted to look at another location, close to town and which is accessible to many people for the tent. This idea however has not been discussed with the King, who serves as an unofficial advisor to the management committee.

Nonetheless, the committee’s recommendation was that there needs to be a venue close to town for entertainment and story-telling purposes and not at the Royal House. The site
employees however had different opinions on the issue they were of the opinion that the night of story-telling at the Royal House would be a good idea. This can actually just be held at the campsite, making fire will create a good atmosphere at the campsite which would be attractive to both tourists and locals alike. However they did not want to comment on the entertainment and performance activities.

**Future plans** – Other than the tent there are no other plans for furthering the development of the site even though the King has allocated a large piece of land to the community. The management committee felt that they wanted to see how the tent was doing first before they could think of new activities to engage into.

**Site employees and their training needs**

There are three employees at the Uukwaluudhi Royal House, all female – one who serves as a site manager, another who is a tour guide and a third female who also doubles as a tour guide, but she was on maternity leave when the consultant visited the site. Like in the Ombalantu Baobab Tree case the division of labour at the Uukwaluudhi Royal House was even more unclear. None of three employees had a job description however the duties for all three ladies were narrated by the site manager as follows:

- Receive and show tourists around;
- Receive and record the finances;
- Sell product in the craft shop;
- Compile financial reports for the annual general meeting;
- Cleaning the site; and
- Attend trade fairs (when there are funds)

Otherwise, most of the time, they only sit around and wait for tourists to arrive.

The site manager who was recruited in 2004 underwent a NACOBTA supported tour guide training (levels 1 and 2). She had also undergone a one week financial management and customer service training offered by the Rossing Foundation. The two tour guides who were recruited in 2008 have never been trained and never been prepared for their jobs.

Like in the case of the Ombalantu Baobab Tree site, there is no orientation programme available for the newly recruited employees. The Management Committee’s Vice Chairperson, a young man, said that it is not possible for the Management Committee to orientate newly recruited employees because they (management members) did not know the tasks these people were supposed to perform. When asked who would know, his response was that nobody knew, except the employees themselves.

The employees are of the opinion that they lack practical skills of running the place like a business. Even though the tour guide training that the site manager participated in included an internship component she felt that the internship was too short. She did not have enough time to grasp all the important elements required for running a business. Besides, she served her internship at a tour operating agency and not at a cultural enterprise. Relevant and hands on experience would be ideal for a person in her position. They recommended that any apprenticeship programme developed for them should have a component of internship or an attachment for a good period of time. People who are responsible for financial recording and management (site manager and the treasurer) should also undertake training in bookkeeping.
and on how to correctly record the finances (e.g. income, expenditure, balance brought forward, interests, profits and the like).

Site management committee and their training needs

There are seven members of the Management Committee who are elected at the Uukwaludhi Community Annual General Meeting (AGM) and elected to serve a three year term. The election procedures are that the whole Uukwaludhi community is invited to a community annual general meeting to elect the members of the management committee. The incumbent chairperson of the management committee calls the AGM and the chair of the AGM is elected amongst the people attending the meeting. In addition to electing members to serve on the Management Committee, a financial report is also provided at the AGM. The current Management Committee members were elected in 2010 to replace the other committee which served its 3 year term. Four of the management committee are female (2 young) and three male (one young).

This is the only management committee were the chairperson is female and the vice chairperson is a young male, being the only young male member on the Committee. There are no criteria for electing members to the management committee anyone who is present at the meeting is eligible for election. Most of the time professional or business people unfortunately do not attend community meetings, including the AGM so as a result, most of the members elected to the management committee are the unemployed community members. Even though for the Royal House there is a procedure for the election of community members to serve on the management committee, the criteria who should be elected are not known and there are nowhere written.

The majority of the committee members (71%) are young to middle aged, so the discussion with the members who attended the site visit meeting was sometimes controversial with opposing views. While this could be a good group where new ideas and creativity could emerge, they also tend to think that someone else should come up with new ideas and activities aimed at developing and improving their cultural site and not them.

Committee members indicated that they were not sure of what their exact roles and responsibilities were but they knew that they were supposed to advise the site manager and other people working on the site. They had no scheduled meetings and only met when there was something, usually when a meeting is called by people from Windhoek – MDG-F, NHC or MAN. Except for one old member who served on previous committees and also on the conservancy committee, all other members were serving for the first time and none of the members had received any kind of training. The old member had the opportunity to participate in the study visits organised by NACOBTA. It is worth noting that committee members who participated in the study visits seem to be committed, have good ideas and are inspirational to new committee members and site employees. This observation was true for the member on the Royal House Committee and for the chairperson of the King Nehale Management Committee, both serve on the Conservancy Committee.

Since their appointment a year ago, the current committee has never been trained and that was why the Committee members were not aware of their duties, roles and responsibilities. At least the old man who served before knew that the management committee was supposed
to provide advice to the site manager – but they did not do it because the majority of members did not know how, including the chairperson.

When asked why they did not prepare their employees for their jobs the management committee members answered that they also did not know what the employees were supposed to do because they themselves were not prepared for the roles they should perform as members of the Management Committee. So, they did not even know what they should advise employees on unless if the employees asked for a specific advice then they could try to assist.

According to the site manager the Management Committee’s Treasurer makes bank deposits of the funds generated and presents the financial report at the AGM. However, it was the site manager who was responsible for compiling the financial report. Sometimes the site manager also assists at the AGM in answering questions. This is the only management committee throughout out this consultancy that was found to provide substantive feedback, in the form of an annual report, to the community members that voted it into power.

Since the roles and responsibilities of the Committee have never been defined or written down, each new member joins the committee learns by observing those members who served on the committee before or by trial and error if all members are new. For this committee even though there is a secretary on paper, who is even young, there are no records of minutes, unlike Duineveld where there were records of minutes even though hand written.

The vice chairperson of the management committee said that they did not meet because they did not receive payment for this job, so many people were reluctant to even attend meetings, either community or management committee meetings. Sometimes members do not even have a taxi fare to come to meetings as meetings are always organised to take place at the Royal House. It was recommended at this meeting that if the training has to be offered it should be in Oshiwambo for management committee members and English for the employees.

**Site community members and their training needs**

It was not possible to meet community members for this site because it was far for them and they all come from the villages around Tsandi town and did not reside in Tsandi itself. However, the very eloquent members of the management committee informed me that they know all about the training needs of community members because they represent the community. Secondly, a few of the management committee members also benefit from the site because they also contribute craft products to the craft shop, so they can express their own training needs. The management committee is of the opinion that the first thing is that community members need to be educated on why they should provide the craft shop with quality products. The management committee felt that people in the community did not care whether their products were bought or not – they were not aware and did not understand the loss they are experiencing, when their craft products remain in the craft shop for a long time.

The other two needs were mentioned by the site employees and that was that community members should be made to understand the importance of reasonably pricing their products as well as to understand the need to add 30% commission on all products sold at the craft
shop. With 30% commission added though, and as compared to the Ombalantu Baobab Tree, the products at the Uukwaluudhi Royal House craft shop were reasonably priced.

Supporting structures and reporting lines for site management

Even though there is no official and agreed upon structure or person where the management committee can report to, they know that the King is always there to advice. Nonetheless, if they have to deal with a technical issue, then there is no official structure where that matter can be referred to. In many cases when the committee had to deal with an issue where the King is unable to provide advice, usually the committee calls some of the business or professional persons in the community who they feel have expert knowledge on the issue at hand and might be able to assist in such specific cases. There is therefore a need for a proper reporting and support structures as in the Ombalantu Baobab Tree case and there is a need for business and professional people to be involved with the management of this cultural enterprise.

Okahao Town Council

Description of the site, activities and proposed development

Okahao Town Council has 3 sites within the town boundaries that they would like to develop as cultural and historical sites. These sites are on the Town Council’s Master Plan as well as included in the town’s strategic plan even though the sources of funding has not yet been identified. The sites are:

- The **Okahao Baobab Tree** is where the Town Council would like to set up tourist and leisure facilities, including an information centre, a craft shop, a camping site, an ablution block and a coffee shop. The Baobab Tree is of historical significance, because this is where people who sided with the liberation movement were detained, tortured and hanged.
The **Okandambo** which is a traditional well where people nominated to be or who wanted to be king will come and must find the clay pot under the water. The Okandambo is a shallow well usually filled with rain water during the rainy season but in the old days it use to hold water all year round. Legend has it that there was a clay pot under the water in the Okandambo and people had to swim in order to find the clay pot. Whoever finds it first will become the King of Ongandjera. This clay pot is now the Okahao Town Council’s logo. The site is sat in a nice area with palm trees around it. The Town Council is planning to develop it into a picnic site and green area. There is a soccer field near the site (not developed), used by children from a nearby school – Nangombe Combined School.

The **Ombupupu Magical Pond** is the most beautiful and largest public space of all the three proposed sites within the town boundaries. The site is currently under dispute because the Lutheran Church is claiming ownership of the site. Apparently the land was allocated to the Church when the missionaries first arrived in Okahao and before the Okahao Town Council was established. Even though the Church does not have a title deed for the site by the time of this interview and when the consultant visited the site the Church was busy fencing it off. The Town Council plan is to develop this site as a public space for all to enjoy with a swimming pool, green space and picnic/braai area while enjoying the scenery of the magical pond with its white water and the beautiful palm trees around it. It is sad to think that the site with beautiful palm trees, camel thorns and other beautiful indigenous trees, sitting between the Okahao Open Market and the big secondary school in the centre of town and very close to the highway from Oshakati to Tsandi, cannot be developed for the
public, but will be developed for the exclusive use of one group of society, the Lutheran Church.

At the moment and according to the four officials of the Town Council, the negotiation seems closed because the Church does not want to hear about the Town Council’s side of the story. The church has therefore started fencing off the land without even informing the Town Council. When asked what the role of the traditional authority or the Ministry of Land and Resettlement in this matter was, the Town Council officials did not have a clue. It also seemed that the Town Council did not approach the Traditional Authority or the Regional Governor for assistance in resolving the dispute. A community planning exercise is many a time ideal in resolving community conflicts as each stakeholder would see the need of working together and contribute to the development of their communities.

The Town Council received funds from the MDG-F Programme which are currently held in trust by the National Heritage Council. The Town Council is waiting for the National Heritage Council to release the funds so that they can begin with the development of the sites, especially the construction of facilities planned for the Baobab Tree, as it forms part of phase 1 of the development activities.

Other than the development activities there are no further planned activities such as; when the management committee would be appointed or elected and when site employees would be
recruited. According to the Town Council officials the operational activities of the sites have not been included in the Town Council’s budget because these projects are meant to run as community projects and to generate their own income. When asked whether the Town Council expected these activities to generate income and sustain themselves during the first year of operation, the officials seemed to believe that was possible. An example was given of the Uukwaluudhi Royal House and the Ombalantu Baobab Tree projects that were started over 8 years ago and still could not generate enough income to sustain themselves. That was food for thought for the Okahao Town Council officials and responded that they would probably raise some of these issues during the Town Council’s management meetings.

The town also has a Local Economic Development Officer who is tasked to
- Attract investment to the town;
- Market the town; and
- Promote tourism.

The Officer however said he does not have a strategy in place yet and can use some assistance of learning from other towns with effective strategies and best practices.

Site employees and their training needs

Through observation, and as in the case of regional planners and culture officers, the town council officials responsible for coordinating cultural development and tourism activities require a great deal of leadership and enterprise development training.

The site employees have not yet been identified and recruited. The Okahao Town Council is therefore in a good position because when their employees are finally recruited there will be an apprenticeship programme in place. They would then be trained before commencing with their duties. This is ideal as people will start working having the relevant skills unlike in the cases of the Ombalantu Baobab Tree and the Uukwaaludhi Royal House, where people started working with no relevant skills.

Site management committee and their training needs

Since the Okahao Town Council activities are still at the planning stage there was no management committee appointed and no employees – all activities are currently organised and coordinated by the employees of the Town Council. Like in the employees case it is expected that the Okahao Town Council management committee will be commencing its duties after being very well prepared for that important task. It should also be recognised that the Okahao Town lies within the Sheya Uushona Conservancy and the Conservancy Committee is benefiting from the support offered by the Rossing Foundation to conservancies. The Conservancy Committee can thus be used to train the cultural site management committee once it is in place.

Furthermore the Okahao Town being an urban centre with many working and professional people, many of these people would be interested in serving on the management committees of the different sites. It is therefore necessary to also develop clear criteria of electing management committee members to especially include some business and professional people who can contribute ideas, keep the momentum of both the enterprise operations and the management committees’ active involvement.
Site community members and their training needs

According to the Town Council officials the plan is to identify and inform community members who can benefit from these sites once the plans to construct are finalised and the construction work has commenced. Once again, given that most of the activities are for leisure purposes and targeting local people, many residents of the town, especially people of child bearing age (young mothers and fathers), would be interested in these projects.

Furthermore, the Okahao Town, being an urban centre, with many working and professional people many would want to get involved in one way or the other. This is therefore an opportune time for the Town Council to get people involved with the sites, especially on how to manage, maintain and responsibly use of public spaces and facilities. For the Okahao Baobab Tree which will have a campsite and a craft shop, the same training needs identified for the Royal House and Ombalantu Baobab Tree will also cater for the needs of these community members. Such courses and training programmes, addressing the topics of product development, pricing, personal budgeting, managing bank accounts and developing a culture of saving, would be needed.

Supporting structures and reporting lines for site management

Once again, since the officials responsible for coordinating Town Council’s cultural and tourism activities would be trained by the time the sites are established, they would be able to assist in putting up appropriate management and reporting structures and systems. They will also assist in preparing job descriptions and operational guidelines to enable both the governance body and employees to succeed in their duties. This would be done before recruiting employees and constituting management committee(s). Furthermore, these officials will be able to properly induct site employees into their jobs.

Proposed training programmes for the Omusati Cultural Trail

If the sites of the Omusati Cultural Trail are to develop and contribute to the economic and cultural development of the region they need to be linked up in a strategic marketing plan which should be developed and implemented at regional level. When asked why there were no regional structures such as a Regional Committee for the Omusati Cultural Trail the Regional Planner’s response was that such a committee needed to be facilitated by a Heritage Plan solely dependent on the National Heritage Council structures and not by the Regional Council.

However, it should be noted that unless enabling environments are created at regional level the cultural sites would not be able to create the needed jobs and generate the required income for communities and society. It is the responsibility of every region to take care and develop its resources, including cultural resources, to benefit the people of the region. For this region, with its many cultural and natural resources, there should be a Regional Committee to coordinate all the cultural sites in the region and linking all the sites together, planning for their development, marketing them and ensuring that the immediate communities benefit from each of the sites. Further and in collaboration with relevant stakeholders the region should ensure the proper establishment and management of cultural sites in the region.
It is thus recommended here that if any capacity development were to make meaningful contribution to the development of communities in Omusati region they must include strategies to capacitate regional planners, culture officers and other human resources responsible for activities that might assist and enable cultural enterprises to develop and progress.

There is also a need for an induction programme for the management committee and site employees to be facilitated by the culture officer and be offered at the beginning of each management committee and to all new employees joining a cultural site.

Most importantly, management committees of all the sites within the Omusati Cultural Trail need to undergo a governance training course. Furthermore, all the employees of the cultural sites should participate in the governance training provided to the management committees for the following reasons:

1. For site employees to be made aware of the roles and responsibilities of management committees; and
2. Together with management committee members, participate in developing criteria, guidelines and other systems required for the successful management of cultural enterprises.

The Governance training programme for the management committee should include the following topics:

- Creating a vision and mission for the cultural enterprise;
- Defining roles and responsibilities of management committees as a governance body;
- Leadership training and administration of projects as well as supervision of staff;
- Skills for public speaking and enhancing participation in meetings;
- Entering into joint ventures and contracts as well as the legal forms that a business can take including business registration;
- Defining systems and developing criteria and guidelines for all operations of cultural enterprises (including election/appointment of management committees, financial guidelines, recruitment of employees, guiding principles to community members, etc.). A list of all the criteria and guidelines that need to be developed should be compiled during the training.
- Meetings administration, agenda setting and minutes taking;
- Targeting, recruiting and capacitating non represented groups (women, youth and the marginalised).

For Okahao, the Town Council officials should also participate in the governance training and be expected to train their management committees once they are established.

The apprenticeship programme for site employees should be developed to address training needs of all employees, new and existing employees. Such a programme should be packaged in a modular form so that modules are independent of each other and could be offered separately when required. Overall the training programme for employees shall include the following modules

- Business Management Module – currently employees of all sites require this module. The ILO/MIT “Start your own cultural business” can be used to address the business
management skills needs. However, a tailor-made module is needed to address the most important topics for people working at the cultural sites who are not necessarily artists. Such a module should emphasise the following areas:

- What is a business;
- Types of businesses – profit and non profit;
- Business environment;
- Managing a business;
- Marketing a business;
- Dealing with customers.

Business Planning Module – this module should address the following topics

- Generating business ideas;
- Developing business plans;
- Writing project proposals;
- Generating fundraising ideas; and
- Writing and submitting funding proposals.

Financial Management Module – currently employees of all sites require this module

- Developing and managing budgets for the business
- Financial recording;
- Financial management;
- Financial reporting;
- Budgeting.

Tour guide and customer care module

Since the Namibian Academy of Tourism and Hospitality has an existing programme which is accredited by the Namibian Qualification Authority (NQA) and with unit standards already developed in collaboration with the Namibia Training Authority (NTA), it is recommended that this course be used to address the needs of tour guiding and customer service for the cultural, leisure and tourist establishments.

Except for the two employees of the Uukwaluudhi Royal House, most employees have already participated in this course. So, the priority for many of the Omusati Cultural Trail’s employees is really business management, financial management, designing business plans and writing funding proposals as well as budgeting.

However, it should be noted that for the Royal House employees, even the person who has undergone tour guide training in 2004 will benefit from participating in another tour guide training, because unlike the Ombalantu Baobab Tree site manager, this person has not utilised the skills learned and such skills are now obsolete. Further, for the Royal House, since all three employees would undergo a tour guide course, the internship should be arranged at different times so that not all employees will be away from the site at one time.

Like in the case of employees the apprenticeship programme for community members should also be developed in a modular format. For all sites within the Omusati Cultural Trail the training needs for community members are found to be the same. Such needs are expected to be the same for all other sites, including the cultural industries. Product development and pricing has been highlighted at all the four sites visited therefore a community apprenticeship programme is recommended to comprise three modules as follows:
The module on becoming an entrepreneur
  o Generating business ideas;
  o Turning your craft into a business;
  o Product development paying attention to quality and variety;
  o Pricing of craft products;
  o Marketing of craft products.

Management of finances (income) module
  o Developing personal budgets;
  o Opening and managing bank accounts;
  o Saving and forming savings clubs.

It is recommended that the Shack Dwellers Federation develop this module in collaboration with the Rossing Foundation and the Namibia Development Trust. The Shack Dwellers Federation is an organisation that has established an excellent method of saving for community people with no or little source of income.

Module on community organising and presentation skills – This module is aimed at addressing a number of skills deficiency among community members. The module will comprise of a number of units which could be offered individually to address specific training needs as they become identified:
  o Unit 1 – Working together for income generation, the unit will address the benefits of cultural sites, supporting the activities of your cultural sites, why you should work as a coordinated group and not in isolation, why you should consider serving on the management committee, marketing the cultural activities to other community members;
  o Unit 2 Presentation skills for Performing artists - Community members who are involved in performance and entertainment activities would receive skills in organisational and presentation skills;
  o Unit 3 Presentation skills and assertiveness among disadvantaged groups (women and youth) and marginalised community members.

If funds permit a one year mentoring programme of setting up and maintaining businesses and savings clubs should be provided to community members at all sites. Junior Achievement Namibia could be consulted whether the organisation’s mentoring programme could be adapted for the cultural sites.

Table 5.1 - Prioritised phased training for the Omusati Cultural Trail

<table>
<thead>
<tr>
<th>Category</th>
<th>Immediate Priority/Phase 1</th>
<th>2nd Priority/Phase 2</th>
<th>3rd Priority/Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Committee</td>
<td>Governance training (including leadership training, financial management, meetings administration, development of guidelines and criteria for the election of management committee members, supervisory training as well as development and implementation of</td>
<td>Project/enterprise planning and management, Study visits in the old NACOBTA format.</td>
<td>Negotiation skills for funding, skills for entering and management of contracts and joint ventures.</td>
</tr>
<tr>
<td>Category</td>
<td>Operational Guidelines</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site managers/ care takers/ coordinators</td>
<td>Business management, financial recording and management including budgeting and record keeping/bookkeeping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other employees</td>
<td>Business management and business planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community members</td>
<td>Product development and design, pricing, personal budgets, presentation skills for performing artists</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Saving clubs – guest training from the Shack Dwellers Federation;, Training followed by a one year mentoring programme of setting up and maintaining businesses and savings clubs; Organising /cooperation among community members.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supervisory training, tour guiding, Internship with a reputable enterprise</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Customer service training, Internship with a reputable enterprise</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cooking skills, food preparation and food hygiene</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5.2 King Nehale Cultural and Interpretive Centre

Description of the site, activities and proposed development

The site has been identified but not yet established and the building plans for the cultural village are available. On the site there will be a homestead and a museum, a craft centre, campsites, a training/meeting hall, an information and educational centre as well as parking and storage facilities. There will also be a restaurant/kioski to serve traditional food and drinks. The plans for Oshiwambo homestead has been finalised by the architect and has been submitted to the Ondonga Traditional Authority for approval. The cultural village will host live shows and demonstrations of cultural music and dances, cooking Oshiwambo foods, food tasting as well as sharing recipes. It will also host art and design workshops as well as jewellery making workshops and many other cultural activities.

Funding, in the amount of USD73,400, for the construction is available from the MDG-F Programme and an agreement has been signed between the MDG-F Programme and the Oshikoto Regional Council. Funds have already been deposited in the Regional Council’s account.

In addition to the above activities and when funds are available the management committee would like to introduce activities at the site to entertain young adults because they are discussing ways of keeping young people in the community preoccupied with constructive and productive activities. This, they think will reduce criminal activities in their town and surrounding communities. They are thinking of a swimming pool, a computer game room, sport activities and picnic areas, all these to be located on the premises of the cultural site. They are also discussing ideas of how the educational centre should look like and to introduce activities of teaching young people traditional music and dance training workshops – especially the moves and the steps of traditional dancing as well as the clapping styles that accompany traditional music.

The management committee has developed a business plan which is currently being revised because it was first developed in 2004, modelled on the Conservancy business plan. The management committee also systematically working through the annual work plan which was designed with the assistance of the consultant recruited through the MDG-F Programme.

The activities of the King Nehale Conservancy are being aligned with the King Nehale Cultural and Interpretive Centre site because some of the site management committee members serve on the King Nehale Conservancy Management Committee including the chairperson of the site Management Committee. Furthermore, many of the members on the committee are also involved with another regional project - the melon seed production project, whose seed bank/storage is located near the site (about 300 meters away from the site) where the proposed King Nehale Cultural and Interpretive Centre will be located. The work of this melon seed production project is also being aligned with that of the Cultural Village and Interpretive Centre. The purpose of this alignment is so that development activities in the region are coordinated in order to avoid duplication of efforts.
For a site which is not yet established the work of the management committee is very impressive, and it already looks like a successful project. The success of this site is due to two reasons:

(1) Many of the management committee members have served on other committees before (conservancy and seed production project) and therefore have the experiences and received a lot of training from many development agencies including, UNDP Country Pilot Partnerships, NDT, NACOBTA and the Rossing Foundation; and

(2) The management committee have members who are representing NGOs (NDT and Rossing Foundation) as well as Ministries and Regional Government, and other committee members continue to benefit from the wealth of experience possessed by these development agencies and ministries representatives.

Since the idea of establishing a Cultural Village and Interpretive Centre originated from the King Nehale Conservancy management committee and that the site will largely benefit from the activities of the Conservancy (and vice versa) it is worth highlighting some of the conservancy planned activities. The conservancy was established in 2005 and was first launched in 2007. The idea to establish a conservancy was first introduced in 1998. The Conservancy Committee is currently busy trying to introduce trophy hunting in the conservancy and teach tourists how to hunt in the African/Oshiwambo tradition. They will also introduce many cultural hunting activities, including:

- Omanyenye (cicadas) night hunting;
- Sustainable methods of Omaungu (Mopani worms) harvesting;
- Veld food collection (eembe (bird plum), eenyandi (Berchemia discolor), eengongo and omakolo (marula juice making) and outwishi (tiny flies hives) collection; and
- Herbal and medicinal plants identification expeditions.

It is the opinion of the management committee members that the above activities can also become activities of the Cultural Village and Interpretive Centre in addition to;
- Cooking and food preparation activities; and
- Entertainment and performance activities such as oudano and efundula.

Even though there are annual plans for the cultural site developed by the MDG-F Programme, comprehensive planning for either the conservancy or the cultural site are not things that the management committee, Regional Council, Constituency Councillor or Town Council have done together as a group. As a result, the management committee still finds itself planning cultural activities which are financially and structurally unsupported at regional level. Once the site is constructed then what, will the site generate enough income to sustain the planned activities? So, the management committee which is energetic, the only management committee that meets on monthly basis with an agenda decided at the previous meeting, is struggling to figure out where to find funds to be able to pay employees and stage the planned activities and in the end make the project a reality.

*Site employees and their training needs*

Currently there is just one employee for this site, the Project Coordinator, a young male adult, who is a grade 12 graduate. He is working in a volunteering capacity for this position but he is also the project coordinator of the King Nehale Conservancy which is supported by the Namibia Development Trust and of which he is receiving a salary. According to him the job of the Coordinator is to ensure that the activities as stipulated in the work plan (the two year MDG-F plans) are carried out and up-to-date reports are provided during the management committee meetings. Most of this reporting is done verbally and there are no monthly written reports. However, the management committee is required to produce quarterly reports that they must provide to UNESCO/ MDG-F Programme. The coordinator is also responsible for drafting the project proposal and updating the business plan. Furthermore, he takes the minutes of the management committee meetings and for this site there are proper records of minutes.

As a project coordinator for the Conservancy he has been prepared very well for his job and he is transferring those skills to his position as a project coordinator for the cultural site. He has received one week training in financial management and basic office management in 2008 provided by the Namibia Development Trust (NDT). He also participated in the 3 week training on intangible cultural heritage provided by the MDGF Programme where he learned how to maintain/preserve and document the cultural heritage of his community. Furthermore, he received training in the management of conservancies as well as team building, again provided by the NDT.

With all that training the Management Committee chairperson is of the opinion that the Coordinator has been very well prepared for his job when he was first recruited and there is no reason why he could not perform for both projects (conservancy and cultural site). But the coordinator indicated that he can use the skills of business management, tour guiding and customer service.
Site management committee and their training needs

There are 18 members of the Nehale Cultural Village and Interpretive Centre Management Committee. Even though there is no selection criteria available this committee is very well constituted, with a number of professionals and experts serving on the committee. The following are the members of the Management Committee:

- Three representatives of the King Nehale Conservancy Management Committee, of which one is the chairperson of the cultural site;
- Two representatives of the Oshikoto Regional Council;
- A representative of the Omuthiya Constituency;
- One representative of the Omuthiya Town Council;
- A representative of the Omuthiya Youth;
- One person representing all the cultural groups in Omuthiya;
- A representative of the Traditional Authority;
- One representative of the Etosha National Park;
- Two representatives of the Ministry of Youth, National Service, Sport and Culture;
- A representative of the Ministry of Environment and Tourism;
- A representative of the Ministry of Trade and Industry;
- One representative from the Rossing Foundation;
- One representative of the Namibian Development Trust; and
- The Coordinator as an ex-officio member.

22% of the management committee membership is women, 33% youth and 11% senior citizen (pension age) of which one is the chairperson. As in the case of the Uukwaluudhi Royal House management committee a high percentage of this committee membership is youth to middle age, which is an age group that is found to be engaging and generates lots of ideas. There is no person representing women per se on the management committee, because, according to the chairperson there are no organised women groups in Omuthiya. The management committee therefore decided to use women committee members to represent women issues. These are four women representing four organisations on the management committee; namely the Ministry of Culture, the Ministry of Environment and Tourism, the Regional Council and the Constituency office.

The procedure of appointing members to this management committee was done through writing a letter to the identified groups (identified by the Conservancy Committee in collaboration with the Oshikoto Regional Council) and invited them to participate. As such there are no mechanisms or guidelines of replacing a member who leaves before completing a four year term. Also, the management committee does not have a mechanism of reporting back to the general community of Omuthiya because according to them they were not appointed by the community. They do however recognise that the cultural site will be established to benefit the Omuthiya community.

Monthly meetings are held by the management committee with an agenda decided at the previous meeting. The management committee is fortunate to have representatives of the development nongovernmental organisations (NGOs), the Rossing Foundation and the Namibia Development Trust (NDT), on its membership. As a result this group is more
organised and has proper records even though the Project Coordinator does not have a written job description, but he has one as a project coordinator for the Conservancy. According to the project coordinator, they were included in the MDG-F Programme funding on their own initiative, through submitting a business plan to the National Heritage Council. They are currently busy updating the business plan to add more activities and plans to submit to other funding agencies for consideration.

While members of the management committee of the King Nehale Conservancy have been properly inducted into their jobs and underwent management of conservancies and team building training, this did not happen for the cultural site committee members even though there are new members who did not benefit from the Conservancy induction programme – especially the representatives of the youth and cultural groups. This induction was provided by NDT and the organisation could be requested to extend its induction programme and tailor-make it for the management committees of cultural sites.

Some members of the Conservancy management committee, including the chairperson of the cultural site were also funded by NACOBTA and the Rossing Foundation to undertake study visits in 1998, to many of the tourist establishments in Namibia including the Torra Conservancy, the Damaraland Camp, the Palmwag Lodge and Conservancy and many others. The study tour was very beneficial because at every stop participants were provided with a 2-3 hours training/talk on how people managed and maintained these establishments (the establishments visited).

With most committee members located within the Omuthiya town boundaries (except for the ministries and development agencies representatives) one would expect people to attend meetings. However, according to the Chairperson people still did not take their responsibilities seriously and therefore most, especially the youth members, did not show up for meetings most of the time. He felt that young people were very mobile because they were always on the lookout for jobs. They did not usually stay for a full term and it became difficult for the committee to go back to the organisations and ministries for replacements. He said young people need to realise that jobs are created by working hard wherever you are, and that young people should remain to develop their towns and communities.

Even though young people must be considered and encouraged to participate in these activities, the chairperson is of the opinion that they first need to make a commitment to stay and develop their communities so that jobs can also be created locally. The chairperson also noted with concern that management committee members do not get a sitting allowance. While pensioners receive their old age pension and most middle aged members have jobs, many young people did not have the financial means to move around and therefore you will find that young people were not interested in participating in meetings where you get nothing. The very active chairperson also complaint of not receiving any sitting allowance himself – he felt that he was spending his own small pension funds to serve both the cultural enterprise and the conservancy committees.

The management committee members of the King Nehale Cultural and Interpretative Centre were enthusiastic about their project and said that they needed training on how to apportion appropriate commission on products and charging reasonable membership fees from members of the community who will make use of the site. There was no discussion about planning, fundraising and how to engage with community members.
King Nehale site has not yet identified the community members who will benefit from the site, but since they knew what they wanted on the site they felt they were qualified to discuss the training needs of community members. In the absence of a craft shop, currently the Rossing Foundation was selling craft products on behalf of community members, so they were aware about the quality and variety of products produced by the community members. They recommended that community members would require training in product development and design, pricing, customer care, community organising and the role of community members in sustaining cultural site activities. Training in product development and pricing should include convincing explanations and reasons why prices should be consistent and the beauty of making quality products that could be bought and bring in regular income for the owner. They strongly believe that community members need training so that they are consistent in pricing products of the same make, quality and size.

Community members also need training in marketing of products, cooking, working with recipes, food preparation and food hygiene. The management committee had contemplated of developing a recipe book for Namibian food and sell it to tourists. Furthermore community members need to know why it was important for one to know your daily and monthly income, the need for budgeting on monthly basis – in terms of hours spend making a product, finances spend on a product and what comes in at the end of the month. They also need to know how one realises the profits made from engaging in cultural activities.

Since they expect a lot of performing artists to participate in the activities of the site, skills in organising and staging performances would be needed, especially for young artist and adults of traditional music and dancing. They therefore foresee the cultural site organising and hosting many workshops to provide performing artists with such skills. According to the chairperson, community members also need to be trained in developing ideas for employment creation and be shown what it takes to create employment in your community – “you need to develop a place so employment can be created”, he said.

Supporting structures and reporting lines for site management

While this management committee and its project coordinator are so progressive, they refused to see the need of having a local structure to report to. They apparently report directly to UNESCO because that is the agency that is responsible for cultural development. When asked what the committee will do if they failed to resolve a conflict with either a community member or the Omuthiya Town Council, they responded that they will direct it to UNESCO, and UNESCO will organise a meeting with all the Ministries that are involved in the MDG-F Programme. That means, at the moment the management committee has no local reporting structure, but considering that all the important stakeholders are represented on the committee challenges and critical issues will probably be dealt with adequately for now.

It should be noted that, all committees, not only the King Nehale committee, must establish mechanisms of capacitating young people, women and people from marginalised communities to be able to participate and contribute to discussions during meetings. These mechanisms should include inviting motivational speakers and public speaking experts to
make a presentation at events organised specifically to build the capacity of such groups of people, to encourage them for public speaking and active participation.

Proposed training programmes for the King Nehale Cultural and Interpretive Centre

Like in the case of the Omusati Cultural Trail it is recommended here that if any capacity development were to make meaningful contribution to the development of communities in Oshikoto region they must include strategies to capacitate regional planners, culture officers and other human resources responsible for activities that might assist and enable cultural enterprises to develop and progress. The advantage of this region is that those officials are already participating in the activities of the cultural site and therefore play a major role in the management of the site. It is hoped that their involvement would lead to development of this cultural site being supported by the Regional Council as well as all other relevant stakeholders.

However, for this site the only category that needs training for now is the management committee. Since there are no site employees (and the one person working for the site is very well trained) and that there are no community members yet, training for these two categories can be run when they have been identified and recruited. Yet, it might be worthwhile to train unemployed youth and the general community members with the hope that future employees of the site and community members would be selected amongst the individuals already trained.

It was also found that there was a need for an induction programme for the management committee of the King Nehale Cultural and Interpretive Centre. It is therefore recommended that for this site the Induction Programme developed for the Conservancy committee should be extended to the cultural committee

The management committee of the site need to undergo a governance training course. Furthermore, the coordinator of the cultural site should participate in the governance training provided to the management committees for the following reasons:

(1) As an employee he is made aware of the roles and responsibilities of management committees; and

(2) Together with management committee members, he will participate in developing criteria, guidelines and other systems required for the successful management of the cultural enterprise.

The Governance training programme for the Management committees should include the following topics as:

- Creating a vision and mission for the cultural enterprise;
- Defining roles and responsibilities of management committees as a governance body;
- Leadership training and administration of projects as well as supervision of staff;
- Skills for public speaking and enhancing participation in meetings;
- Entering into joint ventures and contracts as well as the legal forms that a business can take including business registration;
Defining systems and developing criteria and guidelines for all operations of cultural enterprises (including election/appointment of management committees, financial guidelines, recruitment of employees, guiding principles to community members, etc.). A list of all the criteria and guidelines that need to be developed should be compiled during the training.

Meetings administration, agenda setting and minutes taking;
Targeting, recruiting and capacitating non represented groups (women, youth and marginalised).

Through governance training, this committee to be made to understand why it is important and necessary to have a local support and reporting structures. Further, once the site employees and community members are recruited and identified they should be provided for training (of course in priority order as in Omusati case) selecting the relevant modules and/or units as presented below (for each category).

The apprenticeship programme for site employees should be developed to address training needs of all employees, new and existing employees. Such a programme should be packaged in a modular form so that modules are independent of each other and could be offered separately when required. Overall the training programme for employees shall include the following modules

- **Business Management Module** – currently employees of all sites require this module. The ILO/MIT “Start your own cultural business” can be used to address the business management skills need. However, a tailor-made module is needed to address the most important topics for people working at the cultural sites who are not necessarily artists. Such a module should emphasise the following areas:
  - What is a business;
  - Types of businesses – profit and non profit;
  - Business environment;
  - Managing a business;
  - Marketing a business;
  - Dealing with customers.

- **Business Planning Module** – this module should address the following topics
  - Generating business ideas;
  - Developing business plans;
  - Writing project proposals;
  - Generating fundraising ideas;
  - Writing and submitting funding proposal.

- **Financial Management Module** – currently employees of all sites require this module
  - Developing and managing budgets for the business
  - Financial recording;
  - Financial management;
  - Financial reporting; and
  - Budgeting.

- **Tour guide and customer care module**
Since the Namibian Academy of Tourism and Hospitality has an existing programme which is accredited by the Namibian Qualification Authority (NQA) and with unit standards already developed in collaboration with the Namibia Training Authority (NTA) is recommended that this course be used to address the needs of tour guiding and customer service for the cultural, leisure and tourist establishments.

Like in the case of employees the apprenticeship programme for community members should also be developed in a modular format. As it was mentioned before community members’ needs are expected to be the same for all other sites, including cultural villages, interpretive centres and even to some extent cultural industries. Product development and pricing has been highlighted at all the four sites visited therefore a community apprenticeship programme is recommended to comprise three modules as follows:

The module on becoming an entrepreneur
- Generating business ideas;
- Turning your craft into a business;
- Product development paying attention to quality and variety;
- Pricing of craft products;
- Marketing of craft products.

Management of finances (income) module
- Developing personal budgets;
- Opening and managing bank accounts;
- Saving and forming savings clubs.

It is recommended that the Shack Dwellers Federation develop this module in collaboration with the Rossing Foundation and the Namibia Development Trust. The Shack Dwellers Federation is an organisation that has established an excellent method of saving for community people with no or little source of income.

Module on community organising and presentation skills – This module is aimed at addressing a number of skills deficiency among community members. The module will comprise of a number of units which could be offered individually to address specific training needs as they become identified:
- Unit 1 – Working together for income generation, the unit will address the benefits of cultural sites, supporting the activities of your cultural sites, why you should work as a coordinated group and not in isolation, why you should consider serving on the management committee, marketing the cultural activities to other community members;
- Unit 2 – Presentation skills for Performing artists - Community members who are involved in performance and entertainment activities would receive skills in organisational and presentation skills;
- Unit 3 – Presentation skills and assertiveness among disadvantaged groups (women and youth) and marginalised community members.

If funds permit a one year mentoring programme of setting up and maintaining businesses and savings clubs should be provided to community members. Junior Achievement Namibia could be consulted whether the organisation’s mentoring programme could be adapted for the cultural sites.
## Table 5.2 - Prioritised phased training for the King Nehale Cultural and Interpretive Centre

<table>
<thead>
<tr>
<th>Category</th>
<th>Immediate Priority/Phase 1</th>
<th>2&lt;sup&gt;nd&lt;/sup&gt; Priority/Phase 2</th>
<th>3&lt;sup&gt;rd&lt;/sup&gt; Priority/Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Committee</td>
<td>Governance training (including leadership training, financial management, meetings administration, development of guidelines and criteria for the election of management committee members, supervisory training as well as development and implementation of operational guidelines)</td>
<td>Project/enterprise development management, Study visits in the old NACOBTA format.</td>
<td>Negotiation skills for funding, skills for entering and management of contracts and joint ventures.</td>
</tr>
<tr>
<td>Site managers/ caretakers/ coordinators</td>
<td>Business management, financial recording and management including budgeting and record keeping/bookkeeping</td>
<td>Business planning and Customer care (including internship with a reputable enterprise)</td>
<td>Supervisory training, tour guiding, Internship with a reputable enterprise</td>
</tr>
<tr>
<td>Other employees</td>
<td>Business management and business planning</td>
<td>Financial management</td>
<td>Customer service training, Internship with a reputable enterprise</td>
</tr>
<tr>
<td>Community members</td>
<td>Product development, pricing, personal budgets</td>
<td>Saving clubs – guest training from the Shack Dwellers Federation, Organising/cooperation among community members. Training followed by a one year mentoring programme of setting up and maintaining businesses and savings clubs</td>
<td>Cooking skills, food preparation and food hygiene</td>
</tr>
</tbody>
</table>
5.3 Tsumkwe Cultural Village

Description of the site, activities and proposed development

Tsumkwe is still regarded as a Settlement and has not been upgraded to a Village or Town Council. This Settlement is located in the great and vast Otjozondjupa region with some of the great tourist attractions including the Nyae Nyae Conservancy (in which the Tsumkwe settlement is located) with its beautiful wet lands, the Waterberg Plateau and game reserve, the imposing Omatako Mountains and the Erindi Game Lodge to mention just a few.

Like the King Nehale Cultural Village and Interpretive Centre, the Tsumkwe Cultural Village is not yet established but it will be located 15km away from the Tsumkwe Settlement. The site is located near the Nyae Nyae pans – the most beautiful wetlands in the area which attract tourists to the area every year, even though not very well marketed. The Nyae Nyae conservancy is one of the oldest conservancies in the country, the first communal conservancy to be registered in Namibia, and is rich with wetlands. The land where the Tsumkwe Cultural Village will be located has been donated to the community by the Traditional Authority.

The Tsumkwe Cultural Village, once established, will be comprised of many San traditional huts serving different traditional household purposes performed by San people, a craft centre, an educational and information centre, conference facilities, campsites as well as kioski/restaurant. Activities would include food demonstration, traditional dancing, storytelling and many others. Products that would be sold at the craft shop would include but not limited to: necklaces, earrings, bracelets, belts and replicas of small weapons.

The management committee however feels that the plans, the benefits and the idea of a cultural village are not very well understood by the local community. Furthermore, the management committee has not yet thought about how the activities of the Cultural Village would complement those of the Conservancy and have not had a discussion with colleagues at the Conservancy. People working at the Conservancy Craft Shop in Tsumkwe did not know anything about the development of the Tsumkwe Cultural Village, but welcome the idea of complementing activities in the area. It would be good to align the activities of the two entities (cultural and natural heritage resources) to each other and develop a coordinated marketing strategy for the Tsumkwe and surrounding areas.

Funds for the construction of the site have been made available from the MDG-F Programme and have been deposited in the account of the Otjozondjupa Regional Council. The construction of the site is coordinated by the Regional Council and according to the Otjozondjupa Culture Officer it was due to start soon.

So far there is an artist impression of the Cultural Village and the Regional Council has advertised for the recruitment of an architect who will work on the plans and finally supervise the construction work. When the consultant visited the culture officer in Otjiwarongo, the seat of the Otjozondjupa Regional Council she was informed that the Regional Council is in the process of appointing an architect for the construction of the Cultural Village. It is only after the architect has been appointed that the construction work could begin. It is however proposed that the construction will be completed sometime in 2012. Unfortunately, the two
people from the Regional Council who are coordinating the project (the project focal point person and the regional planner) were not in town the week the consultant visited Otjiwarongo and there we not available on phone thereafter.

The chairperson of the management committee feels that the project has been a big confusion from the beginning and community members have not really understood what it is all about and what has been happening. It has also been delayed and the construction has taken too long to start. The management committee however, has a plan to get all community members together and explain to them what the project is all about and how they can benefit from the Cultural Village. Now that the plans are about to be implemented it is an opportune time for the management committee to engage with the community members and explain the objectives of the project to community members and what benefits would community members gain out of the project.

When asked whether the management committee has carried out any planning exercise and how the current work plans were generated the chairperson said that there was a workshop in Otjiwarongo, where stakeholders together with the Regional Council worked to generate the current work plan activities. According to the chairperson none of the current members participated in generating the activities on the work plan. It is understood that the current plan was developed with the assistance of the MDGF Programme consultant. The management committee found the work plan difficult to interpret and understand, but they do understand that they will get a structure, the Tsumkwe Cultural Village. Besides, the Constituency Councillor understand the work plan very well and will be able to clarify it to management committee members, considering that he is the person the management committee reports to.

*Site employees and their training needs*

Since the site is at the planning stage and there are no employees, this presents the Tsumkwe Cultural Village with a good opportunity to start at the right footing with recruiting the right employees and training them before commencing with their duties. Since the employees will be recruited after the management committee has been trained, it is hoped that they will have job descriptions and will be able to know what is expected of them.

However, both the management committee and the employees would need training in business management to be able to run the cultural village. This is already happening for 18 people in Tsumkwe who will participate in the business management course, including some members of the management committee, as well as community members. Apparently, future employees of the cultural sites would be selected amongst the management committee and community members who would participate in the business management training. This training is coordinated by MTI. The course, “Start Your Own Cultural Business”, will equip people with the skills to start and manage cultural businesses. These 18 participants are from the surrounding villages and communities, including Tsumkwe. The training was scheduled to take place on 20 November 2011. The chairperson hoped that the contents of the training would include business management skills, putting value on culture and history, reasonable pricing of cultural products, product development (skills to develop quality and variety of products), bookkeeping as well as financial recording and management.
Since the plan is also to serve traditional food and have a demonstration and tasting of traditional food, training in cooking, food preparation and food hygiene is a must for community members.

**Site management committee and their training needs**

There are 10 members of the Tsumkwe Cultural Village Management Committee, with a 5 member Executive Committee. Seven members attended the interview including three Executive Committee members. The term of office for the Management Committee is suggested to be three years. The procedures followed in electing members to the management committee is that the surrounding villages including Tsumkwe are called for a general meeting, by the Constituency Councillor, to elect members of the management committee. However, the criteria for electing these members are not clear and need to be developed.

Involving the youth and women in activities of the site is an issue. While the majority of women would benefit most from the site as they will be the ones to contribute products, they are not the majority on the Management Committee, women form 30% on the management committee and are 0% on the Executive Committee, which is the decision making organ of the management committee. Young people make up about 40% of the management committee and 10 % on the Executive Committee. Given this situation special targeted efforts, through the management committee election criteria and guidelines, need to be made to include more women and youth in leadership positions of the management committee.

The Tsumwke Cultural Village Management Committee has been coordinating the activities that have been going slow. In 2009 new members of the management committee were elected but had not yet organised their first official meeting until today. According to the chairperson, nobody prepared them for this position, “we are just volunteering our time and trying our best”, he said. A comprehensive governance training for management committee members would really assist a great deal in enabling the committee to start working, preparing and inspiring the community members for the planned Cultural Village.

Also, the Management Committee has not yet determined how often they should meet and what should be on the agenda of these meetings. After all the work plan is already available provided in the TDIMs, “what do we need to meet about?” asked the current chairperson. As an afterthought, the chairperson said, “yes training is needed for members to know about their responsibilities and may be that way they will be able to realise the goals of the cultural site and liaise better with the community”. He hopes the Cultural Village would make an economic contribution to the Constituency and create jobs that are very much needed in the Tsumkwe Constituency. The chairperson also said that as members they are happy serving on the management committee because it will help create jobs for the community and preserve their cultural heritage at the same time.

It has been noted that unlike in other areas, for Tsumkwe jobs are hard to come by for young people and therefore one finds young adults mostly around the Settlement doing absolutely nothing. So, young people can be encouraged to participate in community development activities such as the proposed Cultural Village.

The current management committee needs training in governance issues, including developing criteria, terms of references, guidelines and policies for the operations of the
cultural village enterprise. They further need capacity in advising and guiding project activities, supervising employees and community members.

The method of training preferred by the management committee is study visits/tours because this will expose members to other cultural villages and similar establishments so that they can learn from best practices. Management committee members want to travel and be exposed to similar projects in other regions and areas. Internship/attachment will also be useful to enable members to learn about the business management side of cultural enterprises during the attachment to relevant and well established cultural enterprises. They would like to learn about how the income/money is handled, how profit is realised and how to sustain the enterprise activities. Such method was used by NACOBTA before and people from the King Nehale Conservancy and Uukwalaudhi Royal House management committees have participated in such tours and benefited quite a lot. The Tsumkwe members have suggested similar undertakings for current and future members as well.

Again it is the opinion of this management committee that providing sitting allowance to members would be a motivation for young people to join and contribute. Members of the management committee should also be allowed to contribute products to the craft centre as long as clear guidelines are available so that they do not get preferential treatment, but be treated in the same manner as all other members are treated – e.g. they must pay membership fees or contribute the same % for commission, whatever modalities are finally decided for this site. As a start the management committee plan to charge 10% commission from users of the site.

Even though the management committee was elected towards the end of 2009 for a 3 year term, two years later, they are still not aware of their responsibilities and have not met since their appointment. They are not sure of what they should discuss at committee meetings. They are however thinking of meeting this year and gather members of the community together to explain to them about the project and how they can benefit from it - also to explain at what stage of development the project was and the details of the development activities.

Further, committee members know that they were supposed to provide advice to people who will be employed at the site. But since there are no employees yet they are not sure what kind of advice these employees would need. Also, the community who will benefit from the site – some of these are serving on the management committee - would need guidance from the management committee.

This consultancy found that the Tsumkwe management committee is the least organised and not very sure what is supposed to happen with the site. It is also the weakest among the 5 management committees interviewed for this consultancy. They are weak in terms of knowing what they are involved in, what they were supposed to do and how to advance and move the ideas and activities of the project forward. They could be forgiven because they have not received any orientation since being elected and they are only now starting to learn what the project is all about. They are however close to the living museum which is a community project and depends on external funding for its activities – this site can be used as a learning centre for the management committee. It is therefore recommended that if funds permit, once trained the Tsumkwe Cultural Village management committee needs to be provided with a mentor for at least six months. The mentor would work with the committee.
regarding management committee’s responsibilities, management of projects, meeting administration. This mentorship should just be used to ensure that the committee and the project are pointed in the right direction at the early stage of implementation.

Nonetheless, there is a very well organised Nyae Nyae Conservancy as a neighbour in Tsumkwe, with many years of experience in marketing the natural resources of the region. While the people working at the conservancy office and in the craft shop were also local people, they had better English communication skills and could express themselves clearly than most of the Cultural Village management committee members. Considering that conservancy employees speak the same local language as members of the management committee, the Conservancy could be a really good place to start best practice learning and transfer of skills. The Tsumkwe Cultural Village can tap into the wealth of experience possessed by the Conservancy employees and management committee members.

In addition, governance training for the management committee, which needs to be tailor-made for this committee, should include some of the basics of project planning and management. Training should also use examples that exist in the area such as how traditional authorities manage people, this will enable committee members to contextualise ideas, concepts and practices to their own culture and practice and enable them to understand their responsibilities and what they were supposed to do more clearly. Furthermore, the language of instruction should be the local language if people at this particular site (management committee members, employees and community members) are to make a maximum benefit from any training offered. Therefore, it is recommended that once the apprenticeship programme is developed a person who is both well versed in the English language and the local Jo//han//si language should be recruited to serve as the trainer for the Tsumkwe Cultural Village until members are more comfortable with either English or Afrikaans versions of the programme.

Site community members and their training needs

As it was mentioned above, community members for this site need training in product development – both quality wise and creating variation in producing necklaces, earrings, bracelets of different styles and make. They need training in how to put value on their products and how to produce variety of products. Bookkeeping is also a need for people to record their incomes and expenditure correctly. Skills for budgeting (how will they know they are making a profit or loss), saving and how to maintain bank accounts as well as the importance of having a bank account are also a need among community members. Furthermore, there is a need to learn how to run the cultural site as a profit making entity/business. The management committee is of the opinion that people will only get excited about producing more products if they know that they are making a profit.

Since the site is planning to engage in cooking, food demonstration and food tasting; cooking skills, food preparation and food hygiene training is a must. Further, community members should be educated to understand why the site for instance will charge commission or membership fee and what it means to sustain cultural activities. Community members should also be enabled to understand the need for the management committee to plan site activities together with community members so that they take ownership of the place.
Since the site will also provide tour guides of the cultural house people responsible for this function should also be trained on how to tell their stories to tourists so that it is both educational and entertaining. There will also be videos to show – many videos do exist about the life of San people, community members should be able to choose the ones that are appropriate, and not those depicting stereotypes about San people.

*Supporting structures and reporting lines for site management*

Even though Committee members are not aware of their duties, roles and responsibilities, they know that they report to the Constituency Development Committee (CDC) – even if this structure has not been explained to them and is nowhere written. The Constituency Councillor, who is passionate about cultural development and a fervent supporter of the project, chairs the CDC. The Constituency Councillor said that the reason why the Management Committee should report to the CDC is that the CDC comprised of all representatives of all the settlements and communities in the Constituency. Members of the CDC will then try to assist in spreading the message to the community they represent about cultural and tourism development activities taking place in the Constituency, and especially activities of the Tsumkwe Cultural Village.

Even though the Management Committee is supposed to report to the CDC, they had not held any meeting till today and that means they had not yet reported to the CDC. However, the chairperson and the Constituency Councillor are working in the same office and from time to time they get opportunities to chat about the development of the site. With that support established at local level the Constituency Councillor will be a stronger advocate for the cultural village at regional meetings and events.

While the consultant had the opportunity to meet with the Conservancy people in Tsumkwe, it was not possible to visit the Living Museum which is about 150 km from Tsumkwe on the way to Grootfontein and Windhoek. This facility could be used as a training model even though according to the chairperson of the Tsumkwe Cultural Village management committee the Living Museum is also struggling and need money to sustain its activities. However, the Tsumkwe cultural village can learn from them about how to do displays and organise as well as present cultural activities.

*Proposed training programmes for the Tsumkwe Cultural Village*

For this site the management committee members must undergo both the governance training and the business management module from the employees’ apprenticeship programme. As it was recommended elsewhere in this section a mentor is also needed for the management committee and the community members. Furthermore, the governance training should include project planning and management and of course they should be provided with a mentor for at least six months. The mentor will be tasked with assisting committee members with the development of criteria, guidelines and systems for the effective management of the cultural village. The mentor should also assist the management committee members in running the first induction course for employees and be involved in the development of job description for all positions at the cultural village. Further, since according to the management committee chairperson they would have identified the employees after the
business management course of 20 November 2011, employees should also participate in the governance course for the same reasons given below.

There is great a need for an induction programme for the management committee of the Tsumkwe Cultural Village which should be provided to both the management committee and employees before commencing with their duties. Given that Otjiwarongo the seat of the Otjozondjupa Regional Council is 513 kilometres away from Tsumkwe, and that the settlement is 304 kilometres away from the nearest town (Grootfontein), it would not be possible to constitute the management committee to include business and professional peoples. As a result, the mentor would further be tasked to assist the local management committee to liaise regularly with the local CDC and to be able to stand on its own feet.

Furthermore, all the employees of the cultural sites should participate in the governance training provided to the management committees for the following reasons:

(1) For employees to be made aware of the roles and responsibilities of management committees; and

(2) Together with management committee members, participate in developing criteria, guidelines and other systems required for the successful management of cultural enterprises.

The Governance training programme for the Management committees should include the following topics:

- Creating a vision and mission for the cultural enterprise;
- Defining roles and responsibilities of management committees as a governance body;
- Leadership training and administration of projects as well as supervision of staff;
- Skills for public speaking and enhancing participation in meetings;
- Entering into joint ventures and contracts as well as the legal forms that a business can take including business registration;
- *Defining systems and developing criteria and guidelines for all operations of cultural enterprises (including election/appointment of management committees, financial guidelines, recruitment of employees, guiding principles to community members, etc.). A list of all the criteria and guidelines that need to be developed should be compiled during the training. It is recommended that for the Tsumkwe Cultural Village this topic will be done right after the governance training and with the assistance of a mentor.
- Meetings administration, agenda setting and minutes taking;
- Targeting, recruiting and capacitating non represented groups (women, youth and marginalised);
- *Project planning and management – unlike for other management committees this topic should be covered both for the management committee in the absence of site employees.

Through governance training, like all other cultural sites committees, this committee to be made to understand why it is important and necessary to have a local support and reporting structures. Further, once the site employees and community members are identified they should be provided for training (of course in priority order as in Omusati) selecting the relevant modules and/or units as presented below (for each category).
The apprenticeship programme for site employees should be developed to address training needs of all employees, new and existing employees. Such a programme should be packaged in a modular form so that modules are independent of each other and could be offered separately when required. Overall the training programme for employees shall include the following modules:

- **Business Management Module** – currently employees of all sites require this module. The ILO/MIT “Start your own cultural business” can be used to address the business management skills need. However, a tailor-made module is needed to address the most important topics for people working at the cultural sites who are not necessarily artists. Such a module should emphasise the following areas:
  - What is a business;
  - Types of businesses – profit and non profit;
  - Business environment;
  - Managing a business;
  - Marketing a business;
  - Dealing with customers.

- **Business Planning Module** – this module should address the following topics:
  - Generating business ideas;
  - Developing business plans;
  - Writing project proposals;
  - Generating fundraising ideas;
  - Writing and submitting funding proposal.

- **Financial Management Module** – currently employees of all sites require this module:
  - Developing and managing budgets for the business;
  - Financial recording;
  - Financial management;
  - Financial reporting; and
  - Budgeting.

- **Tour guide and customer care module**

  Since the Namibian Academy of Tourism and Hospitality has an existing programme which is accredited by the Namibian Qualification Authority (NQA) and with unit standards already developed in collaboration with the Namibia Training Authority (NTA) is recommended that this course be used to address the needs of tour guiding and customer service for the cultural, leisure and tourist establishments.

Like in the case of employees the apprenticeship programme for community members should also be developed in a modular format. As it was mentioned before community members’ needs are expected to be the same for all other sites, including cultural villages, interpretive centres and even to some extent cultural industries. Product development and pricing has been highlighted at all the four sites visited, including Tsumkwe, therefore a community apprenticeship programme is recommended to comprise three modules as follows:

- **The module on becoming an entrepreneur**
  - Generating business ideas;
  - Turning your craft into a business;
  - Product development paying attention to quality and variety;
Pricing of craft products;
Marketing of craft products.

Management of finances (income) module
- Developing personal budgets;
- Opening and managing bank accounts;
- Saving and forming savings clubs.

It is recommended that the Shack Dwellers Federation develop this module in collaboration with the Rossing Foundation and the Namibia Development Trust. The Shack Dwellers Federation is the organisation that has established an excellent method of saving for community people with no or little source of income.

Module on community organising and presentation skills – This module is aimed at addressing a number of skills deficiency among community members. The module will comprise of a number of units which could be offered individually to address specific training needs as they become identified:
- Unit 1 – Working together for income generation, the unit will address the benefits of cultural sites, supporting the activities of your cultural sites, why you should work as a coordinated group and not in isolation, why you should consider serving on the management committee, marketing the cultural activities to other community members;
- Unit 2 Presentation skills for Performing artists - Community members who are involved in performance and entertainment activities would receive skills in organisational and presentation skills;
- Unit 3 Presentation skills and assertiveness among disadvantaged groups (women and youth) and marginalised community members.

If funds permit a one year mentoring programme of setting up and maintaining businesses and savings clubs should be provided to community members. Junior achievement Namibia could be consulted whether the organisation’s mentoring programme could be adapted for the cultural sites.

Table 5.3 - Prioritised phased training for the Tsumkwe Cultural Village

<table>
<thead>
<tr>
<th>Category</th>
<th>Immediate Priority/Phase 1</th>
<th>2nd Priority/Phase 2</th>
<th>3rd Priority/Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Committee</td>
<td>Governance training (including leadership training, financial management, meetings administration, development of guidelines and criteria for the election of management committee members, supervisory training as well as development and implementation of operational guidelines)</td>
<td>Study visits in old the NACOBTA format for the management committee and to be undertaken right after the governance training</td>
<td>With the assistance of a mentor develop guidelines and criteria for the election of management committee members, supervisory training, development/ implementation of operational guidelines. Mentor to assist in establishing working relationship</td>
</tr>
<tr>
<td>Site managers/ care takers/ coordinators</td>
<td>Business management, financial recording and management including budgeting and record keeping/bookkeeping</td>
<td>Business planning and Customer care (including internship with a reputable enterprise)</td>
<td>Supervisory training, tour guiding Internship with a reputable enterprise</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Other employees</td>
<td>Business management and business planning</td>
<td>Financial management</td>
<td>Customer service training Internship with a reputable enterprise</td>
</tr>
<tr>
<td>Community members</td>
<td>Product development, pricing, personal budgets</td>
<td>Saving clubs – guest training from the Shack Dwellers Federation, Organising/cooperation among community members. Training followed by a one year mentoring programme of setting up and maintaining businesses and savings clubs</td>
<td>Cooking skills, food preparation and food hygiene</td>
</tr>
</tbody>
</table>
5.4 Duineveld Cultural Industries

In Duineveld I met with the management committee members, employees, community members and the chairperson of the Settlement Development Committee. Like Tsumkwe, Duineveld is regarded as a settlement because the town’s revenue collection is not up to the point where they can graduate to a Village or Town Council. There are four members of the Management Committee and 2 employees – all together 6 people. For Duineveld and unlike other cultural sites members of the management committee also need to come into the office on daily basis and receive a stipend/allowance of N$400.00 per month.

Description of the site, activities and proposed development

The Duineveld Settlement is located in the Rehoboth Rural Constituency of the Hardap Region. The Duineveld Tannery is a community project which tans skins (springbok and karakul sheep) and sell these to the Duineveld community members at a very low discount prices. The community members who benefit from this project will then further process the skins, make designs and products that they can sell to tourists and the Namibian public. Many a time neighbouring farmers can also request the Tannery to work on their skins, such as Zebra skins, on individual basis.

Skin tanning has always been a cultural activity for the Duineveld community and has always been a women activity while men were working on the farms. Before the Duineveld Tannery was opened in town women used to tan skins, using traditional methods in their houses and make an income for themselves and their families, as well as making the required products for one’s family. Over the years this skill has been passed from generation to generation, but today in the age of modern education, machinery and technology there are no opportunities to teach the younger generation the traditional way of tanning and the making of leather products.

The fact that the tradition of learning this skill at home from older family members is no longer practiced presents a challenge to the Duineveld community. While much older employees use to join the Tannery with the knowledge of traditional methods of tanning the younger generation lack this knowledge and come in without knowing anything about the process of tanning, either about the traditional or modern method. What this means is that there is a need for an institution to be established to ensure the teaching of tanning methods continues among the community members, especially the younger generation.

According to the senior employee at the tannery, the skill is even dying among the older generation of the Duineveld community. This presents a great opportunity for the Tannery to also venture into training and educate interested members of the community and from elsewhere in the country, both in the traditional and modern methods of skin tanning. Such an activity can generate additional income for the Tannery. In this regard Duineveld Tannery, in addition to its main business operations, can also serve as a training centre to provide young people with this very important employable skill. It can also serve as a skills transfer centre of the old traditional methods of tanning to the young generation or older persons who are interested in that particular skill.
The Tannery is supposed to be run on business principles, generating enough income to be able to sustain its activities and in the end make a profit from its operations. Currently, the income generated by the tannery is barely enough to

- Pay salaries - pay employees and the Management Committee members;
- Pay rent;
- Pay for skins and chemicals; as well as
- Cover water and electricity costs.

Due to the system of allowing people to purchase skins on credit the Tannery is having a hard time of generating that income because people do not settle their debts on time and some do not settle them at all. It is however, worth noting that the Duineveld Tannery was the winner of the 2002 Joint Consultative Committee 2nd Runner Up for the Innovative Entrepreneurs Award and it continuous till today to economically support the Duineveld community.

At the moment though, the Tannery’s production capacity is limited to tanning skins and does not really do a lot of manufacturing activities, only if they receive an order for a particular product. To enhance the business activity of the Tannery, the management committee need to think of increasing its activity of producing a variety of leather products. For a town and a Tannery which are not very well known and only used as a pass through by tourists interested in visiting other places in Namibia, and not the Duineveld Settlement, it is difficult for people to place an order. It would therefore be to the advantage of the Tannery to engage in manufacturing a variety of leather products of interest to tourists (hand bags, wallets, purses, belts and others) and have a show room at the Tannery, where these products could be displayed. These activities will attract tourists to make a 4 kilometre detour to the Settlement and visit the Tannery. After all, and according to the management committee the general Duineveld community members benefit when the Tannery brings people to the Settlement. While visiting the Tannery tourists/shoppers will also purchase some other things from other businesses in town such as cool drinks from shops and fresh produce from the settlement’s vegetable garden.

The Tannery is now being funded from the MDG-F Programme to be able to move to a new location and build a new structure. This move was necessitated by the environmental impact assessment study which found that the current location of the Tannery is in a residential area, very close to people, which makes it difficult to properly dispose of chemicals used in the tanning process.

While the Tannery is a business operation there is not much planning done on the part of the management committee, regarding the direction in which they would like to take the Tannery. The only work plan available is the MDG-F initiated plan which appears in the TDMIs document on the Tannery – which was drawn up by the previous management committee with the assistance of a consultant. None of the current management committee members participated in the drafting of the work plan but they are very open and excited of seeing all those activities implemented. Sometimes it is difficult for them to know which activity to do first but because there is a construction of the new Tannery – this activity is priority number one at the moment.

This MDG-F initiated plan, 2011 – 2013, is not complemented by the financial support of the Hardap Regional Council or any other Government Ministry it solely depends on the financial resources from the MDG-F Programme. Even though Management members are
very happy about the work plan and they are working hard to accomplish the activities, they also wondering what would happen once they have a new building and no funds to adequately carry out their production activities in a new Tannery building. As a production unit they are expected to make a profit but like other new businesses the Tannery would need a start-up capital. However, it should be noted that the goal for the MDG-F funding is to strengthen the community’s capacity to be self-sustainable and develop Government ownership.

The management committee is however positive that farmers around Duineveld will continue to supply springbok skins as needed by the Tannery. They do not foresee a situation where they would experience a shortage of springbok skins sometime soon. However, they foresee, in their first year of operation at the new premises, not making enough money to realise their goal of turning the Tannery into a profit making business in town.

Site employees and their training needs

There are only two employees, a woman who is the leader and a trainee young man. The workers are employed and report to the management committee but they have never participated in an organised training related to their duties and have not been provided with written job descriptions. The skill the woman leader is using is what she has learned from her parents. In addition, when she was first recruited there was another woman who worked at the Tannery, who has now retired. This is the women who taught her how to operate machines at the Tannery. For some time after the other woman’s retirement she worked alone at the Tannery. Recently however, a young man was recruited and she is happy to train this young man and transfer the skills to the young generation. The tradition and practice of the Tannery has always been that new employees are trained by older employees she said she is happy to continue with that tradition.

As already identified as an activity in the Duineveld work plan of 2011 -2013, it is recommended that to strengthen the capacity of employees at the Tannery, the two employees be trained at Nakara before the construction of the new Tannery is completed. Since the new tannery will be equipped with new machinery – it would be good if these employees can go to Nakara and train on Nakara’s machines. The week or month that they are away one of the Management committee member, and with the support of a temporary worker, can run the tannery. The current vice chairperson of the management committee has skills in tanning and has worked in the Tannery before. Together with the temporary worker she could be given a crush course before the two employees leave for training.

It is further recommended that two more community members selected on merit among the Duineveld community members who are engaged in leather production business and sell their products at the roadside be also send to Nakara for training. Such training will enable a pool of appropriately trained personnel to be available in town for the Tannery to be able to draw on when needed. These women, once trained can come back to train others and also, from time to time, could be requested to work in the Tannery when the Tannery employees are sick, on holiday or for some reason leave the employ of the Tannery.
While at Nakara the employees prefer to be trained in English if possible, according to them, so that they can understand the language of the new machines. However, if that is not possible they can also do it in Afrikaans because this is the first language of both – and also first language of the community of Duineveld.

**Site management committee and their training needs**

The current management committee was appointed on 18 January 2011 at the annual General Meeting (AGM) of the Duineveld Community and they were elected to serve a three year term. None of the members have served on the previous management committee and since there are no guidelines of how the outgoing management committee hands over to the incoming management members there was no hand over done – except for the few files that were found in the office. Needless to say that when the current management members took over there was no money in the Tannery account, but they inherited a long list of debtors. They tried to follow-up on these debtors but till today, 10 months later, the debtor problem from the previous management has not been solved.

The management committee members are 4 in total, comprised of one man the chairperson and 3 women (vice chairperson, treasurer and secretary). Again, as in the Ombalantu Baobab Tree, the person in a strong leadership position is the only male in the committee. Needless to say, the male happens to be the chairperson of the management committee even though historically and traditionally tanning has been a women activity and women make up the majority of beneficiaries. Only one of the management committee members, female and serving as a secretary, is younger than 30 years of age. The other two members including the male chairperson are of middle age and the vice chairperson is of pension age. According to the senior employee at the Tannery, today’s parents do not want really their children to learn tanning skills, they want them to be educated in “proper skills” and find jobs in government offices or established business other than the Tannery or commercial farms. As a result, young people are not really represented in any of the categories involved in Tannery production in town, except for the one young lady serving on the management committee and the one young man employed by the Tannery. Hence unemployed youth, especially women should be encouraged to participate in these capacity building programmes.

The process of appointing people to serve on the management committee is that the Constituency Councillor calls members of the Duineveld Community to the AGM. The meeting then nominates individual community members to the different positions (3 nominations for each position) and then they vote on the three candidates nominated for each position of the management committee; namely 3 nominations for the chairperson, 3 for vice chairperson, 3 for treasurer and 3 for secretary.

The current chairperson is not active he has been gone for two months, because he found a job in Swakopmund. Since he left without informing the community who appointed him and before a replacement is found the community is not happy with him. Also, according to other members of the management committee, the Tannery is not doing well without the Chairperson. Fortunately, a new chairperson has recently been appointed. There are no
guidelines as to what happens when a member leaves, how one goes about resigning from the committee, the process of replacing a member and how a member should go about informing the Community or the Settlement Development Committee of his/her intention to leave the committee. Furthermore, there are no guidelines for the operations of the Tannery including financial guidelines and employment contracts. Like all the other four management committees interviewed, there were no written duties of individual members of the committee or roles and responsibility of the committee as a whole.

The Vice Chairperson of the Management Committee was first employed as a worker at the Tannery and worked her way up to be appointed onto the management committee by the Duineveld community. Since she is familiar with the operations of the Tannery her main responsibility is to liaise with the employees and discuss how to work better, acting like a manager of the Tannery. In addition, together with the secretary, she organises management committee meetings and prepares the business to participate in the trade fairs such as the recently held Luanda Trade Fair. She also chairs the management committee meetings when the chairperson is not around. But at the moment, that the chair is away for longer, it has been difficult for her because the chairperson knows more about what is going on in the business at the moment, with the construction of the new premises of the Tannery and the MDG-F contract signed with the Regional Council.

The secretary of the Management Committee takes minutes of the committee meetings and order chemicals and materials from Nakara that are used in the tanning process, and making sure that they are delivered. Furthermore, she organises meetings, inviting members to the meetings, record apologies and reasons for not attending meetings and taking minutes. The Duineveld Tannery has written reports and even written minutes, even though hand written. However, there were still no written job descriptions available in the office, either for the management committee members or the employees.

The Treasurer, who was participating in the Luanda Trade Fair by the time of the interview, is responsible for all the finances of the business including receiving and managing funds and ensuring that all bills are settled and businesses are credited for.

As it was mentioned before all four members of the management committee get a stipend of N$400 per person per month and they are expected to come in the office on daily basis, like employees. Many a time there is nothing to do in the office but they must come in anyway.

The committee also meets once a week, which is similar to a management team meeting of an organisation or business and not like a governance body. Management Committee members are not really aware of their day to day responsibility, but as management members, they are aware that they should make connections with organisations and other stakeholders who will assist them to be able to attend trade fairs. So far they have only been successful in attending one trade fair, the Luanda Trade Fair that took place the week of 7 -11 November 2011. They were able to attend this trade fair on the invitation of the Ministry of Gender Equality and Child Welfare, which provided them with the financial support.

As it was hinted above the modalities of the management committee of the Duineveld Tannery differs from other management committees. Under normal circumstances the management committee represents a governance body of an enterprise, the body that guides
and directs the operations of the enterprise, including supervising employees, but without having to be involved in the day-to-day operations of that particular enterprise. While the management committees for the other cultural sites serve as governance bodies, this management committee serves as a business management team, which needs to come into the office on daily basis, many times with nothing to do. The Tannery does however require a governance body, maybe in a form of a board, to oversee the activities of the business without necessarily getting involved in the operations of the business.

All in all this structure presents a challenge as it does not enable professional people to participate in a governance structure of the business. This structure has already presented a challenge to the current management committee. The current chairperson who is passionate about the Tannery and wanted to get involved especially in the construction of the new building, but because he got a job outside of town and he was unable to go into the office on daily basis, the community wants him to resign. Surely getting a job outside of town should not prevent a person from participating in community projects, especially at this crucial time of the Tannery which requires people who can give sound advice to employees, especially to building contractors. Both management members and employees agree that the chairperson has been very instrumental in getting the quotations and detail information required for coming up with a reliable budget for the construction of the new Tannery.

Many a time, it is difficult to find people from rural and distressed communities, like Duineveld, who are passionate about community projects and are willing to serve their communities and contribute to worthwhile projects. And when we get people who know something about a particular project and are interested in investing their energy and time in seeing community development projects succeed we should be happy to keep them. If the management committee was constituted at governance level and met on quarterly basis or every second month, then the current chairperson who found a job in Swakopmund would be able to still serve on the Committee and make the much needed contribution.

If this type of arrangement has to continue for the Tannery, the demarcation of employees’ roles and management committee roles need to be clarified and details job descriptions provided for each person. What is the difference of being a management committee and being an employee? If management members continue to be expected to be in the office then another governance structure is needed for the Tannery, this current management committee can then be transformed into a business management team. Should for instance the Duineveld Settlement Development Committee (DSDC) serve as governance body – since the current management committee reports to the DSDC anyway?

Furthermore and instead of having management committee members coming in the office and getting involved in operational matters, positions must be created and job descriptions designed to take care of what management members are supposed to do in the office. For instance, the work that the secretary and treasurer are engaged in are very important for the Tannery and would require them to come into the office five days a week. Two positions could be therefore created, the office administrator and the finance officer, so that it is not management committee members who will do those tasks but that they are carried out by Tannery employees. Otherwise if management members are involved in the day to day operations of the business who is supposed to ensure that checks and balances are in place and that conflict of interest is avoided.
Individual members of the management committee have different training needs. However, before an appropriate programme is designed, the roles need to be clarified. Should it be governance training or operations based training for members of this management committee? Currently the training needs are determined on the roles they play and more based on the operational side of the business.

The only person who has been trained before is the Secretary who has so far received the 4 days computer course otherwise none of the Management Committee members received any training to prepare them for their duties. They also had not received any previous management training, whether organisational or leadership skills training. Also, they had not served in leadership roles before, they were simply nominated and voted to the management committee because they are very active and participate in community development activities. Like other management committees, there is a need for an orientation/induction programme for the Duineveld Tannery, both for the management committee and the employees.

The secretary is interested in a computer course the four day course she took did not prepare her well enough with the skills to type minutes and reports of the Management Committee as well as other correspondences needed for the office. It is also suggested that the Chairperson and Treasurer would participate in the computer training because they need the skills as well for financial recording purposes on part of the treasurer and for report writing and management purposes on the part of the Chairperson.

With the Duineveld case being unique, governance training should include such things as how to demarcate operational activities from governance activities, develop guidelines on what to do when conflict of interest arise and how to avoid their occurrences.

*Site community members and their training needs*

Community members who benefit directly from the Tannery are mostly women and buy the tanned skin from the Tannery and further process these into products of their own design and make. The further processing and the designing and making of final products are done at home, in family living rooms. There is no working room, either at the Tannery or somewhere in the community where these women can have the space to work and produce their crafts.

Furthermore, the variety of items produced is not much – they produce hats, bags, caps, jackets, carpets, duvets and pillows. During this visit, there were only carpets, pillows and caps on display, apparently bags are only produced if ordered and they do upholstery, also only if requested. They did not manufacture for instance belts, wallets, purses or other small items. There is also no marketing strategy except selling at the roadside. They said that when the Tannery gets a website then they would advertise at the Tannery’s website. The profit realised by the community members is about N$1500 during low season and between N$2000 and N$3000 during high season when more tourists are travelling around Namibia.

The current situation is that employees sell on the roadside, in the open air, with no shade and no ablution facilities for a site 4 kilometres away from these women’s houses. It is amazing that both the Duineveld Settlement, the surrounding farms and the health inspector has allowed the situation to exist for many years. This lack of shelter is problematic to these women and their products, especially during the rainy season and cold winters. The lack of appropriate shelter also prevents the women in making their products more presentable. The
women said they have been requesting shading and protection from the rain for many years now but no one heard their plea. They once requested the Constituency Councillor to look into their plight but since they are not organised, according to them the Councillor did not really take their request seriously. The group is not organised, even though they sell in a group, each individual is selling her own products and not as a group. They do however sometimes sell for each other if one person is sick.

There is a need to construct a shelter and business stalls, along the road, at site to be approved by the Duineveld Settlement Development Committee. This shelter/stall must be equipped with proper amenities including running water, electricity and ablution facilities. It is recommended that these stalls should be managed by the Duineveld Tannery with community members paying minimal membership fees that would be used to maintain and sustain the facilities.

The community members need training in product development, pricing, savings and budgeting. According to them they also need computer skills because they want to gain other skills other than leather production skills. They find working and selling leather products on the road side hard work which does not generate enough income for them to be able to pay for their children’s school fees, hospital fees and at the same time put food at the table for their families. As it was recommended elsewhere in this report, in addition to the above, two women selected on merit should be sent to Nakara to be trained in producing and designing a variety of leather products. Once trained these women come back and train others, using the Tannery facilities. This type of training will provide these women with possibilities to design and make a variety of leather products which are currently in demand especially for the working middle class.

Supporting structures and reporting lines for site management

The community of Duineveld employ the Management Committee which reports to the Duineveld Settlement Development Committee (DSDC). The DSDC reports to the Constituency Councillor through the Constituency Development Committee (CDC) which is chaired by the Councillor. The CDC is made up of all the chairpersons of the Constituency’s settlements and towns development committees, within the Constituency.

The DSDC is responsible for initiating and overseeing development activities (including public and business developmental activities) in Duineveld. Since the Tannery is one of the major development activities of the Duineveld Settlement, the DSDC has an interest in ensuring that its development activities are sustainable. However, due to the fact that the Duineveld Settlement has no budget of its own the Tannery is not currently supported by the DSDC.

According to the chairperson of the Duineveld Settlement Development Committee the settlement does not receive funding from either the Constituency, the Regional Council or direct from Government. It generates its income from charging Duineveld residents for water and electricity. They are even currently busy working out a system to start charging residents for sewage and refuse removal (garbage pick-up). These systems are the only income generating activities that the settlement has.
While the DSDC is the only body to ensure the development of the Duineveld Settlement, the DSDC has never really engaged members of the community into a planning or visioning exercise for the Settlement. The chairperson of the DSDC agrees that it will really be good to be engaged in such planning so that the Settlement and all the businesses in town and the surrounding farming communities can generate strategic planning activities that are geared towards the development of Duineveld.

Furthermore, the DSDC chairperson thinks that computer training, accounting and financial skills would be important especially for the treasurer for both the cultural industry and gardening scheme which is run by the school. These people need financial management to be able to realise the profits of their businesses. He also said that the DSDC together with the Tannery Management Committee can also be assisted and be provided with training in proposal writing and the writing of business plans.

**Proposed Training Programmes for the Duineveld Tannery**

While the training programme for employees and community members for Duineveld slightly differ from other sites, there is not much difference in the governance training of management committee. However, as elaborated in detail in this section, the Duineveld Tannery management committee needs to be redefined – is it a business management team or is it a governance body. If it is not redefined then like for Tsumkwe the Tannery management committee, the Duineveld committee must undergo both the governance training and the business management. They must also undergo project planning and management modules from the employees’ apprenticeship programme, because their duties at the moment cut across both the governing body and employees. Furthermore, the senior employee in the Tannery should also participate in the governance training provided to the management committees for the following reasons:

1. So that she is made aware of the roles and responsibilities of management committees; and
2. Together with management committee members, participate in developing criteria, guidelines and other systems required for the successful management of cultural enterprises.

The Governance training programme for the Management committees should include the following topics as:

- Creating a vision and mission for the cultural enterprise;
- Defining roles and responsibilities of management committees as a governance body;
- Leadership training and administration of projects as well as supervision of staff;
- Skills for public speaking and enhancing participation in meetings;
- Entering into joint ventures and contracts as well as the legal forms that a business can take including business registration;
- Defining systems and developing criteria and guidelines for all operations of cultural enterprises (including election/appointment of management committees, financial guidelines, recruitment of employees, guiding principles to community members, etc.). A list of all the criteria and guidelines that need to be developed should be compiled during the training.
- Meetings administration, agenda setting and minutes taking;
Targeting, recruiting and capacitating non represented groups (women, youth and marginalised).

Through governance training, like all other cultural sites committees, this committee should be made to understand why it is important and necessary to have a local support and reporting structures.

The apprenticeship programme for Tannery employees should be developed to address training needs of all employees, new and existing employees. Nakara will be requested to develop this programme. In addition to the Tannery employees, community members should also be supported to undergo this programme for reasons already elaborated under this section. While the business management module can apply to all employees, if the management committee of the Tannery goes through the employees’ apprenticeship course, then the two employees do not have to take the course. Nonetheless, the Nakara Module should include training on machinery, systems and procedures required for Tannery workers. It should also include product development and design as well as pricing among other topics. The employees’ apprenticeship programme will include the following modules:

- **Business Management Module** – currently employees of all sites require this module. The ILO/MIT “Start your own cultural business” can be used to address the business management skills need. However, a tailor-made module is needed to address the most important topics for people working at the cultural sites who are not necessarily artists. Such a module should emphasise the following areas:
  - What is a business;
  - Types of businesses – profit and non profit;
  - Business environment;
  - Managing a business;
  - Marketing a business;
  - Dealing with customers.

- **Business Planning Module** – this module should address the following topics
  - Generating business ideas;
  - Developing business plans;
  - Writing project proposals;
  - Generating fundraising ideas;
  - Writing and submitting funding proposal.

- **Financial Management Module** – currently employees of all sites require this module
  - Developing and managing budgets for the business
  - Financial recording;
  - Financial management;
  - Financial reporting; and
  - Budgeting.

Like in the case of employees the apprenticeship programme for community members should also be developed in a modular format. For all sites training needs for community members are found to be the same. Product development and pricing has been highlighted at all the four sites visited therefore a community apprenticeship programme is recommended to comprise three modules as follows:

The module on becoming an entrepreneur
Generating business ideas;
- Turning your craft into a business;
- Product development paying attention to quality and variety;
- Pricing of craft products;
- Marketing of craft products.

Management of finances (income) module
- Developing personal budgets;
- Opening and managing bank accounts;
- Saving and forming savings clubs.

It is recommended that the Shack Dwellers Federation develop this module in collaboration with the Rossing Foundation and the Namibia Development Trust. The Shack Dwellers Federation is an organisation that has established an excellent method of saving for community people with no or little source of income.

Module on community organising and presentation skills – This module is aimed at addressing a number of skills deficiency among community members. The module will comprise of a number of units which could be offered individually to address specific training needs as they become identified:
- Unit 1 – Working together for income generation, the unit will address the benefits of cultural sites, supporting the activities of your cultural sites, why you should work as a coordinated group and not in isolation, why you should consider serving on the management committee, marketing the cultural activities to other community members;
- Unit 2 – Presentation skills for Performing artists - Community members who are involved in performance and entertainment activities would receive skills in organisational and presentation skills;
- Unit 3 – Assertiveness among disadvantaged groups (women and youth) and marginalised community members.

If funds permit a one year mentoring programme of setting up and maintaining businesses and savings clubs should be provided to community members. Junior achievement Namibia could be consulted whether the organisation’s mentoring programme could be adapted for the cultural sites.

Table 5.4 - Prioritised phased training for the Duineveld Cultural Industries

<table>
<thead>
<tr>
<th>Category</th>
<th>Immediate Priority/Phase 1</th>
<th>2\textsuperscript{nd} Priority/Phase 2</th>
<th>3\textsuperscript{rd} Priority/Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Committee</td>
<td>Governance training (including leadership training, financial management, meetings administration, development of guidelines and criteria for the election of management committee members, supervisory training as well as development and implementation of operational guidelines)</td>
<td>Development of guidelines and criteria for the election of management committee members, supervisory training, development/implementation of operational guidelines</td>
<td>Business management, financial recording and management including budgeting and record keeping/bookkeeping</td>
</tr>
</tbody>
</table>

66
<table>
<thead>
<tr>
<th>Tannery employees</th>
<th>Production skills, including skills for new machinery, product design (paying attention to quality and variety); display skills + Internship with a reputable leather factory/business</th>
<th>Business management, financial recording and management including budgeting and record keeping/bookkeeping</th>
<th>Business planning and Customer care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other employees</td>
<td>Business management and business planning</td>
<td>Financial management</td>
<td>Customer service training</td>
</tr>
<tr>
<td>Community members</td>
<td>Production skills, product development, pricing, personal budgets,</td>
<td>Saving clubs – guest training from the Shack Dwellers Federation, Organising/cooperation among community members. Training followed by a one year mentoring programme of setting up and maintaining businesses and savings clubs</td>
<td>Community organising - how to be organised to work as a group and not as individual</td>
</tr>
</tbody>
</table>
GENERAL RECOMMENDATIONS AND CONCLUSIONS

While there are recommendations of training programmes for each site and each job category, overall and for all sites the following are recommended:

It has been recognised through this consultancy that a successful and sustainable Apprenticeship Programme would require the following to be in place:

- That regional councils recognize the economic and employment creation value of cultural enterprises;
- That there are structures and systems to support the maintenance and sustainable development of these enterprises;
- That there is a system of training needs assessment and the continuous training and retraining of members of the management committee, site employees and the beneficiaries/community members; and
- That there are clear funding mechanisms, on a five-year reduced budgeting method/framework and reporting structures at regional level for these enterprises.

Such systems will assist in the sustainability of cultural sites beyond the MDG-F funding. The systems should also be designed to address issues of gender and youth participation and involvement. As it was mentioned elsewhere in this report, all committees must establish mechanisms of capacitating young people, women and people from marginalised communities to be able to participate and contribute to discussions during meetings and improve their involvement in the activities of cultural sites. These mechanisms should include inviting motivational speakers and public speaking experts to make a presentation at events organised specifically to build the capacity of such groups of people, to motivate them for active participation.

It is found that since members of committees are elected at community meetings, young people are not usually nominated because they are known to leave before serving a full term. The mobility of young people should not be used to disadvantage them being voted to serve on community committees. Targeted efforts must be made, through the development of appropriate management committees’ election criteria and guidelines so that

- More young people and women are elected onto management committees; and
- Young people and women are purposively voted into leadership positions of such committees.

It is further recommended that young management committee members for cultural interpretive centres, cultural trails and cultural villages should attend a tour guide course to have an idea what it is to work for those sites. This will also serve other purposes, such as:

1. Future recruitments to fill vacancies at the sites can target these young people so they feel they are benefiting in serving on the management committees
2. They can provide better advice if they know what the job of the employees entail; and
3. They can contribute to the development of future job descriptions for their respective sites, which would assist in better identifying the knowledge and skills gaps in the future.
For cultural industries it is recommended that the Tannery purposively target young people and teach them the skills of tanning either during holidays, weekends or in cases of the unemployed youth during working hours. Such an approach will achieve two objectives:

- First it will provide young adults with skills that they might use in their search for employment and income generation opportunities; and
- Second, it will interest young people of Duineveld in participating in the only exciting community development project in their town, and enable them to be elected to the management committee or employed by the Tannery in future.

It has been found that all the Regional Councils where the cultural sites are located are of the opinions that these are community development activities and will not receive funding from Government they need to generate their own income in order to sustain their activities. Yet, these are the regions where unemployment is high and where development is low, especially in rural areas. For instance the two locations, Tsumkwe and Duineveld, are still regarded as settlements and will only move to a village or town council status if they increase their revenue base. The development of their cultural enterprises might just assist in increasing that revenue base.

For such recognition to be made it is therefore recommended that, before any successful training programme can be implemented, the following must first happen:

1. Since there are not many job creation opportunities in rural areas, regions need to support aggressive and creative efforts to increase jobs, income and access to training and education in rural communities. Through focused planning for cultural sites’ development, regions must be assisted to move their people and communities towards prosperity. Each region where the cultural enterprises are located, there needs to be serious planning exercises taken at regional level aimed at exploring how cultural enterprises could be made part of the regional plans and activities. In a way the planning will also enhance the capacity of regional leadership to provide economic leadership to their regions, constituencies, communities and towns. Through planning individual regions will create a shared vision for regional development and ensure that cultural enterprises are seen as part of regional resources and contributing to its socio-economic development (creating jobs and generating income).

This planning exercise will set in motion strategies that will enable these cultural enterprises to be supported by all involved and especially to receive funding from regional government. However, in order for this exercise to have an impact and implemented at a large enough scale to make a difference, it needs a champion, a person who will make a strong case why cultural sites should be looked as important parts of the regional resources and why the regions should support (financially and structurally) their development, the implementation of activities and the development of people who work at the sites to ensure the sustainability of these sites. S/he would explain why it is necessary and important for each region to create a strategy and vision for its regional economic and employment creation and why cultural sites and all other resources have a role to play in realising that strategy and vision.

During this planning exercise:

- The Regional Government (regional government will include the Governor, Constituency Councillors and Town Councillors) will make a statement (preferably by the Regional Governor) highlighting the cultural resources
available in the region and how those could be included in the regional plans and activities.

- The Ministry of Environment and Tourism will make a statement on the Strategy for Tourism Development and what benefits does it have for local and cultural enterprises.

- The Ministry of Trade and Industry will make a statement on the LED strategy and how will this benefit cultural enterprises and assist local economic development.

- The Namibian Tourism Board (NTB) is responsible for setting standards for the establishment of tourism service providers/enterprises and promotes tourism in the country. It will make a statement on standards for new and cultural establishments and explain how local cultural tourism enterprises can benefit from the services provided by NTB.

- The Namibian Chamber of Commerce and Industry (NCCI), which is responsible for the marketing of Namibian made products, will make a statement on the support it provides to cultural enterprises and how one can access that support.

- The National Heritage Council will make a statement on which cultural sites qualify for the NHC status, criteria used and why some others don’t qualify.

The planning session will also be used to develop a funding strategy for the cultural enterprises until they are able to sustain themselves. Further, the session will assist in defining and clarifying reporting lines and supporting structures for each cultural enterprise in each region. For instance, who (where) should the management committees report to in order for their cases and issues to be resolved? Clarification of responsibilities should also be done at this meeting, who should do what as well as developing a strategy of working together for the development and sustainability of cultural enterprises. In a way this planning exercise will further enhance the capacity of regional leaders to provide economic leadership to their regions, constituencies, towns and communities.

2. Immediately after the one day planning exercise, then a 2-day governance training for the Management Committee will follow. This two days training will include: Governance of cultural enterprises, creating visions and missions of cultural enterprises, defining roles and responsibilities of management committees, development of financial and operational guidelines as well as job descriptions of employees. Governance training will include topics such as meetings administration, agenda setting and minutes taking (both formats and purposes). Management members should also be taught how, in simple format, to develop job descriptions. Site managers and coordinators will form part of the governance training.

3. It is believed that cultural enterprises’ management committee members will be elected every three years and employees will be recruited from time to time. All of these sites’ personnel will require training as further needs are identified and as new employees join the cultural enterprise. It is thus recommended that there should be a permanent unit which will have the responsibility of providing guidance to the establishment of new enterprises and the continuous capacity development of the human resources of the cultural sites. It is recognised that there will always be new people joining the cultural enterprises - whether these are management committee members, new staff or community members. There is therefore a need to create a
permanent apprenticeship and mentoring programmes to enable all to be trained before taking up their responsibilities. These programmes should be offered:

(1) As soon as the training needs are identified;
(2) Once the new management committee members are elected;
(3) Once the new staff members are appointed; and
(4) As soon as new community members join the enterprises.

It is thus recommended that among the stakeholders a structure responsible for the establishment and capacity development of cultural enterprises is created to carry out the above activities.

**TRAINING INSTITUTIONS**

In developing the recommended apprenticeship programmes for each site and for each job category, it has been noted that many of the programmes are in existence and there are institutions and organisations willing to provide the assistance both during the development and implementation of the training programmes. The following institutions have been consulted and have indicated their willingness to be involved in developing and implementing some components of the apprenticeship programme as indicated in the table below.

**Table 7.1 – Institutions for the implementation of the apprenticeship programme**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Area of expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Namibia (UNAM) Windhoek Campus</td>
<td>Planning, strategy development, visioning and governance training for community projects and cultural establishment</td>
</tr>
<tr>
<td>Ministry of Trade and Industry (MTI) – The Ministry is responsible and is currently busy with the implementation of the “Start your own cultural business” course. It is recommended that most of the modules for site employees could be drawn from this course and the experiences from piloting it be used to up-date the course.</td>
<td>Business management, financial recording and management including budgeting and record keeping/bookkeeping, personal budgets, savings, management of bank accounts, product development and pricing as well as the development of induction and orientation programmes.</td>
</tr>
<tr>
<td>The University of Namibia Oshakati Campus has established the Small Business Development Centre. Over 10 years the Oshakati Campus has developed and implemented a variety of training programmes for the SME sector, including product development, pricing of products, financial management, budgeting and development of business plans to mention just a few. Due to their reputation there is a collaborative agreement between the Campus and the Namibian Development Bank (DBN) whereby DBN has been funding the Campus’</td>
<td></td>
</tr>
</tbody>
</table>

71
initiated business plans and the Campus also requested to train all DBN clients in the north central regions of Namibia.

*Rossing Foundation and the Namibia Development Trust* are currently working with conservancies in communal areas, training community committees in team building, office administration and how to set up, organise, run and manage community committees. Some years back the Rossing Foundation has also worked in the north central regions of Namibia to assist community members with the development, pricing and marketing of their crafts, but it seems this experience no longer exist within the organisation. The two organisations have however developed orientation/induction modules for conservancies committees and employees that could be extended to cultural sites committees and employees.

*Shack Dwellers Federation of Namibia (SDFN)* is a network of community-led savings groups (currently 434 groups) working incrementally to secure affordable land, shelter and infrastructure services for low income urban households across all 13 regions of Namibia. Twenty two thousand households are currently participating in the 434 savings groups, enabling the low-income participants to access finance, knowledge and understanding of housing processes. SDFN is one of the winners of the 2011 United Nations World Habitat Award. The methods and approaches used by the Federation’s saving groups could be extended to cultural sites’ saving clubs.

*Namibian Academy of Tourism and Hospitality (NATH)* is a non-profit organisation, which through partnership will all role players in the tourism and hospitality sector facilitates and coordinates tourism related training activities in the country. NATH offers a Tour Guide Programme (levels 1 – 4) with level 4 allows participants to specialise in areas such as desert tours, aquatic and marine tours or cultural tourism. The Tour Guide training includes an internship programme with a reputable and relevant tourism establishment.

The *Namibia Community Based Tourism Association (NACOBTA)* was formed in 1995 by local Namibians who wanted to develop tourism in their previously neglected rural areas. During its short lived existence the Association developed some capacity development programmes to allow communities to participate and benefit tourism activities. Members of management committee and employees at the established cultural sites kept talking

| NATH’s Tour guide programme and its internship model to be adapted for the employees apprenticeship programme. Site employees and young members of management committee should be included in the tour guide training, and provided with internship opportunities. NATH also has customer service training course. In addition, the NACOBTA tour visits programme be used for management committee members. |
about the study visits programme that NACOBTA developed and implemented in the late 1990 and early 2000s. Even though the organisation is now out of business, discussing this with one of the former staff of NACOBTA, it was recommended that former NACOBTA employees could be approached to revive, develop and tailor-make the programme to address the current needs for study visits of the cultural sites’ management members.

**Nakara** is a large factory in Windhoek’s northern industrial area built in 1989. The Nakara factory comprises of the tannery and a large manufacturing plant. The factory tans all kinds of game skins and manufactures a variety of quality leather products, including high-quality ostrich leather products. The factory should be approached to develop and implement the employees’ apprenticeship programme for the Duineveld Tannery.

**Fusion Restaurant in Windhoek** is a trendy traditional restaurant which specialises in Namibian and west African traditional dishes. The owner also provides training to interest groups in cooking and producing recipes as well as creating menus for the African cuisine.

The **Namibia Institute of Culinary Education (NICE)** is a training institute and restaurant which specialises more on western, mainly Germany, cuisine. The expert combination of the two restaurants will assist in developing and implementing the cooking, food preparation and food hygiene course for cultural sites that plan to engage in this venture. Of the site visited this would include; Ombalantu, Baobab Tree, Uukwaluudhi Royal House, Okahao Baobab Tree, King Nehale Cultural Village and Interpretive Centre and the Tsumkwe Cultural Village. It is recommended that this option be offered once cultural sites are well established and well organised and once site employees and their committee members are well trained in the aspects of business management.

**Tanning machinery and methods training, leather product development, design and pricing of leather products.**

**Cooking, food preparation and food hygiene.** It is however recommended that cooking, food demonstrations and tasting and serving traditional food should really be the last training for the cultural sites that would be engaged in this type of activity. Before providing traditional food to tourists local communities need to first understand the importance of hygiene and what happens to the enterprise that serves food which is not well prepared and handled.

**ACTION PLANS**

It is recognised that economic development requires jobs, income and assets. It is emphasised here again that such noble goals can only be achieved through a team-based, long-term strategic planning and implementation process of leadership and skills development as well as exposure to innovation and best practices of effective strategies for economic development. As it was mentioned in the above sections and if funds allow, for the sustainability of cultural sites, it would be strongly advisable that cultural sites and their stakeholders undergo a community visioning and planning process. Such a process is a
requirement for the sustainable development of the cultural sites and will enable the following to happen:

- First, it will enable the sites to create a vision through planning with the community; and
- Second, through planning support structures will be created and local leadership to be and developed, both of which are requirements for sustainability and successful development of cultural enterprises.

The planning process should be based on the assumption that if cultural sites are expected to contribute to the economic vitality of the larger community of which they are part of, then the larger has to directly contribute to the visions, missions and activities of cultural sites. That means cultural sites and regions/communities should benefit one another.

It is recommended that the period of engagement for this work – the planning and implementation of the apprenticeship programme for each job category at all the sites - should begin in mid-January 2012 and end in September 2012. The action steps of implementing planning and training activities should prioritized for each site.

The action plan in the table below is developed to assist in documenting activities show progress toward achieving goals, implementation plan and expected results.
## Table 8.1 - Action plans for all cultural sites

<table>
<thead>
<tr>
<th>Goal</th>
<th>Action/Activity</th>
<th>Assumptions</th>
<th>Expected Results</th>
<th>Person Responsible</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Through shared planning and vision the regional governments are moving their people and communities to prosperity</em></td>
<td>Develop vision and mission for each site Identify all stakeholders that will play a role in the development of each site Host a one day planning workshop with each site Develop a 3-5 year activities for each cultural site Agree on a 5 year reduced budget funding strategy for all sites</td>
<td>The MDG-F programme has funds to support the planning process, to enable each cultural site to successfully transition to sustainability Through the planning process, Regional Councils and their stakeholders have agreed to support cultural sites over the next 5 years or until self-sustained whatever comes first.</td>
<td>1. 3-5 year strategic plans available for each individual site 2. Supportive structures and reporting systems are in place 3. Funding strategy by regional government is agreed upon</td>
<td>MDGF programme Manager and UNAM</td>
<td>By 31 March 2012</td>
</tr>
<tr>
<td><em>The regions capacity to provide employment and income generation, especially among youth, women and marginalised communities has been increased.</em></td>
<td>Develop the regional capacity of stakeholders to provide leadership to cultural sites Develop a marketing strategy for each site which is integrated into the regional marketing plan</td>
<td>Through the planning process, Regional Councils and their stakeholders have agreed to support cultural sites over the next 5 years or until self-sustained whatever comes first.</td>
<td>All regions have initiated and enabled cultural sites to participate in trade fairs and business expo The number of visitors to cultural sites have increased</td>
<td>PMU and regional/town planners, culture officers and other relevant stakeholders</td>
<td>By November 2012</td>
</tr>
<tr>
<td>Goal</td>
<td>Action/Activity</td>
<td>Assumptions</td>
<td>Expected Results</td>
<td>Person Responsible</td>
<td>Timeframe</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>---------------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Implement the integrated marketing plan</td>
<td>Implement the integrated marketing plan</td>
<td></td>
<td></td>
<td>PMU with UNAM or other training providers as identified (to be referred here onward as training consultant)</td>
<td>By 15 January 2012</td>
</tr>
<tr>
<td>Develop implement the governance training apprenticeship programme at all cultural sites</td>
<td>Identify and recruit the training consultant/ institution(s)</td>
<td>Activities are within budget for all sites</td>
<td>All management committee members at all cultural sites are provided with governance training</td>
<td>Training Consultant</td>
<td>By 28 February 2012</td>
</tr>
<tr>
<td>Develop the governance programme and training manual/Design the curriculum for the governance training</td>
<td>Develop the governance programme and training manual/Design the curriculum for the governance training</td>
<td></td>
<td></td>
<td>Training Consultant</td>
<td>By 31 March 2012</td>
</tr>
<tr>
<td>Develop and set up systems and structures for the effective management of cultural sites</td>
<td>Develop guidelines as prioritized during the planning process</td>
<td>Activities are within regional budget for all sites and a culture officers a capacitated to undertake periodical</td>
<td>All management committee members at all the sites have the capacity to develop</td>
<td>Management Committee and site employees</td>
<td>By 15th September 2012</td>
</tr>
<tr>
<td>Goal</td>
<td>Action/Activity</td>
<td>Assumptions</td>
<td>Expected Results</td>
<td>Person Responsible</td>
<td>Timeframe</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------</td>
<td>-----------------</td>
<td>--------------------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td>vacancies/positions</td>
<td>monitoring and evaluation for all sites systems and effectively manage cultural sites.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management committee hold regular meetings</td>
<td></td>
<td>PMU By 30th September 2012</td>
<td>By 30th September 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td>There is an agenda and written minutes for every management committee meeting</td>
<td></td>
<td>Management Committee and site employees By November 2012</td>
<td>By November 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approve guidelines and systems</td>
<td></td>
<td>Governance Training Consultant By August 2012</td>
<td>By August 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management committees provide reports to all relevant support structures in region/constituency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a continuous training and retraining schedule and programme for all cultural sites’ management committee members and site employees</td>
<td>Based on the needs identified during the planning exercise and the governance training develop an orientation programme for all cultural sites</td>
<td>Activities are within budget for all sites and a culture officers a capacitated to undertake periodical monitoring and evaluation for all sites</td>
<td>There is an orientation/induction programme for management committee members and site employees</td>
<td>Governance Training Consultant By August 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The orientation programme is developed, pilot tested, packaged and ready for the next management committee and new employees once recruited.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>There is a marketing strategy</td>
<td></td>
<td>The number of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td>Action/Activity</td>
<td>Assumptions</td>
<td>Expected Results</td>
<td>Person Responsible</td>
<td>Timeframe</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>-------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>for each site which is integrated into the regional marketing plan</td>
<td></td>
<td></td>
<td>visitors to cultural sites have increased</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parts or the whole of the apprenticeship programme for employees has been developed and implemented as prioritised for each site</td>
<td>For each cultural site identify and recruit the training consultant.</td>
<td>Activities are within budget for all sites and the PMU undertakes periodical monitoring and evaluation for all sites</td>
<td>There is an apprenticeship programme for site employees which is modularised and individualised</td>
<td>Training consultant</td>
<td>31st March 2012</td>
</tr>
<tr>
<td>Parts or the whole of the apprenticeship programme for community members has been developed</td>
<td>For each cultural site identify and recruit the training consultant.</td>
<td>Activities are within budget for all sites and the PMU undertakes periodical monitoring and evaluation for all sites</td>
<td>There is an apprenticeship programme for community members which is</td>
<td>Training consultant</td>
<td>By 31st March 2012</td>
</tr>
<tr>
<td>for each site which is integrated into the regional marketing plan</td>
<td>Develop and package the learning resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parts or the whole of the apprenticeship programme for employees has been developed and implemented as prioritised for each site</td>
<td>Offer the employees apprenticeship programme as prioritised for each site.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop the capacity of site employees to organise and manage activities at their respective cultural sites</td>
<td>Each cultural site has regular programme to attract tourist.</td>
<td>From here onward activities are within regional budget for all sites and a culture officers a capacitated to undertake periodical monitoring and evaluation for all sites</td>
<td>Site employees has been developed</td>
<td>Regional/constituency reporting structures, Management committee and training consultant</td>
<td>By November 2012</td>
</tr>
<tr>
<td>Parts or the whole of the apprenticeship programme for community members has been developed</td>
<td>For each cultural site identify and recruit the training consultant.</td>
<td>Activities are within budget for all sites and the PMU undertakes periodical monitoring and evaluation for all sites</td>
<td>There is an apprenticeship programme for community members which is</td>
<td>Training consultant</td>
<td>By 31st March 2012</td>
</tr>
<tr>
<td>Develop the capacity of site employees to organise and manage activities at their respective cultural sites</td>
<td>For each cultural site identify and recruit the training consultant.</td>
<td>Activities are within budget for all sites and the PMU undertakes periodical monitoring and evaluation for all sites</td>
<td>There is an apprenticeship programme for community members which is</td>
<td>Training consultant</td>
<td>By 31st March 2012</td>
</tr>
<tr>
<td>Parts or the whole of the apprenticeship programme for employees has been developed and implemented as prioritised for each site</td>
<td>Develop and package the learning resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop the capacity of site employees to organise and manage activities at their respective cultural sites</td>
<td>For each cultural site identify and recruit the training consultant.</td>
<td>Activities are within budget for all sites and the PMU undertakes periodical monitoring and evaluation for all sites</td>
<td>There is an apprenticeship programme for community members which is</td>
<td>Training consultant</td>
<td>By 31st March 2012</td>
</tr>
<tr>
<td>Goal</td>
<td>Action/Activity</td>
<td>Assumptions</td>
<td>Expected Results</td>
<td>Person Responsible</td>
<td>Timeframe</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------</td>
<td>-----------------</td>
<td>-------------------</td>
<td>------------</td>
</tr>
<tr>
<td>and implemented as prioritised for each site</td>
<td>Offer the employees apprenticeship programme as prioritised for each site</td>
<td>sites</td>
<td>modularised and individualised</td>
<td></td>
<td>By 31st May 2012</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a mentoring programme</td>
<td>Activities are within budget for all sites and the PMU undertakes periodical monitoring and evaluation for all sites</td>
<td>All community members who contribute to and involved with a particular cultural sites have undergone some sort of training according to their training needs</td>
<td>PMU and culture officers</td>
<td>By July 2012</td>
</tr>
<tr>
<td></td>
<td>Host regular meetings amongst community members</td>
<td>Activities are within regional budgets for all sites and a culture officers a capacitated to undertake periodical monitoring and evaluation for all sites</td>
<td>Community members</td>
<td>By October 2012</td>
<td></td>
</tr>
<tr>
<td>Community members at each site are contributing economically and social to the life of their respective cultural sites</td>
<td>Savings clubs have been created and are sustained</td>
<td>At least 25% of community members at each site are starting to realise profits from their cultural businesses</td>
<td>Community members</td>
<td>By November 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase in sales of craft products and other cultural activities</td>
<td>Community members are sustainably and economically managing their</td>
<td></td>
<td>By February 2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community members are conducting their businesses in an organised fashion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td>Action/Activity</td>
<td>Assumptions</td>
<td>Expected Results</td>
<td>Person Responsible</td>
<td>Timeframe</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>-------------</td>
<td>-----------------</td>
<td>--------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>A programme to train women and the youth for leadership position is developed</td>
<td>Recruit a leadership training consultant</td>
<td>Activities are within budget for all sites and the PMU undertakes periodical monitoring and evaluation for all sites</td>
<td>There are more women and young adults serving in leadership positions on the management committee</td>
<td>Leadership training consultant/UNAM</td>
<td>By June 2012</td>
</tr>
<tr>
<td></td>
<td>Develop the leadership programme</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Offer the programme to existing women and youth members at all the cultural sites</td>
<td></td>
<td></td>
<td></td>
<td>By August 2012</td>
</tr>
<tr>
<td></td>
<td>Monitor the involvement and participation of women and young people in management committees’ activities</td>
<td>Activities are within regional budgets for all sites and a culture officers a capacitated to undertake periodical monitoring and evaluation for all sites</td>
<td></td>
<td>Culture officers</td>
<td>Continuous and reported annually</td>
</tr>
</tbody>
</table>

* If funds permit
MONITORING AND EVALUATION

It is realised that continuous feedback is required, in order to learn from implementation experiences. The purpose of this section is to capture lessons learned both from the success and failures during the development and implementation of the apprenticeship programme for cultural enterprises. A simple monitoring and evaluation format is suggested below to ensure both the implementers and the people conducting the monitoring understand and can successfully apply the process.

For each task the PMU should gather and receive accurate and timely feedback on the state of implementation for each site. Even the assistance of a consultant might be required, in most cases culture officers in the regions should be tasked to gather most of the information/data and report back to the PMU in a timely manner (on monthly basis), highlighting accomplishments together with early indication of barriers to progress, where there are identified (found). Making culture officers responsible for this task is in a way a capacity development effort because it is hoped that they would, once MDGF Programme ceases, be responsible for ensuring that training and retraining of people at the cultural sites is a continuous activity, to be provided when and where the needs are identified. For each activity above and for each site culture officers will have to ask and answer six questions as a way of monitoring implementation activities. In answering such questions the culture officers will collect the required information using the table below:
<table>
<thead>
<tr>
<th>Activity/strategy</th>
<th>Question</th>
<th>Answer/response/indicator</th>
<th>Sources of information/ evidence</th>
<th>Methods of collecting the information</th>
<th>Recommendation/change of strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Is this the best way to accomplish this task</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>What would we do differently if we had to repeat this activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Who else should be involved</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>What skills do we need to accomplish this task</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>What have we learned from this activities about the sites and our communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Who needs to know about this and how should we tell them – communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>