
ODMP Sustainable Tourism & CBNRM Component

Volume 1 – Final Report

Executive Summary



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TABLE OF CONTENTS

1	EXECUTIVE SUMMARY	1
1.1	INTRODUCTION	1
1.2	SITUATIONAL ANALYSIS.....	1
1.3	STRATEGIC FRAMEWORK.....	5
1.4	STRATEGIES FOR SUSTAINABLE TOURISM DEVELOPMENT IN NGAMILAND.....	7
1.5	OKAVANGO CORE TDA	16
1.6	MAUN TDA	19
1.7	MOREMI-EAST TDA	23
1.8	TSODILO TDA.....	26
1.9	OKAVANGO PANHANDLE TDA	30
1.10	WESTERN TOUR ROUTE TDA	34
1.11	LIMITS OF ACCEPTABLE CHANGE.....	36
1.12	TOURISM MONITORING PROGRAMME.....	43
1.13	COMMUNITY BASED NATURAL RESOURCES MANAGEMENT (CBNRM) ACTION PLAN	45

ACCRONYMS

BOGA	Botswana Guides Association
CAB	Civil Aviation Board
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organization
CEDA	Citizens Entrepreneurial Development Association
CHA	Controlled Hunting Area
CITES	Convention on the International Traded in Endangered Species
DoT	Department of Tourism
DWNP	Department of Wildlife and National Parks
FGDC	Federal Geographic Data Committee
FIT	Fully Independent Traveller
GIS	Geographical Information System
GR	Game Reserve
HATAB	Hotel and Tourism Association of Botswana
HOORC	Harry Oppenhiemer Okavango Research Centre
ISO	International Standards Organization
KAZA	Kavango Zambezi (TFCA)
LAC	Limits of Acceptable Change
MOMS	Management Oriented Monitoring System
NP	National Park
NWDC	Northwest District Council
ODMP	Okavango Delta Management Project
ODRS	Okavango Delta Ramsar Site
PMC	Project Management Committee
SADC	Southern African Development Committee
TAC	Technical Advisory Committee
TDA	Tourism Development Area
TDN	Tourism Development Node
TDZ	Tourism Development Zone
TFCA	Transfrontier Conservation Area
TIC	Tourism Information Centre
TIMS	Tourism Information Management System
UNWTO	United Nations World Tourism Organization

1 Executive Summary

1.1 Introduction

The Ngamiland Tourism Development Plan is a thirty-year strategic plan. It is formatted as a Tourism Development Manual that includes more detailed development plans for a number of Tourism Development Areas (TDAs). The Tourism Development Manual is a dynamic document, which includes recommendations for the development of specific tourism products. The dynamic nature of the document allows the implementation agencies to keep the manual current.

The Ngamiland Tourism Development Plan contains:

- ✓ A **situational analysis** that defines the current status of the tourism industry in Ngamiland.
- ✓ A **strategic framework** that defines what Government wants to achieve in the long-term through the further development and modification of the current tourism industry of Ngamiland.
- ✓ A **strategies and concepts** section that defines how the aims and goals of the long-term strategic framework may be achieved.
- ✓ **Strategic-level development plans for the six TDAs** that have been identified in Ngamiland.
- ✓ A section discussing tourism-related **Limits of Acceptable Change** for the Okavango Delta.
- ✓ A **monitoring programme** to assess tourism impacts in the context of sustainable development.
- ✓ An **implementation programme** to direct and monitor tourism development in Ngamiland.
- ✓ A **strategic tourism training assessment** to provide policy guidelines to ensure that there are sufficient appropriately skilled and trained human resources available to drive the development recommended in this plan.

1.2 Situational analysis

Ngamiland forms part of a larger region that includes other major tourism destinations and already has a developed tourist infrastructure including roads, tour routes, airports and a wide range of products and services. The larger region also has a wide range of tourism resources that are yet to be developed, particularly in Namibia and Angola. The development of these resources into tourist attractions will impact on the future of the Ngamiland tourism plan. It is therefore critical to plan Ngamiland's tourism development in a manner that integrates with the larger region.

The KAZA TFCA is an ambitious initiative that will have far reaching implications for the tourism plan of Ngamiland. The Okavango Delta is a "flagship" product of the KAZA TFCA and as such plays an important role in the development of this multi-national regional initiative.

Air access

Currently no airline flies directly between Botswana and any overseas destination and overseas visitors have to enter Botswana through Namibia, Zimbabwe or South Africa.

The bilateral agreement with South Africa has an important influence on air access, frequencies and prices. Recent bilateral negotiations have agreed to phase in an open-skies aviation regime which should result in additional seat capacity, flexibility and cheaper prices.

Maun is Ngamiland's primary airport at which scheduled regional and international flights from South Africa and Namibia land. The Okavango Core TDA is well serviced by landing strips, most of which serve up-market safari lodges that are dependent on fly-in visitors.

Maun is the distribution hub for tourists flying to the Okavango Delta. Numerous small airlines provide shuttle services to the lodges in the delta. A support industry has developed around this service employing a considerable number of people.

The location of Maun airport has had a profound impact on the town planning of Maun. A tourism precinct has developed adjacent to the airport terminal in which tourism-related services and retail activities take place. This precinct has been identified on the urban master plan for Maun as a mall but could be best developed as a tourism precinct.

The arrivals and departure facilities at Maun are too cramped to effectively handle the current number of arrivals. National Development Plan 9 prioritises the development of Maun and Kasane airports.

Road access

A high quality road network connects Botswana's main centres. The country is linked to its neighbours by more than 20 border posts. Access to many of the main tourism attractions is by dirt road mostly only navigable by means of 4x4 vehicles. While the undeveloped road system has restricted access to conservation areas and maintained their wilderness character, it has largely limited Botswana's product range to packaged tours and trips, and to the fully equipped, self-drive 4x4 market.

Road access to the Okavango Delta, the primary attraction of Ngamiland, is limited due to the large number of rivers and high water levels in the area. Consequently, road access is restricted to certain areas of Moremi Game Reserve and the primary roads around the Okavango Delta.

Gateways and tour routes

Ngamiland is served by three main road gateways and four tour routes:

- ✓ **Maun** is the southeast gateway of Ngamiland. Maun acts as both a gateway and dispersion point into the Okavango Delta for self-drive tourists.
- ✓ **Kasane** is the northeast gateway into Ngamiland, primarily for visitors entering from Victoria Falls on single or multi-day itineraries. The tour route linking Kasane to Maun through Chobe is currently only accessible to 4x4 vehicles.

Shakawe is the northwest gateway into Ngamiland. It is currently a minor gateway but rapid tourism expansion north of the border in Namibia is likely to stimulate further development.

There are currently **four main tour routes** that serve different sectors of the market:

- ✓ The **Caprivi Tour Route** links Victoria Falls to Etosha via Caprivi. It skirts the north of Ngamiland without entering Botswana, but it has a significant impact on the flow

of tourists in the region. It has a high quality paved road that has seen an increase in coach traffic. This route is also popular with overland tours and self-drive tourists from overseas and South Africa.

- ✓ The **Western Ngamiland Tour Route** links the Popa Rapids area in Namibia to Maun via Shakawe. This route is of minor road standard and is not suitable in its current form for large tour coaches. It is popular with self-drive tourists and microbus-based tour groups. A number of small, medium-priced lodges along the Okavango Panhandle serve this market. The Panhandle is also a popular fishing destination that draws visitors from many areas.
- ✓ The **Chobe Link Tour Route** links Maun to Kasane via Chobe National Park. This route is an unpaved track that is only passable with 4x4 vehicles. This route, usually with a detour through Moremi Game Reserve, is popular with mobile safari operators and self-drive tourists predominantly from South Africa but also from overseas.

The **Okavango Access Tour Route** is used by mobile tour operators linking Maun to other tourist destinations and attractions to the east of Ngamiland, and also South African self-drive visitors driving from South Africa to the Moremi Game Reserve and the Okavango Delta. The road is paved and of good quality suitable for the existing tourist market's needs.

Attractions

The monitoring programme will capture the attractions associated with each tourism enterprise in the Ngamiland. This information is currently unavailable or out of date and will be captured using the pilot tourism information management system.

Existing tourism plant

An impressive list of **tourism products** exists in Ngamiland. These tourism products are dispersed throughout the district but the main concentration is in the Okavango Core TDA. Tourism products in the Okavango Core TDA focus primarily on upmarket, overseas, fly-in tourists while other TDAs focus on overseas tour groups, mobile safaris and self-drive tourists.

This **tourism plant** has developed over the past thirty years primarily by the private sector focused on the specific demands of various tourist market segments. Maun is the hub of the tourism industry of Ngamiland where the administrative and service functions of most tourism service providers are based. The tourism industry contributes significantly to the economy of Maun, particularly in the higher order service sectors.

Utilization of tourism products

The tourism-monitoring programme will provide information based on accommodation statistics on the use of the tourism products.

Policy environment

The policy environment relating to tourism, citizen empowerment and rural development in Botswana is therefore broadly enabling of sustainable tourism and the specific interventions recommended in the Ngamiland Tourism Development Plan. The situational analysis revealed no major policy obstacles. No immediate policy reform is required.

Hunting tourism

Commercial hunting is an economic activity in Ngamiland that contributes significantly to the regional and national economy. As such, it needs to be factored positively as a viable and

sustainable economic activity into the tourism development framework for the Ngamiland District.

Photographic tourism and hunting are complementary economic activities for operators in Ngamiland, but compete for land in certain instances. The framework that defines CHAs was established in 1991 and focused primarily on the needs of an effective and functional hunting economy. Photographic tourism was factored into a framework that favoured hunting. As a consequence, the development of photographic tourism – including the size, number of beds, nature and spatial dispersion of photographic tourism products – was largely determined by CHA boundaries. This is hindering the ability of the photographic tourism industry to adapt to market demands and is generally restricting the optimisation of the photographic tourism industry within the Okavango Core TDA.

It is therefore recommended that the CHA framework be modified so as to reflect more clearly the needs of the photographic tourism industry while ensuring at the same time that the impact on the commercial hunting industry in Ngamiland is not significant. This process should not form part of the Ngamiland Tourism District Development Plan, but be undertaken as a separate exercise that receives the highest level of urgency, government support and resources. The urgency is a consequence of the fact that many CHA leases are about to expire.

Citizen participation

The results of the situational analysis largely confirmed the widespread view that, while tourism is the mainstay of the Ngamiland economy, empowering Batswana to enter the industry remains an important challenge. Currently, a relatively low percentage of total tourist spend is earned by local stakeholders. The use of expatriate labour (especially in higher paid and skilled positions), the procurement of tourism inputs from foreign suppliers and the remittance of profits outside the region represent a considerable leakage from the local and national economies.

Barriers obstructing greater participation by Batswana include a shortage of skills, insufficient or inappropriate financial instruments, deficiencies in government regulation and a perception of deliberate exclusion of citizens from the tourism industry. There are also allegations that the proceeds from CBNRM projects run by community trusts are often intercepted by local elites and not equitably distributed within the local communities. Finally, a lack of public awareness about the benefits of tourism to the district also contributes to negative attitudes and a climate of mistrust between key stakeholders.

Overall, the situational analysis indicated that:

- ✓ A skilled workforce is required to develop and operate a world-class tourist destination. Appropriate skills training is one element in creating a skilled workforce to effectively manage a complex tourism plant such as that of Ngamiland. Other elements are motivation, drive, guidance, intuitiveness and hard work. Industry sources argued the formal training institutions were in place in Botswana but that the curricula offered by these institutions were not fully aligned with the needs of the industry. It was suggested that industry, government and the key training institutions cooperate to revise curricula and ensure closer alignment between the supply of training courses and the demands of the industry.
- ✓ There has been a significant increase in the number of tourism businesses owned by citizens during the last five years. However, particularly the higher value end of the industry is still dominated by foreign ownership. This is probably a consequence of the fact that tourism in Ngamiland was historically largely developed by expatriates and continues to rely on global linkages to secure market share. But it may also reflect the absence of a strong domestic entrepreneurial culture as well as

appropriate financial products to help citizens capitalize equity, especially in the high value sector of the industry.

- ✓ Most of the high value leases in the Okavango core do not contain explicit provisions promoting citizen participation. Using land leasing (or concessioning) procedures and instruments to promote domestic participation in a land-based industry such as tourism is a widely used method in other jurisdictions. Many of the current leases in the Okavango Delta are due to expire shortly; the imminent renewal of these leases represents an important opportunity to advance citizen participation via an affirmative process drawing on the experience of other jurisdictions in southern Africa and further abroad.
- ✓ Citizens make up a large proportion of the workforce at each of the operations surveyed, but large disparities exist between the remuneration levels of expatriates and citizens. Based on figures supplied, indications are that the small number of expatriate managers captures a disproportionate percentage of the total wage bill. This is broadly consistent with widespread perceptions and previous studies. Individual interviews and focus group discussions suggested a number of reasons for this disparity. They include skills shortages amongst Batswana as well as reluctance amongst skilled citizens to work in the remote areas where many of the Ngamiland's tourism enterprises are located. Some employees also suggested a prejudice against Batswana amongst employers but no overt evidence of this was found during the course of the study.
- ✓ More than half the citizen workforce is female but these women capture less than half the total citizen wage bill. This “double disadvantage” gap is similar to patterns observed elsewhere in southern Africa. It strongly reinforces the notion that this group is at a disadvantage both as citizens (compared to expatriates) *and* as women (compared to their male compatriots).
- ✓ Employment conditions, particularly average wage rates, are relatively low compared to, for example, South African averages. Some operations also reported minimum wage levels below the statutory threshold.
- ✓ Goods and services supplied to the operations by local rural residents make up a very small proportion of overall local benefit. This is due to a combination of factors including the remoteness and sophisticated needs of the Ngamiland operations.
- ✓ In the surveyed operations held on community leases, rentals paid to local community trusts represented about one third of the total local benefit generated by the operations, employment about two thirds and secondary enterprise an almost insignificant proportion.

1.3 Strategic Framework

The strategic framework defines the broad, high-level parameters within which tourism development should take place in Ngamiland. The framework comprises a cascading hierarchy from a broad vision statement to more detailed goals and strategic objectives.

The Strategic Framework for the Ngamiland Tourism Development Plan is a tool that provides both vision and actions. The higher levels provide vision for the planning process and tourism practitioners while the lowest strategic interventions gives guidance as to what actions need to be undertaken in practical terms so as to achieve the higher level goals. These strategic interventions need to be meshed with the spatial tourism development planning. The output of this process is described in the individual TDA sections below.

NGAMILAND DISTRICT TOURISM DEVELOPMENT PLAN – EXECUTIVE SUMMARY

STRATEGIC FRAMEWORK

Vision: To strive for the development of a world-class nature-based tourism destination that is economically sustainable and optimizes benefits to local communities and the nation within agreed limits of acceptable change.			
Goal 1 To conserve the tourism resource base of the OD.	Goal 2 To optimise economic returns from tourism in the OD.	Goal 3 To increase the participation of citizens in the OD's tourism industry.	Goal 4 To ensure a high quality visitor experience in the OD.
Strategic Objective 1.1 To ensure the planning & regulation of tourism in the OD.	Strategic Objective 2.1 To create an enabling environment for the development and operation of tourism in Ngamiland.	Strategic Objective 3.1 To increase the number and share of tourism businesses in the Okavango Delta <i>owned by citizens</i> .	Strategic Objective 4.1 To monitor and assess tourists' expectations and levels of satisfaction.
Strategic Interventions 1: Compile a detailed tourism inventory. 2: Maintain the Ngamiland TDM. 3: Establish a Tourism Monitoring Programme. 4: Ensure systematic & regular planning. 5: Move towards a CDF planning approach. 6: Review existing Controlled Hunting Concessions.	Strategic Interventions: 1: Identify enabling environment for tourism development in Ngamiland. 2: Ensure appropriate interventions are implemented to ensure enabling environment.	Strategic Interventions 1: Develop financing mechanisms to provide citizens with access to capital for investment in the tourism industry. 2: Develop tendering/licensing procedures to promote broad-based empowerment of citizens.	Strategic Intervention 4.1.1: Collect relevant tourism expectations & satisfaction data.
Strategic Objective 1.2 To minimize the adverse impacts of tourism-related infrastructure and activities on the tourism resource base.	Strategic Objective 2.2 To maintain and enhance the Okavango Delta as a competitive international tourism destination.	Strategic Objective 3.2 To increase the strategic representation of citizens in the tourism industry of the Okavango Delta.	Strategic Objective 4.2 To ensure that appropriate actions are taken to ensure that the destination is compliant with visitor expectations.
Strategic Interventions 1: Plan appropriate infrastructure. 2: Establish guidelines for responsible tourism operations. 3: Ensure effective monitoring of tourism impacts. 4: Respond to adverse data.	Strategic Intervention 1: Measure the competitiveness of the Okavango Delta as world-class international tourist destination.	Strategic Intervention 1: Develop licensing procedures to promote strategic representation.	Strategic Intervention 4.2.1: Establish programme to ensure effective destination branding. 4.2.2: Develop a programme to respond to tourist expectations and satisfaction data.
Strategic Objective 1.3 To effectively monitor the impact of tourism on the Okavango's tourism resource base through time.	Strategic Objective 2.3 To effectively identify target markets that return optimal benefits to the tourism industry and people of Botswana.	Strategic Objective 3.3 To enhance employment equity in the tourism industry of the OD.	
Strategic Interventions: 1: Collect relevant management data.	Strategic Intervention 2.3.1 Identify preferred target markets	Strategic Interventions 1: Promote better implementation of existing regulatory mechanisms. 2: Develop licensing procedures to promote employment equity.	
	Strategic Objective 2.4 To diversify the tourism product offering of the OD.	Strategic Objective 3.4 To develop tourism-related skills of citizens.	
	Strategic Interventions 1: Identify opportunities for product offering diversification. 2: Establish mechanism to encourage and assist with product diversification.	Strategic Interventions 1: Develop a partnership between government & industry to broaden the skills base amongst citizens. 2: Develop licensing procedures to promote skills development.	
		Strategic Objective 3.5 To promote the procurement of products and services required by the tourism industry from citizen-owned businesses.	
		Strategic Intervention 1: Develop licensing procedures to promote local procurement.	
		Strategic Objective 3.6 To promote social development spending by tourism businesses.	
		Strategic Intervention 1: Develop licensing procedures to promote social development spending.	
		Strategic Objective 3.7 To raise awareness of the benefits of OD's tourism industry.	
		Strategic Interventions 1: Develop a programme (involving government, industry & communities) to communicate the benefits of tourism. 2: Develop a system to monitor industry performance across all components of citizen empowerment.	

1.4 Strategies for sustainable tourism development in Ngamiland

Strategy 1

Strive for a long-term (30 year) integrated, market-focused, responsible, sustainable tourism development plan for the Okavango Delta and Ngamiland.

Tourism has the potential to deliver appropriate benefits to host communities, regional economies and national treasuries. Tourism is an economic activity that should be public sector led and private sector implemented. Weak, inconsistent and poorly focused public sector leadership generally results in the non-realization of the full range of benefits that tourism can deliver. The under-performance of tourism in such circumstances is often blamed on the private sector and reactive measures are put in place by the public sector. These measures usually distance the private sector further from the broad aims of using tourism as a tool for social and economic upliftment in tourism rich rural areas. This situation may be the case in Ngamiland. Therefore, this strategy is to clearly determine what the long-term goals are for tourism development, what social and economic benefits tourism should deliver over time, the way to ensure that these benefits are realized and putting in place an enabling environment that ensures the effective delivery of such defined deliverables.

Strategy 2

To rejuvenate mature tourist destination status of Okavango Delta and prevent cycle of decay.

The proposed measures include:

- ✓ *Striving to keep the Okavango Core TDA as one of Africa's remaining wild areas by containing the extent of tourism development in the TDA to an acceptable limit.*
- ✓ *To brand the Okavango Core TDA only as the Okavango Brand and all other TDA have their own different brands so as to differentiate other tourist destination away from the successful Okavango brand.*
- ✓ *To modify CHA concession framework to permit more market focused supply of tourism products in concession areas.*
- ✓ *To identify new tourism resource areas in Okavango Core TDA that may effectively be utilized for market focused tourism that complies with the limits of acceptable change.*
- ✓ *To draft a strategic tourism development plan that maintains Okavango Core TDA as a world class tourist destination.*

Strategy 3

To clearly delimitate the Okavango Delta tourism resource area and identify clearly other areas of tourism potential in Ngamiland.

This strategy includes:

- ✓ *To clearly define a tourism image or brand for the Okavango Delta and to which land areas it applies.*
- ✓ *To identify and define tourism areas in Ngamiland that has tourism development potential.*
- ✓ *To establish individual tourism images or brands for these newly identified tourism development areas (TDAs).*

Strategy 4

To strive to conserve the Okavango Core Tourism Development Area as a low volume, low intensity, and high value wild tourism area while focusing tourism development in other TDA's on the periphery of the Okavango Core TDA.

The Okavango Delta is known as a world class ecotourism destination. The private sector has established a market focused tourism plant within the Okavango Core TDA that is healthy and functioning efficiently.

The strategy is to conserve the Okavango Core TDA in its current state as a low volume, low intensity, wild tourism area while intensify tourism development in other areas in Ngamiland outside of the Okavango Core TDA. This strategy will minimise the pressure to further develop the Okavango Core TDA.

Strategy 5

To plan and integrate the Okavango Delta as a flagship and integral component of the KAZA TFCA initiative.

The KAZA TFCA will provide competition and complementary opportunities for the Okavango Delta. However, the Okavango Delta is the most well established and popular destination within the TFCA. This strategy develops the Okavango Delta as the flagship destination of the KAZA TFCA so as to attract the top end, high tariff, low volume tourism that provides a high level of beneficiation to the regional economy while allowing other areas of the TFCA to absorb mass tourism.

Strategy 6

To allow the tourism potential of land to inform the demarcation of concession boundaries in the future.

Boundaries for Controlled Hunting Areas were established taking cognisance of administrative boundaries, and hunting factors and conditions. Little cognisance in this process had been taken of photographic tourism potential. Effective tourism planning means identifying and zoning land based on its overall tourism potential. Therefore, the strategy is to identify, map and monitor land with tourism potential. This strategy effectively creates a tool that can be used to identify and establish tourism carrying capacities and tourism development limits. Furthermore, such knowledge permits appropriate, efficient and integrated tourism planning and zoning at a spatial or geographic level.

Strategy 7

To rationalize optimal use of concession areas.

Concession areas in Ngamiland were initially demarcated for the purposes of hunting. With the extensive development of photographic tourism, the identification of land with different tourism potential and the need to optimise transport networks so as to minimise environmental impacts, it becomes very clear that the boundaries of the existing concession areas are not optimal.

This strategy is to optimise the use of concession areas based on the potential of the land to support different forms of tourism activities (game viewing, bird watching, hunting, etc) and consequently reassess the existing boundaries of the concession areas.

Strategy 8

To conserve the core tourism resource area of Moremi GR and Chobe NP through appropriate alignment of the Maun- Kasane link road to the east of the core area.

The Okavango Delta – Moremi Game Reserve – Chobe National Park complex of protected areas is Botswana's primary tourism asset. Maintaining this complex as a contiguous land mass is critical to its long-term survival as one of Africa's premier "wild" tourist destinations.

The strategy is to ensure that a future link road between Maun and Kasane is aligned appropriately to the east of Chobe National Park. This proposed road alignment is longer than the existing direct route and will cost more to construct. However, such an alignment will conserve the integrity and tourism value of Botswana's greatest natural national asset. The value of conserving such a national asset is huge and almost impossible to quantify in monetary terms.

Strategy 9

To strive to enhance and optimise ground linkages between tourism areas within Ngamiland and other tourism areas in Botswana and neighbouring countries.

Tourism is about the movement of people (visitors) between different geographical locations. In the context of the planning domain, this movement is undertaken either in small aircraft or by vehicle.

Road transportation requires a road network and associated infrastructure. This network of roads and tracks needs to transport visitors, supplies for tourism products and services. This infrastructure not only needs to provide adequate and safe transport for visitors and goods, it also needs to create an ambiance and experience that many visitors are expecting when visiting a wild, undeveloped tourism destination such as the Okavango Delta. This strategy aims at optimising the road infrastructure network while at the same time providing appropriate visitor experiences.

The geographical location of the Okavango Delta close to the international borders of Namibia, Zimbabwe and Zambia complicate travel arrangements due to border posts, immigration procedures and bureaucracy. This strategy attempts to minimise the negative implications of cross border tourist traffic and optimise on the positive aspects of trans-border travel.

Strategy 10

To minimise the impact of tourism support infrastructure in the Okavango Delta.

Probably the greatest tourism impact on the natural resource base Okavango Delta is currently caused by road infrastructure and airstrips. In most cases roads have followed old tracks created and used for other purposes or modes of transport. These routes become larger and more extensive the greater the tourism product becomes. Furthermore, these routes are significantly influenced by concession boundaries resulting in often illogical routings and layouts.

This strategy strives to rationalize transport infrastructure required to support the tourism plant of the Okavango Delta in order to provide a more efficient transportation system and primarily to minimise the impact of roads and airstrips on the environment.

Strategy 11

To maximise opportunities and benefits for host communities.

One of the primary aims of the strategic framework for tourism development in Ngamiland is to optimise benefits for host communities. This strategy strives to provide strategic interventions that will deliver such beneficiation to local, host communities.

Strategy 12

To enhance tourism experiences in the self-drive section of Moremi Game Reserve.

Tourism facilities, services and infrastructure in the self-drive section of Moremi Game Reserve evolved rather than being planned and then developed. The consequence is a poor tourism

product, a shambled road and track infrastructure and a visitor experience that is far from optimal. This strategy aims at developing interventions that will enhance the visitor's experience in the self-drive section of Moremi Game Reserve.

Strategy 13

To strive to retain benefits from tourism in Ngamiland.

Tourism leakage (when money earned in a tourism area flows out of the area in which it was generated) is a problem that plagues many tourism destination areas. The very nature of the tourism product in the Okavango Delta results in high levels of leakage. There are a number of ways in which leakage can be reduced, but often they require significant government intervention or have a high impact on the environment.

This strategy strives to retain as high of a proportion of the benefits that accrue from tourism in Ngamiland within the constraints of the limits of acceptable change and within the parameters of government resources.

Strategy 14

To significantly improve the management of the tourism economy (plant).

Management of the tourism plant of Ngamiland is under-resourced and under-funded. Consequently, the management of the tourism plant is not effective. This does not result in private sector confidence in the public sector's ability to lead, promote, develop and monitor the tourism plant. This lack of capacity will hamper the implementation of the Ngamiland Tourism Development Plan and the consequent monitoring programme thereafter.

This strategy is to identify weakness in the public sector's ability to manage the Ngamiland tourism plant and promote strategic interventions that will empower it to perform at the levels at which it is expected to perform in order to be effective.

Concepts for sustainable tourism development in Ngamiland

Concept 1

Develop and promote Maun as the gateway to the Okavango Delta.

Livingstone in Zambia will become the new international gateway to wide-bodied intercontinental jet aircraft bringing tourists into the KAZA TFCA in the near future.

The concept is to develop and promote Maun as the tourist gateway to the Okavango Delta and to form an integral destination and link for other tourist areas within the KAZA TFCA. The prime focus of this concept is to promote Maun as a tourism gateway, growth point and service town.

Concept 2

Develop a tourism gateway business centre at Maun airport.

The concept is to develop a tourism zone in Maun near the airport where many of the tourism operators are currently located. This zone should be set aside by the municipality and zoned to provide a wide range of tourism services, facilities and products to entice visitors into the zone thus enhancing economic activity in Maun. Careful planning and design of the arrivals and departure facilities of Maun airport need to take place. These facilities should be incorporated into this zone so as to enhance activity within the zone. Innovative planning and "out of the box" thinking should be encouraged. This concept strives to make a vibrant tourism zone in the centre of Maun.

Concept 3

Broaden the permissible configuration of tourist lodges in the Okavango Delta.

This concept challenges the current regulation limiting the number of tourist beds in a concession to 24 beds. It also promotes a range of different configurations of accommodation facilities permissible with a defined tourism development node or nodes in concession areas. The number of permissible tourist facilities is dependent upon the defined, mapped tourism resources within the concession area.

Concept 4

Close part of Moremi Game Reserve to self-drive tourists.

The concept of closing part of Moremi Game Reserve to self-drive tourists is to create opportunities for the provision of less sophisticated tourism products that may be provided by emerging, local tourism operators. These products include safari operating through the provision of safari vehicles and guides, game guides, non-permanent fly camps at certain locations within the reserve, hospitality products at north and south gates to Moremi Game Reserve.

Concept 5

Establish a development zone on the eastern side of Moremi that provides an appropriate range of experiences and facilities appropriate for the self-drive tourist market that provide optimal benefits to local host communities.

This concept is to provide a purpose designed and developed wildlife safari experience for self-drive tourists that provides maximum benefits from this tourism sector to host communities living in the area.

Concept 6

Establish a new national tourism asset in the form of Tsodilo protected area based on San art and culture.

Botswana's tourism, other than business tourism, is almost exclusively based on nature-based tourism. Government is keen to promote diversification to other forms of tourism, particularly cultural tourism. "Bushman" paintings and culture are extremely popular with overseas tourists. Tsodilo Hills has a rich heritage of San rock art thus earning World Heritage Status. The concept is to establish a new national tourism asset by (i) optimising on Tsodilo Hills world class San rock paintings, (ii) diversifying Ngamiland's tourism economy from wildlife / nature-based tourism and (iii) creating a new "must see" attraction to assist spin a triangular "three country" tour route in the larger region.

Concept 7

Establish a new tour route on the periphery of the Okavango Delta aimed at the overseas coach market - the Three Countries Triangular Tour Route.

Livingstone will become the international gateway to the KAZA TFCA and region with the upgrading of Livingstone International Airport. The number of overseas tourists visiting the region is likely to increase significantly with easier, more efficient and less costly access for the overseas tourist markets. This increased number of arrivals will stimulate the overseas tour group market that travels by large luxury coaches. The critical mass created by the coach market can be used effectively to develop new tour routes, which in turn stimulate a tourism economy along such a tour routes. The concept is to create a new tour route that links Victoria Falls through the Caprivi to Popa Falls via Tsodilo Hills to Maun through Chobe National Park back to Victoria Falls. To

achieve this tour route, (i) the A35 road would need to be upgraded to a standard suitable for coaches, and (ii) a paved road would need to be constructed between Shorobe and the A33 along a suitable route to the east of Chobe National Park.

Concepts for citizen empowerment

Concept 1

Develop appropriate financing mechanisms designed to provide citizens with access to capital for investment in the tourism industry.

This concept focuses on the establishment of an appropriate financing mechanism that provides citizens with capital for investment in the tourism industry. Current facilities aimed at encouraging citizen investment such as those offered by the Citizen Entrepreneurial Development Agency (CEDA) are not wholly appropriate to the sectoral needs of the tourism industry. A feasibility study was carried out to investigate and make recommendations on the feasibility of setting up of an autonomous statutory agency that would be responsible for the establishment and management of a Tourism Development Fund for providing financial assistance to Batswana who would like to venture into the tourism sector. The origins of the study stemmed from concerns about the failure of financial assistance schemes to benefit the tourism sector in Botswana and particularly the participation of Batswana in the sector. This fund was never established. These facilities should be reviewed and amended instruments that are specifically tailored to the needs of the sector should be developed. This is a national level intervention that is required to enable the conditions for increased citizen ownership not just in Ngamiland but throughout the tourism industry of Botswana.

Concept 2

Promote better implementation of existing regulatory mechanisms that promote employment equity in the tourism industry (including localization of labour).

The situational analysis revealed that employment equity in the Ngamiland's tourism industry has lagged, especially at senior employment levels where the use of expatriate labour is widespread. Remedying this situation may be partially achieved through more efficient implementation of existing government regulation. It appears current labour regulations regarding employment equity (including the requirement for labour localization plans) are not consistently implemented. Likewise, compliance with localization requirements included in concession agreements between tourism investors and the land board are not dependably monitored. This neglect appears to be a major cause of policy failure.

There is an urgent need to ensure more consistent enforcement of regulation (including appropriate follow up procedures). Weaknesses in the public sector's ability to implement existing regulations should be remedied and strategic interventions promoted that build the civil service's capacity in this regard.

Concept 3

Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens.

Regional jurisdictions such as Mauritius, Namibia and South Africa have successfully promoted broad-based indigenous empowerment through a combination of regulation, licensing and conditional award of commercial rights to public assets. The concept is to integrate conditions requiring broad-based citizen empowerment into the land allocation system regulating the award of leases in Ngamiland. While it is a critical function of government to create an enabling environment for citizen empowerment, it is nevertheless important that it does not adopt policies and practices that discourage investment. The concept therefore advocates an approach that encourages citizen empowerment but avoids being so complex and bureaucratic that it stifles the growth of the

industry. The key instrument is a citizen empowerment scorecard that measures the performance of lessees against a broad-based suite of empowerment categories.

Concept 4

Develop a workable system that enables government and other stakeholders to measure and evaluate industry performance across all components of citizen empowerment

This concept is:

- ✓ *to develop a “scorecard” that measures the performance of the industry across a broad range of citizen empowerment indicators (including ownership; strategic representation and control; management; employment equity; procurement; corporate social responsibility spend; etc.); and*
- ✓ *to put in place monitoring mechanisms that collect and make available the information to government and the public at large.*

Concept 5

Develop a systematic programme (involving government, industry and communities) to communicate the benefits of tourism to key stakeholders.

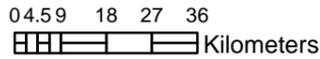
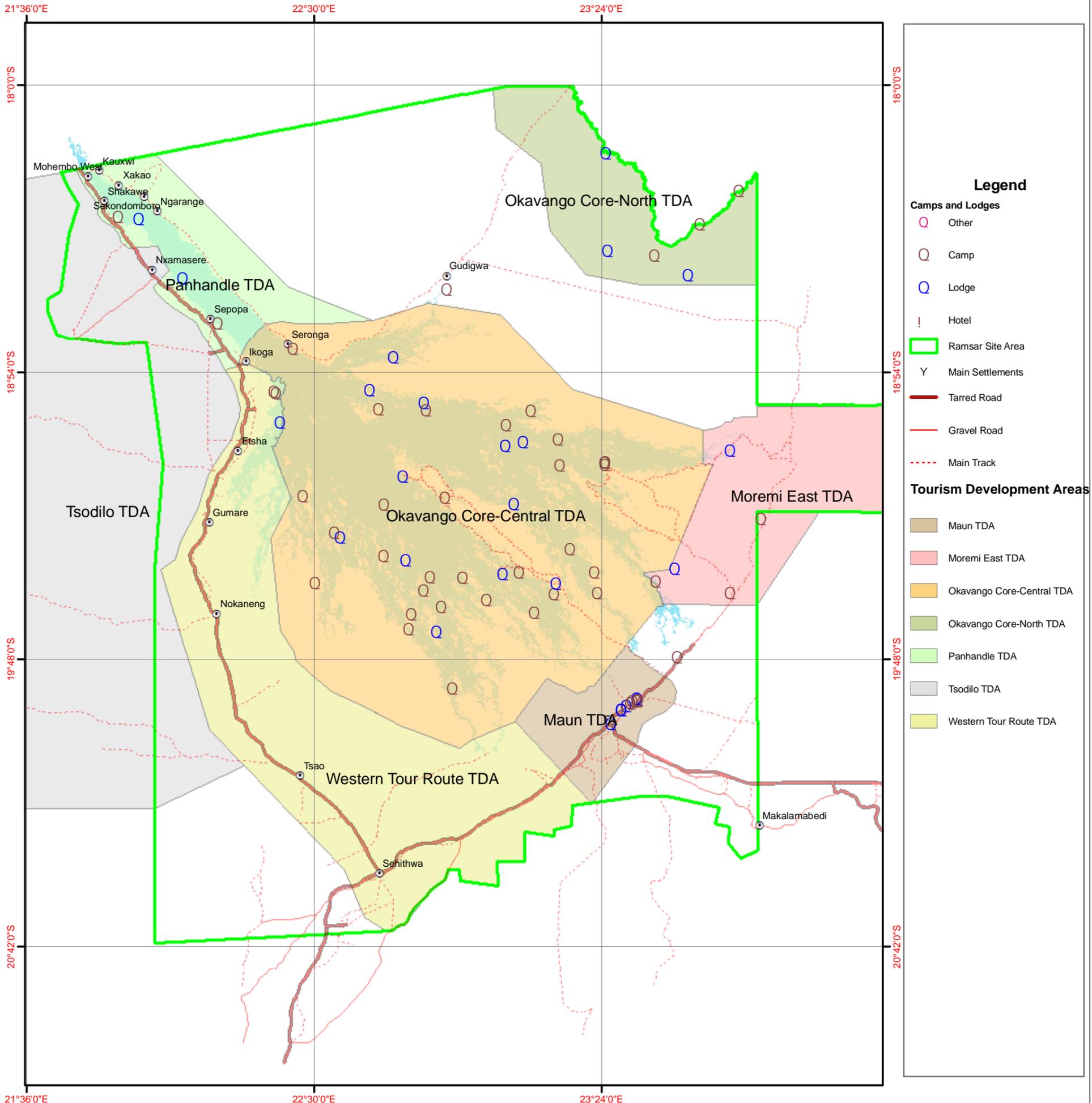
A lack of public awareness about the benefits of tourism at the local, district and national scales contributes to negative attitudes and a climate of mistrust between key stakeholders. The concept is to develop a partnership between government and the organised industry to educate the public and to communicate the benefits of tourism to all sectors of society (including local host communities). The programme would build on and extend existing efforts. It would avoid one-off events by developing a programmatic approach that is sustained over an extended period.

NGAMILAND DISTRICT TOURISM DEVELOPMENT PLAN – EXECUTIVE SUMMARY

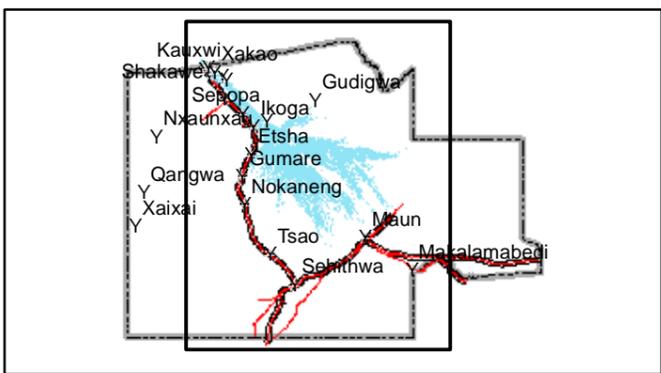
<p>(1) Okavango Core TDA</p> <ul style="list-style-type: none"> ✓ The Okavango Delta brand to be clearly defined, brand guidelines developed, its use restricted to the Okavango Core and monitored over time. ✓ The Okavango Core to continue targeting mainly high tariff – low volume market segments. ✓ The current CHA boundaries and concessioning framework should be reviewed as an independent exercise following the adoption of the plan. ✓ Existing leases for CHAs that expire within the next 3 years should be extended to allow time for the preparation of a new leasing framework. ✓ Government should prioritise the preparation of the new framework based on the following principles: <ul style="list-style-type: none"> ○ The optimal use of tourism resources and the optimal location of tourism products; ○ An affirmative procedure designed to increase citizen participation based on a “scorecard” approach, strong contractual framework and ongoing monitoring. 	<p>DoT with organized industry</p> <p>DoT and TLB; in consultation with relevant stakeholders, e.g. HATAB</p>
<p>(2) Maun TDA</p> <ul style="list-style-type: none"> ✓ A tourism precinct to be developed as high priority next to the Maun airport. The area should be demarcated, zoned and a master precinct plan drafted. ✓ Certain government functions currently taking place in the designated area should be relocated. ✓ Citizen participation should be encouraged; larger scale opportunities awarded using a scorecard approach; smaller scale opportunities reserved for citizens. ✓ An Ecotourism Park should be developed north of Maun as a medium-term but high priority project. This requires: <ul style="list-style-type: none"> ○ A detailed precinct plan to be negotiated with local residents who should become the preferred beneficiaries for citizen participation; ○ The veterinary fence to be realigned to create a “shop window” onto the Maun/Shorobe road; ○ Citizen participation to be promoted: mobile safari licences to be reserved for citizens; “footprint” leases to be awarded using scorecard approach. 	<p>DoT, NWDC, in consultation with relevant stakeholders, e.g. HATAB</p> <p>DoT, TLB, DWNP, Veterinary Dept., NWDC, in consultation with relevant stakeholders, e.g. HATAB</p>
<p>(3) Moremi-East TDA</p> <ul style="list-style-type: none"> ✓ The western section of Moremi to be closed to self-drives and access limited to licensed operators. ✓ An Ecotourism Park should be established as a high priority incorporating parts of eastern Moremi, the Chobe “triangle” and adjacent NGs. This requires: <ul style="list-style-type: none"> ○ The preparation of a detailed implementation plan; ○ The functional inclusion and appropriate zoning of parts of Moremi and Chobe; ○ The creation of a new category C-licence to permit citizen-owned mobile operators in western Moremi; ○ A well-planned 4x4 track network designed to give visitors a quality bush and game viewing experience; ✓ The establishment of visitor information centres at Thamalakane, Khwai and Mababe; ✓ The promotion of citizen participation: mobile safari licences to be reserved for citizens; “footprint” leases to be awarded using scorecard approach. 	<p>DoT, TLB, DWNP and NWDC</p>
<p>(4) Tsodilo TDA</p> <ul style="list-style-type: none"> ✓ A new protected area to be established in the Tsodilo TDA as a high priority. This requires: <ul style="list-style-type: none"> ○ The preparation of a detailed development plan for, and the proclamation of, the Tsodilo protected area; ○ The planning of the protected area to be negotiated with local residents who should become the preferred beneficiaries for citizen participation; ○ Implementation of the recommendations contained in the existing Tsodilo Hills (NG6) tourism development plan; ○ A paved road to Tsodilo from the A35 suitable for 44-seater coaches and a network of tour routes through the proposed protected area; ○ Integration into a TFCA including Kaudom and Mudumu in Namibia; ○ The promotion of citizen participation: mobile & small-scale licences to be reserved for citizens; “footprint” leases to be awarded using scorecard approach. 	<p>DoT, TLB, DWNP and NWDC</p>
<p>(5) Okavango Panhandle TDA</p> <ul style="list-style-type: none"> ✓ “Nxamasere Nature Reserve” to be established as base for tourist. Seronga should be established as a low-order hub and gateway. This requires: <ul style="list-style-type: none"> ○ Promoting the tour route between Mohembo and Seronga, aimed primarily self-drive tourists and tour/safari operators using light tour vehicles. ○ Applying adequate resources to develop the A35 as a primary tour route to act as the spine of the Panhandle, Tsodilo and Western Tour Route TDAs. ○ Preparation of a precinct plan for the Nxamasere Nature Reserve to be negotiated with residents who should become preferred beneficiaries for citizen participation; ○ Developing Shakawe, Nxamasere and Seronga as TDNs with TICs; ○ Upgrading the A35 to a standard suitable for the passage of luxury coaches; paving the road to Seronga; constructing a bridge over the Okavango at Mohembo; ✓ A route branding, signage and promotion programme. 	<p>DoT, TLB, NWDC, Dept. of Roads</p>
<p>(6) Western Tour Route TDA</p> <ul style="list-style-type: none"> ✓ An Ecotourism Park along the A35 south of Gumare to be established to provide a “shop window” onto wildlife-rich land and a base for tourism. This requires: <ul style="list-style-type: none"> ○ The use of the A35 by the coach market segment in order to reach a scale of magnitude that will make the proposed park financially viable; ○ The preparation of a detailed precinct plan; ○ The realignment of the veterinary fence to draw the wildlife area up to the A35; ○ The development of appropriate support infrastructure in the Ecotourism Park; ○ The promotion of citizen participation: mobile & small-scale licences to be reserved for citizens; “headlease” to be vested in local CBO. ○ TICs to be established at the entrance to Gumare Ecotourism Park and at Sehitwa junction (to serve Lake Ngami). 	<p>DoT, TLB, NWDC, Dept. of Roads, Veterinary Dept.</p>
<p>Cross-cutting Intervention</p>	
<ul style="list-style-type: none"> ✓ The Maun-Kasane link routed along the eastern flank of Chobe National Park to be developed as a high-order road suitable for luxury coaches. This is critical for the emergence of a circular tour route in greater Ngamiland/Chobe/Victoria Falls/Caprivi region. 	<p>DoT, Dept. of Roads</p>

Okavango Delta Management Plan - Tourism Component

Spatial Planning - Tourism Development Areas (TDAs)



Locational Map



ODMP SUSTAINABLE TOURISM

<p>CLIENT - Department of Tourism and Northwest District Council</p> <p>CONSULTANTS: - Natural Resources & People</p> <p>DATA SOURCES: -Okavango Delta Information System (ODIS) Database</p> <p>DATE: March 2007</p>	<p>COORDINATE SYSTEM: Geographic</p> <p>Projection: WGS 1984</p> <p>Spheroid: Metre</p> <p>Unit of Measurement: Equator</p> <p>Latitude of Origin: 1</p> <p>Scale Factor: WGS 1984</p> <p>Datum:</p>
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MAP 1

1.5 Okavango Core TDA

The Okavango Core TDA has two geographical components, the Central TDA incorporating the core Okavango Delta and the North TDA extending along the Linyanti River. These two geographical areas have been merged into the Okavango Core TDA because they have similar tourism products aimed at similar market segments with a similar range of natural and wildlife attractions.

Existing tourism resources & attractions

The following tourism resources and attractions currently exist in the Okavango Core TDA:

Tourism resources

- ✓ The wetland systems based on the Okavango and Linyanti Rivers.
- ✓ Wildlife (including the Big Five) offering high quality game viewing in a natural environment.
- ✓ The natural history of the Delta, which is unique to southern Africa.
- ✓ The visual landscapes – flat, endless, wetland plains un-impacted by built environments.
- ✓ The wild nature of area - wide open, wild, undisturbed, minimally impacted on landscapes.
- ✓ Wildlife for hunting.
- ✓ Fish stock for fishing.

Tourist attractions

- ✓ Wildlife - particularly Big Five - experienced through motorized excursions (vehicle & boat), as well as non-motorized safaris (mokoro and walking).
- ✓ Specific charismatic wildlife species – elephants, lions, etc.
- ✓ Wetlands experience.
- ✓ Birdlife with high quality bird viewing.
- ✓ African safari experience.
- ✓ Experience of one of the last of the few remaining truly wild areas of southern Africa with abundant wildlife.
- ✓ Easily accessible by airplane from most first world countries.
- ✓ High quality tourist facilities – particularly upmarket lodges, tented camps and mobile safaris.
- ✓ Hunting.
- ✓ Fishing.

Tourism image

The tourism image for this TDA is a world-class luxury safari experience of wetland wildlife in the unique, wild Okavango Delta environment.

The tourism image of the Okavango Core TDA is a world-renowned and successful brand that has served the Okavango Delta well since the 1970s. Due to the success of the Okavango brand, it has been widely used to market products and destinations in other parts of Ngamiland. In most cases, these other destinations and products do not have the tourism resources, attractions and experiences to truly fulfil the tourism experiences suggested by the brand. As a consequence,

visitors are misled by inaccurate marketing to expect an Okavango Delta experience in areas that cannot offer such experiences. As a result, visitors' expectations are not met. These negative experiences impact negatively on the reputation of the Okavango Delta as an international tourist destination.

In order to overcome this, it is **recommended that the tourism image of the Okavango Core TDA be clearly defined and its use restricted to the Okavango Core TDA**. The **Department of Tourism** should develop guidelines on the use of the Okavango Delta brand and monitor the situation.

Tour routes

There are no formalised tour routes into the Okavango Core TDA but rather a network of feeder and game drive tracks that provides links to the numerous camps.

The majority of tourists are transported into the Okavango Core by light aircraft. Numerous light aircraft from many small airlines provide a daily shuttle service between Maun and the lodges, and between lodges in the TDA. The large number of light aircraft flying over the TDA daily can have a significant impact on visitor experience.

Most lodges either have their own landing strip for light aircraft or share an airstrip with one or more other lodges. The visual impact of airstrips and the spider web of game viewing tracks made by safari and supply vehicles are the largest perceived man-made impacts that visitors have of tourism in the TDA.

Preferred tourist market segments

The following preferred tourist market segments have been identified through a process of stakeholder consultation:

- ✓ The strategy for the Okavango Delta has always been, and should remain, targeting the **high value – low volume tourist market segments**. This strategy is still preferred for the Okavango Core TDA while other TDAs provide for the needs of other market segments from overseas and SADC countries.
- ✓ The **mobile safari market segment** should be encouraged to experience at the Okavango Core TDA in limited numbers at high tariffs.

The development of the existing tourism plant in the Okavango Core TDA based on these market segments has resulted in a healthy tourism plant that is delivering significant economic benefits (although the share of benefits captured by citizens is relatively low).

Land ownership and concessions

Most of the current high value leases in the Okavango Core TDA were awarded in the 1990s within the framework of the 1991 Land Use Plan, the 1990 Tourism Policy and the 1992 Tourism Act. These leases are mostly valid for 15-years and are due to expire over the next two to three years.

Restructuring concession boundaries in the Okavango Core TDA

A consultative process with all stakeholders in the TDA – including a participatory mapping exercise – was undertaken to assess the environment for tourism. This indicated that land with tourism potential was not being optimally used due to the Controlled Hunting Area (CHA) concession framework that influences the structure and distribution of tourism throughout the TDA.

All land in the Okavango Core TDA outside Moremi has been partitioned into CHAs. The boundaries of the CHAs were defined in the early 1990s based primarily on hunting criteria with

secondary consideration to photographic tourism. Concessions were awarded to each CHA for use in a prescribed manner and for a certain period. As a consequence, land use is constrained by the boundaries and concession conditions of the CHAs. The result is the **non-optimal use of tourism resources and inappropriate location of tourism products in the Okavango Core TDA.**

The boundaries of the CHAs have also influenced the positioning and routing of transport infrastructure. This infrastructure has the largest tourism-related environmental and visual impact in the Okavango Core TDA. **A rationalization of this infrastructure is required to minimise the ongoing and future impact on the environment.**

Current lease agreements also do not contain explicit provisions regarding citizen participation (although operators are required to submit “localization and training plans,” which are not consistently monitored and enforced). Many of the current leases are due to expire shortly; their imminent renewal represents an opportunity to advance citizen participation via an affirmative land-allocation process drawing on the experience of other jurisdictions in southern Africa and further abroad.

In order for effective spatial planning to optimise photographic *and* hunting tourism in the Okavango Core TDA, as well as addressing citizen empowerment issues, **the framework defining CHAs and their associated leases needs to be reviewed.** This process requires an overhaul of the existing CHA-based lease framework, which is the heart of current tenure security in the Okavango Core TDA. It will require a restructuring of the lease framework, lease awarding process, concession boundaries, and the nature and scale of permissible tourism products within each leased area. This process will require considerable, in-depth consultation with all stakeholders. If not undertaken appropriately, it may have significant implications on the existing tourism industry of the Okavango Core TDA.

Recommendations

Based on the above, the following interim recommendations are offered:

- ✓ The proposed lease review process should be undertaken as an independent exercise following the adoption of the Ngamiland Tourism Development Plan. This will allow approval of the many other tourism development aspects contained in this Plan to proceed in the meantime.
- ✓ The tourism development plan for the Okavango Core TDA based on a new concession framework and boundaries should be included in the Ngamiland Tourism Development Plan at a later stage.
- ✓ Most existing leases for CHAs in the Okavango Core TDA expire within the next two to three years. It is recommended that Government extend the existing agreements with current leaseholders for an appropriate period in order that a new leasing framework and tourism development plan for the Okavango Core TDA be established, accepted and approved prior to the issuing of new leases. Government should prioritise the preparation of the new framework incorporating the principles sketched below:
 - Optimise the use of the tourism resources and location of tourism products in the Okavango Core TDA along the lines suggested above;
 - Incorporate an affirmative procedure designed to significantly increase broad-based citizen participation in the Okavango Core TDA using a “scorecard” approach to weight and measure elements such ownership, strategic representation, employment equity; local procurement, social responsibility spend. A monitoring system designed to track the citizen empowerment performance of individual lessees against their contractual obligations should also be developed and implemented as a high priority.
 - Limit the opportunities for “rent collecting”, where citizens obtain “headleases” which they then sublease to third parties (often expatriates or foreign-owned

companies) for a fee. The new leasing framework should explicitly limit (or disallow) this practice. The broad-based citizen participation requirements – including the ownership requirements – should apply at the “headlease,” asset ownership *and* operational levels and should not be circumvented through the use of subleasing or outsourcing arrangements.

1.6 Maun TDA

Existing tourism plant

The Maun TDA includes the village of Maun and its immediate hinterland.

Maun is the gateway, distribution hub and service centre for the Okavango Delta. As a consequence, most tourists and travellers visiting the Okavango Delta pass through Maun, and airlines, operators, lodges, travel agents, car hire and other support services are based there. A range of tourism accommodation has developed in Maun and on its periphery, ranging from large commercial hotels to bush lodges and backpacker facilities.

Maun is the administrative centre for the district of Ngamiland and the centre of commerce for the district. These functions also generate a significant flow of business tourists to Maun who require a different range of tourism services to those required by overseas and regional tourists.

Maun has therefore developed as a transitory and service destination, with a distribution and servicing function at the core of the village and a range of hospitality establishments on its periphery.

Tourism image

The tourism image for this TDA is to function as the gateway to the Okavango Delta – *a place to prepare for the adventure and recover from the experience.*

The tourism image or branding recommended for this TDA should factor in the following elements:

- ✓ Maun is the gateway to the Okavango Delta and a regional distribution hub for the KAZA TFCA.
- ✓ Maun is a place to prepare for an adventure to come and a place to recover, relax and reminisce about the experience.
- ✓ Maun should be an integral part of the Okavango Delta experience.
- ✓ Maun is an opportunity area for tourism-related commerce.

Tour routes

The following routes are currently used by different segments of the market:

- ✓ Overseas and regional tourists arrive at Maun airport and are immediately shuttled to a lodge in the Okavango Delta or to lodgings on the periphery of Maun. Arriving tourists therefore rarely spend much time in Maun thus contributing little to the tourism economy of the village.
- ✓ Tourists returning from their safaris are transported back to Maun airport in order to connect with flights out of Maun. Departing tourists often spend time at the terminal building and tend to spend money at the retail and service outlets located in close proximity to the airport.

- ✓ Self-drive tourists arrive in Maun by road in sedan and all terrain vehicles. Maun is either the launching or termination point for a safari to one of the destination areas in the region. Many of these road travellers re-supply or overnight in Maun.

Preferred tourist market segments

The following are the preferred market segments for this TDA:

- ✓ **Tourists arriving by air** are preferred as they are a captive market while passing through the airport terminal.
- ✓ **Mobile safaris** passing through Maun.
- ✓ Business and public sector tourists could also be encouraged to increase their spend in Maun.

Recommended tourism products

Maun Tourism Precinct

The aim of the Maun Tourism Precinct is to establish an area directly adjacent to the airport that is set aside exclusively for tourism products, facilities and services.

This product has the **very high development priority**.

The following tourist market segments should be targeted for Maun Tourism Precinct:

- ✓ Tourists arriving and departing by air;
- ✓ Mobile safari tours passing through Maun;
- ✓ Self-drive tourists passing through Maun; and
- ✓ Business and public sector tourists.

The purpose of developing this precinct is to establish:

- ✓ A tourism gateway to the Okavango Delta;
- ✓ A “one stop” zone that provides a range of tourism-related activities and services for tourists.
- ✓ A tourism hub in which most tourism businesses, service providers, public sector tourism departments, etc may be located so as to achieve a critical mass and to create an increased range of entrepreneurial, retail and service opportunities for local Maun entrepreneurs.

The Department of Tourism and Maun Municipality should be the facilitating agencies for the establishment of the Maun Tourism Precinct. The area would need to be zoned for tourism and a master precinct plan drafted. An urban design consultant would need to develop a detailed development design for the precinct including guidelines and locations for structures, architectural styles for buildings, public spaces, and pedestrian and vehicle flows. Many of the government functions currently taking place in the designated area, such as the mechanical workshops, would need to be relocated.

Maun Ecotourism Park

The Maun Ecotourism Park is an area of land to be fenced into the wildlife zone north of the Maun veterinary fence in which wildlife roams freely so that a range of high quality tourism products and experiences may developed by the private sector.

The purpose of the Maun Ecotourism Park is:

- ✓ To extend the stay of visitors in the Maun area thereby contributing to the tourism economy of the village; and
- ✓ To create a tourism environment for small-scale tourism products that are not necessarily capital-intensive thus opening opportunities for citizen involvement, particularly emerging tourism entrepreneurs based in Western Ngamiland and Maun.

To achieve this, the following interventions are required:

- ✓ The veterinary fence realigned to create a “shop window” onto the Maun/Shorobe road.
- ✓ Agriculture and livestock activities within the area should cease and it should be zoned for tourism use.
- ✓ Appropriate measures put in place to attract wildlife into the Ecotourism Park.
- ✓ The Ecotourism Park linked to the airport/Maun Tourism Node by a safari dirt track that gives visitors the illusion that they are driving straight from the airport into the bush.

This product has a **very high development priority**.

The following tourist market segments should be targeted for this tourism product area:

- ✓ Tourists arriving by air;
- ✓ Mobile safari tours passing through Maun;
- ✓ Self-drive tourists passing through Maun; and
- ✓ Business and public sector tourists.

Proposed supporting infrastructure

The following tourism infrastructure is required to establish an enabling environment for the development of tourism in this TDA:

- ✓ Government will need to upgrade the roads system around the Maun Tourism Precinct so as to ensure the efficient flow of traffic, parking and pedestrian walkways. The road layout will play an instrumental role in channelling tourists and travellers into the precinct.
- ✓ Government will need to plan a “safari” access track to the Maun Ecotourism Park from the airport terminal building so that visitors to the Ecotourism Park have a safari sense of arrival.

Tourist information Centre

A Tourism Information Centre (TIC) should be constructed in the Maun TDA. This would be the primary TIC for the whole of Ngamiland. The TIC should be located in the Maun Tourism Precinct and form a primary and integral component of the Maun Tourism Node.

Signage

Road and information signage is critically important to tourists and tour operators, particularly in developing rural regions. A carefully planned signage programme assists in determining the tourism image of the TDA and the efficiency of the TDA's tourism plant.

Good road and tourist information signage also has a positive impact on the traveller's confidence in travelling in the TDA and travel information seen and gathered by the traveller.

A detailed road signage programme should be planned and implemented for the TDA.

Telecommunications

The tourism industry of Ngamiland is predominantly based on visitors from the first world. Currently, telecommunications hinder the operational efficiency of the tourism industry. To overcome this, the following needs to be addressed by Government:

- ✓ Effective and reliable cellular telephone or microwave-based telephone coverage to all tourism products in the TDA.
- ✓ Wireless Internet access to all tourism products in the TDA.
- ✓ Fast broadband Internet should be available throughout the Maun TDA.

Tourism support services

It is the role of Government to provide, staff, manage and maintain the necessary tourism services required for visitors to have a safe, well-informed visit in the TDA and Ngamiland.

Citizen participation

The Maun TDA offers various opportunities for citizens to enter (or increase their participation in) the tourism industry of Ngamiland. This TDA is a **very high priority area** for citizen empowerment and is graded as having **excellent potential** for increased citizen participation.

The **Maun Tourism Precinct** aims to create a tourism business hub at a strategic location adjacent to the Maun airport. The precinct will house a variety of tourism products thus offering many opportunities for citizen empowerment. It is recommended that:

- ✓ Affirmative procedures, designed to promote citizen participation in the development of the precinct, should be incorporated into the master plan to be developed for the area.
- ✓ Larger scale business opportunities requiring significant capital investment and/or high levels of experience and expertise should be identified and offered via a tender procedure designed to promote broad-based citizen participation using a “scorecard” approach. A monitoring system designed to track the citizen empowerment performance of individual licensees against their contractual obligations should be developed and implemented.
- ✓ The precinct plan should also identify small-scale tourism products that are suitable for emerging entrepreneurs. These opportunities – which may include trading, entertainment and guiding services – should be reserved for local entrepreneurs.

The **Maun Ecotourism Park** is a medium-term but high priority project designed to extend the stay of visitors in the Maun area and to create a variety of small-scale tourism products that are suitable for emerging entrepreneurs. Its realization is dependent on various interventions by Government including the realignment of the veterinary fence in the area. It has a high potential for citizen involvement.

- ✓ The Maun Ecotourism Park will impact on the local livelihood options and its establishment will have to be negotiated with local residents. These residents should participate in, and benefit from, the development of, the Park. **Therefore, it is recommended that residents be granted preferential standing as preferred beneficiaries for citizen participation in the Maun Ecotourism Park.**
- ✓ Government should drive the preparation of a detailed tourism development plan for the area. It is a specific purpose of the project to create small-scale tourism products that are suitable for emerging entrepreneurs. These opportunities should be identified during the planning process and reserved for local entrepreneurs, particularly local residents.

- ✓ Mobile safari operator access to the Maun Ecotourism Park should be reserved for citizen-owned operators to conduct day and overnight safaris from Maun. These operators should be licensed under a modified Category C licence reserved for emerging citizen-owned operators. Subcontracting to foreign-owned operators should not be permitted.
- ✓ Lease rights in the Maun Ecotourism Park should be awarded using a new framework for land allocation that permits footprint leases under a modified Category A licence, allied with an appropriate bundle of traversing rights enabling support activities such as game drives, walks, etc. The leases should be awarded using a system that places a high premium on citizen participation. Foreign-owned businesses will not be excluded from the area but will have to enter into strong partnerships with citizens to gain access to the available business opportunities.

1.7 Moremi-East TDA

Location and purpose

The Moremi-East TDA is situated to the east of Moremi and provisionally incorporates NGs 19, 33, 34, 40 and 41 as well as a portion of eastern Moremi and the southern “Chobe triangle”. Its final boundaries should be negotiated with all relevant stakeholders.

The purpose of the Moremi-East TDA is:

- ✓ To stimulate increased participation by citizens in the tourism industry of Ngamiland; and
- ✓ To establish an off-road link for self-drive safari enthusiasts and mobile safari operators between Maun and Kasane via the Moremi-East TDA.

Tourism resources & attractions

The Moremi-East TDA was identified because of its **strategic location** relative to Maun, Moremi and the Maun – Kasane tour route.

The area is rich in wildlife with good game viewing. It will offer opportunities for:

- ✓ Photographic safaris for game viewing and bird watching;
- ✓ Hunting;
- ✓ Experiencing a wild landscape outside a proclaimed protected area; and
- ✓ Activities not normally permitted inside a proclaimed protected area.

Tourism image

The tourism image for this TDA is a mobile safari paradise for self-drive tourists and mobile safari operators that re-establishes the classic self-drive safari environment of the 1970s.

The tourism image or branding recommended for this TDA should factor in the following elements:

- ✓ The undeveloped nature of the area.
- ✓ The combination of wet and dry areas.
- ✓ The link between Moremi Game Reserve and Chobe National Park.
- ✓ The ability to undertake nature-based activities that are not permitted in Moremi Game Reserve and Chobe National Park.

Tour routes

The following routes are currently used by different segments of the market:

- ✓ The Maun to Kasane route is a 4x4 track that functions as a district transport and safari route. The relatively high volume of non-tourist traffic impacts negatively on the travel experience. Many tourists travel this track to get to Savuti or as one leg of a circular route that takes them through Moremi, Savuti and Chobe.
- ✓ The Maun to Moremi South Gate route is the primary safari link between Moremi and Maun. Self-drive tourists, mobile tour operators and safari lodge operators commonly use it. It is also the primary supply route for tourism and conservation activities in Moremi. Heavy use has impacted negatively on the track resulting in a fairly unpleasant visitor experience.
- ✓ Moremi's internal network of tracks links the entrance gates, campsites and game viewing areas. The routing of the tracks does not optimise the full potential of the safari and wildlife experience. The myriad tracks in good game viewing areas on the edge of the delta is the result of fluctuating water levels. This has significantly impacted on the visitor experience.
- ✓ The circular route through Moremi Game Reserve is a popular route on the itinerary of most self-drive tourists to the eastern section of the Okavango Delta.

Preferred market segments

The following market segments are preferred for this TDA:

- ✓ **Maun-based tourists** who arrive as part of a group, as independent fly-in arrivals or by sedan vehicle and who want to experience the Delta/Moremi as day visitors or on a mobile safari.
- ✓ Visitors travelling as part of **tour groups** such as the one between Victoria Falls/Popa Falls/Maun (which is expected to grow in popularity).
- ✓ **Self-drive visitors** who do not have access to 4x4 vehicles. This market segment will leave their car in Maun and purchase package tours or hire fully kitted 4x4 safari vehicles before departing on multi-day, multi-destination safaris.
- ✓ **Independent 4x4 tourists** from especially (but also elsewhere in Botswana and SADC). It is a stable market that has visited the Delta for years, which has the potential to increase as recreational 4x4 vehicle ownership grows while the number of locations where off-road safaris may take place decreases.

The establishment of a new sub-regional tourism plant in the Moremi-East TDA aimed at these market segments would increase the opportunities available for citizens to become involved as investors and entrepreneurs in the tourism industry of Ngamiland.

Required interventions

The implementation of the Moremi-East TDA will require the cooperation of DWNP and other stakeholders. **Within the Moremi Game Reserve the following interventions are required:**

- ✓ Sections of Moremi and Chobe functionally included and appropriately zoned.
- ✓ The parts of Moremi that have become severely degraded rehabilitated and the western section of the reserve restricted to a limited number of mobile safari operators.
- ✓ A new category C-licence developed that permits operator-only access to the western portion of Moremi. This category of licence should be specifically designed for emerging citizen-owned tour operators operating day and overnight safaris from Maun.

- ✓ The game viewing track network in those areas of high game viewing potential that have been heavily impacted by unplanned tracks rehabilitated and a new series of tourism-orientated tracks should be developed.
- ✓ The existing campgrounds upgraded and new sites developed.
- ✓ Game and bird hides developed at appropriate locations.

Recommended tourism products

Moremi-East Ecotourism Park

This product is located in the eastern portion of the Moremi-East TDA. It could house a wide range of private sector-operated tourism products, many of which may not be undertaken inside Moremi.

The purpose of the proposed park is:

- ✓ To create a zone for small-scale tourism products that provide opportunities for increased citizen participation in the tourism industry of the Okavango Delta.
- ✓ To provide an additional range of experiences for visitors to Moremi.
- ✓ To enhance the tourism economy of Maun.
- ✓ To assist host communities living in the vicinity of the Moremi-East TDA.

This product has a **very high development priority**.

The following tourist market segments should be targeted for this tourism product area:

- ✓ Maun-based tourists;
- ✓ Tour groups operated by citizen-owned mobile operators;
- ✓ Fly-in tourists;
- ✓ Self-drive tourists arriving in Maun in sedan vehicles;
- ✓ FIT 4x4 tourists from SADC and other international markets.

The boundaries of the proposed Ecotourism Park are not fixed and should be finalised through a government-led process of stakeholder consultation.

The product should consist of the following:

- ✓ A well-planned tourist track network designed to give visitors a quality bush and game viewing experience. This track network should link the proposed visitor centres located at Thamalakane, Khwai and Mababe.
- ✓ The establishment of visitor information centres at Thamalakane, Khwai and Mababe.
- ✓ The establishment of a TDA Authority to promote and facilitate tourism development as well as to monitor and manage the TDA on behalf of its stakeholders.
- ✓ The establishment of a new framework for leases in the TDA that permits footprint leases for the establishment of a range of tourism products.
- ✓ The drafting of a detailed tourism precinct development plan for the Moremi-East TDA, including a detailed tourism activity use plan and a range of sites for campgrounds, small safari lodges, tented camps, rustic temporary camps, hides, adventure activity areas, etc.

It is **recommended** that the **Moremi-East Ecotourism Park be developed in phases linked to the expiry of the current leases** in the area. It is considered a priority project due to its aim of

stimulating citizen involvement and the diversification of the existing product range according to the needs of specific, preferred market segments.

Citizen participation

The Moremi-East TDA is specifically designed to create a range of opportunities for citizens to enter the tourism industry, particularly citizens resident in Maun and the villages to the northeast of Maun. It will provide small and medium scale business opportunities with relatively low barriers to entry (requiring limited capital investment and little entrepreneurial experience).

This TDA is a **high priority area for citizen empowerment** and is graded as having high potential for increased citizen participation.

In order to realize the opportunities for citizen participation associated with the Moremi-East TDA, it is recommended that:

- ✓ The drafting of the detailed tourism precinct plan recommended above should prioritize development, activity and other commercial options suitable for emerging citizen entrepreneurs. This means that the detailed tourism activity plan and the identification of products should be tailored to suit the needs of entrepreneurs who have limited experience in the tourism industry and limited access to capital.
- ✓ Access to the western section of Moremi Game Reserve be reserved for citizen-owned mobile safari operators to conduct day and overnight safaris from Maun. These operators should be licensed under a modified Category C licence reserved for emerging citizen-owned operators. Licensed operators should also acquire the rights to use demarcated campsites reserved for their use. Subcontracting to foreign-owned operators should not be permitted. It should be an explicit condition that the commercial opportunity associated with the licence be owned AND operated by a citizen-owned business.
- ✓ A new framework for land allocation in the rest of the Moremi-East TDA be designed that permits footprint leases under a modified Category A licence, allied with an appropriate bundle of traversing rights enabling support activities such as game drives, walks, etc. in the various zones of the TDA. The leases should be awarded using a system that places a high premium on citizen participation through the use of an appropriate scorecard system. Given the high emphasis on citizen participation in this TDA – particularly new entrants from Maun and the villages to the northeast – minimum scores per category as well as overall thresholds in the scorecard should be relatively high. In this way, only businesses with strong citizen participation will qualify for rights in the Moremi-East TDA. Foreign-owned businesses will not be excluded from the area but will have to enter into strong partnerships with citizens to gain access to the available business opportunities.
- ✓ Trading opportunities associated with roadside infrastructure and the Tourism Information Centres should likewise be reserved for citizens.

1.8 Tsodilo TDA

Tourism resources and attractions

The Tsodilo TDA is located between the Namibian border and the A35. Tourism resources and attractions in the Tsodilo TDA are situated on both sides of the international border with Namibia and tourism development should therefore be assessed within a cross-border context.

The Tsodilo TDA includes the Tsodilo Hills World Heritage Site, the Aha Hills, the Gchwhabe Caves and open, largely undeveloped, semi-arid plains with a range of associated wildlife and low densities of human habitation. Livestock farming is marginal and focused around boreholes situated in dry riverbeds.

Neighbouring areas in Namibia include the Kaudom National Park, Mahango Game Reserve, the Kavango River and the Popa Falls rapids.

Existing tourism products

The primary **tourist activities** in the Tsodilo TDA are focused around the Tsodilo Hills World Heritage Site. Access to Tsodilo Hills is along a dirt road that is unsuitable for large coaches. Guided tours are available and tourists may visit a museum and interpretation centre. There is a campground at the hills. Government has recognized the importance of Tsodilo Hills resulting in the drafting of a tourism development plan for NG6, which includes Tsodilo World Heritage Site.

Tourism image

The tourism image for this TDA is anchored in ancient “Bushman” history and heritage in a wild, semi-arid, transfrontier conservation area.

The tourism image or branding recommended for this TDA should build on the following elements:

- ✓ The World Heritage status of the site.
- ✓ The ancient history of the people who lived in the Tsodilo Hills region.
- ✓ The wildlife that lives and migrates through the semi-arid landscape.
- ✓ The wide-open spaces, flat topography and minimal habitation of the area.
- ✓ The transfrontier nature of the tourism resources.

Tour routes

The following routes are currently used by different segments of the market:

- ✓ The A35 tour route from Moheumbo to Gumare, which is paved and runs along the eastern sector of the Tsodilo TDA.
- ✓ The access road from the A35 to Tsodilo Hills, which is unpaved.

Preferred market segments

Tsodilo Hills World Heritage Site

Tsodilo Hills is a primary tourist attraction with the potential to attract a wide range of tourists and to assist in spinning tour routes in the region. The following market segments should be targeted:

- ✓ **Overseas tour groups** will be attracted to Tsodilo Hills as a major rock art heritage and “bushman” destination. The tourism resource is capable of handling high volumes with little impact if the appropriate products and infrastructure are put in place.
- ✓ The **coach market** is highly desirable due to the economic benefits it brings. The coach market is most likely to visit Tsodilo Hills as day visitors while en route along the A35.
- ✓ **Microbus tour groups** should be encouraged to spend the night. The smaller size of the touring party and flexible itineraries makes this market suitable for this site.
- ✓ **Overseas and regional self-drive FITs** are well suited to this attraction and the range of planned tourist facilities planned at Tsodilo Hills.

Tsodilo TDA outside the World Heritage Site

The rest of the Tsodilo TDA offers a range of nature-based experiences that will be attractive to:

- ✓ **Mobile safari groups** interested in exploring a high quality, semi-arid nature/wildlife experience.
- ✓ **Overseas and especially regional self-drive FITs** attracted to the remoteness of a semi-arid area reminiscent of safaris of the 1970s.

Tourism development nodes

Tsodilo Hills is a world-class attraction with high quality rock art. It has the ability to attract large numbers of tourists and thus assist in diversifying the tourism economy of Ngamiland away from wildlife-based safari tourism. The long-term development strategy for Tsodilo Hills should therefore be to develop it as a world-class tourist attraction targeted at travellers on the A35 tour route. This strategy has been encapsulated in the current tourism development plan for Tsodilo Hills or NG6. This development plan defines a range of tourism products including up-market and mid-market lodges, self-catering accommodation facilities and camping grounds.

The Medium Intensity Tourism Zone lies adjacent to the A35 tour route and provides a spatial link between Tsodilo Hills, Mahango and Kaudom. It is envisaged that, in the medium-term, a range of appropriate tourism products and associated infrastructure may be established in this zone.

The area around Aha Hills and Gcwihaba Caves should be zoned for low intensity tourism use and the development of low order tourism products.

Recommended tourism products

Tsodilo Protected Area

It is **recommended to establish a protected area in the Tsodilo TDA**. The major attraction of the proposed protected area will be archaeology, San history, culture, heritage and art located within an extensive semi-arid wildlife area.

This product has a **high development priority**.

The boundaries of the proposed protected area are not fixed and should be finalised through a government-led process of stakeholder consultation, particularly the current residents of the area. However, it is recommended that the area of the proposed protected area be as large as possible.

The protected area should target a wide range of international and SADC market segments including coach and microbus-based tour groups, other mobile safari groups and self-drive tourists.

The purpose of the new protected area is to:

- ✓ Create a major new “must see” tourist destination that diversifies the tourism offering of Ngamiland and Botswana away from wildlife tourism;
- ✓ Create new opportunities for citizens – particularly the residents of the Tsodilo TDA – to enter the tourism industry;
- ✓ Contribute to the rejuvenation of the maturing image of Botswana and the Okavango Delta as a world class tourist destination; and to
- ✓ Introduce the history and heritage of the San into the tourism economy as a viable, sustainable and quality tourism product.

It is **recommended** that the protected area should achieve the following:

- ✓ Afford the highest level of protection, probably through the proclamation of a protected area.
- ✓ Convert the Tsodilo Hills from its current status as a day visitor experience to a multi-day, multi-experience destination.
- ✓ Create a range of experiences that will appeal to the preferred market segments.
- ✓ Create a new tourism growth area in Ngamiland away from the Okavango Delta.
- ✓ Integrate into a transfrontier conservation area with Kaudom and Mahango, and become an integral component of the Kavango- Zambezi TFCA.

Government needs to undertake a **detailed planning process** to ensure a sustainable tourism product that will become a national asset in the future.

Tsodilo Hills World Heritage High Intensity Node

It is suggested that the recommendations listed in the existing Tsodilo Hills (NG6) tourism development plan be implemented in the Tsodilo Hills World Heritage High Intensity Node.

Tsodilo/Kaudom/Mahango Transfrontier Conservation Area.

Botswana is a signatory to the KAZA TFCA initiative. The Tsodilo protected area should seek to create an integrated Tsodilo/Kaudom/ Mahango Transfrontier Conservation Area.

Tour routes and supporting infrastructure

Government and the private sector should focus on establishing the following:

- ✓ A network of tour routes through the proposed Tsodilo protected area suitable for different types of vehicles from large tour coaches to sedans and 4x4s.
- ✓ A paved road to Tsodilo from the A35 suitable for 44-seater coaches.
- ✓ Roads that link Kaudom and Mudumu in Namibia with the Tsodilo TDA.

As part of the KAZA TFCA initiative, Government should ensure that appropriate immigration control and administration mechanisms are in place at border crossings between Botswana and Namibia.

Citizen participation

The Tsodilo TDA is designed to diversify the tourism offering of Ngamiland away from wildlife tourism and create new opportunities for citizens – particularly the highly impoverished residents of the TDA – to enter the tourism industry. Accordingly, this TDA is a **high priority area** for citizen empowerment and is graded as having **excellent potential** for increased citizen participation.

The tourism potential of the Tsodilo TDA is anchored in the culture, history and heritage of its indigenous residents and it is thus critical that they participate in, and benefit from, the development of this TDA. Therefore, it is **recommended that residents be granted preferential standing** as preferred beneficiaries for citizen participation in the Tsodilo TDA.

The tourism development plan for the Tsodilo Hills High Intensity Tourism Node identifies various tourism products including lodges, self-catering accommodation facilities and camping grounds. It is **recommended that an affirmative procedure be used to achieve high levels of citizen participation** when these opportunities are awarded. A new framework for the awarding of leases in the Tsodilo TDA (similar to that recommended for the Moremi-East TDA) should be designed that awards footprint leases for accommodation establishments allied with traversing rights in the

wider TDA enabling activities such as access to the Tsodilo Hills, game drives in the new protected area, etc. The leases should be awarded using a system that places a high premium on citizen participation.

A range of opportunities with low barriers to entry will be created within the Tsodilo TDA. When developing the detailed plan for the TDA, these opportunities, which are particularly suited to the needs of small-scale citizen entrepreneurs, should be identified and reserved for residents of the TDA.

1.9 Okavango Panhandle TDA

Tourism resource and attractions

The boundaries of the Okavango Panhandle TDA broadly coincide with NG10 straddling the Okavango River between the Namibian border and Seronga. The area includes the Okavango and its fish stocks; the wildlife associated with the river and its wetlands; abundant birdlife; crocodile breeding areas and relatively large numbers of elephants.

Existing tourism products

Tourist products and activities currently include a number of mid-market lodges and campsites where tourists overnight en-route or where they come to fish, bird watch, boat and generally enjoy the wetlands of the Panhandle. There are also more upmarket lodges and houseboats on the river.

Tourism image

The tourism image for this TDA is an Okavango River-based, activity-orientated experience in a semi-wild but rural experience with easy vehicular access for self-drive tourists.

The tourism image or branding recommended for this TDA should build on the following factors:

- ✓ It is primarily a river experience and not a delta experience as in the Okavango Core TDA.
- ✓ There is limited wildlife compared to Okavango Core TDA.
- ✓ It is in close proximity to a tour route that is predicted to become more popular in the future.
- ✓ It will shortly be serviced on both sides of the Panhandle by paved roads.
- ✓ It is integrated into a populated rural area with associated livestock farming and cultivation.
- ✓ Numerous tourist accommodation facilities already exist that target the mid-market tour operators, self-drive tourists, fishing enthusiasts and business travellers.

Tour routes

The following routes are currently used by different segments of the market:

- ✓ The route from Mohebo to Gumare on the A35 is the primary route in the western sector of Ngamiland. It carries tourist traffic from Namibia to Maun along the western side of the Panhandle. The road is paved but narrow and requires upgrading. It is currently unsuitable for coaches but it is suitable for microbus tour vehicles, overlanders and self-drive tourists in sedan cars. The A35 does not afford visitors views of the Okavango, the primary attraction in the area.

- ✓ The road between Mohembo and Seronga is scheduled to be paved road. A bridge over the Okavango at Mohembo will replace the ferry. This will make Seronga more readily available to self-drive tourists in sedan cars. However, tourists would need to double back on the route from Seronga to continue their journey along the A35. This route affords visitors good views over the river and wetlands but primarily passes through rural land that has been cultivated.

Preferred market segments

The following market segments should be targeted:

- ✓ **Overseas tour groups** are preferred due to the TDA's proximity to paved roads and established tour routes, particularly the Caprivi route. This market segment can contribute significantly to tourism economy of TDA thus providing much needed tourism benefits without impacting on the Okavango Core TDA.
- ✓ **Microbus tour groups** are preferred as they stimulate the growth of smaller products off the main tour routes. This market will assist in spreading the benefits of tourism in the TDA.
- ✓ **Overseas and regional self-drive FITs** are well suited to this TDA. The regional sector of the market is highly mobile, resilient to the external influences that affect overseas tourists and is considered a growth sector as all-terrain vehicle ownership increases.

Tourism development nodes

Tourism in this TDA should be focused on three TDNs situated at Shakawe, Seronga and Nxamasere. The concept is to centralise tourism services (including tourism information centres) in these nodes to prevent linear spread along the TDA's tour routes.

The **Shakawe TDN** should be the primary node for the Panhandle TDA. With its paved airstrip and proximity to the border post, Shakawe is well placed to serve as a primary TDN.

The **Nxamasere TDN** should function as a medium order TDN to service the central section of the Panhandle and Tsodilo TDAs because it is:

- ✓ Strategically located at the intersection of the A35 route and the road leading to Tsodilo Hills.
- ✓ Forms the gateway to the proposed Nxamasere Nature Reserve.
- ✓ Will operate as one of the gateways for the proposed Tsodilo protected area.

The **Seronga TDN** is well located as a centralised service centre on the eastern side of the Panhandle. Although it is likely to remain small in scale, tourism services, facilities and support infrastructure should be located at Seronga to prevent sprawl along the length of the tour route leading to Seronga.

Recommended tourism products

Nxamasere Nature Reserve

It is **recommended to establish a nature reserve** on minimally impacted land in the Nxamasere area so as to create an environment for the development of a range of market-focused tourism products. Nxamasere is well located to intercept tourist traffic along the A35 tour route and at the main intersection to Tsodilo Hills. The boundaries of the proposed reserve are to be identified through a consultation process with the host community and interested tourism service providers.

This product has the following a **high development priority**.

The following factors will appeal to visitors:

- ✓ The reserve's location relative to the paved A35 tour route.
- ✓ Easy access for sedan vehicles.
- ✓ The perception of wildness, beauty and tranquillity on the edge of the Okavango.
- ✓ The opportunities it affords for high quality fishing, boating, mokoro trips and nature walks.

The reserve target a wide range of international and SADC market segments including microbus-based tour groups; other mobile safari groups; and self-drive tourists (including sedan-based travellers). The reserve is likely to appeal to tourists seeking activity-based experiences.

The reserve establish an area fenced off from livestock designed to:

- ✓ Create an environment for a range of tourism products at a strategic location on the A35 route.
- ✓ Diversify tourism development away from the core area of the Okavango Delta.
- ✓ Diversify the local economy by promoting tourism as a viable activity for local communities and providing an environment for local entrepreneurs and citizens to become involved in tourism
- ✓ Conserve the natural environment of the Panhandle.
- ✓ Create a link between the A35 tour route and the Okavango River/floodplain.

The reserve could accommodate a range of lodges; tented camps; fly camps and campgrounds. Activities could include bird watching; mokoro trips; boating; guided walks and fishing.

Government lead a **detailed planning process** to prepare the ground for the proposed reserve.

Seronga Tourism Hub & Gateway

It is recommended that a minor tourism hub be developed just south of Seronga offering a range of activities and acting as a gateway through which tourists pass to travel into the northern portion of the Okavango Core TDA or the far north of Ngamiland. The boundaries of the hub should be identified through a process of consultation with the local communities and interested service providers.

This product has are **relatively low development priority**.

The following factors will appeal to visitors:

- ✓ The location of the hub relative to the Seronga tour route.
- ✓ Easy access for sedans along the upgraded Mohebo-Seronga paved road.
- ✓ A perception of wildness on the edge of the Okavango River and Okavango Core TDA.
- ✓ The role of the hub as a springboard for fishing, boating, mokoro trips and nature walks.

The hub will attract a range of international and SADC tourists including microbus-based tour groups; other mobile safari groups; and self-drive tourists (including sedan-based travellers). The hub will function as a staging point for tourists seeking activity-based experiences.

The purpose of this product is to:

- ✓ Create an environment for the development of tourism products.
- ✓ Consolidate tourism activities into one geographical area to create economies of scale and prevent sprawl throughout the Seronga area.
- ✓ Create a “gateway” through which visitors pass into the wilds of the northern Okavango Core TDA and far north of Ngamiland.
- ✓ Diversify tourism development away from the core area of the Okavango Delta.
- ✓ Diversify the local economy by promoting tourism as a viable activity for local communities.

Supporting infrastructure

The A35 is predicted to become a major tour route in the medium to long-term. It is strategically important to the tourism development of the western sector of Ngamiland as it includes new major new tourism products.

Government focus on:

- ✓ Upgrading the A35 to a standard suitable for the safe passage of 44-seater luxury coaches.
- ✓ Upgrade and pave the road to Seronga.
- ✓ Construct a bridge over the Okavango River at Mohembo.

Government, in partnership with the private sector and local communities, should:

- ✓ Establish the tour route between Mohembo and Seronga, aimed primarily self-drive tourists and tour/safari operators using light tour vehicles.
- ✓ Apply adequate resources to develop the A35 as a primary tour route to act as the spine of the Panhandle, Tsodilo and Western Tour Route TDAs. A route branding, signage and promotion programme should be implemented. The information centres proposed at Mohembo and Nxamasere should receive priority development status.

Citizen participation

The **Nxamasere Nature Reserve** has a **high potential for citizen involvement**, particularly local residents. In order to realize the opportunities for citizen participation associated with the Nxamasere Nature Reserve, it is recommended that:

- ✓ The lease rights to Nxamasere Nature Reserve be vested in an appropriate community-based legal vehicle, probably a trust representing the resident and neighbouring communities. This CBO, with technical support from an appropriate support agency, enter into joint venture or other partnerships with citizen-owned or other private partners to develop and operate the various business opportunities present in the Reserve. Opportunities suitable to emerging citizen entrepreneurs should be identified and reserved for local entrepreneurs.
- ✓ Seronga already houses the Okavango Polers Trust, which operates mokoro trails in the area. A detailed tourism precinct plan should be developed for the Seronga Tourism Hub and Gateway, which identifies specific tourism opportunities suitable to emerging citizen entrepreneurs. These opportunities should be reserved for local residents and other citizen-owned businesses. Products that require higher levels of capital investment and experience should be awarded via a process that uses the broad-based scorecard approach described elsewhere in this plan.

1.10 Western Tour Route TDA

Tourism resource and attractions

The Western Tour Route TDA straddles the paved road from about Gumare to Maun. The route's primary tourism resource is its proximity to the Okavango Core TDA, the proposed Tsodilo protected area and Lake Ngami. Other than this, there are currently no significant attractions along the route. This TDA is therefore primarily a transit zone in its current format but the potential exists to create a series of attractions along the route.

Tourism image

The tourism image for this TDA is an interesting tour route to meander through en route between major tourist destination areas. The tourism branding recommended for this TDA should build on:

- ✓ Lake Ngami as a unique bird watching location.
- ✓ The proximity of wildlife associated with the Okavango Core TDA
- ✓ That the TDA is a transit zone based on a tour route.

Tour route

The Shakawe to Maun route is the primary tour route in the western sector of Ngamiland. It carries tourist traffic from Namibia to Maun along the western side of the Panhandle. The road is paved but narrow and requires upgrading. The current condition of the road makes it unsuitable for coaches but it is suitable for minibuses and self-drive tourists in sedan cars. The A35 intersects with the A3 at Sehitwa, close to Lake Ngami. Lake Ngami itself is not directly on the tour route and is currently poorly signposted.

Preferred market segments

The market segments for this TDA are similar to those described above for the Panhandle TDA.

Tourism development nodes

Gumare should be developed as a TDN because it is strategically located as a convenient fuel, comfort and refreshment stopping point along the A35. Furthermore, the proposal to establish the Gumare Ecotourism Park makes Gumare a suitable location as a service hub.

The **Lake Ngami TDN** is situated at the intersection of the A35 and A3 near the village of Sehitwa and in close proximity to Lake Ngami, a popular bird watching tourist destination. This strategic location makes Lake Ngami suitable as a low order, low intensity TDN.

Recommended tourism products

Gumare Ecotourism Park

It is proposed to establish an Ecotourism Park along the A35 providing a "shop window" onto wildlife-rich land and creating an enabling environment for the development of a range of private sector-operated tourism products. The park should be located south of Gumare between the A35 and the veterinary fence to the east. The boundaries of the park should be established through a consultative process. However, its location on the A35 tour route should not be negotiable. It is crucial that the existing veterinary fence be realigned to bring the wildlife of the Okavango Core

TDA up to the A35 road thereby creating the opportunity to establish a range of tourism products that meet the needs of passing tourists.

The Gumare Ecotourism Park is a long-term project that requires the **following interventions**:

- ✓ The upgrading of the Maun-Kasane road routed along the eastern flank of Chobe National Park.
- ✓ The use of the A35 by the coach market segment in order to reach a scale of magnitude that will make the proposed park financially viable.
- ✓ The preparation of a detailed precinct plan.
- ✓ The realignment of the veterinary fence as discussed above.

This product has a **medium development priority**.

The purpose of the Gumare Ecotourism Park is to:

- ✓ Create an environment that stimulates small-scale, non-capital intensive tourism products that encourage citizen involvement in the tourism industry of the Okavango Delta.
- ✓ Provide an additional range of experiences for visitors on the A35 tour route.
- ✓ Provide a location for the establishment of overnight facilities on the A35 tour route.

The following factors will appeal to visitors:

- ✓ Wildlife and the opportunity for game viewing and bird watching.
- ✓ The opportunity to do undertake excursions not normally permitted in Moremi Game Reserve such as walking safaris and other adventure activities.

The Gumare Ecotourism Park will attract the full range of international and SADC market segments described above for the Western Tour Route TDA. It is likely to have a particular appeal for tourists seeking an overnight stop or activity-based experiences while en route between other destinations.

Supporting infrastructure

In partnership with the private sector, Government should:

- ✓ Facilitate the process and funding of realigning the veterinary fence so as to encompass the proposed land for the Gumare Ecotourism Park.
- ✓ Develop a track network inside the Ecotourism Park and a series of boreholes to attract wildlife.
- ✓ Establish tourist facilities such as game/bird hides.
- ✓ Establish TICs at the entrance to the Gumare Ecotourism Park and at the intersection of the A35 and A3 at Sehitwa.
- ✓ Develop a road signage programme.

Citizen participation

The Western Tour Route TDA offers various opportunities for citizens to increase their participation in the tourism industry of Ngamiland. The Gumare Ecotourism Park has a high potential for citizen involvement but only in the long term (given the timeframe associated with the project).

In order to realize the opportunities for citizen participation, it is recommended that:

- ✓ Government drive the preparation of a detailed tourism development plan for the area. It is a specific purpose of the project to create small-scale tourism products that are suitable for emerging entrepreneurs. These opportunities should be identified during the planning process and reserved for local entrepreneurs.
- ✓ The lease rights to the Gumare Ecotourism Park should be vested in an appropriate community-based legal vehicle, probably a trust representing the resident and neighbouring communities. This CBO, with technical support from an appropriate support agency, should enter into joint venture or other partnerships with citizen-owned or other private partners to develop and operate the various business opportunities present in the park.

1.11 Limits of Acceptable Change

Introduction

The essential element at the heart of the Okavango Delta Ramsar Site (ODRS) is the fact that the biophysical systems, structures, functions and processes at play in the area, over time, as well as the biodiversity inherent therein, are fundamental to ensuring the health of the Delta and its continued existence into the future. Without this understanding all socio-economic activities that are dependent on the presence of the Delta and its provision of natural resources may be at risk. This is the key reason that the Okavango Delta has been declared to be a wetland of global importance through the Ramsar Convention.

Inappropriate socio-economic activities can disturb the delicately balanced biophysical systems and processes and jeopardize the provision of these natural resources to resident communities. The Okavango Delta is the primary resource for all economic activity in the Ngamiland District. Tourism is an important socio-economic activity not only for the nation, but for Ngamiland District in particular.

Tourism is a key socio-economic activity within the ODRS, providing employment and livelihood security to a great number of residents in the area. It therefore has to be carried out in a responsible and sustainable manner, not only to protect the biophysical aspects, but also to ensure the welfare of communities in the area over the long term. However the growth in development of lodges in the core section of the Delta over the past fifteen years has given rise to some concern, in that little is known about the potential impact of this growth on the biophysical aspects of the Delta, or on the type of experience that visitors might be expecting in return for the high fees paid for their packages. Currently there are no mechanisms in place to control the numbers of visitors in the Okavango Delta outside of protected areas, except where leases are given to concessionaires and management plans are approved with limitations on sizes of camps and number of beds permitted per camp.

The Ramsar Convention requires that the ODRS has a Management Plan to guide day to day management, and to protect the biodiversity and biophysical systems of the area. Such plans should use a hierarchical set of strategic objectives to outline strategic means of managing any use of the area and protecting the area. One such strategic objective would be to manage and protect the biodiversity and the biophysical systems. A particular set of activities that could adversely impact the biodiversity and biophysical systems of the ODRS is tourism - in all its forms and related activities. A key means of managing the impacts of tourism use in the ODRS is through the Limits of Acceptable Change (LACs) - a monitoring based system that uses indicators to determine if the impacts of tourism use induce unacceptable changes in the biophysical systems or biodiversity of a specified area. Unlike the concept of 'carrying capacity', LACs attempt to answer the question "How much impact or change is appropriate or acceptable?" rather than "How much use is too much?" Rather than attempting to identify an elusive carrying capacity number, LACs focus on what kinds of resource and social conditions are desired to be maintained in the protected area. The basic premise of the LAC concept is that change (both environmental and social) is a natural, inevitable consequence of recreation use.

LACs are based on the recognition that:

- ✓ Specific objectives are needed to identify what it is that management should to protect,
- ✓ Change is always present in nature-dominated systems,
- ✓ Any recreational use leads to some change,
- ✓ Management is therefore confronted with the question of how much change is acceptable, and
- ✓ Monitoring of the outcomes of management is needed to determine if actions were effective.

LACs are an integral component of protected area planning that involves any form of tourism. They provide a feedback mechanism within management decision-making processes, as to:

- ✓ The possible extent of any impact being caused by tourism activities on the biophysical environment; and
- ✓ The extent to which visitors enjoyed their experiences in the protected area.

These two forms of feedback enable management authorities within the protected area to respond to negative impacts (changes) to the biophysical environment and take appropriate corrective action. Information about visitor experiences also allows managers to understand visitor needs and their behavioural patterns, so that appropriate experiences may be provided where possible.

The LACs therefore, although primarily associated with the decision-making processes of those sectors dealing with aspects of biophysical processes (hydrology, soil, wildlife, vegetation etc.) and those dealing with tourism processes (tourism operators, commerce, industry etc.), also links with and takes cognizance of socio-economic issues (land use planning, use of natural resources etc.). The various ODMP studies and pieces of research have therefore informed the construction and development of the LACs. Likewise the LAC process has informed the integration of the results of other components into the overall final ODMP, especially that of the Land-use Plan.

Methodology

The Terms of Reference for the Tourism Master Plan Study required that the Limits of Acceptable Change approach be used to monitor tourism activities. It also required that the concept of 'carrying capacity' should be evaluated as an adjunct to the LAC process, to determine its current applicability. A review and comparison of the two concepts was carried out and a paper on the issue was presented to a group of interested parties at HOORC in mid 2006.

Using the fundamental principles and approaches of LACs developed in the USA by the Forest Service in the mid 1980s, in response to perceived inadequacies in previous planning processes based simply upon carrying capacities for tourism use in protected areas, especially those areas with wilderness qualities, a LAC process was initiated for the ODRS.

The LAC model developed by the US Forest Service to suit the USA conditions suggests that there should be nine principle steps in developing the complete process. In this study, given the capacity constraints encountered within the ODRS environment, these nine steps have been reduced to six steps:

- ✓ Identify issues and concerns;
- ✓ Define and describe opportunity zones;
- ✓ Select indicators of resource and social conditions;
- ✓ Inventory existing resource and social conditions;

- ✓ Specify measurable standards for the resource and social indicators selected for each opportunity class; and
- ✓ Monitor & manage conditions.

Currently there are no mechanisms in place to control the numbers of visitors in the Okavango Delta outside of protected areas, except where leases are given to concessionaires and management plans are approved with limitations on sizes of camps and number of beds permitted per camp. There are few control mechanisms to manage congestion of accommodation facilities outside of these parameters. As a precaution to mitigate environmental impact, the Tawana Land Board requires that there should be an indication of environmental sensitivity and measures to be taken to protect the environment when applying for the site and producing a management plan. However a thorough Environmental Impacts Assessment is not done because it is an expensive exercise, especially for small scale operators.

In conjunction with the extensive consultations with all stakeholders regarding major issues for consideration, the potential and opportunity for new, alternative or enhanced tourism activities was explored. One of the first activities in this step was to identify areas of high tourism potential in the ODRS. A separate series of workshops and meetings with key stakeholders was carried out and various exercises completed to identify high potential areas, low potential areas as well as sensitive areas.

An important element of LACs is the development of a series of use zones that delineate where the type and limits of specific activities can be carried out. This allows the management authority to 'manage' the use of the areas effectively. As a step towards identifying the spatial framework for these zones, a map showing the extent of modification of the environment in the ODRS was initially constructed. On this map (Map 2) all areas with known conservation sensitivity were plotted, to compare with the 'ideal' tourism planning perspective that the main Tourism planning process would create.

Zonation

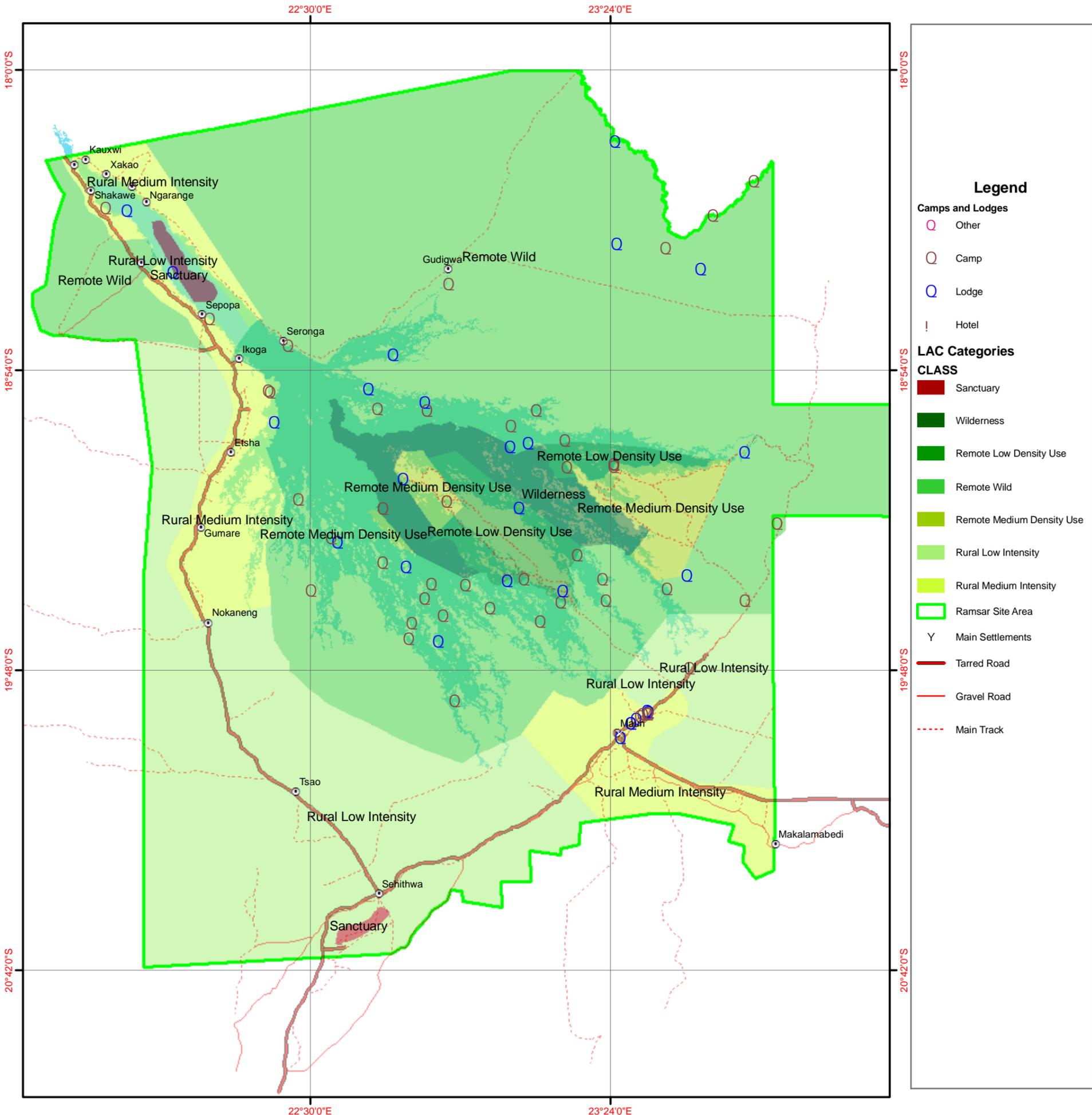
In December 2006, Ministers of Angola, Botswana, Namibia, Zambia and Zimbabwe met to sign the KAZA TFCA Agreement. Inherent in this, through the facilitating NGO 'Peace Parks' was the need to have a common methodology of planning protected areas in southern African TFCAs. As a result of this, and in anticipation that their Conservation Development Framework approach would be used, it was agreed that the categorization of the ODRS would be changed slightly to accommodate the model being currently used in other areas. The following categorization was then developed and tested with key stakeholders, including a change in overlays:

Use Areas or Zones

- ✓ Wilderness
- ✓ Remote – Low intensity use
- ✓ Remote - Wild
- ✓ Remote – medium intensity use
- ✓ Low intensity recreation
- ✓ High intensity recreation
- ✓ Rural – low density use
- ✓ Rural – moderate/high density use

Okavango Delta Management Plan - Tourism Component

Spatial Planning - Tourism Development Areas (TDAs)



Legend

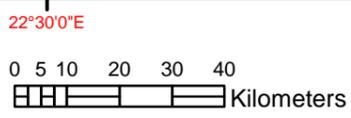
Camps and Lodges

- Other
- Camp
- Lodge
- ! Hotel

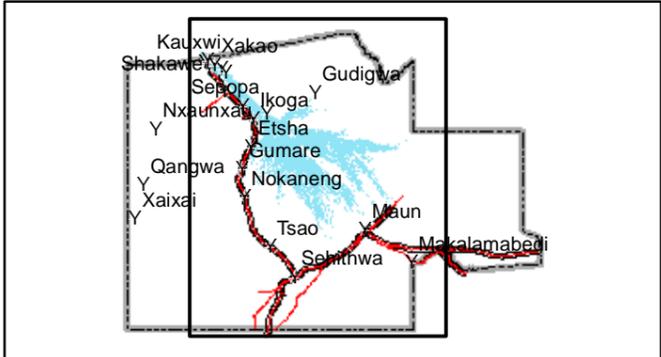
LAC Categories

CLASS

- Sanctuary
- Wilderness
- Remote Low Density Use
- Remote Wild
- Remote Medium Density Use
- Rural Low Intensity
- Rural Medium Intensity
- Ramsar Site Area
- Y Main Settlements
- Tarred Road
- Gravel Road
- - - Main Track



Locational Map



ODMP SUSTAINABLE TOURISM

CLIENT - Department of Tourism and Northwest District Council	COORDINATE SYSTEM: Geographic	Projection: WGS 1984
	Spheroid: Metre	
	Unit of Measurement: Equator	
	Latitude of Origin: 1	
	Scale Factor: WGS 1984	
	Datum:	

CONSULTANTS: - Natural Resources & People
 DATA SOURCES: - Okavango Delta Information System (ODIS) Database
 DATE: March 2007

Map 2

Overlays

- ✓ Development node
- ✓ Sanctuary or special conservation areas or nodes
- ✓ Cultural site or node

The system of introducing overlays was to accommodate the fact that some factors such as special conservation needs may occur in more than one Use Zone.

Zone Characteristics

Having identified the required types of use zone, the 'desired state' for each zone was developed in a matrix, indicating: Quality of the environment; Experiential qualities obtainable in each zone; the Extent of interaction between users; Sophistication of facilities; Level of exertion required by visitors; Level of self sufficiency required; Level of Commercialization; Spirituality; Primary movement within the zone.

A further matrix was developed outlining the characteristics of each use zone, covering:

- ✓ Experiential Qualities;
- ✓ Interaction between users;
- ✓ Type of Access;
- ✓ Type of activities permitted; and
- ✓ Type of facilities permitted in each zone.

Based upon the above categories and together with the conservation sensitivity map a draft zonation map was constructed to show where specific types and levels of tourism activity would be permitted.

Zone Indicators and Standards

Consolidating all the above data allowed for relevant indicators and standards to be developed to monitor each zone to see if unacceptable levels of tourism activity might be taking place. These indicators and standards were developed in conjunction with a LAC Reference Group that was established, drawing on the technical expertise of a number of interested and affected parties in the ODRS area. In the short term it was felt that, given the capacity constraints encountered in the ODRS, it would be prudent to introduce a simplified form of indicators, based upon surrogate indicators to start with – the rationale being that once the ODRS management authority has been clearly entrenched and is effectively coordinating management activities, then more sophisticated forms of LAC may be introduced.

Finally, a monitoring framework for the LACs was proposed, indicating that it would be necessary to have one centralised institution managing the ODRS, in order to ensure that monitoring did take place, and that had a relevant level of authority to ensure that there was compliance. Without such authority and ability to enforce compliance, the LACs process would become fragmented and dysfunctional.

Conclusion

It is this studies conclusion that through the LAC process, significant further tourism development may be permitted over the long term, as long as it is carried out in a strictly planned and adaptive management approach, allowing adequate time between phases of incremental development to assess adverse impacts occurring.

It is further suggested that this can only take place if the current system or framework of hunting concessions is rationalized in conjunction with the needs of the photographic safari industry, as

stated previously. Once this has been completed it is essential that, as a future exercise, all the sites for potential lodges or semi-permanent camps are identified (see findings of this associated Tourism Master Plan process) and that these are ranked in potential for consideration as development sites in a phased programme over the next thirty years. It is suggested that the phases should be structured as follows:

- ✓ Short-term development (2-5 year horizon, from date of initiating phased programme);
- ✓ Medium-term development (6-15 year horizon); and
- ✓ Long-term development (16-30 year horizon).

This will allow for an incremental and adaptive management approach to be implemented. This programme is therefore dependent upon the completion of a rationalization of the hunting area concessions in conjunction with the photographic safari concessions.

However, it should be emphasized that when allowing any development of further lodge or semi-permanent camps in these Remote Zones, it should be a consideration that such camps should not have carrying capacities that exceed 24 tourist beds per camp, and that these beds be distributed in smaller units of no more than eight bedded clusters i.e. 4 x 2 bedded units, with these clusters being serviced by a central hospitality area consisting of a lounge, dining room, kitchen and reception etc. This requirement is to ensure that the wilderness and 'wildness' character of our primary tourism product in the ODRS is not compromised, and that in fact the developers are meeting the growing demand for solitude, isolation or exclusivity.

LAC Recommendations

In order to successfully implement the LACs it is recommended that:

- ✓ A single management authority or institution should be clearly outlined and accepted by all stakeholders of the ODRS, to coordinate the management and implementation of LACS and to encourage and enforce compliance. This 'ownership' of the process is essential to its successful implementation in the long term;
- ✓ The LAC Reference Group should be maintained and used to assist in the initial implementation of the overall LAC process, and to contribute to the initial fine-tuning of the indicators and standards, the exact methods of data collection and storage, the means of consolidating the data to make it a cohesive and integrated management process;
- ✓ That clear roles and responsibilities are defined up front for all the actors/agents and managers, to enable each player to carry out clearly defined functions, in agreed methodologies, against set deadlines and schedules, conforming to reporting relationships, and understanding the consequences of non-performance;
- ✓ An 'adaptive management' approach is taken to the implementation of the LAC process, testing the given LAC framework and its indicators and especially the standards for appropriateness, on an annual basis, analyzing the data and modifying it as necessary to provide useful management information;
- ✓ A system of centralised data collection should be developed that includes all the agents indicated in 2, above, that collates data on a systematic and regular basis; that the data is analysed and interpreted; and that 'situation specific' appropriate management action is decided upon, and carried out;
- ✓ Wherever possible the LACs should be initially carried out at the lowest level of activity i.e. by the actors or 'agents' who have the potential to allow unacceptable change to take place 'at source' – such as lodge or camp operators, mobile safari operators, mokoro operators, DWNP, etc.;
- ✓ The overall LAC process is re-evaluated periodically i.e. every three years, using a team of peer researchers from the region who have been involved in similar processes, to

exchange lessons learned and to suggest methods of strengthening the process incrementally;

- ✓ Carrying capacities should only be used to manage the exclusive or secluded 'nature' and 'character' of the fundamental product within the 'core tourism area' (the Remote Wild and Medium Density Zone) i.e. small clusters of two-bedded tents surrounding a centralised hospitality area (deck, lounge, dining area, kitchen, reception, curio shop etc.), where the total number of beds in the total complex is no greater than 24 beds.
- ✓ A full review of the controlled hunting area (CHA) framework used in the ODRS area should be carried out to determine how the framework could optimise the economic potential of tourism and hunting over the medium term without negatively affecting the biodiversity and biophysical integrity of the ODRS and rationalizing the hunting industry requirement with those of the photographic safari industry needs. This may require a 'dualist' situation where photographic safari areas (with lodge or semi-permanent camps) have a smaller footprint and that these exist within surrounding hunting concession areas – obviously with appropriate buffer zones included. *As mentioned above however, it should be recognized that the CHA framework has served to protect the integrity of the biodiversity and the biophysical systems of the ODRS, and that any review of the framework should be carried out in a rigorous and scientific manner, keeping in mind the overarching objective of the Ramsar convention to balance socio-economic needs with biodiversity and biophysical needs;*
- ✓ Any increase in the number of camps to be permitted for development in the 'core tourism area' should be dependent upon the review of the CHA mechanism or framework. Given the need to review a significant number of concession leases in the ODRS within the next three years, it is felt that this should be postponed for a period (say three years) in order to enable the study to occur and to allow a more synchronized renewal of leases to be effected.
- ✓ Rationalize the provision of support mechanisms to lodges, camps and hunting concessions such as air traffic for transfers etc. to minimize environmental impacts and conflicts with other users;
- ✓ Rationalize the provision of servicing mechanisms and processes to lodges, camps and hunting concessions, such as routes and permitted vehicle types, to minimize environmental impacts and conflicts with other users.

1.12 Tourism Monitoring Programme

The Tourism Monitoring Programme is informed by the requirements outlined in the Ngamiland Tourism Development Plan which incorporate Citizen Empowerment, Limits of Acceptable Change and the tourism elements of the CBNRM Action Plan. The Department of Tourism currently captures and aggregates tourism data centrally. The information collected is not capable of monitoring the impact of tourism on the Delta or assess the level of citizen empowerment resulting from the growth of the tourism industry in Ngamiland. To address this, the approach to tourism monitoring is based on the design of a “development management system” to assist the Department of Tourism in its main function of regulation of the tourism industry.

One of the objectives of the ODMP Sustainable Tourism Component is to ensure sustainability in Ngamiland, as Botswana’s main tourism destination. These will be achieved through the establishment of a “knowledge-based” platform, which requires a systematic approach to compile the knowledge needed to properly assess and manage the tourism sector in a sustainable manner.

Currently there are environmental concerns about the growth and impact of tourism on the Okavango Delta. Concerns are also common about the benefits from tourism particularly for citizens and local enterprises in Ngamiland. Due to the lack of a current knowledge base that includes these environmental and socio-cultural parameters, much of the current level of knowledge is based on perceptions, which may not be supported by actual data. A key output of the monitoring system is to address the lack of knowledge on the current status of environmental and socio-cultural impacts of tourism in Ngamiland.

The use of the tourism enterprise license is proposed as the key leverage point to monitor and regulate developmental, environmental and empowerment considerations in the tourism sector is proposed as part of the District Tourism Development Plan for Ngamiland. The tourism monitoring system will facilitate improved data management and subsequent reporting on the tourism sector in Ngamiland by including data capture elements for these three elements of sustainability.

The database driven development management system is proposed to be called TIMS, or the Tourism Information Management System. The system will initially be a pilot activity to address the information requirements specific to the Okavango Delta. The data collected will utilize existing Department of Tourism data capture tools where possible in order to support integration with the government’s national level data.

Independent of the tourism industry, Botswana rates low in “business friendly ” rankings regarding the requirements to acquire permits to run a business. Efforts were made to assess the current licensing and permit requirements for the establishment and maintenance of a tourism enterprise license in Botswana so that the industry may remain competitive in the regional market. This assessment focused on the lodges and mobile operators, or holders of category B and C enterprise licenses, as they appear to bear the greatest regulatory load in the tourism industry.

A category B or C enterprise is required on average to obtain fifteen licenses or permits and pay fees which may amount to BWP ~48,000 pula to establish and maintain a tourism enterprise. Even though the tourism enterprise license incorporates some of the licensing requirements covered under separate licenses, an enterprise may still be required to obtain more than ten licenses or permits in addition to the enterprise license. Many of these licenses relate to vehicles, immigration and labour permits that could not be easily incorporated into the tourism enterprise license.

In the absence of a clear means to integrate all permit and license requirements, it is recommended that an institutional oversight mechanism is established at the district level to oversee the coordination of inspections between government and the tourism industry.

As tourism is one of government’s main vehicles for economic diversification, it is recommended that the oversight is coordinated at the highest level in the district and includes the following representatives who would meet on a quarterly basis:

- ✓ District Commissioners Office
- ✓ Land Board Secretary's Office
- ✓ Council Secretary's Office
- ✓ HATAB – Lodges
- ✓ HATAB – Mobiles
- ✓ Botswana Wildlife Management Association
- ✓ Botswana Guides Association

Capacity to monitor the impact of tourism on the ODRS within the tourism sector as demonstrated by available, accurate and timely data is limited. To address this, a phased approach is proposed that initially focuses exclusively on the Department of Tourism largely in support of its regulatory role. Biodiversity and nature resource management monitoring of areas in the Ramsar site where there is no direct correlation or link with tourism activities are beyond the scope of this monitoring system design.

Recommendations

- ✓ To address current capacity limitations, take a phased approach to monitoring development with a long-term goal of developing a web-based system accessible to managers in government, CBOs and the private sector as well as external clients and tourists;
- ✓ Utilize the Tourism Enterprise License as the key leverage point for improving monitoring compliance;
- ✓ Focus initially on supporting the Department of Tourism in Maun to develop its digital data management capacity utilizing the Tourism Information Management System (TIMS) as a pilot activity to evaluate the database as a tool for tourism monitoring;
- ✓ Integrate aspects of sustainable tourism relating to social (citizen empowerment) and environmental (utilizing limits of acceptable change) into the current license compliance requirements;
- ✓ Due to capacity limitations, utilize other Ngamiland institutions including HOORC, BioOkavango Project and private sector research support to assist in analysis and reporting of tourism impacts.
- ✓ Provide oversight to monitoring and inspections through the Project Management Committee (PMC) working with representatives of the tourism industry.

1.13 Community Based Natural Resources Management (CBNRM) Action Plan

CBNRM as applied in Botswana and elsewhere in the Southern African Region is a *rural development strategy* that provides incentives for *biodiversity conservation*.

Unlike in other neighbouring countries, CBNRM in Botswana has not been built upon a solid foundation of policy development and formulation to guide and direct its progress and evolution. Zimbabwe, Zambia, Namibia and South Africa all have approved national CBNRM policies that stakeholders may refer to in determining parameters of development and operation.

With the support of the United States Agency for International Development (USAID) funded and regionally linked Botswana Natural Resources Management Programme (BNRMP) in 1989 a move was initiated to devolve certain access and use rights to communities. The development and success of a number of pilot projects initiated in 1994 -1996 stimulated a drive for communities to form Trusts and community based organisations (CBOs) in order to access rights to use local natural resources – many based on the use of hunting quotas.

In 2005 the value of CBNRM to rural communities in the Botswana was over P32,6 million, with CBNRM being implemented by 94 registered community-based organizations (CBOs) in over 150 villages of the country, and benefiting around 135,000 Batswana.

However communities with CBNRM CBOs have not been overly successful in distributing the benefits equitably to household levels in most cases, due to widespread and large-scale maladministration of community benefits by the Boards of Trustees of the CBOs. The Boards of many CBOs have persistently embezzled community funds and misappropriated or abused community assets, causing the Government to introduce a new Draft CBNRM policy that effectively reduces the level of financial benefits that the CBOs earn from hunting quotas and the sale of photographic safari leases to the private sector.

Given the previously high level of financial benefits derived from tourism related activities (hunting quotas and the sale of photographic safari leases to the private sector) in Ngamiland, and the introduction of drought relief assistance in the form of food handouts from the government, it has been noted that there has been a significant decline in the extent of craft production across the district over the past decade. In general, there is currently very little 'non-tourism' related activity taking place in the Okavango Delta Ramsar Site (ODRS) except for a small amount of very specialised basket weaving by a group of women in the Etsha area near the pan handle.

This study was required to identify means of stimulating the 'non-tourism' CBNRM sector to become more productive through a specified CBNRM Action Plan.

A Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis was carried out on CBNRM in Ngamiland, and using the non-tourism components of this, an Action Plan for CBNRM in Ngamiland covering the next 30 years was developed. The key components of this Plan included the development of a new Strategic Framework for CBNRM in the District, with a Vision, Goal and four Strategic Objectives:

Vision:

“Healthy, happy, empowered and economically secure rural communities, actively managing and using their natural resources sustainably, in order to maintain and improve their livelihoods well into the future.”

Goal:

“To empower rural communities in the ODRS to secure, maintain and improve their livelihoods, on an equitable basis, through the sustainable use of natural resources in the ODRS, whilst also protecting and maintaining the biodiversity and ecological integrity of the area.”

Strategic Objectives (SO) to achieve the Goal:

- ✓ Increase the ability and capacity of communities to manage their CBNRM and other social institutions, more extensively, transparently, democratically, accountably and effectively;
- ✓ Optimize economic returns to communities from the sustainable use of natural resources;
- ✓ Increase the level of equitably shared benefits obtained from the sustainable use of natural resources by ALL members of a community;
- ✓ Enhance the capacity of communities to actively manage and conserve the biodiversity and biophysical resource base of the Okavango Delta.

In SO1 (Strengthen Institutional Capacity) a number of actions were outlined: a). Enhance representational potential of CBNRM producer communities; b). Introduce an 'Action Research for Good Governance' Approach to communities with CBOs; c). Extend MOMS to include other functions other than NR Management; d). Establish Private Sector based 'Multi-function Enterprise Support Agency' (MESA); and e). Explore accessing web-based marketing and reservations agencies for CBO tourism activities.

SO 2 (Optimize economic returns) was seen to be the key SO responding to the consultancies Terms of Reference (ToRs), and had a number of actions listed to achieve this objective: a). Reviving the craft industry in Ngamiland; b). Expanding the range of products and goods that can be produced from available natural resources; c). Expand cultural activities to support mainstream tourism; d). Move craft production into commercial levels of manufacturing

SO3 (Increasing the level of equitably shared benefits) included: a). Review and re-orientate benefit-sharing processes; b). Establish social 'safety-net' mechanisms in communities.

The final SO 4 (Enhance the capacity of communities to actively manage Natural Resources or NRs) incorporated the following: a). Expanding the number of communities engaged in MOMS in the Delta; b). actively involve communities in wildlife and NR quota setting processes.

Detailed activity outlines for the more important activities are outlined in the report. However, as per the requirements of the ToRs for the CBNRM Action Plan, it was required that a non-tourism CBNRM pilot project should be suggested for testing by Component 8 (Vegetation) of the ODMP. In agreement with the study Task Force, the report provides details of a suggested Pilot Project framed around the beneficiation of 'essential oils' – focusing on getting a community in the north western pan handle to test the extraction of oils from the mongongo nut. Details of exploring the production of hand-made papers were also provided.

The following recommendations were made to support and enhance the implementation of the Action Plan over time (the numbers in brackets indicate the relevant section in the main text to which they refer):

- ✓ Review the policy environment of drought relief and related free 'hand-outs' in order to normalize the perverse incentive climate that currently works against people seeing the need to work towards livelihoods and thereby establish some feeling of 'ownership' over natural resources;
- ✓ The exact role of Technical Advisory Committees (TACs) should be clearly spelt out in order to prevent confusion and conflict, confining the TACs role to that of only offering advise on general policy matters i.e. tendering procedures, community governance etc. and requiring them to seek specialist advice for functions outside of their field of experience ie. Business or enterprise related issues;

- ✓ A more rigorous and comprehensive monitoring process should be put in place to ensure that appropriate socio-economic data is collected in order to be able to enhance government decision-making with regard to CBNRM and community empowerment;
- ✓ Negotiations should be instituted with the private-sector to establish a Multi-function Enterprise Support Agency, working in tandem with the government's LEA process;
- ✓ Strengthen the capacity of the Ngamiland District CBNRM Forum to represent the interests of CBNRM communities more effectively;
- ✓ Establish a Natural Resources Producers Association or Working Group to facilitate the improvement of non-tourism CBNRM activities through the representation of their interests, and researching and exploring new natural resource beneficiation options;
- ✓ Establish an Ngamiland Community Tourism or Ecotourism Working Association or Group to promote the expansion of community based ecotourism enterprises, guide the development of new ecotourism enterprises, represent CBO and community interests;
- ✓ Consider pilot testing the introduction of the 'Municipality' model in some Ngamiland CBNRM CBOs;
- ✓ Review the situation of maladministration of CBNRM Trusts (commission an official enquiry) and support the judicial system in following up felons who misappropriate or abuse community finances and assets;
- ✓ Consider pilot testing the Equitable Benefit Sharing approach with a few communities and roll out to further communities if successful, as well as creating a more robust social 'safety-net' systems in producer communities;
- ✓ Strengthen existing MOMS efforts and projects, enhancing the capacity to use MOMS for more effective management of natural resources;
- ✓ Diversify the application and implementation of MOMS to other functions besides natural resources management ie. strengthening Good Governance;
- ✓ Support the implementation of the SASUSG/WWF/University of Florida's Action Research for Good Governance initiative in Ngamiland communities;
- ✓ Review the effectiveness and use of CBNRM CBO Land-use Management Plans with a view to making them more useful, effective and user-friendly;
- ✓ Review the allocation of Controlled Hunting Areas (CHAs) areas to community Trusts and CBOs to ensure a more equitable distribution of areas or to facilitate access by more Trusts to CHAs ie. sharing existing areas, having a better system of allocation of vacant areas to new CBOs;
- ✓ Promote the development and proclamation of Community Conservation Areas in those areas where communities have decided to designate land for such purposes;
- ✓ Promote the involvement of communities with hunting and natural resource use quotas to participate actively in quota setting processes.

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Ngamiland Tourism Development Plan



Prepared for:

North West District Council
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June 2007

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ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Section 1 – Tourism Development Plan



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Contents

1	SUSTAINABLE TOURISM: AN INTEGRATED APPROACH	1
1.1	WHAT IS SUSTAINABLE TOURISM DEVELOPMENT?.....	1
1.2	IMPLICATIONS FOR NGAMILAND DISTRICT TOURISM DEVELOPMENT PLAN	1
2	STRATEGIC FRAMEWORK	3
2.1	INTRODUCTION.....	3
2.2	VISION STATEMENT	3
2.3	GOALS AND STRATEGIC OBJECTIVES.....	4
2.4	IMPLEMENTING THE STRATEGIC FRAMEWORK.....	13
3	SITUATIONAL ANALYSIS: DEFINING THE ENVIRONMENT FOR TOURISM DEVELOPMENT	14
3.1	INTRODUCTION.....	14
3.2	KAVANGO-ZAMBEZI TRANSFRONTIER CONSERVATION AREA (KAZA)	14
3.3	REGIONAL ASSESSMENT.....	16
3.4	EXISTING TOURISM PLANT.....	26
3.5	UTILIZATION OF TOURISM PRODUCTS	30
3.6	POLICY ENVIRONMENT	30
3.7	HUNTING TOURISM.....	31
3.8	CITIZEN PARTICIPATION	37
4	TOURISM MARKETS	47
4.1	EXISTING MARKETS	47
4.2	PREFERRED TARGET MARKET SEGMENTS	47
4.3	MARKET SEGMENT PROFILES.....	47
5	STRATEGIES & CONCEPTS FOR TOURISM DEVELOPMENT & CITIZEN PARTICIPATION	49
5.1	STRATEGIES FOR SUSTAINABLE TOURISM DEVELOPMENT IN NGAMILAND	49
5.2	TOURISM CONCEPTS	59
5.3	CONCEPTS FOR CITIZEN EMPOWERMENT IN NGAMILAND.....	65
5.4	ROLES FOR IMPLEMENTATION OF TOURISM IN NGAMILAND.	67
6	DETAILED DEVELOPMENT PLANS FOR EACH TDA	70
	OKAVANGO CORE TOURISM DEVELOPMENT AREA	70
	MAUN TOURISM DEVELOPMENT NODE.....	70
	MOREMI-EAST TOURISM DEVELOPMENT AREA	70
	TSODILO TOURISM DEVELOPMENT AREA	70
	PANHANDLE TOURISM DEVELOPMENT AREA.....	70
	WESTERN TOUR ROUTES TOURISM DEVELOPMENT AREA.....	70

List of Figures

FIGURE 1 AIR BOTSWANA'S FLIGHT TIMETABLE INTO AND OUT OF MAUN.	18
FIGURE 2 TYPES OF USE ZONES USED IN THE TOURISM LAND USE POTENTIAL IDENTIFICATION MODEL.....	54
FIGURE 3 ZONATION MODEL FOR APPROPRIATE TOURISM-BASED LAND USE PLANNING.	55
FIGURE 4 TOUR ROUTES AND PRIMARY ROAD LINKAGES IN NGAMILAND AND NEIGHBOURING COUNTRIES.	57
FIGURE 5 AIR ROUTES INTO SOUTHERN AFRICA AND THE NEW ROLE THAT LIVINGSTONE, ZAMBIA WILL PLAY AS INTERNATIONAL AIR GATEWAY TO THE KAZA TFCA AND OKAVANGO DELTA.	60
FIGURE 6 INTERNATIONAL TOURISTS WILL FLY DIRECTLY TO LIVINGSTONE, CHANGE TO SMALLER AIRCRAFT FOR THE SHORT FLIGHT TO MAUN WHERE THEY THEN FLY BY LIGHT AIRCRAFT TO LODGES AND CAMPS IN THE OKAVANGO DELTA.	60
FIGURE 7 PROPOSED LODGE COMPLEX DEVELOPED AND MANAGED BY ONE OPERATOR / CONCESSIONAIRE OFFERING A RANGE OF DIFFERENT SIZED SATELLITE CAMPS BUT FUNCTIONING AS A SINGLE OPERATIONS UNIT.	62
FIGURE 8 DIFFERENT CONFIGURATION OF LODGE COMPLEXES OFFERING TOURISTS FACILITIES WITH FEWER GUESTS WHICH IS BEING DEMANDED BY THE OVERSEAS MARKET.	62

ACCRONYMS

BCSO	Botswana Central Statistics Office
BOGA	Botswana Guides Association
BOTA	Botswana Training Authority
CAB	Civil Aviation Board
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organization
CDF	Community Development Fund
CEDA	Citizens Entrepreneurial Development Association
CHA	Controlled Hunting Area
CITES	Convention on the International Traded in Endangered Species
CMA	Community Managed Areas
DoT	Department of Tourism
DWNP	Department of Wildlife and National Parks
FGDC	Federal Geographic Data Committee
FIT	Fully Independent Traveller
GIS	Geographical Information System
GoB	Government of Botswana
GR	Game Reserve
HATAB	Hotel and Tourism Association of Botswana
HOORC	Harry Oppenhiemer Okavango Research Centre
ISO	International Standards Organization
KAZA	Kavango Zambezi (TFCA)
LAC	Limits of Acceptable Change
MOMS	Management Oriented Monitoring System
NCS	National Conservation Strategy
NP	National Park
NWDC	Northwest District Council
ODMP	Okavango Delta Management Project
ODRS	Okavango Delta Ramsar Site
OUZIT	Okavango Upper Zambezi International Tourism
PMC	Project Management Committee
RADS	Rural Area Dwellers
SADC	Southern African Development Committee
SCI	Safari Club International
SMEC	Snowy Mountain Engineering Company
TDA	Tourism Development Area
TDN	Tourism Development Node
TDZ	Tourism Development Zone
TFCA	Transfrontier Conservation Area
TGLP	Tribal Grazing Land Policy
TIC	Tourism Information Centre
TIMS	Tourism Information Management System
TLB	Tawana Land Board
TRAFFIC	Trade Records Analysis of Flora Fauna in Commerce
UNWTO	United Nations World Tourism Organization
USD	United States Dollar
WMA	Wildlife Management Area

1 Sustainable Tourism: An Integrated Approach

1.1 What is sustainable tourism development?

Sustainable tourism development can be thought of as meeting the needs of present tourists and host regions while protecting and enhancing opportunity for the future.

Sustainable tourism development in Ngamiland is envisaged as leading to management of all resources in such a way that Government can fulfil economic, social, and aesthetic needs while maintaining cultural integrity, essential ecological processes, biodiversity and life support systems.

1.2 Implications for Ngamiland District Tourism Development Plan

To effectively plan for tourism development in Ngamiland, the planning process needs to be placed within a theoretical context of current thinking on sustainable tourism development. A detailed study was undertaken of current literature on tourism development planning which resulted in the extracting of a set of guidelines for sustainable tourism development compiled by Edward Inskeep, a consultant for the World Tourism Organization. These guidelines have been modified and used as a theoretical framework to guide the establishment of the District Development Plan for integrated and sustainable development of tourism in Ngamiland.

The following implications have had a direct influence on the compilation of the Ngamiland Tourism Development Plan:

- a. The introduction of the idea of sustainable development shifts the focus away from the traditional "growth versus development" argument. The focus is increasingly on opportunities for employment, income and improved local well-being while ensuring that all development decisions reflect the full value of the natural and cultural environment.
- b. Tourism development involving any loss of existing natural or cultural wealth or environmental capital will increasingly indicate how future generations will be compensated. The loss of natural and cultural assets can no longer simply be substituted for by capital wealth created by new development.
- c. Tourism, as an industry can enhance environmental quality and at the same time create jobs. This provides a positive relationship between tourism and the environment. While some tourism salaries may not be as high as other sectors, tourism jobs do provide for longer-term development opportunities where other industries are not sustainable.
- d. Economic growth must be adequately measured. It must include the real cost of protection and recycling not only in the present but also the future when these costs will be much higher. When tourism is compared to other industry sectors in this way, its image will greatly improve.
- e. Sustainable tourism development must provide for intergenerational equity. To be fair to future generations of tourists and the travel industry we must leave them a resource base no less than we have inherited. Each generation of tourism developers, planners and operators is obliged to look after the generations that follow.
- f. Sustainable tourism development must avoid all actions that are irreversible. Some natural and cultural resources can be replaced. But old-growth forests, wildlife species and similar features, once lost, can never be enjoyed by future generations. As well, ancient monuments, historic urban areas, and distinct landscapes are irreplaceable.

- g. Development which causes major changes in the environment usually has a greater impact on the poor than the rich. In the cases of relatively poor or developing regions the preservation of sustainable livelihoods must be taken into account. This is a concern where there is dependence upon fish stocks, wildlife, water supply, and other resources upon which tourism can have an impact.
- h. Development in one region or country clearly can have positive or negative effects on other regions or countries. Therefore countries should work together to ensure that tourism is integrated into the overall planning and management of the environment. Cooperation in establishing and attaining economic, social and environmental goals in regard to tourism is necessary.
- i. In situations where the resource base has been seriously degraded, mitigation and rehabilitation actions must be undertaken to reflect the concept of sustainable tourism development.
- j. Sustainable tourism development involves promoting appropriate uses and activities that draw from and reinforce landscape character, sense of place, community identity and site opportunity.
- k. Sustainable tourism development must be given policy definition and direction for each country, region and locality where it is to occur. This must be done in the light of environmental, social and economic conditions and requirements that exist there.
- a. Sustainable tourism development requires guidelines for levels and types of acceptable growth but does not preclude new facilities and experiences.
- l. Sustainable tourism development means promoting working partnerships among the network of actors and linking scientific research and public consultation to decision-making.
- m. Sustainable tourism development involves the establishment of education and training programs to improve public understanding and enhance business and professional skills.
- n. Sustainable tourism development involves making hard political choices based on complex social, economic and environmental trade-offs in a more extended time and space context than that traditionally used in decision-making.

Adapted from: Edward Inskeep, 1979. Tourism Planning: An Integrated and Sustainable Development Approach

2 Strategic Framework

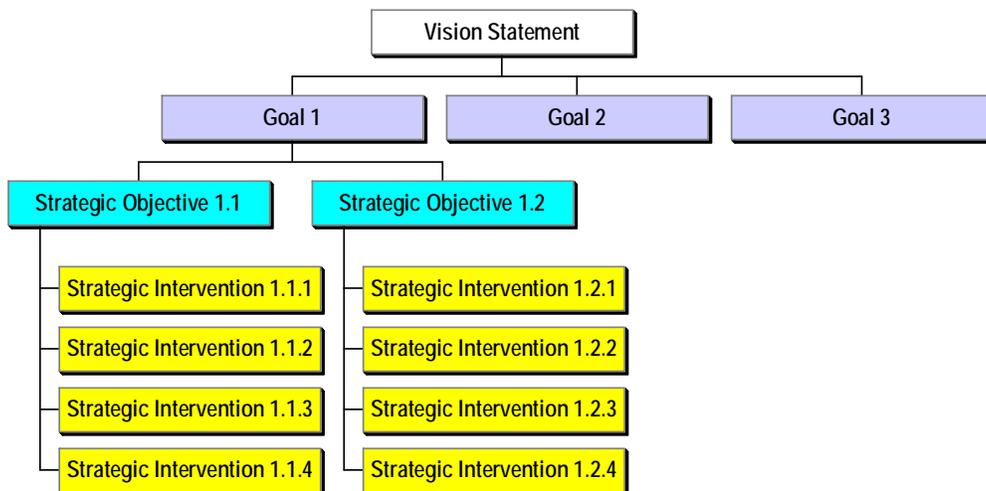
2.1 Introduction

A strategic framework defines the broad, high level parameters within which tourism development should take place in the planning domain. The framework comprises a cascading hierarchy from the broadest vision statement, to more detailed goals to specific strategic objectives.

The draft strategic framework is presented in a cascading framework, which moves in a descending hierarchy from:

- A high level **vision statement**;
- to a small number of broadly conceived **goals**;
- to the **strategic objectives** underpinning each goal;
- To a number of **strategic interventions** required to achieve each goal.

The structure is illustrated in the following figure:



2.2 Vision statement

To strive for the development of a world class nature-based tourism destination that is economically sustainable and optimizes benefits to local communities and the nation within agreed limits of acceptable change.

2.3 Goals and strategic objectives

Goal 1: To conserve the tourism resource base of the Okavango Delta.

Strategic Objective 1.1

To ensure the effective planning and regulation of tourism in the Okavango Delta.

The Okavango Delta has been proclaimed a Ramsar site due to its high biodiversity value whilst also having capacity to provide reasonable levels of natural resources to local inhabitants, and to provide significant socio-economic benefits to the nation as a whole through tourism. In order to ensure that tourism activities and developments do not adversely impact upon the biophysical systems of the ODRS, adequate, systematic and regular planning needs to take place. All tourism activities and developments must be adequately regulated, but not over-regulated.

In order to ensure the effective planning and regulation of tourism in the Okavango Delta, the following Strategic Interventions need to be carried out:

Strategic Intervention 1.1.1 - Compile detailed inventory of tourism resources and attractions

Ensure that the Tourism Monitoring Programme identifies, describes and details all tourism resources and attractions in Ngamiland. The Tourism Monitoring Programme should keep this inventory current. The inventory of tourism resources and attractions should be made available to all interested and affected parties.

Strategic Intervention 1.1.2 - Maintenance of Ngamiland Tourism Development Manual

Appoint consultants to ensure that the Ngamiland Tourism Development Manual is kept current and that all new concepts, strategies and proposed tourism products are inserted into the manual.

Ensure that the Ngamiland Tourism Development Manual is accessible via the internet.

Strategic Intervention 1.1.3 - Tourism Monitoring Programme

Ensure that the tourism monitoring programme is functional; all data fields are effectively captured verified and kept current. Ensure that there an effective data dissemination system is in place and functional. Ensure that all data from the tourism monitoring programme is freely available to all interested parties.

Strategic Intervention 1.1.4 - Systematic and regular planning

Planning of an area such as the ODRS is not a once-off process. The management of the ODRS is a dynamic process that requires the concept of Adaptive Management to be introduced and used in all elements of the site management. This implies that the ODRS authorities and stakeholders do not merely wait for a ten-year period to pass before revisiting the overall OD Management Plan and especially the Tourism Master Plan and the CBNRM Action Plan.

Adaptive management requires a 'hands-on' approach to continuously monitoring the activities and developments in the ODRS, and to assess in an

'adaptive' mode where aspects might be weak, causing problems, creating negative impacts or allowing negative trends to become established leading to the need for costly interventions.

This therefore requires an active monitoring programme to provide timely feedback to the management authority so that it may step in and correct emerging problems.

Strategic Intervention 1.1.5 - Move towards a comprehensive CDF planning approach

The current planning approach undertaken in the first phase of the ODMP may have certain inherent constraints that could hinder a more comprehensive management approach from being implemented in the area. The overall process could be strengthened if aspects of a Conservation Development Framework planning approach were to be followed over the next planning phase of, say, 5 years.

- *In particular, the need for the planning to be based on a defined Biodiversity Management Plan for the ODRS would provide a sound foundation to planning processes – especially tourism developments.*
- *In addition, it is suggested that a more comprehensive and formal Conservation Sensitivity Analysis be carried out to define the specific areas of greatest conservation sensitivity. Such a Conservation Sensitivity Analysis would cover: i) Ecological and biophysical aspects; ii) Habitat Conservation Values including Special Habitats Values; Soil sensitivity; Hydrological sensitivity; Vegetation vulnerability; Legislative Sensitivity; Special Species sensitivity; Aesthetic sensitivity (visual sensitivity; Areas of special Aesthetic Value); Heritage Sensitivity etc.*

This review of planning should take place on a regular basis.

Strategic Intervention 1.1.6 - Review of the Controlled Hunting Concessions

A key process that needs to be undertaken in order to move towards optimising the sustainable tourism potential of the ODRS, is to implement an extremely rigorous review of the controlled hunting areas: exploring their allocation processes; their economic optimisation potential; their success as conservation and protection instruments or mechanisms; and their empowerment potential.

This review should have an overarching analysis framework developed beforehand and within the next two years; and then each concession should be evaluated as it comes up for renewal. A further consideration should be to postpone the forthcoming renewal dates for all those concessions coming up for renewal in the next three years, and offer the concession holders a further period to bring the majority of them to a common renewal date.

Strategic Objective 1.2

To minimize the adverse impacts of tourism-related infrastructure and activities on the tourism resource base.

Strategic Intervention 1.2.1 – Undertake effective planning of appropriate infrastructure

Tourism infrastructure needs to be planned strategically – for the long-term – and be appropriate to the tourism resource and tourism industry demands, and be integrated into the rural economy and other economic sectors.

Appropriate consultants need to draft a detailed development and funding plan for the provision of the tourism infrastructure necessary to support the predicted growth in Ngamiland's tourism plant and tourist numbers.

Strategic Intervention 1.2.2 – Establish guidelines for responsible tourism operation

Draft guidelines for tourism operators to ensure that tourism products are operated and managed according the internationally accepted principles and practices of responsible tourism.

Ensure that guidelines are effectively disseminated to (i) all appropriate parties in the tourism industry of the Ngamiland; (ii) is freely available to all interested and affected parties; and (iii) placed on the internet for public consumption.

Strategic Intervention 1.2.3 – Ensure effective monitoring of impacts of tourism infrastructure and activities on tourism resource base

Ensure that the Tourism Monitoring Programme is expanded to include the monitoring of the impacts of tourism activities and infrastructure on the tourism resource base.

Strategic Intervention 1.2.4 - Respond to adverse data

It is essential that the ODRS Authority has appropriate powers and authority, especially regulations, to enable it to enforce legislation to protect the biophysical and socio-economic aspects of the site.

It is therefore essential that appropriate legislation and especially regulations are developed to empower and authorise the ODRS Authority to effectively manage the development and activities in the area. Such legislation and regulations should be developed as a matter of priority – i.e. within two years of the ODMP being approved.

Strategic Objective 1.3

To effectively monitor the impact of tourism on the Okavango's tourism resource base through time.

Strategic Intervention 1.3.1 - Collect relevant management data

It is essential that the ODRS Authority has access to timely and reliable data in order to be able to manage the area and to enforce regulations. It is therefore essential that a workable and effective monitoring process is established as a matter of priority that will facilitate the collection of all necessary data. A knowledge based approach to monitoring is proposed to provide the required data and information to the ODRS Authority to make decisions based on credible information.

A phased approach to capacity development is proposed to develop a data collection process that ultimately includes all relevant stakeholders. To the greatest extent possible, all data should be collected by the sectors most needing the information to make quality decisions about the wellbeing of their sector.

Goal 2: To optimise economic returns from tourism in the Okavango Delta.

Strategic Objective 2.1

To create an enabling environment for the development and operation of tourism in Ngamiland.

Strategic Intervention 2.1.1- Identify enabling environment for tourism development in Ngamiland.

Ensure that Ngamiland Tourism Development Manual effectively articulates requirements and interventions required to establish an enabling environment for tourism development and operation.

Strategic Intervention 2.1.2 – Ensure appropriate interventions are implemented to ensure enabling environment

Ensure that appropriate Government department implements interventions recommended in the Ngamiland Tourism Development Manual.

Strategic Objective 2.2

To maintain and enhance the Okavango Delta as a competitive international tourism destination.

Strategic Intervention 2.2.1 - Measure competitiveness of the Okavango Delta as world-class international tourist destination.

Appoint market research consultants to periodically measure the competitiveness of the Okavango Delta as world-class international tourist destination through time.

Ensure that market research consultants provide remedial interventions to ensure competitive advantage and positioning of Okavango Delta as premier tourist destination and that remedial interventions are implemented.

Strategic Objective 2.3

To effectively identify target markets that return optimal benefits to the tourism industry and people of Botswana.

Strategic Intervention 2.3.1- Identify preferred target markets.

Preferred segments of tourist markets are identified as target markets in the Ngamiland Tourism Development Manual. These markets are preferred as they deliver benefits from the consumption of tourism resources in the planning domain that deliver desired benefits as defined in this strategic framework.

Appoint consultants to (i) verify at regular intervals that profiles of preferred market segments are accurate and current; and (ii) that preferred market segments are delivering the desired benefits as identified in Strategic Framework.

Strategic Objective 2.4

To diversify the tourism product offering of the Okavango Delta.

Strategic Intervention 2.4.1- Identify opportunities for product offering diversification

Convene regular stakeholder workshops to identify opportunities for product offering diversification. Establish a process to action the realisation of opportunities for product diversification.

Strategic Intervention 2.4.2 – Establish mechanism to encourage and assist with product diversification

Identify mechanisms and incentives that may be offered to private sector operators to diversify tourism products to include cultural and historical tourism products.

Implement such mechanisms to achieve desired results. Monitor effectiveness of product diversification mechanisms and incentives programmes. Implement remedial actions to ensure highest level of effectiveness of programmes.

GOAL 3: To increase the participation of citizens in the tourism industry of the Okavango Delta.

Strategic Objective 3.1 *(ownership)*

To increase the number and share of tourism businesses in the Okavango Delta owned by citizens.

The situational analysis revealed that the Ngamiland's tourism industry has very high levels of foreign ownership. This skewed ownership pattern – especially in the higher value sectors – is the consequence of the specific history of the tourism cluster in northern Botswana, the global nature of the high value tourism industry, the absence of a strong indigenous culture of entrepreneurialism, skills shortages and the lack of appropriate financial instruments to assist citizens with the capitalisation of especially higher value tourism enterprises.

Strategic Intervention 3.1.1 – Develop appropriate financing mechanisms designed to provide citizens with access to capital for investment in the tourism industry.

This intervention focuses on the establishment of an appropriate financing mechanism that provides citizens with capital for investment in the tourism industry. Current facilities aimed at encouraging citizen investment such as those offered by the Citizen Entrepreneurial Development Agency (CEDA) are not wholly appropriate to the sectoral needs of the tourism industry, and new or amended instruments that are specifically tailored to the needs of the sector are required.

Strategic Intervention 3.1.2 – Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens.

This intervention seeks to integrate conditions requiring broad-based citizen empowerment – including ownership, strategic representation, employment equity, skills development, procurement and social responsibility spend – into the land allocation and licensing systems regulating business operations in Ngamiland. While it is a critical function of government to create an enabling environment for citizen empowerment, it is nevertheless important that it does not adopt policies and practices that discourage investment. The intervention should develop an approach that encourages citizen empowerment but avoids being so complex and bureaucratic that it stifles the growth of the industry. The key instrument is a citizen empowerment scorecard that measures the performance of lessees against a broad-based suite of empowerment categories (see the monitoring and individual TDA sections for further details).

Strategic Objective 3.2 (strategic representation and control)

To increase the **strategic representation** of citizens in the tourism industry of the Okavango Delta.

Strategic Intervention 3.2.1 – Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens (including strategic representation).

See Strategic Intervention 3.1.2 above. This mechanism should be included in the broad-based citizen empowerment scorecard to ensure that representation of citizens in top executive and board level positions is increased.

Strategic Objective 3.3 (employment equity)

To enhance **employment equity** for citizens in the tourism industry of the Okavango Delta.

Strategic Intervention 3.3.1 - Promote better implementation of existing regulatory mechanisms that promote employment equity in the tourism industry (including localization of labour).

The situational analysis revealed that employment equity in the Ngamiland's tourism industry has lagged, especially at senior employment levels where the use of expatriate labour is widespread. Remedying this situation may be partially achieved through more efficient implementation of existing government regulation. It appears current labour regulations regarding employment equity (including the requirement for labour localization plans) are not consistently implemented. Likewise, compliance with localization requirements included in concession agreements between tourism investors and the land board are not dependably monitored. This neglect appears to be a major cause of policy failure.

There is an urgent need to ensure more consistent enforcement of regulation (including appropriate follow up procedures). Weaknesses in the public sector's ability to implement existing regulations should be remedied and a programme developed to build the civil service's capacity in this regard.

Strategic Intervention 3.3.2 – Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens.

See Strategic Intervention 3.1.2 above. Employment equity should be given a high priority in the broad-based citizen empowerment scorecard. Employment represents the single biggest flow of income from high value tourism

enterprises to local households. Capturing the greatest possible proportion of the payroll from tourism enterprises in Ngamiland for citizens – especially local residents – should therefore be a top priority for policy makers.

Strategic Objective 3.4 (skills development)

To develop *appropriate skills* that prepares citizens for participation in all aspects of the tourism industry.

Strategic Intervention 3.4.1 – Develop a partnership between government and the relevant stakeholders designed to broaden the skills base amongst citizens.

Despite the existence of various formal institutions (such as the University of Botswana and the Botswana Wildlife Training Institute) and industry-based training programmes, skills shortages remain a major barrier to higher levels of citizen participation in the tourism industry of Ngamiland.

This intervention seeks to develop a partnership between government and the relevant stakeholders to assess the skills needs of citizens and to develop appropriate mechanisms to remedy skill shortages. This should involve structured interaction to ensure that the skills development initiatives of government are aligned to the needs of the tourism industry.

Strategic Intervention 3.4.2 – Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens (including skills development).

See Strategic Intervention 3.1.2 above. Skills development should be prioritized in the broad-based citizen empowerment scorecard described elsewhere and should be focused on all levels – shareholders, management, employees and providers of goods and services.

Strategic Objective 3.5 (procurement)

To promote the *procurement* of products and services required by the tourism industry from citizen-owned businesses.

Strategic Intervention 3.5.1 – Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens (including local procurement).

See Strategic Intervention 3.1.2 above. Targets for the procurement of goods and services from local and citizen-owned suppliers should be systematically included in the broad-based citizen empowerment scorecard and tendering procedure advocated in this manual.

Strategic Objective 3.6 (social development)

To promote *social development spending* by established tourism businesses.

Strategic Intervention 3.6.1 - Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens (including local procurement).

See Strategic Intervention 3.1.2 above. Where appropriate, targets for the corporate social investment (in, for example, clinics, schools, HIV-AIDS

projects, etc.) should be included in the broad-based citizen empowerment scorecard and tendering procedure advocated in this manual.

Strategic Objective 3.7 (awareness raising)

To raise awareness of the process and benefits of the Okavango Delta's tourism industry.

Strategic Intervention 3.7.1 - Develop a systematic programme (involving government, industry and communities) to communicate the benefits of tourism to key stakeholders.

A lack of public awareness about the benefits of tourism at the local, district and national scales contributes to negative attitudes and a climate of mistrust between key stakeholders. The intervention is to develop a partnership between government and the organised industry (HATAB, BOGA, etc.) to educate the public and to communicate the benefits of tourism to all sectors of society (including local host communities). The programme would build on, and extend, existing efforts. It would avoid one-off events by developing a programmatic approach that is sustained over an extended period.

Strategic Intervention 4.1.1 - Develop a workable system that enables government and other stakeholders to measure and evaluate industry performance across all components of citizen empowerment

This intervention is:

- *To develop a "scorecard" that measures the performance of the industry across a broad range of citizen empowerment indicators (including ownership; strategic representation and control; management; employment equity; procurement; corporate social responsibility spend; etc.); and*
- *To put in place monitoring mechanisms that collect and make available the information to government and the public at large.*

GOAL 4: To ensure a high quality visitor experience in the Okavango Delta.

Strategic Objective 4.1

To monitor and assess tourists' expectations and levels of satisfaction.

Strategic Intervention 4.1.1 - Collect relevant tourism expectations and satisfaction data

It is essential that the ODRS Authority has access to timely and reliable data in order to be able to manage the overall tourism sector in the area.

It is therefore essential that a workable and effective monitoring process is established as a matter of priority that will facilitate the collection of all required data in order to provide the necessary tourism visitor expectation and satisfaction information to the ODRS Authority when necessary to make enlightened decisions.

Ideally this data collection process should include all relevant stakeholders and should to the greatest extent possible be data that is collected by the sectors most needing the information to make quality decisions about the wellbeing of their sector.

Strategic Objective 4.2

To ensure that appropriate actions are taken to ensure that the destination is compliant with visitor expectations.

Strategic Intervention 4.2.1 – Effective destination branding

Ngamiland consists of a number of tourism development areas and nodes. Each TDA has its own destination brand or tourism image that differentiates it from other TDA's and from the tourism brand of the Okavango Core TDA, which is the primary tourism resource of the District and country.

Ensure that each TDA clearly identifies and maintains its own tourism brand. That tourism product operators promote the tourism image of their TDA and do not draw on the image of the Okavango Core TDA to market their products in a manner that may be misleading to tourist consumers so that holiday / safari expectations are not met resulting in dissatisfied consumers / tourists.

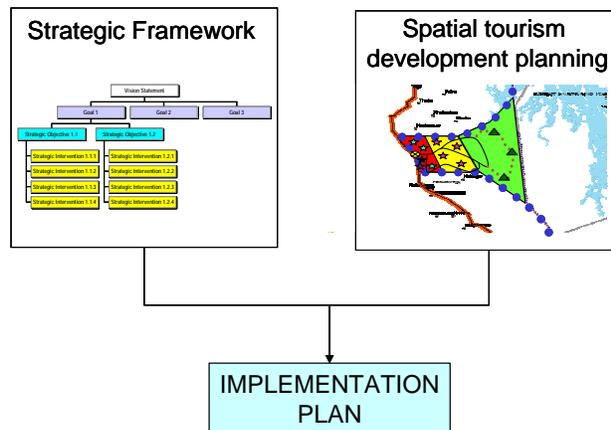
Ensure that a monitoring system is in place to monitor the use and abuse of tourism brands within the planning domain and TDA's.

Strategic Intervention 4.2.2 - Response to tourism expectations and satisfaction data

It is essential that the ODRS Authority has the capacity to facilitate the timely and appropriate response to information received about tourism expectation and satisfaction trends in a timely manner, before negative experiences can influence international tour operators to adjust their booking patterns away from the ODRS.

2.4 Implementing the Strategic Framework

The Strategic Framework for the Ngamiland Tourism Development Plan is a tool that provides both vision and actions. The two higher levels of the cascading hierarchy – goals and strategic objectives – provide vision for the planning process and tourism practitioners tasked with implementing the Ngamiland Tourism Development Plan. The lowest level of the Strategic Framework – strategic interventions – gives guidance as to what actions need to be undertaken in practical terms so as to achieve the higher-level goals. These strategic interventions need to be meshed with the spatial tourism development planning. The output from this process is described in detail in the implementation plan.



The implementation plan is a tool that may be used by the implementing agent to direct and monitor tourism development in Ngamiland. The implementation plan should be updated regularly by the tourism development implementing agency.

3 Situational Analysis: Defining the Environment for Tourism Development

3.1 Introduction

A situational analysis study is undertaken to determine the nature and extent of the environment in which tourism takes place in Ngamiland. The ODMP programme is a broad, multi-faceted programme comprising numerous components each reviewing and assessing in detail different aspects of the social, economic and natural environments of Ngamiland. The situational analysis contained in this document assesses only those aspects of the environment pertinent to establishing an effective, long-term strategic tourism development plan¹. Therefore, the Tourism Development Plan for Ngamiland should be read in conjunction with documentation from the other components of the ODMP.

This situational analysis defines the current status of the tourism plant in Ngamiland. The strategic framework defines what the Government wants to achieve in the long-term through the further development and modification of the current tourism plant of Ngamiland. The strategies and concepts section of this manual defines how the aims and goals of the long-term strategic framework are achieved.

3.2 Kavango-Zambezi Transfrontier Conservation Area (KAZA)

The Kavango-Zambezi Transfrontier Conservation Area (KAZA TFCA) is an ambitious initiative that will have far reaching implications for the tourism plant of Ngamiland. The Okavango Delta is a “flagship” product of the KAZA TFCA and as such plays an important role in the development of this multi-national regional initiative. It is therefore critically important that the development of the Ngamiland tourism plant is successfully integrated into the planning of the Kavango-Zambezi Transfrontier Conservation Area.

A brief description of the KAZA TFCA initiative is described in the following section while a more detailed account of the initiative may be found in the appendix.

3.2.1 Introduction

The Ministers responsible for tourism in Angola, Botswana, Namibia, Zambia and Zimbabwe, at a meeting held in Angola in April 2003, agreed in principle to establish a major transfrontier conservation and tourism development area in the Kavango and Upper Zambezi River basins. This proposal evolved from the Okavango Upper Zambezi International Tourism (OUZIT) Spatial Development Initiative funded by the Development Bank of Southern Africa as a project of the Southern African Development Community (SADC). The new initiative will continue to be a SADC project.

3.2.2 Background

The KAZA TFCA will be a large conservation area straddling the international boundaries of Angola, Botswana, Namibia, Zambia and Zimbabwe, and encompasses an area of approximately 300,000 square kilometres across the five countries. It includes no less than 14 formally proclaimed national parks, game reserves, forest reserves and game/wildlife management areas.

¹ The purpose of this situational analysis section is to define the current environment in which tourism development in Ngamiland will take place. The nature of this report is to identify only those aspects of the tourism environment that impact directly on the definition of the tourism development plan. Statistics that represent the functioning of the tourism plant, which in many reports are included in this section, can be found in the outputs section of the Tourism Monitoring Programme of this manual.

The biodiversity of this area includes savannah, miombo and mopane woodlands, as well as wetlands distributed in the five countries. Africa's largest contiguous elephant population is located in this area, and so are major populations of a wide range of species such as buffalo, hippopotamus, lion, lechwe, roan, sable, eland, zebra, wildebeest, waterbuck, puku, bushbuck, sitatunga, wild dogs, spotted hyena etc. As can be expected over such a vast area, the plant life is phenomenal with about 3,000 species, some 100 of which are endemics and more than 500 species of birds that are characteristic of the southern African savannahs, woodlands and wetlands.

The TFCA includes renowned natural features and tourist attractions such as the Okavango Delta (the largest Ramsar Site in the World), the Victoria Falls – which is one of the eight wonders of the world and a World Heritage Site, the Kafue wetlands, as well as considerable tracts of riverine and floodplain habitats along the Okavango and Zambezi Rivers and their tributaries namely the Kwando, Chobe and Quito Rivers.

The long term use and sustainable economic development of the proposed Transfrontier Conservation initiative will be dependent on the wise use of its diverse natural resources base. This can only be realized by harmonising the policies, strategies and practices of conserving and managing the resources that the five countries share through natural movements. The untapped tourism potential of this area offers a window of opportunity for creating a magnificent Transfrontier Conservation Area and a large tourism development zone.

The region supports people of various nationalities, cultural backgrounds and income levels whose livelihood depend on the shared common waters bordering the member states. The proposed project must therefore sustain the economic developments of the people with a view to ensuring integrated long-term benefits to the region as a whole.

The Kavango-Zambezi Transfrontier Conservation Area with the existing tourism infrastructure of hotels, lodges, safari camps and three international airports has the potential of being the biggest destination for tourism in Africa. It is in light of this potential that the five participating countries wish to establish the proposed TFCA from which they intend to derive equitable socio-economic benefits through the prudent conservation, management and development of their vast wildlife, tourism and cultural resources.

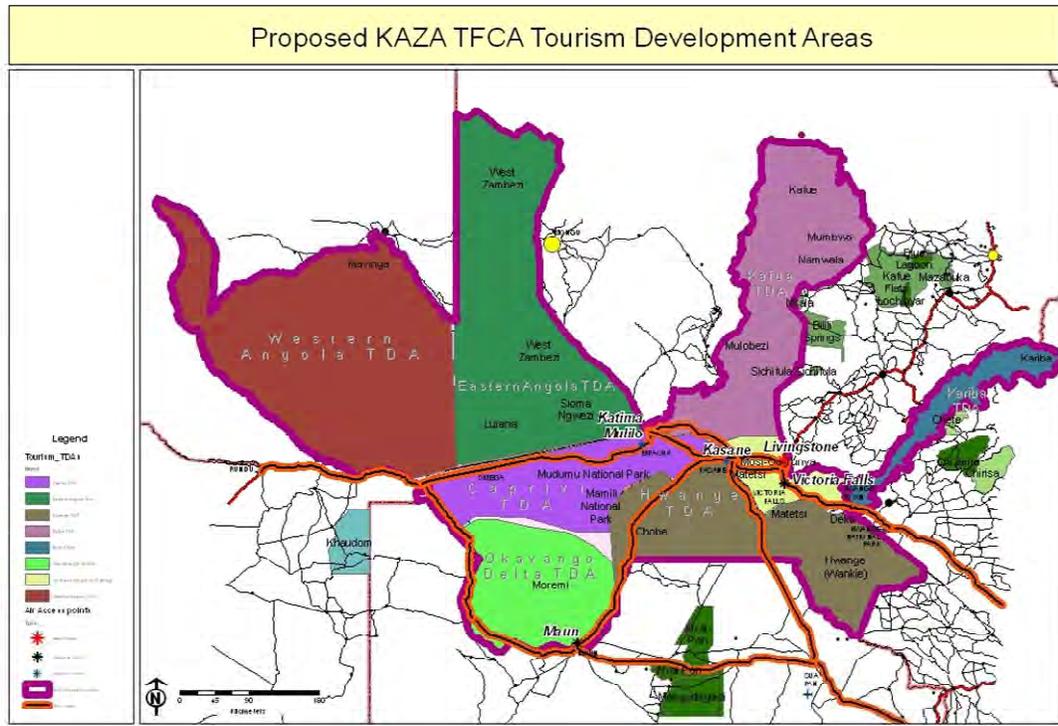
3.2.3 Goal

The overall goal is to transform the Kavango-Zambezi Transfrontier Conservation Area into an integrated regional conservation and tourism development initiative that optimises the transboundary benefits and opportunities of the region.

See Appendix A for more detailed tourism development planning guidelines for the Kavango-Zambezi Transfrontier Conservation Area.

3.2.4 Location

Planning of the Kavango-Zambezi Transfrontier Conservation Area is still in the feasibility stage and as such the boundaries of the proposed TFCA are not yet final. The boundaries that are defined in the map below are those that were defined in the pre-feasibility study. However, this Development Plan recommends that the boundaries of the Kavango-Zambezi Transfrontier Conservation Area are expanded to include Khaudom National Park in Namibia and the proposed Tsodilo protected area in Botswana.



Source: Peace Parks Foundation

3.3 Regional assessment

The Ngamiland planning domain forms part of a larger regional planning domain that includes primary tourism destination areas of Chobe National Park in Botswana, Victoria Falls located between Zambia and Zimbabwe and the Caprivi in Namibia. The larger region already has a developed tourist infrastructure that includes roads, tour routes, airports and a wide range of tourism products and services. The larger region also has a wide range of tourism resources that are yet to be developed, particularly in Namibia and Angola. The development of these tourism resources into tourist attractions will impact on the future development of the Ngamiland tourism plant. It is therefore critical to plan Ngamiland's tourism development in an integrated manner to take cognisance of these resources and their future development.

Therefore, an assessment of certain aspects of Ngamiland's tourism plant will be undertaken at a broader regional level in order to spatially contextualize Ngamiland within the larger regional tourism economy.

3.3.1 Access

Inherent in the concept of tourism is travel. Tourists travel from their place of normal residence to other locations in the world for the purposes primarily of leisure and business. Air routes, airlines, airports, roads and tour routes to a destination determine the extent to which visitors may access a tourist destination area. Developing access infrastructure to a tourist destination area is the function of government. Planning and developing access infrastructure is a lengthy and costly activity. Planning access for tourism development needs to be viewed strategically and within a regional context and particularly within the context of the KAZA initiative.

Visitors to Ngamiland arrive either by air or by road. An assessment of these modes of transport is undertaken in the section below.

Air access

National situation

The skies over Botswana are managed through a series of bilateral agreements with countries who receive Air Botswana flights or whose airlines provide flights to Botswana. Currently no airline flies directly between Botswana and any overseas destination and overseas visitors to Botswana have to enter through Namibia, Zimbabwe or South Africa.

The bilateral agreement with South Africa has an important influence over air access, frequencies and prices to Botswana, as South Africa is the major entry point to the region for overseas visitors. Until recently the bilateral agreement provided for a single designated airline of each country to fly between the two destinations and allowed a single entry point for each country. This meant that, in the case of South Africa only SA Express could fly between South Africa and Botswana and only enter the country at Gaborone and Maun, while only Air Botswana (which in any case is the only designated airline in Botswana) could fly between Botswana and South Africa and only enter via Johannesburg.

This agreement provided these two airlines with the sole rights to the air transport market between South Africa and Botswana, with Air Botswana also being the only designated airline to fly internal routes within Botswana. The result has been limited airline capacity on the route, high prices and all visitors having to connect to Botswana in Johannesburg.

From/To	Days of Service*	Departure	Arrival	Flight No.	Aircraft
From Francistown	-	-	-	-	-
to Gaborone	-	-	-	-	-
-	1345	08:20	09:20	BP041	ATR
-	2	12:10	13:10	BP045	ATR
-	135	16:00	17:00	BP043	ATR
-	-	-	-	-	-
From Gaborone	-	-	-	-	-
to Francistown	-	-	-	-	-
-	1345	06:40	07:40	BP042	ATR
-	2	10:40	11:40	BP046	ATR
-	135	16:20	17:20	BP044	ATR
to Maun	-	-	-	-	-
-	2	06:30	08:00	BP034	ATR
-	134567	12:20	13:50	BP032	ATR
-	2	15:00	16:30	BP036	ATR
-	-	-	-	-	-
From Kasane	-	-	-	-	-
to Maun	-	-	-	-	-
-	1357	15:40	16:35	BP021	ATR
-	-	-	-	-	-
From Maun	-	-	-	-	-
to Gaborone	-	-	-	-	-
-	2	08:30	10:00	BP035	ATR
-	134567	17:00	18:30	BP033	ATR
-	-	-	-	-	-
to Kasane	-	-	-	-	-
-	1357	14:20	15:15	BP022	ATR

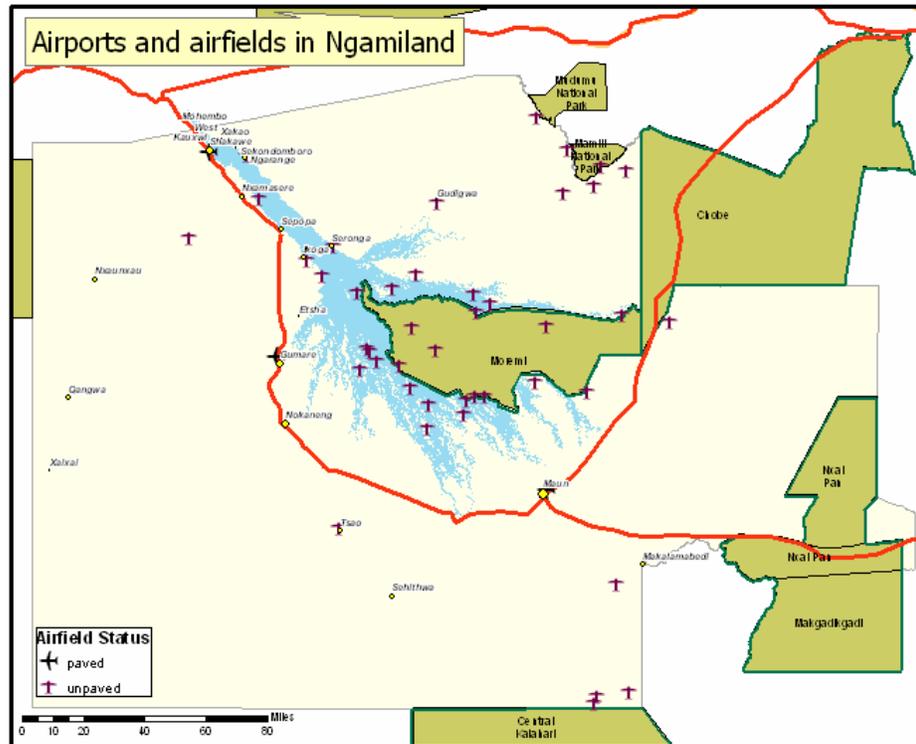
Figure 1 Air Botswana's flight timetable into and out of Maun.

During the recent bilateral negotiations in 2004 the traditional agreement was adapted significantly and the bilateral agreement concluded that:

- A phased approach would be followed towards and open-skies, multi-designated aviation regime over the next three years;
- Each country would be allowed three entry points, paving the way for Air Botswana to introduce the very important Cape Town-Maun Route in addition to the Johannesburg-Gaborone Route.
- New routes to any destination in Botswana could be introduced from any point in South Africa other than Cape Town and Johannesburg;
- All restrictions to be lifted on seat capacity and cargo.

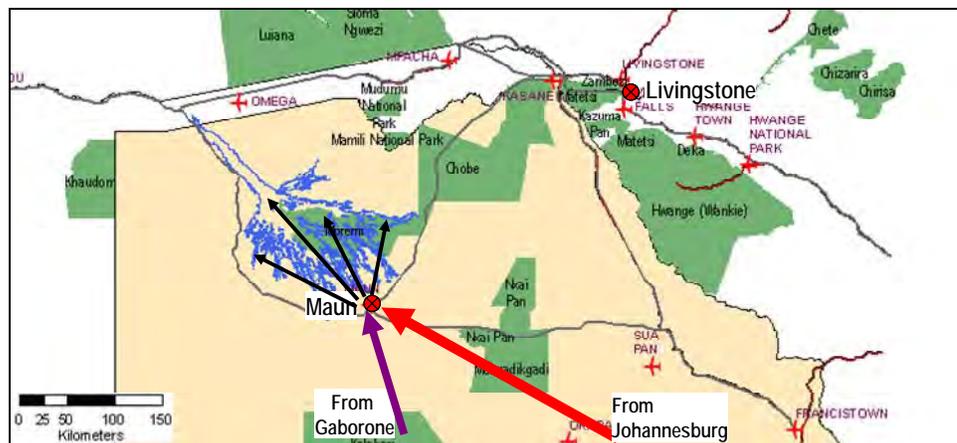
Ngamiland situation

Ngamiland's primary airport is Maun Airport at which scheduled regional and international flights from South Africa and Namibia land. There are paved landing strips at Shakawe and Gumare which serve the western side of the Okavango Delta. The Okavango Core TDA is well serviced by over forty landing strips. Most of these landing strips serve up-market safari lodges which are dependent on fly-in visitors.

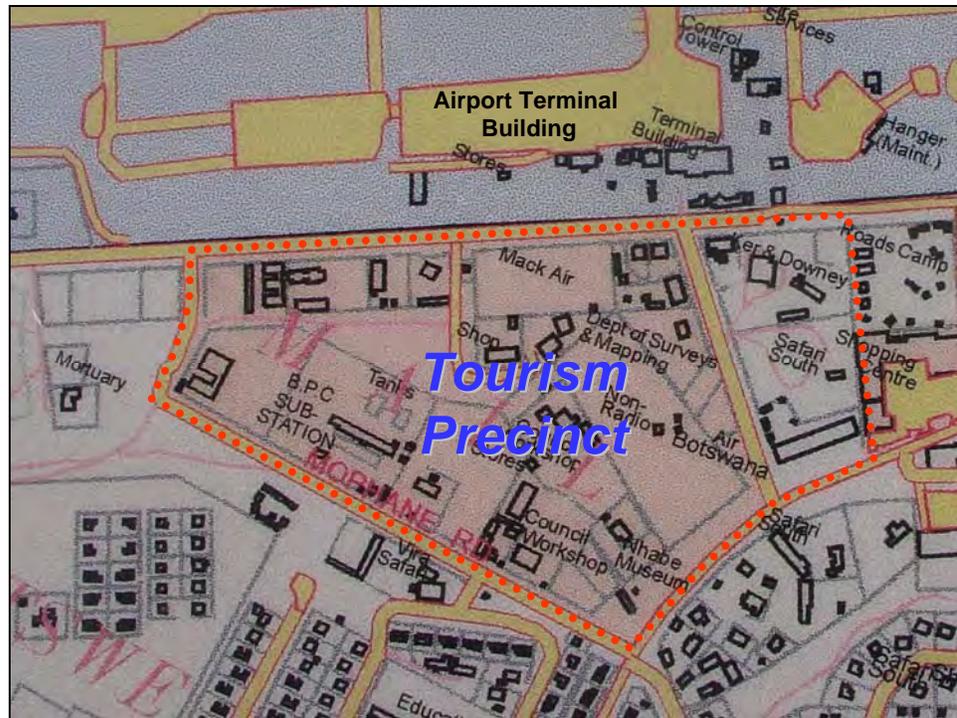


Maun situation

Maun is the distribution hub for tourists flying to the Okavango Delta. Consequently, numerous small airlines provide shuttle services from Maun Airport to the numerous safari lodges in the Okavango Delta. A complete support industry has developed around this air shuttle service employing a considerable number of people. Unfortunately, most of the high end jobs requiring technical qualifications, such as pilots, are filled by foreigners from all over the world.



The location of Maun airport has had a profound impact on the town planning of Maun. A whole tourism precinct has developed adjacent to the airport terminal in which tourism related services and retail activities take place, such as airline, lodge and safari administration offices. This precinct has been identified on the urban master plan for Maun as a mall but could be best developed as a tourism specific precinct.



The arrivals and departure facilities at Maun airport are too small and cramped to effectively handle the current number of tourist arrivals at the airport. Consequently, the arrival experience of visitors to Maun airport is unsatisfactory as it is cramped, rushed and unpleasant². Most visitors that undertake safaris in the Okavango Delta simply pass through Maun airport as quickly as possible. This situation results in little economic benefit being retained in Maun from their presence in the town as visitors pass quickly through the airport.

The National Development Plan 9 prioritises the development and improvement of Maun Airport and Kasane Airport in order to capitalize on the World Soccer Cup that will be played in South Africa in 2010. Proposed improvement the building of a new, 3.7 km long runway and the upgrading of the terminal building at Maun Airport to accommodate Boeing 767 aircraft and the extension of Kasane airport runway to also accommodate Boeing 767 planes³.

Road access

A high quality road network connects Botswana's main centres and the country can be crossed in both a north-south and east-west direction via tarred roads. The county is connected with its neighbours by more than 20 border posts and is very accessible from all directions. Access to many of the main tourism attractions is limited to gravel roads which are mostly only navigable by means of 4-wheel drive vehicles. These include access roads to most of Botswana's national parks, all roads within the parks and reserves and many connecting roads between the main attractions such as the road between Maun and Kasane. While the undeveloped road system has been applied as a control mechanism to limit access to conservation areas and to maintain the wilderness

² An interview survey was conducted at Maun airport in which most visitors expressed dissatisfaction over their arrival experience.

³ Extracted from document titled "DEVELOPING TOURISM IN BOTSWANA : PROGRESS AND CHALLENGES" by Chad Leechor, Senior Private Sector Development Specialist, The World Bank, and Mike Fabricius, Private Consultant, in association with The Botswana Institute for Development Policy Analysis.

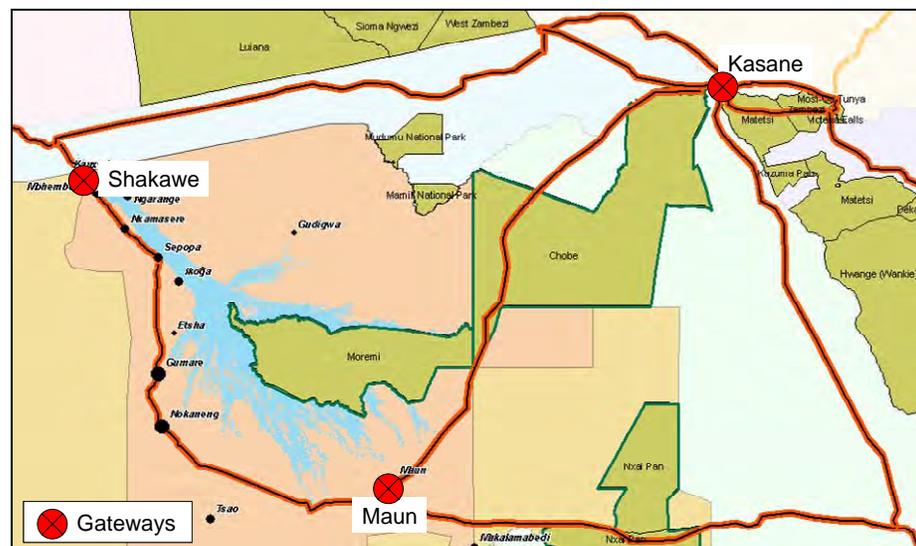
character of the destination it has largely limited Botswana's product range to packaged tours and trips and to the fully equipped self-drive 4-wheel drive journey. The substantial increases in day visitors to the Chobe Park from Kasane, which can be reached by tarred road from Victoria Falls and Livingstone, provides an indication of the pent-up demand for access to the Park by the broader travel market that requires greater flexibility and wishes to include Botswana as part of a wider regional travel package.

Road access to the Okavango Delta, the primary tourist of Ngamiland, is limited due to the large number of rivers and high water levels in the area. Consequently, road access is restricted to certain areas of Moremi Game Reserve and the primary roads around the Okavango Delta.

3.3.2 Gateways and tour routes

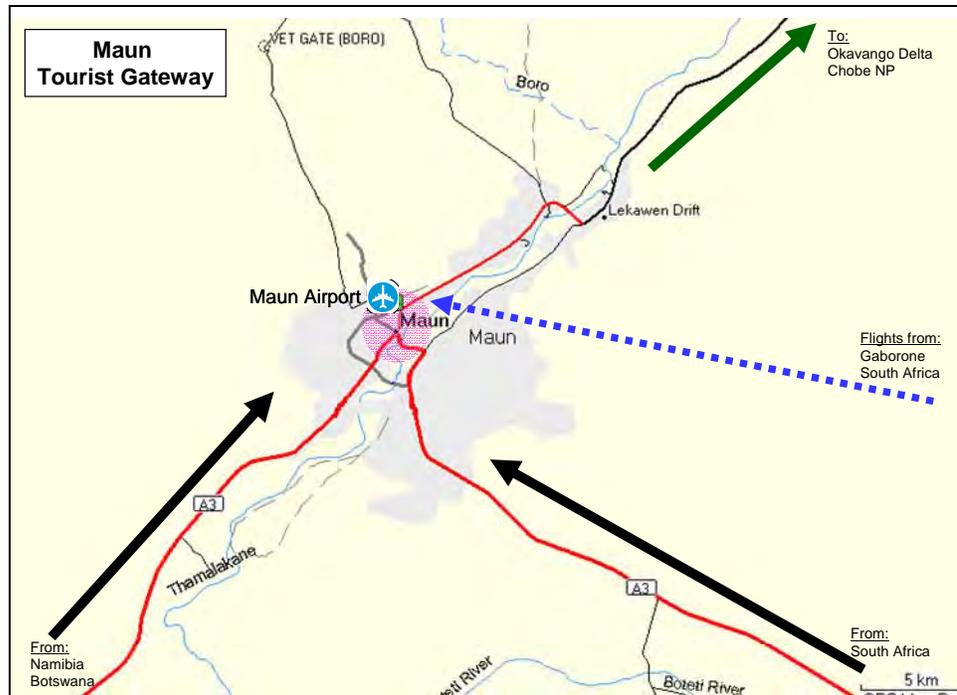
The Ngamiland planning domain is served by three main road gateways and four tour routes.

Gateways



Maun

Maun is the south-east gateway of Ngamiland. Visitors entering and departing through Maun are usually headed for South Africa. This gateway is most popular with the South African self-drive market. Maun is effectively linked to Johannesburg with a tar road. Maun acts as both a gateway and dispersion point into the Okavango Delta for self-drive South African tourists.



Kasane

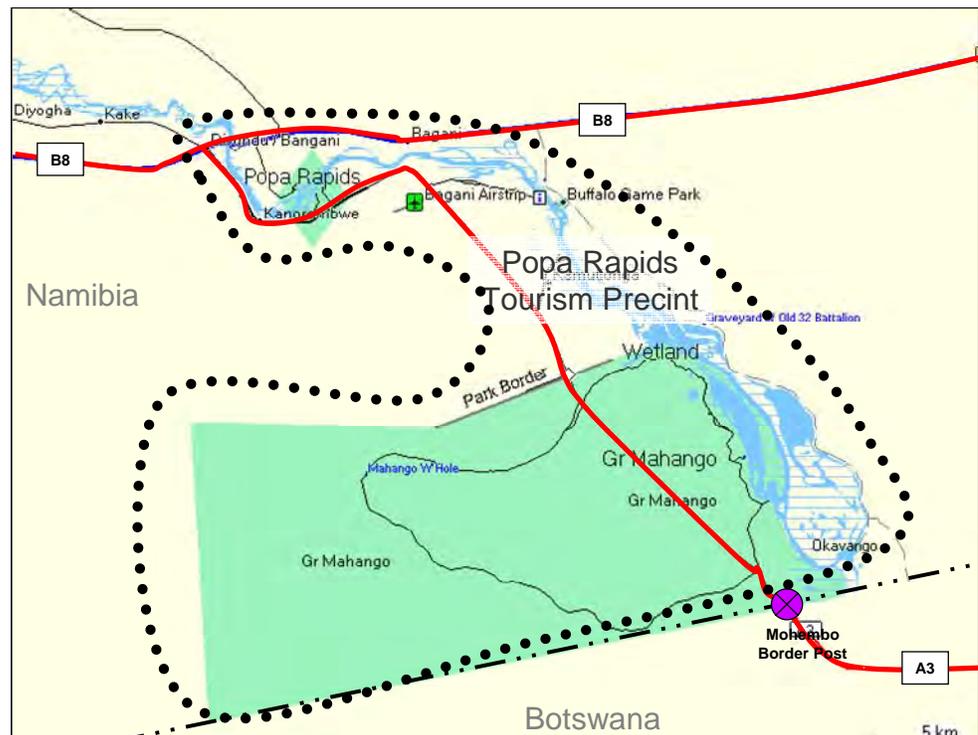
Kasane is the north-east gateway into Ngamiland. Kasane is primarily the gateway for visitors that enter the planning domain from Victoria Falls either as single or multi-day visitors. Kasane has developed into a tourist destination due to its proximity to Chobe National Park and the Chobe River. The tour route linking Kasane to Maun through Chobe National Park is currently only accessible to 4x4 vehicles.



Shakawe

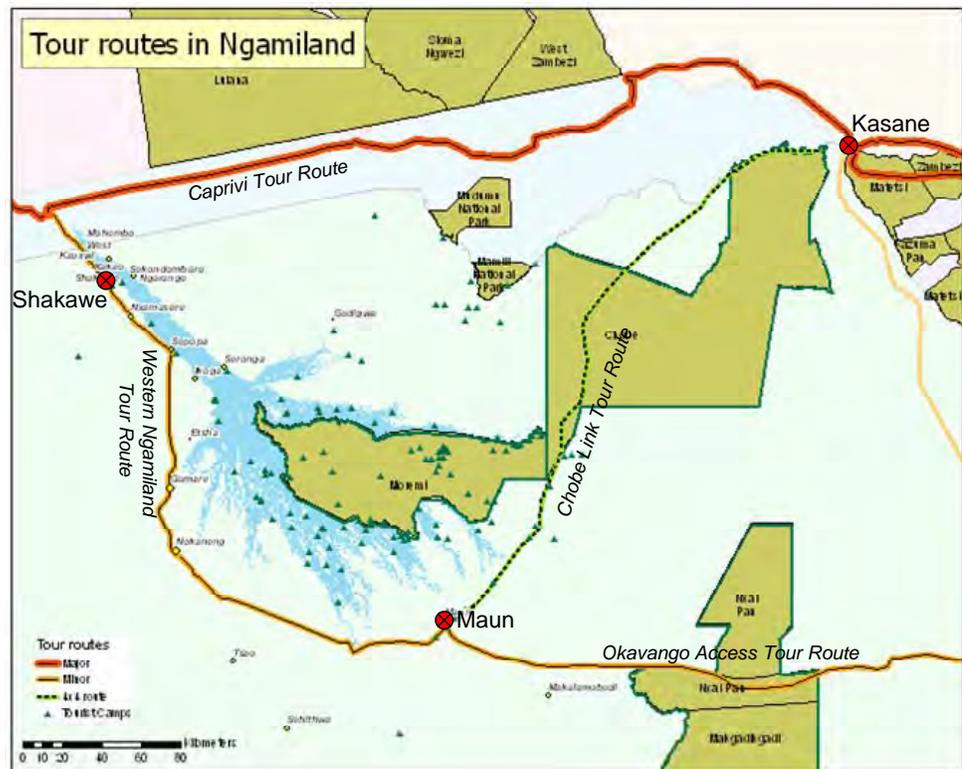
Shakawe is the north-west gateway into the Ngamiland. This gateway is the least well developed of the three gateways and has a small tourism infrastructure.

However, there has been considerable tourism development in the Popa Rapids tourism development area in the past ten years with numerous lodges being constructed and the planned upgrading of Mahango Game Park. This area, where two tour routes intersect, has been identified by the Namibian authorities as a tourism development node. It is envisaged that, as part of the KAZA TFCA initiative that Popa Rapids TDA is strategically placed and provisioned with infrastructure and facilities to operate as the north-west tourism gateway into Ngamiland. Shakawe, which has larger services and support infrastructure than Divundu in Namibia, is likely to benefit economically from the future development of this TDA.



Tour Routes

There are currently four tour routes that serve different sectors of the existing tourist market in the extended planning domain.



These tour routes are:

Caprivi Tour Route (Shakawe to Kasane)

This tour route effectively links Victoria Falls to Etosha via Caprivi. This route skirts to the north of Ngamiland without ever entering Botswana, but it has a significant impact on the flow of tourists in the planning domain.

This route is a high quality paved road that is suitable for large luxury tour coaches. There has been a significant increase in the number of coaches using this route in the past ten years. The Popa Rapids TDA is the midpoint between Victoria Falls and Etosha. Consequently it has evolved as an overnight stop for tour groups resulting in a significant increase in the number of tourist beds in the TDA. The Popa Rapids TDA also meets the needs of the medium and small tour coach market segment

This route is also popular with overland tours and self-drive tourists from overseas and South Africa.

Western Ngamiland Tour Route (Shakawe to Maun)

This tour route links the Popa Rapids TDA in Namibia to Maun via Shakawe. This road route is of minor road standard not totally suitable in its current form for large tour coaches⁴. This route is popular with self-drive tourists, particularly the South African self-

⁴ This road would need to be upgraded and maintained in a good condition so as to attract the large tourist coach market.

drive tourists and microbus tour groups. The establishment of a number of small, medium priced lodges along the Panhandle of the Okavango Delta have been established in response to the demand from this existing self-drive market. The Panhandle is also a popular fishing destination that draws visitors from many areas along this tour route to fish in the Panhandle.

Attractions along this tour route include the Tsodilo Hills, the wetlands associated with the Okavango Delta and Lake Ngami.

Chobe Link Tour Route (*Maun to Kasane*)

This tour route links Maun to Kasane via Chobe National Park. This route is an unpaved track that is only passable with 4x4 vehicles. This route, usually with a detour through Moremi Game Reserve, is popular with mobile safari operators and self-drive tourists predominantly from South Africa but also from overseas.



Okavango Access Tour Route (*Nata to Maun*)

The Okavango Access Tour Route is used by mobile tour operators linking Maun to other tourist destinations and attraction to the east of Ngamiland, and also South African self-drive visitors driving from South Africa to the Moremi Game Reserve and the Okavango Delta.

The road is paved and of good quality suitable for the existing tourist market’s needs.

3.3.3 Attractions

The monitoring programme is designed to capture the attractions associated with each tourism enterprise. This information is currently unavailable or out of date and will be captured using the pilot tourism information management system.

3.4 Existing tourism plant

An impressive list of tourism products exists in Ngamiland. These tourism products are dispersed throughout the district but the main concentration of tourism products in the Okavango Core TDA. Tourism products in the Okavango Core TDA focus primarily on upmarket, overseas, fly-in tourists while other TDA focus on overseas tour groups / mobile safaris and self-drive tourists.

This tourism plant has developed over the past thirty years primarily by the private sector focused on the specific demands of various tourist market segments. Maun is the hub of the tourism industry of Ngamiland where the administrative and service functions of most tourism service providers are based. The tourism industry contributes significantly to the economy of Maun as stressed in the economic assessment component of the ODMP, particularly in the higher order service sectors.

A more detailed assessment of the existing tourism plant is addressed in the sections on each Tourism Development Area (TDA), the citizen component section of this document and the monitoring programme outputs which provides current statistics of the tourism plant.

A list of the tourism products by enterprise category that operate from Maun are listed below:

Category of License	Name of Facility	Tel. No.	Fax	Email	Number of rooms	Number of beds
A	Botswana Christian Council	6874209	6874209		9	25
A	Spyros General Trading	6860565	6861604	bgardiner@abercrombie & kent.co.bw	14	26
A	Alfa Lodge	6864689	6863646	alfamaun@botsnet.bw	42	90
A	Maun Lodge	6863939	6863939	maun.lodge@info.bw	47	94
A	Riley's Hotel	6860204	6860580	f&brileys@cresta.co.bw	51	102
A	Sedie Hotel	6860177	6860177/ 6862574	sedia@info.bw	45	82
A	Discovery Bed &B	6800627	6861332	discovery@info.bw	5	10
A	Lethaka Cabins	6864636	6864636	alfamaun@botsnet.bw	34	67
A	Maduo Lodge	6860846	6862161	maduolodge@yahoo.com	17	22
A	Marinas Back Packers	6801231	6861071	marinas@dynabyte.bw	8	18
A	Mokolwane Motel	71619873			10	10
B	Stanleys Camp	6862688	6862383	starlings@dynabyte.bw	8	16
B	Abu Camp	6861260	6861005	ebs@info.bw	8	16
B	Audi	6860599	6865388	emma@okavangocamp.com	14	28
B	Bainess Camp	6863282	6862383		5	10
B	Burnsbury Cross	6863154	6863154	safari@africanhorseback.com	6	12
B	Camp Okavango	6861243	6861791	ddsmaun@info.bw	12	24
B	Chiefs Island	6862688	6863526	bgardiner@abercrombie & kent.co.bw	12	24
B	Chitabe	6860086	6860362	travelshop@ows.bw	12	24
B	Crocodile Camp	6800222	6801256	crocamp@info.bw	13	26
B	Delta Camp	6861154	6860589	info@lodges of Botswana.com	7	16
B	Delta Rain Lodge	6800380	6800381	info@deltarain.com	12	24
B	Destination South	6861875	6861875	dessouth@dynabyte.bw	4	8
B	Drifter Safari	72304477	6860571	sanjend@mweb.co.za		
B	Duba plains	6860086	6860362	tanah@wilderness.co.bw	6	12
B	Dumatau Camp	6860086	6860362	Lizzyb@wilderness.co.bw	10	20
B	Game Ranching	6865737	6865738	secow@dynabyte.bw	4	8
B	Guma Lagoon Camp	6874626	6874616	guma.property@info.bw	4	8
B	Gunns Camp			Gunnscamp@info.bw	8	16
B	Kanana Camp	6860375	6861282	safari@kerdowney.bw	8	16
B	Kazinkini	6860664		Santawanistmt@botsnet.bw	4	8
B	Kwado Lagoon Camp	6861449	6861457	kevinl@kwando.co.za	8	16
B	Kwando Kwara Camp	6861449	6861457	kevinl@kwando.co.za	8	16
B	Kwando Lebala Camp	6861449	6861457	kevinl@kwando.co.za	8	16
B	Kwando Wildlife	6861449	6861457		4	8
B	Lenyanti Tented Camp	6860086	6860362	Lizzyb@wilderness.co.bw	4	8
B	Little Vumbura	6860086	6860362	tanah@wilderness.co.bw	6	12

NGAMILAND TOURISM DEVELOPMENT PLAN

Category of License	Name of Facility	Tel. No.	Fax	Email	Number of rooms	Number of beds
B	Macateer Camp	6861821	6861856	safarisouth@yahoo.com	4	8
B	Makgadikgadi Camp	612220		gweta@info.bw	4	8
B	Masame	6863282	6863282	jhunk@info.bw	5	8
B	Maun Rest Camp	6863472	6863472	simonjoyce@info.bw	1Room & 6 tents	14
B	Mogotho Camp	6863282	6863282	jhunt@info.bw	9	16
B	Mokolwane Camp			jachunt@info.bw		
B	Mombo Lodge	6860086	6860362	travelshop@ows.bw	12	24
B	Ngami Land Adventure	6863777	6864881	mokoba@ngs.co.bw	9	18
B	Ngami Land Adventure	6863777	6864881	mokoba@ngs.co.bw	5	10
B	Ngami Land Adventure	6863777	6864881	mokoba@ngs.co.bw	5	10
B	Oddballs Camp	6861154	6860589	info@lodgesofbotswana.com	20	40
B	Pompom	6250336	6860362	travelshop@ows.bw	8	16
B	Ranns camp	6861821	6861821	ranns safaris@dynabyte.bw	8	16
B	Sable Conservancy	6865737	6865238	secow@dynabyte.bw	3	6
B	Sable Safari	6860086	6860362	grantw@ows.bw	9	18
B	Safari Botswana Bound	6863055	6864073	saf.bots@info.bw	4	8
B	Sandibe Lodge	6861979	6861972	ccabotswana@dynabyte.bw	8	16
B	Savute Camp	6860086	6860632	Lizzyb@wilderness.co.bw	7	14
B	Savute Elephant Camp	6860302	6860153	gtbmng@info.bw	12	24
B	Sepopa Swamp Stop	6877073	6877073	swampstop@info.bw	5	10
B	Shindi Camp	6860375	6861282	safaris@penduka.co.za	8	16
B	Sitatunga	6864539	6864540		5	10
B	starling Camp	6800176	6800170	umkulu@info.bw	8	16
B	The African Safari Company	6860939	6800586	reservations@booking.co.bw		8
B	Tsum-Tsum	6860614	6860925	mokoba@ngs.co.bw	5	10
B	Tube Tree Camp	6863777	6864881	ulinda@dynabyte.bw	5	10
B	Xakanaxa	6860097	6861241		12	24
B	Xaro Lodge	6875035	6875043	travelshop@ows.bw	8	16
B	Xigera	6860985	6860829	ranns safaris@dynabyte.bw	10	20
B	Xugana Lodge	6861243	6861291		8	16
B	Makwena Lodge	6874299	6875043	drotskys@info.bw	N/A	N/A
B	Antique	6862406		thebridge@botsnet.bw	N/A	N/A
B	Lulu Kati Kati Guest House	6860887	6860887	info@Endeavour-safaris.com		
B	Elephant Back Safaris	6861260	6861005	ebs@info.bw	3	9
B	Gubenare camp	6861821	6861821	ranns safaris@dynabyte.bw	8	16
B	Ivory Camp	6863282	6861574	jachunt@info.bw	6	8
B	Joverega	6863282	6863282	jhunt@info.bw	5	8
B	Kgori Safari	6862049	6865787 / 6862048	kgorisa@info.bw	6	8
B	Kiri Camp	6861821	6861821	ranns safaris@dynabyte.bw	4	8
B	Kukama Camp	6863282	6861574	jachunt@info.bw	5	8
B	Mababe Camp	6863282	6863282	jhunt@info.bw	5	8
B	Matsebe Camp	6861821	6861856	safarisouth@yahoo.com	4	8
B	Qorokwe Camp	6863282	6862383	jhunt@info.bw	6	8
B	Tsum Tsum Camp	6860614	6860940	mk.birdsaf@att.net	4	
B	Xudumo Camp	6861821	6861821	ddshr@dds.co.bw	8	16
B	Drotskys Cabins	6875035	6875043	drotskys@info.bw	14	28
B	Island Safari Lode	6860300	6862932	enquire@africansecrets.net	16	29
B	Kamanga Association	6864121	6864122	Kamanqalodge@botsnet.bw	10	15
B	Kesmo Lodge	6865611				
B	Khwai River Lodge	6860302	6860153	Amotogelwa@oe-safaris.co.bw	15	30
B	Mbiroba Camp	6876861	6876939	polers@okavangodelta.co.bw	8 rooms & 6 tents	26
B	Motsentsela Tree Lodge	6800757	6860493	brent@travelwild.co.bw	9	18
B	Nguma Island Safari Lodge	6874022	6874021	gumacamp@dyanabyte.bw	8	
B	Nxabega camp	6861979	6861972	ccabotswana@dynabyte.bw	9	18
B	Nxamasere	6878015	6878016	Nxa.lodgeinfo.bw	6	12

NGAMILAND TOURISM DEVELOPMENT PLAN

Category of License	Name of Facility	Tel. No.	Fax	Email	Number of rooms	Number of beds
	Lodge					
B	Santawne	6800664	6800665	Santawanistmt@botsnet.bw	6	12
B	Santawne	6800664	6800665	Santawani@dynabyte.bw	8	16
B	Savuti Safari Lodge	6861243	6861791	ddsmaun@info.bw	12	24
B	Shakawe Lodge	71317690	6860493	sharlot@yahoo.com	10	20
B	Vumbura Okavango Wilderness	6860086	6860362		8	16
B	Rhino Excutive	6861469			N/A	N/A
B	Eagle Island Camp	6860302	6860153	gtbmng@info.bw	12	24
B	Okavngo Horse Safari	6861671	6861672	ohnnx@info.bw	6	10
B	Desert And Delta Safari	6861243	6861791	ddsmaun@info.bw	11	
B	Kings Pool	6860086			10	
B	Okavango River Lodge	6863707				
B	Seba Camp	6861260	6861005	ebs@info.bw		
B	Greg Butler Safaris	6860994	6860995	s/s@info.bw	4	8
C	Kgori Safari	6865788	6865787 / 6862048	mankwe@info.bw	7	14
C	Kitso Safaris	6862604		kitsosaf@dynabyte.bw	8	16
C	Sharlot toor & Safari	68600587		safari@kerdowney.bw	N/A	N/A
C	Okavango House Boats	6860802	6860812	krause@info.bw	N/A	N/A
C	Abopa Tours	6863396			N/A	N/A
C	Africa calls	6800710	6800710	africacalls@botsnet.bw	N/A	N/A
C	African Animal Adventure Safarii	6801229	6801229	bonty@hotmail.com	N/A	N/A
C	Afro Trek Pty Ltd	6862574	6862574	quadrum@info.bw	N/A	N/A
C	B K & Nande				N/A	N/A
C	Budget Safari	6862471			N/A	N/A
C	Bush Calls Safari	6861504			N/A	N/A
C	Bush Life Safaris	6860911		info@safari24.com	N/A	N/A
C	Bush Trails Safaris	71705929	6800568	bushtrails@hotmail.com	N/A	N/A
C	Bush Travellers Safars	71967363		masasab@hotmail.com	N/A	N/A
C	Bush Ways	6863685	6800937	reservations@bushways.com	N/A	N/A
C	Camel Ride Safaris	6861713			N/A	N/A
C	Capture Africa	6861200	6861200	capture.africa@info.bw	N/A	N/A
C	Chanouga Safari	6860935	6860935		N/A	N/A
C	Commodore Holdings	71620855	6800362	papadi@info.bw	N/A	N/A
C	Castro Safaris Pty Ltd	71731358			N/A	N/A
C	Daphney Wilmot Safaris	6862615	6862615	daphney@lyodwilmotsafaris.com	N/A	N/A
C	Daveys Enterprises	6861823	6861856	jdavey@botnet.bw	N/A	N/A
C	Delta Cruisers	6863609			N/A	N/A
C	Delta Water Front Safaris	71538048			N/A	N/A
C	Eco-Africa Botswana	6862427		ecoafricabotswana@dynabyte.bw	N/A	N/A
C	First Tours Company				N/A	N/A
C	Free As The Wind	72969804	6860589	iody@dumelabotswana.com	N/A	N/A
C	Game Trails	6800369	6800369	gametrails@botsnet.bw	N/A	N/A
C	Geoyoy Investments	6862884	6862884		N/A	N/A
C	Get Up &GO Safaris	6864744	6864744	kirikri@botsnet.bw	N/A	N/A
C	Goshawk Venture	6863466		goshawk@botsnet.bw	N/A	N/A
C	Green Bream Trading	27123485 073		HAINADIRECT@OKAVANGORIV.ERBOATS.com	N/A	N/A
C	Hawkers Safaris	6860953		hawk@dynabyte.bw	N/A	N/A
C	Heckey Tours & Safaris			Kennygwf3@yahoo.com	N/A	N/A
C	Karibu Safaris	6861225	6800390	karibubots@info.bw	N/A	N/A
C	Kgori Safari	6865788	6865787	mankwe@info.bw	N/A	N/A

NGAMILAND TOURISM DEVELOPMENT PLAN

Category of License	Name of Facility	Tel. No.	Fax	Email	Number of rooms	Number of beds
C	Lekata Safaris	6800363	6800955	info@lekatasafaris.com	N/A	N/A
C	Letsapa Tours Transport	6863605		Lets@dynabyte.bw	N/A	N/A
C	Letsatsi Safari Lodge	6864068		Letsatsisafari@yahoo.co.uk	N/A	N/A
C	Linga Longa Safaris	6860572	6860572	untamed@dynabyte.bw	N/A	N/A
C	Local Adventure Safaris	71854422		localadventures@yahoo.com	N/A	N/A
C	Loyd Willmot Safari	6862615	6862615	lloydw@dynabyte.bw	N/A	N/A
C	Mphayane Safaris				N/A	N/A
C	Naga Safaris	6800587		nagasafaris@hotmail.com	N/A	N/A
C	New Moon Investments	6861665	6861665	southerncross@mweb.co.na	N/A	N/A
C	No Name African Adventure	6861600	6861600	noname@info.bw	N/A	N/A
C	Nxaraga Development Trust				N/A	N/A
C	Oasis Safari	6863011	6863011	Harry@oasisafaris.com	N/A	N/A
C	Okavango Voyagers	6865172		aaa@botsnet.bw	N/A	N/A
C	Okavango Wilderness Safaris	6860086	6860632	christop@ows.bw	N/A	N/A
C	Penduka Safaris	6864539	6864540	safaris@penduka.co.za	N/A	N/A
C	Phakwe Safaris	6864377	6864377	phakwe@info.bw	N/A	N/A
C	Planet Okavango	6860822	6860493	planetokvango@gmail.com		
C	Quadrum Safaris	6862574/6865110	6862574	quadrum@info.bw	N/A	N/A
C	Safari Africa	6862336	6860571	Harlequin@dynabyte.bw	N/A	N/A
C	Slow But Sure	72242340	6860087	sorenindstron@yahoo.co.uk	N/A	N/A
C	Specialised Adventure Safaris	71303965			N/A	N/A
C	Swampland Trails	6865081	6865081		N/A	N/A
C	The Booking Company	6860022	6860037	timetravel@botsnet.bw	N/A	N/A
C	Ulinda Safaris	6800244	6801053	unique@info.bw	N/A	N/A
C	U-Nique Adventures	6865702	6861791	travelshop@ows.bw	N/A	N/A
C	Waterberry Safaris	6861080		mika@endeavour-safari.com	N/A	N/A
C	Wild Hog Tours & Safaris	6800363		mikepenman@botsnet.com	N/A	N/A
C	Wild Life Styles	68636641		wd@info.bw	N/A	N/A
C	Xaraga Development Trust			drotskys@info.bw	N/A	N/A
C	Botswana Safaris Tours	6864845	6864657	botswanasafaris@dynabyte.bw		
C	Bush Camp	6861391	6861395	info@bushcampsafaris.com		
C	Carpricon Safari	6861165	6862991	info@capricon_safaris.com		20
C	David & Goliath	6861634		kksafari@dynabyte.bw		
C	John Chase Safaris	6801066		johnchase@inet.co.bw	9	18
C	Map Supplies & Safa	6861647		Mapi@ows.bw	N/A	N/A
C	Masson Safari	6862442	6862442	massonsafaris@dynabyte.bw	N/A	N/A
C	Ngami Marine	6860364	6860364	nm@info.bw		
C	Tamgo Tours & Safaris			tetravel@botsnet.bw/		
C	Wilderness Dawning	6862962	6862926	brown@moremisafaris.com	N/A	N/A
D	Moremi Safari & Tour	6861241	6860097		N/A	N/A
D	Bathusi Travel & Tours	6860939	6860939	bathusi@dynabyte.bw	N/A	N/A
D	Merlin Travel	6860937	6864309	hazelw@info.bw	N/A	N/A
D	Okavango Tours & Safaris	6860220	6860589	okavango@info.bw	N/A	N/A
D	Hartleys Safari	6863113	6861163	Haitleys@info.bw	N/A	N/A
D	Travel Wild	6860822	6860493	mk.birdsaf@att.net	N/A	N/A
D	Africa Pride	6864845	6864657	africapride@dynabyte.bw	N/A	N/A
D	Assegai Investment	6801234	6801234	lorraine@safaridestination.net	N/A	N/A

Category of License	Name of Facility	Tel. No.	Fax	Email	Number of rooms	Number of beds
D	Bona Safari Services	680047		randallr@info.bw	N/A	N/A
D	Tete Travel & Tours	6863239	6863228	Eildlife@botsnet.bw	N/A	N/A
D	Time Travel	6861007	6863469	info@okavangotours.com	N/A	N/A
D	Tour Designers	6860589		enquire@africansecrets.net	N/A	N/A
D	Travel News	6800920	6800390	reservation@travelwild.co.bw	N/A	N/A

3.5 Utilization of tourism products

The tourism monitoring programme will be able to provide information based on accommodation statistics on the use of the tourism products in categories A and B. At this writing, the amount of the data available is not representative of actual utilization and is not reported.

3.6 Policy environment

The history of Botswana's conservation and land use legislation can be traced to the Tribal Grazing Land Policy (TGLP) of 1975, which zoned land use with the objectives of reducing overgrazing and range degradation whilst promoting greater equality of incomes for rural Batswana. Areas that were marginal for grazing and crop production were then zoned as 'Reserved Areas', later renamed Wildlife Management Areas (WMAs). These were usually areas rich in wildlife. They provided an opportunity for people living within them to derive a source of income from wildlife utilisation.

The Wildlife Conservation Policy places emphasis on obtaining the best economic return for citizens of Botswana from WMAs, while at the same time ensuring the long-term sustainability of the wildlife resource. Wildlife utilisation is the primary form of land use in WMAs, with other land uses permitted only if they are compatible with wildlife.

The 1990 Tourism Policy's principal aim is "to obtain, on a sustainable basis, the greatest possible net social and economic benefits for Batswana...from their tourism resources". The 1992 Tourism Act endorsed the Policy. Its objectives include several that prioritise rural poverty alleviation and development:

- To generate employment, mainly in rural areas;
- To raise incomes in rural areas in order to reduce urban drift;
- Generally to promote rural development and to stimulate the provision of other services in remote areas of the country; and
- To improve the quality of national life by providing educational and recreational opportunities.

The primary goals of the National Conservation Strategy (NCS) of 1990 are to "increase the effectiveness with which natural resources are used and managed, so that beneficial interactions are optimised and harmful environmental side-effects are minimised". And, to "integrate the work of the many sectoral Ministries and interest groups throughout Botswana, thereby improving the development of natural resources through conservation". One of the more detailed development goals of the NCS focuses on the need to diversify rural economies to generate new jobs.

A Community Based Strategy for Rural Development underpinned a community-based approach for all rural development initiatives in the country and set out a facilitating, rather than decision-making or management role, for district authorities. In terms of this strategy, some 27 wildlife management areas – including some valuable tourism estate – were zoned for community management. Some of these areas were transferred to communities and developed to as joint venture wildlife enterprises (see below).

In the draft CBNRM policy document (June 2004), the Government of Botswana recognizes the need for diversification of rural livelihoods and acknowledges the contribution of tourism to sustainable rural livelihoods. The policy was recently adopted but a copy of the final version was not available for review at the time of writing.

The policy environment relating to tourism, citizen empowerment and rural development in Botswana is therefore broadly enabling of sustainable tourism and the specific interventions recommended in the Ngamiland Tourism Development Plan. **The situational analysis revealed no major policy obstacles. No immediate policy reform is required to implement the Ngamiland Tourism Development Plan.**

3.7 Hunting Tourism

3.7.1 Background

Natural Resource based Conservation areas make up the bulk of State land and account for some 30% of the country's total land area⁵. These areas consist of national parks (7.6%, game reserves (10.3%), gazetted wildlife management areas (WMAs) (11.3%), and proposed wildlife management areas (10.6%).

Non-consumptive tourism occurs within Botswana's national parks and game reserves, whereas hunting is regarded as a legitimate form of landuse in WMAs and CHAs. Wildlife utilization and management are recognized as the primary form of land use in WMAs that are usually located in areas that are agriculturally marginal. CHAs occur within some WMAs where hunting often results in higher economic return to government than some of the more conventional industries, such as agriculture (Cassidy and Jansen, 2000).

In State and communal land, the ownership of wildlife is vested in the State on behalf of the people, although the right of ownership of animals in free-hold land is provided for any private landholder who has erected a game-proof fence around their property. The sustainable utilization of wildlife through ranching, farming and licensed hunting are supported in these game-proof fenced areas as a viable and sometimes preferable land use especially in agriculturally marginal areas.

In State and communal land where Botswana live with wildlife, government also recognises the income disparity between urban and rural population, and the role wildlife plays in sustaining the livelihoods of many rural poor and Remote Area Dwellers (RADs). In order to promote wildlife as a primary land use in these areas, the Wildlife Conservation Policy of 1986 established WMAs. In contrast to CHAs, where licensed hunting is allowed for the benefit of the local populace, but no control exists over other activities that may be detrimental to wildlife populations (e.g. mining, livestock development), wildlife utilization in WMAs is regarded as the primary land-use. Other land uses in WMAs are only permitted if they are compatible with the conservation of wildlife populations (GOB, 1986).

⁵ This information is extracted from the Barnett, R. and Patterson, C. (2005). *Sport Hunting in the Southern African Development Community (SADC) Region: An overview*. TRAFFIC East/Southern Africa. Johannesburg, South Africa

When WMAs began to be gazetted in the 1990s, many CHAs fell within WMAs. As WMAs are State land as opposed to CHAs which are communal land, the establishment of WMAs resulted in an overall 24% increase in State land versus communal land with WMAs representing some 23% of the national land area by 1995 (BCSO, 2000). The creation of WMAs paved the way for rural communities to manage and benefit from wildlife directly through sustainable utilization, and community-based natural resource management programmes (CBNRM) were established in the early 1990s to facilitate this process (Cassidy and Tveden, 1999). WMAs also perform the role of acting as buffer zones for the parks and reserves and as migratory corridors for wildlife moving from one area to another (Broekhuis, 1997).

3.7.2 Hunting as an industry in the Ngamiland Area

The sport hunting industry began in the 1960s and its early development is described by FGU (1988) and White (1995). In 1962, East African safari companies were invited to set up sport hunting in Botswana. Three East African and one locally established-company signed agreements and were granted large hunting concession areas around the Okavango Delta and Chobe Game Reserve. Foreign sport hunters began to come to Botswana and, by 1965, some 300 sport hunters paid BWP73 816 for hunting licenses, a considerable increase over the BWP3212 collected in 1960 (White, 1995).

Sport hunting by foreigners in community-managed areas and private concession areas is by far the most lucrative form of hunting in Botswana, with revenue obtained through citizen hunting hardly covering the cost of administering licenses by DWNP. BWMA (2001) estimated that the total value of foreign sport hunting in the Community-managed Areas (CMAs) and private concessions during 2000 was USD12.58 million. More importantly, a substantial proportion of this revenue goes to those who manage and ultimately own the hunting resource, stimulating the conservation of the hunting resource over large tracts of Botswana's State, communal and free-hold land.

For an area to be allocated a community management wildlife quota it must have established a 'Trust' which is authorised to represent the community (Cassidy and Tveden, 1999). Once done, the Trust collectively decides on how best the quota can be used, either by undertaking joint ventures with sport hunting, photographic tourism or through cropping schemes to produce meat for residents of the area. Since the early 1990s, the move towards community management through the establishment of Community-based Organisations (CBO) has been steady. Of the approximately 93 CBOs registered in Botswana, only 5 are provided with annual wildlife quotas by DWNP in the Ngamiland area.

Of the 68 CHAs in Botswana, 15 CHAs that are located in State land are allocated by DWNP through lease agreements to private safari operators. All 15 CHAs under private concession are mainly used for sport hunting by foreign clients. A significant number of these private concessions fall within the Ngamiland District boundaries. Although DWNP are responsible for allocating safari operators the right to utilise wildlife and provide the quota of animals that can be hunted, it is the Lands Board under the Ministry of Lands and Housing that is responsible for establishing lease fees and entering into contractual agreements with operators.

Of all animals allocated for licensed hunting, sport hunting accounts for some 73% of all animals hunted, however despite this, it is characterised as a low volume, high paying industry (FGU, 1988; DWNP, 2000a). In 2000, only about 339 foreign clients were responsible for hunting an estimated 2,505 animals and generating some USD12.6 million in revenue (BWMA, 2001). Each client spends approximately USD37 000 per hunting trip, which makes Botswana possibly the most expensive hunting destination in the SADC region.

One of the reasons for such high costs is that Botswana maintains a reputation for scenically beautiful unspoilt and unfenced landscapes and offers some of the largest key trophy species in Africa (Barnes, 1998). Elephant and lion are particularly renowned in Botswana for large Safari Club International (SCI) and Rowland Ward winning trophies, with an average 48 kg combined elephant trophy during 2000 and trophy weights of 90 kg being not uncommon (Peake, Botswana Wildlife Management Association, in lit. to TRAFFIC East/Southern Africa, 2001). The bulk of clients visiting the country are American followed by Europeans. Botswana offers 36 different sport hunting species to foreign clients, ranging from the common species such as duiker and Steenbok to the more renowned key trophy species such as buffalo, leopard and elephant.

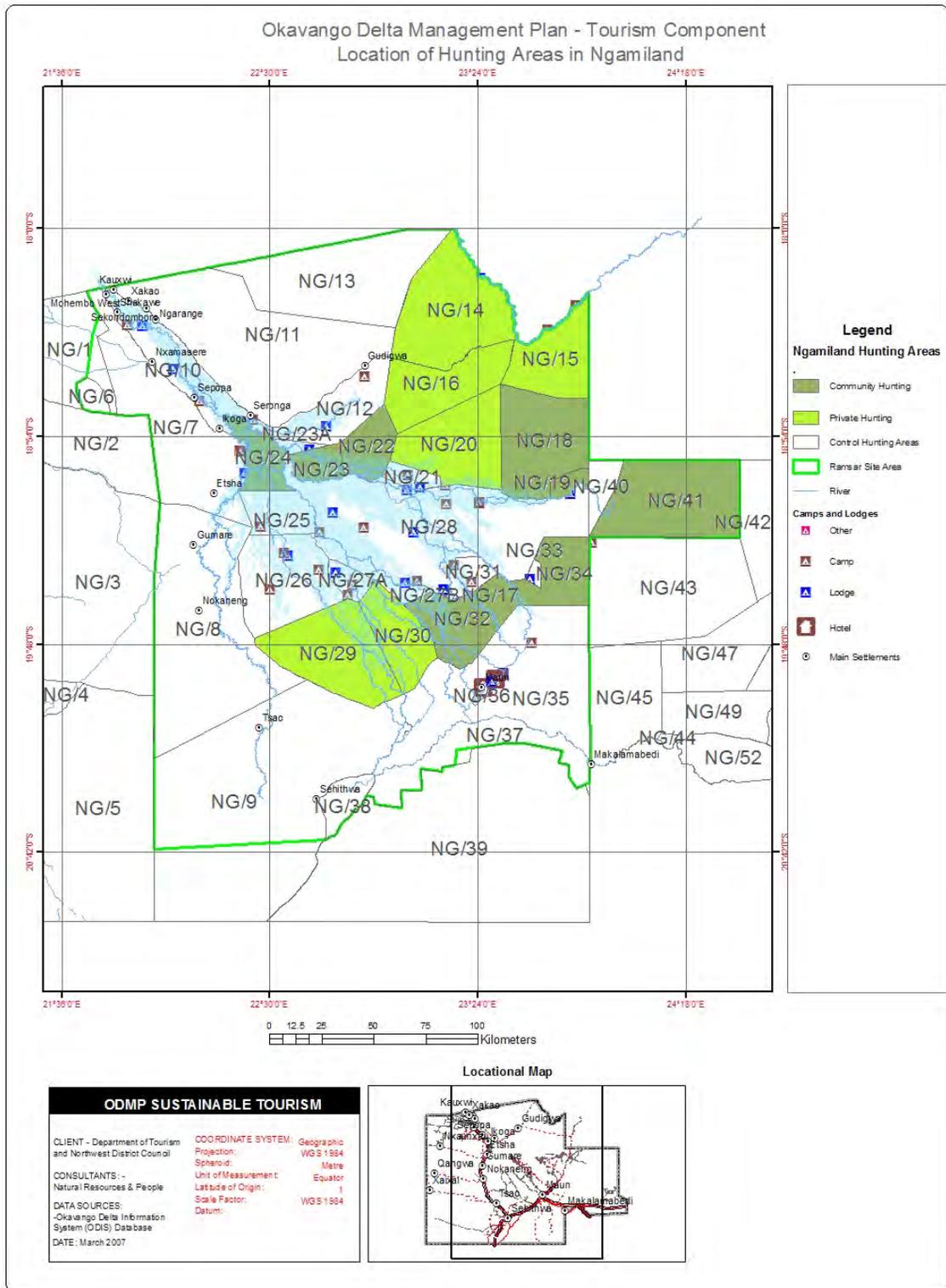
During the 2000 hunting season, all off-take quotas from five CHA concessions (CH8, CT3, NG16, NG29, NG30) in the Ngamiland and Chobe Districts, Botswana's premier sport hunting districts, were analysed. It was noted that renowned and sought after trophy species such as elephant (97%), buffalo (86%), lion (67%), leopard (82%) and sable (100%) have very high quota use rates (DWNP, 2001). In addition, these key trophy species are responsible for generating the majority of total revenue for the industry. In 2000, it was estimated that the license and trophy fees from elephant alone accounted for some 56% of total revenue, followed by leopard (7%), buffalo (6%) and lion (5%) (BWMA, 2001) – all species found in significant numbers in the Ngamiland District and the ODRS.

The actual number of animals hunted by foreign clients in any one year is very limited, with only 2505 animals estimated to be killed during 2000 in the country as a whole. Representing only 22% of the quota available, the industry still managed to generate some USD12.6 million during 2000 (Table 12). This has been achieved by promoting a high-cost, low-impact industry, with each of the estimated 339 foreign clients thought to spend about USD37 000 on their hunting safari.

Overall, however, local and central government retain a considerable proportion of the total USD12.6 million generated by the industry. After incorporating direct expenses, levies and taxes, local and central government retained about 22.5% of total revenue. In addition, the proportion accruing to communities via CMAs is substantial at 15.1% resulting in a total public return of 37.6% from the sport hunting industry. This public return has increased significantly since 1990, when only about 11% of the gross incomes of safari operators accrued to the public sector (GoB, 1990).

3.7.3 Location of Community Hunting Areas and Active Private Concession Areas

The following map shows the CHAs allocated to communities to carry out professional hunting operations as per the study carried out for the Ministry of Local Government, Lands and Housing (1995):



3.7.4 Hunting as an economic sector of the ODRS

Hunting in Botswana has had an organic growth, with its origins being in a largely 'free-for-all' context in the late 1950s and the 1960s. With the invitation to East African safari operations to establish formal businesses in the resource rich areas of the Chobe and Ngamiland areas, the industry started to come of age.

More recently the formation of the Botswana Wildlife Management Association (BWMA) has brought in a strong element of professionalism and has created a cohesive professional hunting industry, with many of its members operating on individually allocated concessions or on community concessions in the ODRS, thus forming a significant element of the economic activity in the Ngamiland District.

Given the constraints placed upon all global hunting operations by CITES, the industry is to a large extent exposed to the whims of 'extremist' groups who have demonstrated the ability to impact significantly upon the optimal potential and value of hunting as a sector. Given that the hunting sector in the ODRS is largely premised upon charismatic species such as elephant and lion, it is open to dramatic fluctuations of fortune, as evidenced in recent years with the national ban on lion hunting.

Further, as the original boundaries of the CHAs were determined more than 15 years ago with very different socio-economic factors at play in the country, the current boundaries of the CHAs might not be appropriate to meet the challenges of today, and certainly would require re-evaluation within the future scope of this study's 30 year planning horizon. The Ramsar Convention clearly states that planning in Ramsar site should be viewed in a dynamic and adaptive management approach, linked to an ecosystems management approach.

It cannot be doubted however that the structure of the CHA framework as developed and described in 1991 through the SMEC and related studies, have served the nation well, in ensuring that the most important 'core' area of the Okavango Delta has been well protected and conserved during the ensuing fifteen years. It is likely that this might not have been achieved without the creation of the system of buffer zone concessions surrounding the Moremi Game Reserve.

A case may be made for using the dictum of "if it is not broke, don't fix it" in this situation, but the equally valid perspective could apply, of needing to understand more clearly the ecological and socio-economic dynamics of the CHA Framework. A thorough investigation of the tourism versus hunting industry as it pertains to the ODRS would only be beneficial, in enlarging the data base of information on these key sectors, and allowing the Government to make rational responsible and enlightened decisions about its prioritisation of land use potential.

3.7.5 The place of hunting within a tourism development framework

Commercial hunting is an economic activity in Ngamiland that is contributing significantly to the regional and national economy. As such, it needs to be factored positively as a viable and sustainable economic activity into the tourism development framework for the Ngamiland District.

Photographic tourism and hunting are complementary economic activities for operators in Ngamiland but competitive activities for land in certain instances. The framework that defines CHAs that was established in 1991 focused primarily on ensuring that an effective, functional hunting economy was ensured. Photographic tourism was factored into a framework that favoured hunting. As a consequence, the spatial development of photographic tourism was largely determined by CHA boundaries. The size, number of beds, nature and spatial dispersion of photographic tourism products were determined by the CHA concessions. The

limitations of the CHA framework shaped the development of photographic tourism in Ngamiland resulting in the industry that currently exists.

However, a spatial analysis of the photographic tourism resource base (taking consideration of game viewing, bird watching and other water and land-based tourism activities) reveals the full potential of the tourism resource base for photographic tourism in those CHA studied⁶. Superimposing the CHA boundaries on top of the identified photographic resource base revealed that photographic tourism potential was not optimised. It was revealed that CHA boundaries had a constraining effect on the rational development of the photographic tourism product base and associated infrastructure. Furthermore, the constraints placed on the nature and scale of photographic tourism products by the CHA concession lease agreements inhibited photographic product owners / concessionaires from adapting to the changing market preferences and demands, particularly, for example, the demand by the upper end of the overseas market for smaller more isolated satellite lodges associated to a central lodge and service area.

The consequence of an inhibited ability to change to market preferences, particularly in a high tariff – low volume destination, is that the destination stagnates as a top-end destination and over time, matures and decays. In order for the Okavango Delta to remain a world class, unique wetland tourist destination, the tourism industry of the Okavango Delta needs to adapt and change readily and timely to the needs, demands, preferences and whims of a highly 'experience-sensitive', wealthy tourist market segment that is ready to pay high prices for the experience that they demand. The structure of the CHA concession framework with its spatial ramifications is hindering the ability of the photographic tourism industry's ability to adapt to market demands as well as restricting the optimisation of the photographic tourism industry within the Okavango Core TDA.

As a result of these revelations, it is recommended that the Controlled Hunting Area framework be modified so as to reflect more clearly the needs of the photographic tourism industry's needs while ensuring at the same time that the impact on the commercial hunting industry in Ngamiland is not significant. However, such a recommendation has a significant impact on the most important sector of the nation's tourism industry particularly that concessions and leases are soon to expire on many activities and products in the Okavango Core TDA. In the light of such urgency and seriousness for the national economy, the following recommendations are made.

3.7.6 Recommendations

1. That the process of reassessing the CHA framework does not form part of the Ngamiland Tourism District Development Plan, but is undertaken as a separate exercise that receives the highest level of urgency, government support and resources. Removing this highly contentious process from the Ngamiland Tourism District Development Plan, but making clear reference to this process in the Development Plan is recommended because:
 - o There is an urgency to address this controversial and thorny issue as some CHA and tourism product long leases have already expired while many others will expire within the next three years. Uncertainty in a highly sensitive, capital intensive, market orientated industry such as the high-end ecotourism industry can have a significant negative impact on the future of that industry and consequently the benefits accrued from it by the nation.

⁶ This assessment was undertaken with significant input from commercial tourism and community stakeholders in the form of tourism resource base mapping workshops.

- It will permit a smoother approval process for the Ngamiland Development Plan.
 - This process is not part of the Terms of Reference of the Ngamiland Tourism Development Plan assignment.
2. That an exercise is commissioned by government that ensures that a detailed mapping of photographic tourism and hunting natural resources base, with associated infrastructure, is undertaken by skilled professionals in consultation with all stakeholders.
 3. That a new concession framework is established that takes more considerations of the strategic objectives that the Government is striving to achieve regarding tourism diversification, citizen empowerment and benefit retention.
 4. That a detailed plan focused at a micro level, be established for the development of photographic tourism and hunting in the Okavango Core TDA as a viable economic plant. This plan needs to ensure that Government strives to conserve the Okavango Delta as a national tourism asset and a wild, low volume – high tariff, world-class tourist destination aimed at the upper-end of the overseas tourist market.
 5. Only then can the boundaries of the concession areas be defined spatially so that these boundaries may provide equal benefit to the photographic tourism and hunting industries so that the nation may benefit from both economic activities for the next thirty years.
 6. That this process be initiated as a matter of urgency, in a completely transparent manner within a process of thorough consultation with all stakeholders facilitated at the highest level of government.

3.8 Citizen participation

3.8.1 Introduction

The northern Botswana tourism cluster can be traced back to the late 1950s when hunting safari companies from East Africa began visiting with their clients. By 1961, Ker and Downey were established in Maun with their main hunting operations based at Khwai in Ngamiland and Kachikau in Chobe District.

Khwai River Lodge, developed in 1963, became Botswana's first wildlife tourism facility, initially as a base for hunting safaris and, with the creation of Moremi Game Reserve, for photographic tourism. Until the 1970s however Botswana's tourism industry was largely confined to the consumptive use of wildlife.

The country's photographic tourism sector really began developing in the late 1970s and early 1980s, led largely by expatriates including retired professional hunters. Operators obtained 15 to 25 year tribal or state leases for lodge and camp concessions in and around Chobe National Park and Moremi Game Reserve. International media exposure, proclaiming Botswana as Africa's last wilderness, coupled with rapid improvements in land and air communications, provided a stimulus for long haul tourists to visit northern Botswana and resulted in rapid growth of the industry during the late 1980s and early 1990s. As these new markets developed, the quality of tourism accommodation and services improved.

The development of Ngamiland's high value tourism industry, centred on the Okavango Delta, was thus largely driven by expatriates or Botswana of European descent. This history has helped shape the ownership pattern of the tourism industry in Ngamiland to the present, with a large portion of the high value industry still owned by expatriate or foreign interests.

3.8.2 Skills and training

The tourism industry of Ngamiland needs to be managed by skilled, appropriately trained professionals in order to realise the benefits prioritized in the Strategic Framework. Furthermore, tourism products need to be operated by skilled, trained operators and staff to provide the level of service, safety and interpretation that visitors expect from a world-class destination such as the Okavango Delta and Ngamiland.

A skilled workforce is required to develop and operate the Okavango Delta and Ngamiland as a first rate, successful, world-class tourist destination. Appropriate skills training is one element in creating a skilled workforce to effectively manage a complex tourism plant such as that of Ngamiland. Other elements are motivation, drive, guidance, intuitiveness and hard work. These elements are required by those working in the private sector, but also by those in government who drive development and regulation of the the tourism industry. Especially at the local level, these individuals are the foot soldiers of the Ngamiland tourism industry that play a significant promotion and facilitating role in the operation of the industry.

Several formal training institutions offer tourism or tourism-related training. The **University of Botswana** is the premier tertiary institution offering university-level training. The university generally offers degree-based training in the full range of skills needed to service the higher levels of the industry. The Department of Environmental Science offers courses on tourism and development and

The **Botswana Wildlife Training Institute** was established in 1980 by the DWNP and provides training primarily for government authorities focused on wildlife management and community extension. The latter includes components that touch on tourism, particularly community-based tourism.

The **Maun Technical College** offers diploma courses in Hospitality and Tourism. Students attend full-time classes and as well as doing components as in-service training. The intake at the Maun Technical College for these courses appears to be about twenty students per year.

Hospitality and tourism training is also offered by **several leading private sector companies**. Okavango Wilderness Safaris (OWS) has probably the most advanced such training programme. The organization has a training division dedicated full-time to training. Curricula have been developed and courses accredited by BOTA. Courses cover the following topics such as lodge management; guiding; hospitality; services; house keeping; front-of -house management; first aid; weapon usage, etc.

Currently, some training is done at the OWS centre in Maun, some at a training facility in the Delta and some on the job at the various lodges operated by the company. Although the focus is on training the staff of lodges owned or managed by OWS, training opportunities have been made available to other participants.

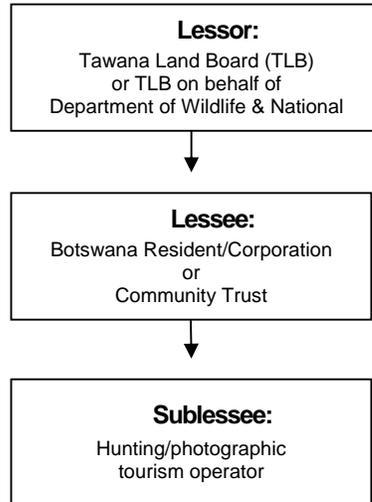
Industry sources argued that the formal training institutions were in place in Botswana but that the curricula offered by these institutions were not fully aligned with the needs of the industry. It was suggested that industry, government and training institutions such as the University of Botswana and the Maun Technical College cooperate to revise curricula and ensure closer alignment between the supply of training courses and the demands of the industry.

3.8.3 Lease structures

By the late 1980s, many lodge concession leases were close to termination. New leases for the management of redesigned Controlled Hunting Areas (CHAs) were subsequently awarded within the framework of the 1991 Land Use Plan, the Tourism Policy (1990) and

the Tourism Act (1992). These leases are mostly valid for 15-years and are due to expire over the next two to three years.

Most of the high value leases awarded in the core areas of the Okavango Delta during this period display the following basic structure:



The two principal lessors in Ngamiland are the Department of Wildlife & National Parks (DWNP) and the Tawana Land Board (TLB). However, the TLB acts for the DWNP in regard to leases for the Moremi Game Reserve and is thus the official lessor of all concessions in the Ngamiland cluster.

Lessees must be either Botswana citizens or legal entities registered in Botswana. They are entitled to sublet their rights if they are not themselves lodge operators.

The typical practice is for a Motswana, a Botswana-registered company (not necessarily a lodge operator) or a community trust to acquire a “head lease” to a concession area and to sublet the concession to one or more hunting/photographic tourism operator(s) subject to the conditions of the head lease.

A citizen may hold only one head lease either directly or through a legal entity. This principle is however widely circumvented through the use of subleases. For example, a Botswana-based company may enter into only one direct 15-year lease but may operate several other lodges via subleases from third parties.

The Tawana Land Board leases to community structures on the following terms:

- Currently, leases granted by the TLB to communities are for 15-year terms with a right of first refusal at the end of the lease term.
- The lease rentals are nominal, commencing at P1,000 per annum, escalating at 10% and reviewed every five years.

The TLB leases to commercial concerns on the following terms:

- Most of the clauses in the standard commercial lease are identical to the community contract but lease length and renewal option periods are shorter.

- The initial lease term is five years with an option to renew for two further five-year terms subject to rental reviews at each five-year anniversary.
- The base rental usually escalates at 10 or 12% per annum with one or two exceptions.
- Providing lessees meet all obligations, their tenure is secure for 15 years.
- Initial base rentals ranged from P 35,000 to P 187,500 per annum.

Importantly, in the case of community CHAs, a nominal rental is charged by the TLB. These rentals commenced at P1000 per annum, escalating at 10%. Any monies payable to the community trust by way of sublease then accrue to the community; the TLB or DWNP do not participate in or benefit from such 'rentals'. This gives communities the opportunity to sublease at market rates earning them substantial revenue.

A common practice in Ngamiland – where principal lessees are not established lodge operators or choose not to use all their tourist bed allocations – is to sublet all or part of their concession areas to lodge operators. Lodge operators and lessees were reluctant to disclose these figures but sublease fees are known to be generally much higher than the rentals paid by the principal lessee to the TLB. Sublessees thus typically pay a substantial premium for the rights to operate in such areas.

Current lease agreements do not contain any explicit provisions regarding citizen participation although operators are required to submit a “localization and training plan” to the Commissioner of Labour. It appears however there is no consistent monitoring or enforcement of these plans by Government. Using land leasing (or concessioning) procedures and instruments to promote domestic participation in a land-based industry such as tourism is a widely used method in other jurisdictions. Many of the current leases in the Okavango Delta are due to expire shortly; the imminent renewal of these leases represents an important opportunity to advance citizen participation via an affirmative land-allocation process drawing on the experience of other jurisdictions in southern Africa and further abroad.

3.8.4 Ownership

The following table provides information supplied by the Department of Tourism regarding ownership of tourism businesses in Ngamiland:

Ownership	2000	2005	Increase	% change
Citizen-owned	16	62	46	287.5%
Joint Ventures	36	59	23	63.9%
Foreign-owned	51	80	29	56.9%
Totals	103	201	98	95.1%

Source: DoT, (2005)

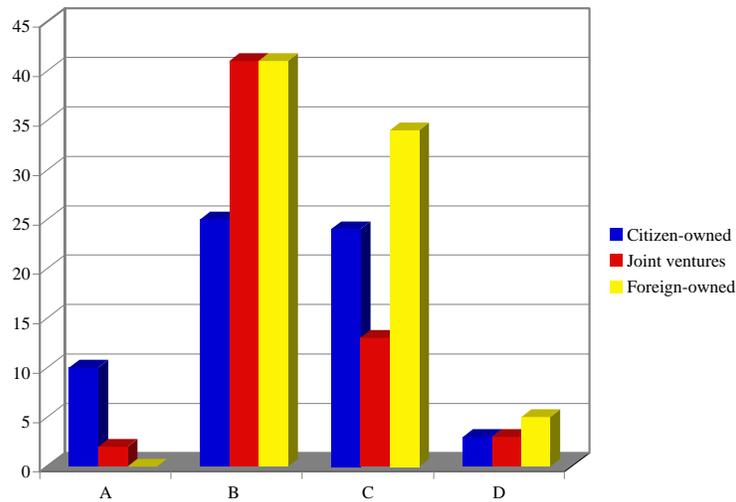
These figures indicate that the tourism industry in Ngamiland expanded very rapidly between 2000 and 2005 with the overall number of enterprises nearly doubling. During this period, the number of citizen-owned businesses increased by nearly 300% but 139 of the 201 businesses operational in 2005 (nearly 70%) were still either wholly or partly owned by non-citizens.

Category	Totals	Ownership		
		Citizen	Joint-ventures	Non-citizen
A	12	10	2	0
B	107	25	41	41
C	71	24	13	34
D	11	3	3	5
Totals	201	62	59	80

Source: DoT, (2005)

The table above indicates that most Category A businesses in Ngamiland (hotels, bed & breakfasts, motels, etc.) are citizen-owned. Ownership of Category B facilities, which include most of the high value lodges in the Okavango Delta, is however dominated by foreigners either through direct holdings or via joint ventures with citizens. Of the 107 enterprises in this category, nearly 77% (82 of 107) have some form of foreign ownership. Likewise, 66% (47 of 71) of the Category C businesses (mobile operators) and 72% (8 of 11) of the Category D businesses (travel agencies) involve foreign ownership.

Ownership by business category



The ownership figures provided by the Department of Tourism segment the industry by number and type of enterprise. They do not provide an indication of the scale or value of the individual enterprises or category of enterprises. It is however clear that so-called Category B enterprises include the flagship products of Ngamiland’s tourism industry (the high value lodges of the Okavango Core) and that this category is dominated by foreign ownership. Although the figures are not available, it is evident that, if segmented by value, foreign ownership of tourism assets in Ngamiland would be even more prominent than in the figures presented above.

The exceptionally high levels of foreign ownership evident in the Ngamiland tourism cluster – especially at the higher value end of the industry – is probably a consequence of the expatriate-driven history of the cluster as well as the global character of high value tourism in general (which relies on worldwide linkages to penetrate its mainly international markets). Individual industry stakeholders and focus group discussions cited further reasons for the relatively low level of domestic ownership in the Ngamiland tourism industry. Some claimed that citizen participation was inhibited by a domestic culture that is risk-averse and non-entrepreneurial. Others referred to the absence of appropriate financial products designed to accommodate the specific cash flow needs of ecotourism enterprises while at the same time promoting citizen participation in the industry. It was claimed that the financial products offered by the Citizen Entrepreneurial Development Agency were not appropriate to the needs of the high value ecotourism industry, which is capital-intensive but typically suffers from long product development cycles and early liquidity problems. Citizens therefore struggled to raise the capital needed to finance equity in the industry

3.8.5 Citizen participation survey

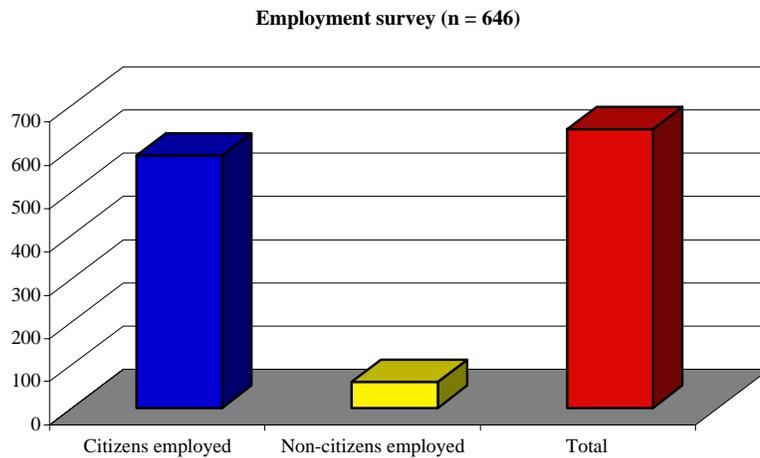
In the absence of industry-wide figures, a survey of citizen participation in the Ngamiland tourism industry was conducted to assess the extent to which Batswana participate in the core industry of the Okavango Delta, especially in the employment sector. The survey targeted 20 tourism operations (n = 20) involving 17 individual companies. The surveyed enterprises employ 646 full-time employees and disburse a total annual wage bill of P13,246 million.

Structural arrangements

Three distinct landholding arrangements underpin the lodges surveyed in the Ngamiland cluster. Two of the operations fall within the Moremi Game Reserve and are held on medium-term leases from the Department of Wildlife and National Parks via the Tawana Land Board. Another two of the operations are situated on community-held leases that have been subleased to photographic tourism operators. The rest of the operations sampled are held on direct lease from the Tawana Land Board.

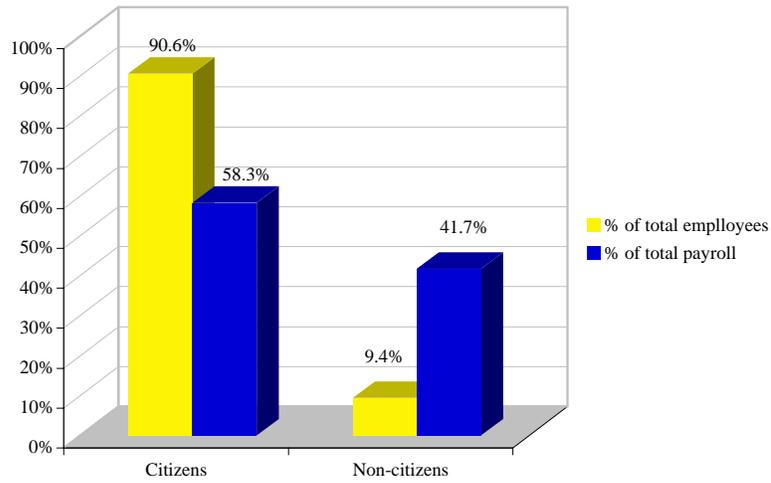
Employment

The 20 operations surveyed employ a total of 646 persons of which 585 are Batswana and 61 are expatriates.

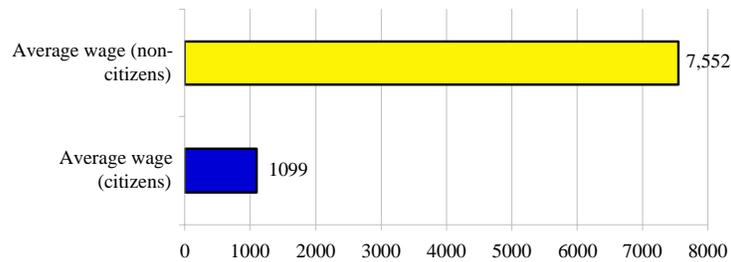


The total annual wage bill at the surveyed operations amounts to P13,246 million of which citizens capture P7,718 million and non-citizens P5,528 million. Citizens thus make up 90.6% of the total workforce at the operations surveyed but capture only 58.3% of the total payroll. Conversely, non-citizens, representing 9.4% of total employees, earned 41.7% of the total payroll.

Citizen participation (employment)



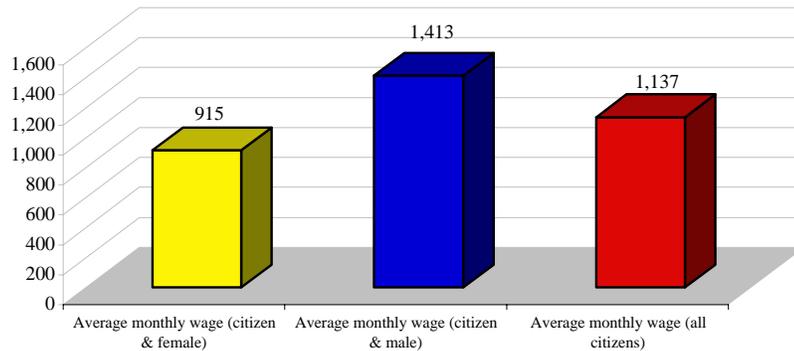
Comparative wage levels



There was very little variation between the surveyed operations, with all showing broadly similar trends. There was, for example, no evidence that citizens captured a greater percentage of the payroll at the operations on community-held leases.

Ten of the surveyed operations employing a total of 236 citizens provided information on the gender composition of their citizen workforces. These operations employ 116 males (49.2% of citizens employees) and 120 females (50.8%). Although women make up 50.8% of the sample, they capture only 42.2% of the total citizen payroll. The average monthly wage for women is P915 compared to P1,137 for all citizen employees and P1,413 for male citizens. On average, women therefore earn only 64.8% of the average paid to their male counterparts.

Citizen employment: wages by gender

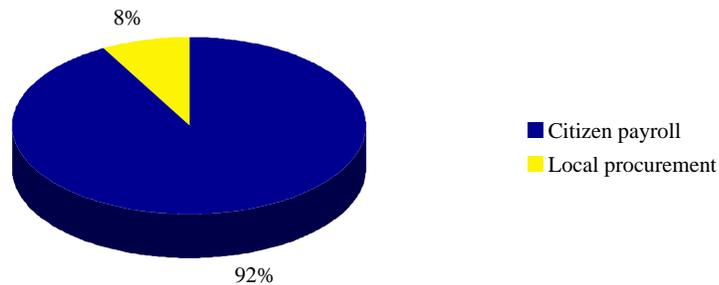


This “double disadvantage” gap, which refers to the relative disadvantage of women in the local workforce (which is already at a disadvantage compared to expatriates), is illustrated in the graph above. It shows the disproportion between female citizens as a percentage of the local workforce and a percentage of the total local payroll.

3.8.6 Small business linkages

Four of the operations surveyed provided estimates of the value of goods and services purchased from local rural residents. Local procurement at the four operations averaged just under P59,000 for the year. This amounts to approximately 8,9% of the total local payroll benefits generated by the operations over the same period and represents a very small proportion compared to, for example, typical patterns in countries such as South Africa.

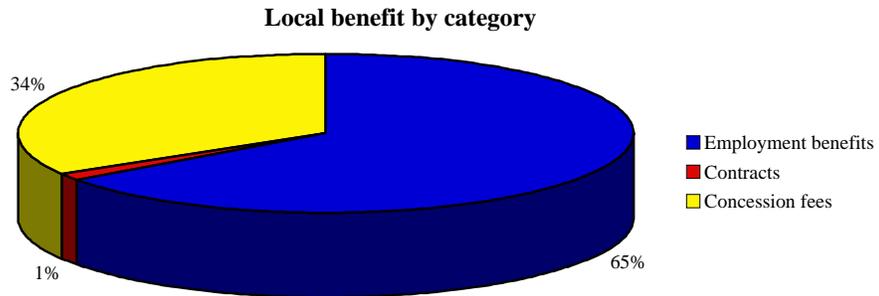
Citizen payroll vs procurement



There is a small but high quality basket weaving industry in the Okavango Delta, which accounts for most local sales to the lodges. But overall, the very low level of secondary enterprise associated with the surveyed lodges probably reflects the fact that local settlements are generally geographically distant from the operations. In addition, low levels of local economic capacity in the hinterland of the lodges and the sophisticated needs of operations aimed at the upper end of the international tourism market combine to discourage the purchase of goods and services from so-called remote area dwellers. This means that virtually all supplies and services are purchased from Maun, a large proportion of which is imported from Gaborone and South Africa.

Lease fees

Two lodges in the sample are located on CHAs held on community photographic leases. The resource rental paid to the community trusts for the rights to operate the photographic lodges on each of the two leases amounted to more than P555,000 per year. At these operations, lease fees represent about one third of the total local benefit generated by the lodges, employment about two thirds and secondary enterprise an almost insignificant proportion.



3.8.7 Conclusion

Overall, the situational analysis indicates that:

- There has been a significant increase in the number of tourism businesses owned by citizens during the last five years. However, particularly the higher value end of the industry is still dominated by foreign ownership. This is probably a consequence of the fact that tourism in Ngamiland was historically largely developed by expatriates and continues to rely on global linkages to secure market share. But it may also reflect the absence of a strong domestic entrepreneurial culture as well as appropriate financial products to help citizens capitalize equity, especially in the high value sector of the industry.
- Most of the high value leases in the Okavango core do not contain explicit provisions promoting citizen participation. Using land leasing (or concessioning) procedures and instruments to promote domestic participation in a land-based industry such as tourism is a widely used method in other jurisdictions. Many of the current leases in the Okavango Delta are due to expire shortly; the imminent renewal of these leases represents an important opportunity to advance citizen participation via an affirmative process drawing on the experience of other jurisdictions in southern Africa and further abroad.
- Citizens make up a large proportion of the workforce at each of the operations surveyed, but large disparities exist between the remuneration levels of expatriates and citizens. Based on figures supplied, indications are that the small number of expatriate managers captures a disproportionate percentage of the total wage bill. This is broadly consistent with widespread perceptions and previous studies. Individual interviews and focus group discussions suggested a number of reasons for this disparity. They include skills shortages amongst Batswana as well as reluctance amongst skilled citizens to work in the remote areas where many of the

Ngamiland's tourism enterprises are located. Some employees also suggested a prejudice against Batswana amongst employers but no overt evidence of this was found during the course of the study.

- More than half the citizen workforce is female but these women capture less than half the total citizen wage bill. This "double disadvantage" gap is similar to patterns observed elsewhere in southern Africa. It strongly reinforces the notion that women are at a disadvantage both as citizens (compared to expatriates) but also as women (compared to their male compatriots).
- Employment conditions, particularly average wage rates, are relatively low compared to, for example, South African averages. Some operations also reported minimum wage levels below the statutory threshold.
- Goods and services supplied to the operations by local rural residents make up a very small proportion of overall local benefit. This is due to a combination of factors including the remoteness and sophisticated needs of the Ngamiland operations.
- In the two operations held on community leases, rentals paid to local community trusts represented about one third of the total local benefit generated by the operations, employment about two thirds and secondary enterprise a small proportion of overall income.

4 Tourism Markets

4.1 Existing markets



4.2 Preferred target market segments

Ngamiland is not a homogeneous tourism destination or tourism economy. Tourists from different market segments visit different parts of Ngamiland for different reasons at different times of the year so as to enjoy different experiences. Furthermore, visitors from each of these different market segments have different expectations as to what they are likely experience on their holiday in Ngamiland.

Therefore, attempting to identify the preferred target market segment in detail would be complex and difficult to communicate with any degree of accuracy at this point in the Tourism Development Manual. Consequently, the preferred target market segment is discussed in detail in the section on each Tourism Development Area (TDA) and for most tourism products recommended for such TDA's.

4.3 Market segment profiles

A generic profile has been established for each segment of the existing and potential Ngamiland tourism market. These profiles have been compiled based on information gained from research surveys and inputs from experienced managers in the Ngamiland tourism plant.

These profiles assist tourism practitioners to get a clear understanding of the nature of the tourists in the preferred market segment for which they are planning tourism plants and products. It is to be understood that (i) these profiles are generic (ii) may vary from TDA to TDA, and (iii) change over time. As a consequence, market profiles should be reviewed periodically by a workgroup made up of informed tourism practitioners to amend these profiles to reflect more accurately the profiles of tourists from each market segment. These profiles may be found in the Appendix

A summary profile of preferred market segments for each TDA, as well as for each proposed product, may be found in the TDA sections of this manual.

5 Strategies & Concepts for Tourism Development & Citizen Participation

5.1 Strategies for sustainable tourism development in Ngamiland

Strategy 1:

Strive for a long-term (30 year) integrated, market focused, responsible, sustainable tourism development plan for the Okavango Delta and Ngamiland.

Motivation:

The purpose of this strategy is to ensure that planning for tourism is put into a long-term, integrated planning framework.

In the past, tourism in the planning domain evolved according to economic forces of supply and demand initially based on hunting tourism in the 1960's and 70's. Since then the tourism economy of the planning domain has developed into a sizable, world class, capital intensive, sophisticated industry. This industry and economy has emerged generically rather than being planned, structured and focused on delivering social and economic benefits.

Tourism has the potential to deliver appropriate benefits to host communities, regional economies and national treasuries. Tourism is an economic activity that should be public sector led and private sector implemented. Weak, inconsistent and poorly focused public sector leadership generally results in the non-realization of the full range of benefits that tourism can deliver. The under-performance of tourism in such circumstances is often blamed on the private sector and reactive measures are put in place by the public sector. These measures usually distance the private sector further from the broad aims of using tourism as a tool for social and economic upliftment in tourism rich rural areas. This situation may be the case in Ngamiland.

Therefore, this strategy is to clearly determine what the long-term goals are for tourism development, what social and economic benefits tourism should deliver over time, the way to ensure that these benefits are realized and putting in place an enabling environment that ensures the effective delivery of such defined deliverables.

NOTE:

The Ngamiland Tourism Development Plan has been drafted as a thirty-year strategic tourism development plan. It has been formatted as part of a Tourism Development Manual that also has more detailed development plans for a number of specific Tourism Development Areas (TDA's) in Ngamiland. As the Tourism Development Manual is conceived as a dynamic document, it also includes some specific recommendations for the development of specific tourism products. The dynamic nature of the document allows the Tourism Development Implementation Agency tasked with facilitating tourism development in Ngamiland to readily include new detailed product plans, upgrade statistics with more current data and basically keep the Manual current for a much longer period.

Strategy 2:

To rejuvenate mature tourist destination status of Okavango Delta and prevent cycle of decay.

Motivation:

All tourism destinations have a life cycle. They emerge as new interesting destination that, initially pioneer tourists visit (Okavango Delta in 1960's and early 70's), then becomes a popular destination for the wealthy as a vogue destination (Okavango Delta in 80's), then becomes popular a mass tourist destination as more products are developed and tourism development spreads to periphery of tourism resources (Okavango Delta in 90's and today), and then the destination moves into a period of decline and decay as the destination loses its vogue appeal and declines (similar to Plettenburg Bay and Hermanus in South Africa). The Okavango Delta is in its mature phase and can potentially start decaying as a tourist destination if strategic, long-term interventions are not implemented.

This proposed strategy seeks measures to prevent the Okavango Delta progressing through its mature phase into decay by identifying a long term development programme that rejuvenates the Okavango Delta as a primary, popular tourist destination of world class.

These measures include:

- *Striving to keep the Okavango Core TDA as one of Africa's remaining wild areas by containing the extent of tourism development in the TDA to an acceptable limit.*
- *To brand the Okavango Core TDA only as the Okavango Brand and all other TDA have their own different brands so as to differentiate other tourist destination away from the successful Okavango brand.*
- *To modify CHA concession framework to permit more market focused supply of tourism products in concession areas.*
- *To identify new tourism resource areas in Okavango Core TDA that may effectively be utilized for market focused tourism that complies with the limits of acceptable change.*
- *To draft a strategic tourism development plan that maintains Okavango Core TDA as a world class tourist destination.*

Strategy 3:

To clearly delimitate the Okavango Delta tourism resource area and identify clearly other areas of tourism potential in Ngamiland.

This strategy includes:

- To clearly define a tourism image or brand for the Okavango Delta and to which land areas it applies.
- To identify and define tourism areas in Ngamiland that has tourism development potential.
- To establish individual tourism images or brands for these newly identified tourism development areas (TDA's).

Motivation:

The Okavango Delta's initial development was based on hunting tourism. When photographic tourism became popular to the Okavango Delta, it was mainly focused on Chief's Island and its immediate hinterland. The initial tourism plant of the Okavango Delta expanded as it became more popular, tourism products were established in other less favourable or ancillary areas. This expansion resulted in the tourism image of the Okavango Delta becoming less distinct as more and more products in outlying areas were relying on the popular image of the Delta to sell its tourism products and services. A consequence of this dilution of tourism image is the rising level of disappointment amongst visitors to the Okavango Delta who are not receiving the experience that they were expecting on a visit to the Okavango Delta.

Therefore, this strategy aims at defining what the core area of the Okavango Delta as well as a range of other areas in Ngamiland that offer different by complementary experiences to the wetland-based Okavango Delta experience. This strategy goes further to identify other opportunities for tourism development in parts of Ngamiland that are tourism underdeveloped.

Strategy 4:

Strive to conserve the Okavango Core Tourism Development Area as a low volume, low intensity, and high value wild tourism area while focusing tourism development in other TDA's on the periphery of the Okavango Core TDA.

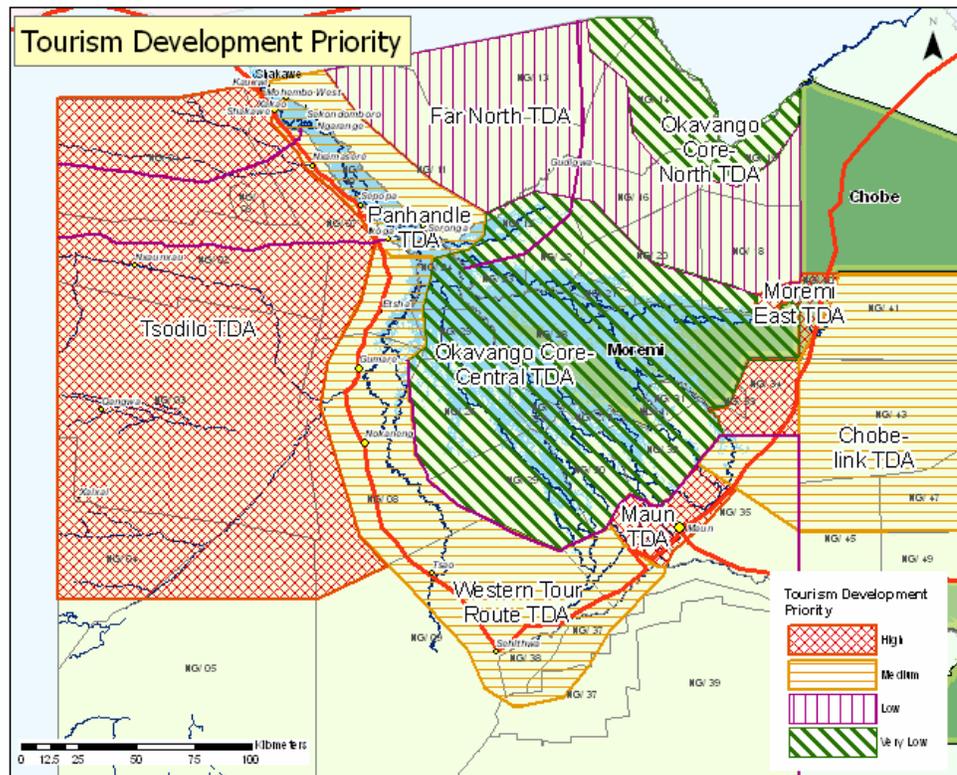
Motivation:

The Okavango Delta is a known as a world class ecotourism destination. The private sector has established a market focused tourism plant within the Okavango Core TDA that is healthy and functioning efficiently.

The strategy is to conserve the Okavango Core TDA in its current state as a low volume, low intensity, wild tourism area while intensify tourism development in other areas in Ngamiland outside of the Okavango Core TDA. This strategy will minimise the pressure to further develop the Okavango Core TDA.

*The potential to increase the number of tourism offerings in the Okavango Core TDA will be determined at a later stage based on the potential of the natural environment to support photographic tourism. However, realising this potential is based on the premise and recommendation that the boundaries of Controlled Hunting Areas (CHA's) are rationalised. This rationalization should be based primarily on establishing an effective photographic tourism plant first in the Okavango Core TDA while land only with hunting potential should be identified for that activity. Land with neither photographic nor hunting tourism potential within the Okavango Core TDA should be zoned **only** for other tourism related land use activities associated with photographic and hunting tourism. This process should be compliant with the Limits of Acceptable Change guidelines.*

In order to achieve the social and economic benefits as defined in the Strategic Framework, tourism development should be focused in other TDA's in Ngamiland and not in the Okavango Core TDA.



Strategy 5:

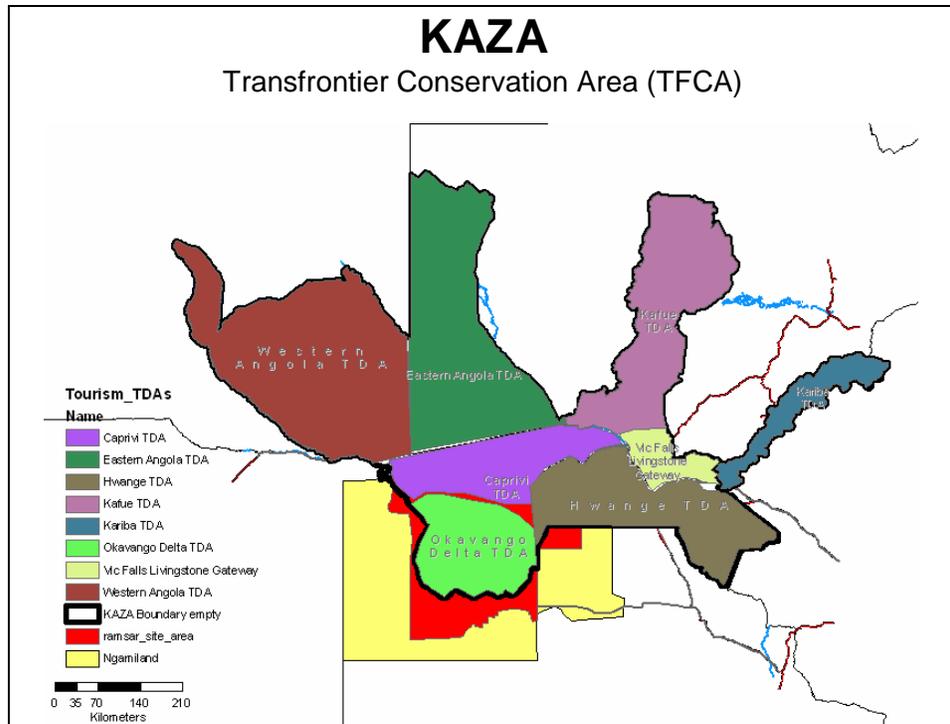
To plan and integrate the Okavango Delta as a flagship and integral component of the KAZA TFCA initiative.

Motivation:

The Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA) initiative is rapidly becoming a reality as the five member countries (Angola, Botswana, Namibia, Zambia and Zimbabwe) have signed the memorandum of understanding in late 2006. This new conservation area is likely to become a major tourist destination in the future providing international visitors with a wide range of diverse tourist experiences.

The KAZA TFCA will provide competition and complementary opportunities for the Okavango Delta. However, the Okavango Delta is the most well established and popular destination within the TFCA. This strategy develops the Okavango Delta as the flagship destination of the KAZA TFCA so as to attract the top end, high tariff, low volume tourism that provides a high level of beneficiation to the regional economy while allowing other areas of the TFCA to absorb mass tourism.

The Okavango Delta must be planned as an integral component of the KAZA TFCA to realize this goal. Therefore, the strategy is to plan Okavango Delta as the flagship of the TFCA and also in an integrated manner so as to assist and facilitate the development of the TFCA as a strategic, significant, popular tourist destination that can deliver significant benefits to the region and promote nature-based tourism as means conserving biodiversity and wildlife.



Strategy 6:

To allow the tourism potential of land to inform the demarcation of concession boundaries in the future.

Motivation:

Boundaries for Controlled Hunting Areas were established taking cognisance of administrative boundaries and hunting factors and conditions. Little cognisance was taken land potential for various forms of photographic tourism. Consequently photographic tourism products and infrastructure were forced to conform to hunting and administrative boundaries. Furthermore, land in the planning domain had been zoned and concessioned primarily according to these hunting concessions. Little cognisance in this process had been taken of photographic tourism potential.

To plan effectively for tourism means that land with tourism potential needs to be identified. This identification needs take place on different levels as land may be used for numerous different tourism pursuits. The preferable way is to identify that land that has photographic wildlife / bird watching potential, hunting potential, cultural / historical tourism potential or NO tourism potential at all. Land that has no tourism use potential in a tourism rich region should be used for non-tourism purposes.

Therefore, the strategy is to identify, map and monitor land with tourism potential. This strategy effectively creates a tool that can be used to identify and establish tourism carrying capacities and tourism development limits. Furthermore, such knowledge permits appropriate, efficient and integrated tourism planning at a spatial or geographic level.

	High water level		Low water level
	High quality game viewing areas by tourist popular species.		
	High quality bird viewing areas by tourist popular species.		
	High quality hunting areas by primary hunting species.		
	Areas with little or no game / bird viewing / hunting potential.		
	Areas with high human / wildlife conflict.		
	Areas with significant problem animal occurrences.		
	Areas of particularly rare or endangered vegetation that needs special protection and also may have tourism value.		
	“No Go” areas where no tourism activities should take place.		
	Primary / major animal migration paths.		
	Tourist attractions and / or points of interest. Cultural, historical, natural history, or just a point of interest.		

Figure 2 Types of use zones used in the tourism land use potential identification model.

Strategy 7:

To rationalize optimal use of concession areas.

Motivation:

Concession areas in Ngamiland were initially demarcated for the purposes of hunting. With the extensive development of photographic tourism, the identification of land with different tourism potential and the need to optimise transport networks so as to minimise environmental impacts, it becomes very clear that the boundaries of the existing concession areas are not optimal.

This strategy is to optimise the use of concession areas based on the potential of the land to support different forms of tourism activities (game viewing, bird watching, hunting, etc) and consequently reassess the existing boundaries of the concession areas.

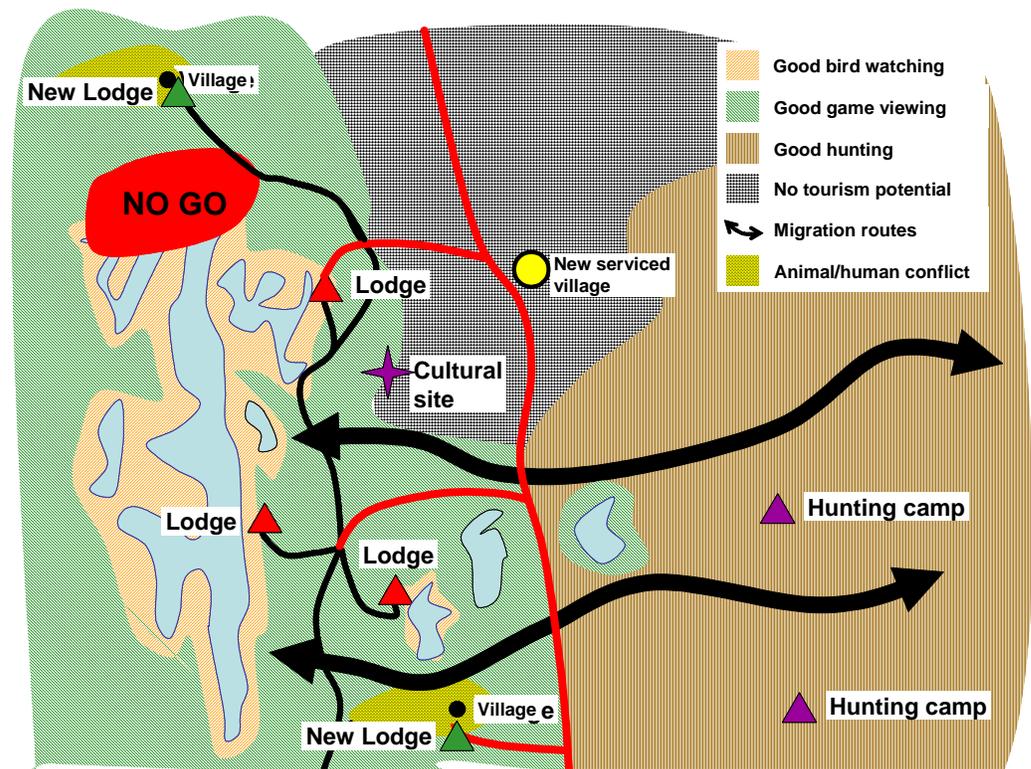


Figure 3 Zonation model for appropriate tourism-based land use planning.

Strategy 8:

To conserve the core tourism resource area of Moremi GR and Chobe NP through appropriate alignment of the Maun- Kasane link road to the east of the core area.

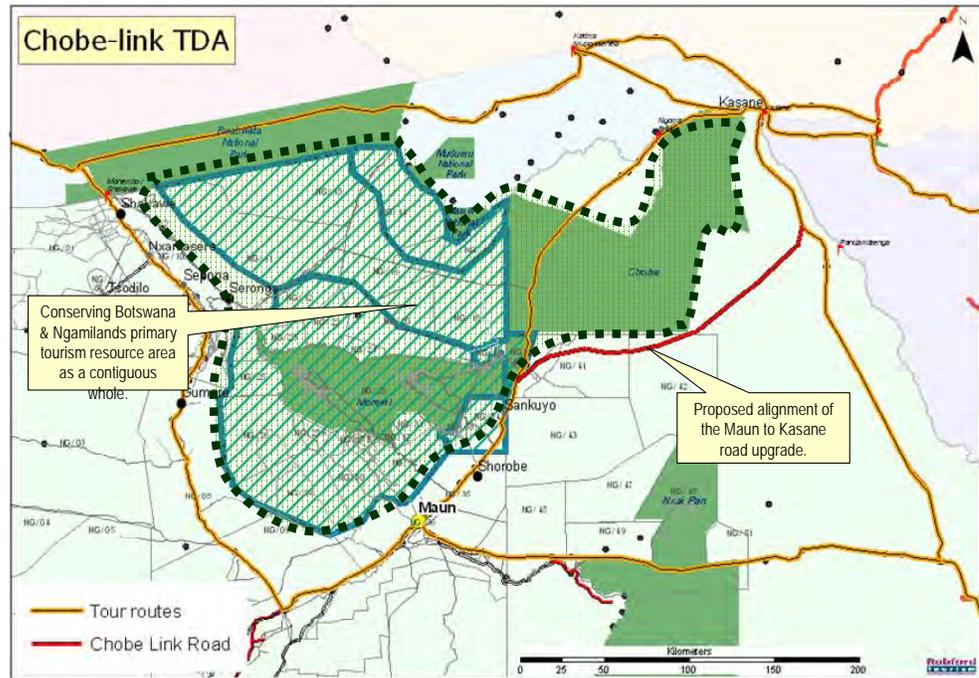
Motivation:

The Okavango Delta – Moremi Game Reserve – Chobe National Park complex of protected areas is Botswana’s primary tourism asset. Maintaining this complex of protected areas as a contiguous land mass is critical to its long-term survival as Botswana’s primary tourism asset and one of Africa’s premier “wild” tourist destinations. Linear human development always occurs over time alongside rural roads in Africa, particularly paved roads. This phenomenon is clearly indicated along the A35 paved road that runs up the western flank of the Panhandle. Significant human settlement has taken place alongside this road since the early 1990’s. A consequence of these settlements and associate agricultural / livestock practices is the removing large tracks of land for potential tourism use and the devaluing of the potential value of such land for a national tourism asset.

It is recommended that a paved road be built between Maun and Kasane to complete the Victoria Falls – Popa Falls – Maun triangular regional tour route. This link road has been mooted for years and is likely to be constructed eventually in the medium-term.

Therefore, the strategy is to ensure that such a link road between Maun and Kasane is aligned appropriately to the east of Chobe National Park. This proposed road alignment is longer than the existing direct route and will cost more to construct. However, such an alignment will conserve the integrity and tourism value of Botswana’s greatest natural

national asset, the Okavango Delta – Moremi Game Reserve – Chobe National Park complex of protected areas as a contiguous protected area. The value of conserving such a national asset is huge and almost impossible to quantify in monetary terms.



Strategy 9:

Strive to enhance and optimise ground linkages between tourism areas within Ngamiland and other tourism areas in Botswana and neighbouring countries.

Motivation:

Tourism is about the movement of people (visitors) between different geographical locations. In the context of the planning domain, this movement is undertaken either in small aircraft or by vehicle.

Road transportation requires a road network and associated infrastructure. This network of roads and tracks needs to transport visitors, supplies for tourism products and services. This infrastructure not only needs to provide adequate and safe transport for visitors and goods, it also needs to create an ambiance and experience that many visitors are expecting when visiting a wild, undeveloped tourism destination such as the Okavango Delta. This strategy aims at optimising the road infrastructure network while at the same time providing appropriate visitor experiences.

The geographical location of the Okavango Delta close to the international borders of Namibia, Zimbabwe and Zambia complicate travel arrangements due to border posts, immigration procedures and bureaucracy. This strategy attempts to minimise the negative implications of cross border tourist traffic and optimise on the positive aspects of trans-border travel.

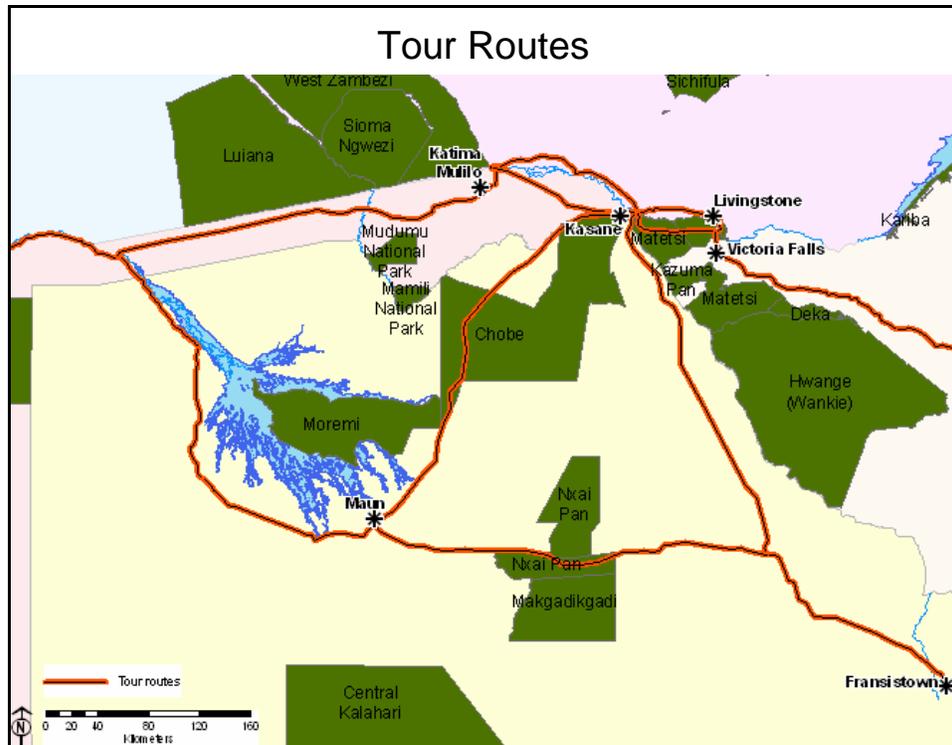


Figure 4 Tour routes and primary road linkages in Ngamiland and neighbouring countries.

Strategy 10:

To minimise the impact of tourism support infrastructure in the Okavango Delta:

Motivation:

Nature-based tourism strives to get visitors into remote natural areas in order to enjoy the unspoilt wildness and remoteness of the tourism resource area. However, getting those visitors into the area has an impact on the environment. This impact can be divided into three categories: (1) impact from visitors experiencing the tourism resources of the area through specific activities such as game drives, walking, canoeing, etc.; (2) the construction of hospitality facilities such as camps, lodges and hotels; and (3) through the infrastructure that supports the hospitality facilities and tourists such as access roads, airstrips, power lines, communication infrastructure, etc.

The greatest impact on a remote and wild environment is caused by road infrastructure and airstrips in the Okavango Delta. In most cases roads have followed old tracks created and used for other purposes or modes of transport. These routes become larger and more extensive the greater the tourism product becomes. Furthermore, these routes are significantly influenced by NG concession boundaries resulting in often illogical routings and layouts.

This strategy strives to rationalize transport infrastructure required to support the tourism plant of the Okavango Delta in order to provide a more efficient transportation system and primarily to minimise the impact of roads and airstrips on the environment.

Strategy 11:

To maximise opportunities and benefits for host communities.

Motivation:

One of the primary aims of the strategic framework for tourism development in Ngamiland is to optimise benefits for host communities.

This strategy strives to provide strategic interventions that will deliver such beneficiation to local, host communities.

Strategy 12:

To enhance tourism experiences in the self-drive section of Moremi Game Reserve.

Motivation:

Tourism facilities, services and infrastructure in the self-drive section of Moremi Game Reserve evolved rather than being planned and then developed. The consequence is a poor tourism product, a shambled road and track infrastructure and a visitor experience that is far from optimal.

This sub-standard visitor experience applies to self-drive visitors and mobile safari operators that comprise a significant proportion of the visitors to the planning domain.

This strategy aims at developing interventions that will enhance the visitor's experience in the self-drive section of Moremi Game Reserve.

Strategy 13:

To strive to retain benefits from tourism in Ngamiland.

Motivation:

Tourism leakage (when money earned in a tourism area flows out of the area in which it was generated) is a problem that plagues many tourism destination areas. The very nature of the tourism product in the Okavango Delta results in high levels of leakage. There are a number of ways in which leakage can be reduced, but often they require significant government intervention or have a high impact on the environment.

This strategy strives to retain as high of a proportion of the benefits that accrue from tourism in Ngamiland within the constraints of the limits of acceptable change and within the parameters of government resources.

Strategy 14:

To significantly improve the management of the tourism economy (plant).

Motivation:

The tourism plant of Ngamiland is managed by the public sector. Management of the tourism plant of Ngamiland, which is the largest outside of Gaborone, is under-resourced and under-funded. Consequently, the management of the tourism plant is not effective.

This lack of effective management of the tourism plant in Ngamiland does not result in private sector confidence in the public sector's ability to lead, promote, develop and monitor the tourism plant. This lack of capacity will further hamper the implementation of the Ngamiland Tourism Development Plan and the consequent monitoring programme there after.

This strategy is to identify weakness in the public sector's ability to manage the Ngamiland tourism plant and promote strategic interventions that will empower it to perform at the levels at which it is expected to perform in order to be effective.

5.2 Tourism concepts

Concept 1:

Develop and promote Maun as the gateway to the Okavango Delta.

Motivation:

Livingstone in Zambia will become the new international gateway to wide-bodied intercontinental jet aircraft bringing tourists into the KAZA TFCA in the near future. Livingstone is likely to replace Johannesburg and Gaborone as the international gateway to the Okavango Delta.

The most direct route to the Okavango Delta from Livingstone could be achieved if a new small aircraft airport was built in the centre of the Okavango Delta. The consequence of this facility would enhance visitor experiences by shortening their travel time and unpleasant arrival / departure experience that currently have at Maun airport. However, there would be significant negative economic impacts on Maun and environmental impacts on the Okavango Delta or Chief's Island where the logical place for the airport is likely to be.

Therefore, the concept is to develop and promote Maun as the tourist gateway to the Okavango Delta and to form an integral destination and link for other tourist areas within the KAZA TFCA. The prime focus of this concept is to promote Maun as a tourism gateway, growth point and service town.

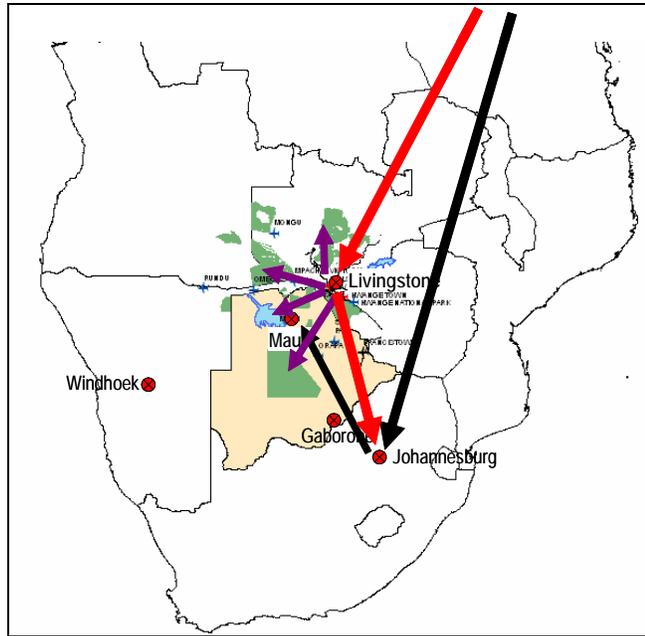


Figure 5 Air routes into southern Africa and the new role that Livingstone, Zambia will play as international air gateway to the KAZA TFCA and Okavango Delta.

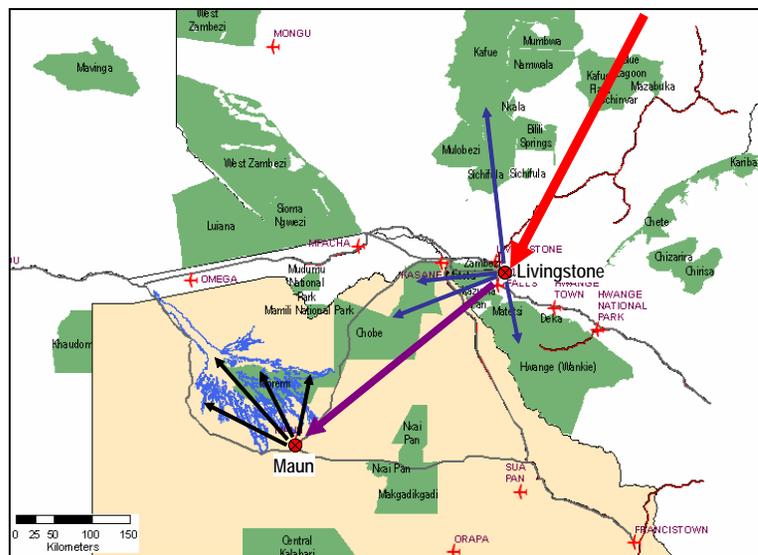


Figure 6 International tourists will fly directly to Livingstone, change to smaller aircraft for the short flight to Maun where they then fly by light aircraft to lodges and camps in the Okavango Delta.

Concept 2:

Develop a tourism gateway business centre at Maun airport. This centre links the airport to the commercial area to main road to north into a specifically identified and zoned tourism development node within Maun. A full range of tourism related economic, retail, service, travel, hospitality and restaurant facilities would be provided

Motivation:

Maun is to become the gateway to the Okavango Delta as described in concept 1.

However, this gateway does not bring much direct benefit to Maun from fly-in tourists as they arrive at the airport and are immediately whisked away in a light aircraft by lodge and safari operators. Similarly, self-drive tourists passing through Maun tend to buy fuel and food supplies before heading on safari as there is little incentive to spend time in Maun as it is considered to be “just another dusty African town”. Basically, through the lack of facilities and services, Maun is missing out on a unique opportunity to provide a wide range of facilities and services to tourists that are forced to pass through Maun due to its geographical location.

This concept is to develop a tourism zone in Maun near the airport where many of the tourism operators are currently located. This zone should be set aside by the municipality and so zoned to provide only a wide range of tourism services, facilities and product to so entice visitors into the zone thus enhancing economic activity in Maun. Careful planning and design of the arrivals and departure facilities of Maun airport need to take place. These facilities should be incorporated into this zone so as to enhance activity within the zone. Innovative planning and “out of the box” thinking should be encouraged. This concept strives to make a vibrant tourism zone in the centre of Maun.

Concept 3:

Broaden the permissible configuration of tourist lodges in the Okavango Delta. This concept challenges the current regulation limiting the number of tourist beds in a concession to 24 beds. It also promotes a range of different configurations of accommodation facilities permissible with a defined tourism development node or nodes in concession areas. The number of permissible tourist facilities is dependent upon the defined, mapped tourism resources within the concession area.

Motivation:

The number of tourist beds in concession areas has been restricted by regulation for the past fifteen years. These bed restrictions are not based on any sound tourism development principles but are simply a “thumb suck”.

This concept is to be viewed in conjunction with strategies to rejuvenate the tourism image of the Okavango Delta, to identify land with tourism potential and to rework concession boundaries.

This concept will permit tourism products keep pace with changing demands and trends in international nature-based tourism demand and not be limited by outdated restrictions

and regulations. It will allow operators to provide smaller, more personal facilities that are being demanded by the tourist market yet cluster facilities into nodes so as to provide the economies of scale to operate them on a financially viable basis.

This concept will examine a range of alternative combination of facilities and provide guidelines for future development.

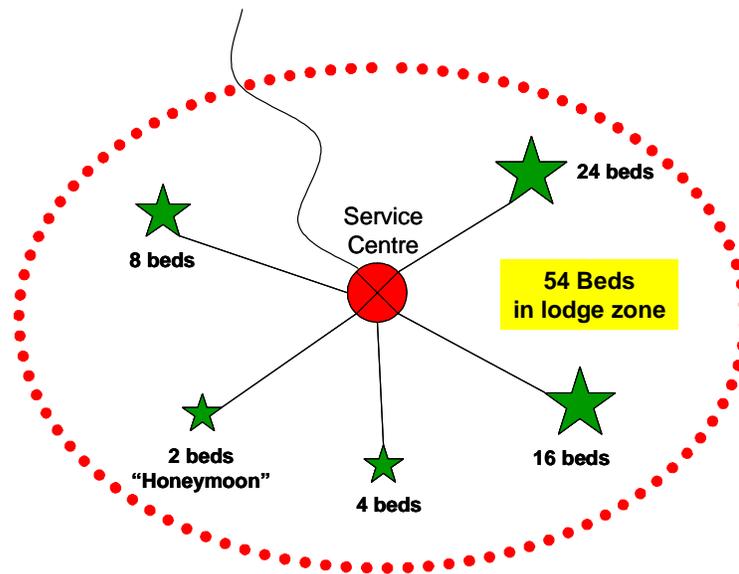


Figure 7 Proposed lodge complex developed and managed by one operator / concessionaire offering a range of different sized satellite camps but functioning as a single operations unit.

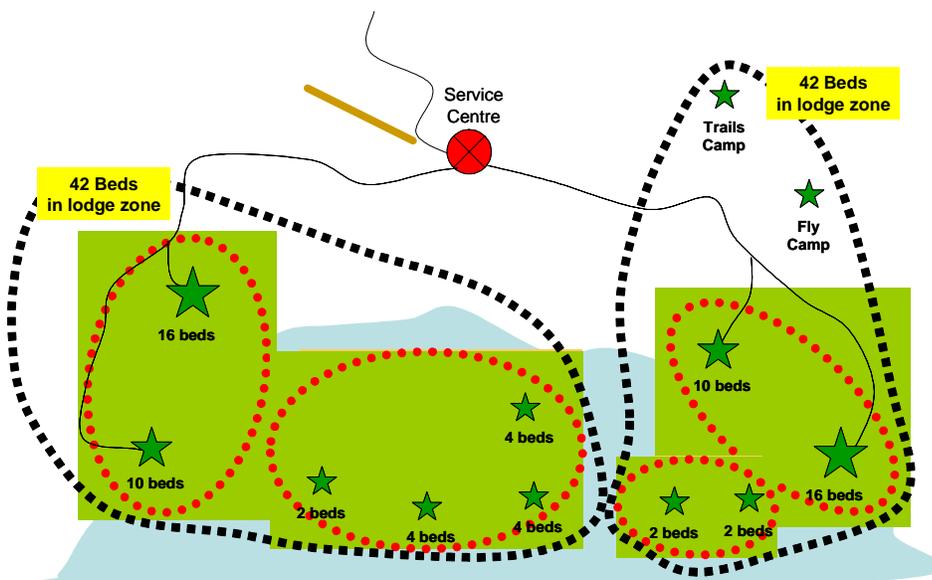


Figure 8 Different configuration of lodge complexes offering tourists facilities with fewer guests which is being demanded by the overseas market.

Concept 4:

Close part of Moremi Game Reserve to self-drive tourists. The concept of closing part of Moremi Game Reserve to self-drive tourists is to create opportunities for the provision of less sophisticated tourism products that may be provided by emerging, local tourism operators. These products include safari operating through the provision of safari vehicles and guides, game guides, non-permanent fly camps at certain locations within the reserve, hospitality products at north and south gates to Moremi Game Reserve.

Motivation:

This concept closes Moremi Game Reserve to self-drive tourists but keeps it open for registered mobile safari operators.

The self-drive tourist market is largely South Africans who tend to contribute little to the economy and local host communities as their aim is to be as self-sufficient as possible while on safari in Botswana. The impact of this market is estimated to be high on the environment and facilities as there is little way to control them effectively.

The concept is to convert 'free range' self-driving in Moremi to that similar to 4x4 trails offered in the Kruger National Park. This system will both enhance the visitor experience and increase the level of beneficiation to members of the host communities through the creation of a range of jobs and entrepreneurial opportunities.

This concept is in line with the strategy of enhancing benefits to host communities, reducing leakages, enhancing visitor experiences and increasing citizen involvement.

Concept 5:

Establish a development zone on the eastern side of Moremi that provides an appropriate range of experiences and facilities appropriate for the self-drive tourist market that provide optimal benefits to local host communities.

Motivation:

This concept is to provide a purpose designed and developed wildlife safari experience for self-drive tourists that provide maximum benefits from this tourism sector to host communities living in the area.

This concept focuses on developing a network of 4x4 routes that are specifically designed for the self-drive, camping safari enthusiasts that provides exciting, interesting and rewarding nature and outdoor experiences particularly aimed at the southern African tourist. A range of rustic tourist facilities would be planned that suit the need of this market that can be established with minimal development funds and operated effectively by members of host communities with minimal training. The concept is to provide those tourism products and experiences that meet market demands, which maximise job creation at a level suitable for local host communities, deliver maximum benefits and are within the limits of acceptable change for the environment.

Concept 6:

Establish a new national tourism asset in the form of Tsodilo National Park based on San art and culture.

Motivation

Botswana's tourism, other than business tourism, is almost exclusively based on wildlife / nature-based tourism. A government directive is to strive to diversify tourism away from wildlife / nature-based tourism to other forms of tourism, particularly cultural tourism. "Bushman" paintings and culture are extremely popular with overseas tourists as they tend to perceive "Bushmen" as one of the "Big Four" tribes of Africa – the other being the ancient Egyptians, Masai and Zulus (no logic here!). Tsodilo Hills has a rich heritage of San rock art thus earning World Heritage Status.

The concept is to establish a new national tourism asset by (i) optimising on Tsodilo Hills world class San rock paintings, (ii) diversifying Ngamiland's tourism economy from wildlife / nature-based tourism and (iii) create a new "must see" attraction to assist spin the Triangular "Three Country" Tour Route (Victoria Falls to Popa Falls to Maun) and extend the visitors stay in Botswana. This national tourism asset would take the form of a new, large national park focused on Tsodilo Hills. Furthermore, this proposed national park would be link between the Okavango Delta, Namibia's Kaudom National Park and Mahango Game Reserve in a large Transfrontier Conservation Area.

This new national park, Tsodilo National Park, would create a new national tourism asset, diversify the country's tourism industry away from wildlife tourism and include a new culture-based, semi-arid area attraction on the Three Countries Tour Route.

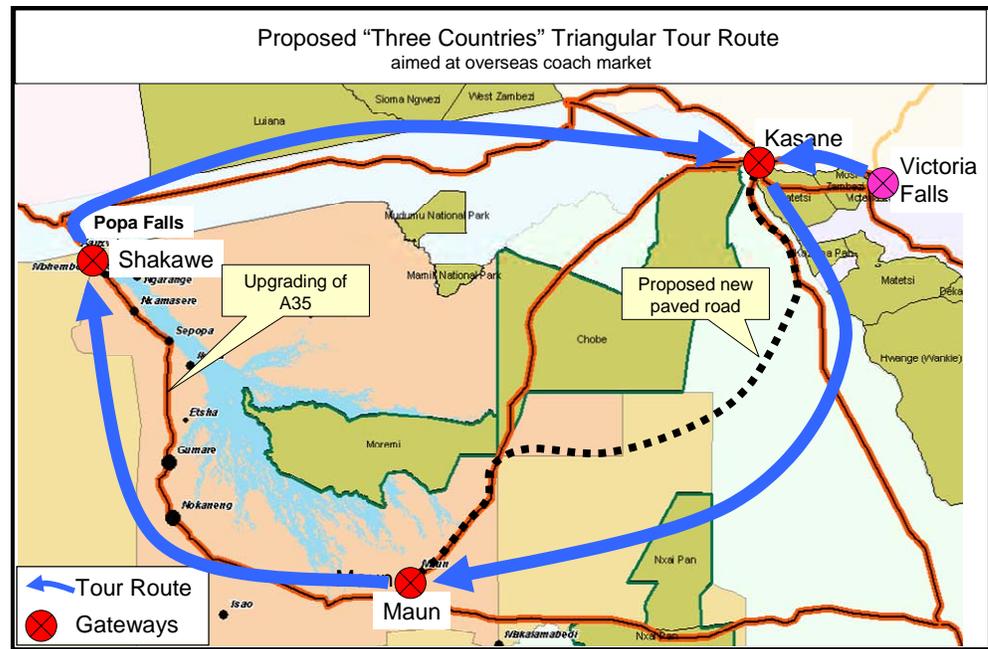
Concept 7:

Establish a new tour route on the periphery of the Okavango Delta aimed at the overseas coach market - the Three Countries Triangular Tour Route

Motivation

Livingstone will become the international gateway to the KAZA TFCA and region with the upgrading of Livingstone International Airport to land wide body jet aircraft. The number of overseas tourists visiting the planning domain is likely to increase significantly with easier, more efficient and less costly access for the overseas tourist markets. This increased number of arrivals will stimulate the overseas tour group market that travels by large 44-seater luxury coaches out of Livingstone into the planning domain. The critical mass created by the coach market can be used effectively to develop new tour routes, which in turn stimulate a tourism economy along such a tour routes.

The concept is to create a new tour route that links Victoria Falls through the Caprivi to Popa Falls via Tsodilo Hills to Maun through Chobe National Park back to Victoria Falls. To achieve this tour route, (i) the A35 road would need to be upgraded to a standard suitable for coaches, and (ii) a paved road would need to be constructed between Shorobe and the A33 along a suitable route to the east of Chobe National Park.



5.3 Concepts for citizen empowerment in Ngamiland

5.3.1 Introduction

The results of the situational analysis largely confirmed the widespread view that, while tourism is the mainstay of the Ngamiland economy, empowering Batswana to enter the industry remains an important challenge. Currently, a relatively low percentage of total tourist spend is earned by local stakeholders. The use of expatriate labour (especially in higher paid and skilled positions), the procurement of tourism inputs from foreign suppliers and the remittance of profits outside the region represent a considerable leakage from the local and national economies.

Barriers obstructing greater participation by Batswana include a shortage of skills, insufficient or inappropriate financial instruments, deficiencies in government regulation and a perception of deliberate exclusion of citizens from the tourism industry. There are also allegations that the proceeds from CBNRM projects run by community trusts are often intercepted by local elites and not equitably distributed within the local communities. Finally, a lack of public awareness about the benefits of tourism to the district also contributes to negative attitudes and a climate of mistrust between key stakeholders.

Concept 1:

Develop appropriate financing mechanisms designed to provide citizens with access to capital for investment in the tourism industry.

This concept focuses on the establishment of an appropriate financing mechanism that provides citizens with capital for investment in the tourism industry. Current facilities aimed at encouraging citizen investment such as those offered by the Citizen Entrepreneurial Development Agency (CEDA) are not wholly appropriate to the sectoral needs of the tourism industry. A feasibility study was carried out to investigate and make recommendations on the feasibility of setting up of an autonomous statutory agency that would be responsible for the establishment and management of a Tourism Development Fund for providing financial

assistance to Botswana who would like to venture into the tourism sector. The origins of the study stemmed from concerns about the failure of financial assistance schemes to benefit the tourism sector in Botswana and particularly the participation of Botswana in the sector. This fund was never established. These facilities should be reviewed and amended instruments that are specifically tailored to the needs of the sector should be developed. This is a national level intervention that is required to enable the conditions for increased citizen ownership not just in Ngamiland but throughout the tourism industry of Botswana.

Concept 2:

Promote better implementation of existing regulatory mechanisms that promote employment equity in the tourism industry (including localization of labour).

The situational analysis revealed that employment equity in the Ngamiland's tourism industry has lagged, especially at senior employment levels where the use of expatriate labour is widespread. Remedying this situation may be partially achieved through more efficient implementation of existing government regulation. It appears current labour regulations regarding employment equity (including the requirement for labour localization plans) are not consistently implemented. Likewise, compliance with localization requirements included in concession agreements between tourism investors and the land board are not dependably monitored. This neglect appears to be a major cause of policy failure.

There is an urgent need to ensure more consistent enforcement of regulation (including appropriate follow up procedures). Weaknesses in the public sector's ability to implement existing regulations should be remedied and strategic interventions promoted that build the civil service's capacity in this regard.

Concept 3:

Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens.

Regional jurisdictions such as Mauritius, Namibia and South Africa have successfully promoted broad-based indigenous empowerment through a combination of regulation, licensing and conditional award of commercial rights to public assets.

The concept is to integrate conditions requiring broad-based citizen empowerment into the land allocation system regulating the award of leases in Ngamiland. While it is a critical function of government to create an enabling environment for citizen empowerment, it is nevertheless important that it does not adopt policies and practices that discourage investment. The concept therefore advocates an approach that encourages citizen empowerment but avoids being so complex and bureaucratic that it stifles the growth of the industry. The key instrument is a citizen empowerment scorecard that measures the performance of lessees against a broad-based suite of empowerment categories (see below).

Concept 4:

Develop a workable system that enables government and other stakeholders to measure and evaluate industry performance across all components of citizen empowerment

This concept is:

- to develop a “scorecard” that measures the performance of the industry across a broad range of citizen empowerment indicators (including ownership; strategic representation and control; management; employment equity; procurement; corporate social responsibility spend; etc.); and
- To put in place monitoring mechanisms that collects and makes available the information to government and the public at large.

The system will be integrated in the broader monitoring programme being developed under Component 6 of the ODMP.

Concept 5:

Develop a systematic programme (involving government, industry and communities) to communicate the benefits of tourism to key stakeholders.

A lack of public awareness about the benefits of tourism at the local, district and national scales contributes to negative attitudes and a climate of mistrust between key stakeholders. The concept is to develop a partnership between government and the organised industry to educate the public and to communicate the benefits of tourism to all sectors of society (including local host communities). The programme would build on and extend existing efforts. It would avoid one-off events by developing a programmatic approach that is sustained over an extended period.

5.4 Roles for implementation of tourism in Ngamiland.

Implementation of tourism requires the collaboration of numerous different role players and stakeholders. It is important that the three primary role players (i.e. Government, non-government organizations and the private sector of the tourism industry) understand clearly what there roles are in the process of tourism development.

These roles are as follows:

Role of Public Authorities in Promoting Sustainable Tourism Development	
<i>Public authorities should:</i>	
1.	Undertake area (TDA) and sector specific research into the environmental, cultural and economic effects of tourism.
2.	Support the development of tourism economic models to help define appropriate levels and types of economic activities for natural and built-up areas.
3.	Central government should assist and support lower levels of governments to develop their own tourism development strategies in conjunction with conservation strategies.
4.	Develop standards and regulations for environmental and cultural impact assessments, monitoring and auditing of existing and proposed tourism developments.
5.	Apply sectoral and/or regional environmental accounting systems for the tourism industry.
6.	Design and implement public consultation techniques and processes in order to involve all stakeholders in making tourism-related decisions.
7.	Develop and implement new economic indicators which define national well-being in the sustainable development sense. These indicators, such as those for "sustainable income," must incorporate environmental and resource services and resource depletion.
8.	Design and implement educational and awareness programs which will sensitize people to the issues of sustainable tourism development.
9.	Develop adequate tools and techniques to analyze the effect of tourism development projects on heritage sites and ancient monuments as an integral plan of cultural and environmental impact assessment.
10.	Develop design and construction standards which will ensure that tourism development projects are sympathetic with local culture and natural environments.

11. Ensure that carrying capacities of tourism destinations reflect sustainable levels of development and are monitored and adjusted appropriately.
12. Enforce regulations for illegal trade in historic objects and crafts; unofficial archaeological research; the prevention of erosion of aesthetic values and desecration of sacred sites.
13. Regulate and control tourism in environmental and culturally sensitive areas.
14. Include tourism in land use planning.
15. Create tourism advisory boards that involve all stakeholders (the public, indigenous populations, industry, NGOs, etc.).
16. Ensure that all government departments involved in tourism are briefed on the concept of sustainable development. The respective Ministers (e.g. Environment, Natural Resources, etc.) should collaborate to achieve sustainable tourism development.
17. Ensure that tourism interests are represented at major caucus planning meetings that affect the environment and economy.
18. Ensure that national and local tourism development agreements stress a policy of sustainable tourism development.

Role of Non-Government Organizations in Promoting Sustainable Tourism Development

Non-government organizations (NGOs) represent and protect the interests of the public. They also have access to local information, expertise and labour.

1. NGOs should be part of sustainable tourism advisory boards at all levels of government and/or industry and offer input into sustainable tourism planning and development. This would include assessment of regional as well as site-specific development plans and the appropriate mix and location of different land use designations.
2. NGOs should continue to seek local support for appropriate sustainable tourism development as well as opposition to inappropriate tourism development. They should also support the protection of an adequate sustainable tourism resource base.
3. NGOs should promote the use of local residents to assist in sustainable tourism research and data collection.
4. NGOs should offer to other agencies information on locally innovated sustainable tourism products and proposals, including the use of locally appropriate technologies.
5. NGOs should become more involved in public education concerning:
 - a. the economic importance of sustainable tourism development;
 - b. the need for a secure resource base (particularly natural landscapes);
 - c. sustainable tourism development projects;
 - d. Appropriate behaviour related to sustainable tourism on the part of government, industry and tourists.
6. NGOs should be encouraged to identify and communicate to the appropriate agencies those issues related to sustainable tourism as well as solutions to these problems. This includes monitoring:
 - a. impacts of sustainable tourism on the local culture and environment;
 - b. equity participation in local sustainable tourism developments;
 - c. impacts of other sectors of the economy on sustainable tourism;
7. Government and industry commitments to sustainable tourism.

Role of the Tourism Industry in Promoting Sustainable Tourism Development

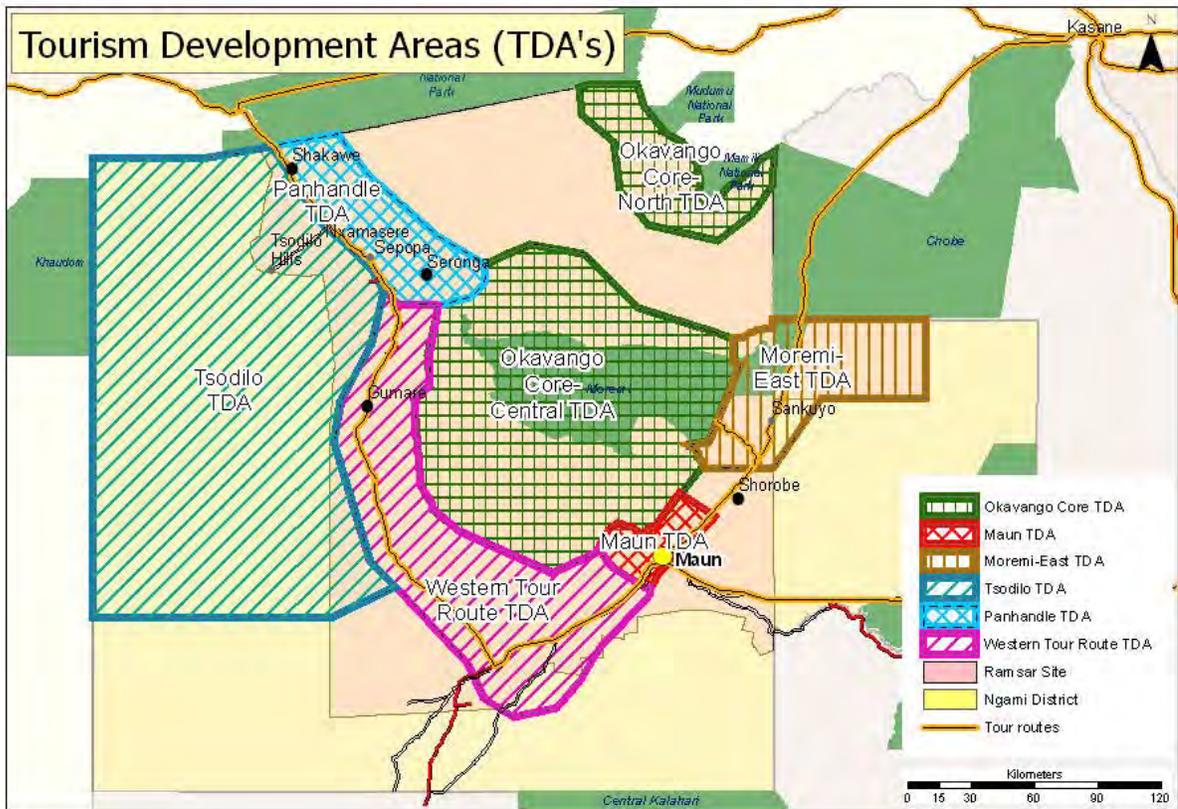
The private sector is responsible for delivering products and services to the tourist. In this regard it is imperative that the industry support sustainable development through the following actions:

1. Protecting the Biosphere, for example, by minimizing and eliminating pollution which causes environmental damage (e.g. use of herbicides on golf courses, artificial snow-making on ski hills) and by supporting parks and reserves at key sites.
2. Sustained Use of Resources, for example, by ensuring sustainable use of land, water, forests in tourism activities.
3. Reducing and Disposing of wastes, for example, by recycling, reusing, and reducing wherever possible and by having high standards for sewage treatment and waste disposal.
4. Adopting Energy Efficiency Practices, for example, by maximizing when possible the use of solar power, wind power, etc.
5. Minimizing Environmental Risks for example, by minimizing environmental and health risks (e.g. avoid hazardous locations such as near malarial swamps, favoured wildlife areas, unique features, ancient sites).
6. Undertaking Green Marketing, for example, by promoting "soft" tourism that minimizes adverse environmental and cultural impacts (e.g. nature tourism) as well as informing tourists of the impacts of their presence.
7. Mitigating Damage, for example, by replacing or restoring degraded environments and compensating for local adverse effects.
8. Providing Complete and Credible Information to Tourists, for example, by disclosing hazardous locations.
9. Incorporating Environmental Values in Management of Operations, for example, by ensuring environmental representation at the executive level on board or management groups.
10. Conducting Regular Environmental Audits, for example, by conducting independent assessments of environmental performance of the entire business operations (e.g. monitor water quality, carrying capacity, energy consumption, environmental aesthetics, sewage, etc.).

Adapted from: Edward Inskeep, 1979. Tourism Planning: An Integrated and Sustainable Development Approach.

6 Detailed Development Plans for each TDA

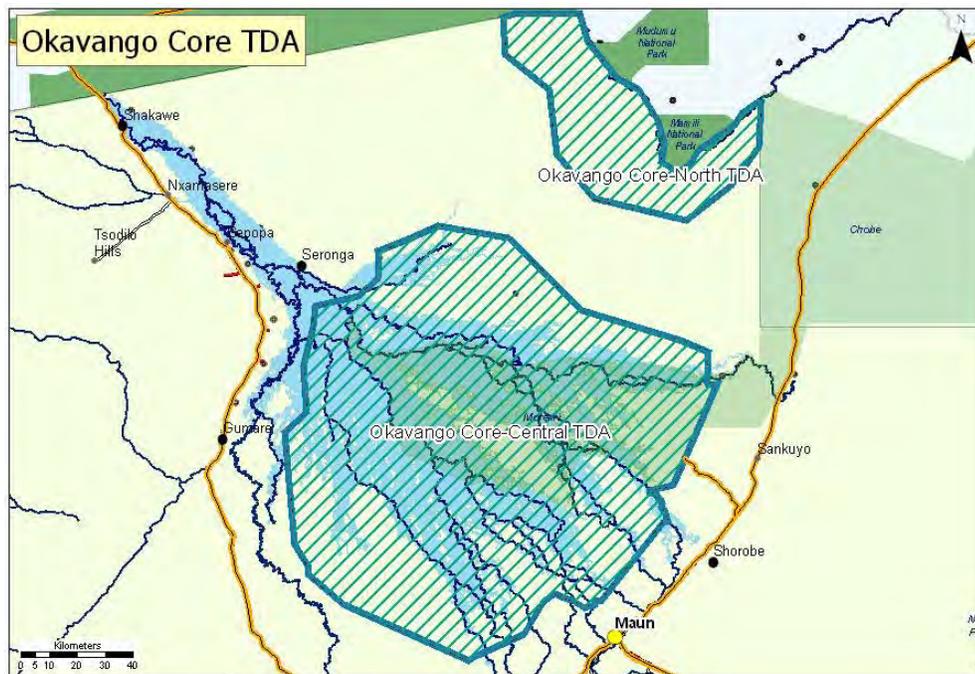
- Okavango Core Tourism Development Area
- Maun Tourism Development Node
- Moremi-East Tourism Development Area
- Tsodilo Tourism Development Area
- Panhandle Tourism Development Area
- Western Tour Routes Tourism Development Area



ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Okavango Core Tourism Development Area



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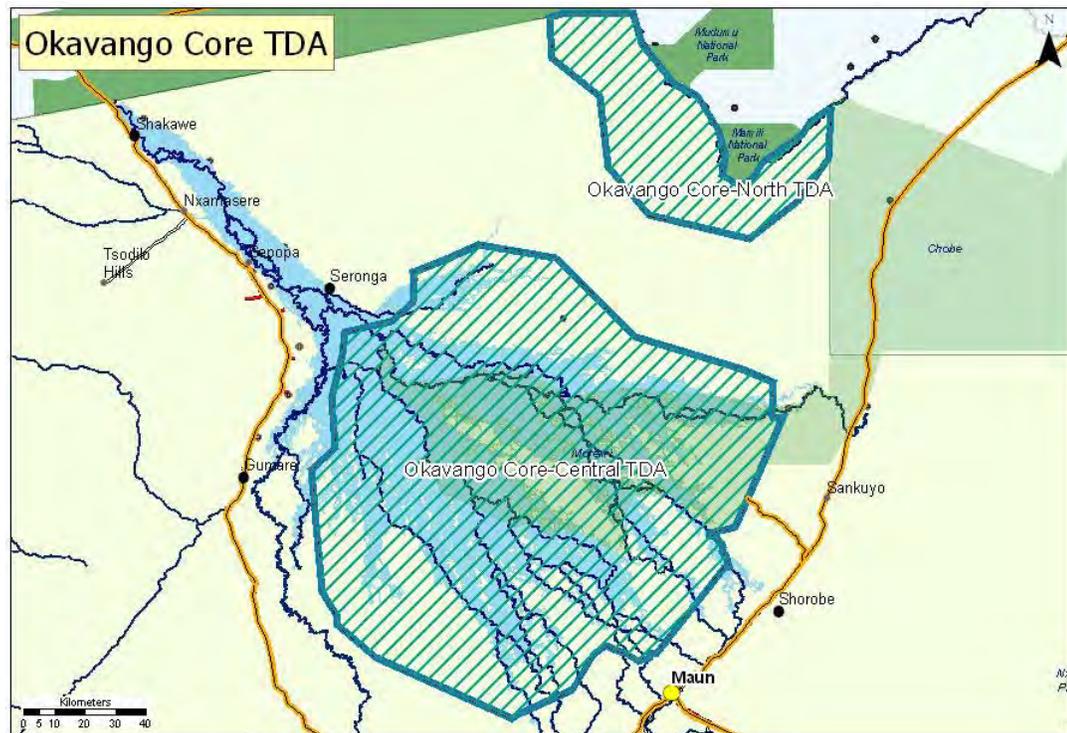
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FILE NAME	

CONTENTS	I
1 OKAVANGO CORE TDA	1
1.1 LOCATION OF OKAVANGO CORE TDA.....	1
1.2 TOURISM RESOURCES AND ATTRACTIONS IN TDA	1
1.3 EXISTING TOURISM PRODUCTS IN TDA	1
1.4 TOURISM IMAGE OF TDA	2
1.5 TOUR ROUTES	3
1.6 PREFERRED TARGETED TOURIST MARKET SEGMENTS.....	4
1.7 LAND OWNERSHIP AND CONCESSIONS	6
1.8 TOURISM DEVELOPMENT ZONES & NODES.....	7
1.9 RECOMMENDATIONS:	11

1 Okavango Core TDA

1.1 Location of Okavango Core TDA



The Okavango Core TDA has two geographical components, the Okavango Core – Central TDA and Okavango Core – North TDA. These two geographical areas have been merged into the Okavango Core TDA because they have similar kinds of tourism products (facilities, services and activities) aimed at similar tourist market segments with a similar range of natural and wildlife attractions but in a different geographical area and based on different river systems. However, for the purposes of the Tourism Development Plan they will be treated as two parts of the same Okavango Core TDA.

1.2 Tourism resources and attractions in TDA

Tourism resources and attractions are those entities that attract tourists to the TDA. The nature and quality of these resources and attractions influence significantly the demand by tourists to visit and experience them. The role of government is to develop, manage and maintain tourism resources and attractions in the TDA. These tasks are necessary actions to be taken by government to encourage a flow of tourists from the preferred targeted tourist market segment to the TDA.

1.2.1 Existing tourism resources & attractions

The following tourism resources and attractions currently exist in the Okavango Core TDA:

Tourism resources

- The wetland system based on the Okavango River and Linyanti River which is a Ramsar Site and unique in Africa.
- Wildlife, including the Big Five, offers extremely high quality game viewing experiences in a wild and natural environment.
- Natural history of the Delta is unique to southern Africa.

- The visual landscapes – flat, endless, wetland plains un-impacted by built environments.
- Wild nature of area - wide open, wild, undisturbed, minimally impacted on landscapes.
- Wildlife for hunting.
- Fish stock for fishing.

Tourist attractions

What attracts visitors to the Okavango Core TDA?

- Wildlife - particularly Big Five - experienced through game viewing motorised (vehicle & boat), mokoro and walking safaris.
- Specific species of wildlife – elephants, crocodiles for example.
- Wetlands experience.
- Birdlife with high quality bird viewing.
- African safari experience.
- Experience one of the last of the few remaining truly wild areas of southern Africa with abundant wildlife.
- Easily accessible by airplane from most first world countries.
- High quality tourist facilities – particularly upmarket lodges, tented camps and mobile safaris.
- Hunting.
- Fishing.

1.3 Existing tourism products in TDA

1.3.1 Tourist activities

What activities can tourists do and experience currently while visiting the Okavango Core TDA?

- Undertake a guided safari – walking, canoeing, mokoro, vehicle, boat, elephant-back, horseback, flying, and balloon.
- Camping.
- Hunting.
- Fishing,
- Bird watching.
- Relaxing in luxury hospitality facilities.

A full list of the most current tourist activities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism activities are kept current.

1.3.2 Tourism facilities

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism facilities are kept current.

1.3.3 Tourism services

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism services are kept current.

1.4 Tourism image of TDA

1.4.1 What is a tourism image?

A **tourism image** is a particular image or “brand” that is depicted to the tourists of the Tourism Development Area. This image may be created through focused marketing efforts and by the provision of key, strategic tourist attractions and products. Each TDA in the Ngamiland planning domain needs to have its own distinct tourism image which differs significantly from the tourism images of other TDA’s. In this manner, tourists who visit Ngamiland will be encouraged to view the district as a number of distinctly different areas each offering a range of different attractions and experiences worth visiting. Such tourists may be encouraged to stay longer in Ngamiland to sample the varied experiences promoted by the different tourism images of other TDA’s.

Furthermore, the TDA’s tourism image assists greatly in focusing marketing and promotion efforts towards the needs and demands of the preferred targeted market segment. This focus is important in accurately informing the tourist of the experience that they are likely to have in the TDA. Clearly identifying and promoting a tourism image for a TDA helps prevent the mismatch that so frequently occurs between ‘tourist’s expectations’ and “tourist’s experience”. This mismatch frequently causes visitor dissatisfaction with their holiday experience which results in negative publicity those impacts negatively on tourist arrivals in the planning domain.

1.4.2 Tourism image for Okavango Core TDA

The tourism image for this TDA is:

A world-class luxury safari experience of wetland wildlife in the unique, wild Okavango Delta environment.

The tourism image or branding recommended for this TDA should factor in the following elements:

- Unique Delta wetland environment protected under the Ramsar Convention.
- Wetland experience which is unique.
- Abundant wildlife and the “Big Five”.
- Unrivalled, world class, wetland game viewing experiences.
- Luxury safaris and lodges offering to pamper visitors with five star service and meals.

Tourism image / branding concern

The tourism image or brand of the Okavango Core TDA is a world renowned and successful brand that has served the Okavango Delta well and since the 1970's. The success of this brand has resulted in its misuse over time which has caused some confusion in tourist markets.

This confusion stems from the fact that the brand or tourism image for the Okavango Delta really only applies to the Okavango Core TDA and not to other TDA's in Ngamiland. Due the success of the Okavango brand it has been widely used to market products and destinations in other parts of Ngamiland. In most cases, these other destinations and products usually do not have the tourism resources, attractions and experiences to truly fulfil the tourism experiences suggested by this brand. As a consequence, visitors are misled by inaccurate and misleading marketing to expect an Okavango Delta experience in other areas of Ngamiland that can not offer such experiences. As a result, visitors' expectations are not met due to misleading marketing and are consequently disappointed by their holiday experience. These negative experiences impact negatively on the reputation of the Okavango Delta as an international tourist destination.

In order to overcome this phenomenon, it is recommended that the tourism image of the Okavango Core TDA is clearly defined and its use is restricted to only the Okavango Core TDA. Restricting the use of the Okavango Delta image to the Okavango Core TDA area only will go some way towards alleviating this problem. The Department of Tourism should develop guidelines on the use of the Okavango Delta brand and monitor the situation.

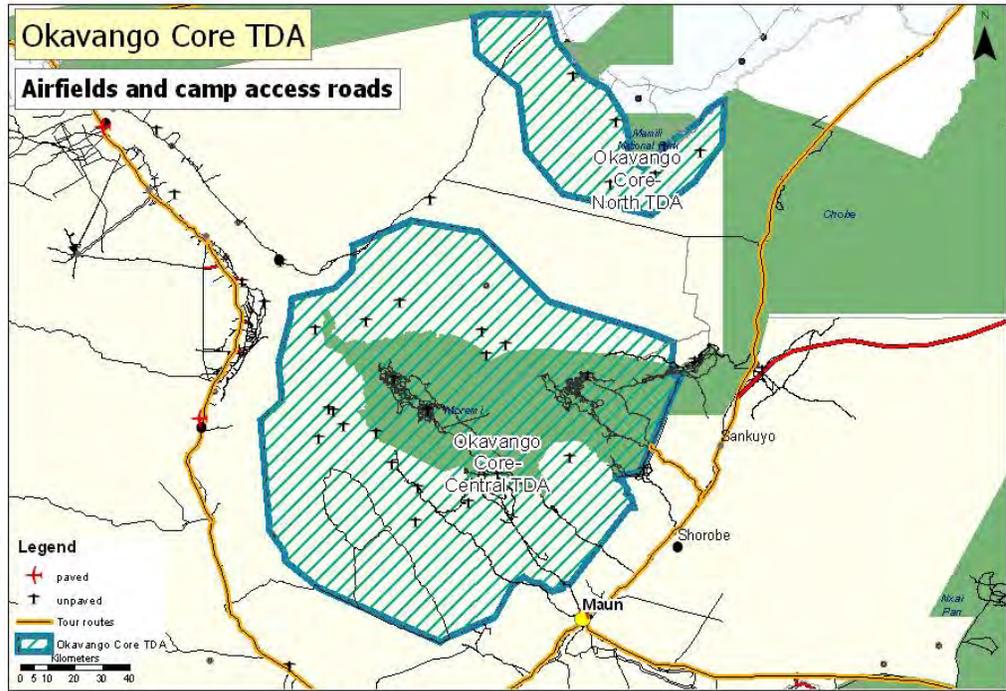
1.5 Tour routes

1.5.1 Existing tour and flight routes in TDA

There are no formalised tour routes into the Okavango Core TDA but a network of unpaved feeder roads and tracks that provide links to the numerous camps in the TDA. These roads and tracks serve two purposes, namely (i) as supply routes for the camps and lodges in the TDA; and (ii) as safari routes for some visitors that arrive by vehicle or on a mobile safari in the TDA.

However, the majority of tourists are transported by light aircraft throughout the two sections of the Okavango Core TDA. Numerous light aircraft from many small airlines provide a daily shuttle service between Maun and the lodges and between lodges in the TDA. The large number of light aircraft flying over the TDA daily can have a significant impact on the visitor experience in the TDA.

Most lodges / camps either have their own landing strip for light aircraft or share an airstrip with one or more other lodges in the vicinity. The visual impact of airstrips on the landscape is the largest perceived man-made impact that visitors have of tourism in the TDA other than a spider web network of game viewing tracks made by safari vehicles and supply vehicles.



1.6 Preferred targeted tourist market segments

The strategy that has been accepted for tourism development in Ngamiland is to focus tourism development at clearly identified tourist market segments. These targeted market segments are preferred as they are likely to contribute favourably to the achievement of the tourism vision and development goals of the District and this specific TDA (as defined in the Strategic Framework). Therefore, it is important to clearly identify which tourist market segment or segments are preferred for this TDA.

The following tourist market segments have been identified through a process of stakeholder consultation:



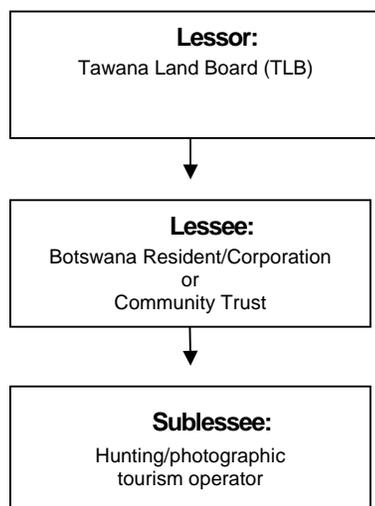
The following market segments have been identified as segments of preference.

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists	X			The strategy for the Okavango Delta has always been, and should remain, targeting the high tariff – low volume overseas tourist market segments. This strategy is still preferred for the Okavango Core TDA while other TDAs provide for the needs of other market segments from overseas and SADC countries.
Fly-in safaris	X			This market segment remains the preferred market segment due to the high tariffs of the flying safari experience. This market segment has a limited number of vacation days and has the desire to get into and out of the safari experience as quickly as possible. The luxury fly-in safari experience provides the needed rapid transportation, high quality safari and game viewing experiences, luxury lodge facilities and services within a 7-10 period. The majority of overseas visitors to the Okavango Core TDA are from North America.
Mobile safaris	X			This market segment is preferred as the high tariffs charged generates financial returns that the government and operators are seeking but has minimal permanent damage to the environment. A limited number of mobile operators operate within the concessions that they hold for specific controlled hunting areas (CHA's). This market segment should be encouraged to experience at the Okavango Core TDA in limited numbers at high tariffs.

It is recommended that the development of the tourism plant in the Okavango Core TDA continue to be focussed on the needs and demands of these market segments. The development of the existing tourism plant in the Okavango Core TDA based on these market segments has resulted in a healthy tourism plant that is delivering the economic benefits to the nation in terms of foreign exchange earnings and tax revenue as defined in the Strategic Framework. The delivering of other benefits in terms of ownership and citizen empowerment are addressed in a later section in this document.

1.7 Land ownership and concessions

Most of the current high value leases in the Okavango Core TDA were awarded in the 1990s within the framework of the 1991 Land Use Plan, the Tourism Policy (1990) and the Tourism Act (1992). These leases are mostly valid for 15-years and are due to expire over the next three to five years. They generally display the following basic structure:



The Tawana Land Board (TLB) is the official lessor of all concessions in the Okavango Core TDA although certain leases in the Moremi Game Reserve are leased by the TLB on behalf of the Department of Wildlife and National Parks.

Lessees must be either Botswana citizens or legal entities registered in Botswana. They are entitled to sublet their rights if they are not themselves lodge operators. The typical practice is for a Motswana, a Botswana-registered company (not necessarily a lodge operator) or a community trust to acquire a “head lease” to a concession area and to sublet the concession to one or more hunting/photographic tourism operator(s) subject to the conditions of the head lease.

A citizen may hold only one head lease either directly or through a legal entity. This principle is however widely circumvented through the use of subleases. For example, a Botswana-based company may enter into only one direct 15-year lease but may operate several other lodges via subleases from third parties.

The Tawana Land Board leases to community structures on the following terms:

- Currently, leases granted by the TLB to communities are for 15-year terms with a right of first refusal at the end of the lease term.
- The lease rentals are nominal, commencing at P1,000 per annum, escalating at 10% and reviewed every five years.

The TLB leases to commercial concerns on the following terms:

- Most of the clauses in the standard commercial lease are identical to the community contract but lease length and renewal option periods are shorter.
- The initial lease term is five years with an option to renew for two further five-year terms subject to rental reviews at each five-year anniversary.
- The base rental usually escalates at 10 or 12% per annum with one or two exceptions.
- Providing lessees meet all obligations, their tenure is secure for 15 years.

- Initial base rentals ranged from P 35,000 to P 187,500 per annum.

Importantly, in the case of community CHAs, a nominal rental is charged by the TLB. These rentals commence at P1000 per annum, escalating at 10%. Any monies payable to the community trust by way of sublease then accrue to the community; the TLB or DWNP do not participate in or benefit from such 'rentals'. This gives communities the opportunity to sublease at market rates earning them substantial revenue (excluding wages) from various sources.

A common practice in Ngamiland – where principal lessees are not established lodge operators or choose not to use all their tourist bed allocations – is to sublet all or part of their concession areas to one or more lodge operators. Lodge operators and lessees were reluctant to disclose these figures but sublease fees are known to be generally much higher than the rentals paid by the principal or head lessee to the TLB. Sublessees thus typically pay a substantial premium for the rights to operate in such areas.

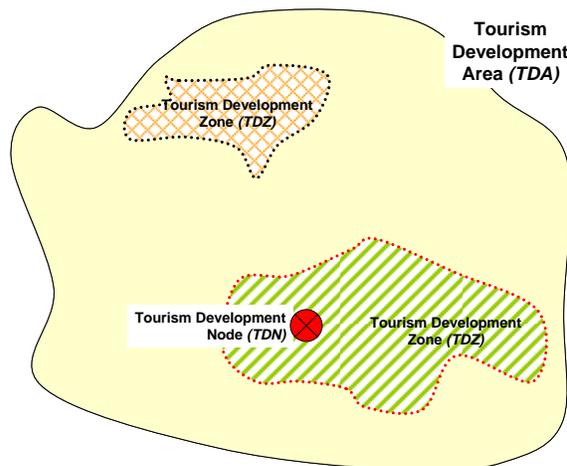
1.8 Tourism development zones & nodes

1.8.1 Introduction

The task of a regional or district tourism development plan is to establish an environment in which tourism may develop and flourish. It is the responsibility of Government to strive to establish such an environment in which the private sector and host communities may develop the necessary tourism products needed for the effective operation of a sub-regional tourism plant. A means of achieving this environment for tourism is to divide the Okavango Core TDA into smaller spatial areas into which detailed, market focused tourism planning may take place.

Consequently, land within each Tourism Development Area is divided into are:

- **Tourism Development Zones (TDZ)** which are zones in which particular type of tourism or land use activity may take place.
- **Tourism Development Nodes (TDN)** which are specific places or locations where high intensity tourism development takes place.



Tourism development zones are identified by integrating the following tourism related factors:

- **Target markets segments:** The market's needs, demands, preferences, profiles, recreation characteristics, affordability.
- **Tourism resources and attractions:** The range, extent and quality of the tourism resources that is available in the TDA for consumption by targeted market segment.
- **Limits of acceptable change (LAC):** The zonation that emanates from the Limits of Acceptable Change process is used as a foundation layer for the spatial planning with the TDA.

- **Tourism support infrastructure:** The nature, extent and condition of existing tourism support infrastructure that is required to support the tourism plan of the TDA.
- **Strategic Framework:** This framework provides guidelines as to the benefits that should emanate from tourism development in this TDA.
- **Host communities:** The wishes and concerns of the host community.
- **Private sector:** The guidance of the private sector tourism industry.

A consultative process with all stakeholders in the TDA was undertaken to assess the above factors and to establish the environment for tourism in the Okavango Core TDA. This process resulted in data with which to plan tourism development within the Okavango Core TDA. Of particular interest to the planning process was the mapping of land areas with different categories of tourism potential (see Tourism Monitoring section X [To be included in final report]). This mapping clearly indicated that land with tourism potential in the Okavango Core TDA was not being optimally utilized from a tourism perspective due to the influence of the Controlled Hunting Area concession framework that influences the structure and distribution of tourism throughout the TDA.

1.8.2 Planning for tourism development in the Okavango Core TDA

Land for tourism use in the Okavango Core TDA is divided into land inside Moremi Game Reserve and land outside of it. Different dynamics and factors apply to each category of land which affects the potential for tourism development in the Okavango Core TDA.

All land in the Okavango Core TDA outside of Moremi Game Reserve has been partitioned into Controlled Hunting Areas (CHA's). The boundaries of CHA's were defined in the early 1990's based primarily on hunting criteria with secondary consideration to photographic tourism. Concessions were awarded to concessionaires for each CHA for use in a prescribed manner for a certain period of time as defined in the concession agreement or lease for the CHA. As a consequence, all land outside of Moremi Game Reserve in the Okavango Core TDA is locked into a tourism development process constrained by and confined to the boundaries and concessions of the CHA's. These boundaries and concessions were primarily defined by hunting considerations. The result is the **non-optimal use of the tourism resources and location of tourism products in the Okavango Core TDA due to the constraints of the CHA boundaries and concession framework defining land use and tourism within the CHA's.**

The boundaries of CHA's have also influenced the positioning and routing of transport infrastructure (road / tracks and airstrips) required to support photographic tourism and hunting. This infrastructure has the largest tourism related environmental and visual impact on the environment in the Okavango Core TDA. A rationalization of this infrastructure is required to minimise the ongoing and future impact on the environment. However, this rationalisation is best planned once the tourism potential of the TDA is established, an improved concession framework is identified and the identification of locations for all future planned and potential tourism products have been identified.

Current lease agreements also do not contain explicit provisions regarding citizen participation although operators are required to submit a "localization and training plan" to the Commissioner of Labour. It appears however there is no consistent monitoring or enforcement of these plans by Government. Using land leasing (or concessioning) procedures and instruments to promote domestic participation in a land-based industry such as tourism is a widely used method in other jurisdictions. Many of the current leases in the Okavango Delta are due to expire shortly; the imminent renewal of these leases represents an important opportunity to advance citizen participation via an affirmative land-allocation process drawing on the experience of other jurisdictions in southern Africa and further abroad.

In order for effective spatial planning to be undertaken that will optimise photographic and hunting tourism in the Okavango Core TDA, as well as addressing social and citizen empowerment issues, the framework defining CHA's and their associated concessions needs to be addressed.

Recommended planning process to achieve optimal tourism development potential in Okavango Core TDA

Implementing change in a well established, functioning tourism plant that is entrenched in an existing framework is a sensitive process that may have considerable implications for stakeholders and the tourism plant of the Okavango Core TDA. Care needs to be taken to ensure that this process does not impact excessively on operator, investor and tourism confidence in the existing tourism plant of the Okavango Core TDA which could affect its current operation.

In order to adopt an integrated and holistic approach to planning, the following factors need to be considered:

- **Spatial Planning:**
 - Identification of all land with different land use potential:
 - Photographic tourism
 - Hunting
 - Farming
 - Proclaimed protected areas
 - Identification of sub-land use areas of land identified for photographic tourism for the following possible, but not exclusive, use categories:
 - Game viewing / safaris (walking, vehicle, horse back, elephant back)
 - Bird watching
 - Boating
 - Mokoro trips
 - Walking / trails
 - Nature-based activities:
 - Wild use areas
 - Activity areas
 - Accommodation facilities:
 - Semi-permanent Large, medium & small lodge sites
 - Non-permanent fixed structure facilities.
 - Identification of necessary infrastructure to support proposed spatial tourism plan:
 - Roads / tracks:
 - Tourist routes
 - Access roads
 - Service roads
 - Safari tracks:

- Exclusive use
 - Communal
- Air transportation:
 - Air routes within Okavango Core TDA.
 - Airstrips & helipads.
 - Dispersal hubs and services.
 - Scheduled and charter trips.
- Water body usage:
 - Boat routes
 - Use and restricted areas.
 - Exclusive use areas.
- Tourism product development guidelines
 - Nature of products:
 - Size, scale, dispersion of facilities.
 - Product footprints
 - Materials
 - Visual / landscape
 - Support infrastructure:
 - Roads / tracks
 - Water
 - Sewage
 - Power
 - Telecommunication / radios
 - Solid waste management
 - Staff / service areas / management areas.
 - Tourist activities
 - Safety & security
- **Limits of acceptable change**

Implementation of tourism planning process for Okavango Core TDA

Planning for appropriate, market focused tourism development within the Okavango Core TDA that provides the benefits that Government wants to achieve (as described in the Strategic Framework) is a complicated, involved and controversial process. This process requires an overhaul of the existing Controlled Hunting Area concession framework which is the heart of the

current tenure and investment security mechanism of tourism in the Okavango Core TDA. This process will require a restructuring of the concession framework, concession awarding process, type and concession boundaries, and the nature and scale of permissible tourism products within the concession.

This process will require considerable, in-depth consultation with all stakeholders in order to achieve a model acceptable to the majority of stakeholders. This process, if not undertaken appropriately, may have significant implications on the existing tourism plant and tourists of the Okavango Core TDA. This process is not to be rushed or undertaken in a haphazard manner but with due consideration and transparent procedures. It is however, imperative that an appropriate concession and citizen empowerment framework is identified before spatial planning of the tourism plant of the Okavango Core TDA takes place as it has significant implications as how to optimise the distribution of tourism products and the alignment of support infrastructure.

1.9 Recommendations:

The following interim recommendations are offered:

- As a consequence of the factors sketched above, the client, stakeholders and consultants agreed that the process described above be undertaken as an independent exercise following after the adoption of this Ngamiland Tourism Development Plan. This decision was taken in order to allow approval of the many other tourism development aspects contained in this Development Plan to proceed in the meantime.

The tourism development plan for the Okavango Core TDA based on a new concession framework and boundaries should be included in the Ngamiland Tourism Development Plan at a later stage.

- Most existing leases for CHA's in the Okavango Core TDA expire within the next two to three years. It is recommended that Government extend the existing agreements with current lease holders for an appropriate length of time in order that a new leasing framework and tourism development plan for the Okavango Core TDA is established, accepted and approved prior to the issuing of new leases. Government should then prioritise the preparation of the new framework as a matter of high priority incorporating the principles sketched below.
- The new leasing framework should:
 - Optimise the use of the tourism resources and location of tourism products in the Okavango Core TDA along the lines suggested above;
 - Incorporate an affirmative procedure designed to significantly increase citizen participation in the Okavango Core TDA.

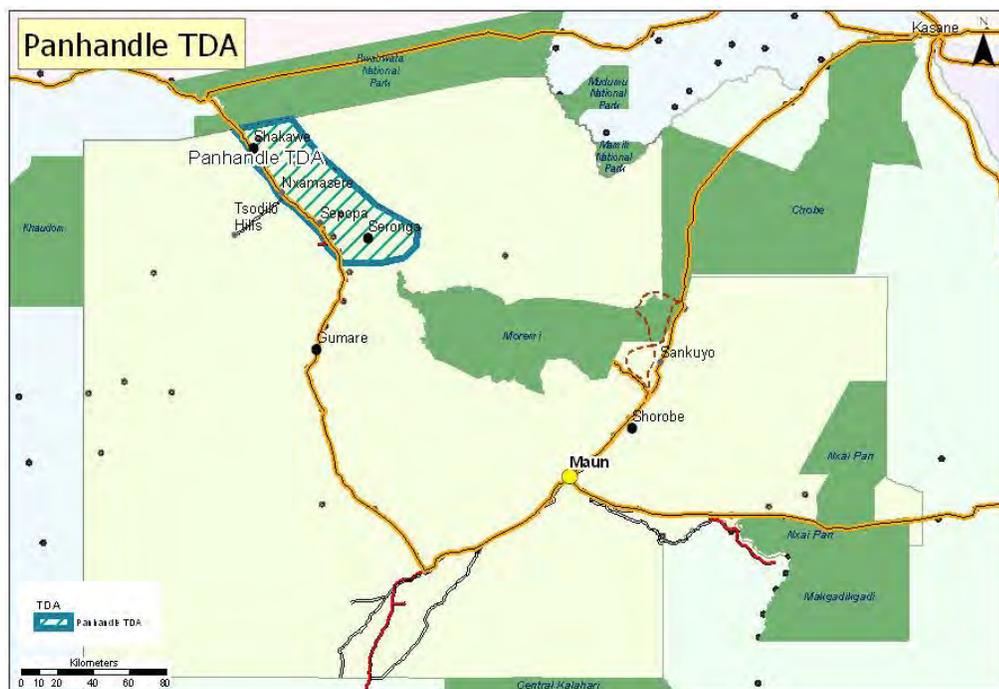
Stringent requirements for broad-based citizen participation using a scorecard approach to weight and measure elements such ownership, strategic representation, employment equity; local procurement, social responsibility spend; etc. should be structured into the lease-allocation and monitoring process. Citizen participation should be awarded a significant weight in the evaluation criteria used to assess proposals from bidders. Minimum thresholds should be set for each element of the scorecard and for the minimum overall citizen participation score required from bidders. Bidders should be required to present their citizen participation proposals as an integral part of their bids. Once bids have been awarded, their citizen participation proposals should be incorporated into the lease agreements between the Tawana Land Board and the new lessees. This will mean that the citizen participation proposals are converted into contractual obligations against which the ongoing performance of lessees may be assessed. A monitoring system designed to track the citizen empowerment performance of individual lessees against their contractual obligations should be developed and implemented as a high priority (see Monitoring Section).

- Limit the opportunities for “rent collecting” (described in the situational analysis above), where citizens obtain “head leases” which they then sublease to third parties (often expatriates or foreign-owned companies) for a fee. The new leasing framework should explicitly limit (or disallow this practice. The broad-based citizen participation requirements – including the ownership requirements – should apply at the “head lease,” asset ownership *and* operational levels and should be circumvented through the use of subleasing or outsourcing arrangements.

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Panhandle Tourism Development Area



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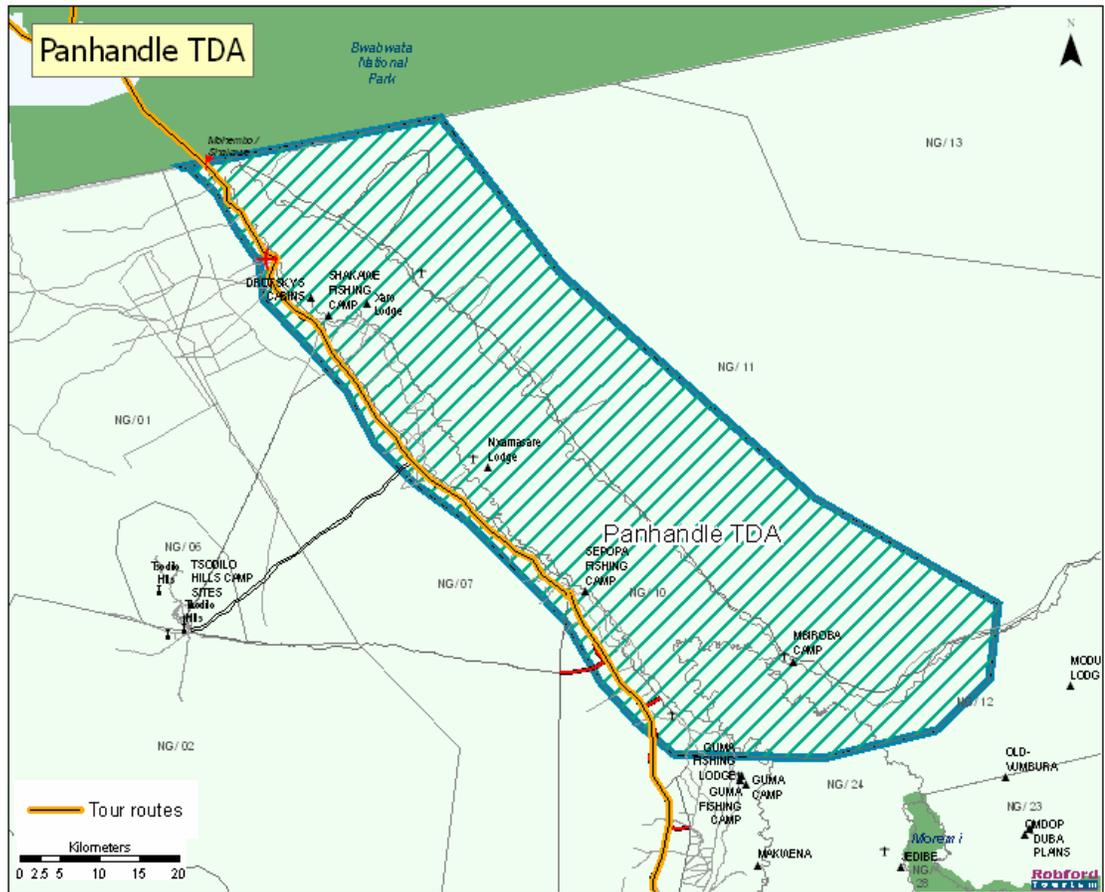
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CONTENTS	I
1 PANHANDLE TDA	1
1.1 LOCATION OF PANHANDLE TDA	1
1.2 TOURISM RESOURCE AND ATTRACTIONS IN TDA	1
1.3 EXISTING TOURISM PRODUCTS IN TDA.....	2
1.4 TOURISM IMAGE OF TDA	2
1.5 TOUR ROUTES	4
1.6 PREFERRED TARGETED TOURIST MARKET SEGMENTS.....	5
1.7 TOURISM DEVELOPMENT ZONES & NODES.....	7
1.8 NXAMASERE NATURE RESERVE	11
1.9 SERONGA TOURISM HUB & GATEWAY	14
1.10 PROPOSED SUPPORTING INFRASTRUCTURE	17
1.11 CITIZEN PARTICIPATION.....	21

1 Panhandle TDA

1.1 Location of Panhandle TDA



1.2 Tourism resource and attractions in TDA

Tourism resources and attractions are those entities that attract tourists to the TDA. The nature and quality of these resources and attractions influence significantly the demand by tourists to visit and experience them. The role of government is to develop, manage and maintain tourism resources and attractions in the TDA. These tasks are necessary actions to be taken by government to encourage a flow of tourists from the preferred targeted tourist market segment to the TDA.

1.2.1 Existing tourism resources & attractions

The following tourism resources and attractions currently exist in the TDA:

Tourism resources

- Okavango River and fish stocks in the river.
- Wildlife associated with river and wetland.
 - Birdlife.
 - Crocodiles and crocodile breeding.
 - Elephants migrating though TDA.

Tourist attractions

What attracts visitors to the Panhandle TDA?

- Okavango River
- Wetland with bird and wildlife
- Fishing
- Tranquillity.

1.3 Existing tourism products in TDA

1.3.1 Tourist activities

What activities can tourists do and experience currently while visiting the Panhandle TDA?

- Fishing.
- Bird watching.
- Boating:
 - Motor boat cruises
 - House boating.
 - Mokoros
- Hiking & walking.

A full list of the most current tourist activities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism activities are kept current.

1.3.2 Tourism facilities

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism facilities are kept current.

1.3.3 Tourism services

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism services are kept current.

1.4 Tourism image of TDA

1.4.1 What is a tourism image?

A **tourism image** is a particular image or “brand” that is depicted to the tourists of the Tourism Development Area. This image may be created through focused marketing efforts and by the provision of key, strategic tourist attractions and products. Each TDA in the Ngamiland planning

domain needs to have its own distinct tourism image which differs significantly from the tourism images of other TDA's. In this manner, tourists who visit Ngamiland will be encouraged to view the district as a number of distinctly different areas each offering a range of different attractions and experiences worth visiting. Such tourists may be encouraged to stay longer in Ngamiland to sample the varied experiences promoted by the different tourism images of other TDA's.

Furthermore, the TDA's tourism image assists greatly in focusing marketing and promotion efforts towards the needs and demands of the preferred targeted market segment. This focus is important in accurately informing the tourist of the experience that they are likely to have in the TDA. Clearly identifying and promoting a tourism image for a TDA helps prevent the mismatch that so frequently occurs between 'tourist's expectations' and "tourist's experience". This mismatch frequently causes visitor dissatisfaction with their holiday experience which results in negative publicity that impact negatively on tourist arrivals in the planning domain.

1.4.2 Tourism image for TDA

The tourism image for this TDA is:

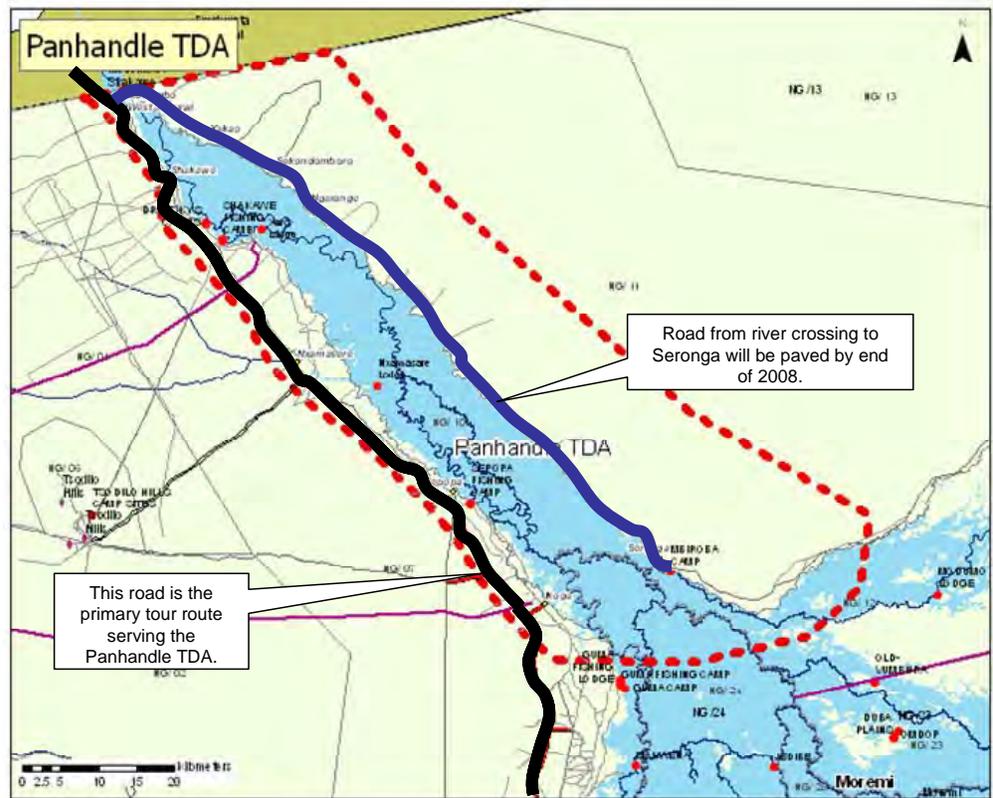
An Okavango River-based, activity orientated experience in a semi-wild but rural experience with easy vehicular access for self-drive tourists.

The tourism image or branding recommended for this TDA should factor in the following elements:

- That it is primarily a river experience and not a delta experience as experienced in the Okavango Core TDA.
- That is a rural experience as opposed to a wild / wilderness experience.
- That there is limited wildlife compared to Okavango Core TDA.
- That it is in close proximity to a tour route that is predicted to become more popular in the future.
- That it will shortly be serviced on both sides of the Panhandle by paved roads.
- That it is integrated into a fairly densely populated rural area with it associated livestock farming and cultivation.
- That numerous tourist accommodation facilities exist that target the mid-market tour operators, self-drive tourists, fishing enthusiasts and business travellers.

1.5 Tour routes

1.5.1 Existing tour routes in TDA



The following routes are currently being used as tour routes by different segments of the existing user market:

- **Mohembo Border Post to Gumare (A35) Tour Route:**

This route is the primary tour route in the western sector of Ngamiland. This route carries tourist traffic from Namibia to Maun along the western side of the Panhandle. The road is paved but narrow. The condition of the road is mature and will soon require significant maintenance or upgrading.

The condition of this road makes it currently unsuitable for large tour coaches but is suitable for microbus tour vehicles, overlanders and self-drive tourists in sedan cars.

The A35 tour route is a boring tour route for tourists as it does not take visitors past any of the tourist attractions in the TDA. The route does not even afford visitors a glimpse of the Okavango River or wetland, the primary attraction in the area.

The amount of tourist traffic currently passing along this tour route is currently low.

- **Mohembo Ferry to Seronga:**

The road between the Mohembo Ferry and Seronga is scheduled to be upgraded to a paved road by the end of 2008. A bridge over the Okavango River at Mohembo will replace the diesel ferry that has been operating there in the past.

The upgrading of this road will make Seronga more readily available to self-drive tourists in sedan cars. However, for the sedan self-drive market segment, tourists would need to double back on the route from Seronga to continue their journey along the A35. Doubling-back on a tour route is never favourable for tourists and should be avoided when planning tour routes.

This tour route affords visitors good views over the river and wetlands at occasions but primarily passes through rural land that has been cultivated. There is small potential to develop this road as a tour route.

1.6 Preferred targeted tourist market segments

The strategy that has been accepted for tourism development in Ngamiland is to focus tourism development at clearly identified tourist market segments. These targeted market segments are preferred as they are likely to contribute favourably to the achievement of the tourism vision and development goals of the District and this specific TDA (as defined in the Strategic Framework). Therefore, it is important to clearly identify which tourist market segment or segments are preferred for this TDA.

The following tourist market segments have been identified through a process of stakeholder consultation:



The following market segments have been identified as segments of preference.

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				
Tour groups	X			Tour group market is preferred due to the TDA's proximity to paved roads and established tour routes, particularly Caprivi tour route. This market segment can contribute significantly to tourism economy of TDA and nation thus providing much needed tourism related benefits without impacting on the Okavango Core TDA.
Coach tours groups	X			This market segment preferred as it will contribute significantly to economy of TDA through the high number of tourists it delivers into the TDA. This market is dependent on the circular tour route around the Okavango Delta being in place. This segment is preferred as it provides the critical mass to establish an effective tour route. The tourism products that are planned along this route are largely dependent on securing this market segment along this route.
Microbus tour groups	X			This market segment preferred as it stimulates the growth of smaller tourist accommodation in the TDA and products off of

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
				the main tour routes. This market segment will assist in spreading the benefits of tourism in the TDA.
Adventure tour groups	X			This market segment preferred as the TDA offers the scope for a range of activities that are suitable to this market segment, particularly as the overlander market that passes along the Caprivi tour route.
Fly-in safaris			X	
Mobile safaris				
Luxury safaris			X	
Adventure safaris	X			This market segment preferred as the TDA offers the scope for a range of activities that are suitable to this market segment, particularly the lower to middle sections of the market.
FIT/Self-drive	X			This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
Sedan vehicles	X			This market segment preferred as the TDA has two paved tour routes running the length of the TDA.
All-terrain vehicles	X			This market segment preferred as it may provide opportunities to establish low intensity tourism products on the eastern side of the Panhandle which are away from the paved road.
SADC / Domestic Tourists				
Touring				This market segment preferred as it is highly mobile, resilient to international external influences that affect overseas tourist arrivals and is considered a growth market as all-terrain vehicle ownership in RSA increases significantly. This market segment will seek out the less expensive tourist destinations in Ngamiland that are accessible in their own vehicle thus reducing the costs of vehicle hire.
Leisure-based				
<i>Sedan vehicles</i>	X			This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
<i>All-terrain vehicles</i>		X		This market segment has a medium preference as it tends to contribute little to the economy of the TDA as these visitors strive to be self-sufficient and avoid contact with local people.
Activity-based	X			This market segment preferred as the TDA offers opportunities to undertake river and wetland related tourism & recreation activities that may not be undertaken in other parts of the Delta, which are suitable for this market segment.
<i>Fishing</i>	X			This market segment preferred as there is already high demand from this segment which is based on high quality fishing experiences in the Okavango River. This market segment is a growth segment which has loyal domestic tourist support.
<i>River-based</i>	X			This market segment preferred as the section of the Okavango River that passes through this TDA is the only river on which high levels of river-based facilities, such as house-boats, may be located comfortably. Houseboats offer unique opportunities for tourism accommodation if limited in scale and number and focused on overseas tourists and not local recreationists. Local recreational house boats should be discouraged as they impact on the river experience while contributing little in terms of desired benefits identified in the Strategic Framework.
<i>Sports-based</i>	X			This market segment preferred as the TDA offers the resources necessary for the required experiences demanded by this segment. Organized sports events are highly preferred as they contribute significantly to the TDA's economy and profile highly the TDA as a tourist destination.
Safaris				
Self-drive		X		This market segment has a medium preference as it tends to

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
				contribute little to the economy of the TDA as these visitors strive to be self-sufficient and avoid contact with local people.
Package safaris			X	

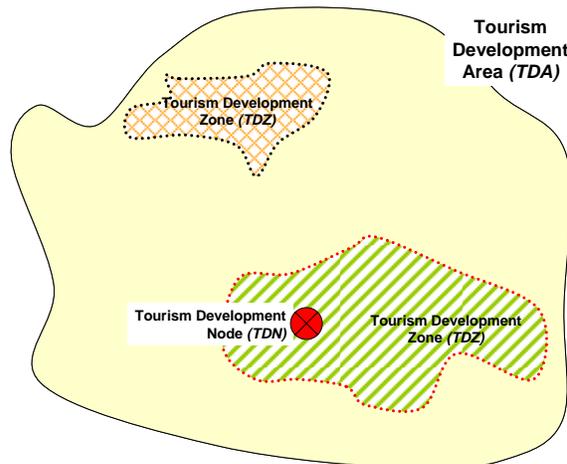
1.7 Tourism development zones & nodes

1.7.1 Introduction

The task of a regional or district tourism development plan is to establish an environment in which tourism may develop and flourish. It is the responsibility of Government to strive to establish such an environment in which the private sector and host communities may develop the necessary tourism products needed for the effective operation of a sub-regional tourism plant. A means of achieving this environment for tourism is to divide the planning domain or Ngamiland into smaller spatial areas into which detailed, market focused tourism planning may take place.

Consequently, land with tourism potential in Ngamiland has been demarcated into seven **Tourism Development Areas (TDA)**. Within each Tourism Development Area are:

- **Tourism Development Zones (TDZ)** which are zones in which a particular type of tourism or land use activity may take place.
- **Tourism Development Nodes (TDN)** which are specific places or locations where high intensity tourism development takes place.



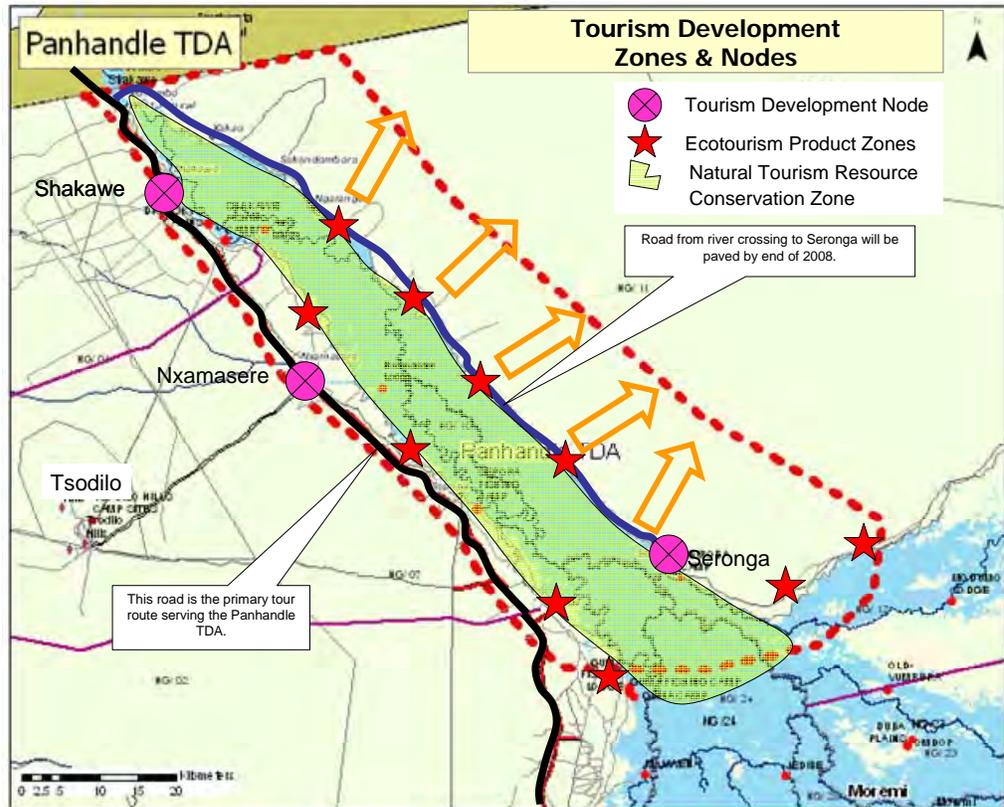
Tourism development zones are identified by integrating the following tourism related factors:

- **Target markets segments:** The market's needs, demands, preferences, profiles, recreation characteristics, affordability.
- **Tourism resources and attractions:** The range, extent and quality of the tourism resources that is available in the TDA for consumption by targeted market segment.
- **Limits of acceptable change (LAC):** The zonation that emanates from the Limits of Acceptable Change process are used as a foundation layer for the spatial planning with the TDA.
- **Tourism support infrastructure:** The nature, extent and condition of existing tourism support infrastructure that is required to support the tourism plant of the TDA.

- **Strategic Framework:** This framework provides guidelines as to the benefits that should emanate from tourism development in this TDA.
- **Host communities:** The wishes and concerns of the host community.
- **Private sector:** The guidance of the private sector tourism industry.

1.7.2 Spatial demarcation for tourism development

The following recommendation for spatial tourism development planning within this TDA is recommended after due consideration of the above factors:



Tourism Development Nodes

The tourism in the Panhandle TDA should be focused on three Tourism Development Nodes (TDNs) situated at Shakawe, Seronga and Nxamasere. These three nodes are the recommended locations on which to focus tourism services. It is from these TDNs that all the high level tourism services that are required to drive tourism in the TDA would be provided. The concept is to centralise tourism services and support into these nodes to prevent the spread (particularly the linear spread along the road) of tourism related support services.

It is within each of these nodes that a full range of tourist comfort and information services would be provided including Tourism Information & Development Centres.

Shakawe TDN:

This TDN is the primary tourism node for the Panhandle TDA. Shakawe, with its paved airstrip and proximity to the border post, is strategically and infrastructurally well placed to serve the role of primary TDN for the TDA. Shakawe would serve the tourism plant in the Panhandle TDA as well as the tourism plant in the Popa Falls TDA which is in close proximity in Namibia. The Popa Falls TDA and Shakawe TDN is essentially one tourism functional spatial unit. Shakawe TDN would be the centre from which tourism in the

Panhandle would be driven and promoted and should be identified as a priority node to receive an upgrading in telecommunications services.

Nxamasere TDN:

The Nxamasere TDN is strategically located:

- At the intersection of the A35 tour route and the road leading to Tsodilo Hills.
- At the gateway to the proposed Nxamasere Nature Reserve that provides access to the Okavango River and wetland.
- Will operate as one of the exit gateways for the proposed Tsodilo National Park.

This TDN is to function as a medium order TDN to service the central section of the Panhandle TDA and the Tsodilo TDA. It is to provide middle order services that are needed on a frequent basis in the central part of the Panhandle and Tsodilo TDA. All future tourism related services and facilities necessary for this section of the TDA should be located in this TDN. Nxamasere village is to function as the tourism dormitory settlement for those involved in tourism wishing to reside in a village.

Seronga TDN

The Seronga TDN is strategically located as a centralised tourism service centre and as a gateway to the Far North TDA. Although Seronga is likely to remain small in scale and sophistication, tourism services and facilities and support infrastructure should be located in the Seronga TDN. Developing these facilities in Seronga TDN is required in order to prevent the sprawl of tourism service facilities, infrastructure and products along the length of the tour route leading to Seronga.

Tourism Development Zones

There are three tourism development zones proposed for the Panhandle TDA:

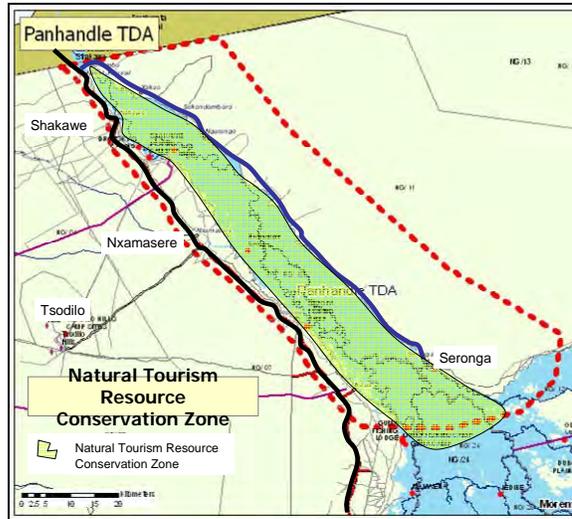
Natural Tourism Resource Conservation Zone:

Natural tourism resources that attract visitors need to be conserved in order to continue attracting visitors in the future. Often development takes place in areas rich with natural tourism resources which frequently degrade the tourism resource base resulting in poorer visitor experiences and consequently fewer visitors.

The purpose of this zone, irrespective of the conservation or LAC zoning, is to protect and conserve the natural tourism resources contained in the zone, particularly the visual landscape, thus adding value to the tourism plant of the TDA.

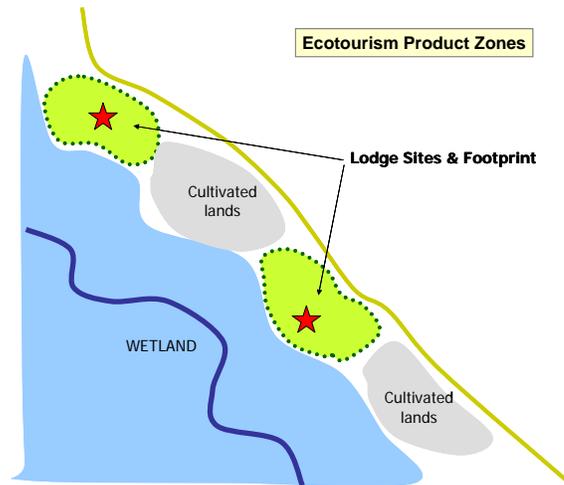
Access to the zone is permitted in motorised transport but under clear management guidelines, tourist facilities may be established but only on a temporary basis according to strict guidelines for infrastructure and services that dictate minimal impact on the natural environment (e.g. temporary fly camps, bird hides, etc)

The area recommended for this zoning is the wetland area that surrounds the Okavango River as it passes through the TDA.



Ecotourism Product Zones:

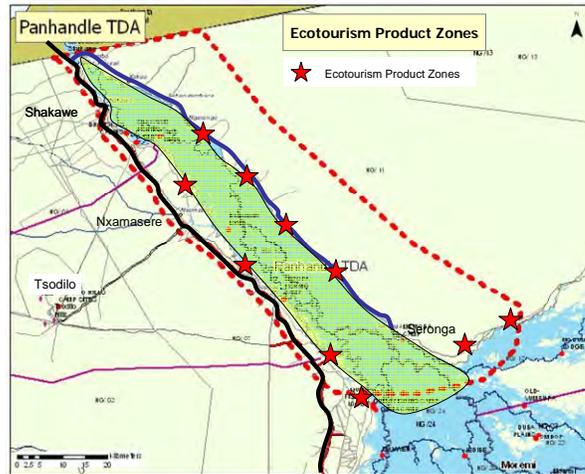
Ecotourism Product Zones are areas that have potential for a tourism product due to, amongst others, its location, vegetation, proximity to natural tourism resources, wildlife viewing, and views. The purpose of Ecotourism Product Zoning is identify such parcels of land so that it may be realised in the future for tourism purposes, effectively “land banking” the land for future, higher valued, tourism orientated land use.



It is recommended that the east bank of the Okavango River floodplain be identified for Ecotourism Product Zones. There are numerous spots between the Seronga road and floodplain that would be suitable for ecotourism products, such as lodges, tented/rustic camps. These products would be targeted at the market segments identified in the ‘target market’ section of this document as preferred market segments.

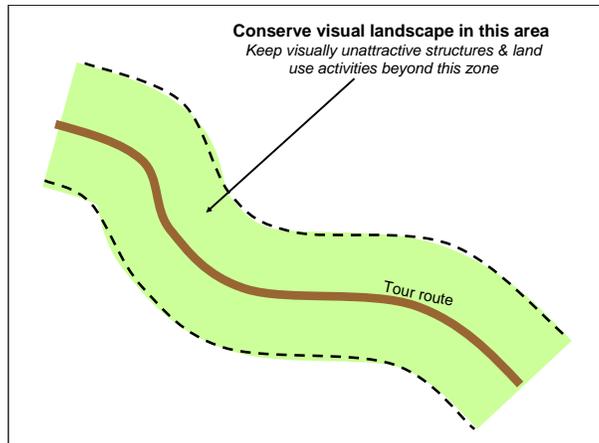
These zones should be identified as part of a consultation process with interested and affected parties. The zones should be demarcated so that they are clearly identifiable. No permanent structures should be permitted within the zone and use rights should be made available by land owners on a short-term basis only.

The following diagram indicates conceptually where such zones may be located.



Tour Route Visual Conservation Zones:

Views experienced by tourists along tour routes form an integral and important part of the tourist’s experience of the TDA. Structures and land use activities along a tour route that are unsightly impact negatively on the viewers experience and expectations of the TDA. An education and monitoring process should be put into place by the Tourism Authority of the TDA to inform people living in the area of the importance and benefits of conserving tour route landscapes.



1.8 Nxamasere Nature Reserve

Product name:

Nxamasere Nature Reserve

Product description:

The establishment of a nature reserve on minimally impacted land suitable for nature-based tourism so as to create an environment for the development of a range of market-focused tourism products.

Development priority:

This product has the following development priority in this TDA:

Development Priority				
Very High	High	Medium	Low	Very Low
	X			

Location:

Nxamasere is perfectly located along the A35 tour route and at the main intersection to Tsodilo Hills for the establishment of a nature-based tourism activity zone to intercept tourist traffic travelling along these tour routes.

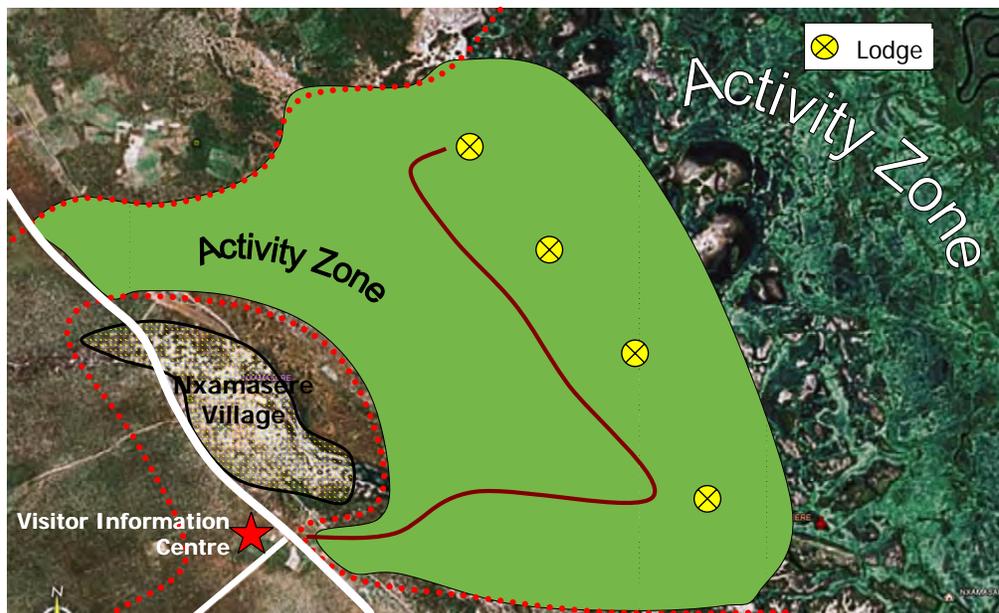
Boundaries of nature reserve

The boundaries of the proposed nature reserve are to be identified through a consultation process with the host community and interested tourism service providers, led by government.

Attractions & experiences:

Attractions and experiences attract visitors to a particular location. The following factors will be appealing to visitors thus encouraging them to visit this product:

- Location relative to A35 tour route.
- Easy access to sedan type vehicles from paved A35 road.
- Perception of wildness on edge of Okavango River floodplain.
- Natural beauty and tranquillity of wild location.
- Fishing.
- Boating and mokoro trips



Target market:

The following tourist market segments should be targeted for this tourism product area:

Tourist Market Segment	Comment
Overseas tourists	
Luxury safaris	The potential exists for the establishment of a large up-market lodge of 100+ rooms once the triangular tour route linking Kasane, Maun & Popa Falls is operational and visitor numbers on the tour route has increased significantly.
Adventure safaris	This market segment preferred as the TDA offers the scope for a range of activities that are suitable to this market segment, particularly the lower to middle sections of the market.
FIT/Self-drive	
	This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
Sedan vehicles	This market segment preferred as the TDA has two paved tour routes running the length of the TDA.
SADC / Domestic Tourists	
Touring	
	This market segment preferred as it is highly mobile, resilient to international external influences that affect overseas tourist arrivals and is considered a growth market as all-terrain vehicle ownership in RSA increases significantly. This market segment will seek out the less expensive tourist destinations in Ngamiland that are accessible in their own vehicle thus reducing the costs of vehicle hire.
<i>Sedan vehicles</i>	This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
Activity-based	This market segment preferred as the TDA offers opportunities to undertake river and wetland related tourism & recreation activities that may not be undertaken in other parts of the Delta, which are suitable for this market segment.
<i>Fishing</i>	This market segment preferred as there is already high demand from this segment which is based on high quality fishing experiences in the Okavango River. This market segment is a growth segment which has loyal domestic tourist support.
<i>River-based</i>	This market segment is preferred as the section of the Okavango River that passes through this TDA is well suited for low intensity river use.
Safaris	
Self-drive	This market segment has a medium preference as it tends to contribute little to the economy of the TDA as these visitors strive to be self-sufficient and avoid contact with local people.
Package safaris	

Purpose of product

The purpose of this product is:

- To create an environment for the development of tourism products by the private sector.
- To diversify the tourism products away from the core area of the Okavango Delta.
- To diversify the local economy to include tourism as a viable economic activity for host communities.
- To conserve the natural environment in an appropriate condition that encourages the potential for tourism development and the sustainable management of such environment.
- To provide an environment for local entrepreneurs and citizens to become involved in the effective operation of tourism products.
- To create a node for tourism development at a strategic location along the A35 tour route.
- To create a link between the A35 tour route and the Okavango River / floodplain.
- To expand the range of tourism related opportunities in the Nxamasere Tourism Node.

Nature of tourism product & environment:

Description:

An area fenced off from livestock for the express purpose of establishing a range of market focused tourism products.

Type of products:

The following types of products are envisaged in this tourism environment:

Tourist facilities:

- Tourist lodges
- Tented camps
- Rustic overnight facilities.
- Fly camps on islands in floodplain.
- Campground.

Nature orientated activities such as:

- Bird watching.
- Mokoro trips.
- Guided walks.
- Fishing trips in boats.

1.9 Seronga Tourism Hub & Gateway

Product name:

Seronga Tourism Hub and Gateway

Product description:

The establishment of a:

- Tourism hub at which a range of tourism activities may take place and from which they may depart.
- Gateway through which tourists must pass to travel into the wild Far North TDA.

Development priority:

This product has the following development priority in this TDA:

Development Priority				
Very High	High	Medium	Low	Very Low
			X	

Location:

The proposed site is located south of Seronga at the end of the upgraded, paved road from Mohembo.



Boundaries of nature reserve

The boundaries of the hub are to be identified through a consultation process with the host community, interested tourism service providers led by government.

Attractions & experiences:

Attractions and experiences attract visitors to a particular location. The following factors will be appealing to visitors thus encouraging them to visit this product:

- Location relative to Seronga tour route.
- Easy access to sedan type vehicles from paved A35 road along the recently upgraded Mohembo-Seronga paved road.
- Strong perception of wildness on edge of Okavango River floodplain and edge of Okavango Delta Core TDA.
- Natural beauty and tranquillity of wild location.
- Fishing.
- Boating and mokoro trips

Target market:

The following tourist market segments should be targeted for this tourism product area:

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				
Adventure tour groups	X			This market segment preferred as the TDA offers the scope for

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
				a range of activities that are suitable to this market segment, particularly as the overlander market that passes along the Caprivi tour route.
Mobile safaris				
Adventure safaris	X			This market segment preferred as the TDA offers the scope for a range of activities that are suitable to this market segment, particularly the lower to middle sections of the market..
FIT/Self-drive				
	X			This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
Sedan vehicles	X			This market segment preferred as the TDA has two paved tour routes running the length of the TDA.
All-terrain vehicles	X			This market segment preferred as it may provide opportunities to establish low intensity tourism products on the eastern side of the Panhandle which are away from the paved road.
SADC / Domestic Tourists				
Touring				
				This market segment preferred as it is highly mobile, resilient to international external influences that affect overseas tourist arrivals and is considered a growth market as all-terrain vehicle ownership in RSA increases significantly. This market segment will seek out the less expensive tourist destinations in Ngamiland that are accessible in their own vehicle thus reducing the costs of vehicle hire.
Leisure-based				
<i>Sedan vehicles</i>	X			This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
<i>All-terrain vehicles</i>		X		This market segment has a medium preference as it tends to contribute little to the economy of the TDA as these visitors strive to be self-sufficient and avoid contact with local people.
Safaris				
Self-drive		X		This market segment has a medium preference as it tends to contribute little to the economy of the TDA as these visitors strive to be self-sufficient and avoid contact with local people.
Package safaris			X	

Purpose of product

The purpose of this product is:

- To create an environment for the development of tourism products by the private sector (including entrepreneurs from the local host community).
- To consolidate all tourism activities into one geographical area so that they may benefit from the economies of scale and association and prevent the sprawl of tourism activities throughout the Seronga area.
- To create a tourism “gateway” through which visitors pass into the wilds of the Far North TDA.
- To diversify the tourism products away from the core area of the Okavango Delta.
- To diversify the local economy to include tourism as a viable economic activity for host communities.

- To provide an environment for local entrepreneurs and citizens to become involved in the effective operation of tourism products.

Nature of tourism product & environment:

Description:

An area fenced off from livestock for the express purpose of establishing a range of market focused tourism products.

Type of products:

The following types of products are envisaged in this tourism environment:

Tourist facilities:

- Tented camps
- Rustic overnight facilities.
- Campground.

Nature orientated activities such as:

- Bird watching.
- Mokoro trips.
- Guided walks.
- Fishing trips in boats.

1.10 Proposed supporting infrastructure

The role of government in tourism destination development is to plan, design, develop, fund and manage the necessary infrastructure to support the efficient and effective operation of the tourism plant at the tourist destination. The role of establishing the tourism products (facilities, activities and services) is the role of the private sector. The development of tourism infrastructure is guided by the tourism development plan for the TDA. In this plan the infrastructural needs necessary to support an appropriate range of tourism products needed to attract the preferred tourist market segment to the TDA are defined. Government needs to develop this recommended tourism infrastructure to enable the private sector to provide the necessary tourism products to attract the preferred target market to the TDA so that the desired benefits from tourism may be realised by the communities living in that TDA.

The following tourism infrastructure is required to establish an enabling environment for the development of tourism in this TDA.

1.10.1 Tour routes

Roads

Government should focus on establishing the following tourist transport infrastructure:

- Upgrading the A35 to a standard suitable for the safe passage of large 44-seater luxury coaches.
- Upgrade and pave the road to Seronga.
- Construct a bridge over the Okavango River at Mohembo.

Tour routes

The nature of tourism is to travel. Tourists travel by air, road and boat. Tour routes do play an important role in establishing a TDA, growing the tourism plant of the TDA and spreading benefits of tourism to host communities.

The role of Government is to facilitate the establishment, management and maintenance of tour routes and tourist transport infrastructure in the TDA. This development function is critically important to the development of the tourism plant in the TDA as facilitates the dispersion of tourists through the TDA and channels them into preferred areas where tourism has been deemed desirable by Government, host communities and the private sector.

Government and the private sector should focus on establishing the following:

- The tour route between Mohebo to Seronga is likely to grow in popularity with the paving of the road to Seronga and the further development of the wildlife & adventure tourism hub at Seronga. Government should establish this route as a tour route aimed at the targeted tourist markets, primarily self-drive tourists and tour/safari operators using light tour vehicles.
- The section of the A35 from the Namibia/Botswana border to Guma Lagoon falls within the Panhandle TDA. The A35 is predicted to become a major tour route in the medium to long-term. This section of this tour route is strategically important to the tourism development of the Panhandle TDA and also the western sector of Ngamiland as it includes new tourism products such as the Nxamasere tourism node and the link to the Tsodilo Hills and TDA.

Government should apply adequate resources in developing this section of the tour route as a primary tour route as it is the gateway to north western Ngamiland. A tour route branding, signage and promotion programme should be implemented as describe in the Queensland example provided in the Appendix. The information centres proposed at Mohebo and Nxamasere should receive priority development status in terms of developing this tour route.

Signage

Road and information signage is critically important to tourists and tour operators, particularly in developing rural regions. A carefully planned signage programme assists in determining the tourism image of the TDA and the efficiency of the TDA's tourism plant.

Good road and tourist information signage also has a positive impact on the traveller's confidence in travelling in the TDA and travel information seen and gathered by the traveller.

A detailed road signage programme should be planned and implemented for the TDA.

An example of an effective road and tourist information signage programme in the Appendices Volume. This programme was implemented for Queensland in Australia.

1.10.2 Telecommunications

Effective and efficient communication within the tourism industry is critical to its successes. The bulk of tourism related communications (information gathering, enquiries, availability, reservations, etc) and financial interactions (deposits, payments, refunds etc) throughout the world are currently undertaken electronically by means of telephone, email and internet.

The tourism industry of Ngamiland is predominantly based on visitors from the first world visiting tourist attractions in Ngamiland, a developing region. Telecommunications in Ngamiland are at a level of sophistication, reliability and extent that hinder the operational effectiveness and efficiency of the existing tourism plant and hinder the further and future development of new

tourism products in the District. To overcome this disadvantage, the following needs to be addressed by Government with urgency in this TDA:

- Effective and reliable cellular telephone or microwave-based telephone coverage to all tourism products in the TDA.
- Wireless internet access to all tourism products in the TDA.
- Fast broadband internet availability in the following centres:
 - Shakawe
 - Nxamasere TIC.

1.10.3 Tourism Information Centres

Tourists travelling along tour routes do not contribute to the local, rural economy unless they stop along the tour route. There are five ways of encouraging tourists to interrupt their journey through the provision of (a) comfort facilities (toilets, wash rooms); (b) motor services (fuel, repairs); (c) route and tourist information / interpretation material; (d) food outlets (fast foods & restaurants) and (e) retail outlets and markets for curios and tourist art.

An effective means of encouraging tourists to break their journey is to provide them with incentives to stop at strategically identified locations, and then to provide them with the opportunity to become consumers. The means recommended is to construct Tourism Information Centres (TICs) at strategic points along the tour routes.

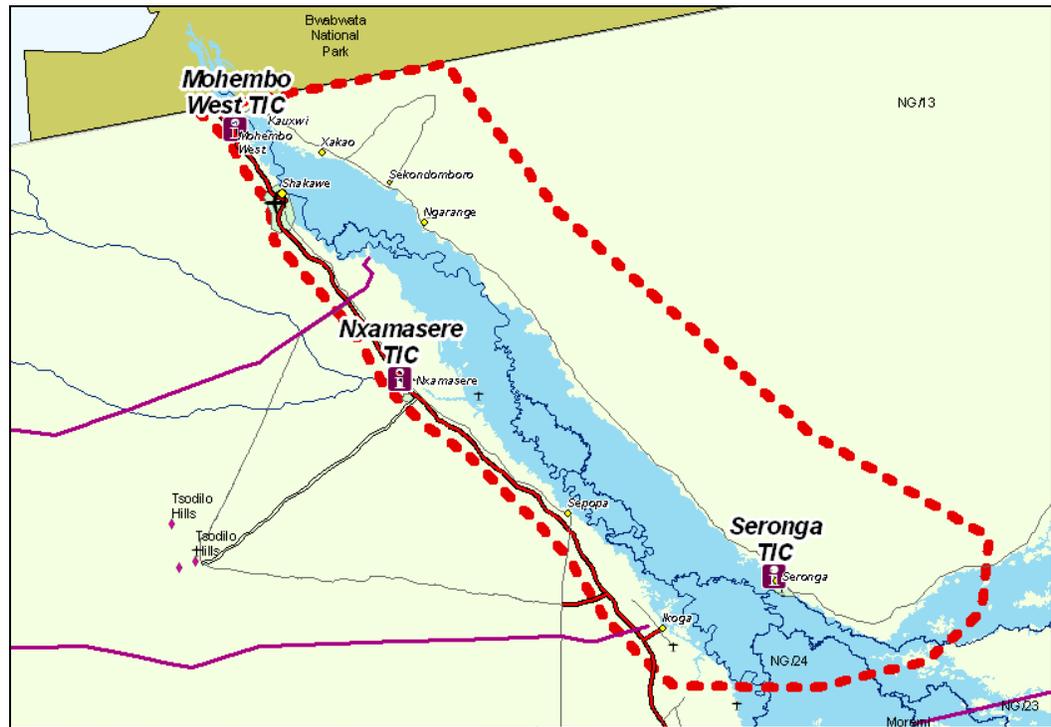
Tourism information centres should be planned, funded and established by government. TIC in a tourism area need to be viewed not as single entities but as a range of entities that create an integrated tourism product which should all be developed at the same time in order to have maximum effect. High quality signage and TICs contribute significantly in establishing a tour route and convincing tourists that there are quality tourism attractions in the area that need to be experienced. It is highly recommended that government invests significantly in implementing the proposed range of TICs in this TDA.

There are three orders of Tourism Information Centre, namely high order, medium order and low order, which provide the following functions & services and should be established at the following locations in this TDA:

Location	Order of TIC	Functions & Services of TIC
Mohembo West Located at the junction between the two tour routes of the TDA.	High Order Tourism Information Centre	<p>A high order TIC provides the full range of functions to provide a fully integrated, telecommunications supported information service to all visitors to the TDA.</p> <p>A high order TIC would provide the following functions.</p> <ul style="list-style-type: none"> • Tourist information office that is manned by trained staff. • Well designed interpretation material about the natural and human history of the TDA. • A reservations and promotion service for tourism products (facilities and services) in the TDA. • A point from which special interest tours and activities may take place from. • Clean ablution facilities. • Restaurants and fast food facilities to provide meals and refreshment. • Safe parking for tour vehicles. • A commercial / retail market / bazaar area that provides: <ul style="list-style-type: none"> ○ Well designed stores and retail outlets. ○ The whole market is operated as a tourism product. ○ Creates a safe and secure environment for tourists as it

Location	Order of TIC	Functions & Services of TIC
		<p>should be well policed by private security guards.</p> <ul style="list-style-type: none"> ○ Only tourist related products and produce is sold at the market. ○ Traditional products / manufacturing of such products should be showcased. ● A food court that provides: <ul style="list-style-type: none"> ○ A wide range of different foods including: <ul style="list-style-type: none"> ▪ Traditional restaurants. ▪ Fast food outlets. ▪ Western restaurants. ○ Tourism training facilities for local people.
<p>Nxamasere Located at the junction between the A35 tout route and the approach road to Tsodilo Hills.</p>	<p>Medium Order Tourism Information Centre</p>	<p>A medium order TIC provides fewer functions than a high order TIC is less capital intensive to develop and operate. This level of TIC would provide the following functions.</p> <ul style="list-style-type: none"> ● Tourist information and interpretation material displays. ● A point from which special interest tours and activities may take place from. ● Clean ablution facilities for which tourist pay to use. ● Clean picnic area with shade. Tour operators will plan their itineraries to ensure that their passengers have a break to stretch their legs every 60-90 minutes. Tour operators should be encouraged to use the picnic spots for such purposes. ● Fast food facilities to provide meals and refreshment. ● Safe parking for tour vehicles. ● A commercial / retail market / bazaar area that provides: <ul style="list-style-type: none"> ○ Well designed stores and retail outlets. ○ The whole market is operated as a tourism product. ○ Creates a safe and secure environment for tourists. ○ Only tourist related products and produce is sold at the market. ○ Traditional products / manufacturing of such products should be showcased.
<p>Seronga TIC Located at the end of the paved road that will become a tour route down the eastern side of the Panhandle.</p>	<p>Low Order Tourism Information Centre</p>	<p>A medium order TIC provides fewer functions than a medium order TIC is less capital intensive to develop and operate. This level of TIC would provide the following functions.</p> <ul style="list-style-type: none"> ● Tourist information and interpretation material displays. ● Clean picnic area with shade. Tour operators will plan their itineraries to ensure that their passengers have a break to stretch their legs every 60-90 minutes. Tour operators should be encouraged to use the picnic spots for such purposes. <p>A commercial / retail market / bazaar area that provides:</p> <ul style="list-style-type: none"> ● Informal stores and retail outlets. ● Only tourist related products and produce is sold at the market. ● Market operated as a unit by stall holders association.

Tourism information centres (TICs) should be established at the following locations:



1.11 Citizen participation

The Panhandle TDA offers various opportunities for citizens to enter (or increase) their participation in the tourism industry of Ngamiland. This TDA is a **medium priority area** for citizen empowerment and is graded as having **mixed potential** for increased citizen participation.

Citizen Participation: Priority Rating				
Very High	High	Medium	Low	Very Low
	X	X		

The Nxamasere Nature Reserve has a high potential for citizen involvement, particularly local residents. Specific business opportunities identified for the TDA include:

- Tourist lodges;
- Tented camps;
- Rustic overnight;
- Campsites;
- Nature-orientated activities including:
 - Bird watching;
 - Mokoro trips;
 - Guided walks;
 - Fishing trips in boats.

In order to realize the opportunities for citizen participation associated with the Nxamasere Nature Reserve, it is recommended that:

- The lease rights to Nxamasere Nature Reserve should be vested in an appropriate community-based legal vehicle, probably a trust representing the resident and neighbouring communities. The CBO, with technical support from an appropriate

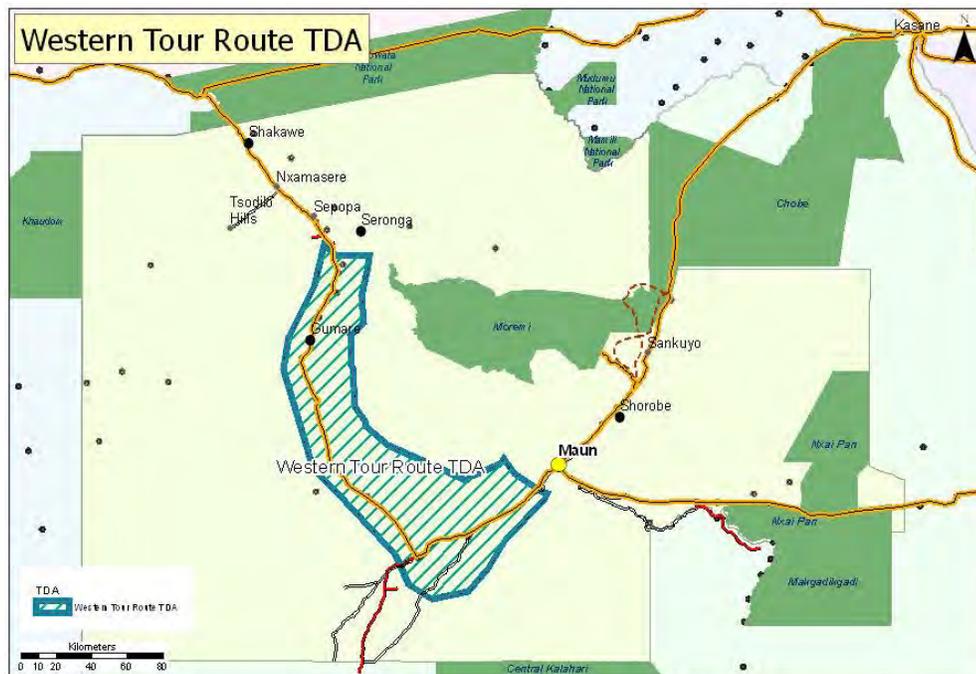
support agency, should enter into joint venture or other partnerships with citizen-owned or other private partners to develop and operate the various business opportunities present in the Reserve. Opportunities suitable to emerging citizen entrepreneurs should be identified and reserved for local entrepreneurs.

- Seronga already houses the Okavango Polers Trust, which operates mokoro trails in the area. A detailed tourism precinct plan should be developed for the Seronga Tourism Hub and Gateway, which identifies specific tourism opportunities suitable to emerging citizen entrepreneurs. These opportunities should be reserved for local residents and other citizen-owned businesses. Products that require higher levels of capital investment and experience should be awarded via a process that uses the broad-based scorecard approach described elsewhere in this plan.

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Western Tour Route Tourism Development Area



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DOCUMENT TITLE	
FILE NAME	

CONTENTS..... I

1 WESTERN TOUR ROUTE TDA..... 1

1.1 LOCATION OF TDA..... 1

1.2 TOURISM RESOURCE AND ATTRACTIONS IN TDA 1

1.3 EXISTING TOURISM PRODUCTS IN TDA..... 4

1.4 TOURISM IMAGE OF TDA 4

1.5 TOUR ROUTES 5

1.6 PREFERRED TARGETED TOURIST MARKET SEGMENTS..... 6

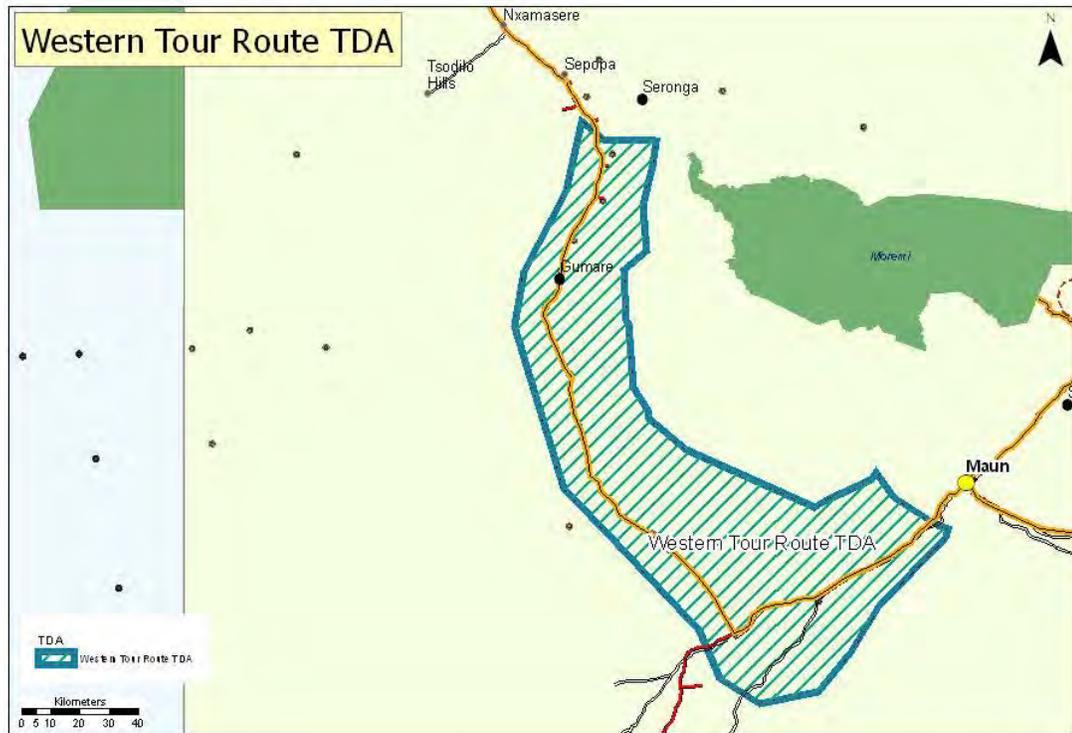
1.7 TOURISM DEVELOPMENT ZONES & NODES..... 8

1.8 PROPOSED SUPPORTING INFRASTRUCTURE 18

1.9 CITIZEN PARTICIPATION 21

1 Western Tour Route TDA

1.1 Location of TDA



1.2 Tourism resource and attractions in TDA

Tourism resources and attractions are those entities that attract tourists to the TDA. The nature and quality of these resources and attractions influence significantly the demand by tourists to visit and experience them. The role of government is to develop, manage and maintain tourism resources and attractions in the TDA. These tasks are necessary actions to be taken by government to encourage a flow of tourists from the preferred targeted tourist market segment to the TDA.

1.2.1 Existing tourism resources & attractions

The following tourism resources and attractions currently exist in the TDA:

Tourism resources

The Western Tour Route's primary tourism resource is (i) its proximity to the wild areas of the Okavango Core TDA and the proposed Tsodilo National Park / TDA, and (ii) Lake Ngami.

A veterinary fence divides the Western Tour Route TDA from the wildlife resources in the Okavango Core TDA. The alignment of this fence and the Controlled Hunting Area boundaries determines largely the extent of the access that the Western Tour Route TDA has to the wildlife resources of the Okavango Core TDA. Realignment of the veterinary fence to the west will allow the movement or flow of wildlife into the eastern part of the

Western Tour Route TDA thus creating a wildlife tourism resource in the TDA that may be exploited for wildlife-based tourism.



Tourist attractions

What attracts visitors to the Western Tour Route TDA?

Lake Ngami:

Lake Ngami occupies the north-east part of a shallow sedimentary basin, in north-west Botswana, close to Sehitwa and south-west of the Okavango Delta, of which it is an integral part. It is bounded to the south-east by a low escarpment along an extension of the Kunyere fault, and to the west by a 25-km-long sand-ridge from the Dautsa Flats. To the north, a series of old shoreline features and minor sand-ridges separate the basin from the River Thaoge system.

The lake or depression is surrounded by *Acacia* savanna. Although Lake Ngami is at present dry, it formerly flooded seasonally, fed by the Nghabe (Lake) and Kunyere rivers. These two rivers join at Toteng and flow into the north-east edge of the lake. The Kunyere is the more reliable source of water. Water in the Nghabe comes from the Thamalakane at the southern edge of the Okavango Delta; in recent years little water has flowed in the Thamalakane.

The Thaoge River in the west of the delta flowed into Lake Ngami in the north-west corner in the 19th century. This source of water dried up between the 1870s and 1898 through blockage by papyrus *Cyperus*. The lake varies from a series of small pools near the inflow in the north-east to a maximum extent of 250 km² (34.5 km x 8 km, with a circumference of 80 km). Some 80% of the lake's water is derived from river inflow and just 20% from local precipitation. The lake reaches its seasonal peak during the dry season, the rise occurring from June to a maximum in August. Lake levels fall from October to May, except in high-flow years such as 1978, when there was limited inflow in all

months. In the 80 years prior to 1983, the lake had been dry five times for two consecutive years. Maximum levels were attained in 1898, 1899, 1904, 1925, 1926, 1968/69 and 1978/79.

Historical evidence suggests that the lake regime was no more constant in the 19th century than it has been during the 20th century, although low levels have been normal during the latter. More recently, a series of years of low rainfall in the Angolan highlands has resulted in little, if any, water reaching the Thamalakane, and hence into the Nghabi. Moreover, drought years during the 1980s in Botswana meant little water in the Kunyere either. Prior to 1989, the lake was dry for seven years and little water has reached Lake Ngami since 1989. Its current use is for grazing cattle, horses and other livestock, and for hunting. In years of flooding the lake was highly productive and full of fish, notably barbel, which were an important food source for the local people.

Lake Ngami had many famous visitors during the 19th (and into the 20th) century. In 1849 David Livingstone described it as a "shimmering lake, some 80 miles long and 20 wide". Livingstone also made a few cultural notes about the people living in this area; he noticed they had a story similar to that of the Tower of Babel, except that the builders' heads were "cracked by the fall of the scaffolding" (*Missionary Travels*, chap. 26). Charles John Andersson (who published *Lake Ngami; or, Explorations and Discoveries during Four Years' Wanderings in the Wilds of Southwestern Africa* in 1855) and Frederick Thomas Green also visited the area in the early 1850s. Frederick Lugard led a British expedition to the lake in 1896. Arnold Weinholt Hodson passed through the area on his journey from Serowe to Victoria Falls in 1906. (Source: *Birdlife Botswana*)



Other than Lake Ngami, there are no significant existing tourist attractions in the Western Tour Route TDA that will attract tourists to the TDA. This TDA is primarily a transitory TDA in its existing or current format but the potential exists to create a series of tourist attractions through the modification of existing factors that restrict the development of tourism in this TDA.

1.3 Existing tourism products in TDA

1.3.1 Tourist activities

What activities can tourists do and experience currently while visiting the Western Tour Route TDA?

- Bird watching at Lake Ngami.

A full list of the most current tourist activities in this TDA may be found in Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism activities are kept current.

1.3.2 Tourism facilities

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism facilities are kept current.

1.3.3 Tourism services

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism services are kept current.

1.4 Tourism image of TDA

1.4.1 What is a tourism image?

A **tourism image** is a particular image or “brand” that is depicted to the tourists of the Tourism Development Area. This image may be created through focused marketing efforts and by the provision of key, strategic tourist attractions and products. Each TDA in the Ngamiland planning domain needs to have its own distinct tourism image which differs significantly from the tourism images of other TDA’s. In this manner, tourists who visit Ngamiland will be encouraged to view the district as a number of distinctly different areas each offering a range of different attractions and experiences worth visiting. Such tourists may be encouraged to stay longer in Ngamiland to sample the varied experiences promoted by the different tourism images of other TDA’s.

Furthermore, the TDA’s tourism image assists greatly in focusing marketing and promotion efforts towards the needs and demands of the preferred targeted market segment. This focus is important in accurately informing the tourist of the experience that they are likely to have in the TDA. Clearly identifying and promoting a tourism image for a TDA helps prevent the mismatch that so frequently occurs between ‘tourist’s expectations’ and ‘tourist’s experience’. This mismatch frequently causes visitor dissatisfaction with their holiday experience which results in negative publicity that impact negatively on tourist arrivals in the planning domain.

1.4.2 Tourism image for TDA

The tourism image for this TDA is:

An interesting tour route to meander through in which to overnight between major tourist destination areas.

The tourism image or branding recommended for this TDA should factor in the following elements:

- Lake Ngami as a unique bird watching location.
- The proximity of wildlife associated with the Okavango Core TDA
- That the TDA is a transitory TDA based on a tour route.

1.5 Tour routes

1.5.1 Existing tour routes in TDA



The following routes are currently being used as tour routes by different segments of the existing user market:

- Shakawe to Maun Tour Route

This route is the primary tour route in the western sector of Ngamiland. This route carries tourist traffic from Namibia to Maun along the western side of the Panhandle. The road is paved but narrow. The condition of the road is mature and will soon require significant maintenance or upgrading.

The existing condition of this road makes it currently unsuitable for large tour coaches but is suitable for microbus tour vehicles, overlanders and self-drive tourists in sedan cars.

The A35 tour route is a boring tour route for tourists as it does not take visitors past any of the tourist attractions in the TDA as it does not afford visitors a glimpse of the Okavango River or wetland, the primary attraction in the area.

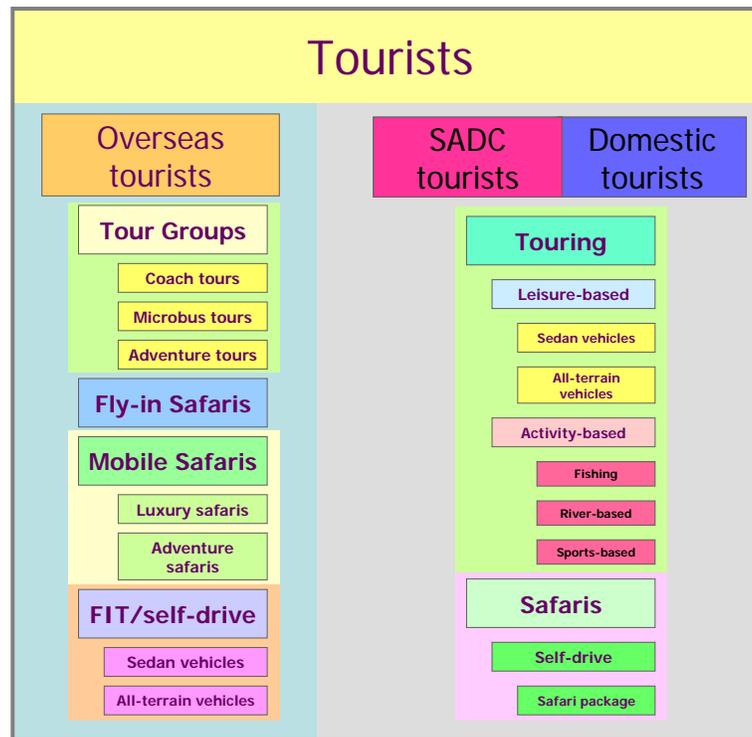
The A35 section of the tour route intersects with the A3 at Sehitwa, close to Lake Ngami. Lake Ngami itself is not on the tour route and is currently poorly signposted.

The amount of tourist traffic currently passing along this tour route is currently low.

1.6 Preferred targeted tourist market segments

The strategy that has been accepted for tourism development in Ngamiland is to focus tourism development at clearly identified tourist market segments. These targeted market segments are preferred as they are likely to contribute favourably to the achievement of the tourism vision and development goals of the District and this specific TDA (as defined in the Strategic Framework). Therefore, it is important to clearly identify which tourist market segment or segments are preferred for this TDA.

The following tourist market segments have been identified through a process of stakeholder consultation:



The following market segments have been identified as segments of preference.

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				
Tour groups	X			Tour group market is preferred due to the TDA's proximity to paved roads and established tour routes, particularly Caprivi tour route. This market segment can contribute significantly to tourism economy of TDA and nation thus providing much needed tourism related benefits without impacting on the Okavango Core TDA.
Coach tours groups	X			This market segment preferred as it will contribute significantly to economy of TDA through the high number of tourists it delivers into the TDA. This market is dependent on the circular tour route around the Okavango Delta being in place. This segment is preferred as it provides the critical mass to establish an effective tour route. The tourism products that are planned along this route are largely dependent on securing this market segment along this route.
Microbus tour groups	X			This market segment preferred as it stimulates the growth of smaller tourist accommodation in the TDA and products off of the main tour routes. This market segment will assist in spreading the benefits of tourism in the TDA.
Adventure tour groups	X			This market segment preferred as the TDA offers the scope for a range of activities that are suitable to this market segment, particularly as the overlander market that passes along the Caprivi tour route.
Fly-in safaris			X	
Mobile safaris				
Luxury safaris			X	
Adventure safaris	X			This market segment preferred as the TDA offers the scope for a range of activities that are suitable to this market segment, particularly the lower to middle sections of the market.
FIT/Self-drive	X			This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
Sedan vehicles	X			This market segment preferred as the TDA has two paved tour routes running the length of the TDA.
All-terrain vehicles	X			This market segment preferred as it may provide opportunities to establish low intensity tourism products on the eastern side of the Panhandle which are away from the paved road.
SADC / Domestic Tourists				
Touring				This market segment preferred as it is highly mobile, resilient to international external influences that affect overseas tourist arrivals and is considered a growth market as all-terrain vehicle ownership in RSA increases significantly. This market segment will seek out the less expensive tourist destinations in Ngamiland that are accessible in their own vehicle thus reducing the costs of vehicle hire.
Leisure-based				
<i>Sedan vehicles</i>	X			This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
<i>All-terrain vehicles</i>		X		This market segment has a medium preference as it tends to contribute little to the economy of the TDA as these visitors

	Preference			
				strive to be self-sufficient and avoid contact with local people.
Safaris				
Self-drive		X		This market segment has a medium preference as it tends to contribute little to the economy of the TDA as these visitors strive to be self-sufficient and avoid contact with local people.
Package safaris			X	

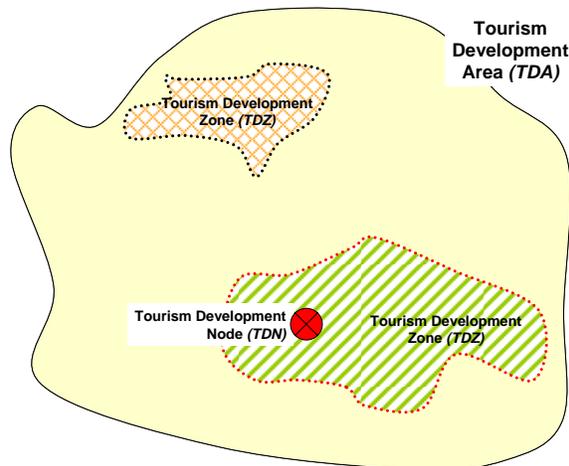
1.7 Tourism development zones & nodes

1.7.1 Introduction

The task of a regional or district tourism development plan is to establish an environment in which tourism may develop and flourish. It is the responsibility of Government to strive to establish such an environment in which the private sector and host communities may develop the necessary tourism products needed for the effective operation of a sub-regional tourism plant. A means of achieving this environment for tourism is to divide the planning domain or Ngamiland into smaller spatial areas into which detailed, market focused tourism planning may take place.

Consequently, land with tourism potential in Ngamiland has been demarcated into seven **Tourism Development Areas (TDA)**. Within each Tourism Development Area are:

- **Tourism Development Zones (TDZ)** which are zones in which a particular type of tourism or land use activity may take place.
- **Tourism Development Nodes (TDN)** which are specific places or locations where high intensity tourism development takes place.



Tourism development zones are identified by integrating the following tourism related factors:

- **Target markets segments:** The market's needs demands, preferences, profiles, recreation characteristics, affordability.
- **Tourism resources and attractions:** The range, extent and quality of the tourism resources that is available in the TDA for consumption by targeted market segment.

- **Limits of acceptable change (LAC):** The zonation that emanates from the Limits of Acceptable Change process are used as a foundation layer for the spatial planning with the TDA.
- **Tourism support infrastructure:** The nature, extent and condition of existing tourism support infrastructure that is required to support the tourism plant of the TDA.
- **Strategic Framework:** This framework provides guidelines as to the benefits that should emanate from tourism development in this TDA.
- **Host communities:** The wishes and concerns of the host community.
- **Private sector:** The guidance of the private sector tourism industry.

1.7.2 Spatial demarcation for tourism development

The following recommendation for spatial tourism development planning within this TDA is recommended after due consideration of the above factors:

Tourism Development Nodes



Gumare TDN:

Gumare is a convenient fuel, comfort and refreshment stopping point along the A35 route for tour groups and self-drive tourists. This strategic location along the tour route affords Gumare the opportunity of being developed as a Tourism Development Node.

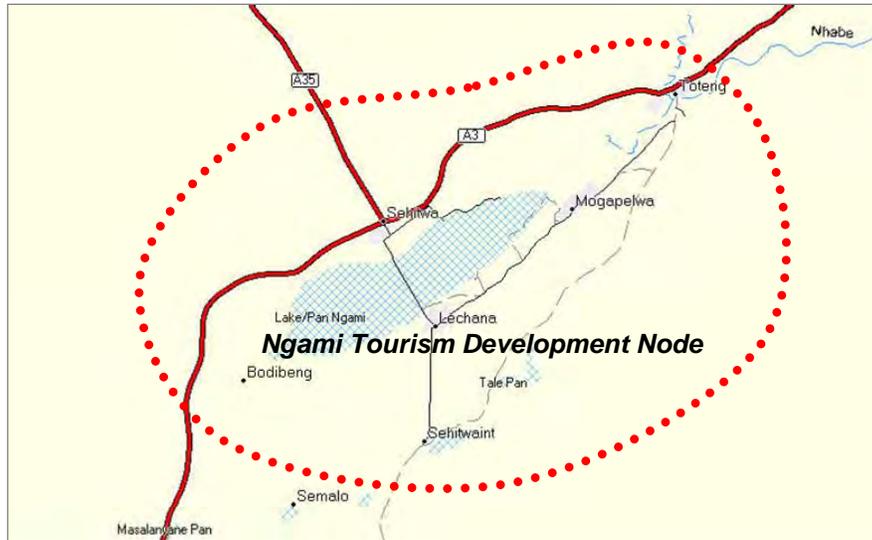
Furthermore, the proposal of establishing an ecotourism development zone to the south of Gumare that offers a wide range of tourism products and activities makes Gumare a suitable location as a service hub to serve the ecotourism zone.

Gumare already has a well established infrastructure and already has a number of fuel stations.

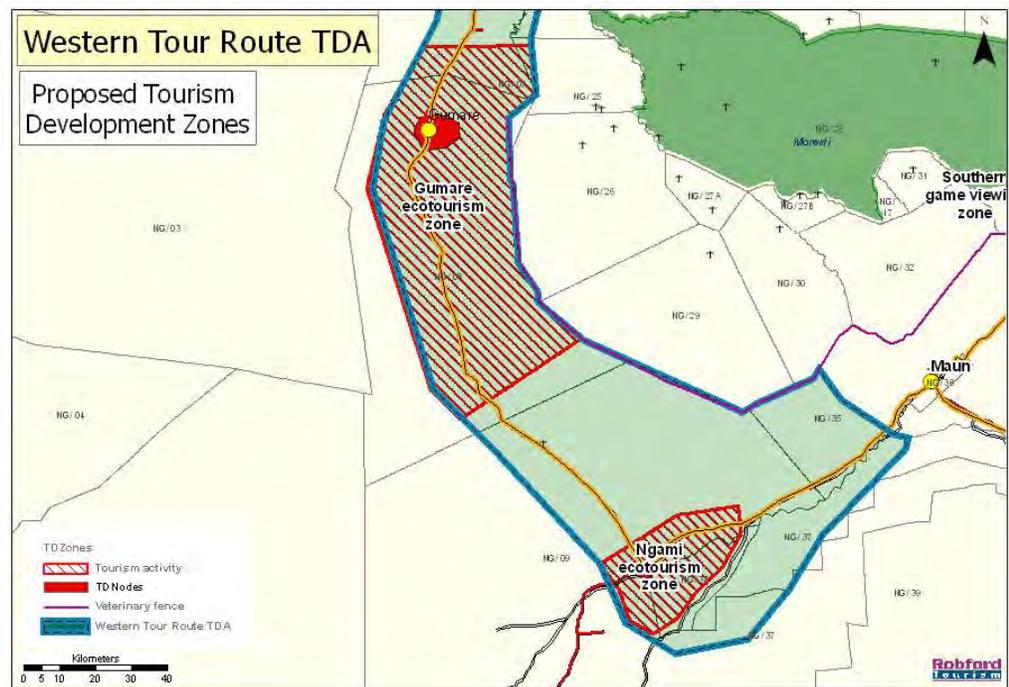
Lake Ngami TDN:

The Lake Ngami TDN is situated at the intersection of the A35 and A3 near the village of Sehitwa and in close proximity to Lake Ngami, a popular bird watching tourist destination.

This strategic location makes Lake Ngami suitable as a low order, low intensity Tourism Development Node.



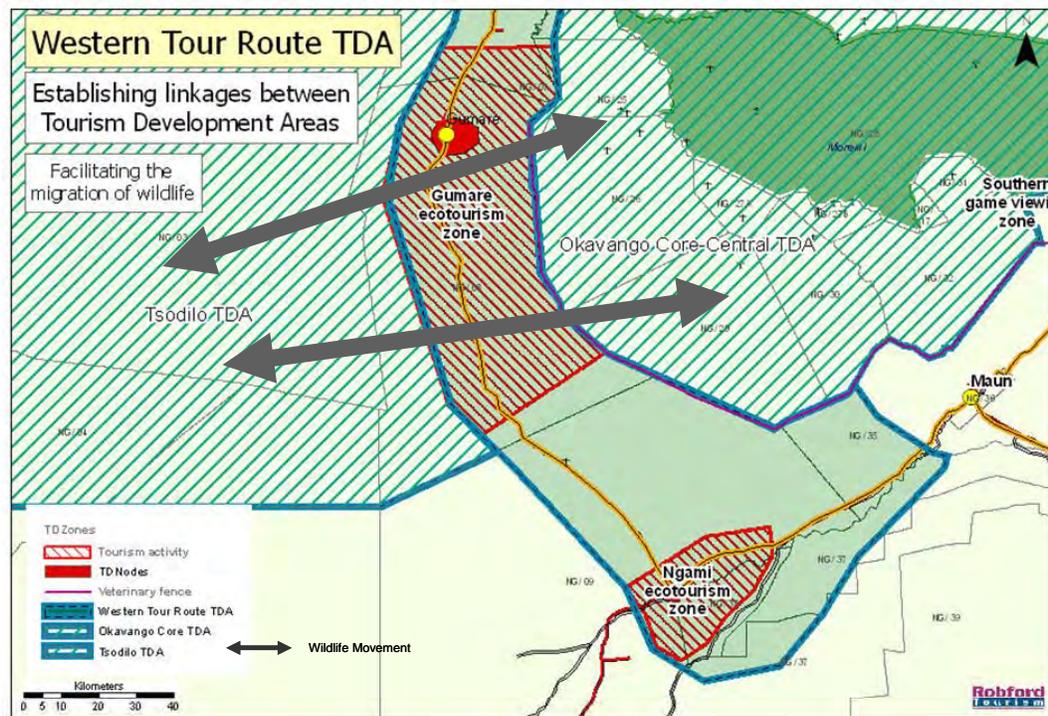
Tourism Development Zones



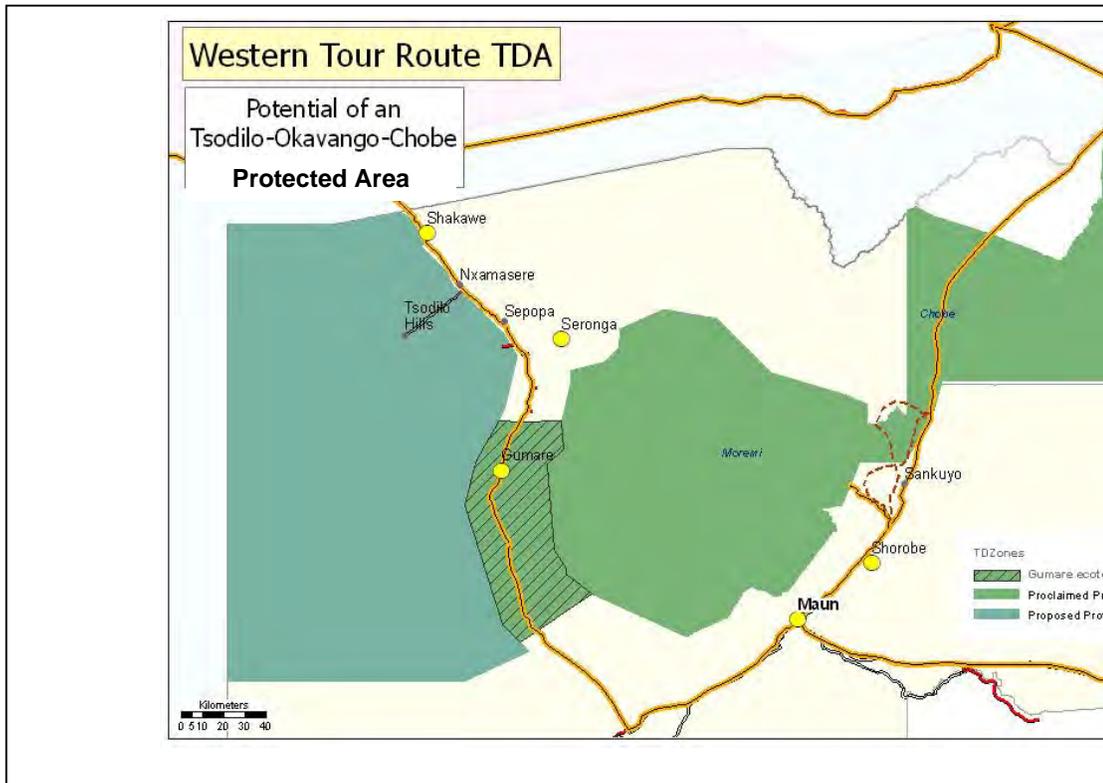
There are two tourism development zones proposed for the Western Tour Route TDA:

Gumare Tourism Zone

The Gumare Tourism Zone is a zone that is located strategically on the A35 tour route as a convenient stopping place for tourists and as a linkage area between the Okavango Core TDA and Tsodilo TDA. This linkage could allow for the movement of wildlife between the Okavango Core TDA and Tsodilo TDA in the long-term thus bringing tourism related opportunity to land situated in the Gumare Tourism Zone. Furthermore, linking the Okavango Core TDA and Tsodilo TDA could facilitate the establishment of Botswana’s most important and diverse nature / culture-based national tourism asset, the Okavango-Tsodilo National Park.



Furthermore, linking the Okavango Core TDA and Tsodilo TDA could strategically facilitate the establishment of Botswana’s most important and diverse nature / culture-based national tourism asset, the Okavango-Tsodilo National Park.



Lake Ngami Tourism Zone

The Lake Ngami Tourism Zone is focused on the intersection of a two tour route roads and the location of Lake Ngami. This zone’s has limited tourism development potential and will be identified as a low intensity node in which a limited range of appropriate tourism services are located to serve the tourist and host community serving the tourists.

1.7.3 Product Title

Product name:

Gumare Ecotourism Park

Product description:

The establishment of an Ecotourism Park providing a “shop window” onto wildlife rich land linked to Moremi Game Reserve and creating an enabling environment for the development of a wide range of private sector operated tourism products.

Context:

The Gumare Ecotourism Park is a long-term project that requires the following interventions:

- That the Maun-Kasane road is upgraded to a paved road routed along the eastern flank of Chobe National Park.
- That the coach market segment starts to use the A35 tour route in order to reach a scale of magnitude that will make this proposal financially viable to private sector investors in the Gumare Ecotourism Park.

- That the veterinary fence is realigned as proposed to the A35 in order to create a shop window for tourists travelling along the A35.

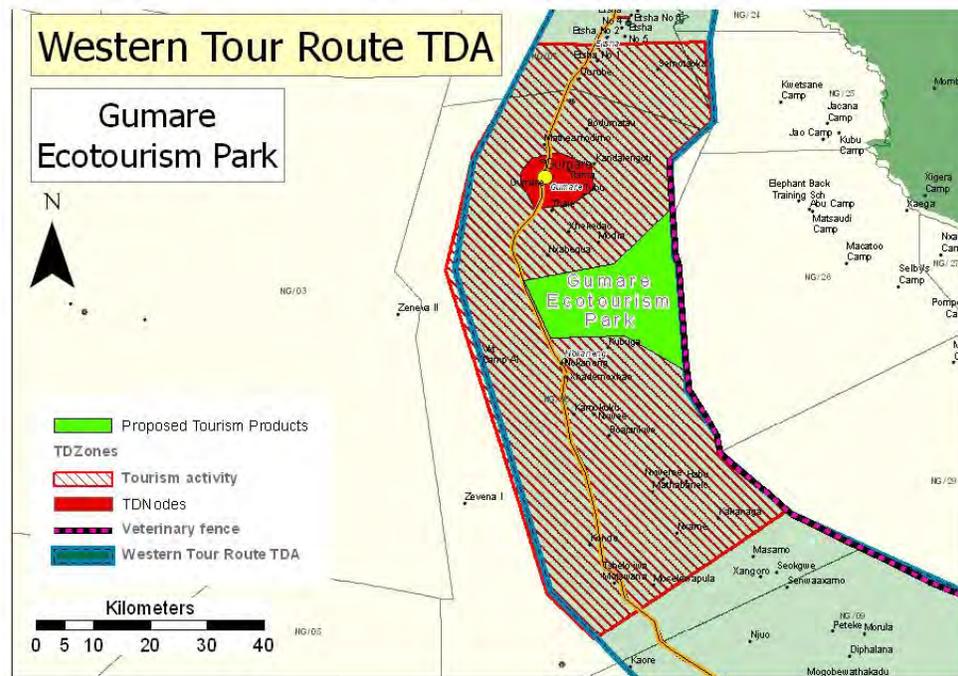
Development priority:

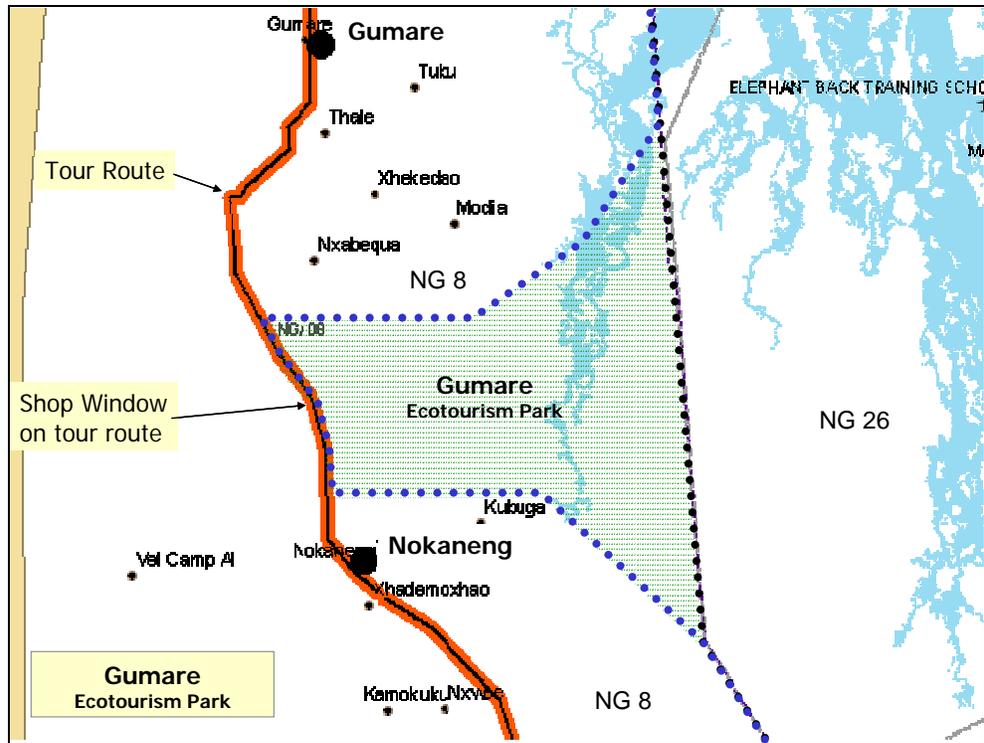
This product has the following development priority in this TDA:

Development Priority				
Very High	High	Medium	Low	Very Low
		X	X	

Location:

The proposed Gumare Ecotourism Park is located between the A35 and veterinary fence to the east of the A5 and south of Gumare.





Boundaries of Product:

The boundaries of the proposed Gumare Ecotourism Park are illustrated in the sketch above. However, these boundaries are only indicative and would need to be established through extensive consultation with all interested and affected parties. However, the location of the Gumare Ecotourism Park relative to its position on the A35 tour route is not negotiable as it is strategically positioned relative to the manner in which the tour route is expected to operate.

However, the key criteria is that the existing alignment of the veterinary fence that separates livestock and wildlife is realigned so that a portion of it runs parallel to the A35 at a location some ten kilometres south of Gumare. This section of fence functions as a “shop window” to tourists travelling along the A35 as it brings the wildlife and wildlife experiences¹ of the Okavango Core TDA right up to the A35 road. Bringing this type of wildlife experience up to a tour route creates the opportunity for the establishment of a range of tourism products that meet the needs of tourists passing along the tour route.

Rationale:

To create a tourism development environment that creates opportunities for the development or operation of small scale tourism products that are not necessarily capital intensive thus creating the opportunity for further citizen involvement in the existing tourism industry of the Okavango Delta. In particular, to create opportunity for emerging tourism entrepreneurs based in Western Ngamiland and Maun.

¹ It is acknowledge the wildlife experiences that are likely to be experienced in the “shop window” will not be of the same high quality as in the wilderness zone of the Okavango Core, but nevertheless, the experience will still be a quality experience for visitors travelling along A35 tour route which, currently, could be described as a boring experience.

Attractions & experiences:

Attractions and experiences attract visitors to a particular location. The following factors will be appealing to visitors thus encouraging them to visit this product:

- Wildlife and the opportunity to go game viewing.
- Bird watching
- In the bush experience.
- Opportunity to do activities not normally permitted in Moremi Game Reserve:
 - Walking safaris.
 - Adventure activates.

Target market:

The following tourist market segments should be targeted for this tourism product area:

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				
Tour groups	X			Tour group market is preferred due to the TDA's proximity to paved roads and established tour routes, particularly Caprivi tour route. This market segment can contribute significantly to tourism economy of TDA and nation thus providing much needed tourism related benefits without impacting on the Okavango Core TDA.
Coach tours groups	X			This market segment preferred as it will contribute significantly to economy of TDA through the high number of tourists it delivers into the TDA. This market is dependent on the circular tour route around the Okavango Delta being in place. This segment is preferred as it provides the critical mass to establish an effective tour route. The tourism products that are planned along this route are largely dependent on securing this market segment along this route.
Microbus tour groups	X			This market segment preferred as it stimulates the growth of smaller tourist accommodation in the TDA and products off of the main tour routes. This market segment will assist in spreading the benefits of tourism in the TDA.
Adventure tour groups	X			This market segment preferred as the TDA offers the scope for a range of activities that are suitable to this market segment, particularly as the overlander market that passes along the Caprivi tour route.
Fly-in safaris			X	
Mobile safaris				
Luxury safaris			X	
Adventure safaris	X			This market segment preferred as the TDA offers the scope for a range of activities that are suitable to this market segment, particularly the lower to middle sections of the market.
FIT/Self-drive	X			This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which maybe disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
Sedan vehicles	X			This market segment preferred as the TDA has two paved tour routes running the length of the TDA.
All-terrain vehicles	X			This market segment preferred as it may provide opportunities

				to establish low intensity tourism products on the eastern side of the Panhandle which are away from the paved road.
SADC / Domestic Tourists				
Touring				This market segment preferred as it is highly mobile, resilient to international external influences that affect overseas tourist arrivals and is considered a growth market as all-terrain vehicle ownership in RSA increases significantly. This market segment will seek out the less expensive tourist destinations in Ngamiland that are accessible in their own vehicle thus reducing the costs of vehicle hire.
Leisure-based				
<i>Sedan vehicles</i>	X			This market segment preferred as the TDA is accessible by paved roads suitable for self-drive tourists. This market segment will stimulate the establishment of smaller, less capital intensive facilities which may disperse more widely throughout the TDA. This market segment also prefers to experience less commercial types of tourist facilities and is prepared to visit community operated tourism products.
<i>All-terrain vehicles</i>		X		This market segment has a medium preference as it tends to contribute little to the economy of the TDA as these visitors strive to be self-sufficient and avoid contact with local people.
Safaris				
Self-drive		X		This market segment has a medium preference as it tends to contribute little to the economy of the TDA as these visitors strive to be self-sufficient and avoid contact with local people.
Package safaris			X	

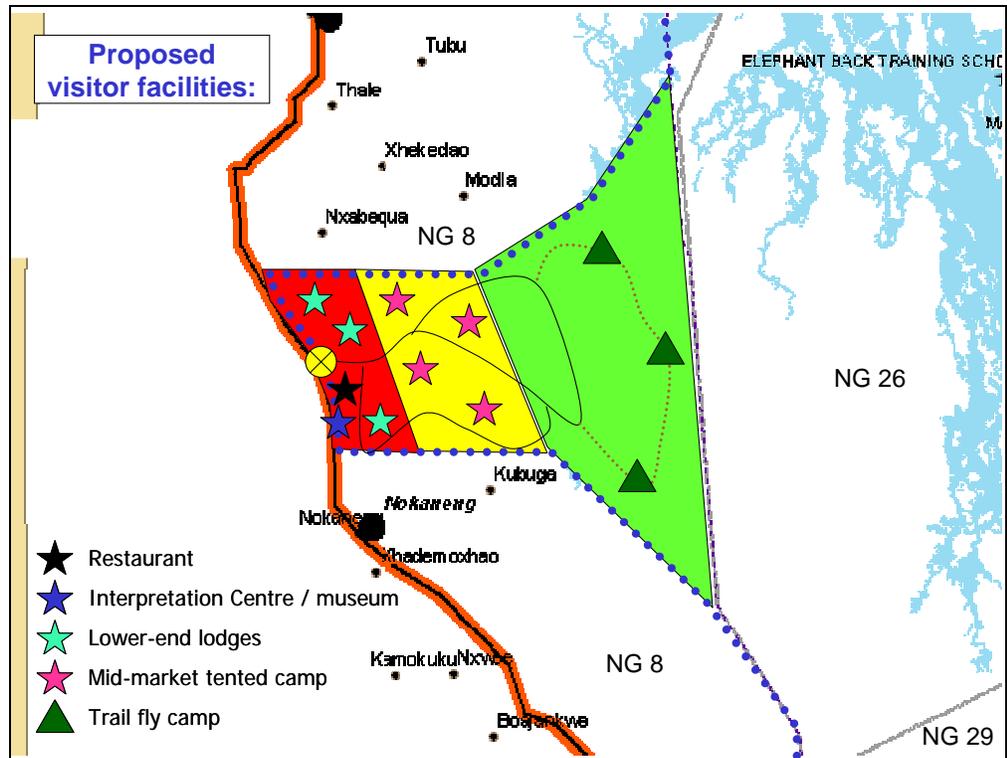
Purpose of product:

The purpose of this product is to:

- Create the environment to stimulate the supply of small scale, non-capital intensive tourism products with the purpose of encouraging citizen involvement in the tourism industry of the Okavango Delta.
- Provide an additional range of experiences for visitors to on the A35 tour route.
- Provide a location for the establishment of overnight facilities on the A35 tour route.
- To enhance the tourism economy of Western Tour Route TDA.

Nature of tourism product

It is envisaged that the product will consist of the following products:



Accommodation:

- The identification of a range of specific sites for the development of a range of tourism products such as:
 - Small safari lodges.
 - Tented camps including:
 - Multi-tented camps.
 - Camps comprising a number of solitude tents (i.e. individuals safari tents erected as strategically locations to give guest the feeling of being alone in the bush but serviced from a central hub.
 - Fly camps for guide walking safaris
 - Rustic, temporary camps

Facilities:

- Entrance gate facility
- Restaurant/s
- Interpretation Centre
- Museum
- Game and bird hides.

Services:

- Guide safaris and walking trails.
- Adventure experiences.

Activities:

- Safari routes for walking, horse and motor cycle safaris.
- Adventure activity area in which a range of appropriate nature / wildlife activities may offered a by private sector operator.
- Fishing.
- Bird watching.
- Walking & game drives

Infrastructure

Government / TDA Authority should focus on establishing the following tourist infrastructure in the Gumare Ecotourism Park:

Veterinary fence

Government should facilitate the process and funding of realigning the veterinary fence so as to encompass the proposed land for the Gumare Ecotourism Park.

Roads

- A road / track network inside the Ecotourism Park.

Wildlife based facilities

- A series of boreholes to feed artificial waterholes so as to attract wildlife into the Ecotourism Park.
- The establishment of tourist facilities such as game / bird hides.

1.8 Proposed supporting infrastructure

The role of government in tourism destination development is to plan, design, develop, fund and manage the necessary infrastructure to support the efficient and effective operation of the tourism plant at the tourist destination. The role of establishing the tourism products (facilities, activities and services) is the role of the private sector. The development of tourism infrastructure is guided by the tourism development plan for the TDA. In this plan the infrastructural needs necessary to support an appropriate range of tourism products needed to attract the preferred tourist market segment to the TDA are defined. Government needs to develop this recommended tourism infrastructure to enable the private sector to provide the necessary tourism products to attract the preferred target market to the TDA so that the desired benefits from tourism may be realised by the communities living in that TDA.

The following tourism infrastructure is required to establish an enabling environment for the development of tourism in this TDA.

1.8.1 Tour routes

Tour routes

The nature of tourism is to travel. Tourists travel by air, road and boat. Tour routes do play an important role in establishing a TDA, growing the tourism plant of the TDA and spreading benefits of tourism to host communities.

The role of Government is to facilitate the establishment, management and maintenance of tour routes and tourist transport infrastructure in the TDA. This development function is critically important to the development of the tourism plant in the TDA as facilitates the dispersion of tourists through the TDA and channels them into preferred areas where tourism has been deemed desirable by Government, host communities and the private sector.

Tourist information centres

Tourism Information Centres should be constructed at the following locations:

Location	Order of TIC			Notes
	High	Medium	Low	
Entrance to Gumare Ecotourism Park			X	To be constructed as part of the Gumare Ecotourism Park.
Intersection of A3 and A35 at Sehitwa			X	This TIC may be developed in the short-term for the existing levels of tourists travelling along the A3/A35 tour route and also to act as an entrance and information facility for Lake Ngami.

See section on section below for detailed descriptions and functions of Tourism Information Centres.

Signage

Road and information signage is critically important to tourists and tour operators, particularly in developing rural regions. A carefully planned signage programme assists in determining the tourism image of the TDA and the efficiency of the TDA's tourism plant.

Good road and tourist information signage also has a positive impact on the traveller's confidence in travelling in the TDA and travel information seen and gathered by the traveller.

A detailed road signage programme should be planned and implemented for the TDA.

An example of an effective road and tourist information signage programme in the Appendix. This programme was implemented for Queensland in Australia.

1.8.2 Telecommunications

Effective and efficient communication within the tourism industry is critical to its successes. The bulk of tourism related communications (information gathering, enquiries, availability, reservations, etc) and financial interactions (deposits, payments, refunds etc) throughout the world are currently undertaken electronically by means of telephone, email and internet.

The tourism industry of Ngamiland is predominantly based on visitors from the first world visiting tourist attractions in Ngamiland, a developing region. Telecommunications in Ngamiland are at a level of sophistication, reliability and extent that hinder the operational effectiveness and efficiency of the existing tourism plant and hinder the further and future

development of new tourism products in the District. To overcome this disadvantage, the following needs to be addressed by Government with urgency in this TDA:

- Effective and reliable cellular telephone or microwave-based telephone coverage to all tourism products in the TDA.
- Wireless internet access to all tourism products in the TDA.
- Fast broadband internet availability in the following centres:
 - Gumare Ecotourism Park

1.8.3 Tourism services

It is the role of Government to provide staff, manage and maintain the necessary tourism services required for visitors to have a safe, well-informed visit in the TDA and Ngamiland.

1.8.4 Tourism Information Centres

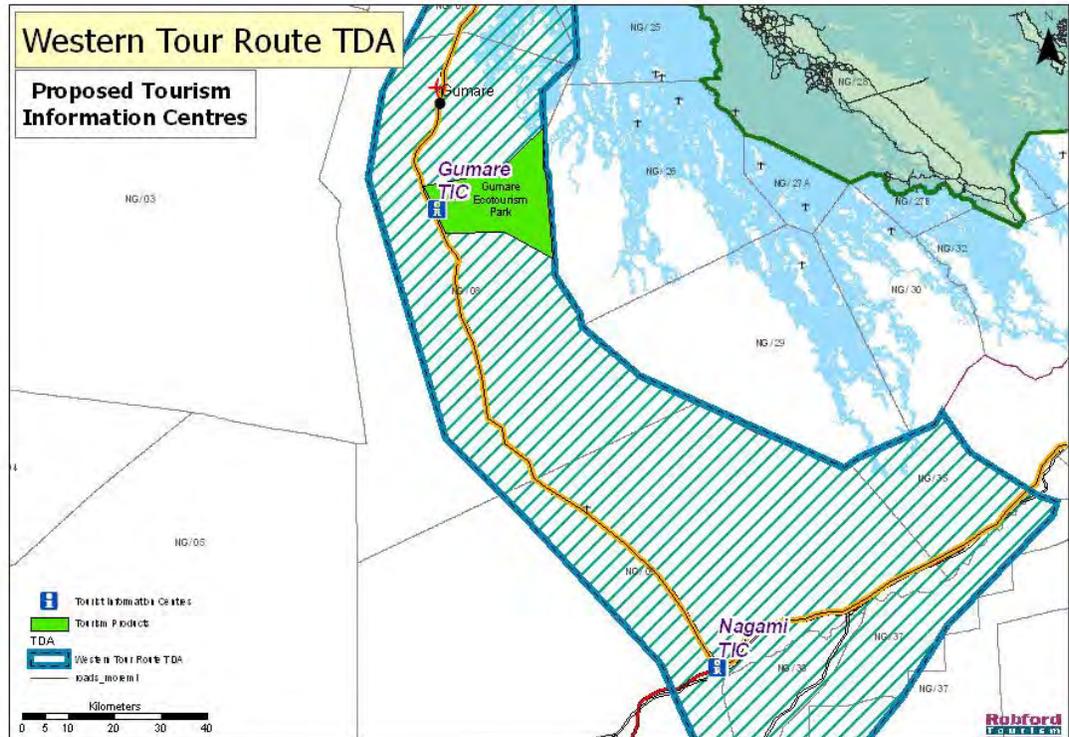
Tourists travelling along tour routes do not contribute to the local, rural economy unless they stop along the tour route. There are five ways of encouraging tourists to interrupt their journey through the provision of (a) comfort facilities (toilets, wash rooms); (b) motor services (fuel, repairs); (c) route and tourist information / interpretation material; (d) food outlets (fast foods & restaurants) and (e) retail outlets and markets for curios and tourist art.

An effective means of encouraging tourists to break their journey is to provide them with incentives to stop at strategically identified locations, and then to provide them with the opportunity to become consumers. The means recommended is to construct Tourism Information Centres (TICs) at strategic points along the tour routes.

Tourism information centres should be planned, funded and established by government. TIC in a tourism area need to be viewed not as single entities but as a range of entities that create an integrated tourism product which should all be developed at the same time in order to have maximum effect. High quality signage and TICs contribute significantly in establishing a tour route and convincing tourists that there are quality tourism attractions in the area that need to be experienced. It is highly recommended that government invests significantly in implementing the proposed range of TICs in this TDA.

There are three orders of Tourism Information Centre, namely high order, medium order and low order, which provide the following functions & services and should be established at the following locations in this TDA:

Location	Order of TIC	Functions & Services of TIC
<p>1. Entrance to Gumare Ecotourism Park</p> <p>2. Intersection of A3 and A35 at Sehitwa</p>	<p>Low Order Tourism Information Centre</p>	<p>A low order TIC provides fewer functions than a medium order TIC is less capital intensive to develop and operate. This level of TIC would provide the following functions.</p> <ul style="list-style-type: none"> • Tourist information and interpretation material displays. • Clean picnic area with shade. Tour operators will plan their itineraries to ensure that their passengers have a break to stretch their legs every 60-90 minutes. Tour operators should be encouraged to use the picnic spots for such purposes. <p>A commercial / retail market / bazaar area that provides:</p> <ul style="list-style-type: none"> • Informal stores and retail outlets. • Only tourist related products and produce is sold at the market. • Market operated as a unit by stall holders association.



1.9 Citizen participation

The Western Tour Route TDA offers various opportunities for citizens to enter (or increase their participation in) the tourism industry of Ngamiland. This TDA is a **medium priority area** for citizen empowerment and is graded as having **mixed potential** for increased citizen participation.

Citizen Participation: Priority Rating				
Very High	High	Medium	Low	Very Low
		X	X	

The Gumare Ecotourism Park is a long-term project designed to open a “shop window” onto the wildlife rich areas of the core delta. Its realization is dependent on various interventions by Government including the upgrading of the A35 tour route and the realignment of the veterinary fence in the area towards the east. It has a high potential for citizen involvement but only in the long term (given the timeframe associated with the project). Specific business opportunities identified for the Gumare Ecotourism Park include:

- Small safari lodges;
- Tented camps;
- Fly camps for guided walking safaris;
- Support infrastructure including an entrance facility;
- Nature-orientated activities including:
 - Bird watching;
 - Mokoro trips;
 - Guided walks.

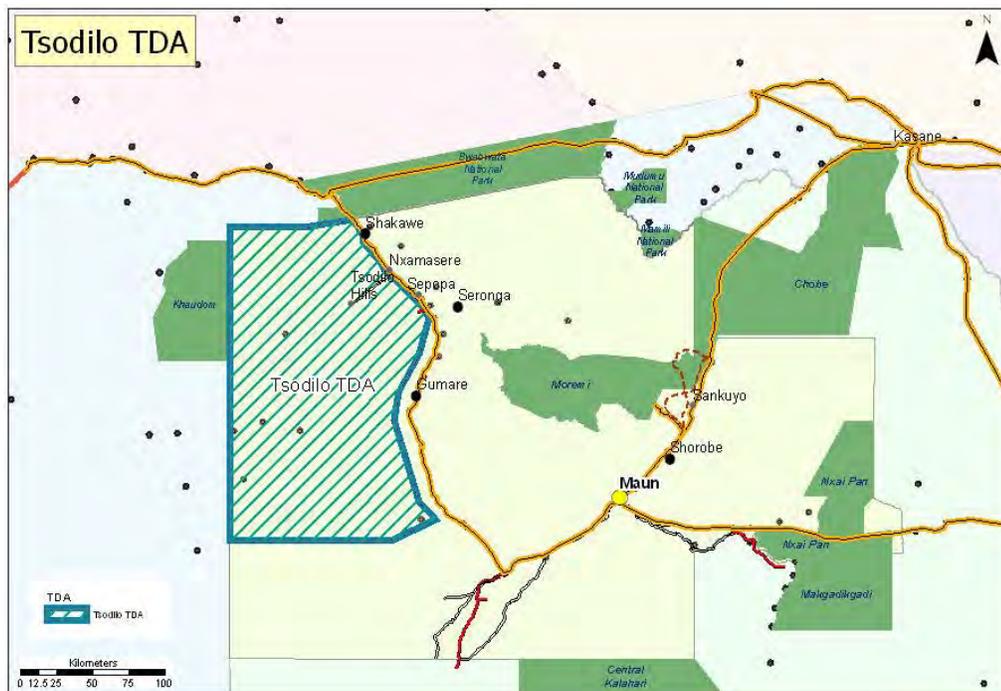
In order to realize the opportunities for citizen participation associated with the Gumare Ecotourism Park, it is recommended that:

- Government should drive the preparation of a detailed tourism development plan for the area. It is a specific purpose of the project to create small-scale tourism products that are suitable for emerging entrepreneurs. These opportunities should be identified during the planning process and reserved for local entrepreneurs.
- The lease rights to the Gumare Ecotourism Park should be vested in an appropriate community-based legal vehicle, probably a trust representing the resident and neighbouring communities. The CBO, with technical support from an appropriate support agency, should enter into joint venture or other partnerships with citizen-owned or other private partners to develop and operate the various business opportunities present in the Reserve.

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Tsodilo Tourism Development Area



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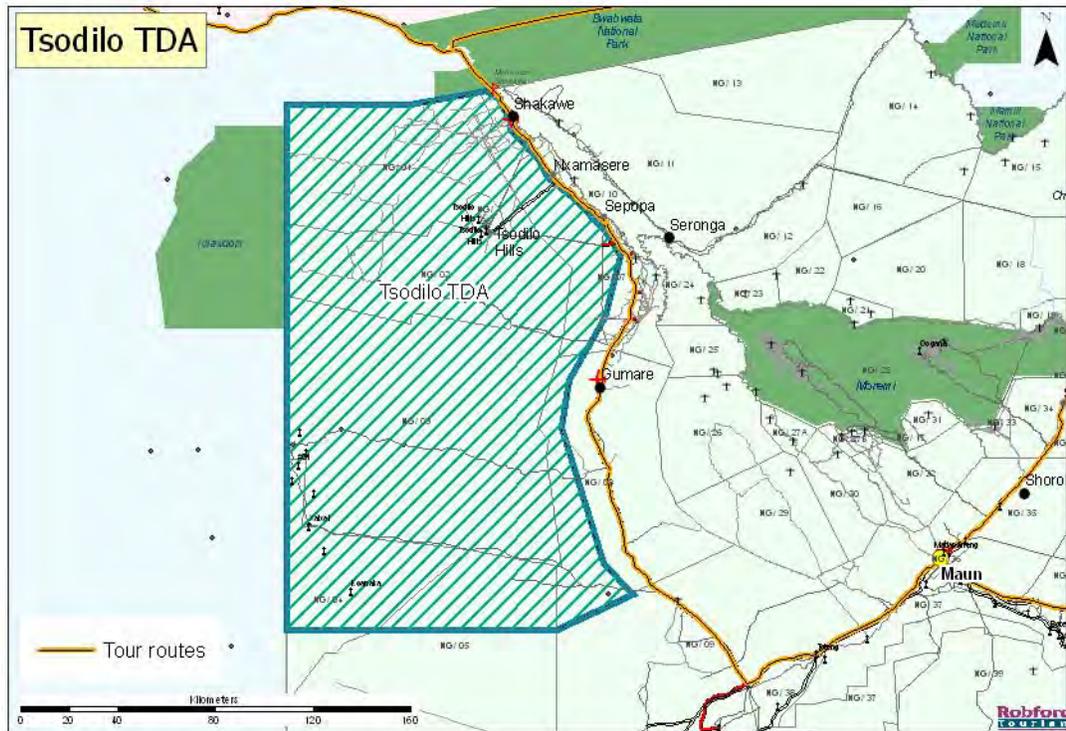
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Contents

CONTENTS	I
1 TSODILO TDA	1
1.1 LOCATION OF TDA.....	1
1.2 TOURISM RESOURCES AND ATTRACTIONS IN TDA	1
1.3 EXISTING TOURISM PRODUCTS IN TDA.....	2
1.4 TOURISM IMAGE OF TDA.....	3
1.5 TOUR ROUTES.....	4
1.6 PREFERRED TARGETED TOURIST MARKET SEGMENTS.....	4
1.7 TOURISM DEVELOPMENT ZONES & NODES.....	5
1.8 TSODILO NATIONAL PARK.....	9
1.9 PROPOSED SUPPORTING INFRASTRUCTURE	13
1.10 CITIZEN PARTICIPATION.....	16

1 Tsodilo TDA

1.1 Location of TDA



1.2 Tourism resources and attractions in TDA

Tourism resources and attractions are those entities that attract tourists to the TDA. The nature and quality of these resources and attractions influence significantly the demand by tourists to visit and experience them. The role of government is to develop, manage and maintain tourism resources and attractions in the TDA. These tasks are necessary actions to be taken by government to encourage a flow of tourists from the preferred targeted tourist market segment to the TDA.

In the case of Tsodilo TDA, tourism resources and attractions that have significant bearing on the tourism development of this TDA are situated on both sides of the international border with Namibia. Consequently, tourism development should be assessed within a cross-border context in order to realize the full potential of tourism development for the sub-region.

1.2.1 Existing tourism resources & attractions

The following tourism resources and attractions currently exist in the TDA:

Tourism resources and attractions

The following tourism resources exist in the Tsodilo TDA:

- Tsodilo Hills World Heritage site.

The Tsodilo Hills World Heritage site is found some 50km west of Sepopa Village. These hills rise up to a height of 410m above the Kalahari sand plains. They are of significant spiritual and cultural quality to the San, who have been living around the vicinity of these hills for thousands of years. The hills are considered sacred to the San people as they are considered the resting place for the spirits of the dead and the home of their various

gods. Archaeological studies have revealed that this area has been occupied by humans for the past 100, 000 years. Rocks paintings in the Tsodilo Hills differ from other San rock paintings in southern Africa predominantly in painting style.

- Aha Hills

The Aha Hills straddle the Botswana-Namibia border, and are visible and some 50km northwest from the Gchwihabe Caves. This dolomite, limestone and marble plateau is believed to be over 700 million years old.

- Gchwihaba Caves

Gchwihaba Caves are situated some 50km south east of Aha Hills on undulating Kalahari sand dunes. The caves are linked passages and caverns that exist on two levels; one raised several meters above the other, with spectacular rock formations, flowstones, stalactites, inlets, hallways apertures and fossil waterfalls. The caves are home to large bat populations.

- Wide open, largely undeveloped, semi-arid plains.

The Tsodilo TDA comprises wide open, semi-arid plains with a wide range of semi-arid area associated wildlife. Human habitation is of extremely low density and largely concentrated along the dry water courses in the north and east. Livestock farming is marginal and focused around boreholes situated in dry riverbeds. However, the tourism resource is the experience of being wild, largely uninhabited country-side that has a history that goes back to the dawn of man.

- Elephant and other wildlife migration routes.

Elephants migrate between the Kaudom National Park in Namibia through the Tsodilo TDA to the Okavango River and eastwards to the Far North TDA. These migration routes also follow the dry river courses that run in an East – West direction. These wildlife migration routes are an attraction to tourists as it increases the likelihood of viewing semi-arid area wildlife.

The following tourism resources exist in Namibia's Western Caprivi:

- Protected areas comprising:
 - Mahango Game Reserve.
 - Kaudom National Park.
 - Caprivi Game Park
 - Buffalo Game Reserve
- Popa Falls rapids.
- Kavango River

1.3 Existing tourism products in TDA

1.3.1 Tourist activities

Tsodilo Hills

The primary tourist activities taking place currently in the Tsodilo TDA is focused around the Tsodilo Hills World Heritage Site. Access to Tsodilo Hills is along a dirt road from the A35 that varies in condition depending on the amount of rain that the area has had. The road is unsuitable for large coaches.

Guide tours by trained tourist guides are available to tourists at Tsodilo Hills. Tourists may visit a museum and interpretation centre at the World Heritage site. A number of camping facilities are available,

The importance of Tsodilo Hills as a tourist destination has been recognized by Government resulting in the drafting of a tourism development plan for NG6, which includes the Tsodilo Hills World Heritage Site.

Gcwihaba Caves

Exploring the Gcwihaba caves is undertaken as a self-guided experience for tourists to the caves. Rough camping may take place at Gcwihaba Caves for the adventurous tourist.

A full list of the most current tourist activities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism activities are kept current.

1.3.2 Tourism facilities

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism facilities are kept current.

1.3.3 Tourism services

A full list of the most current tourist facilities in this TDA may be found in Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism services are kept current.

1.4 Tourism Image of TDA

1.4.1 What is a tourism image?

A **tourism image** is a particular image or “brand” that is depicted to the tourists of the Tourism Development Area. This image may be created through focused marketing efforts and by the provision of key, strategic tourist attractions and products. Each TDA in the Ngamiland planning domain needs to have its own distinct tourism image which differs significantly from the tourism images of other TDA’s. In this manner, tourists who visit Ngamiland will be encouraged to view the district as a number of distinctly different areas each offering a range of different attractions and experiences worth visiting. Such tourists may be encouraged to stay longer in Ngamiland to sample the varied experiences promoted by the different tourism images of other TDA’s.

Furthermore, the TDA’s tourism image assists greatly in focusing marketing and promotion efforts towards the needs and demands of the preferred targeted market segment. This focus is important in accurately informing the tourist of the experience that they are likely to have in the TDA. Clearly identifying and promoting a tourism image for a TDA helps prevent the mismatch that so frequently occurs between ‘tourist’s expectations’ and “tourist’s experience”. This mismatch frequently causes visitor dissatisfaction with their holiday experience which results in negative publicity that impact negatively on tourist arrivals in the planning domain.

1.4.2 Tourism image for TDA

The tourism image for this TDA is:

Ancient "Bushman" history and heritage in a wild, semi-arid, transfrontier conservation area.

The tourism image or branding recommended for this TDA should factor in the following elements:

- The ancient history of the people who lived in the Tsodilo Hills region.
- The wildlife that lives and migrates through the semi-arid landscape.
- The wide open spaces, flat topography and minimal habitation of the area.
- The Transfrontier nature of the tourism resources.

1.5 Tour Routes

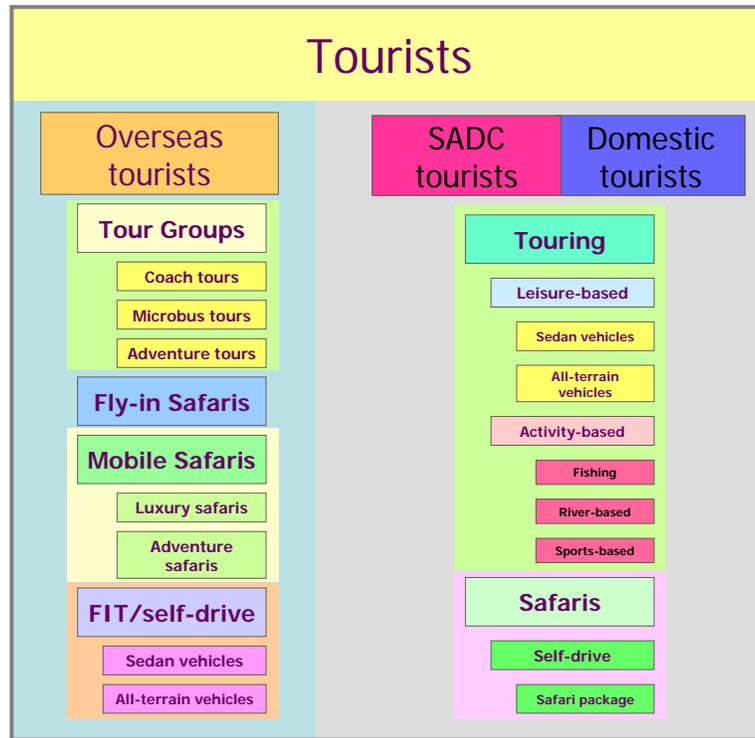
1.5.1 Existing tour routes in TDA

The following routes are currently being used as tour routes by different segments of the existing user market:

- The A35 tour route from Mohebo to Gumare which is paved and runs along the eastern sector of the Tsodilo TDA.
- The access road from the A35 to Tsodilo Hills which is unpaved. The condition of this road deteriorates significantly during the rainy season.

1.6 Preferred targeted tourist market segments

The strategy that has been accepted for tourism development in Ngamiland is to focus tourism development at clearly identified tourist market segments. These targeted market segments are preferred as they are likely to contribute favourably to the achievement of the tourism vision and development goals of the District and this specific TDA (as defined in the Strategic Framework). Therefore, it is important to clearly identify which tourist market segment or segments are preferred for this TDA.



The following tourist market segments have been identified for two different types of products in the Tsodilo TDA, namely:

- Tsodilo Hills World Heritage Site
- Tsodilo TDA outside of the World Heritage Site.

1.6.1 Preferred tourist market for Tsodilo Hills World Heritage Site

Tsodilo Hills is a World Heritage Site and a primary tourist attraction. It has the potential to attract tourists and assist in spinning the tour routes in the region. The tourist market segments that should be targeted for Tsodilo Hills World Heritage site are the following:

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				
Tour groups	X			Overseas tour groups will be attracted to Tsodilo Hills as a primary "Bushman" heritage attraction and destination. The tourism resource at Tsodilo Hills will be capable of handling high volumes of tourists with little impact on the resources if the appropriate tourism products and infrastructure is put in place and the destination is effectively and efficiently managed.
Coach tours groups	X			The coach market is highly desirable due to it economic benefits that it may bring to the TDA. The coach market is most likely to visit Tsodilo Hills as day visitors to the attractions. The coach market is most likely to overnight at Popa Falls TDA, Maun TDN or Gumare TDA due to the provision of more accommodation facilities at locations more strategically located along the tour route for the coach market.
Microbus tour groups	X			The coach market is highly desirable due to it economic benefits that it may bring to the TDA. This market segment should be encourage to spend the night in tourist accommodation facilities planned to be provided at the Tsodilo Hills World Heritage. The smaller size of the touring party, the flexibility of their itinerary makes this market segment highly suitable for this site.
FIT/Self-drive <i>Sedan vehicles</i>	X			The nature and profile of overseas self-drive tourists perfectly suits the nature of this attraction and range of tourist facilities

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
				that are planned at Tsodilo Hills. This market segment is highly preferred and should be actively targeted.
SADC / Domestic Tourists				
Touring: self-drive Sedan vehicles	X			The nature and profile of overseas self-drive tourists perfectly suits the nature of this attraction and range of tourist facilities that are planned at Tsodilo Hills. This market segment is highly preferred and should be actively targeted.

1.6.2 Preferred tourist market for Tsodilo TDA outside of World Heritage Site

The Tsodilo TDA offers a range of nature-based, semi-arid area, wild open, wildlife orientated experiences away from the Tsodilo Hills World Heritage Site. These experiences will be attractive to other segments of the tourist market that could be targeted. These market segments are described below:

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				The touring characteristics for both the overseas and domestic / SADC market segments are similar except for vehicle ownership and composition of touring party. Domestic / SADC visitors are most likely to own their own vehicle and travel in family groups whereas the overseas market is likely to hire their vehicle and travel as couples.
SADC / Domestic Tourists				
Mobile safaris	X			An appropriate range of experiences, facilities and infrastructure may be developed to provide this market segment with a high quality semi-arid nature/wildlife at minimal capital cost to government but high income generating returns for the TDA.
FIT/Self-drive 4x4	X			This market segment will be attracted to the wildness and remoteness of the semi-arid area that is reminiscent of safaris of the 1970's where there was very little tourism infrastructure and safaris were rough in lifestyle.

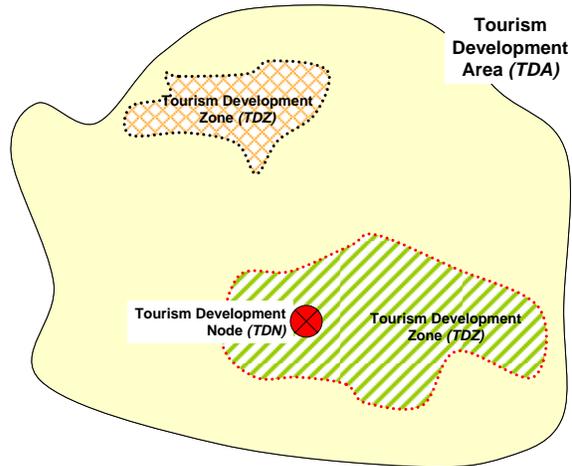
1.7 Tourism development zones & nodes

1.7.1 Introduction

The task of a regional or district tourism development plan is to establish an environment in which tourism may develop and flourish. It is the responsibility of Government to strive to establish such an environment in which the private sector and host communities may develop the necessary tourism products needed for the effective operation of a sub-regional tourism plant. A means of achieving this environment for tourism is to divide the planning domain or Ngamiland into smaller spatial areas into which detailed, market focused tourism planning may take place.

Consequently, land with tourism potential in Ngamiland has been demarcated into seven **Tourism Development Areas (TDA)**. Within each Tourism Development Area are:

- **Tourism Development Zones (TDZ)** which are zones in which a particular type of tourism or land use activity may take place.
- **Tourism Development Nodes (TDN)** which are specific places or locations where high intensity tourism development takes place.



Tourism development zones are identified by integrating the following tourism related factors:

- **Target markets segments:** The market's needs, demands, preferences, profiles, recreation characteristics, affordability.
- **Tourism resources and attractions:** The range, extent and quality of the tourism resources that is available in the TDA for consumption by targeted market segment.
- **Limits of acceptable change (LAC):** The zonation that emanates from the Limits of Acceptable Change process are used as a foundation layer for the spatial planning with the TDA.
- **Tourism support infrastructure:** The nature, extent and condition of existing tourism support infrastructure that is required to support the tourism plant of the TDA.
- **Strategic Framework:** This framework provides guidelines as to the benefits that should emanate from tourism development in this TDA.
- **Host communities:** The wishes and concerns of the host community.
- **Private sector:** The guidance of the private sector tourism industry.

1.7.2 Spatial demarcation for tourism development

- The following recommendation for spatial tourism development planning within this TDA is recommended after due consideration of the above factors:



Tourism Development Nodes

Tsodilo Hills High Intensity Tourism Node

Tsodilo Hills is a World Heritage site that has high quality “bushman” paintings and rock art that is a world class attraction. This attraction has the ability to attract large numbers of tourists and thus assist in diversifying the tourism economy of Ngamiland away from wildlife-based safari tourism. The long-term development strategy therefore for Tsodilo Hill would be to develop it as a world class tourist attraction targeted at the tourist market segments travelling on the A35 tour route. This strategy has been encapsulated in the tourism development plan that has been drafted for Tsodilo Hills or NG6.

This development plan (see appendix) defines a range of tourism products including up-market and mid-market lodges, self-catering accommodation facilities and camping grounds.

All high intensity tourism products, services and support infrastructure would be located within the High Intensity Tourism Node.

Medium Intensity Tourism Zone

The factors that determine the spatial location of the Medium Intensity Tourism Zone include:

- Its proximity to the A35 tour route.

- The spatial link that it provides between Tsodilo Hills High Intensity Node and Mahango Game Reserve in Namibia.

It is envisaged that in the medium-term a range of appropriate tourism products and associated infrastructure may be established in this zone.

Low Intensity Tourism Zone

The area around Aha Hills and Gcwihaba caves is zoned for low intensity tourism use and the development of low order tourism products.

1.8 Tsodilo Protected Area

Product name:

Tsodilo Protected Area

Product description:

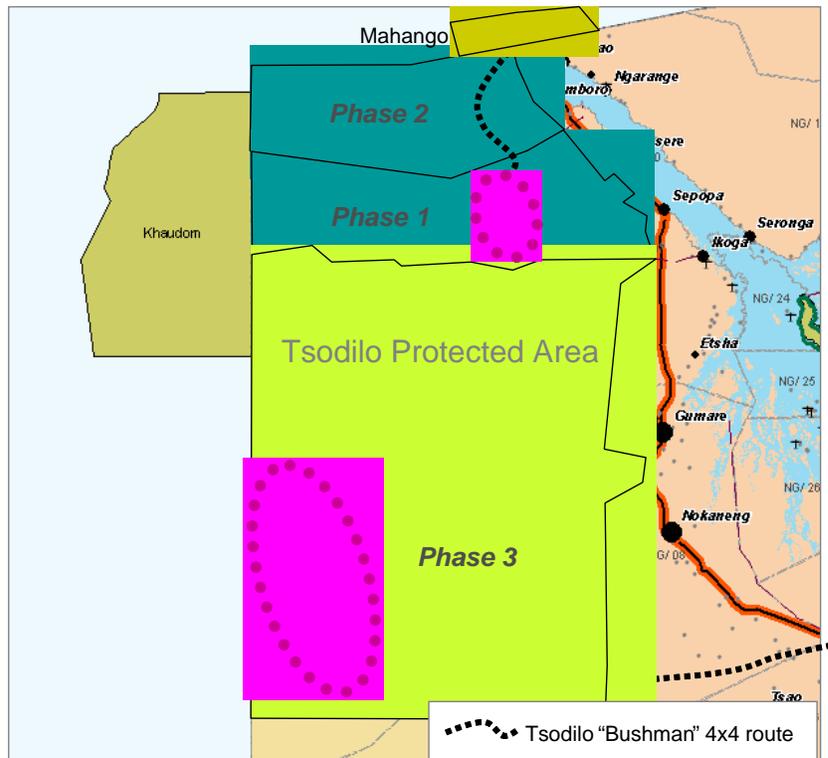
The establishment of a world class protected area in the Tsodilo TDA. The major attraction of the proposed protected area being the archaeology, San history, cultural heritage and art located within an extensive semi-arid wildlife and nature protected area.

Development priority:

This product has the following development priority in this TDA:

Development Priority				
Very High	High	Medium	Low	Very Low
X				

Location:



Boundaries of Protected Area:

The boundaries of the proposed protected area are not defined in this document as they need to be negotiated through a consultative process with all stakeholders and interested / affected parties. The boundaries on the diagram above are conceptual depicting a three phase approach for the realization of the protected area.

However, the recommendation is that decision makers strive to make the area of the proposed protected area as large as possible

Attractions & experiences:

Attractions and experiences attract visitors to a particular location. The following factors will be appealing to visitors thus encouraging them to visit this product:

- San rock art and heritage at the Tsodilo Hills World Heritage site.
- Aha Hills
- Gcwihaba Caves
- Wide open, largely undeveloped, semi-arid plains.
- Elephant and other wildlife migration routes

Target market:

The following tourist market segments should be targeted for this tourism product area:

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				
Tour groups	X			Overseas tour groups will be attracted to Tsodilo Hills as a primary "Bushman" heritage attraction and destination. The tourism resource at Tsodilo Hills will be capable of handling high volumes of tourists with little impact on the resources if the appropriate tourism products and infrastructure is put in place and the destination is effectively and efficiently managed.
Coach tours groups	X			The coach market is highly desirable due to it economic benefits that it may bring to the TDA. The coach market is most likely to visit Tsodilo Hills as day visitors to the attractions. The coach market is most likely to overnight at Popa Falls TDA, Maun TDN or Gumare TDA due to the provision of more accommodation facilities at locations more strategically located along the tour route for the coach market.
Microbus tour groups	X			The coach market is highly desirable due to it economic benefits that it may bring to the TDA. This market segment should be encourage to spend the night in tourist accommodation facilities planned to be provided at the Tsodilo Hills World Heritage. The smaller size of the touring party, the flexibility of their itinerary makes this market segment highly suitable for this site.
FIT/Self-drive <i>Sedan vehicles</i>	X			The nature and profile of overseas self-drive tourists perfectly suits the nature of this attraction and range of tourist facilities that are planned at Tsodilo Hills. This market segment is highly preferred and should be actively targeted.
<i>4x4 vehicles</i>	X			This market segment will be attracted to the wildness and remoteness of the semi-arid area that is reminiscent of safaris of the 1970's where there was very little tourism infrastructure and safaris were rough in lifestyle.
Mobile safaris	X			An appropriate range of experiences, facilities and infrastructure may be developed to provide this market segment with a high quality semi-arid nature/wildlife at minimal capital cost to government but high income generating returns for the TDA.
SADC / Domestic Tourists				
Touring: self-drive <i>Sedan vehicles</i>	X			The nature and profile of overseas self-drive tourists perfectly suits the nature of this attraction and range of tourist facilities that are planned at Tsodilo Hills. This market segment is highly preferred and should be actively targeted.
Mobile safaris	X			An appropriate range of experiences, facilities and infrastructure may be developed to provide this market segment with a high quality semi-arid nature/wildlife at minimal capital cost to government but high income generating returns for the TDA.
FIT/Self-drive 4x4	X			This market segment will be attracted to the wildness and remoteness of the semi-arid area that is reminiscent of safaris of the 1970's where there was very little tourism infrastructure and safaris were rough in lifestyle.

Rationale:

Government is striving to generate more tax revenue and foreign exchange from tourism. It is also striving to diversify the tourism industry away from wildlife-based tourism and also striving to reduce the pressure to develop more tourism products in Okavango Delta Core TDA. It is further striving to revive the tourism image of Botswana and the Okavango Delta as a world class tourist destination.

The Tsodilo TDA has the potential to establish a new national tourism product that will largely achieve the aims that the government is striving for above. This potential is due to the rich

heritage attractions and diverse nature/wildlife-based tourist attractions in the TDA. These attractions, if developed appropriately, will have significant appeal to the recommended targeted tourist market segments which will diversify their holiday experience in Ngamiland and Namibia.

Purpose of product:

The purpose of this product is:

- Create a major new “must see” tourist destination.
- To expand the range of tourism products in Ngamiland.
- To diversify the tourism offering of Ngamiland and Botswana away from wildlife tourism.
- To create new opportunities for citizens – particularly the residents of the Tsodilo TDA – to enter the tourism industry.
- To contribute to the rejuvenation of the maturing image of Botswana and the Okavango Delta as a world class tourist destination.
- To introduce the culture, history and heritage of indigenous host populations into the tourism economy as viable, sustainable and quality tourism product.

Nature of tourism product & environment:

It is envisaged that the proposed Tsodilo protected area would have a full range of tourism products (facilities, services, activities and attractions) suitable for a protected area.

Recommendation:

It is recommended that Government establish a major new tourist destination in north-west Ngamiland in the form of a new protected area. This proposed protected area needs to achieve the following:

- Afford the highest level of protection to the area, probably by proclaiming it a protected area.
- Conform to all environmental management criteria required of a protected area of protected area status.
- Create a new “must see and experience” tourist destination in Ngamiland.
- Convert the Tsodilo Hills from its current status of a day visitor experience to a multi-day, multi-experience type destination.
- Create a range of experiences that will appeal to the preferred market segments.
- Create a new tourism growth area in Ngamiland away from the Okavango Delta.
- Integrate into a transfrontier conservation area with Kaudom National Park and Mahango Game reserve, and become an integral component of the Kavango-Zambezi TFCA.

Planning & Development of the proposed Tsodilo Protected Area.

Government needs to undertake a detailed planning process to ensure a sustainable tourism product that will become a national asset in the future.

1.8.1 Tsodilo Hills World Heritage High Intensity Node

It is recommended that the recommendation listed in the Tsodilo Hills (NG6) tourism development plan be implemented.

1.8.2 Tsodilo NP / Kaudom NP / Mahango GR Transfrontier Conservation Area.

Botswana is a signatory to the Kavango-Zambezi Transfrontier Conservation Area initiative. The establishment of the recommended Tsodilo protected area should be planned under the guidelines of establishing an integrated Tsodilo NP / Kaudom NP / Mahango GR Transfrontier Conservation Area.

1.9 Proposed supporting infrastructure

The role of government in tourism destination development is to plan, design, develop, fund and manage the necessary infrastructure to support the efficient and effective operation of the tourism plant at the tourist destination. The role of establishing the tourism products (facilities, activities and services) is the role of the private sector. The development of tourism infrastructure is guided by the tourism development plan for the TDA. In this plan the infrastructural needs necessary to support an appropriate range of tourism products needed to attract the preferred tourist market segment to the TDA are defined. Government needs to develop this recommended tourism infrastructure to enable the private sector to provide the necessary tourism products to attract the preferred target market to the TDA so that the desired benefits from tourism may be realised by the communities living in that TDA.

The following tourism infrastructure is required to establish an enabling environment for the development of tourism in this TDA.

1.9.1 Tour routes

Roads

Government should focus on establishing the following tourist transport infrastructure:

- A network of roads and tracks that support the proposed Tsodilo protected area and Tsodilo Hills.
- Linkage roads in the Tsodilo TDA that link Kaudom National Park and Mudumu Game Reserve in Namibia.
- As part of the KAZA TFCA initiative ensure that appropriate immigration control and administration mechanisms are in place at border crossings between Botswana and Namibia.

Tour routes

The nature of tourism is to travel. Tourists travel by air, road and boat. Tour routes do play an important role in establishing a TDA, growing the tourism plant of the TDA and spreading benefits of tourism to host communities.

The role of Government is to facilitate the establishment, management and maintenance of tour routes and tourist transport infrastructure in the TDA. This development function is critically important to the development of the tourism plant in the TDA as facilitates the dispersion of tourists through the TDA and channels them into preferred areas where tourism has been deemed desirable by Government, host communities and the private sector.

Government and the private sector should focus on establishing the following:

- A network of tour routes through the proposed Tsodilo National Park that is suitable for different types of tour vehicles from large tour coaches to sedan vehicles to 4x4 safari vehicles.
- An interesting and informative tour route to the Tsodilo Hills from the A35. This tour route should be a paved road suitable for a luxury 44-seater motor coach. It is preferable that this tour route has a separate entry and exit road to Tsodilo Hills from the A35 as retracing a tour route is considered by tourists not to be an optimal experience.

Signage

Road and information signage is critically important to tourists and tour operators, particularly in developing rural regions. A carefully planned signage programme assists in determining the tourism image of the TDA and the efficiency of the TDA's tourism plant.

Good road and tourist information signage also has a positive impact on the traveller's confidence in travelling in the TDA and travel information seen and gathered by the traveller.

A detailed road signage programme should be planned and implemented for the TDA.

An example of an effective road and tourist information signage programme in the Appendices Volume. This programme was implemented for Queensland in Australia.

1.9.2 Telecommunications

Effective and efficient communication within the tourism industry is critical to its successes. The bulk of tourism related communications (information gathering, enquiries, availability, reservations, etc) and financial interactions (deposits, payments, refunds etc) throughout the world are currently undertaken electronically by means of telephone, email and internet.

The tourism industry of Ngamiland is predominantly based on visitors from the first world visiting tourist attractions in Ngamiland, a developing region. Telecommunications in Ngamiland are at a level of sophistication, reliability and extent that hinder the operational effectiveness and efficiency of the existing tourism plant and hinder the further and future development of new tourism products in the District. To overcome this disadvantage, the following needs to be addressed by Government with urgency in this TDA:

- Effective and reliable cellular telephone or microwave-based telephone coverage to all tourism products in the TDA.
- Wireless internet access to all tourism products in the TDA.
- Fast broadband internet availability in the following centres:
 - Tsodilo Hills High Intensity Tourism Node
 - Proposed Tsodilo National Parks management offices.

1.9.3 Tourism services

It is the role of Government to provide staff, manage and maintain the necessary tourism services required for visitors to have a safe, well-informed visit in the TDA and Ngamiland.

1.9.4 Tourism Information Centres

Tourists travelling along tour routes do not contribute to the local, rural economy unless they stop along the tour route. There are five ways of encouraging tourists to interrupt their journey

through the provision of (a) comfort facilities (toilets, wash rooms); (b) motor services (fuel, repairs); (c) route and tourist information / interpretation material; (d) food outlets (fast foods & restaurants) and (e) retail outlets and markets for curios and tourist art.

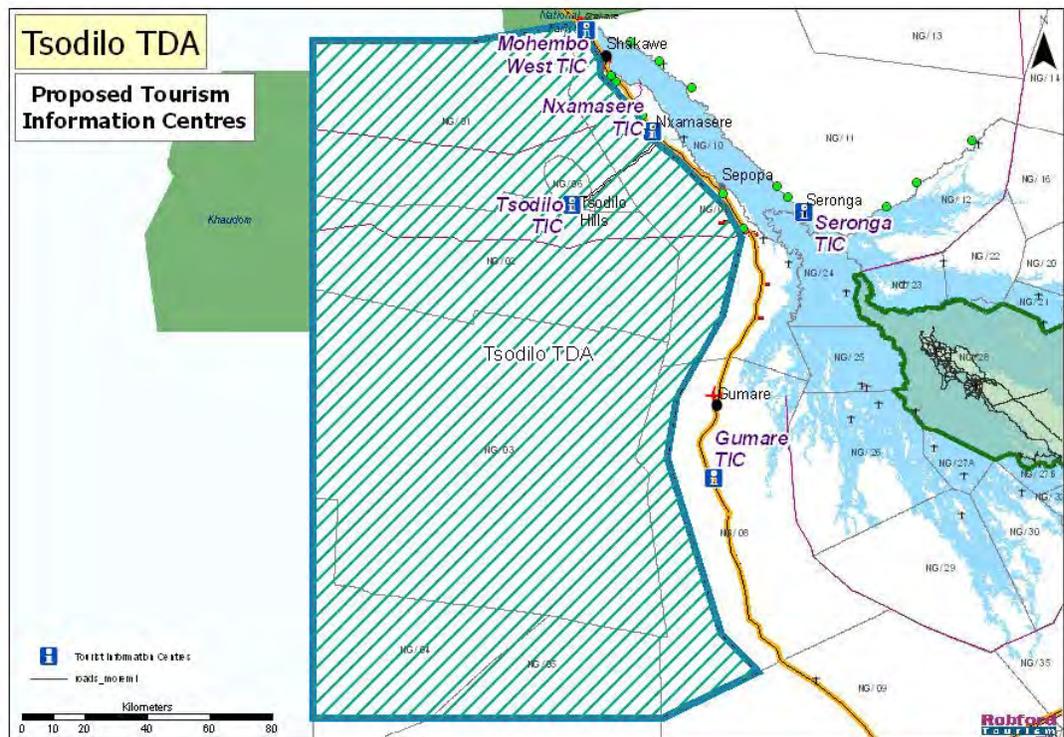
An effective means of encouraging tourists to break their journey is to provide them with incentives to stop at strategically identified locations, and then to provide them with the opportunity to become consumers. The means recommended is to construct Tourism Information Centres (TICs) at strategic points along the tour routes.

Tourism information centres should be planned, funded and established by government. TIC in a tourism area need to be viewed not as single entities but as a range of entities that create an integrated tourism product which should all be developed at the same time in order to have maximum effect. High quality signage and Tic's contribute significantly in establishing a tour route and convincing tourists that there are quality tourism attractions in the area that need to be experienced. It is highly recommended that government invests significantly in implementing the proposed range of Tic's in this TDA.

There are three orders of Tourism Information Centre, namely high order, medium order and low order, which provide the following functions & services and should be established at the following locations in this TDA:

Location	Order of TIC	Functions & Services of TIC
Tsodilo Hills World Heritage Site	High Order Tourism Information Centre	<p>A high order TIC provides the full range of functions to provide a fully integrated, telecommunications supported information service to all visitors to the TDA.</p> <p>A high order TIC would provide the following functions.</p> <ul style="list-style-type: none"> • Tourist information office that is manned by trained staff. • Well designed interpretation material about the natural and human history of the TDA. • A reservations and promotion service for tourism products (facilities and services) in the TDA. • A point from which special interest tours and activities may take place from. • Clean ablution facilities. • Restaurants and fast food facilities to provide meals and refreshment. • Safe parking for tour vehicles. • A commercial / retail market / bazaar area that provides: <ul style="list-style-type: none"> ○ Well designed stores and retail outlets. ○ The whole market is operated as a tourism product. ○ Creates a safe and secure environment for tourists as it should be well policed by private security guards. ○ Only tourist related products and produce is sold at the market. ○ Traditional products / manufacturing of such products should be showcased. • A food court that provides: <ul style="list-style-type: none"> ○ A wide range of different foods including: <ul style="list-style-type: none"> ▪ Traditional restaurants. ▪ Fast food outlets. ▪ Western restaurants. ○ Tourism training facilities for local people.

Tourism information centres (Tic's) should be established at the following locations:



1.10 Citizen participation

The Tsodilo TDA is designed to create a new “must see” tourist destination in north-western Botswana that diversifies the tourism offering of Ngamiland away from wildlife tourism and creates new opportunities for citizens – particularly the highly impoverished residents of the TDA – to enter the tourism industry. Accordingly, this TDA is a **high priority area** for citizen empowerment and is graded as having **excellent potential** for increased citizen participation.

Citizen Participation: Priority Rating				
Very High	High	Medium	Low	Very Low
	X			

The tourism potential of the Tsodilo TDA is anchored in the culture, history and heritage of its indigenous host populations and it is thus critical that they participate in, and benefit from, the development of this TDA. Therefore, it is recommended that residents be granted preferential standing as preferred beneficiaries for citizen participation in the Tsodilo TDA.

The Tsodilo TDA will provide a broad range of business opportunities. The tourism development plan for the Tsodilo Hills High Intensity Tourism Node identifies various tourism products including up-market and mid-market lodges, self-catering accommodation facilities and camping grounds. It is recommended that an affirmative procedure be used to achieve high levels of citizen participation when these opportunities are awarded. A new framework for the awarding of leases in the Tsodilo TDA (similar to that recommended for the Moremi-East TDA) should be designed that awards footprint leases for accommodation establishments allied with an appropriate bundle of traversing rights in the wider TDA enabling support activities such as access to the Tsodilo Hills World Heritage Site, game drives in the new National Park, etc..

The leases should be awarded using a system that places a high premium on citizen participation. The system should develop an appropriate broad-based citizen participation scorecard (including the various indicators described above) designed to measure the level of citizen participation in proposals from prospective lessees as well as the ongoing performance of lessees after award (i.e. during the operational phase of the business). Given their standing

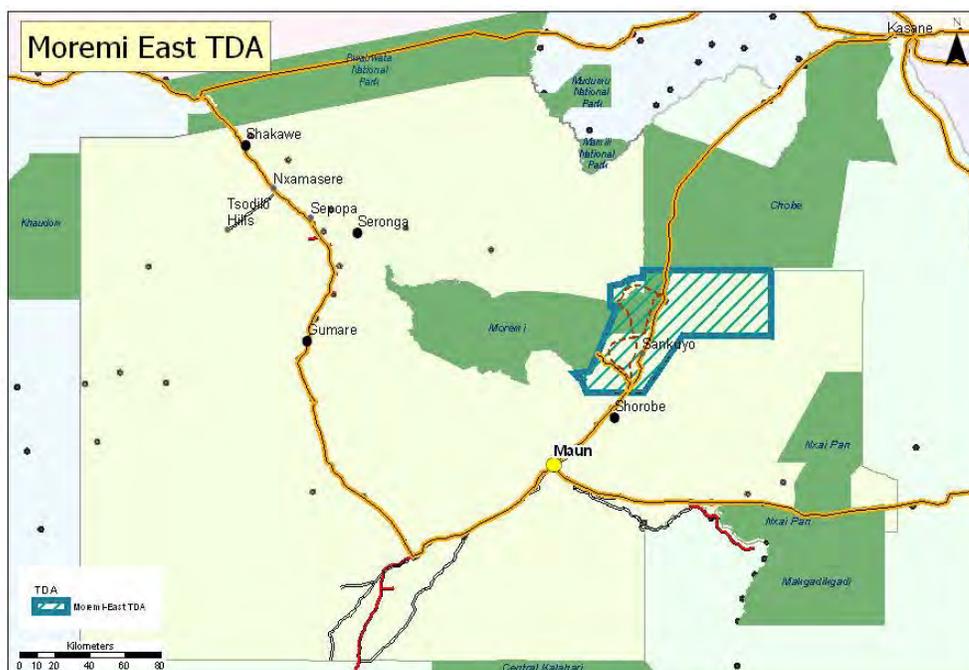
as preferred citizen beneficiaries, a premium should be awarded for participation by residents of the TDA.

A range of business opportunities with relatively low barriers to entry (requiring limited capital investment and little entrepreneurial experience) will be created within the various zones of the Tsodilo TDA (especially, but not exclusively, in the Medium and Low Intensity zones described above). When developing the detailed plan for the TDA recommended above, these opportunities, which are particularly suited to the needs of small-scale emerging citizen entrepreneurs, should be specifically identified and reserved for residents of the TDA.

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Moremi-East Tourism Development Area



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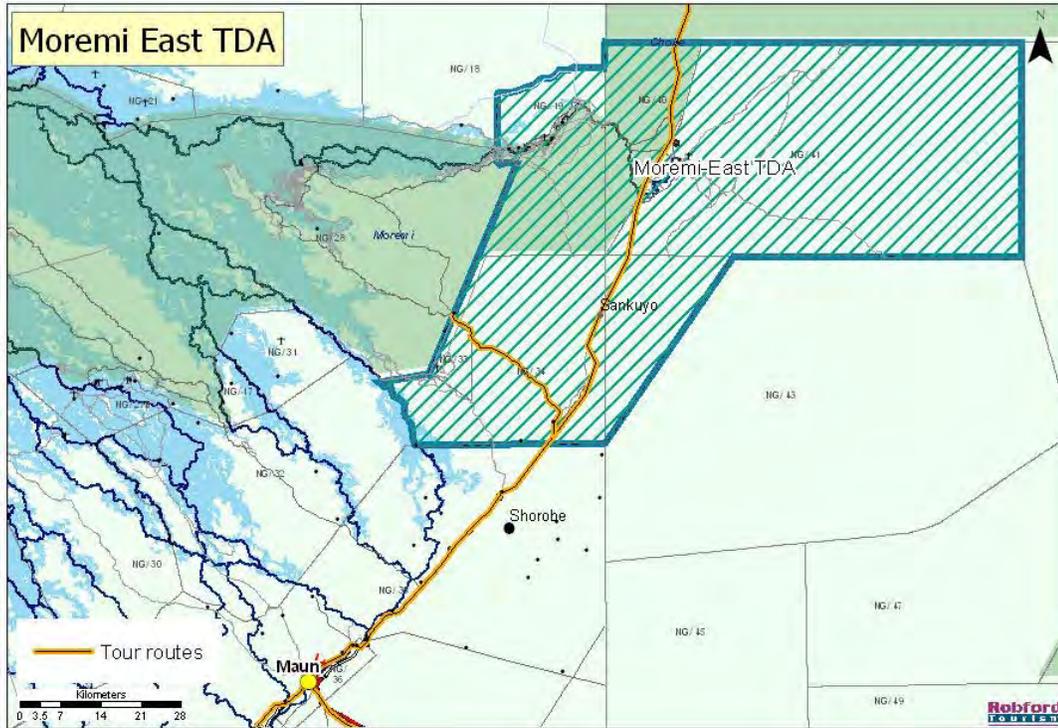
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FILE NAME	

CONTENTS	I
1 MOREMI EAST TDA	1
1.1 LOCATION OF MOREMI EAST TDA	1
1.2 PURPOSE OF MOREMI-EAST TDA	1
1.3 TOURISM RESOURCE AND ATTRACTIONS IN TDA	2
1.4 EXISTING TOURISM PRODUCTS IN TDA.....	5
1.5 TOURISM IMAGE OF TDA	6
1.6 TOUR ROUTES.....	7
1.7 PREFERRED TARGETED TOURIST MARKET SEGMENTS.....	10
1.8 LAND OWNERSHIP AND CONCESSIONS.....	12
1.9 TOURISM DEVELOPMENT ZONES & NODES.....	14
1.10 TOURISM DEVELOPMENT CONCEPT FOR MOREMI-EAST TDA	21
1.11 PROPOSED / RECOMMENDED TOURISM PRODUCTS IN TDA.....	22
1.12 MOREMI-EAST ECOTOURISM PARK	22
1.13 TOURISM SERVICES	27
1.14 CITIZEN PARTICIPATION.....	29

1 Moremi East TDA

1.1 Location of Moremi East TDA



1.2 Purpose of Moremi-East TDA

1.2.1 Citizen empowerment

The purpose of establishing the Moremi-East TDA is specifically to implement the challenges defined in goal 3 of the strategic framework. ***“To increase the participation citizens in the tourism industry of the Okavango Delta.”***

Furthermore, to implement through planning and design the strategic objectives that are defined under this goal, which are the following:

#	Category	Strategic Objective
3.1	<i>ownership</i>	To increase the number and share of tourism businesses in the Okavango Delta <i>owned by citizens</i> .
3.2	<i>strategic representation and control</i>	To increase the <i>strategic representation</i> of citizens in the tourism industry of the Okavango Delta.
3.3	<i>employment equity</i>	<ul style="list-style-type: none"> To enhance <i>employment equity</i> for citizens in the tourism industry of the Okavango Delta. To provide assistance to <i>citizen-owned enterprises</i> in the tourism industry.
3.7	<i>social development</i>	To promote <i>social development spending</i> by established tourism businesses.
3.8	<i>awareness raising</i>	To raise <i>awareness</i> of the process and benefits of Okavango Delta's tourism industry.

Tourism resources

- **Location:**

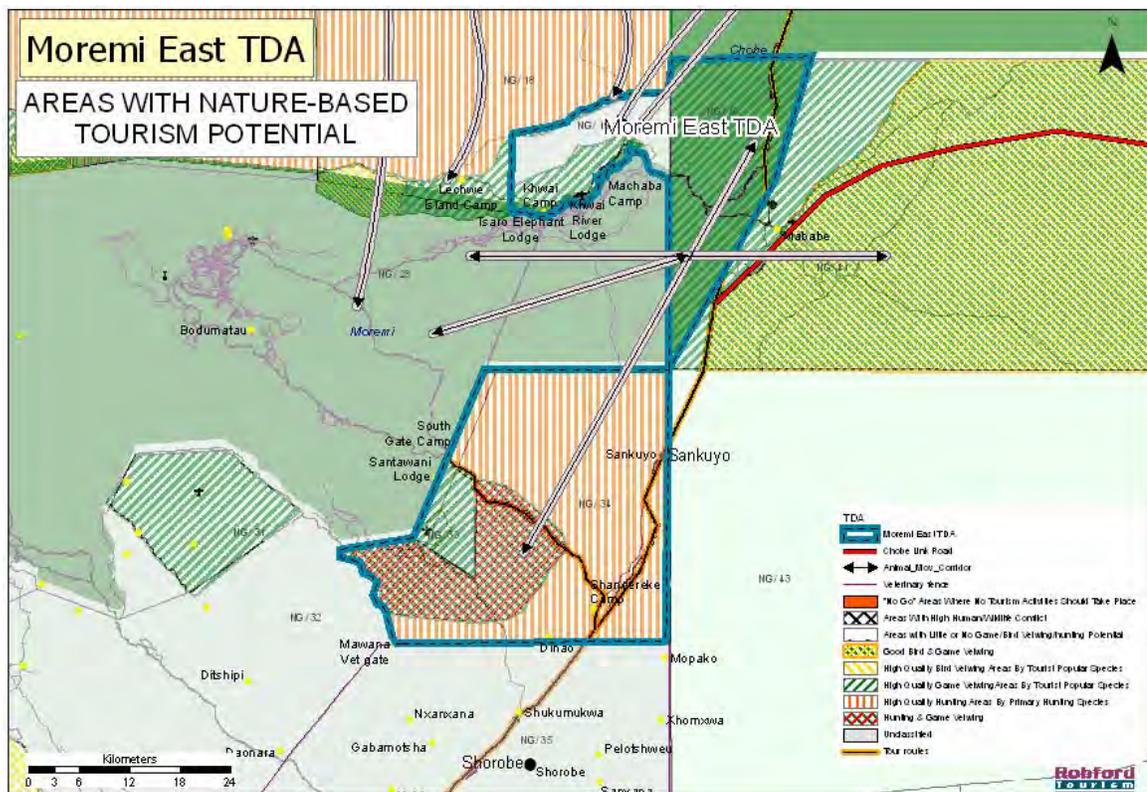
The Moremi-East TDA was identified because of its strategic location relative to:

- **Maun:** An hour's drive away on the existing paved / dirt road.
- **Maun – Kasane tour route:** The tour route links Maun to Kasane through Chobe National Park (both existing and proposed new road alignment) pass in close proximity to the Moremi-East TDA.
- **Access road to Moremi Game Reserve's South Gate:** This road passes directly through the southern section of the Moremi-East TDA.

- **Wildlife:**

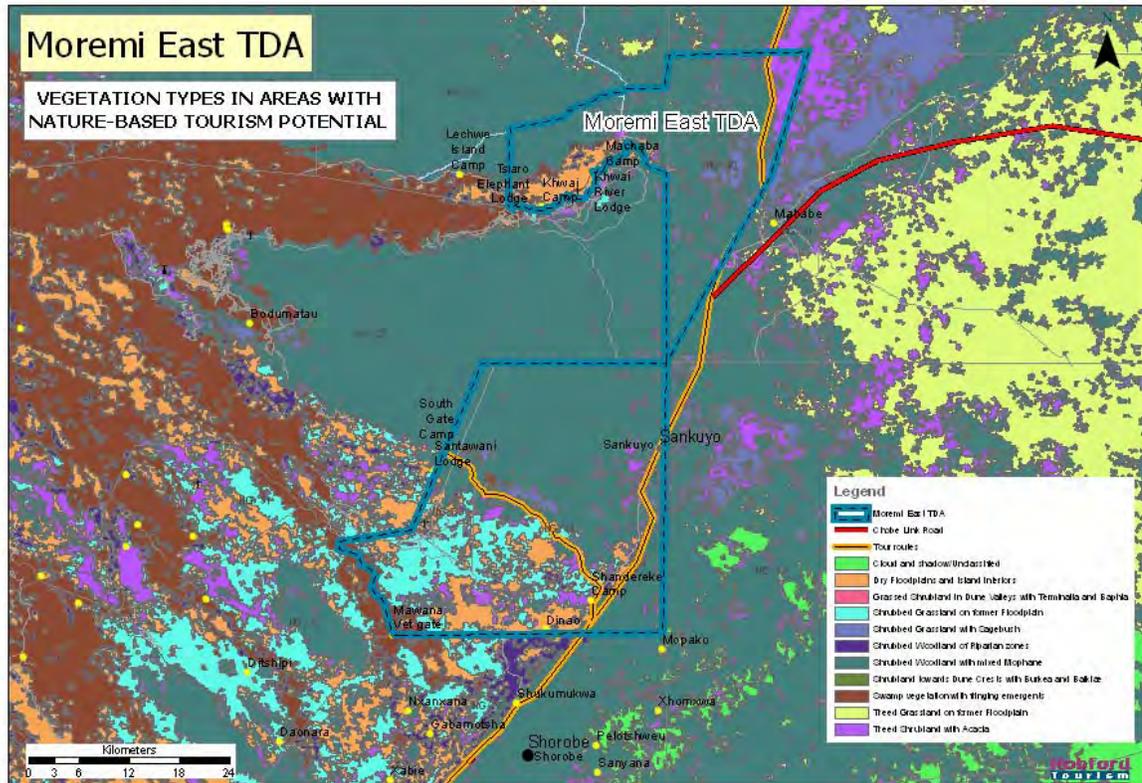
The area is rich in wildlife with good quality (not excellent) game viewing opportunities.

- A number of animal migration routes pass through the TDA.
- There are wet areas and dry areas in the TDA resulting in varying wildlife behaviour. Borehole-fed waterholes may be place at strategic locations so as to manage wildlife movements throughout the year, particularly the dry season which is the high tourist season.



- **Vegetation**

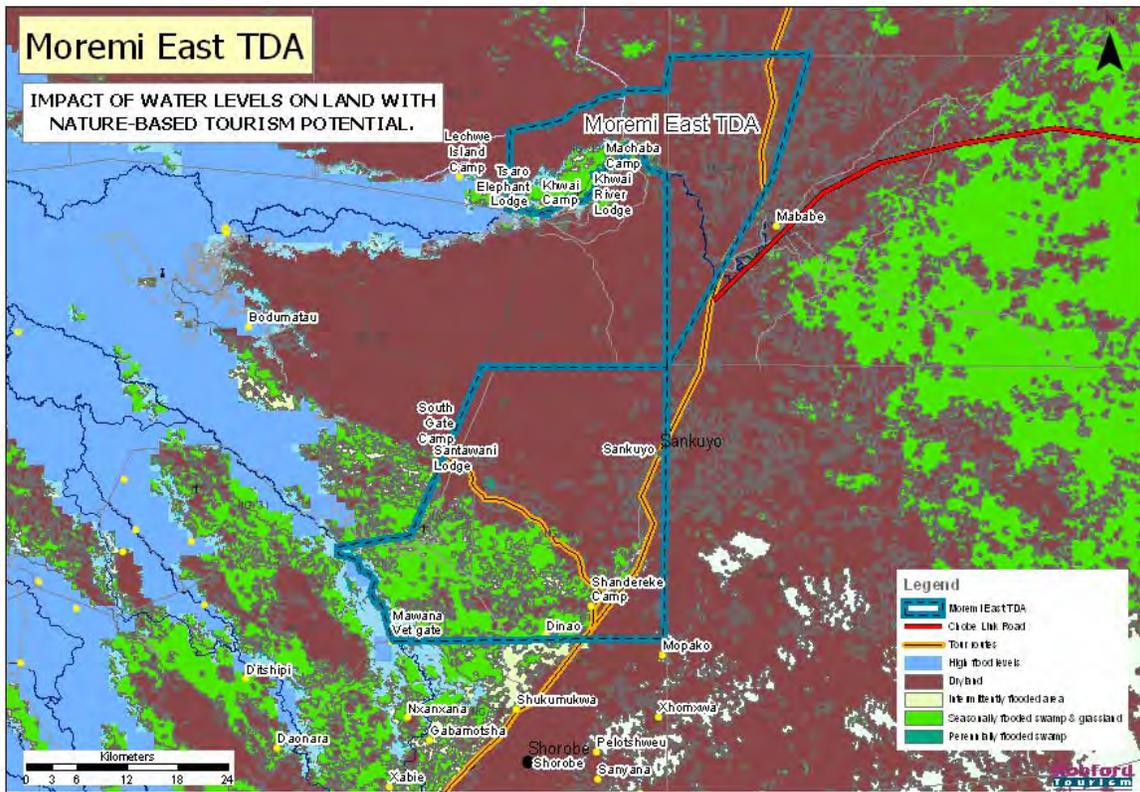
The majority of the Moremi-East TDA is covered with shrubbed woodland with mixed Mopane which is not ideal for photographic tourism. However, there are large areas of shrubbed grassland that were on former floodplains as well as dry floodplains with island interiors. There are also significant sized areas of treed shrubland with Acacia suitable for tourism activities and products.



- **Flood levels**

Flood levels in the Okavango Delta determine the range, scale and nature of tourism products, activities and experiences that may take place in the delta.

Approximately 70% of the Moremi-East TDA is dry land that is not flooded. The remainder of the land area is flooded annually to some degree. The best game viewing areas are at the interface between flooded areas and dry areas. Therefore, the nature of the flooding in the Moremi-East TDA creates opportunity for seasonal game viewing in the area.



Tourist attractions

What attracts visitors to the Moremi-East TDA?

- Photographic safaris for game viewing and bird watching.
- Hunting.
- The wildness of the landscape outside of a proclaimed protected area.
- The ability to undertake activities not normally permitted inside a formally proclaimed protected area.

1.4 Existing tourism products in TDA

1.4.1 Tourist activities

What activities can tourists do and experience currently while visiting the Moremi-East TDA?

- Photographic safaris.
- Hunting.

A full list of the most current tourist activities in this TDA may be found in The Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism activities are kept current.

1.4.2 Tourism facilities

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism facilities are kept current.

1.4.3 Tourism services

A full list of the most current tourist facilities in this TDA may be found in the Tourism Monitoring section of this manual. A tourism monitoring programme is operated by the Department of Tourism in Maun. It is the responsibility of this office to ensure that the inventories of tourism services are kept current.

1.5 Tourism image of TDA

1.5.1 What is a tourism image?

A **tourism image** is a particular image or “brand” that is depicted to the tourists of the Tourism Development Area. This image may be created through focused marketing efforts and by the provision of key, strategic tourist attractions and products. Each TDA in the Ngamiland planning domain needs to have its own distinct tourism image which differs significantly from the tourism images of other TDA’s. In this manner, tourists who visit Ngamiland will be encouraged to view the district as a number of distinctly different areas each offering a range of different attractions and experiences worth visiting. Such tourists may be encouraged to stay longer in Ngamiland to sample the varied experiences promoted by the different tourism images of other TDA’s.

Furthermore, the TDA’s tourism image assists greatly in focusing marketing and promotion efforts towards the needs and demands of the preferred targeted market segment. This focus is important in accurately informing the tourist of the experience that they are likely to have in the TDA. Clearly identifying and promoting a tourism image for a TDA helps prevent the mismatch that so frequently occurs between ‘tourist’s expectations’ and “tourist’s experience”. This mismatch frequently causes visitor dissatisfaction with their holiday experience which results in negative publicity that impact negatively on tourist arrivals in the planning domain.

1.5.2 Tourism image for TDA

The tourism image for this TDA is:

- **A mobile safari paradise for self-drive tourists and mobile safari operators offering wild experiences and activities that were so popular in the 1970’s.**
- **Re-establishing the classic self-drive, explorer safari experiences from the 1970’s.**

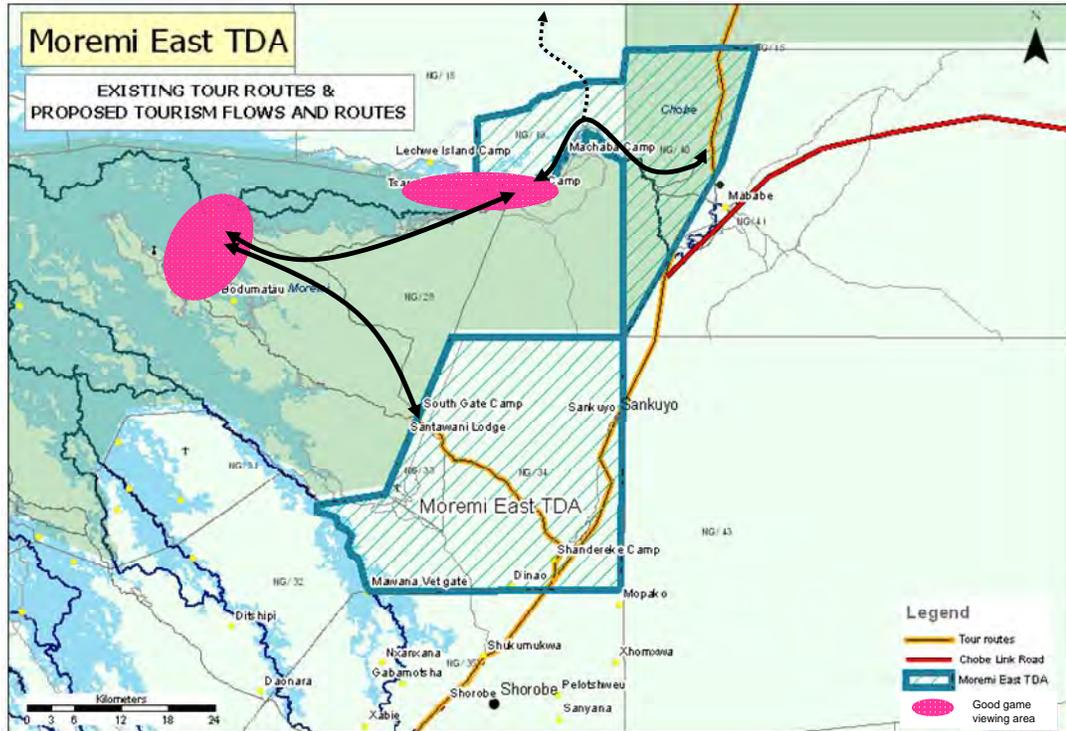
The tourism image or branding recommended for this TDA should factor in the following elements:

- The undeveloped nature of the area.
- Wet and dry areas.

- The link between Moremi Game Reserve and Chobe National Park.
- Ability to undertake nature-based activities that are not permitted in Moremi Game Reserve and Chobe National Park.

1.6 Tour routes

1.6.1 Existing tour routes in TDA



The following routes are currently being used as tour routes by different segments of the existing user market:

- **Maun to Savute to Kasane:**

This route is the main road route that links Kasane to Maun. It is an unpaved track suitable only for 4x4 vehicles. Its primary function is that of a district transport route and secondarily as a tourist safari route. Its relatively high volume of non-tourist traffic has resulted in the track being wide, very sandy / muddy in places which impacts negatively on the tourism image of the travel experience for tourists.

Many tourists travel this track to get to Savuti or as one leg of their circular safari route that takes them through Moremi, Savuti and Chobe, the three main destinations for self-drive tourists to the Moremi-East TDA.

- **Maun to South Gate of Moremi Game Reserve:**

This unpaved route is the primary safari route that links Moremi Game Reserve to Maun. It is the route most commonly used by self-drive tourists entering Moremi Game Reserve from the south or from Maun. It is also the route used by many mobile tour operators operating safaris out of Maun. It is also the route used by safari lodge operators to ferry their guests into Moremi Game Reserve by vehicle.

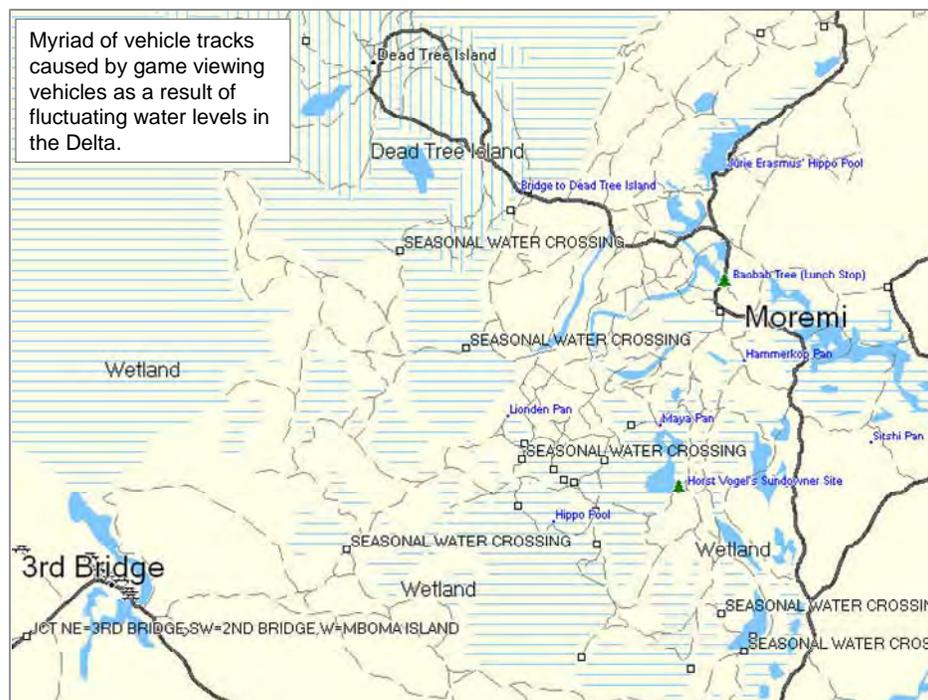
This route is also the primary supply route for tourism and conservation activities in Moremi which has impacted negatively on the track in terms of numbers of vehicles and wear on the unpaved road. As a result the road is wide and sandy with some large mud holes in places. The nature of the road and volume of traffic has resulted in a fairly unpleasant visitor experience while travelling along this road.

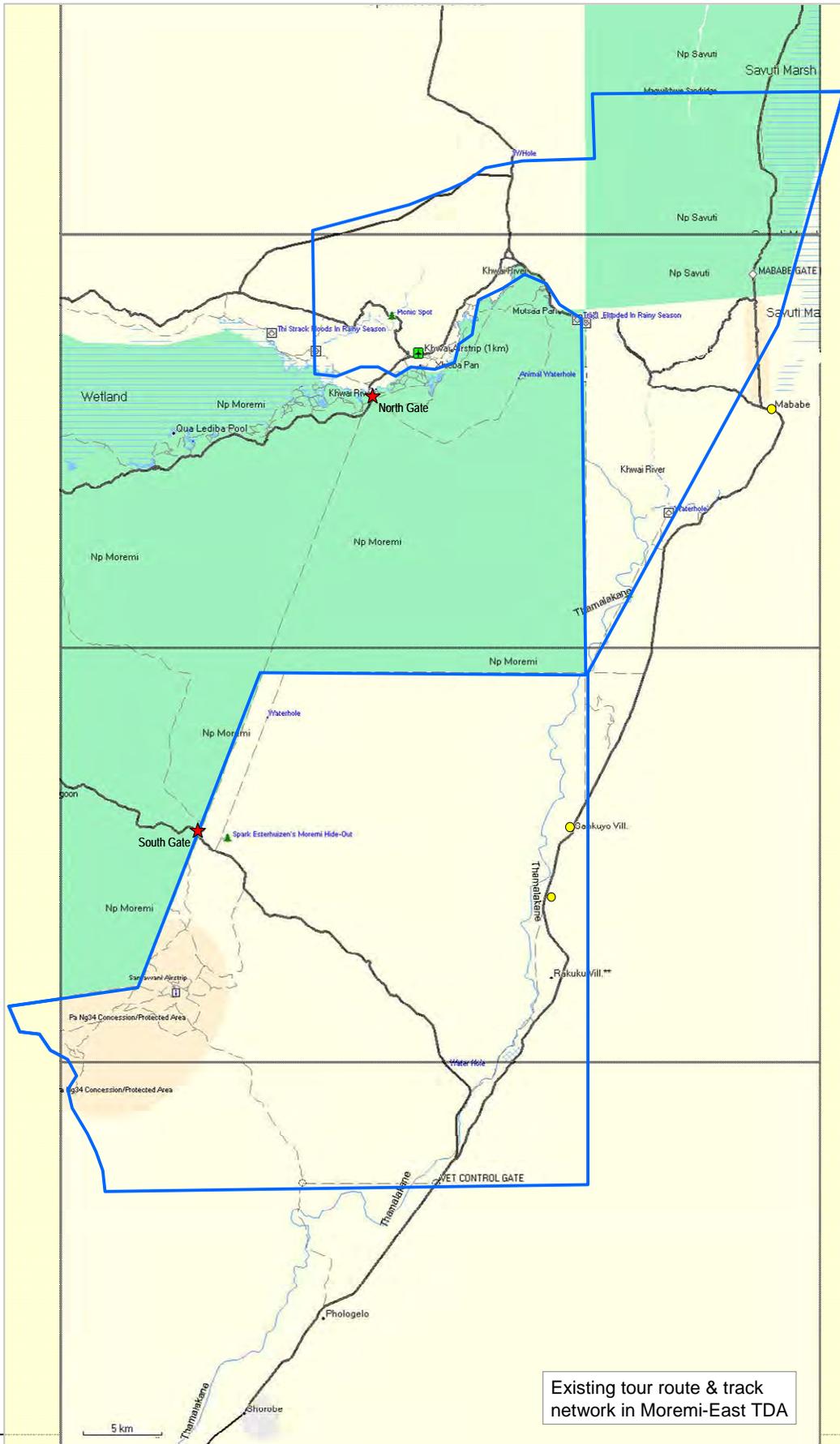
- **Moremi Game Reserve – Internal safari routes:**

The internal roads of Moremi Game Reserve link the entrance gates to one another and also the prime game viewing areas. The current road network in Moremi Game Reserve is based on the network of tracks that evolved due to necessity in the early 1960's/70's. The routing of the tourist tracks in Moremi Game Reserve does not optimise the full potential of the safari and wildlife experience for visitors to the reserve.

The myriad of vehicle tracks in good game viewing areas on the edge of the swamps in Moremi Game Reserve is the result of fluctuating water levels over the past twenty five years. This situation has significantly impacted on the visitor experience to such areas.

The circular route through Moremi Game Reserve is a popular route on the itinerary of most self-drive tourists to the eastern section of the Okavango Delta.



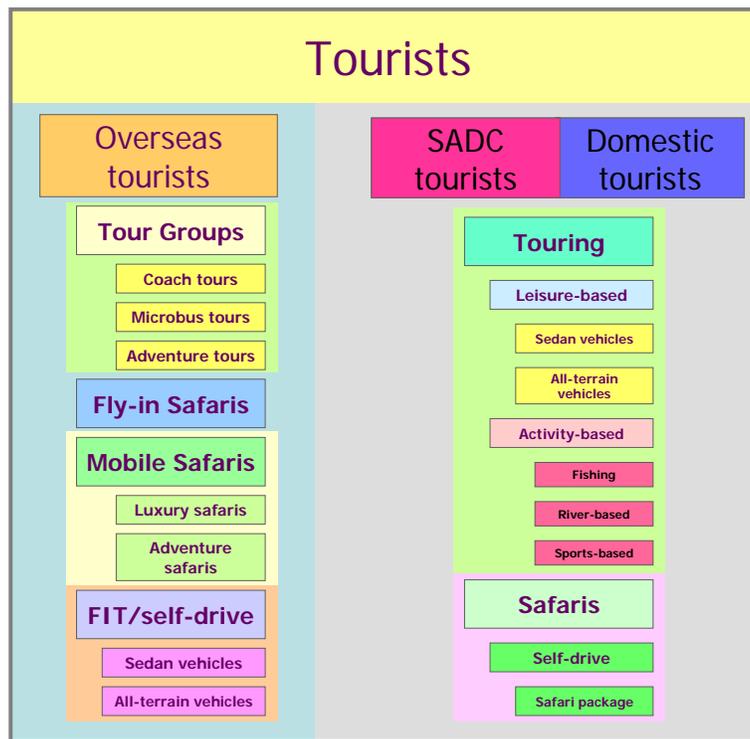


Existing tour route & track network in Moremi-East TDA

1.7 Preferred targeted tourist market segments

The strategy that has been accepted for tourism development in Ngamiland is to focus tourism development at clearly identified tourist market segments. These targeted market segments are preferred as they are likely to contribute favourably to the achievement of the tourism vision and development goals of the District and this specific TDA (as defined in the Strategic Framework). Therefore, it is important to clearly identify which tourist market segment or segments are preferred for this TDA.

The following tourist market segments have been identified through a process of stakeholder consultation:



The following market segments have been identified as segments of preference.

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				
Maun-based tourists	X			These tourists are tourists that arrive in Maun as part of a tour group, as independent fly-in arrivals or by sedan motor vehicle. They prefer not wish to stay at the luxury lodges and camps in the Okavango Delta Core TDA but still want to experience the Okavango Delta and Moremi Game Reserve in a more economical manner as either day visitors or part of a mobile safari.
Tour groups	X			Visitors travelling as part of tour groups travelling the Victoria Falls - Popa Fall – Maun tour route that is expected to become popular in the medium to long term.
Fly-in tourists	X			Tourists that have flow into Maun as independent travellers or who want to extend the lodge / safari package with a trip to Moremi-East TDA.

	Preference			
Self-drive tourist in sedan vehicles	X			Self-drive visitors travelling the Victoria Falls - Popa Fall – Maun tour route that do not have access to 4x4 vehicles to travel into the Moremi Game Reserve and Moremi-East TDA.. This market segment will leave their hire car in Maun and purchase package tours into the Moremi GR and TDA.
Mobile safari Operators	X			This market segment is already well established and operational in the Moremi-East TDA. This market could expand significantly creating new opportunities for citizens and local entrepreneurs. Mobile safari operators would provide safari services to Maun-based tourists and pre-purchased safari packages.
FIT/Self-drive 4x4 vehicles	X			This segment of the market has been visiting Moremi Game Reserve for over thirty years. The market segment is likely to grow with due to the increase in recreational 4x4 vehicles market in RSA and the establishment of products specifically aimed at this market segment in the Moremi-East TDA.
Overseas	X			This market segment hires fully kitted 4x4 safari vehicles from car hire companies before departing on multi-day, multi-destination safaris. This market segment is specifically looking to enjoy an "Out of Africa" type safari experience where the experience of being on safari is as important as the wildlife that is seen on the safari. This market segment is currently travelling from Namibia into Botswana. The number of self-drive visitors from Livingstone is likely to increase once Livingstone International airport becomes operational as the international dispersion hub for the region.
South African & SADC	X			The South African 4x4 market segment is the largest component of the SADC self-drive market segment. The SA 4x4 market segment is a stable market segment that has visited the Okavango Delta over the past 35 years. It has the potential to increase significantly in numbers as recreational 4x4 vehicle ownership in SA continues to increase while the number of locations where off-road safaris may take place in SA decreases. This market segment is looking for an active, 'back to basics' in the bush experience.

An itinerary of a 12–day typical mobile safari of the Delta-Moremi-Victoria Falls is displayed below. It will be mobile operators such as this that will be targeted for the proposed products in the Moremi-East TDA.

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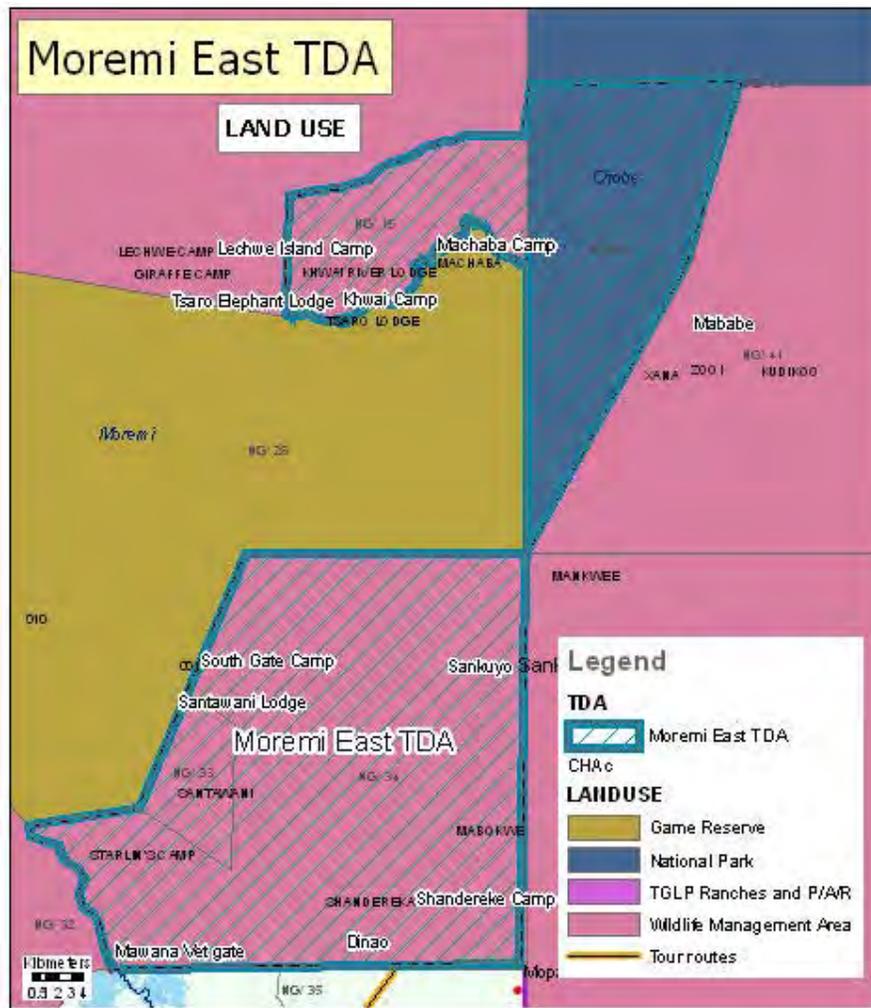
[Home](#) > [Safaris](#) > [Okavango Delta, Moremi, Savuti, Chobe, Victoria Falls](#)

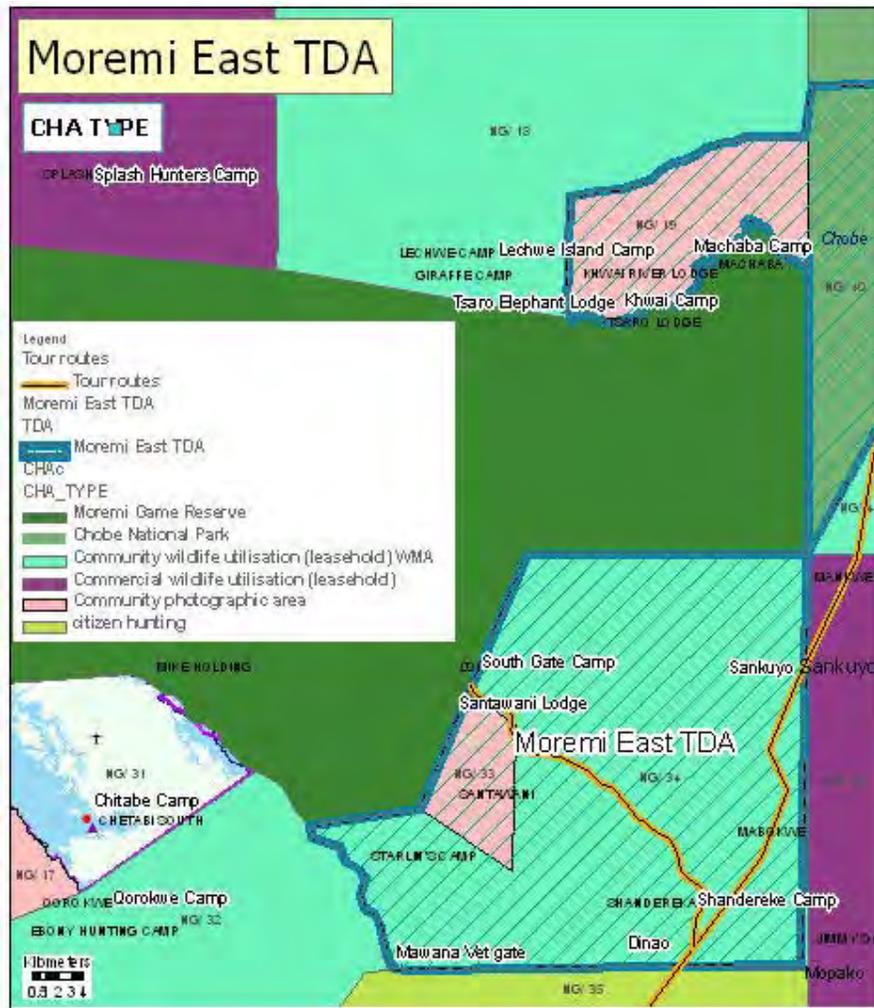
12 Day Delta , Moremi and Victoria Falls safari.

Day 1: Maun - Okavango Delta Drive inn (Tented Camp) (B, L, D)
(Walking Safaris)
Day 2: Okavango Delta (Tented Camp)
Day 3: Maun tented (B, L) *own supper
Day 4: Moremi (Tented Camp) (B, L, D)
Day 5: Moremi (Tented Camp) (B, L, D)
Day 6: Moremi (Tented Camp) (B, L, D)
Day 7: Savuti (Tented Camp) (B, L, D)
Day 8: Savuti (Tented Camp) (B, L, D)
Day 9: Chobe (Tented Camp) (B, L, D)
Day 10: Kasane (Tented Camp) (B, L, D)
Day 11: Victoria Falls Acc. (B) - River cruise included
Day 12: Victoria Falls Acc. (B)

The aim of the tourism development plan for the Moremi-East TDA is to develop a range of products that meets the needs of the above market segments. By providing such products, it is expected that the numbers of this market segment visiting the area would increase. The establishment of a new mini-tourism plant in the Moremi-East TDA aimed at this market segment would increase the number of opportunities available for local people from Ngamiland and elsewhere in Botswana to become involved as investors and entrepreneurs in the tourism industry of Ngamiland. The range of tourism products proposed for development by the private sector in the Moremi-East TDA is contained in the following sections. It is the role of government to create the environment for such activities to take place and provide the infrastructure necessary to support such a tourism economy.

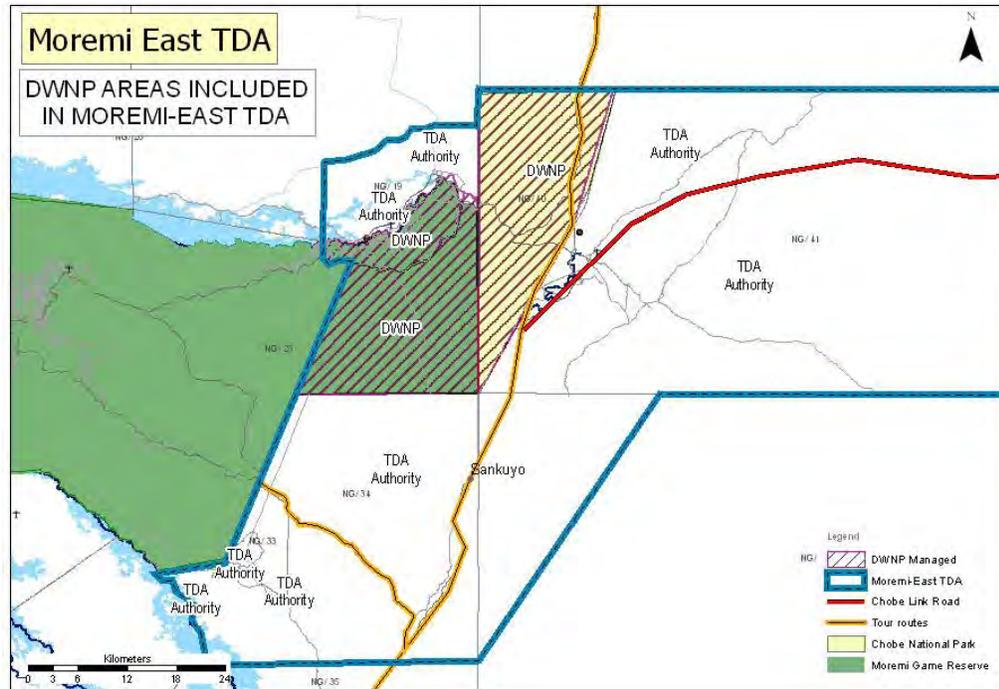
1.8 Land ownership and concessions





1.8.1 Areas of Moremi Game Reserve and Chobe National Park to be included into Moremi-East TDA

The following two areas should be included into the Moremi-East TDA.



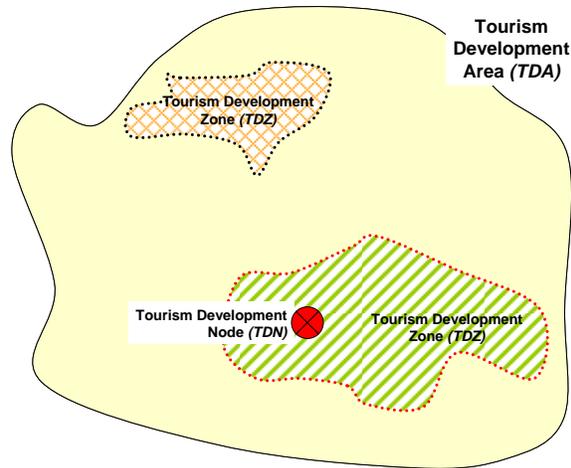
1.9 Tourism development zones & nodes

1.9.1 Introduction

The task of a regional or district tourism development plan is to establish an environment in which tourism may develop and flourish. It is the responsibility of Government to strive to establish such an environment in which the private sector and host communities may develop the necessary tourism products needed for the effective operation of a sub-regional tourism plant. A means of achieving this environment for tourism is to divide the planning domain or Ngamiland into smaller spatial areas into which detailed, market focused tourism planning may take place.

Consequently, land with tourism potential in Ngamiland has been demarcated into seven **Tourism Development Areas (TDA)**. Within each Tourism Development Area are:

- **Tourism Development Zones (TDZ)** which are zones in which a particular type of tourism or land use activity may take place.
- **Tourism Development Nodes (TDN)** which are specific places or locations where high intensity tourism development takes place.



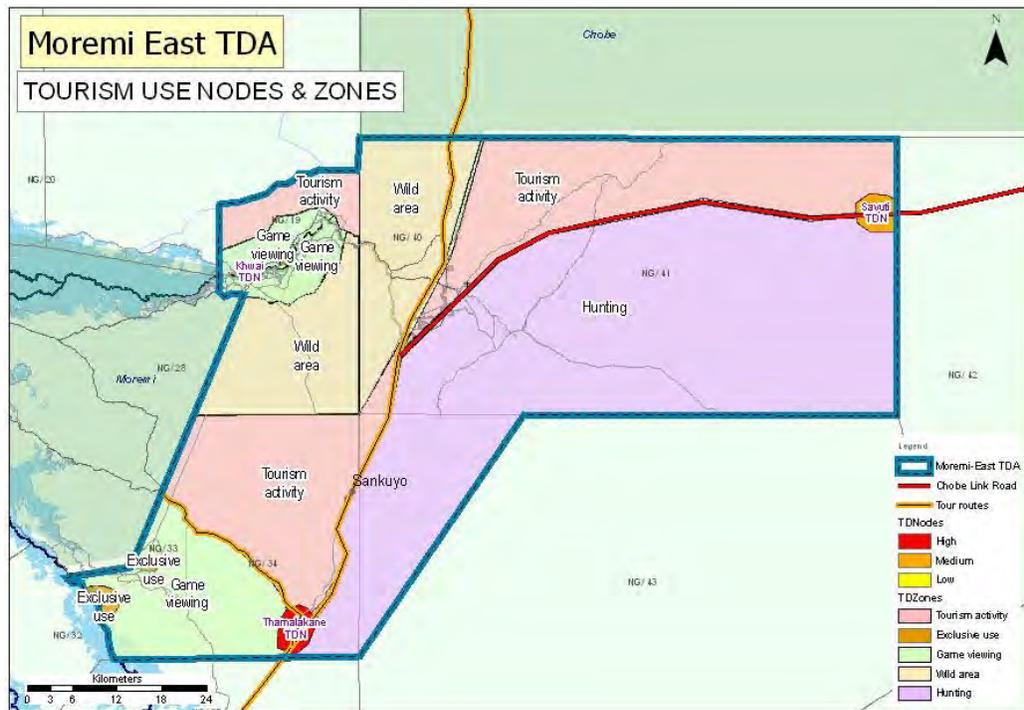
Tourism development zones are identified by integrating the following tourism related factors:

- **Target markets segments:** The market's needs, demands, preferences, profiles, recreation characteristics, affordability.
- **Tourism resources and attractions:** The range, extent and quality of the tourism resources that is available in the TDA for consumption by targeted market segment.
- **Limits of acceptable change (LAC):** The zonation that emanates from the Limits of Acceptable Change process are used as a foundation layer for the spatial planning with the TDA.
- **Tourism support infrastructure:** The nature, extent and condition of existing tourism support infrastructure that is required to support the tourism plant of the TDA.
- **Strategic Framework:** This framework provides guidelines as to the benefits that should emanate from tourism development in this TDA.
- **Host communities:** The wishes and concerns of the host community.
- **Private sector:** The guidance of the private sector tourism industry.

1.9.2 Spatial demarcation for tourism development

The following recommendation for spatial tourism development planning within this TDA is recommended after due consideration of the above factors:

Tourism Development Nodes and Zones



Tourism Development Nodes

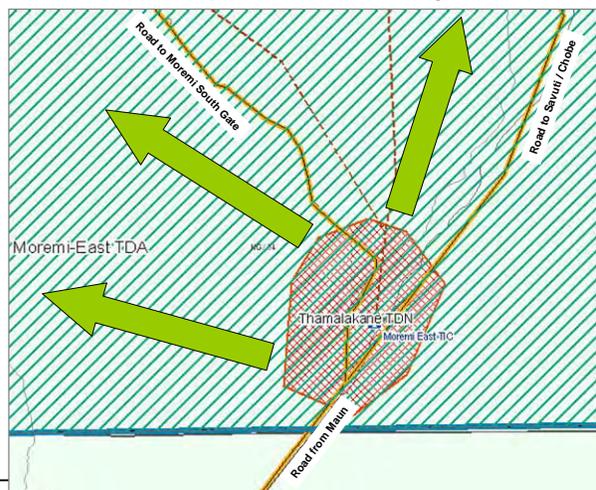
Tourism Development Nodes (TDN) are small areas in which high order tourism products (facilities, services and activities) are concentrated. High order tourism products are concentrated in TDNs to (i) prevent the uncoordinated and unsightly spread of tourism products in to wild areas, (ii) to enhance tourism activities through association and economies of scale, and (iii) to reduce the cost and logistics of providing the necessary infrastructure that is required in such a zone

Tourism Development Nodes are proposed at the following locations:

Thamalakane TDN:

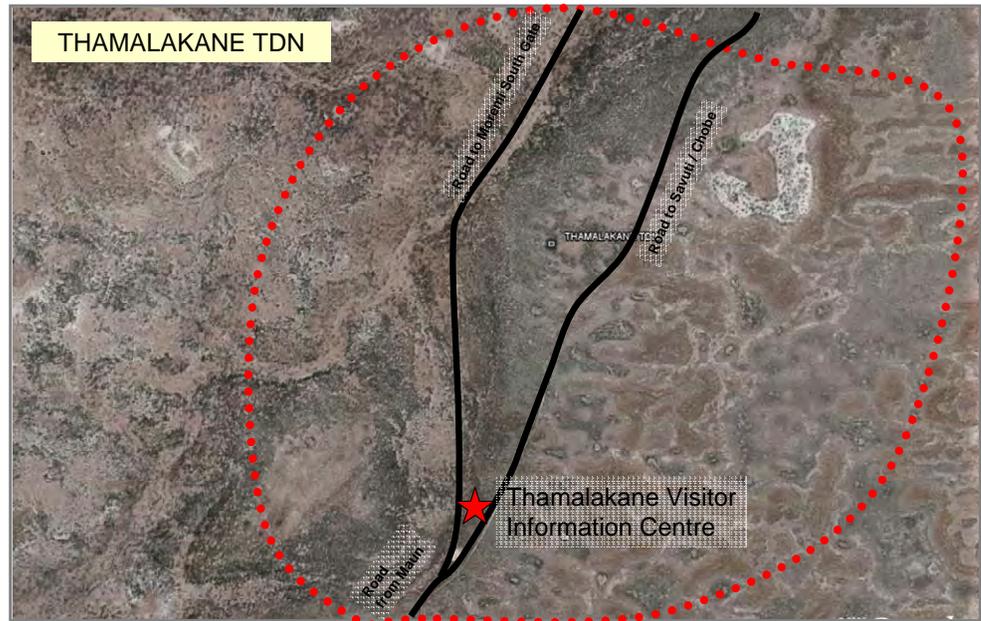
The Thamalakane Tourism Development Node is the primary, high intensity tourism node of the TDA due to its strategic location in the south of the TDA and on the primary access route to the TDA. This TDN is located at the split in the road leading north from Maun to Kasane and west to Moremi Game Reserve’s south gate. The road from Shorobe to Thamalakane TDN will be paved in the short to medium term making access to Maun comfortable and quick in terms of time.

This strategic location makes the Thamalakane TDN the primary Distribution Hub for the Moremi-East TDA from which most tourism activities in the TDA will emanate. Visitors will be shuttled



from Maun to the Thamalakane TDN before transferring into safari vehicles to undertake safari activities or transfers to lodges.

The Thamalakane TDN would be the location from where small independent safari operators, field guides and other tourism service personnel would operate. The Thamalakane TDN would be the gateway to the (i) Moremi-East TDA, (ii) Moremi Game Reserve, (iii) the Savuti and Chobe National Park.

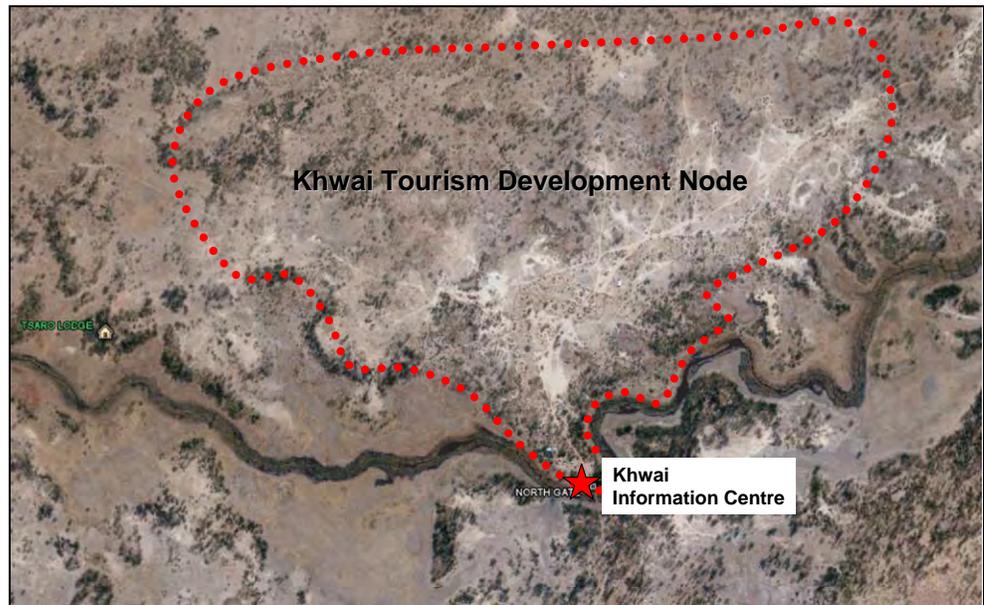
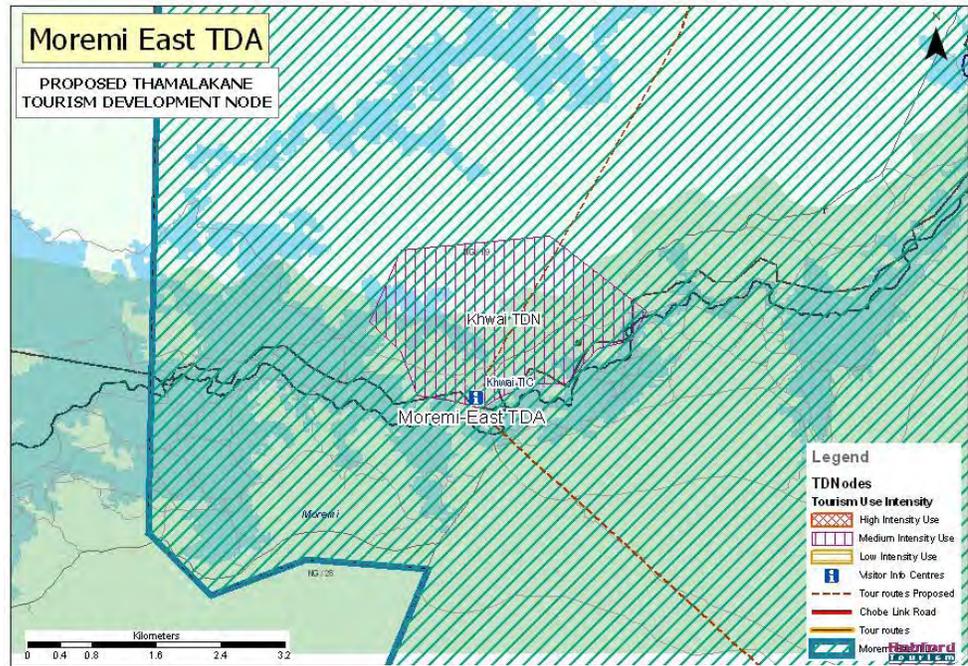


Khwai TDN:

The Khwai Tourism Development Node is a secondary, medium intensity tourism node of the TDA due to its strategic location in the north of the TDA. This TDA serves as a northern gateway to the TDA and Moremi Game Reserve. This gateway will serve primarily tourists on travelling on the safari route coming from Savuti and Chobe continuing their journey through the TDA.

The Khwai TDN is located on the northern bank of the Khwai River opposite the North Gate to Moremi Game Reserve and incorporates the village of Khwai into the TDN. Including the village of Khwai into the TDN will through time will increase the opportunities for members of the Khwai community to become involved in main-stream tourism and its support services.

The Khwai TDN is a medium intensity tourism development node with a medium term development priority.



Savuti TDN:

The Savuti TDN is a tourism development node that may be developed in the long term based on the assumption that the proposed new paved road that will eventually link Maun to Kasane is constructed. The alignment of the road to the east of Chobe National Park and not aligning it through the park is fundamental to conserving the core tourism resource of Ngamiland and Botswana as a contiguous resource zone for the future.

However, the proposed Savuti TDN would be located on this new road as an eastern gateway into the Moremi-East TDN.

It is envisaged that this TDN would be of medium intensity for long term development.

Tourism Development Zones

The Moremi-East TDA is a cross-boundary tourism development initiative that strives to optimise tourism development opportunity based on tourism resources / attractions and clearly identified preferred tourist markets, irrespective of administrative boundaries that are of little consequence to tourism and tourists. Therefore, the TDA boundaries may be seen as a “higher level” of administrative boundary that give spatial focus to areas with relatively homogenous tourism resources or preferred tourist market segments. Consequently, the Moremi-East TDA boundaries, which are not static, do flow over the boundaries of Moremi Game Reserve and Chobe National Park.

There are five tourism development zones proposed for the Moremi-East TDA:

Tourism Activity Zone:

Tourism activity zones are demarcated areas in which tourism related activities, facilities, services, experiences and attractions are located and maybe undertaken. Tourism activity may take place at a medium intensity, unlike Tourism Development Nodes (TDNs) in which high intensity tourism may take place. The purpose of these zones is to confine tourism activities within a clearly defined spatial area and to manage the level of intensity within such demarcated areas or zones.

The following may take place in a Tourism Activity Zone:

- **Facilities:**
 - Tourist accommodation:
 - Game & safari lodges.
 - Tented safari camps.
 - Rustic and fly camps.
 - Rustic campsites (not campgrounds which are located in Tourism Development Nodes)
 - Solitude campsites and tents.
 - Picnic / sundowners type facilities with appropriate ablution facilities.
 - Environmental Interpretation and visitor information facilities.
- **Activities & Services:**
 - Guided trails:
 - Walking, overnight, horse, elephant trails, 4x4, motor cycle, quad bike trails.
 - Unguided trails:
 - 4x4 and motor cycle trails.
- **Infrastructure:**
 - Unpaved roads and tracks.
 - Air strips (unpaved) and helicopter landing pads.

- Boat jetties.
- Boreholes and solar / diesel water pumps.
- Solid waste management facilities.
- Electrical power cables underground.
- Telecommunication aerials.

The purpose of the Tourism Activity Zone is establish a contained environment in which a multitude of tourism activities may take place concurrently in areas demarcated for those specific types of activities. The purpose of establishing this tourism environment is to provide the private sector opportunities to offer a wide range of tourism activities, facilities and services. Such an environment creates the opportunity for enhanced citizen participation and investment in the tourism industry of Ngamiland.

A new land lease framework will need to be devised for the establishment of such tourism products in TDA's. The area of land that is leased for the establishment of tourist facilities would be restricted to 'footprint precinct' area leases (for example a lodge) where common land would be used for associated and supportive activities such as game drives and walks.

Exclusive Use Zone:

Exclusive use zones are areas around tourist facilities that are reserved for the exclusive use of the guests / visitors to that facility.

Exclusive use areas have been demarcated around existing tourist lodges in the Moremi-East TDA as they were developed and marketed by their owners under a different tourism development paradigm which should be respected in order to maintain investor confidence in the development of the Ngamiland tourism plant.

The demarcating of exclusive use zones in the Moremi-East TDA should be kept to a minimum and then issued at a high tariff.

Game Viewing Zone:

Game Viewing Zones are areas where high quality game viewing can take place and in which only game viewing related activities are permitted. These activities include game drives, walking safaris - both day and multi-day (overnight in tents that are erected and struck daily), bird viewing and mokoro trips. The establishment of facilities and infrastructure to assist game viewing activities are permitted such as game viewing hides and bird watching hides.

Game viewing zones are common areas accessible to all concession holders situated in the Moremi-East TDA and undertaken in accordance to a clear set of guidelines established, monitored and enforced by the TDA Authority.

Wild Area Zone:

Wild Areas Zones are areas where high quality game viewing experiences are unlikely, but where visitors can still enjoy a high quality "bush *experience in the wilds of Africa*".

No new permanent structures should be developed in wild area zones but visitors should be able to traverse through these areas by vehicle, horse / elephant back and on foot.

Wild areas in the Moremi-East TDA have only been zoned in Moremi Game Reserve and Chobe National Park in accordance with the Protected Area's management plans.

DWNP should offer / sell traversing rights to Moremi-East TDA tourism concession holders and their guests in to those areas of the Moremi-East TDA that are zoned as Wild Areas.

Hunting Zone:

A hunting zone has been identified within the Moremi-East TDA. The purpose of this hunting zone is to permit hunting and to generate revenue for the Moremi-East TDA. This revenue generated from hunting is required to fund the monitoring, management and compliance activities necessary for the Moremi-East TDA to operate an efficient tourism plant within the TDA.

Hunting would be concessioned to a private sector professional hunter in accordance with standing laws, rules and regulations.

1.10 Tourism development concept for Moremi-East TDA

1.10.1 Background

The concept for development of the Moremi-East TDA is focused on the establishment of a practical development programme that may be implemented in the short term so as to action the citizen empowerment aims defined in the strategic framework for tourism development in Ngamiland.

However, there are three considerations that need to be considered which require the cooperation of DWNP in terms of the management of Moremi Game Reserve and Chobe National Park, namely:

- That a small section of both Moremi Game Reserve and Chobe National Park be included functionally in the Moremi-East TDA as which would be zoned as “wild areas”.
- That visitors and operators to the Moremi-East TDA are given traversing rights into these wild area zones based on a mutually acceptable concession agreement.
- That parts of Moremi Game Reserve which have become severely degraded because of overuse by self-drive visitors and mobile safari operators, be rehabilitated and restricted to a limited number of mobile safari operators.

With the above three considerations in place, an environment for tourism development would be in place in the TDA that stimulates a wide range of low investment tourism opportunities suitable to be taken up by citizens and local small entrepreneurs. Tourism opportunities in the Moremi-East TDA, which is considered to part of a national tourism asset, would be aimed not only at the local communities of Khwai, Sankuyo and Mababe, but at entrepreneurs from Maun and Gaborone as well.

1.10.2 Proposal for establishment of tourism development area

In order to establish an environment suitable for the proposed for of tourism development in the Moremi-East TDA, the following interventions are required:

- **Moremi Game Reserve:**
 - Restrict access of the western section of Moremi Game Reserve tourist track system to mobile safari operators only.

- Issue a new category of C-licence that permits access to tour operators only to the area of MGR that is restricted to mobile safaris. This category of licence is specifically designed for emerging tour operators operating day and overnight safaris from Maun to get access to Moremi Game Reserve.
- Rehabilitate game viewing track network in those areas of high game viewing potential that have been heavily impacted on by unplanned tracks.
- Plan and construct a new series of tourism orientated tracks in Moremi Game Reserve.
- Rehabilitate and upgrade existing campgrounds and campsites.
- Identify potential new sites for campsites.
- Construct game and bird hides at appropriate locations.

1.11 Proposed / recommended tourism products in TDA

The Tourism Development Plan for Ngamiland is a strategic plan for integrated, sustainable tourism development. It is in this section in the manual that detailed plans are inserted for specific tourism products for this TDA.

Product name:

1.12 Moremi-East Ecotourism Park

Product description:

The proposed Moremi-East Ecotourism Park is an area set aside with the Moremi-East TDA for the establishment of a wide range of private sector operated tourism products, many of which may not be undertaken inside Moremi Game Reserve.

Rationale:

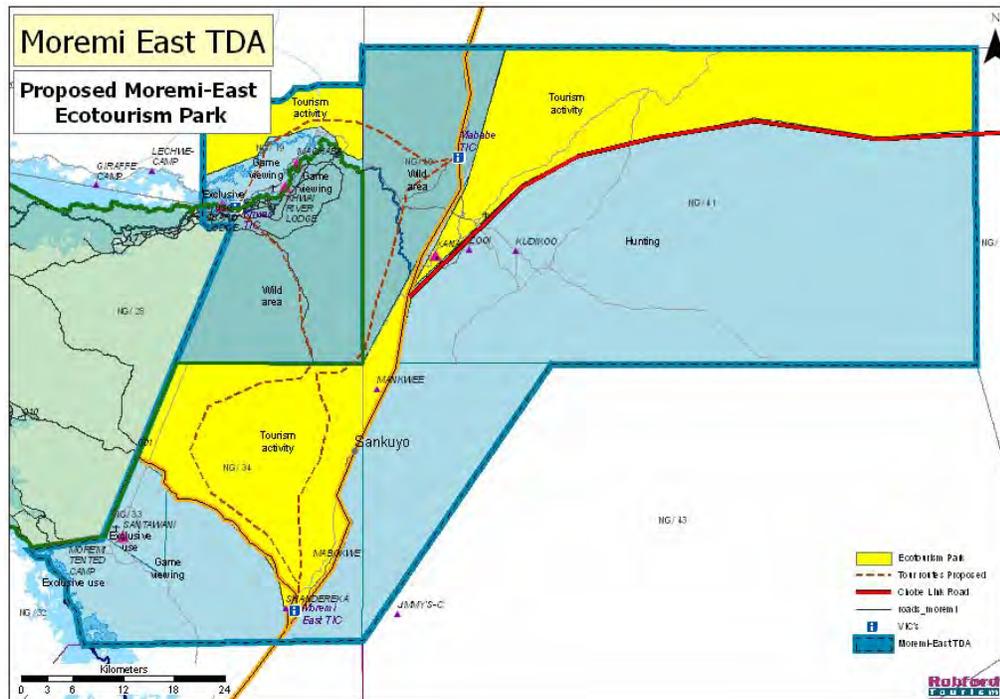
To create a tourism development environment that creates opportunities for the development or operation of small scale tourism products that are not necessarily capital intensive thus creating the opportunity for further citizen involvement in the existing tourism industry of the Okavango Delta. In particular, to create opportunity for emerging tourism entrepreneurs based in Maun.

Development priority:

This product has the following development priority in this TDA:

Development Priority				
Very High	High	Medium	Low	Very Low
X				

Location:



Boundaries of Product:

The boundaries of this proposed Ecotourism Park are not fixed but recommendations as how to link activity zones to tourism product.

Attractions & experiences:

Attractions and experiences attract visitors to a particular location. The following factors will be appealing to visitors thus encouraging them to visit this product:

- Wildlife and the opportunity to go game viewing.
- Bird watching
- In the bush experience.
- Opportunity to do activities not normally permitted in Moremi Game Reserve:
 - Walking safaris.
 - Adventure activities.

Target market:

The following tourist market segments should be targeted for this tourism product area:

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Overseas tourists				
Maun-based tourists	X			These tourists are tourists that arrive in Maun as part of a tour group, as independent fly-in arrivals or by sedan motor vehicle. They prefer not wish to stay at the luxury lodges and camps in the Okavango Delta Core TDA but still want to experience the Okavango Delta and Moremi Game Reserve in a more economical manner as either day visitors or part of a mobile safari.
Tour groups	X			Visitors travelling as part of tour groups travelling the Victoria Falls - Popa Fall – Maun tour route that is expected to become popular in the medium to long term.
Fly-in tourists	X			Tourists that have flow into Maun as independent travellers or who want to extend the lodge / safari package with a trip to Moremi-East TDA.
Self-drive tourist in sedan vehicles	X			Self-drive visitors travelling the Victoria Falls - Popa Fall – Maun tour route that do not have access to 4x4 vehicles to travel into the Moremi Game Reserve and Moremi-East TDA.. This market segment will leave their hire car in Maun and purchase package tours into the Moremi GR and TDA.
Mobile safari Operators	X			This market segment is already well established and operational in the Moremi-East TDA . This market could expand significantly creating new opportunities for citizens and local entrepreneurs. Mobile safari operators would provide safari services to Maun-based tourists and pre-purchased safari packages.
FIT/Self-drive 4x4 vehicles	X			This segment of the market has been visiting Moremi Game Reserve for over thirty years. The market segment is likely to grow with due to the increase in recreational 4x4 vehicles market in RSA and the establishment of products specifically aimed at this market segment in the Moremi-East TDA.
Overseas	X			This market segment hires fully kitted 4x4 safari vehicles from car hire companies before departing on multi-day, multi-destination safaris. This market segment is specifically looking to enjoy an "Out of Africa" type safari experience where the experience of being on safari is as important as the wildlife that is seen on the safari. This market segment is currently travelling from Namibia into Botswana. The number of self-drive visitors from Livingstone is likely to increase once Livingstone International airport becomes operational as the international dispersion hub for the region.
South African & SADC	X			The South African 4x4 market segment is the largest component of the SADC self-drive market segment. The SA 4x4 market segment is a stable market segment that has visited the Okavango Delta over the past 35 years. It has the potential to increase significantly in numbers as recreational 4x4 vehicle ownership in SA continues to increase while the number of locations where off-road safaris may take place in SA decreases. This market segment is looking for an active, 'back to basics' in the bush experience.

Purpose of product:

The purpose of this product is:

- Create the environment to stimulate the supply of small scale, non-capital intensive tourism products with the purpose of encouraging citizen involvement in the tourism industry of the Okavango Delta.

- Provide an additional range of experiences for visitors to Moremi Game Reserve.
- To enhance the tourism economy of Maun.
- To assist host communities living in the vicinity of the Moremi-East TDA.

Nature of tourism product

It is envisaged that the product will consist of the following products:

- A well planned tourist track network in the area of the TDA managed by the TDA Authority designed to give visitors from the preferred market segments a quality bush and potential game viewing experience. This track network is to link the proposed visitor centres located at Thamalakane, Khwai and Mababe.
- The establishment of visitor information centres at Thamalakane, Khwai and Mababe.
- The establishment of a TDA Authority to promote and facilitate tourism development as well as to monitor and manage the TDA on behalf of its stakeholders.
- The establishment of a new framework for leases in the TDA that permits footprint leases for the establishment of a range of tourism products in the TDA.
- The drafting of a detailed tourism precinct development plan for the Moremi-East TDA, which identifies:
 - A detailed tourism activity use plan ensures that complementary recreation activities take place in the same areas and do not conflict with other uses.
 - The identification of a range of specific sites for the development of a range of tourism products such as:
 - Small safari lodges.
 - Tented camps including:
 - Multi-tented camps.
 - Camps comprising a number of solitude tents (i.e. individuals safari tents erected as strategically locations to give guest the feeling of being alone in the bush but serviced from a central hub.
 - Fly camps for guide walking safaris
 - Rustic, temporary camps
 - Game and bird hides.
 - Adventure activity area in which a range of appropriate nature / wildlife activities may offered a by private sector operator.
 - Safari routes for walking, horse and motor cycle safaris.

Recommendation:

It is recommended that the Moremi-East Ecotourism Park may be developed in phases according to the expiry of leases on the existing Controlled Hunting Areas 34, 41 and 43. It is considered a priority project due to its nature of stimulating citizen involvement and the diversification of the existing product range according to the needs of specific, preferred market segments.

Signage

Road and information signage is critically important to tourists and tour operators, particularly in developing rural regions. A carefully planned signage programme assists in determining the tourism image of the TDA and the efficiency of the TDA's tourism plant.

Good road and tourist information signage also has a positive impact on the traveller's confidence in travelling in the TDA and travel information seen and gathered by the traveller.

A detailed road signage programme should be planned and implemented for the TDA.

An example of an effective road and tourist information signage programme in the Appendix. This programme was implemented for Queensland in Australia.

1.12.1 Telecommunications

Effective and efficient communication within the tourism industry is critical to its successes. The bulk of tourism related communications (information gathering, enquiries, availability, reservations, etc) and financial interactions (deposits, payments, refunds etc) throughout the world are currently undertaken electronically by means of telephone, email and internet.

The tourism industry of Ngamiland is predominantly based on visitors from the first world visiting tourist attractions in Ngamiland, a developing region. Telecommunications in Ngamiland are at a level of sophistication, reliability and extent that hinder the operational effectiveness and efficiency of the existing tourism plant and hinder the further and future development of new tourism products in the District. To overcome this disadvantage, the following needs to be addressed by Government with urgency in this TDA:

- Effective and reliable cellular telephone or microwave-based telephone coverage to all tourism products in the TDA.
- Wireless internet access to all tourism products in the TDA.
- Fast broadband internet availability in the following centres:
 - Maun
 - Thamalakane

1.13 Tourism services

It is the role of Government to provide staff, manage and maintain the necessary tourism services required for visitors to have a safe, well-informed visit in the TDA and Ngamiland.

1.13.1 Tourism Information Centres

Tourists travelling along tour routes do not contribute to the local, rural economy unless they stop along the tour route. There are five ways of encouraging tourists to interrupt their journey through the provision of (a) comfort facilities (toilets, wash rooms); (b) motor services (fuel, repairs); (c) route and tourist information / interpretation material; (d) food outlets (fast foods & restaurants) and (e) retail outlets and markets for curios and tourist art.

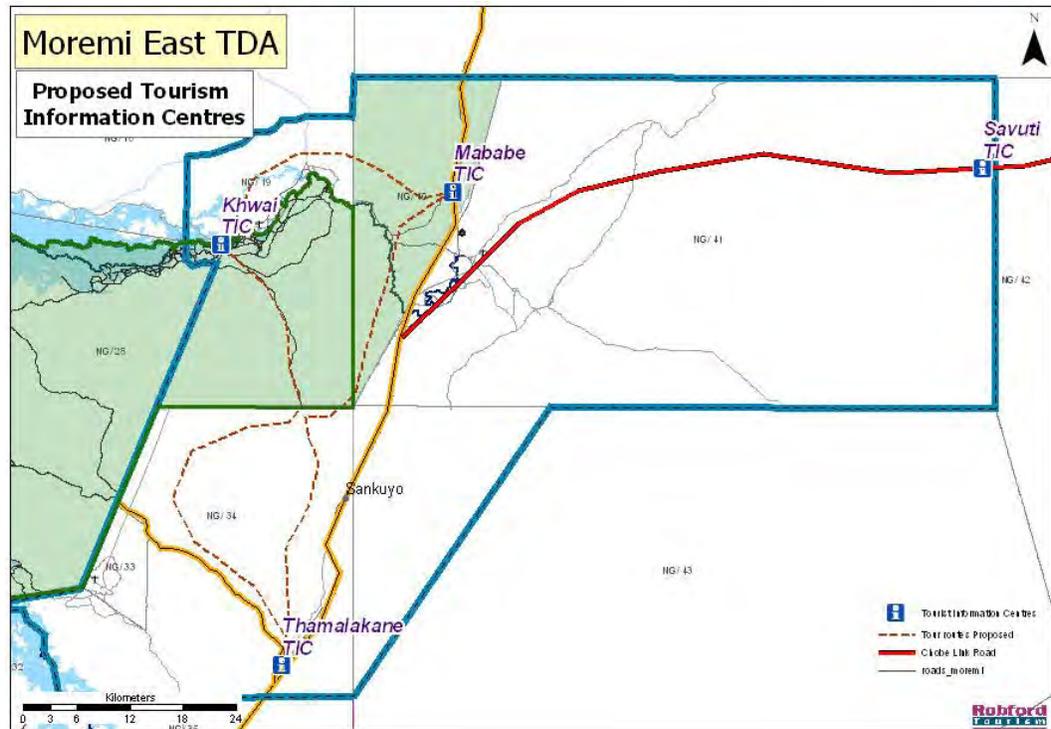
An effective means of encouraging tourists to break their journey is to provide them with incentives to stop at strategically identified locations, and then to provide them with the opportunity to become consumers. The means recommended is to construct Tourism Information Centres (TICs) at strategic points along the tour routes.

Tourism information centres should be planned, funded and established by government. TIC in a tourism area need to be viewed not as single entities but as a range of entities that create an integrated tourism product which should all be developed at the same time in order to have maximum effect. High quality signage and TICs contribute significantly in establishing a tour route and convincing tourists that there are quality tourism attractions in the area that need to be experienced. It is highly recommended that government invests significantly in implementing the proposed range of TICs in this TDA.

There are three orders of Tourism Information Centre, namely high order, medium order and low order, which provide the following functions & services and should be established at the following locations in this TDA:

Location	Order of TIC	Functions & Services of TIC
Location Maun	High Order Tourism Information Centre	<p>A high order TIC provides the full range of functions to provide a fully integrated, telecommunications supported information service to all visitors to the TDA.</p> <p>A high order TIC would provide the following functions.</p> <ul style="list-style-type: none"> • Tourist information office that is manned by trained staff. • Well designed interpretation material about the natural and human history of the TDA. • A reservations and promotion service for tourism products (facilities and services) in the TDA. • A point from which special interest tours and activities may take place from. • Clean ablution facilities. • Restaurants and fast food facilities to provide meals and refreshment. • Safe parking for tour vehicles. • A commercial / retail market / bazaar area that provides: <ul style="list-style-type: none"> ○ Well designed stores and retail outlets. ○ The whole market is operated as a tourism product. ○ Creates a safe and secure environment for tourists as it should be well policed by private security guards. ○ Only tourist related products and produce is sold at the market. ○ Traditional products / manufacturing of such products should be showcased.

Location	Order of TIC	Functions & Services of TIC
		<ul style="list-style-type: none"> • A food court that provides: <ul style="list-style-type: none"> ○ A wide range of different foods including: <ul style="list-style-type: none"> ▪ Traditional restaurants. ▪ Fast food outlets. ▪ Western restaurants. ○ Tourism training facilities for local people.
<p>Location Thamalakane Savuti (long-term)</p>	<p>Medium Order Tourism Information Centre</p>	<p>A medium order TIC provides fewer functions than a high order TIC, is less capital intensive to develop and operate. This level of TIC would provide the following functions.</p> <ul style="list-style-type: none"> • Tourist information and interpretation material displays. • A point from which special interest tours and activities may take place from. • Clean ablution facilities for which tourist pay to use. • Clean picnic area with shade. Tour operators will plan their itineraries to ensure that their passengers have a break to stretch their legs every 60-90 minutes. Tour operators should be encouraged to use the picnic spots for such purposes. • Fast food facilities to provide meals and refreshment. • Safe parking for tour vehicles. • A commercial / retail market / bazaar area that provides: <ul style="list-style-type: none"> ○ Well designed stores and retail outlets. ○ The whole market is operated as a tourism product. ○ Creates a safe and secure environment for tourists. ○ Only tourist related products and produce is sold at the market. ○ Traditional products / manufacturing of such products should be showcased.
<p>Location Khwai</p>	<p>Low Order Tourism Information Centre</p>	<p>A low order TIC provides fewer functions than a medium order TIC, is less capital intensive to develop and operate. This level of TIC would provide the following functions.</p> <ul style="list-style-type: none"> • Tourist information and interpretation material displays. • Clean picnic area with shade. Tour operators will plan their itineraries to ensure that their passengers have a break to stretch their legs every 60-90 minutes. Tour operators should be encouraged to use the picnic spots for such purposes. <p>A commercial / retail market / bazaar area that provides:</p> <ul style="list-style-type: none"> • Informal stores and retail outlets. • Only tourist related products and produce is sold at the market. • Market operated as a unit by stall holders association.



1.14 Citizen participation

The Moremi-East TDA is specifically designed to create a range of opportunities for citizens to enter the tourism industry, particularly citizens resident in Maun and the villages to the northeast of Maun. This TDA is a **high priority area** for citizen empowerment and is graded as having **high potential** for increased citizen participation.

Citizen Participation: Priority Rating				
Very High	High	Medium	Low	Very Low
X				

The Moremi-East TDA will provide small and medium scale business opportunities with relatively low barriers to entry (requiring limited capital investment and little entrepreneurial experience). Specific business opportunities identified for the TDA include:

- Motorized safari operations;
- Tented safari camps;
- Rustic and fly camps;
- Campsites;
- Guided trails:
 - Motorized safari operations;
 - Walking trails;
 - Mokoro trails;
 - Other trails (horses, elephants, quad bike, etc.)
- Unguided trails:

- 4X4 trails using demarcated tracks and campsites.

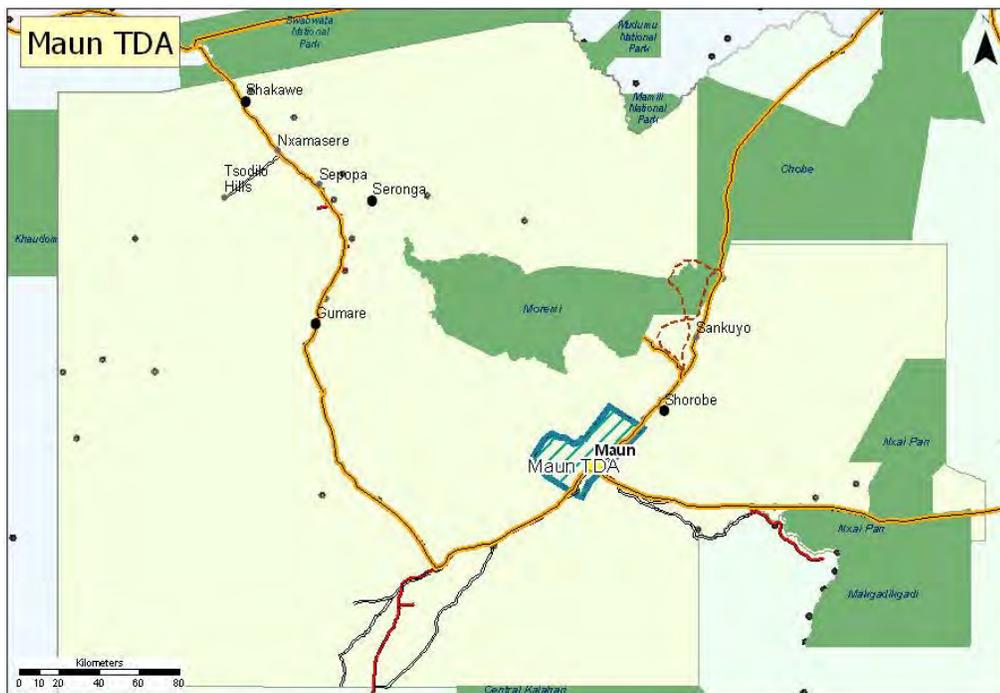
In order to realize the opportunities for citizen participation associated with the Moremi-East TDA, it is recommended that:

- The drafting of the detailed tourism precinct plan recommended above should prioritize development, activity and other commercial options suitable for emerging citizen entrepreneurs. This means that the detailed tourism activity plan and the identification of products referred to under 1.12 above should be tailored to suit the needs of entrepreneurs who have limited experience in the tourism industry and limited access to capital.
- Access to the western section of Moremi Game Reserve should be reserved for citizen-owned mobile safari operators to conduct day and overnight safaris from Maun. These operators should be licensed under a modified Category C licence reserved for emerging citizen-owned operators. Licensed operators should also acquire the rights to use demarcated campsites reserved for their use in the western portion of Moremi. Subcontracting to foreign-owned operators (or Joint Ventures) should not be permitted. This is to avoid the “rent collecting” behaviour, described in the situational analysis, where citizens obtain “headrights” which they then subcontract to third parties for a fee. It should be an explicit condition that the commercial opportunity associated with the licence be owned AND operated by a citizen-owned business.
- A new framework for land allocation in the rest of the Moremi-East TDA should be designed that permits footprint leases under a modified Category A licence, allied with an appropriate bundle of traversing rights enabling support activities such as game drives, walks, etc. in the various zones of the TDA. The leases should be awarded using a system that places a high premium on citizen participation. The system should develop an appropriate broad-based citizen participation scorecard (including the various indicators described above) designed to measure the level of citizen participation in proposals from prospective lessees as well as the ongoing performance of lessees after award (i.e. during the operational phase of the business). Given the high emphasis on citizen participation in this TDA – particularly new entrants from Maun and the villages to the northeast – minimum scores per category as well as overall thresholds in the scorecard should be relatively high. In this way, only businesses with strong citizen participation will qualify for rights in the Moremi-East TDA. Foreign-owned businesses will not be excluded from the area but will have to enter into strong partnerships with citizens to gain access to the available business opportunities.
- Trading opportunities associated with roadside infrastructure and the Tourism Information Centres described under 1.13.1 above should likewise be reserved for citizens.

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Maun Tourism Development Area



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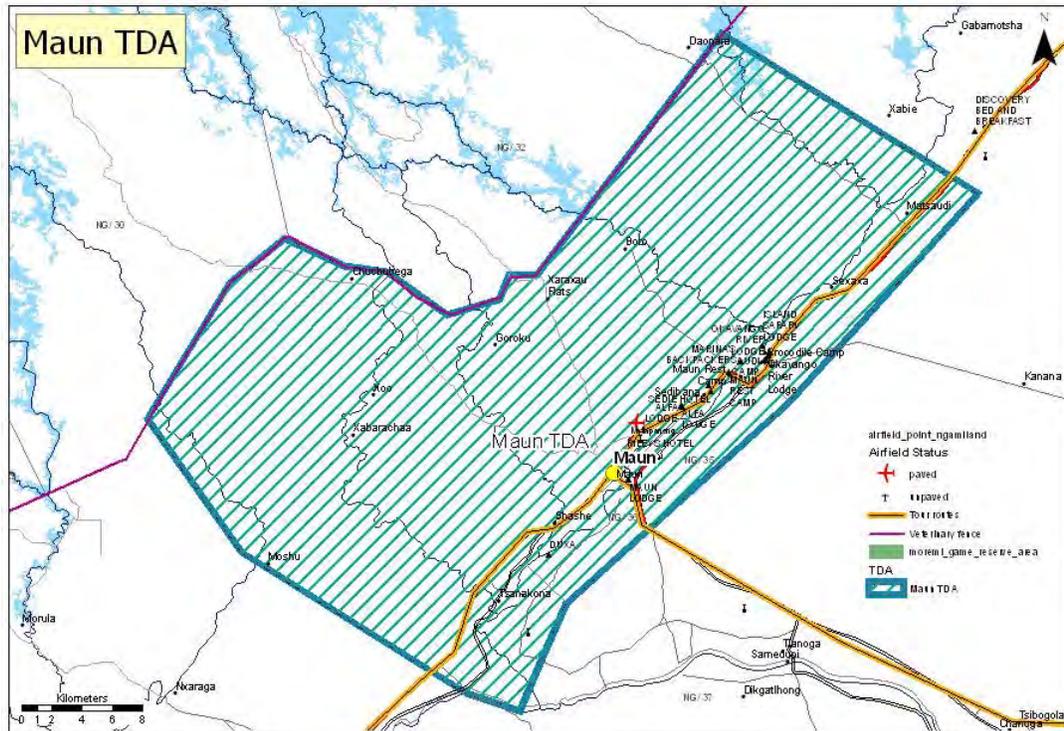
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CONTENTS

1	MAUN TDA	1
1.1	LOCATION OF TDA.....	1
1.2	TOURISM PLANT OF MAUN TDA.....	1
1.3	TOURISM IMAGE OF TDA	2
1.4	TOUR ROUTES	3
1.5	PREFERRED TARGETED TOURIST MARKET SEGMENTS.....	4
1.6	TOURISM DEVELOPMENT ZONES & NODES.....	5
1.7	PROPOSED / RECOMMENDED TOURISM PRODUCTS IN TDA.....	8
1.8	PROPOSED SUPPORTING INFRASTRUCTURE	15
1.9	CITIZEN PARTICIPATION	17

1 Maun TDA

1.1 Location of TDA



1.2 Tourism plant of Maun TDA

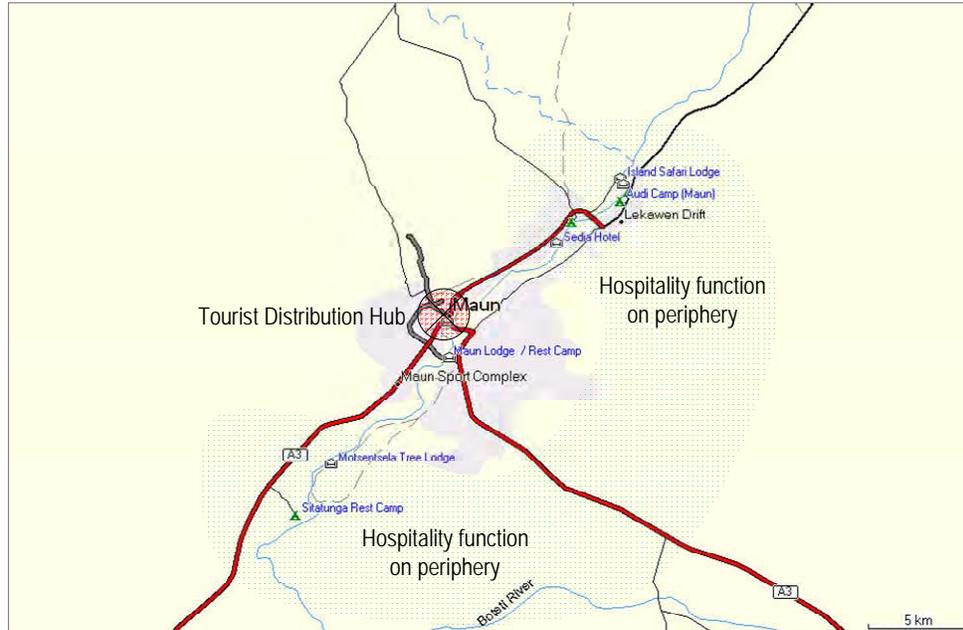
Maun Tourism Development Area is the geographical area that includes the village of Maun and its immediate hinterland.

Maun is the gateway, distribution hub and service centre for the Okavango Delta. Maun is the primary international gateway into Ngamiland for air travellers. As a consequence, most tourists and travellers visiting the Okavango Delta will pass through Maun. The strategic location of Maun and its function of servicing the tourism industry of the Okavango Delta creates a unique environment for tourism development in the Maun TDA.

Maun's gateway, distribution hub and service centre function has created a vibrant tourism industry in the village. As a consequence, head or regional offices of airlines, tour/safari operators, safari lodge, travel agents, car hire and a wide range of other tourism industry support services are based in Maun. A wide range of divergent tourism accommodation has developed in Maun and on its periphery from large commercial hotels to bush lodges and backpacker facilities.

Maun is the administrative centre for the district of Ngamiland and the centre of commerce for the district. These functions also generate a significant flow of business tourists to Maun who require a different range of tourism services to those required by overseas and regional tourists.

As a consequence of these of these functions, Maun has developed as a transitory and service destination with a distribution function at the core of the village and a range of hospitality establishments on its periphery.



1.3 Tourism image of TDA

1.3.1 What is a tourism image?

A **tourism image** is a particular image or “brand” that is depicted to the tourists of the Tourism Development Area. This image may be created through focused marketing efforts and by the provision of key, strategic tourist attractions and products. Each TDA in the Ngamiland planning domain needs to have its own distinct tourism image which differs significantly from the tourism images of other TDA’s. In this manner, tourists who visit Ngamiland will be encouraged to view the district as a number of distinctly different areas each offering a range of different attractions and experiences worth visiting. Such tourists may be encouraged to stay longer in Ngamiland to sample the varied experiences promoted by the different tourism images of other TDA’s.

Furthermore, the TDA’s tourism image assists greatly in focusing marketing and promotion efforts towards the needs and demands of the preferred targeted market segment. This focus is important in accurately informing the tourist of the experience that they are likely to have in the TDA. Clearly identifying and promoting a tourism image for a TDA helps prevent the mismatch that so frequently occurs between ‘tourist’s expectations’ and “tourist’s experience”. This mismatch frequently causes visitor dissatisfaction with their holiday experience which results in negative publicity, that impacts negatively on tourist arrivals in the planning domain.

1.3.2 Tourism image for TDA

The proposed tourism image for this TDA is:

The gateway to the Okavango Delta – a place to prepare for the adventure and recover from the experience.

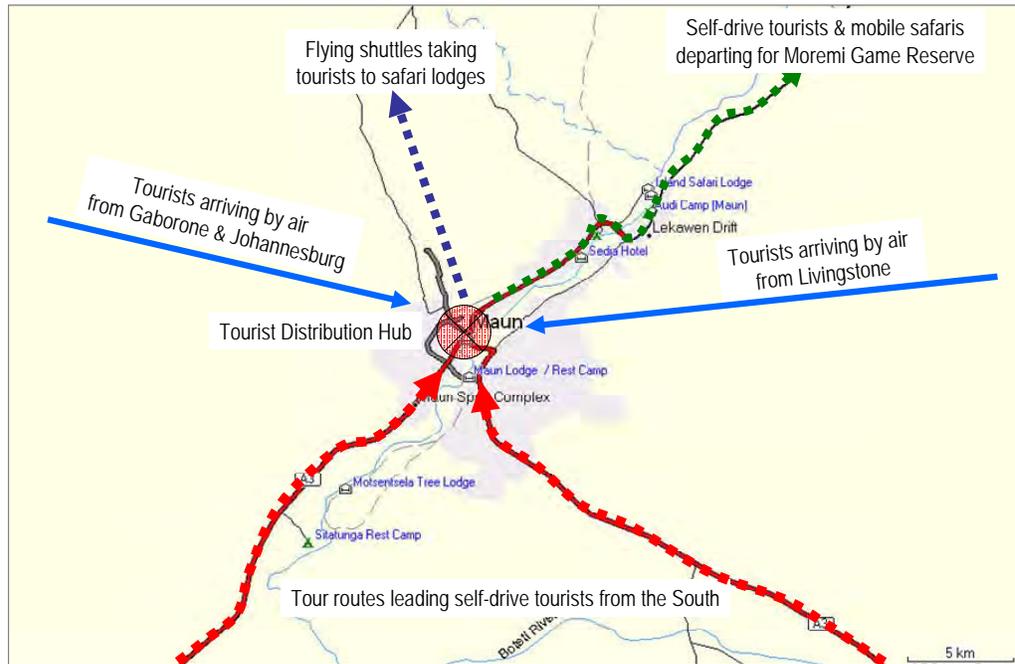
The tourism image or branding recommended for this TDA should factor in the following elements:

- That all tourists to the Okavango Delta that flies or drives in from the south have to pass through Maun.
- That Maun is the gateway to the Okavango Delta and a regional distribution hub for the KAZA TFCA.

- That Maun is a place to prepare for an adventure to come and a place to recover, relax and reminisce about the experience.
- That Maun should be an integral part of the Okavango Delta experience.
- That a Maun is an opportunity area for tourism related commerce.

1.4 Tour routes

1.4.1 Existing tour routes in TDA



The following routes are currently being used as tour routes by different segments of the existing user market:

- **Air routes:**

- Arrivals:

Overseas and regional tourists arrive at Maun airport either on scheduled domestic or international flights. These visitors are usually met in the airport building by their safari operator who either (i) rushes them through the domestic departures onto a light aircraft for a shuttle flight to a game lodge deep in the Okavango Delta; or (ii) takes them immediately out of the airport building onto a waiting safari vehicle for a road transfer to a safari lodge in the Okavango Delta or on the periphery of Maun.

Arriving tourists are unlikely to spend much time in Maun thus contributing little to the tourism economy of the village.

- Departures:

Tourists returning from their safari in the Okavango Delta and Ngamiland are flown from their last safari camp in light aircraft back to Maun airport in order to connect with regional or international flights out of Maun. This process frequently leaves the tourist with down time at Maun airport while waiting for the connecting flights. These tourists tend to wander around the airport terminal building or visit the Natlee Centre situate opposite the Maun airport terminal building. The Natlee Centre provides a range of retails outlets,

services and restaurants that have been established to meet the needs of this market and that of the workers from the supporting tourism services that are located in close proximity to the airport terminal building.

Departing tourists can spend a significant amount of time at the airport terminal building on their departure from Maun and tend to spend money at the retail and service outlets located in close proximity to the airport terminal building.

- **Road Routes:**

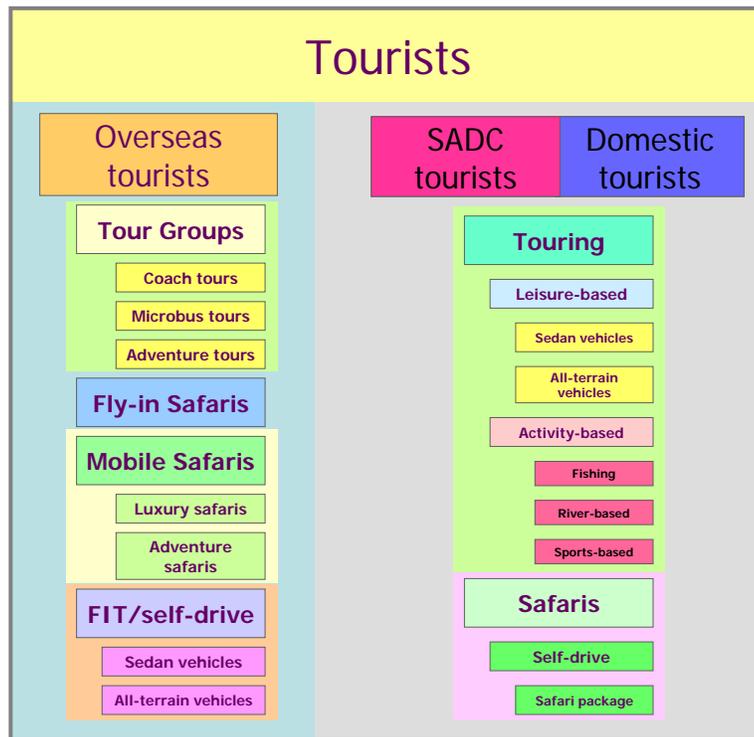
Self-drive tourists arrive in Maun by road in sedan vehicles and all terrain vehicles. These tourists are arriving either from South Africa, Namibia via the A3 and A35 tour routes or from Moremi Game Reserve or Chobe National Park. Maun is either the launching point for a safari into the Okavango Delta (usually by light aircraft), Moremi Game Reserve or Chobe National Park, or a termination point at the end of a safari around one of these destination areas.

Maun is always a stopping off place for road travellers in which to re-supply either for the safari into the Delta or for the preparation for the road trip back home. In many instances, Maun will be an overnight stop on the itinerary for these tourists before departing on their way into the bush or back home.

1.5 Preferred targeted tourist market segments

The strategy that has been accepted for tourism development in Ngamiland is to focus tourism development at clearly identified tourist market segments. These targeted market segments are preferred as they are likely to contribute favourably to the achievement of the tourism vision and development goals of the District and this specific TDA (as defined in the Strategic Framework). Therefore, it is important to clearly identify which tourist market segment or segments are preferred for this TDA.

The following tourist market segments have been identified through a process of stakeholder consultation:



The following market segments have been identified as segments of preference.

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Tourist arriving by air	X			This market segment is a preferred market segment as it is a captive market while passing through the airport terminal. A strategy can be put into place to encourage this market to contribute to the local economy of Maun by spending more time and money in Maun. This increased spend can be achieved by timing the arrivals of international and regional flights for late in afternoon and early in morning so that tourists are forced to spend the night in Maun.
Mobile safari operators	X			This market segment is preferred as the mobile operators and guides can control the itinerary of mobile safaris. May safari will either begin or end in Maun or pass through Maun. Guides have the ability to build into itineraries time in Maun to undertake tourist activities if there are tourism products in place to meet the need of such tourists. This market segment is easily manipulated and often has the need to stock-up prior to the departure of a safari. This market segment may contribute significantly to the tourism economy of Maun if the first and /or last night of the safari are in Maun.
Self-drive tourists	X			This market segment is preferred as they are forced to drive through Maun on their way to and from the Okavango Delta, Moremi GR and Chobe NP. This market segment does contribute to the economy of Maun by purchasing supplies and services for their safari and road trip home. This market segment could be encouraged to spend more time in Greater Maun, particularly the sedan car market that arrives with vehicle unsuited for safaris but are likely to purchase safari packages to see wildlife in the Maun / Moremi area.
Business / public sector tourists		X		This market segment is moderately preferred as it is a consistent market that operates through out the year and contributes to the local Maun economy. This market segment could be encouraged to increase its spend in Maun through the provision of more facilities and services that it could consume.

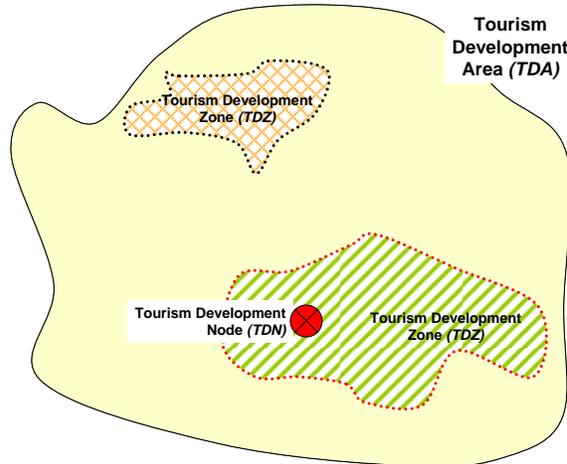
1.6 Tourism development zones & nodes

1.6.1 Introduction

The task of a regional or district tourism development plan is to establish an environment in which tourism may develop and flourish. It is the responsibility of Government to strive to establish such an environment in which the private sector and host communities may develop the necessary tourism products needed for the effective operation of a sub-regional tourism plant. A means of achieving this environment for tourism is to divide the planning domain or Ngamiland into smaller spatial areas into which detailed, market focused tourism planning may take place.

Consequently, land with tourism potential in Ngamiland has been demarcated into Six **Tourism Development Areas (TDA)**. Within each Tourism Development Area are:

- **Tourism Development Zones (TDZ)** which are zones in which a particular type of tourism or land use activity may take place.
- **Tourism Development Nodes (TDN)** which are specific places or locations where high intensity tourism development takes place.



Tourism development zones are identified by integrating the following tourism related factors:

- **Target markets segments:** The market's need, demands, preferences, profiles, recreation characteristics, affordability.
- **Tourism resources and attractions:** The range, extent and quality of the tourism resources that is available in the TDA for consumption by targeted market segment.
- **Limits of acceptable change (LAC):** The zonation that emanates from the Limits of Acceptable Change process are used as a foundation layer for the spatial planning with the TDA.
- **Tourism support infrastructure:** The nature, extent and condition of existing tourism support infrastructure that is required to support the tourism plant of the TDA.
- **Strategic Framework:** This framework provides guidelines as to the benefits that should emanate from tourism development in this TDA.
- **Host communities:** The wishes and concerns of the host community.
- **Private sector:** The guidance of the private sector tourism industry.

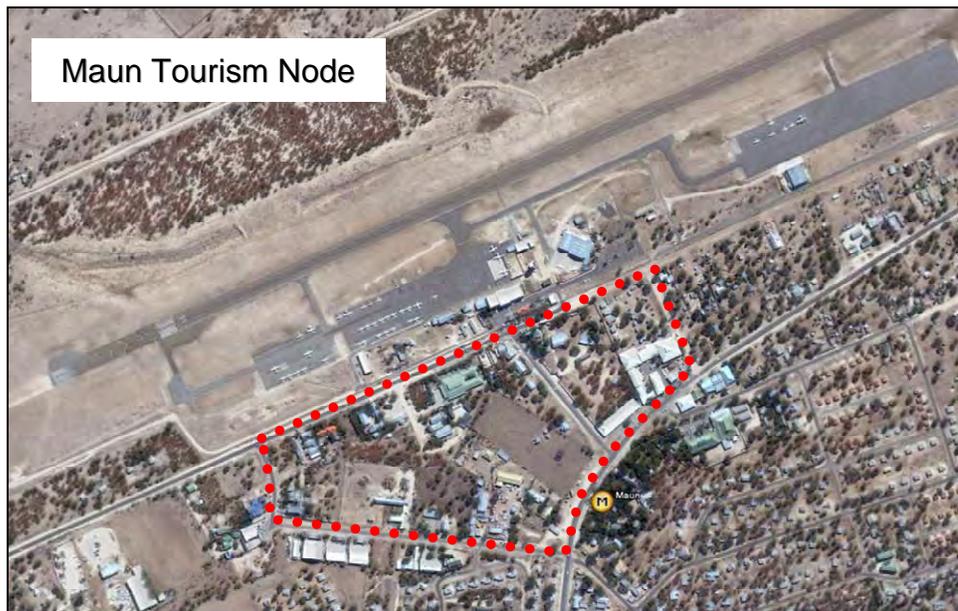
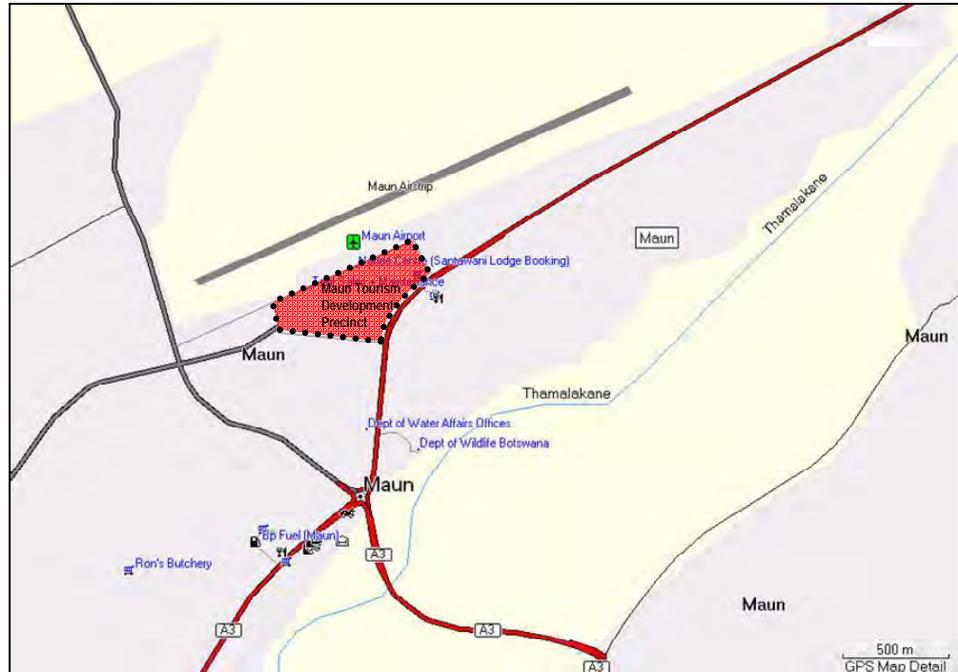
1.6.2 Spatial demarcation for tourism development

The following recommendation for spatial tourism development planning within this TDA is recommended after due consideration of the above factors:

Tourism Development Nodes

Maun TDN:

The Maun Tourism Development Node is strategically situated next to the airport terminal building and adjacent to the road tour route north to Moremi Game Reserve and Chobe National Park. This node should be developed to intercept all tourists passing through Maun.

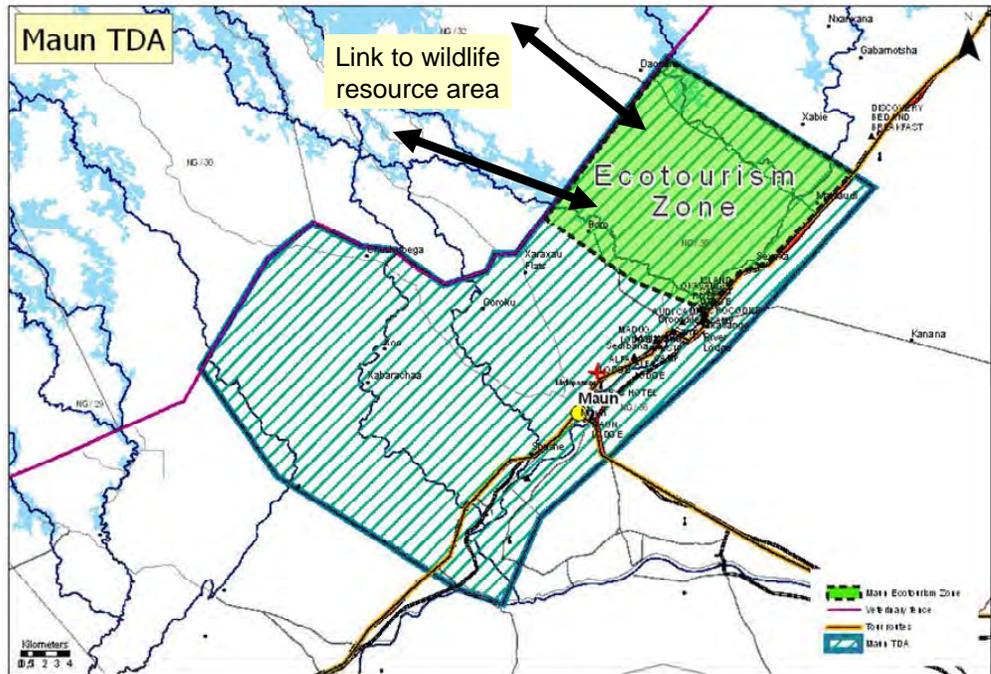


Tourism Development Zones

There is one tourism development zone proposed for the Maun TDA:

Ecotourism Zone

The Ecotourism zone is proposed to establish a link between Maun and the wildlife resource area to the north and west of the veterinary fence which is located on the western side of Maun. This zone will establish an environment in which a range of high quality, medium density wildlife-based tourism products.



1.7 Proposed / recommended tourism products in TDA

The Tourism Development Plan for Ngamiland is a strategic plan for integrated, sustainable tourism development.

It is in this section in the manual that detailed plans are inserted for specific tourism products for this TDA.

Product Title:

Product Name:

Maun Tourism Precinct

Product description:

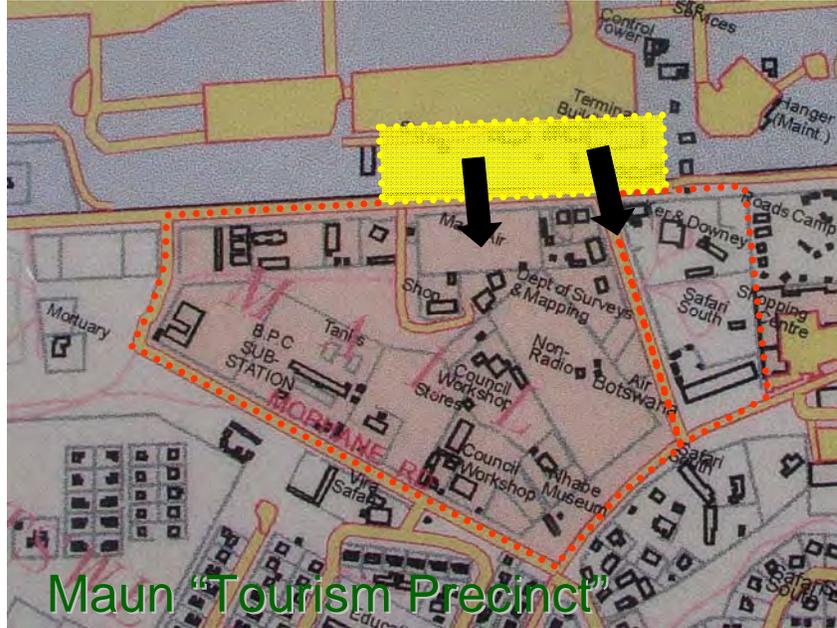
The aim of the Maun Tourism Precinct is to establish an area within the Maun Tourism Development Node that is set aside for the exclusive use by tourism products, facilities and services.

Development priority:

This product has the following development priority in this TDA:

Development Priority				
Very High	High	Medium	Low	Very Low
X				

Location:



Boundaries of Precinct:

The boundaries of the precinct are outlined in the diagram above.

Target market:

The following tourist market segments should be targeted for this tourism product area:

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Tourist arriving by air	X			This market segment is a preferred market segment as it is a captive market while passing through the airport terminal. A strategy can be put into place to encourage this market to contribute to the local economy of Maun by spending more time and money in Maun. This increased spend can be achieved by timing the arrivals of international and regional flights for late in afternoon and early in morning so that tourists are forced to spend the night in Maun.
Mobile safari operators	X			This market segment is preferred as the mobile operators and guides can control the itinerary of mobile safaris. May safari will either begin or end in Maun or pass through Maun. Guides have the ability to build into itineraries time in Maun to undertake tourist activities if there are tourism products in place to meet the need of such tourists. This market segment is easily manipulated and often has the need to stock-up prior to the departure of a safari. This market segment may contribute significantly to the tourism economy of Maun if the first and /or last

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
				night of the safari is in Maun.
Self-drive tourists	X			This market segment is preferred as they are forced to drive through Maun on their way to and from the Okavango Delta, Moremi GR and Chobe NP. This market segment does contribute to the economy of Maun by purchasing supplies and services for their safari and road trip home. This market segment could be encouraged to spend more time in Greater Maun, particularly the sedan car market that arrives with vehicle unsuited for safaris but are likely to purchase safari packages to see wildlife in the Maun / Moremi area.
Business / public sector tourists		X		This market segment is moderately preferred as it is a consistent market that operates through out the year and contributes to the local Maun economy. This market segment could be encouraged to increase its spend in Maun through the provision of more facilities and services that it could consume.

Rationale:

The purpose of establishing this precinct is to establish:

- An image of a tourism Gateway to the Okavango Delta;
- A “one stop” tourism zone that provides a range of tourism related activities and services for tourists.
- A tourism hub in which most tourism businesses, service providers, public sector tourism departments, etc may be located so as to achieve a critical mass to enhance efficiency and communication in the tourism industry in Maun.
- To create a tourism precinct that visitors may visit and experience as a tourist destination in Maun, as is, for example the V&A Waterfront is in Cape Town.
- Forcing all tourists to pass through one area will create the critical mass necessary to provide a market for a whole range of retail tourism outlets and services, thus creating an increased range of tourism related entrepreneurial, retail and service opportunities that may be supplied by local Maun entrepreneurs.
- To enhance the visitor image of Maun.

Nature of tourism product

It is envisaged that the Department of Tourism and Maun Municipality would be the driving and facilitating agency for the establishment of the Maun Tourism Precinct. The area would need to be zoned for tourism type activities and a master precinct plan would need to be drafted for the area. An urban design consultant would need to develop a detailed development design for the precinct that would include guidelines and locations for structures, architectural styles for buildings, public open spaces and pedestrian and vehicles flows. Many of the existing government functions that are currently taking place in the designated precinct area, such as the mechanical workshops, would need to be relocated to a more appropriate location so as to free up land for tourism development.

It is envisaged that the following products will be located in the precinct:

- Facilities:
 - Accommodation:
 - A budget hotel (similar to Road Lodge / Town Lodge) aimed at business tourists and budget tourists needing to overnight close to the airport or without a car.
 - Self-catering rooms.
 - Backpackers hostel.
 - Restaurants.
 - Bars.
- Services:
 - Tourist information Centre
 - Interpretation centres
 - Reservation services – airlines, accommodation, and transport.
 - Internet cafes
 - Tourist guides.
 - Transportation – shuttle services, safaris, car hire.

Activities:

- Entertainment facilities

Product Name:

Maun Ecotourism Park

Product description:

Maun Ecotourism Park is an area of land that has been fenced into the wildlife side of the Maun veterinary fence in which wildlife roams freely so that a range of high quality tourism products and experiences could be developed by the private sector.

Context:

The primary purpose of the Maun Ecotourism Park is to extend the stay of visitors in the Maun area and thereby contribute to the tourism economy of the village. However, to establish an environment that is conducive for the establishment of the Ecotourism Park, the following interventions are required:

- That the veterinary fence is realigned so as to create a shop window onto the Maun – Shorobe road.
- That agriculture and livestock activities cease within this demarcated area and that it is zone for tourism use.
- That appropriate measures are put in place that will attract wildlife into the Ecotourism Park.

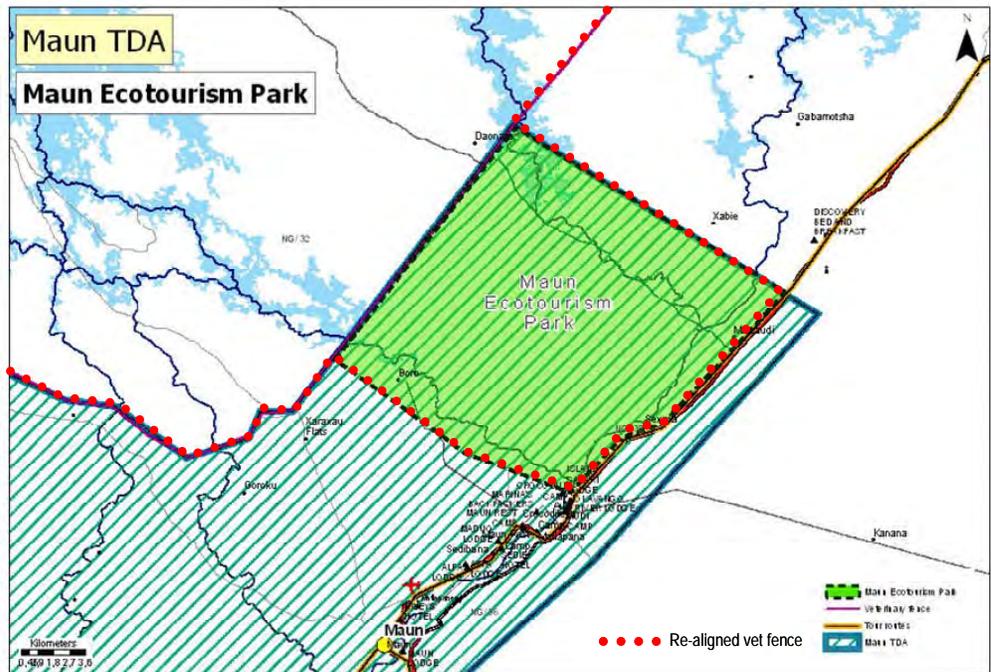
- That the Ecotourism Park is linked to the airport / Maun Tourism Node by a safari dirt track that gives visitors the illusion that they are driving straight from the airport into the bush.

Development priority:

This product has the following development priority in this TDA:

Development Priority				
Very High	High	Medium	Low	Very Low
X				

Location:



Boundaries of Product:

The boundaries of the proposed Gumare Ecotourism Park are illustrated in the sketch above. However, these boundaries are only indicative and would need to be established through extensive consultation with all interested and affected parties.

Rationale:

- To create a tourism development environment that creates opportunities for the development or operation of small scale tourism products that are not necessarily capital intensive thus creating the opportunity for further citizen involvement in the existing tourism industry of the Okavango Delta. In particular, to create opportunity for emerging tourism entrepreneurs based in Western Ngamiland and Maun.
- To create a “holding area” in which tourists can overnight in safari conditions within close proximity to Maun.

Attractions & experiences:

Attractions and experiences attract visitors to a particular location. The following factors will be appealing to visitors thus encouraging them to visit this product:

- Within a thirty minute safari ride or fifteen minute paved road drive of the airport.
- Wildlife and the opportunity to go game viewing.
- Bird watching
- In the bush experience.
- Opportunity to do activities not normally permitted in Moremi Game Reserve:
 - Walking safaris.
 - Adventure activities.

Target market:

The following tourist market segments should be targeted for this tourism product area:

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
Tourist arriving by air	X			This market segment is a preferred market segment as it is a captive market while passing through the airport terminal. A strategy can be put into place to encourage this market to contribute to the local economy of Maun by spending more time and money in Maun. This increased spend can be achieved by timing the arrivals of international and regional flights for late in afternoon and early in morning so that tourists are forced to spend the night in Maun.
Mobile safari operators	X			This market segment is preferred as the mobile operators and guides can control the itinerary of mobile safaris. May safari will either begin or end in Maun or pass through Maun. Guides have the ability to build into itineraries time in Maun to undertake tourist activities if there are tourism products in place to meet the need of such tourists. This market segment is easily manipulated and often has the need to stock-up prior to the departure of a safari. This market segment may contribute significantly to the tourism economy of Maun if the first and /or last night of the safari is in Maun.
Self-drive tourists	X			This market segment is preferred as they are forced to drive through Maun on their way to and from the Okavango Delta, Moremi GR and Chobe NP. This market segment does contribute to the economy of Maun by purchasing supplies and services for their safari and road trip home. This market segment could be encouraged to spend more time in Greater Maun, particularly the sedan car market that arrives with vehicle unsuited for safaris but are likely to purchase safari packages to see wildlife in the Maun / Moremi area.
Business / public sector tourists		X		This market segment is moderately preferred as it is a consistent market that operates through out the year and contributes to the local Maun economy. This market segment could be encouraged to increase its

Tourist Market Segment	Preference			Comment
	High	Medium	Low	
				spend in Maun through the provision of more facilities and services that it could consume.

Purpose of product:

The purpose of this product is to:

- Create the environment to stimulate the supply of small scale, non-capital intensive tourism products with the purpose of encouraging citizen involvement in the tourism industry of the Okavango Delta.
- Provide an additional range of experiences Maun visitors.
- Provide a location for the establishment of safari-type overnight facilities in the Maun area
- To enhance the tourism economy of the Maun TDA.

Nature of tourism product

It is envisaged that the product will consist of the following products:

Accommodation:

- The identification of a range of specific sites for the development of a range of tourism products such as:
 - Safari lodges and hotels.
 - Tented safari type camps:
 - Fly camps for guide walking safaris

Facilities:

- Entrance gate facility
- Restaurant/s
- Interpretation Centre
- Museum
- Game and bird hides.

Services:

- Guide safaris and walking trails.
- Adventure experiences.

Activities:

- Safari routes for walking, horse and motor cycle safaris.
- Adventure activity area in which a range of appropriate nature / wildlife activities may offered a by private sector operator.

- Bird watching.
- Walks & game drives

Infrastructure

Government / TDA Authority should focus on establishing the following tourist infrastructure in the Maun Ecotourism Park:

Veterinary fence

Government should facilitate the process and funding of realigning the veterinary fence so as to encompass the proposed land for the Maun Ecotourism Park.

Roads

- An entrance track that links the Maun Ecotourism Park to the Maun airport terminal that gives visitors the experience of driving from the airport through the bush to their lodge in the Ecotourism Park.
- A road / track network inside the Ecotourism Park.

Wildlife based facilities

- A series of boreholes to feed artificial waterholes so as to attract wildlife into the Ecotourism Park.
- The establishment of tourist facilities such as game / bird hides.

1.8 Proposed supporting infrastructure

The role of government in tourism destination development is to plan, design, develop, fund and manage the necessary infrastructure to support the efficient and effective operation of the tourism plant at the tourist destination. The role of establishing the tourism products (facilities, activities and services) is the role of the private sector. The development of tourism infrastructure is guided by the tourism development plan for the TDA. In this plan the infrastructural needs necessary to support an appropriate range of tourism products needed to attract the preferred tourist market segment to the TDA are defined. Government needs to develop this recommended tourism infrastructure to enable the private sector to provide the necessary tourism products to attract the preferred target market to the TDA so that the desired benefits from tourism may be realised by the communities living in that TDA.

The following tourism infrastructure is required to establish an enabling environment for the development of tourism in this TDA.

1.8.1 Roads

- Government would need to upgrade the roads system around the Maun Tourism Precinct so as to ensure the efficient flow of traffic, parking and pedestrian walkways. The road layout in this area would play an instrumental role in channelling tourists and travellers into the Maun Tourism Precinct and establishing a gateway to the Okavango.
- Government would need to plan a “safari” access track to the Maun Ecotourism Park from the airport terminal building so that visitors to the Ecotourism Park have a safari sense of arrival.

1.8.2 Tourist information centres

Tourism Information Centres should be constructed at the following locations:

Location	Order of TIC			Notes
	High	Medium	Low	
Maun tourism node	X			This TIC would be the primary TIC for the whole of Ngamiland, Okavango Delta and Maun TDA. The TIC should form a primary and integral component of the Maun Tourism Node.

See section below for detailed descriptions and functions of Tourism Information Centres.

Signage

Road and information signage is critically important to tourists and tour operators, particularly in developing rural regions. A carefully planned signage programme assists in determining the tourism image of the TDA and the efficiency of the TDA's tourism plant.

Good road and tourist information signage also has a positive impact on the traveller's confidence in travelling in the TDA and travel information seen and gathered by the traveller.

A detailed road signage programme should be planned and implemented for the TDA.

An example of an effective road and tourist information signage programme in the Appendix. This programme was implemented for Queensland in Australia.

1.8.3 Telecommunications

Effective and efficient communication within the tourism industry is critical to its successes. The bulk of tourism related communications (information gathering, enquiries, availability, reservations, etc) and financial interactions (deposits, payments, refunds etc) throughout the world are currently undertaken electronically by means of telephone, email and internet.

The tourism industry of Ngamiland is predominantly based on visitors from the first world visiting tourist attractions in Ngamiland, a developing region. Telecommunications in Ngamiland are at a level of sophistication, reliability and extent that hinder the operational effectiveness and efficiency of the existing tourism plant and hinder the further and future development of new tourism products in the District. To overcome this disadvantage, the following needs to be addressed by Government with urgency in this TDA:

- Effective and reliable cellular telephone or microwave-based telephone coverage to all tourism products in the TDA.
- Wireless internet access to all tourism products in the TDA.
- Fast broadband internet availability should be available throughout the Maun TDA

1.8.4 Tourism services

It is the role of Government to provide, staff, manage and maintain the necessary tourism services required for visitors to have a safe, well-informed visit in the TDA and Ngamiland.

1.8.5 Tourism Information Centres

Tourism information centre in Maun should be planned, funded and established by government. The Maun TIC should be integrated into the Maun Tourism Node and form a key destination within the node for all segments of the tourist market. It is highly recommended that government invests significantly in implementing the proposed Maun TIC.

The Maun TIC should encompass the following factors and criteria:

Order of TIC	Functions & Services of TIC
High Order Tourism Information Centre	<p>A high order TIC provides the full range of functions to provide a fully integrated, telecommunications supported information service to all visitors to the TDA.</p> <p>A high order TIC would provide the following functions.</p> <ul style="list-style-type: none"> • Tourist information office that is manned by trained staff. • Well designed interpretation material about the natural and human history of the TDA. • A reservations and promotion service for tourism products (facilities and services) in the TDA. • A point from which special interest tours and activities may take place from. • Clean ablution facilities. • Restaurants and fast food facilities to provide meals and refreshment. • Safe parking for tour vehicles. • A commercial / retail market / bazaar area that provides: <ul style="list-style-type: none"> ○ Well designed stores and retail outlets. ○ The whole market is operated as a tourism product. ○ Creates a safe and secure environment for tourists as it should be well policed by private security guards. ○ Only tourist related products and produce is sold at the market. ○ Traditional products / manufacturing of such products should be showcased. • A food court that provides: <ul style="list-style-type: none"> ○ A wide range of different foods including: <ul style="list-style-type: none"> ▪ Traditional restaurants. ▪ Fast food outlets. ▪ Western restaurants. ○ Tourism training facilities for local people.

1.9 Citizen participation

The Maun TDA offers various a full spectrum of opportunities for citizens to enter (or increase their participation in) the tourism industry of Ngamiland. This TDA is a **very high priority area** for citizen empowerment and is graded as having **excellent potential** for increased citizen participation.

Citizen Participation: Priority Rating				
Very High	High	Medium	Low	Very Low
X				

The Maun Tourism Precinct aims to create a tourism business hub at a strategic location adjacent to the Maun airport. The precinct will house a variety of tourism products ranging from hotels to restaurants, bars, tourist information centres, reservation services, Internet cafés and transportation services. As such, the precinct will offer a full spectrum of opportunities for citizen empowerment. It is recommended that:

- Affirmative procedures designed to promote citizen participation in the development of the Maun Tourism Precinct should be incorporated into the master precinct to be developed for the area.
 - Larger scale business opportunities requiring significant capital investment and/or high levels of experience and expertise should be identified and offered via a tender procedure designed to promote broad-based citizen participation. This should be done using a scorecard approach to weight and measure the

various elements of citizen empowerment (including ownership, strategic representation, employment equity; local procurement, social responsibility spend; etc.). Citizen participation should be awarded a significant weight in the evaluation criteria used to assess proposals from bidders. Minimum thresholds should be set for each element of the scorecard and for the minimum overall citizen participation score required from bidders. Bidders should be required to present their citizen participation proposals as an integral part of their bids. Once bids have been awarded, their citizen participation proposals should be incorporated into their licensing agreements. This will mean that citizen participation proposals are converted into contractual obligations against which the ongoing performance of commercial operators in the Maun Tourism Precinct may be assessed. A monitoring system designed to track the citizen empowerment performance of individual lessees against their contractual obligations should be developed and implemented as a high priority (see Monitoring Section).

- The precinct plan should also identify small-scale tourism products that are suitable for emerging entrepreneurs. These opportunities – which may include trading, entertainment and guiding services – should be reserved for reserved for local entrepreneurs.

The Maun Ecotourism Park is a medium-term but high priority project designed to extend the stay of visitors in the Maun area and to create a variety of small scale tourism products that are suitable for emerging entrepreneurs. Its realization is dependent on various interventions by Government including the realignment of the veterinary fence in the area. It has a high potential for citizen involvement.

Specific business opportunities identified for the Maun Ecotourism Park include:

- Safari lodges and hotels;
- Tented camps;
- Fly camps for guided walking safaris;
- Support infrastructure including an entrance facility;
- Nature-orientated activities including guided safaris and walking trails.

In order to realize the opportunities for citizen participation associated with the Maun Ecotourism Park, it is recommended that:

- The Maun Ecotourism Park will impact on the local livelihood options and its establishment will have to be negotiated with local residents. These residents participate in, and benefit from, the development of, the Park. Therefore, it is recommended that residents be granted preferential standing as preferred beneficiaries for citizen participation in the Maun Ecotourism Park.
- Government should drive the preparation of a detailed tourism development plan for the area. It is a specific purpose of the project to create small-scale tourism products that are suitable for emerging entrepreneurs. These opportunities should be identified during the planning process and reserved for local entrepreneurs, particularly local residents.
- Mobile safari operator access to the Maun Ecotourism Park should be reserved for citizen-owned operators to conduct day and overnight safaris from Maun. These operators should be licensed under a modified Category C licence reserved for emerging citizen-owned operators. Subcontracting to foreign-owned operators (or Joint Ventures) should not be permitted. This is to avoid the “rent collecting” behaviour, described in the situational analysis, where citizens obtain “headrights” which they then subcontract to third parties for a fee. It should be an explicit condition that the commercial opportunity associated with the licence be owned AND operated by a citizen-owned business.

- Lease rights in the Maun Ecotourism Park should be awarded using a new framework for land allocation that permits footprint leases under a modified Category A licence, allied with an appropriate bundle of traversing rights enabling support activities such as game drives, walks, etc.. The leases should be awarded using a system that places a high premium on citizen participation. The system should develop an appropriate broad-based citizen participation scorecard (including the various indicators described above) designed to measure the level of citizen participation in proposals from prospective lessees as well as the ongoing performance of lessees after award (i.e. during the operational phase of the business). Given the high emphasis on citizen participation in this TDA, minimum scores per category as well as overall thresholds in the scorecard should be relatively high. In this way, only businesses with strong citizen participation will qualify for rights in the Maun Ecotourism Park. Foreign-owned businesses will not be excluded from the area but will have to enter into strong partnerships with citizens to gain access to the available business opportunities.

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Section 2 – Limits of Acceptable Change



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CONTENTS

1	LIMITS OF ACCEPTABLE CHANGE IN THE CONTEXT OF THE OVERALL ODMP	1
1.1	HIERARCHY OF OBJECTIVES.....	1
1.2	VISION, GOALS AND STRATEGIC OBJECTIVES OF THE ODRS AS AN ENTITY.....	2
1.3	THE LAC PROCESS	3
1.4	'DESIRED STATE' OF THE ODRS	4
1.5	PROBLEM STATEMENT	5
1.6	OPPORTUNITY ZONES IN THE ODRS	6
1.7	INDICATORS OF CHANGE	13
2	MONITORING LACS	15
2.1	APPROPRIATE CONDITIONS FOR A MONITORING INSTITUTION	15
2.2	METHODOLOGIES AND APPROACHES TO IMPLEMENTING LACS.....	21
2.3	INSTITUTIONAL FRAMEWORK TO MANAGE THE IMPLEMENTATION OF LACS.....	22
2.4	LAC RECOMMENDATIONS.....	23

1 Limits of Acceptable Change in the context of the overall ODMP

The essential element at the heart of the Okavango Delta Ramsar Site (ODRS) is the fact that the biophysical systems, structures, functions and processes at play in the area, over time, are fundamental to ensuring the health of the Delta and its continued existence into the future. Without this understanding all socio-economic activities that are dependent on the presence of the Delta and its provision of natural resources may be at risk.

Inappropriate socio-economic activities can disturb the delicately balanced biophysical systems and processes and jeopardize the provision of these natural resources to resident communities. The Okavango Delta is the primary resource for all economic activity in the Ngamiland District. Tourism is an important socio-economic activity not only for the nation, but for Ngamiland District in particular.

Tourism is a key socio-economic activity within the ODRS, providing employment and livelihood security to a great number of residents in the area. It therefore has to be carried out in a responsible and sustainable manner, not only to protect the biophysical aspects, but also to ensure the welfare of communities in the area over the long term.

The Limits of Acceptable Change (LACs) are an integral component of protected area planning that involves any form of tourism. They provide a feedback mechanism within management decision-making processes, as to: i) the possible extent of any impact being caused by tourism activities on the biophysical environment; and ii) the extent to which visitors enjoyed their experiences in the protected area. These two forms of feedback enable management authorities within the protected area to respond to negative impacts (changes) to the biophysical environment and take appropriate corrective action. Information about visitor experiences also allows managers to understand visitor needs and their behavioural patterns, so that appropriate experiences may be provided where possible.

The LACs therefore, although primarily associated with the decision-making processes of those sectors dealing with aspects of biophysical processes (hydrology, soil, wildlife, vegetation etc.) and those dealing with tourism processes (tourism operators, commerce, industry etc.), also links with and takes cognizance of socio-economic issues (land use planning, use of natural resources etc.). The various ODMP studies and pieces of research have therefore informed the construction and development of the LACs. Likewise the LAC process has informed the integration of the results of other components into the overall final ODMP, especially that of the Land-use Plan.

1.1 Hierarchy of Objectives

A Vision embodies the cohesive social values, scientific knowledge, and management experience in a management system. It is also a logical point of convergence within a strategic management objectives hierarchy. The cascading sub-objectives provide increasing levels of detail about what successive layers of implementation should look like. Each step in the hierarchy is developed by the same iterative, analytical process as the vision. A vision must be broken down into a hierarchical, cascading series of objectives of increasing focus and rigor – moving from the conceptual to the achievable. Objectives are qualitative articulations of values defined in the vision and operating principles of the organization. They form a foundation on which to develop quantitative, achievable operational goals.

1.2 Vision, Goals and Strategic Objectives of the ODRS as an entity

1.2.1 Vision

The Okavango Delta Ramsar Site's Shared and Common Vision is designed to provide guidance to policy development and the execution of the various sector programmes that brings sustainability to the Okavango Delta; help inform the Government and its partners, of the stakeholder priorities for future action; and provide a common focus and direction (roadmap) to the diverse stakeholders utilising and managing natural resources within the Ramsar site. This vision is intended to nurture healthy relationships among Okavango Delta ecosystem stakeholders and enable them to move from the status quo (business as usual) towards a new reality that meets future natural resources needs, and brings socio-economic prosperity and sustainability of the ecosystem.

The Okavango Delta Ramsar Site's Shared and Common Vision is:

"A carefully managed well functioning ecosystem that equitable and sustainably provides benefits for local, national and international stakeholders by 2016"

The Vision for the Tourism Development Plan is:

"To strive for the development of a world-class nature-based tourism destination that is economically sustainable and optimizes benefits to local communities and the nation within agreed limits of acceptable change."

The ODRS Shared and Common Vision for 2016 (ODMP, 2006) states that "strategies for achieving the vision calls for integrated planning, management and development of the Okavango Delta. It calls for a framework for action that is underpinned by partnership and solidarity between stakeholders at the local, national and basin level. It requires some changes in policies, strategies and legal frameworks, as well as changes in institutional arrangements and management practices. Above all, the vision requires that the following critical success factors are ensured:

- The development of appropriate institutional structures
- Adopting adaptive management strategies to facilitate the periodic review of plans.
- Provide necessary resources finance and human to facilitate achievement of the vision, appropriate resources on the ground are needed otherwise vision will be a mirage.
- Effective communication strategy in place to facilitate communication between the stakeholders.
- Endorsement of the vision by parliament so that it can (have the requisite political support).

1.2.2 Goal

The long-term Strategic goal of the Okavango Delta Management Plan (ODMP) is:

"to integrate resource management for the Okavango Delta that will ensure its long term conservation and that will provide benefits for the present and future well being of the people, through sustainable use of its natural resources"

Expressed in direct terms it may be reconfigured as:

"To protect and maintain the biodiversity and biophysical systems of the Okavango Delta such that they will continue to provide social and economic benefits to its residents, the nation and the world, through the sustainable use of its natural resources over the long term future."

1.2.3 Strategic Objectives

It is then suggested in the Vision Component Study that this long-term goal is supported by three strategic objectives, and these are:

1. To establish viable management infrastructure and tools to sustainably manage the delta resources at the local, district, national and international (river basin) level.
2. To ensure that the Okavango delta (and its associated dry lands) continues to deliver present day ecosystem services and products for the benefit of all organisms dependent on it.
3. To sustainably use the delta resources for improvement of livelihoods of all stakeholders that are directly and indirectly dependent on the ecosystem products and services of the Okavango Delta (and associated dry lands) in an equitable way.

However, through extensive consultation with the various stakeholders during this Tourism Master Plan study, it became apparent that the LACS were ultimately intended to “Protect, maintain and improve the biodiversity of the Okavango Delta Ramsar Site”, as well as “Securing the functioning of all essential biophysical (ecological) and hydrological systems, processes and mechanisms that drive the Delta as a holistic entity” and “Optimising the socio-economic potential and concomitant benefits of the Ramsar Site, through the sustainable use of its natural resources without compromising its ecological or biophysical integrity”.

The development of the LACs has taken into account the processes inherent in the ‘Conservation Development Framework’ approach as developed by the South African National Parks Board (SANParks) and integrated into transfrontier conservation area development processes such as KAZA.

1.3 The LAC process

The Terms of Reference for the Tourism Master Plan Study required that the Limits of Acceptable Change approach be used within the overall ODMF process. It also required that the concept of ‘carrying capacity’ should be evaluated as an adjunct to the LAC process, to determine its current applicability. A review and comparison of the two concepts was carried out and a paper on the issue was presented to a group of interested parties at HOORC in mid 2006.

1.3.1 The formal LAC model and planning steps

The Limits of Acceptable Change planning approach was developed in the USA in response to perceived inadequacies in previous planning processes based simply upon carrying capacities for tourism use in protected areas, especially those areas with wilderness qualities. Early scientific work on carrying capacity generated an extensive literature base on resource and social aspects of protected area use and their application to carrying capacity.

Efforts to determine and apply carrying capacity to protected areas have often resulted in frustration, where the principal difficulty lies in determining how much resource or social impact is too much. Given the substantial demand for public use of the protected areas, some decline or change in resource condition and the quality of visitor experience is inevitable. But how much decline or change is appropriate or acceptable is the burning question? This issue is often referred to as the limits of acceptable change (LAC) and is fundamental to addressing carrying capacity.

Several planning and management frameworks have been developed to address carrying capacity. While each framework includes refinements to suit individual agency missions, policies, and procedures, all of the frameworks share a common set of elements:

1. A description of desired future conditions for protected area resources and visitor experiences,
2. The identification of indicators of quality experiences and resource conditions,
3. Establishment of standards that define minimum acceptable conditions,
4. The formulation of monitoring techniques to determine if and when management action must be taken to keep conditions within standards, and
5. The development of management actions to ensure that all indicators are maintained within specified standards.

Generally the LAC process is guided by 11 Principles as a means of ensuring appropriate implementation:

- Principle 1: Appropriate management depends upon Objectives
Principle 2: Diversity in resource and social conditions in Protected Area is inevitable and may be desirable
Principle 3: Management is directed at influencing Human-Induced Change
Principle 4: Impacts on Resource and Social Conditions are inevitable consequences of human use
Principle 5: Impacts may be temporally or spatially discontinuous
Principle 6: Many variables influence the Use/Impact Relationship
Principle 7: Many management problems are not use-density dependent
Principle 8: Limiting use is only one of many management options
Principle 9: Monitoring is essential to professional management
Principle 10: The decision-making process should separate technical decisions from value judgments
Principle 11: Consensus among affected groups about proposed actions is needed for successful implementation of Protected Area management strategies

In this study, given the capacity constraints encountered within the ODRS environment, these nine steps have been reduced to six:

- Step 1 – identify issues and concerns
Step 2 – define and describe opportunity zones
Step 3 – select indicators of resource and social conditions
Step 4 – inventory existing resource and social conditions
Step 5 – specify measurable standards for the resource and social indicators selected for each opportunity class
Step 6 – implement actions—monitor & manage conditions

It was felt that reducing the process to the 6 steps would allow the development of adequate zonation parameters and still allow appropriate indicators to be identified.

1.4 'Desired State' of the ODRS

The 'desired state' of the ODRS outlines the most preferred sets of conditions that should be described for the various elements within the Site. In some ways it could be described as a more detailed Vision Statement. It is by some, considered to be a confusing term that is best actualized through the hierarchical process of objectives i.e. Vision, Goal, Objectives, Sub-objectives etc.

In the instance of this ODMP study, we chose to use the version below:

"A carefully managed well functioning ecosystem that equitably and sustainably provides benefits for local, national and international stakeholders by 2016".

1.5 Problem statement

The growth in development of lodges in the core section of the Delta over the past fifteen years has given rise to some concern, in that little is known about the potential impact of this growth on the biophysical aspects of the Delta, or on the type of experience that visitors might be expecting in return for the high fees paid for their packages. Mbaiwa (2006) reports that 81.6% of the tourism facilities in the Delta are less than 15 years old, and only 13.9% are older than 20 years. Much of this development has taken place in an 'organic' manner, with no overarching development plan to guide this growth. More recently however, previously established carrying capacity limits on concessions have been invoked to contain this unmitigated expansion, out of concern for possible impacts on the biophysical environment.

A key problem is understanding the physical and environmental impacts of tourism in the delta. Problems associated with tourism related environmental impacts arise when there is a large number of tourists in a given area or if the resource is overused. Direct impacts of tourism are caused by the presence of tourists. Indirect impacts are caused by the infrastructure created in connection with tourism activities. There has been minimal or no sustained research on tourism carrying capacities. Therefore it is not known to what extent tourism related activities are impacting on the biophysical aspects of the delta, or to what extent the activities are impacting on the expected experiences of visitors. Impacts caused through tourism activities and operations can be in the forms of:

Biophysical

- Modify vegetation, habitat and landscape – driving off-road, creating new unplanned roads, picking endangered species of plants, cutting firewood, creating new campsites or illegally extending existing ones
- Pollution water resources through inappropriate sanitation systems, chemicals and litter ie. oil, fuel, detergents, waste
- Modifying wild animal behavior due to habituation or harassment ie. crowding of game-viewing vehicles around animals, chasing animals, feeding animals, disturbing breeding sites
- Driving boats too fast, disturbing crocodile and bird breeding sites on banks
- Over-harvesting – sport fishing and exceeding bag limits
- Causing human induced wild-fires – campfires, cigarettes
- Introduction of invasive species – boats and invasive plants such as *salvinia*

Visitor Experiences and Expectations

- Noise Pollution – loud radios and music systems, singing, shouting, talking, engines, motors
- Uncontrolled movement of mobile safari operators which may cause overcrowding
- Human crowding in remote places – reduce wilderness qualities of isolation and solitude
- Buildings and infrastructure – reduced feeling of wilderness and natural atmosphere of areas
- Creating new unplanned roads – reduce wilderness quality – seeing too many other tourists
- Aircraft and vehicle noise

Currently there are no mechanisms in place to control the numbers of visitors in the Okavango Delta outside of protected areas, except where leases are given to concessionaires and management plans are approved with limitations on sizes of camps and number of beds permitted per camp. There is few control mechanism to manage congestion of accommodation facilities outside of these parameters. As a precaution to mitigate environmental impact, the Tawana Land Board requires that there should be an

indication of environmental sensitivity and measures to be taken to protect the environment when applying for the site and producing a management plan.

At present there is an inadequate system of Monitoring and Regulating tourism operations across the Delta. Monitoring of tourism activities is a cross-sectoral activity with little coordination between sectors and players. The Department of Tourism, the Land Board, and the NWDC are not able to carry out regular inspections to ensure that operators are abiding by lease agreements and regulations.

It should be noted however that the introduction of the Controlled Hunting Area (CHA) framework in the early 1990s, together with the allocation of hunting and photographic safari concessions within the CHAs has served to protect the biodiversity and biophysical systems in the Okavango Delta very effectively over the past decade and a half. Without this framework it is likely that unplanned and unmanaged use of the Delta and its natural resources would have resulted in significant impacts at this point in time.

1.6 Opportunity Zones in the ODRS

In conjunction with the extensive consultations with all stakeholders regarding major issues for consideration, the potential and opportunity for new, alternative or enhanced tourism activities was explored.

One of the first activities in this step was to identify areas of high tourism potential in the ODRS. A separate series of workshops and meetings with key stakeholders was carried out and various exercises completed to identify high potential areas, low potential areas as well as sensitive areas.

1.6.1 Developing categories of tourism use in the ODRS

An important element of LACs is the development of a series of use zones that delineate where the type and limits of specific activities can be carried out. This allows the management authority to 'manage' the use of the areas effectively.

A key concern of concession holders in the ODRS was that areas or zones with their associated criteria should be able accommodate the dynamic nature of the changes in water levels of the Delta annually and over more extended period. The success of their hunting and photographic safari operations depended on their ability to shift camps and change access routes to respond to shifts in wildlife populations and ecological situations.

In December 2006, Ministers of Angola, Botswana, Namibia, Zambia and Zimbabwe met to sign the KAZA TFCA Agreement. Inherent in this, through the facilitating NGO 'Peace Parks' was the need to have a common methodology of planning protected areas in southern African TFCAs. As a result of this, and in anticipation that their Conservation Development Framework approach would be used, it was agreed that the categorization of the ODRS would be changed slightly to accommodate the model being currently used in other areas. The following categorization was then developed and tested with key stakeholders, including a change in overlays:

Use Areas or Zones

- Wilderness
- Remote – Low intensity use
- Remote - Wild
- Remote – medium intensity use
- Low intensity recreation
- High intensity recreation
- Rural – low density use
- Rural – moderate/high density use

Overlays

- Development node
- Sanctuary or special conservation areas or nodes
- Cultural site or node

The system of introducing overlays was to accommodate the fact that some factors such as special conservation needs may occur in more than one Use Zone.

A further category might be considered for the Rural Zone, to accommodate Community Conservation Areas. This needs to be tested with stakeholders.

A chart outlining the 'Desired State Characteristics' for each category is provided in Table 1, whilst a more detailed account of particular characteristics is provided in Table 2.

A map outlining these new zones, incorporating previously identified areas with different types of potential for tourism was developed (See Map 1).

Map 1: Location of LAC Zones

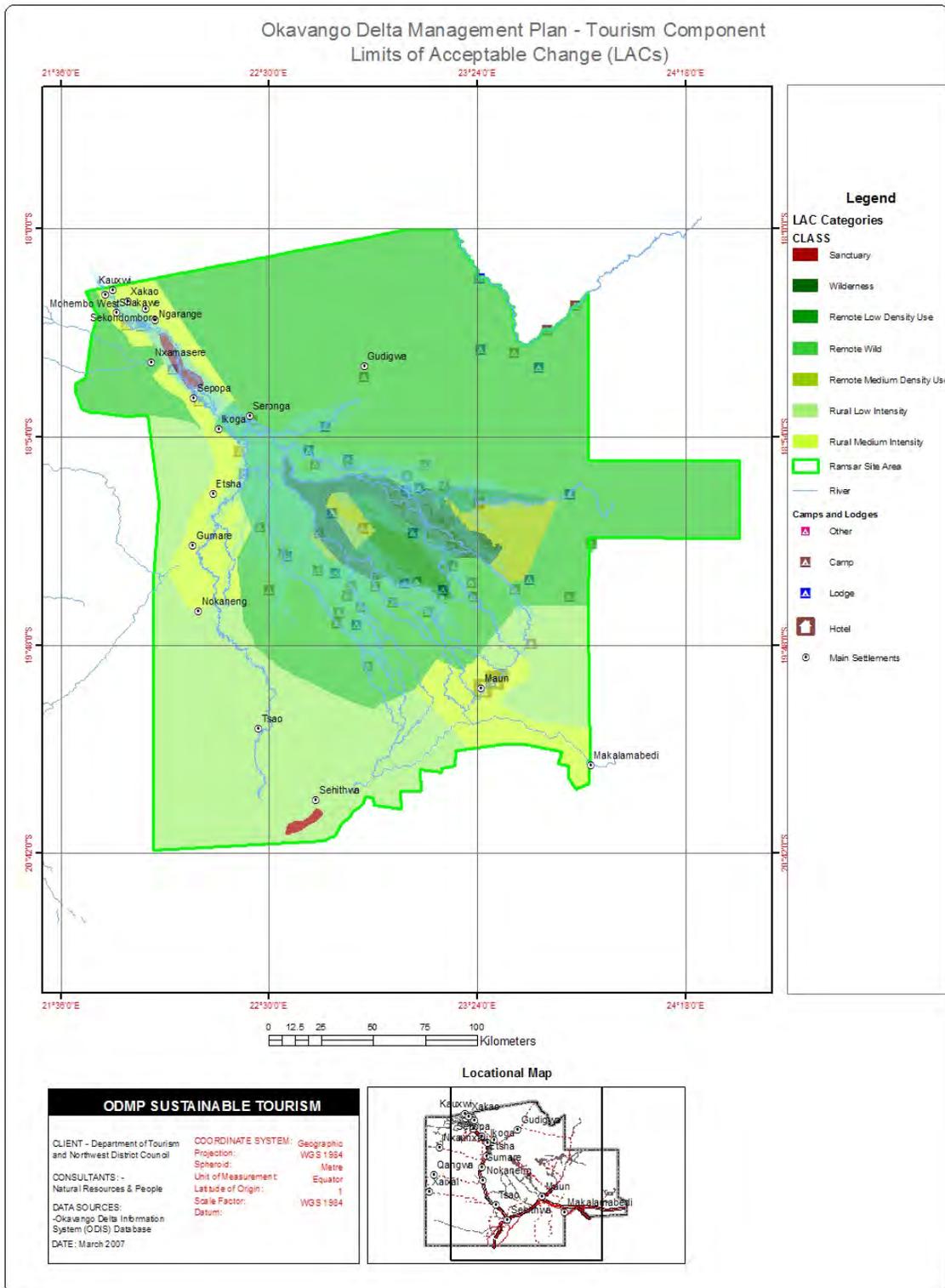


Table 1: Description of Desired State - Experiential Use Zones

Experience	Zone	Description	Quality of the natural environment	Experiential Qualities	Interaction between users	Sophistication of facilities	Level of Exertion	Level of self sufficiency	Commercialization	Spirituality	Primary movement within the zone
Close to Nature Activities tend to be at the landscape level	REMOTE WILDERNESS	Unmodified natural landscape where unimpeded natural processes proceed. Areas with very high natural qualities and with little visible human impact, where the sights and sounds of modern, urban life are none existent, allowing for a spiritual experience of isolation and solitude. They are generally inaccessible, requiring additional physical exertion to reach and experience, with some degree of risk. Visitors need to be more self reliant and experienced. The nature of the experience is heavily dependant on the quality of the natural environment. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management.	Pristine	Isolation	Very low	Very low	Very high	Very high	Very low	Very high	Pedestrian only
	REMOTE Low Intensity Use	Areas with very high natural qualities with little visible human impact, where the sights and sounds of modern, urban life are none existent or infrequent. The experience is of a challenge providing relative experiences of solitude and wildness. Signs and sounds of other human activities are slightly more obvious than in the Wilderness category, and encounters with other visitors are slightly more frequent. Although less physical exertion is required a reasonable level of fitness, self reliance and experience is required, with some degree of risk. The nature of the experience is dependant on the quality of the natural environment. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management.	Pristine	Solitude	Low	Low	High	High	Very Low	High	Pedestrian only
	REMOTE Wild	Areas with very high natural qualities with little visible human impact, where the sights and sounds of modern, urban life are none existent or infrequent, allowing for an experience (sometimes in vehicles) of being in nature amongst 'charismatic' wild animals. They are generally remote and inaccessible, requiring additional effort to reach and experience. Visitors need to be adventurous and inquisitive. The nature of the experience is heavily dependant on the quality of the natural environment and the presence of 'charismatic' wild animals. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management. Hunting may be carried out at times.	Pristine	Harmony	Low	Very low	High to Moderate	Moderate	Low	High to Moderate	Pedestrian & Motorised
	REMOTE Medium Intensity Use	Areas with very natural qualities with moderate visible human impact, where the sights and sounds of modern, urban life are virtually none existent or infrequent, allowing for a vehicle-based experience of being in nature amongst wild animals. They are generally remote and moderately inaccessible, requiring some effort to reach and experience. Visitors need to be generally self reliant and experienced. The nature of the experience is heavily dependant on the quality of the natural environment and the presence of 'charismatic' wild animals. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management.	Semi-Pristine	Harmony	Low	Low	High to Moderate	Moderate	Low	Moderate	Pedestrian & Motorised
	RURAL Low Intensity Use	Areas situated within rural communities, where the nature of the experience is dependant on its remoteness and the quality of the natural environment with the presence of some wild animals. The main accent is on recreational activities which are more dependant on the quality of the facilities provided than on a completely natural environment. By their nature these zones are placed in more transformed landscapes. Interaction and socialisation are an integral part of the experience, as also being exposed to rural livelihoods and local cultural activities.	Natural	Harmony with some socialisation	Low to frequent	Low	Moderate	Moderate	Low	Moderate	Pedestrian & Motorised
Outdoor Natural Activities tend to be at the Precinct level	RURAL Medium Intensity Use	Areas situated within rural areas based around high density tourism developments with modern commercialised amenities and very concentrated activities. The quality of the visitor experience is heavily dependant of the quality of the facilities which enable the visitor to experience the environment or culture with a minimum of effort and impact on the environment. Due to the high impacts these are concentrated at specific nodes, generally situated in or near urban centres. The main focus of management is to ensure a high quality visitor experience whilst ensuring that the activities have a minimal impact on the surrounding environment.	Transformed	Socialisation	Frequent	Moderate to High	Low	Low	Moderate	Moderate to nil	Pedestrian Non motorised Motorised
	LOW INTENSITY LEISURE	The main accent is on recreational activities which are more dependant on the quality of the facilities provided than on a completely natural environment. By their nature these zones are placed in more transformed landscapes. Interaction and socialisation are an integral part of the experience.	Transformed	Socialisation	Frequent	High	Low	Low	Moderate	Moderate	Pedestrian Non motorised Motorised
	HIGH INTENSITY LEISURE	High density tourism development with modern commercialised amenities with very concentrated, activities. The quality of the visitor experience is heavily dependant of the quality of the facilities which enable the visitor to experience the environment with a minimum of effort and impact on the environment. Due to the high impacts these are concentrated at specific nodes. These nodes are generally situated at existing facilities including historic buildings and precincts. The main focus of management is to ensure a high quality visitor experience whilst ensuring that the activities have a minimal impact on the surrounding environment.	Highly transformed	Entertainment	Very frequent	Very high	Very low	Very low	Very high	Low	Motorised People movers

Adapted from SANParks Planning

Table 2: Characteristics of Zonation Categories in the ODRS

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
Back to Nature Activities tend to be at landscape level	PRISTINE (Wilderness)	Isolation; complete solitude; wildness; primitiveness; at-one with nature; communing with nature; contemplation; reflection; timelessness; oneness with nature; aloneness; sense of humility.	Extremely low; usually limited to people in the same 'exclusive' party or group.	Only on foot or in mokoro or in some instances (main navigable channels) motorized boats, horse-back.	Wilderness-friendly tourism activities are allowed in the Wilderness zone. These will include limited boating (mokoro trips, motorized boat trips, house-boating) on the main navigable channels of the primary watercourses, in keeping with any other regulations controlling the use of boats. Hiking and overnight camping in designated wilderness campsites, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.	No access roads and tracks are permitted in this zone and any old and existing tracks must be closed off and rehabilitated. No facilities, buildings, tourism facilities or construction other than wilderness campsites are permitted; game paths. No artificially supplied water will be made available.
Close to Nature Activities tend to be at landscape level	WILD Examples: CHA concessions to private sector and community operators.	Isolation; solitude; wildness; adventure; excitement; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna ¹)	Very low; usually limited to people in the same 'exclusive' party or group.	On foot or in mokoro or in some instances (main navigable channels) motorized boats, horse-back; in game-viewing vehicles operated by lodges, camps, or mobile-safari operators. These areas are generally characterized by concession areas ie. CHA areas (photographic and hunting).	Hiking, Mokoro trips motorized boat trips, house-boating, horse safaris, elephant safaris, and overnight camping accompanied by a professionally qualified, Botswana certified guide; overnight camping – either based upon “pack it in, pack it out” principle, or in pre-prepared temporary tented-camps. Game-drives in designated areas and along pre-determined, specified tracks and road networks. Hunting in CHAs designated for such purposes, according to permits, concession lease agreements and Management Plans.	Pre-determined and specified tracks and roads, as indicated in Management Plans required in concession and lease agreements. Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ²
	REMOTE (Low Density) Examples: lodge concession sites in Moremi GR.	Isolation; solitude; wildness; adventure; excitement; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna ³)	Very low; usually limited to people in the same party or group. Possibilities of seeing other groups on game-viewing, boating or Mokoro trips.	The aim of this zone is to provide areas for primarily non-motorised tourism (in the terrestrial-dryland portions). Motorised land transport will be allowed only to access the areas for the conducting of alternative non-motorised activities and will be via the most direct route on the existing access network. Both motorised and non-motorised boating will be acceptable in the wetland portions ie. motor boating, mokoro trips, houseboat/barge trips. Walking/hiking and overnight camping in wilderness campsites essentially on the islands.	Hiking, Mokoro trips motorized boat trips, house-boating, horse safaris, elephant safaris accompanied by a professionally qualified, Botswana certified guide; Overnight camping – either based upon “pack it in, pack it out” principle, or in pre-prepared temporary tented-camps in designated sites. Game-drives in designated areas and along pre-determined, specified tracks and road networks.	Pre-determined and specified tracks and roads, as indicated in Management Plans required in concession and lease agreements. Access tracks will be kept to a minimum. Any tracks made by researchers, management or any other activities will be rehabilitated immediately upon completion of the project. No permanent or semi-permanent tourism facilities other than a network of access roads and tracks with essential linked infrastructure (ie. Bridges) will be permitted. No artificial water supply will be made available (except in identified Development Nodes for staff accommodation and administrative facilities). Essential staff and administrative infrastructure will be allowed in identified Development Nodes within the zone. Due consideration will be paid to the aesthetics of these developments to fit the wilderness atmosphere.

¹ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

² Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

³ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
Outdoor Nature Experience Activities tend to be at the precinct level	REMOTE (Medium Density) Examples: Self drive areas of Moremi GR.	Wildness; nature; adventure; excitement; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna ⁴); viewing wild animals (including birds).	Moderate, usually limited to other vehicles encountered on game-drives, or boat trips.	Self-drive 4x4 vehicles, game-drive vehicles ⁵ . Access routes to lodges and mobile-safari camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.	Game-drives in self-drive 4x4 and game-drive vehicles; Game-viewing night-drives with permits; Travel by mokoro and motorised boats from designated mooring sites; Game-viewing from hides and platforms; Picnicking in designated areas;	Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ⁶ <ul style="list-style-type: none"> Public Camp Grounds with attendant facilities. Mobile Operator Sites. Access, Transit and Game viewing Roads and tracks. Other tourist facilities such as observation hides/platforms, day use facilities, information centres, entrance gates and ablutions. Designated areas for the conducting of night drives. Boat Stations (Mooring) offering services to visitors.
RURAL Rural experience away from the urban pressure.	RURAL (Medium Density) Examples: Conservation areas; Fishing Camps & Lodges in western Pan-handle.	Culture, rural life, wild animals, calmness, tranquility	High, frequent contact with other people (villagers, tourists, etc.)	Self-drive 4x4 vehicles, game-drive vehicles ⁷ . Access routes to lodges and fishing camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.	Fishing, boating (mokoro and motorised – but motorised may be subject to limitations on speed); hiking and walking; Limited game-viewing where wildlife occurs. Cultural activities where these may be provided.	Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ⁸ <ul style="list-style-type: none"> Public Camp Grounds with attendant facilities Mobile Operator Sites. Community Camp Sites. Access, Transit and Game viewing Roads and tracks. Other tourist facilities such as observation hides/platforms, day use facilities, information centres, entrance gates and ablutions. Private Boat Stations (Mooring) offering services to visitors.
SPECIAL OVERLAY AREAS	SANCTUARY Examples: Special Conservation areas in Pan-handle.	Experiential qualities restricted to 'respect' for being in area and obeying required conditions of behaviour to minimize disturbance or impact.	Minimal interaction between users due to restricted entry requirements.	Appropriate vehicle, boat or vessel with modifications to reduce disturbance or impact if so required; on foot; or by mokoro. Entry roads may be created if absolutely necessary, or else minimal disturbance or impact rules apply.	Walking, observing, data collection and recording through permit, non-intrusive photography, research activities by permit ie. tagging. Over-nighting in designated area unless for data collection purposes should not be permitted.	No facilities unless required for research and data collection purposes ie. construction of observation hides near heronries etc.
	CULTURAL SITE Examples: Tsodilo Hills	Experiential qualities 'respect' for being in area and obeying required conditions of behaviour to minimize disturbance or impact; Opportunities for solitude and reflection; Reverence and	Moderate, controlled interaction between users due to restricted entry requirements.	Primarily by foot, or if necessary in appropriate vehicle or boat to reduce disturbance or impact if so required ie. mokoro. Entry roads may be created to periphery entry point if absolutely necessary, or else minimal disturbance or impact	Walking; observing; viewing; non-intrusive non-destructive photography. Sitting and reflecting, meditating, conducting personal non-intrusive religious rites, may be permitted in specially set aside sites or areas. Over-nighting in the core designated area should not be permitted. Data collection and recording through permit, research activities by permit ie. copying rock paintings. All activities should be in accordance with requirements for respect of culture and context.	Minimal facilities in the actual designated core cultural area ie. paths, tracks, steps, seats, barrier walls, interpretation signs and displays etc. Interpretation facilities should be placed on the periphery of the core designated area.

⁴ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

⁵ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

⁶ Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

⁷ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

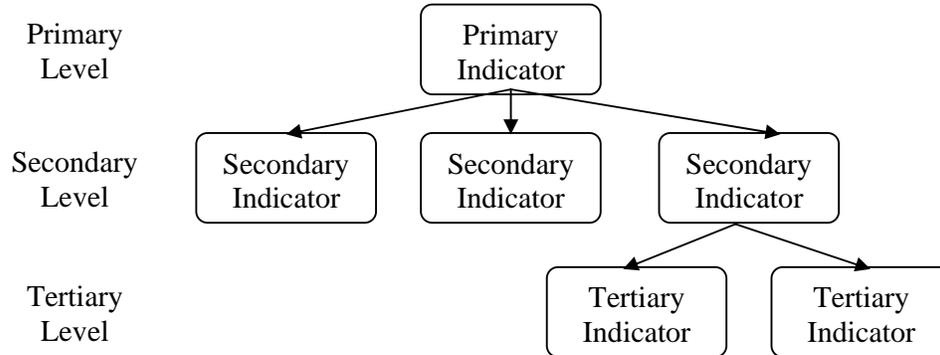
⁸ Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
		spiritual awareness; Sense of history and culture.		rules apply.		
	DEVELOPMENT NODE ie. Maun, Gumare, Shakawe etc.	Socialisation and interaction with other visitors and locals; Fun, enjoyment, exchange of cultures.	High. No specific controls other local and national laws and regulations.	No specific controls other local and national laws and regulations.	Wide range of activities permitted – beyond nature based focus. Opportunities for recreation ie. dancing, dining, music, theatre, shows, etc.;	Wide range of developed infrastructure provided: various tourism accommodation including high volume tourism accommodation, shops, commercial enterprises, Visitor Centres, Police Stations, restaurants, fuel stations, internet cafes etc.

1.7 Indicators of change

Three levels of indicators are being proposed to manage the LACs of the ODRS in the most effective and efficient way ***over the long term***, based upon an adaptive management approach. The full three levels may be refined periodically.

Only the first level is being proposed at this time due to identified capacity constraints amongst the stakeholders in the ODRS at present. It is intended that the two successive levels of indicators will be identified and brought into play as capacity and resources permit, in the future.



In the short term it was felt that, given the capacity constraints encountered in the ODRS, it would be prudent to introduce a simplified form of indicators, based upon surrogate indicators to start with – the rationale being that once the ODRS management authority has been clearly entrenched and is effectively coordinating management activities, then more sophisticated forms of LAC may be introduced.

Given the lack of immediate capacity and the relative lack of detailed coordination amongst stakeholders at the present time, it has been concluded that it may be counterproductive and wasteful to set out a detailed set of secondary and tertiary level indicators if these will never be monitored or used in the short term. A further factor is that the use of LACs is in its most effective form an iterative, adaptive and evolutionary process of trial and error – constantly responding to new information gathered, changing circumstances and emerging new techniques.

1.7.1 Capacity for enforcement

This study has identified that there is generally a lack of capacity to manage complex processes such as LACs and Licensing-based performance monitoring. The study therefore recommends that where possible the LAC process is built into the 'Score-card' and Licensing monitoring system that is being developed within this Tourism Master Plan study, to ensure that it is mainstreamed into general management systems and procedures.

Where possible particular agencies or bodies that have a particular need to collect specific data that may link to LACs because it is merely good business practice (ie. Tourism operators collecting wildlife population data to use as marketing; or the Botswana Wildlife Management Association collecting data on trophy quality) should be encouraged to share and use their data to construct a fuller picture of the health and wellbeing of the biophysical or tourism state of the Delta.

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1.7.2 Implementation approach for LACs

The Primary Indicators will be simple and easily monitored in a cost effective way i.e. by the stakeholder group that immediately has need for such information to work 'smartly' and productively. These will be comprised of simple key indicators that may have proxy elements to them, that may trigger further investigation and possibly deeper enquiry if satisfactory answers are not immediately identified.

It is felt that this Primary set of indicators should be, in the short term, kept to a minimum to ensure that they are manageable, and will not present too onerous a task of monitoring, allowing the analysis and response mechanisms to be developed incrementally over the next few years. It has been found that where monitoring of indicators is too complex, costly, resource-hungry, voluminous and time-consuming, it will invariably be neglected in a short space of time.

The Secondary Indicators will relate to the Primary indicators, and will be invoked if the Primary Indicators do not easily and in a timely manner supply answers to any identified changes. Should the Secondary Indicators not supply required answers, then further more detailed research would be carried out on Tertiary Level indicators that relate to the Secondary Indicators.

1.7.3 Overall indicators and concomitant standards

Through consultation and discussion with a wide range of stakeholders, including scientists, communities, conservationists, tourism business operators, NGOs, Government and interested parties, an array of indicators have been identified as possible candidates for consideration at the three levels described above, and across the aspects of biophysical, tourism and management.

In order to ensure that the recommendations from this study are not disregarded and 'shelved' it has been the consultants approach to form a LAC Reference Group comprising approximately 20 interested and affected parties, to assume ownership of the LAC process, as well as the development of Indicators and Standards, and also to ensure that they are implemented and managed into the future. This Reference Group met a number of times in late 2006 and early 2007 to discuss the LACs, Categories, Indicators and Standards.

Surrogate, proxy and representative indicators have also been included in the matrix given their potential to keep the monitoring process simple, reduce time and effort, as well as keeping resource needs to a minimum. The indicators developed have been applied to each of the Tourism Use Zones, in a matrix format, together with the concomitant standards for each use zone, and an indication of who would be accountable for the oversight of their monitoring and implementation (See Table 3).

2 Monitoring LACs

Monitoring is a key element of implementing LACs, in that it is essential that data is collected on a systematic and regular basis, so that possible changes may be identified. Without adequate monitoring the whole LAC process will become dysfunctional and irrelevant.

2.1 Appropriate conditions for a monitoring institution

The following are seen to be the conditions necessary for LACs to be managed professionally.

2.1.1 Accountability

It is foreseen that the LAC Reference Group will spearhead the further development, refinement and implementation of the LACs, in an adaptive management manner.

LACs cannot work if there is no institutional management authority that has the official government mandate or accountability for them. The reason for this is simply that the LACs are intended to be a mechanism that will indicate unacceptable changes, and that then requires an organization with the relevant legislative powers to enforce compliance and correction.

It is possibly most appropriate that this ultimate body should be a government Department, which can play a coordinating role in ensuring that all sectors with relationships to LACs are performing and enforcing compliance.

2.1.2 Representation, participation and transparency

Experience shows that performance is most effective and efficient when cooperation and collaboration are well maintained. Apart from this however, experience also proves that when stakeholders see that management approaches include high levels of representation, exclusivity, participation and transparency then high levels of compliance will follow.

Table 3: Okavango Delta Ramsar Site: Limits of Acceptable Change in Tourism Use Zones and Overlays

Zone	Indicators	Standards of indicators	Monitoring Accountability
WILDERNESS	Biophysical		
	A1: Water: Inorganic quality of open water, <u>as a result of tourism activity</u> ie. excessive build up of unacceptable chemicals in open water near temporary camps, directly attributable to tourism or camp activities.	A1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 A1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	A1.a DWA A1.b Lodge, Mokoro, Mobile Safari operators & DoT
	A2: Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample of water at or around temporary overnight camp sites, semi-permanent camps and lodge sites, near water's edge. [Using the miniSASS Water Testing Methodology].	A2.a A5.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	A2.a Lodge Operators A2.b DWA & Dept Health
	A3 Soil & terrestrial habitat:	A3.a Less than 0.001 km of road or track per square kilometer of permanently dry land; A3.b No (nil) items of man-made litter present on land in areas used by tourists and tour operators for hikes and overnight camps.	A3.a DWNP & HOORC A3.c Lodge, mokoro, Mobile Safari operators & DWNP
	A4 Air & Aerial	A4 a No (zero) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	A4.a Lodge operators A4.b DWNP
	A5 Wildlife: Primarily larger mammal species	A5.a No reports of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	A5.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	B1 Encounters with other tourists	B1.a Zero encounters ¹ with other tourists, per day – either on hikes or on mokoro trips.	B1.a Lodge Operator & DoT.
	B2 Diversity of wildlife experience	B2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit B2.b No annual decrease in average number of bird species recorded by visitors per completed visit	B2.a Lodge Operator B2.b Lodge Operator
	B3 Unnatural noise disturbance	B3.a No (nil) of complaints received from tourists relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	B3.a Lodge Operators & DoT.
REMOTE (Low Density) ie. in MGR	Biophysical		
	C1: Water: Inorganic quality of open water, <u>as a result of tourism activity</u> ie. excessive build up of unacceptable chemicals in open water near camps or lodges directly attributable to tourism or camp activities.	C1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 C1.b. Two or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	C1.a DWA C1.b Lodge, mokoro, Mobile Safari operators & DWA
	C2: Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	C2.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	C2.a DWA & DWNP
	C3 Soil & terrestrial habitat:	C3.a Less than 0.05 km of road or track used at least four times annually, per square kilometer of permanently dry land; C3.b Two or less items of man-made litter per month present on land areas or within temporary camp sites used by tourists and tour operators.	C3.a DWNP & HOORC C3.b DWNP
	C4 Air & Aerial	C4 a No (nil) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	C4.a Lodge operators & CAB C4.b DWNP
	C5 Wildlife: Primarily larger mammal species	C5.a No reports of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	C5.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	D1 Encounters with other tourists (over-crowding)	D1.a Only 1 encounter with tourists, other than in own party per day – on hikes or mokoro trips	D1.a Lodge Operator, Mobile Safari Operators & DoT.
	D2 Diversity of wildlife experience	D2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. D2.b No annual decrease in average number of 'charismatic mega-fauna' species recorded by visitors per completed visit. (Specific Diversity – subset of General Diversity) D2.c No change in average number of bird species recorded by visitors per completed visit.	D2.a Lodge Operator, DWNP & DoT D2.b Lodge Operator, DWNP & DoT D2.c Lodge Operator, DWNP & DoT
	D3 Unnatural noise disturbance	D3.a Only 1-5 complaints per year, per lodge, camp or mobile safari operator received from tourists whilst on walking trails, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	D3.a Lodge Operators & DoT.

¹ An encounter is described as a tourist (or formal party of tourists) seeing or hearing other tourists who may be on foot, in mokoros or in a game-viewing vehicle, whilst they themselves are out on a hike, in a mokoro ride, on a game viewing trip, or on a specially organised event that depends upon solitude, being alone or is exclusive of other tourists. This applies to areas further than 1 km radius from the party's base ie. campsite, camp, lodge. It is accepted that parties from the same camp might encounter each other when leaving, or returning to, their base.

REMOTE (Wild) ie. Lodge & Hunting Concessions	Biophysical		
	E1: Water: Inorganic quality of open water, <u>as a result of tourism activity</u> ie. excessive build up of unacceptable chemicals in open water near camps or lodges directly attributable to tourism or camp activities.	E1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 E1.b Two or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	E1.a DWA E1.c Lodge, mokoro, Mobile Safari operators & DWA
	E2: Water: Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	E2.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	E2.a Lodge or Camp Operators, DWA & DWNP
	E3 Soil & terrestrial habitat:	E3.a Less than 0.1 km of road or track used at least four times annually, per square kilometer of permanently dry land; E3.b Five or less items of man-made litter per month present on land or roads/tracks in areas used by tourists and tour operators for hikes and overnight camps. E3.c Five or less items of man-made litter per month present on land immediately around camps and lodges ie within the camps or within 200m of camps or lodges perimeters.	E3.a DWNP & HOORC E3.b Lodge operators & DWNP E3.c Lodge operators & DoT
	E4 Air & Aerial	E4 a No (nil) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	E4.a Lodge operators E4.b CAB
	E5 Mammals: Hunting trophies	E5.a No (nil) decline in quality of hunting trophies as per trophy quality measurement index	E5.a BWPA & DWNP
	E6 Wildlife: Primarily larger mammal species	E6.a Less than 5 reports a year per camp of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	E6.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	F1 Encounters with other tourists (over-crowding)	F1.a 1-2 encounters with tourists, other than in own party per trip per day – either on hikes, mokoro trips or game-viewing trips. F1.b In the case of hunting groups – not more than one encounter with other tourists per hunting client's trip.	F1.a Lodge Operator & DoT. F1.b Lodge Operator & DoT.
	F2 Diversity of wildlife experience	F2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. (General Diversity) F2.b No annual decrease in average number of 'charismatic mega-fauna' species recorded by visitors per completed visit. (Specific Diversity – subset of General Diversity) F2.c No change in average number of bird species recorded by visitors per completed visit.	F2.a Lodge Operator & DWNP F2.b Lodge Operator & DWNP F2.c Lodge Operator & DWNP
	F3 Unnatural noise disturbance	F3.a Less than 5 complaints per year, per lodge, camp or mobile safari operator received from tourists, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	F3.a Lodge Operators & DoT.
	F4 Natural nature of lodge or camp	F4.a Less than 5 complaints per year, per lodge, of accommodation units being too close to other units (ie. lack of natural feeling, exclusivity, solitude); F4.b Less than 5 complaints per year, per camp or lodge of impacts of noise or activities of other tourists in adjacent accommodation units impacting on natural feeling, exclusivity, solitude etc.	F4.a Lodge Operators & DoT. D4.b Lodge Operators & DoT.
REMOTE (Medium Density) ie Self-Drive Area of MGR	Biophysical		
	G1: Water: Inorganic quality of open water, <u>as a result of tourism activity</u> ie. excessive build up of unacceptable chemicals in open water near camps or lodges directly attributable to tourism or camp activities.	G1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 G1.b Five or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	G1.a DWA G1.b Lodge, mokoro, Mobile Safari operators & DWA
	G2: Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	G2.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	G2.a Lodge or Camp Operators, DWA & DWNP
	G3 Soil & terrestrial habitat:	G3.a Less than 0.15 km of road or track used at least four times annually, per square kilometer of permanently dry land; G3.b Five or less items of man-made litter per month present on land or roads/tracks in self-drive areas used by tourists and tour operators; G3.c Five or less items of man-made litter per month present on land immediately around camps and lodges ie within the camps or within 200m of camps or lodges perimeters.	G3.a DWNP & HOORC G3.b DWNP G3.c Lodge operators & DoT
	G4 Air & Aerial	G4 a No (nil) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	G4.a Lodge operators & CAB G4.b DWNP
	G5 Wildlife: Primarily larger mammal species	G5.a Less than 10 reports a year per camp of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	G5.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	H1 Encounters with other tourists (over-crowding)	H1.a Only 1-5 encounters with tourists, other than in own party per day – on hikes or mokoro trips H1.b Only 0-20 encounters with tourists, other than in own party per game-viewing trip in the zone (if the party takes two separate trips in a day ie. morning and evening game-drive, each is recorded as an individual trip)	H1.a Lodge Operator, Mobile Safari Operators & DoT. H1.b Lodge Operator, Mobile Safari Operator & DoT.
	H2 Diversity of wildlife experience	H2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. (General Diversity) H2.b No annual decrease in average number of 'charismatic mega-fauna' species recorded by visitors per completed visit. (Specific Diversity – subset of General Diversity) H2.c No change in average number of bird species recorded by visitors per completed visit.	H2.a Lodge Operator, DWNP & DoT H2.b Lodge Operator, DWNP & DoT H2.c Lodge Operator, DWNP & DoT

	H3 Unnatural noise disturbance	H3.a Less than 10 complaints per year, per lodge, camp or mobile safari operator received from tourists, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips. H3.b Less than 10 complaints per year, from self-drive tourists, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	H3.a Lodge Operators & DoT. H3.b DWNP & DoT
	H4 Natural nature of lodge or camp	H4.a Less than 10 complaints per year, per camp or lodge, of accommodation units being too close to other units (ie. lack of natural feeling, exclusivity, solitude); F4.b Less than 10 complaints per year, per camp or lodge of impacts of noise or activities of other tourists in adjacent accommodation units or other section of the camp or lodge impacting on natural feeling, exclusivity, solitude etc.	H4.a Lodge Operators & DoT. H4.b Lodge Operators & DoT.

RURAL Low Intensity Leisure	Biophysical		
	I1: Water: Inorganic quality of water, <u>as a result of tourism activity.</u>	I1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 I1.b. Two or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	I1.a DWA I1.b Lodge, mokoro, Mobile Safari operators & DWA
	I2: Water: a) Organic quality of water as a result of tourism activity. b). Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	I2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004. I2.b Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	I2.a DWA I2.b Lodge or Camp Operators, DWA
	I3 Soil & terrestrial habitat:	I3.a Less than 0.2 km of road or track used at least four times annually, per square kilometer of permanently dry land; I3.b Five or less items of man-made litter per month present on land or roads/tracks in self-drive areas used by tourists and tour operators; I3.c Five or less items of man-made litter per month present on land immediately around camps and lodges ie within the camps or within 200m of camps or lodges perimeters.	I3.a DWNP & HOORC I3.b DWNP I3.c Lodge operators & DoT
	I4 Air & Aerial	I4 a 1 or less low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	I4.a Lodge operators & CAB
	I5 Fish	I5.a No decrease in average weight and length of sport fish caught by anglers	I5.a Camp Operators & DWNP
	I6 Wildlife: Primarily larger mammal species	I6.a Less than 10 reports a year per camp of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	I6.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	J1 Encounters with other tourists (over-crowding)	J1.a Only 1-5 encounters with tourists or local residents, other than in own party per day – on hikes or mokoro trips J1.b Only 0-10 encounters with tourists or local residents, other than in own party per game-viewing trip in the zone (if the party takes two separate trips in a day ie. morning and evening game-drive, each is recorded as an individual trip)	J1.a Lodge Operator, Mobile Safari Operators & DoT. J1.a Lodge Operator, Mobile Safari Operator & DoT.
	J2 Diversity of wildlife experience	J2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. (General Diversity) J2.c No change in average number of bird species recorded by visitors per completed visit.	J2.a Lodge Operator & DWNP & DoT J2.b Lodge Operator & DWNP & DoT
	J3 Unnatural noise disturbance	J3.a Only 1-5 complaints per year, per lodge, camp or mobile safari operator received from tourists, relating to excessive, loud or frequent man-made noise – traffic, livestock, singing, drumming etc..	J3.a Lodge Operators & DoT.
	J4 Natural nature of lodge or camp	J4.a Only 1-20 complaints per year, per camp or lodge, of accommodation units being too close to other units (ie. lack of natural feeling, exclusivity, solitude); J4.b Only 1-20 complaints per year, per camp or lodge of impacts of noise or activities of other tourists in adjacent accommodation units or other section of the camp or lodge impacting on natural feeling, exclusivity, solitude etc.	J4.a Lodge Operators & DoT. J4.b Lodge Operators & DoT.

RURAL Medium Intensity Leisure	Biophysical		
	K1: Water: Inorganic quality of water, <u>as a result of tourism activity.</u>	K1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 K1.b. Ten or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators.	K1.a DWA K1.b Tourism facility operators & DWA
	K2: Water: a) Organic quality of water as a result of tourism activity. b) Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from water accessed or used by a tourism operation.	K2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004. K2.b Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	K2.a DWA K2.b Lodge or Camp Operators, DWA
	K3 Soil & terrestrial habitat:	K3.a Ten or less items of man-made litter per month present on land or roads/tracks in self-drive areas used by tourists and tour operators; K3.c Ten or less items of man-made litter per month present on land immediately around camps and lodges ie within the camps or within 200m of camps or lodges perimeters.	K3.a DWNP & HOORC K3.b Tourism operators & DoT
	K4 Air & Aerial	K4 a Aerial pollutant emissions to be less than standards specified in legislation.	K4.a DEA and NWDC
	K5 Wildlife: Primarily larger mammal species	K5.a Less than 15 reports a year per camp of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	K5.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	L1 Encounters with other tourists (over-crowding)	L1.a Less than 50 encounters with tourists and local residents on tourism activities	L1.a Tourism Operator & DoT.
	L4 Nature of tourism experiences	L4.a Less than 20 complaints per year, per operator relating to quality of marketed or advertised goods or services;	L4.a Tourism Operators & DoT.

RURAL High Intensity Leisure	Biophysical		
	M1: Water: Inorganic quality of water, as a result of tourism activity.	M1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004	M1.a DWA
	M2: Water: Organic quality of water as a result of tourism activity.	M2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004.	M2.a DWA
	M3 Soil & terrestrial habitat:	M3.a 30 or less items of man-made litter per month present on land immediately around tourism facilities.	M3.a Tourism operators, DoT and NWDC.
	4 Air & Aerial	M4 a Aerial pollutant emissions to be less than standards specified in legislation.	M4.a DEA and NWDC
	Visitor Experience Indicators		
N1 Encounters with other tourists (over-crowding)	N1.a Unlimited encounters with tourists and local residents on tourism activities	N1.a Tourism Operator & DoT.	
N4 Nature of tourism experiences	N4.a Less than 20 complaints per year, per operator relating to quality of marketed or advertised goods or services;	N4.a Tourism Operators & DoT.	

OVERLAY Sanctuary or Special Conservation Area	Biophysical		
	O1: Water: Inorganic quality of water, as a result of tourism activity.	O1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 O1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	O1.a DWA O1.b Lodge, mokoro, Mobile Safari operators & DWA
	O2: Water: Organic quality of water as a result of tourism activity.	O2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	O2.a DWA
	O3 Soil & terrestrial habitat:	O3.a No (zero) roads or tracks within 500 meters of heronry; O3.b No (zero) items of man-made litter per month present on land within 500 meters radius of heronry;	O3.a DWNP & HOORC O3.b DWNP, Lodge operators & DoT
	O4 Air & Aerial	O4 a No (zero) low level (lower than 1,500 feet above ground level) aircraft flights in areas more than 1 km radius of heronry.	O4.a Lodge operators, DWNP & CAB
	O6 Avifauna: Heronries	O7.a No change in annual average number of birds per heronry in identified sites in zone [Baseline per heronry to be supplied by Birdlife Botswana] O7.b No change in annual average number of Slaty Egrets per heronry in specific sites in zone [Baseline per heronry to be supplied by Birdlife Botswana]	O7.a Lodge Operators; Birdlife Africa O7.b Lodge Operators; Birdlife Africa
	Visitor Experience Indicators		
P1 Tourist encounters with specially protected wildlife species (avifauna, reptiles etc.)	P1.a Less than 5 reports per year of tourists (individually or accompanied by tour operators) traversing within 50 meters of heronries on foot, in a water craft or in a land based vehicle.	P1.a Tour, Mobile & Lodge Operators, DoT & DWNP.	

OVERLAY Cultural Site	Biophysical or Cultural		
	Q1: Water: Inorganic quality of water, as a result of tourism activity.	Q1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 Q1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	Q1.a DWA Q1.b DWA G1.c Tourism Operator, Lodge, operators, DWA & Museums
	Q2: Water: Organic quality of water as a result of tourism activity.	Q2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	Q2.a DWA
	Q3 Soil & terrestrial habitat:	Q3.a No (zero) roads within 100 meters of site; Q3.b No (zero) items of man-made litter per month present on land within 200 meters radius of site;	Q3.a Museums & HOORC Q3.b Museums, Lodge operators & DoT
	Q4 Air & Aerial	Q4 a No (zero) low level (lower than 1,500 feet above ground level) aircraft flights in areas more than 1 km of site's periphery.	Q4.a Lodge operators, Museums & CAB
	Q5 Cultural Artifacts	Q7.a No change in number or siting of artifacts [Baseline per site to be supplied by Museums]	Q7.a Tourism Operators; Museums
	Visitor Experience Indicators		
R1 Tourist encounters with specially protected cultural artifacts and sites.	R1.a Less than 5 reports per year of tourists (individually or accompanied by tour operators) traversing within 5 meters of specially protected artifacts, areas or sites. R1.b Less than two reports per year of damage to or desecration of specially protected artifacts or sites – especially rock-art.	R1.a Tour, Mobile & Lodge Operators, DoT & Museums. R1.b Tour, Mobile & Lodge Operators, DoT & Museums.	

OVERLAY Development Node	Biophysical or Cultural		
	S1: Water: Inorganic quality of water, as a result of tourism activity.	S1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 S1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	S1.a DWA S1.b Tourism Operators, DWA & NWDC.
	S2: Water: Organic quality of water as a result of tourism activity.	S2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	S2.a DWA & NWDC
	S3 Soil & terrestrial habitat:	S3.a No (zero) formal roads not approved in NWDC plans; S3.b No (zero) deviation from littering (pollution) standards designated by national or local statutes or bye-laws.	S3.a NWDC S3.b NWDC
	S4 Air & Aerial	S4 a No (zero) deviation from CAB regulations for aircraft operation in urban areas.	S4.a NWDC & CAB
	S5 Environmental conditions	S7.a No (zero) deviation from environmental standards designated by national or local statutes or bye-laws	S7.a Tourism Operators, DEA & DoT.
	Visitor Experience Indicators		
T1 Tourist experiences in developed areas.	T1.a Less than 2 reports per year of tourists (individually or accompanied by tour operators) encountering security problems that are a potentially harmful or life threatening ie. assault, rape.	T1.a Tour Operators, DoT & Police. R1.b Tour, Mobile & Lodge Operators, DoT.	

	T1.b Less than 5 complaints per year, per operator relating to quality of marketed or advertised goods or services provided	
--	---	--

Notes:

- 1 'General Diversity' is calculated on an individual operation specific basis for each formal camp, semi-permanent camp or lodge, building up a picture of trend over time, indicating the biodiversity 'richness' of a tourist's wildlife or nature-based experience. This 'richness' may be linked to the marketability or demand for the type of experience that a tourist is seeking.
- 2 'Specific Diversity' is calculated on an individual operation specific basis for each formal camp, semi-permanent camp or lodge, building up a picture of trend over time, indicating the specific species 'richness' of a tourist's wildlife or nature-based experience – especially with regard to sightings or encounters with 'charismatic mega-fauna' and in particular the 'big five'. This 'richness' can clearly be linked to the marketability or demand for the type of experience that a tourist is seeking.
- 3 The above indices of diversity will be monitored using a MOMS based recording sheet

2.2 Methodologies and approaches to implementing LACs

The indicators identified for possible inclusion in the LAC system for the ODRS originally numbered nearly one hundred. However due to capacity constraints, the ones chosen at this time have deliberately been those that are simple, those that may be surrogate or proxy indicators and those that may already be being monitored by interested parties. Some show immediate change, whilst others, measured with larger intervals between sampling (ie. Length of road per square kilometer) may only show slow or gradual change over time.

It is suggested that any indicator that can be linked into the scorecard approach should have the ability for general testing ie. By a trained team of centralized testers. However where an indicator is only invoked to test a significant episodic event ie. outbreak of diarrhea in a camp or lodge, then specialist investigators should be used to use more advanced forensic tests.

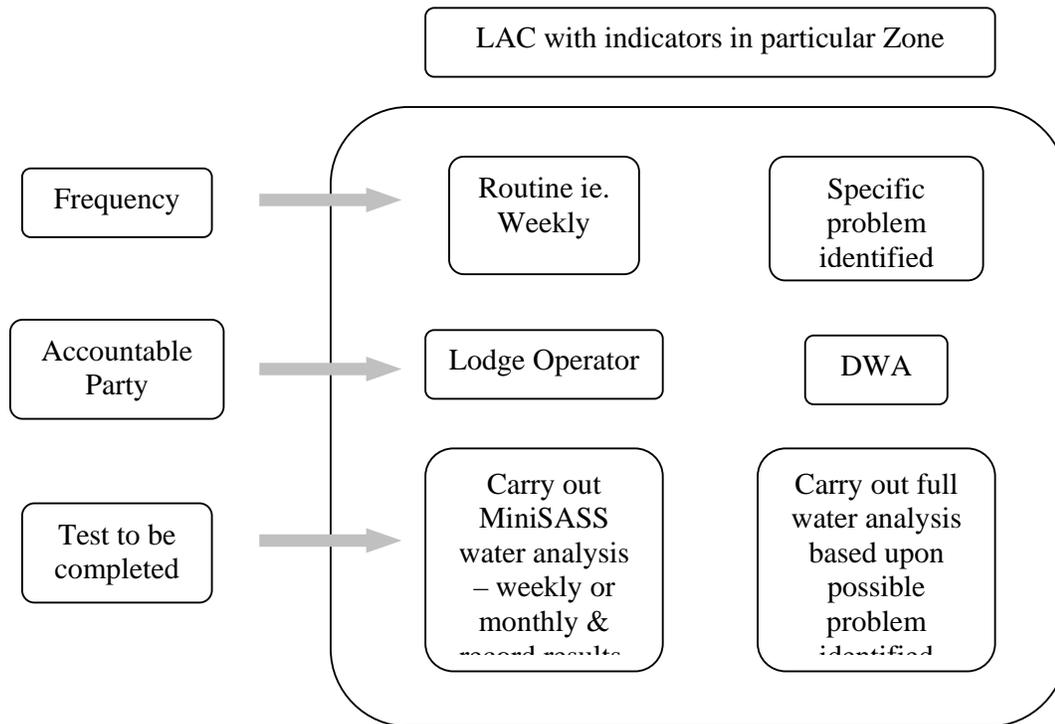
Most ecological change in the Okavango delta which involves such small-scale transformations as thicket development (shrub growth) and minor land-use changes related to tourism, requires the use of finer resolution systems for instance high resolution false colour aerial photography in conjunction with fieldwork. (S. Ringrose, C. Vanderpost, W. Matheson. 2003). However simple satellite imagery techniques can be used to measure changes in the extent of roads in zones that have limitations of the amount of roads in the area. Baseline data will be needed to establish the current extent of roads in such areas, and ground-truth the data, and make appropriate decisions ie. close down some existing roads, shift some roads, allow further expansion etc.

The mode of implementation of the LACs is seen to be that the relevant Accountable Parties as shown in the Matrix will need to take the shown LAC's indicators, and introduce monitoring systems within their organisations to ensure that the indicators and standards are being monitored. Concomitantly the overall Management Authority (ie. DEA or whoever) will likewise need to develop and implement a system to track the data gathering processes of any Accountable

In some cases a dual system may need to be developed to accommodate the routine collection of data and a parallel system of situation specific issues that arise. An example of this would be checking the quality of water adjacent to camps and lodges (See Figure AAA).

For those LAC indicators that have a routine monitoring approach ie. testing the quality of water in water near lodges where effluent is discharged or treated, an appropriate system of logging, recording and storing the data should be instituted eg. record book of weekly results, name and signature of recorder, name and signature of supervisor checking entries, actions taken for unacceptable levels of data recorded etc.

The parallel system to the routine checking of water would be the situation specific indicator of a sudden outbreak of significant number of cases of diarrhea in a camp or lodge, and the need to institute specific special investigation / monitoring of water quality (See Figure AAA)

Figure AAA: Outline of the two parallel systems of monitoring LAC indicators

2.3 Institutional Framework to Manage the Implementation of LACs

The ODMP's Research Policy suggests that a Research Advisory Group (RAG) should be formed to guide any future research that should take place in the ODRS. Given the LAC process is essentially a research based operation, it would be logical for the RAG to manage the long term implementation of the LACs – overseeing their evolution to a more substantial monitoring process based upon adaptive management in years to come, as capacity emerges.

It should again be re-iterated that the LACs do not provide carrying capacities for tourism activities in the ODRS. They provide the basis for monitoring when agreed limits are exceeded and then limitation measures may be instituted. However, that being said, it is the recommendation of this study in conjunction with the overall Tourism Master Plan that the future evolution of the LAC process will be predicated upon three factors:

Dismantling the CHA boundary approach over the medium term, and rationalizing the hunting industry requirement with those of the photographic safari industry needs. This may require a 'dualist' situation where photographic safari areas (with lodge or semi-permanent camps) have a smaller footprint and that these exist within surrounding hunting concession areas – obviously with appropriate buffer zones included;

Rationalizing the provision of support mechanisms to lodges, camps and hunting concessions such as air traffic for transfers etc. to minimize environmental impacts and conflicts with other users;

Rationalizing the provision of servicing mechanisms and processes to lodges, camps and hunting concessions, such as routes and permitted vehicle types, to minimize environmental impacts and conflicts with other users;

It is this studies conclusion that through the LAC process significant further tourism development may be permitted over the long term, as long as it is carried out in a strictly planned and adaptive management approach, allowing adequate time between phases of incremental development to assess adverse impacts occurring. It is further suggested that this can only take place if the current system or framework of hunting concessions is rationalized in conjunction with the needs of the photographic safari industry, as stated previously. Once this has been completed it is essential that, as a future exercise, all the sites for potential lodges or semi-permanent camps are identified (see findings of this associated Tourism Master Plan process) and that these are ranked in potential for consideration as development sites in a phased programme over the next thirty years. It is suggested that the phases should be structured as follows: i) Short-term development (2-5 year horizon, from date of initiating phased programme); ii) medium-term development (6-15 year horizon); and iii) Long-term development (16-30 year horizon). This will allow for an incremental and adaptive management approach to be implemented. This programme is therefore dependent upon the completion of a rationalization of the hunting area concessions in conjunction with the photographic safari concessions.

However, it should be emphasized that when allowing any development of further lodge or semi-permanent camps in these Remote Zones, it should be a consideration that such camps should not have carrying capacities that exceed 24 tourist beds per camp, and that these beds be distributed in smaller units of no more than eight bedded clusters ie. 4 x 2 bedded units, with these clusters being serviced by a central hospitality area consisting of a lounge, dining room, kitchen and reception etc. This requirement is to ensure that the wilderness and 'wildness' character of our primary tourism product in the ODRS is not compromised, and that in fact the developers are meeting the growing demand for solitude, isolation or exclusivity.

2.4 LAC Recommendations

In order to successfully implement the LACs it is recommended that:

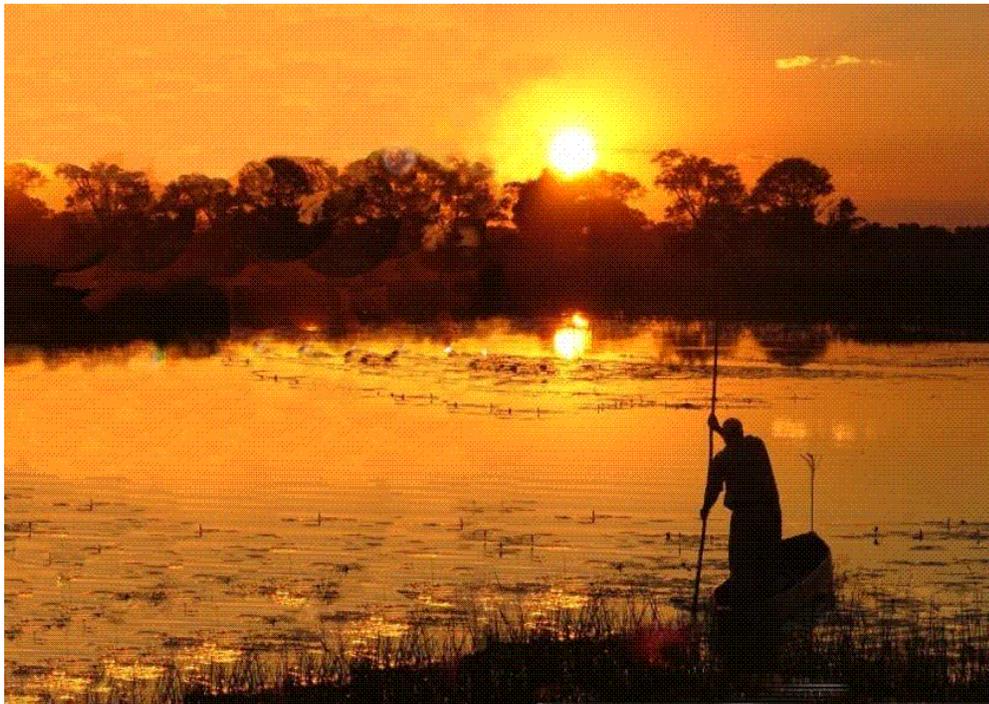
1. A single management authority or institution should be clearly outlined and accepted by all stakeholders of the ODRS, to coordinate the management and implementation of LACS and to encourage and enforce compliance. This 'ownership' of the process is essential to its successful implementation in the long term;
2. The LAC Reference Group should be maintained and used to assist in the initial implementation of the overall LAC process, and to contribute to the initial fine-tuning of the indicators and standards, the exact methods of data collection and storage, the means of consolidating the data to make it a cohesive and integrated management process;
3. That clear roles and responsibilities are defined up front for all the actors/agents and managers, to enable each player to carry out clearly defined functions, in agreed methodologies, against set deadlines and schedules, conforming to reporting relationships, and understanding the consequences of non-performance;
4. An 'adaptive management' approach is taken to the implementation of the LAC process, testing the given LAC framework and its indicators and especially the standards for appropriateness, on an annual basis, analyzing the data and modifying it as necessary to provide useful management information;
5. A system of centralised data collection should be developed that includes all the agents indicated in 2, above, that collates data on a systematic and regular basis; that the data is analysed and interpreted; and that 'situation specific' appropriate management action is decided upon, and carried out;
6. Wherever possible the LACs should be initially carried out at the lowest level of activity ie. by the actors or 'agents' who have the potential to allow unacceptable change to take place 'at source' – such as lodge or camp operators, mobile safari operators, mokoro operators, DWNP, etc.;

7. The overall LAC process is re-evaluated periodically ie. every three years, using a team of peer researchers from the region who have been involved in similar processes, to exchange lessons learned and to suggest methods of strengthening the process incrementally;
8. Carrying capacities should only be used to manage the exclusive or secluded 'nature' and 'character' of the fundamental product within the 'core tourism area' (the Remote Wild and Medium Density Zone) ie. small clusters of two-bedded tents surrounding a centralised hospitality area (deck, lounge, dining area, kitchen, reception, curio shop etc.), where the total number of beds in the total complex is no greater than 24 beds.
9. A full review of the controlled hunting area (CHA) framework used in the ODRS area should be carried out to determine how the framework could optimise the economic potential of tourism and hunting over the medium term without negatively affecting the biodiversity and biophysical integrity of the ODRS and rationalizing the hunting industry requirement with those of the photographic safari industry needs. This may require a 'dualist' situation where photographic safari areas (with lodge or semi-permanent camps) have a smaller footprint and that these exist within surrounding hunting concession areas – obviously with appropriate buffer zones included. As mentioned above however, it should be recognized that the CHA framework has served to protect the integrity of the biodiversity and the biophysical systems of the ODRS, and that any review of the framework should be carried out in a rigorous and scientific manner, keeping in mind the overarching objective of the Ramsar convention to balance socio-economic needs with biodiversity and biophysical needs;
10. Any increase in the number of camps to be permitted for development in the 'core tourism area' should be dependent upon the review of the CHA mechanism or framework. Given the need to review a significant number of concession leases in the ODRS within the next three years, it is felt that this should be postponed for a period (say three years) in order to enable the study to occur and to allow a more synchronized renewal of leases to be effected.
11. Rationalize the provision of support mechanisms to lodges, camps and hunting concessions such as air traffic for transfers etc. to minimize environmental impacts and conflicts with other users;
12. Rationalize the provision of servicing mechanisms and processes to lodges, camps and hunting concessions, such as routes and permitted vehicle types, to minimize environmental impacts and conflicts with other users;

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Section 3 – Tourism Monitoring Programme



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CONTENTS

1	SUMMARY AND RECOMMENDATIONS	1
1.1	RECOMMENDATIONS	2
2	INFORMATION AND MONITORING SYSTEM REQUIREMENTS	3
2.1	AIMS AND OBJECTIVES	3
2.1.1	Vision	3
2.2	BACKGROUND	4
2.2.1	Sustainable Tourism	4
2.2.2	Guidelines for Management Planning RAMSAR site	5
2.2.3	Characteristics of Effective Monitoring Programs	5
2.2.4	Regional and International Approaches to Tourism Monitoring	7
2.3	SITUATION ANALYSIS	7
2.3.1	Institutional Arrangements for Monitoring Management	8
2.3.2	Licensing	8
2.3.3	Data Management	9
2.3.4	Community Based Organizations	9
2.3.5	Private Sector and Association Based Monitoring Data	10
2.3.6	Academic and Project Related Monitoring Data	10
2.4	ASSESSMENT OF DATA COLLECTION AND ANALYSIS	10
2.4.1	Tourism Statistics Reporting	12
2.5	MONITORING REQUIREMENTS	13
2.5.1	Tourism Monitoring User Requirements	13
2.5.2	Immediate Tourism Specific Monitoring Requirements	14
2.5.3	Coordination of Licensing and Inspections	15
3	RECOMMENDED APPROACH	22
3.1	BASIS FOR PROPOSED SOLUTION	22
3.2	PROCESS BASED APPROACH	22
3.3	RELEVANT AUTHORITIES IN THE PROCESS OF ESTABLISHING A TOURISM ENTERPRISE	22
3.3.1	Roles and Responsibilities	23
3.4	ENTERPRISE DEVELOPMENT REQUIREMENTS	24
3.4.1	Current Process for Establishing a Tourism Enterprise by Category	24
3.5	PROCESS STEPS FOR ESTABLISHING A LODGE IN A CONCESSION AREA	25
3.6	PROCESS STEPS FOR ESTABLISHING A MOBILE SAFARI	25
3.7	PROCESS STEPS FOR ESTABLISHING A TRAVEL AGENCY	25
3.8	PROPOSED ADDITIONS TO INCORPORATE SUSTAINABLE TOURISM CONSIDERATIONS	27
3.9	PROCESS STEPS FOR ENSURING CITIZEN EMPOWERMENT IS INCORPORATED INTO AGREEMENT	28
3.10	PROCESS STEPS FOR ENSURING ENVIRONMENTAL CONSIDERATIONS ARE INCORPORATED INTO AGREEMENT	28
4	FUNCTIONAL REQUIREMENTS	31
4.1	DATA CAPTURE AND MANAGEMENT PHASE	31
4.1.1	Indicators	32
4.1.2	Technical Requirements	32
4.1.3	Reporting Requirements	33
4.1.4	Institutional Requirements	34
4.1.5	Geo-Spatial Inputs	35
4.2	DATA SHARING, ANALYSIS AND REPORTING – HOORC, BIOKAVANGO OF TOURISM SPECIFIC DATA	35

4.2.1	Indicators	36
4.2.2	Technical Requirements	36
4.2.3	Reporting Requirements	36
4.2.4	Institutional Requirements	36
5	DATABASE DESCRIPTION AND WORKFLOW TO MANAGE TOURISM ENTERPRISE DEVELOPMENT IN NGAMILAND	37
5.1	INTRODUCTION	37
5.2	WORKFLOW	37
5.2.1	Process Steps	38
5.2.2	Visitor Satisfaction (Expectations / Experience)	48
5.3	DOCUMENTS PROVIDED BY DISTRICT AUTHORITIES REQUIRING PERMITS OR LICENSES TO OPERATE A TOURISM ENTERPRISE	52

1 Summary and Recommendations

The Tourism Monitoring Programme is informed by the requirements outlined in the Tourism Development Plan which incorporate Citizen Empowerment, Limits of Acceptable Change and the tourism elements of the CBNRM Action Plan. The Department of Tourism currently captures and aggregates tourism data centrally. The information currently collected is not capable of monitoring the impact of tourism on the Delta or assess the level of citizen empowerment resulting from the growth of the tourism industry in Ngamiland.

To address this, the system design approach is based on the design of a 'development management system' to assist the Department of Tourism in its main function of regulation of the tourism industry. One of the objectives of the ODMP Sustainable Tourism Component is to ensure sustainability in Ngamiland as Botswana's main tourism destination. These will be achieved through the establishment of Jarari's 'knowledge-based' platform, which requires a systematic approach to compile the knowledge needed to properly assess and manage the tourism sector in a sustainable manner.

Currently there are environmental concerns about the growth and impact of tourism on the Okavango Delta. Concerns are also common about the benefits from tourism particularly for citizens and local enterprises in Ngamiland. Due to the lack of a current knowledge base that includes these environmental and socio-cultural parameters, much of the current level of knowledge is based on perceptions, which may not be supported by actual data. A key output of the monitoring system is to address the lack of knowledge on the current status of environmental and socio-cultural impacts of tourism in Ngamiland.

The ODMP Sustainable Tourism component proposes the inclusion of environmental concerns relating to tourism impact through the establishment of the limits of acceptable change (LAC) approach. Socio-cultural considerations relating to broad based citizen economic empowerment are proposed to be linked to the tourism enterprise licensing agreement.

The use of the tourism enterprise license as the key leverage point to monitor and regulate developmental, environmental and empowerment considerations in the tourism sector is proposed as part of the District Tourism Development Plan for Ngamiland. The tourism monitoring system will facilitate improved data management and subsequent reporting on the tourism sector in Ngamiland.

The database driven development management system is proposed to be called TIMS, or the Tourism Information Management System. The system will initially be a pilot activity to address the information requirements specific to the Okavango Delta. The data collected will utilize existing Department of Tourism data capture tools where possible in order to support integration with the government's national level data.

Capacity to monitor the impact of tourism on the ODRS within the tourism sector as demonstrated by available, accurate and timely data is limited. To address this, a phased approach is proposed that initially focuses exclusively on the Department of Tourism, largely in support of its regulatory role. Biodiversity and nature resource management monitoring of areas in the Ramsar site where there is no direct correlation or link with tourism activities are beyond the scope of this monitoring system design.

1.1 Recommendations

- 1) To address current capacity limitations, take a phased approach to monitoring development with a long-term goal of developing a web-based system accessible to managers in government, CBOs and the private sector as well as external clients and tourists;
- 2) Utilize the Tourism Enterprise License as the key leverage point for improving monitoring compliance;
- 3) Focus initially on supporting the Department of Tourism in Maun to develop its digital data management capacity utilizing the Tourism Information Management System (TIMS) as a pilot activity to evaluate the database as a tool for tourism monitoring;
- 4) Integrate aspects of sustainable tourism relating to social (citizen empowerment) and environmental (utilizing limits of acceptable change) into the current license compliance requirements;
- 5) Due to capacity limitations, utilize other Ngamiland institutions including HOORC, BioOkavango Project and private sector research support to assist in analysis and reporting of tourism impacts.
- 6) Create an institutional oversight mechanism at the highest level in Ngamiland District that includes members of the Project Management Committee and representatives from the tourism industry to facilitate the coordination of inspections as well as assist with implementation of the tourism development plan.

2 Information and Monitoring System Requirements

The information and monitoring requirements outlined below relate specifically to tourism and its impacts on the Delta. Overall monitoring of change in the ODRS must consider climate change, geo-physical influences and change in flow regimes, as well as the impact of tourism. All but the tourism related impacts are beyond the responsibility for monitoring in the tourism sector and are envisioned to be covered by other stakeholders in the ODRS.

2.1 Aims and Objectives

2.1.1 Vision

The vision for the Tourism Development Plan is to strive for the development of a world class nature-based tourism destination that is economically and socially sustainable and optimizes benefits to local communities and the nation within agreed limits of acceptable change.

In order to achieve this four goals are identified:

1. To conserve the tourism resource base of the Okavango Delta.
 - a. To optimise economic returns from tourism in the Okavango Delta.
 - b. To increase the participation of citizens in the tourism industry of the Okavango Delta.
 - c. To ensure a high quality visitor experience in the Okavango Delta.

The aim of the Tourism Information Management System (TIMS) is to provide the data and information required for ensuring the four goals are being achieved. This will be achieved through the establishment of Jarari's 'knowledge-based' platform, which requires a systematic approach to compile the knowledge needed to properly assess and manage the tourism sector in a sustainable manner.

There are a number objectives relating to the four goals in the Tourism Management Plan Strategic Framework, the most relevant objectives relating to tourism monitoring are:

- To effectively monitor the impact of tourism on the Okavango's tourism resource base through time. (Strategic Objective 1.3)
- To monitor and assess tourists' expectations and levels of satisfaction. (Strategic Objective 4.1)
- To ensure that appropriate actions are taken to ensure that the destination is compliant with visitor expectations. (Strategic Objective 4.2)
- To identify and remove obstacles that diminish visitor experience in the Okavango Delta. (Strategic Objective 4.2)

The strategic objectives inform the specific development interventions required to achieve the goals for the Tourism Development Plan. This describes the proposed tourism development process for the Ngamiland over the next thirty years. In order to

be useful, the TIMS must model this development process and is proposed to be based on the concept of a development management system.

2.2 Background

The background information that follows highlights the important distinction between monitoring tourism impacts and the monitoring requirements for a Ramsar site.

2.2.1 Sustainable Tourism

The United Nations World Tourism Organisation (UNWTO) define sustainable tourism as “tourism which leads to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems.” In addition they describe the development of sustainable tourism as a process which meets the needs of present tourists and host communities whilst protecting and enhancing needs in the future (World Tourism Organisation 1996).

While management experience is an important element of decision-making, the results of systematic monitoring provide a more defensible basis for management actions. Subjective impressions of conditions are not good enough: the public demands to see the data upon which decisions are taken, and to be assured that they were collected in a scientifically reliable manner. Without the data on conditions and trends that monitoring provides, managers cannot respond to many public concerns and criticisms, nor can they properly fulfill their responsibilities, nor judge the effectiveness of actions they take. Moreover, if managers do not undertake the monitoring, someone else will and such monitoring may well be biased. (Phillips, 2002, pg 160)

There are two particular aspects of monitoring tourism in protected areas:

- Monitoring visitor impacts: through the tourism planning process for the park, tourism and related objectives are defined and indicators developed. Through periodic measurement of indicators, data on visitor impacts are collected, analysed and evaluated.
- Monitoring service quality: The planning process also determines the kind of experience which it is intended to provide for visitors. Monitoring service quality, therefore, involves collecting, analysing and evaluation information about the fulfillment of the needs of visitors.

Several points should be noted about the use of indicators to monitor tourism in protected areas:

- They should identify conditions or outputs of tourism development or protected area management (e.g. the proportion of the park impacted by human activity or annual labour income from tourism) rather than inputs;
- They should be descriptive rather than evaluative'
- They should be relatively easy to measure and;
- Initially only a few key variables should be selected for monitoring.

The Nature Conservancy, a U.S. based international conservation NGO, found monitoring programmes were most effective when they addressed impacts and

threats, and dealt with issues that affected both the full range of stakeholders, and the protected area. (Rome, 1999)

This positive use of monitoring is one which is often neglected in many of the impact monitoring methodologies but which is critical for stimulating project support. Recognition of progress towards identified goals provides powerful incentives on the local level for increased data collection, analysis and adaptive management. (Rome, 1999)

As part of the approach to monitoring in the Biodiversity Conservation Network, monitoring has been carried out by tourists, guides, local NGO staff and community members, and is analyzed by international NGOs. (Rome, 1999) This may be what is ultimately required in the ODRS.

2.2.2 Guidelines for Management Planning RAMSAR site

The following information is taken from the Ramsar website page covering the New Guidelines for Management Planning of a Ramsar site (Ramsar, 2002). The guidelines focus more on planning for management and monitoring of management of a wetland, than tourism specific monitoring.

The functions of wetland management planning monitoring and the most important functions of a wetland management planning process and a management plan are:

- To define the monitoring requirements - A function of monitoring, in the context of management planning, is to measure the effectiveness of management. It is essential to know, and to be able to demonstrate to others, that the objectives are being achieved. Thus, monitoring must be recognized as an integral component of management and planning. It should be designed to identify and manage change in ecological character of the site. (Function IV)
- To maintain continuity of effective management - Continuity of effective management and monitoring is essential. Management processes must be adapted to meet a wide range of varying factors. Although management will change as circumstances require, the purpose of management should remain more or less constant. This is why continuity of effective management must be maintained, and not simply the continuity of any specified process. Continuity of monitoring is as important as is continuity of management. (Function VI)
- To demonstrate the management is effective and efficient. Those responsible for developing the plan must always be in a position to demonstrate that they are making the best use of resources and that management will be effective. In other words, the plan should provide the basis for any cost benefit analysis. It is also important that the need for accountability is recognized. (Function IX)

Clearly, the requirements for monitoring as documented in the Ramsar guidelines extend beyond what can be expected of the tourism sector.

2.2.3 Characteristics of Effective Monitoring Programs

The Nature Conservancy report highlights the following characteristics of nature based tourism relating monitoring programs, similar to tourism in the ODRS:

- Monitoring must be incorporated into general planning and management
- Monitoring must be grounded in protected area management and community development objectives

- The complex causes of impacts must be recognized and analyzed
- Indicators and methods for measuring them must be selected carefully
- Local stakeholder participation is critical
- Monitoring methodology and analysis of findings must be user-friendly and minimally demanding in time or budget
- Monitoring results must be carefully analyzed to determine appropriate management options - Findings from monitoring exercises may indicate any number of impacts which may or may not be directly related to ecotourism. It is important to explore all possible causes for the results found and determine which impacts can be influenced by changes in management.

Monitoring should be approached in an organized, system manner. The following are ideal characteristics of a monitoring system:

- Meaningful variable – the variable measured should provide information that is useful in leading to management change
- Accurate results – the results should reflect actual conditions
- Reliable system – the monitoring should lead to repeatable results, from which reliable conclusions can be drawn;
- Able to detect change – the system should be able to detect change resulting from human activity and environmental fluctuations;
- Affordable – the monitoring design must consider the ability of the agency to fund and carry out the recommended procedures;
- Easy to implement – procedures should be as simple and straightforward as possible; and
- Appropriate to management capability – the monitoring protocol must be capable of implementation within the capacity of the protected area management (if it call for additional resources, this must be made explicit)

It is important to identify the management changes which will be needed once standards or acceptable ranges of indicators are exceeded, i.e., the range or standard must be defined such that once the measure of an indicator is unacceptable, a management change is triggered. (or LAC status is changed)

Indicators to cover aspects of management of biodiversity and sustainable tourism, including socio-economic and cultural aspects, should be identified and monitored at global, national, and local levels, and should include, but not be limited to, the following:

- Conservation of biodiversity;
- Generation of income and employment from tourism (long-term and short-term);
- Proportion of tourism income retained in the local community;
- Effectiveness of multi-stakeholder processes for management of biodiversity and sustainable tourism;

- Effectiveness of impact management;
- Contribution of tourism to the well-being of the local population;
- Visitor impacts and visitor satisfaction (CBD, 2004)

To be effective, a *monitoring plan* should be developed with these features:

- Objective and rationale – the goals of the monitoring plan relate directly to the goals outlined in the protected area management plan;
- Indicators – the chosen indicators are those that best indicate the conditions to be monitored:
- Monitoring procedures – the frequency, timing and location of measurement activity, as well as specific instructions on methods used;
- Analysis and display of monitoring data – procedures for data analysis and for the presentation of results; and
- Personnel – explicit indication of responsibility for monitoring, effectively integrating the monitoring task into the overall management of the protected area. (Phillips, 2002)

2.2.4 Regional and International Approaches to Tourism Monitoring

The multi-management regime found within the Delta is unique for Botswana and quite possibly, for much of southern Africa. Therefore, there are few regional approaches for comparison. The Limits of Acceptable Change model is also based largely on a single management regime for bounded protected areas, generally administered by a governmental authority. Monitoring examples for areas from within the region may be useful for consideration, but must be adapted to the unique situation for the Delta as a Ramsar site under mixed management regimes and additional variables such as annual variations in flow regimes.

The South African National Parks (SANParks) Conservation Development Framework (CDF) helped guide the preparation of the LAC for the ODRS. The CDF is being applied in parks in South Africa but has yet to develop specific indicators to monitor visitor experience (P. Bretton, personal communication) The CDF approach is being applied to areas outside of South Africa as has been proposed for the KAZA TFCA, which Botswana is a signatory.

2.3 Situation Analysis

Presently, there is limited information available to report on issues of concern around the impact of tourism on the Delta, citizen empowerment and tourism overall contribution to diversification of the economy. The latter is being addressed by the development of the Tourism Satellite Accounting system. The former can result in potentially misrepresentation of the actual situation on the ground through the use of perceptions over dialogue on relevant data. This situation is seen as critical and it should be a high priority to district, national and key stakeholders in the tourism sector to avoid a situation where Botswana's tourism industry is portrayed based on perceptions over descriptions of the actual situation on the ground. It is for this reason that a 'knowledge based' system is proposed for development.

2.3.1 Institutional Arrangements for Monitoring Management

Tourism management monitoring in the Okavango Delta Ramsar Site (ODRS) is unique in that the Ramsar site is not under the management jurisdiction of a single authority or institution. The Moremi Game Reserve is managed by the Government of Botswana through the Department of Wildlife and National Parks. The two Wildlife Management Areas (WMA) are also the responsibility of the DWNP, but the land is administered through the Tawana Land Board. The Controlled Hunting Areas (CHA) within each WMA are administered by the Land Board, but are either effectively managed by the private sector through concession leases, or by the communities for those CHAs currently not tendered for photographic or hunting concessions.

In the Delta, management is effectively under either public (government), private or community control. This places a unique challenge to providing an encompassing picture of the status of the tourism resource base and tourism plant, as each management type has been largely operating independently of each other. The long-term goal for tourism monitoring will be to address these requirements in order to produce an integrated monitoring system. Due to data, technical and institutional limitations however, this is currently beyond the capacity of any of the three management types. A phased approach to capacity development is proposed to address this limitation.

2.3.2 Licensing

Licensing of tourism enterprises is the main means by which the Department of Tourism, the Tawana Land Board and the Northwest District Council regulate the tourism sector in Ngamiland. This approach requires the coordination and integration of a number of different government departments at the district level that inspect or have inspections completed on their behalf for the issuing of a tourism enterprise license. This process has been noted for being completed in an un-systematic manner that does not allow for the tracking of compliance over the duration of a concession lease.

Although monitoring of some aspects of citizen empowerment is completed on both the tourism and labour inspection forms, there is no direct linkage between demonstrated compliance on empowerment issues and the renewal of the enterprise license. The same lack of a direct linkage with monitoring environmental impacts and the renewal of the enterprise license applies for environmental considerations. Presently, there is no clear means to address sustainable tourism considerations under the license inspection and renewal process. This will require an approach that integrates citizen empowerment and environmental considerations as part of the compliance requirements for the issuing and renewal of an enterprise license.

Without placing an undue burden on the private sector to meet additional requirements for establishing and maintaining tourism enterprises, positive incentives through the use of the regulatory approach, can be achieved through the establishment of a 'scorecard' system that rewards those who demonstrate verifiable compliance with empowerment and environmental requirements.

Independently of the tourism sector, Botswana scores quite low amongst African countries in 'business friendly' ratings relating to the issuing of licenses and permits for establishing and maintaining a business. To address this, and ensure that the tourism sector remains competitive in the region, a coordination and oversight mechanism at the highest district level is proposed. Facilitating the establishment of tourism enterprises could be addressed through the establishment of a 'one stop shop' to assist potential investors in the tourism sector.

2.3.3 Data Management

Consistent good work practices in data collection and management are the foundations for the creation of the proposed 'knowledge based' approach to the development of the TIMS. Data collection and management are stumbling blocks to the current monitoring programme. Many datasets are incomplete, out of date and stored in paper format. This is partially due to the fact that the district tourism office largely functions as a data collection node for furthering data onward to the headquarters office of the Department of Tourism. There is existing digital and paper capture tools for some of the forms proposed to be included in the pilot TIMS database system, but they are often not completed or updated on a regular basis.

Some of the required monitoring data is required for an enterprise operator to meet their license compliance requirements. This requirement is not strictly enforced, which is an issue that needs to be addressed if the proposed key leverage point of linking new sustainability requirements for citizen empowerment and environmental to the fulfillment of compliance requirements for maintaining a tourism enterprise license.

It should be noted that the data management limitations are not specific to the district tourism office. Discussions were held with the IT section of the Department of Tourism headquarters office concerning facilitating improved data collection to support national reporting requirements. At the time, a strong emphasis was on supporting improved national level data collection and management to support the development of the Department's Tourism Satellite Accounts system. Any modifications to the national system to support district specific requirements for monitoring sustainable tourism was not seen appropriate until improvements were demonstrated in the capture of national level information at the district level. It is for this reason that a district specific pilot system is proposed.

2.3.4 Community Based Organizations

The development of a CBNRM action plan is included as part of the activities in the preparation of the Tourism Master Plan. At the time of the preparation of the action plan, government was in the process of presenting a new CBNRM policy which potentially would significantly impact CBNRM as currently implemented. Community based organizations (or Trusts) potentially face a large reduction in the amount of financial benefits received from participating in joint venture partnerships in Ngamiland.

Some CBOs in Ngamiland received project based assistance in the collection and management of community generated natural resources data through a regional initiative entitled Management Oriented Monitoring System (MOMS). This system has been adopted by the Department of Wildlife and National Parks who will support CBOs in implementing the MOMS. The data collection to be supported through the DWNP relates largely to field level wildlife issues and is not tourism specific. In addition, it does not support institutional or policy impact data collection that will allow CBOs or government to assess the impact of the new CBNRM policy.

The long-term approach to development of the TIMS will be to integrate CBO captured data into TIMS, or at the minimum to be able to share data between systems. Technically and institutionally, this requires the development of a data infrastructure to support data sharing. Due to current data management limitations within the tourism sector, this is not seen as the initial priority in building a foundation for a 'knowledge based' tourism monitoring system.

In addition, as the new CBNRM policy may significantly impact the CBRNM model, it may not be prudent to dedicate sources in developing TIMS linkages to MOMS until greater understanding of the impact of the new policy is gained.

2.3.5 Private Sector and Association Based Monitoring Data

The Botswana Wildlife Management Association (BWMA) represents the hunting sector in Botswana including the operators in the non-photographic or joint venture partnership CHAs in Ngamiland. Concession holders in these areas are required to prepare monitoring programmes as part of the compliance requirements of their lease agreements. The BWMA has engaged with a local private sector company to assist in preparing monitoring inputs and outputs utilizing GIS and GPS that can be integrated and harmonized across the hunting concessions.

Photographic concession operators form the balance of the private sector operators responsible for monitoring through lease agreements. Unlike, the approach being taken by the BWMA members, there does not appear to be an effort to uniformly collect data for comparison purposes. It is also difficult to actually assess what approaches are being taken by the various operators. NG16 for example takes and reports from a very systematic grid based longitudinal approach to monitoring wildlife and water related data that has informed and been adapted by one of the largest operators in the Delta.

Tourism specific monitoring of visitor experience is collected and used by many lodges for assessing quality of visitor experience. This data is managed internally and not made available to the Department of Tourism. The Botswana Tourism Board utilizes a hotel satisfaction assessment form, whose results are not utilized locally at the district level.

2.3.6 Academic and Project Related Monitoring Data

The Harry Oppenhiemer Okavango Research Centre (HOORC) in the University of Botswana is based in Maun and provides an academic institution to assist in research and analysis of tourism data. There are four academic posts at HOORC focusing on tourism specific research. One academic has published Ngamiland specific tourism papers.

HOORC supported the ODMP through the development of the Okavango Delta Information System (ODIS) and has an established post for a GIS specialist to assist in data management and GIS support of a large number of digital datasets covering the Ramsar site.

The GEF BioOkavango Project is housed at HOORC and is supporting tourism through the project in two areas. A tourism specialist is being recruited as a senior staff member on a contract basis with a terms of reference to complement the activities completed through the preparation of the Tourism Master Plan. The BioOkavango Project is supporting research in the Delta with funding support from some of the larger private sector tour operators that will provide an opportunity to follow-up data collection and analysis for a 3-4 year period.

The BioOkavango Project intends to provide support to the tourism sector through monitoring of tourism related environmental impacts on biodiversity utilizing the LAC indicators on a pilot basis in some of the concessions in the Delta.

2.4 Assessment of Data Collection and Analysis

As mentioned previously, the workflow for data collection, management, analysis and reporting is currently centralized in the headquarters of the Department of Tourism. The district offices largely act as conduits for data sent to headquarters for capture, conversion, storage, analysis and management. In addition, all data required for

modeling tourism is not collected by the Department of Tourism. A general data collection model is as follows:

- The Department of Immigration collects data on tourists upon entry into Botswana through the airports or border gates;
- The tourist entry information is analyzed and reported on by the Central Statistics Office;
- The Department of Tourism headquarters office collects visitor expenditure information through bi-annual visitor surveys. This information and the CSO information is summarized in Annual Visitor Survey Reports;
- The Botswana Tourism Board collects information on visitor satisfaction with hotels through paper survey forms available through the hotels;
- The Department of Tourism has a system for capturing monthly accommodation statistics for individual tourism enterprises. This information is often not collected, or is often incomplete if it is collected. Submission of the forms is supposed to be part of the compliance requirements for the tourism enterprise license. The current situation results in under reporting of monthly accommodation. The DoT has streamlined the form in an attempt to reduce the burden on operators to submit forms.
- Each District Tourism Office maintains at least a paper based filing system to track tourism enterprise licenses which is also utilized to track payment of the tourism training levy. Some offices have automated this system using a spreadsheet. These systems are not part of a master database of tourism enterprises in either the districts or Gaborone as they are part of a separate section of the Department;
- Annual inspections are conducted by the Department of Tourism, Land Board and District Council (see Licensing section). A lodge specific integrated checklist has been created for Ngamiland. This checklist is used to produce a report for lodge operators. This is a paper based system that is not automated or linked to a master database of tourism enterprises;
- Concession lease fees are paid to the Land Board and Royalties on Category B lodges are paid to the District Council. Total payments due and records of payments made are not linked to a master database of tourism enterprises;
- Separate inspections independent of the tourism enterprise license inspections can be completed by district departments that require permits other than the tourism enterprise (see Licensing section). Except for the Department of Labour's capture tool, which contains specific information on employment equity relating to citizen empowerment this information is not seen as specifically required by the Department of Tourism. It is not captured or linked to a master database of tourism enterprises;
- It was not possible to tell if information regarding the impact of tourism on the environment is reported on by the enterprise operators, due to data management issues. It is unlikely that any data on environmental issues is linked to the tourism enterprises.

The data collection model described above reflects the largely sectoral approach taken to data management generally found in Botswana. As can be noted, it does lead to potential problems in accessing data for reporting, as appears to be the case experienced in Ngamiland.

If tourism is to be assessed from the perspective of sustainability, which includes the need to report of social and environmental issues, a much more integrated approach is necessary, than the current centralized, non-integrated, sectoral approach described above.

As tourism is a global industry, in which Botswana will increasingly have to compete with its regional neighbours, there is a need to have a more Delta specific data captured that contributes to the assessing sustainable tourism in a timely manner. Taking this from the local to the global perspective, Ngamiland as the home of the Okavango Delta is the main engine for diversification of Botswana's mineral dependent economy. This diversification is based on a nature based wetland tourism product that has global recognition and significance.

2.4.1 Tourism Statistics Reporting

With the current system that is largely based on Botswana's national tourism reporting requirements, it will be difficult to *specifically* monitor tourism's impact on the environment or its contribution to citizen empowerment *without potentially jeopardizing* the tourism in generally. It currently is not possible to distinguish the impact of tourism by tourist type (fly-in, overland, self-drive, etc), by location, whether the current or proposed new tourist destination areas (TDAs). Table 1 indicates provides a simple regional example of how accommodation statistics are being used by tourism destination area and type of tourist (non-camping). With improved data collection, this type of comparative analysis will be possible.

Table 1: Summary of Visitor Statistics for the Twelve Months Ended March

	ACCOMMODATION (EXCL CAMPING)							
	UNIT NIGHTS SOLD	Previous year	UNIT OCCUPANCY	Previous year	BED NIGHTS	Previous year	BED OCCUPANCY	Previous year
					SOLD			
ARID	4.6%		-1.0%		5.3%		6.2%	
AUGRABIES	11449	11195	53.6%	49.9%	24174	24537	45.7%	39.1%
KGALAGADI	18724	17856	62.4%	58.0%	46831	42945	50.9%	39.3%
Bitterpan	919	886	65.5%	60.5%	1783	1732	63.5%	59.2%
Grootkolk	994	927	68.5%	63.8%	1956	1817	67.4%	62.6%
Mata Mata	1618	1440	55.4%	49.2%	4290	3789	40.6%	35.7%
Mata tented	2663	2659	49.9%	48.8%	6248	6068	46.3%	43.9%
Nossob	4599	4268	71.6%	64.8%	11738	10731	64.6%	55.7%
Twee Rivieren	6985	7300	64.6%	64.7%	19068	18045	46.5%	32.0%
Kieliekrankie	978	104	70.5%	24.6%	1909	201	68.8%	23.8%
Gharagab	503	78	36.5%	13.4%	1006	153	39.0%	13.1%
Urikaruus	1149	194	82.1%	32.1%	2047	409	80.0%	33.9%
NAMAQUA								
RICHTERSVELD	367	0	6.5%	0.0%	781	0	5.3%	0.0%
VAALBOS	532	667	48.6%	48.0%	1549	2186	23.6%	22.2%
CLUSTER TOTAL	31072	29718	53.4%	54.4%	73335	69668	44.1%	37.9%

2006 for Parks - ARID Cluster (Source: SANParks)

Similar types of analysis by area and type tourist in relation to visitor expectation and actual experience will be necessary in the future. This will require incorporation of TDA classifications if these are adopted from the Tourism Master Plan and developed.

2.5 Monitoring Requirements

To summarize the previous section, tourism data is currently captured by the Department of Tourism and aggregated to the national level at the Department's Headquarters in Gaborone. This information is being adapted and incorporated into a Tourism Satellite Accounting (TSA) system. Tourism in Ngamiland is unique to Botswana being nature and wetland based. The majority of the tourism enterprises are not hotels, but lodges and camps for which there are not specific Botswana Bureau of Standards grading rules. Much of the information needs for the sector is specific to Ngamiland. Therefore, a district specific pilot tourism monitoring system is proposed.

The current approach to monitoring tourism specific data is not integrated at the district level. There is no 'systematic' follow-up from the license evaluation and approval through the annual inspection process. The monitoring proposed in concession management plans is not integrated across the CHAs to give an overview of the status of the natural resource base. No common 'master' dataset exists to be shared at the between the Department of Tourism, the Tawana Land Board and the Northwest District Council.

Monitoring is an essential component of any planning or management process, for without monitoring, managers know nothing about progress towards the objectives that have been set or have set themselves. Monitoring is the systematic and periodic measurement of key indicators of biophysical and social conditions. The word systematic means that an explicit plan should exist to set indicators, chart how and when these should be monitored, and show how the resulting data will be used. Periodic means that indicators are measured at predetermined stages. This chapter outlines some considerations involved in developing and implementing a monitoring programme as this relates to tourism in protected areas. (Phillips, 2002, pg 160)

2.5.1 Tourism Monitoring User Requirements

Tourism monitoring is somewhat unique in that there are both monitoring responsibilities of host country (Botswana) and originating or source countries of tourists.¹ Many potential visitors now expect to be aware of what impact their planned tourist visit may have on the host country. As the concept of sustainable tourism matures, countries that can provide this information may be at a strategic marketing advantage over those that cannot.

This point raises the issue of information requirements and availability of information for different users from:

- International
- National
- District
- Local
- Specialist user group

Information needs were assessed at the district and national level and will eventually require an integrated approach that is capable of incorporating the mixed government, private sector and communal management regime that characterizes the varying land tenure and nature resource management system in the Okavango Delta Ramsar Site (ODRS). This will include integrating the Department of Wildlife and National Parks information from the Moremi Game Reserve, with the proposed community based

Management Oriented Monitoring System (MOMS) and the Botswana Wildlife Management Association's (BWMA) GIS with the Department of Tourism's tourism information. This may be seen as the ultimate future goal for tourism monitoring in the ODRS. However, due to data limitations (consistency, completeness and currency) and the lack of a data infrastructure to facilitate data sharing and exchange, it is proposed that the initial system focuses on the Department of Tourism District office in Maun.

2.5.2 Immediate Tourism Specific Monitoring Requirements

In order to effectively monitor the growth and impact of tourism in Ngamiland the following information is *initially* required to be collected during the initial phase of the development of the TIMS:

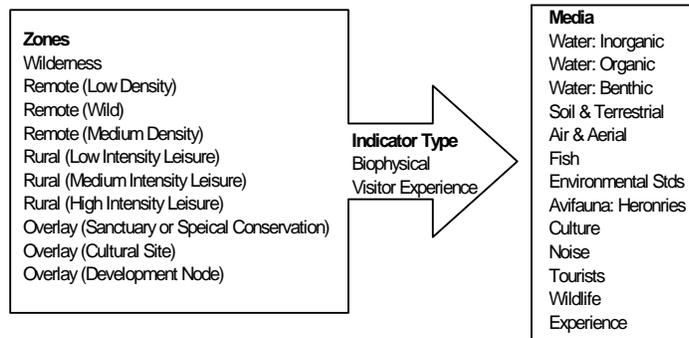
1. *How* many visitors arrive in ODRS via airport and park gates? This information is currently captured by the Central Statistics Office through assessment of immigration forms at the airport and the Department of Wildlife and National Parks through gate entry logbooks. The Department of Tourism will utilize the information from these government departments to avoid duplication in data capture.
2. *Where* visitors go once they are in Ngamiland. This information is captured from the monthly accommodation forms that are submitted each month by the lodge operators. As the tourism products are diversified in the Delta as part of the District Tourism Development Plan, this information will be classified by:
 - a. Tourism Development Area (TDA)
 - b. Tourism market segment – ecotourism, fishing, etc.
3. *What* type of tourism enterprises tourists visit will be determined from the accommodation records that are linked to the enterprises in the tourism 'master database'. The database will use the enterprise as the key entity from which all data capture and reporting functions are related. Tourism enterprises are currently characterized in four categories:
 - A. Hotels, Lodges, Guest Houses or Camping Sites – accommodation facilities established on plots not in concession areas.
 - B. Lodges and Mobiles - established in concession areas through a tendering process with the Tawana Land Board. This category can include licensing for mobiles equivalent to Category C below.
 - C. Mobiles
 - D. Travel Agencies
4. *What* is the current licensing (developmental) status of tourism facilities will be determined from an updated 'integrated' checklist developed by the District Tourism Office in Ngamiland. This information will only relate to the inspections and licensing requirements under the Department of Tourism or those district authorities providing inspection elements to the Department of Tourism, i.e. the Department of Labour and NWDC Environmental Health.
5. a) *What* is the current level of citizen empowerment achieved through the licensed enterprises in Ngamiland as characterized by:

- a. Citizen Ownership
- b. Strategic representation and control by citizens
- c. Type of joint venture partnership
- d. Employment equity
- e. Procurement from local or citizen owned companies
- f. Social responsibility

This is proposed to be reported in the form of a scorecard:

[Insert graphic and additional details]

- b) *What are* the overall financial returns from tourism operations in Ngamiland to the Northwest District Council and the Tawana Land Board?
- 6. *What* is the current impact of tourism on the ODRS as measured against the Limits of Acceptable Change indicators? The LAC measure visitor experience and biophysical impacts due to tourism. There are seven zones and three overlays with different standards for environmental media or visitor experience.



The standards and indicators will vary by environmental parameters based on what zone a Category A or B tourism enterprise is located. There are less than ten biophysical and visitor experience indicators (twenty total) to be monitored for any specific zone.

Monitoring of the LAC zones is new for the ODRS and will be experimented with on a pilot basis through the BioOkavango (GEF Project funded through 2010 (confirm date)).

- 7. What was the visitor's experience in the ODRS? As an early warning to government and the tourism operators of potential change in the quality of the tourism products in the ODRS, visitor satisfaction will be monitored by survey either through the operators or by the Department of Tourism. Visitor satisfaction will be measured in addition to the monitoring of visitor experience in the LAC zones.

2.5.3 Coordination of Licensing and Inspections

In addition to the seven critical monitoring elements highlighted in the previous section, a specific issue, largely focusing on point four – the development status of an enterprise, is the issue of coordination and integration of information for the inspections relating to the tourism enterprise license. This issue is an immediate

concern to the government and private sector as it potentially impacts foreign direct investment in Botswana and its ability to diversify its economy.

The issue of coordination is a long outstanding problem characterized by:

- Lack of personnel;
- Funding requirements for inspections required from three different sources ;
- Lack of access and need to rely on operators for transportation;
- Multiple acts, regulations and permits required – (a large company may be responsible for over 100 permits at multiple lodges.)

The coordination issue is both technical and institutional in nature. The technical solution is proposed as an adaptation of the already exiting *Integrated Checklist* developed by the Department of Tourism’s District Office. This checklist needs to be adapted to include the additional proposed license compliance requirements for citizen empowerment and environmental impact using the LAC approach.

There are two levels or purposes for an integrated checklist:

To incorporate citizen empowerment and limits of acceptable change into the current Department of Tourism checklist in order to develop a means to monitor compliance with the proposed new requirements under the tourism enterprise license;

To streamline and facilitate coordination of the licensing and subsequent inspections for both the Department of Tourism’s requirements and those of Departments not included under the enterprise license.

A request was made to all departments requiring licenses, permits or fees from tourism enterprises to provide input to assist in preparing an integrated checklist to facilitate the coordination of all inspections, point two above. The list of departments was developed based on input from the tourism associations responsible for lodges and mobile operators. Based on feedback from some of the departments, a table was prepared as a working document to assist in developing an integrated checklist to include all departments requiring permits, not just those under the tourism enterprise license. (Scanned copies of the documents received are included at the end of this document.)

This table focuses mostly on category B and C operators, as they are the ones who initially raised concerns over the coordination of inspections. They also face greater inspection constraints than hotel and travel agent enterprises operating out of Maun. The table groups inspection indicates the current DoT checklist requirements for a tourism enterprise. The permits required in addition to the enterprise license are in the following “license / permit” column.

The following two columns indicate whether the requirements are covered under the enterprise license and the responsible authority for the requirement. This appears to be a source of confusion during inspections as representatives from authorities that are endorsed as part of the tourism enterprise license have raised issues with operators for which are perceived to be beyond the requirements of an enterprise license. The Department of Tourism is attempting to facilitate the issuing of enterprise licenses by including endorsements for other authorities under the enterprise license. This does not preclude these authorities from participating in the inspections as they are ultimately responsible for compliance under the relevant regulations.

Analysis of this first version of the table, indicates that based on the type of tourism products and services, in addition to the tourism enterprise license, a category B or C enterprise may be required to have up to sixteen additional licenses, permits or fees to be in compliance with all regulations. Many of the requirements relating to immigration, labour, hunting and airstrips are unlikely to be incorporated under the tourism enterprise license. Nor are they likely to be included under the requirements of the Tourism Act and regulations.

Incorporation of Citizen Empowerment and LAC into the Current DoT Integrated Checklist

The current DoT integrated checklist does not include the citizen empowerment and limits of acceptable change requirements recommended to be included under the requirements for obtaining and maintaining a tourism enterprise license. These requirements would be part of the regulatory framework for ensuring sustainable tourism and could be included under any revisions to the Tourism Act or regulations.

A new integrated checklist specific for Ngamiland that includes citizen empowerment and LAC checks has been developed and incorporated into the database which can be used for monitoring compliance. These are not detailed checklists, rather they are suitable for ensuring that operators have included in their proposals means to ensure sustainable tourism that includes citizen empowerment and the monitoring of tourism related environmental variables.

The checklist can be initially utilized during the application review process and subsequently during the annual inspections. The results then would be the ability to say based on the total number of enterprises operating in the ODRS, that percentage can be determine to indicate how many enterprises have citizen empowerment elements and LAC monitoring that is tracked through the monitoring system.

This approach is similar to the tracking of primary indicators proposed in the LAC section. If the Department of Tourism identifies an issue that requires follow-up, more detailed inspections can be initiated with support from the relevant local authority.

Integration of all Licensing and Permit Requirements in One Integrated Checklist

The first version table produced to assess the requirements for integrating may be reviewed and confirmed with the relevant departments. It would appear that although it is unlikely that the requirements can be streamlined, a 'one stop' shop integrating all the requirement electronically could be produced to facilitate an understanding of the process and requirements for establishing and maintaining tourism enterprises in Ngamiland.

Agreement on the checklist for tourism or all relevant departments, accompanied by the required permit forms and relevant regulations could be incorporated into a 'one stop shop' that is made available electronically and distributed through the DoT, or over the Internet.

LICENSING and INSPECTION INTEGRATION
Including Sustainable Tourism Input (Ver. 1 - Working Document)

Category	Checklist (Based on existing DoT checklist)	License / Permit	DoT Enterprise License Endorsement	Responsible Authority	Sustainability Scorecard Category (Proposed)	Act(s)	Regulation(s)	Cost
A		Company Formation & Registration	No	Registrar of Companies	Dev. Stds			1,800.00
A		Registration of Trading Name	No	Registrar of Companies	Dev. Stds			500.00
A		Work Permit (if necessary)	No	Dept. of Labour	Dev. Stds	Employment Act, Trade Dispute Act, Workmans' Compensation Act	Employment Act contains regulations	150.00
A		Residence Permit (if necessary)	No	Dept. of Immigration	Dev. Stds	Non-citizen Act		150.00
A	Entrance and Lobby	Tourism Enterprise License	Yes	Department of Tourism	Dev. Stds	Tourism Act	Refers to category A Hotels	1,000.00
A	Bedrooms	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act		
A	Bathrooms	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act		
A	Bathrooms	Tourism Enterprise License	Yes	NWDC	Dev. Stds	Tourism Act	Refers to category A Hotels	
A	Bars and Lounge	Tourism Enterprise License	Yes	Trade	Dev. Stds	Trade & Liquor Act		
A	Kitchen	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Food Control Act		
A	Dinning Rooms	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Food Control Act		
A	Food Storage Facilities	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Food Control Act		
A	Garbage Disposal Area	Tourism Enterprise License	Yes	Environmental Health	Env. Stds	Waste Management Act		
A	Public Cloakrooms	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act		
A	Staff Change Rooms and Dining Areas	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act, Health & Safety Act		
A	Laundry	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act		
A	Outside Appearance	Tourism Enterprise License	Yes	NWDC Physical Planner	Dev. Stds	Tourism Act	Refers to category A Hotels	
A	Conference Facility	Tourism Enterprise License	Yes		Dev. Stds	Public Health Act, Fire Services Act, Health & Safety Act		
A	Ownership Equity Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
A	Employment Equity Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
A	Procurement Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
A		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
A		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
A		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
B		Company Formation & Registration	No	Registrar of Companies	Dev. Stds			1,800.00
B		Registration of Trading Name	No	Registrar of Companies	Dev. Stds			500.00
B		Work Permit (if necessary)	No	Dept. of Labour	Dev. Stds	Employment Act, Trade Dispute Act, Workmans' Compensation Act	Employment Act contains regulations	150.00
B		Residence Permit (if necessary)	No	Dept. of Immigration	Dev. Stds	Non-citizen Act		150.00
B	Entrance and Lobby	Tourism Enterprise License	Yes	Department of Tourism	Dev. Stds	Tourism Act	Refers to category A Hotels	1,000.00
B	Bedrooms	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act		
B	Bathrooms	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act		
B	Bathrooms	Tourism Enterprise License	Yes	NWDC	Dev. Stds	Tourism Act	Refers to category A Hotels	
B	Bars and Lounge	Tourism Enterprise License	Yes	Trade	Dev. Stds	Trade & Liquor Act		
B	Kitchen	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Food Control Act		
B	Dinning Rooms	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Food Control Act		
B	Food Storage Facilities	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Food Control Act		
B	Garbage Disposal Area	Tourism Enterprise License	Yes	Environmental Health	Env. Stds	Waste Management Act		
B	Public Cloakrooms	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act		
B	Staff Change Rooms and Dining Areas	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act, Health & Safety Act		
B	Laundry	Tourism Enterprise License	Yes	Environmental Health	Dev. Stds	Public Health Act, Fire Services Act		
B	Outside Appearance	Tourism Enterprise License	Yes	NWDC Physical Planner	Dev. Stds	Tourism Act	Refers to category A Hotels	
B	Conference Facility	Tourism Enterprise License	Yes		Dev. Stds	Public Health Act, Fire Services Act, Health & Safety Act		
B		Aerodrome License	No	Civil Aviation	Dev. Stds			
B		Air operators license	No	Civil Aviation	Dev. Stds			
B		Air transport license	No	Civil Aviation	Dev. Stds			
B		Pilots license	No	Civil Aviation	Dev. Stds			
B		Vehicle Licenses - roadworthy certificate	No	Department of Transport	Dev. Stds			
B		PSV License	No	Department of Transport	Dev. Stds			
B		Guides License	No	DWNP	Dev. Stds			
B		Boat / mokoro license	No	Department of Water Affairs	Dev. Stds			
B		Radio license	No	BCA	Dev. Stds			
B		Firearms license	No	DWNP	Dev. Stds			

LICENSING and INSPECTION INTEGRATION
Including Sustainable Tourism Input (Ver. 1 - Working Document)

Category	Checklist (Based on existing DoT checklist)	License / Permit	DoT Enterprise License Endorsement	Responsible Authority	Sustainability Scorecard Category (Proposed)	Act(s)	Regulation(s)	Cost
B		Curio Shop license	No	NWDC	Dev. Stds			
B		Concession lease fees	No		Dev. Stds			
B		Health certificates (TB)	No	Department of Health	Dev. Stds			
		Proposed Citizen Empowerment Criteria						
B	Ownership Equity Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
B	Employment Equity Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
B	Procurement Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
B		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
B		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
B		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
		Proposed Environmental Criteria by LAC Zone if in Concession Area						
B	Limits of Acceptable Change - Abiotic Biophysical - Water Quality	Currently not included	Proposed	Dept. of Water Affairs	Env. Stds.			
B	Limits of Acceptable Change - Abiotic Biophysical - Soil	Currently not included	Proposed	Dept. of Env. Affairs, HOORC & DWNP	Env. Stds.			
B	Limits of Acceptable Change - Abiotic Biophysical - Air	Currently not included	Proposed	Dept. of Env. Affairs	Env. Stds.			
B	Limits of Acceptable Change - Biotic Biophysical - Fish	Currently not included	Proposed	Croc Research Project	Env. Stds.			
B	Limits of Acceptable Change - Biotic Biophysical - Arthropods	Currently not included	Proposed		Env. Stds.			
B	Limits of Acceptable Change - Biotic Biophysical - Avi-fauna	Currently not included	Proposed	Private Sector & Birdlife	Env. Stds.			
B	Limits of Acceptable Change - Biotic Biophysical - Wildlife	Currently not included	Proposed	Private Sector & BWMA	Env. Stds.			
B	Limits of Acceptable Change - Biotic Biophysical - Plants	Currently not included	Proposed	HOORC, DWA, DEA, DWNP	Env. Stds.			
C		Company Formation & Registration	No	Registrar of Companies	Dev. Stds.			1,800.00
C		Registration of Trading Name	No	Registrar of Companies	Dev. Stds.			500.00
C		Work Permit (if necessary)	No	Dept. of Labour	Dev. Stds.	Employment Act, Trade Dispute Act, Workmans' Compensation Act	Employment Act contains regulations	150.00
C		Residence Permit (if necessary)	No	Dept. of Immigration	Dev. Stds.	Non-citizen Act		150.00
C		Guides License: Ex-PAT	No	D.W.N.P.	Dev. Stds.			1,500.00
C		Professional Drivers Permit	No	Dept. of Road Transport	Dev. Stds.			130.00
C		C.T.O. Vehicle Inspection Permit	No	Dept. of Road Transport	Dev. Stds.			75.00
C		'P' Permit for Vehicle	No	Dept. of Road Transport	Dev. Stds.			120.00
C		Annual Staff Entry Permit	No	D.W.N.P.	Dev. Stds.			0.00
C		Annual Vehicle Entry Permit	No	D.W.N.P.	Dev. Stds.			1,000.00
C		Annual Guides Entry Permit: Ex-PAT	No	D.W.N.P.	Dev. Stds.			500.00
C		Radio License (if Radio Fitted to Vehicle)	No	B.T.A.	Dev. Stds.			500.00
C		Medical Certificate (needed to obtain ProDP)	No	Medical Doctor	Dev. Stds.			100.00
C		Fingerprints & Police Report (needed for ProDP)	No	Police	Dev. Stds.			0.00
C		Lease on Property	No	Land Board	Dev. Stds.			400.00
C		Tourism Enterprise License	Yes	Department of Tourism				1,000.00
								7,925.00
		Proposed Citizen Empowerment Criteria						
C	Ownership Equity Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
C	Employment Equity Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	

LICENSING and INSPECTION INTEGRATION
Including Sustainable Tourism Input (Ver. 1 - Working Document)

Category	Checklist (Based on existing DoT checklist)	License / Permit	DoT Enterprise License Endorsement	Responsible Authority	Sustainability Scorecard Category (Proposed)	Act(s)	Regulation(s)	Cost
C	Procurement Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
C		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
C		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
C		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
		Proposed Environmental Criteria						
C		Limits of Acceptable Change - C102	Yes	Dept. of Tourism	Env. Stds.			
C		Limits of Acceptable Change	Yes	Dept. of Tourism	Env. Stds.			
D		Company Formation & Registration	No	Registrar of Companies	Dev. Stds.			1,800.00
D		Registration of Trading Name	No	Registrar of Companies	Dev. Stds.			500.00
D		Work Permit (if necessary)	No	Dept. of Labour	Dev. Stds.	Employment Act, Trade Dispute Act, Workmans' Compensation Act	Employment Act contains regulations	150.00
D		Residence Permit (if necessary)	No	Dept. of Immigration	Dev. Stds.	Non-citizen Act		150.00
		Proposed Citizen Empowerment Criteria						
D	Ownership Equity Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
D	Employment Equity Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
D	Procurement Criteria	Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
D		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
D		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	
D		Currently not included	Proposed	Dept. of Tourism	Citizen Empowerment Stds.	Currently not required by an Act	Currently not required by an Regulation	

Institutional Requirements

To oversee the resolution of the coordination issue, the institutional solution is proposed to establish an oversight mechanism at the highest level in the district through the Project Management Committee (PMC). This committee is chaired by the District Commissioner and includes the Council Secretary and the Landboard Secretary. It is suggested that the '*State of Tourism in Ngamiland*' is made a regular agenda item for which regular quarterly reporting is made available through the district office of the Department of Tourism.

To provide representation of the tourism sector and foster a cooperative working environment, the oversight committee would include:

- The District Commissioner
- The Landboard Secretary
- The Council Secretary
- Representative of HATAB Lodges
- Representative of Botswana Guides Association (BOGA)
- Representative of HATAB Mobiles
- Representative of Botswana Wildlife Management Association (BWMA)
- A secretary to the oversight committee should be identified to document proceedings

3 Recommended Approach

As part of the original monitoring concept proposed during the concepts phase, monitoring was proposed to consider a process that promotes communication and teamwork through the following practices:

- Active stakeholder participation
- Monitoring with others
- Displaying monitoring results publicly
- Collective ownership (Conservation Commons¹)

This is still relevant in light of the need for a 'knowledge based' tourism information system, but is initially proposed to be more specifically focused on improving the process of monitoring the expanded tourism enterprise license compliance using the technical and institutional recommendations noted in previous section.

3.1 Basis for Proposed Solution

The basis for the proposed approach of improved implementation of the expanded tourism enterprise license compliance requirement is informed by three factors:

- Recognize problem is of national significance as it impacts economic diversification
- Recognize that Botswana must be competitive and attractive for investment in relation to alternative investment options available through KAZA Trans-frontier Conservation Area
- Botswana currently ranked 31st in Africa for "dealing with licenses" www.doingbusiness.org (World Bank)

None of these factors is exclusive to Ngamiland, but as the district's economy is largely tourism based, and the Delta is the main engine for tourism led diversification, Ngamiland would be expected to take leadership in implementing a sustainable tourism monitoring programme.

3.2 Process Based Approach

The proposed approach to monitoring follows the process required to establish and maintain a tourism enterprise. The monitoring system is based on this enterprise establishment process and may be best understood as a tourism enterprise development management system.

3.3 Relevant Authorities in the Process of Establishing a Tourism Enterprise

During the preparation of this document, a number of transitions were taking place, and the Botswana Tourism Board was being established. Clarification of the roles and responsibilities in relation to the establishment of a tourism enterprise are provided as the basis for documenting the process of establishing an enterprise.

3.3.1 Roles and Responsibilities

- The Botswana Bureau of Standards developed the standards for the construction of hotels and lodges.
- The Botswana Tourism Board has responsibility for the grading of hotels and lodges in Botswana.
- The Land Board is responsible for the administration of the land on which a tourism enterprise is established.
- The Department of Tourism is responsible for the administration and regulation of tourism activities through the issuing of a tourism enterprise license.
- There are a number of departments for which permits are either required or are incorporated under the tourism enterprise license. These include:

Included under the tourism enterprise license:

- District Council Environmental Health
- District Council Physical Planning
- Department of Trade and Commerce

Independent of the tourism enterprise license:

- Registrar of Companies (Gaborone)
- Land Board (Maun)
- Department of Labour (Gaborone or Maun)
- Department of Immigration (Gaborone or Maun)
- Department of Wildlife and National Parks (DWNP) (Maun)
- Department of Water Affairs (Maun)
- Department of Transport (DoT) (Maun)
- Botswana Telecommunications Authority (BTA) (Gaborone)
- Medical Doctor (Maun)
- Police (Maun)
- Civil Aviation (Maun)

It is the large number of requirements of departments independent of the tourism enterprise compliance requirements that appears to create confusion as to who is responsible for what aspects of inspection. All the departments listed above can carry out inspections. Only the first set of departments inspections are included as part of the tourism enterprise license. The number of departments and the time required to obtain permits is the source of the low ranking in Botswana for 'licensing' related issues in the process of establishing a business.

The Tourism Master Plan proposes that citizen empowerment and environmental impacts relating to tourism are included under the tourism enterprise license. This is viewed as the most appropriate means to ensure compliance with these elements of sustainable tourism. Therefore the idea of including all Departments on an integrated checklist is not seen as appropriate as their requirements are not regulated through the Department of Tourism.

The provision of all relevant requirements and forms for establishing a tourism enterprise can be included in a 'one stop shop', it is just that all requirements cannot be linked to the tourism license approval process. For example, it is unlikely that the requirements for residence and work permits can ever be linked to an enterprise license. These will always be the responsibility of the Departments of Immigration and Labour. Refer to the Section on Process Steps to Establishment of an Enterprise below.

3.4 Enterprise Development Requirements

There are currently four categories of tourism enterprises for which a license may be issued:

- A. Hotels, Lodges, Guest Houses or Camping Sites – accommodation facilities established on plots not in concession areas.
- B. Lodges and Mobiles - established in concession areas through a tendering process with the Tawana Land Board. This category can include licensing for mobiles equivalent to Category C below.
- C. Mobiles
- D. Travel Agencies

The Department of Tourism in Maun has the application form and guidelines for establishing tourism enterprises in Ngamiland. (Refer to Appendix)

3.4.1 Current Process for Establishing a Tourism Enterprise by Category

The following sections provide an initial outline of the process steps for establishing a tourism enterprise including requirements under the tourism enterprise license and those independent of the license.

Process Steps for Establishing a Hotels, Lodges, Guest Houses or Camping Sites

1. Obtain a lease agreement from the Land Board – see *General Guidelines for the Application of Land for Tourism Related Activities*.
2. Register company or provide company registration or trading name
3. Submit a business plan – see *Guidelines for Preparing a Business Plan* from the Department of Tourism
4. Obtain permission to build
5. Obtain letter of approval for Tourism Enterprise License
6. Construct with appropriate permits (detail requirements if not included in appendix)

7. Obtain occupancy certificate
8. Review appendix for required permits or enterprise license endorsements based on proposed tourism activities i.e. airstrip, boats, mobile
9. Schedule inspection to obtain Tourism Enterprise License

3.5 Process Steps for Establishing a Lodge in a Concession Area

1. a) Obtain a lease agreement from the Land Board – see *General Guidelines for the Application of Land for Tourism Related Activities*.
b) Prepare tender documents for concession area
2. Register company or provide company registration or trading name
3. Submit a business plan – see *Guidelines for Preparing a Business Plan* from the Department of Tourism
4. Obtain permission to build
5. Obtain letter of approval for Tourism Enterprise License
6. Construct with appropriate permits (detail requirements if not included in appendix)
7. Obtain occupancy certificate
8. Review appendix for required permits or enterprise license endorsements based on proposed tourism activities i.e. airstrip, boats, mobile
9. Schedule inspection to obtain Tourism Enterprise License

3.6 Process Steps for Establishing a Mobile Safari

1. Provide proof of citizenship
2. Obtain a lease agreement from the Land Board or landlord for office – see *General Guidelines for the Application of Land for Tourism Related Activities*.
3. Register company or provide company registration or trading name
4. Submit a business plan – see *Guidelines for Preparing a Business Plan* from the Department of Tourism
5. Obtain letter of approval for Tourism Enterprise License
6. Review appendix for required permits or enterprise license endorsements for vehicles from Department of Transport, guides from DWNP, work and residence permits
7. Schedule inspection to obtain Tourism Enterprise License

3.7 Process Steps for Establishing a Travel Agency

1. Obtain a lease agreement from the Land Board or landlord for office – see *General Guidelines for the Application of Land for Tourism Related Activities*. Register company or provide company registration

2. Submit a business plan – see *Guidelines for Preparing a Business Plan* from the Department of Tourism
3. Provide rental lease or building ownership in commercial area
4. Acquire office and equipment
5. Obtain letter of approval for Tourism Enterprise License
6. Schedule inspection to obtain Tourism Enterprise License

3.8 Proposed Additions to Incorporate Sustainable Tourism Considerations

A *scorecard* is proposed to provide positive incentives to incorporate citizen empowerment and environmental considerations into the tourism enterprise establishment or renewal process. The actual scoring system and score designations is proposed to be discussed between government and the tourism industry. See Figure 1.

Citizen Participation Scorecard				
General indicators	Weighting	Sub-weighting	Contractual target	Specific indicators
	A	B		
Ownership	20%			Percentage direct shareholding by citizens (including employee share schemes)
Strategic representation	15%			Citizens as a percentage of board of directors
				Local citizens as a percentage of board of directors
				Citizens as a percentage of executive management
Employment equity	30%			Citizens as a percentage of management
				Local citizens as a percentage of management
				Citizens as a percentage of supervisors and skilled employees
				Local citizens as a percentage of supervisors and skilled employees
				Citizens as a percentage of total staff
Skills development	20%			Total annual skills development spend on citizens
				Total annual skills development spend on local citizens
				Percentage of total skills development spend on citizen employees
Preferential procurement	10%			Total annual procurement spend on citizen-owned companies and individuals
				Spend on citizen-owned companies and individuals as percentage of total annual procurement spend
Corporate social responsibility	5%			Total annual corporate social investment spend on local education, community programmes, health, conservation, etc.

Figure 1: Proposed Scorecard for Citizen Empowerment

3.9 Process Steps for Ensuring Citizen Empowerment is Incorporated into Agreement

1. Citizen Ownership
 - a. Strategic representation and control by citizens
 - b. Type of joint venture partnership
 - c. Employment equity
 - d. Procurement from local or citizen owned companies
 - e. Social responsibility

3.10 Process Steps for Ensuring Environmental Considerations are Incorporated into Agreement

Environmental considerations are those specifically relating to the impact of tourism activities in the Okavango Delta Ramsar Site (ODRS) and are to be monitored using the Limits of Acceptable Change (LAC) approach. The application of these criteria are proposed to relate specifically to Category B and C license holders operating in concession areas. Environmental Health and EIA requirements are anticipated to cover environmental impacts associated with Category A – Hotel and Category B – Lodges not in concession areas (to be confirmed). See Table 2 for a list of active enterprises by LAC category.

- a) Determine LAC category for location of tourist enterprise.
 - o Wilderness
 - o Remote
 - Medium intensity
 - Low intensity
 - o High intensity Leisure
 - o Low intensity Leisure
- b) Determine if overlay for developed, urban or sanctuaries applies.
- c) Determine indicators for specified LAC and overlay (See LAC Section Appendix)

Table 2: Active Camps by NG / TDA / LAC Category

NAME	NG	PROPOSED TDA	LAC CATEGORY
Guma Fishing Camp	NG/7	Western Tour Route	Rural Medium Density
Guma Camp	NG/7	Western Tour Route	Rural Medium Density
Makwena	NG/7	Western Tour Route	Rural Medium Density
Mbiroba Camp	NG/12	Panhandle	Remote Wild
Naxamasere Lodge	NG/10	Panhandle	Rural (Low Density)
Xaro Lodge	NG/10	Panhandle	Rural (Low Density)
Drotsky's Cabins	NG/10	Panhandle	Rural Medium Density
Sepopa Fishing Camp	NG/10	Panhandle	Rural Medium Density
Kwando Lagoon	NG/16	Okavangog Core North	Remote Wild
Dumatau	NG/15	Okavangog Core North	Remote Wild
Savuti	NG/15	Okavangog Core North	Remote Wild
Kings Pool	NG/15	Okavangog Core North	Remote Wild
Linyanti Tented Camp	NG/15	Okavangog Core North	
Kwando Lodge	NG/14	Okavangog Core North	Remote Wild
Ivory Hunting Camp	NG/32	Okavango Core	Remote Wild
Stanley's Camp	NG/32	Okavango Core	Remote Wild
Qorokwe	NG/32	Okavango Core	Remote Wild
Chetabi South	NG/31	Okavango Core	Remote Wild
Rann	NG/30	Okavango Core	Remote Wild
Kiri	NG/30	Okavango Core	Remote Wild
Gubenera	NG/30	Okavango Core	Remote Wild
Matsibi	NG/29	Okavango Core	Remote Wild
Mokolwane	NG/29	Okavango Core	Remote Wild
Macateers	NG/29	Okavango Core	Remote Wild
Xudum	NG/29	Okavango Core	Remote Wild
Mombo	NG/28	Okavango Core	Remote Density
Chief's Camp	NG/28	Okavango Core	Remote Density
Camp Xaxanaxa	NG/28	Okavango Core	Remote Density
Camp Moremi	NG/28	Okavango Core	Remote Density
Moremi Camp 2	NG/28	Okavango Core	Remote Density
Mboma Boat Station	NG/28	Okavango Core	Remote Low Density Use
Masame	NG/28	Okavango Core	Remote Low Density Use
Kukama	NG/28	Okavango Core	Remote Low Density Use
Xigera	NG/28	Okavango Core	Wilderness
Nxabega	NG/27	Okavango Core	Remote Wild
Delta	NG/27	Okavango Core	Remote Wild
Gunn's Camp	NG/27	Okavango Core	Remote Wild
Kanana	NG/27	Okavango Core	Remote Wild
Pom Pom	NG/27	Okavango Core	Remote Wild
Abu	NG/26	Okavango Core	Remote Wild
Horse Back Safaries	NG/26	Okavango Core	Remote Wild
Selby	NG/26	Okavango Core	Remote Wild
Sebu Camp	NG/26	Okavango Core	Remote Wild
Tubu Tree	NG/25	Okavango Core	Remote Wild
Old-vumbura	NG/23	Okavango Core	Remote Wild
Duba Plains	NG/23	Okavango Core	Remote Wild
Vumbura	NG/22	Okavango Core	Remote Wild
Little Vumbura	NG/22	Okavango Core	Remote Wild
Shindi	NG/21	Okavango Core	Remote Wild

NAME	NG	PROPOSED TDA	LAC CATEGORY
Camp Okavango	NG/21	Okavango Core	Remote Wild
Xugana	NG/21	Okavango Core	Remote Wild
Tsum Tsum	NG/20	Okavango Core	Remote Wild
Kwara	NG/20	Okavango Core	Remote Wild
Modumo Lodge	NG/12	Okavango Core	Remote Wild
Mankwee	NG/43	Moremi East	Remote Wild
Shandereka	NG/34	Moremi East	Remote Wild
Starlin's Camp	NG/34	Moremi East	Remote Wild
Santawani	NG/33	Moremi East	Remote Wild
Khwai River Lodge	NG/19	Moremi East	Remote Wild
Maun Lodge	NG/36	Maun	Medium Density Leisure
Rileys Hotel	NG/36	Maun	Medium Density Leisure
Maduo Lodge	NG/36	Maun	Medium Density Leisure
Sedie Hotel	NG/36	Maun	Medium Density Leisure
Alfa Lodge	NG/36	Maun	Medium Density Leisure
Alfa Lodge	NG/36	Maun	Medium Density Leisure
Island Safari Lodge	NG/36	Maun	Medium Density Leisure
Okavango River Lodge	NG/36	Maun	Medium Density Leisure
Crocodile Camp	NG/36	Maun	Medium Density Leisure
Audi Camp	NG/36	Maun	Medium Density Leisure
Marina's Backpackers	NG/36	Maun	Medium Density Leisure
Maun Rest Camp	NG/36	Maun	Medium Density Leisure
Bukakhwe Camp	NG/12	Far North	Remote Wild
Discovery Bed And Breakfast	NG/35	Chobe Link	Rural (Low Density)

4 Functional Requirements

This section outlines the functional requirements for the database system to support the Tourism Information Management System. Four phases are proposed, of which the greatest detail is outlined for the first three phases on 1) improved data capture and management, 2) data sharing, analysis and reporting and 3) improved access and updating. This is due to the uncertainty over which aspects of the tourism master plan will be implemented, the impact of the proposed CBRNM policy on the participation of communities and the ability for Botswana to continue to market consumptive use of elephants under CITES regulations.

Proposed phased approach to integration

1. Improved Data Capture and Management – focusing on the key leverage point from citizen empowerment and LAC linking compliance with approval and renewals of tourism enterprise licenses, district level pilot
 - a. Data Sharing, Analysis and Reporting – HOORC, BioOkavango of tourism specific data
 - b. Improved Access and Updating – communication infrastructure of tourism specific data
 - c. Increased Data Integration with other sectors – CBOs, Private Sector, Government Departments

4.1 Data Capture and Management Phase

Goal: Capture and management of essential tourism related data to provide a factual basis for decisions relating to sustainable tourism in the Okavango Delta.

Objective(s):

1. To populate and maintain a district level tourism master database as the basis for 'knowledge based' tourism information management system (TIMS);
2. To utilize the TIMS system for capturing data on the establishment and status of all categories of enterprise licenses in the ODRS;
3. To be able to provide in a timely manner, essential data on:
 - The number and types of tourism enterprises in the ODRS;
 - The monthly accommodation statistics for these enterprises;
 - The status of tourism enterprise license in a checklist format for each enterprise;
 - The expectation and level of satisfaction with the enterprises as reported by the visitors to the ODRS;
 - The fees and royalties received and outstanding for enterprises in the ODRS
4. To produce in a timely manner reports summarizing the information noted above;

- 5. To assist in the long-term coordination and integration of tourism enterprise licensing.

4.1.1 Indicators

As noted in the situation analysis, no Delta wide data is being routinely captured and managed to provide a 'knowledge based' assessment of the sustainability of tourism in the ODRS. Therefore a simple set of indicators is proposed based on the functional requirements of the tourism database. A total of ten indicators covering developmental and social aspects of sustainability, with an additional set of environmental numbering to no more than eleven, depending on location are proposed for capture during this phase of development.

Indicator Type	Indicator
Developmental	<ul style="list-style-type: none"> ▪ Number of visitors to enterprises – based on accommodation statistics to be compared against number of visitors entering through gates and airport. ▪ Number of enterprises by category type ▪ Number of enterprises established by category on an annual basis to indicate trends in development. ▪ Amount of royalties and levies paid on annual basis ▪ Number of visitors whose expectations for visiting the Delta matched their experience.
Social (Citizen Empowerment)	<ul style="list-style-type: none"> ▪ Number and percentage of citizen shareholders ▪ Number of citizen employees compared to total employees ▪ Number of citizens by gender and job category ▪ Number of enterprises with social responsibility initiatives ▪ Amount and percentage procurement from locally owned operations.
Environmental (Biophysical and Visitor Experience from LAC)	<ul style="list-style-type: none"> ▪ LAC indicators vary by zone and location in the ODRS. Refer to LAC section for indicators by zone.

4.1.2 Technical Requirements

The technical requirements for implementation of this phase of TIMS development are:

Requirement	Input
Who – (is responsible)	<ul style="list-style-type: none"> ▪ The Department of Tourism has overall responsible for implementing the TIMS, it has been proposed they will provide information to the Tourism Oversight Committee coordinated by the PMC ▪ The Land Board presently organizes inspections for the concessions in the CHAs ▪ The Northwest District Council cooperates with the DoT and Landboard in organizing enterprise license compliance inspections.
Where -	<ul style="list-style-type: none"> ▪ The TIMS is a district based pilot activity ▪ Inspections will be conducted at the lodge sites in the Delta
When - (timing)	<ul style="list-style-type: none"> ▪ Inspections are conducted on an annual basis ▪ Quarterly 'State of Tourism in the Delta' reports are to be provided to the Tourism Oversight Committee coordinated by the PMC
What – (is captured)	<ul style="list-style-type: none"> ▪ See functional requirements, database structure and indicators

4.1.3 Reporting Requirements

[Note: Final confirmation of reporting outputs has not been completed with the Department of Tourism]

If the information outlined above is captured in the database, the following standard reports may be produced suggest in the form of a “*State of Tourism in Ngamiland Quarterly Report*” to be produced by the Department of Tourism District Office:

Annual Report Table of Contents

1. *Annual Ngamiland Tourism Enterprise Directory* – including contacts, amenities, services, activities and camping details as per earlier directory output (see attached document). Classified by range of accommodation – hotels, lodges, concession lodges, etc. (Confirm how this is to be classified, propose by category A,B,C,D, future categorization by Tourism Development Area (TDA))
2. District Visitor Statistics – captured as per DoT form, summarized by lodge, country of origin of visitor, need to include means to classify type of tourist (overland, self-drive, fly-in) by association with lodge type. (Note: Employment, wages and salaries, turnover figures need to be confirmed (DoT - Gaborone) if these are being supplied or required on this form)
 - a. Quarterly Reporting - Number of enterprises reporting out of total licensed in Ngamiland per quarter
 - b. Automated reminder letter generated on Department of Tourism letterhead requesting information to be provided and requirements as per license.
3. ODRS Visitor satisfaction – captured as per forms and summarized to show total number of reports classified by level of satisfaction.
4. District Licensing Results
 - a. Number of enterprises inspected during the year
 - b. Level of citizen empowerment by categories
 - c. Number of enterprises meeting LAC minimum standards out of total enterprises inspected
5. Scoring based on standards (Scorecard)
 - a. Development standards
 - b. Empowerment criteria
 - c. Environmental indicators

Quarterly Report Table of Contents

District Visitor Statistics – captured as per DoT form, summarized by lodge, country of origin of visitor, need to include means to classify type of tourist (overland, self-drive, fly-in) by association with lodge type. (Note: Employment, wages and salaries, turnover figures need to be confirmed (DoT - Gaborone) if these are being supplied or required on this form)

1. Quarterly Reporting - Number of enterprises reporting out of total licensed in Ngamiland per quarter
2. Licensing and inspections
 - a) Permits or endorsements on enterprise license held
 - b) Permits due to expire in next 3 months
 - c) Issues or comments from application approval to be tracked as part of inspections:
 - o Development standards
 - o Empowerment criteria
 - o Environmental indicators
 - d) Issues or comments from inspections to be tracked as part of subsequent inspections:
 - o Development standards
 - o Empowerment criteria
 - e) Environmental indicators

Access and Communication Infrastructure

The first phase of development is designed around the current communication infrastructure and level of access available to the Department of Tourism in Maun. Access is currently through dial-up connections which are largely unreliable. The ability to download and share large files does not exist. There is no connectivity to the government wide area network. Most private tour operators have access to the Internet through either broadband connection provided by local service providers or individual satellite access.

Due to the unreliable level of Internet access the initial deployment will be a stand-alone desktop system based in the Department of Tourism's Maun office. This system will have user access privileges defined so that individuals are limited to either view only user rights of exiting data or have privileges for adding, editing and updating data.

4.1.4 Institutional Requirements

As noted earlier, a district level tourism oversight mechanism composed of the government and private sector representatives is proposed to ensure improved performance in monitoring of tourism enterprise licensing. This group is recommended to meet on a quarterly basis. Output from the meetings should be in the form of a Quarterly State of Tourism in Ngamiland report with information that is populated utilizing data from the TIMS.

Training requirements are anticipated to be minimal other than assistance in utilization of the database. A paper based, digital and / or online help system in the use of the database system will be provided to assist in maintaining knowledge in the use of the database system.

4.1.5 Geo-Spatial Inputs

Development of the tourism master plan involved spatial data capture utilizing participatory planning techniques with CBOs and the private sector. Analysis of this information followed to a certain degree the Conservation Development Framework (CDF) utilized by SANParks in South Africa. Two outputs from the analysis were prepared:

1. The Limits of Acceptable Change Map indicating the location of ten zones or overlays defining areas to be monitored utilizing indicators and standards developed through a highly consultative process.
2. Tourism Development Areas Map indicating the five proposed TDAs to differentiate tourism markets within the ODRS. Tabular data associated with this data layer includes an updated attribute table of the current tourism lodges in the Delta. The information was validated through the participatory planning process by the CBOs and private sector.

These are the only two new datasets that were developed through the planning process. The base data utilized was provided from the HOORC. The datasets are documented utilizing current ISO metadata standards and provided back to HOORC for incorporation into the ODIS database management system.

Follow-up spatial data management and analysis is not anticipated to be necessary, but a means to query the maps in order to understand the proposed planning or monitoring requirements is necessary. This will be achieved through the production of portable map file documents that can be circulated with relevant data for query and viewing by users.

4.2 Data Sharing, Analysis and Reporting – HOORC, BioOkavango of tourism specific data

Goal: Improved understanding of the actual impacts of tourism on the Okavango Delta and tourism's contribution to economic diversification in the Ngamiland.

Objective(s):

1. To have data available for more detailed analysis and reporting on specific tourism related issues in the ODRS;
2. To contribute to an enhance knowledge and understanding of the tourism sector in the ODRS;
3. To provide input into progress in implementation of the Tourism Master Plan and other district planning documents;
4. To contribute tourism specific data in support of integrated analysis and reporting in the ODRS.

4.2.1 Indicators

The indicators remain the same as for the first phase of development of the TIMS

4.2.2 Technical Requirements

The technical requirements for this phase relate to the specification and documentation of data to begin to support dynamic data use. These include documenting:

- Access – open access (Conservation Commons)
- Sharing – file formats and standards
- ISO, FGDC, WTO metadata standards
- Database architecture
- Data naming conventions - catalog
- Updating procedures

4.2.3 Reporting Requirements

Increased sharing of tourism specific data is envisioned to enhance an understanding of tourism’s impact on the ODRS and its contribution to economic diversification. This will most likely be reported on through specialized reports that utilize DoT data from the TIMS system. The outline of these reports cannot be predicted, but it is anticipated they would reflect greater integration of environmental, social and development factors required for understanding sustainable tourism.

Access and Communication Infrastructure

It is unclear when technical improvements to the communication architecture will be made in Ngamiland. Until there is an upgrading of the system, specifically improving internet access for DoT, the system will remain a desktop based stand-alone or office networked system.

4.2.4 Institutional Requirements

The institutional requirements include the development of some technical oversight mechanism to oversee data sharing. This role under the ODMP was the responsibility of HOORC.

Institution	Responsibility
Stakeholder sectors including government	Data collection and capture
Private sector	Technical assistance
Research	Technical oversight, data analysis and synthesis
ODMP	Communication, reporting and integration

5 Database Description and Workflow to Manage Tourism Enterprise Development in Ngamiland

5.1 Introduction

The pilot Tourism Information Management System (TIMS) is developed to assist the workflow of the district tourism office. When populated with updated data on existing enterprises it will be able to provide information noted in the Ngamiland Tourism Development Plan on enterprises, products, activities and services. It will support data capture requirements for information that is required at a national level on enterprises and accommodation statistics. It will support district specific requirements unique to Ngamiland relating to the limits of acceptable change in the ODRS as well as beginning to assess steps to incorporating the elements of citizen empowerment proposed for each of the TDAs in the development plan.

In order to achieve this, it is recommended that the proposed incorporation of citizen empowerment and LAC requirements under the Tourism Enterprise License are implemented as a matter of high priority. This will provide the institutional and regulatory incentives to actively use the TIMS to support monitoring and implementation of the tourism development plan.

In addition to the recommendation for including citizen empowerment and LAC under the enterprise license, it is recommended that the Ngamiland District Project Management Committee working with representatives of the tourism industry is requested to provide oversight responsibilities to application approval, license renewal and monitoring of tourism development in Ngamiland. This expansion on the recommendation for the PMC to assist in providing oversight to the coordination of the inspections of tourism enterprises, that is based on the need to ensure that tourism continues to provide opportunities for economic diversification in Botswana and maintains Ngamiland's position as home to the flagship tourism product in the KAZA TFCA.

5.2 Workflow

With the recommendations proposed above, the workflow provides brief description of how the TIMS will assist in providing a 'knowledge based' approach to tourism development in the ODRS. Figure 2 shows the browser based interface for the TIMS data capture tool. From this screen:

- A new enterprise may be added,
- An existing enterprise's data updated,
- View an enterprise's details,
- Enter monthly accommodation statistics,
- Enter inspection details,
- Enter visitor satisfaction, or
- Print reports.

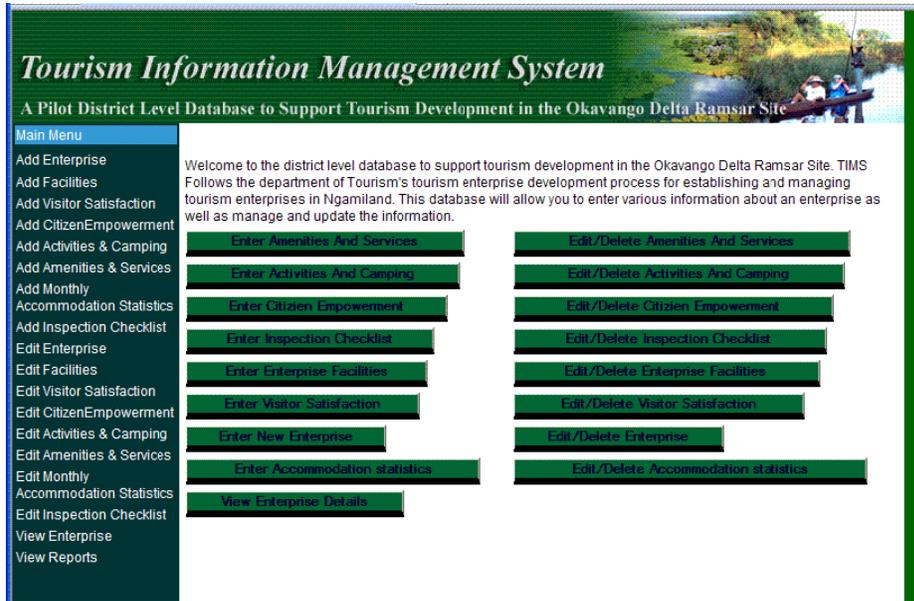


Figure 2: TIMS Opening Screen

5.2.1 Process Steps

Entering a new enterprise

From the opening screen, a new enterprise may be added utilizing the data capture from the application, or the enterprise information form (Form 1). Figure 3 is for illustrative purposes and does not include all the fields on the form, see the following page for the actual form.

This form has been adapted from the Department of Tourism’s *General Information* form. This form collects information that is utilized to produce tourism directories.

This form is stored within the database. A blank for can be printed for data capture or the information can be entered through the browser.

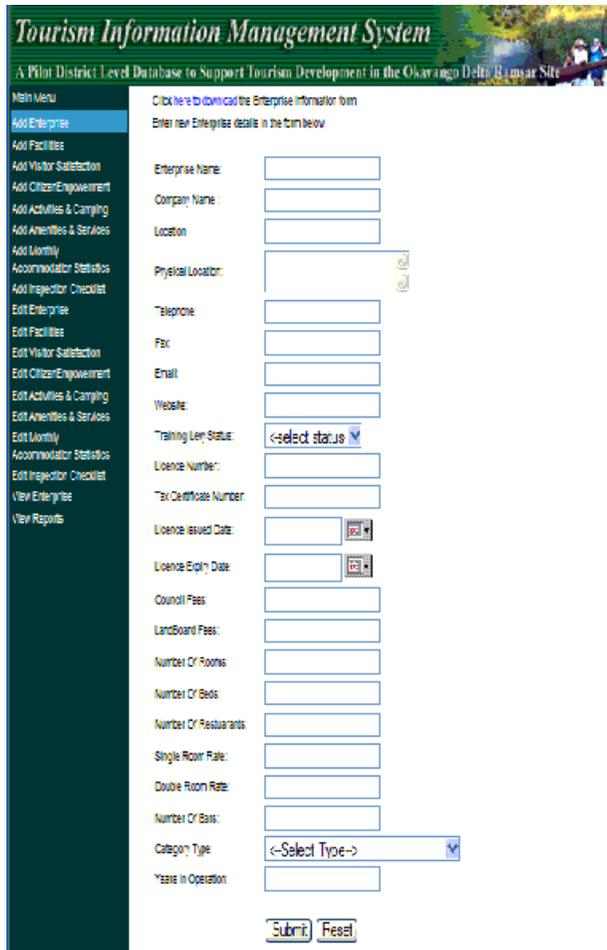


Figure 3: Add Enterprise Screen

Form 1: Enterprise Information

Instructions: A district level tourism information management system has been developed as part of the ODMP Tourism Component to assist in supporting tourism monitoring in Ngamiland. As part of this activity, the district office of the Department of Tourism is updating information on tourism enterprises in the district. Please assist by completing the information requested on the following pages. You may print out and complete this form or capture the information electronically.

General Information

Name of Establishment: _____

Postal Address: _____

Town: _____

Region: _____

Physical Location: _____

Telephone: _____

Fax: _____

Mobile: _____

E-mail: _____

Web Site: _____

Tourism Enterprise License Number: _____

Rooms and Restaurants

Number of Rooms: _____

Number of Bed spaces: _____

Single Room Rate: _____ BWP

Double Room Rate: _____ BWP

Number of Restaurants: _____

Total Restaurant seating capacity: _____

Number of Bars: _____

Total Bar Seating capacity: _____

Employees

Number of Permanent Male employees: _____

Number of Permanent Female employees: _____

Number of Employees Trained Hospitality: _____

Number of Employees Trained in Tourism: _____

Casino And Sporting	Yes	No
Black Jack Tables:	_____	_____
American Roulette Tables:	_____	_____
Poker Tables:	_____	_____
Slot Machines:	_____	_____
Golf Course:	_____	_____
Gymnasium:	_____	_____
Swimming :	_____	_____
Facilities:	_____	_____
Tennis Courts:	_____	_____
Squash :	_____	_____
Other Sports:	_____	_____

Amenities and Services	Yes	No
Airport Transfer	_____	_____
Travel reservations	_____	_____
Vehicle rental	_____	_____
Vehicle washing	_____	_____
Children's recreational	_____	_____
Cots and high chairs	_____	_____
Colour television	_____	_____
Credit card facilities	_____	_____
Daily Newspapers	_____	_____
Doctor on call	_____	_____
Dentist/Nurse on call	_____	_____
Same day laundry	_____	_____
Excursions or Safaris	_____	_____
Foreign Exchange	_____	_____
Secure Parking	_____	_____
Air conditioned rooms	_____	_____
Radio in rooms	_____	_____
Refrigerator in rooms	_____	_____
Disabled facilities	_____	_____
Beauty salon	_____	_____
Information desk	_____	_____
Mail services	_____	_____
Business centre	_____	_____
Photocopy service	_____	_____
Safety deposit Boxes	_____	_____
Gift/curio shop	_____	_____
Fax services	_____	_____
Roll away Beds	_____	_____
Banking Facilities	_____	_____
Other amenities and services	_____	_____
	_____	_____
	_____	_____
	_____	_____

Activities and Camping	Yes	No
Bird watching	_____	_____
Game Drives	_____	_____
Boat Trips	_____	_____
Walking Trails	_____	_____
Rafting	_____	_____
Hiking	_____	_____
Canoeing (Mokoros)	_____	_____
Fishing	_____	_____
Camping facilities	_____	_____
Capacity of campsite	_____	_____
Facilities for campers	_____	_____
Are reservation required for camping	_____	_____
Other activities	_____	_____
	_____	_____
	_____	_____
	_____	_____

Banqueting and Conference Facilities	Yes	No
Number of conference rooms	_____	_____
Total Conference room seating capacity	_____	_____
Number of banqueting halls	_____	_____
Total Banqueting hall seating capacity	_____	_____
Film Projector	_____	_____
Slide projector	_____	_____
Overhead Projector	_____	_____
Lectern	_____	_____
Portable amplifier	_____	_____
PA system	_____	_____
Marker Boards Flip Charts	_____	_____
Television	_____	_____
Video Recorder	_____	_____
Tape Recorder	_____	_____
Spotlights	_____	_____
Stage	_____	_____
Secretarial Services	_____	_____
Translation Facilities	_____	_____
Telephone Points	_____	_____
Fax services	_____	_____

Monthly Accommodation Statistics

Monthly accommodation statistics are required but presently inconsistently reported at the district or national level. Without this information, it is quite difficult to accurately report on impact due to tourism. A facility has been provided to allow operators to capture the accommodation electronically in a spreadsheet which can be automatically loaded into the DoT central TSA system if forwarded to the offices in Gaborone. It is not clear why this is not being done.

In order to attempt to report on tourism use levels in Ngamiland, a similar facility to the one used by central offices is included in TIMS. It is recommended that requirement for enterprises to provide monthly accommodation statistics is pursued at both the district and central levels through written reminders and linkages to the renewal of inspection permits. The DoT needs to follow-up these reminders with demonstrated use of the information provided by the enterprises. This is proposed to be done with quarterly reports to the PMC and tourism representatives oversight group at the district level.

Integrated Checklist for Inspection

Once an enterprise is entered in TIMS, the license issue and expiry date will be used to determine when an inspection should be scheduled. The system has the ability to list all enterprises whose licenses will expire within the next three months. A blank integrated inspection list can be printed to take out to the enterprise for recording information during the inspection. Form Once the information is captured in the field it can be entered into TIMS for tracking. The existing information can be used on subsequent annual inspection to follow-up on outstanding issues from previous inspections. Figure 4 and 5 illustrate the new citizen empowerment and LAC screens in TIMS.

Figure 4: Citizen Empowerment Inspection Input Screen

Tourism Information Management System
 A Pilot District Level Database to Support Tourism Development in the Okavango Delta Ramsar Site

Main Menu
 Add Enterprise
 Add Facilities
 Add Visitor Satisfaction
 Add Citizen Empowerment
 Add Activities & Camping
 Add Amenities & Services
 Add Monthly Accommodation Statistics
 Add Inspection Checklist
 Edit Enterprise
 Edit Facilities
 Edit Visitor Satisfaction
 Edit Citizen Empowerment
 Edit Activities & Camping
 Edit Amenities & Services
 Edit Monthly Accommodation Statistics
 Edit Inspection Checklist
 View Enterprise
 View Reports

Enter Citizen Empowerment Details For An Enterprise

Enterprise Name: <--Select-->

Number Of Citizen Share Holders:

Percentage Of Citizen Share Holders: %

Number Of Employees:

Number Of Permanent Employees:

Number Of Male Employees:

Number Of Female Employees:

Number Of Employees Trained In Hospitality:

Number Of Citizen Employees:

Number Male Citizen:

Number Female Citizen:

Employment Equity:
 Citizen Employees Positions held ((Enter total number per position e.g Drivers 2 or 0))

	Management	Kitchen	House keeping	Maintenance	Guide	driver
Male:	<input type="text"/>					
Female:	<input type="text"/>					

None Citizen Employees Position held (Enter total number per position e.g Kitchen 15)

	Management	Kitchen	House keeping	Maintenance	Guide	driver
Male:	<input type="text"/>					
Female:	<input type="text"/>					

Procurement:
 Total amount of money spent on procuring local goods or from citizen companies (In Pula)
 What percentage is it of your total procurement?

Social Responsibilities:

DEPARTMENT OF TOURISM

INTEGRATED INSPECTION CHECKLIST

NAME OF FACILITY BUSINESS: _____ DATE OF INSPECTION: _____
 PLACE (TOWN/CITY/VILLAGE): _____ CONTACT PERSON: _____
 NAME OF INSPECTION OFFICER: _____ TELEPHONE: _____
 LICENCE EXPIRY DATE: _____ TRAINING LEVY STATUS: _____

1. Reception Area

YES/NO Observations

- Receptionist Available _____
- Is staff neatly uniformed with name tags _____
- Are walls, ceiling, carpet clean and in good condition _____
- Is general appearance of the area tidy _____
- Erection of sign to direct guest to reception area _____

2. Medical Facilities

- Is there a provision of first aid kit _____
- Status of supply (adequate or inadequate) _____

3. Entrance and Lobby

- Are there fire extinguishers/or other approved methods _____
- Is service record up to date _____

YES/NO

- Are there facilities for wheel chair users _____
- Are elevators working _____
- Is the lobby well lit _____
- Fire escape facilities indicated by prominent notices _____

4. Bedrooms

- Are mattresses firm _____
- Is good linen used _____
- Electric lighting and electricity outlet provided _____
- Electric lighting switch situated closed to the bed _____
- Lighting fixtures in good repair _____
- Are ice jugs, glasses available _____
- Waste paper basket provided _____
- Luggage rag provided _____
- Is ventilation adequate/inadequate _____

5. Bathrooms

- Is lighting adequate and lighting fixtures in good conditions _____
- Is general appearance, cleanliness of walls and ceiling good _____
- At least one bathroom and a toilet for every 8 beds which are not served by a private bathroom _____
- Hot and cold water provided _____
- Baths constructed with impervious material up to a height of 180cm, clean and free from chips _____
- Mirrors, wash basins clean and in good condition _____
- Are shower curtains, clips and rods in good condition _____
- Are there adequate bath towels, hand towels, wash cloth _____
- Is bathroom free from odour _____
- Toilet pans provided with lids and seats _____

YES/NO

- Provisions of toilet paper dispenser and suitable sanitary disposal in female toilet _____
- Fly screen in openable windows _____

6. Bar and Lounge

- Are uniforms being worn by staff members, clean _____
- Is furniture in good conditions _____
- Are washing facilities for glassware adequate and is a sanitiser used, hot and cold water provided _____
- Is there a fire extinguisher in the area _____
- Provision for storing glasses _____
- Asthrays provided _____

7. Kitchen

- Does staff have valid food handlers certificates _____
- Is staff attire provided and appropriate _____
- Are food handlers observing standard food preparation regulations (no smoking eating etc) _____
- Pantries wall tiles to height not less than 180 cm _____
- Separate wash hand basin with splash-back for the preparation of food _____
- Separate wash hand basin hot and cold water for use by staff _____
- Furniture tops and shelving of stainless steel or other impervious material _____
- External openings fly screened _____
- Adequate ventilation. Hot air fumes disposed of appropriate means _____
- No chipped or damaged utensils _____
- Impervious and graded, drained and coved corners _____
- Free from rodents and other vermin _____

YES/NO

- Are grease traps flushed daily _____
- Is there a fire extinguisher and regularly serviced _____
- Are hot and cold foods being held at their correct temperatures (140f hot of 45f cold) _____
- Are cutting boards free from splints, cleaned and sanitized after use _____
- Is meat thawed under refrigerated condition and not sinks _____

8. Dining Rooms

- Menu cards provided and clean _____
- Are walls, ceiling and floor areas clean and in good conditions _____
- Is cutlery/glassware spotless and without chips _____
- Air conditioner/rotating fans functional _____
- Staff members neatly attired in uniform _____
- Tooth picks available _____
- Is furniture in good conditions _____
- Adequate ventilation _____
- Where no air conditioners, are external openings fly screened _____

9. Food storage facilities

- Are refrigerators in good conditions _____
- Is correct temperature maintained _____
- Is there adequate air circulation _____
- Are storage facilities adequate _____
- Are floors, walls and shelves clean _____
- Are racks or platforms high enough to permit cleaning _____
- Is the area rodent/insect free _____
- Receival area floor clean, free from debris, food inspected _____
- The moved promptly to storage areas, any _____

YES/NO

evidence of rodents insects

10. Garbage Disposal Area

- Is there a provision for disposal of waste _____
- Is garbage container clean _____
- Is the area free from insects/rodents _____
- Final disposal? _____

11. Public Cloakrooms

- Urinal of stainless steel or other impervious material _____
- Toilet pan with lid, toilet paper dispenser bolted/
locking doors _____
- Wash hand basin with hot/cold water running _____
- Mirror of 60 x 80 cm and shelf _____
- Hand drying facilities, hooks for garments _____
- Adequate lighting and ventilation _____
- A chair or stool in ladies toilets _____
- A suitable form of sanitary disposal in ladies toilets _____
- Is there adequate supply of toiletries _____

12. Limits of Acceptable Change (If required for the LAC Zone)

- Are Inorganic Water variables being monitored _____
- Are Organic Water variables being monitored _____
- Are Soil and Terrestrial variables being monitored _____
- Are Air and Aerial variables being monitored _____
- Are Avian and Heronries being monitored _____
- Are cultural variables being monitored _____
- Are noise variables being monitored _____
- Are tourist encounters being monitored _____
- Are wildlife variables being monitored _____
- Are visitor experience variables being monitored _____

13. Citizen Empowerment

- Number of citizen shareholders
- Percentage citizen shareholders
- Number of employees
- Number of permanent employees
- Number of male employees
- Number of female employees
- Number of employees trained in hospitality
- Number of citizen employees
- Number of male citizen employees
- Number of female citizens employees

14. Employment Equity

- Citizen employment positions

(Enter number per position by gender)

	Management	Kitchen	House keeping	Maintenance	Guide	Driver
Male						
Female						

- Non- Citizen employment positions

(Enter number per position by gender)

	Management	Kitchen	House keeping	Maintenance	Guide	Driver
Male						
Female						

15. Local Procurement

- Total amount spent on local goods or citizen companies
- What percentage is this of total procurement

16. Social Responsibility

- Do you have social responsibility initiatives / programmes
- What amount is spent on SRI / programmes

5.2.2 Visitor Satisfaction (Expectations / Experience)

As noted in the tourism development plan and limits of acceptable change section, measurement of visitor satisfaction is one means to ensure that the tourism experience in the ODRS continues to meet the expectations visitors had when they planned their trips. Visitor experience to expectation is captured by form and entered into TIMS through the visitor satisfaction screen. The visitor experience form is based on the largely hotel centric Botswana Tourism Board’s visitor satisfaction form adapted to meet the needs of Ngamiland.

Tourism Information Management System
 A Pilot District Level Database to Support Tourism Development in the Okavango Delta Ramsar Site

Click [here](#) to download the Visitor Experience Expectation

Dear Guest, Thank you for choosing Botswana as your holiday destination. We hope you enjoyed your stay and look forward to welcome you in the near future. We value your feedback, which helps us to improve our service delivery in Botswana. Could you please take a couple of minutes of your valuable time, complete the following questionnaire.

Enterprise Name:	My expectation of this Enterprise	My experience of this Enterprise
<--Select-->	<--Select-->	<--Select-->
Facilities, Appearance, facilities equipment	<--Select-->	<--Select-->
Game drive experience	<--Select-->	<--Select-->
Walking trails in Delta	<--Select-->	<--Select-->
Motorised boat trips in Delta	<--Select-->	<--Select-->
Guided nature walks with tele-guide	<--Select-->	<--Select-->
Game viewing	<--Select-->	<--Select-->
Wildlife game viewing and bird watching	<--Select-->	<--Select-->
Seeking sightings of the 'Big Five'	<--Select-->	<--Select-->
Bird watching	<--Select-->	<--Select-->
Game lodge experience	<--Select-->	<--Select-->
Food and cuisine at lodges	<--Select-->	<--Select-->
Cultural experiences with local people, or at lodges	<--Select-->	<--Select-->
Travel and driving	<--Select-->	<--Select-->
Interactions between guests	<--Select-->	<--Select-->
Interaction with other staff	<--Select-->	<--Select-->

Figure 5: Visitor Experience Screen

Blank data capture forms can be printed out from the system. As this form is specific to Ngamiland, it currently is not captured or stored within the Department of Tourism. The means for distributing and capturing this information, either through the lodges or by survey need to be discussed and agreed upon. This form in its electronic form could be used to capture information online, once the Department migrates to an online system. The form is included on the following pages.

Dear Guest, Thank you for choosing Botswana as your holiday destination. We hope you enjoyed your stay and look forward to welcome you in the near future. We value your feedback, which helps us to improve our service delivery in Botswana. Could you please take a couple of minutes of your valuable time, complete the following questionnaire:

Enterprise Name:

Tangibles: Appearance facilities, equipment **My expectation of this Enterprise** **My experience of this Enterprise**

Game drive experience

Enjoyable	Very enjoyable
-----------	----------------

Mokoro trips on Delta.

Enjoyable	Neither Enjoyable nor Unenjoyable
-----------	-----------------------------------

Motorised boat trips on Delta.

--	--

Guided nature walks with field guide.

--	--

Game viewing.

--	--

Wetland game viewing and bird watching.

--	--

Seeking sightings of the "Big Five".

--	--

Bird watching.

--	--

Game lodge experience

--	--

Food and cuisine at lodges

	Very unenjoyable
--	------------------

Cultural experiences with local people / or at lodges

Arrival and checking

Air transfers between lodges

Interaction with safari staff.

EXPERIENCES

a. What were the two BEST experiences you had during your trip to the Okavango Delta?
Please enter them below

1)

2)

b. What were the two WORST experiences you had during your trip in Moremi?

1)

2)

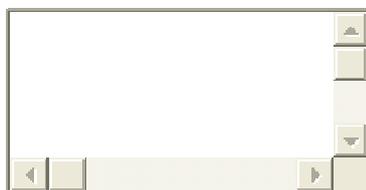


If you could improve one single aspect of your holiday experience in the Delta, what would it be and why?

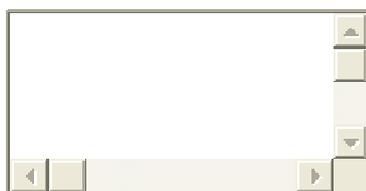
i. What:



ii. Why



Any other comments



Guest Full Name:

Guest Nationality:

Guest Email address:

Date:

5.3 Documents Provided by District Authorities Requiring Permits or Licenses to Operate a Tourism Enterprise

The following authorities submitted their requirements where possible in the form of a checklist for consideration of the creation of a district wide integrated checklist to facilitate the coordination and streamlining of tourism enterprise licensing. See section 2.6.3.

- Department of Tourism
- Tawana Land Board
- Department of Civil Aviation
- Department of Water Affairs
- Department of Immigration

DEPARTMENT OF TOURISM
Private bag 0047
Gaborone

Tel: 3953024
Fax: 3908675

GUIDELINES FOR PREPARING BUSINESS PLAN

STEP 1. – Preparing a Business Plan/Feasibility Study

1. A detailed background of the project must be provided, entailing the following:
 - **Name of the Company:** (registration certificates must be attached).
 - **Ownership:** Is the Company citizen or non-citizen owned?
 - **Location:** Specify the location of the project and analyse suitability.
 - **Nature:** of the operation or intended activity.
 - **Size:** of the operation in terms of investment, project cost, employment.
 - **Share Certificates/CV's Directors and Shareholders** to be attached.
2. **Management and Directorship** of the company must be indicated, including professional experience, the capacity and necessary qualities to oversee successful operation and running of the company, e.g. entrepreneurship skills, management skills, technical knowledge etc.
3. **Manpower Development or Staffing Levels, Sources a detailed Training Plan** outlining duration, cost per item, number of employees, the courses to be attended, the institution and staff welfare packages (where applicable) need to be highlighted.
4. **The Technical detail Aspects of the Project including Architectural Drawings/Technical Plans and Drawings** where necessary and also the orientation of the plans including sketches must be provided. (Title Deeds

Register, change of land use, lease agreements must be forwarded).

5. Tourism projects are very environmentally friendly. Therefore an **Environmental Impact Assessment/Analysis (E.I.A.)** of the project must be done (where applicable).

6. **A Feasibility Study** must be undertaken and a **SOUND Marketing Strategy Plan** need to be outlined with more emphasis on the following:

- **Need for the service.**
- Level of **competition.** Who are your competitors?
- The **priorities** of the business. What is of utmost importance in your project.
- **Promotion.**
- **Networking:** Nationally, regionally and internationally e.g. through the website, internet etc.
- **key Targets:** Target Markets/Outlets.
- **Advertising:** campaigns/Publicity.
- Any other relevant feasibility aspects of the project

7. **The financial Statements/Projects Cost Statements.**

The company must be in a position to demonstrate the following aspects:

- sufficient financial strength for the proposed investment
- proof of citizen/non-citizen equity
- proof of loan/overdraft facility
- financial projections or cash flows/revenue for the next (5) five years.

N.B. PLEASE INDICATE YOUR PROJECTS COSTS/EXPENDTURES against your intended source of finance/funding.

FINALLY, (8) EIGHT COPIES (i.e. 1 original copy plus 7 copies) OF THE FULL BUSINESS PLAN TOGETHER WITH ALL THE NECESSARY ATTACHMENTS/DOCUMENTS MUST BE SUBMITTED OTHERWISE YOUR APPLICATION WOULD NOT BE PROCESSED.

DEPARTMENT OF TOURISM
LICENCING, INSPECTION AND GRADING UNIT

1. Licence Requirements and Compliance Issues

(i) Licence Requirements

The following are the requirements to be fulfilled for an application for a Tourism Enterprise Licence:

- The application form must be filled in detail
- A copy of the certificate of incorporation and/or a copy of the certificate of registration of the business trading name should be attached
- Copies of the share certificates
- Companies proclamation by company secretaries i.e. Form 2
- Title deed or lease agreement/rental agreement- where the land was acquired for a different purpose other than the project you wish to undertake you should apply for a change of use.
- Approved technical/architectural building plans
- Detailed business plan covering the following aspects (attached) must be provided.

The Tourism Industry Licensing Board considers all applications which must be submitted directly to Department of Tourism Gaborone or through the Tourism Offices in the country. The Board meets four times a year to consider applications.

(ii) Compliance Issues

- Companies must be registered, licensed and operated in accordance with the provision of both the Tourism Act, 1992 and the Regulations of 1996
- Companies must pay Government Tax as determined by the Department of Taxes
- Licensed enterprises should also comply with all the Government Statutes which are applicable to their operations such as Land Act, Road Transport Act and Wildlife and National Parks Act and Regulations.

FORM A

REPUBLIC OF BOTSWANA

TOURISM ACT, 1992
(Act No. of 1992)

APPLICATION FOR LICENCE

The Director,
Department of Tourism,
P/Bag 0047,
Gaborone

(All information supplied on this form will be treated as confidential)

1(a). Please provide the name under which the tourist enterprise to be licensed will operate:

.....

1(b). Please list all other trade names that are connected to the above enterprise

.....

2. Is the enterprise named in 1(a) registered/ incorporated as a business/company in Botswana: Yes/No

(ii) Elsewhere: Yes/No. If yes, please state where:

.....

3. If registered/incorporated in Botswana, please provide:

(i) Date so registered (attach copy of certificate of registration/incorporation)

.....

(ii) Name, address and citizenship of each shareholder and percentage of shares retained by each shareholder.

.....

(iii) Name, address and citizenship of each director

.....

4. Has any Director or Shareholder been convicted within or outside Botswana of any serious criminal offence involving dishonesty, if so give details.....

.....

5. For which category of tourist enterprise is the licence required.

- A Facilities offered only on site e.g. hotel, motel. YES/NO
- B Facilities offered on and off site e.g. tourist camps. YES/NO
- C Facilities offered only off site e.g. mobile operators. YES/NO
- D Travel agent. YES/NO

6. Does the enterprise currently operate in any of the categories listed under 5:

- (a) Yes/No
- (b) Yes/No
- (c) Yes/No
- (d) Yes/No

7. If yes has been given in 6, please provide supporting details for each category concerned in regard to:

- (a) Existing premises including offices, workshops, tourist facilities, etc.....
- (b) Existing leases (please attach copies of such leases).....
- (c) Existing operations including details of assets.....
- (d) Existing staffing.....
- (e) Existing training plan (please attach copy submitted to Department of Labour)

(f) Tourism based activities or companies conducting such activities outside Botswana, including marketing or other tour operated facilities. In addition please list any international tourism based company in which Botswana shareholders or directors have an interest.....

- 8. Is the licence required for:
 - (a) existing operations; YES/NO
 - (b) new operations. YES/NO

9. If seeking a licence that includes new operations, please provide supporting details with regard to own initiative, including proposals in regard sites, scope of enterprise, style of operations, etc.....

10. Show proof that you have good prospects of acquiring the personnel, structures, equipment, land and financial resources required to provide the services associated with the business.....

- 11. Please indicate, with supporting details, over the next 5 years:
 - (a) What gross receipts are or will be paid outside Botswana?

(b) What expenditure is or will be incurred outside Botswana?

(c) What percentage of overall gross profit is or will be represented by the gross receipts which are paid outside Botswana?

(d) What percentage of gross receipts paid outside Botswana is or will be brought back to Botswana?

12. Please indicate, with supporting details, the proposed business plan for the tourist enterprise over the next 5 years.....

13. Please indicate, with supporting details, the proposed manpower training plan for the tourist enterprise (should not be less than two years).

14. If applying for a licence in regard to categories A or B, please indicate for each "on site" facility the suggested grading that should be applied.

- Staff welfare (packages, wages rations etc)

6. Environment impacts analysis – how the negative impacts borne out of the projects will be mitigated. (for projects located outside developed areas).

- What is the present state of the area/site applied for? Explain fully.
- How do you intend minimising the ecological impacts that may result from your developments on the site? Explain fully.
 - Is the site densely or sparsely vegetated?
 - How are you going to save the vegetation during development?
 - Is the area on a riverfronts/swampy area or other?
 - What type of buildings are you going to put up? (Specify the depth of building foundations, and if the structures are temporary or permanent).
- **Is the area/site applied for in a wildlife area (explain fully).**
 - Is the area in a wildlife migratory route?
 - Is the site grazing ground for any animal species?
- **Sewage (explain fully)**
 - What septic tanks/sewage system are you going to build/install?
 - Which system are you going to put in place?
 - What measures you take to dispose sewage if you are located outside designated development area?
 - What other management aspects are you going to put in place?
- **Litter (explain fully)**
 - How are you going to manage litter?
 - Where are going to dispose your litter?
 - What measures are you going to ensure there is no littering

7. Management/Directorship of applicant (where applicable)

- Professional experience/work relevant experience?
- Capacity and necessary qualities to oversee the project.

8. Financial Analysis

- Show how much the project will cost
- Sources of finance (where you will get the money to invest on the project).

GENERAL GUIDELINES FOR THE APPLICATION OF LAND FOR TOURISM RELATED ACTIVITIES

1. A detailed background of the intended project must be provided, entailing the following: -

- Name of applicant
- Citizenship/Nationality
- Exact location of area applied for (including a detailed location sketch)

2. General features

This should be a general description of the intended activity (ies);

- What purpose do you intend to use the site for?
- How will activities be carried out?
- What does it involve?

3. Physical & Technical Plan

Description and Sketch

All planned developments must be detailed i.e.

- scaled plans drawings
- number and type of accommodation for clients
- ablutions
- staff facilities
- workshops
- sewage disposal
- waste disposal
- water provision for human consumption
- energy for heating water
- lighting or fueling
- stores

4. Marketing Plan

- Marketing strategy
- Need for the service/demand
- Competition
- Promotion strategy (advertising, publicity)
- Target market (who are your clients)

5. Staffing

- The number and type of staff required (staffing levels)
- Source (from where are you going to recruit your staff)
- Training plan (applicable only for major projects)

DEPARTMENT OF TOURISM

LICENCE RENEWAL APPLICATION FORM

1. Name of Company:.....
(Please, state both the registered and trading names where applicable)
2. Postal Address:.....Taxation No:.....
3. Telephone No:..... Fax No:..... Email Address:.....
4. Physical Location:..... Area:.....
District/Town Council:.....
5. Current Licence No:..... Place of Issue:.....
6. Category of current licence (A,B,C and D):.....
7. If your licence is category A or B, please provide the following information

Total Number of Rooms/Tents	Total Number of Beds available to Guests	Total Number of beds sold during the past 12 months	Total occupancy rate for the past 12 months	Total length of guest stay (Nights only) for the past 12 months

8. Is the company currently operating? Yes/No (Circle the answer)
9. If the answer to 8 is No, provide a brief explanation:.....
.....
10. Current level of employment (Full time employees only)

Citizens	Name	Sex	ID No:	Educational Level	Job Title

(N.B Attach separate list if necessary)

Non - Citizens	Name	Sex	Work Permit Number	Educational Level	Job Title

(N.B Attach separate list if necessary)

11. Job category occupants.

	Non Supervisory Jobs	Supervisory Jobs	Middle Management Jobs	Senior Management Jobs	Total
Citizens					
Non - Citizens					
Total					

12. Man power Training

a) Has the company/business implemented any manpower training program? Yes/No (Circle the answer)

b) If the answer provided above is Yes list the name(s) of staff member/s sent for training over the past 12 months.

Name of staff member	Institution	Course offered	Duration

13. Has the business owner/manager been convicted for violating any of the laws and regulations pertaining to the operations of the company in the past 12 months?

Yes/No (Circle the answer)

14. If the answer to 13 is yes, state the nature of offence:.....

15. I(Name of person filling the form) certify that the information given above is true and correct.

16. Signature:..... Date:.....

17. Position in the company

FOR OFFICIAL USE ONLY

18. Date on which application was received

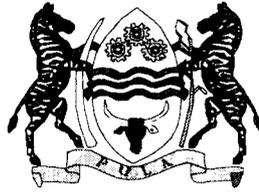
19. Date on which application was approved/rejected

20. If rejected, state reasons for rejection.....

21. Name of Licencing Officer ID No.....

22. Signature of Licencing Officer..... Date

TELEPHONE: 6860238
FAX : 6860186
TELEX : AFTN 2912 BD



REPUBLIC OF BOTSWANA

DEPARTMENT OF CIVIL AVIATION
P. O. Box 54
MAUN
BOTSWANA

MN/DCA 2/2 I (65)

To: Board Secretary
Tawana Land Board
P.O.Box 134
Maun

Dear Sir,

RE: INTERGRATED CHECKLIST FOR THE ESTABLISHMENT AND SUSEQUENT INSPECTIONS FOR A TOURISM ENTERPRISE LICENCE

Reference is made to your letter TLB/R11 (134) requesting information on licensing/ inspections/permits. The Department of Civil Aviation licence aerodromes (Airfields), carry out inspections of Aerodromes and issue temporary Air Service permits (TASP) to foreign aircraft operators.

- Name of Department - Civil Aviation
- Name of required permit - Temporary Air Service Permit
- Relevant act that specifies the requirement – Civil Aviation Act (1975), Aviation Security Act (1993)
- Relevant Regulations - Air Transport (TASP) Regulations, Air Navigation Regulations 1977-78
- Relevant Standards - A service performed by any aircraft other than a scheduled service, for hire or reward in an aircraft not registered in Botswana from a place outside Botswana to a place in Botswana shall apply to the Director of Civil Aviation for a temporary Air service Permit
- Requirements to issue permit
 - operator's name and address
 - Aircraft type, registration and flight number
 - Date and time of departure on journey to Botswana, route and estimated time of arrival at destination
 - Date and time of departure from Botswana, route and destination
 - Name of Captain
 - General nature of freight, and weight
 - Number and nationality of passengers
 - Name of charterers

Yours faithfully,


S. Seleke

For/Airport Manager

DEPARTMENT OF CIVIL AVIATION

AERODROME INSPECTION REPORT

AERODROME :

OWNER :

TELEPHONE/FAX :

VALIDITY/FILE :

INSPECTION TEAM :

DATE :

A. AIP INFORMATION : **OBSERVATIONS**

1. LOCATION :

2. ELEVATION :

3. RUNWAY QDM :

4. RUNWAY DIMENSIONS :

B. SURVEY/COMMENTS

1. RUNWAY SURFACE AND ITS CONDITION

2. TAXIWAY

3. APRON

4. RUNWAY STRIP

5. WINDSOCK
6. RUNWAY MARKERS
7. AERODROME NAME
8. FENCING
9. OBSTACLES
10. FIRE EXTINGUISHERS
11. FIRST AID BOX
12. SHELTER
13. OTHER REMARKS
- 14.

C. REMARKS AND RECOMMENDATIONS AIRFIELD

Following remarks and recommendations have been made after
the inspection of Airfield on

DEPT. OF WATER AFFAIRS, Botswana

BOAT REGISTRATION

1. Expect to see a boat displayed with registration number
2. Registration number is identical to the vehicle registration number
3. Number plate is painted with white colour and the number is written in black letters
4. Number plate should be on both sides in front of the boat
5. The owner is expected to produce the registration papers when a need arise

BOREHOLES

1. The validity of the borehole area and authority issued by the Tawana Land Board
2. How the borehole looks like, i.e. whether the pumping unit is installed as per the regulations
3. To check whether the owner is complying with the amount of water abstraction he has been sanctioned under Water Act.

CLEANING THE BOREHOLES

1. Checking the water level in the borehole
2. Checking the rust in the casing pipe
3. Checking the borehole depth before cleaning
4. After cleaning, to repeat 1, 2, and 3.
5. To check whether there is any improvement in water level after cleaning.

Water Pollution control and Data sheet is enclosed



DEPARTMENT OF WATER AFFAIRS
WATER QUALITY AND CONSERVATION DIVISION

WATER POLLUTION CONTROL DATA SHEET

NAME OF FACILITY:.....

FACILITY TYPE:.....

FACILITY AREA (Town/Village):.....

Inspection Series

1				
---	--	--	--	--

1. General Information

Contact Person:

Name:.....

Position:.....

Address:.....

Tel:..... Fax:..... E-mail.....

2. Details of Facility

2.1 Facility Area:.....

2.2 Slope Direction:.....

2.3 Distance to Water Course:.....

2.4 Longitude..... Latitude.....

3. Physycal Features of the area

3.1 Geological Vulnerability:.....

3.2 Surface Soils.....

3.3 Climate:.....

3.4 Vegetation:.....

3.5 Geology:.....

3.6 Use of adjoining land:.....

4. Description (including "flow diagram") of processes

Description:

.....
.....
.....
.....
.....
.....

.....
.....
.....
.....

5. Details of Production

- 5.1 Principal materials used:.....
- 5.2 Present Production:.....
- 5.3 Planned max production:.....
- 5.4 Normal Hours of operation.....
- 5.5 No of Persons using facility:.....
- 5.6 Max capacity (No of persons):.....
- 5.7 Laundry:.....
- 5.8 Canteen:.....
- 5.9 Ablution:

6. Water Entering Site

- 6.1 Source of water supply
 - a) Principal Source:..... Quantity (m3/day):.....
 - b) Other Sources:..... Quantity (m3/day):.....
 - c) Total Quantity (m3/day):.....
 - 6.2 Supplier:
 - 6.3 WAB Abstraction Right No..... Dated:.....
 - 6.4 Water Use.....
-
.....
.....

7. Water Leaving Site

- 7.1 Are you licensed with DWM&PC? (Y/N).....
- 7.2 Discharge Permit No:..... Dated:.....
- 7.3 Discharged Wastewater Composition:.....
- 7.4 Effluent quality requirement.....
- 7.5 Does the facility have Inlet and Outlet meters? (Y/N).....
- 7.6 Discharge Destination
 - A) Treated Quantity m³/day:
 - Foul sewer:
 - Storm drain:
 - Natural watercourse:
 - Ground absorption:

Evaporation Ponds:
Other (specify):

B) Untreated Quantity m³/day

Foul sewer:
Storm drain:
Natural watercourse:
Ground absorption:
Evaporation Ponds:
Other (specify):

7.7 Water body likely to be affected by discharge

Surface water:.....

Ground water aquifer:.....

Comments:.....
.....
.....
.....
.....

8. Waste Management

3.1 Proper Oil and Chemical Storage: (Y/N).....

3.2 Types of Waste

- a) Solid:.....
- b) Liquid:.....

3.3 Quantities of wastewater generated:.....

3.3 Wastewater treatment:

3.4 Methods of Waste Disposal

- a) Solid:.....
- b) Liquid:.....

9. Assessment Scheme

9.1 Wastewater Load (mg/l) unless otherwise stated

pH:..... Na⁺.....
EC:..... K⁺.....
TDS:..... Ca⁺.....
TSS:..... NO₃²⁻.....

Turbidity:.....	PO ₄ ²⁻
DO:.....	NO ₃ ⁻ -N.....
Sulphates (SO ₄ ²⁻):.....	NH ₄ -N.....
Mg ²⁺	SAR value.....

9.2 Does discharged wastewater comply with regulations (y/n):.....

9.3 Comments:.....
.....
.....
.....
.....
.....

9.4 Pollution Potential:.....
.....
.....
.....
.....
.....

Inspected by:.....Dated:.....

Assessed by:.....Date:.....

9.5 Recommendations by Management.
.....
.....
.....
.....
.....
.....

Name:..... Signature:.....

Date.....

Dispatched to:..... By:.....

Date:.....

CHECKLIST – NOTES

REQUIRED DOCUMENTS FOR RESIDENCE PERMIT APPLICATIONS:

- a) No application shall be accepted without the necessary requirements.
- b) Form 16 must be completed and signed by the applicant.
- c) Immigration Declaration Form 1 should be completed by the applicant on arrival.

FRESH BUSINESS/INVESTOR:

- a) Fees Immigration P500 Labour P1000
- b) Form 1
- c) Form 4
- d) Form 16
- e) Four identical passport sized photos
- f) Passport copies
- g) Share certificate
- h) Certificate of incorporation
- i) Recent bank statement
- j) Form 2 showing list of directors
- k) Lease agreement
- l) List of assets and value
- m) Number of employees

I..... certify that I have checked the application and all stipulated requirements in the checklist are submitted.

NAME:.....SIGNATURE:..... DATE:.....

RANK:..... STATION:..... DATE:.....

Form LD/20 (Revised 1999)

GOVERNMENT OF BOTSWANA

LABOUR INSPECTION FORM

Labour Office:.....

Classification.....

PART A

PARTICULARS OF UNDERTAKING

1. Employer/Company:..... Manager/Director:.....
2. Type of undertaking:.....
3. Address: Postal:..... Physical:.....
.....
.....
Telephone No:
Fax No:
4. (a) Date of inspection.....
(b) Date of last inspection:

PART B

BASIC EMPLOYMENT STANDARDS

5. (a) Working days per week:.....
(b) (i) Hours of work per day:.....No. of shifts..... Hours of over time per day.....
(ii) Tea break:..... (iii) Lunch break..... (iv) Overtime rate:
 - (c) (i) Rest period:.....
(ii) Overtime rate:.....
 - (d) (i) No. of paid Public Holidays:.....
(ii) Rate of pay:.....
6. (a) Probationary period (i) Skilled Workers:.....
(ii) Unskilled Workers:.....

12. (i) If factory, is it registered? Yes/No
(ii) Are there lifting equipment and pressure vessels? Yes/No
(iii) Is water provided? Yes/No
(iv) Are sanitary facilities available? Yes/No
(v) Is a First Aid Kit provided? Yes/No
Other safety observations:.....
.....
.....

PART D

MISCELLANEOUS: UNIONISATION, LOCALISATION, RECRUITMENT, ETC

13. (a) Membership of employers organisation Yes/No Name:.....
(b) (i) Membership of a trade union Yes/No Name:.....
(ii) Number of employees belonging to the trade union:
14. (a) Any collective labour agreement: Yes/No
(b) If yes (a) date of agreement:.....
(ii) date of registration:.....
15. Total work force (i) Number of citizens:.....
(ii) Number of non-citizens:.....
(iii) Number of males:.....
(iv) Number of females:.....
16. (a) Has a training and localisation programme been submitted to Commissioner of Labour?
Yes/No.
(b) If yes, state duration of the programme:.....
(c) If no, why not?.....
.....
17. Method of recruitment (ESU, Internal/External Media, Private agencies etc):.....
18. (a) Has there been retrenchment in the last 6 months? Yes/No.
(b) Number of males affected: No. of females affected:

* Gross salary/wage shall without prejudice to its general definition include:

- (a) All cash payments and bonuses received by employees from their employers.
- (b) Contributions such as social insurance contributions paid by employees and deducted by their employers.
- (c) Deductions from wages other than those referred to in (b) above.

22. Wages (a) Citizens
- (i) Minimum:.....
 - (ii) Maximum:.....
 - (iii) Average wage for citizens (Excluding Managers and Supervisors).....
- (b) Non-Citizens
- (i) Minimum:.....
 - (ii) Maximum:
 - (iii) Average wage for Non-Citizens (Excluding managers and supervisors).....
- (c) Number of employees paid below the minimum wage rate (if any):.....
- (d) Reasons for underpayment:.....

23. Counterpart Trainees

Name	Occupation	Salary	Qualification	Length of Service	Years of Relevant Experience	Projected year of Localisation

24. Comments from last Inspection (DLO/Inspector):.....

25. Inspection Officer's Comments:.....

Signed:.....

Date:.....

District Labour Officer

Date:.....

Checked By:.....

Action required/Taken.....

Head Office Use:

Checked by:.....

Action required/Taken:

.....

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Section 4 – Implementation Programme



Prepared for:

North West District Council
Private Bag 01
Maun, Botswana

Department of Tourism
P O Box 439
Maun, Botswana



June 2007

CONTACTS DETAILS

IMPLEMENTING AGENT	Ngamiland Regional Tourism Office Department of Tourism Maun
CONTACT DETAILS	P O Box 439 Maun, Botswana Tel: +267 6860492 Fax: +264 6861676
TECHNICAL ADVISORS	Kent Burger
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DOCUMENT INFORMATION	
DOCUMENT NUMBER	
DOCUMENT TITLE	
FILE NAME	

Contents

1	NGAMILAND TOURISM IMPLEMENTATION PROGRAMME	1
1.1	INTRODUCTION.....	1
1.2	USING THE IMPLEMENTATION PROGRAMME.....	2

1 Ngamiland District Tourism Implementation Programme

1.1 Introduction

The implementation programme is developed by integrating the strategic interventions with the spatial tourism development planning that is guided by the higher level of the strategic framework (refer to section 1.6, *Implementing the Strategic Framework*). The implementation plan is the tool proposed to be used by the implementing partners to direct and monitor tourism development in Ngamiland.

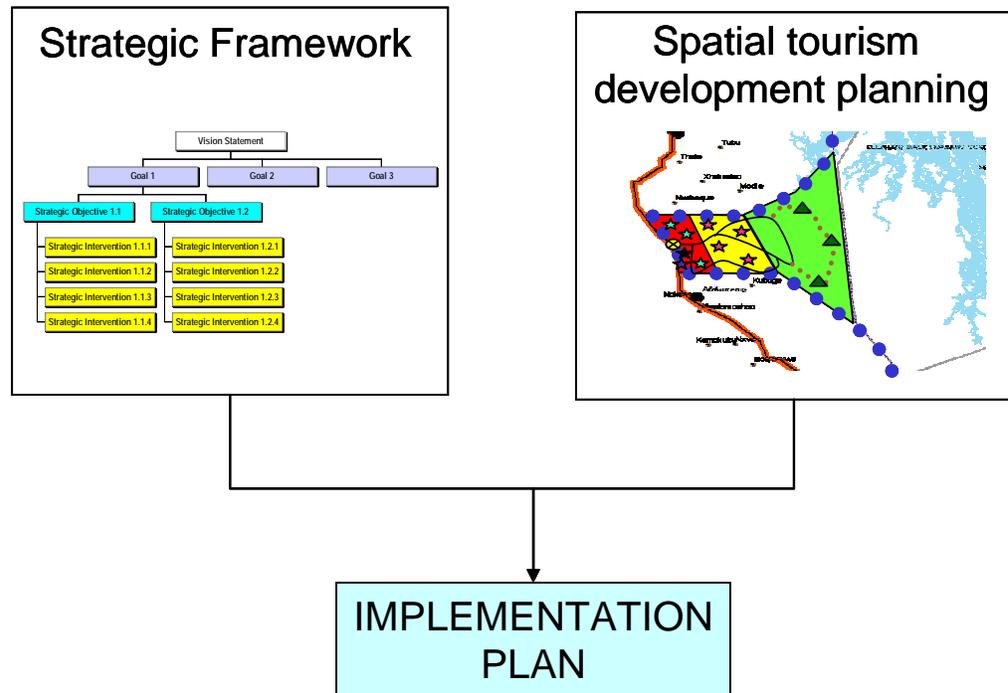


Figure 1: Inputs to the Implementation Plan

Figure 1 illustrates a tabular format from the strategic framework and a map based or spatial format from the tourism development planning. The resulting output is presented in tabular format, although the tables were produced in a structure that would allow future map based tracking of progress of plan implementation.

The Ngamiland Tourism Development Plan is a long-term thirty year planning document. Many of the proposed interventions and activities may not take place until suitable political will and enabling conditions are demonstrated. The implementation programme therefore does not presently include specific details for actual implementation relating to duration and costs as these may change dramatically by the time the activities are endorsed or planned for in district level planning documents.

The implementation programme presents in tabular format the goals, strategic objectives and strategic interventions from the strategic framework. These are followed by the recommended activities from the spatial planning documents for the individual TDAs. Reference is then made to the specific location of the activity in a TDA or in some cases applies to all TDAs. The institution responsible for the activity and any development partners follow for each activity. The priority specified for the intervention in the TDA planning documents and the recommended phasing follow in the next two columns. Many activities are integrated and depend on a decision to for example, develop an ecotourism park,

therefore the timing of many activities is dependent on preceding activities taking place. Inputs are proposed, but not detailed as more information will be needed from detailed follow-on planning documents, although references to section detailing the activities in the documents are included.

1.2 Using the Implementation Programme

The implementation programme is seen as a working document to support management and monitoring of the activities proposed in the Ngamiland Tourism Development Plan. It will require updating and adjusting based on the preferences of the stakeholders and changes in priorities for development within the district. The version presented in the following tables is informed by the consultants responsible for the development of the ODMP Tourism Component and is largely indicative. Once the Tourism Development Plan is approved and implementation begins, greater detail can be incorporated into the document.

The implementation programme may be best utilized as an electronic document as it has been developed to facilitate sorting by strategic intervention, location, responsible institution or priority. For project management it may be linked or imported to project management software. As an electronic document it can be easily expanded to include addition fields to supporting costing and development of activities proposed in the plan.

It is important that the implementation programme does not lose traction, and suggested that along with the tourism monitoring programme, that the implementation programme is shared and reviewed at the highest level in the district as part of the quarterly meeting with the Project Management Committee (PMC) and the representatives of the tourism industry operating in the district.

GOALS	Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE	
<i>Strategic Objectives</i>						CAPACITY BUILDING		
Strategic Interventions								
Activities								
GOAL 1: TO CONSERVE THE TOURISM RESOURCE BASE OF THE OKAVANGO DELTA .								
<i>Strategic Objective 1.1 - To ensure the effective planning and regulation of tourism in the Okavango Delta.</i>								
	Strategic Intervention 1.1.1- Compile detailed inventory of tourism resources and attractions	District wide	DoT, PMC - Oversight Group	High	Year 1	Ongoing	Quarterly reports and meetings (contract data input?)	Tourism Monitoring Section
	Strategic Intervention 1.1.2 - Ensure Maintenance and Accessibility of Ngamiland Tourism Development Manual	District wide	DoT	Medium	Year 3	Ongoing	Consultants	Tourism Development Plan
	Strategic Intervention 1.1.3 - Ensure Tourism Monitoring Programme is functional with an effective data dissemination system in place	District wide	DoT, PMC - Oversight Group	High	Year 1	Ongoing	Database maintenance and updating (Contract?)	Tourism Monitoring Section
	Review proposed monitoring forms and incorporate into normal operations	District wide	DoT, PMC - Oversight Group	High	Year 1	Ongoing	Database maintenance and updating (Contract?)	Tourism Monitoring Section
	Assess reporting requirements to different stakeholder groups and revise reports.	District wide	DoT, PMC - Oversight Group	High	Year 1	Ongoing	Database reporting functions	Tourism Monitoring Section
	Strategic Intervention 1.1.4 - Ensure systematic and regular planning for the ODRS using adaptive management principles	ODRS	DEA, HOORC, BioOkavango Project	Medium	Year 3	Ongoing	Assessment of management effectiveness	Limits of Acceptable Change
	Annual assessment and reporting of LAC monitoring results to PMC.	ODRS	DEA, HOORC, BioOkavango Project, DoT, LAC Reference Group	High	Year 1	Ongoing	Workshop	Limits of Acceptable Change
	Implement recommendations in Tsodilo Hills tourism development plan	Tsodilo	DoT, Tawana Land Board, NWDC	Medium	Year 1	Ongoing	Planning and monitoring meetings	Section 1.8.1 Tsodilo
	Plan proposed Tsodilo protected area under the guidelines of establishing an integrated Tsodilo and Kaudom	Tsodilo	DoT, Tawana Land Board, NWDC, DWNP, CBO	Medium	Year 3	One off activity	Consultants	Section 1.8.2 Tsodilo

GOALS	Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
Strategic Objectives						CAPACITY BUILDING	
Strategic Interventions							
Activities							
protected area / Mahango Game Reserve Transfrontier Conservation Area							
Strategic Intervention 1.1.5 - Move towards a comprehensive CDF planning approach that incorporates biodiversity and formal conservation sensitivity analysis	ODRS	DEA, HOORC, BioOkavango Project	Medium	Year 5	Periodic	BioOkavango	Limits of Acceptable Change
Exchange visit to SANParks focusing on conservation development framework implementation	ODRS	DEA,	Medium	Year 3	Periodic	Travel and accommodation costs	Limits of Acceptable Change
Strategic Intervention 1.1.6 - Review of the Controlled Hunting Concessions	District wide	Tawana Land Board, DoT	High	Year 1	Immediate	Consultants - land use planner, tourism planner	Section 1.8.2 ODC TDA Limits of Acceptable Change
Extend existing leases for a period of time to review current concession lease framework and CHA boundaries.	Okavango Core	Tawana Land Board, DoT	High	Year 1	Immediate	Consultants - land use planner, tourism planner	Section 1.8.2 ODC TDA
Strategic Objective 1.2 - To minimize the adverse impacts of tourism-related infrastructure and activities on the tourism resource base.							
Strategic Intervention 1.2.1 - Undertake effective planning of appropriate infrastructure	All TDAs	DoT, Physical Planner, Department of Roads	High	Year 1	After planning endorsement	Consultancies and contractors	All TDA documents
Maun Tourism Precinct	Maun	DoT, Tawana Land Board, NWDC	Very High	Year 1	After planning endorsement	Urban design consultant	Section 1.8 Maun TDA
Identify 'one stop' shopping zone	Maun	DoT, Tawana Land Board, NWDC	Very High	Year 1	After planning endorsement	Urban design consultant	Section 1.8 Maun TDA
Create tourism hub for Maun	Maun	DoT, Tawana Land Board, NWDC	Very High	Year 1	After planning endorsement	Urban design consultant	Section 1.8 Maun TDA
Upgrade roads in Maun Tourism Precinct	Maun	Dept. of Roads	High	Year 3	After planning endorsement	Contractors	Section 1.10.1 Maun TDA

GOALS			Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
<i>Strategic Objectives</i>								CAPACITY BUILDING	
Strategic Interventions									
Activities									
		Upgrade A35 road to promote Western Tour Route	Western Tour Route, Panhandle	Dept. of Roads	Medium	Year 5	After KAZA market expansion	Road engineers and EIA	Panhandle and Western Tour Route TDA
		Tourist Information Centre in Maun	Maun	DoT, Tawana Land Board, NWDC, Tourism Associations	High	Year 5	Once off	Design Consultancy	Section 1.10.2 Maun TDA
		Tourist Information Centre at Gumare and Sehitwa	Western Tour Route	DoT, Tawana Land Board, NWDC, Tourism Associations	Low	Year 5	Once off	Design Consultancy	Section 1.8.4 Western Tour Route
		Telecommunications	Maun	BTC	Very High	Year 1	Once off	Existing project?	Section 1.10.2 Maun TDA
		Telecommunications	Maun, Moremi-East, Western Tour Route, Tsodilo, Panhandle	BTC	High	Year 5	Once off	Existing project?	Telecommunications Section of all TDAs
		Road Signage	All TDAs	DoT, Dept. of Roads	High	Year 2	Ongoing	Consultancy	Section 1.10.2 Maun TDA
		Road Signage	Western Tour Route	DoT, Dept. of Roads	Low	Year 5	Ongoing	Consultancy	Section 1.8.1 Western Tour Route
		Proposed Maun Ecotourism Park	Maun	DoT, Tawana Land Board	Very High	Year 2	Integrated with park development	Consultative meetings	Section 1.9 Maun TDA
		Veterinary fence realigned to create shop window	Maun	DoT, Veterinary Dept., CBO	Very High	Year 2	Integrated with park development	Consultative meetings	Section 1.9 Maun TDA
		Agriculture and livestock activities harmonized with tourism	Maun	DoT, Veterinary Dept., MoA, CBO	Very High	Year 2	Integrated with park development	Consultative meetings	Section 1.9 Maun TDA

GOALS			Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
	<i>Strategic Objectives</i>							CAPACITY BUILDING	
	Strategic Interventions								
	Activities								
		Wildlife migration promoted into ecotourism zone	Maun	DWNP	Very High	Year 2	Integrated with park development	Departmental planning inputs	Section 1.9 Maun TDA
		Ecotourism zone linked with Maun Tourism node	Maun	DoT, Tawana Land Board, Dept. of Roads	Very High	Year 2	Integrated with park development	District planning inputs	Section 1.9 Maun TDA
		Gumare Ecotourism Park	Western Tour Route	DoT, Tawana Land Board	Medium	Year 5	Integrated with park development	Consultative meetings	Section 1.7.3 Western Tour Route
		Veterinary fence realigned to create shop window	Western Tour Route	DoT, Veterinary Dept.	Medium	Year 5	Integrated with park development	Consultative meetings	Section 1.7.3 Western Tour Route
		Agriculture and livestock activities harmonized with tourism	Western Tour Route	DoT, Veterinary Dept., MoA	Medium	Year 5	Integrated with park development	Consultative meetings	Section 1.7.3 Western Tour Route
		Wildlife migration promoted into ecotourism zone	Western Tour Route	DWNP	Medium	Year 5	Integrated with park development	Departmental planning inputs	Section 1.7.3 Western Tour Route
		Establish road and track network inside ecotourism park	Western Tour Route	DWNP	Medium	Year 5	Integrated with park development	Contractors	Section 1.7.3 Western Tour Route
		Establish boreholes and tourist facilities such as game and bird hides.	Western Tour Route	DWNP	Medium	Year 5	Integrated with park development	Contractors	Section 1.7.3 Western Tour Route
		Moremi-East Ecotourism Park	Moremi-East	DoT, DWNP	Very High	Year 1	Integrated with park development	Consultative meetings	Section 1.10.1 Moremi-East
		Propose 'Wild Area' zones for Moremi Game Reserve and Chobe protected area	Moremi-East	DoT, DWNP	Very High	Year 1	Integrated with park development	Consultative meetings	Section 1.10.1 Moremi-East
		Propose visitors and operators are given 'traversing' rights to wild areas in Moremi Game Reserve and Chobe protected area	Moremi-East	DoT, DWNP	Very High	Year 1	Integrated with park development	Consultative meetings	Section 1.10.1 Moremi-East

GOALS			Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
<i>Strategic Objectives</i>								CAPACITY BUILDING	
Strategic Interventions									
Activities									
		Propose that severely degraded parts of Moremi Game Reserve are closed or restricted for rehabilitation.	Moremi-East	DoT, DWNP	Very High	Year 1	Integrated with park development	Consultative meetings	Section 1.10.1 Moremi-East
		Issue a new category of mobile license that restricts access to the Moremi Game Reserve to mobile operators. (limits self drives and encourages emerging tour operators)	Moremi-East	DoT, DWNP	Very High	Year 1	Integrated with park development	DoT regulations review and upgrading. Current activity.	Section 1.10.2 Moremi-East
		Establish a new framework for lease in the TDA that permits footprint leases for the establishment of a range of tourism products in the TDA.	Moremi-East	DoT, DWNP	Very High	Year 1	Integrated with park development	Consultative meetings	Section 1.10.2 Moremi-East
		Develop a well planned track network in new TDA designed to give visitors from the preferred market segments a quality bush and game viewing experience	Moremi-East	DoT, DWNP	Very High	Year 2	Integrated with park development	Consultative meetings	Section 1.10.2 Moremi-East
		Establish visitor information centres at Thamalakane, Khwai and Mababe.	Moremi-East	DoT, DWNP	Very High	Year 3	Integrated with park development	Planning, design and contracting	Section 1.10.2 Moremi-East
		Draft detailed tourism precinct development plan for the TDA	Moremi-East	DoT, DWNP, Tawana Land Board	Very High	Year 2	Integrated with park development	Planning, design and contracting	Section 1.10.2 Moremi-East
		Upgrade and pave road to Seronga	Panhandle	Dept. of Roads	Medium	Year 5	Currently planned?	Contractors	Section 1.10.1 Panhandle
		Construct a bridge over the Okavango River at Mohembo	Panhandle	Dept. of Roads	Medium	Year 5	Currently planned?	Contractors	Section 1.10.1 Panhandle
		Plan tourism information centre for Mohembo West	Panhandle	DoT	High	Year 3	Integrated with TDA planning	Planning, design and contracting	Section 1.10.3 Panhandle
		Plan tourism information centre for Nsamasere	Panhandle	DoT	Medium	Year 5	Integrated with TDA planning	Planning, design and contracting	Section 1.10.3 Panhandle
		Plan tourism information centre for Seronga	Panhandle	DoT	Low	Year 5	Integrated with TDA planning	Planning, design and contracting	Section 1.10.3 Panhandle

GOALS			Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
<i>Strategic Objectives</i>								CAPACITY BUILDING	
Strategic Interventions									
Activities									
		Draft detailed tourism precinct development plan for Seronga Tourism Hub	Panhandle	DoT	Medium	Year 5	Integrated with TDA planning	Consultants	Section 1.10.11 Panhandle
		Proposed Tsodilo protected area	Tsodilo	DoT, DLUPU	Medium	Year 5			Section 1.9.1 Tsodilo
		Establish a network of roads and tracks for proposed Tsodilo protected area	Tsodilo	DoT, Dept. of Roads	Low	Year 5 - 10	Integrated with park development	Consultative meetings	Section 1.9.1 Tsodilo
		Link roads in Tsodilo with Kaudom protected area in Namibia	Tsodilo	DoT, Dept. of Roads	Low	Year 5 - 10	Integrated with TDA planning	Planning, design and contracting	Section 1.9.1 Tsodilo
		Ensure that appropriate immigration control and administration mechanisms are in place at border crossings between Botswana and Namibia	Tsodilo	DoT, Dept. of Immigration	Low	Year 5 - 10	One off activity	Meetings	Section 1.9.1 Tsodilo
		Establish high order tourism information centre at Tsohdilo World Heritage Site	Tsodilo	DoT	Medium	Year 5	Integrated with TDA planning	Planning, design and contracting	Section 1.9.4 Tsodilo
		Prepare detailed tourism development plan for Gumare Ecotourism Park	Western Tour Route	DoT	Medium	Year 5	Ongoing	Tourism planning consultants	Western Tour Route TDA
		Complete spatial demarcation of TDAs as supporting infrastructure is developed, i.e. road improvements, veterinary fence realignments	Western Tour Route, Maun, Tsodilo, Moremi-East	DoT, Tawana Land Board	High	Year 2	Ongoing	Land use planner(s)	Section 1.9.2 Moremi-East TDA (Get other section references)
		Undertake detailed planning process to ensure a sustainable tourism product that will become a national asset	Tsodilo	DoT, Tawana Land Board, DWNP	High	Year 3	Integrated with TDA planning	Consultants - (if necessary)	Section 1.8 Tsodilo
		Strategic Intervention 1.2.2 - Establish guidelines for responsible tourism operation	District wide	DoT, Tourism Associations	Medium	Year 3	Periodic review	Consultants - (if necessary)	Tourism Development Plan

GOALS		Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
Strategic Objectives							CAPACITY BUILDING	
Strategic Interventions								
Activities								
	Strategic Intervention 1.2.3 - Ensure effective monitoring of impacts of tourism infrastructure and activities on tourism resource base	District wide	DoT, DEA, Physical Planner, Department of Roads	High	Year 1	Ongoing	Stakeholders	Limits of Acettable Change
	Ensure that LAC monitoring is included as part of the enterprise licensng requirements	District wide	DoT	High	Year 1	Once off	Planning meetings	Tourism Monitoring and Limits of Acceptable Change
	Strategic Intervention 1.2.4 - Respond to adverse biophysical and visitor satisfaction data	District wide	PMC - Tourism Oversight, DoT, Tourism Associations	High	Year 1	Ongoing	Appropriate Authority ie. DWNP; DoT; NWDC; TLB	Limits of Acettable Change, Tourism Monitoring
	Rehabilitate game viewing tack network in those areas of high game viewing potential that have been heavily impacted.	Moremi-East	DoT, DWNP	Very High	Year 1	Once off	Contractors	Section 1.10.2 Moremi-East
	Plan and construct a new series of trouism orientated tracks in Moremi Game Reserve	Moremi-East	DWNP	Very High	Year 1	Once off	Contractors	Section 1.10.2 Moremi-East
	Identify new, rehabilitate and upgrade existing campgrounds and campsites.	Moremi-East	DWNP	Very High	Year 1	Once off	Contractors	Section 1.10.2 Moremi-East
	Construct game and bird hides at appropriate locations.	Moremi-East	DWNP	Very High	Year 1	Once off	Contractors	Section 1.10.2 Moremi-East
	Strategic Intervention 1.2.5 - Establish appropriate legislation and regulations to empower the ODMP Authority to effectively manage development and activities in the ODRS NEW	ODRS	MEWT, DEA, DoT	High	Year 1	Once off	Consultants - (if necessary)	LACs
Strategic Objective 1.3 - To effectively monitor the impact of tourism on the Okavango's tourism resource base through time.								
	Strategic Intervention 1.3.1 - Collect relevant management data	All TDAs	DoT, CBOs, BWMA, HOORC	High	Year 1	Ongoing	Intgrated with inspections and field trips	LACs
	Update TIMS database with results from inspection surveys	All TDAs	DoT - Integrated Inspections	High	Year 1	Ongoing	Intgrated with inspections and field trips	Tourism Monitoring System

GOALS	Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
<i>Strategic Objectives</i>						CAPACITY BUILDING	
Strategic Interventions							
Activities							
Summarize monitoring information and report to PMC	All TDAs	DoT - Integrated Inspections	High	Year 1	Ongoing	Intgrated with inspections and field trips	Tourism Monitoring System
GOAL 2: TO OPTIMISE ECONOMIC RETURNS FROM TOURISM IN THE OKAVANGO DELTA.							
<i>Strategic Objective 2.1 - To create an enabling environment for the development and operation of tourism in Ngamiland.</i>							
Strategic Intervention 2.1.1- Identify enabling environment for tourism development in Ngamiland.	All TDAs	PMC - Tourism Oversight, DoT, Tourism Associations		Year 2	Ongoing	Consultative meetings	Tourism Development Plan
Strategic Intervention 2.1.2 - Ensure appropriate interventions are implemented and monitored to ensure enabling environment	All TDAs	PMC - Tourism Oversight, DoT, Tourism Associations		Year 2	Ongoing	Integrated inspection trips	All TDA documents
<i>Strategic Objective 2.2 - To maintain and enhance the Okavango Delta as a competitive international tourism destination.</i>							
Strategic Intervention 2.2.1 - Measure competitiveness of the Okavango Delta as world-class international tourist destination.	All TDAs	DoT, Botswana Tourism Board	Medium	Year 2	Every five years	Consultants - (if necessary)	Tourism Development Plan
<i>Strategic Objective 2.3 - To effectively identify target markets that return optimal benefits to the tourism industry and people of Botswana.</i>							
Strategic Intervention 2.3.1- Confirm preferred target market segments in the Tourism Development Manual.	All TDAs	DoT, Tourism Associations, Botswana Tourism Board	Medium	Year 1	Ongoing	Consultants, consultative meetings	All TDA documents
<i>Strategic Objective 2.4 - To diversify the tourism product offering of the Okavango Delta.</i>							
Strategic Intervention 2.4.1- Establish a process to identify opportunities for product offering diversification	All TDAs	DoT, Tourism Associations, Botswana Tourism Board	Medium	Year 2	Ongoing	Consultants - (if necessary)	All TDA documents
Strategic Intervention 2.4.2 - Establish mechanisms and incentives to encourage and assist with product diversification	All TDAs	DoT, Tourism Associations, Botswana Tourism Board	Medium	Year 3	Ongoing	Consultants - (if necessary)	All TDA documents
GOAL 3: TO INCREASE THE PARTICIPATION OF CITIZENS IN THE TOURISM INDUSTRY OF THE OKAVANGO							

GOALS	Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
<i>Strategic Objectives</i>						CAPACITY BUILDING	
Strategic Interventions							
Activities							
DELTA.							
<i>Strategic Objective 3.1 (ownership) - To increase the number and share of tourism businesses in the Okavango Delta owned by citizens.</i>							
Strategic Intervention 3.1.1 - Develop appropriate financing mechanisms designed to provide citizens with access to capital for investment in the tourism industry.	All TDAs	DoT, Tourism Associations, CEDA, LEA	High	Year 1	Once off with periodic performance review	Consultants - (if necessary)	Include DoT strategy document for tourism development fund
Strategic Intervention 3.1.2 - Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens.	All TDAs	DoT, Tourism Associations	High	Year 1	Ongoing	Consultants - (if necessary)	See Citizen Participation Sections of TDA Development plans
<i>Strategic Objective 3.2 (strategic representation and control) - To increase the strategic representation of citizens in the tourism industry of the Okavango Delta.</i>							
Strategic Intervention 3.2.1 - Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens (including strategic representation).	All TDAs	DoT, Tourism Associations	High	Year 1	Ongoing	Consultative meetings	See Citizen Participation Sections of TDA Development plans
Develop lease rights that permit small footprint leases that ensure broad-based citizen participation.	Maun, Moremi-East, Western Tour Route, Tsodilo, Panhandle	DoT, Tourism Associations	High	Year 1	Medium Term	Consultative meetings	See Citizen Participation Sections of TDA Development plans
Negotiate development of Maun Ecotourism Park with local residents.	Maun	DoT, Tourism Associations	High	Year 1	Medium Term	Consultative meetings	See Citizen Participation Sections of TDA Development plans
Negotiate development of Gumare Ecotourism Park with local residents.	Western Tour Route	DoT, Tourism Associations	Medium	Year 5	Medium Term	Consultative meetings	See Citizen Participation Sections of TDA

GOALS		Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
<i>Strategic Objectives</i>							CAPACITY BUILDING	
Strategic Interventions								
Activities								
								Development plans
Strategic Objective 3.3 (employment equity) - To enhance employment equity for citizens in the tourism industry of the Okavango Delta.								
	Strategic Intervention 3.3.1 - Promote better implementation of existing regulatory mechanisms that promote employment equity in the tourism industry (including localization of labour).	All TDAs	DoT, Tourism Associations	High	Year 1	Ongoing	Consultants (if necessary)	See Citizen Participation Sections of TDA Development plans
	Strategic Intervention 3.3.2 - Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens.	All TDAs	DoT, Tourism Associations	High	Year 1	Ongoing	Consultants (if necessary)	See Citizen Participation Sections of TDA Development plans
Strategic Objective 3.4 (skills development) - To develop appropriate skills that prepare citizens for participation in all aspects of the tourism industry.								
	Strategic Intervention 3.4.1 - Develop a partnership between government and the organized tourism industry designed to broaden the skills base amongst citizens.	All TDAs	DoT, Tourism Associations	High	Year 1	Ongoing	Planning meetings	See Citizen Participation Sections of TDA Development plans
	Strategic Intervention 3.4.2 - Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens (including skills development).	All TDAs	DoT, Tourism Associations	High	Year 1	Ongoing	Planning meetings	See Citizen Participation Sections of TDA Development plans
Strategic Objective 3.5 (procurement) - To promote the procurement of products and services required by the tourism industry from citizen-owned businesses.								
	Strategic Intervention 3.5.1 - Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens (including local procurement).	All TDAs	DoT, Tourism Associations	High	Year 1	Ongoing	Consultants (if necessary)	See Citizen Participation Sections of TDA Development plans
	Create small-scale tourism products that are suitable for emerging entrepreneurs to benefit from the creation of the Maun Ecotourism Park	Maun, Moremi-East, Western Tour	DoT, Tourism Associations	High		Medium Term	MESA, LEA	CBNRM District Action Plan

GOALS	Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
<i>Strategic Objectives</i>						CAPACITY BUILDING	
Strategic Interventions							
Activities							
	Route, Tsodilo, Panhandle						
Strategic Objective 3.6 (social development) - To promote social development spending by established tourism businesses.							
Strategic Intervention 3.6.1 - Develop and implement tendering/licensing procedures and other regulatory arrangements that promote broad-based empowerment of citizens (including local procurement).	All TDAs	DoT, Tourism Associations	High	Year 1	Ongoing	Consultants - (if necessary)	CBNRM District Action Plan
Strategic Objective 3.7 (awareness raising) - To raise awareness of the process and benefits of Okavango Delta's tourism industry.							
Strategic Intervention 3.7.1 - Develop a systematic programme (involving government, industry and communities) to communicate the benefits of tourism to key stakeholders.	All TDAs	DoT, Tourism Associations, VDCs, CBNRM Forum	Medium	Year 2	Ongoing	MOMS, TIMS, Marketing or extension specialist	CBNRM District Action Plan
Strategic Intervention 3.7.2 - Develop a workable system that enables government and other stakeholders to measure and evaluate industry performance across all components of citizen empowerment	All TDAs	PMC - Tourism Oversight, DoT, Tourism Associations, VDCs, CBNRM Forum	Medium	Year 2	Ongoing	Scorecard Template	Tourism Monitoring Programme
GOAL 4: TO ENSURE A HIGH QUALITY VISITOR EXPERIENCE IN THE OKAVANGO DELTA.							
Strategic Objective 4.1 - To monitor and assess tourists' expectations and levels of satisfaction.							
Strategic Intervention 4.1.1 - Collect relevant tourism expectations and satisfaction data	All TDAs	DoT, Tourism Associations, Botswana Tourism Board	High	Year 1	Ongoing	Sub-contract data collection (if necessary)	Tourism Monitoring Section & LACs
Strategic Objective 4.2 - To ensure that appropriate actions are taken to ensure that the destination is compliant with visitor expectations.							
Strategic Intervention 4.2.1 - Establish effective destination branding for each proposed TDA. Ensure that each TDA maintains its own tourism brand.	All TDAs	DoT, Tourism Associations, Botswana Tourism Board	High	Year 1	Ongoing	Marketing specialists, private sector	All TDA documents

GOALS			Location / TDA	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS /	DOCUMENT REFERENCE
	<i>Strategic Objectives</i>							CAPACITY BUILDING	
	Strategic Interventions								
	Activities								
		Clearly define and restrict use of tourism image for Okavango Core TDA	Okavango Core	DoT, Tourism Associations, Botswana Tourism Board	Medium	Year 2	Ongoing	Marketing specialists, private sector	Section 1.5 OC TDA
		Strategic Intervention 4.2.1 - Response to tourism expectations and satisfaction data through the establishment of a district oversight mechanism	All TDAs	PMC - Tourism Oversight, DoT, Tourism Associations	High	Year 1	Ongoing	Quarterly reports and meetings	Tourism Monitoring Section & LACs

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Section 5 – Training Needs Assessment



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Contents

CONTENTS	3
NOTES TO READERS	4
1.1 Section One: Strategic tourism training plan	4
1.2 Section Two: Short-term tourism training plan for Ngamiland	4
1.3 Section Three: Medium-term tourism training plan for Ngamiland.....	4
STRATEGIC TOURISM TRAINING PLAN	5
1.4 Introduction.....	5
1.5 The Botswana National Vocational Qualifications Framework (BNVQF).....	5
1.6 Background	7
1.7 Strategic skills training framework for Ngamiland.....	8
1.8 Policy guidelines and strategic interventions for appropriate tourism skills development	9
1.9 Implementation Programme for strategic training needs	17
SHORT-TERM TOURISM TRAINING PLAN FOR NGAMILAND:	19
1.10 The Botswana National Vocational Qualifications Framework	19
1.11 Short-term training plan content	20
1.11.1 Customer care for tourists in Maun	20
1.11.2 Conversational English.....	22
1.11.3 Tourism information dissemination.....	24
MEDIUM-TERM TRAINING PLAN FOR NGAMILAND.....	26
1.12 Aim	26
1.13 Objective	26
1.14 Recommendation	26
1.15 Product description.....	28
1.16 Implementation.....	29
APPENDIX 1: BOTA UNIT STANDARDS DESCRIPTIONS	30

Notes to readers

The compilation of this training needs assessment for tourism in Ngamiland has gone through a number of revisions and restructurings. Upon the constructive input of the client, the training needs assessment has been modified to include the following sections:

1.1 Section One: Strategic tourism training plan

The Strategic tourism training plan in this section is associated to the Strategic Tourism Development Plan for Ngamiland. This is a high level plan that strives to ensure that policy is in place to develop the appropriate Batswana human resources necessary for the development, implementation and management of the Ngamiland tourism development plan as described in the Strategic Tourism Development Plan for Ngamiland. This training plan will always react to government's take up on the concepts, strategies and recommended tourism products for the various TDA's as recommended in the Strategic Tourism Development Plan for Ngamiland. The management of this process of training relative to development is critical so as not to create unrealistic expectations of beneficiaries and trainees, which in so many other cases, has impacted negatively on the long-term development process for tourism in other regions.

Therefore, the strategic tourism training plan needs to be reviewed regularly and periodically to ensure that training is synchronised with the process tourism development in Ngamiland as driven by government.

1.2 Section Two: Short-term tourism training plan for Ngamiland

The short-term tourism training plan for Ngamiland was drafted after consultation with the client. This plan was to take up funding that had been set aside training for tourism as part of the ODMP process. This plan focuses on specific and urgent, but limited, needs of the tourism industry that the public sector could influence immediately and within the ambit of its budget. This plan deals with (i) customer care in Maun, (ii) conversational English for those Batswana not comfortable or fluent in English, and (iii) tourist information dissemination at tourist information offices / posts.

This plan is viewed as a stop gap measure but necessary as improving in part the service delivery and service excellence that should be commensurate with an international tourism product of the quality of the Okavango Delta.

1.3 Section Three: Medium-term tourism training plan for Ngamiland.

The medium-term tourism training plan calls on unit standards that have been identified, described and accredited by Bota as appropriate for nature-based tourism in Botswana. This plan focuses on the delivery process of training and not the content of the training as that has already been addressed and is enforced by Bota.

This medium term plan is a stop-gap but appropriate measure of ensuring that training reaches those people most in need of such training in the medium term.

STRATEGIC TOURISM TRAINING PLAN

1.4 Introduction

There is a significant difference between a training needs assessment and a strategic tourism training assessment. A **training needs assessment** measures the gap between the skills required to undertake a job or function and the level of skills of those that currently perform that job or function and then makes recommendations as to what skills training needs to be implemented to eliminate or reduce that gap. A training needs assessment is therefore backward looking measuring that which currently exists and how to improve the current situation. A detailed training needs assessment was undertaken for the Department of Tourism in 1998 that thoroughly assesses the tourism industry of Botswana with a specific focus on the tourism plant of Ngamiland. This assessment is backward looking and adequately assesses the existing situation in Ngamiland. This assessment is attached in Appendix 1 and should be read in conjunction with this strategic tourism training assessment.

A **strategic tourism training assessment**, however, is strategic and forward looking. A strategic tourism training plan works in conjunction with the Strategic Tourism Development Plan so as to ensure that there are sufficient appropriately skilled and trained human resources available to drive the development recommended in this plan.

The strategic tourism training assessment that is provided here is forward looking, meshes with the strategic tourism development recommendations so as to ensure that appropriately trained human resources are made available to drive and implement the development of the proposed future tourism plant for Ngamiland.

1.5 The Botswana National Vocational Qualifications Framework (BNVQF)

The Botswana National Vocational Qualifications Framework (BNVQF) is an integrated system of nationally recognized qualifications and nationally endorsed standards for the recognition of vocational skills, knowledge and competencies. The Vocational Training Act of 1998, set out broad plans for a three-tier vocational qualifications framework (which will eventually link to a broader National Qualifications Framework [NQF]). BNVQF Regulations pertaining to the new qualifications system have been approved by Cabinet in Dec 2002. These Regulations further elaborate on the nature of the vocational qualifications and establish a fourth type of award – unit standards – which are registered components of the vocational qualifications. The Framework also facilitates the coordination of vocational education and training (VET) provision in Botswana, assessment of learning, and the award of credits and certificates. The Framework sets quality standards in the provision of VET in Botswana, as well as moderation across fields of learning and levels of qualifications. Following assessment based on unit standards, learners will be awarded certificates of achievement.

A unit standard formally reports the achievement of an outcome of learning worthy of national recognition in its own right. Unit standards will be registered at one of three levels on the BNVQF. Unit standards will have a minimum of 1 credit a maximum 120 credits. One credit equates to 10 hrs of notional learning time - time for formal learning, practice and assessment.

The creation of the BNVQF is consistent with international trends in vocational education and training. The vocational sector faces the challenge of producing the requisite number of highly skilled and flexible workers needed for the new economies at a time when few young people seem willing to enter, or fail to see the attractions of, vocational training as a career pathway. There are growing demands for both greater participation rates and the certification of skills held. To meet the levels of demand, the vocational training sector has been forced to broaden training and certification opportunities. At the same time, it has been required to maintain, and in fact enhance, the national and international credibility of vocational qualifications awarded.

There has been growing recognition that learning and skills development can occur outside "formal" learning institutions. Significant, relevant learning has occurred 'on-job' or in the community, though this

has not always been formally recognised. A key concern is the identification of 'outcomes of learning', whether this learning is acquired formally or informally. Further, these outcomes of learning have been linked to statements of 'quality' performance that would serve as accepted evidence that the learning has been acquired. These 'unit standards' form the basis of assessment decisions, and the outcomes of learning that can be credited towards vocational qualifications. Thus, learning is linked to outcomes and assessment is based on standards.

The Botswana Training Authority coordinates the development of the new qualifications and their associated unit standards. In some cases, the Botswana Training Authority will directly assist in their development. However, the development of the new qualifications will essentially be the responsibility of national stakeholders. Standard Setting Task Force (TF) will be recognized by the Botswana Training Authority to assume this responsibility for standard setting and qualification development. The Standard Setting Committee (SSC) will act as advisory committee to the Authority. The bodies will include representatives of employers, employees, providers and relevant professional associations. There will be a requirement that these bodies consult widely before giving endorsement to the new qualifications.

Developing qualifications and unit standards generally involves the following steps:

- A scoping / selection exercise determines the areas that require or will benefit from the development of new qualifications and learner performance requirements. A rationale is established.
- An analysis of each area determines the key outcomes of learning and/or work activities required, and the knowledge, understanding, actions and behaviors that represents 'acceptable' (worthy of credit) performance.
- The outcomes and their associated performance criteria are written in a particular style (as unit standards) to meet quality criteria specified by the Botswana Training Authority.
- When the unit standards have been verified as meeting criteria for registration, they are placed on the BNVQF. They then become available for assessment, and for providers to develop/amend learning programmes that lead to achievement of the unit standards.
- Once registered, the unit standards can be formally 'packaged' into qualifications. These qualifications will also fit within the rationale developed earlier.
- The qualification document must contain specific information to be eligible for registration on the BNVQF. When the qualifications have been verified as containing this information in appropriate ways, the Botswana Training Authority will register them.

The Botswana Training Authority is developing a comprehensive and integrated quality system for vocational education and training. The new awards – the qualifications and unit standards – will be gained in a more regulated environment than was the case in the past. All vocational training institutions and assessment centers will have to be registered before they can offer any vocational training programmes or assessment services. Registration indicates that the institution or center has robust business systems in place – it will be well managed, will care for learners, and is committed to enhancing vocational education and training in Botswana. Institutions and centers will also be accredited to offer specific training programmes and/or assessment services across the levels of the BNVQF. Accreditation provides assurances to learners and other stakeholders that the programmes and/or services are likely to align with the specific needs of industry and society. Vocational trainers, assessors and moderators will also be registered and accredited. Their registration and accreditation will indicate that those directly involved in training and assessment are themselves trained, have appropriate industry and pedagogic skills, and will act in a 'professional' manner. Registration and Accreditation are both 'front-end' quality assurance processes – they will provide assurances that the institution, center, trainer or assessor will likely conduct themselves according to the quality standards set by the Botswana Training Authority. The real test will be whether they actually do meet the quality standards, and continue to do so.

The Botswana Training Authority is introducing quality auditing processes to provide this ongoing assurance. Registration and accreditation will only be conferred for fixed periods of time – never more than five years for institutions and three years for trainers and assessors. Continued registration and accreditation will depend on the Botswana Training Authority gaining confidence, through the audit processes, that the required standards continue to be met and that the goals and objectives stated by each institution or centre are being achieved.

Classification systems are required to be approved before unit standards in those systems can be logged onto the Botswana Training Authority's data systems. BOTA has already developed a total of 437 unit standards titles for 14 sectors as noted in Table 1.

Table 1: BOTA Training Sectors

Generic Skills	Skin and Body Therapy
Tourism	Hairdressing
Hospitality	Travel
Wholesale and Retail	Electrical Trades Standards Setting
Information and Communication Technology	Basketry Standards Setting
Practice Standards	Heavy Plant
Automotive Trades Standards Setting	Traditional Dance and Song

The Strategic Tourism Training Plan for Ngamiland is based on BOTA being the training authority of Botswana that regulates and accredits training in Botswana. Implementation of training for tourism in Ngamiland needs to be driven by the public and implemented by both the public and private sectors. Experience has shown that in southern Africa training that is implemented by private sector trainers is more efficient and effective than training implemented by the public sector. This increase in efficiency is due to rewards in the form of profit for delivery of training. Therefore, the environment is appropriate and apt in Botswana for the delivery of effective training which is regulated by the public sector agency tasked with such regulation (BOTA) and implemented by trainers accredited by BOTA as being sufficiently skilled to deliver such training. However, there is currently a shortage of accredited trainers in Botswana which central government and BOTA should action as a priority action to overcome such a shortage of trainers.

1.6 Background

The tourism industry of Ngamiland needs to be managed by skilled, appropriately trained professionals in order to realise the benefits prioritized in the Strategic Framework described in the Ngamiland Tourism Development Plan. Furthermore, tourism products need to be operated by skilled, trained operators and staff to provide the level of service, safety and interpretation that visitors expect from a world class destination such as the Okavango Delta and Ngamiland.

A skilled workforce is required to develop and operate the Okavango Delta and Ngamiland as a first rate, successful, world class tourist destination. Appropriate skills training is one element in creating a skilled workforce to effectively manage a complex tourism plant such as that of Ngamiland. Other elements are motivation, drive, guidance, intuitiveness and hard work. These elements are required by those working in the private sector, but also by those in government who drive development and regulation of the tourism industry. Especially at the local level, these individuals are the foot soldiers of the Ngamiland tourism industry that play a significant promotion and facilitating role in the operation of the industry.

Several formal training institutions offer tourism or tourism related training. The University of Botswana is the premier tertiary institution offering university level training. The University offers Tourism Management courses under the Business Faculty. The Department of Environmental Science offers courses on tourism and development and The Botswana Wildlife Training Institute was established in 1980 by the DWNP and provides training primarily for government authorities focused on wildlife management and community extension. The latter includes components that touch on tourism, particularly community based tourism.

The Maun Technical College offers diploma courses in Hospitality and Tourism. Students attend fulltime classes and as well as doing components as in-service training. The intake at the Maun

Technical College for these courses appears to be about twenty students per year. Hospitality and tourism training is also offered by several leading private sector companies. Okavango Wilderness Safaris has probably the most advanced such training programme. The organization has a training division dedicated fulltime to training. Curricula have been developed and courses accredited by BOTA. Courses cover the following topics such as lodge management; guiding; hospitality; services; house keeping; frontof –house management; first aid; weapon usage, etc. These training institutions are listed in the table below.

Currently, some training is done at the OWS centre in Maun and, some at the Kaporota training facility in the Delta and some on the job at the various lodges operated by the company. Although the focus is on training the staff of lodges owned or managed by OWS, training opportunities have been made available to other participants. Industry sources argued that the formal training institutions were in place in Botswana but that the curricula offered by these institutions were not fully aligned with the needs of the industry. It was suggested that industry, government and training institutions such as the University of Botswana and the Maun Technical College cooperate to revise curricula and ensure closer alignment between the supply of training courses and the demands of the industry.

Table 2 - Tourism Training Institutions Situated in Ngamiland

Institution	Approved Programmes	Level	No. of Programmes	Category / Status
Botswana Wildlife Training Institute	Certificate in Wildlife Management and Conservation	3		Public
	Professional Guiding Course	3	2	
Maun Technical College	Certificate in Accountancy Studies	3		Public
	National Certificate in Secretarial Studies	3		
	Plumbing	3		
	Fitting and Machining	3		
	Welding and Fabrication	3		
	Travel and Tourism	3	6	

1.7 Strategic Skills Training Framework for Ngamiland

While the tourism industry in Ngamiland has tremendous potential to create jobs, appropriate skills and experience are necessary to facilitate employment growth as well as international competitiveness. With the projected staffing needs of the tourism industry and the current lack of physical and financial capacity to deliver education and training, the Ngamiland tourism industry will increasingly be faced by a critical shortage of skills. The 1998 Training Needs Assessment for Tourism Sector of Botswana was used as a foundation document on which the strategic training framework for Ngamiland is based. The following observations were clearly identified in this report:

- ✓ There is an acute shortage of trained Batswana at all levels and segments of the industry in Botswana in both the public and private sectors.
- ✓ The greatest shortage of qualified Batswana is in the professional, technical and senior management levels of the tourism industry. The industry is still very dependent on expatriates in middle and senior positions.
- ✓ Most players would prefer to employ already accredited staff but at present no industry accepted accreditation exists in Botswana for tourism functional skills such as guiding.
- ✓ Due to the lack of accreditation most players expressed a desire to train their current staff to improve skills and proficiency.
- ✓ Potential recruits, particularly in communities neighbouring tourism enterprises in the North, are often handicapped by a lack of English and limited literacy skills.

- Great emphasis was placed on the need at all levels for training in generic skills such as tourism awareness, attitude and communication as well as customer service skills.

From the findings of this assessment, it was identified that tourism education and training is one of the fundamental pillars of the development of a new responsible tourism in Botswana and the Strategic Tourism Development Plan for Ngamiland.

The main principles governing the approach to education and training in Ngamiland are as follows:

- Promote the involvement of the private sector and private sector institutions in the provision of education and training in Ngamiland.
- Encourage the tourism private sector to increase its commitment to training.
- Encourage capacity building among the previously neglected groups and address the specific needs of small, micro and medium-sized businesses (SMMEs) and emerging entrepreneurs.
- Make training more accessible to the previously neglected groups in Ngamiland.
- Promote tourism awareness at all levels of society and economic sectors in Ngamiland.
- Develop and invest in an skills training system that will lead to self-sufficiency and reduce reliance on imported skills.
- Encourage the local media and NGOs to become partners in the tourism education and awareness process in Ngamiland and Botswana.
- Ensure that training is accessible to the previously neglected groups in Ngamiland in terms of the appropriateness, affordability, location, duration, costs, packaging (not with unnecessary additions as to render them too costly) and language of instruction.
- Execute training as a joint responsibility of the national and district governments.

1.8 Policy guidelines and strategic interventions for appropriate tourism skills development

Local and national government should be committed to the promotion of human resource development in Ngamiland through the implementation of the following policy guidelines and strategic interventions:

Policy Guideline 1:

Support the provision of introductory/bridging courses to facilitate entry into the industry by previously neglected groups and others.

○ Strategic Intervention:

1. Identify barriers for citizens and previously neglected groups to entering the tourism industry of Ngamiland.

This intervention was completed in the Citizen Empowerment component of the Strategic Tourism Development Plan. The identification of such barriers shaped the nature and form of tourism products and programmes described in the Strategic Tourism Development Plan that encourages citizens to enter the tourism industry of Ngamiland.

2. Establish a suite of introductory / bridging training courses to facilitate entry of previously neglected groups into the Ngamiland tourism industry.

Many such introductory courses are outlined in Appendix 3.

3. Establish a specialised mobile training unit to implement the above training courses at appropriate locations throughout Ngamiland and on a regular basis.
4. Encourage and support existing private sector training organizations to also implement such training courses.

Policy Guideline 2

Improve access to training opportunities through a system of scholarships, student revolving loans, incentive schemes (e.g. for training institutions to enrol the previously neglected in Ngamiland).

- Strategic Intervention:
 1. Assess and modify existing system of scholarships and student financing for students interested in pursuing careers in tourism.
 2. Establish an assessment system that fairly assesses the capacity of potential students in order that those students with the greatest potential have the best access to scholarships and student financing.
 3. Establish and introduce in association with the private sector an incentive scheme specifically aimed at providing improved access to tourism training for Ngamiland's neglected groups.
 4. Encourage and provide incentives to the private sector to provide bursaries for students and workers of merit to further and enhance their skills through additional and diversified training in the tourism industry.

Policy Guideline 3:

Support the improvement of design, marketing, production and packaging skills of craft and tourist art producers.

- Strategic Intervention:
 1. Undertake a full inventory and assessment of the craft and tourist art production system in Ngamiland.
 2. Establish training programmes, courses and materials that ensure that craft and tourist art production becomes competitive with such production from neighbouring countries.
 3. Introduce such training courses at a school level as an extra curricula training activity.
 4. In conjunction with existing CBNRM programmes, conduct such training courses at appropriate locations in Ngamiland that provide comprehensive access to communities interested in competitive production of crafts and arts for the tourist market.

Policy Guideline 4:

Develop appropriate skills programmes at the introductory level as well as more specialist shorter courses for accreditation.

- Strategic Intervention:

1. Undertake a full, detailed training needs assessment for the tourism plant of Ngamiland, ensuring that:
 - Private sector tourism operators are intimately involved in the assessment process.
 - That existing and future skills needs as determined by the Strategic Tourism Development plan for Ngamiland are taken cognisance of.
 - Particular attentions in this assessment should taken of the needs to create tourism entrepreneurs and entrepreneurial environment that enhances citizen participation in the Ngamiland tourism plant.
2. As informed by the above training needs assessment, a suite of introductory level as well as more specialist shorter skills training courses / programmes tailored for and appropriate to Ngamiland tourism plant should be developed for accreditation (see Appendix 3 for a range of possible course frameworks).
3. Formal national skills training accreditation system should be modified where necessary to embrace the regional specific training needs of Ngamiland as the country's primary nature-based tourist destinations that employ a sizable proportion of the country's tourism workers.

Policy Guideline 5:

Create a dedicated funding mechanism for training in Ngamiland's Tourism Development Areas (TDA's) that meet the specific needs and requirements of the Ngamiland tourism industry.

- Strategic Intervention:
 1. Establish a consultative process with government and the tourism industry of Ngamiland to creatively and proactively investigate the wide range of funding mechanisms and alternatives that may be appropriate to fund tourism training in Ngamiland.
 2. Set in place those measures necessary to ensure that tourism training is a joint venture between government and the private sector.
 3. Establish an appropriate, dedicated funding mechanism for tourism training specifically in Ngamiland.
 4. Establish a joint government and private sector monitoring entity to monitor the effectiveness of such a dedicated tourism funding mechanism.

Policy Guideline 6:

Review and evaluate BOTA with a view to strengthening institutional capability and efficiency in delivering the quality and quantity of appropriate education and training required in Ngamiland.

- Strategic Intervention:
 1. Review and evaluate BOTA's tourism and education training system to assess its relevance to the needs and demands of the existing Ngamiland tourism plant and those predicted needs defined by the Ngamiland Strategic Tourism Development Plan.
 2. Modify existing training system to meet existing and future needs of Ngamiland tourism plant.

3. Put in place measures to strengthen institutional capacity and efficiency in delivering quality and quantity of appropriate education and training required in Ngamiland.
4. Put in place measures to retain institutional capacity in the tourism product sector and training sector of the Ngamiland Tourism Plant. These measures would contribute to some extent in maintaining such institutional capacity within the geographical area of Ngamiland, however there could be a significant movement of such capacity between the various sectors of the Ngamiland tourism plant which should be encouraged.

Policy Guideline 7:

Ensure the establishment of a tourism education and training data base to facilitate planning, development and co-ordination of training activities as well as carry out needs assessment for the tourism industry of Ngamiland at regular time periods.

- Strategic Intervention:
 1. Establish such a tourism education and training data base that integrates with the tourism monitoring programme operated by the Department of Tourism as part of the Strategic Tourism Development process. Data to be included in the database could include the names, training undertaken, qualifications gained, work experience accomplished of tourism workers and tourism trainers.
 2. Ensure that the public, tourism industry and particularly neglected groups have access to the outputs of such a database.

Policy Guideline 8:

Ensure that BOTA accredited training curricula of proposed tourism training is of standards that comply with the requirements of tourism industry for Ngamiland.

- Strategic Intervention:
 1. Ensure that Ngamiland's private sector tourism sector industry is adequately consulted and embraced in the establishment of training curricula for the tourism industry of Ngamiland as it has specific and particular needs.
 2. Ensure that recommendations from such an assessment are implemented.

Policy Guideline 9:

Establish an effective coordination forum for tourism training and education, where all institutions involved in the field are represented.

- Strategic Intervention:
 1. Establish such a forum that includes all appropriate tourism training institutions, the private sector tourism industry and government tourism sector.
 2. This forum should be funded and hosted by government.
 3. This forum should meet on a regular basis and act as the training "watch dog" for the tourism plant of Ngamiland.

Policy Guideline 10:

Effectively coordinate the efforts of BOTA and other government departments involved in tourism training and education.

o Strategic Intervention:

1. Assess the effectiveness of existing mechanisms that coordinate public sector tourism training and education.
2. Establish a monitoring mechanism that includes the private sector tasked with monitoring public sector coordination of tourism training and education with particular reference to Ngamiland.

Policy Guideline 11:

Develop a series of linked and accredited courses in accordance with BOTA's national standards.

o Strategic Intervention:

1. Develop a series of linked training courses that are appropriate to the needs of the Ngamiland tourism plant in the short and long term which are also supported by the private sector and in alignment with the expected needs for future tourism skills as identified by the Strategic Plan for Tourism Development in Ngamiland.
2. Ensure that such training courses are incorporated in to the national accreditation system.

Policy Guideline 12:

Ensure that school programmes and curricula are developed for schools in Ngamiland to include sections on tourism and its relevance to Ngamiland.

o Strategic Intervention:

1. Compile a curricula for introduction into schools that address:
 - An introduction to and understanding of tourism in Ngamiland.
 - The functioning, benefits and constraints of an international tourism plant in Ngamiland.
 - The functions and career opportunities in the different sectors of the Ngamiland tourism plant.
 - How to optimise opportunities for employment and entrepreneurial opportunities in the Ngamiland tourism plant.
 - The need to support and develop the Ngamiland tourism plant and the benefits derived from tourism for local people.
2. Ensure that this curriculum is introduced at an elementary level in schools in Ngamiland.
3. Establish a small, mobile team of trainers that visit all high schools in Ngamiland to support and enhance this training course through extra training

activities such as lectures, audio-visual presentations, role plays, photo exhibitions, etc.

Policy Guideline 13:

Enhance language and interpersonal communication skills of those members of the Ngamiland tourism plant who interact with international tourists

- Strategic Intervention:
 1. Establish specific training courses for tour / safari guides, hospitality and general tourism service staff to improve language and interpersonal communications skills.
 2. Implement such a training programme for tour / safari guides, hospitality and general tourism service staff during the winter low season to enhance their language and interpersonal communications skills.
 3. Establish an incentive scheme that encourages tour / safari guides, hospitality and general tourism service staff to undertake such training.
 4. Establish an incentive scheme for tour / safari guides, hospitality and general tourism service employers that encourages employers to advance the skills training of their tour / safari guides, hospitality and general tourism service staff.
 5. Initiate an exchange programme for tour / safari guides, hospitality and general tourism service staff to experience guiding work in other parts of southern and east Africa that provide similar tourist experiences to those obtainable in Ngamiland.

Policy Guideline 14:

Institute a system of practical training through internships and practical attachments within the tourism industry. Develop placement schemes for trainees.

- Strategic Intervention:
 1. Establish an internship system for tourism trainees similar to that implemented by BOTA and THETA (Tourism, Hospitality and Sport Education and Training Authority) in South Africa's Learnership Programme (see table below and Appendix 2).
 2. Actively promote such a scheme to neglected groups in Ngamiland as part of the citizen empowerment programme.
 3. Establish a dedicated funding system that supports such an internship programme.
 4. Identify, provide and actively promote incentives to the private sector to become actively involved and supportive of such an internship system.

Learnerships offered by South Africa's THETA.

Learnerships per sub-field	NQF Level	Registration Status
Areas in Sub-field – All areas		
National Diploma in Service Management	5	Registered
Areas in Sub-field – Conservation & Guiding		
National Certificate in Tourism: Guiding	2	Registered
National Certificate in Tourism: Guiding	4	Registered
National Certificate in Conservation: Fisheries Resource Management	5	Registered
National Certificate in Conservation	2	Registered
National Certificate Conservation: Terrestrial Resource Management	5	Registered
Areas in Sub-field – Travel		
Certificate in General Travel	5	Registered
National Diploma in Retail Travel	5	Registered
National Diploma in Wholesale Travel	5	Registered
Areas in Sub-field – Hospitality		
Certificate in Accommodation Services	2	Registered
Certificate in Fast Food Services	3	Registered
Certificate in Hospitality Reception	4	Registered
Certificate in Food & Beverage Services	4	Registered
Certificate in Professional Cookery	4	Registered
Areas in Sub-field – Tourism		
National Certificate in Tourism: Car rental	4	Registered
National Certificate in Tourism: Reception	4	Registered
National Certificate in Tourism: Event Support	4	Registered
Areas in Sub-field – Gaming		
National Certificate in Gaming: Cashiering	3	Registered
National Certificate in Dealing	3	Registered
National Certificate in Gaming: Slots Operations	3	Registered
National Certificate in Gaming: Surveillance	3	Registered

Policy Guideline 15:

Through consistent and continuous investments in tourism education and training, create a major new avenue of export earnings through the export of education and training services aimed at African countries and trainees from the first world desiring to undertake ecotourism-type training in premier African tourist destination.

- Strategic Intervention:
 1. Market tourism training programmes to other African and overseas countries.
 2. Establish a programme for students from Developed Countries that wish to undertake tourism related training in developing ecotourism regions of the world. This type of programme achieves a number of valuable objectives such as earning valuable foreign exchange directly for training institutes, permitting

local students to meet and mix with students from foreign countries on an equal footing and furthering of cross-cultural communications.

3. A volunteer programme should be established that encourages volunteers from the tourism sector of developed countries to participate in skills transfer programmes in Ngamiland.

1.9 Implementation Programme for strategic training needs

GOALS	RESPONSIBILITY	PRIORITY	PHASING	TIMING	INPUTS	DOCUMENT REFERENCE
<i>Seek approval for Strategic Tourism Training Plan for Ngamiland from government.</i>		High	Year 1	Ongoing		Strategic Tourism Training Plan
<i>Undertake a detailed study to establish viability of establishing a tourism training export commodity in Ngamiland (see Policy Guideline 15)</i>		High	Year 2	Ongoing		Strategic Tourism Training Plan
<i>Identify and establish funding mechanisms for tourism training (see Policy Guideline 5 & 2)</i>		High	Year 2	Ongoing		Strategic Tourism Training Plan
<i>Review and evaluate the existing tourism education and training system (see Policy Guideline 6)</i>		Medium	Year 3	Ongoing		Strategic Tourism Training Plan
<i>Establish an effective coordination forum for tourism training and education, where all institutions involved in the field are represented.</i>		Medium	Year 3	Ongoing		Strategic Tourism Training Plan
<i>Develop a series of linked and accredited courses in accordance with national standards (see Policy Guideline 11)</i>		High	Year 2	Ongoing		Strategic Tourism Training Plan
<i>Establish a specialised mobile training unit to implement tourism training courses at appropriate locations throughout Ngamiland and on a regular basis.</i>		High	Year 2	Ongoing		Strategic Tourism Training Plan
<i>Research, develop and implement school tourism programmes and curricula. (see Policy Guideline 12)</i>		High	Year 3	Ongoing		Strategic Tourism Training Plan
<i>Establish a small, mobile team of trainers that visit all high schools</i>		Medium	Year 3	Ongoing		Strategic Tourism Training Plan
<i>Institute a system of practical training through internships and practical attachments (see Policy Guideline 14)</i>		Medium	Year 3	Ongoing		Strategic Tourism Training Plan
<i>Establish a state funded tourism training school in Maun</i>		Medium	Year 5	Ongoing		Strategic Tourism Training Plan

SHORT-TERM TOURISM TRAINING PLAN FOR NGAMILAND:

The strategic tourism training plan attempts to align future training needs with the expected human resources required to man the future tourism plant of Ngamiland as envisaged in the Strategic Tourism Development Plan for Ngamiland. This strategic tourism training plan needs to evolve in tandem with the acceptance and implementation by Government of the various development strategies for the specific TDA's as specified in the Strategic Tourism Development Plan. However, this strategic tourism training plan needs to be driven by the Botswana Training Authority (Bota) as this authority is tasked with this function by the Vocational Training Act that was passed by Parliament in December 1998.

However, the Terms of Reference for consultants required that an overview training needs assessment be undertaken for the tourism industry of Ngamiland and recommendations be made as to short-term training for the tourism industry of Ngamiland. Therefore, from the field research that was undertaken, interviews with key tourism stakeholders and experience with the public sector tourism authority in Ngamiland, the following short and medium term training plans are recommended. It must be noted that these recommendations are made in compliance with Bota's Botswana National Vocational Qualifications Framework (BNVQF).

1.10 The Botswana National Vocational Qualifications Framework

The Botswana National Vocational Qualifications Framework (BNVQF) is an integrated system of nationally recognized qualifications and nationally endorsed standards for the recognition of vocational skills, knowledge and competencies. The Vocational Training Act of 1998, set out broad plans for a three-tier vocational qualifications framework (which will eventually link to a broader National Qualifications Framework [NQF]).

BNVQF Regulations pertaining to the new qualifications system have been approved by Cabinet in Dec 2002. These Regulations further elaborate on the nature of the vocational qualifications and establish a fourth type of award – unit standards – which are registered components of the vocational qualifications. The Framework also facilitates the coordination of vocational education and training (VET) provision in Botswana, assessment of learning, and the award of credits and certificates. The Framework sets quality standards in the provision of VET in Botswana, as well as moderation across fields of learning and levels of qualifications. Following assessment based on unit standards, learners will be awarded certificates of achievement.

A unit standard formally reports the achievement of an outcome of learning worthy of national recognition in its own right. Unit standards will be registered at one of three levels on the BNVQF. Unit standards will have a minimum of 1 credit a maximum 120 credits. One credit equates to 10 hrs of notional learning time - time for formal learning, practice and assessment.

1.11 Short-term training plan content

This short-term training plan is based on the immediate needs for training in order to bring certain tourism activities in Ngamiland closer to the standard that a world class tourist destination such the Okavango Delta should have. This plan, limited in extent due to the constraints of available budgets, attempts to address the following issues that have been identified by the consulting team and the 1998 Training needs assessment for Botswana:

1.11.1 Customer care for tourists in Maun

Situational Assessment

Customer care of tourists by staff in the tourism industry in Maun is exceptionally poor. Furthermore, the service and customer care that tourists experience in Maun is extremely lacking when compared with many world-class safari-based destinations in East Africa. These East African destinations offer similar products and experiences to those in Ngamiland but provide a much higher level of customer care, professionalism, friendliness and efficiency than their Maun counterparts. Many overseas visitors to Ngamiland have visited East Africa before and often comment on the friendlier, more service orientated attitudes that East Africans have towards overseas visitors compared with the experience and surliness that they receive in Ngamiland. These visitor attitudes were frequently expressed to the consultant during interview surveys undertaken by the consultant during the course of the consultation in Ngamiland.

This issue is also raised in the 1998 Tourism Training needs assessment for Botswana that states *“Staff customer attitudes are often very poor. In hotels and indeed in the tourism industry in general the attitude with which staff treats their guests and clients is vital to the wellbeing of the industry. A certain amount can be done in training staff to adopt the right hospitality attitude to customers, but perhaps the most important aspect is to select for training only those persons with the right mental attitude in the first place. Service ethics are poor. In training service skills it is essential to instil in the trainee the concept that tourism is a “service” industry. The lack of emphasis on this is a criticism frequently laid on Government or semi-Government training institutes who place too much emphasis on pure technical skills.”* The report continues to state *“Great emphasis is placed on the need at all levels for training in generic skills such as tourism awareness, attitude and communication as well as customer service skills.”*

The extent of the problem is so significant that one website recommends that visitors do not visit the official tourist information office in Maun but visit a nearby curio shop where better quality service and information is provided. This recommendation is due to the poor service, the lack of information material and the lack knowledge of the tourism products in Ngamiland at the official tourist information office.

The nature of the problem may be attributed to a (i) lack of training, (ii) lack of understanding of the tourism industry as a service industry, (iii) lack of warm, outgoing personality of service providers in many instances, (iv) lack of resources and materials (iv) Batswana conservative cultural attitude towards foreigners.

The consequence of this situation is an unwelcoming, unfriendly experience for visitors to Maun. The long-term Strategic Tourism Development Plan addresses this issue by proposing the development of a tourism precinct or hub associated with the airport driven by private sector service providers and a high level of customer care and service excellence.

Gap assessment

Service levels are driven by many small tourism related businesses in Maun, such as air charters, tour operators and curio shops. Many of these operators employ well trained

STRATEGIC TOURISM TRAINING PLAN FOR NGAMILAND

expatriates to provide high level tourist services leaving the lower level functions to Batswana. In many instances, staff members in these lower level functions are not well trained in either customer care or service excellence.

Although staff at the public sector tourism information and tourism development offices have a relatively high level of training, such as graduate degrees and certificates in tourism, customer care and service excellence is significantly lacking. More training in customer care, service excellence and could assist in solving this issue but further investigation is probably required into management, motivation and personal issues of staff members that may contribute to low levels of service.

A training gap exists for this function that may be addressed through appropriate training.

Training Recommendation

The following training is recommended:

Target market	Junior and low level tourism staff that come into contact with tourists in Maun and all public sector tourism staff.
Trainer	Boto accredited trainer for the modules below.
Boto ID Code	Training Course/s
00090.01.01	Provide customer service in the tourism industry
00087.01.01	Demonstrate knowledge of the significance of the tourism industry to Botswana
00089.01.01	Demonstrate knowledge of cross-cultural communication for the tourism and travel industry
00086.01.01	Demonstrate knowledge of communication and customer service skills in tourism workplaces.

For more details see Boto webpage http://www.bota.org.bw/html/unitStandards_byTaskForce6.shtml?page=2

Government should focus this type of skills training in the following Tourism Development Areas (TDA's) of Ngamiland at the recommended level of priority.

TDA	Priority area
OKAVANGO CORE TOURISM DEVELOPMENT AREA	-
MAUN TOURISM DEVELOPMENT NODE	HIGH
MOREMI-EAST TOURISM DEVELOPMENT AREA	-
TSODILO TOURISM DEVELOPMENT AREA	-
PANHANDLE TOURISM DEVELOPMENT AREA	-
WESTERN TOUR ROUTES TOURISM DEVELOPMENT AREA	-

All training undertaken should be undertaken by Boto accredited trainers according to units standards defined and accredited by Boto.

This training programme should take place in Maun at a facility at which considerable role playing exercises may take place. The duration of the course should be at least 14 days in length.

1.11.2 Conversational English

Situational Assessment

Most tourists, from overseas and from the region, are able to speak and communicate in English. Ngamiland service staff within the tourism industry that interact with foreign visitors therefore need to be able to communicate with visitors in English. Furthermore, a significantly large proportion of the senior management staff of tourism operations in Ngamiland are expatriates who primarily speak English. The natural tendency with such management staff is to employ Batswana who are able to communicate in English and who are literate as it makes their management function that much easier.

The 1998 Training Needs Assessment for Botswana notes that *“Potential recruits into the tourism industry, particularly in communities neighbouring tourism enterprises in the North (Ngamiland), are often handicapped by a lack of English and limited literacy skills Instruction in these skills must be considered a first priority for both new recruits and those already employed. Particularly, the need for training safari guides in English and literacy cannot be over emphasised.”*

Therefore, an inability to communicate in English and illiteracy are two barriers that restrict entry of non-English speaking Batswana from rural areas in Ngamiland into the tourism industry of the District.

Gap assessment

Literacy skills and the ability to communicate in English, therefore, forms a barrier to entry into the tourism sector exists. This barrier is particularly high in Ngamiland where there is a lack of exposure to spoken and written English and functional literacy is low, particularly amongst rural communities in Ngamiland. Private sector tourism operators can not be expected to provide formal training at this level to potential or new recruits as it is not their core function, neither do they have the resources nor the Boto accredited to undertake such training. This function therefore needs to be carried by the public sector. The aim of such training would be to minimise the barrier of communicating in English to entry in the tourism industry particularly for rural people living in close proximity to tourism resources, attractions and products.

Training Recommendation

The following training is recommended:

Target market	<ul style="list-style-type: none"> All Batswana who are currently working in the tourism industry who are unable to effectively communicate in English. Batswana living in proximity to existing tourism products or tourist attractions wishing to become involved in the local tourism plant but are unable to due a lack of conversational English.
Trainer	Boto accredited trainer for the modules below.
Boto ID Code	Training Course/s
??	Conversational English (Beginners)
??	Conversational English (Intermediate)
??	Conversational English (Advanced)
??	Conversational English (Specialist Guide)
??	Basic literacy for tourism industry

Government should focus this type of skills training in the following Tourism Development Areas (TDA's) of Ngamiland at the recommended level of priority.

STRATEGIC TOURISM TRAINING PLAN FOR NGAMILAND

TDA	Priority area
OKAVANGO CORE TOURISM DEVELOPMENT AREA	High
MAUN TOURISM DEVELOPMENT NODE	High
MOREMI-EAST TOURISM DEVELOPMENT AREA	Medium
TSODILO TOURISM DEVELOPMENT AREA	Low
PANHANDLE TOURISM DEVELOPMENT AREA	High
WESTERN TOUR ROUTES TOURISM DEVELOPMENT AREA	Low

All training undertaken should be undertaken by Bota accredited trainers according to units standards defined and accredited by Bota.

This training programme should take place at appropriate locations on a regular and repeated basis. The duration of the course should be conducted over a period of a couple of months.

1.11.3 Tourism information dissemination

Situational Assessment

Information for tourists is critical in planning and executing their travels in a destination. Tourist information may be gathered by tourists from a number of different sources including the internet, travel publications, advertising, marketing material and travel information compiled and published by public tourism authorities. Tourists require such information to plan their trip to a destination, to assist them in traveling around a destination area. Furthermore, this information is necessary to provide them with subject information of interest while in the destination. Tourist information needs differ if visitors are self-drive tourists or part of a tour group or package tour. Both needs are critically important in promoting Ngamiland as an international tourist destination and ensuring the safe travels within the destination area of Ngamiland.

Tourist information dissemination in Ngamiland, especially for self-drive tourists, is particularly poor or in some cases, non-existent. The Maun Tourist Information Centre, which may be regarded as the gateway to the Okavango Delta for self-drive visitors from the south and east, is in a particularly dilapidated state. This office is poorly resourced, badly managed, has minimal communication facilities, has poorly trained front office staff and offers a dreadful service to visitors seeking information or wishing to make a reservation at tourism products in Ngamiland. This state of affairs offers visitors an unpleasant, unwelcoming arrival experience and does not provide for their information needs or effectively promote and market tourism products in Ngamiland.

Training of information office staff will assist in improving the situation and service delivery in existing tourist information offices. However, training needs to be coupled with the provision of adequate resources, such as materials, maps, displays, telephones, broadband internet, in order to provide an effective information service.

Gap assessment

A significant gap exists between the level at which tourist information officers at tourist information offices currently operate and the level at which they should deliver. This gap may be narrowed through appropriate training but will also require a comprehensive, focussed plan to resource such offices.

Training Recommendation

The following training is recommended:

Target market	All public sector tourism staff that work in front offices of tourist information facilities and deal with tourists in one way or another.
Trainer	Boto accredited trainer for the modules below.
Boto ID Code	Training Course/s
00090.01.01	Provide customer service in the tourism industry
00087.01.01	Demonstrate knowledge of the significance of the tourism industry to Botswana
00089.01.01	Demonstrate knowledge of cross-cultural communication for the tourism and travel industry
00086.01.01	Demonstrate knowledge of communication and customer service skills in tourism workplaces.
00082.01.01	Demonstrate knowledge of the history of tourism in Botswana
00114.01.01	Demonstrate knowledge about aspects of Botswana which may be of interest to guests
00124.01.01	Demonstrate knowledge of the tourism industry in Botswana
00091.01.01	Respond in writing to enquiries and

STRATEGIC TOURISM TRAINING PLAN FOR NGAMILAND

	complaints in the tourism industry

Government should focus this type of skills training in the following Tourism Development Areas (TDA's) of Ngamiland at the recommended level of priority.

TDA	Priority area
OKAVANGO CORE TOURISM DEVELOPMENT AREA	High
MAUN TOURISM DEVELOPMENT NODE	High
MOREMI-EAST TOURISM DEVELOPMENT AREA	Medium
TSODILO TOURISM DEVELOPMENT AREA	Low
PANHANDLE TOURISM DEVELOPMENT AREA	High
WESTERN TOUR ROUTES TOURISM DEVELOPMENT AREA	Low

All training undertaken should be undertaken by Bota accredited trainers according to units standards defined and accredited by Bota.

This training programme should take place in Maun and Shakawe at a facility at which considerable role playing exercises may take place. The duration of the course should be at least 30 days in length. A visit to a well resourced, busy, high intensity tourist information office in Johannesburg, Durban or Cape Town should be arranged as a reward for the top students of this course.

Medium-term training plan for Ngamiland

A medium-term tourism training plan is proposed to bridge the gap between the immediate training requirements that are needed in the short-term and the strategic tourism training plan that strives to develop human resources to assist in developing and managing the long-term development of the tourism plant in Ngamiland.

1.12 Aim

The aim of this medium-term strategy is to deliver an appropriate suite of training courses to clearly identified groups of rural people in Ngamiland who may benefit from involvement in the regional tourism plant and contribute to the long-term growth and development of the Ngamiland tourism plant.

1.13 Objective

The aim of this medium-term training plan is to provide an appropriate delivery system or vehicle for training that effectively takes tourism training to the people that need training. Generally, tourism training is usually undertaken in training facilities in urban areas or specially constructed training facilities in the bush such as the Southern African Wildlife College in South Africa, to name an example. However, the cost and disruption of training to the lives for rural people living subsistence type lives in proximity to tourist attractions is often too great to allow them to undertake the necessary training to enter the tourism industry of Ngamiland. These logistical constraints often precludes them from entering and benefiting from tourism, an economic activity, that the government is striving to develop in order to bring such benefits particularly to such people. A potential and appropriate strategy to adopt to overcome such constraints is to take the training to the people rather than the people coming to centralised training facilities in fixed locations.

1.14 Recommendation

It is recommended that Government establishes a mobile tourism training unit that undertakes appropriate tourism training throughout Ngamiland.

This unit would be tasked with delivering a wide range of Bota accredited training courses at numerous and dispersed locations throughout Ngamiland thus bringing appropriate tourism training to rural host communities that have been unable to benefit fully from tourism due to a lack of training and access to training in the past.

The mobile training unit would provide Bota accredited courses in safari guiding, safari operations, safari camp operations, safari wilderness ecology, visitor information services, literacy and conversational English (see http://www.bota.org.bw/html/unitStandards_byTaskForce5.shtml?page=2 for full details of course accreditation and the appendix.).

STRATEGIC TOURISM TRAINING PLAN FOR NGAMILAND

2. Tourism Task Force
Tourism unit standards

Level 1

Domain	Id Code	Title of unit standard (outcome of learning)	Level	Credits
Safari Wilderness Ecology	00210.01.01	Demonstrate knowledge of ecology	1	2
Safari Guiding	00126.01.01	Demonstrate knowledge of the responsibilities of a guide	1	4
Safari Wilderness Ecology	00224.01.01	Demonstrate basic knowledge of the taxonomy of living things	1	4
Safari Wilderness Ecology	00225.01.01	Demonstrate knowledge of basic principles of conservation	1	4

Level 2 Tourism unit standards

Domain	Id Code	Title of unit standard (outcome of learning)	Level	Credits
Safari Wilderness Ecology	00058.01.01	Demonstrate intermediate knowledge and interpretation of fish found in aquatic wilderness areas of Botswana	2	2
Safari Wilderness Ecology	00060.01.01	Demonstrate intermediate knowledge and interpretation of flora found in limited wilderness areas of Botswana	2	9
Safari Wilderness Ecology	00062.01.01	Demonstrate intermediate knowledge and interpretation of amphibians found in wilderness areas of Botswana	2	2
Safari Wilderness Ecology	00201.01.01	Demonstrate knowledge of geology of the area of operation	2	4
Safari Guiding	00202.01.01	Respond to encounters with potentially dangerous animals during excursions in a mokoro	2	5
Safari Wilderness Ecology	00223.01.01	Demonstrate knowledge of climate of Botswana	2	4
Safari Guiding	00211.01.01	Demonstrate knowledge of communications radios in a tourism context	2	2
Safari Guiding	00214.01.01	Read spoor of animals in a wilderness area from a vehicle and on foot	2	6

STRATEGIC TOURISM TRAINING PLAN FOR NGAMILAND

Safari Wilderness Ecology	00066.01.01	Demonstrate intermediate knowledge and interpretation of reptiles found in a limited wilderness area	2	5
Safari Wilderness Ecology	00078.01.01	Demonstrate knowledge and interpretation of mammals found in a wilderness area	2	12
	00080.01.01	Demonstrate knowledge of computer applications and produce text on a computer in a tourism context	2	3
Visitor Information Services	00082.01.01	Demonstrate knowledge of the history of tourism in Botswana	2	44
Visitor Information Services	00083.01.01	Identify work roles in the tourism industry, and their related personnel	2	3
	00084.01.01	Demonstrate knowledge of tourism as an economic, socio-cultural, and physical process	2	4
Safari Camp Operations	00110.01.01	Give a short presentation on a local topic to guests in a tourism facility	2	2
Safari Guiding	00112.01.01	Assist in preparing and serving food for a bush braai in a wilderness area	2	6
Safari Camp Operations	00113.01.01	Co-ordinate pick-ups and drop-offs of guest by air in a wilderness area	2	4

Visitor Information Services	00114.01.01	Demonstrate knowledge about aspects of Botswana which may be of interest to guests	2	4
Safari Guiding	00117.01.01	Response to encounters with dangerous game animals in a permanent safari facility	2	8
Safari Guiding	00118.01.01	Demonstrate knowledge of approaching dangerous game on foot	2	6
Safari Guiding	00119.01.01	Demonstrate knowledge of firearm safety in a wilderness area	2	6
Safari Guiding	00120.01.01	Demonstrate knowledge of laws and regulations pertaining to all guiding areas and activities	2	4

1.15 Product description

This training unit would take the form of a mobile tented safari camp with training facilities that travels from one location to another on a carefully defined itinerary and time table. The unit would consist of the following elements:

- A fully equipped mobile luxury safari camp sleeping 12 guests in 6 double bed tents. This safari camp will be the model on which the learners practice to operate, service and manage a safari camp. This safari camp is used by paying guests at highly discounted rates during periods when learners need to undertake experiential training. (*The consultant has operated such a model with great success in the Kruger National Park as part of the Southern African Wildlife College's Community-based tourism training course for which the consultant was the senior lecturer*).
- Dormitory tents, ablution facilities and dining facilities for 30 learners.

- Staff quarters for lecturers and management staff.
- Large tents for lecture facility.
- A fleet of 4x4 vehicles to transport the mobile training camp from location to location, service the facility with provisions, transport students during study, provide game drives for learner safari guides and transport paying guests during experiential training periods.
- Mobile workshop.
- Support infrastructure for power, sewage treatment, water purification and protection against problem animals.

1.16 Implementation

The mobile training unit would need to be funded by Government but implemented by the private sector in accordance with Bota regulations. A service level agreement would need to be established between government and an appropriately experienced, qualified accredited service provider to operate the mobile training facility. A private sector operator is more appropriate and effective than a government implementing agent in terms of delivery as payment to the service provider would be based on the delivery of training courses and learners qualified. The profit motive would ensure that service delivery is maintained at a high level.

The recommended method of implementation for the mobile training unit is for government to identify development and operational funds then issue a public tender for each of the following:

- **Tender 1:** The planning, design and establishment of the mobile training unit including the facilities, vehicles and infrastructure.
- **Tender 2:** The preparation of training course and materials for the mobile training unit base on Bota unit standards.
- **Tender 3:** The operation of the mobile training unit and the delivery of training courses throughout Ngamiland.

A steering committee comprising government, private sector tourism operators, Bota officials and appropriate interested parties should be formed to monitor the implementation of this training unit.

The recommended timeframe is:

Phase 1: Identification and securing of funding – 2008/9

Phase 2: Issuing of Tender 1 & 2 Research and development – 2009/10

Phase 3: issuing of Tender 3 and the implementation of the mobile training unit.

ODMP Sustainable Tourism & CBNRM Component

Volume 2 – Final Report

Section 6 – CBNRM Action Plan



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TABLE OF CONTENTS

1	Executive Summary	1
2	Situational Analysis of CBNRM in Ngamiland	5
2.1	<i>Background to CBNRM in Botswana</i>	5
2.2	<i>Background to CBNRM in Ngamiland</i>	12
3	The components of tourism	19
3.1	<i>Community based tourism & ecotourism & CBNRM in Ngamiland</i>	19
3.2	<i>Issues and concerns relating to CBNRM in Ngamiland</i>	19
4	Strategic Analysis of CBNRM in Ngamiland	20
4.1	<i>Situation Analysis - Tourism related CBNRM Activities</i>	20
4.2	<i>Situation Analysis - Non-tourism CBNRM in Ngamiland</i>	22
4.3	<i>SWOT Analysis of CBNRM in Ngamiland</i>	26
4.4	<i>Gap Analysis of non-tourism CBNRM activities in Ngamiland</i>	29
4.5	<i>The failure of 'Non-tourism' CBNRM in Ngamiland</i>	30
5	A New Strategic Framework for CBNRM in Ngamiland (2007-2037)	31
5.1	<i>Vision</i>	32
5.2	<i>Goal</i>	33
5.3	<i>Strategic Objectives</i>	33
6	Detailed descriptions of key specific Actions	39
	<i>Strategic Objective 1: Increase and strengthen capacity in Communities</i>	39
6.1	<i>Strengthen Institutional Capacity in Communities for 'Good Governance'</i>	39
6.2	<i>Strengthening enterprise capacity</i>	44
6.3	<i>Reviving Craft Production – New wine in old bottles</i>	47
6.4	<i>Web-based support to community tourism enterprises</i>	48
	<i>Strategic Objective 2: Optimising economic returns on sustainable NR use</i>	49
6.5	<i>Exploring and developing new non-tourism CBNRM markets</i>	50
	<i>Strategic Objective 3: Equitable distribution benefits to household level</i>	58
	<i>Strategic Objective 4: Manage and protect Natural Resources</i>	59
7	Cross-cutting Objective – Monitoring CBNRM	61
8	Conclusion	63
9	Recommendations	64
10	'Non-tourism' CBNRM Pilot Project in Ngamiland	66
10.1	<i>A Plan to Beneficiate selected Essential Oils and Aromatics in Ngamiland</i>	66

LIST OF ACRONYMS

ADMADE	Administrative Management Design
ASNAPP	Agribusiness in Sustainable Natural African Plant Products
BDF	Botswana Defense Force
BNRMP	Botswana Natural Resources Management Programme
BoT	Board of Trustees
BSAP	Biodiversity Strategic Action Plan
CAMPFIRE	Community Areas Management Programme for Indigenous Resources
CBPP	Contagious Bovine Pleuropneumonia
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organisation
CECT	Chobe Enclave Community Trust
CEG	Community Escort Guide
CEO	Chief Executive Officer
DWNP	Department of Wildlife and National Parks
FRAME	(USAID Natural Resource Programme)
HATAB	Hospitality and Tourism Association
HOORC	Harry Oppenheimer Okavango Research Centre
IUCN	World Conservation Union
JVP	Joint Venture Partner
KAZA	Kavango – Zambezi
LAC	Limits of Acceptable Change
LUMP	Land Use Management Plan
MESA	Multi-functional Enterprise Support Agency
MOMS	Management Oriented Management System
NGO	Non Governmental Organisation
NR	Natural Resources
NRM	Natural Resources Management
NRMP	Natural Resources Management Programme
NTNRM	Non-tourism natural resources management
NWDC	North West District Council
OD	Okavango Delta
ODRS	Okavango Delta Ramsar Site
SADC	Southern African Development Community
SAEOPA	South African Essential Oil Producers Association
SAMOPN	Southern African Marula Oil Producers Network
SASUSG	Southern African Sustainable Use Specialist Group
SO	Strategic Objective
TAC	Technical Advisory Committee
TFCA	Transfrontier Conservation Area
TLB	Tawana Land Board
ToR	Terms of Reference
USA	United States of America
USAID	United States Agency for International Development
WMA	Wildlife Management Area
WWF	World Wide Fund for Nature
WWF-SARPO	WWF-Southern African Regional Programme Office

1 Executive Summary

CBNRM as applied in Botswana and elsewhere in the Southern African Region is a *rural development strategy* that provides incentives for *biodiversity conservation*.

Unlike in other neighbouring countries, CBNRM in Botswana has not been built upon a solid foundation of policy development and formulation to guide and direct its progress and evolution. Zimbabwe, Zambia, Namibia and South Africa all have approved national CBNRM policies that stakeholders may refer to in determining parameters of development and operation.

With the support of the United States Agency for International Development (USAID) funded and regionally linked *Botswana Natural Resources Management Programme* (BNRMP) in 1989 a move was initiated to devolve certain access and use rights to communities. The development and success of a number of pilot projects initiated in 1994 -1996 stimulated a drive for communities to form Trusts and community based organisations (CBOs) in order to access rights to use local natural resources – many based on the use of hunting quotas.

In 2005 the value of CBNRM to rural communities in the Botswana was over P32,6 million, with CBNRM being implemented by 94 registered community-based organizations (CBOs) in over 150 villages of the country, and benefiting around 135,000 Batswana.

However communities with CBNRM CBOs have not been overly successful in distributing the benefits equitably to household levels in most cases, due to widespread and large-scale maladministration of community benefits by the Boards of Trustees of the CBOs. The Boards of many CBOs have persistently embezzled community funds and misappropriated or abused community assets, causing the Government to introduce a new Draft CBNRM policy that effectively reduces the level of financial benefits that the CBOs earn from hunting quotas and the sale of photographic safari leases to the private sector.

Given the previously high level of financial benefits derived from tourism related activities (hunting quotas and the sale of photographic safari leases to the private sector) in Ngamiland, and the introduction of drought relief assistance in the form of food handouts from the government, it has been noted that there has been a significant decline in the extent of craft production across the district over the past decade. In general, there is currently very little 'non-tourism' related activity taking place in the Okavango Delta Ramsar Site (ODRS) except for a small amount of very specialised basket weaving by a group of women in the Etsha area near the pan handle.

This study was required to identify means of stimulating the 'non-tourism' CBNRM sector to become more productive through a specified CBNRM Action Plan.

A Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis was carried out on CBNRM in Ngamiland, and using the non-tourism components of this, an Action Plan for CBNRM in Ngamiland covering the next 30 years was developed. The key components of this Plan included the development of a new Strategic Framework for CBNRM in the District, with a Vision, Goal and four Strategic Objectives:

Vision:

"Healthy, happy, empowered and economically secure rural communities, actively managing and using their natural resources sustainably, in order to maintain and improve their ongoing livelihoods well into the future."

Goal:

“To empower rural communities in the ODRS to secure, maintain and improve their livelihoods, on an equitable basis, through the sustainable use of natural resources in the ODRS, whilst also protecting and maintaining the biodiversity and ecological integrity of the area.”

Strategic Objectives (SO) to achieve the Goal:

1. Increase the ability and capacity of communities to manage their CBNRM and other social institutions, more extensively, transparently, democratically, accountably and effectively;
2. Optimize economic returns to communities from the sustainable use of natural resources;
3. Increase the level of equitably shared benefits obtained from the sustainable use of natural resources by ALL members of a community;
4. Enhance the capacity of communities to actively manage and conserve the biodiversity and biophysical resource base of the Okavango Delta.

In SO1 (Strengthen Institutional Capacity) a number of actions were outlined: a). Enhance representational potential of CBNRM producer communities; b). Introduce an ‘Action Research for Good Governance’ Approach to communities with CBOs; c). Extend MOMS to include other functions other than NR Management; d). Establish Private Sector based ‘Multi-function Enterprise Support Agency’ (MESA); and e). Explore accessing web-based marketing and reservations agencies for CBO tourism activities.

SO 2 (Optimize economic returns) was seen to be the key SO responding to the consultancies Terms of Reference (ToRs), and had a number of actions listed to achieve this objective: a). Reviving the craft industry in Ngamiland; b). Expanding the range of products and goods that can be produced from available natural resources; c). Expand cultural activities to support mainstream tourism; d). Move craft production into commercial levels of manufacturing

SO3 (Increasing the level of equitably shared benefits) included: a). Review and re-orientate benefit-sharing processes; b). Establish social ‘safety-net’ mechanisms in communities.

The final SO 4 (Enhance the capacity of communities to actively manage Natural Resources or NRs) incorporated the following: a). Expanding the number of communities engaged in MOMS in the Delta; b). actively involve communities in wildlife and NR quota setting processes.

Detailed activity outlines for the more important activities are outlined in the report. However, as per the requirements of the ToRs for the CBNRM Action Plan, it was required that a non-tourism CBNRM pilot project should be suggested for testing by Component 8 (Vegetation) of the ODMP. In agreement with the study Task Force, the report provides details of a suggested Pilot Project framed around the beneficiation of ‘essential oils’ – focusing on getting a community in the north western pan handle to test the extraction of oils from the *mongongo* nut. Details of exploring the production of hand-made papers were also provided.

The following recommendations were made to support and enhance the implementation of the Action Plan over time (the numbers in brackets indicate the relevant section in the main text to which they refer):

1. Review the policy environment of drought relief and related free ‘hand-outs’ in order to normalize the perverse incentive climate that currently works against people seeing the need to work towards livelihoods and thereby establish some feeling of ‘ownership’ over natural resources; [Ref: 4.5]

2. The exact role of Technical Advisory Committees (TACs) should be clearly spelt out in order to prevent confusion and conflict, confining the TACs role to that of only offering advise on general policy matters i.e. tendering procedures, community governance etc. and requiring them to seek specialist advice for functions outside of their field of experience ie. Business or enterprise related issues; [Ref: 4.3.2]
3. A more rigorous and comprehensive monitoring process should be put in place to ensure that appropriate socio-economic data is collected in order to be able to enhance government decision-making with regard to CBNRM and community empowerment; [Ref: 2.1.3]
4. Negotiations should be instituted with the private-sector to establish a Multi-function Enterprise Support Agency, working in tandem with the government's LEA process; [Ref: 5.3.1 & 6.2.1]
5. Strengthen the capacity of the Ngamiland District CBNRM Forum to represent the interests of CBNRM communities more effectively [Ref: 5.3.1]
6. Establish a Natural Resources Producers Association or Working Group to facilitate the improvement of non-tourism CBNRM activities through the representation of their interests, and researching and exploring new natural resource beneficiation options; [Ref: 6.3 & 6.5]
7. Establish an Ngamiland Community Tourism or Ecotourism Working Association or Group to promote the expansion of community based ecotourism enterprises, guide the development of new ecotourism enterprises, represent CBO and community interests; [Ref: 6.5.5]
8. Consider pilot testing the introduction of the 'Municipality' model in some Ngamiland CBNRM CBOs; [Ref: 2.2.3 & 6.1.2]
9. Review the situation of maladministration of CBNRM Trusts (commission an official enquiry) and support the judicial system in following up felons who misappropriate or abuse community finances and assets; [Ref: 2.1.4]
10. Consider pilot testing the Equitable Benefit Sharing approach with a few communities and roll out to further communities if successful, as well as creating a more robust social 'safety-net' systems in producer communities; [Ref: 2.1.4 & 5.3.3]
11. Strengthen existing MOMS efforts and projects, enhancing the capacity to use MOMS for more effective management of natural resources [Ref: 5.3.4]
12. Diversify the application and implementation of MOMS to other functions besides natural resources management ie. strengthening Good Governance [Ref: 5.3.1]
13. Support the implementation of the SASUSG/WWF/University of Florida's Action Research for Good Governance initiative in Ngamiland communities; [Ref: 5.3.1. & 6.1]
14. Review the effectiveness and use of CBNRM CBO Land-use Management Plans with a view to making them more useful, effective and user-friendly; [Ref: 4.3.2]
15. Review the allocation of Controlled Hunting Areas (CHAs) areas to community Trusts and CBOs to ensure a more equitable distribution of areas or to facilitate access by more Trusts to CHAs ie. sharing existing areas, having a better system of allocation of vacant areas to new CBOs; [Ref: 4.3.2 & 4.3.3]

16. Promote the development and proclamation of Community Conservation Areas in those areas where communities have decided to designate land for such purposes. [Ref: 4.3.3 & 4.5.5];
17. Promote the involvement of communities with hunting and natural resource use quotas to participate actively in quota setting processes [Ref: 5.3.4]

2 Situational Analysis of CBNRM in Ngamiland

Community Based Natural Resources Management (CBNRM) in southern Africa has been accepted by many Governments as a complimentary development strategy to that of agriculture, and is consequently incorporated into the policy frameworks of those countries. Since 1989 CBNRM has played an important role in transforming the livelihood strategies of many communities in Botswana, and in particular Ngamiland.

This paper outlines the background of CBNRM in the country and the current situation in the Ngamiland District, and uses this to propose a strategic Action Plan for the growth of CBNRM in the District through to the year 2030. This strategic Action Plan has been developed through extensive consultation with relevant stakeholders nationally and within the District.

In the compilation of this study report a significant amount of data has been obtained from the excellent ODMP commissioned Economic Evaluation Study report produced by Turpie et al. (2006). As the original intention for the various ODMP component studies was to integrate with each other, and inform overall analysis, this study makes use of the natural resources management related information where necessary, and acknowledges the good work of the authors.

2.1 Background to CBNRM in Botswana

To understand the context of CBNRM in the Ngamiland District at present, it is necessary to provide a short overview of the development of CBNRM in the country as a whole, over time.

2.1.1 History of natural resource use in Botswana

Natural resources have been the corner-stone of communities' livelihoods in Africa for many thousands of years. Over the millennia sophisticated systems of management and control evolved to protect certain species from over-harvesting, and to ensure sustainability. Many of these processes of management were based upon extensive indigenous knowledge systems that used taboo and mystique to ensure compliance.

With the advent of colonialism and subsequent changes in land and resource laws, the traditional management systems were modified and eroded. Modern, western educational processes and changes in economic systems also accelerated the transition from traditional to modern frameworks of management, primarily based upon changes in land tenure and acquisition of assets (de Soto, 2001).

Where biodiversity is seen as important for the livelihoods of the local communities, everyone participates in its conservation. This applies mainly to the management and use of veld and forestry resources. Wildlife is often seen as the direct responsibility of Government. The same communities have expressed concern that the direct responsibility of managing natural resources has been removed from them and is now under government, which they argue has put the control of their livelihoods in the hands of an external agency (BSAP, 2004:86).

Botswana's experience of communities managing their natural resources has largely taken the same route that other southern African states have done, over the past three centuries of colonialism. The re-emergence of community-based natural resources management (CBNRM) in the region since the late 1980s, with Botswana being one of the pioneers, has not been without its trials and tribulations. As a re-emerging concept in a western-based context it is both challenging entrenched modern legal and policy frameworks, and negotiating new management paradigms.

2.1.2 The emergence of CBNRM in Botswana

CBNRM as applied in Botswana and elsewhere in the Southern African Region is a *rural development strategy* that provides incentives for *biodiversity conservation*.

Unlike in other neighbouring countries, CBNRM in Botswana has not been built upon a solid foundation of policy development and formulation to guide and direct its progress and evolution. Zimbabwe, Zambia, Namibia and South Africa all have approved national CBNRM policies that stakeholders may refer to in determining parameters of development and operation.

Prior to 1989 the management of natural resources in most southern African countries was generally seen to be the mandate of the national conservation agency ie. Department of Wildlife and National Parks (DWNP) in Botswana. However around that time these agencies realised that their conservation agencies (and the government) only had the resources (manpower, finances, equipment and infrastructure) to manage wildlife¹ in their protected areas, and could not single-handedly manage the wildlife outside these parks and reserves – they would have to elicit the assistance of the land-holders ie. the rural communities. Hence CBNRM was born – but not without some concessions being granted to provide incentives for the communities to manage and protect the wildlife – certain rights were devolved to them to access and use the wildlife for economic gain.

With the support of the USAID funded and regionally linked *Botswana Natural Resources Management Programme* (NRMP) in 1989 a move was initiated to devolve certain access and use rights to communities on the premise that if communities had a greater degree of 'ownership' over the use and management of their natural resources, they would be more likely to conserve them better, and use them more sustainably. The NRMP worked with the DWNP to create a policy environment in which such devolution could take place. This eventually happened in 1995 through issuing of an official Government 'Savingram' jointly signed by two Permanent Secretaries in 1996 (see Appendix 1) which permitted relevant communities to access and use natural resources (primarily wildlife through hunting or ecotourism) under defined conditions:

1. The community must have a representative and accountable management group or entity.
2. The community must demonstrate, where such exist, that the needs of Special Game License holders are being met in a way acceptable to the holders of such licenses once a single and undifferentiated wildlife off-take quota is granted.
3. The District authorities must have observed and sanctioned the process by which a representative and accountable management group or entity has been developed or established.
4. The Joint Venture guidelines published by the Department of Wildlife and National Parks are binding on those Districts that have adopted them in formal Land Board and Council sessions, and particular attention must be paid to ensure that tendering procedures are followed to ensure compliance with the Tourism Policy (1990).
5. Land Board may grant leases effective for 15 years based on three renewable 5 year periods to communities able to satisfy the above conditions, and which have formed appropriate legal entities for the management of their natural resources. Such leases shall contain a condition that a community wishing to enter into sub-leases with tourism operators shall grant these for one year at a time only where the grant is made during the first two years and for three years where made in the third year. Thereafter sub-leases may coincide with the periods of the head lease. Where a community has not formed an appropriate legal entity for the management of its natural resources Land Boards may grant annually renewable

¹ 'Wildlife' is taken to mean wild animals and their associated habitats / ecosystems.

resource leases to approved commercial partners of such a community, provided that the community has satisfied the above conditions, until such time as the community forms an appropriate legal entity.

6. All activities proposed by communities, whether in conjunction with an approved partner or otherwise, must be in conformity with the prevailing Land Use Plan.
7. Where a community resides in a Wildlife Management Area the proposed activity must be in conformity with the published recommendations of the management plan, where such exists.

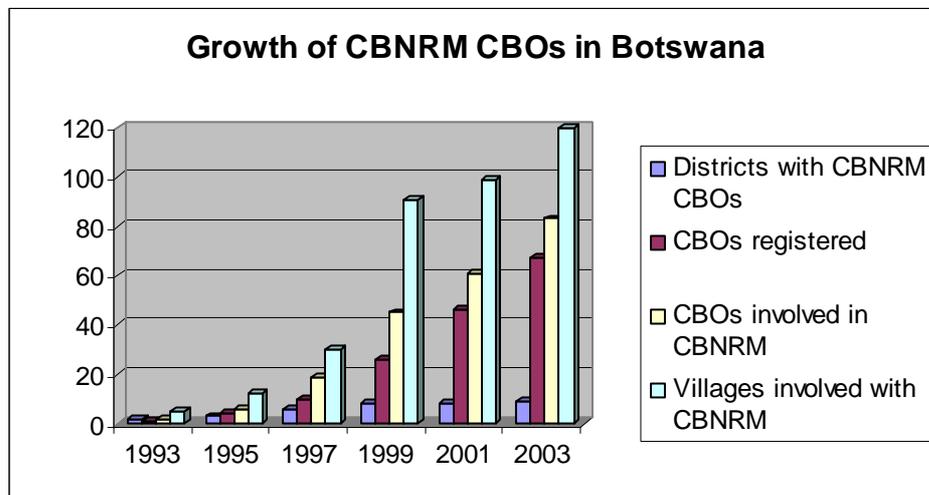
This SAVINGRAM, whilst allowing complying communities to access and use specific natural resources – in this case wildlife, fell short of providing a comprehensive enough guiding policy framework within which a fully fledged development approach could evolve and grow. It in effect was a case of action informing policy development instead of policy informing action.

2.1.3 The status of CBNRM in Botswana

Despite the lack of an overarching and substantive Policy, CBNRM grew steadily in the years from 1990 with the efforts of the BNRMP and the extension services of the DWNP – starting slowly initially, but gaining momentum with the issuing of the SAVINGRAM previously mentioned.

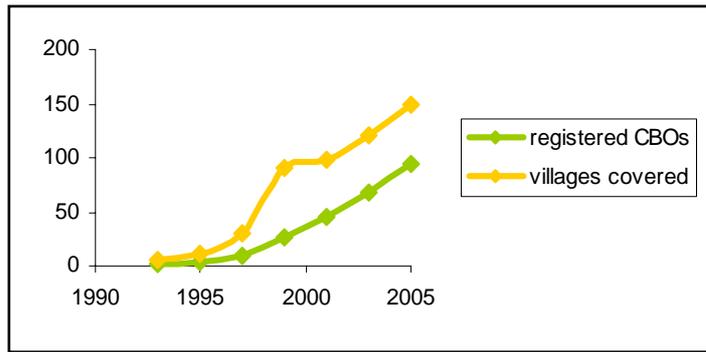
The development and success of a number of pilot projects initiated in 1994 -1996 stimulated a drive for communities to form Trusts and CBOs in order to access rights to use local natural resources – many based on the use of hunting quotas, but others on forest products such as Marula fruit or other veldproducts². Figures 1 and 2 indicate the growth of these CBOs over time.

Figure 1: The growth of CBNRM from 1993 to 2003



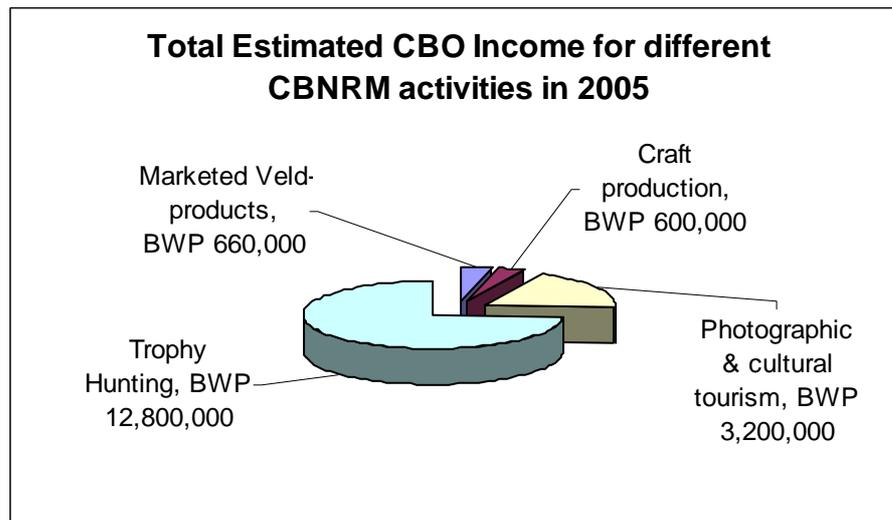
² Veldproducts in this study are taken to be primarily plants or elements of plants (fruit, roots, bark, tubers, seeds, leaves, etc.) that are harvested in the 'veld' by communities as parts of their livelihood strategies, although the harvesting of insects ie. mophane worms, has been included by some practitioners in the overall concept.

Figure 2: CBO registration and coverage in Botswana 1990 - 2005



The initial focus on the ‘formal’ aspects of CBNRM unfortunately prevented the original architects of the programme from including the normal, ongoing subsistence level of natural resource use into the overall picture, distorting the greater picture of community management and use of natural resources in the country. CBNRM has however flourished in the country as a whole, with a slow divergence away from the initial concentration on wildlife to a more diverse level of natural resource use including veldproducts, natural resource based cultural activities, and the production of craft and curios etc. The proportion of these non-wildlife activities in the nationally reported CBNRM income data has increased from virtually nil, to over P1,26 million in 2005 (see Figure 3).

Figure 3: Revenue generated nationally in CBNRM related CBOs - 2005.



It is, however, estimated that over P15,3 million worth of natural resources are harvested by CBNRM communities annually in the form of marketed veldproducts and other natural resources (thatching grass, fruits); meat from animals hunted legally at the subsistence level; crafts; household ‘own’ subsistence use (fuelwood, building material, fish, small game etc.). **This is in addition** to the income received by the registered CBOs who receive wildlife hunting quotas, shown in the pie-chart in Figure 3.

In 2005, therefore the value of CBNRM to rural communities in the country was over P32,6 million, effectively reducing the obligation of Government to spend that amount on these communities in social welfare subsidies. In 2005 alone, 1,200 people in Mababe and Sankuyo received cash payments of P500 per household from wildlife-CBNRM quotas, and more than 9,600 employment opportunities were created through CBNRM activities in remote areas (see Table 1). CBNRM is being

implemented by 94 registered community-based organizations (CBOs) in over 150 villages of the country, and benefiting around 135,000 Batswana.

Table 1: Employment in CBNRM activities in 2005

Activity	Employment
Trophy hunting	850
Photographic and cultural tourism	450
Veld products marketing	At least 3100
Crafts	At least 4000
Fishing	1,200
Total	Over 9,600 people

Some of the key benefits from CBNRM in the country includes that it:

- Retains educated youth in rural areas
- Contributes to the development of skills
- Establishment of representative village institutions
- Provides exposure to private sector and business thinking
- Improves working relations with government, conservation and development organisations
- Has contributed hugely to the spread and adoption of democracy.

Although the above information on CBNRM in the country is available, it has however been found to be insufficient and lacking in detail as a means of promoting the case for CBNRM to be taken seriously at the national policy level as a substantive rural development and community conservation approach. The need for more effective and detailed monitoring systems is essential if practitioners are going to be empowered to argue the case for community based conservation to contribute meaningfully to sustainable rural livelihoods in marginalised areas of the country.

2.1.4 The Policy Environment for CBNRM in Botswana

A number of existing policies and pieces of legislation influence the practice of CBNRM in the country, most notably:

- Wildlife Conservation Policy (under review) (1986);
- The Wildlife Management Area Regulations (draft) (2002); and
- Wildlife Conservation and National Parks Act (1992);
- Community Based strategy for rural development (1997);
- Joint venture guidelines (under review) (1999);
- Community Natural Botswana Management Lease (2001);
- Tourism Policy (1990);
- National Ecotourism Strategy
- CBNRM Policy (draft) (2003).

It is the above policies, legislation and strategies that have molded the development of CBNRM in Botswana. Over the past fifteen or more years of CBNRM evolution in the country, the principles and 'best practices' of regional CBNRM have infused many of the communities, who have responded by creating necessary community based organizations (CBOs), most of them in the form of trusts. It is most notable that the communities in resource rich areas, principally those with large 'charismatic mega-fauna' species of wildlife,³ have formed trusts to access hunting and photographic safari leases and quotas that have traditionally just been on-sold to third parties as so called 'joint-venture partners' or JVPs. Such communities have reaped substantial rewards annually with the sale of these quotas and leases – many communities

³ 'Charismatic mega-fauna' is regionally taken to describe those large vary marketable mammals such as elephant, buffalo, giraffe, zebra, black and white rhino, lions, leopards, hyaena, etc. which are in demand from a photographic safari or hunting perspective.

earning in excess of P1.5 million a year. However many communities with poorer natural resources only earn between P125,000 and P250,000 per year, depending on their ability to form cohesive CBOs. Some communities with potentially rich resources cannot form cohesive CBOs due to internal political or social conflicts, and consequently fail to attract appropriate investment or JVPs. The vast majority of communities have however not formed CBOs and earn no collective income from the use of natural resources.

However, CBNRM in the country has not been successful in distributing benefits obtained to the household level, thus begging the question of calling it CBNRM. In many instances it has merely been a reluctance of conservative CBOs to part with the wealth 'they' – the community have obtained – and so the funds sit idle in bank accounts, whilst the communities lack basic social amenities. In some communities the funds are squandered on miscellaneous and irrelevant projects, infrastructure or equipment ie. travel to football matches, laptop computers etc. In the most extreme instances large sums of money have been embezzled, or community assets have been extensively abused by the Boards of Trustees who have through devious means misled their communities and 'captured' the community wealth for personal gain. In some instances such Boards of Trustees or members within them have siphoned off hundreds of thousands of pula per annum, effectively depleting the millions of pula previously in the Community Trust bank accounts. The same perpetrators also connive to purchase expensive vehicles and property and use them exclusively in their personal capacity, claiming that it is a 'perk' of the job for being a member of the Board. Few if any of the culprits have ever been prosecuted for these illegal activities. A number of factors have conspired to create the environment in which such maladministration is taking place:

- Inadequate support being afforded communities in terms of rural development and social transformation so that appropriate institutional frameworks exist in every community where democracy, accountability, participation and transparency exist;
- Lack of skills and capacity within communities, to manage sophisticated and complex modern business organisations and institutions;
- Poor or little support from a very weak NGO sector;
- Lack of law enforcement and prosecution of felons involved in the misdemeanors
- Lack of an actual CBNRM Policy and Legislation to set guidelines and ensure compliance.

The level of maladministration and illegal practices has however since 2004 escalated to such proportions that government has been required to step in and curtail them. To achieve this Government has chosen to implement a new Draft CBNRM Policy, that was been approved by Cabinet in 2006, and should be passed through parliament in 2007. The new policy will, if approved, effectively remove the authority provided in the 1995 SAVINGRAM allowing communities to receive full value for the sale of hunting quotas and photographic tourism leases, and reduce the portion to be passed on to communities to only 35% of the revenue earned, to cover the administrative costs of managing the CBO. 65% will be withheld and placed in a national 'environmental' fund that any Botswana community may access for conservation projects.

The rationale for this has firstly been that all wildlife resources are a nationally owned asset, and that it was at the will and pleasure of the Government that previously communities were allowed to keep the full value of the sale of these assets, as long as they managed such assets responsibly. Seeing that many communities and their CBOs were now misusing these benefits for personal and not collective gain, the concept of CBNRM no longer applied, and therefore Government had the right to 'change the rules of the game' to protect communal assets. Secondly, Government argues that it will now be protecting the remaining 65%, and should a community want to access it, it would have to apply for it, and then very specific management criteria can be placed on the use of any money released, on a project by project basis. Thirdly

Government maintains that through the centralised fund, national wealth can be more fairly distributed amongst all communities, especially the resource poor communities.

However it should not be forgotten that some basic principles apply to make CBNRM operational and functional:

“People are psychologically and physiologically driven by incentives – ie. having to make the best choice out of given or available options. In extreme situations it is simply a case of ‘every man (or woman) for themselves (or their families)!’ therefore..... **There must be a positive correlation between the quality of management and the magnitude of derived benefits** - an incentive for good management must reward greater investment in the resource with greater benefits; and **Differential inputs must result in differential benefits** - those communities living with the resource and thus bearing a higher cost should receive higher benefits than those who do not bear this cost.

Benefits from natural resources, however cannot be derived if communities do not have substantive proprietorship over natural resources ie. they have the legally devolved rights to access and use the natural resources, and that they have the requisite skills, awareness and understanding of how to apply such proprietorship. This may best demonstrated with the following diagram in Figure 4.

Figure 4: Factors driving the process of institutional change from Failure to Success



Source: Bond, 2001

It may be naïve to presume that where communities have been used to certain ‘rights’ or privileges over an extended period of time, and have enjoyed the fruits of that privilege in terms of improved livelihoods or increased standards of living, that they will arbitrarily forego the benefit when such privileges as withdrawn. The nature of society is such that the affected community will substitute this loss with some other livelihood strategy if at all possible. If the range of opportunities or options is limited and some are potentially out of their reach due to capacity constraints, then it is logical that they will opt for that which will give them the easiest way out at the least cost. In the case of losing benefits from hunting and photographic quotas the choice may well be to recover the ‘lost value’ through illegal harvesting of natural resources – seeing that they belong to somebody else.

2.2 Background to CBNRM in Ngamiland

Ngamiland is considered to be a resource rich part of the country, and therefore CBNRM has a great role to play in the livelihoods of people living in the area.

2.2.1 History of natural resource use in the Okavango Delta

The use of the natural resources was, historically, locally controlled by cultural norms and rules, enforced through traditional leaders. More recently the centralisation of authority in government has weakened the role of local institutions. Natural resources became *de facto* open access resources, as there was no institution which effectively enforced laws on resource utilisation. With the establishment of protected areas, a quota setting system, and anti-poaching laws the attitudes of communities towards wild animals changed drastically, and wildlife was no longer seen as an asset, but instead as an impediment to their livelihoods threatening people, livestock, and crops (Benson and Motsholapheko, 2003).

The emergence of Community Based Natural Resource Management (CBNRM) in the 1990s, was premised on the concept that traditional knowledge and community-based institutions would act as a process to regain rights and value over natural resources, and operate as a strategy for rural development and resource conservation. The fundamental assumption of CBNRM is that that communities who derive tangible benefits from the utilisation of natural resources will have an incentive to sustainably manage the natural resources in the long term. An apparent anomaly however, is that the Wildlife Management Areas remain under the ultimate control of government while the communities, who live in them, act as custodians – but do not have authority to manage the resources. They are only permitted to access or use specific natural resources for commercial purposes through permits from the Department of Wildlife and National Parks.

Several laws regulate the use of natural resources in Botswana. Apart from gazetted forest reserves, which are governed by the Forest Act, and which do not occur in the study area, veld products such as thatching grass, reeds and fuel wood are managed by local communities. However, these management systems have become weak as a result of loss of power of traditional leadership as well as increasing subsistence and commercial demand for resources. Hunting is a licensed activity regulated by the Wildlife Conservation and National Parks Act, and penalties are strictly enforced in Botswana. Fishery resources are regulated by the Fish Protection Act (Turpie, et al, 2006).

CBNRM is therefore a hybrid system, using modern and traditional knowledge simultaneously. However, it is not always easy to acquire and incorporate both knowledge systems (*ibid*). The monitoring system which forms the basis for quota setting does not involve communities at all, and therefore their indigenous knowledge (IK) is disregarded. The effectiveness of CBNRM in its present form is still controversial. Driven by local power structures benefits are not always equally distributed and shared nor are they reinvested in profitable community projects. Trusts are still lacking essential skills required in the management of commercial tourism enterprises.

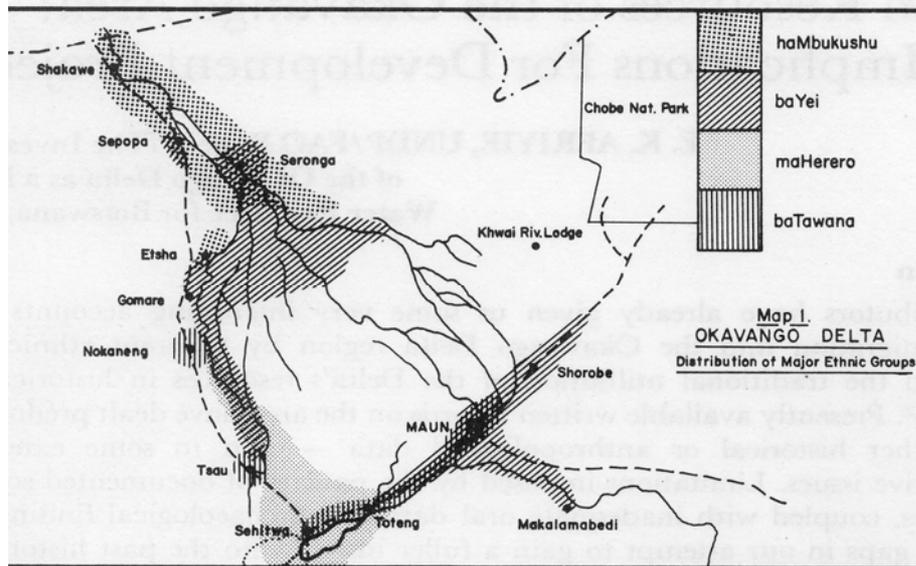
2.2.2 Demographics

Historically a number of tribal groups have occupied land in the overall Ngamiland District over the centuries. At present the distribution of the four main tribal groups residing in the district as outlined in Figure 5 are:

- baSarwa
- haMbakushu
- baYei

- baHerero
- baTawana

Figure 5: The distribution of major tribal groups in the Ngamiland District.



Source: Bensen, 2003

In this section information has been freely borrowed from the extensive economic survey carried out by Turpie, et al. (2006) and their exceptional body of work is acknowledged.

The total population of the ODMP Ramsar site study area in 2001 was estimated to be about 110 852⁴ people in 18 277 households (TLB 2006). Growth rates over the last decade were about 4.1% per annum, compared with 3.4% over the previous decade. Children (0 – 19 years) make up 53% of the population. A total of 56 959 people (53% of the population) are of working age (15 – 64 years). Older people only make up 6% of the population. More than half (55%) of households are female-headed.

Turpie et al. (2006) zoned the study area into five areas for ease of assessing the socio-economic status of the ODRS – see Figure 6.

Using these zones, it will be noted that about half of the population of the ODRS is concentrated in the South East zone, around Maun whilst the Panhandle contains about a quarter of the population. Very few people actually live in the Central zone (Table 22).

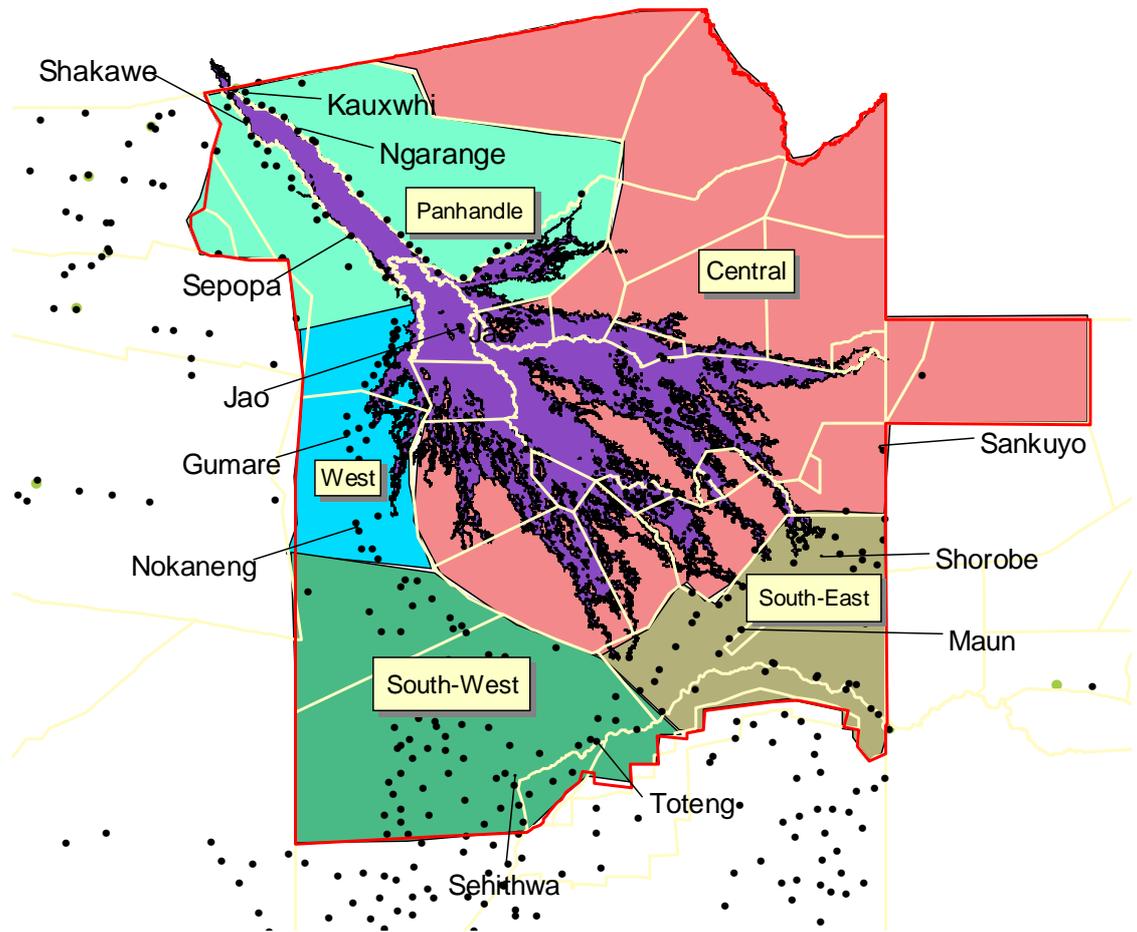
Table 25 Population of the zones

Zone	Population 2001	Household size (this study)	Estimated number of households
Panhandle	25,483	7.2	3,531
West	17,108	8.3	2,056
South West	9,193	7.5	1,226
South East	53,497	8.3	6,412
Central	1,475	7.3	202
Total	106,756		13,427

Source: Turpie, et al, 2006

⁴ This figure varies slightly from source to source – the ODMP Draft Framework Report quotes the population of Ngamiland in 2001 as being 124,712. It should be noted that not all of Ngamiland is included in the OD Ramsar Site.

Figure 6: The zonation of the Economic Valuation study area – Okavango Delta Ramsar Site.



Source: Turpie, et al, 2006

The average household sizes in the study area range from 7.2 in the Panhandle area to 8.3 in the West and South-east areas, excluding household members living away from home, with about 21 - 34% of the adults belonging to households in the study area being formally employed.

Table 3 Percentage of adults in formal employment and the percentage of jobs in different occupations

	Panhandle	West	South West	South East	Central
% adults in formal employment	26	24	21	31	34
Tourism	4	0	1	16	55
DWNP	4	0	0	3	5
Other Government	41	58	66	43	16
Farming	15	12	1	1	0
Fishing	3	0	0	0	0
Trade in natural resources	7	1	0	0	0
Trade in agric. products	3	2	1	0	1
Other	23	27	31	38	23

Source: Turpie, et al, 2006

Tourism and the DWNP account for 60% of jobs in the central (delta) area, and 19% in the South East (Maun) area, but is a relatively small employer to the west of the

delta – see Table 3. Government is by far the main employer in the area, accounting for 40 – 66% of jobs in most areas apart from the central area. Farming is the next biggest employer in the Panhandle and west areas. The fishing sector is a very small employer, and then primarily only in the Panhandle area, whilst trade in natural and agricultural products provides employment opportunities to a few.

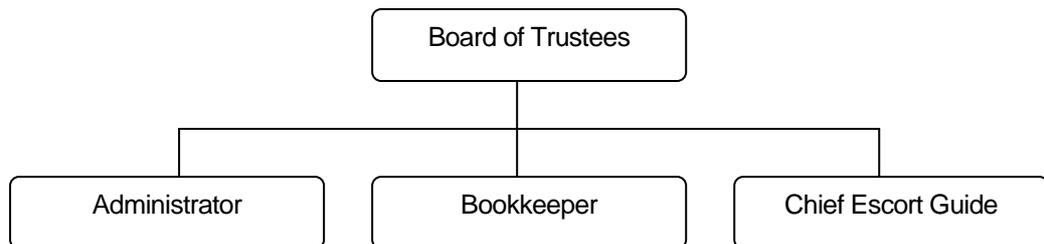
2.2.3 The emergence of CBNRM CBO management structures: 1990 – 2007.

Although the official authorisation to access use natural resources was only given to communities in 1995, through the official SAVINGRAM, CBNRM as a formal process or movement has started earlier in 1989 with the introduction of the USAID funded Botswana Natural Resources Management Programme (BNRMP), managed through the Department of Wildlife and National Parks. This programme which was linked to the regional SADC Natural Resources Management Programme (NRMP), which also funded the introduction of CBNRM projects in Namibia (Living in a Finite Environment - LIFE), Zambia (Administration Management Design - ADMADE) and Zimbabwe (CAMPFIRE). The four programmes evolved concurrently, but separately, only choosing to learn from proven ‘best practices’ in any of the other countries.

In 1995 with the support of the NRMP, and the SAVINGRAM in hand, a number of resource rich communities developed and registered Trusts, with one community group having pre-empted the SAVINGRAM by forming their Trust, the Chobe Enclave Community Trust (CECT) in 1994. Each of the Trusts applied to receive hunting quotas as authorized in the SAVINGRAM (see Table 4)

Historically these trusts followed a classical organisational structure, of having a Board of Trustees (between 5 and 10 members) overseeing one or two ‘employees’ who performed administrative functions (administrator, bookkeeper etc.) with some Trusts later developing a cadre of Community Escort guides to accompany and monitor professional hunting operations carried out by their JVP (See Figure 7). The inevitable outcome of this approach was that the Board Members then assumed ‘executive’ powers instead of advisory powers, and became the *de facto* managers of the trust – usually one being the ‘Treasurer’, another the ‘Vice-Treasurer’, another the Board Secretary etc. Invariably the Chairperson, the Treasurer, the vice Treasurer and the Secretary had signing powers on the bank accounts and effectively established a strangle hold over the community finances and assets.

Figure 7: Classical Organisational Structure Assumed by most CBNRM Trusts in Botswana



The downfall of this model has been that once established as members of the Board of Trustees (BoT), the members close ranks and collaborate in manipulating funds and the use and deployment of assets. It becomes extremely hard to establish accountability, and to prove wrong-doing conclusively. In some instances the Boards have been in place for many years after successfully manipulating the implementation and interpretation of the Trust’s constitution.

The poor quality of Trust Constitutions, is a further weakness in the system, where loop holes and omissions have enabled members to choose to interpret clauses to suit themselves. After many unsuccessful attempts to correct mistakes, community

members give up and lose interest in the Trust, leaving the Board Members to operate the organisation very much as a private enterprise, but without paying any taxes.

A major weakness in the process is that the communities are given the authority to receive the financial benefits from the sale of the leases and quotas, for very little effort on the communities part – they essentially do not have to ‘work’ to earn the benefit – in many cases it can be construed as a ‘hand-out’ by Government. It can be argued that to some degree the payment is for the cost of living with wildlife, as per one of the basic principles of CBNRM. In the case of communities such as Sankuyo, Mababe and Khwai it can be further argued that it is the value of the cost of ‘forgone opportunities’ seeing that their community members are not able to farm cattle and livestock as they are behind the ‘foot-and-mouth’ buffalo exclusion fence. They are effectively precluded from earning an income from cattle or stock ranching due to the Government’s policy to have such foot-and-mouth fences in place.

Lastly, the operation of any Trust is dependant upon the quality of input obtained from the designated beneficiaries of the trust – in this case the community members who have subscribed to being part of the trust. Not all community members agree to be involved in Trusts, and stand aloof of the process. It has been found that where a Trust is operating effectively and responsibly there are a number of factors leading to its success:

- There is usually strong and effective leadership from the Chairperson and the Board of Trustees
- The membership is actively involved in the operation and management of the Trust, the finances, the assets and the projects undertaken
- Members understand their constitutional rights and obligations and hold the Board of Trustees and its employees accountable for performance, non-performance, achieving objectives and for illegal behavior
- There is a significant degree of strategic planning and project planning, linked to long term development plans and shorter term annual plans

Table 4: The allocation of Controlled Hunting Areas (CHAs) to community Trusts in Ngamiland

CHA No.	AREA (sq km)	LESSEE	LAND TENURE	CHA TYPE	LAND USE	CHA STATUS
NG/4	~ 2740	Cgae Cgae Tabologo Community Trust	Tribal	Un-designated	Pastoral/ Arable/Res.	Ungazetted
NG/6	184.30	Unallocated	Tribal	Community managed wildlife in livestock area	Pastoral/ Arable/Res.	Ungazetted
NG/7	2918.93	Unallocated	Tribal	Un-designated	Pastoral/ Arable/Res.	Ungazetted
NG/8	4837.00	Unallocated	Tribal	Un-designated	Pastoral/ Arable/Res.	Ungazetted
NG/9	8388	Unallocated	Tribal	Un-designated	Pastoral/ Arable/Res.	Ungazetted
NG/10	1196.28	Unallocated	Tribal	Un-designated	Pastoral/ Arable/Res.	Ungazetted
NG/11	4562.31	Teemashane Trust	Tribal	Un-designated	Pastoral/ Arable/Res.	Ungazetted
NG/12	1091.93	Bukakwe Cultural Conservation Trust	Tribal	Community managed wildlife in livestock area	Pastoral/ Arable/Res.	Ungazetted
NG/13	2866.83	Unallocated - Tcheku Community Trust application	Tribal	Un-designated	WMA	Gazetted
NG/17	64.88	Unallocated	Tribal	Community photographic area	WMA	Gazetted
NG/18	1795.36	Khwai Community Trust	Tribal	Community wildlife utilization (Leasehold)	WMA	Gazetted
NG/19	163.89	Khwai Community Trust	Tribal	Community photographic area	WMA	Gazetted
NG/22	610.11	Okavango Community Trust	Tribal	Community wildlife utilization (Leasehold)	WMA	Gazetted
NG/23 A	88.87	Okavango Community Trust	Tribal	Un-designated	WMA	Ungazetted
NG/23 B	350.84	Okavango Community Trust	Tribal	Community photographic area	WMA	Gazetted
NG/24	584.12	Okavango Jakotsha Community Trust	Tribal	Community photographic area	WMA	Gazetted
NG/32	1223.34	Okavango Kopano Mokoro Community Trust	Tribal	Community wildlife utilization (Leasehold)	WMA	Gazetted
NG/33	59.77	Sankuyo Tshwaragano Management Trust	Tribal	Community photographic area	WMA	Gazetted
NG/34	856.21	Sankuyo Tshwaragano Management Trust	Tribal	Community wildlife utilization (Leasehold)	WMA	Gazetted
NG/37	1318.57	Unallocated	Tribal	Un-designated	Pastoral/ Arable/Res.	Ungazetted
NG/38	407.05	Unallocated	Tribal	Un-designated	Pastoral/ Arable/Res.	Ungazetted
NG/40	327.64	DWNP – Mababe have applied for use of this area.	State	Chobe National Park(Triangle)	National Park	Gazetted
NG/41	2208.25	Mababe Zokotshama Community Development Trust	State	Community wildlife utilization (Leasehold)	WMA	Gazetted
NG/45	1689.20	Phuduhudu – Xhauxwatubi Community Development Trust	State (?)	Community wildlife utilization (Leasehold)	WMA	Gazetted

- The members and the BoT meet frequently where members have active participation in decision making processes, full transparency is demanded and

given about all matters relating to the Trust's activities, all information is freely available to everyone on all Trust matters, and communication and dialogue is open and responsible.

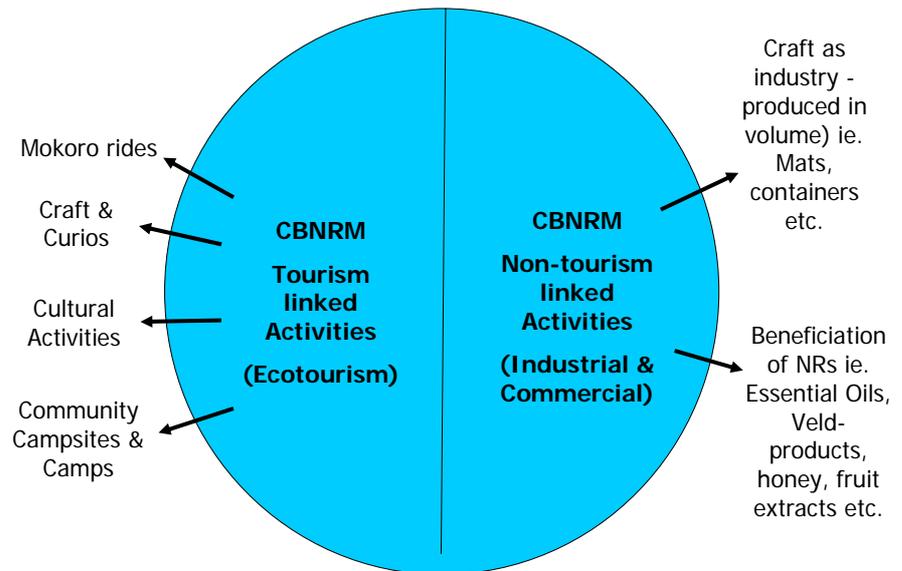
- Any benefits received by the Trust are responsibly and equitably divided among the community members,
- Good social responsibility programmes are implemented with a portion of the benefits ie. looking after HIV/AIDS orphans, the infirm and the elderly.

Unfortunately, too many of the Trusts in Ngamiland are operated in a sub-standard fashion because the financial and benefit stakes are high, and few other alternative economic opportunities are available to communities in the area. The temptation is too much for many rural folk to ignore.

3 The components of tourism

CBNRM in the Ngamiland District is divided into two main sectors – community based tourism (ecotourism) activities and non-tourism activities (see Figure 8).

Figure 8: The differentiation of CBNRM into tourism and non-tourism activities in Ngamiland



3.1 Community based tourism & ecotourism & CBNRM in Ngamiland

Prior to the 1960s Botswana was generally seen as an excellent hunting safari destination, and it was only in the early 1970s that the first photographic safari lodges were established in the Delta. Today there are approximately 2 hotels, 9 guesthouses and 93 lodges/camps in the study area. In addition, there are at least 70 mobile safari operators leading tours into the area. Tourism is centred on the Moremi Game Reserve and the surrounding Wildlife Management Areas, with most access being via the growing settlement of Maun, where many of the abovementioned operations are based.

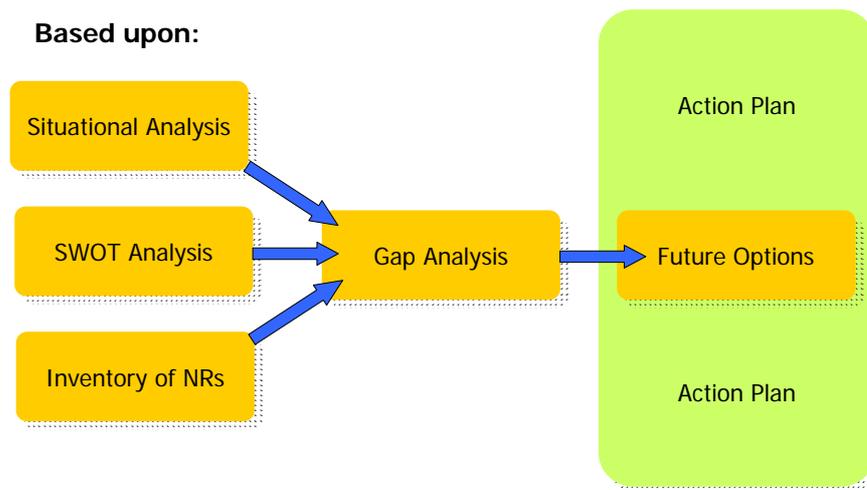
3.2 Issues and concerns relating to CBNRM in Ngamiland

1. Lack of productivity in 'non-tourism' CBNRM
2. Failure of most community eco-tourism ventures
3. Lack of citizen empowerment through CBNRM
4. Lack of substantive data on CBNRM activities and processes which would be important in developing and substantiating policy level decisions that affect the ability of CBNRM to function as a rural development and conservation mechanism
5. Youth have different ambitions and aspirations to existing elders and decision-makers, BUT their needs and aspirations will need to be considered in a 30 year forecast

4 Strategic Analysis of CBNRM in Ngamiland

This study has been carried out according to a Strategic Planning process as outlined in Figure 9, below, following a situational Analysis, a SWOT Analysis and an Inventory of Natural Resources, leading to a Gap Analysis and an eventual outline of future options, or an Action Plan.

Figure 9: A strategic planning process for CBNRM in Ngamiland



4.1 Situation Analysis - Tourism related CBNRM Activities

When analyzing the situation of tourism related activities in the ODRS, and the value of this economic sector in the overall economic picture of the Delta, it is interesting to note that the direct use values of the Okavango delta are overwhelmingly dominated by the use of natural wetland assets for tourism activities in the central zone – the 'core' area of the Delta. These tourism activities generate income (value added) which accrues to earners of salaries and wages, investors and government.

Turpie et al. (2006) report that "In the Ramsar site as a whole, local communities earn significant amount in profits from direct use of natural resources. Significant amounts are profits in-kind (consumed directly) while in the case of livestock, and in particular cattle post livestock, important cash profits are also earned from sales. Local low-income households earn comparable amounts through salaries and wages earned in the direct use of the delta's resource for tourism activities. Low income communities also derive income collectively through rentals and royalties from CBNRM joint ventures in the tourism sector." (See Table 5)

Although the picture emerging from the above table shows that tourism in an immensely importance economic factor in the Delta, contributing over P115,0 million to the economy, it hides the fact that a significant portion of this is linked to CBNRM in one form or another. It is also interesting to note that direct natural resource use generally contributes over P21,0 million to the economy.

Table 5: Estimated direct contribution of elements of the Okavango Delta Ramsar site and wetland to the livelihoods of low income rural households in Ngamiland (P'000, 2005)

Source: Turpie, et al, 2006

More significantly Turpie et al. (2006) show that the value of CBNRM tourism is estimated to be in the region of P40.1 million, when all factors are included and added in ie. employment, leases, royalties, sale of curios and craft etc (ibid).

Table 6: Estimated value of annual gross output and gross value added in the Okavango delta-based tourism industry using three methods, and average value used in this study (P million, 2005)

Value of Tourism in the Okavango Delta	
	Average Gross output P (millions)
Non-consumptive tourism	899.7
Hunting tourism	172.5
CBNRM tourism	40.1
TOTAL	1,115.8

Source: Turpie, et al, 2006

4.1.1 Hunting and Joint-venture Partnerships

As mentioned in Section 1.2.3 above, some communities that have a registered Trust, have an allocated CHA available to them on a head-lease and have Management Plans for the CHA in place are given a hunting quota by the Department of Wildlife and National Parks. Usually this quota is sold to a JVP through a tendering process, and the Trust receives the negotiated revenue from the JVP. These hunting quotas are usually sold for about P1.5 million per annum. Theoretically in an average sized community of about 500 people this would translate into about P6,000 per member per year or about P20,000 per household per year. At stages such benefits can be greater if photographic safari leases are also sold to operators for additional sums of money.

In each village, where the CBNRM program in Ngamiland is implemented, there has been a positive change of attitudes by local communities towards wildlife conservation, where they see wildlife as their main source of income (Mbaiwa 2006). As a result poaching in those communities has totally ceased ie. Sankuyo, Mababe, Khwai. In villages where no quotas are allocated, poaching still continues – with this being most evident in the western sections of the Delta and around the Panhandle.

4.1.2 CBNRM Trusts as tourism operators

Tourism is the life-blood of the Delta's economy. The mainstream tourism operations such as the 'High value – Low volume' camps in the heart of the Delta have developed into being one of the world's most sought after African wildlife tourism experiences. The industry earns the country hundreds of millions of pula each year, making the tourism sector the second most important sector after mining (diamonds), and a key component of Government's strategic planning.

These high end tourism operations are invariably linked to some larger, vastly experienced regional or global tourism operation, which has extensive marketing capacities, and a broad base of capital to draw upon. They are run efficiently and effectively based upon sound business policies and practices, demanded by their shareholders and owners. They are equally able to see opportunities and take calculated risks, backed up by their corporate capacity.

A number of communities have chosen, when the opportunity has arisen, ie. when private sector lodge concession leases in community areas expire, to rather attempt to run the lodges themselves as a community enterprise. There are few examples of well run exclusively community tourism enterprises in the region. Lessons learned from Namibia, where there are possibly the most examples of communities being involved in tourism, show that they are almost totally some form of JVP process. Conventional wisdom in the region tends to indicate that most attempt by communities to run enterprises themselves – as communities, invariably encounter insurmountable difficulties, and eventually fail. A classic example is that of an eminent community run lodge in the Madikwe Game Reserve in North West Province of South Africa, which through its facilitator followed all the necessary development processes to run the lodge on a communal basis, and for some years operated quite successfully, only to be beset with internal problems and operational difficulties that eventually forced it to close down.

Communities in Botswana have also experimented with running their own tourism operations, many with no success, and most with little success. The Sankuyo community east of Moremi Game Reserve has attempted, valiantly, to run Santawani Lodge for nearly four years, but has not been able to achieve the results its members expected. Likewise its community run Kaziikini Camp Site has also had mixed fortunes, with the campsite also not meeting anticipated occupancies.

The Botswana DWNP's Wildlife Conservation and Management Programme in its inception strategy (DWNP, 2003) clearly stated:

The cornerstone strategy or guiding principle that emerged from the (CBNRM Inception) workshop is to ensure the viability of **business related projects** by shifting:

- **Away** from the central paradigm of CBNRM that CBOs should play both an entrepreneurial role and a regulatory role; and
- **Towards** an approach where communities, while retaining overall responsibility, might decide to contract groups or individuals to implement their entrepreneurial activities.

It is with this in mind that this study and Action Plan will be suggesting that the *predominant* perspective taken in the Action Plan will be to advocate that where possible, enterprises should be operated by individuals or groups of individuals (cooperatives, shareholders etc.) and that 'communities' as such will not attempt to operate enterprises or businesses. This links into a later discussion in this study on the use of the 'Municipality' model (see Section 5.1.2).

4.2 Situation Analysis - Non-tourism CBNRM in Ngamiland

4.2.1 Traditional CBNRM practices in Ngamiland

Traditional CBNRM practices in the District historically centered around livelihood needs (food, shelter, security etc.) and traditional cultural practices (decoration and ornamentation, religious ceremonies, medicines etc.) (Benson & Motsholapheko, 2003). Much of this was utilitarian in nature, with a certain amount being for trade, barter and exchange. Many localized customary practices, norms and taboos governed the access to and utilisation of natural resources required in the livelihood strategies or cultural practices. Invariably the tribal or traditional authority such as the Kgosi, governed the traditional decision-making processes.

In order to support these livelihood strategies and customs, a wide range of activities were carried out, ranging from the weaving of baskets for household utilitarian purposes (sifting, winnowing, carrying, storing etc.), the crafting of bows and arrows for hunting, the construction of fishing nets and traps, the carving of spoons and stools, through to the actual pursuit of subsistence hunting, fishing and harvesting of wild fruit,

roots, tubers and other 'veldproducts. Life was 'tough' but low human population numbers allowed the communities to survive efficiently.

4.2.2 The use and value of non-tourism natural resources in Ngamiland

According to the in-depth economic study carried out by Turpie et al. (2006) for the ODMP, several natural resources are harvested in the study area, many of which are used or processed by a high proportion of households in the study area (Table 4).

Table 47. Percentage of households engaged in different natural resource-related activities (household survey data – ODMP Economics Study).

Activity	Panhandle	West	South West	South East	Central
Pottery	3	0	2	1	0
Wetland grasses	61	21	2	5	18
Upland grasses	8	12	18	16	35
Reeds	69	33	7	18	22
Papyrus	10	1	0	1	12
Palm leaves	12	42	7	29	41
Wild foods	57	53	64	57	65
Medicinal plants	12	12	19	16	10
Fish	34	6	4	6	20
Honey	2	1	1	2	2
Wildlife & Bird Hunting ⁵	36	49	43	42	61
Firewood	77	86	98	85	96
Timber	1	1	0	1	0
Poles & withies	49	28	34	28	47

Source: Turpie, et al, 2006

The table also indicates that the harvesting of medicinal plants is not a wide spread activity in the households of Ngamiland, possibly due to the more recent provision of substantial modern health care. Interestingly the harvesting of wild fruit still seems to be a key livelihood strategy, and therefore offers some potential to investigate this area for new non-tourism products. Even more interesting is the indication that hunting in whatever form is still a vigorously pursued activity by all communities, despite legislation and law enforcement controls.

Looking at individual natural resources, grass harvesting is worth some P3 million in terms of net private value to households, averaging about 570 –1200 per household, but generates very little in terms of cash income. Grass is used as an input into making brooms, and some 14 000 brooms are produced per year, worth only P117 000 to households, and is not therefore seen as a significant source of cash income.

Reed (*Phragmites australis*) harvesting is most important in the panhandle area, where reeds are most accessible to households, and where about 69% of households harvested reeds in the last year. However it is estimated that about 150 000 bundles of reeds are harvested annually from the delta as a whole, contributing over P2.2 million to households. Apart from the south-eastern area, most of the harvest is for own use, and generates very little cash income.

In the 1960s basket making was introduced to the Delta by the Hambukushu, who had fled from Angola to Botswana and settled in the thirteen villages of Etsha, in the West. Not being allowed to seek formal employment, but they were encouraged to produce baskets. Much effort has been made to support this activity, including marketing of the products by non-government organisations. Over 40% of households in the west and central areas collect palm leaves, with almost none of this being for sale. Dried palm

⁵ Assuming a 10% reporting rate given the sensitive nature of community hunting.

leaves fetch a reasonably high price, and the resource generates some P1.8 million for households. As expected the production of baskets and other palm products is high in the West and particularly in the South East area, with households in both these areas generating about P1,500 in benefits per producer household. A higher proportion of baskets were sold in the SE area (which includes Maun). Palm leaves and basketry together contribute a net private value of some P3.3 million to the districts economy.

Papyrus *Cyperus papyrus* is found in the permanently inundated channels and pools of the delta, and is used mainly to make sleeping mats. Although this is one of the most abundant resources of the delta, it is not that accessible to households around the delta, apart from those living close to these permanently flooded areas. Nearly all households that harvest papyrus also produce mats, worth about P100 – 125 apiece. This generates a total benefit to households of some P100 000, with about half of that being cash income to households.

Some 23 of the more common wild food plants used in the study area are listed in Appendix 2, (based on focus group discussions). Only three of these come from the wetland, one of which (Tswii or water lily) is highly important. This table offers some insights into possible future natural resource that may be beneficated for greater commercial gain.

The results of this study suggest that 53 – 65% of households in the study area harvested wild foods in the past year. Not all households provided data on the amount of use, however. Based on the data obtained, it is estimated that at least 75 tons of wild foods are harvested from the wetland per year, with less than 20% of this being traded. This yields a net private value of just under P100 000 to households, though the value is very small at a household level. In comparison, over 200 tons are harvested from the uplands, with a similar proportion being sold. Upland foods are worth some P1.3 million to households. Thus wetland foods contribute about 7% of the value of wild foods.

Relatively few households harvested medicines, probably based primarily on household needs. Indeed, most of the harvest is for own use, with only about 23% being sold. Medicinal plants are worth in the order of P280 000 to households in the study area.

Many households in the study area use the fruits harvested together with sorghum to brew Kgadi beer. Those households that do produce beer do so on a regular basis and produce fairly large quantities. This is a very important cash-generating activity, and over 90% of the beer produced is sold. Producer households may earn over P2500 per year from this activity, with a total value of P2.4 million to households in the study area.

A very small proportion of households collect wild honey in the study area, with an estimated total production of only 421 litres per year. This resource is valued at about P1000 overall, and it thus not particularly significant.

Hunting is a traditional activity that has been performed by inhabitants of the study area for centuries. Traditionally, people have migrated into the inner parts of the delta during the dry season when animals were concentrated around the water, and moved away to upland areas during the rainy season when wildlife fruits were available everywhere. Hunting activity was concentrated in the dry season. Now hunting is supposed to be carried out under license, based on citizen hunting quotas. The regulation of hunting stripped many rural inhabitants of their special game licenses and what most of the population considered to be their birthright. Restrictions on hunting and the establishment of permanent settlements changed this lifestyle to crop farming, but this is still not very feasible due to crop damage and predation by wild animals. Many resorted to hunting illegally to sustain their livelihoods. This was reiterated both in focus group discussions and in discussions with tourism operators.

In this study we estimate that some 36 – 61% of households in the different areas have members who engage in hunting. Based on limited household data, the total catch is estimated to be in the order of 100 tons per annum, worth some P125 000 to households. Hunting was dominated by small animals such as hare, spring hare, porcupines and small antelope.

4.2.3 Commercialisation of Traditional Handicrafts

Traditional crafts have generally been made by communities to serve utilitarian purposes – creating storage or transportation vessels, cooking and eating utensils, winnowing baskets etc. Modern plastic and metal containers and instruments have largely replaced such indigenous traditional craft. Terry (2000) indicates that approximately 100 different types of specific craft products were known and produced traditionally by the peoples of Ngamiland.

By the late 1960s, basket making in Ngamiland had almost died out and basket weaving as a form of cultural expression, would have been lost had no monetary value been attached to it (Benson & Motsholapheko, 2003). Through the initiative of the Refugee Resettlement Officer of Etsha, who started to buy and market traditional baskets, this traditional craft product was revived. With the resulting increase in demand local craft producers experienced a shortage of raw materials (*mokola* palm and various dye plants) in the vicinity of Etsha and Gumare, villages with a very high population concentration and a high percentage of women involved in basket making.

In the 1970s Botswanacraft began marketing baskets and together with several non-governmental organisations (NGOs) (e.g. Botswana Christian Council and Conservation International) they began to improve the quality of the baskets to gain maximum benefit from the resource base without depleting it. By the 1980s improved harvesting techniques, like selective cutting of palm leaves, had been adopted by 81% of the producers. The introduction of a grading system (encompassing quality, size, and design) contributed to the improvement of basketry and to the conservation of palms by promoting a more economic use of the raw materials (quality instead of quantity).

4.2.4 CBNRM in Ngamiland and the National CBNRM Policy

Historically CBNRM in Botswana has been globally recognized as being extremely progressive and 'visionary' based upon the level of access to natural resource (NR) access afforded to communities if they meet specific criteria ie. forming and registering formal Community NR Trusts with related constitutions, being allocated natural resource use quotas in specified areas, developing Management Plans for their areas,

CBNRM activities in Ngamiland are an important source of revenue to marginalized rural communities. In 2005 CBNRM activities contributed P10,308,714 to livelihoods of residents in 14 registered natural resource-based Community Trusts in Ngamiland (IUCN/DWNP, 2006) (See Table 8 or Appendix 3 for breakdown).

Table 8: Revenue earned by Ngamiland CBNRM CBOs (2003-2005)

	Revenue earned (Pula)
Total Revenue in 2003	7,510,693
Total Revenue in 2004	8,199,745
Total Revenue in 2005	10,308,714
2005 hunting	7,390,284
2005 tourism	2,289,171
2005 veldproducts	18,000
2005 crafts	0

Source: IUCN/DWNP, 2006

Of this amount P7,390,284 was derived from hunting quotas that were taken up and benefited the 6 communities that had been allocated hunting quotas. A seventh community (Okavango Community Trust) was allocated a hunting quota, though chose not to hunt the animals, and sold the 'rights to hunt' to Okavango Wilderness Safaris, earning over P1,825,886 through photographic safaris. General tourism activities earned four communities P463,285 whilst only P18,000 was earned from the sale of veldproducts by the 14 communities surveyed in 2005. The survey revealed that nothing was earned from the production and sale of craft in those communities, however, it is known that a large number of people do earn money from the production and sale of craft in the district, especially those producing baskets.

As reported in Section 3.1.1 above, research by Mbaiwa has shown that it is the receipt of the financial benefits from the sale of the hunting quotas and photographic safari leases that has persuaded these communities to stop poaching, and view wildlife as an asset, as they would their cattle. The communities involved have realized and understood the linkage between the provision of *direct* benefits from conservation and value added to their livelihoods – therefore the imperative to protect the wildlife or natural resources, and optimize further possible value to be obtained. This is one of the most fundamental principles of CBNRM – the realization that natural resources have *actual* economic and social value. Linked to this is the principle that this realization of value cannot be truly optimized without communities having substantive rights over natural resources and land. The fewer rights, or the weaker the level of devolution of rights, the smaller the incentive for communities to feel obligated to manage the natural resources responsibly and accountably (see Section 1.1.1 and 1.1.2). (See Appendix 4 for an outline of the logic behind the fundamental principles of CBNRM).

However, with the proposed reduction of revenue allocated to these communities through the new proposed CBNRM Policy, it is possible that negative attitudes towards wildlife could return, with communities reassuming their assertion that "seeing that wildlife belongs to the state, let the Government look after them" and thus allow poaching to resume. This would place an added financial burden on Government (ie. DWNP) to control illegal activities.

4.3 SWOT Analysis of CBNRM in Ngamiland

As a means of determining the various factors influencing the success or 'failure' of CBNRM in the Ngamiland District, a series of workshops and consultations were carried out with stakeholders to identify specific factors causing such dynamics. The following sections highlight the strengths, weaknesses, opportunities and threats that were identified.

4.3.1 Strengths of CBNRM in the Ngamiland District

The strengths of CBNRM in Ngamiland were found to be:

- There is an extremely rich natural resource base over most of the ODRS
- CBNRM is based upon a formal national foundation (USAID BNRMP & Government Support)
- There is official Government support for CBNRM processes (1995 SAVINGRAM from 2 Permanent Secretaries) – visionary intervention
- There is over 15 years of experience and adaptive management in CBNRM in the district
- A well developed system of CBOs exists - over 83 registered since 1996
- Institutional strengthening of CBNRM CBOs has taken place – Trust Constitutions, Land-use Management Plans (LUMPs), Boards of Trustee, Bank Accounts, Trust Offices
- There has been an increase in value of benefits received per CBO over last 12 years

- Institutional strengthening of CBNRM CBOs has taken place – Trust Constitutions, Land-use Management Plans (LUMPs), Boards of Trustee, Bank Accounts, Trust Offices
- There has been an increase in value of benefits received per CBO over last 12 years
- There has been an increase in social benefits: Employment, trust offices as hubs, radio communication, transport to hospital, assistance to HIV/AIDS orphans, support for elderly and infirm etc.
- There is an international recognition of Botswana and its CBNRM processes (Southern African Sustainable Use Specialist Group – SASUSG; World Conservation Union – IUCN; World Wildlife Fund – WWF; USAID FRAME, etc.) and acclaim for its successes (Kenya Parliamentarians)
- There is an increased awareness and adoption of democratic processes (participation, transparency, accountability) as a direct result of CBNRM capacity building
- Numerous partnerships have been formed with JVPs
- There is an increasing and expanding system of community institutions – with growing capacity
- There is some level of increase in participation in actual management of NRs ie. through the Management Orientated Monitoring System (MOMS)
- Poaching levels in most CBNRM CBOs communities has decreased

4.3.2 Weaknesses of CBNRM in the Ngamiland District

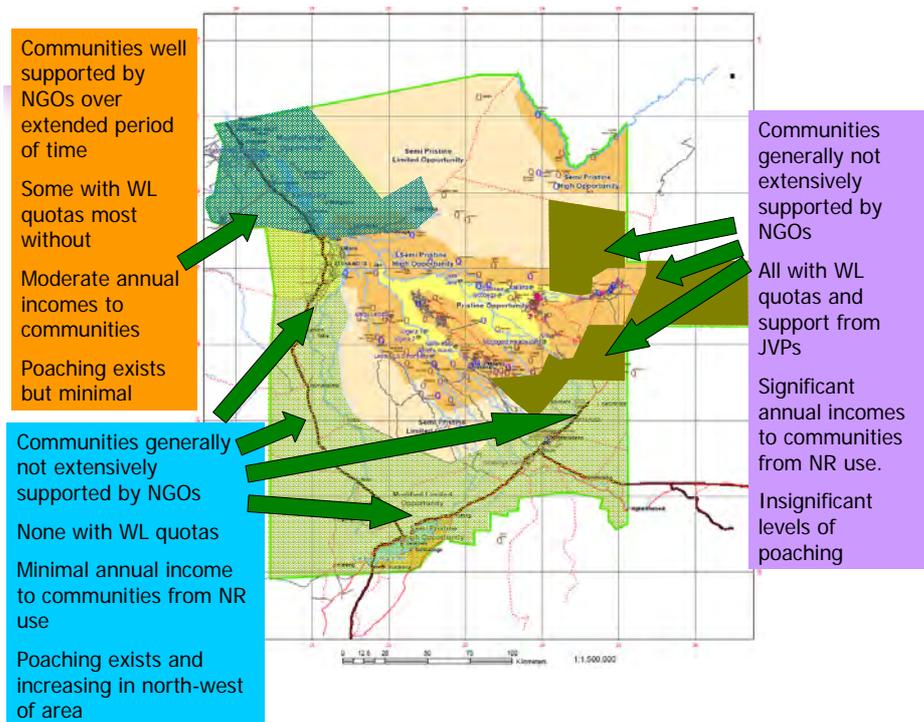
The following weaknesses were identified in the District:

- Land and resource tenure rights are seen to be inadequate – only limited access rights – passive recipients of benefits
- There has been an emphasis on economic benefits and a neglect of ‘in-depth’ institutional strengthening in CBOs
- There is a lack of capacity in communities & CBOs to manage trust operations, assets and finances on behalf of communities
- Misappropriation of community assets and finances from trusts is rife and has reached alarming proportions
- There has been no punishment for felons who misappropriate community funds and assets, leading to a culture of defiance and disdain for the law
- There is an inequitable distribution of benefits to ‘elites’ with minimal benefit flow to households and marginalized members of community
- Communities have been kept ignorant of implications of CBO constitutions – ‘elite’ hi-jack community benefits
- There is a lack of adherence to CBO constitutions and consequent lack of accountability
- Government (TACs & Regulator of Trusts) failing to demand auditing of accounts and provision of returns to obtain quotas
- There is a lack of CBNRM Policy and Policy Guidelines to inform direction and implementation of CBO activities
- The mobilization of communities has been poor and there has been a lack of sustained support from NGOs
- Boards of Trustee are both ‘referee’ and ‘player’ – need to have BoT to play advisory role – employ managers of Trusts to run CBO operations – ‘Municipality Model’.
- Many community members do not see any direct connection between natural resources management (conservation) and improved livelihoods
- Land use plans are hardly ever used or referred to – LUMPs are merely a compliance mechanism and not a management tool
- Not all communities have access to CHAs and allocated quotas - the current distribution of CHAs was carried out in an incremental fashion based on the fledgling evolution of CBNRM in the country, consequently new CBOs do not

have similar opportunities as previous communities to be allocated CHA areas and hunting quotas.

- Communities are powerless to address problem-animal control processes
- TACs lack appropriate knowledge, understanding, skills and experience of certain key functions ie. business management and investment, and often provide inappropriate advice to communities, with this at stages prejudicing community interests.

Figure 10: Outline of characteristics of CBNMR in various zones of the Delta



A synthesis of these Strengths and Weaknesses when applied to three particular areas of the Delta provides some insights into why CBNRM certain areas have the characteristics they have based upon their experiences with regard to rural development support from Government or NGOs, their ability to have obtained hunting quotas and utilise these effectively, the level of benefits delivered to households, and the types of natural resources they have access to etc. – see Figure 10. It is interesting to note that the overall character of the three zone shows a significant degree of congruence with the findings of the ODMP’s Economic Valuation of the ODRS (Turpie et al., 2006).

4.3.3 Opportunities for CBNRM in the Ngamiland District

There are opportunities to:

- Increase the resource rights of communities and empower them to become *de facto* managers of natural resources
- Introduce ‘Incremental Devolution’ as mechanism to strengthen CBOs and improve benefit flows to household levels
- Introduce the ‘Municipality Model’ of governance structures for CBOs
- Use ecotourism as driver of community level economic and social change
- Encourage communities to declare and develop community conservation areas (community game-reserves)
- Support communities to develop capacity to manage enterprises and ecotourism ventures

- Enable the private sector to play an increasing role in developing capacity – increased shareholding, ‘Tourism Bank’ etc.
- Introduce effective ODRS Management Authority
- Review, re-assess and re-evaluate the mechanism of allocating CHAs, and current allocation of CHAs to communities and CBOs with a view to making the process more equitable.

4.3.4 Threats to CBNRM in the Ngamiland District

The following threats might prejudice the effectiveness of CBNRM in the future:

- Further reductions in rights and benefits
- The withdrawal of government support or continued lack of access to NGO support
- Escalating tension over rights and benefits – policy implications
- Increasing levels of wildlife/human conflict – especially elephant related incidents
- Lack of capacity to implement better control over levels of harvesting of natural resources (common pool resources) and an erosion of the resource base
- Decline in natural resources due to lack of capacity to control increasing levels of poaching in the ODRS (linked to resource rights)

4.4 Gap Analysis of non-tourism CBNRM activities in Ngamiland

In carrying out a Gap Analysis of non-tourism CBNRM activities in Ngamiland, it was seen to be necessary to carry out a resource inventory in the areas and use this to identify any deficiencies.

4.4.1 An analysis of natural resources in Ngamiland

Various resource inventories have been carried out on the Delta by different agencies in recent years, the most comprehensive of which have been the one carried out by Terry (2000)(see Appendix 5) and the ODMP Component 8 Vegetation Survey.

Apart from subsistence use, there is a limited degree of beneficiation of Natural Resources taking place in the Ngamiland area (Terry, 2000:16) due to other employment opportunities, drought relief feeding schemes etc.

A study of resource use in the Delta shows that the principal natural resource uses include:

- Primary harvesting of natural resources: commercial harvesting of fish, thatching grass and reeds, palm shoots water lilies, assorted wild fruits, veldt products, trees for woodcarving, trees for building and fencing, trees for firewood and papyrus shoots.
- In terms of the wild fruit, the most important tree species are *Berchemia discolor* (Motsentsela), *Strychnos cocculoides* (Mogorogorwana), *Ximenia* spp (Moretologa), *Diospyros mespiliformis* (Mokutshumo), *Phoenix reclinata* (Tsaro) and *Garcinia livingstonei* (Motsaudi).

Added-value natural resources beneficiation activities include: Basketry, woodcarving, processing veld products (simple added value ie. drying), pottery. In her 2000 study, Terry identified three categories of potential craft products that can be available for selling.

In terms of non-craft activities and resources, the major areas of opportunity lie in extracting essential oils and essences from seeds, flowers, etc. of a variety of plants such as the *mungongo* tree, marula, Kalahari melons (*citrullus lanatus*) and similar plants that are in relative abundance in the Delta.

Another opportunity is to use various plant materials to produce hand-made papers, that are currently in great demand in the USA and Europe. These papers can be made from a variety of plant fibers such as papyrus, elephant dung, mealie stalks etc. – the more exotic the more marketable it is.

4.5 The failure of 'Non-tourism' CBNRM in Ngamiland

The terms of reference for this study required that an analysis of why non-tourism CBNRM activities had failed to contribute significantly to livelihood strategies in recent years. Through the various consultations and interviews with stakeholders, the following were found to be contributing to the fact that communities were withdrawing from non-tourism activities:

- Lack of resource tenure – uncertainty about what can or cannot be done with NRs
- Lack of awareness of potential markets and what products might be in demand
- Lack of capacity and skills to produce goods or services that are in demand or could be in demand
- Lack of capacity and skills to operate and manage successful enterprises (entrepreneurial capacity)
- Lack of support to communities from NGOs and Government with regard to research and development
- Poorly developed markets and market outlets
- Poorly coordinated markets or marketing processes
- Local market outlets source curios and goods from other countries or centres
- Lack of access to micro-financing

However recent research and surveys indicate that rural people currently do not have high expectations of the potential of natural resources to improve their livelihoods significantly. As a result, non-tourism activities are not a highly preferred livelihood support strategy. In addition, the youth are generally said to have a lack interest in the activities associated with the use of biodiversity as they associated these with a backward lifestyle. This mirrors the findings of the agro-biodiversity component, and have serious implications for the conservation of indigenous knowledge and traditional practices (BSAP, 2004:81).

Likewise Terry (2000) indicates that increased employment opportunities in the Delta (as mokoro polers, lodge attendants, lodge guides etc.) has lead to a decline in the incentive to remain involved in craft making: "Men on both sides of the Panhandle, who might have been carving for an income, now have more regular opportunities to earn income as *mokoro* polers and guides to tourists. One safari operator on the west side paid out P500,000 to 25 polers over a nine-month period in 1999 for an average annual wage of P20,000 per poler! On the east side, up to 75 men earned between P240 to P1,000 per month in 1999 from poling via one nonprofit trust."

More importantly she indicates that labour and drought relief projects, which have been on-going in Ngamiland District since the *Contagious Bovine Pleuropneumonia* (CBPP) outbreak, have also contributed to the 'dis-incentive' to work at the difficult task of craft making. She quotes one safari camp owner summing it up by saying, "Unlike in Zimbabwe, people in Botswana are not hungry, they do not have to make crafts for a living".

5 A New Strategic Framework for CBNRM in Ngamiland (2007-2037)

As a result of extensive consultation with a wide range of stakeholders in the District (communities, government, private sector, NGOs, local government) a strategic framework for CBNRM in the Ngamiland District was formulated, consisting of a Vision, Goal and Strategic Objectives. These have been framed to project at least 30 years into the future, allowing adequate time for change to occur towards a common intention.

It should be remembered however that in dealing with communities, change does not usually occur over short periods of time. Research shows that rural communities are inherently conservative and resistant to change, or at least only accepting change at a moderate pace. However, where increased economic opportunities do present themselves strongly enough, change may take place at an accelerated pace. Should the recommendations in the Tourism Master Plan for the Okavango Delta Ramsar Site that are linked to this CBNRM Action Plan, indeed be followed and that tourism does enhance the economic environment of the District, then it would be natural to see rural communities adjusting their livelihood strategies to take advantage of the new opportunities.

Increasing the volume and rate of flow of tourists around the periphery of the ODRS, as is being recommended in the Tourism Master Plan, it can be expected that there will be an increased demand for curios and crafts, as well as an increased demand for tourism facilities, activities and access to natural areas. Such increases in demand needs to be carefully managed if the natural resource base upon which tourism to the Delta is founded upon are not to be abused, degraded, over-harvested and possibly destroyed over the long term.

The CBNRM Strategic Framework will play a key role in guiding local stakeholders to not only manage their natural resources in the ODRS responsibly and sustainably, but also to optimize the economic value and benefits derived from their use, and enhance the livelihoods of the areas residents.

The new Strategic Framework incorporates the following aspects:

1. Focus on 'non-tourism' activities but links to ecotourism.
2. Responsive to CBNRM situation in Ngamiland.
3. Strategic in nature – considers youth and gender.
4. 30 year timeline.
5. Management and Market focused.
6. Capacity and Empowerment orientated:
 - Smart-partnering with Private Sector
 - Within the local tourism economy & building on it.
 - Seizing opportunities of the KAZA TFCA.
 - Diversifying into innovative markets
 - Learning from regional CBNRM.
 - Responding to community needs in Ngamiland.

5.1 Vision

In order to produce an adequate Vision statement for the future, it is necessary to predict some major future trends and influences that will impact upon the Vision being realised. What will global life be like in 30 years time? It is considered that it will be:

- Global tourism will be transformed by increasing open-skies policies and large wide bodied aircraft – greater single event ‘off-loads’ of visitors at destinations and cheaper flights
- Transformed global climate
 - Increased number of erratic and unprecedented weather related phenomena ie. extreme droughts, flooding, etc.
 - Delta could have even drier climate though overall hydrology will not change drastically – maybe a 10% change on average
 - Agricultural in southern Africa will decrease even further

The implications of these future trends are seen to have the following impacts upon the ODRS:

- Increased focus on ecotourism and emergence of new community based enterprises
- Maun will be major ‘tourism hub’ with increasingly sophisticated urban infrastructure and facilities
- Significant increase in visitor arrivals in Maun, from Livingstone (new airport) and Johannesburg (upgraded airport and privatization of Botswana’s national carrier)
- Significant increase in coach and self-drive tourism – greater proportion from Livingstone, and lesser proportion from South Africa and Namibia
- Increasing migration of rural people, especially the youth, to urban areas with increased education, training, skills, greater disposable income and better enterprise opportunities
- Increase in net household income as new employment opportunities emerge through tourism
- Increasing pressure on the land, especially the Delta fringes, as agricultural productivity drops, and people seek new, more fertile land
- Possible decrease in the youth’s interest in cattle ranching as other economic opportunities arise, and ranching becomes more marginal away from Delta fringes
- Possible change in local perceptions about cattle ranching and increase in community wildlife conservation as value of wildlife is seen to increase ie. as in Sankuyo, Mababe etc.
- Loss of traditional skills and indigenous knowledge – impacting on craft production
- Possible reduction in attractiveness to beneficiate natural resources at source – return on effort will become too high, and less craft will be produced.

Taking the above into account a Vision of CBNRM in the ODRS in 30 years time can be constructed as being:

“Healthy, happy, empowered and economically secure rural communities, actively managing and using their natural resources sustainably, in order to maintain and improve their livelihoods well into the future.”

5.2 Goal

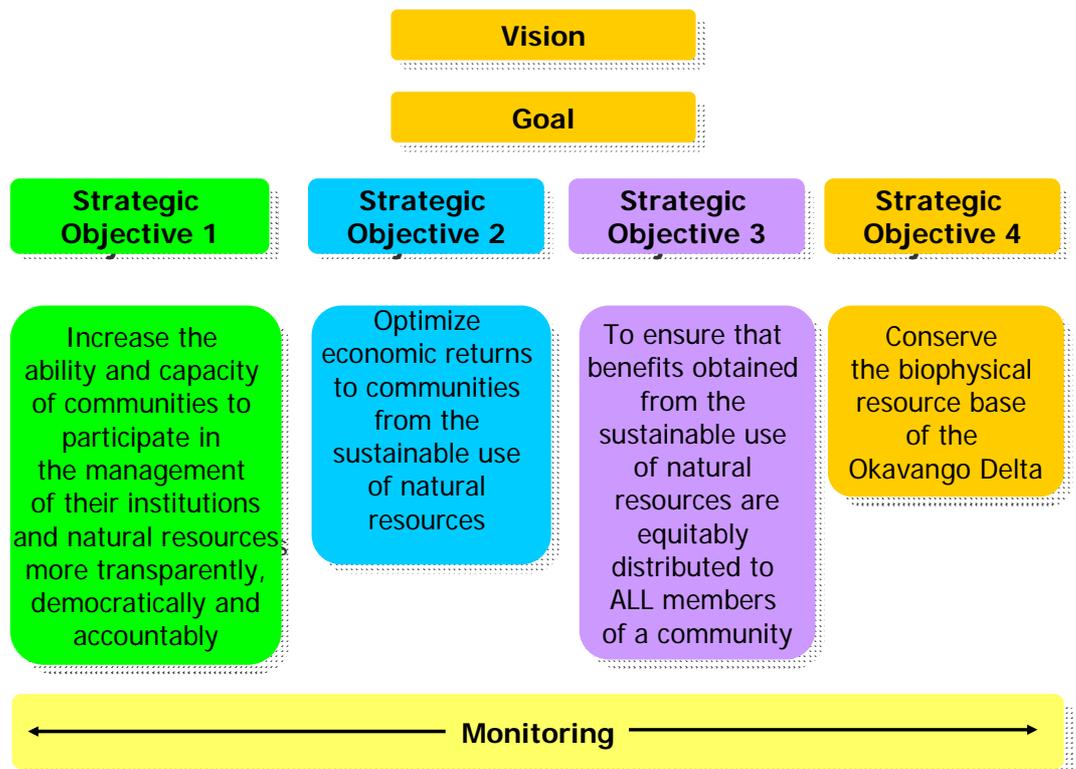
The Goal of CBNRM in the ODRS and the Ngamiland District over the next 30 years will therefore be to:

“To empower rural communities in the ODRS to secure, maintain and improve their livelihoods, on an equitable basis, through the sustainable use of natural resources in the ODRS, whilst also protecting and maintaining the biodiversity and ecological integrity of the area.”

5.3 Strategic Objectives

Based on the above Vision and Goal the strategic Objectives cascade down to provide a basis upon which the overall Strategic Framework can be operationalised, as depicted in Figure 11.

Figure 11: Ngamiland CBNRM Strategic Framework with strategic Objectives



In order to achieve the Goal for CBNRM in the Ngamiland District and ODRS, the following key strategic objectives need to be focused upon and addressed over the next 30 years:

1. Increase the ability and capacity of communities to manage their CBNRM and other social institutions, more extensively, transparently, democratically, accountably and effectively;
2. Optimize economic returns to communities from the sustainable use of natural resources;
3. Increase the level of equitably shared benefits obtained from the sustainable use of natural resources by ALL members of a community;
4. Enhance the capacity of communities to actively manage and conserve the biodiversity and biophysical resource base of the Okavango Delta.

It is essential that a simple and relevant yet effective and efficient monitoring programme needs to be developed that includes **all** stakeholders to contribute where possible and where necessary, so that a more comprehensive picture of CBNRM can be constructed in the future. This database of information will also become one of the most precious management tools, allowing all players to use it to guide the growth of CBNRM over the next thirty years. The achievement of these Strategic Objectives will also require the collaboration and cooperation of all stakeholders, especially government, local government, NGOs and the private sector.

5.3.1 SO 1: Strengthening CBNRM Institutional Structures in communities

Government's concern over the maladministration of CBNRM CBOs and their community owned funds and assets needs to be urgently addressed so that communities can regain greater rights and benefits over the use of natural resources in their areas.

In order to strengthen the capacity of communities to adequately manage their CBNRM related CBOs, it is necessary for them to also strengthen their own traditional and local governance institutions, systems and processes. The following strategic actions will therefore be required:

Strategic Action Category	Actions
Strengthen Institutional Capacity	
Enhance representational potential of CBNRM producer communities	Ngamiland District CBNRM Forum (NDCF) to become key coordinating body that represents the interests of CBNRM communities in the District.
	NDCF to become an formal, registered association
	NDCF to engage with private sector, government, NGOs and other stakeholders to form smart partnerships and alliances.
Action Research for Good Governance Approach	Mobilise all communities and create awareness about maladministration and consequences
	Campaign to review all existing CBNRM CBO Constitutions and amend as necessary
	Campaign to create awareness about communal responsibility to ensure Constitution is adhered to and followed
	Training courses with communities to create capacity for good governance: <ol style="list-style-type: none"> 1. democracy, representation and leadership 2. equity and fairness – especially in participation 3. transparency and participation 4. responsibility and accountability 5. provision of regular, timely and accurate feedback 6. free, fair and un-biased access to information and data 7. open, honest and appropriate communication and dialogue 8. record keeping and monitoring 9. communities develop standards to be achieved

Strategic Action Category	Actions
	Support all communities with CBOs to develop appropriate good governance monitoring tools based upon the Action Research for Good Governance (Partner programme with University of Florida)
	Introduce Peer review 'good governance' processes with feedback mechanisms included relating to standards
	<p>Campaign to introduce the new CBO 'Municipality' management model and pilot test it in two communities:</p> <ol style="list-style-type: none"> 1 BoT as advisory bodies (not executive) 2 Employment of Manager (CEO) of the Trust 3 Divorce hands-on financial management from BoT 4 Introduce community harvesting levies 5 Introduce professional project management
Extend MOMS to include other functions other than NR Management	<ol style="list-style-type: none"> 1. Introduce MOMS to other CBOs in Delta communities 2. Work with CBOs that express interest in using MOMS 3. Explore using MOMS in non-NR functions

Strengthen Capacity to manage CBOs	
Establish Private Sector based 'Multi-function Enterprise Support Agency' (MESA)	Create forum to discuss ideas of partnerships and private sector increasing support for the emergence of community enterprises as a social responsibility programme, and as a smart means of enriching the tourism product in the Delta.
	Collaborate with the Private Sector to fund and manage a Multi-function Enterprise Support Agency whose mandate is to provide support to communities and individuals in terms of:
	<p>Training courses with BoT and relevant employees to create capacity for better management of CBOs:</p> <ol style="list-style-type: none"> 1. Management principles and practices <ul style="list-style-type: none"> ▪ planning ▪ organisation ▪ leadership ▪ control 2. Financial Management and auditing 3. Human Resources Management 4. Asset Management 5. Project Management
	Campaign to get communities to set District set of Management Standards for managing CBOs
Explore accessing web-based marketing and reservations agency for CBO tourism activities	<p>Identify community which communities are involved in ecotourism and then explore benefits of using a web-based marketing and reservation system.</p> <p>Negotiate with the Hospitality and Tourism Association of Botswana (HATAB) to 'piggy-back' their web-based reservation initiative.</p>

5.3.2 SO 2: Optimising economic returns from use of NT natural resources

The Tourism Master Plan for the ODRS will invariably include a range of activities that enhance the potential for ecotourism and community tourism. Such opportunities will be covered in that plan.

With regard to non-tourism CBNRM it is essential to explore a range of options in order to achieve the strategic objective of optimizing the economic returns from the sustainable use of natural resources in non-tourism activities.

Strategic Action Category	Actions
Reviving the craft industry in Ngamiland	Mobilise all communities and create awareness about Tourism Master Plan – explain links between craft production and tourism
	Campaign to carry out community based, participative natural resource inventories in all communities
	Explore possibility of developing a centralised, cooperative marketing, wholesaling and distribution organisation similar to Mud Hut Trading in Namibia.
	Explore possible links to the MFSA and create synergy.
Expand the range of products and goods that can be produced from available natural resources	Confirm resource inventory with communities to obtain buy-in, then: <ul style="list-style-type: none"> ▪ Initiate research into which resources had potential to produce goods, extracts, produce or material ie. essential oils and essences. ▪ Link into Phytotrade and verify recommendations ▪ Work with Phytotrade to explore and test material ▪ Support communities to gain capacity for management of enterprises and developing production ▪ Support development of MESA
Expand cultural activities to support mainstream tourism	Identify cultural practices and groups in the Delta, then: <ul style="list-style-type: none"> ▪ Support development of saleable cultural productions ▪ Facilitate communities interacting and negotiating with tour operators ▪ Facilitate training and capacity development
Move craft production into commercial levels of manufacturing	Identify potential products and resources and then: <ul style="list-style-type: none"> ▪ Identify communities willing to develop small businesses ▪ Explore actual potential deals and production criteria ▪ Support the development of production capacity ▪ Facilitate negotiations with retailers

5.3.3 SO 3: Increase levels of equitably shared benefits

Benefits from the beneficiation of communally owned natural resources are not equitably shared amongst all members of CBOs and within communities. This needs to be addressed.

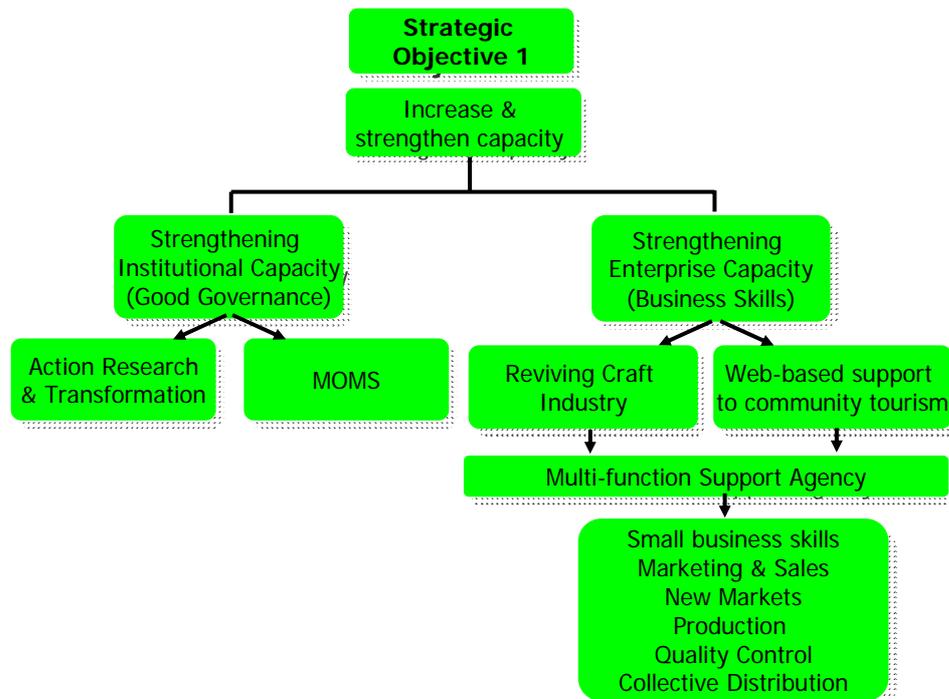
Review and re-orientate benefit-sharing processes	Create awareness amongst all community members as to their rights.
	Review CBO constitutions and amend as necessary
	Support the development of benefit sharing policies in communities
	Develop participatory approaches to more equitable benefit sharing processes or mechanisms.
Establish social 'safety-net' mechanisms in communities	Review the status of disadvantaged sectors of communities ie. HIV/AIDS orphans; elderly, infirm, and establish their livelihood needs.
	Develop policies and strategies to support those sectors most in need, as a priority.

5.3.4 SO 4: Managing and Protecting Natural Resources

Expand the number of communities engaged in MOMS in the Delta	Create awareness amongst all community members as to the benefits of MOMS and natural resources management
	Arrange exchange visits to MOMS pilot communities
	Support the development of MOMS processes in interested communities
	Support the intensification of MOMS to strengthen the management of natural resources ie. making sure data collection is accurate, regular, timely, correctly analysed etc. and that the data is shared with community members for decision making purposes.
Actively involve communities in wildlife and NR quota setting processes	Review community involvement in wildlife and natural resources quota setting processes in other southern African countries
	Ngamiland District CBNRM Forum to work with Government to promote the participation of communities with formal wildlife and NR quotas, in the actual development of annual quotas.
	Plan and implement an exchange visit to Zimbabwe (CAMPFIRE and WWF-SARPO) to examine the community quota setting processes used there.
	Contract a community quota setting specialist (ie. WWF-SARPO, Ivan Bond or other) to work with Ngamiland District CBNRM Forum in training communities in quota setting techniques.

6 Detailed descriptions of key specific Actions

Strategic Objective 1: Increase and strengthen capacity in Communities



6.1 Strengthen Institutional Capacity in Communities for 'Good Governance'

Strategy: Action research and governance

1. Use Action Research to systematically involving community members in solving their own communal problems
2. Involving community members in action research processes enabling them to participate in decision-making in a constructive, structured and meaningful way.
3. Use Action Research to empower community members to analyse weaknesses, problems, threats and to respond to strengths and opportunities.

Good governance in communities requires all community members to become involved in management issues and processes. It also requires that community members take ownership of decision-making and monitoring processes, in order to hold people accountable for their actions and demand performance. Monitoring performance requires the identification of indicators to measure progress.

Action Research is a well recognized sociological participatory research methodology that enables participants (communities) to become the researchers of their own issues and problems, facilitates their defining solutions to their problems, and empowers them to implement the solutions through a cycle of activities: planning, acting, observing, reflecting (analyzing, reacting & modifying) and repeating the cycle.

The IUCN Southern African Sustainable Use Specialist Group, in conjunction with the WWF SARPO's *Regional CBNRM Forum* programme and the University of Florida

are carrying out a programme of Participatory Action Research linked to MOMS, with CBNRM communities in Caprivi and the Delta into the future. This programme will be specifically aimed at Action Research in good governance, and aims to work participatively with communities to allow them to improve their governance and to strengthen their community institutional mechanisms (See Figures 12 & 13 for examples of participatory approaches).

The CBNRM District Forum together with other partners needs to become partners in this process to ensure sustainability in the long term.

Figure 12: Example of Setting Indicators in Action Research project in Caprivi

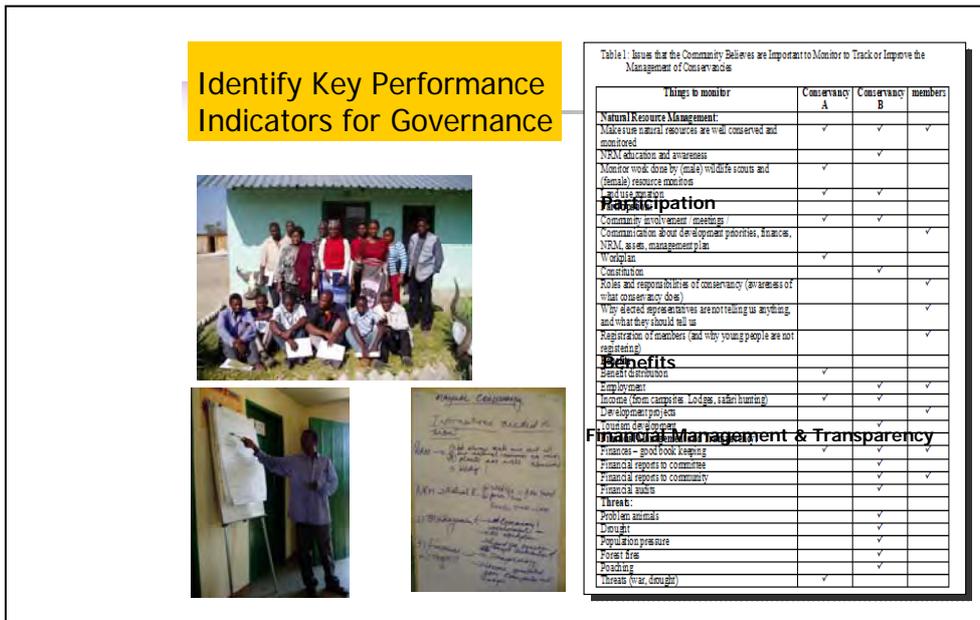
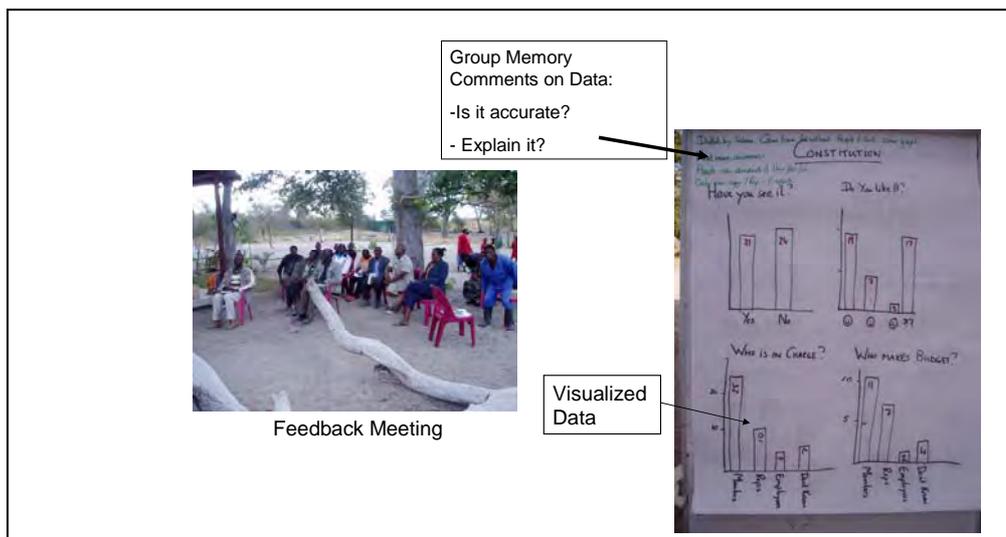


Figure 13: Communities analyzing and interpreting their own data



6.1.1 Expanding MOMS to cover other functions besides NRM

Strategy:

Expand MOMS beyond natural resources monitoring to include monitoring governance issues:

Actions:

1. Hold workshops on MOMS with communities
2. Introduce and roll-out MOMS to other CBOs in Delta communities
3. Work with CBOs that express interest in using MOMS
4. Explore using MOMS in non-NR functions

MOMS is a simple method of collecting key information that is meaningful and relevant to the people collecting it, so that they can use it to make better decisions about activities or processes that are critical to their well being or to the well being of their environment.

MOMS has been pilot tested in three communities in the Delta, and has proven to be successful in enabling communities to obtain data on their natural resources and to analyse and interpret it as a means of enhancing decision making processes. Although the system has the ability to monitor a wide range of community processes, such as project management, at this point it has not been used in its expanded capacity. It has however been used in its expanded capacity in Namibia where it has proved equally successful in monitoring commercial processes as well as socio-economic processes.

In this context MOMS should be extended to now monitor good governance processes, as well as community commercial enterprises, using the experiences of neighbouring Caprivi communities to learn from. Exchange visits should be arranged to learn from them. Likewise training should be negotiated with them in these new areas of MOMS.

6.1.2 Transforming Institutional Structures – the ‘Municipality Model’

Strategy:

Introduce the ‘Municipality Model’ to all communities with CBOs, and encourage them to adopt it as the preferred approach to managing their Trusts.

Actions:

1. Hold workshops with communities to introduce the concept and benefits to all community members in Kgotla Meetings;
2. Support communities who accept the model and are willing to undergo transformation
3. Work with Government to allow some form of incentive to undergo transformation ie. increased percentage of benefits retained from hunting and photographic safari revenues;
4. Support communities to structure their new organisations, develop job descriptions, key result areas, source appropriate staff etc.

The inadequacies of current CBNRM CBO structures as community based institutions for the management of natural resources and the benefits derived there from, have been highlighted in Section 1.2.3 above, as well as discussed in Sections; 1.1.4; 3.1.2; and 3.3.2.

As mentioned in these sections, a key weakness of the institutional structures have been the assumption of executive powers of the Boards of Trustee (BoT) – often marginally educated people with little experience in sophisticated, modern business and organisational matters. Almost none of them having any formal organisational management qualifications or skills. With the assumption of executive powers, the members of the BoT begin to actually perform technical functions such as financial management, themselves – effectively becoming ‘players and referees’ at the same time, removing any system of checks and balances required in usual functions of accounting and bookkeeping. These members are then able to:

- distort, confuse and conceal audit paper trails of financial transactions;
- manipulate and obscure the abuse of community assets for their own personal gain, by personally ‘managing’ asset registers, use control registers, returns and reports;
- place themselves in the positions of employers and are able to bully and threaten subordinates to either carry out illegal activities or conceal illegal transactions.

The outcome of this inappropriate management structure is to enable maladministration to take place, and effectively ‘strip’ the finances, assets and benefits from the community.

A related but more philosophical aspect of community assets is the use of communally ‘owned’ natural resources, this ownership being either through access rights granted by government ie. hunting quota, or through traditional subsistence rights ie. harvesting of grass and veldproducts. In some cases where individual access such natural resources for subsistence purposes, traditional management systems, ie. Kgotlas, might come into play to prevent excessive use. However increasingly, individuals are accessing ‘communal’ resources under the guise of subsistence use, and then harvesting excessive amounts that will eventually be sold for personal financial gain – effectively becoming commercial operators. Such practices then disadvantage community members who have not had the chance to harvest their fair or equitable share, leading to impoverishment, accelerated depletion of resources and tension in the community. Where individuals wish to harvest communal natural resources commercially, it is logical that the individual should pay a levy or ‘use-fee’ to the community, so that this may be distributed to those members who chose not to harvest the resource commercially, thus distributing benefits equitably.

It is therefore necessary for communities to consider adopting a different institutional management framework, that has evolved over centuries, and has become a tried and tested model. This model is the one used by most municipalities around the world. In its simplest form, it is similar to that currently used by the CBNRM CBOs, except that it has built in a layer of executive management between the BoTs and the technical employees on the ground – thus creating an intermediary function that assumes executive powers and authority, that is answerable to the BoT, and that relieves the BoT of having to carry out operational tasks. In effect then the BoTs takes on its rightful function of being ‘advisers’ and ‘overseers’ – guiding the professionally qualified Chief Executive Officer or Manager in charge, who is tasked to ensure that the objectives of the Trust are achieved through it employees.

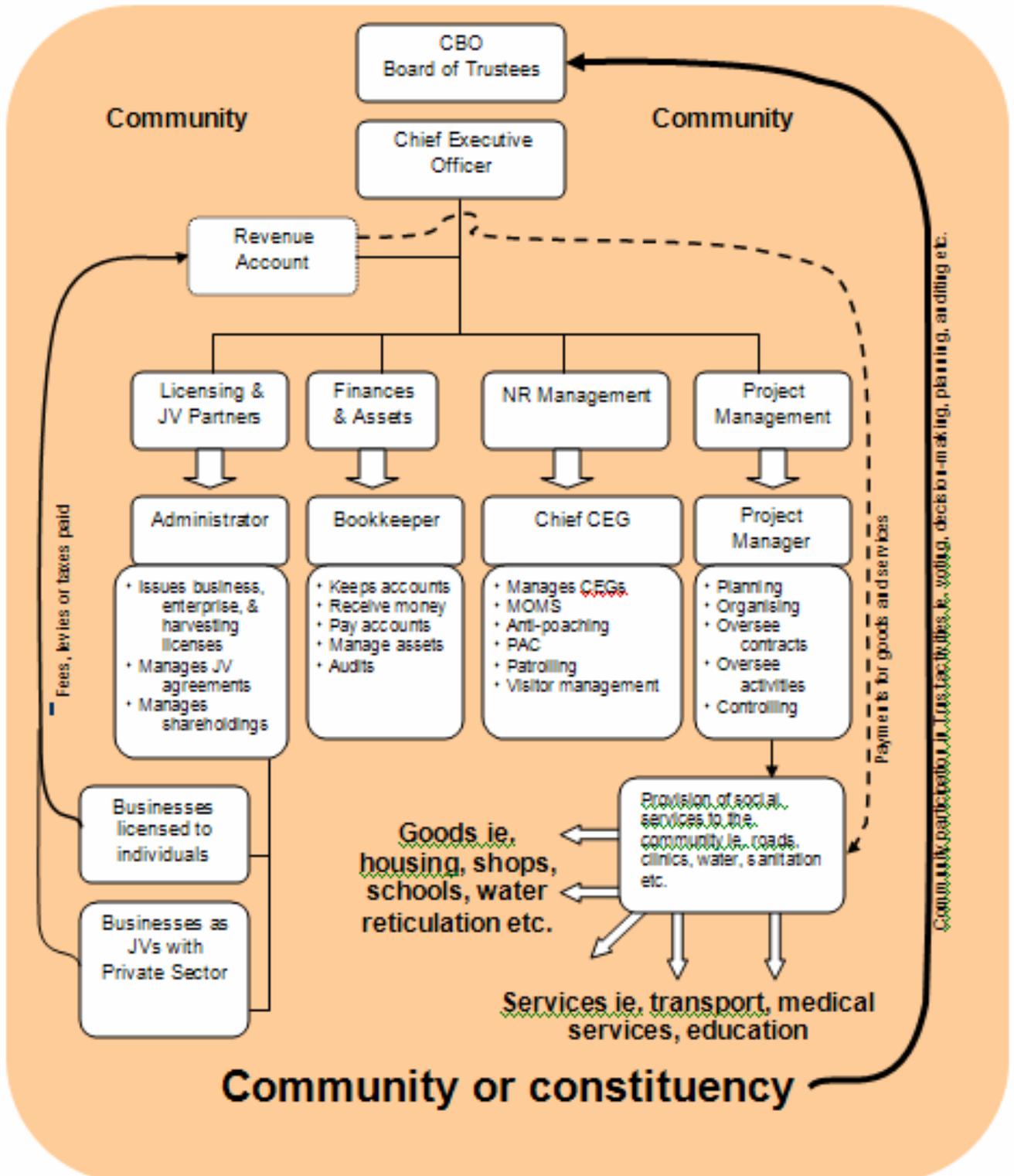
The effect of this is that the BoT do not directly handle finances, thus removing any temptations of abuse by them, and places the accountability for management operations in a single persons hands, in line with good management and business practice. It is easier to hold one person accountable than it is to hold a group accountable.

A further benefit of using the ‘Municipality’ model (see Figure 14) is that it permits the organisation to levy fees and taxes for the individual commercial use of communal resources – just as a municipality demands payment for a license to operate an

enterprise in a town. This revenue is then managed alongside any other donations, grants, hunting quota fees etc. for the communal good.

The model also allows for a project manager to be assigned to manage or oversee the implementation of community driven development or social projects that are agreed to in Kgotla meetings, or that are in Development or Annual Plans.

Figure 14: Schematic outline of 'Municipality' model for community management of CBOs



6.2 Strengthening enterprise capacity

6.2.1 Multi-function Enterprise Support Agency

Strategy:

Secure support to 'gear-up' enterprise processes through a private sector based, 'Multi-function Enterprise Support Agency' providing assistance in:

- Small business development skills (entrepreneurial skills)
- Marketing of products and services
- New product development (research & development)
- Co-operative production
- Distribution and sales
- Etc.

Actions:

1. Ngamiland CBNRM Forum to engage with Private Sector and negotiate the formation of the MESA;
2. Form a Board of Directors
3. Develop Vision, Mission, Goals, Strategic Objectives of MESA;
4. Develop structure and organogram with positional ToRs and Key Performance Areas;
5. Raise funds and recruit staff
6. Secure office space in Maun, purchase furniture, equipment, etc.
7. Orientate staff with communities in participatory workshop
8. Create awareness amongst communities about services and support
9. Begin operations

A key weakness of the current situation in CBNRM is that communities are receiving very little in-depth support from the over stretched government extension services. In addition the type of support or advice is often restricted to basic rural development processes ie. good-governance, social-transformation, institutional strengthening etc. Where specific, technical advice is required such as in the case of enterprise or small business development, the extension officers are ill equipped to provide accurate advice.

Given the potential 'gearing-up' in enterprise skills needed to meet the predicted increase in flow of tourists to the ODRS, that the anticipated Tourism Master Plan will deliver, it is therefore necessary that Ngamiland communities should be provided with a top-class small business development facility based in Maun. It is suggested that such a facility should be provided by the private sector as a means of:

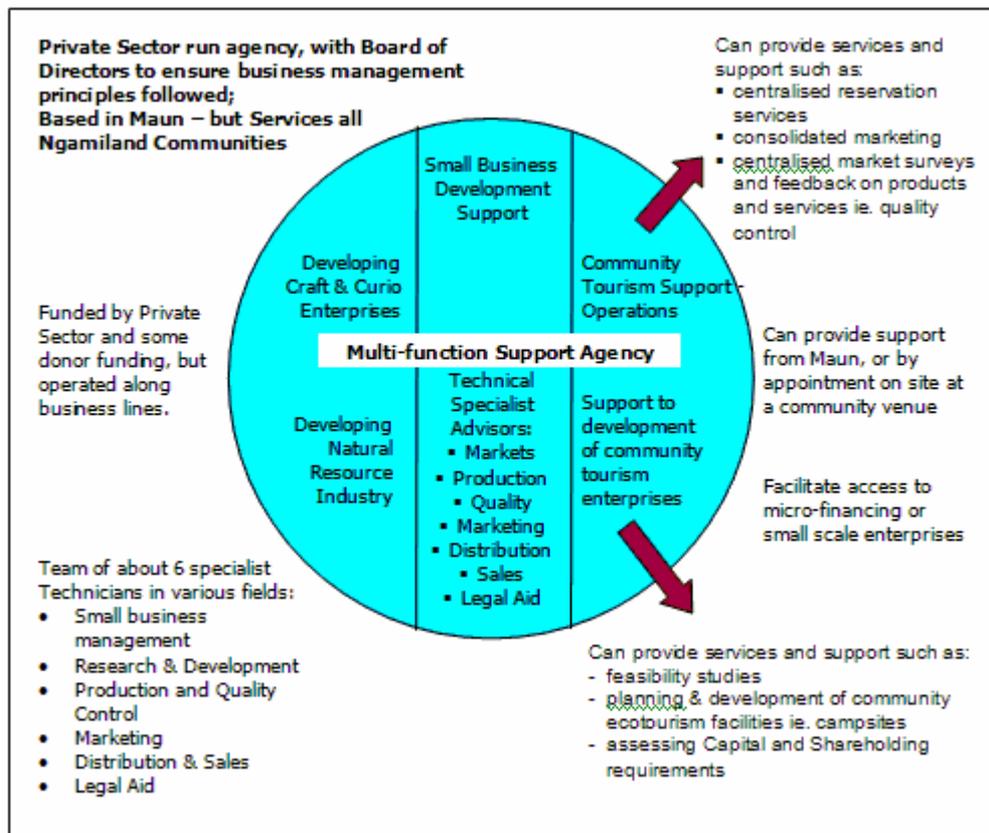
1. developing closer links with communities in the general interest of creating a more cohesive district tourism destination;
2. activating the private sector social responsibility programme;
3. strengthening the 'fibre' of the tourism industry by having a greater diversity of tourism products, facilities, activities, merchandise and produce to offer visitors;
4. projecting an enlightened, caring and community friendly image of Delta tourism to global markets which can be used a marketing tool for involved and engaged operators
5. diversify 'non-tourism' natural resources beneficiation, invariably with new products and services eventually being linked back into the tourism 'mix' ie. production of essential oils being sold on an exclusive basis to tourists in lodges.

This support facility – called a ‘Multi-function Enterprise Support Agency’ (MESA) would be funded by the private sector with some funding from donor agencies, and would be managed on a business basis, by a Board of Directors made up of:

- 5 x Heads of local tourism and hunting operators who have contributed to the funding of the MESA;
- The Chairperson of the Ngamiland CBNRM District Forum
- The head of the local office of the Department of Tourism or DWNP
- A local Traditional Authority (Kgosi)
- The head of a local conservation or tourism NGO

The purpose (mission) of the MESA would be to provide service and support to communities and individuals from rural communities in the Ngamiland District to initiate, develop, improve and grow natural resources related enterprises in the Delta as a means of enhancing the overall tourism product as well as growing non-tourism related ventures initiated by communities.

Figure 15: Conceptual outline of the Multi-function Enterprise Agency (MESA)



The MESA would have an overall Manager with a small staff of technically competent small business development specialists who would act as advisers, coaches, guides, mentors, and in some instances trainers (see Figure 15).

Linked to the MESA would be a Mentorship Programme in which the agency would facilitate, after initial nurturing, a private sector operator to become a mentor to an enterprise and assist it to grow and succeed, through imparting the finer aspects of business management knowledge, understanding, skills development and operational intelligence.

Some of the skills and capacity that communities and individuals would be able to acquire would be indicated in Diagram 3, and include the basics of:

- Knowledge of market demands and needs
- Inventory of available natural and other resources (finance, human resources etc.)
- Skills and knowledge to access natural resources
- Skills and capacity to produce appropriate, quality goods and services
- Quality control and packaging
- Capacity to distribute goods or provide services at appropriate time at the right place
- Setting the right price to meet market needs, profitably
- Being able to sell goods and services on demand or by developing demand

Diagram 3: Capacities needed to engage successfully in business



6.3 Reviving Craft Production – New wine in old bottles

Strategy:

Explore the introduction of a centralised, wholesaling mechanism to support the revitalisation of the craft making industry in the Delta, providing:

- Collective marketing – market research, sourcing new markets, branding etc.
- Support for skills development and capacity building to enhance production
- Centralised, collection and wholesale purchasing of products
- Sale of products
- Distribution of products
- Management of collective funds and disbursement of excess dividends

Actions:

1. Review all material on previous processes of enhancing the craft industry;
2. Hold workshops with communities and private sector about reviving the craft industry in light of the implementation of the Tourism Master Plan
3. Develop proposal for centralised wholesaler with operational budget;
4. Source funds
5. Form a Board of Directors and recruit manager of operation;
6. Develop Vision, Mission, Goals, Strategic Objectives of MESA;
7. Develop structure and organogram with positional ToRs and Key Performance Areas;
8. Raise funds and recruit staff
9. Secure office space in Maun, purchase furniture, equipment, etc.
10. Orientate staff with communities in participatory workshop
11. Create awareness amongst communities about services and support
12. Begin operations

Terry (2000) indicates that there are three categories of potential craft products that can be available for selling.

1. **Traditional Craft:** The first category of potential craft products includes all the products that were produced in the past, but are no longer currently made. Production of these could be reactivated to fill the niche market of "artifacts" or "traditional handicrafts". With the plans to start up several eco-tourism projects, these products could be sold "on-site" to tourists, at "cultural villages" and outside of the area of production to museums and other markets interested in traditional crafts. Museums could hold special exhibitions emphasizing traditional craftwork from their permanent collections and then hold special sales of newly made traditional products to ready buyers because interest would be generated.
2. **New wine in old bottles:** The second category of potential craft products is to reactivate the production of products that were designed and developed by several different craft development advisors (including this consultant) in the 1980s and 1990s. The production of most of these products utilised traditional skills and natural resources but focused on contemporary or "Western" styles and requirements. The products in this category include:
 - a. All items made from palm: necklaces made with palm woven beads, oval trays, round trays, hot mats and coaster sets, bowl-shaped open baskets, French bread baskets, gas cylinder covers, lamp shades.
 - b. Tablemats made with papyrus reeds (*koma*) using the same, but more decorative technique, as *moseme* mats.

- c. Modern jewellery items (using the traditional skills and raw materials used by the Bushman of western Ngamiland, but with surgical steel earring posts and hooks). This could be taken even further and develop jewellery products using traditional materials mixed with sterling silver or gold, as is done in Namibia.
 - d. Herero-style patchwork for quilts, duvet covers, bags, and cushion covers.
3. New Products: The third category of potential craft products is new products for Botswana that can be copied from other countries, generated from ideas presented by marketers, or created through innovation and new design ideas. Some possibilities include:
- a. Rolled window blinds from papyrus reeds using the *moseme* mat technique
 - b. Room dividers made with wooden frames and *mabinda* mats
 - c. Household storage containers of various sizes using a modified *thishete* (grain storage) basket made from *mabinda* mats, which are made from *letlhaka* (*Eragmites australis*) reeds. Small storage containers using the same weave as for the *madinda* mats but using *mokola* (*Hyphaene petersiana*) palm instead of *letlhaka* reeds
 - d. Round woven mats made for dinner place settings, with matching designs, sold as a set of six or eight
 - e. Buttons and carved ornaments made from the "vegetable ivory" (endosperm of the fruit/ seed) of the *mokola* palm tree as done in Namibia
 - f. Buttons from various types of wood, sewn on to a card made of elephant dung or papyrus paper that has an explanation of the type of wood used and traditional uses of that wood
 - g. Wooden spoon sets of various sizes and shapes (e.g. salad spoons, scoops, small spoons for serving jam, mustard etc.)
 - h. All wooden knives for spreading butter, soft cheese, etc.
 - i. Wooden letter openers
 - j. Key rings made with wooden animals or other objects
 - k. Mobiles made from seedpods, bleached bones, traditional twine, etc.
 - l. Floral arrangements from various seedpods, branches, flower heads, especially for the decorator market
 - m. Lamp bases (wood or palm) and lampshades (palm or creeper vine)
 - n. Baskets from finely twisted/rolled strips of plastic bags
 - o. Various crafts from tin cans (boxes, candleholders, canisters, etc.) and other recycled products
 - p. While not a new product, the PCV plastic bracelets made and worn by the Mbukushu clearly have a market based on the volume of sales experienced in Namibia.

The revival of the craft production industry and the general diversification of production beyond craft into other commercial sectors such as the production of plant extracts and processed plant foods needs to be supported by a broad base of stakeholders. It is essential that small business development processes such as that suggested in the 'Multi-function Enterprise Support Agency' or MESA (see Section 5.2.1) and the formation of a Natural Resources Producers Association or a Natural Resources Producers Working Group in the district is essential.

6.4 Web-based support to community tourism enterprises

Strategy:

Explore options of using internet-based technology to enhance marketing and reservations for community tourism enterprises:

Actions:

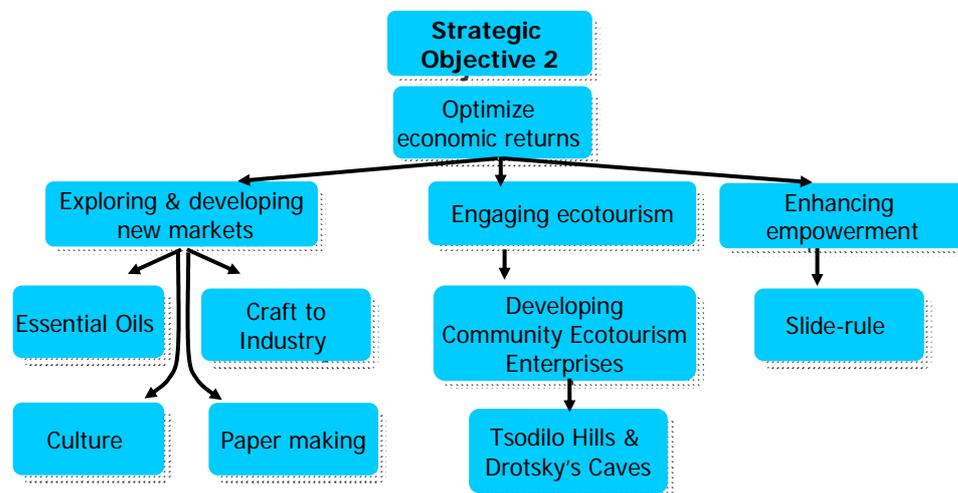
1. Negotiate with HATAB to work with an existing Internet-based reservation system that is being considered by them for their members
2. Explore the possibility of communities having an 'entry' incentive ie. first two years free
3. Support communities to develop a global portal and market place for their products.

It is inevitable that additional communities are going to enter the community tourism or ecotourism market, developing community-based enterprises or enterprises operated by individuals or small groups of individuals. A key weakness, of such enterprises is the inability to market effectively to global markets, given that marketing on such a scale requires huge financial investment. A solution is collective local marketing or alternatively the use of new, innovative internet-based approaches that reduce costs by using the volume of exposure to reduce costs.

Such internet-based marketing and reservation systems are now available to communities and it is possible to negotiate the provision of free services to communities through introductory membership deals linked to the operators corporate social responsibility programmes.

Such a system is being investigated by HATAB as a global portal and market place for their members products, and given the improvement in the quality of community tourism products and services, the internet firm could be approached for community entry level free service incentives to be provided, riding on the back of the HATAB contract.

Strategic Objective 2: Optimising economic returns on sustainable NR use



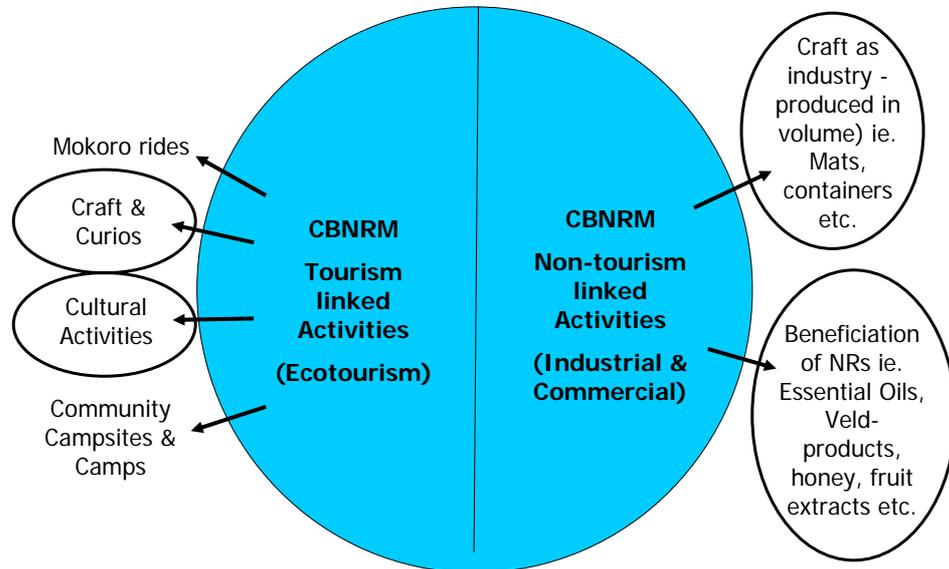
Non-tourism CBNRM products and activities have declined over the past ten years. The revival of these to either meet tourism supporting needs ie. craft and curios; cultural displays, needs concerted intervention to turn the decline around.

As indicated in Figure 16 there are essentially four areas that need to be addressed:

- Craft and curio production
- Provision of cultural activities
- Increasing craft production to industrial levels

- Beneficiating natural resources for commercial purposes ie. essential oil production.

Figure 16: Tourism and Non-tourism elements of CBNRM in the ODRS



6.5 Exploring and developing new non-tourism CBNRM markets

Ngamiland has a wealth of natural resources, many of which have been used to some degree in traditional livelihoods, either in a utilitarian sense, or in a social and religious sense (See Appendix 5: Inventory of Natural Resources produced by Terry [2000]). However many of these resources have not been seriously investigated from a perspective of commercialization beyond craft and curio production. To support this it is essential that small business development processes such as that suggested in the 'Multi-function Enterprise Support Agency' or MESA (see Section 5.2.1) and the formation of a Natural Resources Producers Association or a Natural Resources Producers Working Group in the district is essential.

The following are proposed strategies to investigate a broader range of natural resources on a commercial scale.

6.5.1 Craft to industry

Strategy:

At stages it is possible to take traditionally utilitarian craft ie. mats and produce them to commercial standards and in volume for sale to lodges or chain-stores. This can be done by:

1. Up-scaling craft production to a higher level of production
2. Supply chain stores with large volumes of 'mass-produced' craft related products ie. Dinner table place mats to Mr Price or other businesses
3. Encourage individual entrepreneurs to engage this market

Actions:

MESA or NGOs should be encouraged to carry out the following in collaboration with the Ngamiland CBNRM Forum:

1. Review the various resource inventories that have been produced (Terry, 2000; DRFR, 2006) and identify those resources that potentially have an economic value through beneficiation.
2. Having identified the resources with most potential, explore potential markets and market outlets in the region and globally, and establish communication with them to explore the possibilities of supplying products to them, and determine what standards would be required, and at what price, at what volumes.
3. Identify the communities most suitable to produce and supply the products
4. Engage with the relevant communities and determine if they are interested
5. Work with interested communities to harvest raw material and process it
6. Work with interested communities to produce samples and examples
7. Negotiate with identified potential markets as to volumes, prices, quality etc.
8. Establish appropriate institutional structures to manage the production (CBO)
9. Develop production chains
10. Develop branding of specific goods
11. Develop packaging
12. Identify distribution channels and outlets
13. Facilitate sales and payments to communities, either through wholesaler or cooperative
14. Oversee the disbursement of individual shares of benefits on equitable basis
15. Monitor use of natural resource base and manage harvesting and collection sustainably.

6.5.2 Producing Essential Oils, Aromatics, Herbal Remedies & Food Products

Strategy:

There are potentially a number of plants in the Ngamiland area that have the potential for beneficiation in some form, either through the extraction of oils or aromatics from seeds, the processing of fibers to make products ie. paper, or the processing of fruit to make food products.

- 1 Refer to inventory of plant resources in the District;
- 2 Identify plants with potential economic value for essential oils or aromatics
- 3 Link in with Phytotrade and collaborate on determining best options
- 4 Develop pilot projects to assess the viability of selected plant resources
- 5 Based upon results expand the production to other areas with similar resources and potential
- 6 Work with Multi-function Enterprise Support Agency (MESA) to explore this market in ODRS in conjunction with Phytotrade and promote as appropriate.

Actions:

MESA or NGOs should be encouraged to carry out the following in collaboration with the Ngamiland CBNRM Forum:

1. Review the various resource inventories that have been produced (Terry, 2000; DRFR, 2006) and identify those resources that potentially have an economic value through beneficiation.
2. Having identified the resources with most potential, explore potential markets and market outlets in the region and globally, and establish communication with them to explore the possibilities of supplying products to them, and determine what standards would be required, and at what price, at what volumes.
3. Identify the communities most suitable to produce and supply the products
4. Engage with the relevant communities and determine if they are interested

5. Plan and implement an exchange visit of producers to similar producers elsewhere ie. Kgetsu Ya Tse
6. Work with interested communities to harvest raw material and process it
7. Work with interested communities to produce samples and examples
8. Negotiate with identified potential markets as to volumes, prices, quality etc.
9. Establish appropriate institutional structures to manage the production (CBO)
10. Develop production chains
11. Develop branding of specific goods
12. Develop packaging
13. Identify distribution channels and outlets
14. Facilitate sales and payments to communities, either through wholesaler or cooperative
15. Oversee the disbursement of individual shares of benefits on equitable basis
16. Monitor use of natural resource base and manage harvesting and collection sustainably.

6.5.3 Expanding the role of culture in tourism

Strategy:

Cultural activities can be of great interest to visitors if well produced and choreographed. This can be done by:

1. Up-scaling craft production to a higher level of production
2. Supply chain stores with large volumes of 'mass-produced' craft related products ie. Dinner table place mats to Mr Price or other businesses
3. Encourage individual entrepreneurs to engage this market

Actions:

MESA or NGOs should be encouraged to carry out the following in collaboration with the Ngamiland CBNRM Forum:

1. Carry out an inventory of cultural practices in the various communities in Ngamiland, and identify those that may be of interest to tourists and visitors.
2. Having identified the cultural practices with most potential, explore potential markets where these could be exhibited or performed, and establish communication with them to explore the possibilities of supplying products or productions to them, and determine what standards would be required, and at what price, at which venues and at what times.
3. Identify the communities most suitable to produce and supply the productions and products
4. Engage with the relevant communities and determine if they are interested
5. Plan and implement an exchange visit of producers to similar producers elsewhere
6. Work with interested communities to explore the potential of the cultural practices
7. Work with interested communities to produce sample performances and examples
8. Negotiate with identified potential markets as to numbers of performances, prices, quality etc.
9. Establish appropriate institutional structures to manage the production (CBO)
10. Develop production / choreograph processes
11. Develop branding of specific cultural groups or products
12. Develop specific productions and performances
13. Identify specific performance venues
14. Facilitate sales and payments to communities,
15. Oversee the disbursement of individual shares of benefits on equitable basis
16. Monitor use of natural resource base and manage harvesting and collection sustainably.

6.5.4 Paper making

Strategy:

Hand-made paper produced from natural products, especially exotic natural fibers ie. elephant dung, are a sought after commodity, in tourist curio outlets as well as in gift shops in urban areas. when produced to professional commercial standards this can become a lucrative rural industry. This can be done by:

1. Developing simple paper making production lines
2. Supply curio shops and chain stores with large volumes of 'mass-produced' paper products ie. hand-bound diaries
3. Encourage individual entrepreneurs to engage this market

Actions:**Actions:**

MESA or NGOs should be encouraged to carry out the following in collaboration with the Ngamiland CBNRM Forum:

1. Identify where resources such as papyrus, elephant dung etc. are most prolific and available.
2. Explore potential markets and market outlets in the region and globally, in collaboration with existing marketing agencies in Botswana ie. 'Originals from Africa', and establish communication with them to explore the possibilities of supplying products to them, and determine what standards would be required, and at what price, at what volumes.
3. Identify the communities most suitable to produce and supply the products
4. Engage with the relevant communities and determine if they are interested
5. Plan and implement an exchange visit of producers to similar producers elsewhere ie. Gaborone, 'Mapepa' Industries in Zimbabwe etc.
6. Work with interested communities to harvest raw material and process it
7. Work with interested communities to produce samples and examples
8. Negotiate with identified potential markets as to volumes, prices, quality etc.
9. Establish appropriate institutional structures to manage the production (CBO)
10. Develop production chains
11. Develop branding of specific goods
12. Develop packaging
13. Identify distribution channels and outlets
14. Facilitate sales and payments to communities, either through wholesaler or cooperative
15. Oversee the disbursement of individual shares of benefits on equitable basis
16. Monitor use of natural resource base and manage harvesting and collection sustainably.

Several years ago simple paper making equipment was distributed to over a dozen rural communities throughout Southern Africa, and as such, paper-making is a relatively new craft in Southern Africa. The organisation called Mapepa (meaning paper in a local dialect of Zimbabwe) initiated the craft in Zimbabwe, where local people were trained in the art of paper making and over the years developed a unique range of hand made paper and products (See Appendix 6 for information on hand-made paper making or visit the Website:

<http://www.africanhandmadepaper.com/papermaking.htm>)

Hand-made paper making started as a cottage industry to help impoverished villagers, mainly women with young families to get by and feed their families. The raw materials are readily available in the form of wild plants and shrubs that grow free and plentifully around their villages and communities. Programs were set up to provide simple, basic

equipment for grinding the fiber into pulp and then to form the resulting pulp into sheets. Drying of the sheets was (and often still is) carried out by hanging them out to dry (See Appendix 7 for methodology of making paper by hand).

The artisans-to-be are taught to use as their raw materials fiber collected from indigenous plants such as river reed, elephant grass, sisal, wild fig, and sun hemp, that grow wild and plentifully near and around their homes.

The industry has now grown regionally with large marketing outlets overseas such as the USA based 'Eco-Africa USA,' creating an international demand for the products. A Botswana based company – 'Originals from Africa', based out of Mokolodi Game Reserve in Gaborone, is linked to Eco-Africa USA and is one of their major suppliers (see: the websites for Originals From Africa: <http://www.mokoloditrading.com/> and Eco Africa: <http://ecoafrika-usa.net/index2006.html>)

The community based paper-makers are paid for every sheet they produce, and their production is sold to supply local artists for the making of paper-craft products – specially bond note-books and diaries, gift and trinket boxes etc. Many people are now being trained in the art of bookbinding and box-making as new paper styles develop, and new communities join the program. Groups also form as Cooperatives as the craft spreads and grows. Other craft-related small industries are growing up alongside, such as seed and pod collecting to provide the colorful decorative accessories which adorn the journals, albums and boxes and which are also packaged as embellishments for scrap-booking. Twine is spun from sisal plants, wire ornaments are crafted by teams of talented young wire artists, paper pulp beads are rolled and drilled - activities which all contribute to uplifting the growing number of communities and families who are becoming part of the program.

Janice Ashby, an award winning designer working in both Southern Africa and New York, discovered the paper made in Zimbabwe while on a trip to the Victoria Falls, and started to design products for the US market, spreading the word through trade shows servicing art suppliers, gift and stationery stores and more recently, the scrap-booking industry. The New York based Eco Africa USA was formed.

Through workshops individual designers are taught to create new designs that make the products rich, imaginative, rich in character and unique in their design. The communities are taught skills that help them attain financial independence. Workshops are ongoing, teaching the communities the importance of creating and working in a Fair Trade environment.

6.5.5 Growing the community based tourism and ecotourism industry

Strategy:

To expand and enhance community based tourism activities in the district:

1. Links to Tourism Master Plan proposals ie. Tsodilo Hills
2. Opportunities focussed on local 'preferred partners' ie. Gumare 'Shop-window'
3. Actively supported by Multi-function Enterprise Support Agency

Actions:

See overall Tourism Master Plan for details of this Project.

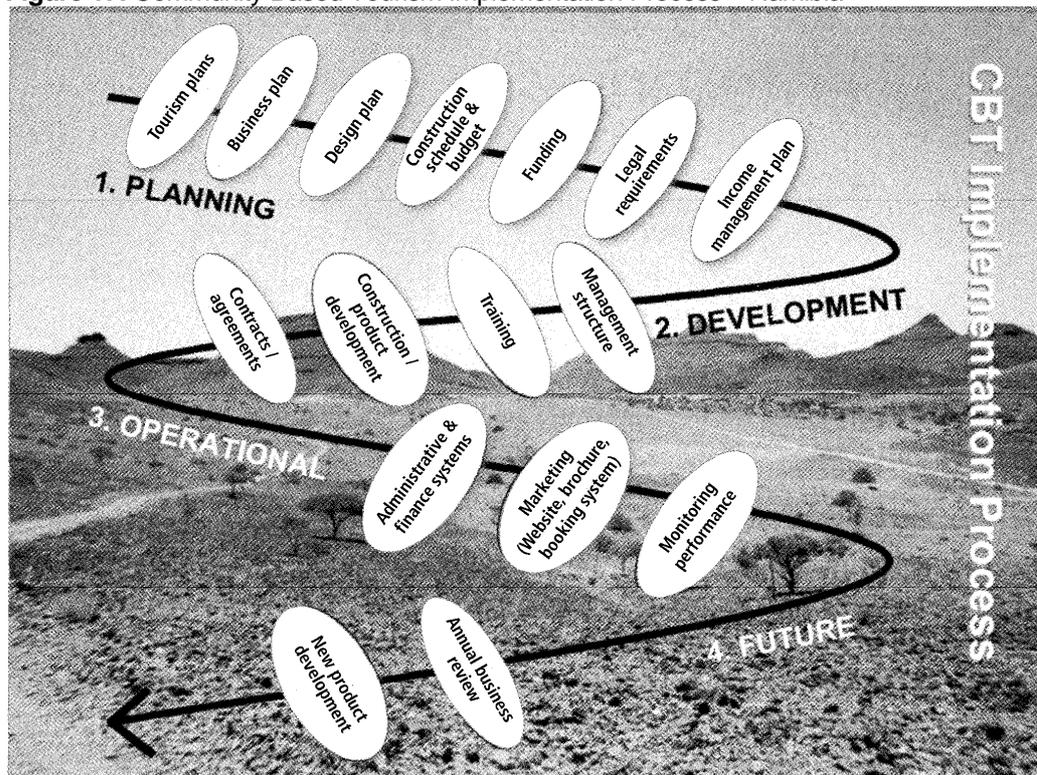
Growing the ecotourism industry in Ngamiland will require the development and establishment of a number of 'smart-partnerships' between the private sector, the public sector and the communities. It will require that communities are actively

assisted in developing entrepreneurial and operational skills in enterprise management.

A number of opportunities that exist need to be taken up in a collaborative and professional way in order to create win-win scenarios. A number of examples of good community based tourism founded on smart-partnerships exist in the region ie. Namibia. Namibia's Community Based Tourism Implementation Process is a good model to work from (see Figure 17)

It is also important that appropriate, professional management approaches are used in advising communities when exploring enterprise options. The process outlined in Figure 18 may assist communities to develop more robust enterprises.

Figure 17: Community Based Tourism Implementation Process – Namibia

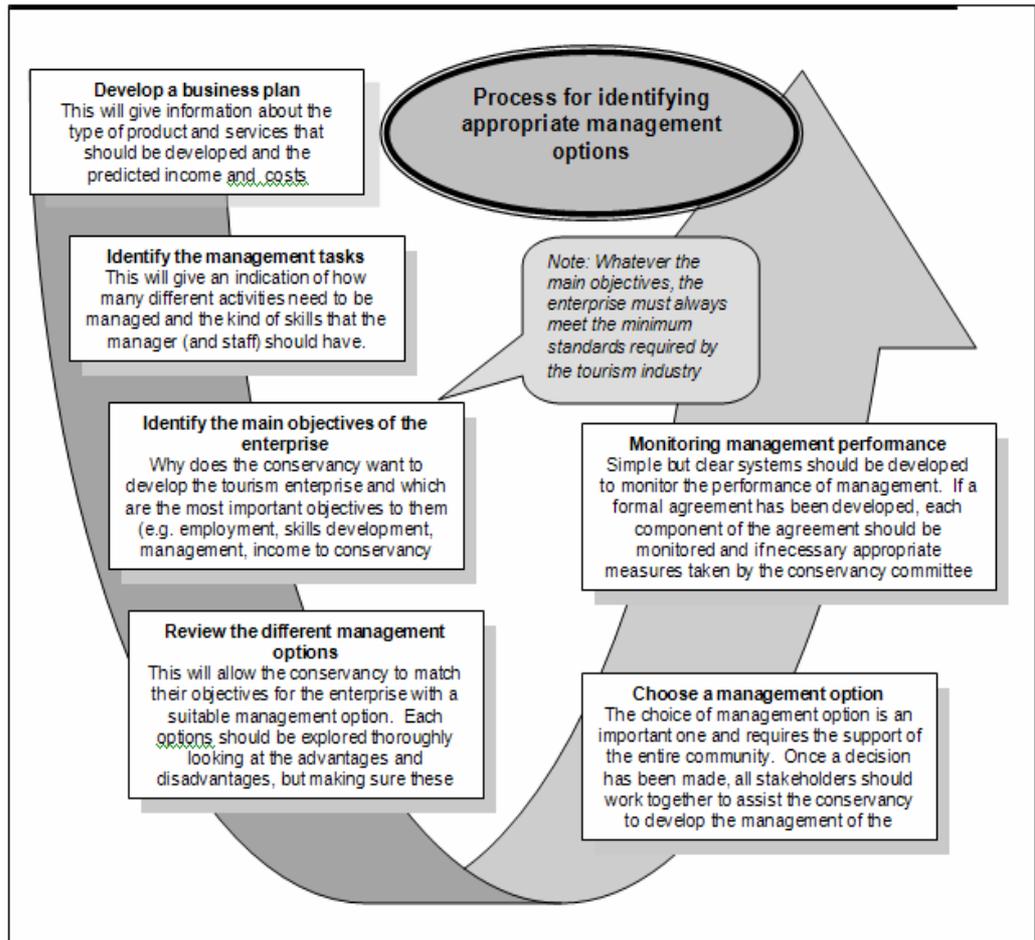


Source: IIED, 2006

Although in its infancy in the Ngamiland district, community based tourism or ecotourism has not expanded significantly over the past five years, and existing ventures have experienced mixed fortunes – in some ways creating a negative impression of ecotourism and in other ways acting as a disincentive to other communities to experiment with such activities. This is highly unfortunate, seeing that community based tourism and ecotourism has been a highly acclaimed success in Namibia. A key factor in this success however may be that the growth and development of the process in that country has been greatly supported by the Namibia Community based Tourism Association. It is therefore logical that Ngamiland could explore the establishment of such an association to facilitate and support the future growth of ecotourism in the district.

An option (and opportunity) in this regard is also to encourage relevant communities to create and develop community conservation areas or community game reserves, in order to be able to take up opportunities that the Ngamiland District Tourism Master Plan will present to them.

Figure 18: Reviewing Management Options – Community related enterprises



Source: IIED, 2006

6.5.6 Empowerment through CBNRM

Strategy:

To promote true empowerment in communities:

1. Assess the status of community enterprises on a continuum of criteria
2. Facilitate community reviews of preferred shareholding options
3. Guide communities to change to more beneficial partnership options

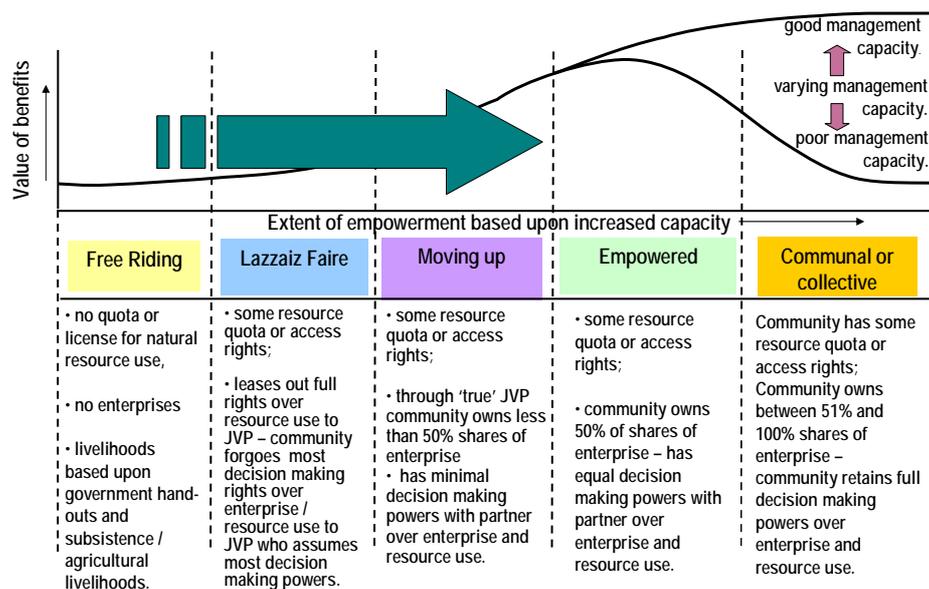
Actions:

- 1 Ngamiland CBNRM Forum to work with Government to assess communities and determine their evolution on the sliding scale;
- 2 Using the results of the analysis work with communities to develop specific strategies to move to more optimal conditions, given their current status
- 3 Assist Government and Private Sector (MESA) to engage with communities to develop capacity to improve their communal situation;
- 4 Initiate collective programme to reverse the negative implications of the withdrawal of financial benefits through the CBNRM Policy (Municipality Model, Incremental Devolution etc.)

Community-Private Sector Partnership models currently in place in many communities in Ngamiland are not having the required impact in empowering communities to become equitable players in tourism in the district. JVP models used in hunting and photographic safari agreements are largely an easy way out for communities – effectively making them passive recipients of funds, whilst abdicating responsibility and giving away decision making powers. There is no entrepreneurial growth available to communities in this option as they have opted out, and chosen to remain at arms-length from the ‘heat of the engine room.’ An analysis of this situation can reveal a number of characteristics at play in the model. Likewise, as shareholding of partnerships increases, providing communities with opportunities to become ‘real players in the tourism game’ and share in the increased profits and assume some of the risk, a different set of characteristics are evident to describe such situations.

Figure 19: Reviewing Management Options – Community related enterprises

Capacity driving Empowerment – the Slide-Rule



A 'sliding scale' of situations has been developed called the 'CBNRM Empowerment Slide-rule', that describes the characteristics of five stages of progression from being passive players to empowered entrepreneurs (see Figure 19). This slide-rule is a tool that enables facilitating agencies to assess the status of a community and then to support it with strategic assistance to move to a 'higher' level of entrepreneurial empowerment.

Strategic Objective 3: Equitable distribution benefits to household level

6.5.7 Facilitate the equitable distribution of CBNRM benefits to all sectors of society in communities

Strategy:

Facilitate the equitable distribution of CBNRM related benefits received by a community to all sectors of society in the community:

1. Link into the Action Research process outlined in the strengthening institutional capacity activity
2. Provides focused framework for communities to actively take part in decision making processes

Actions:

- 1 Ngamiland CBNRM Forum to create awareness about effects of inequitable distributions of benefits in a community and stimulate change;
- 2 Introduce concept of 'Action Research for Good Governance' (ARGG);
- 3 Work with DWNP and University of Florida to roll-out ARGG to communities in Ngamiland
- 4 Review Constitutions of CBOs to ensure that equitable distribution of benefits is a fundamental principle in each one;
- 5 Develop peer review mechanism to evaluate level of 'equitable distribution'.

At the heart of CBNRM is the principle of 'discretion': that local people have the right to make and control their own choices. This has profound implications:

- **economically** – it combines individual choice with property rights, which lays the foundation for liberal free-market economies;
- **theoretically**: this generates economic growth by allocating resources to higher valued uses, and reduces poverty if this economic growth is captured locally;
- **politically**: discretion results from democratization and political freedom.

The distribution of revenue more equitably in communities organizes members to use scarce financial resources more effectively. At present most ODRS CBOs control the mode of distribution and manipulate the 'projects' that will be undertaken, often using the finances unwisely or sub-optimally. Ensuring that benefits and revenue received is distributed to the household level restructures the political economy of the community, providing it with an organisation that is transparent, highly participatory, equitable and functional (Child, 2006).

Revenue distribution to the household level places community members at the centre of decision making and accountability, as they:

- control decision about budget planning and resource allocation;
- elect and instruct leaders to implement a workplan;
- regularly control performance through quarterly meetings with the right sanctions to remove officials (ie. political accountability).

The steps used in Equitable Revenue Sharing are:

1. Organise the community with membership lists and constitutions;
2. Clarify the source and amount of revenue received;
3. Community collectively choose how to allocate and prioritise the money between personal dividend community social projects, investment in wildlife and natural resources management (salaries for CEGs) and administrative expenses with an associated formal workplan for each of the agreed projects;
4. Hold an Annual General Meeting of the Trust, and agree formally in resolutions on the workplans and budgets, and announce that the BoT are now told that they are publically accountable for their implementation, and will be judged by their performance;
5. Revenue distribution ceremony: presentation of the revenue in actual cash to the overall community; distribution of the revenue in equal portions to each eligible member of the Trust (dividend); each recipient is then required by membership resolution to return specific amounts of their dividend to a series of revenue collectors (one for each of the projects the community has agreed to carry out in their workplan) in the form of a community levy;
6. Reconciliation of the individual levy collectors takings, and consolidating the takings in one total amount for projects – with the results being announced to the AGM participants;
7. Banking of the overall total amount, but having the individual project total collected being recorded in the Trusts accounts
8. Implementation of the projects, with quarterly Kgotla meetings to measure performance and expenditure of finances against each project.

Source: Child, 2006.

This process has proven to be effective elsewhere in communities within the region. The imposed accountability and transparency inherent in the process reinforces the communities democratic rights.

Strategic Objective 4: Manage and protect Natural Resources

6.5.8 Rolling out MOMS to all active CBNRM CBOs in Ngamiland

Strategy:

Expanding the capacity of Ngamiland communities to be able to monitor their natural resources, collect relevant data and use this to enhance their understanding of their natural resource asset base:

1. Roll-out MOMs to all active CBNRM CBOs with allocated CHAs and community conservation areas
2. Use the data and information to enable communities to begin to participate in quota setting processes and decision-making activities in collaboration with DWNP.

Actions:

- 1 Create awareness in relevant communities in Ngamiland as to the benefits of using MOMS;
- 2 Hold workshops to initiate and introduce MOMS to communities
- 3 Support communities who choose to adopt MOMS
- 4 Develop peer review network of MOMS users in Ngamiland Communities

MOMS is a well documented process (Stuart Hill, 2006; Johnson, 2005) that seeks to introduce more effective participative monitoring methodologies to communities, so that communities are able to make informed management decisions based upon locally collected data and analysed that is meaningful to them.

MOMS was successfully pilot tested in three Ngamiland communities (Khwai, Mababe and Sankuyo) in 2005 and 2006, should be rolled out to all the other CBOs in the district on an incremental basis into the future of this Action Plan.

7 Cross-cutting Objective – Monitoring CBNRM

Although monitoring has been mentioned above in terms of MOMS, the issue of monitoring being a critical management function that cuts across all of the four strategic objectives must be emphasized. This Action Plan will be totally dysfunctional if there is not a simple yet robust means of judging the progress of achieving these objectives over the next thirty or so years.

The following key aspects need to be monitored (preferably against a baseline, but adaptively if non are available) at the macro level:

Impacts of the new CBNRM Policy on i) the socio-economic wellbeing of CBNRM communities, ii) the status of natural resources within community areas; and iii) levels of effort being used by government to participate or contribute to both the previous aspects.

Elements to be monitored would include:

- Net income earned by CBNRM CBOs per annum
- Number of jobs related to CBNRM activities in each year
- Average household income per year
- Number of CBOs operating and active in each year
- Number of HIV/AIDS orphans supported by CBOs in each year
- Number of elderly supported by CBOs in each year
- Average value of social infrastructure provided to communities in each year
- Average value of social services provided to communities in each year
- Average number of poaching incidents within CBNRM CBO communities each year
- Average number of animal sightings in each CBO each year
- Value of compensation claimed by CBNRM CBO communities from government each year
- Number of personnel assigned to law enforcement by DWNP/BDF each year
- Value of financial resources committed to support law enforcement processes (DWNP & BDF) by government each year

A key area that demands better monitoring is that of governance, and here the Action Research for Good Governance programme will make a great contribution to this important function.

Elements to be monitored would include:

- Number of Kgotla meetings held that discuss and make decision on CBNRM issues, per year
- Number of community members who participate in meetings described in a. above
- Number of formalized (documented) decisions made each year relating to CBNRM issues
- Measure of community members knowledge of CBNRM CBO constitution
- Number of meetings where CBNRM CBO financial statements and accounts presented to communities
- Number of community members who participate in elections for CBOs when due.

With the potential impacts of enhanced ecotourism through the District Tourism Master Plan, is important to ensure that this sector has a professional capacity to

respond to market needs, and a specific ecotourism monitoring programme needs to be developed.

Elements to be monitored would include:

- Number of formally registered CBNRM related community-based tourism or ecotourism enterprises operating per year
- Value of revenue earned by formally registered CBNRM related community-based tourism or ecotourism enterprises operating, per year
- Number of community members employed in formally registered CBNRM related community-based tourism or ecotourism enterprises operating, each year
- Number of community members employed in various categories (management, supervisory, worker) within formally registered CBNRM related community-based tourism or ecotourism enterprises operating, per year

Linked to 2 and 3 above is the need to be monitoring the characteristics of communities and their joint venture partnerships, as a means of being able to support them to move to higher levels of empowerment, ownership and engagement with the tourism industry overall – this could be linked to the ‘Slide-rule’ mechanism outlined in Section 5.5.6 above;

Elements to be monitored would include:

- Number of formally registered CBNRM related JVPs operating per year
- Value of revenue earned by formally registered CBNRM related JVPs operating, per year
- Number of community members employed in formally registered CBNRM related JVPs operating, each year
- Number of community members employed in various categories (management, supervisory, worker) within formally registered CBNRM related JVPs operating, per year

The re-vitalization of the non-tourism CBNRM activities or Non-tourism natural resources management (NTNRM) (craft making, essential oil extraction etc.) in the district will also need a comprehensive ability to monitor its growth and evolution into the various new markets identified through the strategies outlined above.

Elements to be monitored would include:

- Number of people involved in NTNRP related activities, per year
- Total value of NTNRP activities and production each year
- Value of each activity type of NTNRP activities and production each year ie. basketry, essential oil production, craft etc.
- Average earning per person involved in NTNRP activities each year

8 Conclusion

The Action Plan outlined above addresses the key opportunity areas for the most significant change within the next 30 year period.

The greatest challenge in the overall picture during this period is to get the communities to strengthen their own community institutional structures and regularize their CBO management processes so that a case may be made to Government to once again devolve greater rights over natural resources back to them. Without this communities are forever going to exist in a twilight zone of adolescent-maturity, with the Government retaining charge of their 'pocket-money' until they have proved themselves 'responsible' enough not to spend it all on sweets.

The second greatest challenge is to get all the stakeholders within the Ngamiland District to begin to act as partners and allies, and not as 'arms-length' contestants and competitors. The Government sector has to provide the right policy and legislative environment for communities to develop the appropriate capacity to manage their affairs responsibly and accountably, whilst Government must also encourage NGOs to provide appropriate rural development aligned support to communities to develop capacity across a broad front (strengthen community institutions for good governance, improve organisational business management capacity for CBO management, enhance enterprise opportunities to taken up), and the private sector need to come to the party and shed their perspective of disdain and aloofness – working with communities to rise above their levels of ignorance, lack of knowledge, lack of skills and risk avoidance.

Finally the third challenge is to develop and implement a broad based (across all sectors of community, government, NGOs and private sector) monitoring process that efficiently and effectively collects useful data that is relevant to the holistic context of CBNRM, and which will produce high quality decision-making information to all the stakeholders. It is **absolutely** imperative that such decision-making data is made available to **all** stakeholders and used to promote the case for CBNRM to be considered as a conservation and development approach of first choice in the Ngamiland District, if poverty is to be eradicated over the next few decades. Agriculture cannot do this alone.

9 Recommendations

The following over-arching recommendations are made for improving the productivity of 'non-tourism' CBNRM activities in Ngamiland:

1. Review the policy environment of drought relief and related free 'hand-outs' in order to normalize the perverse incentive climate that currently works against people seeing the need to work towards livelihoods and thereby establish some feeling of 'ownership' over natural resources; [Ref: 3.5]
2. The exact role TACs should be clearly spelt out in order to prevent confusion and conflict, confining the TACs to advise on general policy matters, but requiring them to seek specialist advice for functions outside of their field of experience; [Ref: 3.3.2]
3. A more rigorous and comprehensive monitoring process should be put in place to ensure that appropriate socio-economic data is collected in order to be able to enhance government decision-making with regard to CBNRM and community empowerment; [Ref: 1.1.3]
4. Negotiations should be instituted with the private-sector to establish a Multi-function Enterprise Support Agency, working in tandem with the government's LEA process; [Ref: 4.3.1 & 5.2.1]
5. Strengthen the capacity of the Ngamiland District CBNRM Forum to represent the interests of CBNRM communities more effectively [Ref: 4.3.1]
6. Establish a Natural Resources Producers Association or Working Group to facilitate the improvement of non-tourism CBNRM activities through the representation of their interests, and researching and exploring new natural resource beneficiation options; [Ref: 5.3 & 5.5]
7. Establish an Ngamiland Community Tourism or Ecotourism Working Association or Group to promote the expansion of community based ecotourism enterprises, guide the development of new ecotourism enterprises, represent CBO and community interests; [Ref: 5.5.5]
8. Consider pilot testing the introduction of the 'Municipality' model in some Ngamiland CBNRM CBOs; [Ref: 1.2.3 & 5.1.2]
9. Review the situation of maladministration of CBNRM Trusts (commission an official enquiry) and support the judicial system in following up felons who misappropriate or abuse community finances and assets; [Ref: 1.1.4]
10. Consider pilot testing the Equitable Benefit Sharing approach with a few communities and roll out to further communities if successful, as well as creating a more robust social 'safety-net' systems in producer communities; [Ref: 1.1.4 & 4.3.3]
11. Strengthen existing MOMS efforts and projects, enhancing the capacity to use MOMS for more effective management of natural resources [Ref: 4.3.4]
12. Diversify the application and implementation of MOMS to other functions besides natural resources management ie. strengthening Good Governance [Ref: 4.3.1]
13. Support the implementation of the SASUSG/WWF/University of Florida's Action Research for Good Governance initiative in Ngamiland communities; [Ref: 4.3.1. & 5.1]
14. Review the effectiveness and use of CBNRM CBO Land-use Management Plans with a view to making them more useful, effective and user-friendly; [Ref: 3.3.2]
15. Review the allocation of CHA areas to community Trusts and CBOs to ensure a more equitable distribution of areas or to facilitate access by more Trusts to CHAs ie. sharing existing areas, having a better system of allocation of vacant areas to new CBOs; [Ref: 3.3.2 & 3.3.3]
16. Promote the development and proclamation of Community Conservation Areas in those areas where communities have decided to designate land for such purposes. [Ref: 3.3.3 & 5.5.5];

17. Promote the involvement of communities with hunting and natural resource use quotas to participate actively in quota setting processes [Ref: 4.3.4]

10 'Non-tourism' CBNRM Pilot Project in Ngamiland

The Sustainable Tourism and CBNRM – ODMF Component 6's 'Terms of Reference' Section 1.9.3.g, require the consultant to:

"Propose suitable pilot projects to test the viability of recommendations on financially and technically viable methods of diversifying non-tourism CBNRM activities."

In the Component 6 Task-force Meeting held at the NWDC Board Room, in Maun during February 2007, it was agreed that the option of producing Essential Oil and Aromatics should be used as the Pilot Project, as outlined in Section 5.5.2 Essential Oil and Aromatics above. The rationale for this was that it was the one option that had the greatest potential to be replicated beyond the immediate Pilot Site, into other sites within Ngamiland.

10.1 A Plan to Beneficiate selected Essential Oils and Aromatics in Ngamiland

Globally the Essential Oil markets cannot satisfy demand of certain highly preferred oils that are used in the beauty and health care markets. In some instances oils are fetching about €280 per kilogram of oil ie. geranium oil (*Pelargonium graveolens* or *Pelargonium rose*) (SAEOPA, 2007). Over the last 5-10 years, the natural plant products and whole foods market globally has increased over 10% per annum. The world market for nutraceuticals⁶ is estimated at \$60 billion annually, of which only \$500m comes from Africa . There is an ever-increasing demand for organic and natural plant products such as herbal teas, nutritional products, essential oils, herbs and spices, phyto-medicines and phyto-cosmetics. (ASNAPP, 2007).

The world's exports of essential oils is valued at US\$7,435 million annually. Essential oil have been extracted from over 3,000 plants world-wide, of which 200-300 are commonly traded on world markets. Demand for essential oils and plant extracts is largely driven by the food flavouring industry, cosmetic and fragrance industries, and demand for industrial solvents.

Currently there are a number of key organisations in southern Africa that support the expansion of beneficiation of natural resource products in the nutraceutical sector within southern Africa, including the South African Essential Oil Producers Association (SAEOPA), PhytoTrade Africa and the NGO - Agribusiness in Sustainable Natural African Plant Products (ASNAPP) amongst others.

PhytoTrade Africa is a non-profit trade association social enterprise that promotes sustainable production and fair trade, contributing to the economic development of southern Africa. PhytoTrade's main aim is to develop business partnerships between rural producers and buyers, major European natural products companies. In doing so, the social enterprise links rural producers in six southern African countries directly to source suppliers, buyers, quality control evaluators, product development specialists; additionally it helps its clients secure export contracts, and provides a clearinghouse for research and development information on African natural products.

In partnership with another nonprofit, Southern African Marula Oil Producers Network (SAMOPN), PhytoTrade Africa embarked on a new venture designed to promote a biodiversity-friendly rural production system. Marula oil is derived from an indigenous plant species that is critical to the maintenance of ecosystem integrity in dryland areas. Commercialization of a range of new marula products is projected to earn between

⁶ **Nutraceutical** is a combination of "nutrition" and "pharmaceutical" and refers to natural products claimed to have a medicinal effect on human health.

8,000 and 10,000 rural producers as much as \$8-12 million per year, giving rural communities faced with growing economic pressure to convert natural woodlands into arable cropland incentives to invest in sustainable management of dryland ecosystems.

SAMOPN helps rural producers with sustainable production and extraction of quality marula oil while PhytoTrade Africa facilitates market linkages and the commercialization process.

In another example, PhytoTrade Africa signed an agreement with Aldivia S.A, a French lipids company. Aldivia is specialized in the sourcing, design, manufacture and commercialization of lipids of plant or vegetable origin for cosmetic and industrial use. PhytoTrade works collaboratively with Aldivia to develop and market a range of biologically active lipid ingredients fabricated by rural producers from a variety of botanical resources indigenous to Southern African

Figure 20: Collection and cold pressing of marula oil in Mozambican community



(PhytoTrade)

Source: Altopiani, 2004

In Botswana, only a few communities have ventured into the production of essential oils, although one, Kgetsi ya Tsie have been producing essential oils from marula (*Sclerocarya birrea*) seeds for a number of years, and have recently won an international award for their efforts. Spread across 25 villages in the Tswapong Hills, the women are harvesting and marketing a range of natural resource products. Working within Kgetsi ya Tsie Womens Community Trust, they are harnessing traditional, indigenous knowledge to the demands of the international marketplace. Supported by a revolving loan fund to provide capital for equipment and supplies, they are generating an income to support their families.

Figure 21: Kgetsi Ya Tsie Womens Community Trust processing and marketing marula oil



10.1.1 What are essential oils?

Essential oils are oils, extracted from plants, and that usually having the characteristic odor or flavor of the plant from which it is obtained, and is generally used in the cosmetic or food industry to make cosmetics, perfumes and flavorings.

Most commonly, the essence is extracted from the plant using a technique called distillation. One type of distillation places the plants or flowers on a screen. Steam is passed through the area and becomes "charged" with the essence. The steam then passes through an area where it cools and condenses. This mixture of water and essential oil is separated and bottled. Since plants contain such a small amount of this precious oil, several hundred pounds may be needed to produce a single ounce.

Cold Pressing

Another method of extracting essential oils is cold-pressed expression, or scarification. It is used to obtain citrus fruit oils such as bergamot, grapefruit, lemon, lime, mandarin, orange, and tangerine oils. In this process, fruit rolls over a trough with sharp projections that penetrate the peel. This pierces the tiny pouches containing the essential oil. Then the whole fruit is pressed to squeeze the juice from the pulp and to release the essential oil from the pouches. The essential oil rises to the surface of the juice and is separated from the juice by centrifugation.

Steam Distillation

Steam distillation is the most common method of extracting essential oils. Many old-time distillers favor this method for most oils, and say that none of the newer methods produces better quality oils. Steam distillation is done in a still. Fresh, or sometimes dried, botanical material is placed in the plant chamber of the still, and pressurized steam is generated in a separate chamber and circulated through the plant material. The heat of the steam forces the tiny intercellular pockets that hold the essential oils to open and release them. The temperature of the steam must be high enough to open the pouches, yet not so high that it destroys the plants or burns the essential oils. As they are released, the tiny droplets of essential oil evaporate and, together with the steam molecules, travel through a tube into the still's condensation chamber. As the steam cools, it condenses into water. The essential oil forms a film on the surface of the water. To separate the essential oil from the water, the film is then decanted or skimmed off the top. The remaining water, a byproduct of distillation, is called floral water, distillate, or hydrosol. It retains many of the therapeutic properties of the plant, making it valuable in skin care for facial mists and toners. In certain situations, floral water may be preferable to pure essential oil, such as when treating a sensitive individual or a child, or when a more diluted treatment is required.

10.1.2 Strategic Plan to Grow the Essential Oils Production in Ngamiland District

Strategy:

There are potentially a number of plants in the Ngamiland area that have the potential for beneficiation in some form, either through the extraction of oils or aromatics from seeds, the processing of fibers to make products ie. paper, or the processing of fruit to make food products.

1. Refer to inventory of plant resources in the District;
2. Identify plants with potential economic value for essential oils or aromatics
3. Link in with Phytotrade and other support agencies, and collaborate on determining best options
4. Develop pilot projects to assess the viability of selected plant resources
5. Based upon results expand the production to other areas with similar resources and potential
6. Work with Multi-function Enterprise Support Agency (MESA) to explore this market in ODRS in conjunction with Phytotrade and promote as appropriate.

Actions:

MESA or NGOs should be encouraged to carry out the following in collaboration with the Ngamiland CBNRM Forum:

1. Review the various resource inventories that have been produced (Terry, 2000; DRFR, 2006) and identify those resources that potentially have an economic value through beneficiation.
2. Having identified the resources with most potential, explore potential markets and market outlets in the region and globally, and establish communication with them to explore the possibilities of supplying products to them, and determine what standards would be required, and at what price, at what volumes.
3. Identify the communities most suitable to produce and supply the products
4. Engage with the relevant communities and determine if they are interested
5. Plan and implement an exchange visit of producers to similar producers elsewhere ie. Kgetsi Ya Tsie
6. Work with interested communities to harvest raw material and process it
7. Work with interested communities to produce samples and examples
8. Negotiate with identified potential markets as to volumes, prices, quality etc.
9. Establish appropriate institutional structures to manage the production (CBO)
10. Develop production chains
11. Develop branding of specific goods
12. Develop packaging
13. Identify distribution channels and outlets
14. Facilitate sales and payments to communities, either through wholesaler or cooperative
15. Oversee the disbursement of individual shares of benefits on equitable basis
16. Monitor use of natural resource base and manage harvesting and collection sustainably.

Figure 22: Mobile Essential Oil distillation equipment produced by CSIR (RSA)



Figure 23: Example of gas-fired extraction equipment



As indicated by PhytoTrade Africa, their plans are to stimulate the commercialization of a range of new marula products is projected to earn between 8,000 and 10,000 rural producers as much as P48 -72 million per year in the southern African region, giving rural communities faced with growing economic pressure to convert natural woodlands into arable cropland incentives to invest in sustainable management of

dryland ecosystems. Botswana needs to strategically place itself to be able to extract its share of this growing industry.

Figure 24: Cold-pressed marula oil is used in the cosmetics industry



10.1.3 Diversifying beyond marula

The Ngamiland District has a wealth of other natural resources and plant species that potentially have important economic value. A number of communities have vast areas of mongongo trees (*Schinziophyton rautanenii*) that bear a nut that has potential to produce essential oil. This needs to be researched and trial tested with the help of PhytoTrade Africa and other partners.

A further plant that has potential for beneficiation is the Kalahari melon (*Citrulus lanatus*) (Figure 25). This is a plant that grows freely within the Ngamiland District and is used for a variety of traditional livelihood strategies.

Figure 25: Kalahari melon (*Citrulus lanatus*)



The seeds of this plant are processed in Namibia and sold internationally to be used in various cosmetics (see examples of cosmetic products being marketed in Figure 26 & 27).

HOME
SHOP OUR PRODUCTS
ABOUT SHEA TERRA
UNVEIL SHEA BUTTER
WHY SHEA TERRA?
WARNING
CUSTOMER SERVICE
CUSTOMER REVIEWS
SAVE \$! NOW.

SHOW ORDER
PRIVACY POLICY
INFO
SEARCH
INDEX

Y! SHOPPING

Shea Terra Organics— The Real Thi



LIP SMACKING SHEA LIP BUTTERS

The best lip butter you've ever had. Our all natural lip butters are made from 25% shea butter, golden beeswax, virgin coconut creme oil, vitamin E and all natural flavors. Unlike most balms, our ultra moisturizing lip butters are petroleum free and naturally sweetened, so chances are you will be licking your lips!

Our Shea Lip Butters were featured in IN TOUCH WEEKLY (January 22, 2007). An excerpt from IN TOUCH WEEKLY's "The Buzz":

A-list lip-smackers -- With so many high-tech products to choose from, natural beauty Angelina Jolie keeps it simple, spreading Shea Terra Organics Lip Butters onto her luscious lips. While essentials oil from the jungle of Africa work to protect and moisturize your pout, natural flavors like Kalahari Melon and Madagascar Vanilla make for kissable confections. Angelina loves all four flavor in the organic line. \$3.

Our Lip Butters were also featured in Daily Candy (January 25, 2007), SheFindsMom.com (January 3, 2007), and Celebrity Style 101 Hairstyles (#03 2007).

Figure 27: Example of website marketing products made from Kalahari Melon

[Sign In](#)

[Shampoo](#)

[Conditioner](#)

[Hair Spray and Oil](#)

[Moisturizers](#)

[Relaxer Kits](#)

[Hair Color](#)

[Hairdress & Pomades](#)

[Styling Aids](#)

[Natural Hair Care](#)

Duelle Activating Gel With Kalahari Melon...for dry and damaged hair



Quantity in Basket:

none

Code: **DAGWKM**

Price: **\$4.99**

Shipping Weight: **1.00**
pounds

Quantity:

Add To Basket

Duelle's Activating Gel for dry and damaged hair. It is an outstanding blend of natural proteins and conditioners that replace moisture lost through hair processing. This unique formula with Kalahari Melon extract to help restore the moisture balance by penetrating deep into dry and porous areas, leaving the hair well-nourished with long-lasting curls. Available in 8.5 Fl.Oz

10.1.5 Illustrative budget to explore expansion of Essential Oil Production in Ngamiland

The following is an illustrative budget to explore the expansion of the essential oil production in Ngamiland:

Exploring the Expansion of the Essential Oils Production in Ngamiland					
		Units	No of Units	Unit cost BWP	Total Cost BWP
A	Fees				
A.1	Consultants	person/days	200	2,500	500,000
	Administrators	person/days	100	500	50,000
	Sub-total fees				550,000
B	Direct Costs				
B.1	Materials	monthly costs	12	2,000	24,000
	Communication	monthly costs	12	2,000	24,000
	Sub-total direct costs				48,000
A+B	Sub-total fixed cost component				598,000
C	Reimbursable Costs				
C.1	Per Diems (Botswana)	night	70	500	35,000
	Per Diems (International)	night	20	1,200	24,000
C.2	Local transport (fuel, taxes, tolls)	provision	12	4,000	48,000
	Foreign transport (airfares, taxes, tolls)	provision	4	4,000	16,000
	Sub-total Reimbursable costs				123,000
D	Equipment				
	Presses and related equipment	Provision	1	10,000	10,000
	GRAND TOTAL (A+B+C)				1,281,000
	Exchange Rate €: BWP		8	EUR	160,125

10.1.6 Potential support organisations in southern Africa:

The following organisations work regionally in the field of promoting the production of essential oils by rural communities in southern Africa:

- PhytoTrade Africa:**
Telephone: +263 4 740 730 / 806
Fax: +263 4 740 476
Postal address: PO Box BE 385, Belvedere, Harare, Zimbabwe
Electronic mail: General Information: info@phytotradeafrica.com
Web: <http://www.phytotradafrica.com/>

PhytoTrade Africa's Mission

To facilitate the development of a viable and enduring natural products industry in southern Africa, engaged in both domestic and export trade and based on resources accessible to poor rural communities.

PhytoTrades' Objectives:

By 2015: Trade in natural products from the region will be worth at least US\$250 million per year, and the sustainable exploitation of natural products will be a leading source of income for poor people living rural areas of Southern Africa;

Southern Africa will have developed a reputation for reliability and innovation in the production and supply of high quality, sustainably harvested natural products to global markets; and

PhytoTrade Africa will be the service-provider of first choice to the natural products industry in the region, and will have become an enduring and financially self-sustaining association.

What is PhytoTrade Africa:

PhytoTrade helps African rural producers develop and market their natural products for export. We are a non-profit trade association that promotes sustainable production and fair trade, contributing to the economic development of southern African countries. Natural products are grown in the wild by rural producers, and include: beverages, cosmetic oils, health care products, herbal teas, jams, nutritional supplements and medicinal products.

What they do:

PhytoTrade provides marketing, technical advice, research and development and advocacy services for its members. Clients can be linked directly to source suppliers, quality control assurances, ecological product profiles, and receive help with import/export regulations and contracts. We also provide a clearinghouse for research and development information on African natural products.

Why they do it:

Africa contains a quarter of the world's biodiversity. The potential for natural products from Africa is huge – there are fruits, oils, herbal remedies and nutritional supplements used traditionally here that have never reached Western markets. Grown wild and in remote areas, until now it has been almost impossible to buy African natural products in the West. PhytoTrade changes this.

Much of southern Africa is not suitable for agriculture. Millions of poor rural dwellers depend on their natural resources for their fragile livelihoods. If they could export natural products for a fair price, it could ensure economic development while conserving biodiversity. PhytoTrade's work turns this vision into a new reality for Africa.

Where PhytoTrade Africa operates:**PhytoTrade's Services:**

PhytoTrade Africa's main aim is to develop business partnerships between rural producers (members) and buyers (clients). The association supports collaborative sustainable production, market information systems, fair trade practices and product research and development.

- trade promotion
- natural product news updates
- policy monitoring and advocacy
- exchange visits and technical advice
- product research and development database and grant funds
- market information system
- European agency services
- providing links with source suppliers
- assistance with contracts
- fair trade and environmental sustainability assurances
- import facilitation service
- supply trend information
- marketing information
- research and development resources

2. Agribusiness in Sustainable Natural African Plant Products (ASNAPP):

Telephone: +233 21 505-617

Fax: +233 21505-617

Postal address: P.M.B. (18) Kanda, Accra, H/NO C 205/29, Memepeasem, East Legon, Accra

Electronic mail: dan@asnapp.org.gh or asnappwest@yahoo.com

Web: <http://www.asnapp.org/index.html>

What is ASNAPP:

ASNAPP is a non-profit organization that is helping to create and develop successful African agribusinesses in the natural plant products sector. The sector is ripe with opportunity for emerging entrepreneurs and small-scale suppliers across the continent, given Africa's vast botanical heritage and growing global demand for natural and organic products.

Formed in 1999 with funding from USAID (United States Agency for International Development), ASNAPP focuses on the development of high-value natural plant products that enable African agribusinesses to compete in local, regional and international markets. These products include herbal teas, culinary herbs and spices, essential and press oils, as well as medicinal plants.

The ASNAPP team operates in five countries, namely South Africa, Ghana, Rwanda, Senegal and Zambia, working with 25 agri-enterprises that represent more than 2 000 small-scale natural plant suppliers. The social and economic impact of these activities is significant, considering that each producer supports on average a family of six.

Research and Development:

Since ASNAPP's aim is essentially to help rural entrepreneurs penetrate national, regional and export markets, it is vital to ensure that their product offerings meet international food quality and safety standards, not to mention the growing consumer preference for healthy, environmentally friendly products.

Services offered to members⁷:

- **Production to Market Development Assessment:** assessing the status of environmental enterprise development among target population(s); including the economic analysis of production and marketing of identified plant products, identification and implementing a team approach to supply chain and commercialization issues, promoting target population ownership and working relationships with private sector partners.
- **Quality Control and Quality Assurance :** promoting quality control and quality assurance methodologies for wild harvested and commercially produced plants and training to understand and use of QA/QC protocols and procedures.
- **Farmer and Rural Enterprise Development:** collaborating with other NGOs and business associations to strengthen CBOs capacity to strengthen business development skills.
- **Applied Research and Technology Transfer:** utilizing networks of African and other Universities, and other research institutions to provide assistance in plant breeding, post harvest quality, sustainable production and harvesting, post harvest handling and chemical analysis of targeted indigenous plants.
- **Capacity Building :** through training opportunities in relevant areas.
- **Organic Production and Environmental Management:** setting up organic certification processes regarding production and handling protocols of a critical mass of CBOs.
- **Product Development:** determining in collaboration with the CBOs, value added opportunities and training for producers.
- **Development of Grades and Trade Standards:** facilitating the development with national trade standard in collaboration with natural plant products industry and relevant regulatory bodies.
- **Policy Advocacy:** through stakeholder groups and meetings with relevant public sector institutions.

⁷ At present Botswana is not a member of ASNAPP, and it is recommended that government should explore the possibility of becoming a member.

3. South African Essential Oils Producers Association (SAEOPA)

Telephone: +27

Fax: +27

Postal address: PO Box

Electronic mail:

Web:

What SAEOPA does:

- Species selection;
- Sharing knowledge and experience
- Workshops, meetings, information events
- Compiling accessible and affordable data base
- Communal use of hi-tech equipment
- Support groups and news letters
- Sharing processing facilities
- Co Coordinated marketing
- Constant quality control
- Technology transfer
- Networking

4. International Fair Trade IFAT

Telephone: +31 (0) 345 53 59 14

Fax: +31 (0) 8 47 47 44 01

Postal address: International Fair Trade Association
Prijssestraat 24
4101 CR Culemborg
The Netherlands

Electronic mail:

Web:

The Mission of IFAT

Our mission is to improve the livelihoods and well being of disadvantaged producers by linking and promoting Fair Trade Organizations, and speaking out for greater justice in world trade.

Fair Trade is a trading partnership based on dialogue, transparency and respect, that seeks greater equity in international trade. It contributes to sustainable development by offering better trading conditions to, and securing the rights of, marginalized producers and workers – especially in the South. Fair Trade organisations (backed by consumers) are actively engaged in supporting producers, awareness raising and in campaigning for changes in the rules and practices of conventional international trade.

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Appendix 1:

Government of Botswana SAVINGRAM Authorising Communities to Access Natural Resources under defined conditions

SAVINGRAM

FROM: PERMANENT SECRETARY,
MINISTRY OF COMMERCE AND INDUSTRY

T.G. Moremi

PERMANENT SECRETARY,
MINISTRY OF LOCAL GOVERNMENT

LA

NDS AND HOUSING

0.0. Pitso

TELEPHONE Nos: 3601251, 354100

TO: ALL DISTRICT COMMISSIONERS
ALL DISTRICT OFFICERS
ALL COUNCIL CHAIRMEN

ALL COUNCIL SECRETARIES
ALL ASSISTANT COUNCIL SECRETARIES
ALL LANDBOARD CHAIRMEN
ALL LANDBOARDSECRETARIES
ALL Sub LANDBOARD CHAIRMEN
ALL Sub LANDBOARD SECRETARIES
ALL TRIBAL AUTHORITIES

REFERENCE Nos: WP/SAF 2 Y, DV/ONO/1
November, 1995

20th

Community tourism and hunting development activities

In support of the principles outlined in the Wildlife Conservation Policy (1990), the Tourism Policy (1990) and the Wildlife Conservation and National Parks Act (1992) the following conditions are being established to support Government's policy in these areas. Through these policies and legislation the Government intends that tourism and conservation be promoted in a manner that allows for an increase in the revenues which accrue to rural Batswana and an increase in responsibilities of rural Batswana for the conservation of the natural resources upon which these increased revenues are to be based. By improving access to incomes, by diversifying the rural economy, by improving conservation the government intends that wildlife based tourism becomes an engine of growth for the nation. This will only happen if safeguards are in place to ensure that the ordinary rural citizen has an equitable chance to participate in this programme. The following conditions are designed to ensure that there is the best possible chance of this happening.

You are advised that the following minimum conditions should be met by any community wishing the allocation of:

- A community wildlife offtake quota from the Department of Wildlife and National Parks, and
- A resource use lease for any tourism or hunting development activity from the relevant Land Board given to the community through a representative legal entity, or given at a community's request to an approved commercial partner where such community, not

being a legal entity, has requested the Land Board so to do, following tender.

1. The community must have a representative and accountable management group or entity.
2. The community must demonstrate, where such exist, that the needs of Special Game Licence holders are being met in a way acceptable to the holders of such licences once a single and undifferentiated wildlife offtake quota is granted.
3. The District authorities must have observed and sanctioned the process by which a representative and accountable management group or entity has been developed or established.
4. The Joint Venture guidelines published by the Department of Wildlife and National Parks are binding on those Districts that have adopted them in formal Land Board and Council sessions, and particular attention must be paid to ensure that tendering procedures are followed to ensure compliance with the Tourism Policy (1990).
5. Land Board may grant leases effective for 15 years based on three renewable 5 year periods to communities able to satisfy the above conditions, and which have formed appropriate legal entities for the management of their natural resources. Such leases shall contain a condition that a community wishing to enter into subleases with tourism operators shall grant these for one year at a time only where the grant is made during the first two years and for three years where made in the third year. Thereafter subleases may coincide with the periods of the head lease. Where a community has not formed an appropriate legal entity for the management of its natural resources Land Boards may grant annually renewable resource leases to approved commercial partners of such a community, provided that the community has satisfied the above conditions, until such time as the community forms an appropriate legal entity.
6. All activities proposed by communities, whether in conjunction with an approved partner or otherwise, must be in conformity with the prevailing Land Use Plan.
7. Where a community resides in a Wildlife Management Area the proposed activity must be in conformity with the published recommendations of the management plan, where such exists.

We advise that these minimum conditions should be adhered to at all times.

Thank you.

Appendix 2: Details of food plants used in the Ngamiland District

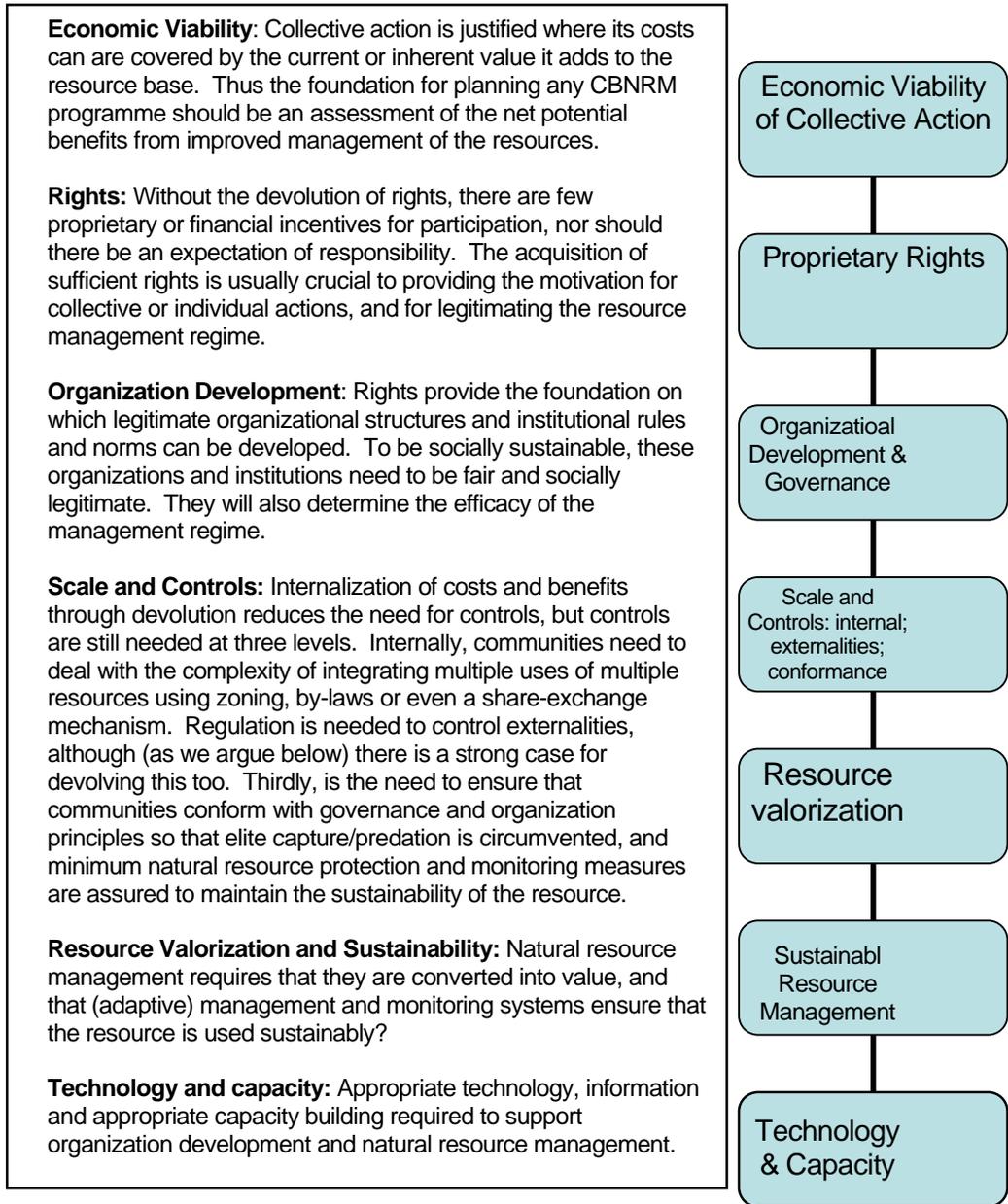
Upland or wetland	Part used	Species	Local price per unit	Availability	Trend
Wetland	Bulb	Tswii	P2.- P5 Bulb or cooked	Scarce to enough; rainfall-dependent	Depends on rainfall
	Fruits	Moxinga	P1.00 per cup pointed –P2/cup	Enough	Constant
		Mxumi	P.10/fruit	Enough	Constant- but elephants cattle and donkey destroy this tree.
Upland	Fruits	Motsentsila	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Mmupudu	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Moretologa	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Mokgomphate	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Motetlwa	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Motsaudi	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Mochaba	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Mokuchumo	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Motopi	P1.00 per cup	Scarce to enough; rainfall-dependent	Decreasing due to veld fires and low rains
		Mogwana		Enough	Decreasing
		Mokgalo		Enough	Decreasing
		Mutsanga		Enough	Decreasing
		Murama		Enough	Decreasing
		Leketa	P1.00-P2.00 per cup (dried)	Scarce to enough; rainfall-dependent	Decreasing, have to travel far to get it
	Leaves	Thepe	Dried P1/cup	Enough	Decreasing, have to travel far to get it
		Delele	P1.00 per cup (dried)		
		Dikouyama	Not sold	Enough	Decreasing
	Roots	Legonyana	Not sold	Enough	Decreasing
		Monoga	Not sold	Enough	Decreasing
		Mosvegapoo	Not sold	Enough	Decreasing

COMMUNITY BASED NATURAL RESOURCES MANAGEMENT (CBNRM) ACTION PLAN

Appendix 3: Revenue earned by Community Trusts in the Ngamiland District (2003-2005)

Name of CBO	Xhauxhwatubi Community Development Trust	Okavango Community Trust	Mababe Zokotsama Community Development Trust	Okavango Jakotsha Community Trust	Khwai Development Trust	Okavango Polers Trust	Sankuyo Tshwaragano Management Trust	Okavango Panandole Community Trust	Isosoro Community Development Trust	Ilekeng Community Trust	Teemashane Community Development Trust	Okavango Kopano Mokoro Community Trust	Cgae Cgae Tlhabololo Trusts	Bukhakwe Cultural Conservation Trust	
Total Revenue															
2003	0	1,134,160	998,056	200,000	85,000	1,000,000	1,801,657	0	0	0	0	2,213,545	78,275	0	7,510,693
2004	0	1,825,886	1,183,295	20,000	1,272,000	250,000	1,734,666	0	0	0	17,760	1,555,655	231,433	109,050	8,199,745
2005	1,271,750	1,825,886	1,183,295	20,000	1,318,560	750,000	1,630,400	0	0	0	17,760	1,950,580	231,433	109,050	10,308,714
hunting	1,271,750	0	1,183,295	0	1,318,560	0	1,734,666	0	0	0	0	1,650,580	231,433	0	7,390,284
Tourism	0	1,825,886	0	100,000	0	250,000	0	0	0	0	4,235	0	0	109,050	2,289,171
veldproducts	0	0	0	0	0	0	0	0	0	0	18,000	0	0	0	18,000
crafts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CBNRM activities	Subsistence hunting (Dikgaka), Running of campsites	Photo-graphic tourism	Selling hunting quota, MOMs	Photo-graphic tourism	Selling hunting quota, photo-graphic tourism, running campsites	Photo-graphic tourism, running of a campsite, walking safaris, making and selling crafts, cultural tourism, mobile safaris	Selling hunting quota, photo-graphic tourism, running campsites, walking safaris	not yet	not yet	Plans for Joint Venture, Photo-graphic Tourism and Fishing Activities	Thatch grass (4705 bundles) cultural tourism	selling of hunting quota, photo-graphic tourism, subsistence hunting, making and selling crafts, mobile safaris, walking	Selling of hunting quota, photo-graphic tourism, running of campsite, cultural tourism	photo-graphic tourism, running of campsites, cultural tourism, making and selling crafts, walking	0

Appendix 4: The Logic Used to Define a Conceptual Framework for Evaluating CBNRM



Appendix 5: Natural Resources Used For Handicraft Production In Botswana

SECTION 1: NATURAL RESOURCES USED IN BASKETRY (Source: Terry, 2000)

SCIENTIFIC (ENGLISH)	S=SETSWANA T=THIMBUKUSHU SU=SESUBIYA Y=SEYEI	AREA UTILISED	PART UTILISED	PRODUCTS MADE
<u>Hyphaene petersiana</u> (palm)	<i>mokola</i> or <i>mokolwane</i> or <i>mokolane</i> (S)/ <i>mbare</i> (T)/ <i>lwabu</i> (SO) <i>ditsitsiri</i> (Y)	Ngamiland, Chobe, Central Ngamiland	leaf material for basketry and binding edge of leaf	baskets, tablemats, beer strainers, inside core of basket coil
<u>Euclea divinorum</u>	<i>mothakola</i> or <i>mothakola</i> (S)/ <i>mushitondo</i> (T)	Ngamiland, Central	root bark to dye palm fibre dark brown	for dyeing baskets, tablemats, beer strainers
<u>Berchemia discolor</u>	<i>motsentsila</i> or <i>motsentsela</i> (S)/ <i>mukurete</i> (T)/ <i>izie</i> (SU)	Ngamiland, Chobe, Central	root and trunk bark to dye palm fibre red-brown	for dyeing baskets, tablemats, beer strainers
<u>Indigofera tinctoria</u>	<i>mohetsola</i> or <i>mhetola</i> (S)/ <i>mohetola</i> (T)	Ngamiland, Chobe, Central	leaves to dye palm light purple	for dyeing baskets, etc.
<u>Sorghum bicolor</u> (sorghum)	<i>mabele</i> (S)/ <i>tumbi</i> (T)/ <i>mahira</i> (SU)	throughout Botswana	dark red discolouration on leaves and stalk to dye palm pink	for dyeing baskets, etc.
<u>Pennisetum tvoides</u> (millet) <u>Zeamays</u> (maize)	<i>lebelebele</i> (S)/ <i>mahangu</i> (T)/ <i>mauza</i> (SO) <i>'mmidi</i> (S)/ <i>mundalye</i> (SU)			
<u>Sorghum</u> sp. (sweet reed)	<i>nche</i> (S)/ <i>tjihuma</i> (T)			
<u>Diosyros lycioides</u>	<i>letlhajwa</i> or <i>lethajwa</i> (S)/ <i>muvitji</i> (T)/ <i>mosigantambo</i> (SU)	Ngamiland	roots and leaves to dye palm yellow- brown	for dyeing baskets, etc.
<u>Combretum imberbe</u>	<i>motswere</i> or <i>motswiri</i> (S)	Ngamiland	roots and leaves to dye palm yellow- brown	for dyeing baskets, etc.
Charcoal (various tree species)	<i>magala</i> (S)/ <i>makala</i> (SU)	Chobe	pounded with Berchemia bark to make black or dark grey colour	for dyeing baskets, etc,
cf. <u>Steganotaenia araliacea</u>	<i>mukura</i> or <i>mukurwa</i> or <i>mukurathiku</i> (T)	Ngamiland	root bark to dye palm pinkish- brown	for dyeing baskets, etc.

SCIENTIFIC (ENGLISH)	S=SETSWANA T=THIMBUKUSHU SU=SESUBIYA Y=SEYEI	AREA UTILISED	PART UTILISED	PRODUCTS MADE
? <u>Parinari capensis</u>	<i>mmolahatshe, mokokosi</i> (8) <i>mukokothi</i> or <i>mukongothi</i> or <i>mukongotji</i> (T) <i>matseam</i>	Ngamiland	roots to dye palm orange or orange-brown	for dyeing baskets, etc.
<u>Garcinia livingstonei</u>	<i>motsaudi</i> (S)	Ngamiland	root bark to dye palm yellow-brown	for dyeing baskets, etc.
<u>Acacia fleckii</u>	<i>mhahu</i> or <i>mokoko</i> (S)/ <i>mukona</i> (T)	Ngamiland		for dyeing baskets, etc.
<u>Pterocarpus angolensis</u>	<i>mukwa</i> or <i>morotomadi</i> (S)/ <i>mughuwa</i> or <i>mughuva</i> (T)	Ngamiland	heartwood to dye palm pink or pink-brown	for dyeing baskets, etc.
?	<i>kgopane</i> (8) <i>maxaxa, lexaxa m</i>	Ngamiland	roots to dye palm yellow	for dyeing baskets, etc.
?	<i>shansangera</i> (T)	Ngamiland	tuber roots to dye palm bright yellow	for dyeing baskets, etc.
<u>Eragrostis pallens</u>	<i>motsikiri</i> (S)/ <i>muhonyi</i> or <i>mushange</i> (T)	Ngamiland, Central	culms of the grass	inside core of basket coil, body of fish traps
<u>Stipagrostis uniplumis</u>	<i>tshikitsane</i> (S)	Central	culms of grass	inside core of basket coil
<u>Cocculus hirsutus</u>	<i>motsoketsane</i> (S)/ <i>dighuruwe</i> (T)/ <i>lexhi</i> (Y)	Ngamiland	stems of the vine	inside core of basket coil, tablemats
<u>Cyperus papyrus</u>	<i>koma</i> (S)/ <i>mukoma</i> (T)/ <i>ngwara</i> (SU)	Ngamiland, Chobe	stems of the reed	sleeping mats
<u>Phragmites australis</u>	<i>letlhaka, lethaka</i> or <i>letlhakana</i> (S)/ <i>mbu</i> (T) / <i>mpe</i> (SU)	Ngamiland, Chobe	stems of the reed	mats, fences, walls
<u>Sterculia tomentosa</u> (africana)	<i>mokokobuyu</i> (S)	Qkavango	Bark	mats
<u>Triraphis</u> cf. <u>andropogonoides</u> or <u>Eragrostis trichophora</u>	<i>motsekedi</i> (S)	Ghanzi	culms of the grass	sieves
<u>Sansevieria</u> cf. <u>desertii</u>	<i>mokotsi</i> or <i>mokgotse</i> (S)/ <i>munguhe</i> (T)	Ngamiland	leaf fibre for rolling twine	twine for sewing mats, wigs
<u>Sansevieria</u> cf. <u>scabrifolia</u>		Ghanzi	leave fibre for rolling twine	twine for sewing sieves and snares
<u>Adansonia digitata</u>	<i>mowana</i> (S)	northern Botswana	Bark	twine
<u>Terminalia sericea</u>	<i>mogonono</i> (S)/ <i>mushosho</i> (T)	Ngamiland, Kgalagadi	bark rolled into fibre	twine for sewing sieves, wigs
<u>Grewia retinervis</u>	<i>motsotsojane</i> (S)	Ngamiland	Branches	fish traps

SCIENTIFIC (ENGLISH)	S=SETSWANA T=THIMBUKUSHU SU=SESUBIYA Y=SEYEI	AREA UTILISED	PART UTILISED	PRODUCTS MADE
?	<i>mukudi (T)</i>	Ngamiland	Branches	fish traps
<u>Hibiscus caesius</u>		Okavango	Bark	fish nets
<u>Acacia fleckii</u>	mhahu or mokoko (S)/ mukona(T)	Central	slices of roots	twilled weave of leselo winnowing baskets
<u>Acacia mellifera</u>	mongana(S)	Central	slices of roots	twilled weave of leselo winnowing baskets
<u>Acacia nigrescens</u>	mokoba (S)	Central	slices of roots	twilled weave of leselo winnowing baskets
<u>Albizia anthelmintica</u>	monoga(S)	Central	Branches	twilled weave of <i>leselo</i> winnowing baskets
<u>Lannea discolor</u>	<i>mootswana</i> (S)	Central	slices of roots	twilled weave of <i>leselo</i> winnowing
<u>Rhus tenuinervis</u>	modupaphiri or morupaphiri (S)	Central	slices of roots	twilled weave of <i>leselo</i> winnowing baskets
<u>Grewia flavescens</u>	mokgomphatha (S)	Central	branches	rims of <i>leselo</i> winnowing baskets
?	mupundu (T) sekanama	Ngamiland Central	tuber root	fish traps, rubbed on leselo to fill up gaps
<u>Grewia flava</u>	moretlwa (S)	Central	Branches	Baskets
<u>Grewia bicolor</u>	mogwana (S)	Central	bark of branches	wrapping material for baskets
<u>Combretum zeyheri</u>	mukenge(T)	Ngamiland	bark of tree	for fibre weaving around Hambukushu clay pots
<u>Combretum albopunctatum</u>	mufufu (T)	Ngamiland	root fibres	<i>mashukeka</i> wigs
<u>Ficus natalensis</u>	mutata (T)	Ngamiland	root fibres	<i>mashukeka</i> wigs
?	<i>motshaba</i> (S)/ <i>mukuyu</i> (T)	Ngamiland	root fibres	<i>mashukeka</i> wigs

SCIENTIFIC (ENGLISH)	S=SETSWANA T=THIMBUKUSHU SU=SESUBIYA Y=SEYEI	AREA UTILISED	PART UTILISED	PRODUCTS MADE
?	mafou(T)	Ngamiland	root fibres	<i>mashukeka</i> wigs
<u>Ricinus communis</u>	<i>mokhure</i> (S)/ <i>mmono</i> or <i>mono</i> (T)	Ngamiland	seed oil	soften and preserve <i>mashukeka</i> wigs fibre
<u>Ximenia</u> cf. <u>americana</u>	kakukuru (Gciriku)	Ngamiland	seeds? roots?	powder to soften and dye wig fibre a reddish colour

SECTION 2. NATURAL RESOURCES USED IN WOODCARVING

SCIENTIFIC	S=SETSWANA T=THIMBUKUSHU	AREA UTILISED	TYPE OF PRODUCT	PRODUCTS MADE
<u>Acacia erioloba</u>	<i>mogotlho or mogotho (S)/ muthu (T)</i>	Central	carved products	pestles
<u>Acacia erubescens</u>	<i>moloto (S)</i>	Central	lathe-turned products	candlesticks, ashtrays
<u>Acacia nigrescens</u>	<i>mokoba or mokgoba (S)</i>	Central	carved products	pestles
<u>Acacia mellifera</u>	<i>mongana(S)</i>	Central, Kweneng	carved products	mortars
<u>Albizia anthelmintica</u>	<i>monoga (S) mudhirudhiru (T)</i>	Ngamiland Ghanzi	carved products	thumb piano bases
<u>Albizia versicolor</u>	<i>mukongotji (T)</i>	Ngamiland	carved products	animal figurines, thumb piano bases, drums, bellows
<u>Baikiaea pluriuga</u>	<i>mokusi (S)/ mukuthi (T)</i>	Ngamiland	carved products	<i>mekoro</i> canoes
<u>Bolusanthus speciosus</u>	<i>motsokaphala (S)</i>	Central	furniture	chairs
<u>Boscia Albitrunca</u>	<i>mot/ope or motope (S)/ mohepu(T)/ lekwati</i>	Central, Ngamiland	carved products	Animal/human figurines, spoons, thumb piano bases, stools, <i>thughu</i> pounding tool
<u>Bridelia Mollis</u>	<i>mokopokopo or mokokonane (S)</i>	Central	carved products	figurines
<u>Burkea Africana</u>	<i>monato (S)/ musheshe or muhuhe (T)</i>	Ngamiland	carved products	drums, bowls, milk buckets, thumb piano bases, stools, mortars, bellows, animal figurines
<u>Colophospermum mopane</u>	<i>mophane (S)/ Ngamiland</i>	Central,	lathe-turned and carved products	ashtrays, sugar pots, serviette rings, bracelets, rings, walking sticks, animal figurines, pestles, tool handles
<u>Combretum apiculatum</u>	<i>mohudiri (S)</i>	Ngamiland	carved products	etched plaques
<u>Combretum collinum</u> or <u>C. zeyheri</u>	<i>modubana (S)/ mupupu(T)</i>	Ngamiland	carved products	knife sheaths, mortars, bellows, tool handles
<u>Combretum Imberbe</u>	<i>motswere or motswiri (S)/ muyondo(T)</i>	Central, Ngamiland	carved products	tool handles, mortars, thumb piano bases, <i>thughu</i> pounding tools
<u>Commiphora</u> sp.	<i>mokomoto or seroka (S) depending on species muvovo (T)</i>	Central, Ngamiland	carved products	animals and human figurines, cars, planes, drums

SCIENTIFIC	S=SETSWANA T=THIMBUKUSHU	AREA UTILISED	TYPE OF PRODUCT	PRODUCTS MADE
<u>Commiphora marlothii</u>	<i>mophaphama</i> (S)	Central	carved products	animal figurines
<u>Croton megalobotrys</u>	<i>motshebi</i> or <i>motshebe</i> (S)/ <i>murongo</i> (T)	Ngamiland	carved products	animal and human figurines, thumb piano bases, milk buckets
<u>Diospyros mespiliformis</u>	<i>mokutshumo</i> or <i>mokutsomo</i> (S)/ <i>mutunda</i> or <i>ghuthunda</i> (T)	Ngamiland	carved products	<i>mekoro</i> canoes, beer barrels
<u>Ehretia rigida</u>	<i>morobe</i> (S)	Central	carved products	<i>diphetlho</i> stirring sticks
<u>Ficus sycomorus</u>	<i>motshaba</i> (S)/ <i>mukuyu</i> (T)	Ngamiland	carved products	drums, tool handles
<u>Gardenia resinitlua</u>	<i>morala</i> (S)	Central	carved products	spoons, bowls
<u>Grewia Bicolor</u>	<i>mogwana</i> (S)	Central	carved products	<i>diphetlho</i> porridge stirrers
<u>Kigelia africana</u>	<i>moporota</i> (S)/ <i>muvunguvungu</i> (T)	Ngamiland	carved products	<i>mekoro</i> canoes, beer barrels
<u>Kirkia acuminata</u>	<i>modumela</i> (S)	Central, Chobe	carved products	animal and human figurines, spoons, bowls, candlesticks, toy chairs
<u>Lonchocarpus nelsii</u>	<i>mohatha</i> or <i>mogatha</i> or <i>mhata</i> (S)/ <i>mukororo</i> (T)	Central, Ngamiland	carved products	spoons, animal and human figurines, thumb piano bases, pestles, <i>mekoro</i> canoes, <i>thughu</i> pounding tools, bellows, tool handles, knife sheaths
<u>L. capassa</u>	<i>mopororo</i> (S)/ <i>mukororo</i> (T)			
<u>Olea africana</u>	<i>mothware</i> or <i>mothware</i>	Central	carved products	spoons, figurines
<u>Ozoroa paniculosa</u>	<i>monokaneor</i> or <i>monokwane</i> (S)	Central	carved products	figurines
<u>Peltophorum africanum</u>	<i>mosetlha</i> (S)	Kweneng	carved products	Mortars, milk buckets
<u>Pterocarpus angolensis</u>	<i>mukwa</i> or <i>morotomadi</i> (S)/ <i>mughuwaor</i> or <i>mughuva</i> (T)	Ngamiland, Chobe	carved products and furniture	toy and real <i>mekoro</i> canoes, drums, thumb pianos base, plaques, spoons, tool handles, knife sheaths, bowls, mortars, milk buckets, bellows, chairs, tables
<u>Rhus lancea</u>	<i>mosilabele</i> (S)	South East	furniture	<i>kgotla</i> chairs
<u>Ricinodendron rautanenii</u> (also known as <u>Schinziophyton rautanenii</u>)	<i>mongongo</i> or <i>mokongwa</i> (S)/ <i>mughongo</i> (T)/ <i>manketti</i> (Afrikaans)	Central, Ngamiland	carved products, seed oil, fruit flesh as porridge	stools, drums <i>mekoro</i> canoes

SCIENTIFIC	S=SETSWANA T=THIMBUKUSHU	AREA UTILISED	TYPE OF PRODUCT	PRODUCTS MADE
<u>Sclerocarya birrea</u>	<i>morula (S)/ murwa(T)</i>	Central, Kweneng, NgamiLand	carved products	bowls, mortars, chairs, toy <i>mekoro</i> canoes, etched plaques, milk buckets, beer barrels, spoons, animal and human figurines, bellows
<u>Spirostachys africana</u>	<i>morukuru (S)/ mushongo (T)/ tamboti (Afrikaans)</i>	Central, Southern	furniture	<i>kgotla</i> chairs
<u>Terminalia sericea</u>	<i>mogonono (S)/ mushosho (T)</i>	NgamiLand	carved products	stools, drums, tool handles, etched plaques
?	<i>monomane (S)</i>	Central	carved products	spoons

SECTION 3. NATURAL RESOURCES USED IN BUSHMAN HANDICRAFTS AND VARIOUS GAME-SKIN CRAFTS

SCIENTIFIC (ENGLISH)	SETSWANA	AREA UTILISED	PART UTILISED	PRODUCT MADE
<u>Antidorcas marsupialis</u> (springbok)	<i>tshepe</i>	Central, Ghanzi, Kweneng, Kgalagadi, NgamiIand, Southern	dehaired skin with hair sinew	carrying bags, dancing skirts runner mats sewing thread
<u>Aicelaphus buselaphus</u> (hartebeest)	<i>kgama</i>	" "	dehaired skin sinew	cloaks, carrying bags, shoes, belts, bags, chair covers sewing thread
<u>Oryx gazella</u> (gemsbok)	<i>kukama</i>	" "	dehaired skin sinew (best)	cloak, sandals, stock whips, riems sewing thread
<u>Svlicapra grimmia</u> (duiker)	<i>phuti</i>	" "	dehaired skin leg bone	hunting-set bags, aprons, mats, hind skirts pipes
<u>Raohicerus campestris</u> (steenbok)	<i>phuduhudu</i>	" "	dehaired skin leg bone sinew	hunting-set bags, mats, breech-cloths, aprons, other leather clothing pipes sewing thread
<u>Taurotragus oryx</u> (eland)	<i>phofu</i> or <i>phohu</i>		dehaired skin sinew (best)	cloaks, riems sewing thread
<u>Tragelaphus strepsiceros</u> (kudu)	<i>tholo</i>	Kgalagadi	skin	saddles, white edge of skin mats
<u>Kobus leche</u> (Iechwe)	<i>letswee</i>	Okavango	skin	women's hind skirts
<u>Canis mesomelas</u> (black-backed jackal)	<i>phokoje</i>	Central, Ghanzi, Kweneng, Kgalagadi, Southern	fur	karosses, bags, hats, mats, cushions
<u>Otocyon megalotis</u> (bat-eared fox)	<i>mothose</i>	" "	fur	" "
<u>Genetta genetta</u> and <u>G. tigrina</u> (genet)	<i>tshipa</i>	" "	fur	" "
<u>Felis caracal</u> (caracal)	<i>thwane</i>	" "	fur	" "
<u>Felis lybica</u> (wildcat)	<i>phage</i>	" "	fur	" "
<u>Ictonyx striatus</u> (striped polecat or zorilla)	<i>nakedi</i>	Central	fur	mats
<u>Procavia capensis</u> (dassie)	<i>pela</i>	North East	skin	karosses
<u>Vulpes chama</u> (Cape fox)	<i>lesie</i>	Kgalagadi	skin	karosses

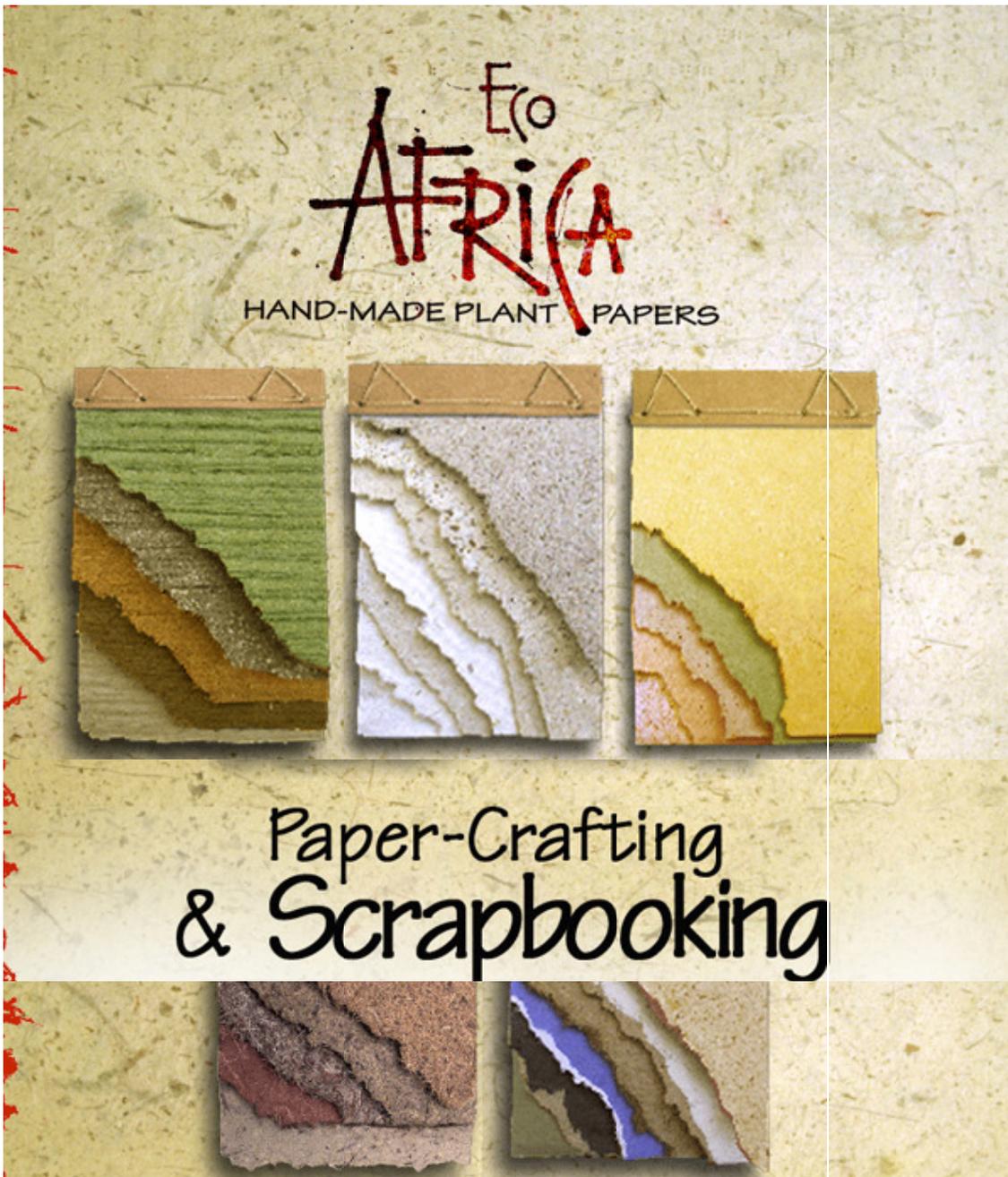
SCIENTIFIC (ENGLISH)	SETSWANA	AREA UTILISED	PART UTILISED	PRODUCT MADE
<u>Felis nigripes</u> (black footed cat)	sebalabolo-kwane	Kgalagadi, Ghanzi	skin	small bags for divining dice
<u>Aepyceros melampus</u> (impala)	phala	Central, Ghanzi, Kweneng, Kgalagadi, Ngamiland, Southern	fur	mats
<u>Geochelone pardalis</u> (leopard tortoise)	khudu	" "	shell	cosmetic holders 'powder puffs'
<u>Psammobates oculifer</u> (Kalahari or serrated tortoise)	<i>khudu</i> or <i>khuru</i> or <i>khakha</i>	" "		
<u>Connochaetes taurinus</u> (wildebeest)	<i>kgokong</i>	" "	tail hair	fly whisks, bangles,
<u>Pedetes capensis</u> (springhare)	<i>ntole</i> or <i>tshipo</i>	Ghanzi, Kgalagadi	skin metatarsal bones	mats to decorate aprons and baby carriers
<u>Struthio camelus</u> (ostrich)	nche	Ghanzi, Kgalagadi, Ngamiland	hatched eggshell	beads
			leg bones	knives for cutting melons
			sinew	sewing thread
<u>Hystrix africaeaustralis</u> (porcupine)	noko	Central, Ghanzi, Kweneng, Kgalagadi, Ngamiland, Southern	quills	beads
Gonometa Postica [on <u>Acacia</u> , usually <u>A. mellifera</u>] Gonometa rufobrunnea [on <u>C. mopane</u>] (moth cocoons)	<i>lethawa</i>	Ghanzi, Central	cocoon	dance rattles
<u>Anthoscopus minutus</u> (penduline tit)		Ghanzi	nest	tobacco pouches
<u>Elephantorrhiza elephantina</u>	<i>mo/se/sane</i> or <i>mositsane</i>	Ghanzi, Kgalagadi	root	tanning agent and red dye for skins
		Kgalagadi	seeds	beads
<u>Terminalia sericea</u>	<i>mogonono</i>	Central, Kgalagadi	roots	yellow dye for skins
?	<i>seswagadi</i>	Central	roots	maroon dye for skins
<u>Combretum hereroense</u>	<i>mokabi</i> or <i>mokabe</i>	Central	roots	yellow dye for skins
?	<i>kalaka</i>	Ghanzi		dye for skins
charcoal (various tree)	<i>magala</i>	Kgalagadi	crushed	black dye for skins and for etching

SCIENTIFIC (ENGLISH)	SETSWANA	AREA UTILISED	PART UTILISED	PRODUCT MADE
species)				ostrich eggs
<u>Ximenia cf. americana</u>	<i>moretologa</i> or <i>morotologal kakukuru</i> (Gciriku)	Ngamiland	fruit	red dye for etching ostrich eggs
<u>Acacia nilotica</u>	<i>mokhe</i>	Ghanzi	seeds root bark	oil to soften skins quivers
<u>Acacia tortilis</u>	<i>mosu</i> or <i>moshu</i>	Ngamiland		
<u>Acacia luederitzii</u>	<i>mokgwele-kgwele</i>	Ngamiland, Ghanzi		
<u>Grewia flava</u>	moretlwa	Ghanzi, Ngamiland	branches	bows, musical bows, girls' initiation sticks, arrow link-shafts, spears and clubs
<u>Grewia bicolor</u>	mogwana	Ngamiland	branches	bows
<u>Grewia retinervis</u>	<i>motsotsojane</i>	Ghanzi	wood	fire drill base, ostrich eggshell drill handle
<u>Acacia luederitzii</u>	<i>mokala</i> or <i>mokgwele-kgwele</i>	Ghanzi	wood	mortars
<u>Albizia anthelmintica</u>	<i>monoga</i>	Ghanzi	trunk	mortars, thumb piano bases
<u>Antheophora pubescens</u>		Ghanzi	culm	arrow shafts
<u>Boscia albitrunca</u>	<i>motlope</i>	Ghanzi	trunk and branches	pestles, tool handles
<u>Catophractes alexandri</u>	<i>mophuratshu-kudu</i>	Ghanzi	branches	fire drills
<u>Lonchocarpus nelsii</u>	<i>mohatha</i>	Ghanzi	wood	pestles, tool handles
<u>Rhigozum brevispinosum</u>	<i>mohurokwane</i>	Ghanzi	branches	digging sticks
<u>Terminalia sericea</u>	<i>mogonono</i>	Ghanzi	Wood bark fibre	ash shovels, needle handles rope
<u>Ziziphus mucronata</u>	<i>mokgalo</i>	Ghanzi	branches	spear handles
<u>Acacia luederitzii</u>	<i>mokala</i> or <i>mokgwele-kgwele</i>	Ghanzi	gum	glue for arrow shafts
<u>Pergularia extensa</u>	<i>ga lobe</i> (!Ko Sesarwa)	Ghanzi	'cotton wool'	stuffing closure for tortoise shell 'powder puffs' and pipes
<u>Acacia erioloba</u>	<i>mogotlho</i> or <i>mogotho!</i> <i>muthu (T)</i>	Ngamiland	seeds	beads
<u>Acacia luederitzii</u>	<i>mokala</i> or <i>mokgwele-kgwele</i>	Kgalagadi	seeds	beads
<u>Afzelia quanzensis</u>	<i>muwande</i> or <i>mukamba</i>	North East	seeds	beads
?	<i>gwachi</i> (Sekgalagadi)	Kgalagadi	branches	beads

SCIENTIFIC (ENGLISH)	SETSWANA	AREA UTILISED	PART UTILISED	PRODUCT MADE
?	<i>lenyai</i>	Kgalagadi	branches	beads
cf. Rubiaceae	thokwani	Ngamiland	branches	beads
<u>Cyperus sp.</u>	dau	Ngamiland	roots	beads
<u>Phoenix reclinata</u>	tsaro	Ngamiland	fruit	beads
<u>Spirostachys africana</u>	<i>morukuru/ tamboti</i> (Afrikaans)	Ngamiland	branches	carved beads
<u>Garcinia livingstonei</u>	<i>motsaudi/ qwi</i> (Sesarwa)	Ngamiland	seeds	beads
<u>Guibourtia coleosperma</u>	<i>tsaudi</i>	Ngamiland	seeds	beads
?	<i>ninxai</i> (Sesarwa)	Ngamiland	branches	beads
?	beyetatu	Ngamiland	branches and fruit	beads
?	qwa	Ngamiland	seeds	beads
?	legoma	Kgalagadi	roots	to stiffen ostrich eggshell bead strands
haematite stone (iron oxide)	letsoku	Ngamiland	crushed	rub onto <i>tamboti</i> beads for red colour

SECTION 4. RAW MATERIALS UTILISED FOR MISCELLANEAOUS CRAFTS				
SCIENTIFIC (ENGLISH)	SETSWANA	AREA UTILISED	PART UTILISED	PRODUCT MADE
<u>Bos indicus</u> (cow)	<i>kgomo</i>	throughout Botswana	Hide	leather goods including shoes, herero fat containers
		throughout Botswana	Brains	tanning agent
		Central, Ghanzi, Kgalagadi, South East, Southern Otse village	leg bone	carvings, jewellery
		throughout Botswana	horn	jewellery, spoons, buttons
<u>Capra hircus</u> (goats)	podi	throughout Botswana	hide	skirts, mats
			brains	tanning agent
			sinew	sewing thread for skins
<i>Mimosa</i> (exotic)		Ghanzi, Southern	bark	tanning agent, stabiliser used with <u>E. elephantina</u>
Sodium sulfide		Ghanzi, Southern		removes hair from skin during tanning process
<u>Ovis aries</u> (karakul sheep)	nku	Kgalagadi	wool	rugs, wall hangings, toys, used for karosses in 19th Century
<u>Langenaria siceraria</u> (gourds)	phahana, segwana	Central, Kweneng	pencarp	calabashes, bowls, jewellery
<u>Zea mays</u> (maize)	mmidi	Kweneng	leaves	corn-husk dolls
Clay (light grey/ brown in colour)	letsopa	Central, Southern	crushed	pottery
Clay (red-brown in colour)	moraga	Southern	crushed	pottery
Haematite stone (iron oxide)	letsoku	Southern, Central	ground	red colouring for pottery
Specularite stone	sebilo	Southern	ground	black colouring for pottery
Asbestos, Bone and Quartz		throughout Botswana	ground	temper in pot-making
Rusty tins		Ngamiland, Chobe		dyeing palm leaves for basketry a grey-black colour
Agate (especially blue <u>moss</u>)		found in Central; used mainly in South East	semiprecious gemstone	Jewellery
Camelian (pink and grey)		found in Central; used mainly in South East	semiprecious gemstone	jewellery

Appendix 6: Example of Hand-made Paper Craft Overseas Marketing thrust



Appendix 7: Methodology of making Hand-made Paper

Source: *Eco Africa USA Hand Made Plant Paper* (<http://ecoafrika-usa.net/papermaking.html>)

Making handmade paper is a mechanical process which basically consists of two stages: *the preparation of the pulp and the lifting and finishing of paper.*

The preparation of the pulp depends on the type of raw materials used:

- Plant residues are boiled, cleaned, washed, stamped in a mortar and then processed into pulp in a beater (either a manual marina beater or more sophisticated Carta or Bush beaters working on a cycling mechanism or electricity).
- The cotton rags are torn into pieces and left in a plastic bag in the sun to start the initial decomposition. Afterwards, the rags are washed and are processed into pulp in a Hollander Beater, a stronger machine. Both types of beaters are designed and produced locally.

Once the pulp is prepared it is poured into a large basin where the papermaker can lift the paper with a mould and deckle. The mould is a line mesh used to separate the pulp from the water. The deckle is a frame which determines the size of the paper. In this lifting a distinction can be made between 'Western style': *paper with a smooth structure lifted by the mould and deckle* and 'African style': *paper with a rougher structure lifted with African mats.*

After lifting, the paper is couched on a feld (a piece of cloth) and covered by a feld again, for the next paper to be couched. Once a certain number of papers are couched the papers are pressed in a hydraulic press to remove most of the water creating a hydraulic bonding. After being pressed, the feld with the paper is left to dry even further on a laundry line. When dried, the paper can be taken off the feld and is pressed once more to deliver a flat piece of paper.

The whole process of paper making is chemical free, there are no chemical additives, no glue and no chemical colourings. The product is suitable for writing and printing (for copying, computer printing and lithography). As different materials are used all the time and every paper is unique, new paper is designed all the time.

In Zimbabwe the availability of forest-based raw materials is reducing. The availability of energy and capital - as inputs for industry - is limited. Therefore, the ecological handmade paper industry offers a considerable potential to meet the increasing demand for paper products in an environmentally friendly way. Exclusively non-forest inputs are used in the production of ecological handmade paper. The production can be organized in decentralized small scale units, offering employment opportunities throughout the country. Besides, handmade paper products can be regarded as craftsmanship, capturing cultural aspects and providing an alternative for tree or stone based crafts.



Pictures courtesy of Mapepa, Zimbabwe

ODMP Sustainable Tourism & CBNRM Component

Volume 3 – Final Report

Appendices



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June 2007

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Volume 3 – Appendices

Appendix One - Tourism Economic Research

Appendix Two - KAZA Initiative

Appendix Three - Limits of Acceptable Change Report

Appendix Four - Road Signage Examples

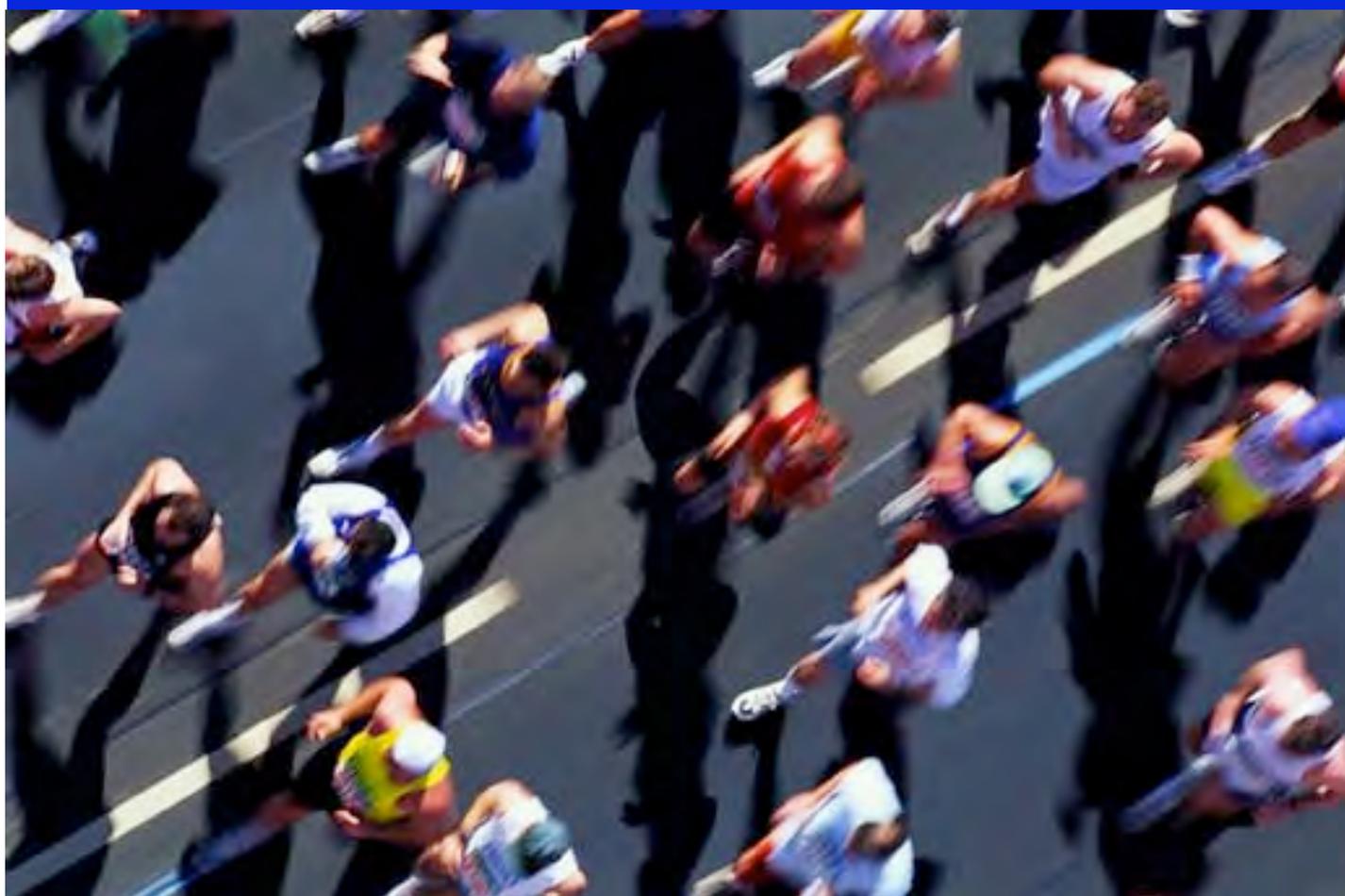
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With the Chief Executives of more than one hundred of the world's leading companies in membership, WTTC has a unique mandate and overview on all matters related to success in Travel & Tourism.

This 2004 report for Botswana is the fourth set of Tourism Satellite Accounting research that Oxford Economic Forecasting (OEF) has prepared for WTTC.

The first, commissioned in 2001, re-engineered the models previously developed during the 1990s. The second, prepared in 2002, served an important role in helping to quantify the tragic events of September 11, 2001 on Travel & Tourism. The third in 2003, significantly upgraded and enhanced the quality, sophistication and precision of the TSA research and presented a second (worse case) scenario for the Iraq War. Now, this year's research increases the world coverage by adding 13 countries not previously included in the TSA research, and presents even greater analysis of the results in this report.

As always, this 2004 research updates the historical results based on the most current data sources, estimates the current performance of Botswana's Travel & Tourism, and provides short- and long-term forecasts based on the most recent national and international data sources and econometric models developed by Oxford Econometric Forecasting.

Based on the UN standard for Satellite Accounting, this new TSA research quantifies all aspects of Travel & Tourism demand, from personal consumption to business purchases, capital investment, government spending and exports. It then translates this information into economic concepts of production, such as gross domestic product and employment, which can be compared with other industries and the economy as a whole to provide credible statistical information that will assist in policy and business decision processes.

The message from this year's research is generally positive on a global basis for a healthy return to growth. On a more specific basis in 2004, Botswana's Travel & Tourism Industry is expected to generate 4.1% of GDP and 15,908 jobs, while the broader Travel & Tourism Economy is expected to total 9.7% of GDP and 32,702 jobs. Looking ahead, the forecast for Travel & Tourism Demand is expected to total 11.0% real growth in 2004, and 7.0% real growth per annum between 2005 and 2014.

This WTTC research quantifies and documents the Travel & Tourism economics for Botswana, the first step towards addressing mission-critical issues such as tourism management, tourism marketing and promotion, tourism infrastructure, taxation, aviation policy and much more.

We hope that by raising awareness of previous performance, current conditions and the, as yet unrealized, potential of Travel & Tourism in Botswana, this report will act as a catalyst, encouraging industry and government to continue to work together to create the conditions necessary to realize the industry's true promise.



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CONTENTS

TRAVEL & TOURISM – FORGING AHEAD



ECONOMIC IMPACT	4
GROWTH	5
TRAVEL & TOURISM SATELLITE ACCOUNT	
TOURISM SATELLITE ACCOUNTING	6
WTTC'S APPROACH TO TSA RESEARCH	7
TSA CONCEPTS & STRUCTURE	8
TRAVEL & TOURISM'S ECONOMIC IMPACT	10
TOTAL DEMAND	12
EMPLOYMENT	13
GROSS DOMESTIC PRODUCT	14
CAPITAL INVESTMENT	15
PERSONAL & BUSINESS	16
EXPORTS	17
RANKING AND RANGE	18
CONTRIBUTION AND GROWTH	19
SATELLITE ACCOUNT TABLES	20
2004/2003 VARIANCE CHARTS	22
T&T DEMAND AND SUPPLY	24
WORLD AT A GLANCE	25

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ECONOMIC IMPACT

IN 2004, BOTSWANA'S TRAVEL & TOURISM IS EXPECTED TO GENERATE BWP6,179.7 MN (US\$918.9 MN) OF ECONOMIC ACTIVITY (TOTAL DEMAND). THE INDUSTRY'S DIRECT IMPACT INCLUDES:

15,908

jobs representing 5.7% of total
EMPLOYMENT.

BWP **1,636.2** mn

(US\$243.3 mn) of GROSS DOMESTIC
PRODUCT (GDP) equivalent to 4.1%
of total GDP.

HOWEVER, SINCE TRAVEL & TOURISM TOUCHES ALL SECTORS OF THE ECONOMY, ITS REAL IMPACT IS EVEN GREATER. BOTSWANA'S TRAVEL & TOURISM ECONOMY DIRECTLY AND INDIRECTLY ACCOUNTS FOR:

32,702

jobs representing 11.6% of total
EMPLOYMENT.

BWP **3,863.2** mn

(US\$574.4 mn) of GROSS DOMESTIC
PRODUCT (GDP) equivalent to 9.7%
of total GDP.

BWP **3,394.1** mn

(US\$504.7 mn) of EXPORTS,
SERVICES & MERCHANDISE or 11.2%
of total Exports.

BWP **847.1** mn

(US\$126.0 mn) of CAPITAL
INVESTMENT or 8.4% of total
investment.

BWP **243.9** mn

(US\$36.3 mn) of GOVERNMENT
EXPENDITURES or a 2.2% share.

GROWTH

IN 2014 TRAVEL & TOURISM IN BOTSWANA IS FORECAST TO SEE REAL GROWTH (REAL DECLINE) OF 15.1% IN TOTAL TRAVEL & TOURISM DEMAND TO BWP6,179.7 MN (US\$918.9 MN) AND

15.1%

in TRAVEL & TOURISM INDUSTRY GDP to BWP1,636.2 mn (US\$243.3 mn) for the industry directly and 12.1% to BWP3,863.2 mn (US\$574.4 mn) for the Travel & Tourism Economy overall (direct and indirect expenditures).

11.0%

in TRAVEL & TOURISM INDUSTRY EMPLOYMENT (direct impact only), to 15,908 jobs, and 9.0% to 32,702 jobs in the Travel & Tourism Economy overall (direct and indirect).

OVER THE NEXT TEN YEARS, BOTSWANA'S TRAVEL & TOURISM IS EXPECTED TO ACHIEVE ANNUALIZED REAL GROWTH (REAL DECLINE) OF:

7.0%

in total TRAVEL & TOURISM DEMAND to BWP19,869.2 mn (US\$2,086.1 mn) in 2014.

7.4%

in total TRAVEL & TOURISM GDP, to BWP5,425.4 mn (US\$569.6 mn) in 2014 for the industry directly and to BWP12,100.8 mn (US\$1,270.5 mn) for the Travel & Tourism Economy overall.

4.0%

in TRAVEL & TOURISM EMPLOYMENT, to 23,455 jobs directly in the industry, and 3.6% to 46,375 jobs in the Travel & Tourism Economy overall in 2014.

7.7%

in VISITOR EXPORTS, rising to BWP9,514.1 mn (US\$998.9 mn) by 2014.

5.3%

in terms of CAPITAL INVESTMENT, increasing to BWP2,314.1 mn (US\$243.0 mn) in 2014.

5.1%

in terms of GOVERNMENT EXPENDITURES to BWP653.2 mn (US\$68.6 mn) in 2014.

TRAVEL & TOURISM SATELLITE ACCOUNT

TOURISM SATELLITE ACCOUNTING

THIS REPORT FOLLOWS THE CONCEPT OF SATELLITE ACCOUNTING DEFINED IN *THE TOURISM SATELLITE ACCOUNT: RECOMMENDED METHODOLOGICAL FRAMEWORK* (TSA:RMF), AND DEVELOPED UNDER THE AUSPICES OF THE WORLD TOURISM ORGANIZATION.

Over the last three decades, countries have estimated the economic impact of Travel & Tourism through a range of measures using a variety of definitions and methodologies. Such approaches have prevented meaningful comparisons among nations. Even for the same nation over different periods of time, they have frustrated business and government attempts to draw valid conclusions about the nature and course of Travel & Tourism demand in national economies. This regime has obscured the substantial, positive role the industry plays in national economies and has thwarted business and government attempts to optimize economic programmes and policies.

The World Travel & Tourism Council (WTTC) recognized the dearth of crucial Travel & Tourism intelligence from the time of its establishment in 1990 and it published the first detailed estimates of world tourism's economic impact that same year.

Since then WTTC has worked to improve its methodologies and to encourage individual countries to enhance their measurement and understanding of tourism's impact on their national economies. Furthermore, in the spirit of joining forces to enhance world comprehension of the role of Travel & Tourism in national economies, WTTC has strongly supported the programmes of the World Tourism Organization (WTO) to improve tourism statistics worldwide.

WTTC'S RESEARCH

WTTC and its economic consultants/research partners – Oxford Economic Forecasting, (OEF), since 1999, and Global Insight (previously known as DRI•WEFA), from 1990-1999 – have developed and published research on the economic contribution of Travel & Tourism to the world, regional and national economies.

Starting in 1990, WTTC's research team has been working to develop practical, real-world models to illustrate Travel & Tourism's economic contribution based on the needs of private sector leaders, public sector policy-makers and industry researchers, and on the interpretation of the system of national accounts. The research is now firmly anchored in the international standard for tourism satellite accounting that was developed by WTO, OECD and Eurostat, and approved by the United Nations Statistical Commission in 2000. It was launched at the TSA Conference held in Vancouver in May 2001 and published as *The Tourism Satellite Account: Recommended Methodological Framework* (TSA:RMF) in 2001.

Since 1999, WTTC's research has assumed the conceptual framework of the UN-approved standard with a number of discretionary extensions, and it combines the most sophisticated economic modelling and forecasts available with the most up-to-date, publicly available data to generate a comprehensive implementation of Travel & Tourism satellite accounting.

The 2004 update of the WTTC TSA research is the fourth annual update undertaken for WTTC by OEF. In carrying out the work, OEF has drawn extensively on the methodology developed over the years by WTTC to develop TSAs as operational tools. OEF has also taken the opportunity in a number of areas to review and enhance the modelling techniques, assumptions used and data sources applied, and this research for 2004 is no exception.

WTTC'S APPROACH TO TSA RESEARCH

WTTC HAS ENDEAVOURED TO IMPLEMENT AND PRODUCE THE MOST COMPREHENSIVE TSA PROVIDED FOR WITHIN THE TSA:RMF, BY DEVELOPING THE SPECIFIC CONCEPT OF THE 'TRAVEL & TOURISM INDUSTRY' IN ADDITION TO THE BROADER CONCEPT OF THE 'TRAVEL & TOURISM ECONOMY'.

WTTC advocates full implementation of the TSA as defined in the TSA:RMF in order to achieve the highest level of benefits for industry and governments. These include:

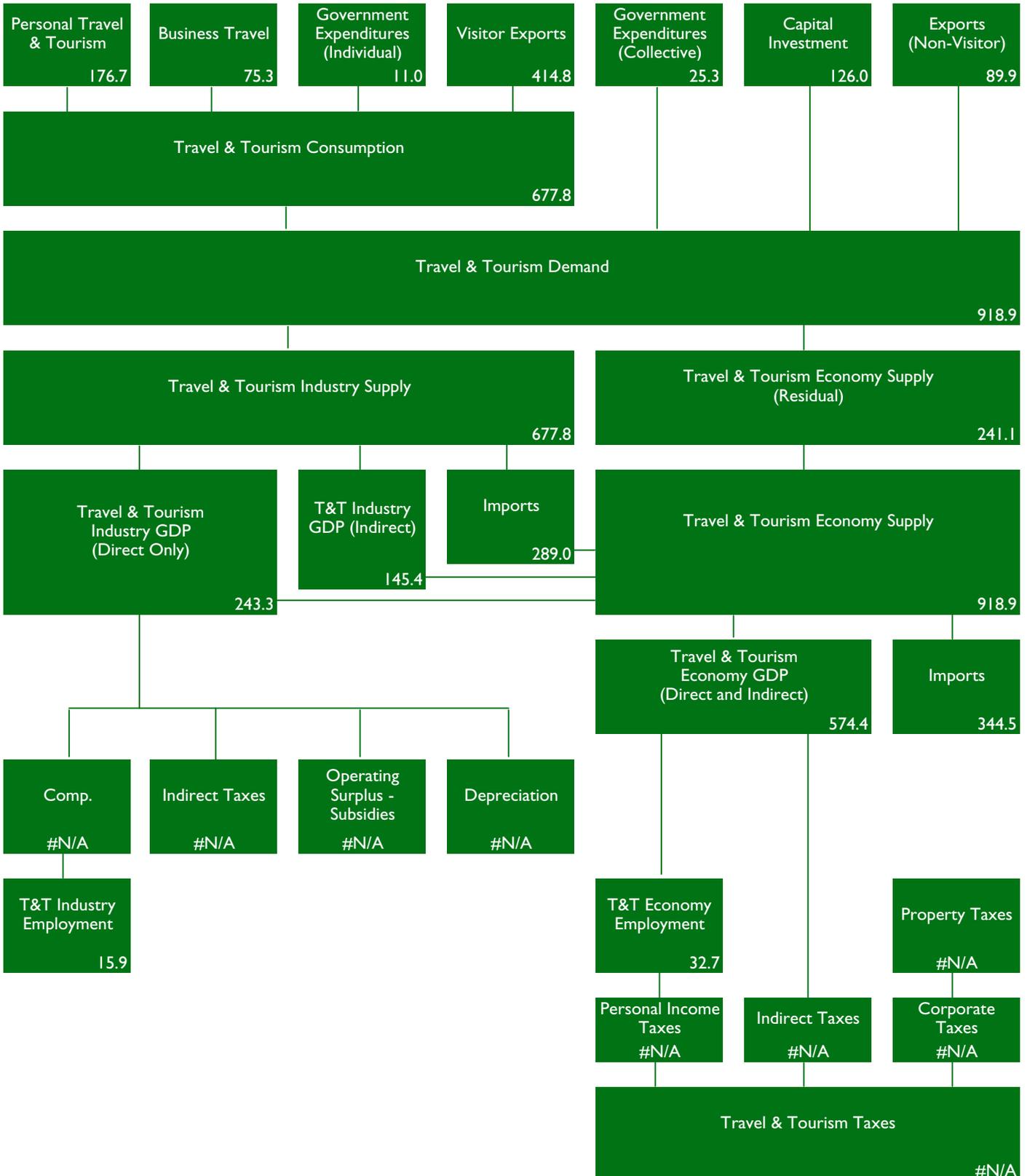
- A wealth of customer and consumer information on tourism-related purchases (before, during and after trips – whether domestic or international, imported or exported – as well as services, durables and non-durables) that has never been identified until now;
- Comprehensive documentation and analysis of the full tourism-product service chain and government's ability to deliver quality and timely service to visitors;
- Linkages between Travel & Tourism and other sectors of the economy such as agriculture and manufacturing to illustrate the flow-through of spending;
- Complete outlook for public works that benefit visitors and Travel & Tourism companies in order to leverage public sector plans and priorities for growth;
- Focused opportunities for domestic production, as well as incentives from the public sector, to aid in the growth of businesses that help alleviate trade balance issues;
- Demand- and supply-side information on employment that allows for human resource planning and development.

WTTC has worked towards developing a comprehensive TSA – not because it is eager to exaggerate the size of Travel & Tourism's impact, but because the information that can be garnered from the exercise by governments and industry is crucial for making intelligent and informed policy and business decisions. WTTC believes that history will document its pioneering implementation of the simulated TSA as one of the most important turning points for Travel & Tourism's long overdue economic recognition.

In the WTTC research, no country receives special treatment or favours. WTTC uses internationally available data sources and the same scope of tourism satellite accounting for all countries, as well as the same basic assumptions through the same system of models. WTTC's TSA research utilizes a universal and internally consistent modelling framework and generates harmonized results and forecasts for more than 174 countries around the world. Details of the methodology used by WTTC/OEF in its TSA research are available on WTTC's website (www.wttc.org).

TSA CONCEPTS & STRUCTURE

(US\$ mn, '000 of Jobs)



This Travel & Tourism Satellite Accounting research reflects a comprehensive simulation of the new international standard adopted by the United Nations following the Enzo Paci World Conference on the Economic Impact of Tourism (Nice, France, June 1999), thirteen years of model development and TSA experience by WTTC and Oxford Economic Forecasting (OEF), and application of OEF's latest macro-economic forecasts.

TSA Economic Concepts

The Travel & Tourism Satellite Account is based on a 'demand-side' concept of economic activity, because the industry does not produce or supply a homogeneous product or service like traditional industries (agriculture, electronics, steel, etc). Instead, Travel & Tourism is an industrial activity defined by the diverse collection of products (durables and non-durables) and services (transportation, accommodations, food and beverage, entertainment, government services, etc) that are delivered to visitors. There are two basic aggregates of demand in the TSA:

I **Travel & Tourism Consumption** represents the value of products and services that have been consumed by visitors. It is the basic demand-side aggregate used to construct an explicitly defined production-side 'industry' equivalent for comparison with all other industries. Travel & Tourism Consumption includes:

- **Personal Travel & Tourism**, more formally known as consumer expenditures, which captures spending by economy residents on traditional Travel & Tourism services (lodging, transportation, entertainment, meals, financial services, etc) and goods (durable and nondurable) used for Travel & Tourism activities.
- **Business Travel** by government and industry, which mirrors Personal Travel & Tourism's spending on goods and services (transportation, accommodation, meals, entertainment, etc), but represents intermediate inputs used in the course of business or government work.
- **Government Expenditures (Individual)** by agencies and departments which provide visitor services such as cultural (art museums), recreational (national park) or clearance (immigration/ customs) to individual visitors.
- **Visitor Exports**, which include spending by international visitors on goods and services.

II **Travel & Tourism Demand** builds on Travel & Tourism consumption to include Travel & Tourism products and services associated with residual components of final demand. It is used to construct a broader 'economy-wide' impact of Travel & Tourism. The residual elements of Travel & Tourism demand are:

- **Government Expenditures (Collective)** made by agencies and departments associated with Travel & Tourism, but generally made on behalf of the

community at large, such as tourism promotion, aviation administration, security services and resort area sanitation services.

- **Capital Investment** by Travel & Tourism providers (the private sector) and government agencies (the public sector) to provide facilities, equipment and infrastructure to visitors.
- **Exports (Non-Visitor)** which include consumer goods sent abroad for ultimate sale to visitors (such as clothing, electronics or petrol) or capital goods sent abroad for use by industry service providers (such as aircraft or cruise ships).

By employing input/output modelling separately to these two aggregates (Travel & Tourism Consumption and Travel & Tourism Demand), the Satellite Account is able to produce two different and complementary aggregates of **Travel & Tourism Supply: the Travel & Tourism Industry** and the **Travel & Tourism Economy**. The former captures the explicitly defined production-side 'industry' equivalent, direct impact only, for comparison with all other industries, while the latter captures the broader 'economy-wide' impact, direct and indirect, of Travel & Tourism. Through this process, the Satellite Account is also able to determine that portion of supply, which it **Imports** from abroad.

Next, the satellite account breaks down both aggregates of supply (Industry and Economy) into the direct and indirect impacts of **Gross Domestic Product (GDP)**, the main descriptor of economic production, as well as the various components of GDP (**Wages & Salaries, Indirect/Transaction Taxes, Operating Surplus, Depreciation and Subsidies**). Beyond the regular TSA accounts, a separate analysis is also provided of **Personal Income Taxes** paid by Travel & Tourism generated employment and **Corporate and Property Taxes** paid by Travel & Tourism companies. Finally, one of the most important elements of the Travel & Tourism Satellite Account are the Employment results, which can now be quantified for the basic Travel & Tourism Industry and the broader Travel & Tourism Economy.

- **T&T Industry Employment** generally includes those jobs with face-to-face contact with visitors (airlines, hotels, car rental, restaurant, retail, entertainment, etc).
- **T&T Economy Employment** includes T&T Industry Employment plus those faceless jobs associated with:
 - Industry suppliers (airline caterers, laundry services, food suppliers, wholesalers, accounting firms, etc).
 - Government agencies, manufacturing and construction of capital goods and exported goods used in Travel & Tourism.
 - Supplied commodities (steel producers, lumber, oil production, etc).

TRAVEL & TOURISM'S ECONOMIC IMPACT

TRAVEL & TOURISM – ENCOMPASSING TRANSPORT, ACCOMMODATION, CATERING, RECREATION AND SERVICES FOR VISITORS – IS ONE OF THE WORLD'S HIGHEST PRIORITY INDUSTRIES AND EMPLOYERS.

In Benin, Travel & Tourism's economic impact includes:

TOTAL DEMAND

Benin Travel & Tourism is expected to generate XOF168.1 bn (US\$300.4 mn) of economic activity (Total Demand) in 2004, growing (nominal terms) to XOF406.3 bn (US\$650.4 mn) by 2014. Travel & Tourism Demand is expected to grow by 5.6% per annum, in real terms, between 2004 and 2014.

EMPLOYMENT

Benin T&T Economy employment is estimated at 73,312 jobs in 2004, 4.4% of total employment, or 1 in every 22.6 jobs. By 2014, this should total 98,006 jobs, 4.7% of total employment or 1 in every 21.3 jobs. The 37,108 T&T Industry jobs account for 2.2% of total employment in 2004 and are forecast at 49,746 jobs or 2.4% of the total by 2014.

GROSS DOMESTIC PRODUCT

Benin's T&T Industry is expected to contribute 2.8 per cent to Gross Domestic Product (GDP) in 2004 (XOF61.4 bn or US\$109.7 mn), rising in nominal terms to XOF141.5 bn or US\$226.5 mn (3.0 per cent of total) by 2014. The T&T Economy contribution (percent of total) should rise from 5.5 per cent (XOF120.4 bn or US\$215.1 mn) to 5.8 per cent (XOF276.9 bn or US\$443.2 mn) in this same period.

CAPITAL INVESTMENT

Benin Travel & Tourism capital investment is estimated at XOF18.0 bn, US\$32.2 mn or 6.4 per cent of total investment in year 2004. By 2014, this should reach XOF40.7 bn, US\$65.1 mn or 6.6 per cent of total.

PERSONAL AND BUSINESS TRAVEL & TOURISM

Benin Personal Travel & Tourism is estimated at XOF66.5 bn, US\$118.8 mn or 3.6 per cent of total personal consumption in year 2004. By 2014, this should reach XOF168.3 bn, US\$269.3 mn or 4.2 per cent of total consumption. Benin Business Travel is estimated at XOF26.8 bn, US\$47.9 mn in year 2004. By 2014, this should reach XOF63.4 bn or US\$101.5 mn.

EXPORTS

Visitor Exports play an important development role for the resident Travel & Tourism Economy. Benin Travel & Tourism is expected to generate 12.0 per cent of total exports (XOF48.8 bn or US\$87.2 mn) in 2004, growing (nominal terms) to XOF115.8 bn or US\$185.3 mn (11.0 per cent of total) in 2014.

BOTSWANA ESTIMATES AND FORECASTS

Botswana	2004			2014		
	BWP mn	% of Tot	Growth ¹	BWP mn	% of Tot	Growth ²
Personal Travel & Tourism	1,188.5	8.9	11.5	4,253.4	12.1	8.2
Business Travel	506.1	---	11.0	1,452.7	---	5.9
Government Expenditures	243.9	2.2	5.3	653.2	2.3	5.1
Capital Investment	847.1	8.4	5.4	2,314.1	8.9	5.3
Visitor Exports	2,789.5	9.2	14.8	9,514.1	10.6	7.7
Other Exports	604.6	2.0	4.2	1,681.7	1.9	5.5
Travel & Tourism Demand	6,179.7	---	11.0	19,869.2	---	7.0
T&T Industry GDP	1,636.2	4.1	15.1	5,425.4	5.3	7.4
T&T Economy GDP	3,863.2	9.7	12.1	12,100.8	11.8	6.8
T&T Industry Employment	15.9	5.7	11.0	23.5	7.3	4.0
T&T Economy Employment	32.7	11.6	9.0	46.4	14.4	3.6

¹2004 Real Growth Adjusted for Inflation (%); ²2005-2014 Annualized Real Growth Adjusted for Inflation (%); '000 of Jobs

SUB-SAHARAN AFRICA ESTIMATES AND FORECASTS

Sub-Saharan Africa	2004			2014		
	US\$ mn	% of Tot	Growth ¹	US\$ mn	% of Tot	Growth ²
Personal Travel & Tourism	19,403.6	5.9	8.2	40,866.7	7.5	6.3
Business Travel	5,600.8	---	10.6	10,012.9	---	4.8
Government Expenditures	1,310.8	1.6	3.5	2,102.9	1.8	4.0
Capital Investment	9,750.2	10.7	7.4	19,034.2	11.8	5.3
Visitor Exports	12,216.5	8.3	11.1	26,270.0	7.5	6.0
Other Exports	6,397.4	4.4	9.0	15,428.2	4.4	7.7
Travel & Tourism Demand	54,679.2	---	8.8	113,715.0	---	6.0
T&T Industry GDP	13,348.3	2.7	9.6	24,826.1	3.1	4.8
T&T Economy GDP	35,826.9	7.4	9.0	68,938.5	8.6	5.3
T&T Industry Employment	3,604.0	2.3	8.6	4,786.3	2.4	#N/A
T&T Economy Employment	9,413.9	6.0	7.3	13,216.1	6.8	3.5

¹2004 Real Growth Adjusted for Inflation (%); ²2005-2014 Annualized Real Growth Adjusted for Inflation (%); '000 of Jobs

WORLD ESTIMATES AND FORECASTS

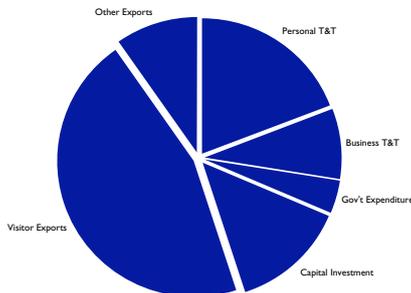
World	2004			2014		
	US\$ mn	% of Tot	Growth ¹	US\$ mn	% of Tot	Growth ²
Personal Travel & Tourism	2,537,820	10.2	5.1	4,206,450	10.9	3.9
Business Travel	595,423	---	4.3	895,308	---	3.1
Government Expenditures	265,321	3.9	2.6	398,480	4.1	2.8
Capital Investment	802,304	9.4	7.1	1,401,920	9.9	4.2
Visitor Exports	727,902	6.9	9.6	1,409,210	6.1	5.8
Other Exports	561,897	5.3	6.1	1,246,100	5.4	7.3
Travel & Tourism Demand	5,490,430	---	5.9	9,557,530	---	4.5
T&T Industry GDP	1,542,060	3.8	5.2	2,425,830	3.8	3.3
T&T Economy GDP	4,217,730	10.4	5.5	6,927,190	10.9	3.7
T&T Industry Employment	73,692.5	2.8	4.6	87,450.3	2.9	1.7
T&T Economy Employment	214,697.0	8.1	4.8	259,930.0	8.6	1.9

¹2004 Real Growth Adjusted for Inflation (%); ²2005-2014 Annualized Real Growth Adjusted for Inflation (%); '000 of Jobs

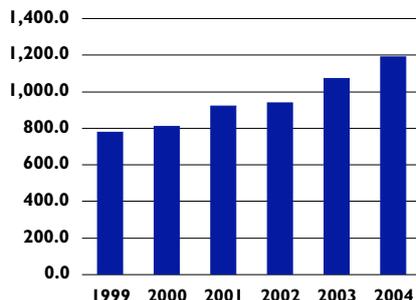
TOTAL DEMAND

BOTSWANA TRAVEL & TOURISM IS EXPECTED TO GENERATE BWP6,179.7 MN (US\$918.9 MN) OF ECONOMIC ACTIVITY (TOTAL DEMAND) IN 2004, GROWING (NOMINAL TERMS) TO BWP19,869.2 MN (US\$2,086.1 MN) BY 2014. TRAVEL & TOURISM DEMAND IS EXPECTED TO GROW BY 7.0% PER ANNUM, IN REAL TERMS, BETWEEN 2004 AND 2014.

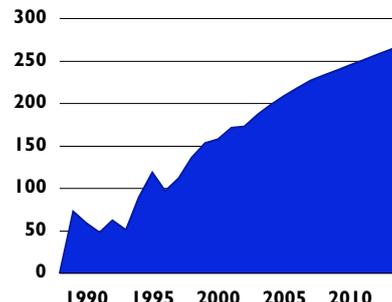
Botswana Total Demand 2004



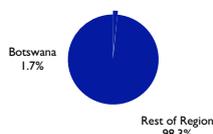
Botswana Travel & Tourism Total Demand (1990 Constant US\$ mn)



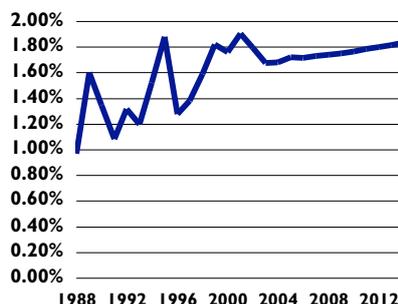
Botswana Travel & Tourism Total Demand (Cumulative Real Growth, %)



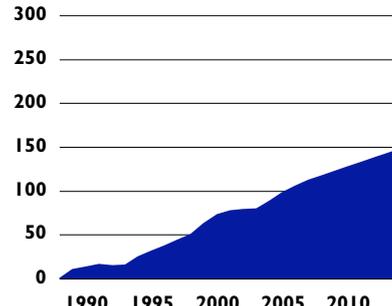
Botswana Market Share of Sub-Saharan Africa Total Demand 2004



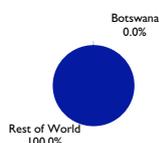
Botswana Market Share of Sub-Saharan Africa Total Demand



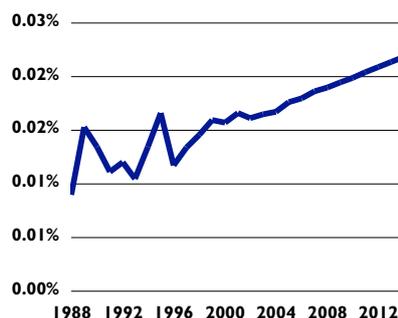
Sub-Saharan Africa Travel & Tourism Total Demand (Cumulative Real Growth, %)



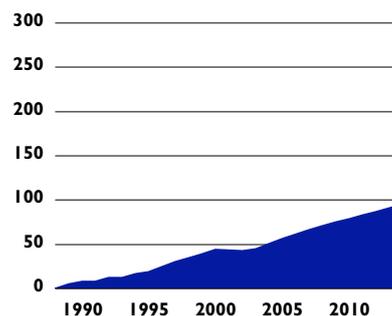
Botswana Market Share of World Total Demand 2004



Botswana Market Share of World Total Demand



World Travel & Tourism Total Demand (Cumulative Real Growth, %)



**WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Total Demand
(2004, US\$ mn)**

37 South Africa	19,522.2
45 Egypt	12,804.5
89 Kenya	2,312.9
104 Tanzania	1,415.2
106 Angola	1,372.8
116 Senegal	933.9
117 Botswana	918.9
125 Namibia	722.8
134 Madagascar	540.7
155 Malawi	181.5

**WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Total Demand
(2004 Real Growth, %)**

10 Tanzania	13.6
13 Madagascar	13.4
14 Egypt	13.3
24 Angola	11.9
25 Malawi	11.9
35 Senegal	11.1
38 Botswana	11.0
61 Kenya	9.3
86 Namibia	8.3
137 South Africa	5.6

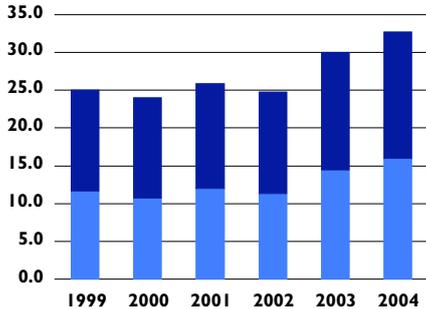
**WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Total Demand
(10-Year Real Growth, Annualized, %)**

5 Angola	8.2
16 Botswana	7.0
25 Madagascar	6.6
33 Senegal	6.3
50 South Africa	5.9
51 Namibia	5.9
55 Malawi	5.8
85 Tanzania	5.1
100 Kenya	4.7
156 Egypt	3.4

EMPLOYMENT

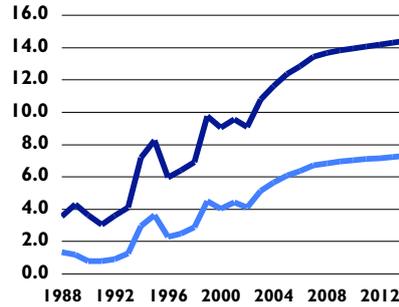
BOTSWANA T&T ECONOMY EMPLOYMENT IS ESTIMATED AT 32,702 JOBS IN 2004, 11.6% OF TOTAL EMPLOYMENT, OR 1 IN EVERY 8.6 JOBS. BY 2014, THIS SHOULD TOTAL 46,375 JOBS, 14.4% OF TOTAL EMPLOYMENT OR 1 IN EVERY 6.9 JOBS. THE 15,908 T&T INDUSTRY JOBS ACCOUNT FOR 5.7% OF TOTAL EMPLOYMENT IN 2004 AND ARE FORECAST AT 23,455 JOBS OR 7.3% OF THE TOTAL BY 2014.

Botswana
Travel & Tourism Employment
(‘000s of Jobs)



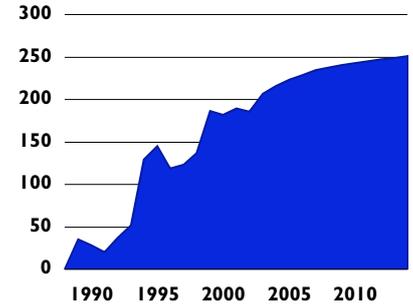
Light Blue Bar is T&T Industry Jobs; Light/Dark Blue Combination is T&T Economy Jobs

Botswana
Travel & Tourism Employment
(% of Total Employment)

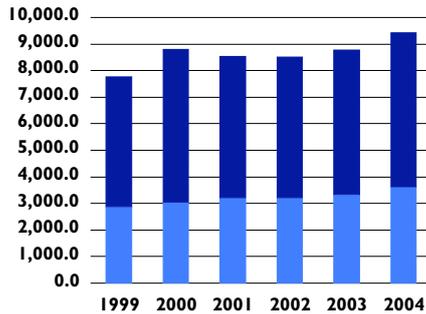


Light Blue Line is T&T Industry Jobs; Dark Blue is T&T Economy Jobs

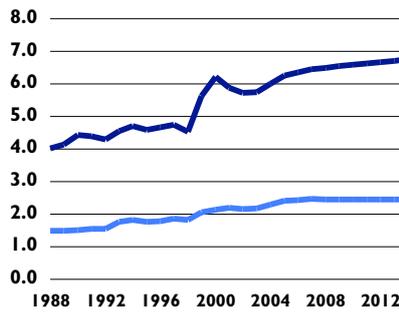
Botswana
Travel & Tourism Employment
(Cumulative Real Growth, %)



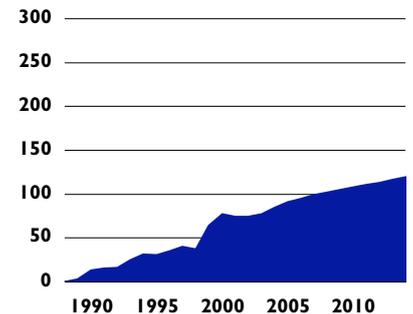
Sub-Saharan Africa
Travel & Tourism Employment
(‘000s of Jobs)



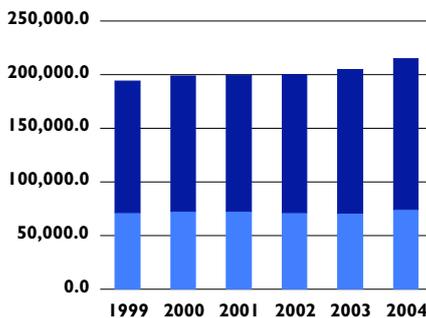
Sub-Saharan Africa
Travel & Tourism Employment
(% of Total Employment)



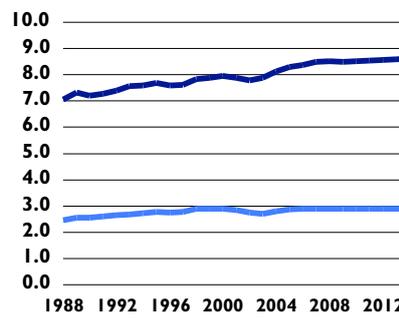
Sub-Saharan Africa
Travel & Tourism Employment
(Cumulative Real Growth, %)



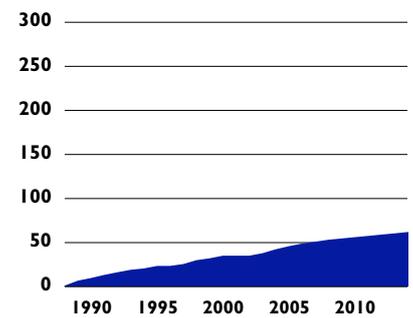
World
Travel & Tourism Employment
(‘000s of Jobs)



World
Travel & Tourism Employment
(% of Total Employment)



World
Travel & Tourism Economy Employment
(Cumulative Real Growth, %)



WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Economy Employment
(2004, '000 of Jobs)

11	Egypt	3,084.8
31	South Africa	1,208.7
46	Tanzania	603.0
50	Angola	543.1
52	Kenya	523.1
89	Madagascar	159.6
94	Senegal	149.5
109	Malawi	108.6
138	Namibia	39.4
141	Botswana	32.7

WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Economy Employment
(2004, % of Total Employment)

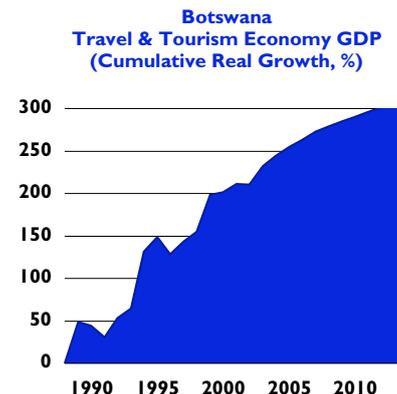
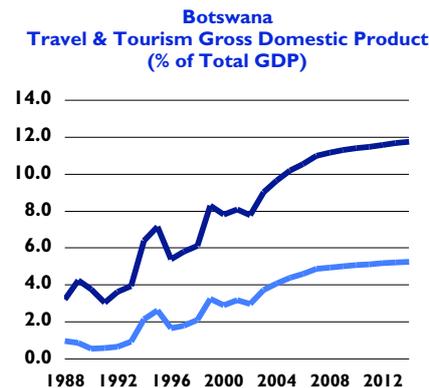
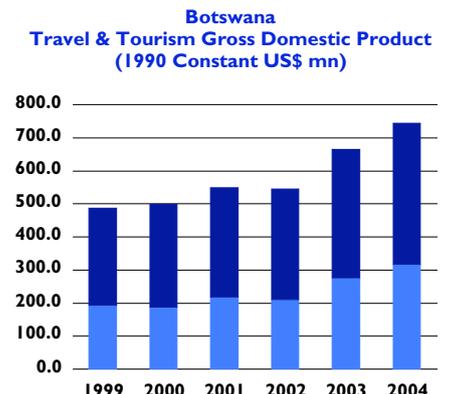
42	Angola	16.6
54	Egypt	12.9
65	Botswana	11.6
81	Namibia	9.6
87	Kenya	9.4
120	Tanzania	6.9
121	South Africa	6.8
131	Senegal	6.1
152	Malawi	4.7
155	Madagascar	4.4

WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Economy Employment
(10-Year Real Growth, Annualized, %)

25	Angola	4.2
27	Madagascar	4.1
46	Botswana	3.6
49	South Africa	3.5
53	Kenya	3.4
74	Malawi	3.0
75	Senegal	3.0
79	Tanzania	2.9
83	Namibia	2.8
141	Egypt	1.2

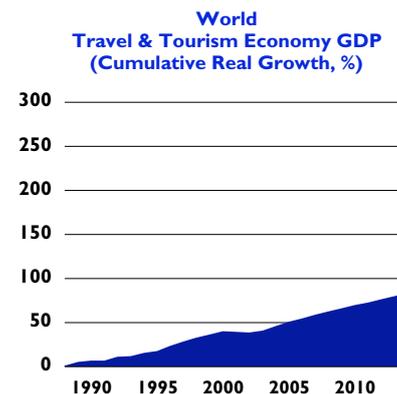
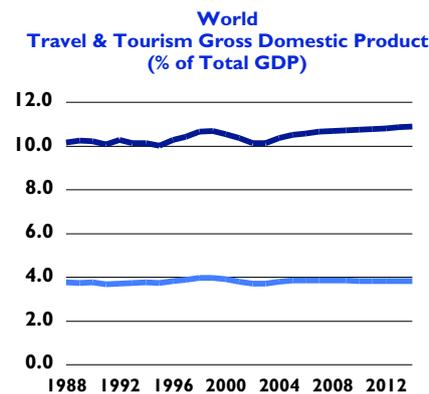
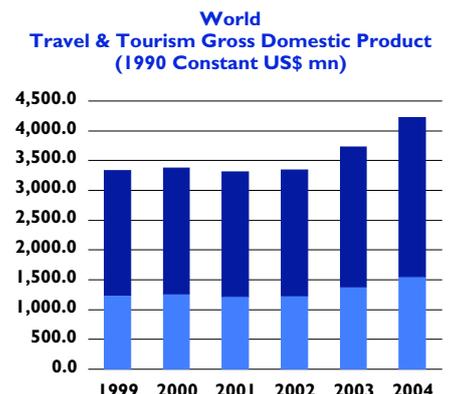
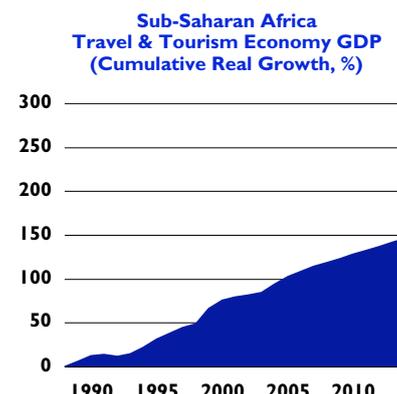
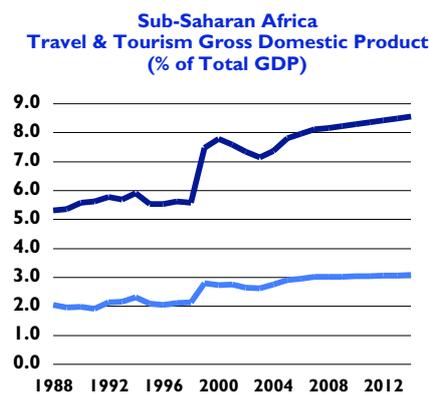
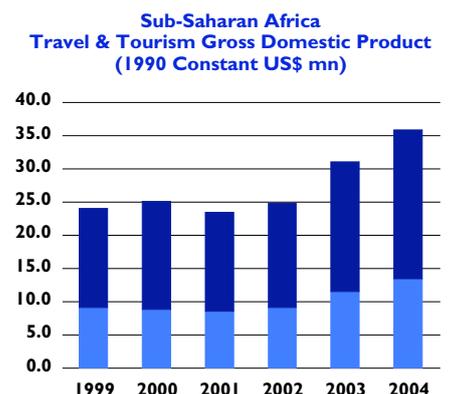
GROSS DOMESTIC PRODUCT

BOTSWANA'S T&T INDUSTRY IS EXPECTED TO CONTRIBUTE 4.1 PER CENT TO GROSS DOMESTIC PRODUCT (GDP) IN 2004 (BWP1,636.2 MN OR US\$243.3 MN), RISING IN NOMINAL TERMS TO BWP5,425.4 MN OR US\$569.6 MN (5.3 PER CENT OF TOTAL) BY 2014. THE T&T ECONOMY CONTRIBUTION (PERCENT OF TOTAL) SHOULD RISE FROM 9.7 PER CENT (BWP3,863.2 MN OR US\$574.4 MN) TO 11.8 PER CENT (BWP12,100.8 MN OR US\$1,270.5 MN) IN THIS SAME PERIOD.



Light Blue Bar is T&T Industry GDP; Light/Dark Blue Combination is T&T Economy GDP

Light Blue Line is T&T Industry GDP; Dark Blue is T&T Economy GDP



WTTC LEAGUE TABLE EXTRACT Travel & Tourism Economy GDP (2004, US\$ mn)

WTTC LEAGUE TABLE EXTRACT Travel & Tourism Economy GDP (2004, % of Total GDP)

WTTC LEAGUE TABLE EXTRACT Travel & Tourism Economy GDP (10-Year Real Growth, Annualized, %)

36 South Africa	13,517.7
40 Egypt	10,854.8
86 Kenya	1,741.9
102 Angola	1,060.0
105 Tanzania	879.0
123 Botswana	574.4
124 Senegal	545.2
129 Namibia	476.4
135 Madagascar	366.8
159 Malawi	106.0

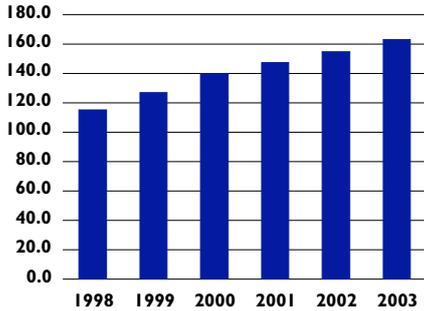
33 Angola	20.3
45 Egypt	15.3
67 Kenya	11.7
91 Botswana	9.7
94 Namibia	9.5
109 Tanzania	8.8
122 Senegal	7.5
124 South Africa	7.4
143 Malawi	6.0
150 Madagascar	5.5

16 Botswana	6.8
20 Angola	6.5
34 Madagascar	5.7
45 South Africa	5.3
49 Malawi	5.3
79 Senegal	4.8
89 Namibia	4.6
90 Tanzania	4.5
125 Kenya	3.8
151 Egypt	3.0

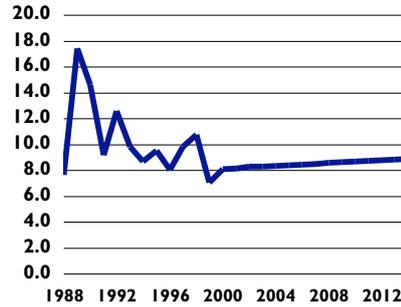
CAPITAL INVESTMENT

BOTSWANA TRAVEL & TOURISM CAPITAL INVESTMENT IS ESTIMATED AT BWP847.1 MN, US\$126.0 MN OR 8.4 PER CENT OF TOTAL INVESTMENT IN YEAR 2004. BY 2014, THIS SHOULD REACH BWP2,314.1 MN, US\$243.0 MN OR 8.9 PER CENT OF TOTAL.

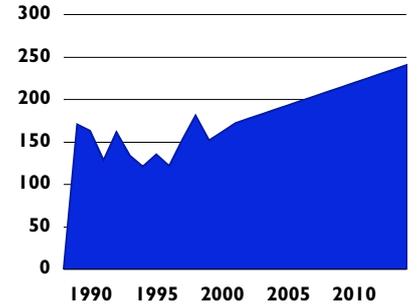
Botswana
Travel & Tourism Capital Investment
(1990 Constant US\$ mn)



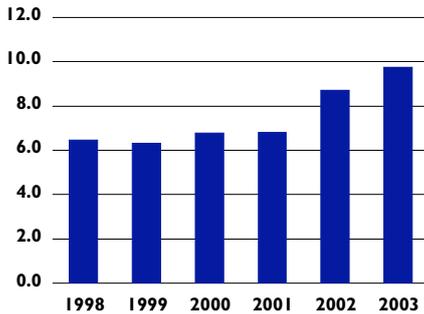
Botswana
Travel & Tourism Capital Investment
(% of Total Capital Investment)



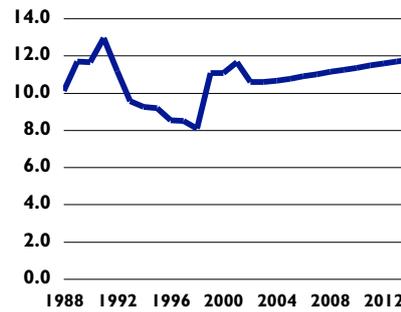
Botswana
Travel & Tourism Capital Investment
(Cumulative Real Growth, %)



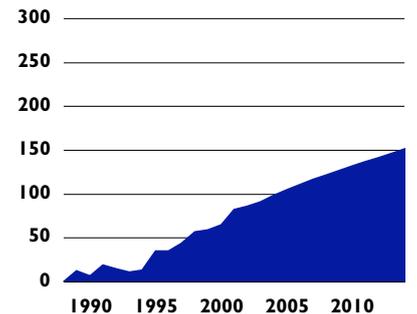
Sub-Saharan Africa
Travel & Tourism Capital Investment
(1990 Constant US\$ mn)



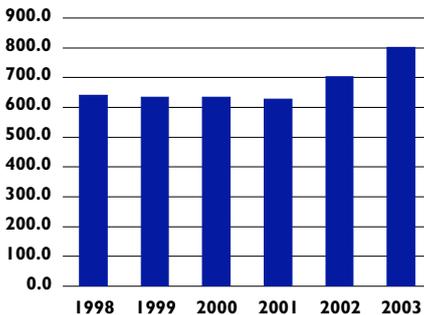
Sub-Saharan Africa
Travel & Tourism Capital Investment
(% of Total Capital Investment)



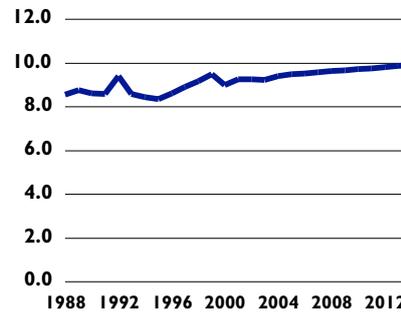
Sub-Saharan Africa
Travel & Tourism Capital Investment
(Cumulative Real Growth, %)



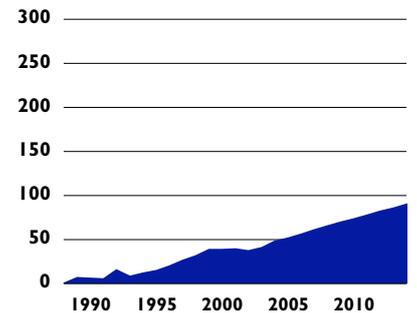
World
Travel & Tourism Capital Investment
(1990 Constant US\$ mn)



World
Travel & Tourism Capital Investment
(% of Total Capital Investment)



World
Travel & Tourism Capital Investment
(Cumulative Real Growth, %)



WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Capital Investment
(2004, US\$ mn)

31 South Africa	4,202.8
41 Egypt	2,735.6
84 Kenya	451.0
105 Tanzania	220.0
110 Senegal	192.0
120 Botswana	126.0
121 Angola	124.8
124 Madagascar	119.2
135 Namibia	94.5
166 Malawi	11.2

WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Capital Investment
(2004, % of Total Capital Investment)

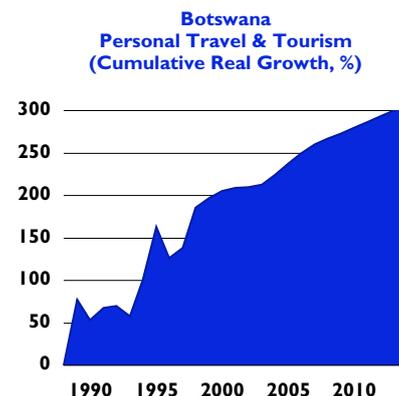
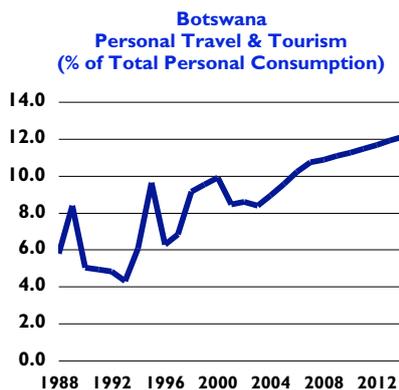
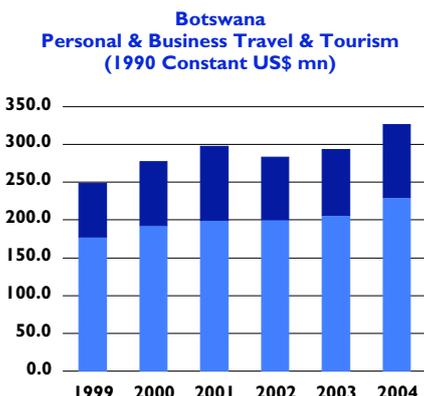
29 Kenya	24.8
49 Egypt	16.6
72 South Africa	13.3
73 Tanzania	13.0
74 Madagascar	12.9
77 Senegal	12.2
127 Botswana	8.4
137 Namibia	7.9
156 Angola	6.8
165 Malawi	5.8

WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Capital Investment
(10-Year Real Growth, Annualized, %)

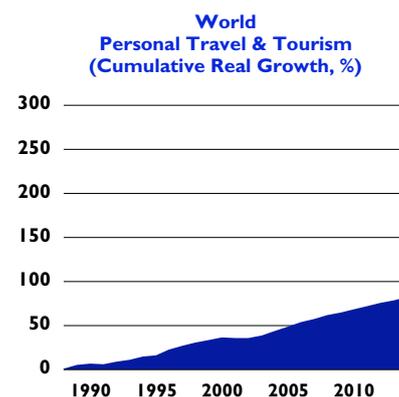
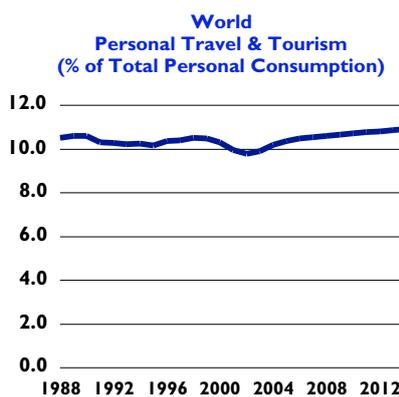
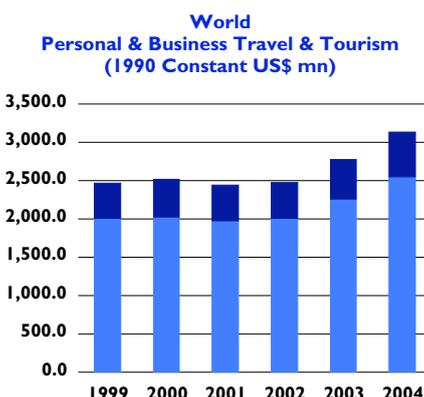
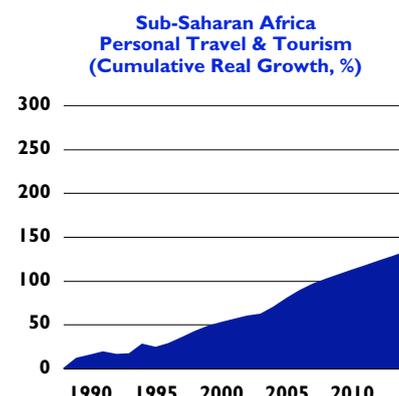
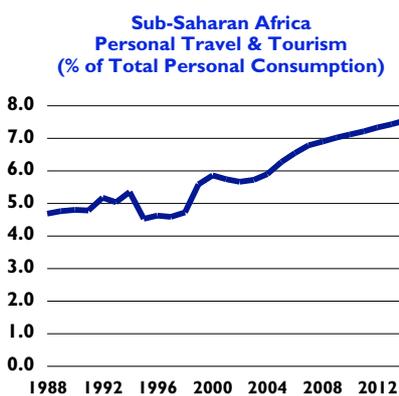
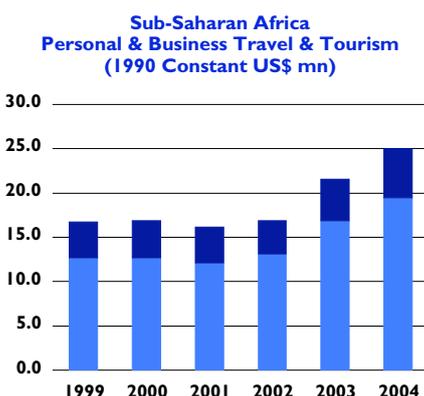
26 Angola	6.1
39 South Africa	5.5
44 Madagascar	5.3
46 Botswana	5.3
59 Kenya	5.0
60 Senegal	5.0
71 Malawi	4.6
83 Egypt	4.4
87 Namibia	4.2
135 Tanzania	3.2

PERSONAL & BUSINESS

BOTSWANA PERSONAL TRAVEL & TOURISM IS ESTIMATED AT BWP1,188.5 MN, US\$176.7 MN OR 8.9 PER CENT OF TOTAL PERSONAL CONSUMPTION IN YEAR 2004. BY 2014, THIS SHOULD REACH BWP4,253.4 MN, US\$446.6 MN OR 12.1 PER CENT OF TOTAL CONSUMPTION. BOTSWANA BUSINESS TRAVEL IS ESTIMATED AT BWP506.1 MN, US\$75.3 MN IN YEAR 2004. BY 2014, THIS SHOULD REACH BWP1,452.7 MN OR US\$152.5 MN.



Light Blue Bar is Personal Travel & Tourism; Dark Blue Bar is Business Travel



WTTC LEAGUE TABLE EXTRACT
Personal Travel & Tourism
(2004, US\$ mn)

34 South Africa	7,378.5
54 Egypt	2,686.7
88 Kenya	620.6
100 Tanzania	435.1
106 Senegal	352.0
116 Madagascar	238.3
118 Angola	231.3
127 Namibia	185.8
130 Botswana	176.7
156 Malawi	43.0

WTTC LEAGUE TABLE EXTRACT
Personal Travel & Tourism
(2004, % of Total Personal Consumption)

64 Botswana	8.9
73 Angola	8.1
98 Senegal	6.3
99 South Africa	6.3
102 Namibia	6.3
121 Kenya	5.4
124 Egypt	5.3
132 Tanzania	5.1
142 Madagascar	4.5
168 Malawi	2.9

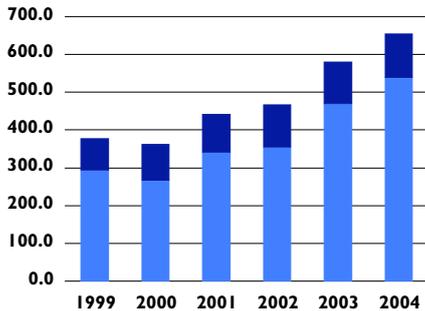
WTTC LEAGUE TABLE EXTRACT
Personal Travel & Tourism
(10-Year Real Growth, Annualized, %)

6 Angola	9.1
10 Botswana	8.2
18 Senegal	7.5
21 Madagascar	7.2
57 Malawi	6.1
62 Tanzania	6.0
71 Namibia	5.7
77 Egypt	5.6
80 South Africa	5.5
109 Kenya	4.5

EXPORTS

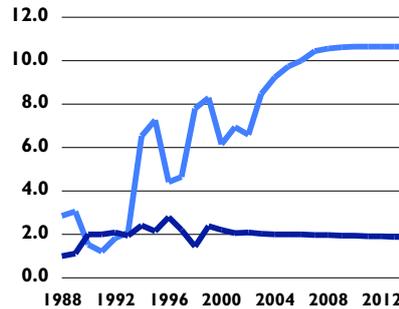
VISITOR EXPORTS PLAY AN IMPORTANT DEVELOPMENT ROLE FOR THE RESIDENT TRAVEL & TOURISM ECONOMY. BOTSWANA TRAVEL & TOURISM IS EXPECTED TO GENERATE 11.2 PER CENT OF TOTAL EXPORTS (BWP3,394.1 MN OR US\$504.7 MN) IN 2004, GROWING (NOMINAL TERMS) TO BWP11,195.8 MN OR US\$1,175.4 MN (12.5 PER CENT OF TOTAL) IN 2014.

Botswana
Travel & Tourism Exports
(1990 Constant US\$ mn)



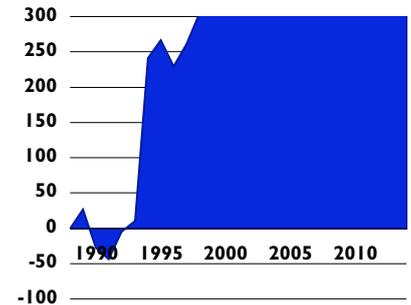
Light Blue Bar is Visitor Exports; Dark Blue Bar is Other Exports

Botswana
Travel & Tourism Exports
(% of Total Exports)

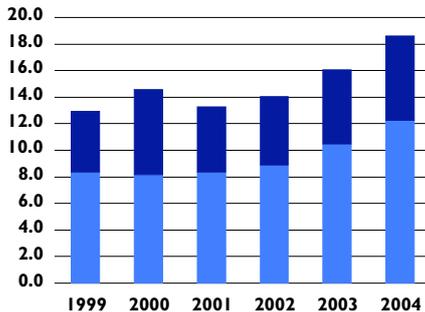


Light Blue Line is Visitor Exports; Dark Blue Line is Other Exports

Botswana
Travel & Tourism Visitor Exports
(Cumulative Real Growth, %)

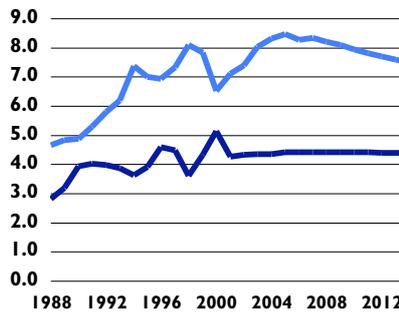


Sub-Saharan Africa
Travel & Tourism Exports
(1990 Constant US\$ mn)



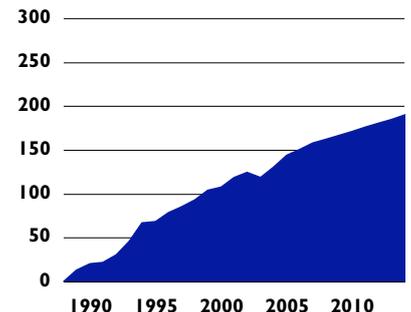
Light Blue Bar is Visitor Exports; Dark Blue Bar is Other Exports

Sub-Saharan Africa
Travel & Tourism Exports
(% of Total Exports)

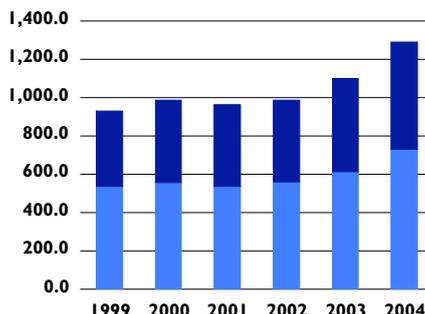


Light Blue Line is Visitor Exports; Dark Blue Line is Other Exports

Sub-Saharan Africa
Travel & Tourism Visitor Exports
(Cumulative Real Growth, %)

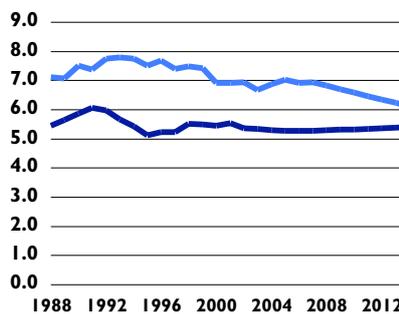


World
Travel & Tourism Exports
(1990 Constant US\$ mn)



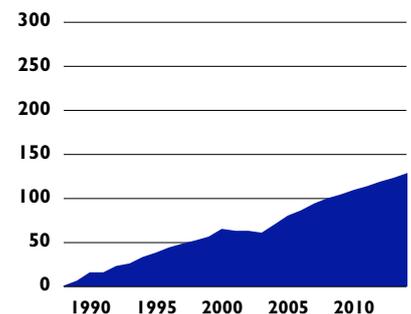
Light Blue Bar is Visitor Exports; Dark Blue Bar is Other Exports

World
Travel & Tourism Exports
(% of Total Exports)



Light Blue Line is Visitor Exports; Dark Blue Line is Other Exports

World
Travel & Tourism Visitor Exports
(Cumulative Real Growth, %)



WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Visitor Exports
(2004, US\$ mn)

28	Egypt	5,690.7
35	South Africa	4,781.1
80	Kenya	813.1
86	Tanzania	581.7
95	Botswana	414.8
109	Namibia	297.4
119	Senegal	215.8
134	Madagascar	93.1
151	Malawi	56.1
156	Angola	49.0

WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Visitor Exports
(2004, % of Total Exports)

24	Egypt	33.9
30	Tanzania	30.3
49	Kenya	21.0
65	Namibia	14.1
78	Senegal	11.4
79	South Africa	11.1
92	Botswana	9.2
95	Madagascar	8.9
97	Malawi	8.7
172	Angola	0.6

WTTC LEAGUE TABLE EXTRACT
Travel & Tourism Visitor Exports
(10-Year Real Growth, Annualized, %)

17	Madagascar	7.8
19	Botswana	7.7
26	South Africa	7.2
31	Namibia	7.0
68	Malawi	6.0
88	Angola	5.5
97	Senegal	5.4
101	Tanzania	5.4
120	Kenya	4.9
173	Egypt	1.7

RANKING AND RANGE

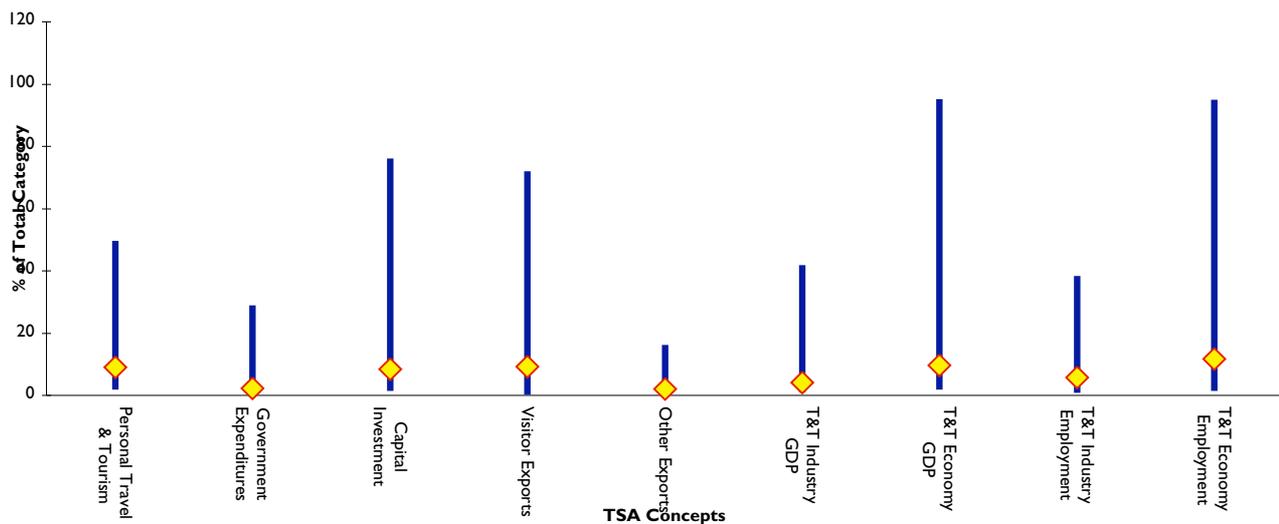
Year 2004 Country Rankings for Botswana within World Countries List

Botswana	2004			2014		
	Absolute Size	Relative Size	Growth ¹	Absolute Size	Relative Size	Growth ²
Personal Travel & Tourism	130	64	14	119	43	10
Business Travel	117	---	48	114	---	18
Government Expenditures	110	133	44	109	131	22
Capital Investment	120	127	74	118	124	46
Visitor Exports	95	92	67	93	78	19
Other Exports	98	100	110	98	105	98
Travel & Tourism Demand	117	---	38	114	---	16
T&T Industry GDP	109	68	33	103	60	8
T&T Economy GDP	123	91	37	116	76	16
T&T Industry Employment	132	47	54	131	41	36
T&T Economy Employment	141	65	52	141	56	46

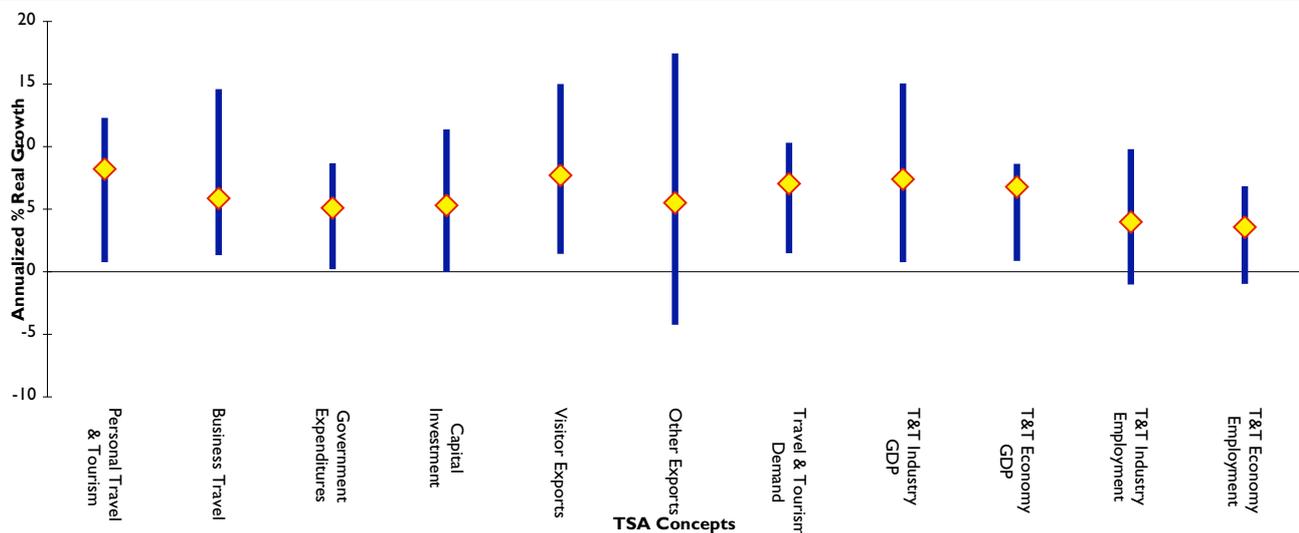
¹2004 Real Growth Adjusted for Inflation; ²2005-2014 Annualized Real Growth Adjusted for Inflation

Total 174 Countries or 13 Regions (Largest/Highest/Best is Number 1; Smallest/Lowest/Worst is Number 174 or 13; 0 is Aggregate Region no Ranking)

Year 2004 % of Total Estimates for Botswana within World Countries Range

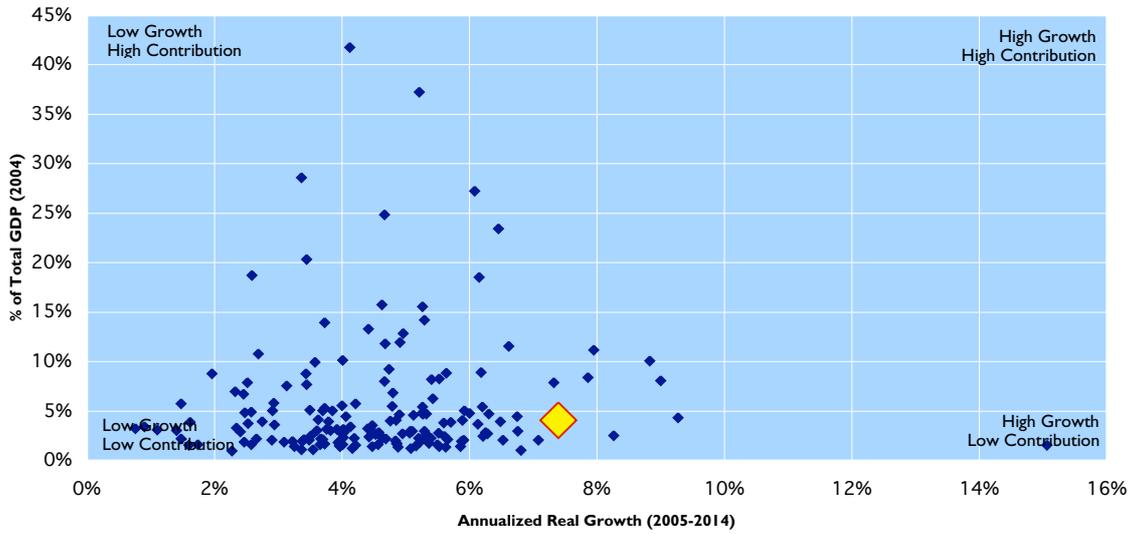


Ten Year (2005-2014) Growth Estimates for Botswana Within World Countries Range

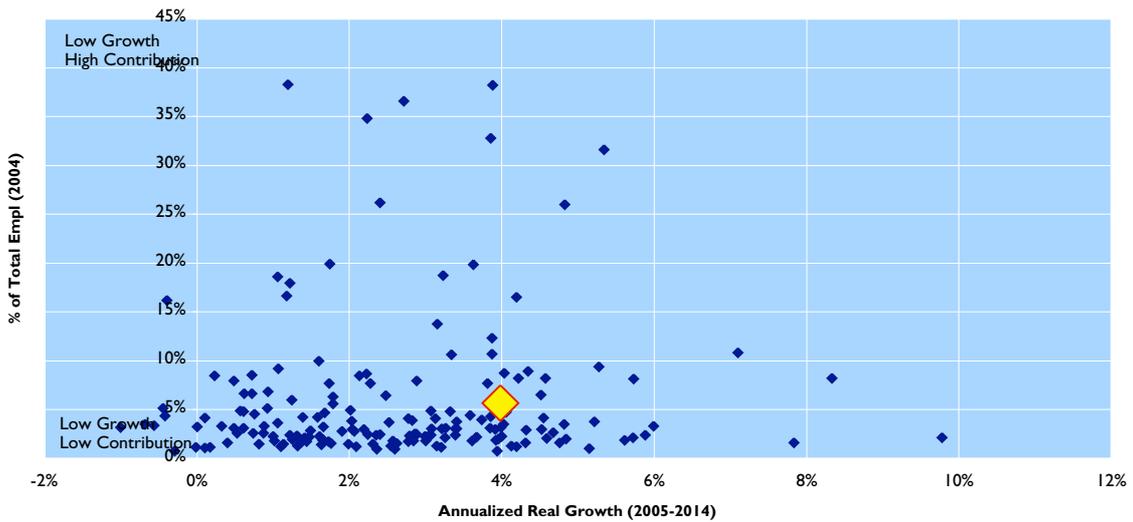


CONTRIBUTION AND GROWTH

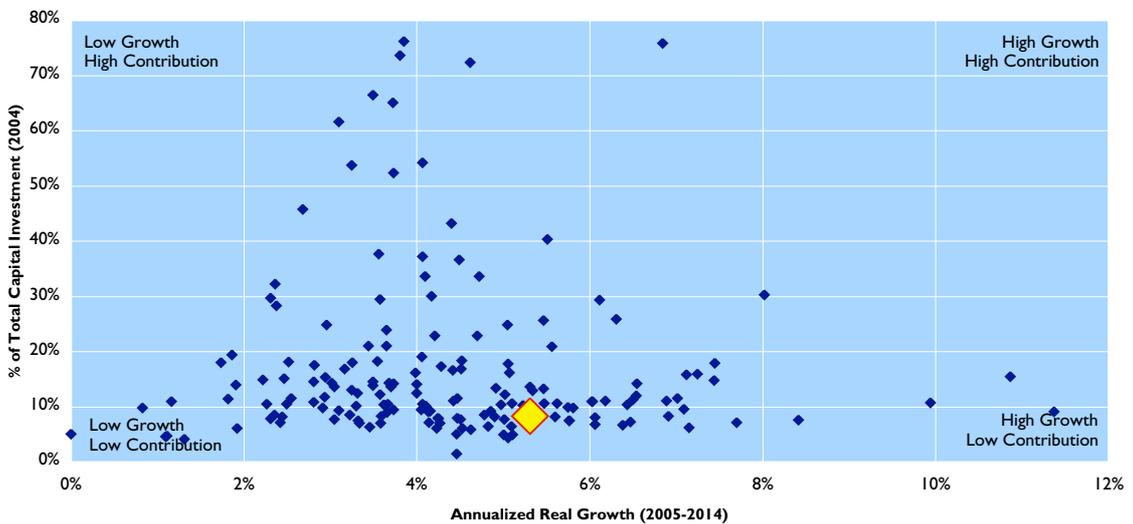
Travel & Tourism Industry GDP Contribution and Growth - All Countries



Travel & Tourism Industry Employment Contribution and Growth - All Countries



Travel & Tourism Capital Investment Contribution and Growth - All Countries



Botswana Data Point Indicated in Yellow and Red

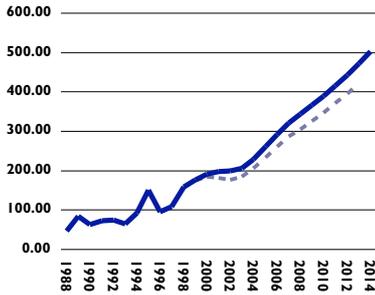
SATELLITE ACCOUNT TABLES

	1999	2000	2001	2002	2003E	2004E	2014P
Travel & Tourism - BWP mn							
Personal Travel & Tourism	704.43	821.79	888.56	934.90	997.71	1,188.51	4,253.42
Business Travel & Tourism	287.58	369.67	443.36	390.50	426.77	506.12	1,452.71
Corporate	225.60	288.15	354.78	312.03	340.50	404.03	1,163.03
Government	61.98	81.53	88.58	78.47	86.27	102.09	289.68
Gov't Expenditures - Individual	47.85	57.44	55.68	60.03	66.02	73.88	198.32
Visitor Exports	1,167.66	1,141.29	1,524.95	1,656.71	2,274.96	2,789.46	9,514.13
Travel & Tourism Consumption	2,207.52	2,390.19	2,912.54	3,042.14	3,765.46	4,557.97	15,418.60
Gov't Expenditures - Collective	109.84	131.29	127.65	138.24	150.91	170.03	454.85
Capital Investment	459.75	545.33	626.43	690.47	752.48	847.06	2,314.12
Exports (Non-Visitor)	336.39	408.42	453.01	524.98	543.19	604.59	1,681.66
Travel & Tourism Demand	3,113.50	3,475.22	4,119.63	4,395.83	5,212.04	6,179.65	19,869.20
Travel & Tourism Industry Aggregates (Direct Impact Only)							
Employment ('000)	11.54	10.64	11.94	11.23	14.33	15.91	23.45
Gross Domestic Product	760.97	794.06	967.89	974.83	1,330.58	1,636.22	5,425.40
Travel & Tourism Economy Aggregates (Direct and Indirect Impacts)							
Employment ('000)	25.05	23.99	25.84	24.78	30.01	32.70	46.38
Gross Domestic Product	1,942.00	2,137.66	2,460.09	2,548.22	3,227.24	3,863.15	12,100.80
Travel & Tourism Accounts as % of National Accounts							
Personal Travel & Tourism	9.53	9.93	8.46	8.60	8.41	8.95	12.15
Gov't Expenditures	2.24	2.25	2.22	2.22	2.23	2.24	2.33
Capital Investment	7.07	8.11	8.16	8.32	8.31	8.37	8.89
Exports	10.69	8.35	9.01	8.67	10.48	11.22	12.53
T&T Imports	10.08	9.51	9.90	9.46	9.35	9.56	10.35
Travel & Tourism Industry Aggregates (Direct Impact Only)							
Employment	4.49	4.02	4.41	4.11	5.14	5.66	7.29
Gross Domestic Product	3.25	2.90	3.19	2.97	3.72	4.09	5.27
Travel & Tourism Economy Aggregates (Direct and Indirect Impacts)							
Employment	9.75	9.05	9.55	9.07	10.77	11.63	14.42
Gross Domestic Product	8.28	7.81	8.11	7.76	9.02	9.65	11.76
Travel & Tourism Real Growth (per annum except 2014 = 10-year annualized)							
Personal Travel & Tourism	11.10	8.61	3.61	0.68	2.78	11.53	8.22
Business Travel & Tourism	18.10	19.67	14.92	-15.72	5.25	11.03	5.86
Gov't Expenditures	-4.56	11.42	-6.92	3.49	5.37	5.27	5.10
Capital Investment	-29.52	10.43	10.07	5.47	4.96	5.39	5.31
Visitor Exports	44.87	-9.01	28.03	3.96	32.25	14.80	7.69
Other Exports	122.82	13.03	6.28	10.89	-0.35	4.20	5.50
Travel & Tourism Consumption	27.35	0.80	16.76	-0.05	19.21	13.33	7.60
Travel & Tourism Demand	17.40	3.91	13.59	2.11	14.19	11.00	7.05

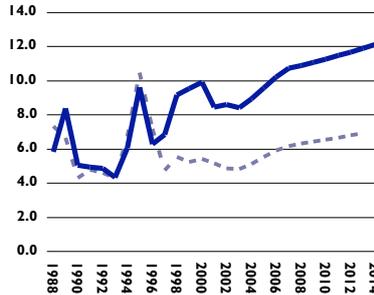
	1999	2000	2001	2002	2003E	2004E	2014P
Travel & Tourism Industry Aggregates (Direct Impact Only)							
Gross Domestic Product	64.41	-2.86	16.80	-3.62	31.46	15.13	7.39
Employment	64.50	-7.80	12.21	-5.99	27.68	10.99	3.98
Travel & Tourism Economy Aggregates (Direct and Indirect Impact)							
Gross Domestic Product	43.92	2.48	10.27	-0.88	21.97	12.07	6.77
Employment	49.49	-4.23	7.73	-4.11	21.13	8.95	3.57
Travel & Tourism - US\$ mn							
Personal Travel & Tourism	152.33	161.08	152.12	147.75	152.42	176.73	446.56
Business Travel & Tourism	62.19	72.46	75.90	61.71	65.20	75.26	152.52
Corporate	48.79	56.48	60.74	49.31	52.02	60.08	122.11
Government	13.40	15.98	15.16	12.40	13.18	15.18	30.41
Gov't Expenditures - Individual	10.35	11.26	9.53	9.49	10.09	10.99	20.82
Visitor Exports	252.50	223.70	261.07	261.81	347.54	414.79	998.88
Travel & Tourism Consumption	477.36	468.50	498.62	480.76	575.23	677.76	1,618.78
Gov't Expenditures - Collective	23.75	25.73	21.85	21.85	23.05	25.28	47.75
Capital Investment	99.42	106.89	107.24	109.12	114.95	125.96	242.96
Exports (Non-Visitor)	72.74	80.05	77.55	82.96	82.98	89.90	176.56
Travel & Tourism Demand	673.28	681.18	705.27	694.69	796.22	918.91	2,086.05
Travel & Tourism Industry Aggregates (Direct Impact Only)							
Employment ('000)	11.54	10.64	11.94	11.23	14.33	15.91	23.45
Gross Domestic Product	164.56	155.64	165.70	154.06	203.27	243.30	569.61
Travel & Tourism Economy Aggregates (Direct and Indirect Impacts)							
Employment ('000)	25.05	23.99	25.84	24.78	30.01	32.70	46.38
Gross Domestic Product	419.95	419.00	421.16	402.70	493.01	574.45	1,270.46
Travel & Tourism - 1990 Constant US\$ million							
Personal Travel & Tourism	176.37	191.54	198.45	199.80	205.35	229.02	503.19
Business Travel & Tourism	72.00	86.16	99.02	83.46	87.84	97.53	171.86
Gov't Expenditures - Individual	11.98	13.39	12.43	12.83	13.59	14.24	23.46
Visitor Exports	292.35	266.02	340.58	354.06	468.24	537.52	1,125.53
Travel & Tourism Consumption	552.69	557.11	650.49	650.15	775.02	878.31	1,824.04
Gov't Expenditures - Collective	27.50	30.60	28.51	29.54	31.06	32.77	53.81
Capital Investment	115.11	127.11	139.91	147.56	154.88	163.23	273.76
Exports (Non-Visitor)	84.22	95.20	101.18	112.20	111.80	116.50	198.94
Travel & Tourism Demand	779.52	810.02	920.08	939.45	1,072.76	1,190.80	2,350.55
Gross Domestic Product							
Travel & Tourism Industry	190.52	185.08	216.17	208.33	273.87	315.30	641.83
Travel & Tourism Economy	486.21	498.25	549.44	544.59	664.25	744.42	1,431.55

2004/2003 VARIANCE CHARTS

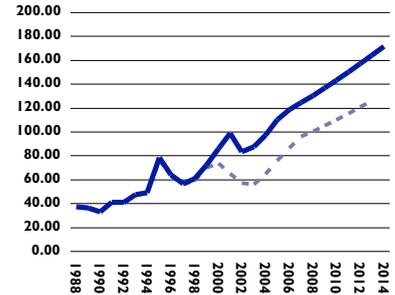
Personal Travel & Tourism
1990 Constant US\$ mn



Personal Travel & Tourism
% of Total Consumption



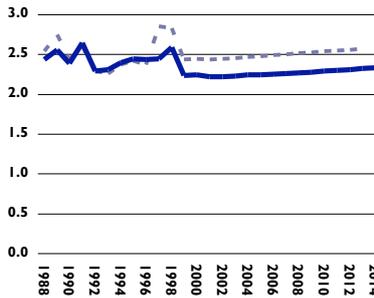
Business Travel & Tourism
1990 Constant US\$ mn



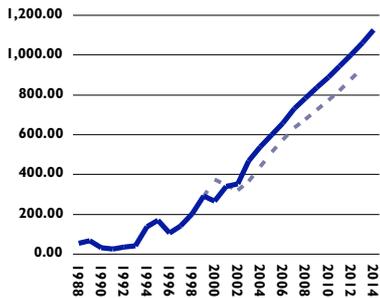
Travel & Tourism Govt Expenditures
1990 Constant US\$ mn



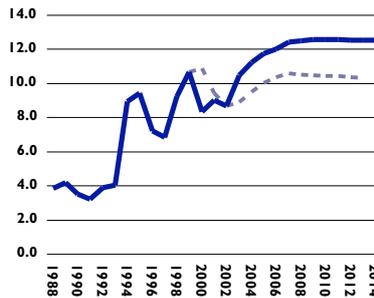
Travel & Tourism Govt Expenditures
% of Total Govt Expenditures



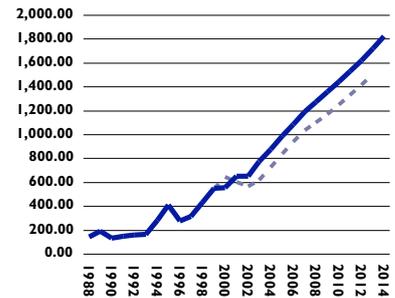
Travel & Tourism Visitor Exports
1990 Constant US\$ mn



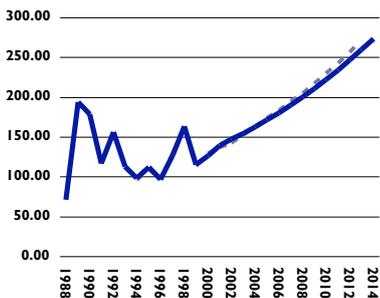
Travel & Tourism Exports
% of Total Exports



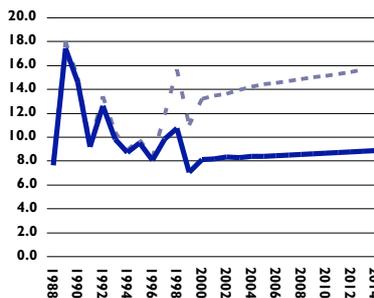
Travel & Tourism Consumption
1990 Constant US\$ mn



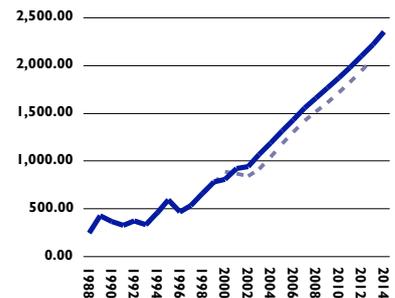
Travel & Tourism Capital Investment
1990 Constant US\$ mn



Travel & Tourism Capital Investment
% of Total Capital Investment

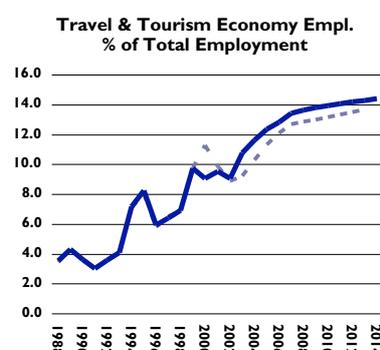
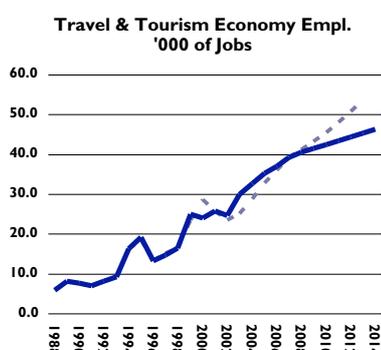
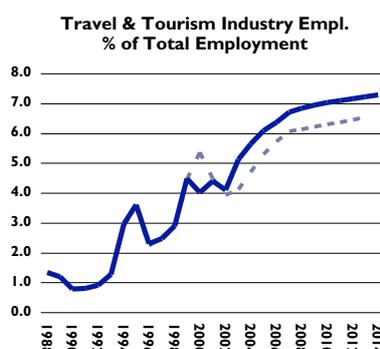
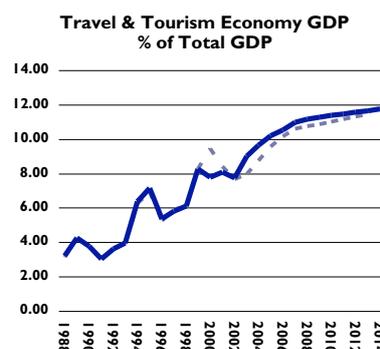
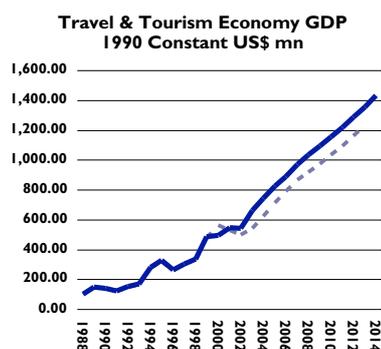


Travel & Tourism Demand
1990 Constant US\$ mn



OEF's Year 2004 Estimates
Solid Dark Blue

OEF's Year 2003 Estimates
Dashed Light Blue



OEF's Year 2004 Estimates
Solid Dark Blue

OEF's Year 2003 Estimates
Dashed Light Blue

The WTTC 2004 Simulated Tourism Satellite Accounts

After a number of significant enhancements to the methodology in the WTTC 2003 Simulated Tourism Satellite Accounts last year, this year's work by Oxford Economic Forecasting on WTTC's Simulated Tourism Satellite Accounts has focused on extending the country coverage to include:

- Middle East
 - Lebanon
 - Qatar
 - United Arab Emirates
- Eastern Europe
 - Albania
 - Belarus
 - Bosnia & Herzegovina
 - Estonia
 - Latvia
 - Lithuania
 - Macedonia, FYR
 - Russian Federation
 - Ukraine
 - Yugoslavia, Fed. Rep. (Serbia & Montenegro)

The results, estimates and forecasts for these additional countries are based on the same methodology used for other non-OECD countries, described in the documentation available separately from WTTC.

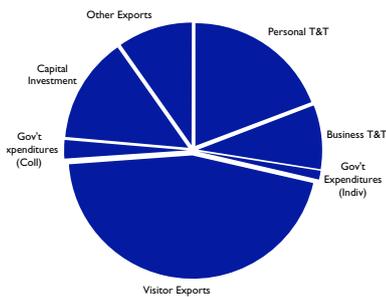
For all other countries, we have concentrated on updating data with the latest figures available from the original sources and on taking account of more timely indicators of Travel and Tourism where available. In some cases changes are also apparent as a result of further work on the macroeconomic data and forecasts, as part of OEF's ongoing monitoring of the state of economies around the world.

Botswana Notes for 2004

There have been no significant data restatements or model corrections in this year's TSA research.

T&T DEMAND AND SUPPLY

TRAVEL & TOURISM DEMAND

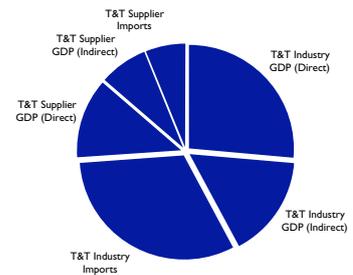


918.91
US\$ mn

The Tourism Satellite Account quantifies both sides of the Travel & Tourism economic activity, demand and supply. The pie on the left shows how Travel & Tourism Demand is 'consumed', while the pie on the right shows how Travel & Tourism Supply is 'produced'. No matter what the nature of an economy's Travel & Tourism activity, T&T Demand always equals T&T Supply.

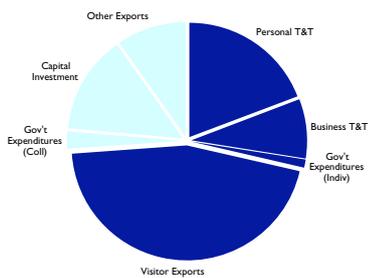
< Total Demand = Total Supply >

TRAVEL & TOURISM ECONOMY



918.91
US\$ mn

TRAVEL & TOURISM CONSUMPTION



US\$ mn

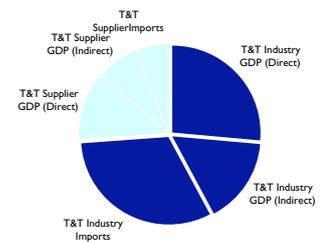
Personal T&T	176.7
Business T&T	75.3
Gov't Expenditures (Indiv)	11.0
Visitor Exports	414.8
T&T Consumption	677.8

Travel & Tourism Consumption (on the left in dark blue) is the portion of Travel & Tourism Demand normally considered 'Visitor Spending.' This spending includes Personal T&T (domestic and outbound travel by residents), Business T&T (domestic and outbound travel by resident business and government agencies), Gov't Expenditures Individual (visitor subsidies by government), and Visitor Exports (inbound spending by international visitors).

On the supply side, this activity is quantified (on the right in dark blue) by the production or value added (also known as Gross Domestic Product) of traditional travel service providers (T&T Industry GDP Direct) plus the value added of travel industry suppliers (T&T Industry GDP Indirect) plus the value of T&T industry imports from other countries.

When the TSA talks about the GDP of the Travel & Tourism Industry, it is always referring to the first slice of the pie on the right (T&T Industry GDP Direct). This is the portion of T&T Supply that can be compared with other industries to assess its actual contribution.

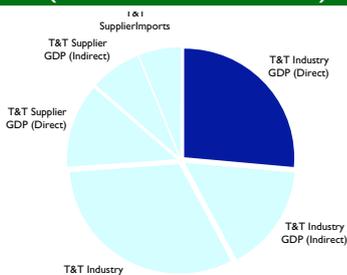
TRAVEL & TOURISM INDUSTRY



US\$ mn

T&T Industry GDP (Direct)	243.3
T&T Industry GDP (Indirect)	145.4
T&T Industry Imports	289.0
T&T Industry Supply	677.8

T&T INDUSTRY GDP (DIRECT IMPACT ONLY)



US\$ mn

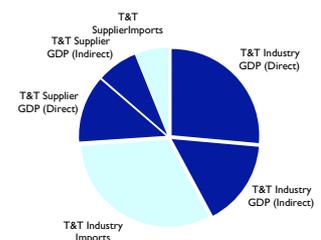
T&T Industry GDP (Direct)	243.3
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WTTC often refers to the GDP associated with the Travel & Tourism Industry described above (pie on left dark blue section), in contrast to the Travel & Tourism Economy (pie on right dark blue sections). Although this nomenclature may be confusing at first, the distinction is fairly straightforward.

The Travel & Tourism Industry is the narrow perspective of our activity which can be compared with other industries in the economy.

On the other hand, the Travel & Tourism Economy is a broader perspective of our activity which takes into consideration the direct as well indirect contributions by traditional travel service providers and industry suppliers within the resident economy. This perspective is used when one wants to understand the total impact of Travel & Tourism on the resident

T&T ECONOMY GDP (DIRECT AND INDIRECT)



US\$ mn

T&T Industry GDP (Direct)	243.3
T&T Industry GDP (Indirect)	145.4
T&T Supplier GDP (Direct)	116.3
T&T Supplier GDP (Indirect)	69.4
T&T Economy GDP (Direct and Indirect)	574.4

WORLD AT A GLANCE

	2004 T&T Demand (US\$ mn)	2004 T&T Demand (% Real Growth)	2004 T&T Demand Market Share (% of Total World Demand)	2004 T&T Industry GDP (% of Total GDP)	2004 T&T Economy GDP (% of Total GDP)	2004 T&T Industry Jobs ('000)	2004 T&T Industry Jobs (% of Total Employment)	2004 T&T Economy Jobs ('000)	2004 T&T Economy Jobs (% of Total Employment)	2004 T&T Visitor Exports (% Total Exports)	2004 T&T Visitor Exports (% Real Growth)	2004 T&T Govt Expd. (% Total Govt)	2004 T&T Capital Investment (% of Total Investment)	2004 T&T Capital Investment (% Real Growth)	
WORLD	5,490,430	5.9	100.0	3.8	10.4	73,693	3	214,697	8.1	9.4	7.1	6.9	9.6	10.2	3.9
Caribbean	40,309	10.0	0.7	4.5	14.8	815	5	2,417	15.5	21.7	1.6	16.1	16.8	6.5	8.2
Anguilla	95	8.8	0.0	27.3	71.9	2	32	5	79.7	54.2	4.0	46.7	9.9	12.0	13.4
Antigua and Barbuda	715	11.0	0.0	24.9	82.1	10	35	28	95.0	73.6	3.9	71.9	16.1	11.9	27.4
Aruba	1,632	5.7	0.0	18.7	54.5	15	26	39	69.0	76.2	3.9	33.1	6.1	10.7	20.9
Bahamas	3,613	9.3	0.1	18.6	56.0	42	26	113	69.9	66.5	3.5	64.4	13.9	19.4	13.8
Barbados	1,621	10.7	0.0	15.8	52.2	28	20	82	58.3	65.1	2.4	53.5	17.7	11.0	14.6
Bermuda	996	7.5	0.0	6.2	24.1	3	9	10	27.9	45.8	2.7	23.0	13.1	7.7	18.3
British Virgin Islands	401	9.1	0.0	37.3	95.2	3	38	8	95.0	53.8	-1.2	62.6	11.3	49.7	26.6
Cayman Islands	808	6.7	0.0	12.8	37.6	4	18	11	47.4	52.4	4.0	49.2	7.6	5.1	28.9
Cuba	4,830	9.2	0.1	4.4	13.7	167	4	506	11.8	14.9	1.4	42.0	16.0	5.3	5.7
Curaçao	689	8.6	0.0	2.2	6.7	2	3	4	8.3	19.5	1.3	16.4	16.5	10.1	4.8
Dominica	88	11.0	0.0	8.2	25.1	3	8	8	22.7	17.6	5.1	27.9	15.4	10.7	6.0
Dominican Republic	5,188	19.5	0.1	8.8	25.5	269	8	772	22.2	24.9	-4.1	32.4	31.2	6.3	20.6
Grenada	170	10.7	0.0	8.3	27.8	4	8	11	26.2	21.0	4.5	28.1	17.0	10.0	11.7
Guadeloupe	873	-1.7	0.0	8.4	26.9	25	8	76	25.2	23.9	-5.2	29.5	0.3	6.7	20.4
Haiti	258	-3.9	0.0	1.6	4.5	40	1	118	3.6	4.6	-9.0	9.5	5.2	4.2	2.9
Jamaica	3,301	12.0	0.1	11.8	36.0	130	11	387	31.8	32.3	2.1	47.1	18.5	8.4	15.8
Martinique	1,266	5.4	0.0	2.1	8.9	7	3	24	9.4	18.3	3.6	12.7	15.2	5.4	7.9
Puerto Rico	9,032	7.1	0.2	1.4	5.3	23	2	83	5.8	10.5	2.5	4.3	11.6	5.2	3.9
Saint Kitts and Nevis	165	11.3	0.0	7.9	30.1	2	9	6	30.3	25.9	8.0	37.3	15.7	9.3	14.4
Saint Lucia	457	12.7	0.0	15.6	47.9	11	17	32	47.7	43.3	5.9	65.1	17.2	8.2	23.8
St Vincent and the Grenadines	181	9.5	0.0	10.0	34.1	4	9	14	30.4	36.7	5.1	43.0	14.0	7.2	8.6
Trinidad and Tobago	1,834	7.5	0.0	2.3	10.8	14	3	58	10.4	18.4	4.0	6.5	13.3	7.1	4.1
Virgin Islands	2,095	6.7	0.0	8.8	31.9	6	12	17	37.6	61.6	3.1	35.9	10.4	9.8	19.5
Central and Eastern Europe	184,910	7.9	3.4	2.6	10.1	3,230	2	12,995	8.9	11.9	8.5	9.8	11.1	8.9	3.0
Albania	1,204	8.9	0.0	3.9	12.3	45	3	141	10.0	8.3	6.0	36.5	9.3	10.0	3.3
Belarus	2,642	5.4	0.0	1.4	6.9	59	1	290	5.6	7.5	6.3	3.1	5.2	9.7	1.0
Bosnia and Herzegovina	629	5.8	0.0	1.4	7.1	13	1	69	5.8	13.7	7.4	2.6	5.2	4.1	1.1
Bulgaria	5,586	8.8	0.1	5.0	16.8	154	4	508	14.4	14.1	10.8	24.8	9.0	9.6	3.1
Croatia	9,057	10.8	0.2	11.5	24.2	151	14	317	28.9	10.6	2.4	42.7	13.3	11.5	1.3
Czech Republic	19,137	4.6	0.3	2.9	14.5	146	3	661	13.8	11.0	2.6	8.2	12.8	7.8	3.6
Estonia	2,902	8.1	0.1	5.4	23.8	34	5	142	20.7	29.4	7.5	14.3	10.4	9.7	8.0
Hungary	13,621	4.9	0.2	4.7	10.1	238	6	386	9.8	7.2	6.4	9.2	7.1	6.9	5.2
Latvia	1,417	9.5	0.0	1.4	6.7	14	1	69	5.7	12.0	8.3	5.7	9.5	5.7	3.0
Lithuania	3,158	9.3	0.1	1.9	10.0	26	2	131	8.5	14.2	10.3	7.7	10.2	6.0	3.9
Macedonia	508	5.2	0.0	1.8	7.0	12	2	46	6.5	9.9	7.5	4.3	9.0	4.6	1.2
Montenegro	374	8.2	0.0	8.1	14.8	12	8	23	14.9	14.8	6.7	28.9	10.4	5.6	2.7
Poland	28,754	8.9	0.5	2.1	8.8	317	2	1,217	8.3	7.8	8.0	14.5	8.3	7.5	2.7
Romania	4,754	9.3	0.1	1.4	5.9	118	1	491	5.0	8.2	8.3	3.6	16.0	4.2	3.2
Russian Federation	67,655	6.8	1.2	1.7	8.6	999	1	4,891	7.3	15.5	10.1	5.6	8.3	11.4	2.6
Slovakia	4,751	13.5	0.1	2.5	11.5	63	2	273	10.5	11.0	6.4	5.7	27.2	6.4	2.1
Slovenia	5,244	11.2	0.1	3.6	14.1	46	5	157	16.7	10.4	4.1	11.0	20.9	10.2	4.2
Ukraine	12,427	12.4	0.2	4.1	16.2	740	3	2,990	13.1	22.9	6.6	16.5	16.9	13.5	5.0
Yugoslavia	1,461	9.5	0.0	1.6	6.4	57	2	214	5.7	11.1	7.0	1.7	21.7	4.1	0.8
European Union	1,981,400	3.1	36.1	4.3	11.5	8,080	5	21,457	12.9	9.5	-0.3	7.4	3.5	12.2	3.2
Austria	68,617	1.1	1.2	5.8	16.0	272	7	739	18.1	14.0	-0.4	11.8	-1.5	16.2	4.9
Belgium	66,852	3.3	1.2	3.1	9.5	144	3	430	10.2	7.2	1.9	3.5	6.9	14.0	3.2
Denmark	35,815	2.6	0.7	3.2	8.8	69	3	193	8.9	10.9	3.8	7.5	1.3	11.1	2.6
Finland	25,240	4.4	0.5	3.6	9.9	87	4	248	10.4	9.1	5.8	4.5	6.6	11.3	3.2
France	329,127	3.8	6.0	5.0	12.6	1,550	6	3,690	15.1	7.9	0.6	10.1	4.2	12.6	3.2
Germany	397,774	1.8	7.2	3.0	9.6	1,251	3	4,057	10.7	6.4	-6.4	3.9	3.5	11.2	2.2
Greece	38,665	6.3	0.7	5.7	14.3	258	6	660	16.5	13.7	2.8	33.6	8.0	8.7	3.8
Ireland	24,473	3.5	0.4	1.8	7.1	34	2	121	6.6	16.2	-0.6	3.0	1.4	8.3	3.7
Italy	254,940	3.9	4.6	4.9	11.4	1,137	5	2,724	12.3	8.3	2.2	8.5	3.5	11.1	3.7
Luxembourg	5,616	2.9	0.1	2.8	10.0	5	3	18	9.5	8.6	-15.9	2.6	7.5	16.0	2.5
Netherlands	90,307	2.4	1.6	3.3	9.2	234	3	638	9.1	8.5	2.7	4.6	5.2	11.9	2.3
Portugal	37,986	2.7	0.7	6.7	16.6	412	8	1,028	20.0	11.5	8.5	14.9	-0.1	12.8	6.3
Spain	232,872	2.8	4.2	7.7	19.9	1,475	9	3,763	22.2	18.2	-3.5	18.3	1.8	14.9	6.8
Sweden	47,737	3.8	0.9	2.5	7.4	96	2	307	7.2	6.5	8.3	4.7	4.5	10.3	2.3
United Kingdom	325,427	4.0	5.9	3.9	10.2	1,056	4	2,841	9.5	9.9	2.8	7.1	5.0	13.2	2.9

WORLD AT A GLANCE

	2004 T&T Demand (US\$ mn)	2004 T&T Demand (% Real Growth)	2004 T&T Demand Market Share (% of Total World Demand)	2004 T&T Industry GDP (% of Total GDP)	2004 T&T Economy GDP (% of Total GDP)	2004 T&T Industry Jobs ('000)	2004 T&T Industry Jobs (% of Total Employment)	2004 T&T Economy Jobs ('000)	2004 T&T Economy Jobs (% of Total Employment)	2004 T&T Visitor Exports (% Total Exports)	2004 T&T Visitor Exports (% Real Growth)	2004 T&T Govt Expd. (% Total Govt)	2004 Personal T&T (% Total Consumption)	2004 T&T Capital Investment (% of Total Investment)	2004 T&T Capital Investment (% Real Growth)
Latin America	108,540	7.7	2.0	2.7	7.3	4,396	3	11,458	6.9	9.4	10.9	6.0	11.5	5.9	2.9
Argentina	13,190	10.7	0.2	2.1	6.8	408	3	1,087	7.7	9.8	15.2	4.6	17.3	6.3	2.4
Belize	289	11.4	0.0	8.9	23.5	7	9	18	23.1	22.9	5.9	25.5	15.3	5.5	12.2
Bolivia	910	11.0	0.0	2.8	8.7	76	2	236	7.2	15.3	5.9	12.0	22.5	4.4	3.0
Brazil	44,399	6.6	0.8	3.0	7.0	2,264	3	5,401	6.7	8.2	13.4	4.3	8.6	6.1	2.8
Chile	7,160	5.9	0.1	2.0	5.7	131	2	339	5.9	8.7	10.5	4.1	6.1	5.6	4.1
Colombia	8,117	6.4	0.1	2.3	6.9	416	2	1,191	6.1	10.5	4.3	7.7	11.0	5.2	2.0
Costa Rica	3,240	9.3	0.1	4.7	12.5	76	5	189	12.1	17.4	3.7	15.8	12.3	5.3	6.0
Ecuador	3,294	5.9	0.1	2.6	8.9	120	2	397	7.7	14.3	1.5	7.6	10.6	6.6	3.7
El Salvador	1,752	6.5	0.0	2.5	6.7	62	2	160	5.8	12.2	4.3	11.7	7.4	3.8	2.5
Guatemala	2,288	8.0	0.0	2.3	5.6	90	2	221	4.9	9.4	4.5	14.4	13.7	4.0	4.5
Guyana	174	8.3	0.0	3.8	11.4	10	3	29	9.3	19.0	5.9	6.0	11.1	5.4	5.8
Honduras	1,057	6.5	0.0	3.1	8.1	64	3	165	6.6	9.8	1.1	9.5	10.5	7.0	4.0
Nicaragua	456	12.4	0.0	2.7	7.2	44	2	118	5.8	7.1	5.4	9.8	19.9	6.6	2.1
Panama	2,146	8.6	0.0	4.7	13.4	54	5	143	12.6	12.4	4.6	9.6	14.1	6.6	5.3
Paraguay	675	-0.2	0.0	1.4	5.3	26	1	94	4.6	14.6	-0.6	2.4	1.7	4.6	7.8
Peru	6,650	8.7	0.1	3.2	8.1	301	3	731	7.5	10.5	5.4	9.4	17.4	6.4	2.6
Suriname	155	10.3	0.0	1.9	4.8	3	2	7	4.4	7.8	6.4	4.7	12.3	8.1	1.5
Uruguay	1,511	2.5	0.0	3.2	8.1	53	4	120	8.8	14.4	0.4	12.7	1.0	5.4	5.0
Venezuela	11,082	11.7	0.2	2.0	9.5	193	2	811	8.7	10.4	8.0	3.4	15.2	5.6	3.5
Middle East	108,530	6.8	2.0	2.5	9.0	1,235	3	3,423	8.2	11.8	4.9	6.5	13.1	8.7	2.3
Bahrain	2,953	6.7	0.1	8.0	21.0	29	11	66	24.2	8.2	8.4	13.2	6.7	22.3	3.8
Cyprus	4,990	8.0	0.1	13.3	27.6	69	19	133	35.9	21.0	-0.5	53.0	10.7	9.0	9.1
Iran	13,988	5.1	0.3	3.1	7.9	532	3	1,327	7.1	6.2	0.0	7.1	11.8	12.0	2.9
Israel	15,348	9.0	0.3	2.9	8.2	110	4	259	9.7	14.3	8.4	7.3	16.8	7.8	2.0
Jordan	3,001	7.9	0.1	6.9	17.6	94	7	230	16.0	16.9	2.9	24.2	11.7	11.2	10.3
Kuwait	7,880	6.0	0.1	1.9	8.6	23	3	77	9.0	10.2	6.5	1.7	10.7	22.5	1.2
Lebanon	4,102	7.8	0.1	3.4	12.4	54	4	184	12.0	11.8	4.0	54.0	18.0	8.8	9.1
Oman	3,454	8.3	0.1	2.2	10.6	22	3	77	11.0	8.6	6.0	1.2	14.9	10.7	1.3
Qatar	4,761	9.2	0.1	3.7	14.6	16	5	56	17.6	7.7	8.6	19.5	9.2	15.9	6.4
Saudi Arabia	22,502	6.9	0.4	1.6	8.1	70	2	255	8.4	8.7	6.6	2.2	17.6	5.8	0.9
Syria	7,120	6.2	0.1	2.1	5.8	132	2	326	6.0	7.0	4.0	17.7	9.5	3.8	3.1
United Arab Emirates	17,204	6.1	0.3	1.1	10.0	24	2	152	9.9	28.3	4.3	2.9	18.0	10.4	2.2
Yemen	1,232	5.9	0.0	1.6	7.4	61	1	281	6.2	10.3	2.7	1.4	12.7	3.1	1.2
North Africa	38,775	11.2	0.7	6.1	13.2	2,898	6	5,697	12.1	14.2	7.5	17.2	19.1	5.8	3.9
Algeria	5,592	5.6	0.1	1.9	6.6	150	2	484	5.8	6.1	6.4	1.3	16.2	4.8	1.1
Egypt	12,805	13.3	0.2	7.9	15.3	1,600	7	3,085	12.9	16.6	9.2	33.9	21.9	5.3	6.4
Libya	3,711	10.6	0.1	1.6	9.9	26	2	111	9.4	30.3	13.7	0.5	4.7	7.8	2.7
Malta	1,985	8.0	0.0	14.2	28.5	29	20	50	34.7	30.1	3.1	24.6	11.1	7.7	11.2
Morocco	8,764	9.7	0.2	8.8	15.9	779	8	1,391	13.8	12.5	4.0	29.4	13.5	6.6	3.5
Tunisia	5,919	14.8	0.1	10.2	19.5	314	10	576	18.3	16.9	5.3	23.9	21.5	6.2	7.2
North America	1,684,400	7.1	30.7	4.1	10.7	7,970	4	21,576	11.7	10.4	12.1	7.6	15.3	9.9	5.0
Canada	150,961	4.7	2.7	3.9	11.8	727	5	2,023	12.7	8.0	2.3	4.5	15.2	12.9	4.0
Mexico	73,345	11.1	1.3	2.7	9.4	681	2	2,866	10.0	10.7	16.5	5.9	21.7	5.1	5.1
United States	1,460,100	7.3	26.6	4.1	10.7	6,562	5	16,688	11.9	10.5	12.6	8.8	14.7	9.9	5.1
Northeast Asia	841,010	6.6	15.3	3.0	9.3	18,281	2	71,746	8.5	7.2	9.0	2.9	16.6	10.2	3.9
China	222,851	13.5	4.1	2.5	11.4	14,787	2	62,310	8.3	9.6	15.7	4.4	20.5	10.8	3.8
Chinese Taipei	29,066	14.1	0.5	1.2	5.1	170	2	560	5.7	11.6	14.4	1.9	17.1	5.9	1.7
Hong Kong	43,562	10.2	0.8	2.0	12.4	78	2	293	9.0	17.9	11.1	2.7	19.4	14.5	7.5
Japan	470,940	2.1	8.6	3.4	8.8	2,639	4	6,526	10.3	4.1	-2.2	1.3	13.5	10.7	4.1
Korea, Republic of	69,940	9.0	1.3	1.7	7.7	534	2	1,879	8.4	10.4	6.0	2.8	6.5	6.9	2.5
Macau	4,649	15.9	0.1	23.4	61.3	74	33	179	79.1	75.8	16.9	41.8	17.0	8.9	12.2
Oceania	116,487	6.5	2.1	5.9	13.2	824	7	1,870	14.9	12.6	4.2	17.6	9.3	11.9	4.2
Australia	94,033	6.2	1.7	5.5	12.3	543	6	1,240	12.9	11.6	4.4	14.3	7.3	12.0	3.9
Fiji	847	12.9	0.0	11.2	27.2	37	11	87	25.4	37.2	4.7	36.7	17.5	10.7	13.3
Kiribati	22	9.3	0.0	10.1	27.5	2	8	6	22.6	15.2	2.2	19.6	14.7	7.2	2.4
New Zealand	14,990	8.8	0.3	7.6	15.7	163	9	345	18.0	13.9	2.7	23.2	19.3	12.8	3.5
Other Oceania	6,353	4.0	0.1	11.9	32.1	61	17	143	39.4	72.3	3.6	50.1	4.0	5.9	19.3
Solomon Islands	53	10.0	0.0	2.9	10.2	5	2	18	8.3	33.6	3.3	4.7	17.1	7.8	2.7
Tonga	30	6.1	0.0	5.1	14.2	1	4	4	12.3	29.7	-0.1	33.5	12.7	3.1	6.3
Vanuatu	162	7.4	0.0	20.3	52.4	11	19	27	47.0	37.7	4.9	50.1	8.0	19.4	12.3

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Strategic framework for tourism development of KAZA TFCA:

A strategic framework defines the broad, high level parameters within which tourism development should take place in the planning domain. The framework comprises a cascading hierarchy from the broadest vision statement, to more detailed goals to specific strategic objectives. This strategic framework is a guide that helps define tourism development within the KAZA TFCA and also acts as a check mechanism against which all tourism development should be assessed.

Tourism Vision Statement for the KAZA TFCA

To strive for the development of a world class nature-based, transfrontier tourism destination that is economically sustainable and optimizes benefits to local communities and participating nations within agreed limits of acceptable change.

Goals of implementing tourism development in KAZA TFCA

Goal 1:

To establish a new, world class nature-based transfrontier tourism destination in sub-Saharan Africa.

Goal 2:

To conserve the tourism resource base of the KAZA TFCA.

Goal 3:

To optimize economic returns from tourism in the KAZA TFCA.

Goal 4:

To increase the participation citizens in the tourism industry of the KAZA TFCA.

Goal 5:

To ensure a high quality visitor experience in the KAZA TFCA.

This strategic framework, which is addressed in greater detail in the appendix, provides the framework on which a strategy for sustainable tourism development is based as described in the following section.

1.1.1 Strategy for tourism development of the KAZA TFCA:

A strategy is required to convert the KAZA TFCA into a world class nature-based, transfrontier tourism destination that is economically sustainable and optimizes benefits to local communities and participating nations within agreed limits of acceptable change. This strategy is required to achieve the following:

STRATEGY 1: Brand KAZA TFCA a unique African tourist destination:

The primary element of the tourism development strategy is to establish the KAZA TFCA as a unique wildlife, nature-based tourism destination in Africa with a clearly defined tourism image / brand that is distinctive and different from other large wildlife-based tourist destination regions in Africa. This branding needs to be innovative and focus on the establishment of a new nature-based tourism destination that is primarily being established to assist in the conservation of wildlife and biodiversity and act as an economic engine to deliver conservation related tourism benefits to host communities and member states. This branding strategy is to distinguish

KAZA TFCA from East African and South African wildlife / nature-based tourist destinations. Branding of the KAZA TFCA should permeate from the highest level of marketing down to the lowest level of common signage and logos. The KAZA TFCA should appear on all new maps, particularly tourist maps, as a consolidated protected area. Protected areas that appear as a large green item on tourist maps are always considered worth visiting by overseas visitors and beneficial to tourism investors. The strategy that should be adopted for the KAZA TFCA is to brand the KAZA TFCA as a new “must see and do” African nature and wildlife-based tourist destination that offers enhanced experiences compared to other competitive destinations in Africa while being developed from the outset according to the principles of a “responsible tourism destination”.

Strategic interventions:

Strategic intervention 1.1 - Product positioning research study:

Consultants should be appointed to undertake a product positioning study. This study should review all similar, appropriate wildlife / nature-based tourist destinations in Africa to identify for each competitive destination its:

- Tourism image.
- Visitor and user markets.
- Strengths and weaknesses.
- Development aims and goals.
- Success in achieving aims and goals and delivery of benefits.
- Future development plans.

This study should produce a range of tourism images / brands that currently exist in Africa. These images / brands should be documented in detail so the tourism image / brand selected for KAZA TFCA would be competitive and appropriate for KAZA TFCA. The output of this study should be a range of suitable brands / tourism images suitable for the KAZA TFCA and a recommendation as to the most appropriate brand.

Strategic intervention 1.2 - Consultation regarding proposed tourism image of KAZA TFCA:

Extensive consultation needs to be undertaken with all appropriate stakeholder groups to achieve consensus on the tourism image / brand for the KAZA TFCA as recommended by the consultants in the output above

STRATEGY 2: Multiple destinations within a unique protected area

To establish KAZA TFCA as a single tourist destination brand that comprises a range of integrated, independent, complementary sub-regional tourist destination areas each offering the tourist a different type of nature tourism experience. This format of branding is necessary for the following reasons:

- a) The KAZA TFCA already has some well established, mature tourist destinations already, such as the Okavango Delta and Victoria Falls, that need to continue operating while the KAZA TFCA is in the process of being established.
- b) This form of branding safeguards existing and new tourist destination areas within the KAZA TFCA from the negative impacts if, for one reason or another, participating countries become unstable and weaken the KAZA TFCA as a tourist destination brand.
- c) That branding of sub-regions is based on tourist attractions and tourism experiences that they offer as tourism sub-regions will be determined by functional tourism development and operational considerations. The strategy that should be adopted for the KAZA TFCA is to brand KAZA as a single, large, new African nature-base tourist destination comprising multiple sub-destinations areas within the primary destination.

Strategic interventions:

Strategic intervention 2.1 – Tourism development plan

Consultants should be appointed to draft a strategic tourism development plan for the KAZA TFCA as a unified nature-based tourism destination. This development plan should be based on the tourism image that was established in output 1 above. The development plan is a strategic development plan that addresses long, medium and short-term development strategies. This plan addresses the need to develop the KAZA TFCA as a tourist destination comprising numerous different nature / wildlife experiences including the “Big Five”, wetland, river, lake, adventure / discovery, wildlife safaris. It is this plan that determines the tourism image; tourism development potential; scale, pace, phase and approach to tourism development i.e. Eastern Angola established as a pioneer, explorer, discovery, adventure zone with low level of tourism development concentrated in a limited number of tourism development nodes with large exploration areas in between nodes. The emphasis would be NOT to develop Eastern Angola to be similar to any other areas in the KAZA TFCA but to keep it as pristine as possible while wildlife numbers increase. The strategy would be to “ring fence” the area for high value, low volume tourism in the medium term and curtail the development of many small, subsistence type tourism developments aimed at the self-drive tourist market that delivers minimal benefits to the tourism beneficiaries but have a large environmental impact. This development plan would need to be agreed upon by all member states and an agreed method would need to be implemented in guiding and monitoring tourism development to conform to the guidelines of this development plan.

OUTPUTS FROM PLANNING PROCESS:

- a. Strategic tourism development plan for KAZA TFCA
- b. Consultative process and modification of tourism development plan with all stakeholders to seek consensus for development plan.
- c. Establishment of methodology to facilitate implementation of plan and monitoring of implementation in accordance with guidelines for tourism development from the plan.

STRATEGY 3: Tourism database for KAZA TFCA

Planning for tourism development in the KAZA TFCA is constrained by the lack of reliable, current, consistent and comparable baseline data for the TFCA’s tourism plant, resources and attractions. Although there have been numerous research and planning studies undertaken within the boundaries of the TFCA, the outputs are disjoint, incompatible and usually not kept current. There is an urgent need, particularly at the outset of developing KAZA TFCA as an important international tourist destination, to establish a unified, integrated, centralized database that captures, monitors and updates a wide range of important types of data necessary to plan tourism effectively. A system should also be developed whereby this data and information is effectively disseminated to all stakeholders and interested parties. The strategy that should be adopted for the KAZA TFCA is to establish a centralized database for tourism development in the KAZA TFCA.

Strategic interventions:

Strategic intervention 3.1

To appoint consultants to research, plan and implement an effective research, data collection and storage system and information dissemination system for the KAZA TFCA.

STRATEGY 4: Independent functioning of tourism sub-regions:

To develop each SRTDA as a stand alone tourist destination under the umbrella of the KAZA TFCA which is capable of operating independently of the KAZA TFCA. SRTDAs are determined by the type of tourist attraction, type of visitor experience offered and a functional grouping of tourism infrastructure which may form a functional tourism development sub-region. Investors in tourism product development in the KAZA TFCA will be more attracted to smaller, independent tourism development areas that can preferably operate under the auspice of as few member states as possible. Minimizing cross border administration will increase efficiency with which tourism development within the sub-regional tourism development area can take place. An attempt has been made to spatially define the KAZA TFCA into eight SRTDAs. These SRTDAs are functional, stand-alone tourism development areas offering a similar type of tourism images i.e. wetland, safari, lake, river, explorer type experiences, as well as considering the SRTDAs position in its destination lifecycle i.e. new destination (Eastern Angola), emerging destination (Kafue), mature destination (Okavango Delta), decaying destination (Victoria Falls). SRTDAs that have provisionally been identified are:

- Okavango Delta TDA
- Caprivi TDA
- Vic Falls Livingstone KAZA Gateway
- Hwange TDA
- Kafue TDA
- Kariba TDA
- Eastern Angola TDA
- Western Angola TDA

The strategy that should be adopted for the KAZA TFCA is that each of these SRTDAs should be planned and function as independent yet functionally linked tourism development areas that are integrated under the umbrella of the KAZA TFCA.

Strategic interventions:

Strategic intervention 4.1

Consultants should be appointed to draft a detailed tourism development plan for each of the SRTDAs listed above. These plans should be guided by the approved tourism image / brand for the KAZA TFCA and high level planning guidelines that would have already been established for the KAZA TFCA as a whole. These development plans, such as the plan currently being established for Ngamiland and the Okavango Delta, should be based on the standard classical tourism development planning model that should be used for all SRTDAs in order to permit consistency and an exchange of data and information. These development plans should ensure that each SRTDA is planned to be independent and mutually exclusive of each other

STRATEGY 5: To focus tourism development on targeted tourist markets:

Effective tourism development is target market focused. The two prime target markets for the KAZA TFCA are:

- (i) the overseas tourist market that will fly directly to the TFCA international gateway before dispersing into the TFCA either by light aircraft or by mobile safari; and

(ii) the self-drive tourist market from the greater region surrounding KAZA TFCA, but particularly South Africa, that will tour throughout the KAZA TFCA by road.

The strategy that should be adopted for the KAZA TFCA is to focus all tourism development around the needs, demands, profiles and expectations of these two market segments particularly regarding tourist infrastructure provision.

Strategic interventions:

Strategic intervention 5.1

To appoint consultants to undertake a detailed market research study into (i) tourist market segments that currently visiting the KAZA TFCA and other similar, competitive nature-base destinations in Africa; and (ii) in proposed tourist market segments that should be targeted in the future. The outputs of this research program should be stored in the KAZA TFCA's centralized tourism database.

STRATEGY 6: Direct air access to the overseas tourist market:

Due to the limitations of vacation time of the average overseas visitor, which seldom exceeds fourteen days, and given the fact that KAZA TFCA is a long haul tourist destination for most overseas visitors, particularly those from North America (four days return travel), direct access to and within the KAZA TFCA is critically important to the development of the KAZA TFCA as a successful tourist destination for the overseas tourist market. To meet this need the strategy that should be adopted for the KAZA TFCA is:

- To establish a direct international gateway airport into KAZA TFCA at a strategic location that best serves the whole KAZA TFCA, such as Livingstone.
- To establish an efficient network of light aircraft routes and associated infrastructure that effectively links all the sub-regional tourist destination areas to the international gateway.
- To establish an effective network of tourism access roads and scenic routes within and between sub-regional tourism destination areas.

Strategic interventions:

Strategic intervention 6.1

To appoint suitable consultants with experience in planning air routes, air transport infrastructure and knowledge of international aviation to draft an air transportation development plan for the KAZA TFCA. This plan should be a strategic plan that looks at the long term development of tourism-based air transport in the TFCA as well as practical implementation strategies to maximize the tourism opportunities in the short-term.

STRATEGY 7: Effective tour route and infrastructure development:

Establishing a world class tourist destination requires that an adequate, effective, efficient and well maintained infrastructure is in place on which a tourism plant can operate. Although the KAZA TFCA has a partial tourism infrastructure that has been established in a piecemeal fashion over time, considerable investment would be required to bring this infrastructure up to the standards necessary to support a world class tourist destination. The responsibility of establishing, coordinating and maintaining this infrastructure rests with the KAZA TFCA's member states.

The strategy that should be adopted for the KAZA TFCA is to put in place a system to monitor that member states deliver effectively and timeously in the development and maintenance of necessary tourism infrastructure required to drive the tourism plant in the KAZA TFCA.

Strategic interventions:

There are three strategic interventions that need to be actioned to implement appropriate infrastructure in the next three to five years.

Strategic intervention 7.1 The drafting of a macro level infrastructure development:

Consultants should be appointed to plan and design an infrastructure that is appropriate for the development of infrastructure that is appropriate to the tourism plant planned in sections above. This infrastructure should effectively link sub-regional tourism development areas (SRTDAs) together in a manner that is most appropriate to tourists and tourism in the KAZA TFCA, and not necessarily based on the existing infrastructure. This consultation should take into account all forms of tourism infrastructure and not only transport infrastructure.

Strategic intervention 7.2 The establishment of an appropriate funding plan for all tourism related infrastructure in the KAZA TFCA:

The appointed consultants should draft a funding plan for the proposed infrastructure proposed in (a) above. This funding plan should identify sources of funding and provide the information necessary to make applications to recommended funders, aid agencies, government and NGOs.

Strategic intervention 7.3 A five year implementation plan for infrastructure:

A five-year development implementation plan should be compiled to ensure that infrastructure planning and development is integrated between the different sub-regions of the KAZA TFCA, but also that it is developed in a logical, phased basis. This plan should take into account political variables that may afflict the KAZA TFCA, contingency plans and a need to ensure that each SRTDA has the appropriate and necessary tourism infrastructure to be able to function independently of the others areas.

STRATEGY 8: Tourist friendly border and immigration controls:

The KAZA TFCA straddles the international borders of five countries resulting in visitors to the TFCA possibly having to make numerous border crossing within the period of one visit to the KAZA TFCA. Border and immigration controls at African borders and airports have a reputation amongst overseas visitors as being notoriously inefficient, unpleasant and possibly corrupt, which acts as a deterrent to overseas travels to take holidays that require frequent African border crossings. Border crossing also take considerable time out of an already time restricted vacation period for overseas visitors and channel travel within the TFCA to a limited number of border posts.

The strategy that should be adopted for the KAZA TFCA is to establish an effect system of ensuring efficient movement of visitors over international borders between the five countries within the KAZA TFCA.

- To develop new border posts at locations that is conducive to tourist routes and flows.
- To help establish in conjunction with relevant government departments an effective administration system processing cross-border tourists.
- To facilitate the development of appropriate infrastructure suitable efficient processing of trans-border tourists.
- To establish a two tier border / immigration system for national and foreign travellers.

- To maximize the economic, marketing and interpretation potential of border posts by developing them as mini tourism related business / information / interpretation centres.

Strategic interventions:

Strategic intervention 8.1

To appoint consultants to research, plan and recommend a system that effectively and efficiently permits tourists to move easily between member states while touring through the KAZA TFCA. This study should include the following items:

- An immigration control system and mechanism for controlling and managing tourists while moving between member states.
- The necessary infrastructure required to implement such an immigration control system recommended in (a).
- The human resource requirements and training necessary to implement this system.
- A method of branding, funding, monitoring, supporting tourist border control facilities by the KAZA TFCA.
- The identification of economic / business opportunities associated with border posts that may be optimized to the benefit of the KAZA TFCA and the local people living in the vicinity of the border post.
 - The identification of geographic locations of existing and proposed border posts as determined by the transport and tour route planning consultants.

STRATEGY 9: Attracting private sector tourism product investors:

Tourism development in the KAZA TFCA should be public sector led and private sector implemented. However, to attract quality private sector investors for sustainable long-term investment and investor confidence requires that an investor friendly and investment stable environment is established. The strategy that should be adopted for the KAZA TFCA is to establish the necessary environment that attracts private sector investors. Included should be a range of activities, services, initiatives and incentives that apply similarly to all participating countries and SRTDAs.

Strategic interventions:

Strategic interventions 9.1

Appoint consultants to research the best means of attracting private sector investment in the KAZA TFCA. This research should identify factors that encourage and discourage private investors and the means by which the KAZA TFCA may best address these factors in the short and medium-term.

STRATEGY 10: Investment facilitation:

Private sector investors frequently complain about the difficult, time consuming, costly and inefficient procedures that they need to endure to invest in nature-based tourism products in southern African countries. In many instances, such effects have chased willing investors away from investing in the tourism plants. This problem will be exacerbated in the KAZA TFCA as investment opportunities may be spread over more than one country for a potential investor. Effective facilitation and management of the investment process would go some way towards encouraging tourism investors to invest in the KAZA TFCA rather than any other ecotourism

area. The strategy that should be adopted for the KAZA TFCA is to strive to provide an effective, efficient and proactive tourism investment facilitating service aimed at attracting, encouraging, facilitating and monitoring tourism investment in the KAZA TFCA.

Strategic interventions:

Strategic interventions 10.1

Appoint consultants to establish a business plan for a private sector tourism investment agency. This agency would operate on behalf of the KAZA TFCA and actively seek to encourage private sector investment, facilitate investment procedures, strive to streamline procedures, centralize from member states as many factors as appropriate that facilitate tourism development in the cross-border areas of the KAZA TFCA. This facility should become a “one stop shop” for tourism investors.

STRATEGY 11: Ensuring benefit flows to host communities:

One of the underlying principles of a TFCA is the benefits that accrue to members of host communities that support nature-based tourism in the TFCA. It is generally accepted that there is a direct correlation between the flow of direct tourism related benefits to host communities and the support of members of those communities for tourism in the TFCA. Many similar initiatives that have been developed in the past have failed to secure meaningful flow of benefits to host communities, thus alienating these communities from the process of tourism-based conservation and support for nature-based tourism. In order to ensure the long-term support for the KAZA TFCA from host communities living within and adjacent to the TFCA, meaningful, tangible benefit flows need to reach individual community members in rural areas.

The strategy that should be adopted for the KAZA TFCA is to establish a process that ensures that tourism and tourism related conservation benefits effectively flow to individual in host communities living adjacent to and within the KAZA TFCA.

Strategic interventions:

Strategic interventions 11.1

Appoint consultants to research best practice and establish a methodology for ensuring that host communities benefit meaningfully from tourism development within the KAZA TFCA. The output from the consultation would be an effective medium-term program of facilitating, empowering and monitoring the role and benefits of host communities in the tourism plan of the KAZA TFCA. A detailed implementation plan of how to implement this program and an inventory of the required resources needed to operate this program would be required. A further output would be the identification and application of funding proposals for this program aimed at donors and NGOs.

STRATEGY 12: Effective phased marketing:

Marketing and promotion is a critical activity in determining the success of a tourist destination area. This fact is particularly true in the case of KAZA TFCA which is attempting to launch a new tourist destination in difficult economic times. Furthermore, this development will also be impacted on by many external influences (high oil prices, political instability, bird flu, etc) and perceptions by overseas that the region is politically unstable and possibly dangerous. Therefore, the effectiveness of well focused marketing campaigns is critical to the long-term development and success of KAZA TFCA. The strategy that should be adopted for the KAZA TFCA is to implement an effective, phased market plan of the KAZA TFCA to specific market segments at different time periods.

The initial phase of marketing should attempt the following:

- The concept of KAZA TFCA as a concept should be promoted to the international travel trade to create long-term awareness.
- The concept of KAZA TFCA should be marketed and promoted to investors and operators in the existing tourism industry and public sectors within KAZA TFCA and sub-regional tourism development areas.
- The concept and benefits of KAZA TFCA to be promoted to rural, host communities.

Marketing should begin to focus on tourist demand once the KAZA TFCA becomes a tangible entity and a reality. A danger exists of marketing the KAZA TFCA to the tourist consumer market too early in its development and branding phase as the TFCA product may not live up to visitors' expectations and result in considerable negative, unwanted publicity. Once that KAZA TFCA reaches a stage when it should be marketed to the travelling public, a tourism marketing plan should be compiled by appropriate professionals.

Strategic interventions:

Strategic interventions 12.1

Appoint appropriate consultants to draft a long-term strategic marketing plan should be established for the KAZA TFCA. Included in this consultancy should be marketing plans that address the marketing needs of the three target markets addressed above. The marketing plans should address the marketing and promotion needs of the KAZA TFCA for the next three to five years.

Appendix Three. Limits of Acceptable Change

Appendix 3

Limits of Acceptable Change (LAC) Report

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TABLE OF CONTENTS

1	LIMITS OF ACCEPTABLE CHANGE IN THE CONTEXT OF THE OVERALL ODMP	1
2	BACKGROUND TO THE ODRS	1
2.1	THE ODRS AS A HOME TO PEOPLE	1
2.2	THE ODRS AS AN ECOLOGICAL SYSTEM	1
2.3	THE ODRS AND ITS CULTURAL HERITAGE	2
2.4	THE OKAVANGO DELTA AS A LANDSCAPE OF GLOBAL TOURISM DEMAND	3
2.5	THE ADOPTION OF WWF ECOREGIONS CLASSIFICATION	4
3	INTERNATIONAL CONVENTIONS AND REGIONAL PROTOCOLS	6
3.1	OKAVANGO DELTA AS A RAMSAR SITE	6
3.2	TOURISM RELATED THREATS TO BIODIVERSITY IN THE ODRS	14
3.3	THE FRAMEWORK FOR A BIODIVERSITY MANAGEMENT PLAN FOR THE ODRS	14
4	OKAVANGO DELTA AS AN INTEGRAL COMPONENT OF REGIONAL INITIATIVES	15
4.1	SADC	15
4.2	OKACOM	15
4.3	KAZA	15
5	NATIONAL POLICIES, STRATEGIES AND PLANS THAT INFLUENCE THE ODRS	17
5.1	NATIONAL POLICIES OF IMPORTANCE TO THE ODRS	17
5.2	NATIONAL AND DISTRICT PLANS AND STRATEGIES	18
6	THE EVOLUTION OF TOURISM IN THE ODRS	20
7	PROTECTED AREA PLANNING APPROACHES	23
7.1	HISTORY	23
8	A PRELIMINARY CONSERVATION SENSITIVITY ASSESSMENT OF THE ODRS	25
8.1	BIODIVERSITY SENSITIVITY	25
8.2	AESTHETICS SENSITIVITY VALUE	26
8.3	HERITAGE VALUE	26
8.4	OVERALL SENSITIVITY VALUES	26
8.5	PRIORITY SPECIES (RARE AND ENDANGERED OR INVASIVE)	26
8.6	MAP OF SENSITIVE AREAS	26
8.7	HIERARCHY OF OBJECTIVES	29
9	VISION, GOALS AND STRATEGIC OBJECTIVES OF THE ODRS AS AN ENTITY	30
9.1	VISION	30
9.2	GOAL	30
9.3	STRATEGIC OBJECTIVES	31
9.4	THE CONSERVATION DEVELOPMENT FRAMEWORK IN THE ODMP	31
9.5	THE LAC PROCESS	33
9.6	'DESIRED STATE' OF THE ODRS	35
10	LAC SITUATIONAL ANALYSIS OF THE ODRS	36
10.1	PROBLEM STATEMENT	36
10.2	STEP 1: IDENTIFICATION OF ISSUES AND CONCERNS	37
10.3	STEP 2: IDENTIFYING AREAS OF TOURISM POTENTIAL AND OPPORTUNITY	39
10.4	STEP 3: INDICATORS OF CHANGE	43
10.5	STEP 4: INVENTORY RESOURCE AND SOCIAL CONDITIONS	43
10.6	STEP 5: STANDARDS FOR INDICATORS	44
10.7	MONITORING LACS	45
11	CONCLUSION	48
12	LAC RECOMMENDATIONS	50

1 Limits of Acceptable Change in the context of the overall ODMP

The essential element at the heart of the Okavango Delta Ramsar Site (ODRS) is the fact that the biophysical systems, structures, functions and processes at play in the area, over time, are fundamental to ensuring the health of the Delta and its continued existence into the future. Without this understanding all socio-economic activities that are dependent on the presence of the Delta and its provision of natural resources may be at risk. Inappropriate socio-economic activities can disturb the delicately balanced biophysical systems and processes and jeopardize the provision of these natural resources to resident communities. The Okavango Delta is the primary resource for all economic activity in the Ngamiland District. Tourism is an important socio-economic activity not only for the nation, but for Ngamiland District in particular.

Tourism is a key socio-economic activity within the ODRS, providing employment and livelihood security to a great number of residents in the area. It therefore has to be carried out in a responsible and sustainable manner, not only to protect the biophysical aspects, but also to ensure the welfare of communities in the area over the long term.

The Limits of Acceptable Change (LACs) are an integral component of protected area planning that involves any form of tourism. They provide a feedback mechanism within management decision-making processes, as to: i) the possible extent of any impact being caused by tourism activities on the biophysical environment; and ii) the extent to which visitors enjoyed their experiences in the protected area. These two forms of feedback enable management authorities within the protected area to respond to negative impacts (changes) to the biophysical environment and take appropriate corrective action. Information about visitor experiences also allows managers to understand visitor needs and their behavioural patterns, so that appropriate experiences may be provided where possible.

The LACs therefore, although primarily associated with the decision-making processes of those sectors dealing with aspects of biophysical processes (hydrology, soil, wildlife, vegetation etc.) and those dealing with tourism processes (tourism operators, commerce, industry etc.), also links with and takes cognizance of socio-economic issues (land use planning, use of natural resources etc.). The various ODMP studies and pieces of research have therefore informed the construction and development of the LACs. Likewise the LAC process has informed the integration of the results of other components into the overall final ODMP, especially that of the Land-use Plan.

2 Background to the ODRS

The ODRS is both a globally important environmental phenomenon and a critical source of natural resources that the approximately 125,000 people who are resident in the area and who depend upon it for their livelihoods. It is also a key element of the national economy. Its importance locally, nationally, regionally and globally cannot be understated.

It is necessary therefore to understand the context of both the biophysical and the socio-economic context of the area when determining the limits of acceptable change. It is likewise also necessary to keep in mind that an Ecosystems Approach has been adopted in developing the management plan for the ODRS. The Ecosystem Approach places human needs at the centre of biodiversity management. It aims to manage the ecosystem, based on the multiple functions that ecosystems perform and the multiple uses that are made of these functions. The ecosystem approach does not aim for short-term economic gains, but aims to optimize the use of an ecosystem without damaging it (IUCN, 1995).

Given this, it further requires the acceptance of the first principle underpinning the Ecosystems Approach: "The objectives of management of land, water and living resources are a matter of societal choice."

2.1 The ODRS as a home to people

The Okavango Delta has been the home to many different groups of people over the millennia. Historically the residents of the area consist of six ethnic groups the Hambukushu, Dixeriku, Wayeyi, Bugakwe, Xanekwe and the Batswana. Today, people from all six ethnic groups live throughout the Okavango Delta. Historically the Bugakwe, Dixeriku, and Hambukushu lived in the Panhandle and eastern edge of the Delta. The Xanekwe lived in the Panhandle and along the Jao and Boro Rivers in the central and western Delta, and the Wayeyi lived along the Jao River in the northern Delta, on the northwestern side of the Delta, and on the southern edge of the Delta (Bock and Johnson, 2006).

The Hambukushu, Dixeriku, and Wayeyi are all Bantus who have traditionally engaged in mixed economies of millet/sorghum agriculture; fishing, hunting, and the collection of wild plant foods; and pastoralism. The Bugakwe and Xanekwe are Bushmen who have traditionally practiced fishing, hunting, and the collection of wild plant foods. The Bugakwe utilized both forest and riverine resources while the Xanekwe mostly focused on riverine resources (*ibid.*).

Today, the approximately 125,000 residents of the Ramsar site have varied livelihoods, with the bulk of the people living in the urban areas of the Delta. About 44,000 people live in Maun, the largest town in the area, with about 7,000 living in the villages of Shakawe and Gumare respectively. Although most people live on the Delta's periphery, an estimated 80,000 people rely to varying degrees on its wetland's resources as part of their household economy. While there is extensive financial poverty, people living within and around the wetlands enjoy a subsistence affluence. 47.3% of households earned a monthly cash income of less than BWP500 per month, and 32.4% earned between P500 and P1000 a month (these income figures are significantly lower than the national average, reflecting a lower level of formal sector employment opportunities). Only 48.7% of household heads were self-employed or employed in the formal sector (a high level of self-employment at 21.2% of households indicates high reliance on natural resources for

economic survival, particularly as the self-employed include fishing, wood carving and veld product sectors) (ERHIP, 2001)¹.

It is estimated that the Okavango Delta ecosystem supplies veld products, fish, rangelands for livestock, as well as water and nutrients for molapo and dryland agriculture that contribute as much as US\$ 1,200 per household per annum (Murray, 2005).

2.2 The ODRS as an ecological system

The perennial Okavango river flowing out of Angola's catchment, through Namibia's Caprivi Strip, feeds the Okavango Delta in Northern Botswana, creating Botswana's largest wetland. The Okavango river basin covers 92,500 km², with the bulk of this constituting the catchment in Angola; the river traverses Namibia's Caprivi Strip, and drains into the arid north-west of Botswana. Entering Botswana, the river runs a relatively straight course for 100 kms through papyrus-dominated swamps, before forming a network of distribution channels that form the Delta proper.

The Delta consists of a perennially flooded central core zone, varying in size between 2000 to 3000 km² and a seasonally flooded peripheral zone, which varies from about 4000-8000 km². Mean annual inflow is in the order of 9.4 billion cubic meters. The Delta is an alluvial fan characterised by low gradients (1:3600) sloping away from the apex in all directions from the northern-most section called the 'Panhandle'.

The Okavango's sedimentary and fluvial characteristics and its variable flood regime combine to create a complex mosaic of landforms in the Okavango Delta, which results in unusually high biodiversity, linked to a variety of habitats. The area supports great concentrations of wildlife, birds, fish and invertebrates. The Delta is the core of the largest Ramsar-protected Wetland of International Importance, and is a major part of the Zambezi Flooded Savannas Ecoregion, one of WWF's top 200 ecoregions of global significance. (UNDP, 2006).

The area is an important refuge for terrestrial and water bird species, with 448 recorded species. Two resident species, the Wattled Crane (*Burgenanus carunculatus*) and the Delta near-endemic Slaty Egret (*Egretta vinaceigula*), are globally threatened. The Okavango populations of both these species are the largest in the world (*ibid.*).

The Delta's habitat also supports extraordinarily high numbers of large mammals, particularly elephant, and some of the largest remaining populations of the endangered African wild dog (*Lycaon pictus*) and cheetah (*Acinonyx jubatus*). The area also provides ideal habitat for the Situnga antelope (*Tragelaphus spekii*), the hippopotamus (*Hippopotamus amphibius*) and the Nile crocodile (*Crocodilus niloticus*) (*ibid.*).

The flora of the Ramsar site includes over 208 aquatic and semi-aquatic species, 675 herbs and grasses and 195 woody species. The Fauna includes over 122 mammals species; 64 reptile and 33 amphibian species; more than 71 fish species; 94 odonata and 124 butterfly species; and 22 mollusc species. The site is recognized to be an area particularly rich in natural resources.

Wetlands are among the world's most productive environments. They are cradles of biological diversity, providing the water and primary productivity upon which countless species of plants and animals depend for survival. They support high concentrations of birds, mammals, reptiles, amphibians, fish and invertebrate species. Wetlands are also important storehouses of plant genetic material. In addition, wetlands have special attributes as part of the cultural heritage of humanity - they are related to religious and cosmological beliefs and spiritual values, constitute a source of aesthetic and artistic

¹ Exchange rate: US\$ 1= BWP 4.6 in 2005 prices.

inspiration, yield invaluable archaeological evidence from the remote past, provide wildlife sanctuaries, and form the basis of important local social, economic, and cultural traditions (Ramsar, 2004).

2.3 The ODRS and its cultural heritage

In terms of culture, the ODRS has a rich diversity in terms of its tribal make up. It is understood that historically it was initially populated by various Basarwa or San groups, those of which chose to stay near water and utilized its resources became known as the “River-bushmen” to early explorers, whilst those that chose to live in the more arid areas further from the Delta fringes were known as “bushmen” (See Box 1). Many of these groups are still found in villages and settlements around the Delta, although there has been a large degree of integration with other tribes and groups over the past century.

Bock and Johnson (2006) comment that over the past fifty years the Okavango Delta Peoples traditional lifeways, languages, and cultural traditions have come under threat due to their integration into national political, social, and economic processes. A shift to a cash market economy has meant that there has been a shift in the types of skills and knowledge that are important for children to acquire. “Instead of becoming skilled at hunting, fishing, farming, or herding, children and young people attend school to acquire skills and knowledge such as proficiency in language, math, social sciences, and sciences. Rather than obtaining detailed knowledge about animal behavior and the natural world that are intrinsic to a traditional lifestyle, children and young people acquire knowledge about politics, geography, and cultures outside the Okavango Delta, Botswana, and Africa.” Their research has shown that these changes occur very quickly when people believe that an education will lead to employment in the cash market economy. Most important in this regard is the influence of tourism as an economic activity in the Delta.

A determined thrust by the Botswana government to provide formal education to all citizens is also seen to have resulted in a loss of cultural traditions. “Customs marking life events, music and dance, and other which define a group's ethnic identity have come under pressure as more and more young people receive formal education.” (*ibid*; Atteh, 1992). In addition to these changes in children's pattern of learning and socialization, there have been other external factors that have affected people's relationships with the land and traditional subsistence economies. Foremost among these have been changing government policies with regard to land utilization. The increasing formalization of land use classification into wildlife management, commercial hunting, and nature-based tourism; agricultural; protected parkland; and settlement areas, has constrained some traditional lifestyles.

2.3.1 Cultural Heritage Sites

Although the ODRS does not have a plethora of historically and culturally significant sites, it does include one site of such importance that it has been declared a UNESCO World Heritage Site. This site called Tsodilo Hills in the north-west of the ODRS, is one of the most historically significant rock art sites in the world, with over 500 sites in its confines charting thousands of years of human habitation. A legacy of over 4,500 rock paintings dating from 800-1,300 AD has been found. Ancestors of the ‘San’ - an ancient people, who believed that the hills were the site of the first creation, executed the earliest paintings.

Currently the Site is managed by the National Museums and Monuments and is fenced off to facilitate the protection of the site. A Management Plan for the site has been developed and is being implemented.

Box 1: The People of the Okavango Delta

The Okavango Delta peoples consist of five ethnic groups, each with its own ethnic identity and language. They are Hambukushu (also known as Mbukushu, Bukushu, Bukusu, Mbukuschu, Ghuva, Haghuva), Dxeriku (Dceriku, Diriku, Gciriku, Gceriku, Giriku, Niriku), Wayeyi (Bayei, Bayeyi, Yei), Bugakwe (Kxoe, Khwe, Kwengo, Barakwena, G/anda) and Xanekwe (Gxanekwe, //tanekwe, River Bushmen, Swamp Bushmen, G//ani, //ani). The Hambukushu, Dxeriku, and Wayeyi are all Bantus who have traditionally engaged in mixed economies of millet/sorghum agriculture; fishing, hunting, and the collection of wild plant foods; and pastoralism. The Bugakwe and Xanekwe are Bushmen who have traditionally practiced fishing, hunting, and the collection of wild plant foods; Bugakwe utilized both forest and riverine resources while the Xanekwe mostly focused on riverine resources. The Hambukushu, Dxeriku, and Bugakwe are present along the Okavango River in Angola and in the Caprivi Strip of Namibia, and there are small numbers of Hambukushu and Bugakwe in Zambia as well.

Within the Okavango Delta, over the past 150 years or so Hambukushu, Dxeriku, and Bugakwe have inhabited the Panhandle and the Magwegqana in the northeastern Delta. Xanekwe have inhabited the Panhandle and the area along the Boro River through the Delta, as well as the area along the Boteti River. The Wayeyi have inhabited the area around Seronga as well as the southern Delta around Maun, and a few Wayeyi live in their putative ancestral home in the Caprivi Strip. Within the past 20 years many people from all over the Okavango have migrated to Maun, and in the late 1960's and early 1970's over 4,000 Hambukushu refugees from Angola were settled in the area around Etsha in the western Panhandle. The Okavango Delta has been under the political control of the Batawana (a Tswana sub-tribe) for several hundred years. Since most Batawana, however, have traditionally lived on the edges of the Delta, were traditionally savanna pastoralists, and were few in number they are not included here. Small numbers of people from other ethnic groups such as Ovaherero and Ovambanderu now live in parts of the Okavango Delta, but since the majority of the members of those groups live elsewhere and the habitation is recent they are not considered as part of the Okavango Delta peoples. There are also several Bushmen groups represented by a handful of people. These groups were decimated by diseases of contact in the middle part of the 20th century, and most of the remaining members have intermarried with the Xanekwe.

Source: Bock and Johnson, 2006

2.4 The Okavango Delta as a landscape of global tourism demand

A key feature of the Okavango Delta Ramsar Site is its globally renowned reputation of being a wilderness wetland paradise. It is seen to be one of the few places left on the continent where visitors from around the world can experience African wilderness and 'wildness' - exciting and 'exotic' places which still embody the true 'spirit of wild Africa'. It is here that visitors can seek exceptional experiences of solitude, isolation and exclusivity. It is by its very nature of being an extensive unit of vast un-spoilt landscape that also provides the habitat for 'charismatic mega-fauna' such as the big five, supported by other interesting plains-game species. Added to this is the aquatic character of large areas, allowing for exceptional game-viewing opportunities during the dry-season linked to unique water-based activities.

55 374km² in extent the Ramsar Site is one of the worlds largest protected wetlands. The area of permanent swamp covers approximately 6000 km², while the seasonal swamp varies between about 4000 and 10,000 km² in size, depending on the size of the flood each year. This water 'heartland' of the ODRS is currently protected by the Moremi Game Reserve and various elements of Wildlife Management Areas and Controlled Hunting Areas, designated in a previous planning exercise undertaken for the Government of Botswana in 1991 (Tawana Land Board, 1991).

2.5 The adoption of WWF Ecoregions classification

The Biodiversity Strategy and Action Plan's (MEWT, 2004) has adopted the World Wildlife Foundation's (WWF) Ecoregions system of ecological classification, based in part on White's 1983 vegetation map of Africa (with some modifications), as the spatial framework to incorporate the ecosystems approach, within a regionally and globally accepted methodology. This study has therefore also used the same Ecoregions classification to ensure uniformity of analysis.

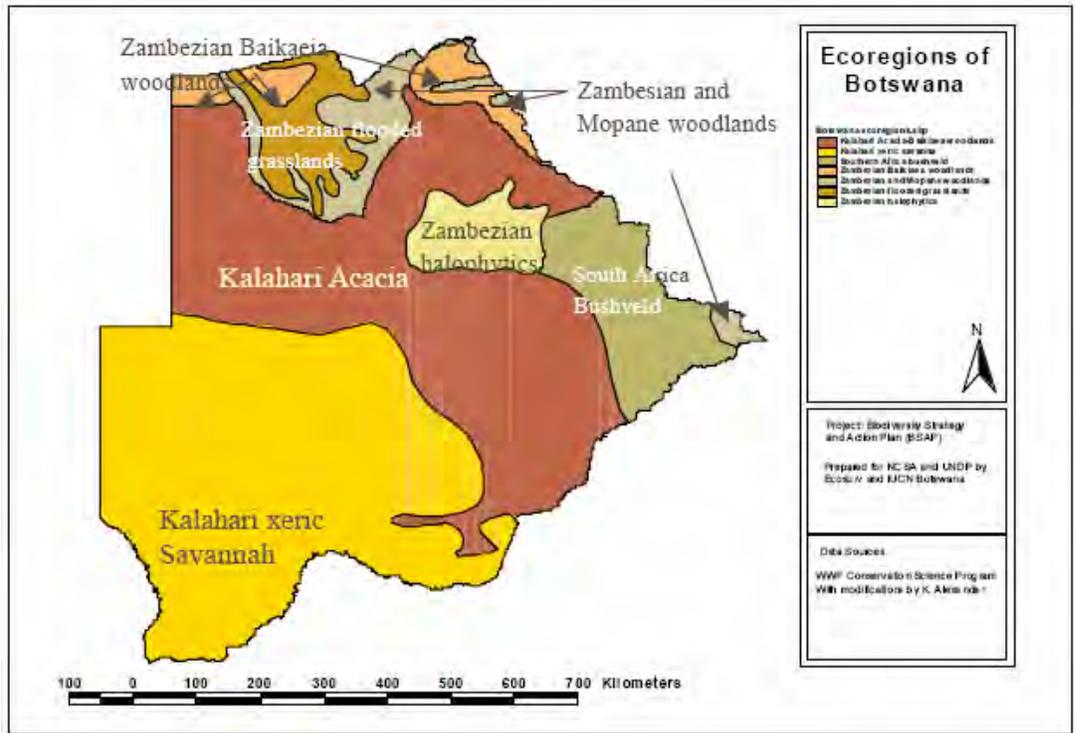
The overall ODRS encompasses four ecoregions (see Figure 1):

- Zambezi Flooded Grasslands
- Zambezi and Mopane Woodlands
- Kalahari Acacia
- Zambezi Baikiaea Woodlands

The conservation status of these four ecoregions is assessed to be:

- 1) Zambezi Flooded Grasslands: Stable and intact due to previous rigorous protection measures ie. declaration of protected areas – Moremi Game Reserve, Controlled Hunting Areas, and Wildlife Management Areas.
- 2) Zambezi and Mopane Woodlands: Stable and Intact for the same reasons as a) above.
- 3) Kalahari Acacia: Vulnerable due to threats from increased cattle ranching, land transformation and degradation, fire, fences, and poaching.
- 4) Zambezi Baikiaea Woodlands: Vulnerable due to extensive cattle ranching and overgrazing with consequent changes in vegetation communities, particularly the removal of nutritious and sweet grasses with increases in less palatable species; increasing human-wildlife conflict particularly predators and elephants; poisoning of predators and secondary effects e.g. Lappet-faced vulture decline; declining wildlife populations related to competition for resources and space; erection of fences and consequent decline in ungulate populations due to restricted access to essential resources such as water.

Figure 1: Ecoregions of Botswana



Of the four ecoregions, the Zambeian Flooded Grasslands and the Zambeia Baikiaea Woodlands are considered to be globally important ecoregions, both elements of which are included in the ODRS.

3 International conventions and Regional Protocols

Botswana has acceded to several international environmental agreements of particular importance to the Okavango Delta (see ODMP Draft Framework Management Plan October 2005, Section 2.1.3.1). These are the:

- Convention on Wetlands of International Importance (the Ramsar Convention),
- Convention on International Trade of Endangered Species (CITES),
- Convention on World Heritage Sites
- Convention on Biological Diversity (CBD),
- Convention on Combating Desertification (UNCCD),
- Framework Convention on Climatic Change (UNFCCC).
- Southern African Development Community Protocol on Shared Water Courses.
- Southern African Development Community Protocol on Wildlife Conservation and Law Enforcement.

Of these the Convention on Wetlands of International Importance commonly known as the Ramsar Convention is of particular significance seeing that the Government of Botswana ratified the Ramsar Convention and became a contracting party as of the 4th April 1997, designating the Okavango Delta to be a wetland of international importance, and requiring the development of a management plan for the site – hence the ODMP.

3.1 Okavango Delta as a Ramsar Site

3.1.1 Accession

Following Botswana's accession to the Ramsar Convention, the Okavango was listed and designated as a Ramsar Site in 1997. The site comprises the Moremi Game Reserve which occupies 7% of the area, and Wildlife Management Areas (WMA) which occupy 65% of the area. The size of the area enclosed by the new boundary is 55 374km², some 6 380km² smaller than the original site which was 61 683km². Despite this reduction in size, the site remains the world's largest Ramsar site.

3.1.2 Ramsar requirements for protected areas

When outlining the requirements for developing management plans for Ramsar Sites, the Convention indicates that:

- Management planning is a way of thinking which involves recording, evaluating and planning. It is a process subject to constant review and revision.
- Management plans should, therefore, be regarded as flexible, dynamic documents.
- Preparation of an elaborate plan must never be an excuse for inaction or delay. Review of the plan may lead to revision of the site description and objectives (particularly the operational objectives).
- The management plan itself should be a technical, not a legal document, though it may be appropriate for the principle of a management plan to be supported by legislation.

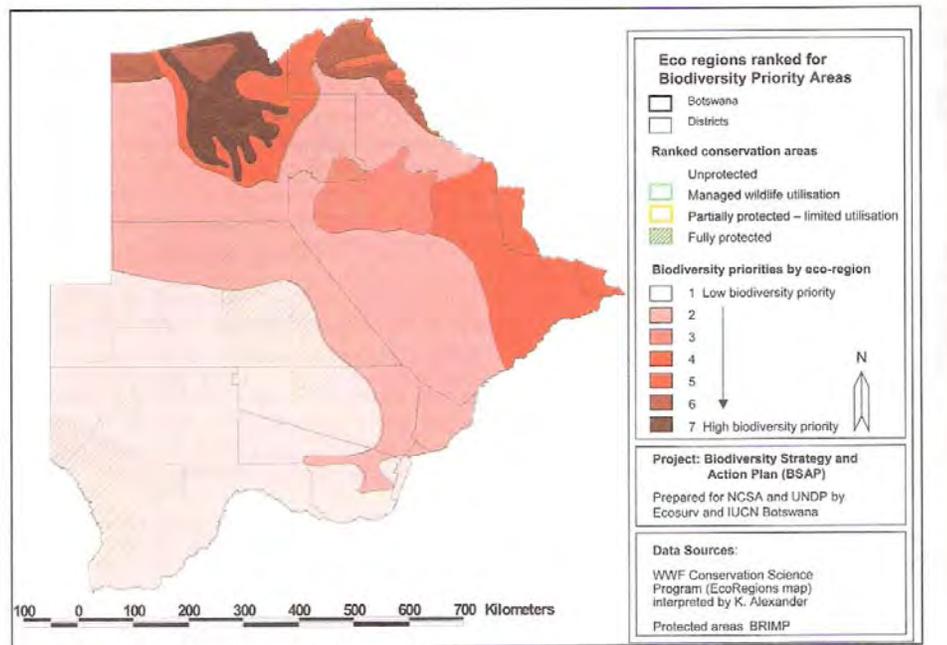
With regard to LACs, the Ramsar Convention concludes the following:

“The concept of "limits of acceptable change" is a useful tool, widely used to identify and set limits within which change may be tolerated. It may be applied to the long-term or operational objectives. Once these limits are exceeded there will be a need for immediate remedial action. The limits of acceptable change must take account of sustainable yield of natural products.... Monitoring is implicit and of the greatest importance.”

3.1.3 Biodiversity in the ODRS

The fundamental objective for Ramsar’s protection of the Okavango Delta is the preservation of important elements of biodiversity linked to the biophysical structure and functioning of the Delta. In hydrologic terms, this biodiversity is primarily dependent on the inflows from the basin upstream, and the delta climate. Efforts therefore need to be directed to limit the artificial reduction and change in the pattern of the inflow, and to the extent possible climate change (ODMP Draft Framework Management Plan, October 2005:192).

Figure 3: Eco-regions ranked for Biodiversity Priority Areas



In the Botswana Biodiversity Strategy and Action Plan (MEWT, 2004) the Okavango Delta area encompassing the Ramsar Site, receives the highest conservation priority ranking in the country (See Figure 2 above). It also includes areas of high species richness (Figure 3),

Figure 3: Species Richness Index for National Data Sets

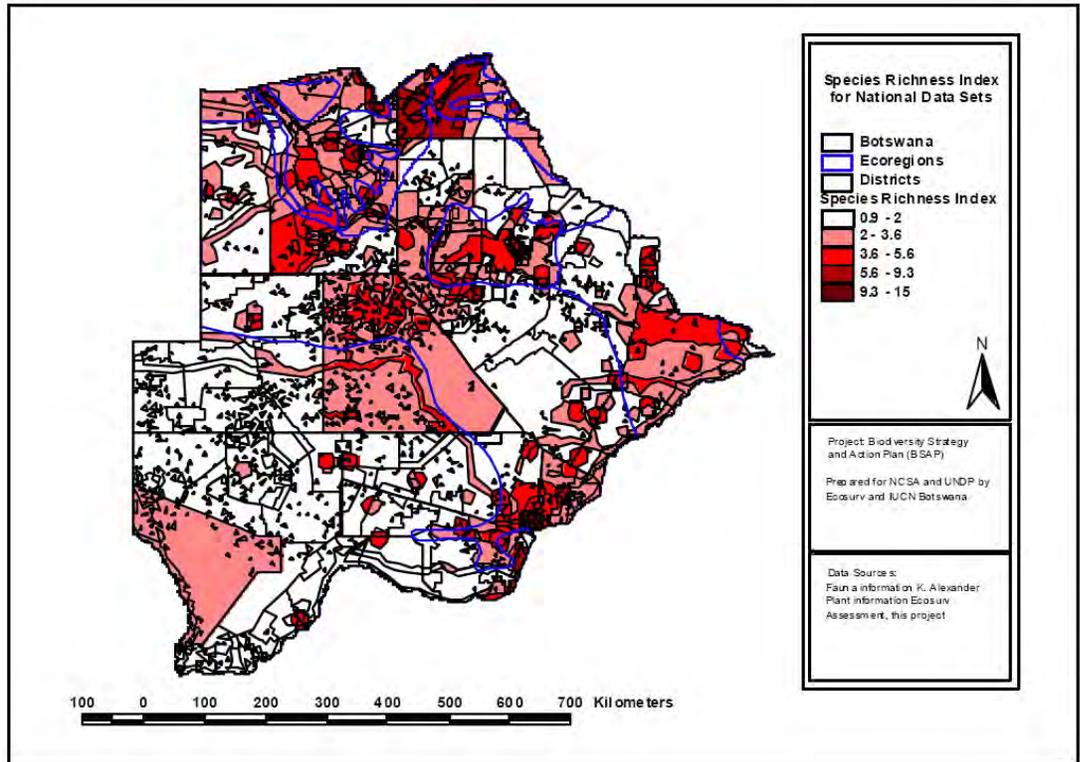
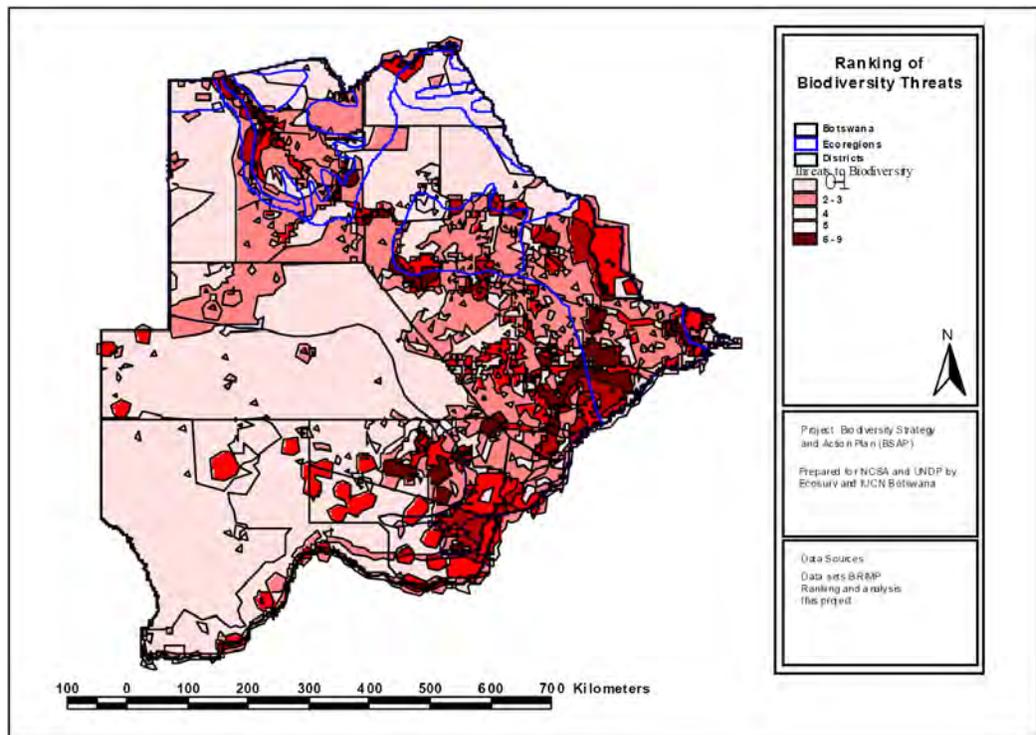


Figure 4: Ranking of biodiversity threats



The BSAP also indicates areas that have biodiversity that may be threatened (Figure 4) – in particular:

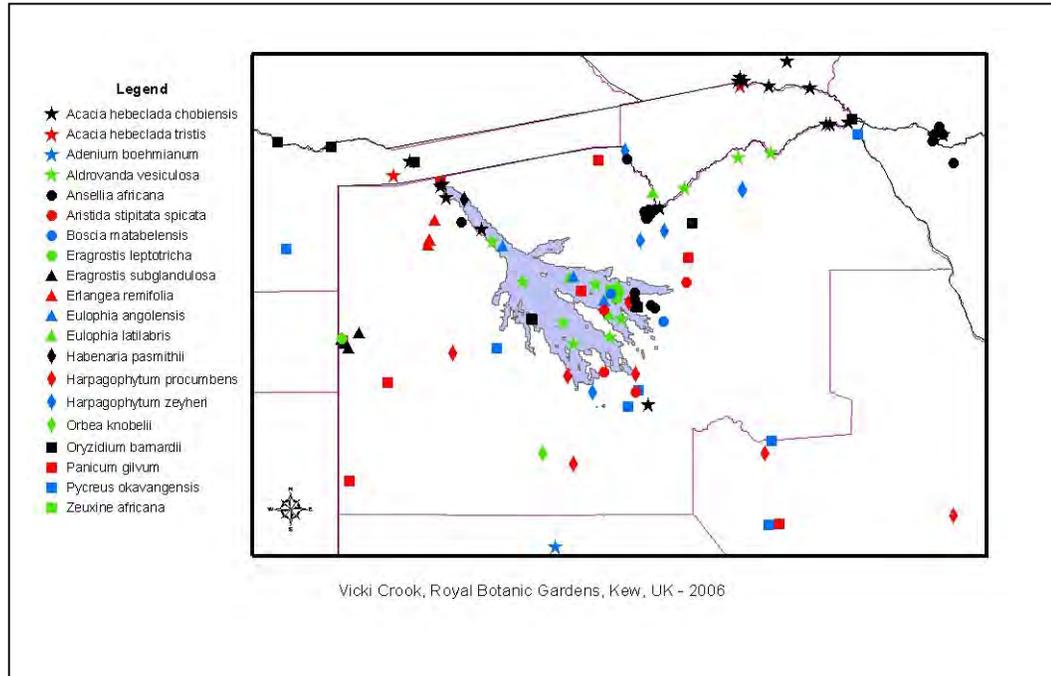
- Bird species such as - the Wattled Crane (*Burgeranus carunculatus*) and the Delta near-endemic Slaty Egret (*Egretta vinaceigula*), great snipe (*Gallinago media*), shoebill stork (*Balaeniceps rex*), cape vulture, lappet-faced vulture, lesser kestrel, lesser flamingo and corn crane.
- Mammal species such as - white rhinoceros (*Ceratotherium simum*), black rhinoceros (*Diceros bicornis*), wild dogs (*Lycan pictus*), cheetah (*Acinonyx jubatus*) and brown hyena (*Hyaena brunnea*).
- Crocodile – this species has important breeding areas in the panhandle which may be noted to be threatened by human (tourism) activity

With regard to plants species a specific study was carried out under the ODMP Component 8 study on Vegetation – called the ‘Assessment of occurrence and distribution of threatened and

endangered plant species in the Okavango Delta’. The conservation assessments were carried out at global/regional and local scales. Based on the assessment, a total of 20 plant species occurring within the ODRS were selected for Red Data List status using recognised IUCN Red Data List criteria. Of the 20 species identified for study, 7 are listed as threatened, i.e. at very to extremely high risk of going extinct in the wild at local level (See Figure 5):

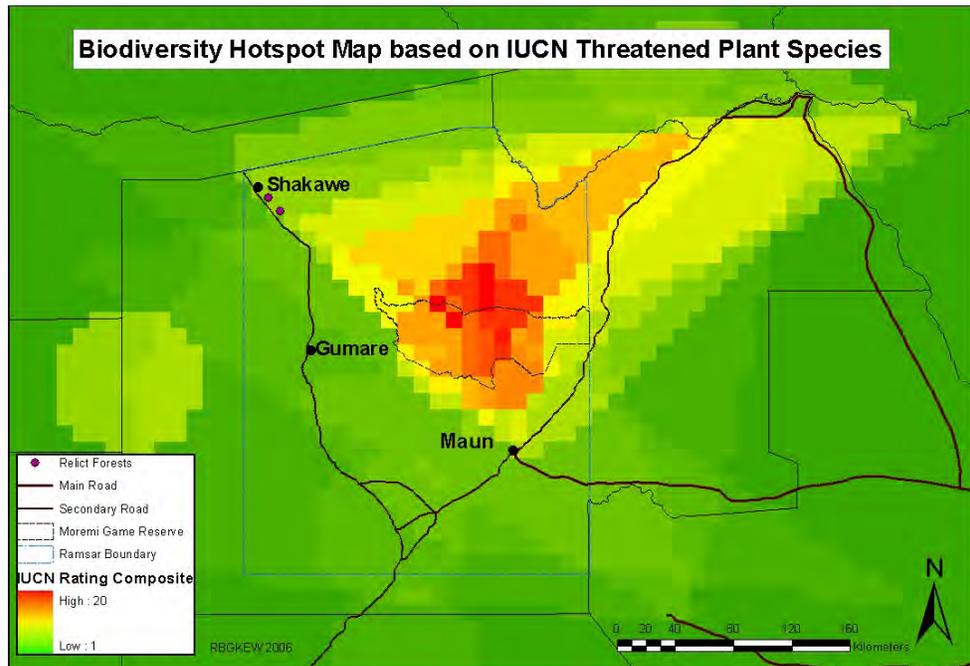
- *Zeuxine africana* is considered critically endangered;
- *Eulophia angolensis* and *Habenaria pasmithii* are thought to be endangered;
- *Acacia hebeclada* subsp. *chobiensis*, *Aldrovanda vesiculosa*, *Eragrostis subglandulosa* and *Erlangea remifolia* qualify for vulnerable status;
- *Ansellia Africana*, *Eulophia latilabris* and *Harpagophytum zeyheri* subsp. *sublobatum* are thought to be near threatened;
- The grass *Eragrostis leptotricha* is still data deficient, but potentially an endangered species;
- *Aristida stipitata* subsp. *spicata*, *Boscia matabelensis*, *Harpagophytum procumbens* subsp. *procumbens*, *Harpagophytum zeyheri* subsp. *sublobatum*, *Orbea knobelii*, *Oryzidium barnardii* and *Panicum gilvum* are thought to be of least concern.

Figure 5: Important Plant species found in the Okavango & Linyanti catchment in ODRS



This map may be translated into a 'biodiversity threatened species hotspot' map as indicated in Figure 6, below.

Figure 6: Biodiversity Threatened Plant Species Hotspot areas in ODRS



The BSAP also provides an indication of biodiversity priority areas in the country as a whole, as indicated in Figure 7. This in turn provides some insight into actual priority areas within the ODRS as indicated in Figure 8.

Figure 7: Biodiversity priority areas in whole country

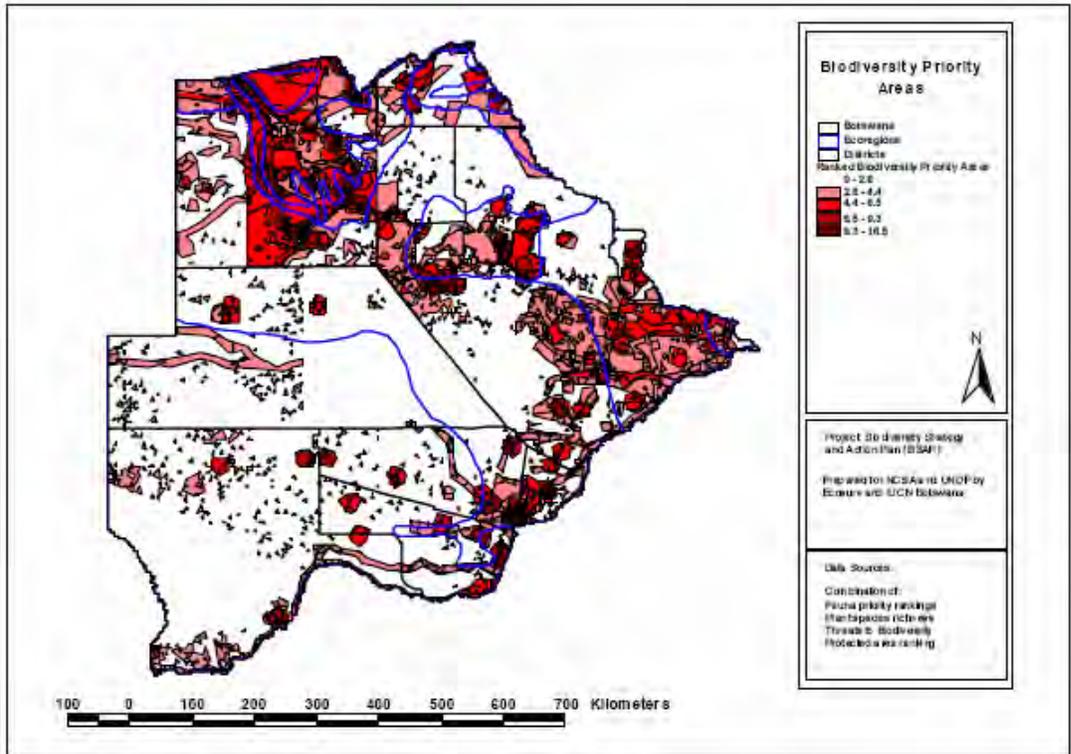
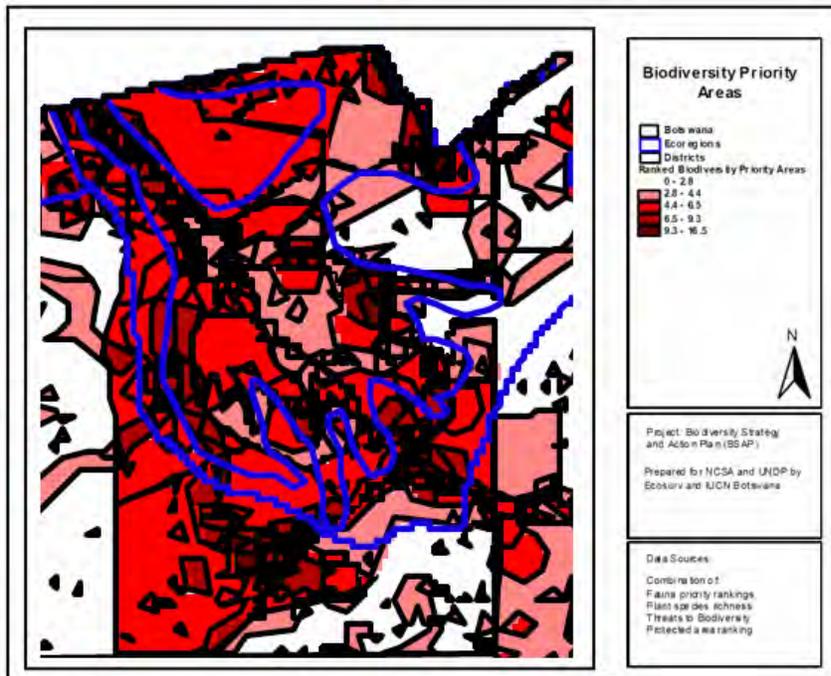


Figure 8: Biodiversity priority areas in ODRS



As can be noted in the map of the Biodiversity Priority Areas (Figure 8), these are a composite of Fauna Priority ranking, Plant species richness, Threats to biodiversity, and protected area ranking. This forms a mosaic of medium to high priority protection areas within the ODRS boundaries, with some of the more remote, already well protected areas, with largely mono-specific vegetation coming out as low priority areas as well ie. nexus of NG14, 15, 18 & 20 and the mopane/sandveld tongue that extends east to west into southern Moremi Game Reserve.

Thus from an aggregation of factors the ODRS has a high biodiversity rating, but in addition, it is the interconnectedness of the structure, composition and function of the various elements that the ODRS truly becomes of great importance. It is the heterogeneity of the area that emerges of being of great significance (see Box 1 and Figure 7).

Box 1: Biodiversity and Heterogeneity

Biodiversity is slowly becoming an important theme in savanna conservation, but all too often it is viewed from the very limited perspective of maintaining species richness. In contrast, a heterogeneity paradigm emphasizes that ecological systems function across a full hierarchy of physical and biological components, processes and scales in a dynamic space-time mosaic (Pickett et al. 1997).

Reconciling these contrasting perspectives is not as daunting a task as it may seem. Firstly, we need to recognize that biodiversity encompasses compositional, structural and functional elements of ecosystems, each manifest at multiple levels of interconnected organization from genes to landscapes (Noss 1990; Figure 8). However, this definition lacks explicit scaling of the spatial and temporal pattern and interactions of ecosystems components.

The theory of patch dynamics (Pickett & Rogers 1997) provides the scale perspective we need to add to this multiple-level perspective of biodiversity. Recognition that patches may be nested within one another leads one to the concept of hierarchical patch dynamics (Wu & Loucks 1996) which provides context for species distributions and interactions with all the components of the landscape. Together with the multilevel biodiversity concept, it underpins the new thrust to emphasise heterogeneity in the management of ecological systems (Rogers & Bestbeir, 1997).

Noss (*ibid.*) indicates that a definition of biodiversity that is altogether simple, comprehensive and fully operational (i.e. responsive to real-life management and regulatory questions) is unlikely to be found. More useful than a definition, perhaps would be a characterization of biodiversity that identifies the major components at several levels of organization. This would provide a conceptual framework for identifying specific, measurable indicators to monitor change and assess the overall status of biodiversity. Noss, also quotes Franklin *et al.* (1981) as recognizing three primary attributes of ecosystems: composition, structure and function. The three attributes determine, and in fact constitute the biodiversity of an area.

Noss describes these three attributes as being integrated within a 'nested-hierarchy.' (See Figure 8 below, to understand the hierarchical connectedness and inter-relationships). Hierarchy theory suggests that higher levels of organization incorporate and constrain the behavior of lower levels, and that biodiversity should be monitored at multiple spatial and temporal scales.

Source: Roaers. 2003.

The importance of biodiversity lies not only in understanding areas where certain ecosystems, habitats or species may be under threat, but also understanding that certain areas might have extraordinarily high population levels and may be considered 'rich' in numbers ie. the high elephant population numbers in Chobe National Park. This population density 'richness' may be a spatio-temporal situation ie. the annual Masai Mara migration of wildebeest and zebra, or the zebra migration in Nxai & Makgadikgadi Pans National Parks. In this context the ODRS has some areas that are significant due to their being the habitat or home range of species that may have characteristically low numbers ie. tsessebe, reedbuck, roan and sable, sitatunga, waterbuck etc. (see Appendix 4) and therefore it is important to protect such important associated habitats. Likewise some areas have very large population numbers of certain species ie.

elephant, giraffe, impala, lechwe, zebra etc. (see Appendix 5), and equally these habitats need to be protected to enable the economic potential of these populations to be optimized – especially from a tourism point of view.

Aggregating the population density maps of the low density species (Appendix 4) and those of the high density species (Appendix 5), a consolidated map of overall wildlife herbivore biomass can be created (Figure 9). Analyzing the three sets of maps it becomes evident that the central, northern and north-eastern section of the ODRS contains the most significant levels of wildlife herbivore biomass and important species populations. This provides a logical argument for the continued protection of these areas into the future – either in the form of Game Reserves and National Parks, or through the mechanisms of CHAs and WMAs. Where possible it should also be encouraged that communities should create their own 'community conservation areas' to protect relatively intact habitats and wildlife populations that may occur in such areas i.e. the proposed Nxamasere Community Conservation Area.

Figure 8: Structural, compositional and functional biodiversity (After Noss 1990).

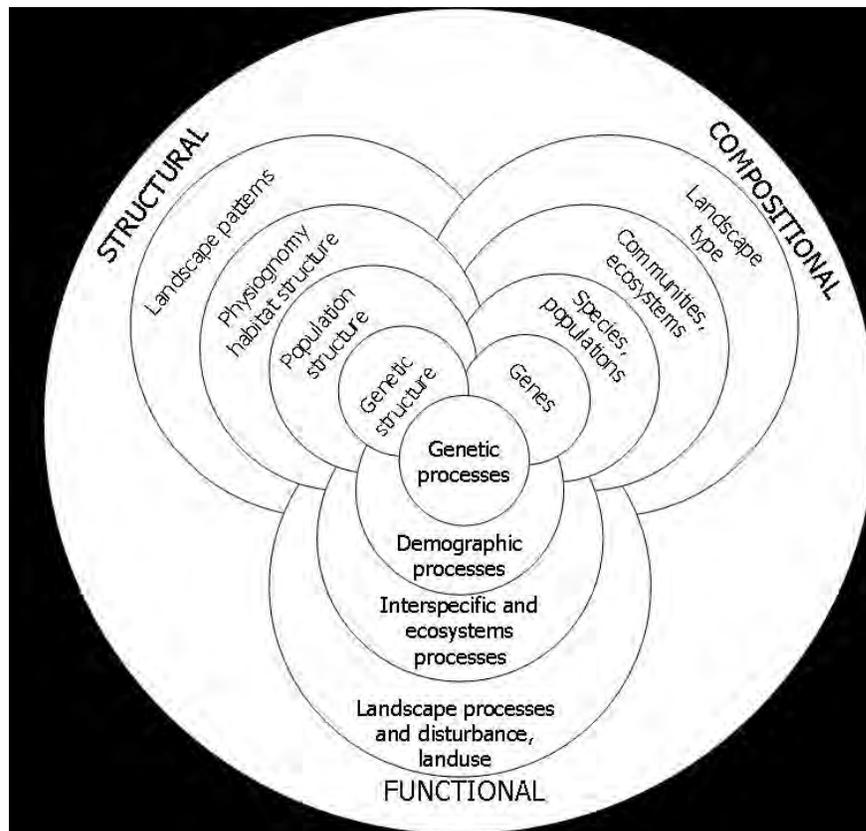
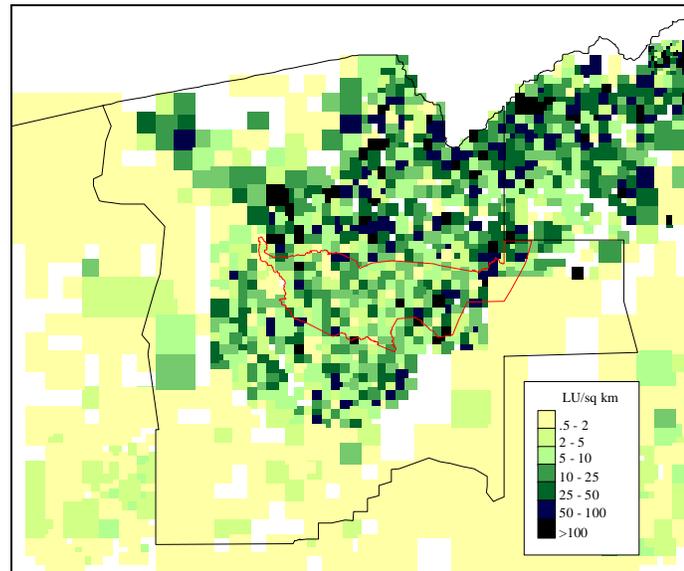


Figure 9: Large herbivore biomass

3.2 Tourism related threats to biodiversity in the ODRS

3.2.1 Anthropogenic factors

The existing presence of alien invasive species in the Delta, e.g. floating water fern (*Salvinia molesta*) and water lettuce (*Pistia stratiotes*), have already had, a serious impact on other native vegetation and fish in the Delta. There are also a number of potential other serious IAS threats to the Delta, e.g. water hyacinth (*Eichornia crassipes*).

The frequent and uncontrolled human induced veld fires have profound impact on vegetation composition and biodiversity (ODMP, 2005:196).

3.3 The framework for a Biodiversity Management Plan for the ODRS

As of this point in time, the ODMP does not have a defined biodiversity management plan, although within the ODMP, there are numerous references to the management and protection of biodiversity – “The fundamental objective for protection of the Okavango Delta is the preservation of the unique biodiversity.” (ODMP, 2006a:66).

Based upon this it is relevant to conclude that the ODRS should be managed and protected according to the highest ecological and biophysical standards applicable.

4 Okavango Delta as an integral component of regional initiatives

4.1 SADC

The Southern African Development Community (SADC) has a number of protocols and agreements that relate to the management and protection of the ODRS:

- Southern African Development Community Protocol on Shared Water Courses.
- SADC Protocol on Wildlife Conservation and Law Enforcement
- SADC Protocol on Tourism

It is through the Protocol on Tourism that the KAZA TFCA Agreement was signed in December between Ministers of Angola, Botswana, Namibia, Zambia and Zimbabwe, thus creating what will be the worlds largest protected area, and creating the environment for a huge growth in tourism in the area.

4.2 OKACOM

The Permanent Okavango River Basin Commission (OKACOM) was formed in 1994, with the purpose of promoting sustainable management of the river basin through the development and implementation of a comprehensive basin-wide management plan.

OKACOM oversees the management and development of the water resources of the Okavango River system, whilst recognizing that the individual rights of each country must be considered and the existing instruments of water law regarding the use of water resources must be observed. Because of the trans-national nature of the Okavango River, any changes upstream — dams, diversions, pesticides, irrigation, pollution — can often have serious consequences downstream. The role of OKACOM is to anticipate and reduce those unintended, unacceptable and often unnecessary impacts. To do so it has developed a coherent approach to managing the whole of the river basin. That approach is based on equitable allocation, sustainable utilisation, sound environmental management and sharing of benefits.

4.3 KAZA

In December 2007 at a signing ceremony in Victoria Falls, the Kavango-Zambezi Transfrontier Conservation Area (KAZA-TFCA) agreement between Angola, Botswana, Namibia, Zambia and Zimbabwe officially came into being, creating the largest transfrontier conservation area (TFCA) in Africa, if not in the world. As a consequence, many parameters for protected area planning in the countries involved will now change due to the need to develop some level of internal cohesion in the TFCA. Of particular importance with this occurrence is the need to move towards a similar planning approach that will accommodate common planning approaches of southern African TFCAs in the future.

The Peace Parks Foundation as a key facilitator of TFCAs in southern Africa has been working closely with South African National Parks (SANParks) to develop a set of strategic methods, called the Conservation Development Framework (CDF), to identify priority areas for conservation action and guide the management of different land use options (e.g., recreational areas, roads and lodges, lookout points, cultural sites, areas with high biodiversity) inside TFCAs. Until now, the CDF has been applied to South African parks only, but once finalized Peace Parks Foundation will apply it to TFCAs in the rest of southern Africa (Van Riet & Van der Merwe, 2005). Integral to the CDF approach is the development of LACs.

Given the above, this study, has pro-actively moved its original planning approach of developing an ODRS, situation specific set of Tourism Opportunity Use Zone categories, ie. Pristine, Semi-pristine, General Use etc. to conform largely with the classification used in the CDF approach ie. Wilderness, Remote, etc.

5 National Policies, Strategies and Plans that influence the ODRS

The ODMP Draft Framework Management Plan (October 2006) outlines the national policies, laws, strategies and plans that have relevance to the ODRS.

5.1 National Policies of importance to the ODRS

There are a number of policies that are relevant to the Okavango Delta Ramsar site, and the some of the most important to the use of LACs are given below.

Draft National Wetlands Policy

The main goal of the draft Policy and Strategy is:

“to promote the conservation of Botswana’s wetlands in order to sustain their ecological and socio-economic functions as well as providing benefits for the present and future well-being of the people”.

The policy recognises the following:

- The irreplaceable ecological and socio-economic value of wetlands
- Botswana’s internationally important and unique wetlands
- Ongoing degradation of wetlands resources
- The responsibility of the people for stopping wetlands loss
- The need to maintain wetlands through sustainable use, improved management and full public support

It is coordinated by the Department of Environmental Affairs in the Ministry of Environment, Wildlife and Tourism.

Biodiversity Strategy and Action Plan

This Strategy focuses on a better understanding of biodiversity and ecological processes; the long-term conservation and management of Botswana’s biological diversity and genetic resources; the efficient and sustainable utilisation of all components of biodiversity amongst other goals.

It is coordinated by the Department of Environmental Affairs in the Ministry of Environment, Wildlife and Tourism.

National Policy on Natural Resources Conservation and Development, 1990

This Policy focuses on key environmental issues and solution packages such as the National Conservation Strategy Action Plan and the establishment of the National Conservation Strategy Coordinating Agency. It fully captures the importance of conservation and development vis-à-vis the natural resources of the country. It is coordinated by the Department of Environmental Affairs in the Ministry of Environment, Wildlife and Tourism.

Tourism Policy of 1990

The policy provides guidelines for planning, developing and managing tourism in Botswana. It is designed to ensure that tourism activities are carried out on an ecologically sustainable basis. It also provides local communities with direct and indirect benefits from tourism activities. The policy encourages communities to appreciate the value of wildlife and its conservation. It avails opportunities for the rural areas to participate in wildlife-based activities including tourism.

The policy is coordinated by the Department of Tourism in the Ministry of Environment, Wildlife and Tourism.

Wildlife Conservation Policy of 1986

The Policy provides strategies for development of viable and commercial wildlife industries through practice of sustainable resource utilization and conservation in Wildlife Management Areas (WMA) and in the process addresses issues of community livelihoods through citizen participation in the wildlife industry.

The implementation of the Policy is coordinated by Department of Wildlife and National Parks in the Ministry of Environment, Wildlife and Tourism.

5.2 National and District Plans and Strategies

The National Development Plan 9 (NDP 9) and District Development Plan 6 (DDP 6) which commenced in 2003 are focused on the sustainable use of natural resource in pursuit of developmental goals in a way that provides for the needs of the present generation while securing the capital stock for future generations.

National Development Plan 9

NDP 9 also calls for appropriate use of natural resources and consideration of environmental costs in planning for development. Thus in Government's development goals and objectives, sustainability is seen as a strategic concept that links population, the economy and natural resources together in the context of socio-economic development. The integrated management plan for the Okavango Delta has to take these issues into consideration.

Ngamiland District Development Plan 6

One of the NDDP 6 key planning issues is Environmental Conservation. The associated development goal is "to retain the ecological and environmental integrity of the district through improved conservation measures. The objectives are:

- To integrate environmental planning issues into all district development sector plans throughout the planning period.
- To develop district environmental strategy
- To promote sustainable natural resource use across all commercial activities in the district

The ODMP is being developed within the context of NDDP 6 and it is intended that the plan be mainstreamed in NDDP 7.

Botswana Tourism Master Plan

The master plan serves as a basic guideline for development of tourism, enabling the decision makers to agree on the principles for the direction of tourism development for the next decade.

National Water Master Plan

Water is an economic, social and environmental resource that provides the inter-sectoral linkages. The Government is therefore adopting an integrated approach to water resource development. The Government of Botswana is currently reviewing the National Water Master Plan (NWMP) that was completed in 1992. The NWMP provides development and management strategies for water resources in the country. The plan is implemented by the Department of Water Affairs in the Ministry of Minerals, Energy and Water Resources.

Ngamiland District Settlement Strategy 2003 - 2007

One of the goals of the strategy is to protect and preserve the environment generally in the district, and sustainably utilise its natural resources. The objective is to ensure conservation and sustainable use of the natural resources.

Okavango River Pan Handle Management Plan

Commissioned by the Tawana Land Board, the Okavango River Pan Handle Management Plan recognizes the critical, keystone function the Panhandle plays in channeling water to the wider delta system. The plan recommends the maintenance of the Panhandle wetland ecosystem, its functioning and the benefits it provides, while authorising a certain level of resource use that ensures that the magnitude of use does not exceed the regeneration capacity of natural resources; and the use does not, under any circumstances, result in any notable change in the functioning or characteristics of the Okavango Panhandle system as a whole.

6 The evolution of tourism in the ODRS

Tourism as a viable economic sector in the Ngamiland District evolved over the past century from an extremely remote, marginalized rural area, infested by tsetse fly and renowned for its prolific wildlife. At the outset, given the fact that the tsetse fly prevented large-scale livestock farming from taking place, a few intrepid hunters carved out little 'kingdoms' for themselves, creating the original foundations of a now thriving hunting industry.

Over the ensuing decades as tsetse fly and land-use policies changed, together with the global capacity to travel inter-continentially with ease, the rich wildlife resources and the wilderness qualities of the Delta became an increasingly sought after tourism attraction in the southern African region and across the world. By the 1970s a small number of remote rudimentary 'delta camps' had been established in the core areas of the Delta around Chief's Island and proximity. The area had also become a favourite destination of South African 'adventure tourists' who visited the area in large numbers in their four-wheel drive vehicles, arriving completely stocked and self-sufficient, adding little value economically to the area and using the area without consideration of its wilderness potential. By the mid 1980s it had become clear to the government that the area had great global tourism potential, and that the 'organic' growth of the camps and hunting areas needed some form of coordination and planning.

In 1984 with the support of UNEP a comprehensive planning programme for the Okavango Delta was initiated, through the consulting firm Swedeplan, in conjunction with a complimentary natural resource and utilisation inventory study carried out by the Snowy Mountain Engineering Corporation.

In 1991, a further study was commissioned by the Botswana Ministry of Local Government and Lands through their District Land Use Planning Unit and the Tawana Land Board, to develop a Land Use Plan for the Kwando and Okavango Wildlife Management Areas. In this plan the following was recognized:

"This first formulation of a tourism policy is issued for three reasons:

- 1) In terms of government policies and priorities, the tourism industry has not been given due prominence in the past;
- 2) The potential of the industry is growing at a rapid rate, so much so that it is now regarded by many as a possible generator of significant economic activity in many parts of the economy and the country;
- 3) Botswana are not likely to benefit from realisation of the potential unless a new framework of policy is put in place.

Its main objective is therefore to obtain from the tourism resources of the country, on a sustainable basis, the greatest possible net social and economic benefit. Among the subordinate objectives, two stand out:

- To shift the mix of tourists away from those who are casual campers towards those who occupy relatively permanent accommodation;
- To increase substantially the financial returns from tourism to the people of Botswana.

The policy contains proposals for: the regulation of the industry, tourism concessions and related issues, taxation, fees, localisation, and a Government Organisation to implement the policy. For this plan the section on tourism concessions is the most

important part of the policy. It proposes to lease concessions on state or tribal lands to qualified operators, governed by certain basic terms and conditions.

- 1) lessees will have maximum flexibility consistent with the basic policies of the Government, including those governing land use and infrastructural development;
- 2) There will be no ban on permanent structures. The size, character and location of buildings and structures will have to conform, however, to the land utilisation plan for each Wildlife Management Plan;
- 3) Lease will be offered on a long term basis with some provision for renewal;
- 4) Leases will provide for a review of rents at specific intervals;
- 5) With the exception of those situations in which citizens are entitled to move and hunt on concession lands, and those in which others may have legal or traditional rights to traverse such lands, the rights conferred on lessees will be exclusive.
- 6) Lessees will be required to adhere strictly to all the laws and regulations of Botswana.
- 7) Leases will be subject to termination for infractions.
- 8) The policy proposes a new process to select lessees, which include:
 - Licensing of the operators.
 - Advertisement of the concessions.
 - Conditionally licensed operators have to submit their operating and development plans together with an offer of rent,
 - Provided they comply with the requirements of allocation, and are competitive in their bids, existing operators be given priority with respect to concessions they have had under lease.
 - Assisted by an advisory allocation committee, the lessor will evaluate the applications, using an established set of guidelines.”

This policy based upon the allocation of hunting and photographic concessions within Controlled Hunting Areas (CHAs) has served the Delta well in that the plan set out to protect the most sensitive areas of the Delta with a ring of ‘non-consumptive’ photographic concessions to serve as a buffer zone from the more peripheral hunting concessions. Based upon 15 year leases (3 sets of 5 year renewable leases) the concessionaires have proved to be responsible custodians of the land and natural resources, given the need to ensure the perpetuation of the recurring leases. The concept of ‘ring-fencing’ the wilderness area of the Moremi Game Reserve with photographic and hunting areas has in effect introduced a mechanism of private sector management and protection.

Over the past fifteen years the growth in tourism in the Delta has been little short of phenomenal. The introduction of the ‘High value – Low Volume’ policy by government a decade ago has transformed the area into an international destination of choice, with a high demand for the ‘up-market’ exclusive specially packaged African wilderness experience. Mbaiwa (2006) reports that 81.6% of the tourism facilities in the Delta are less than 15 years old, and only 13.9% are older than 20 years. Tourism in the country (largely founded upon the Okavango Delta / Chobe National Park nexus) has become the second most important economic sector after diamond mining. Optimising the economic potential of this engine of growth is therefore a high strategic priority for the Government.

In addition, with the formation of KAZA, the construction of a new high volume international airport at Livingstone in Zambia, tourism in the KAZA 'region' is expected to boom, with many thousands more visitors per year expecting to visit the ODRS. With the ODRS situated centrally in the KAZA area, it would not be unrealistic to expect that tourism to the Delta might double over the next 20 years.

7 Protected Area Planning Approaches

7.1 History

Protected areas, including Ramsar sites have historically been designated in order to 'protect' areas for some particular purpose, whether that be biodiversity driven to protect species, or ecologically driven to protect extended landscapes or ecosystems, or even to protect culturally or socially important sites.

The regulation or management of 'use' of natural resources was an inherent element of most indigenous cultures in Africa over the ages. Various mechanisms and sanctions were invoked to ensure that specific species of plants, animals, birds and fish were used in the best interests of communities and the landscapes they occupied. In some instances certain areas were designated to be 'out-of-bounds' or that limited harvesting could take place in such areas. Such limits were set by leaders in the communities based upon indigenous or local traditional knowledge.

Modern conservation and protected area management has progressed through four phases, to the stage it has reached currently (Cumming, 2004:107). In Phase 1, 'preserves' were established in Africa from the beginning of the 20th Century for the purpose of protecting 'game'. The idea of protecting 'fauna and flora,' spectacular landscapes and sites of cultural and scientific importance (Phase 2) only came about in the wake of the 1933 London Convention. During the third phase, in the 1980s, the emergence of conservation biology, reinforced by the Convention on Biological Diversity, a focus was placed on the conservation of a wider range of biological diversity, from genes to ecosystems, functional landscape and evolutionary processes. The fourth and current phase, "places increasing emphasis on social and economic benefits, and the role of protected areas in rural development."

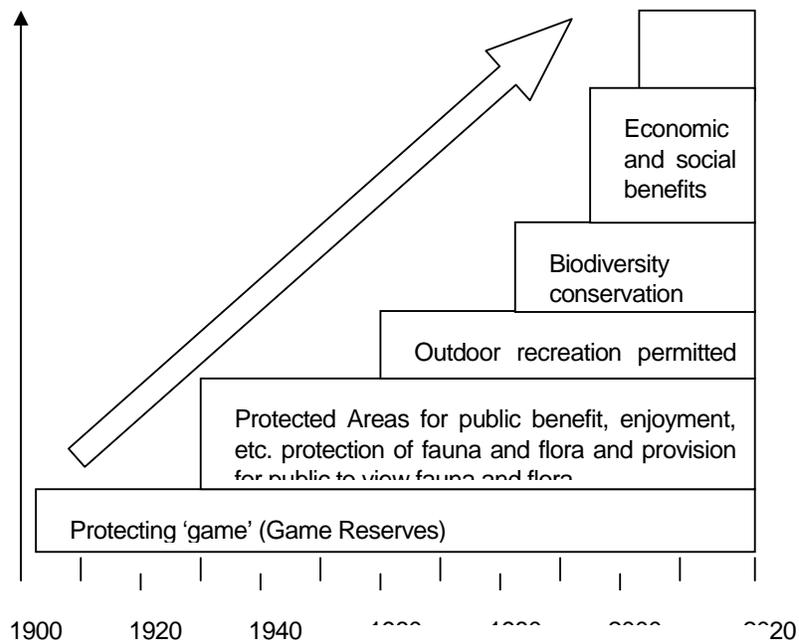


Figure 9: The evolution of conservation & protected area management in southern

The significance of this evolution is that protected areas are now viewed as social

'goods' and not merely biological or ecological ends in themselves. The Ecosystems Approach to management states clearly that the formation and development of protected areas are societal choices and therefore the planning of the ODRS needs to incorporate the socio-economic needs and livelihood strategies of its local inhabitants.

7.1.1 Precautionary Principle and carrying capacity

In preparing the ODMP numerous studies have been carried out to inform the decisions and recommendations that have been put forward relating to the management of the ODRS into the future. It has been impossible, however to collect enough information to make a totally informed plan, that incorporates all eventualities. It is recognised in the scientific community that planners aim for the available information at the point in time when planning takes place. It is therefore prudent to adopt a precautionary approach in making the final recommendations, rather than risk causing irreparable harm to the environment or to society in the short term. The Precautionary Principle has been adopted by the Rio Declaration 1992, and the Convention on Biodiversity 1992, and they urge:

Rio Declaration, 1992, Principle 15

In order to protect the environment the Precautionary Approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.

Convention on Biological Diversity, 1992, Preamble

[W]here there is a threat of significant reduction or loss of biological diversity, lack of full scientific certainty should not be used as a reason for postponing measures to avoid or minimize such a threat.

In this regard therefore it is considered wise to apply this approach to determining the carrying capacity of tourism developments in the ODRS and especially in the 'Core Area of the Delta' – that area that is essentially pristine in nature and that forms the basis of the High Value-Low Volume tourism in the area. Given the economic and environmental value of this core area, it would be imprudent to allow dramatic increases in the number and volume of tourism developments in the short term. It will be wise to take an incremental approach to increasing numbers of high value developments linked to an adaptive management perspective of: developing small increments, monitoring for feedback and then making further decisions at a later date, based on the feedback, as to whether further development should take place, or to curtail development due to negative consequences.

8 A Preliminary Conservation Sensitivity Assessment of the ODRS

A preliminary Conservation Sensitivity Analysis was carried out using existing literature and through extensive consultation with experts in various disciplines (HOORC etc.), interested and affected parties (Botswana Wildlife Management Association)

8.1 Biodiversity Sensitivity

8.1.1 Specific Species Sensitivity

These have been outlined in Section 2.2, 3.1.3 and 6.2.2

8.1.2 Hydrographic Sensitivity

Without understanding the hydrology of the Okavango Delta, its fundamental links to the healthy functioning of the overall system and the different interests of stakeholders, the making of a management plan would be an academic exercise of very limited use (ODMP, 2005).

The flow of sediments in the Okavango River to the geomorphological and ecological functioning of the Okavango Delta downstream, is understood to be of paramount importance. Any reduction in sediment flow is expected to strongly impact the delta's ecosystem health, including plants, fish, birds and other wildlife. This in turn will affect the tourism industry of the area and livelihoods of communities living from Popa Falls to the Maun. (IRN, 2004). The Delta essentially consists of three wetland components:

- The Panhandle
- The Perennially flooded areas
- The seasonally flooded areas

The hydrology and vegetation of the delta are dynamic, with shifting seasonal and longer term patterns of sedimentation and vegetation growth, leading to the realignment of river channels and larger scale flow patterns. Man has in the past attempted to influence these processes, to restore access to villages, fisheries and other natural resources of the delta, and to maintain the flow of water to fisheries, wildlife areas and tourist lodges. This has entailed cutting new and clearing blocked channels through the dense swamp vegetation. So far this has been carried out by manual labour, and is time consuming and expensive in human resources. As a result, the cutting and clearing has been carried out on a relatively small scale. It has also proved largely ineffective, as the vegetation soon reasserts itself on the waterscape. (ODMP 2005:206).

It has been noted that one of the most important areas in the Delta wetland system is the nexus where the Panhandle ends and the alluvial fan begins with its distribution of water through a system of perennially flooded channels. This distribution 'zone' area is essentially contained in CHA areas NG24 and to a lesser extent in NG12 and NG23. It is logical therefore that any inappropriate land-use practice in those areas may have serious consequences to the flow of water in the channels downstream.

It should be noted however that NG24 has been allocated to a community conservation trust composed of neighbouring (or near-neighbouring) communities. The use quota for this area has not been accessed for the previous 5 years, and that these communities are not obtaining any significant benefit from the use of the area. As a result it is understood that these communities have begun to carry out subsistence livelihood activities on the islands in these areas, and that this may have a deleterious effect on the ecological and hydrological processes of the adjacent waterways.

8.1.3 Topographic and Geomorphic Sensitivity

It is not felt that topographic and geomorphic aspects have unduly sensitive elements that may be of immediate consequence to the status of tourism in the Delta.

8.1.4 Habitat Conservation Value

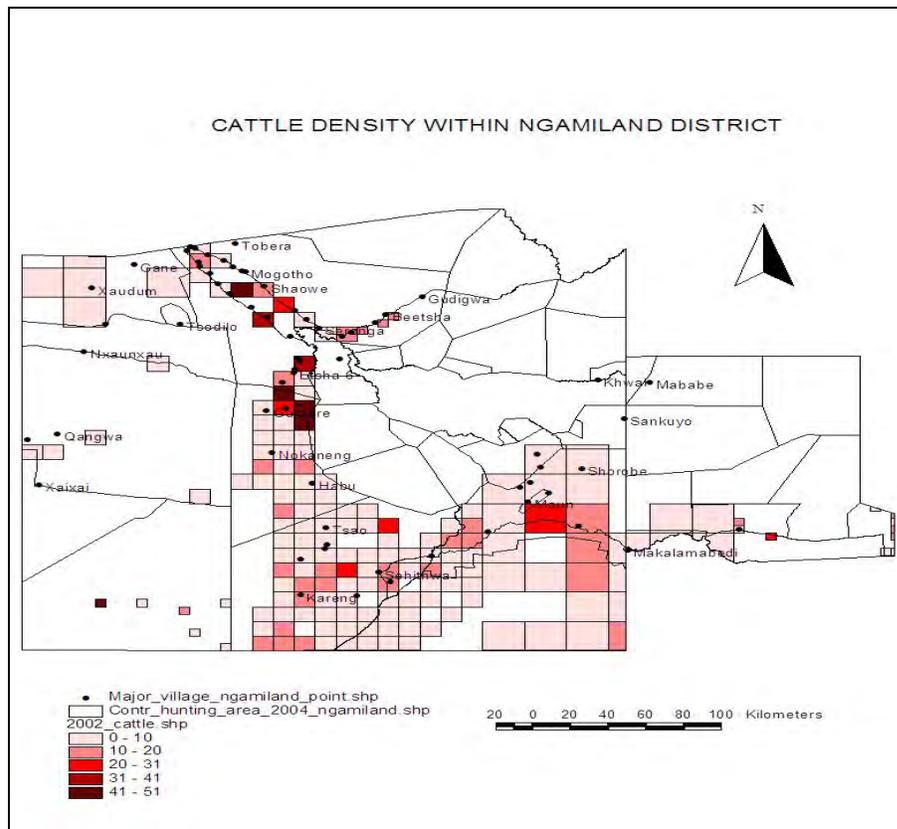
Improper management of Veld Fires: Areas NG 13, 14, 15 and 16 were reportedly frequently ravaged by veld fire. Although some people use veld fires as a management tool, in that it makes livestock tracking easy, and for regeneration of grazing pastures, they cause a lot of damages in terms of erosion, altering the ecological balance and loss of vegetation species in the fragile environment of the Okavango Delta. (ODMP 2006)

Deforestation: It has emerged from the consultation meetings that the rate of deforestation around the western, southern and south-eastern margins of the delta is alarmingly high, which has led to erosion and deforestation. (*ibid*).

Livestock management: An important aspect that is very crucial in the management of vegetation resources in and around the Delta is the impact of livestock especially cattle on rangelands.

Figure 11 shows there is a high concentration of cattle in the Gumare area. Cattle density is seen to be related to the location of boreholes in the district.

Figure 11: Distribution of cattle in the ODRS



Source:

8.2.1 Conservation Sensitivity Analysis

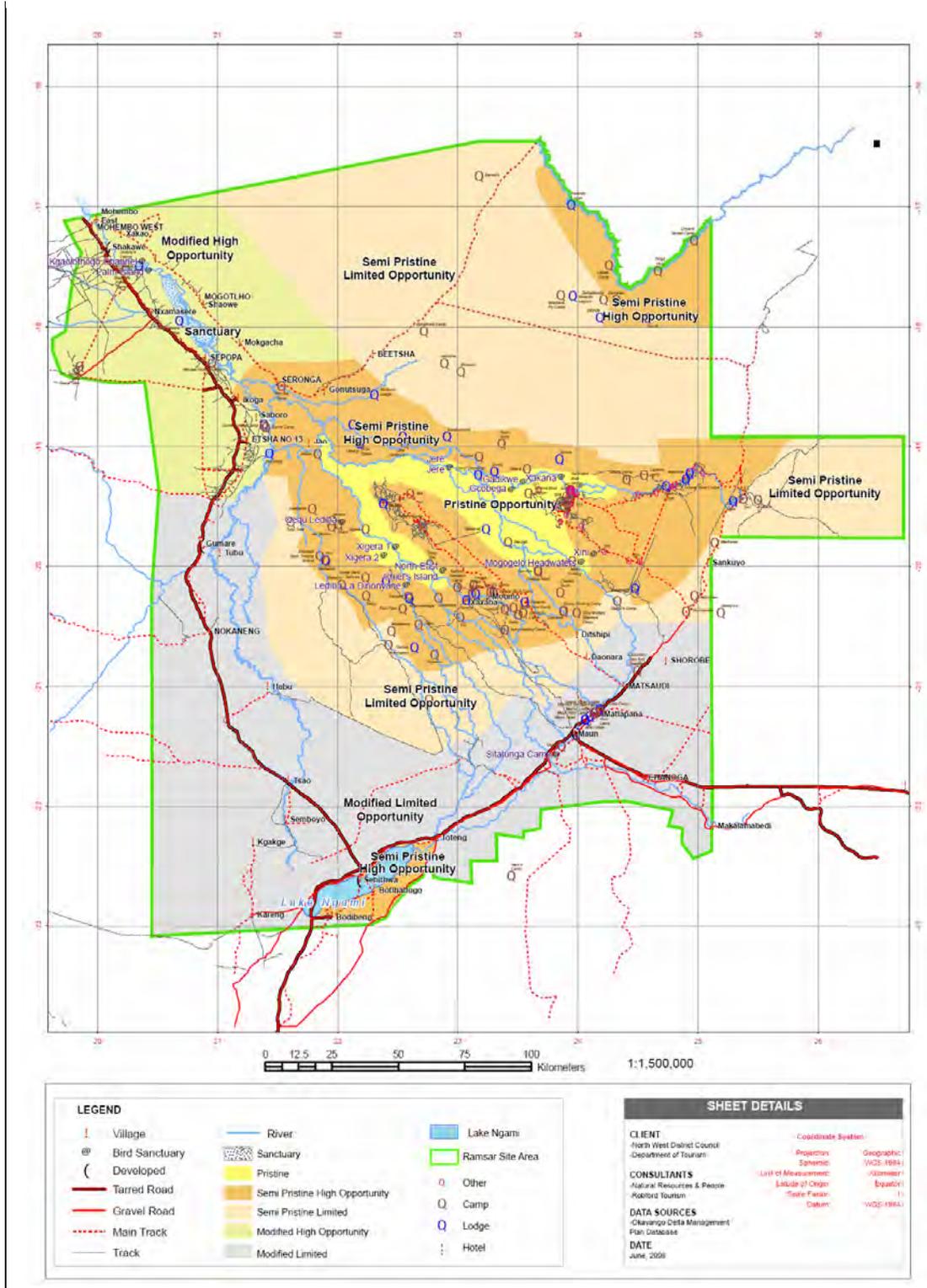
Given that no separate specific conservation sensitivity analysis was carried out in the ODMP, a rudimentary analysis based upon expert opinion was carried out amongst

stakeholders to identify sensitive conservation areas and sensitive or threatened species in the Delta. These were mapped and logged in a map alongside an analysis of the extent of modification of natural habitat (See Map 1). The criteria used for levels of sensitivity were based upon an understanding of the indicated level of biodiversity or ecological threat to any particular species, its preferred or natural habitat and/or its breeding areas. Threatened species and their specific habitats and/or breeding areas have been indicated in Section 2.2 above.

Inherent in this sensitivity analysis is the consideration of key habitats for economically important species, especially from a tourism perspective. In this regard the home ranges of a number of species was considered in the permutations ie. overall large herbivore biomass, elephant, buffalo, giraffe, hippo, lechwe, reedbuck, roan, sable, sitatunga, tsessebe, waterbuck, wildebeest, zebra. (See Appendix 5 for Density Maps of these species).

In its fullest sense a conservation sensitivity analysis is a “decision support tool for spatial planning, that is designed to integrate best available biodiversity information into a format that allows for defensible and transparent decisions to be made.” (Holness 2005). The process is based upon the principle that the acceptability of development at a site is based upon the site's conservation value and its level of sensitivity.

Map 1 Sensitive Areas and Levels of Modified Habitats in the ODRS



The Sensitivity-Value Analysis is a newly developed planning tool, developed by SANParks in South Africa. It is understood that this innovation will shortly be adopted by the Ministry of Environmental Affairs and Tourism in South Africa for use in planning all national protected areas. Although this approach has not been used in the identification of sensitive areas in this study, ***it is recommended that it should be seriously considered in later planning exercises linked to tourism development in the ODRS.***

8.7 Hierarchy of Objectives

A Vision embodies the cohesive social values, scientific knowledge, and management experience in a management system. It is also a logical point of convergence within a strategic management objectives hierarchy. The cascading sub-objectives provide increasing levels of detail about what successive layers of implementation should look like. Each step in the hierarchy is developed by the same iterative, analytical process as the vision. Rogers (2003) states that “the vision must be broken down into a hierarchical series of objectives of increasing focus, rigor, and achievability. Objectives are qualitative articulations of values defined in the vision and operating principles of the organization. They form a foundation on which to develop quantitative operational goals.”

9 Vision, Goals and Strategic Objectives of the ODRS as an entity

9.1 Vision

The Okavango Delta Ramsar Site's Shared and Common Vision is designed to provide guidance to policy development and the execution of the various sector programmes that brings sustainability to the Okavango Delta; help inform the Government and its partners, of the stakeholder priorities for future action; and provide a common focus and direction (roadmap) to the diverse stakeholders utilising and managing natural resources within the Ramsar site. This vision is intended to nurture healthy relationships among Okavango Delta ecosystem stakeholders and enable them to move from the status quo (business as usual) towards a new reality that meets future natural resources needs, and brings socio-economic prosperity and sustainability of the ecosystem. (ODMP, 2006)

The Okavango Delta Ramsar Site's Shared and Common Vision is:

“A carefully managed well functioning ecosystem that equitable and sustainably provides benefits for local, national and international stakeholders by 2016”

The ODRS Shared and Common Vision for 2016 (ODMP, 2006) states that “strategies for achieving the vision calls for integrated planning, management and development of the Okavango Delta. It calls for a framework for action that is underpinned by partnership and solidarity between stakeholders at the local, national and basin level. It requires some changes in policies, strategies and legal frameworks, as well as changes in institutional arrangements and management practices. Above all, the vision requires that the following critical success factors are ensured:

- The development of appropriate institutional structures
- Adopting adaptive management strategies to facilitate the periodic review of plans.
- Provide necessary resources finance and human to facilitate achievement of the vision, appropriate resources on the ground are needed otherwise vision will be a mirage.
- Effective communication strategy in place to facilitate communication between the stakeholders.
- Endorsement of the vision by parliament so that it can (have the requisite political support).

9.2 Goal

The long-term Strategic goal of the Okavango Delta Management Plan (ODMP) is:

“to integrate resource management for the Okavango Delta that will ensure its long term conservation and that will provide benefits for the present and future well being of the people, through sustainable use of its natural resources”

Expressed in direct terms it may be reconfigured as:

“To protect and maintain the biodiversity and biophysical systems of the Okavango Delta such that they will continue to provide social and economic benefits to its residents, the nation and the world, through the sustainable use of its natural resources over the long term future.”

9.3 Strategic Objectives

It is then suggested in the Vision Component Study that this long-term goal is supported by three strategic objectives, and these are:

- 1) To establish viable management infrastructure and tools to sustainably manage the delta resources at the local, district, national and international (river basin) level.
- 2) To ensure that the Okavango delta (and its associated dry lands) continues to deliver present day ecosystem services and products for the benefit of all organisms dependent on it.
- 3) To sustainably use the delta resources for improvement of livelihoods of all stakeholders that are directly and indirectly dependent on the ecosystem products and services of the Okavango Delta (and associated dry lands) in an **equitable way**.

However, through extensive consultation with the various stakeholders during this Tourism Master Plan study, it became apparent that the following could absorb and accommodate the three above, to form a more comprehensive set of Strategic Objectives:

- 1) Secure the integrity of all water resources, both up stream (regionally) and within the Delta itself;
- 2) Protect, maintain and improve the biodiversity of the Okavango Delta Ramsar Site;
- 3) Secure the functioning of all essential biophysical (ecological) and hydrological systems, processes and mechanisms that drive the Delta as a holistic entity;
- 4) Optimise the socio-economic potential and concomitant benefits of the Ramsar Site, through the sustainable use of its natural resources without compromising its ecological or biophysical integrity.
- 5) Provide an integrated institutional framework that will manage the ODRS in a collaborative, cooperative, inclusive, transparent and participative way, based upon agreed delegated authorities.
- 6) Provide communication channels, mechanisms and processes that will allow stakeholders to interact, access and share information and perspectives, and participate in decision-making processes.
- 7) Collect, analyse and use data to enhance decision-making processes through enlightened thinking.
- 8) Access human and financial resources to enable the institutional management mechanism to operate efficiently and effectively.

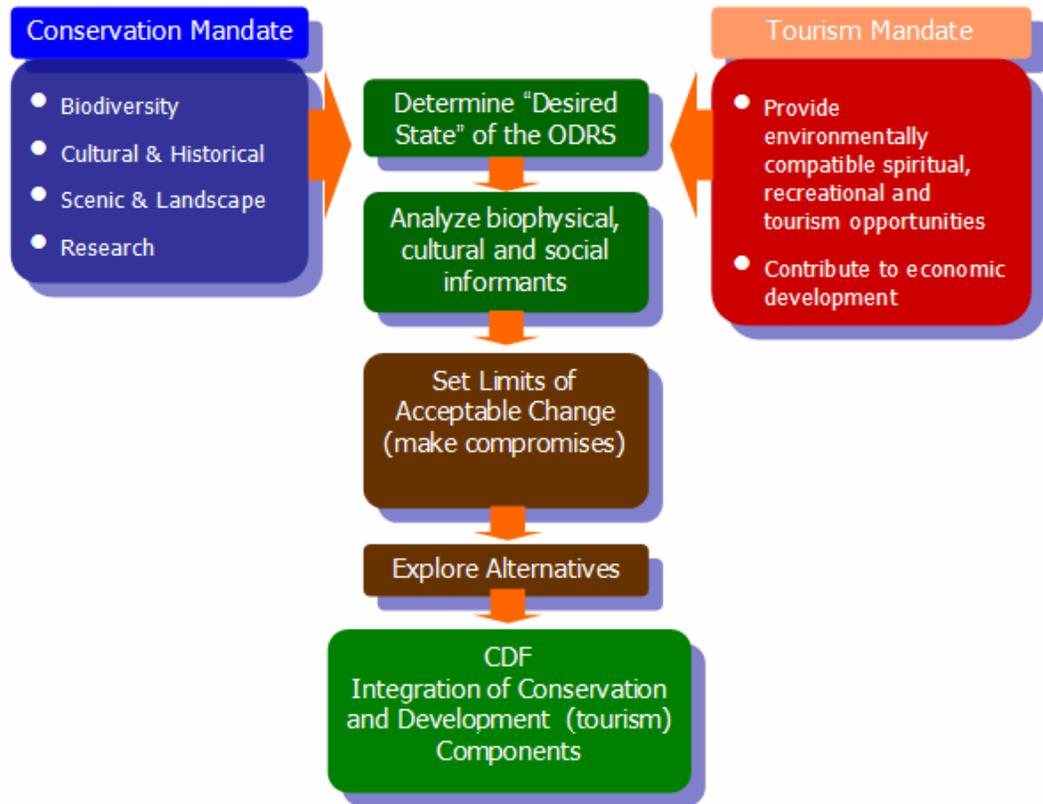
9.4 The Conservation Development Framework in the ODMP

The South African National Parks (SANParks) have over the past few years developed a new protected area planning approach that has proven to be rigorous and comprehensive, called the 'Conservation Development Framework.' (SANParks, 2005).

As indicated in 4.3 above, it would have been appropriate for this approach to have been followed in the overall ODMP.

Although the full and complete Conservation and Development Framework (CDF) has not been followed or carried out in the ODMP, leading to the LACs, a simplified approach has been adopted. The SANParks model outlines the basic elements in the process (see Figure 10). With regard to the Biodiversity element, this has been outlined in Section 2.2 and 3.1.3 above. Likewise the Cultural and Historical aspects have been covered under Section 2.3 above. The Scenic and landscape components have not been overtly described although

Figure 10: Conservation Development Framework



9.5 The LAC process

The Terms of Reference for the Tourism Master Plan Study required that the Limits of Acceptable Change approach be used within the overall ODMP process. It also required that the concept of 'carrying capacity' should be evaluated as an adjunct to the LAC process, to determine its current applicability. A review and comparison of the two concepts was carried out and a paper on the issue was presented to a group of interested parties at HOORC in mid 2006 (Johnson, 2006).

9.5.1 The formal LAC model and planning steps

The Limits of Acceptable Change planning approach was developed in the USA in response to perceived inadequacies in previous planning processes that included setting carrying capacities for tourism use in protected areas, especially those areas with wilderness qualities (Stankey, et al. 1985)

Early scientific work on carrying capacity has generated an extensive literature base on resource and social aspects of park use and their application to carrying capacity. Despite the impressive literature base, however, efforts to determine and apply carrying capacity to protected areas have often resulted in frustration. The principal difficulty lies in determining how much resource or social impact is too much. Given the substantial demand for public use of the protected areas, some decline or change in resource condition and the quality of visitor experience is inevitable. But how much decline or change is appropriate or acceptable is the burning question? This issue is often referred to as the limits of acceptable change (LAC) and is fundamental to addressing carrying capacity.

In 1985 the US Forest Service published a process for dealing with the issue of recreational carrying capacity in their wilderness areas. The process was first applied at the Bob Marshall Wilderness Complex in Montana. Since that time several planning and management frameworks have been developed to address carrying capacity. While each framework includes refinements to suit individual agency missions, policies, and procedures, all of the frameworks share a common set of elements. All of these frameworks include a description of desired future conditions for protected area resources and visitor experiences, the identification of indicators of quality experiences and resource conditions, establishment of standards that define minimum acceptable conditions, the formulation of monitoring techniques to determine if and when management action must be taken to keep conditions within standards, and the development of management actions to ensure that all indicators are maintained within specified standards.

9.5.2 Four principle components of LACs

The LAC process consists of four major components:

- 1) the specification of acceptable and achievable resource and social conditions, defined by a series of measurable parameters;
- 2) an analysis of the relationship between existing conditions and those judged acceptable;
- 3) identification of management actions necessary to achieve these conditions; and
- 4) a program of monitoring and evaluation of management effectiveness. These four components are broken down into nine steps to facilitate application.

9.5.3 Principles of LAC planning

Generally the LAC process is guided by 11 Principles as a means of ensuring appropriate implementation:

Principle 1: Appropriate management depends upon Objectives

Principle 2: Diversity in resource and social conditions in Protected Area is inevitable and may be desirable

Principle 3: Management is directed at influencing Human-Induced Change

Principle 4: Impacts on Resource and Social Conditions are inevitable consequences of human use

Principle 5: Impacts may be temporally or spatially discontinuous

Principle 6: Many variables influence the Use/Impact Relationship

Principle 7: Many management problems are not use-density dependent

Principle 8: Limiting use is only one of many management options

Principle 9: Monitoring is essential to professional management

Principle 10: The decision-making process should separate technical decisions from value judgments

Principle 11: Consensus among affected groups about proposed actions is needed for successful implementation of Protected Area management strategies

9.5.4 Adaptation of LAC model to meet local conditions in the ODRS

The LAC model developed by the US Forest Service to suit the USA conditions suggests that there should be nine principle steps in developing the complete process:

Step 1 – identify issues and concerns

Step 2 – define and describe opportunity zones

Step 3 – select indicators of resource and social conditions

Step 4 – inventory existing resource and social conditions

Step 5 – specify measurable standards for the resource and social indicators selected for each opportunity class

Step 6 – identify alternative opportunity zone allocations

Step 7 – identify management actions for each alternative

Step 8 – evaluation and selection of a preferred alternative

Step 9 – implement actions—monitor & manage conditions

Mbaiwa et al. (2002) in his study on LACs in the Okavango Delta reduced these steps to six, after consideration of alternative approaches suggested by Glasson (1995:95): i) Issues; ii) Goals; iii) Standards; iv) Inventory; v) Actions; vi) Monitor.

In this study, given the capacity constraints encountered within the ODRS environment, these nine steps have been reduced to six:

- Step 1 – identify issues and concerns
- Step 2 – define and describe opportunity zones
- Step 3 – select indicators of resource and social conditions
- Step 4 – inventory existing resource and social conditions
- Step 5 – specify measurable standards for the resource and social indicators selected for each opportunity class

- Step 6 – implement actions—monitor & manage conditions

It was felt that reducing the process to the 6 steps would allow the development of adequate zonation parameters and still allow appropriate indicators to be identified.

9.6 'Desired State' of the ODRS

The 'desired state' of the ODRS outlines the most preferred sets of conditions that should be described for the various elements within the Site. In some ways it could be described as a more detailed Vision Statement. It is by some, considered to be a confusing term (Rogers and Bestbier, 1997) that is best actualized through the hierarchical process of objectives ie. Vision, Goal, Objectives, Sub-objectives etc.

In the instance of this ODMP study, where the strategic planning and vision study has not entirely been concluded and agreed upon, we have chosen to use the version in 8.1.1 above:

“A carefully managed well functioning ecosystem that equitably and sustainably provides benefits for local, national and international stakeholders by 2016”

With regard to the goal of the ODRS, we have chosen to use the modified form:

“To protect and maintain the biodiversity and biophysical systems of the Okavango Delta such that they will continue to provide social and economic benefits to its residents, the nation and the world, through the sustainable use of its natural resources over the long term future.”

The Strategic Objectives used in this study are the seven listed at the end of Section 8.1.3. The Desired State may therefore be described as the situation when all the seven strategic objectives have been effectively achieved and consequently meeting the goal described and leading to the vision outlined.

10 LAC Situational Analysis of the ODRS

It should be noted that in the context of this study, the LACs have been orientated towards the impact of tourism, tourism activities and tourism developments on the biophysical systems, processes and components of the ODRS.

10.1 Problem statement

The current efforts towards the wise use and management of the Okavango Delta Ramsar Site are affected by numerous issues, which range from ecological to institutional. These include diminishing ecological qualities, wide range of land and resource utilization practices, complex stakeholder landscape, institutional coordination challenges, diverse stakeholder values and priorities, limited understanding and appreciation of the ecosystem approach, and absence of a common overall objective. (ODMP. 2006)

The growth in development of lodges in the core section of the Delta over the past fifteen years has given rise to some concern, in that little is known about the potential impact of this growth on the biophysical aspects of the Delta, or on the type of experience that visitors might be expecting in return for the high fees paid for their packages. Mbaiwa (2006) reports that 81.6% of the tourism facilities in the Delta are less than 15 years old, and only 13.9% are older than 20 years. Much of this development has taken place in an 'organic' manner, with no overarching development plan to guide this growth. More recently however, previously established carrying capacity limits on concessions have been invoked to contain this unmitigated expansion, out of concern for possible impacts on the biophysical environment. This may be explained in the following outline.

Physical and environmental impacts of tourism in the delta: Problems associated with tourism related environmental impacts arise when there is a large number of tourists in a given area or if the resource is overused. Direct impacts of tourism are caused by the presence of tourists. Indirect impacts are caused by the infrastructure created in connection with tourism activities. There has been minimal or no sustained research on tourism carrying capacities. Therefore it is not known to what extent tourism related activities are impacting on the biophysical aspects of the delta, or to what extent the activities are impacting on the expected experiences of visitors. Impacts caused through tourism activities and operations can be in the forms of:

Biophysical

- Modify vegetation, habitat and landscape – driving off-road, creating new unplanned roads, picking endangered species of plants, cutting firewood, creating new campsites or illegally extending existing ones
- Pollution water resources through inappropriate sanitation systems, chemicals and litter ie. oil, fuel, detergents, waste
- Modifying wild animal behavior due to habituation or harassment ie. crowding of game-viewing vehicles around animals, chasing animals, feeding animals, disturbing breeding sites
- Driving boats too fast, disturbing crocodile and bird breeding sites on banks
- Over-harvesting – sport fishing and exceeding bag limits
- Causing human induced wild-fires – campfires, cigarettes

Visitor Experiences and Expectations

- Noise Pollution – loud radios and music systems, singing, shouting, talking, engines, motors
- Uncontrolled movement of mobile safari operators which may cause overcrowding
- Introduction of invasive species – boats and invasive plants such as *salvinia*
- Human crowding in remote places – reduce wilderness qualities of isolation and solitude
- Buildings and infrastructure – reduce wilderness and natural feeling of areas
- Creating new unplanned roads – reduce wilderness quality – seeing too many other tourists
- Aircraft and vehicle noise

Currently there are no mechanisms in place to control the numbers of visitors in the Okavango Delta outside of protected areas, except where leases are given to concessionaires and management plans are approved with limitations on sizes of camps and number of beds permitted per camp. There is few control mechanism to manage congestion of accommodation facilities outside of these parameters. As a precaution to mitigate environmental impact, the Tawana Land Board requires that there should be an indication of environmental sensitivity and measures to be taken to protect the environment when applying for the site and producing a management plan. However a thorough Environmental Impacts Assessment is not done because it is an expensive exercise, especially for small scale operators.

Tourism Monitoring & regulation: At present there is an inadequate system of Monitoring and Regulating tourism operations across the Delta. Monitoring of tourism activities is a cross-sectoral activity with little coordination between sectors and players. The Department of Tourism, the Land Board, and the NWDC are not able to carry out regular inspections to ensure that operators are abiding by lease agreements and regulations. (ODMP 2005:211).

10.2 Step 1: Identification of Issues and Concerns

An extensive process of consultation was carried out with a wide range of stakeholders over the period February to July 2006, to determine what key issues were of significance in managing the Delta or with living and surviving in the area. A purposive sample of stakeholders was surveyed, in face-to-face interviews, in focus-groups and in large workshops, in various venues around the ODRS. It is estimated that approximately 220 people were involved in these processes. The survey instrument covered a broad range of possible issues, though only those relating to tourism will be discussed here.

The results of Survey of Stakeholder Group Representatives indicated that there was a large degree of agreement on a Vision for Delta, there was a high degree of congruence on environmental issues identified, though there was only a moderate degree of congruence on socio-economic issues identified.

10.2.1 Biophysical issues

The key issues raised with regard to the biophysical aspects were:

- Pollution of water & land from tourism activities
- Sewage from camps
- Oil from vehicles and boats
- Chemicals from housekeeping activities ie. detergents

- Impacts of tourism activity in sensitive ecological areas
- Tourism infrastructure and development impacts
- Levels of tourism related use and activity – creation and proliferation of unplanned roads
- Impacts on the status and wellbeing of wildlife and birds, especially heronries, crocodile breeding areas and bird breeding sites.
- Management of natural resources – harvesting levels ie. Reeds to make curios
- Human induced wildfires
- Community Management of Natural Resources – lack of involvement (IKS)
- Over harvesting of key species (consumptive – sport-fishing)
- Human wildlife conflict
- Management of elephant populations
- Managing water flow and blockages – lack of management impacts on mokoro operations
- Introduction of domestic animals into OD

10.2.2 Socio-economic issues

The key issues raised with regard to the socio-economic aspects were:

- Inequitable distribution of CBNRM benefits
- Mismanagement of community institutions and resources
- Increasing human population density in OD
- High value-low volume impacts on employment and livelihoods
- Need to spread benefits of tourism equitably
- Need for greater citizen empowerment in tourism sector
- Economic incentives and economic growth – rural-urban drift
- Constraints on land and natural resource use practices
- Unsustainable use of natural resources
- Development of citizen capacity at all levels and in all sectors
- Need to have better incentives for investment
- Understanding commercial and economic processes – unreasonable community expectations
- Development responsibility – Government vs Private Sector
- International tourism strategy and its impacts on local society
- Poverty & pro-poor tourism

10.2.3 Tourism issues

The key issues raised with regard to the tourism aspects were:

- Effects of the 'high-value low-volume' pricing policies and the exclusivity premium
- Need for review of light air travel processes

- Need for community empowerment
- Need for better monitoring of tourism activities
- Need for greater development of citizen capacity
- Need to improve community / private sector relationships
- The destination has a good image internationally – safe and secure
- Quality of service and value for money – ODRS is an expensive destination yet visitors receive a poor reception into the country at port of entry.
- Government should review Incentives for investment – 15 year lease is too short
- Management of tourist activities
- National air carrier as key player in tourism is not performing
- Regional security could become a negative factor
- Unplanned increase in tourism development in the ODRS – especially the core area
- Need to address poor relationships – Tour Operators & Communities
- Greed and unreasonable demands on the private sector by communities

10.2.4 Important trends

The following trends were seen to be important in the management and operation of the Delta:

- Perceived changes in some of the ecosystems
- Increasing pollution of water and land areas
- Positive impact of tourism versus other economic activities
- Unsustainable pricing policies of tourism
- Increases in Human-wildlife conflict
- Unsustainable demands on land and resources
- International pressure to stop hunting and culling

10.3 Step 2: Identifying Areas of Tourism Potential and Opportunity

In conjunction with the extensive consultations with all stakeholders regarding major issues for consideration, the potential and opportunity for new, alternative or enhanced tourism activities was explored.

Initially the enquiry about tourism and hunting potential met with a great deal of suspicion as due to an unfortunate series of errors, the tourism and hunting fraternity was left out of the very first introductory workshop on the Tourism Mater Plan study. This was perceived as being intentional, with the agenda being to begin a process of modifying concession agreements, change concession boundaries, and even withdraw or cancel concessions. The problem was further complicated by the introduction of the proposed Tawana Land Board's draft Land-use Plan for Ngamiland, which indicated significant changes being proposed in existing concessions and use areas.

A further round of consultations with the tourism and hunting stakeholders eventually allayed their fears of such devious intentions, and that this process was largely unrelated to the Tawana Land Use Plan process. It was reiterated that the purpose of this study was to optimise the tourism potential in the ODRS for the good of al stakeholders.

One of the first activities in this step was to identify areas of high tourism potential in the

ODRS. A separate series of workshops and meetings with key stakeholders was carried out and various exercises completed to identify high potential areas, low potential areas as well as sensitive areas.

10.3.1 Developing categories of tourism use in the ODRS

In the initial stages the various stakeholders agreed that there should be seven categories of 'use areas' in the ODRS:

- Pristine
- Semi-pristine (non-consumptive)
- Semi-pristine (including consumptive)
- General tourism
- Multiple use
- Development
- Sanctuary

Again through further workshops the conditions that related to each of these categories was developed, covering

- Biophysical
- Tourism
- Management

A matrix was developed showing the categories of use against the conditions for each of the three aspects. This was agreed upon by the stakeholders as an interim model to work with.

When this was played out in a spatial context, showing where each of the categories would cover, stakeholders were able to comment and suggest changes. This initial map and set of categories was modified and interrogated over a period of months in an iterative process of participative planning. A key concern of concession holders was that areas or zones with their associated criteria should be able accommodate the dynamic nature of the changes in water levels of the Delta annually and over more extended period. The success of their hunting and photographic safari operations depended on their ability to shift camps and change access routes to respond to shifts in wildlife populations and ecological situations.

In December 2006, Ministers of Angola, Botswana, Namibia, Zambia and Zimbabwe met to sign the KAZA TFCA Agreement. Inherent in this, through the facilitating NGO 'Peace Parks' was the need to have a common methodology of planning protected areas in southern African TFCA's. As a result of this, and in anticipation that their Conservation Development Framework approach would be used, it was agreed that the categorization of the ODRS would be changed slightly to accommodate the model being currently used in other areas. The following categorization was then developed and tested with key stakeholders, including a change in overlays:

Use Areas or Zones

- Wilderness
- Remote – Low intensity use
- Remote - Wild
- Remote – medium intensity use
- Low intensity recreation

- High intensity recreation
- Rural – low density use
- Rural – moderate/high density use

Overlays

- Development node
- Sanctuary or special conservation areas or nodes
- Cultural site or node

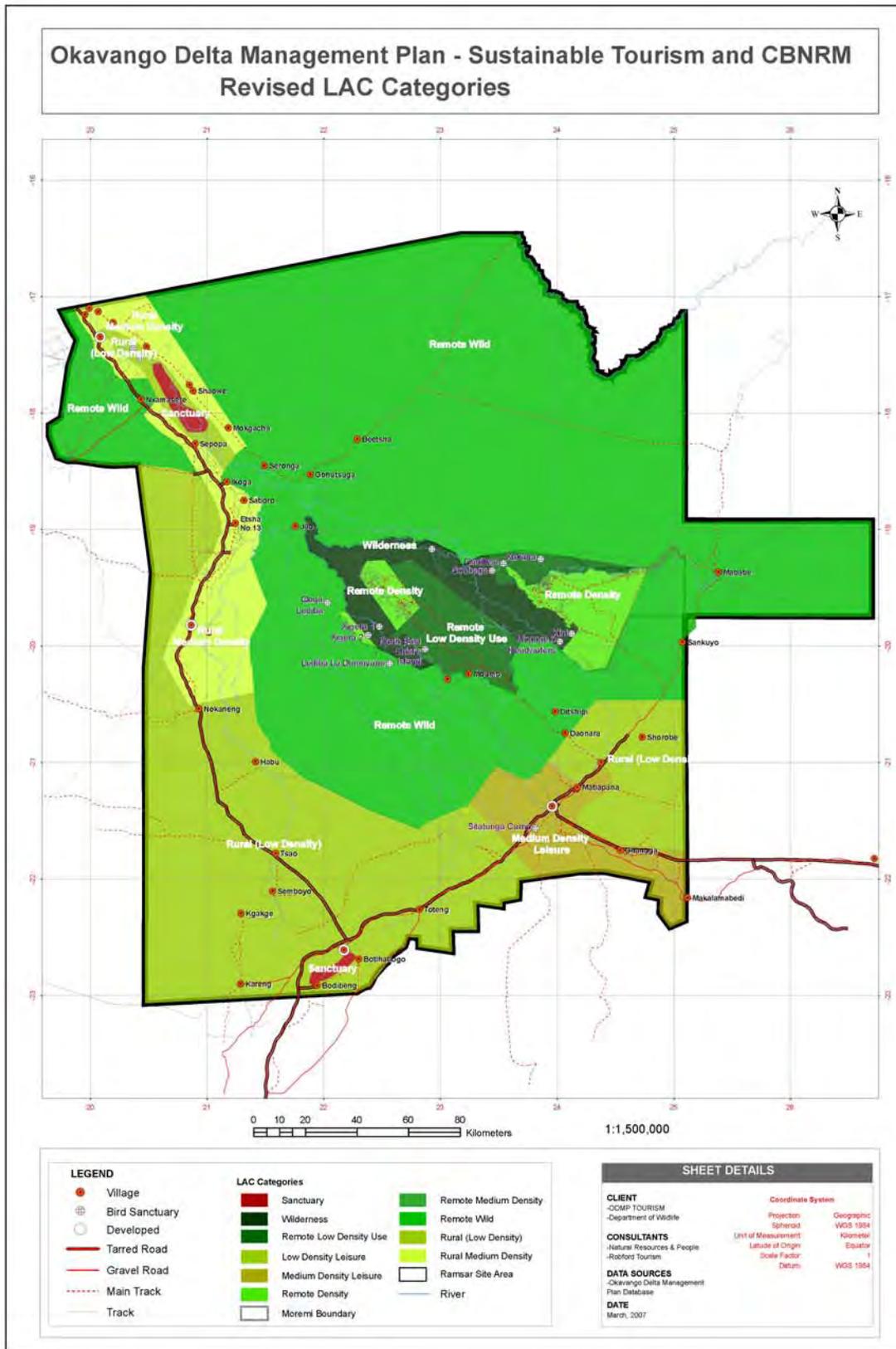
The system of introducing overlays was to accommodate the fact that some factors such as special conservation needs may occur in more than one Use Zone.

A further category might be considered for the Rural Zone, to accommodate Community Conservation Areas. This needs to be tested with stakeholders.

A chart outlining the 'Desired State Characteristics' for each category is provided in Appendix 1, whilst a more detailed account of particular characteristics is provided in Appendix 2.

A map outlining these new zones, incorporating previously identified areas with different types of potential for tourism was developed (See Map 2).

Map 1: Revised LAC Categories



10.4 Step 3: Indicators of change

Three levels of indicators are being proposed to manage the LACs of the ODRS in the most effective and efficient way, based upon an adaptive management approach. The three levels will be operationalised over the long term. Only the first level is being proposed at this time due to identified capacity constraints amongst the stakeholders in the ODRS at present. It is intended that the two successive levels will be brought into play as capacity and resources permit, in the future.

The first set of indicators (Primary Indicators) will be simple and easily monitored in a cost effective way. Primary indicators will be simple key indicators that may have proxy elements to them, but will trigger further investigation and possibly deeper enquiry if satisfactory answers are not immediately identified. It is felt that this Primary set of indicators should be contained with a small number of indicators to ensure that they are manageable, and will not present too onerous a task of monitoring. It has been found that where monitoring of indicators is too complex, costly, resource-hungry, voluminous and time-consuming, then they will invariably be neglected over the long term.

The Secondary Indicators will relate to the Primary indicators, and will be invoked if the Primary Indicators do not easily and timeously supply answers to any identified changes. Should the Secondary Indicators not supply required answers, then further more detailed research would be carried out on Tertiary Level indicators that relate to the Secondary Indicators.

Standards will be established for particular indicators in the three levels, that relate to the particular opportunity class that is under consideration. Standards for indicators may vary by opportunity class.

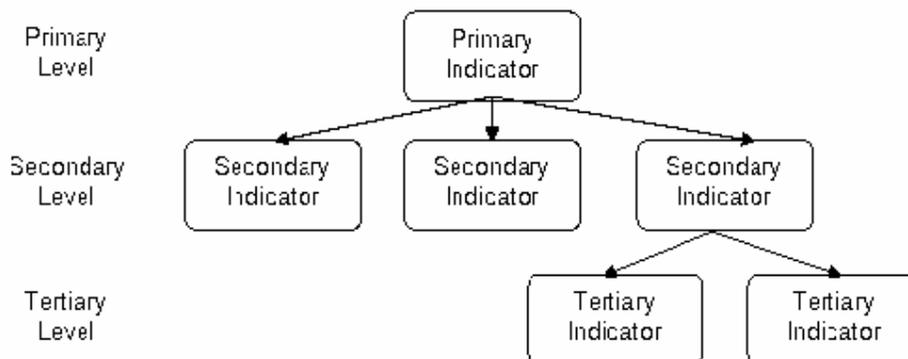


Figure 11: Logical sequence of enquiry when change is indicated at Primary Indicator Level.

10.5 Step 4: Inventory Resource and Social Conditions

An inventory of resource and social conditions across the ODRS indicated that the Controlled Hunting Area (CHA) Framework as designed in 1991 by Van der Heiden for the Tawana Land Board and the Ministry of Local Government and Lands, had played a key role in protecting the biodiversity and biophysical systems of the Okavango Delta during the preceding fifteen years. The creation of a buffer zone of Photographic Safari Concessions around the designated Wilderness Zone within the Moremi Game Reserve, and the successive ring of multipurpose hunting and photographic safari concessions leased to both the private sector and communities had reduced the impact from use of natural resources in those areas.

As a preliminary assessment of the natural resources in the various areas, the species density maps developed through the Botswana Biodiversity Strategy and Action Plan (MEWT, 2004) showed the spatial distribution of a range of key ungulate species across the ODRS (See Section 3.1.3 above and Appendix 4 and 5). Reference was made to the various Vegetation and Ecological Surveys carried out on the Okavango Delta to

analyse the distribution of key vegetation groups across the ODRS. An important source of data on tree and plant species was found in the data tables of Terry (2000) in her investigations of craft making and production in the Ngamiland Area. Likewise various research papers on hydrology provided an indication of important aspects of water flow and mechanisms of distribution from the pan handles into the various channels of the permanent and semi-permanent sections of the Delta.

Finally an inventory of all the lodges and camps operating in the ODRS was compiled to understand the extent and spatial distribution of tourism activities within the ODRS (See Appendix 6).

The various inventories and material provided a basis upon which to develop a matrix of desired conditions in the various zones identified for use in the ODRS (See Appendix 1).

10.6 Step 5: Standards for Indicators

Through consultation and discussion with a wide range of stakeholders, including scientists, communities, conservationists, tourism business operators, NGOs, Government and interested parties, an array of indicators have been identified as possible candidates for consideration at the three levels described above, and across the aspects of biophysical, tourism and management.

In order to ensure that the recommendations from this study are not disregarded and 'shelved' it has been the consultants approach to form a LAC Reference Group comprising approximately 20 interested and affected parties, to assume ownership of the LAC process, as well as the development of Indicators and Standards, and also to ensure that they are implemented and managed into the future. This Reference Group met a number of times in late 2006 and early 2007 to discuss the LACs, Categories, Indicators and Standards.

Surrogate, proxy and representative indicators have also been included in the matrix given their potential to keep the monitoring process simple, reduce time and effort, as well as keeping resource needs to a minimum.

The usual criteria for developing strong and robust indicators (Lime et al. 2004) was followed ie. they should be:

- Specific.
- Objective and measurable.
- Reliable and repeatable.
- Sensitive.
- Related to visitor use.
- Manageable.
- Efficient and effective to measure.
- Significant.

The indicators developed have been applied to each of the Tourism Use Zones, in a matrix format, together with the concomitant standards for each use zone, and an indication of who would be accountable for the oversight of their monitoring and implementation (See Appendix 3).

10.7 Monitoring LACs

Monitoring is a key element of implementing LACs, in that it is essential that data is collected on a systematic and regular basis, so that possible changes may be identified. Without adequate monitoring the whole LAC process will become dysfunctional and irrelevant.

10.7.1 Appropriate conditions for a monitoring institution

The following are seen to be the conditions necessary for LACs to be managed professionally.

Accountability

It is foreseen that the LAC Reference Group will spearhead the further development, refinement and implementation of the LACs, in an adaptive management manner.

LACs cannot work if there is no institutional management authority that has the official government mandate or accountability for them. The reason for this is simply that the LACs are intended to be a mechanism that will indicate unacceptable changes, and that then requires an organization with the relevant legislative powers to enforce compliance and correction.

It is possibly most appropriate that this ultimate body should be a government Department that can play a coordinating role in ensuring that all sectors with relationships to various LACs are performing and enforcing compliance.

Representation, participation and transparency

Experience shows that performance is most effective and efficient when cooperation and collaboration are well maintained. Apart from this however, experience also proves that when stakeholders see that management approaches include high levels of representation, exclusivity, participation and transparency then high levels of compliance will follow.

Capacity for enforcement

This study has identified that there is generally a lack of capacity to manage complex processes such as LACs and Licensing-based performance monitoring. The study therefore recommends that where possible the LAC process is built into the 'Score-card' and Licensing monitoring system that is being developed within this Tourism Master Plan study, to ensure that it is mainstreamed into general management systems and procedures.

Where possible particular agencies or bodies that have a particular need to collect specific data that may link to LACs because it is merely good business practice (ie. Tourism operators collecting wildlife population data to use as marketing; or the Botswana Wildlife Management Association collecting data on trophy quality) should be encouraged to share and use their data to construct a fuller picture of the health and wellbeing of the biophysical or tourism state of the Delta.

10.7.2 Methodologies and approaches

The indicators identified for possible inclusion in the LAC system for the ODRS originally numbered nearly one hundred. However due to capacity constraints, the ones chosen at this time have deliberately been those that are simple, those that may be surrogate of proxy indicators and those that may already be being monitored by interested parties. Some show immediate change, whilst others, measured with larger intervals between sampling (ie. Length of road per square kilometer) may only show slow or gradual change over time.

It is suggested that any indicator that can be linked into the scorecard approach should have the ability for general testing ie. By a trained team of centralized testers. However where an indicator is only invoked to test

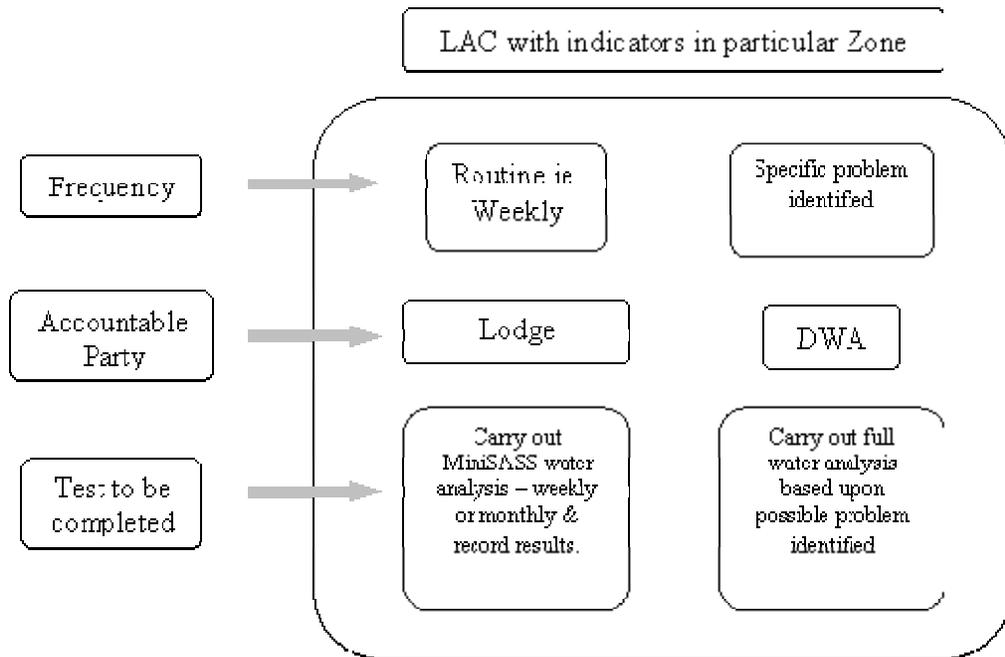
Most ecological change in the Okavango delta which involves such small-scale transformations as thicket development (shrub growth) and minor land-use changes related to tourism, requires the use of finer resolution systems for instance high resolution false colour aerial photography in conjunction with fieldwork. (S. Ringrose, C. Vanderpost, W. Matheson. .2003. However simple satellite imagery techniques can be used to measure changes in the extent of roads in zones that have limitations of the amount of roads in the area. Baseline data will be needed to establish the current extent of roads in such areas, and ground-truth the data, and make appropriate decisions ie. close down some existing roads, shift some roads, allow further expansion etc.

The mode of implementation of the LACs is seen to be that the relevant Accountable Parties as shown in the Matrix will need to take the shown LAC's indicators, and introduce monitoring systems within their organisations to ensure that the indicators and standards are being monitored. Concomitantly the overall Management Authority (ie. DEA or whoever) will likewise need to develop and implement a system to track the data gathering processes of any Accountable

In some cases a dual system may need to be developed to accommodate the routine collection of data and a parallel system of situation specific issues that arise. An example of this would be checking the quality of water adjacent to camps and lodges (See Figure AAA).

For those LAC indicators that have a routine monitoring approach ie. testing the quality of water in water near lodges where effluent is discharged or treated, an appropriate system of logging, recording and storing the data should be instituted eg. record book of weekly results, name and signature of recorder, name and signature of supervisor checking entries, actions taken for unacceptable levels of data recorded etc.

The parallel system to the routine checking of water would be the situation specific indicator of a sudden outbreak of significant number of cases of diarrhea in a camp or lodge, and the need to institute specific special investigation / monitoring of water quality (See Figure AAA)



10.7.3 Institutional Framework to Manage the Implementation of LACs

The ODMP's Research Policy suggests that a Research Advisory Group (RAG) should be formed to guide any future research that should take place in the ODRS. Given the LAC process is essentially a research based operation, it would be logical for the RAG to manage the long term implementation of the LACs – overseeing their evolution to a more substantial monitoring process based upon adaptive management in years to come, as capacity emerges.

It should again be re-iterated that the LACs do not provide carrying capacities for tourism activities in the ODRS. They provide the basis for monitoring when agreed limits are exceeded and then limitation measures may be instituted. However, that being said, it is the recommendation of this study in conjunction with the overall Tourism Master Plan that the future evolution of the LAC process will be predicated upon three factors:

- 1) Dismantling the CHA boundary approach over the medium term, and rationalizing the hunting industry requirement with those of the photographic safari industry needs. This may require a 'dualist' situation where photographic safari areas (with lodge or semi-permanent camps) have a smaller footprint and that these exist within surrounding hunting concession areas – obviously with appropriate buffer zones included;
- 2) Rationalizing the provision of support mechanisms to lodges, camps and hunting concessions such as air traffic for transfers etc. to minimize environmental impacts and conflicts with other users;
- 3) Rationalizing the provision of servicing mechanisms and processes to lodges, camps and hunting concessions, such as routes and permitted vehicle types, to minimize environmental impacts and conflicts with other users;

It is this studies conclusion that through the LAC process significant further tourism development may be permitted over the long term, as long as it is carried out in a strictly planned and adaptive management approach, allowing adequate time between phases of incremental development to assess adverse impacts occurring. It is further suggested that this can only take place if the current system or framework of hunting concessions is rationalized in conjunction with the needs of the photographic safari industry, as stated previously. Once this has been completed it is essential that, as a future exercise, all the sites for potential lodges or semi-permanent camps are identified (see findings of this associated Tourism Master Plan process) and that these are ranked in potential for consideration as development sites in a phased programme over the next thirty years. It is suggested that the phases should be structured as follows: i) Short-term development (2-5 year horizon, from date of initiating phased programme); ii) medium-term development (6-15 year horizon); and iii) Long-term development (16-30 year horizon). This will allow for an incremental and adaptive management approach to be implemented. This programme is therefore dependent upon the completion of a rationalization of the hunting area concessions in conjunction with the photographic safari concessions.

However, it should be emphasized that when allowing any development of further lodge or semi-permanent camps in these Remote Zones, it should be a consideration that such camps should not have carrying capacities that exceed 24 tourist beds per camp, and that these beds be distributed in smaller units of no more than eight bedded clusters ie. 4 x 2 bedded units, with these clusters being serviced by a central hospitality area consisting of a lounge, dining room, kitchen and reception etc. This requirement is to ensure that the wilderness and 'wildness' character of our primary tourism product in the ODRS is not compromised, and that in fact the developers are meeting the growing demand for solitude, isolation or exclusivity.

11 Conclusion

It is unfortunate that these LACs have been developed in a context of a number of missing elements that should have contributed to it being a sound and robust process. In particular the lack of a Biodiversity Plan for the ODRS is a critical oversight, seeing that it is one of the principle reasons for the area being declared a Ramsar site. Secondly, the lack of an overarching ecosystems study of the ODRS to 'pull together' the various other ODMP Component studies has weakened the robustness of the LACs. In particular, the completion of a full Conservation Sensitivity Analysis would have contributed greatly to ensuring that all important conservation considerations would have been included in the zonation and setting of indicators. Finally, the existence of a tourism 'zoning' mechanism initially developed to accommodate the hunting industry ie. CHAs has complicated the process of developing logical tourism zones in the ODRS.

However, in the spirit of 'adaptive management' the LACs that have been produced here will provide the basis for ongoing management of the ODRS that will enable the 'management authority' to implement basic monitoring to this end.

It should again be re-iterated that the LACs do not provide carrying capacities for tourism activities in the ODRS. They provide the basis for monitoring when agreed limits are exceeded and then limitation measures may be instituted. However, that being said, it is the recommendation of this study in conjunction with the overall Tourism Master Plan that the future evolution of the LAC process will be predicated upon three factors:

- 1) Dismantling the CHA boundary approach over the medium term, and rationalizing the hunting industry requirement with those of the photographic safari industry needs. This may require a 'dualist' situation where photographic safari areas (with lodge or semi-permanent camps) have a smaller footprint and that these exist within surrounding hunting concession areas – obviously with appropriate buffer zones included;
- 2) Rationalizing the provision of support mechanisms to lodges, camps and hunting concessions such as air traffic for transfers etc. to minimize environmental impacts and conflicts with other users;
- 3) Rationalizing the provision of servicing mechanisms and processes to lodges, camps and hunting concessions, such as routes and permitted vehicle types, to minimize environmental impacts and conflicts with other users;

It is this studies conclusion that through the LAC process significant further tourism development may be permitted over the long term, as long as it is carried out in a strictly planned and adaptive management approach, allowing adequate time between phases of incremental development to assess adverse impacts occurring. It is further suggested that this can only take place if the current system or framework of hunting concessions is rationalized in conjunction with the needs of the photographic safari industry, as stated previously. Once this has been completed it is essential that, as a future exercise, all the sites for potential lodges or semi-permanent camps are identified (see findings of this associated Tourism Master Plan process) and that these are ranked in potential for consideration as development sites in a phased programme over the next thirty years. It is suggested that the phases should be structured as follows: i) Short-term development (2-5 year horizon, from date of initiating phased programme); ii) medium-term development (6-15 year horizon); and iii) Long-term development (16-30 year horizon). This will allow for an incremental and adaptive management approach to be implemented. This programme is therefore dependent upon the completion of a rationalization of the hunting area concessions in conjunction with the photographic safari concessions.

However, it should be emphasized that when allowing any development of further lodge or semi-permanent camps in these Remote Zones, it should be a consideration that such camps should not have carrying capacities that exceed 24 tourist beds per camp, and that these beds be distributed in smaller units of no more than eight bedded clusters ie. 4 x 2 bedded units, with these clusters being serviced by a central hospitality area consisting of a lounge, dining room, kitchen and reception etc. This requirement is to ensure that the wilderness and 'wildness' character of our primary tourism product in the ODRS is not compromised, and that in fact the developers are meeting the growing demand for solitude, isolation or exclusivity.

12 LAC Recommendations

In order to successfully implement the LACs it is recommended that::

- 1) A single management authority or institution should be clearly outlined and accepted by all stakeholders of the ODRS, to coordinate the management and implementation of LACS and to encourage and enforce compliance. This 'ownership' of the process is essential to its successful implementation in the long term;
- 2) The LAC Reference Group should be maintained and used to assist in the initial implementation of the overall LAC process, and to contribute to the initial fine-tuning of the indicators and standards, the exact methods of data collection and storage, the means of consolidating the data to make it a cohesive and integrated management process;
- 3) That clear roles and responsibilities are defined up front for all the actors/agents and managers, to enable each player to carry out clearly defined functions, in agreed methodologies, against set deadlines and schedules, conforming to reporting relationships, and understanding the consequences of non-performance;
- 4) An 'adaptive management' approach is taken to the implementation of the LAC process, testing the given LAC framework and its indicators and especially the standards for appropriateness, on an annual basis, analyzing the data and modifying it as necessary to provide useful management information;
- 5) A system of centralised data collection should be developed that includes all the agents indicated in 2, above, that collates data on a systematic and regular basis; that the data is analysed and interpreted; and that 'situation specific' appropriate management action is decided upon, and carried out;
- 6) Wherever possible the LACs should be initially carried out at the lowest level of activity ie. by the actors or 'agents' who have the potential to allow unacceptable change to take place 'at source' – such as lodge or camp operators, mobile safari operators, mokoro operators, DWNP, etc.;
- 7) The overall LAC process is re-evaluated periodically ie. every three years, using a team of peer researchers from the region who have been involved in similar processes, to exchange lessons learned and to suggest methods of strengthening the process incrementally;
- 8) Carrying capacities should only be used to manage the exclusive or secluded 'nature' and 'character' of the fundamental product within the 'core tourism area' (the Remote Wild and Medium Density Zone) ie. small clusters of two-bedded tents surrounding a centralised hospitality area (deck, lounge, dining area, kitchen, reception, curio shop etc.), where the total number of beds in the total complex is no greater than 24 beds.
- 9) A full review of the controlled hunting area (CHA) framework used in the ODRS area should be carried out to determine how the framework could optimise the economic potential of tourism and hunting over the medium term without negatively affecting the biodiversity and biophysical integrity of the ODRS and rationalizing the hunting industry requirement with those of the photographic safari industry needs. This may

require a 'dualist' situation where photographic safari areas (with lodge or semi-permanent camps) have a smaller footprint and that these exist within surrounding hunting concession areas – obviously with appropriate buffer zones included. *As mentioned above however, it should be recognized that the CHA framework has served to protect the integrity of the biodiversity and the biophysical systems of the ODRS, and that any review of the framework should be carried out in a rigorous and scientific manner, keeping in mind the overarching objective of the Ramsar convention to balance socio-economic needs with biodiversity and biophysical needs;*

- 10) Any increase in the number of camps to be permitted for development in the 'core tourism area' should be dependent upon the review of the CHA mechanism or framework. Given the need to review a significant number of concession leases in the ODRS within the next three years, it is felt that this should be postponed for a period (say three years) in order to enable the study to occur and to allow a more synchronized renewal of leases to be effected.
- 11) Rationalize the provision of support mechanisms to lodges, camps and hunting concessions such as air traffic for transfers etc. to minimize environmental impacts and conflicts with other users;
- 12) Rationalize the provision of servicing mechanisms and processes to lodges, camps and hunting concessions, such as routes and permitted vehicle types, to minimize environmental impacts and conflicts with other users;

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Appendices

Table 1: Description of Desired State - Experiential Use Zones

Experience	Zone	Description	Quality of the natural environment	Experiential Qualities	Interaction between users	Sophistication of facilities	Level of Exertion	Level of self sufficiency	Commercialization	Spirituality	Primary movement within the zone
Close to Nature Activities tend to be at the landscape level	REMOTE WILDERNESS	Unmodified natural landscape where unimpeded natural processes proceed. Areas with very high natural qualities and with little visible human impact, where the sights and sounds of modern, urban life are none existent, allowing for a spiritual experience of isolation and solitude. They are generally inaccessible, requiring additional physical exertion to reach and experience, with some degree of risk. Visitors need to be more self reliant and experienced. The nature of the experience is heavily dependant on the quality of the natural environment. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management.	Pristine	Isolation	Very low	Very low	Very high	Very high	Very low	Very high	Pedestrian only
	REMOTE Low Intensity Use	Areas with very high natural qualities with little visible human impact, where the sights and sounds of modern, urban life are none existent or infrequent. The experience is of a challenge providing relative experiences of solitude and wildness. Signs and sounds of other human activities are slightly more obvious than in the Wilderness category, and encounters with other visitors are slightly more frequent. Although less physical exertion is required a reasonable level of fitness, self reliance and experience is required, with some degree of risk. The nature of the experience is dependant on the quality of the natural environment. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management.	Pristine	Solitude	Low	Low	High	High	Very Low	High	Pedestrian only
	REMOTE Wild	Areas with very high natural qualities with little visible human impact, where the sights and sounds of modern, urban life are none existent or infrequent, allowing for an experience (sometimes in vehicles) of being in nature amongst 'charismatic' wild animals. They are generally remote and inaccessible, requiring additional effort to reach and experience. Visitors need to be adventurous and inquisitive. The nature of the experience is heavily dependant on the quality of the natural environment and the presence of 'charismatic' wild animals. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management. Hunting may be carried out at times.	Pristine	Harmony	Low	Very low	High to Moderate	Moderate	Low	High to Moderate	Pedestrian & Motorised
	REMOTE Medium Intensity Use	Areas with very natural qualities with moderate visible human impact, where the sights and sounds of modern, urban life are virtually none existent or infrequent, allowing for a vehicle-based experience of being in nature amongst wild animals. They are generally remote and moderately inaccessible, requiring some effort to reach and experience. Visitors need to be generally self reliant and experienced. The nature of the experience is heavily dependant on the quality of the natural environment and the presence of 'charismatic' wild animals. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management.	Semi-Pristine	Harmony	Low	Low	High to Moderate	Moderate	Low	Moderate	Pedestrian & Motorised
	RURAL Low Intensity Use	Areas situated within rural communities, where the nature of the experience is dependant on its remoteness and the quality of the natural environment with the presence of some wild animals. The main accent is on recreational activities which are more dependant on the quality of the facilities provided than on a completely natural environment. By their nature these zones are placed in more transformed landscapes. Interaction and socialisation are an integral part of the experience, as also being exposed to rural livelihoods and local cultural activities.	Natural	Harmony with some socialisation	Low to frequent	Low	Moderate	Moderate	Low	Moderate	Pedestrian & Motorised
Outdoor Natural Activities tend to be at the Precinct level	RURAL Medium Intensity Use	Areas situated within rural areas based around high density tourism developments with modern commercialised amenities and very concentrated activities. The quality of the visitor experience is heavily dependant of the quality of the facilities which enable the visitor to experience the environment or culture with a minimum of effort and impact on the environment. Due to the high impacts these are concentrated at specific nodes, generally situated in or near urban centres. The main focus of management is to ensure a high quality visitor experience whilst ensuring that the activities have a minimal impact on the surrounding environment.	Transformed	Socialisation	Frequent	Moderate to High	Low	Low	Moderate	Moderate to nil	Pedestrian Non motorised Motorised
	LOW INTENSITY LEISURE	The main accent is on recreational activities which are more dependant on the quality of the facilities provided than on a completely natural environment. By their nature these zones are placed in more transformed landscapes. Interaction and socialisation are an integral part of the experience.	Transformed	Socialisation	Frequent	High	Low	Low	Moderate	Moderate	Pedestrian Non motorised Motorised
	HIGH INTENSITY LEISURE	High density tourism development with modern commercialised amenities with very concentrated, activities. The quality of the visitor experience is heavily dependant of the quality of the facilities which enable the visitor to experience the environment with a minimum of effort and impact on the environment. Due to the high impacts these are concentrated at specific nodes. These nodes are generally situated at existing facilities including historic buildings and precincts. The main focus of management is to ensure a high quality visitor experience whilst ensuring that the activities have a minimal impact on the surrounding environment.	Highly transformed	Entertainment	Very frequent	Very high	Very low	Very low	Very high	Low	Motorised People movers

Adapted from SANParks Planning

Table 2: Characteristics of Zonation Categories in the ODRS

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
Back to Nature Activities tend to be at landscape level	PRISTINE (Wilderness)	Isolation; complete solitude; wildness; primitiveness; at-one with nature; communing with nature; contemplation; reflection; timelessness; oneness with nature; aloneness; sense of humility.	Extremely low; usually limited to people in the same 'exclusive' party or group.	Only on foot or in mokoro or in some instances (main navigable channels) motorized boats, horse-back.	Wilderness-friendly tourism activities are allowed in the Wilderness zone. These will include limited boating (mokoro trips, motorized boat trips, house-boating) on the main navigable channels of the primary watercourses, in keeping with any other regulations controlling the use of boats. Hiking and overnight camping in designated wilderness campsites, accompanied by a professionally qualified, Botswana certified guide; overnight camping – based upon “pack it in, pack it out” principle.	No access roads and tracks are permitted in this zone and any old and existing tracks must be closed off and rehabilitated. No facilities, buildings, tourism facilities or construction other than wilderness campsites are permitted; game paths. No artificially supplied water will be made available.
Close to Nature Activities tend to be at landscape level	WILD Examples: CHA concessions to private sector and community operators.	Isolation; solitude; wildness; adventure; excitement; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna ¹)	Very low; usually limited to people in the same 'exclusive' party or group.	On foot or in mokoro or in some instances (main navigable channels) motorized boats, horse-back; in game-viewing vehicles operated by lodges, camps, or mobile-safari operators. These areas are generally characterized by concession areas ie. CHA areas (photographic and hunting).	Hiking, Mokoro trips motorized boat trips, house-boating, horse safaris, elephant safaris, and overnight camping accompanied by a professionally qualified, Botswana certified guide; overnight camping – either based upon “pack it in, pack it out” principle, or in pre-prepared temporary tented-camps. Game-drives in designated areas and along pre-determined, specified tracks and road networks. Hunting in CHAs designated for such purposes, according to permits, concession lease agreements and Management Plans.	Pre-determined and specified tracks and roads, as indicated in Management Plans required in concession and lease agreements. Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ²
	REMOTE (Low Density) Examples: lodge concession sites in Moremi GR.	Isolation; solitude; wildness; adventure; excitement; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna ³)	Very low; usually limited to people in the same party or group. Possibilities of seeing other groups on game-viewing, boating or Mokoro trips.	The aim of this zone is to provide areas for primarily non-motorised tourism (in the terrestrial-dryland portions). Motorised land transport will be allowed only to access the areas for the conducting of alternative non-motorised activities and will be via the most direct route on the existing access network. Both motorised and non-motorised boating will be acceptable in the wetland portions ie. motor boating, mokoro trips, houseboat/barge trips. Walking/hiking and overnight camping in wilderness campsites essentially on the islands.	Hiking, Mokoro trips motorized boat trips, house-boating, horse safaris, elephant safaris accompanied by a professionally qualified, Botswana certified guide; Overnight camping – either based upon “pack it in, pack it out” principle, or in pre-prepared temporary tented-camps in designated sites. Game-drives in designated areas and along pre-determined, specified tracks and road networks.	Pre-determined and specified tracks and roads, as indicated in Management Plans required in concession and lease agreements. Access tracks will be kept to a minimum. Any tracks made by researchers, management or any other activities will be rehabilitated immediately upon completion of the project. No permanent or semi-permanent tourism facilities other than a network of access roads and tracks with essential linked infrastructure (ie. Bridges) will be permitted. No artificial water supply will be made available (except in identified Development Nodes for staff accommodation and administrative facilities). Essential staff and administrative infrastructure will be allowed in identified Development Nodes within the zone. Due consideration will be paid to the aesthetics of these developments to fit the wilderness atmosphere.

¹ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

² Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

³ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
Outdoor Nature Experience Activities tend to be at the precinct level	REMOTE (Medium Density) Examples: Self drive areas of Moremi GR.	Wildness; nature; adventure; excitement; possibilities of viewing exciting, spectacular wildlife (charismatic mega-fauna ⁴); viewing wild animals (including birds).	Moderate, usually limited to other vehicles encountered on game-drives, or boat trips.	Self-drive 4x4 vehicles, game-drive vehicles ⁵ . Access routes to lodges and mobile-safari camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.	Game-drives in self-drive 4x4 and game-drive vehicles; Game-viewing night-drives with permits; Travel by mokoro and motorised boats from designated mooring sites; Game-viewing from hides and platforms; Picnicking in designated areas;	Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ⁶ <ul style="list-style-type: none"> Public Camp Grounds with attendant facilities. Mobile Operator Sites. Access, Transit and Game viewing Roads and tracks. Other tourist facilities such as observation hides/platforms, day use facilities, information centres, entrance gates and ablutions. Designated areas for the conducting of night drives. Boat Stations (Mooring) offering services to visitors.
RURAL Rural experience away from the urban pressure.	RURAL (Medium Density) Examples: Conservation areas; Fishing Camps & Lodges in western Pan-handle.	Culture, rural life, wild animals, calmness, tranquility	High, frequent contact with other people (villagers, tourists, etc.)	Self-drive 4x4 vehicles, game-drive vehicles ⁷ . Access routes to lodges and fishing camps open only to residents. General roads accessible by all residents of lodges, campsites and day-visitors.	Fishing, boating (mokoro and motorised – but motorised may be subject to limitations on speed); hiking and walking; Limited game-viewing where wildlife occurs. Cultural activities where these may be provided.	Fixed camps, base camps and Lodges, semi-permanent camps, temporary tented camps. ⁸ <ul style="list-style-type: none"> Public Camp Grounds with attendant facilities Mobile Operator Sites. Community Camp Sites. Access, Transit and Game viewing Roads and tracks. Other tourist facilities such as observation hides/platforms, day use facilities, information centres, entrance gates and ablutions. Private Boat Stations (Mooring) offering services to visitors.
SPECIAL OVERLAY AREAS	SANCTUARY Examples: Special Conservation areas in Pan-handle.	Experiential qualities restricted to 'respect' for being in area and obeying required conditions of behaviour to minimize disturbance or impact.	Minimal interaction between users due to restricted entry requirements.	Appropriate vehicle, boat or vessel with modifications to reduce disturbance or impact if so required; on foot; or by mokoro. Entry roads may be created if absolutely necessary, or else minimal disturbance or impact rules apply.	Walking, observing, data collection and recording through permit, non-intrusive photography, research activities by permit ie. tagging. Over-nighting in designated area unless for data collection purposes should not be permitted.	No facilities unless required for research and data collection purposes ie. construction of observation hides near heronries etc.
	CULTURAL SITE Examples: Tsodilo Hills	Experiential qualities 'respect' for being in area and obeying required conditions of behaviour to minimize disturbance or impact; Opportunities for solitude and reflection; Reverence and	Moderate, controlled interaction between users due to restricted entry requirements.	Primarily by foot, or if necessary in appropriate vehicle or boat to reduce disturbance or impact if so required ie. mokoro. Entry roads may be created to periphery entry point if absolutely necessary, or else minimal disturbance or impact	Walking; observing; viewing; non-intrusive non-destructive photography. Sitting and reflecting, meditating, conducting personal non-intrusive religious rites, may be permitted in specially set aside sites or areas. Over-nighting in the core designated area should not be permitted. Data collection and recording through permit, research activities by permit ie. copying rock paintings. All activities should be in accordance with requirements for respect of culture and context.	Minimal facilities in the actual designated core cultural area ie. paths, tracks, steps, seats, barrier walls, interpretation signs and displays etc. Interpretation facilities should be placed on the periphery of the core designated area.

⁴ Charismatic mega-fauna: the exciting, dangerous large wild animal species such as elephant, lion, buffalo, rhinoceros, leopard, cheetah.

⁵ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

⁶ Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

⁷ Game Drive vehicles: specially modified 4x4 vehicles operated under a Botswana tourism license by tour operators.

⁸ Fixed camps, base camps and lodges: camps and lodges in the photographic CHAs which will only have a lease for a plot large enough to accommodate the camp. These camps can consist of permanent structures including the use of imported 'permanent' building materials (brick, stone, timber etc.) – although it is required that local, natural material (reeds, thatching grass etc.) is incorporated as a major component into the design and architecture of such buildings to maintain the natural aesthetic 'Africa' ambience that tourists are seeking in the wilderness experience of the Okavango Delta. Semi-permanent camps may only be predominantly constructed out of local materials, with tentage, decking and superstructure being imported to the site.

Experience	Zone	Experiential Qualities	Interaction between users	Type of Access	Type of activities permitted	Type of facilities
		spiritual awareness; Sense of history and culture.		rules apply.		
	DEVELOPMENT NODE ie. Maun, Gumare, Shakawe etc.	Socialisation and interaction with other visitors and locals; Fun, enjoyment, exchange of cultures.	High. No specific controls other local and national laws and regulations.	No specific controls other local and national laws and regulations.	Wide range of activities permitted – beyond nature based focus. Opportunities for recreation ie. dancing, dining, music, theatre, shows, etc.;	Wide range of developed infrastructure provided: various tourism accommodation including high volume tourism accommodation, shops, commercial enterprises, Visitor Centres, Police Stations, restaurants, fuel stations, internet cafes etc.

Table 3: Okavango Delta Ramsar Site: Limits of Acceptable Change in Tourism Use Zones and Overlays

Zone	Indicators	Standards of indicators	Monitoring Accountability
WILDERNESS	Biophysical		
	A1: Water: Inorganic quality of open water, <u>as a result of tourism activity</u> ie. excessive build up of unacceptable chemicals in open water near temporary camps, directly attributable to tourism or camp activities.	A1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 A1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	A1.a DWA A1.b Lodge, Mokoro, Mobile Safari operators & DoT
	A2: Water: Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample of water at or around temporary overnight camp sites, semi-permanent camps and lodge sites, near water's edge. [Using the miniSASS Water Testing Methodology].	A2.a A5.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	A2.a Lodge Operators A2.b DWA & Dept Health
	A3 Soil & terrestrial habitat:	A3.a Less than 0.001 km of road or track per square kilometer of permanently dry land; A3.b No (nil) items of man-made litter present on land in areas used by tourists and tour operators for hikes and overnight camps.	A3.a DWNP & HOORC A3.c Lodge, mokoro, Mobile Safari operators & DWNP
	A4 Air & Aerial	A4 a No (zero) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	A4.a Lodge operators A4.b DWNP
	A5 Wildlife: Primarily larger mammal species	A5.a No reports of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	A5.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	B1 Encounters with other tourists	B1.a Zero encounters ¹ with other tourists, per day – either on hikes or on mokoro trips.	B1.a Lodge Operator & DoT.
	B2 Diversity of wildlife experience	B2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit B2.b No annual decrease in average number of bird species recorded by visitors per completed visit	B2.a Lodge Operator B2.b Lodge Operator
	B3 Unnatural noise disturbance	B3.a No (nil) of complaints received from tourists relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	B3.a Lodge Operators & DoT.
REMOTE (Low Density) ie. in MGR	Biophysical		
	C1: Water: Inorganic quality of open water, <u>as a result of tourism activity</u> ie. excessive build up of unacceptable chemicals in open water near camps or lodges directly attributable to tourism or camp activities.	C1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 C1.b. Two or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	C1.a DWA C1.b Lodge, mokoro, Mobile Safari operators & DWA
	C2: Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	C2.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	C2.a DWA & DWNP
	C3 Soil & terrestrial habitat:	C3.a Less than 0.05 km of road or track used at least four times annually, per square kilometer of permanently dry land; C3.b Two or less items of man-made litter per month present on land areas or within temporary camp sites used by tourists and tour operators.	C3.a DWNP & HOORC C3.b DWNP
	C4 Air & Aerial	C4 a No (nil) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	C4.a Lodge operators & CAB C4.b DWNP
	C5 Wildlife: Primarily larger mammal species	C5.a No reports of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	C5.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	D1 Encounters with other tourists (over-crowding)	D1.a Only 1 encounter with tourists, other than in own party per day – on hikes or mokoro trips	D1.a Lodge Operator, Mobile Safari Operators & DoT.
	D2 Diversity of wildlife experience	D2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. D2.b No annual decrease in average number of 'charismatic mega-fauna' species recorded by visitors per completed visit. (Specific Diversity – subset of General Diversity) D2.c No change in average number of bird species recorded by visitors per completed visit.	D2.a Lodge Operator, DWNP & DoT D2.b Lodge Operator, DWNP & DoT D2.c Lodge Operator, DWNP & DoT
	D3 Unnatural noise disturbance	D3.a Only 1-5 complaints per year, per lodge, camp or mobile safari operator received from tourists whilst on walking trails, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	D3.a Lodge Operators & DoT.

¹ An encounter is described as a tourist (or formal party of tourists) seeing or hearing other tourists who may be on foot, in mokoros or in a game-viewing vehicle, whilst they themselves are out on a hike, in a mokoro ride, on a game viewing trip, or on a specially organised event that depends upon solitude, being alone or is exclusive of other tourists. This applies to areas further than 1 km radius from the party's base ie. campsite, camp, lodge. It is accepted that parties from the same camp might encounter each other when leaving, or returning to, their base.

REMOTE (Wild) ie. Lodge & Hunting Concessions	Biophysical		
	E1: Water: Inorganic quality of open water, <u>as a result of tourism activity</u> ie. excessive build up of unacceptable chemicals in open water near camps or lodges directly attributable to tourism or camp activities.	E1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 E1.b Two or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	E1.a DWA E1.c Lodge, mokoro, Mobile Safari operators & DWA
	E2: Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	E2.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	E2.a Lodge or Camp Operators, DWA & DWNP
	E3 Soil & terrestrial habitat:	E3.a Less than 0.1 km of road or track used at least four times annually, per square kilometer of permanently dry land; E3.b Five or less items of man-made litter per month present on land or roads/tracks in areas used by tourists and tour operators for hikes and overnight camps. E3.c Five or less items of man-made litter per month present on land immediately around camps and lodges ie within the camps or within 200m of camps or lodges perimeters.	E3.a DWNP & HOORC E3.b Lodge operators & DWNP E3.c Lodge operators & DoT
	E4 Air & Aerial	E4 a No (nil) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	E4.a Lodge operators E4.b CAB
	E5 Mammals: Hunting trophies	E5.a No (nil) decline in quality of hunting trophies as per trophy quality measurement index	E5.a BWPA & DWNP
	E6 Wildlife: Primarily larger mammal species	E6.a Less than 5 reports a year per camp of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	E6.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	F1 Encounters with other tourists (over-crowding)	F1.a 1-2 encounters with tourists, other than in own party per trip per day – either on hikes, mokoro trips or game-viewing trips. F1.b In the case of hunting groups – not more than one encounter with other tourists per hunting client's trip.	F1.a Lodge Operator & DoT. F1.b Lodge Operator & DoT.
	F2 Diversity of wildlife experience	F2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. (General Diversity) F2.b No annual decrease in average number of 'charismatic mega-fauna' species recorded by visitors per completed visit. (Specific Diversity – subset of General Diversity) F2.c No change in average number of bird species recorded by visitors per completed visit.	F2.a Lodge Operator & DWNP F2.b Lodge Operator & DWNP F2.c Lodge Operator & DWNP
	F3 Unnatural noise disturbance	F3.a Less than 5 complaints per year, per lodge, camp or mobile safari operator received from tourists, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	F3.a Lodge Operators & DoT.
	F4 Natural nature of lodge or camp	F4.a Less than 5 complaints per year, per lodge, of accommodation units being too close to other units (ie. lack of natural feeling, exclusivity, solitude); F4.b Less than 5 complaints per year, per camp or lodge of impacts of noise or activities of other tourists in adjacent accommodation units impacting on natural feeling, exclusivity, solitude etc.	F4.a Lodge Operators & DoT. D4.b Lodge Operators & DoT.
	REMOTE (Medium Density) ie Self-Drive Area of MGR	Biophysical	
G1: Water: Inorganic quality of open water, <u>as a result of tourism activity</u> ie. excessive build up of unacceptable chemicals in open water near camps or lodges directly attributable to tourism or camp activities.		G1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 G1.b Five or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	G1.a DWA G1.b Lodge, mokoro, Mobile Safari operators & DWA
G2: Water: Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.		G2.a Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	G2.a Lodge or Camp Operators, DWA & DWNP
G3 Soil & terrestrial habitat:		G3.a Less than 0.15 km of road or track used at least four times annually, per square kilometer of permanently dry land; G3.b Five or less items of man-made litter per month present on land or roads/tracks in self-drive areas used by tourists and tour operators; G3.c Five or less items of man-made litter per month present on land immediately around camps and lodges ie within the camps or within 200m of camps or lodges perimeters.	G3.a DWNP & HOORC G3.b DWNP G3.c Lodge operators & DoT
G4 Air & Aerial		G4 a No (nil) low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	G4.a Lodge operators & CAB G4.b DWNP
G5 Wildlife: Primarily larger mammal species		G5.a Less than 10 reports a year per camp of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	G5.a Lodge, mokoro, Mobile Safari operators & DWNP.
Visitor Experience Indicators			
H1 Encounters with other tourists (over-crowding)		H1.a Only 1-5 encounters with tourists, other than in own party per day – on hikes or mokoro trips H1.b Only 0-20 encounters with tourists, other than in own party per game-viewing trip in the zone (if the party takes two separate trips in a day ie. morning and evening game-drive, each is recorded as an individual trip)	H1.a Lodge Operator, Mobile Safari Operators & DoT. H1.b Lodge Operator, Mobile Safari Operator & DoT.
H2 Diversity of wildlife experience		H2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. (General Diversity) H2.b No annual decrease in average number of 'charismatic mega-fauna' species recorded by visitors per completed visit. (Specific Diversity – subset of General Diversity) H2.c No change in average number of bird species recorded by visitors per completed visit.	H2.a Lodge Operator, DWNP & DoT H2.b Lodge Operator, DWNP & DoT H2.c Lodge Operator, DWNP & DoT

	H3 Unnatural noise disturbance	H3.a Less than 10 complaints per year, per lodge, camp or mobile safari operator received from tourists, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips. H3.b Less than 10 complaints per year, from self-drive tourists, relating to excessive, loud or frequent aircraft noise – except where aircraft are landing at local airstrips.	H3.a Lodge Operators & DoT. H3.b DWNP & DoT
	H4 Natural nature of lodge or camp	H4.a Less than 10 complaints per year, per camp or lodge, of accommodation units being too close to other units (ie. lack of natural feeling, exclusivity, solitude); F4.b Less than 10 complaints per year, per camp or lodge of impacts of noise or activities of other tourists in adjacent accommodation units or other section of the camp or lodge impacting on natural feeling, exclusivity, solitude etc.	H4.a Lodge Operators & DoT. H4.b Lodge Operators & DoT.

RURAL Low Intensity Leisure	Biophysical		
	I1: Water: Inorganic quality of water, <u>as a result of tourism activity.</u>	I1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 I1.b. Two or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	I1.a DWA I1.b Lodge, mokoro, Mobile Safari operators & DWA
	I2: Water: a) Organic quality of water as a result of tourism activity. b). Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from temporary overnight camp sites, semi-permanent camps and lodge sites.	I2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004. I2.b Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	I2.a DWA I2.b Lodge or Camp Operators, DWA
	I3 Soil & terrestrial habitat:	I3.a Less than 0.2 km of road or track used at least four times annually, per square kilometer of permanently dry land; I3.b Five or less items of man-made litter per month present on land or roads/tracks in self-drive areas used by tourists and tour operators; I3.c Five or less items of man-made litter per month present on land immediately around camps and lodges ie within the camps or within 200m of camps or lodges perimeters.	I3.a DWNP & HOORC I3.b DWNP I3.c Lodge operators & DoT
	I4 Air & Aerial	I4 a 1 or less low level (lower than 1,500 feet above ground level) aircraft flights per day in areas more than 5 km from camps (ie. aircraft have 5 km to descend from 1,500 feet) outside of approach and take off 'channels'. The only exceptions will be when aircraft are moving between two camps or lodges that are within a 5 km radius of each camp ie. 10 km from each other, or where aircraft operation limits might be exceeded ie. heavily loaded on hot days etc.	I4.a Lodge operators & CAB
	I5 Fish	I5.a No decrease in average weight and length of sport fish caught by anglers	I5.a Camp Operators & DWNP
	I6 Wildlife: Primarily larger mammal species	I6.a Less than 10 reports a year per camp of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	I6.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	J1 Encounters with other tourists (over-crowding)	J1.a Only 1-5 encounters with tourists or local residents, other than in own party per day – on hikes or mokoro trips J1.b Only 0-10 encounters with tourists or local residents, other than in own party per game-viewing trip in the zone (if the party takes two separate trips in a day ie. morning and evening game-drive, each is recorded as an individual trip)	J1.a Lodge Operator, Mobile Safari Operators & DoT. J1.a Lodge Operator, Mobile Safari Operator & DoT.
	J2 Diversity of wildlife experience	J2.a No annual decrease in average number of different wildlife (mammals) species recorded by visitors per completed visit. (General Diversity) J2.c No change in average number of bird species recorded by visitors per completed visit.	J2.a Lodge Operator & DWNP & DoT J2.b Lodge Operator & DWNP & DoT
	J3 Unnatural noise disturbance	J3.a Only 1-5 complaints per year, per lodge, camp or mobile safari operator received from tourists, relating to excessive, loud or frequent man-made noise – traffic, livestock, singing, drumming etc..	J3.a Lodge Operators & DoT.
	J4 Natural nature of lodge or camp	J4.a Only 1-20 complaints per year, per camp or lodge, of accommodation units being too close to other units (ie. lack of natural feeling, exclusivity, solitude); J4.b Only 1-20 complaints per year, per camp or lodge of impacts of noise or activities of other tourists in adjacent accommodation units or other section of the camp or lodge impacting on natural feeling, exclusivity, solitude etc.	J4.a Lodge Operators & DoT. J4.b Lodge Operators & DoT.

RURAL Medium Intensity Leisure	Biophysical		
	K1: Water: Inorganic quality of water, <u>as a result of tourism activity.</u>	K1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 K1.b. Ten or less items of man-made litter encountered per trip in water or water habitat, in areas used by tourists and tour operators.	K1.a DWA K1.b Tourism facility operators & DWA
	K2: Water: a) Organic quality of water as a result of tourism activity. b) Benthic organisms Number of aquatic invertebrate taxonomic groupings found per water sample from water accessed or used by a tourism operation.	K2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004. K2.b Score of higher than 6 in miniSASS scoring system. [The very accurate but complex 'South African Scoring System' (SASS) used for testing the 'biotic health' of water bodies has been modified and simplified into the 'miniSASS' methodology – see <i>African Journal of Aquatic Science 2004, 29(1):25-35</i>]	K2.a DWA K2.b Lodge or Camp Operators, DWA
	K3 Soil & terrestrial habitat:	K3.a Ten or less items of man-made litter per month present on land or roads/tracks in self-drive areas used by tourists and tour operators; K3.c Ten or less items of man-made litter per month present on land immediately around camps and lodges ie within the camps or within 200m of camps or lodges perimeters.	K3.a DWNP & HOORC K3.b Tourism operators & DoT
	K4 Air & Aerial	K4 a Aerial pollutant emissions to be less than standards specified in legislation.	K4.a DEA and NWDC
	K5 Wildlife: Primarily larger mammal species	K5.a Less than 15 reports a year per camp of large mammals portraying lack of fear of humans, and habitually entering occupied campsites and camps in close proximity of humans (day or night).	K5.a Lodge, mokoro, Mobile Safari operators & DWNP.
	Visitor Experience Indicators		
	L1 Encounters with other tourists (over-crowding)	L1.a Less than 50 encounters with tourists and local residents on tourism activities	L1.a Tourism Operator & DoT.
	L4 Nature of tourism experiences	L4.a Less than 20 complaints per year, per operator relating to quality of marketed or advertised goods or services;	L4.a Tourism Operators & DoT.

RURAL High Intensity Leisure	Biophysical		
	M1: Water: Inorganic quality of water, as a result of tourism activity.	M1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004	M1.a DWA
	M2: Water: Organic quality of water as a result of tourism activity.	M2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004.	M2.a DWA
	M3 Soil & terrestrial habitat:	M3.a 30 or less items of man-made litter per month present on land immediately around tourism facilities.	M3.a Tourism operators, DoT and NWDC.
	4 Air & Aerial	M4 a Aerial pollutant emissions to be less than standards specified in legislation.	M4.a DEA and NWDC
	Visitor Experience Indicators		
N1 Encounters with other tourists (over-crowding)	N1.a Unlimited encounters with tourists and local residents on tourism activities	N1.a Tourism Operator & DoT.	
N4 Nature of tourism experiences	N4.a Less than 20 complaints per year, per operator relating to quality of marketed or advertised goods or services;	N4.a Tourism Operators & DoT.	

OVERLAY Sanctuary or Special Conservation Area	Biophysical		
	O1: Water: Inorganic quality of water, as a result of tourism activity.	O1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 O1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	O1.a DWA O1.b Lodge, mokoro, Mobile Safari operators & DWA
	O2: Water: Organic quality of water as a result of tourism activity.	O2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	O2.a DWA
	O3 Soil & terrestrial habitat:	O3.a No (zero) roads or tracks within 500 meters of heronry; O3.b No (zero) items of man-made litter per month present on land within 500 meters radius of heronry;	O3.a DWNP & HOORC O3.b DWNP, Lodge operators & DoT
	O4 Air & Aerial	O4 a No (zero) low level (lower than 1,500 feet above ground level) aircraft flights in areas more than 1 km radius of heronry.	O4.a Lodge operators, DWNP & CAB
	O6 Avifauna: Heronries	O7.a No change in annual average number of birds per heronry in identified sites in zone [Baseline per heronry to be supplied by Birdlife Botswana] O7.b No change in annual average number of Slaty Egrets per heronry in specific sites in zone [Baseline per heronry to be supplied by Birdlife Botswana]	O7.a Lodge Operators; Birdlife Africa O7.b Lodge Operators; Birdlife Africa
	Visitor Experience Indicators		
P1 Tourist encounters with specially protected wildlife species (avifauna, reptiles etc.)	P1.a Less than 5 reports per year of tourists (individually or accompanied by tour operators) traversing within 50 meters of heronries on foot, in a water craft or in a land based vehicle.	P1.a Tour, Mobile & Lodge Operators, DoT & DWNP.	

OVERLAY Cultural Site	Biophysical or Cultural		
	Q1: Water: Inorganic quality of water, as a result of tourism activity.	Q1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 Q1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	Q1.a DWA Q1.b DWA G1.c Tourism Operator, Lodge, operators, DWA & Museums
	Q2: Water: Organic quality of water as a result of tourism activity.	Q2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	Q2.a DWA
	Q3 Soil & terrestrial habitat:	Q3.a No (zero) roads within 100 meters of site; Q3.b No (zero) items of man-made litter per month present on land within 200 meters radius of site;	Q3.a Museums & HOORC Q3.b Museums, Lodge operators & DoT
	Q4 Air & Aerial	Q4 a No (zero) low level (lower than 1,500 feet above ground level) aircraft flights in areas more than 1 km of site's periphery.	Q4.a Lodge operators, Museums & CAB
	Q5 Cultural Artifacts	Q7.a No change in number or siting of artifacts [Baseline per site to be supplied by Museums]	Q7.a Tourism Operators; Museums
	Visitor Experience Indicators		
R1 Tourist encounters with specially protected cultural artifacts and sites.	R1.a Less than 5 reports per year of tourists (individually or accompanied by tour operators) traversing within 5 meters of specially protected artifacts, areas or sites. R1.b Less than two reports per year of damage to or desecration of specially protected artifacts or sites – especially rock-art.	R1.a Tour, Mobile & Lodge Operators, DoT & Museums. R1.b Tour, Mobile & Lodge Operators, DoT & Museums.	

OVERLAY Development Node	Biophysical or Cultural		
	S1: Water: Inorganic quality of water, as a result of tourism activity.	S1.a Chemical upper limits as stated in Tables 2 and 3 of Botswana Bureau of Standards BOS 93:2004 S1.b. No (nil) items of man-made litter encountered in water or water habitat, per trip, in areas used by tourists and tour operators for hikes, mokoro rides and overnight camps.	S1.a DWA S1.b Tourism Operators, DWA & NWDC.
	S2: Water: Organic quality of water as a result of tourism activity.	S2.a Microbiological upper limits as stated in Table 1 of Botswana Bureau of Standards BOS 93:2004	S2.a DWA & NWDC
	S3 Soil & terrestrial habitat:	S3.a No (zero) formal roads not approved in NWDC plans; S3.b No (zero) deviation from littering (pollution) standards designated by national or local statutes or bye-laws.	S3.a NWDC S3.b NWDC
	S4 Air & Aerial	S4 a No (zero) deviation from CAB regulations for aircraft operation in urban areas.	S4.a NWDC & CAB
	S5 Environmental conditions	S7.a No (zero) deviation from environmental standards designated by national or local statutes or bye-laws	S7.a Tourism Operators, DEA & DoT.
	Visitor Experience Indicators		
T1 Tourist experiences in developed areas.	T1.a Less than 2 reports per year of tourists (individually or accompanied by tour operators) encountering security problems that are a potentially harmful or life threatening ie. assault, rape.	T1.a Tour Operators, DoT & Police. R1.b Tour, Mobile & Lodge Operators, DoT.	

	T1.b Less than 5 complaints per year, per operator relating to quality of marketed or advertised goods or services provided	
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Notes:

- 1 'General Diversity' is calculated on an individual operation specific basis for each formal camp, semi-permanent camp or lodge, building up a picture of trend over time, indicating the biodiversity 'richness' of a tourist's wildlife or nature-based experience. This 'richness' may be linked to the marketability or demand for the type of experience that a tourist is seeking.
- 2 'Specific Diversity' is calculated on an individual operation specific basis for each formal camp, semi-permanent camp or lodge, building up a picture of trend over time, indicating the specific species 'richness' of a tourist's wildlife or nature-based experience – especially with regard to sightings or encounters with 'charismatic mega-fauna' and in particular the 'big five'. This 'richness' can clearly be linked to the marketability or demand for the type of experience that a tourist is seeking.
- 3 The above indices of diversity will be monitored using a MOMS based recording sheet

Appendix 4 Road Signage

An example of a road signage programme that was implemented in Queensland, Australia has been included as an example of an effective road signage programme. Government may use this example from Australia as a basis on which to plan its own road signage programme in Ngamiland.

STATE THEMED ROUTES

Themed routes provide an additional level of information to the motorist because of their tourism opportunities, scenic highlights and areas of community and historical significance. These routes typically link sites, attractions and destinations of tourism significance and promote a tourism related driving experience as distinct from promoting a destination.

Ten strategic tourism routes have been identified in Queensland with the potential to be 'themed'. These routes are at varying stages of development and will be progressed through a road corridor management planning process for each route.

A Corridor Management Plan establishes a framework for integrated development and ongoing management of an identified route. Support from relevant local government and tourism organisations is essential to the success of these routes. Government and industry consultation will occur in the drafting of each plan.

Themed signage on these routes will be one element considered in the Corridor Management Plan.

For further information on State Themed Routes email:
mark.olsen@tq.com.au
to receive a copy of the fact sheet.

HOW DO I GET MORE INFORMATION?

For further information contact your local Main Roads District Office:

North Queensland Region

Peninsula District (Cairns)	4050 5444
Northern District (Townsville)	4720 7200
North Western District (Cloncurry)	4769 3200

Central Queensland Region

Mackay District	4951 8555
Central District (Rockhampton)	4931 1500
Central Highlands District (Emerald)	4983 8700
Central Western District (Barcaldine)	4651 2777

Southern Queensland Region

Wide Bay District (Bundaberg)	4154 0200
South Western District (Roma)	4622 9511
Southern District (Toowoomba)	4639 0777
Border District (Warwick)	4661 6333

South East Queensland Region

North Coast Hinterland District (Gympie)	5482 0333
Metropolitan District (Brisbane)	3834 8344
South Coast Hinterland District (Nerang)	5583 8111

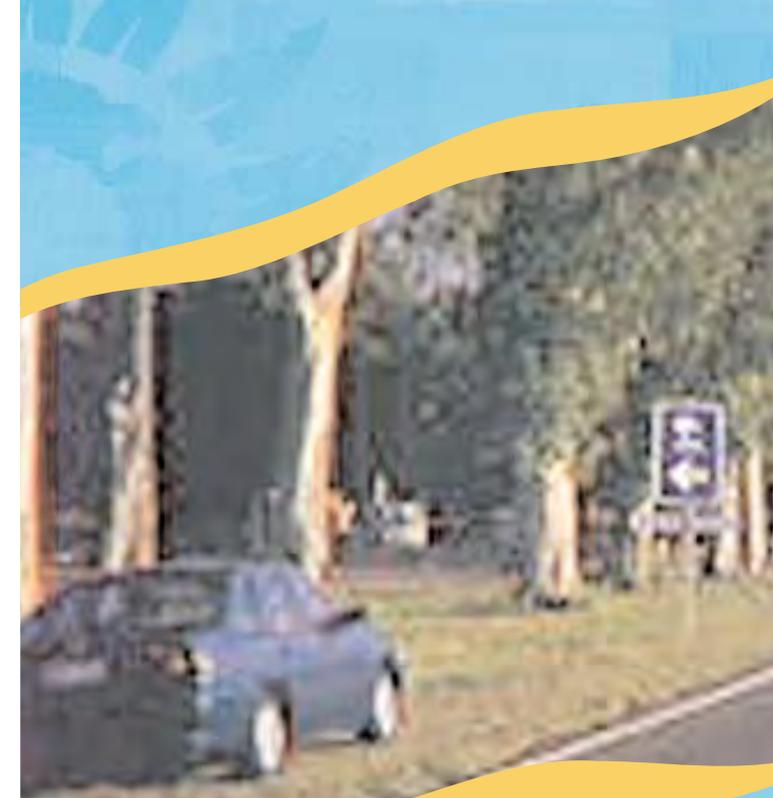


Queensland Government
Department of Main Roads



This document has been produced with the assistance of Tourism Victoria and VicRoads.

Issued July 2001



Tourism signage guidelines on state-controlled roads

Information for tourism operators

WHAT ARE THE TYPES OF SIGNS?

There are three major types of signs used by visitors to find tourist attractions and services in Queensland:

1. Guide Signs (white lettering on green background)

These are the primary means of directional signage for visitors to towns and cities. Most include route numbers that assist in guiding visitors through the road network. The Department of Main Roads provides and pays for these signs.



2. Tourist Attraction Signs (white lettering on brown background)

These indicate features and attractions (commercial and non-commercial) of significant recreation and cultural interest according to Main Roads and the District Tourism Signage Committee. They may also incorporate Australian Standards service symbols or other approved tourist symbols. Tourist attraction signs for commercial facilities are paid for by the applicant and are approved through the process outlined opposite.



3. Service Signs (white lettering on blue background)

These signs guide motorists to community and tourist service facilities including rest areas, information centres, restaurants and accommodation. Service signs may use words, approved symbols or a combination of both. Main Roads usually pays for generic service signs (eg rest area, toilets), however, the applicant pays for the cost of signing to commercial services (eg accommodation, restaurants, service stations). The signs are approved through the process opposite.



Visitor Information Signs



This new, trademarked, national symbol denotes genuine, quality visitor information centres that have met specified industry standards. Queensland visitor information centres must be accredited under the guidelines of the Queensland Visitor Information Centre Signage Policy to be authorised to use the new 'i' sign. Further information on the accreditation program can be obtained from Tourism Queensland on (07) 3535 5442.



Denotes general information services or facilities.

HOW ARE SIGNS USED?

Tourist attraction and service signs are designed in a range of standard forms to suit each location. Where required, the appropriate combination of signs would be determined by Main Roads technical officers as part of the application process. Examples of sign designs are provided below.

A. Gateway Signs



D. Reassurance Signs



B. Advance Signs



E. Position Signs



C. Intersection Signs



F. Route Markers



HOW ARE APPLICATIONS ASSESSED?

Tourist Attraction and Service Signage

Applications are reviewed by Main Roads district offices to determine whether they are acceptable on the grounds of road safety and tourism merit.

The following factors are considered during the assessment of applications:

i General	Whether the sign would detract from the effectiveness of other road signs
ii Proliferation	Generally restricted to five sign messages in any one location
iii Sign information	Relevance of content
iv Distance limit	Generally limited to facilities within 10km of the proposed sign
v Tourism merit	A subjective assessment that takes into account the regional significance of the facility.

If the application is acceptable based on road and traffic considerations, and doubt exists as to tourism merit, the application may be referred to the relevant District Tourism Signage Committee for advice and recommendation.

District Tourism Signage Committees are regionally based and include representatives from the Main Roads district office, local/regional tourism associations, local government and Royal Automobile Club of Queensland.

The Signage Committee considers the tourism merits of signage applications, taking into consideration the following:

i Tourist recognition	It must be a recognised tourist facility
ii Patronage	The minimum level of visitor patronage considered appropriate will depend on the type and location of facilities
iii Distance	Of the facility from the proposed road sign
iv Facilities	Criteria include requirements such as opening times, parking access, local permits and tourism focus.

Note: Criteria can vary depending upon prevailing conditions. Contact your local Main Roads District Office for detailed assessment criteria.

Tourist Drives

These are local or district tourism links or routes which can be named and/or numbered. A tourist drive may be established to provide a scenic drive or form a route connecting a number of tourist attractions. They should form a circuit, starting and finishing on a single route.

The assessment of tourist drives is conducted in line with other tourist sign assessments and includes review of the technical and tourism merits of the application. Applications are assessed by the Main Roads district office and the District Tourism Signage Committee using criteria outlined in Part Six of the Queensland Manual of Uniform Traffic Control Devices. A copy of these criteria can be obtained from your local Main Roads office.

Eighty-five per cent of all visitors in Queensland use road transport. Effective road signage can mean the difference between visitors stopping to explore a town or attraction or just driving through.

Tourism signs complement standard direction signs to assist safe and efficient travel for visitors seeking particular destinations or areas of interest. A high volume of tourist signs, however, can reduce the benefits, causing potentially hazardous conditions and visual pollution.

The Department of Main Roads' policies on *Road Signage of Tourist Attractions* and *The Establishment of Tourist Routes in Queensland* are aimed at achieving road signage which maximises the information available to motorists, consistent with the overriding requirements of safety for all road users.

This brochure provides a brief outline of the purpose, processes and requirements for tourist signs.

WHAT IS THE ROLE OF TOURIST ATTRACTION AND SERVICES SIGNAGE?

Roadside tourist attraction and service signs are the final link between the tourism operator and the consumer. They reinforce locations and aid safe and efficient travel.

Tourist signs are not for promotional purposes - they are there to help visitors who are already aware through brochures and advertising, to physically locate the business, attraction or town.

It is important to note that any application for tourist signage will be considered on the basis that it is consistent with the requirements of road safety and it does not create visual pollution.

Choosing a suitable location that is visible and will capture trade should be a primary consideration during business planning. Roadside signage can not compensate for a poorly located business.

HOW DO I MAXIMISE THE EFFECTIVENESS OF A SIGN?

Extensive research has determined a range of characteristics that can optimise motorist comprehension of road signage. The best letter size, spacing and the number of words and lines on a sign will vary depending on traffic speeds and locations. The size, style and wording of your sign will be determined by these factors.

Greater benefits can be gained for both the tourism industry and the Department of Main Roads if signage is part of an operator's marketing plan which is integrated into the local, regional and state network.

WHO PAYS FOR SIGNS AND WHO MAINTAINS THEM?

The design, manufacture, installation and maintenance of signs on state-controlled roads is usually managed by the Department of Main Roads and only a Main Roads approved contractor can undertake installation and maintenance of signs.

The applicant is responsible for the cost of the sign (which includes manufacture, installation and maintenance) however, all road signs remain the property of the Department of Main Roads. Signs are made of high quality reflective material that is designed to last at least seven years. The maintenance charge is equal to the cost of design, supply and installation and covers routine maintenance and minor repairs for the seven year period, for which the signs are typically approved (the maintenance fee excludes major damage or total destruction). The Department of Main Roads requires payment prior to the manufacture and installation of the sign.

The tourist facility must maintain the services and attributes detailed in its application to ensure the continued existence of the sign. Main Roads may require the sign be removed at the applicant's expense where it deems the tourism merits of the business are not sustained.

HOW DO I APPLY?

Kits including an application form, policy information and guidelines are available from the Department of Main Roads district offices.

Drive Tourism Program 2000 – 2002



Signing Implementation Brief for District Offices



Queensland Government

Department of **Main Roads**

Table of Contents

1 PURPOSE	3
2 OBJECTIVE	3
3 SCOPE	3
4 THEMED ROUTES	4
4.1 BACKGROUND.....	4
4.2 THEMED ROUTES – CMP CONSULTANCY	4
4.3 REBADGING OF ROUTE A2	7
4.3.1 INDICATIVE BADGE COSTS A2.....	7
5 BORDER GATEWAY STATEMENTS	8
5.1 PROPOSED BORDER GATEWAY STATEMENT LOCATIONS.....	9
5.2 INFORMATION PANELS.....	9
6 TOURISM REGION GATEWAY SIGNS	10
7 HERITAGE TRAILS SITES	15
7.1 QUEENSLAND HERITAGE TRAILS NETWORK (QHTN) SITES SIGNING.....	15
7.2 GENERAL GUIDANCE FOR SIGNING QUEENSLAND HERITAGE TRAILS NETWORK SITES (QHTN) AND OTHER HERITAGE TRAILS SITES	17
7.3 SIGN TYPES AND APPLICATION	17
7.4 ADVANCE SIGNS	17
7.5 POSITION SIGNS	19
7.6 TYPICAL ARRANGEMENT DIAGRAMS	21
7.7 ADMINISTRATION	21
7.7.1 GENERAL.....	21
7.7.2 COST OF QUEENSLAND HERITAGE TRAIL SITES SIGNING.....	21
7.7.3 NEW OR ADDITIONAL SIGNS	22
7.7.4 AMALGAMATED SIGN PLATES.....	22
7.7.5 UPGRADE OF AN EXISTING INSTALLATION	22
7.7.6 MAINTENANCE OF QUEENSLAND HERITAGE TRAILS SIGNING	22
7.7.7 OWNERSHIP	22
7.7.8 SIGN REMOVAL	22
8 INFORMATION PRODUCTS	29
9 VISITOR INFORMATION CENTRES	29

DMR Signing for Drive Tourism Program 2000-2002 Initiatives

1 Purpose

This document has been prepared to provide guidance on the implementation of the Drive Tourism Program for 2000-2002.

The Drive Tourism Program 2000 – 2002 is a partnership between the DMR, Arts Queensland (AQ) (Queensland Heritage Trails Network (QHTN)) and TQ. Drive Tourism is entirely funded by the Queensland Government. A budget of \$3 million is being provided on a matched dollar for dollar basis by QHTN and DMR.

This document gives guidance in relation to sign types, design and legend (including logos), number and location of the signs, installation, removal and costs associated with provision of tourist signing schemes and heritage trails and sites signage.

2 Objective

The program's objective is four-fold:

- To provide a major stimulus to Queensland's regional and rural tourism industry;
- To establish a Statewide marketing framework and identity for road-based tourism across the State's strategic tourism routes;
- To promote the Heritage Trails Network project sites and Queensland's Heritage sites in general; and
- To enhance the experience of the motoring tourist throughout the State.

3 Scope

Although tourist attractions and heritage sites can be individually signed, a broader-based tourism concept can be applied to tourism signage to established themed, routes, tourist routes, tourist drives and heritage sites.

When combined with the States route numbering system, promotional signage, gateway, border statements, interpretative panels, and signing to visitor information centers, these tourist route/drives may comprise an integrated tourist signing scheme.

The Drive Tourism Program 2000-2002 comprises of seven key areas of implementation:

1. Themed Route Consultancy;
2. Themed Route Implementation;
3. Rebadging of the A2 Route;
4. Queensland Heritage Trail Network – Sites;
5. Border Gateway Statements;
6. Regional Tourist Gateway Signs;
7. Information Products;

4 Themed routes

4.1 Background

A Strategic Tourism Routes Study was undertaken to identify the priority road needs of the Queensland tourism industry. Eight Strategic Tourism Routes have been identified in Queensland.

Subsequently, some ten Themed Routes were proposed along these Strategic Tourism Routes in order to promote a tourism related driving experience rather than a destination.

On Themed Routes, there is an additional level of information provided to road users regarding tourism opportunities, scenic highlights and areas of the community with historic significance. These routes typically link sites, attractions and destinations of tourism significance.

Themed Routes may encompass routes through two or more States and provide the highest level of visitor information and facilities.

4.2 Themed Routes – CMP Consultancy

An initial strategic approach was adopted for the establishment of Themed Routes, with 3 Themed Routes identified on Strategic Tourism Routes in Queensland (refer to map 1 for the State Strategic Tourism Routes and map 2 for Themed Routes). Consideration has been given to the potential for future identification of Themed Routes on the remaining Strategic Tourism Routes.

The three Themed Routes identified as part of this program are:

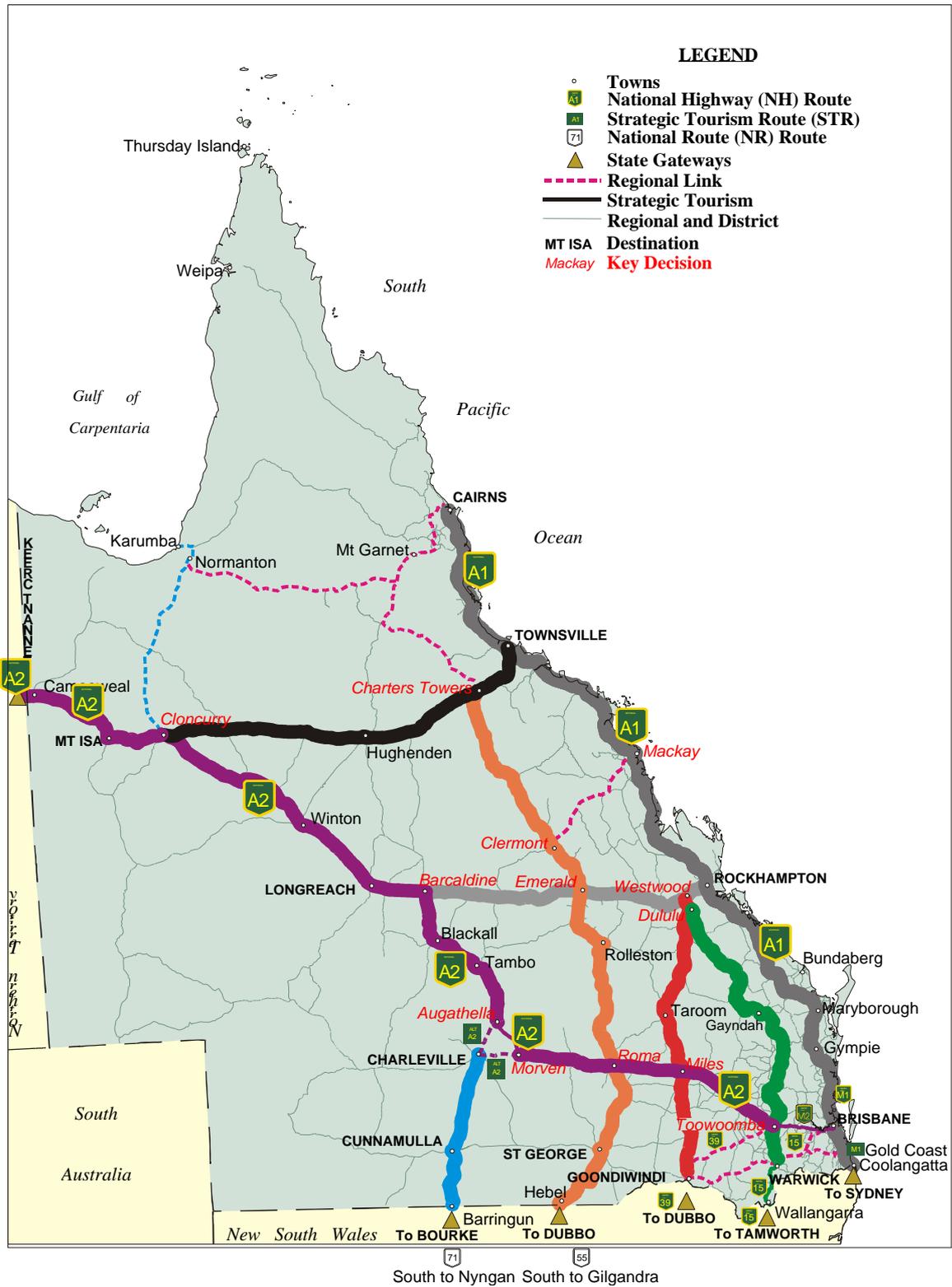
- Matilda Way
- Overlanders Way
- Warrego Way

The National Centre for Tourism (NCT) has been appointed as a consultant under the Drive Tourism Program, to develop a Corridor Management Plan (CMP) for each of the above three routes.

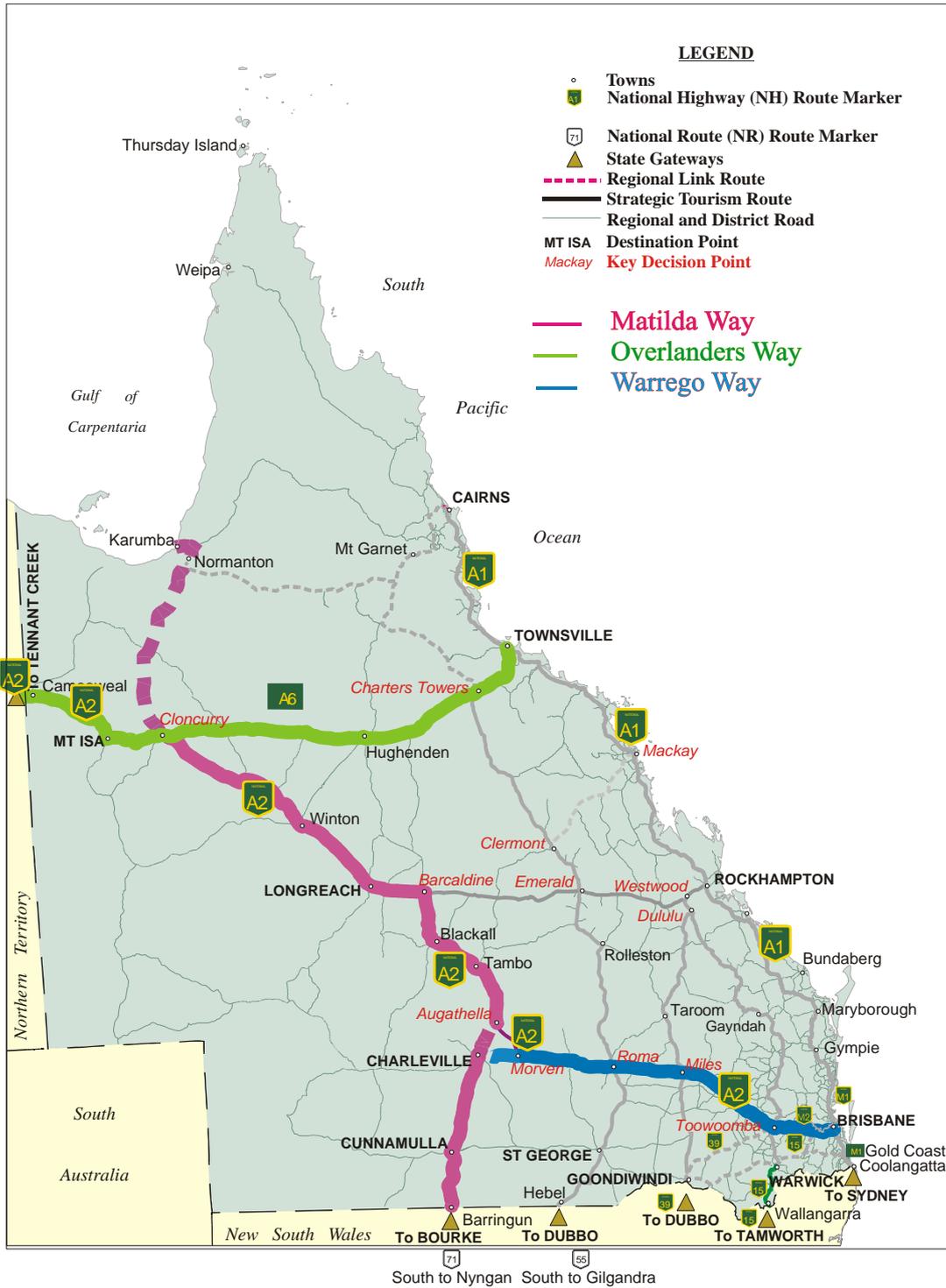
NCT representatives will be holding workshops and field trips, and it is vital for strong participation & representation by relevant DMR Districts, Local Government and Regional Tourist Organisations.

DMR District Directors, as well as DTSC representatives, will need to afford 'in kind' support to the NCT Project Team.

Further involvement from DMR Districts will be required for the detailed planning and implementation of the various CMP's, expected to be undertaken between September 2001 and April 2002.



Map 1 – Strategic Tourism Routes



Map 2 - Themed Routes

4.3 Rebadging of Route A2

As part of the implementation of the CMPs for the three themed routes, funding has been approved for rebadging of the current National Highway routes 54,71,and 66 from Brisbane to Camoweal, to become the A2. (Commencing at the end of Metroad 2 – the Ipswich Motorway)

The relevant DMR Districts will need to develop an inventory of the existing Direction signs that requires the A2 badge, and also appoint a District contact officer.

- The District contact officer will be responsible for collation of the sign quantity details, purchasing of the new bagdes, and liaison with a TRUM contact officer regarding the timing for erection of the badges.
(Refer to Drawings TC1188 and TC1190).
- For overlay of all existing route numbers on advance and intersection direction signs, drawing TC1190 is to be used.
- For replacement of all existing stand-alone route markers, drawing TC1188 is to be used.

4.3.1 Indicative Badge costs A2

The following material costs were obtained for estimation purposes only. TC1188 signs based on 1.6mm aluminium substrate with 2 bracket holes, and on a minimum of 30 units per order.

	CL.1	CL.2	
NR-1 360 x 275mm	\$16.60		\$11.88
NR-2 420 x 320mm	\$21.25		\$14.82
NR-3 480 x 365mm	\$25.57		\$17.43
NR-4 540 x 410mm	\$32.52		\$21.66
NR-5 600 x 460mm	\$36.31		\$24.00
NR-6 720 x 550mm	\$52.06		\$33.72

TC1190 signs based on 1.0mm aluminium substrate without holes, and on a minimum of 30 units per order.

	CL.1	CL.2	
NR-1 370 x 285mm	\$15.03		\$10.14
NR-2 430 x 330mm	\$19.38		\$12.74
NR-3 490 x 375mm	\$24.11		\$15.78
NR-4 550 x 420mm	\$30.06		\$18.92
NR-5 610 x 470mm	\$42.75		\$26.95
NR-6 730 x 560mm	\$47.92		\$29.17

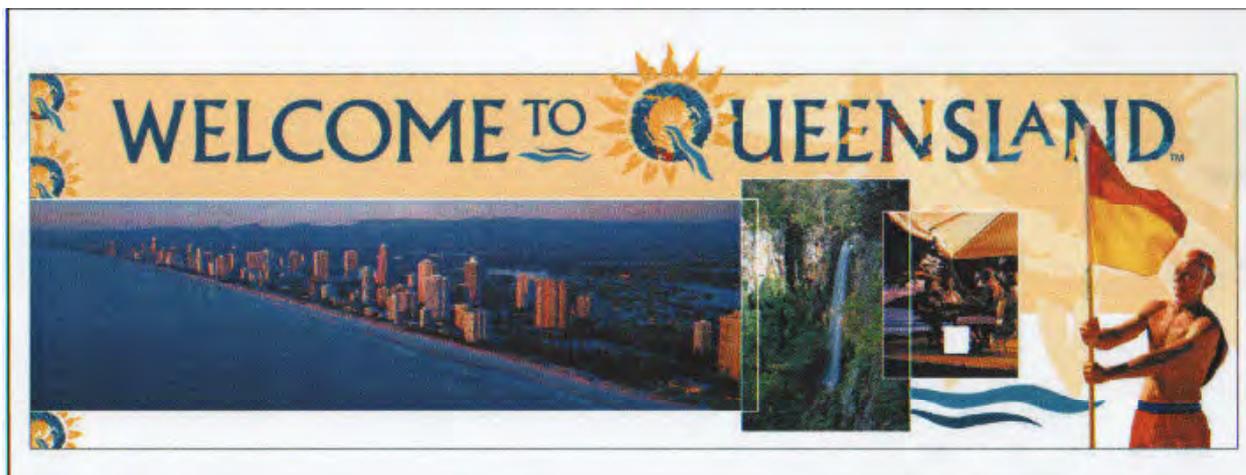
5 Border Gateway Statements

Border gateway statements will be erected at strategic border entry points to Queensland, to inform visitors they have entered the State. The promotional signage will portray a positive image of the State and introduce the Queensland Tourism Network.

Signage at these border entry points will consist of attractive welcome signs displaying pictorial images, to promote the natural and cultural heritage of Queensland. (Refer to TC1286.1 – TC1286.5)

State Gateway signs can either be stand-alone fixtures or incorporated into shelters or sites.

- **Example of Border Gateway Statements**



5.1 Proposed Border Gateway Statement Locations

<i>REGION</i>	<i>LOCATION</i>	<i>BORDER</i>
Southeast	Coolangatta	Queensland/New South Wales
Northern	Camooweal	Queensland/Northern Territory
Southern	Wallangarra	Queensland/New South Wales
Southern	Goondiwindi	Queensland/New South Wales
Southern	Hebel	Queensland/New South Wales
Southern	Barringun	Queensland/New South Wales

5.2 Information Panels

Information panels will be installed in association with the border gateway statement signs. The panels will provide additional, more detailed explanations about the key tourist attractions of significant cultural, geographic or heritage appeal (Heritage Trail sites within the State, Themed Routes, etc.), tips for touring Queensland, general speed limits, and other relevant information.

Information panels complement other information facilities already in place along the themed route. The panels will also include information covered in sufficient detail to allow adequate route planning by the visitor. **(Refer to TC1285)**

- ***Example of an Information Panel***

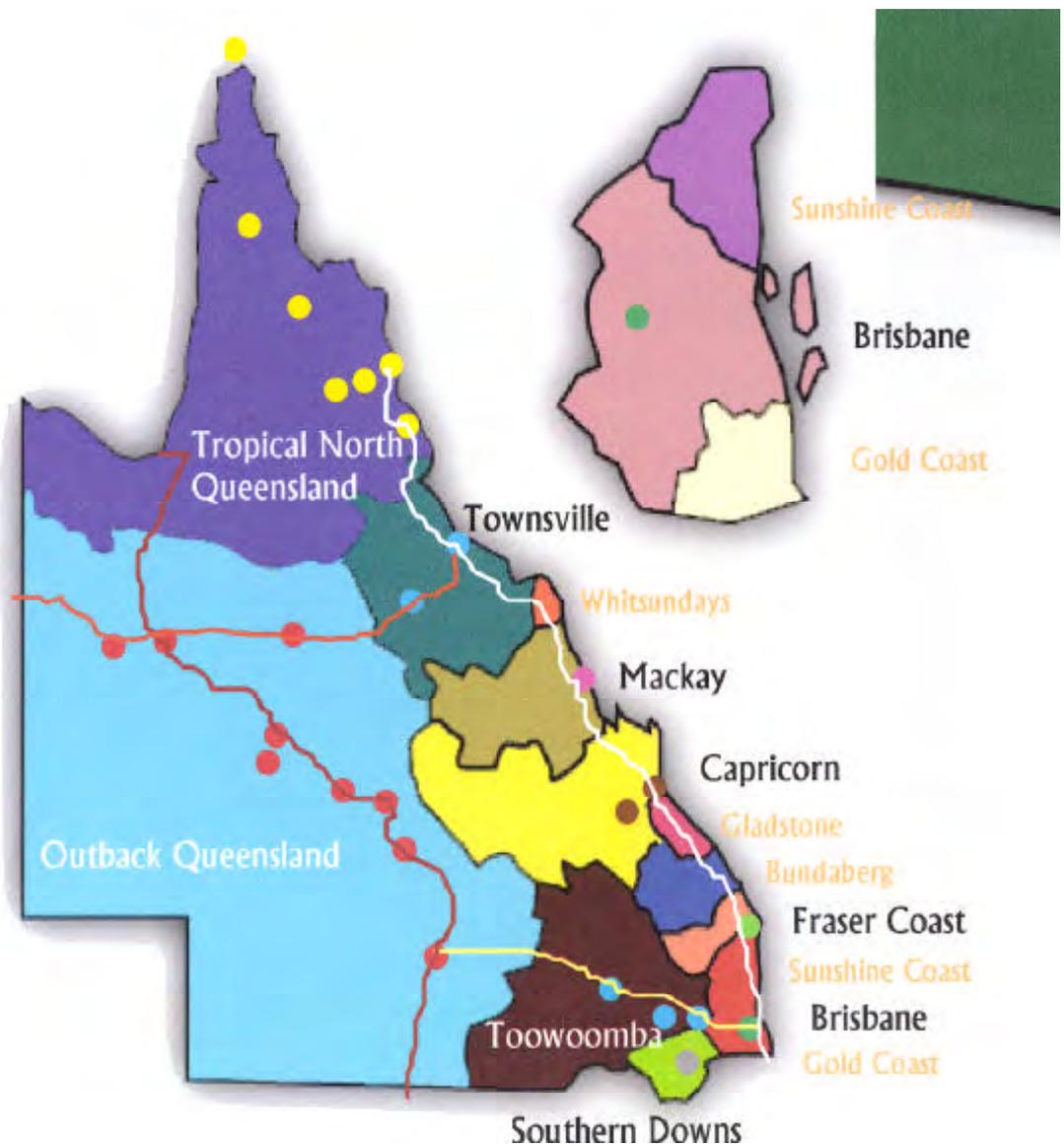


6 Tourism Region Gateway Signs

Queensland embraces 14 (fourteen) Tourism Regions, as defined by Tourism Queensland, each one encapsulates the unique area it represents. Each Tourism Region is identified by its own logo and slogan:

	Tourism Region	Slogan
1.	Gold Coast	"The Coast With the Most"
2.	Brisbane	"City of Sun Days"
3.	Sunshine Coast	"Just North of Brisbane. Just Perfect"
4.	Fraser Coast	"Perfect by Nature"
5.	Bundaberg	"Coral Isles and Country"
6.	Gladstone	"Everything to be Explored"
7.	Capricorn	"Everything to be Explored"
8.	Mackay	"The Heart of Queensland"
9.	Whitsundays	"Out of the Blue"
10.	Townsville	"First Stop in Nature's Theme Park"
11.	Tropical North Queensland	"Where Rainforest Meets the Reef"
12.	Outback Queensland	"Larger than Life"
13.	Toowoomba	TBA
14.	Southern Downs	"Wake up to the Beauty of it"

Tourism Region Boundaries



The boundaries of each tourism region are defined by particular physical or product strengths. Tourism Regions are administered by Regional Tourism Organisations (RTO).

The Tourism Region Gateway promotional signs will welcome visitors to the tourism regions through the use of key images for each region.

- **Example of a Tourism Region Gateway Sign**



These signs will be installed at the start of each tourism region, on the approach of each region, in both directions.

Tourism Region signs shall be located at a minimum distance of 5 km from the border gateway statement - "Welcome to Queensland" sign, in cases where the State border coincides with the Tourism Region boundary.

The signs will also direct visitors to the nearest accredited information facility through a supplementary plate, depicting the yellow on blue italicised "i", to indicate the nearest accredited Visitor Information Centre, and the distance to the facility distance.

The new italicised yellow on blue "i" signs are to be used only for accredited Visitor Information Centres. This is a strategy to improve and obtain an integrated, high quality network of information centres, better focused on servicing visitors to Queensland.



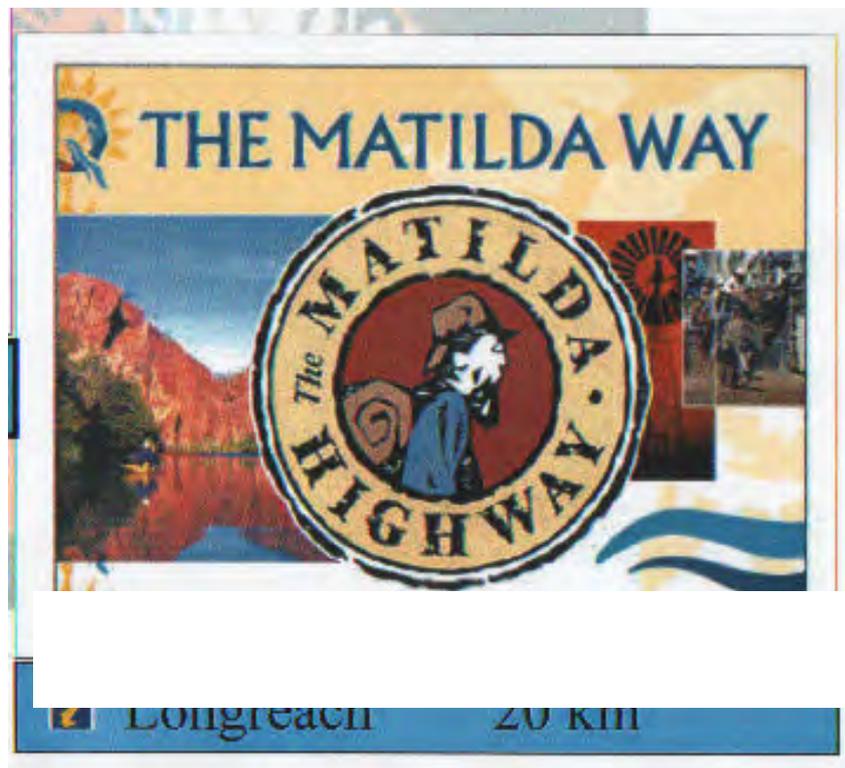
- **Themed Route Signs**

As part of the CMP phase of the Program, themed route signs will be installed to reinforce the theme and experiences of the route being traveled.

Themed route signs, similar to the one shown in the illustration below, will be erected at the start of each National/State Themed Route, at a minimum distance of 5 km from the Tourism Region sign. Other signs will also be erected every 150 km from the first Themed Route sign, as a mechanism to provide traveler reassurance.

NB – Artwork for these signs will be provided by others. Further information will be provided at the completion of the relevant CMP for each route.

Example of a Themed Route Sign



Example of “Welcome to Queensland “i” signs

Special advance and position “i” service signs will be installed in order to identify the information panels installed adjacent to the border gateway statements (Welcome to Queensland signs). Unique advanced and position “Welcome to Queensland “i” signs will indicate to motorists the availability of information on features of tourism interest in the region and other relevant information.

ADVANCE SIGN



POSITION SIGN



7 HERITAGE TRAILS SITES

7.1 Queensland Heritage Trails Network (QHTN) Sites Signing

As part of the Centenary of Federation funding for Queensland, Approx 40 tourist attractions throughout the State will receive grants for capital improvements. Tourist signage similar to that shown below, and carrying the distinctive Heritage Trails Network logo, will be installed at strategic locations in the vicinity of the attraction, to guide motorists to the sites.

The logo identifying the previously established Queensland Heritage Trails Network sites is incorporated on tourism advance and position signs directing motorists to the sites.

Below is a list of the QHTN sites that may use the new logo.

1. Richmond Marine Fossil Museum	18. Townsville – North Qld Aboriginal and Torres Strait Islands Cultural Council
2. Winton – Lark Quarry	19. Cardwell Heritage Centre
3. Ipswich Global Arts Link	20. Cairns – Far North Queensland Network Gateway
4. Toowoomba – Cobb & Co Museum	21. Cairns – Presenting the Wet Tropics
5. Jondaryan Woolshed	22. Atherton – Chinatown
6. Charleville – Cosmos Centre	23. Laura – Quinkan Interpretation Centre
7. Blackall Woolscour	24. Coen – Cape York Heritage Centre
8. Barcaldine – Australian Workers Heritage Centre	25. Thursday island – Torres Strait Cultural Centre
9. Longreach – Australian Stockman's Hall of Fame	26. Chillagoe – Far North Qld Historic Mining Precinct
10. Longreach - Qantas Founders Outback Museum	27. Charters Towers –The World
11. Winton – Waltzing Matilda Centre	28. Cloncurry Heritage Centre
12. Maryborough Heritage Gateway	29. Mount Isa Mining World
13. Rockhampton Heritage Precinct	30. Ipswich – The Workshops
14. Mount Morgan Mining Centre	31. Warwick – Glengallan Homestead
15. Mackay Heritage Precinct	32. Mile Heritage Centre
16. Mackay Regional Gallery and Museum	
17. Townsville – North Queensland Network Gateway	

Table 7.1

Logo identifying Queensland Heritage Trails Network Sites

NB – Multi Color version Logo shall no longer be used. (Refer TC1296)



Examples of Queensland Heritage Trail Site Signs- Advanced and Position Signs

7.2 General guidance for signing Queensland Heritage Trails Network Sites (QHTN) and other Heritage Trails Sites

Tourist signs are provided for Queensland Heritage Trail Sites (QHTN) and other heritage trail sites, where they are open to the public at reasonably expected times, not less than 5 days a week including either Saturday or Sunday, throughout the year.

Signing may be approved where a site operates less than year round, where it can be shown that seasonal factors would make year round operation inappropriate. In such cases, it is expected the site will operate continuously during the recognised tourist season. In these instances, which are the exception rather than the rule, signs are to be displayed only at the appropriate times. At other times, signs must–

- (i) be covered, or
- (ii) indicate that the site is only open in season.

Adequate parking should be available for visitors adjacent to the site. Also, satisfactory access arrangements in accordance with normal Queensland Department of Main Roads and Local Government requirements are to be provided.

Some trail sites may be constituted by natural, open-air attractions without any entry/exit controls, in which case the guidelines above do not apply.

Heritage Trail signing is not used to guide motorists through the road system.

Except in remote areas, 10 km is generally considered to be the desirable maximum distance to a site along a side road.

7.3 Sign Types and Application

Signing for Heritage Trail sites is divided into the following categories:

- (ii) advance signs for sites on the road ahead, or for a turn-off where it is on a side road;
- (iii) position signs to mark the location of a site or a turn-off.

Heritage Trail signs have a white legend on a brown background and are fully reflectorised. The lettering on the signs has a minimum size of 120mm and should be series D or E.

Note: Lettering is generally provided as follows:

Upper and lower case legend 160/120 Mod.E for Marine Fossil Museum;
140 DM for ON LEFT, TURN RIGHT etc legend.

7.4 Advance Signs

These comprise sign types G11-1, G11-2, G11-7 and G11-8, as follows:

- (i) G11-1 Advance, on left, at roadside;
- (ii) G11-2 Advance, on right, at roadside;
- (iii) G11-7 Advance, turn left, down side road; and
- (iv) G11-8 Advance, turn right down side road.

The legend consists of a description of the site e.g. Marine Fossil Museum and logo together with the following legend:

- (a) Where the site is located adjacent to the road –
300m ON LEFT or 300m ON RIGHT

Note: The legend ON LEFT may be omitted when the location of the site is readily seen by approaching traffic, or where the associated parking area is on the right side of the road.

- (b) Where the site is located on a side road –
TURN LEFT 300m or TURN RIGHT 300m.

The distance shown on the sign may need to be altered where the sign location has been adjusted so that –

- (i) it is a minimum of $0.6Vm$ (where V is the 85th percentile or approach speed in km/h) from any other advance direction sign on an intersection approach;
- (ii) it is in a more prominent location; or
- (iii) it avoids an intervening intersection or entrance from being confused with the correct turn-off or entrance.

The distance on the sign should desirably be shown in increments of 100m, and as near as practicable to the distances given above, although increments of 50m may be used where this is not practicable.

Advance signs may not be required –

- (i) in an urban area, unless the site is in a fringe area with traffic speeds past the site exceeding 75km/h;
- (ii) on low speed roads where position signs alone provide adequate advance notice of the site.

Examples of advance signs are given below.



G11-1 White legend on brown background



G11-2 White legend on brown background



G11-7 White legend on brown background



G11-8 White legend on brown background

7.5 Position Signs

These comprise signs G11-3 and G11-4 as follows:

- (i) G11-3 (L or R) Position, rectangular with arrow (vertical or at 45°);
- (ii) G11-4 (L or R) Position, point and chevron end.

Position signs always repeat the site name and logo shown on the advance sign, if any. Signs at a turn-off desirably have a distance indication if the distance is 1km or greater.

Position signs are placed –

- (i) at or directly opposite the point of entry to the site;

- (ii) at the turn-off to a site along a side road in conjunction with other intersection signs, if any.

Examples of position signs are given below.



G11-4(L) White legend on brown background



G11-4(R) White legend on brown background



G11-3(R) White legend on brown background

Where there are intersections between the turn-off from the major road and the site, and there could be doubt as to which route to follow, a position sign may be provided at such intersection.

7.6 Typical Arrangement Diagrams

Typical arrangement diagrams illustrating the signing to Queensland Heritage Trail sites are provided in Appendix A. These include:

Figure A1 Queensland Heritage Trail Site adjacent to the road.

Figure A2 Figure A1, with Motorist Services Sign.

Figure A3 Queensland Heritage Trail Site with parking on opposite side of road.

Figure A4 Queensland Heritage Trail Site along a side road (less than 1km).

Figure A5 Queensland Heritage Trail Site along a side road (greater than 1km).

7.7 Administration

7.7.1 General

The Department of Main Roads District Office will only be involved where –

- (i) the site is on a State controlled road; or
- (ii) the site needs to be signed from a State controlled road.

In all other cases, application is to be made to the Local Government.

As each of the QHTN projects come on line, it is expected that Districts will receive applications for Queensland Heritage Trail Sites signing. In this case the Working Group will liaise with District Officers who will design & cost the sign(s). Once the working groups confirms the details & costs, DMR will effect an internal transfer of fund to the relevant DMR District office for the signing to proceed.

(Refer to Table 7.1 for project listing, and Chart 7.1 for process flowchart)

7.7.2 Cost of Queensland Heritage Trail Sites Signing

The design, supply and installation of Queensland Heritage Trail Sites signing is generally arranged by the Department of Main Roads in accordance with Clauses 7.3 – 7.6.

For the officially approved QHTN sites, the funds transfer includes sign design, purchase and installation costs, plus a further amount equal to the cost of maintenance throughout the life of the sign, which is regarded as seven (7) years.

Routine maintenance includes cleaning, removal of obscuring vegetation, and minor repairs such as repositioning, straightening posts, etc., but excludes total replacement of the sign (e.g. due to loss, theft, or total destruction).

If the District Director approves the sign for a period of less than seven years, the charge for routine maintenance is to be reduced proportionately.

Where the applicant has negotiated with the Department for erection of the signs by the relevant local government, installation costs are excluded from this calculation. Payment is required before the signs are ordered.

7.7.3 New or Additional Signs

The official QHTN sites will be funded for sign design, materials and installation costs.

7.7.4 Amalgamated Sign Plates

The preferred arrangement is to erect the Queensland Heritage Trail Site sign on an additional plate, except where the existing Department of Main Roads signs require replacement.

Where the latter case applies, costs are estimated and apportioned on an area of the sign plate basis.

7.7.5 Upgrade of an Existing Installation

Where the Department has previously erected a tourist sign at its own expense, and an applicant seeks upgrade of this sign to incorporate the Heritage Trails logo, the application will be considered on its merits by the Working Group, in consultation with the relevant District. (ie for QHTN funding the full cost of design, purchase and installation.)

7.7.6 Maintenance of Queensland Heritage Trails Signing

The Department of Main Roads will maintain and carry out minor repairs to the signs provided under Clauses 7.3 – 7.6, while messages remain relevant and up to the end of the effective life of the signs (generally 7 years).

This does not include replacement of the sign in the event of major damage or theft. In these circumstances, replacement of the sign is carried out at cost to the applicant. The cost applied is an estimate of the actual cost of the repairs or replacement.

At the end of the effective life of the signs, the applicant may apply for and self fund signing, it wishes to continue. (Pending future QHTN funding)

7.7.7 Ownership

All signs erected using these guidelines become the property of the Department of Main Roads.

7.7.8 Sign Removal

Prior to the removal of signing erected under the provisions of this guideline, discussions are to be held with the applicant.

Consideration for removal of such signs would be given where:

- (i) the site no longer exists,
- (ii) the sign is damaged and may be a potential hazard to road users.

In the case of (i), notification in writing is given to the applicant.

Should no objection be received within one (1) calendar month of the date of the letter, arrangements may then be made for the removal of the sign. With regard to (ii), the applicant is to be advised of the situation following necessary action in accordance with normal Department of Main Roads operating procedures.

CHART 7.1 - PROCEDURE FLOWCHART FOR ROAD SIGNAGE OF TOURIST ATTRACTIONS ELIGIBLE FOR QHTN FUNDING AND LOGO

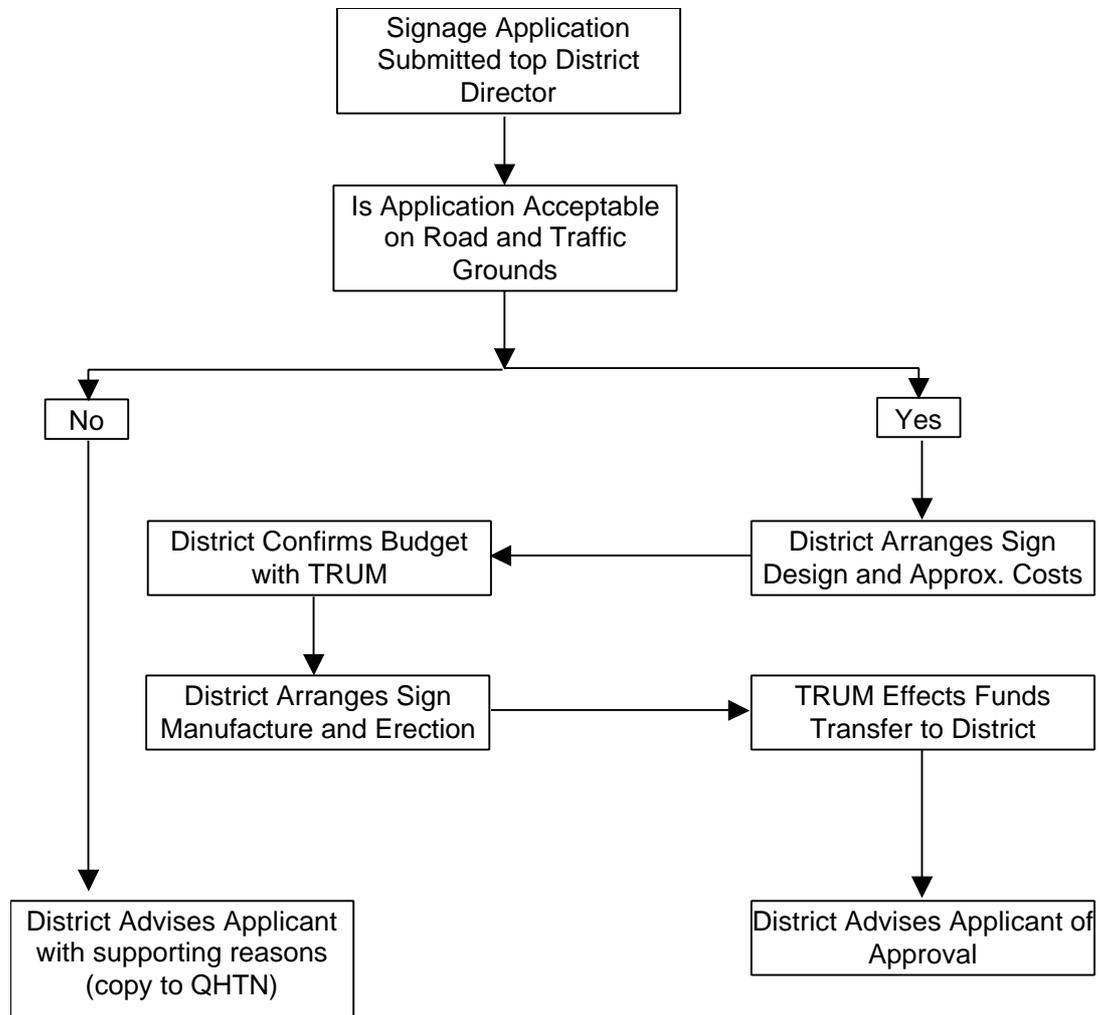


Chart 7.1

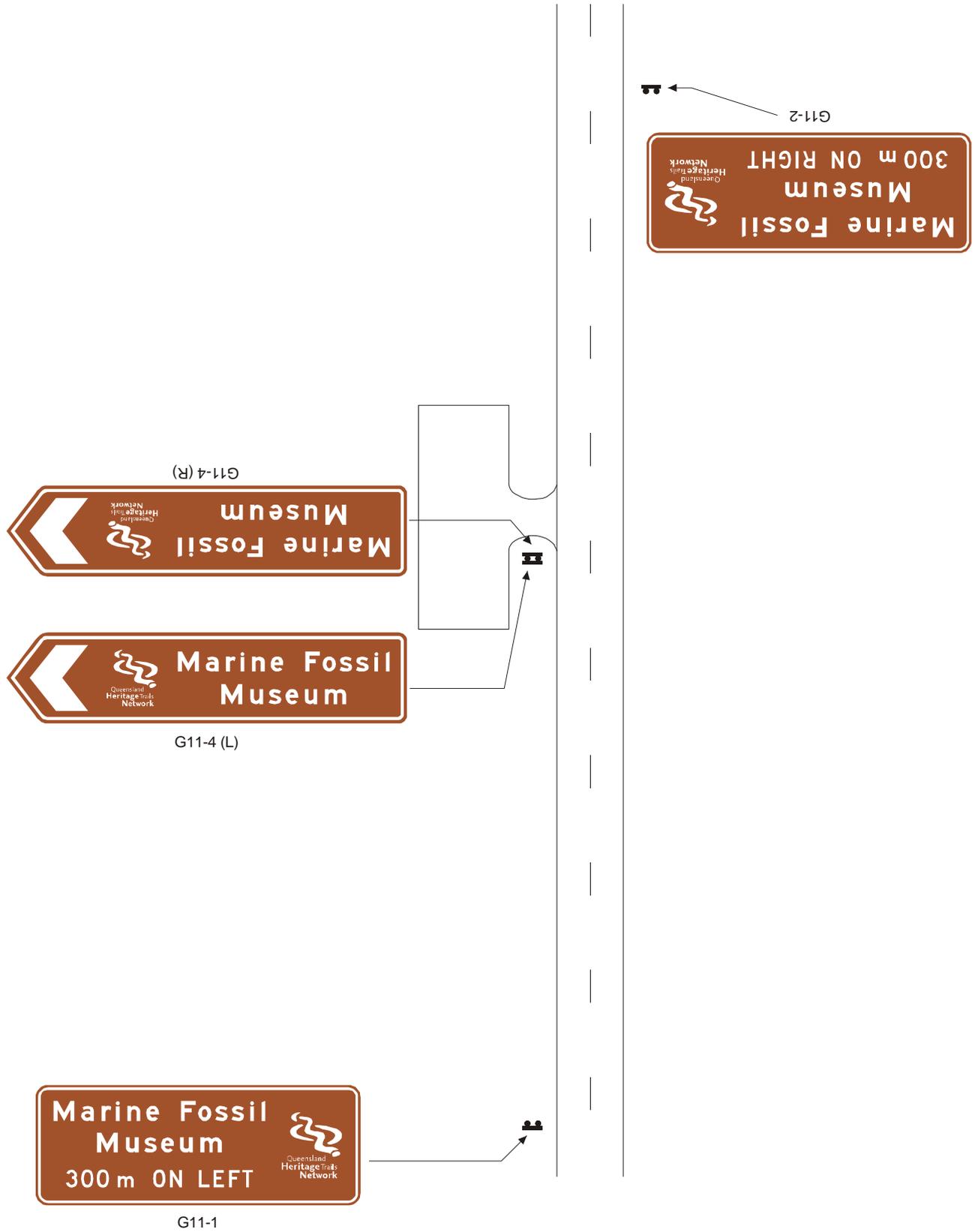
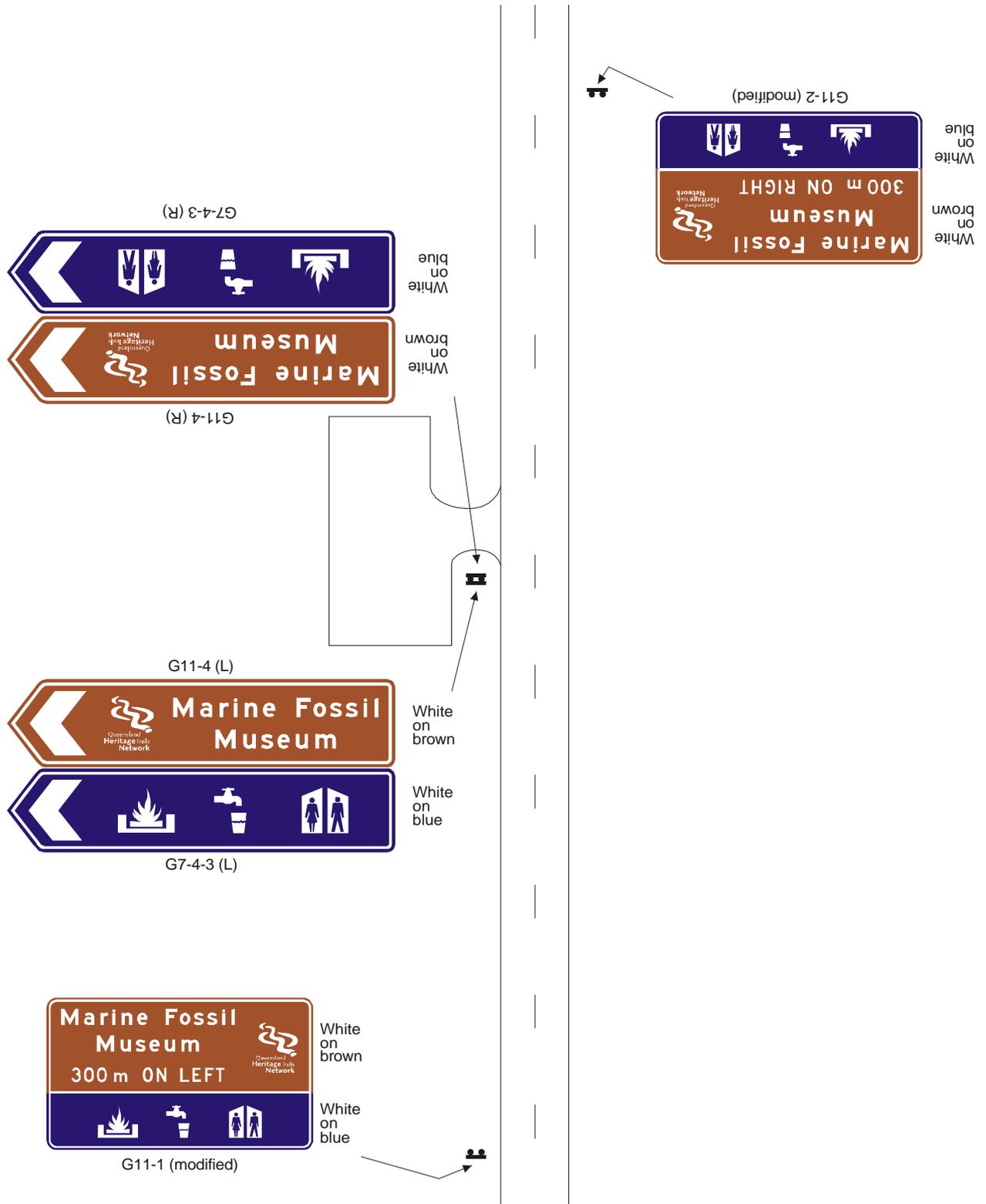


Figure 1 Queensland Heritage Trail Site adjacent to the road



Note: The FASTEN SEAT BELT sign (R10-Q01) shall be erected at the exit from a roadside stopping place.

Figure 2 Queensland Heritage Trail Site adjacent to the road with Motorist Services

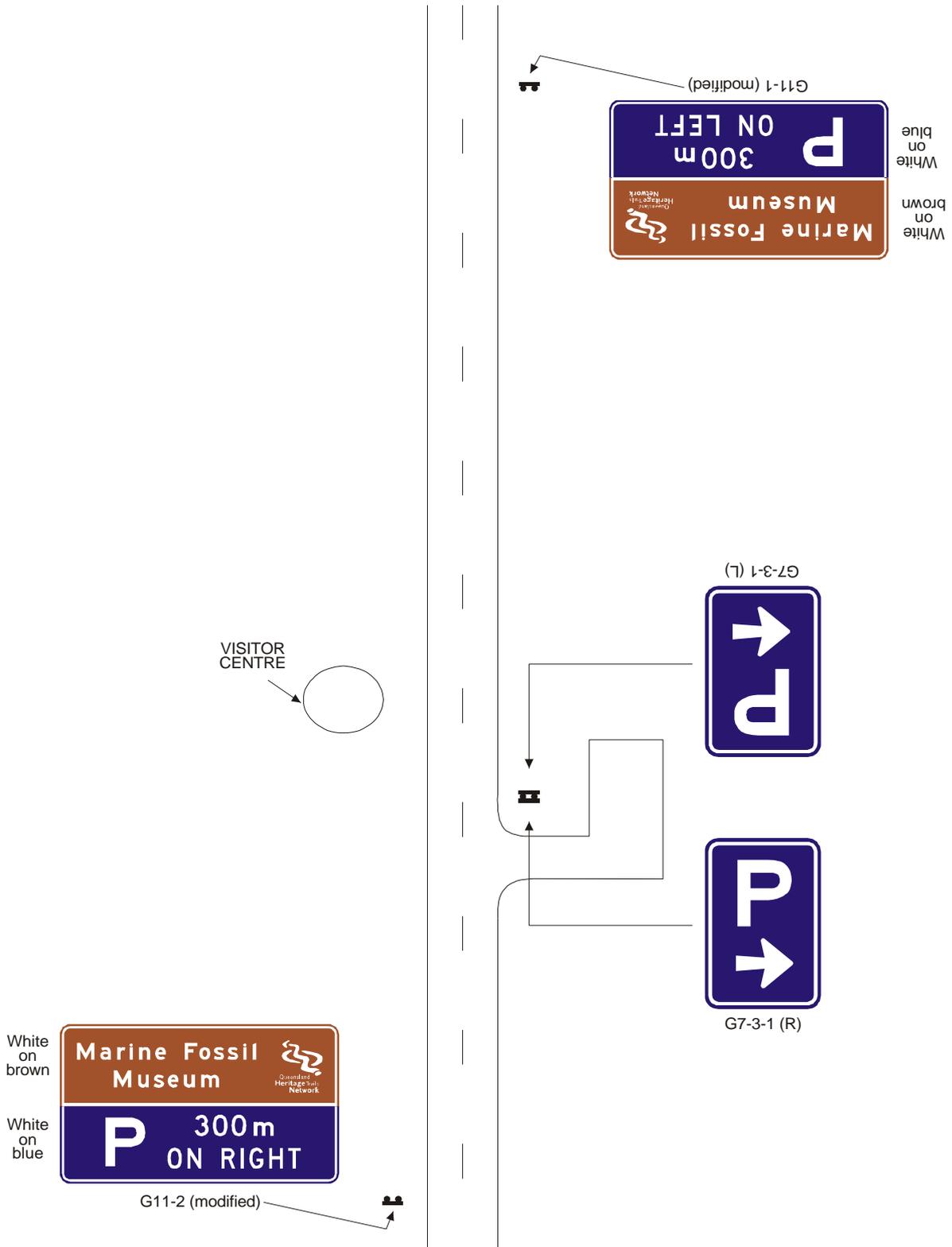


Figure 3 Queensland Heritage Trail Site with parking on opposite side of road

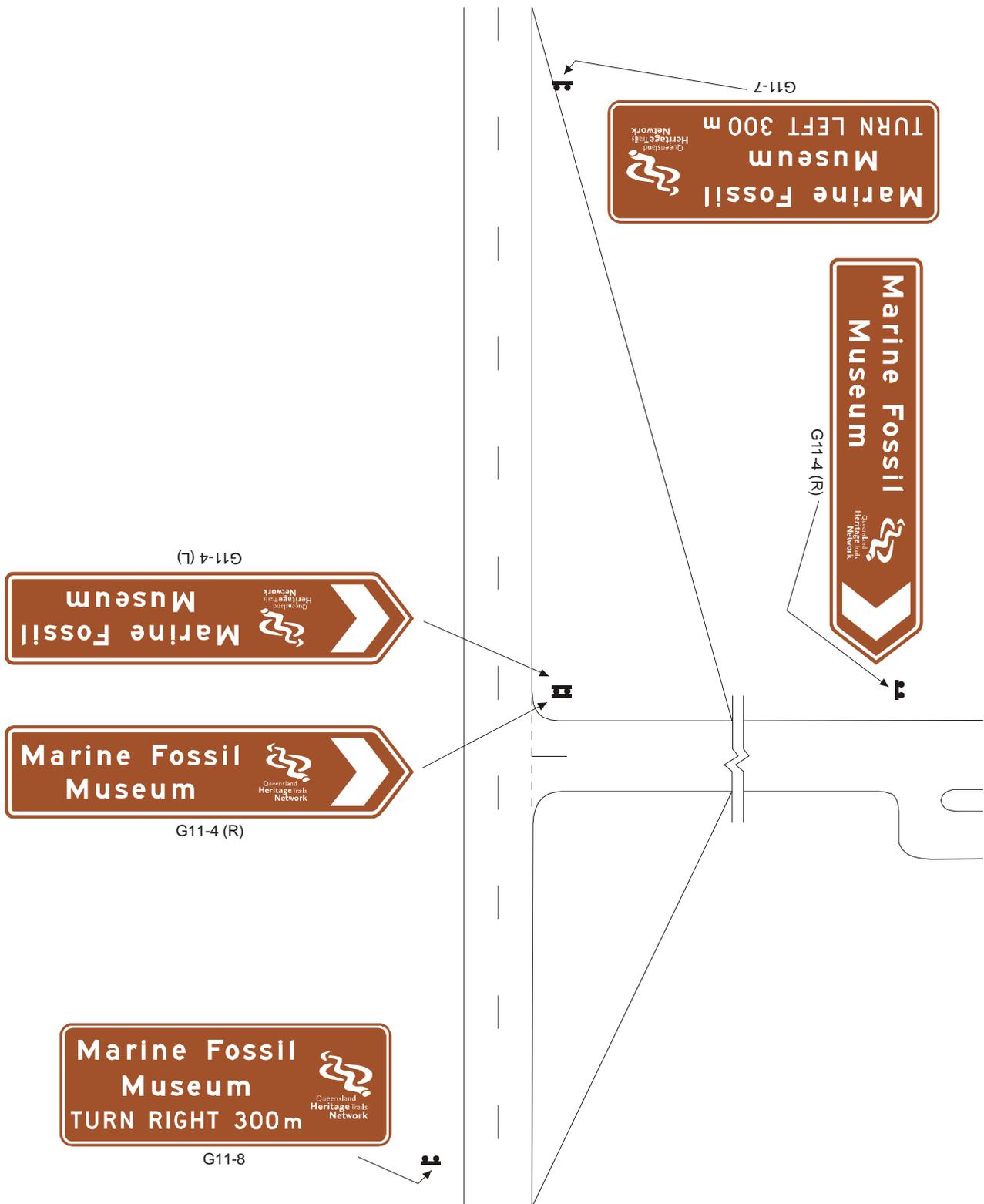


Figure 4 Queensland Heritage Trail Site along a side road (less than 1 km)

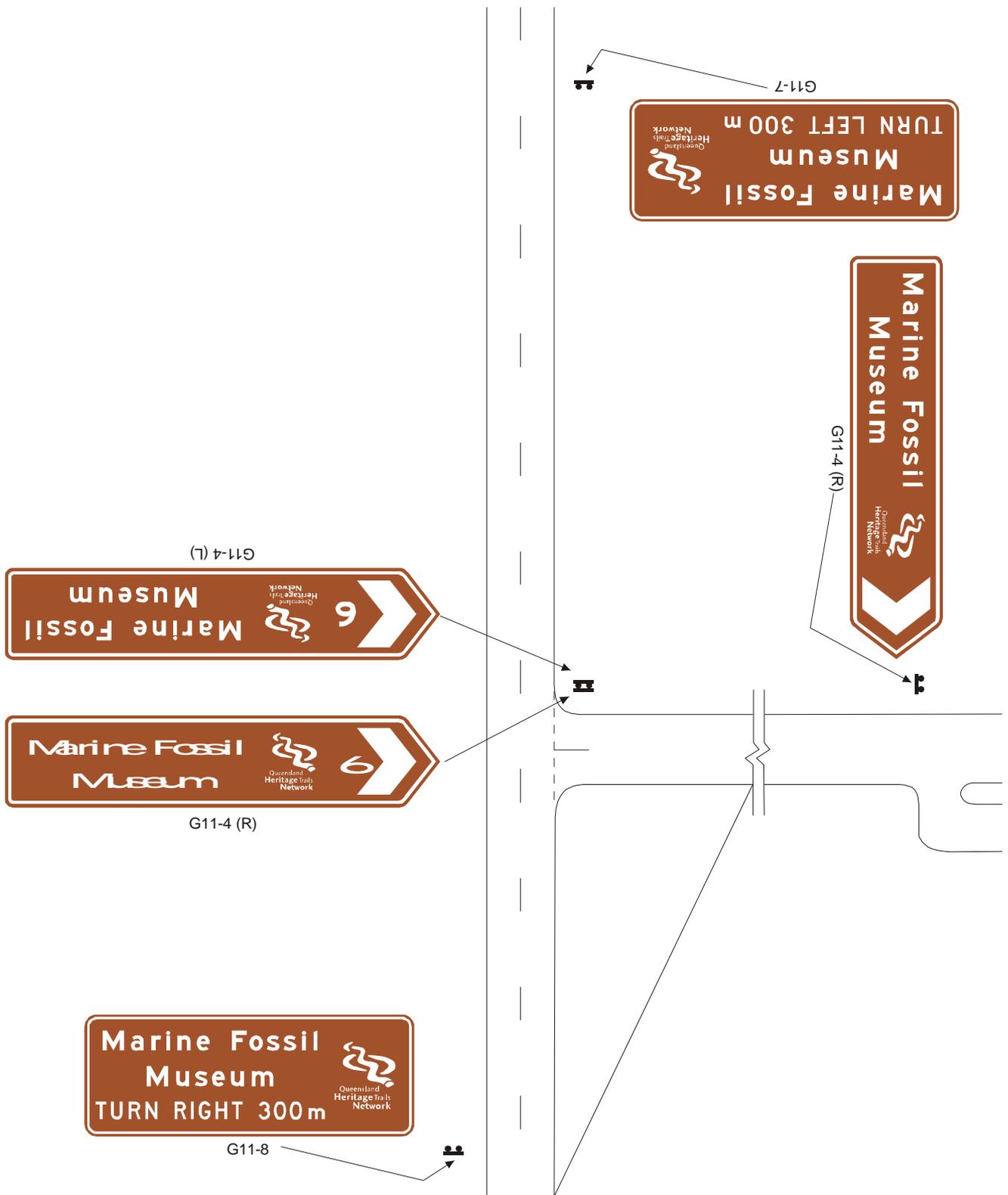


Figure 5 Queensland Heritage Trails Site along a side road (greater than 1 km)

8 Information Products

This section will not require direct action for District Offices, but is included for information only.

This component of the program consists of two distinct elements:

1. Integrated Website development, which has largely been completed from a DMR/ Tourism Queensland perspective. QHTN needs to come on line with hot links to the other two agencies. All project partners should investigate being linked to other organisations such as the Queensland Museum. To enhance Tourism Queensland's regional marketing plans, links to RTOs should also be included.

The integrated DMR/Tourism Queensland Website currently includes input from the following Agencies:

Queensland Transport – Road rules, road conditions, vehicle registration
Queensland Police – Police accident database, road conditions, road closures
RACQ – Road conditions, breakdown service.

2. Other information product development, which will include the QHTN/ Queensland Museum 'Discovery Guide', tapes, videos etc. QHTN has made a commitment to a high quality timeless 'discovery guide' for Outback Queensland, featuring the Matilda Way based on the review of the Outback Tourism Strategy.

Audio and video material, as well as a range of static displays may also form part of the information package. Details will emerge from the Corridor Management Plans and the on-going consultation with RTOs.

The Outback Queensland discovery guide is due for completion June/July 2002 and will be launched as part of the 'Year of the Outback'.

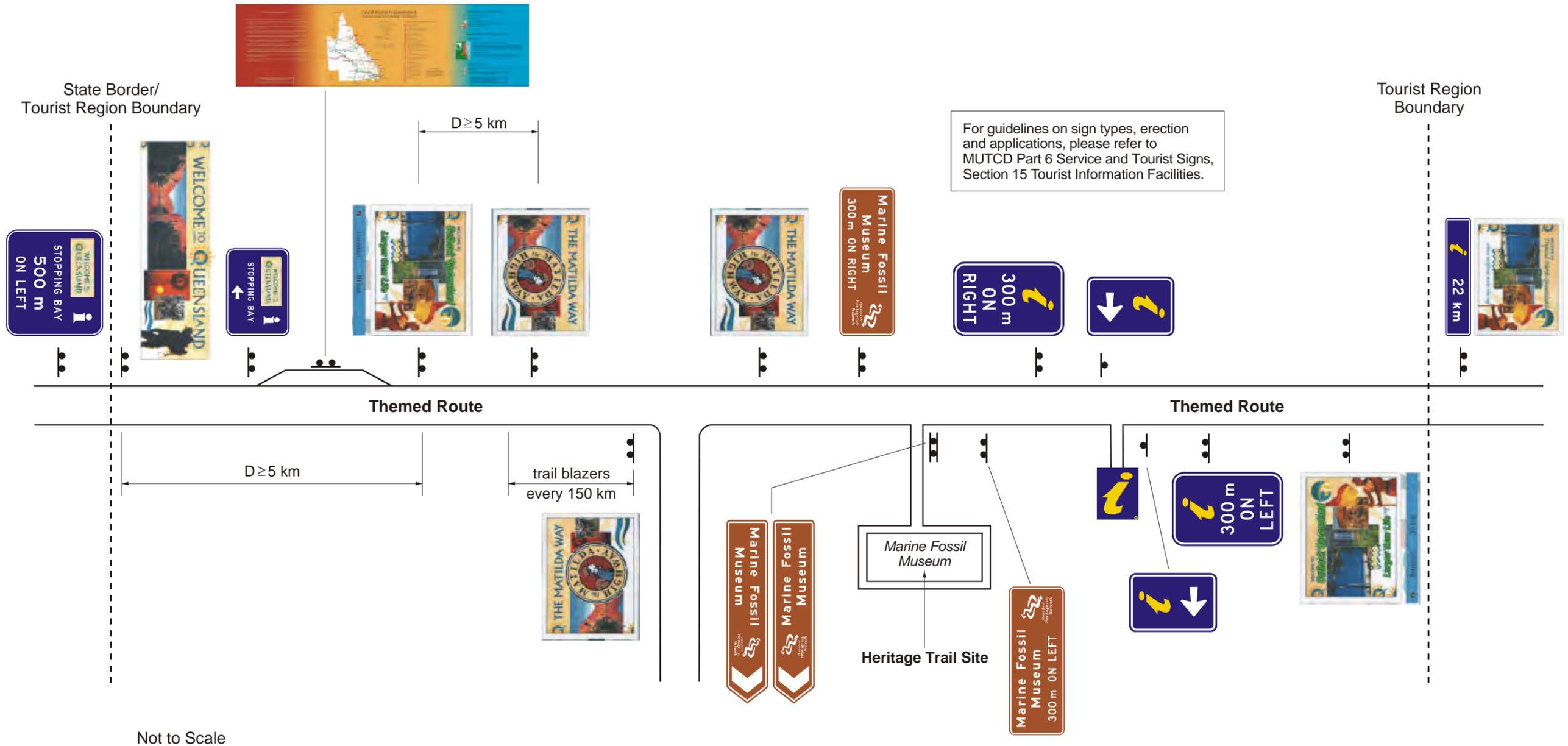
9 Visitor Information Centres

Blue and yellow italicised 'i' signs are being introduced nationally to denote quality visitor information centres that are staffed and provide a full range of services, such as weather and road conditions, electronic booking facilities, parking, a full range of tourism brochures (both local and further afield) during a reasonable range of business hours. Eligible centres must apply to TQ for accreditation and must comply with certain provisions and demonstrate business sustainability via a business plan.

These centres will be a key regional/local disseminator of information about the QHTN Drive Tourism Program 2000 – 2002.

Approximately 40 information centres have become eligible to use the blue and yellow italicised 'i' sign. Advance signing of these VICs will be completed with in the CMP phase of the project.

Themed Route Tourism Signing Scheme



For guidelines on sign types, erection and applications, please refer to MUTCD Part 6 Service and Tourist Signs, Section 15 Tourist Information Facilities.

For guidelines on sign types, erection and applications, please refer to the Traffic Engineering Manual - Signing for Tourist Schemes, Heritage Trails and Heritage Trail Sites.