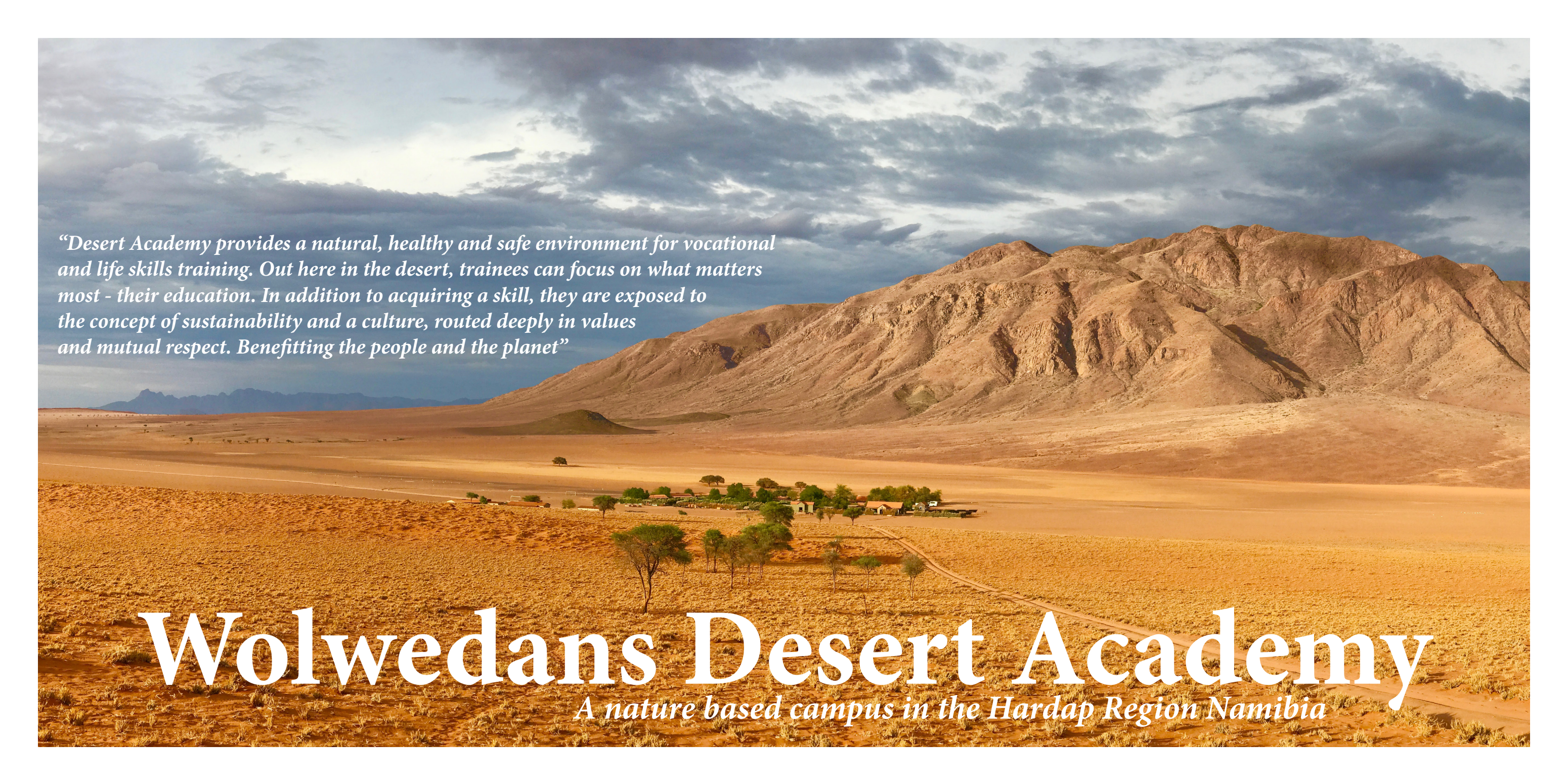


the  
time  
is now

because education matters.





*“Desert Academy provides a natural, healthy and safe environment for vocational and life skills training. Out here in the desert, trainees can focus on what matters most - their education. In addition to acquiring a skill, they are exposed to the concept of sustainability and a culture, rooted deeply in values and mutual respect. Benefitting the people and the planet”*

# Wolwedans Desert Academy

*A nature based campus in the Hardap Region Namibia*



## Putting shoulder to the wheel

Wolwedans has the development of Namibia and the wellbeing of its people at heart. We are committed to support young Namibians by equipping them with the skills necessary to make a meaningful contribution to society through their work, while enabling them to provide for themselves and their families.

Getting young Namibians off the street and into adequately paid jobs through vocational training is our objective. This requires a combination of industry demand - a 'given' considering the rapid growth of the sector and the chronic shortage of skilled labour - a commercial engine/driver (Wolwedans), suitable trainees, qualified trainers, adequate facilities and of course, sufficient funds.

Our focus is on **hospitality** training, as we have been invested in this industry for some 25 years. We run two accredited private vocational training centres: the **Wolwedans Desert Academy** (DA) in the Namib-Rand Nature Reserve, and the **Namibian Institute of Culinary Education** (21NICE) in Windhoek. The Foundation also supports the **Waldorf School Windhoek** in various ways.

Some 10% of graduates can be absorbed into the Wolwedans fold upon completion of their Level 3 qualification. 90% of trainees are recruited into other hospitality enterprises, both nationally and internationally. So whilst Desert Academy serves our own needs, the exercise actually serves Namibia's hospitality sector as a whole.

The “**Living Classroom**” approach best describes our ethos of training. It means that trainees at our institutions are exposed to a 'real-world' working environment from the onset, both at our collection of camps and lodges at Wolwedans, and the 21NICE training restaurant in Windhoek.

The reality is, acquiring industry relevant practical experience, is a major stumbling block within the Namibian VET sector. Fortunately at Wolwedans every trainee automatically gains work experience, adequately preparing them for the job market.

Since its inception in 2007, some 200 young Namibians obtained a NTA-vetted qualification from the Wolwedans programme (incl. 21NICE). **Our dual approach of practical facilitation going hand in hand with theorized learning - is a key success factor**, reflecting in consistent pass rates exceeding 90%.

Wolwedans Desert Academy has stood the test of time and remains committed to providing young and talented Namibians with high quality training and accredited qualifications which meet the needs of the hospitality industry.

Continuing this tradition of excellence, the Wolwedans Foundation has heeded the call by the Namibia Training Authority (NTA) to provide demand-led training in the field of Hospitality.

Unlike most academic institutions who simply cram 500 students into a lecture room teaching theory but largely ignoring exposure to practical experience, vocational training - if done properly - comes at a significant cost. This is evident with the operating budget of our programme.

For the past three years, Wolwedans was fortunate to have the Social Security Commission Development Fund (SSC-DF) on board, providing supplementary funding. This mutually beneficial partnership came to a contractual end as of February 2019 and consequently **new funding models have to be explored**.

The annual intake at DA comprises sixteen Level 2 trainees. The annual operating budget of Desert Academy (Level 2 & 3 with some 44-48 trainees enrolled) runs in the region of NAD 4.200.000. The unit cost per trainee for a 30 month Level 2 & 3 Qualification is approximately NAD 265.000. Hard to believe, however this is what it takes. A budget summary is attached and detailed budgets are obtainable from the website.

Some 50-60% of the training expenses are covered by the Wolwedans Foundation (with funds generated through a guest levy), the Namibia Training Authority (through the National VET Training Levy), as well as other institutional donors. It is the remaining 40-50% of training costs which present a funding gap we simply can't shoulder on our own. **This is where we need support**.

Operational expenses are one side of the coin. The flip side is capital expenditure, primarily for infrastructure development, seeing that training can't happen under a tree and students at Wolwedans need a roof over their heads. Until today Wolwedans, with its own resources and through interest-bearing loans has carried **all** costs associated with infrastructure development to run its VTCs. Wouldn't one agree that it is nonsensical to pay interest to deliver non-profit education?

Financial challenges aside, the results have been rewarding indeed and motivate us to expand the programme with additional and relevant qualifications like Facility Maintenance, Horticulture and Commercial Cookery Level 4 & 5, which requires investment into brick and mortar.

If we continue at the pace of the last ten years, it will take until 2030 and beyond to develop the training infrastructure required at Wolwedans to cater to our expansion vision and extend the programme offering. Namibia can't afford to wait that long. **The need is now**, and the load needs to be shared.

We therefore invite participation from both the local and international community as well as institutional, corporate and private sectors to support this tried and tested education drive.

Financial assistance in the form of bursaries, grants, sponsorships and interest-free loans are a priority at this stage. They will help to grow this vocational training initiative and its pursuit to prepare Namibian youth for meaningful employment.

Are **you**, as a responsible private or corporate citizen, the missing link the Wolwedans Desert Academy needs to reach even greater heights? If you are, and have the means to 'put shoulder to the wheel', we look forward to engaging you at your earliest convenience.

Please contact us with any questions you may have.

Yours Sincerely,  
Stephan Brückner  
Chairman: Wolwedans Foundation

# Here's how you can “put shoulder to the wheel”

**You can support the vocational training program at Wolwedans Desert Academy in various ways:**

## Financial

- Wolwedans guests who experience “the living classroom” first hand and want to give the project a spontaneous “thumbs-up” are welcome to leave a donation at reception (placed directly into the Foundation GreenBox) or make a once-off deposit into our bank account.
- Long-term contribution to the Wolwedans Education Assistant Fund by monthly debit order
- Sponsor a trainee whom you know, in full (preferred) or in part in a personal capacity
- Provide a full bursary for any number of trainees (corporate/institutional)
- Donate for specific projects (incl. infrastructure) or project items to be procured
- Project specific grants

## Support in Kind (Services & Expertise)

- Guest lecturing (skills & knowledge transfer)
- Consulting services (across all disciplines)
- Management services (for specific projects)
- Audio/visual expertise (i.e. editing videos)
- Printing services (folders/posters/materials etc.)

## Tools and Equipment

- Furniture (training facilities & student housing)
- Kitchen equipment (from stoves, fridges, freezers & dish-washers to small kitchen utensils)

- IT equipment (computers, internet services, servers, printers etc.)
- Presentation equipment (beamers, screens, flipcharts, flat-screens TV's)

## Other

- Stationery
- Student uniforms (incl embroidery)
- Transport services (trainees and goods)
- Sponsorship of relevant training outings
- Food and general supplies for training kitchens
- Supplier discounts for all items procured
- Housekeeping equipment and cleaning materials

In addition to all of the above, which combined, will make a significant difference, you could make an even bigger impact and leave a lasting legacy.

## Interest free loans (infrastructure)

With the aim of expanding the programme and its offering (i.e. Facility and Maintenance, Horticulture, Desert Field Guiding and others), infrastructure development (capacity building) for the training program at Wolwedans is inevitable and requires significant financial resources. This is where **interest free loans** and **impact investments** can be significant enablers.

## Sponsor benefits

As an individual, corporate and/or institutional sponsor, your name/logo and level of involvement will be showcased on our web pages and newsletters.

If you would like to get involved in a different way, please engage with Wolwedans management or contact our Foundation office in Windhoek.

“as training can't be conducted under a Camelthorn tree, or in the dunes under blue skies, the development of training facilities is essential to scale things up”.



“To this day Wolwedans, with its own resources and through interest-bearing loans has carried *all* costs associated with infrastructure development to conduct training. Does it make sense to pay interest to deliver non-profit education?”



# Fees and costs to make vocational training happen at Wolwedans

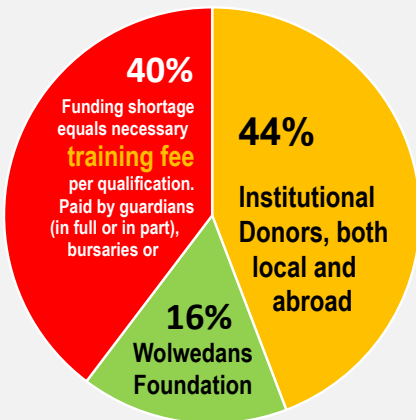
Every training institution, whether private or public, needs a healthy budget to run properly. **Unit training costs** per trainee are determined by the total cost of running the VTC at full capacity, divided by the number of trainees that can be accommodated.

Wolwedans provides a healthy nature based training environment in the desert, with adequate board and lodging facilities. In addition we place a **clear focus on quality over quantity**. This explains our pass rates consistently topping 90%, putting Wolwedans Desert Academy in the top tier of hospitality training providers in Namibia.

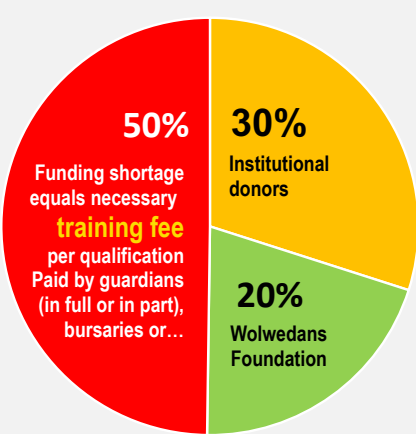
**Quality has its price.** The fees for a Wolwedans Level 2 & 3 qualification (which may fluctuate annually) are determined as follows: Total training budget/cost (100%) *minus* NTA, other institutional donors and Wolwedans Foundation commitment (which combined makes up 60% of cost for Level 2 and 50% for Level 3), equals the necessary fee. Hence some 40 - 50% of costs (the shortfall) need to be funded through school fees; paid either in full, or in part (see Wolwedans Education Assistance Fund).

Regarding fees, some fundamentals need to be considered; 1) the school needs a full fee income from every trainee in order to fulfill its mandate and deliver on its promises, 2) young and talented Namibians should not be deprived a quality education, and 3) Namibia (and the growing tourism sector in particular) urgently needs well-trained newcomers. This is why we do what we do.

Wolwedans Desert Academy  
Level 2 training cost split  
2019 (12 months)



Wolwedans Desert Academy  
Level 3 training cost split  
2019 + 2020 (18 months)



## Talking fees, three scenarios emerge.

- Some parents/guardians, sponsors (providing a grant) or companies (giving a bursary) are able to pay the full fee.
- Some parents/guardians can realistically pay a portion of the tuition fee (say up to 50%), but not the entire fee - a likely scenario. The difference is either supplemented/funded by ‘*somebody*’ or the candidate can’t enroll.
- Some school leavers show greatest potential to enroll (aptitude/attitude/personality/passion) but have no means due to their socio-economic pre-disposition (i.e. marginalized persons, poverty stricken communities, orphans, etc.).

If a potential trainee successfully meets all the criteria pertaining to the standard enrollment assessment process, and if their parents/guardians can pay, or a grant/bursary can be secured, the path is paved.

It is the latter two scenarios which bring the Wolwedans Education Assistance Fund (WEAF) into play.

If you feel inspired and motivated to support the WEAF and the future of a young Namibian, there are different ways to “put shoulder to the wheel”:

1. A once-off donation into the Wolwedans Education Assistant Fund. This mainly applies to Wolwedans visitors who experience “The Living Classroom” first hand during their stay with us and want to give a monetary “thumbs up”
2. A long-term commitment to the Wolwedans Education Assistance Fund, ideally in the form of a monthly debit order ranging from NAD 999 to 9.999/month (approx. EUR 66 – 666).

Options 1 & 2 are not linked to individual trainees, but rather go into the earmarked fund; for use where needed at the discretion of the Wolwedans Foundation. Donors, can expect an acknowledgement from the Desert Academy as well as regular communication i.e. newsletters keeping them updated on progress.

In case you wish to sponsor a particular trainee, because for instance a) he/she is a child of an employee showing talent, b) you know a suitable school leaver without means, c) you want to do good and give back as a company (CSR), or d) it’s your job to spend your institutions (i.e. Foundations/Trusts/NGO’s)funds in a meaningful way, two additional options present themselves:

3. Sponsoring an individual trainee in full (100% of Level 2 & 3 fees/qualification), either in the form of a loan or grant
4. Providing a bursary (100% of Level 2 & 3 fees/qualification) to an individual trainee, likely from your community, and binding such a trainee to your hospitality business for a number of years under a bursary agreement (for which we can provide a standard template).

Here is a exciting opportunity to make a tangible difference to the socio-economic landscape of Namibia. Your investment in high quality, high gains vocational training offered by the Wolwedans Foundation and its VTCs matters. Because education matters.

**There hasn’t been a better time to take a stand, put shoulder to the wheel and be the change you want to see in the world around you. Your support is appreciated and will go a long way.**

we thank you





## WOLWEDANS FOUNDATION

### Hospitality Training Budget : Wolwedans Desert Academy (DA)

#### A. TOTAL COSTS Desert Academy

#### TOTAL COSTS

	2018 actual Year 3	2019 budget Year 4	2020 budget Year 5
<b>TOTAL FIXED COSTS</b>	<b>2 069 714</b>	<b>2 557 406</b>	<b>2 762 000</b>
1 Staff salaries	1 165 959	1 310 160	1 414 973
2 Staff travel, meals, accommodation	178 737	259 856	280 644
3 Overhead expenses	725 018	987 390	1 066 383
<b>TOTAL VARIABLE COSTS</b>	<b>1 112 958</b>	<b>1 651 242</b>	<b>1 783 341</b>
1 Trainee allowances (paid by operating company, not by training programme)	0	0	0
2 Trainee uniforms	62 748	95 994	103 673
3 Trainee travelling cost	124 000	208 000	224 640
4 Trainee accommodation	228 800	336 000	362 880
5 Trainee meals	519 076	780 800	843 265
6 Housekeeping training [Level 2]	3 686	8 000	8 640
7 Front desk training [Level 2]	8 693	9 600	10 368
8 Food & beverage service training	34 231	32 224	34 801
9 Commercial cookery & catering training	95 717	135 680	146 535
10 Assessment & courses	36 007	44 944	48 539
<b>COSTS REQUIRED FOR TRAINING PROJECT</b>	<b>3 182 672</b>	<b>4 208 648</b>	<b>4 545 341</b>

This summary is derived from a detailed budget which can be downloaded from the webpage ([www.wolwedansdesertacademy.org](http://www.wolwedansdesertacademy.org)).

The significant increase in expenditure from 2018 to 2019 relates to 16 extra trainees in the programme as of 2019 as well as inflation. Until 2018 Desert Academy had two strings of eight trainees in Level 3 (second and third year), as of 2019 budgets are based on 2 x 16, which means 32 Level 3 trainees are enrolled. Add to this 16 Level 2's this brings the total number of trainees at Desert Academy to 48. This has been done to obtain better economies of scale and reduce unit cost per trainee. This also allows promising Level 2 graduates from other institutions (i.e. Waldorf School Windhoek) to join the Wolwedans Level 3 programme. Introducing Level 4 (planned for 2020) will further enhance economies of scale and unit cost.

## Training Budget

Bearing in mind that Desert Academy is a 'not-for-profit' programme, the cost of vocational training is significant, mainly due to high input costs and small class numbers. This is the case the world over and Desert Academy is no exception. Also, we provide board and lodging as part of the package.

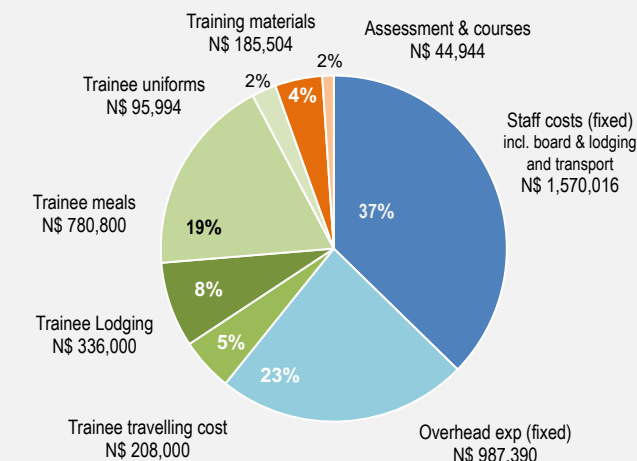
Like in any business, economies of scale are key and the more trainees 'in the system', the lower the unit cost. The challenge is to find the **perfect balance** between sustainable trainee numbers, a quality education and practical exposure during training. The latter puts a definite 'cap' on numbers. That is if you want to do it properly.

At Desert Academy we have tested the golden mean with our annual intake numbers, now limited to 16 trainees. This puts the total number of trainees enrolled (ranging from Level 1-3 and considering some drop-outs) between 44 and 48.

## How funds are spent

Almost half of the cost budget (45%) is for staff salaries, training materials, uniforms and assessment. Our facilitator or teacher/trainee ratio is high. 16 Level 2 trainees have one full-time theory teacher and three practical facilitators (housekeeping, F&B Service and Commercial Cookery). For Level 3, a similar picture emerges (staff/trainee ratio), albeit input costs are much higher due to increased practical training in the kitchen. Most salaries are shared 50/50 between the Foundation and the commercial enterprise.

#### Total budgeted cost 2019 Level 2 & 3 Programme **N\$ 4.208.648**



Overheads account for 23% of costs. This is mainly for facility rental and utilities (water/power), IT, PR, communication, stationary and audit fees.

Trainee board and lodging, plus regular transport to/from Wolwedans (5 trips per year), adds up to a third of expenses (32%), which is significant. City based VTCs would not incur this cost.

Increasing trainee numbers to obtain lower unit costs would significantly hamper the quality of training provided, never mind board and lodging constraints at Wolwedans. Besides, what would be the point of training higher numbers, resulting in potentially lower pass rates? This would waste funds, dilute efforts, undermine dreams and prevent Namibian youth from acquiring viable jobs.

**So, when it comes to cost, this is what it is...**

# Wolwedans Education Assistance Fund (WEAF)

The Wolwedans Education Assistance Fund was created in February 2019 to facilitate training at the Desert Academy, and more importantly, provide funding continuity to lessen our VTCs dependency on institutional funding organizations with fixed one to three year commitments.

Base funding of our programme (50-60%) is provided by the Wolwedans Foundation (pledging N\$1.4 - 1.6 million towards education annually), the NTA (Namibian Training Authority National Training Fund) as well as institutional donors.

Institutional Service Level Agreements (SLA's) for Level 2 & 3 funding generally cover a 30 month period, that is if training providers produce adequate pass rates. With no guarantee for ongoing long-term funding, planning becomes quite cumbersome, if not impossible.

Ideally the WEAF should have adequate reserves of its own, enabling it to bridge-fund the programmes in case of institutional funding lapses or constraints. And ultimately, the programme should be self-sustainable.

In addition to the above, the WEAF must be seen as a 'Supplementary Funding' vehicle, topping up where shortages exist (i.e. where guardians are not able to pay the full fee) or, in some cases supporting a trainee with a full bursary, thus making the WEAF an 'Enabler'. Enabling training (and a future) to less fortunate young Namibians who have the potential to make it, but lack the financial means due to socio-economic constraints.

# Your Support Makes *the* difference

If you feel inspired to become an 'Enabler' by supporting the Desert Academy training programme, and education in general, there are different ways:

- 1. A once-off cash donation
- 2. A long-term commitment (monthly debit order)
- 3. Sponsoring an individual trainee in full (private)
- 4. Providing a bursary (institutional/corporate)

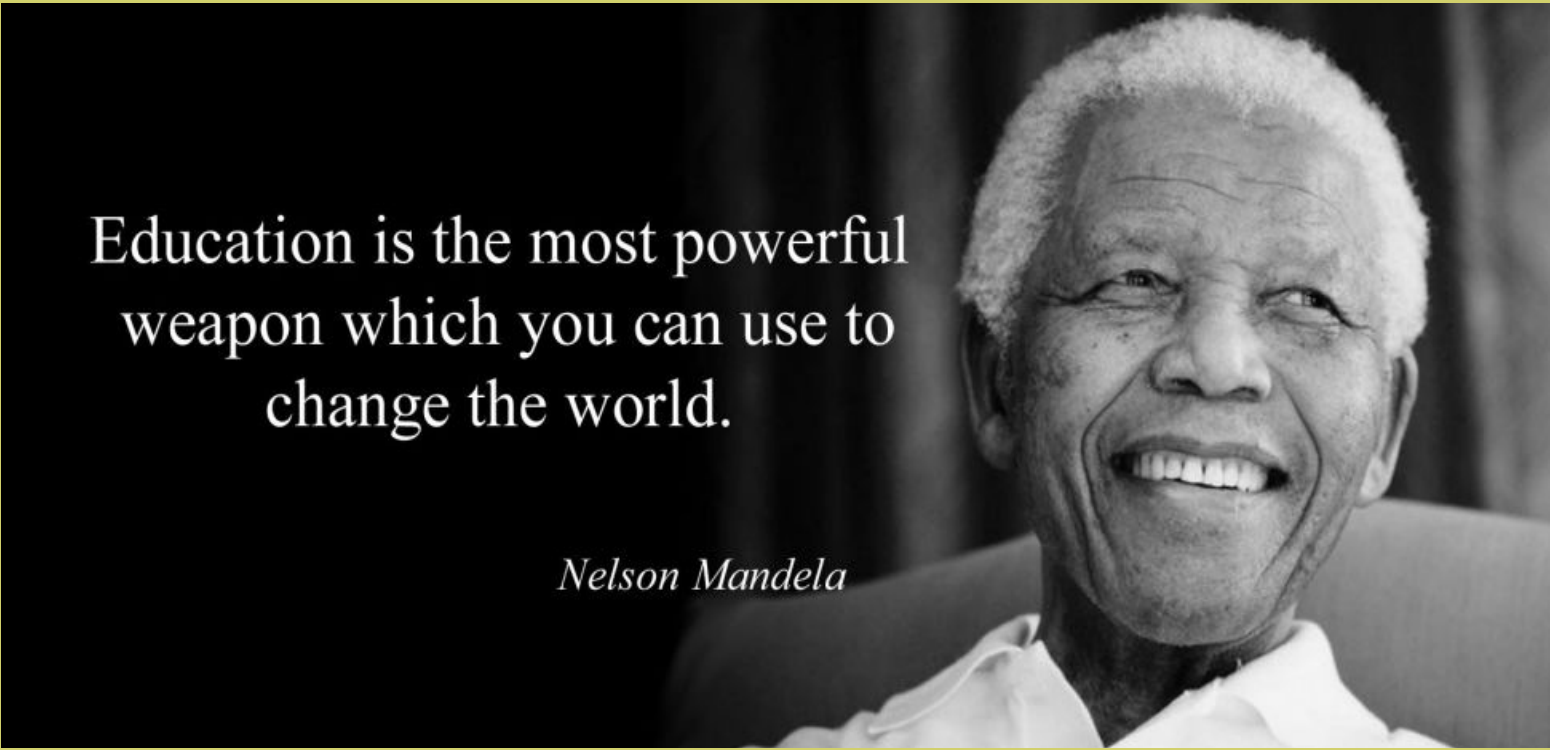
1 & 2 are not linked to a specific individual but rather go into the earmarked fund, for use where needed at the discretion of the Wolwedans Foundation. 3 & 4 provide help for a specific individual who will be tied into a bursary/loan agreement of sorts, unless it is a grant (with no conditions attached).

Account Name:	Wolwedans Foundation Education Assistance Fund
Bank:	Nedbank Namibia
Branch:	Business Centre Windhoek
Branch Code:	461 617
Account No:	119 900 399 78
Swift Code:	NEDSNANX
IBAN Number:	11990039978461617

We are in the process of registering the Wolwedans Foundation as a "eingetragener Verein" (association not for gain) in Germany allowing for tax-favourable donations into a dedicated European account. Please enquire for German account details if needed.

You are welcome to contact our office for any further information you might require. We look forward to having you on board as an 'Enabler'.

**Wolwedans Foundation**  
P.O. Box 5048, Windhoek, Republic of Namibia  
Tel: +264 - 61 - 230 616 | [info@wolwedans.org](mailto:info@wolwedans.org)



Education is the most powerful weapon which you can use to change the world.

*Nelson Mandela*

[www.wolwedans.org](http://www.wolwedans.org)  
[www.wolwedansdesertacademy.org](http://www.wolwedansdesertacademy.org)



[www.wolwedans.org](http://www.wolwedans.org)

the time is now  
for *you* to put  
shoulder to the  
wheel. “and be the change  
*you* want to see”